

CITY OF WACO
TEXAS



DISTRICT

JUSTIN AVENUE
DISTRICT
MAP

2019 – 2020
FISCAL YEAR BUDGET

City of Waco, Texas
Adopted Annual Operating Budget and Capital Improvements Program
Fiscal Year October 1, 2019 – September 30, 2020

City Council

Mayor Kyle Deaver

Mayor Pro Tem Andrea J. Barefield, District I

Council Member Hector Sabido, District II

Council Member John Kinnaird, District III

Council Member Dillon Meek, District IV

Council Member Jim Holmes, District V

City Manager

Wiley Stem, III

Budget Vote: FOR: Deaver, Barefield, Sabido, Kinnaird, Meek, Holmes

AGAINST:

	FY 2019-2020		FY 2018-2019
Property Tax Rate:	\$0.776232/\$100	Property Tax Rate:	\$0.776232/\$100
Effective Tax Rate:	\$0.741636/\$100	Effective Tax Rate:	\$0.725410/\$100
Effective M/O Tax Rate:	\$0.645934/\$100	Effective M/O Tax Rate:	\$0.620201/\$100
Rollback Tax Rate:	\$0.818587/\$100	Rollback Tax Rate:	\$0.783333/\$100
Debt Rate:	\$0.110576/\$100	Debt Rate:	\$0.102651/\$100

Total debt obligation for City of Waco secured by property taxes: \$127,536,176

This budget will raise more revenue from property taxes than last year's budget by an amount of \$666,700, which is a 0.85 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,419,535.

In accordance with Section 140.0045 of the Local Government Code, which requires the itemization of certain expenditures by a political subdivision, the City of Waco is expected to expend for the year ended September 30, 2019 and has budgeted for FY 2019-20 the following amounts, respectively:

Notices required by law to be published in a newspaper: \$44,372 and \$48,829

Lobbying activities: \$120,000 and \$123,000



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Waco
Texas**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director

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October 1, 2019

Honorable Mayor and Members of Council,

In accordance with Texas Statutes and the City of Waco Charter, Article VII, Section 4, the adopted budget for the fiscal year beginning October 1, 2019 is hereby presented. The adopted budget for Fiscal Year 2020 complies with the City Council adopted Financial Management Policy Statements (FMPS), and acts as a policy document highlighting the financial responsibilities of the organization to City Council and residents. The adopted budget ensures the financial strength of the organization by providing a balanced budget, including the structural balance of the General Fund. This year's adopted budget addresses the City's top priorities, which include:

- infrastructure
- public safety
- code enforcement
- compensation and benefits

The organization is also working to incorporate the Council's newest priorities below into a more comprehensive program:

- strategic economic development
- equitable practices

Acknowledgements

I want to thank City Council for their continued support and leadership. The clear direction Council has provided through the establishment of priorities has provided myself and staff with the critical information and direction necessary to create a resilient budget package that benefits our great Citizens.

It's important to highlight that the development of this budget and the operations of this City would not be possible without our great employees, whose tireless efforts in the pursuit of excellence has allowed our City to thrive and grow. I want to thank each and every employee for all of their hard work and their willingness to operate as a team to make Waco great.

Financial Position

The City continues to experience the benefits of tourism and growth and anticipates ending the year in a positive financial position. Highlights of FY19 include incorporation of the base budget process within the City, which has allowed the organization to reduce its existing budget. This approach has allowed the scarce resources of the organization to be realigned with City Council priorities. This change in financial strategy is allowing the City to better meet the needs of the public while ensuring the long-term financial stability of the organization.

There are many positive movements being made within the City finances that are designed to better align the available resources of the City with Council's priorities. Outside the base budget process, the City is implementing a sales tax mitigation strategy to help fund one-time needs during the year. While the City is continuing its conservative approach to budgeting sales tax, it's using new strategies to manage its implementation. This new sales tax mitigation strategy balances the volatility of sales tax with the need for one-time uses.

Economic Development

Waco has recently been recognized as a leader in the state for hotel occupancy and thus tourism continues to be a key economic driver within the City. One of the Council's newest priorities is strategic economic development, which will continue to help position the City as a premier destination in Texas for tourism and business growth.

This year, the City has entered into two new major economic development agreements designed to bring in large entertainment complexes to the City. These agreements will provide for the generation of additional growth within the tourism industry and allow residents to have additional entertainment options without having to leave the City. Moreover, these agreements allow the City to benefit from the creation of jobs, property tax, and sales tax that comes with their development.

Economic development plays an important role in the City's financial position and helps ensure the long-term stability of the City. Economic development brings in new businesses, helps to retain existing business, attracts tourists, and revitalizes infrastructure and the aesthetics of the community. These activities have a positive impact on the community by building a larger commercial tax base and increasing indirect sales tax associated with tourism. This cycle of investment and reinvestment is important to helping improve the quality of life for residents.

In order to manage these economic development efforts, the City works with the Tax Increment Financing (TIF) Board, Waco-McLennan County Economic Development Corporation, Creative Waco, the different Chambers of Commerce and other outside entities to bring a full suite of tools designed at improving our community. The City continues to have a positive outlook on activity occurring within the City and the positive benefits it brings along with it.

FY20 Budget Preparation and Priorities

Challenges and Approach

One challenge facing all local governments is the limitation on property tax growth, as passed recently by the Texas legislature. In anticipation of this, the City has built its budget based on conservative assumptions. The budget assumes property tax revenues using a growth in the value of 2.5% from revaluation and 2.5% is from new growth. The limitation on tax rate growth will put pressure on the City's existing resources as it seeks to deliver high quality services to residents and improve its aging infrastructure. One way the City is working to balance the need for resources with the demands of growth are through the development of impact fees. Impact fees are a charge imposed on new development to pay for the off-site construction or expansion of infrastructure facilities. Impact fees will support growth-related projects, while minimizing the impact of growth on existing residents. Additionally, studies are in progress for storm water fees which will help fund drainage projects within the City. As development occurs, natural watersheds are displaced by concrete and structures, which strain the capacity of existing resources. The City is working through implementation plans for both impact and drainage fees and plans to move forward as soon as practicable.

Operating and Capital Budget

The operating budget reflects the City's focus on investing in infrastructure and public safety. This year's budget includes the addition of 5 sworn police officers, 2 police detectives, 2 additional streets personnel, and

a new sanitation. These positions are critical as the City grows outside of its core area. Growth outside of the City's core area continues to put a strain on existing resources, including public safety and infrastructure. Funding necessary to address the City's aging infrastructure such as streets, sidewalks, parks and municipal facilities, is a critical part of the operating budget as it ensures that the City's assets don't continue to decline. Funding for streets, parks, facilities and other major service areas are provided for within both the operating budget as well as the capital improvement program budget.

Employee Compensation and Benefits

The City's outstanding workforce understands that public service is a career dedicated to serving others. As a personnel driven service provider, approximately 72% of the General Fund operating budget is dedicated to employee compensation and benefits. The FY20 adopted budget includes a compensation and benefits package for employees, as well as additional funding that is necessary to ensure the City is able to attract and retain highly skilled, qualified and quality employees. The City has budgeted a 3% general salaries increase in the adopted budget. This funding allows management to provide for a slight increase over the 2019 CPI rate of 2.1%.

The City also has a competitive health benefits program available for employees and their dependents. The Human Resources Department, in conjunction with the benefits consultant, have worked through plan design changes that are allowing the City to continue providing high quality benefits without increasing the contribution rate to either the employees or the City.

The City participates in the Texas Municipal Retirement System (TMRS) for full-time employees. TMRS calculates the City's required contributions based on an actuarial formula that looks at the City's pension liabilities compared to its pension assets. The City's mandatory contribution rate for 2020 is 14.33%, which is an increase from the 2019 contribution rate of 14.02%. The City has budgeted a 15.00% contribution for FY20 to help reduce the overall liability and maintain financial stability. The City's participation in the TMRS system provides a financially sound pension for employees, which is very different from self-funded pensions for some major cities.

Tax Rate and User Fees

2019 Tax Rate

There are no planned increases in the City's property tax rate for FY20, which is anticipated to remain flat at \$0.776232.

Major Fee Changes

In the Utility Fund, fees are anticipated to increase in January of 2020. These fee adjustments are necessary so that improvements to the City's water and wastewater system can be made. As the City continues to age, it's critical to invest in needed improvements to infrastructure that will lower the overall cost in the future. The continued maintenance of these systems helps ensure the functionality and safety of them for years to come.

The Solid Waste fees are anticipated to increase in October. This increase is necessary as the City works to improve infrastructure necessary for the safe and timely disposal of solid waste.



These changes are provided for within the fee schedule located in the appendix of the budget.

Financial Summary

Based on the priorities addressed, identified and discussed above, the FY20 adopted budget totals \$361.0 million. Of the total, \$250.5 million is for operations and \$110.5 million is for capital projects and debt service.

Fund	FY20 Adopted Budget*
General Fund	119,859,825
Utility Enterprise Funds	41,965,915
Solid Waste Fund	13,759,209
Other Funds	74,957,694
Total Operating Funds	\$250,542,643
Capital Projects	76,092,910
Debt Service Funds	34,392,137
Total Adopted Budget	\$361,027,690
*Funds are presented net of inter-fund transfers	

The FY20 adopted budget has been developed with the Council's priorities in mind. I encourage you to read further into the information describing the FY20 budget and contact us with requests for additional information. We are grateful for the opportunity to serve the citizens of Waco.

Respectfully submitted,

Wiley Stem
City Manager

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

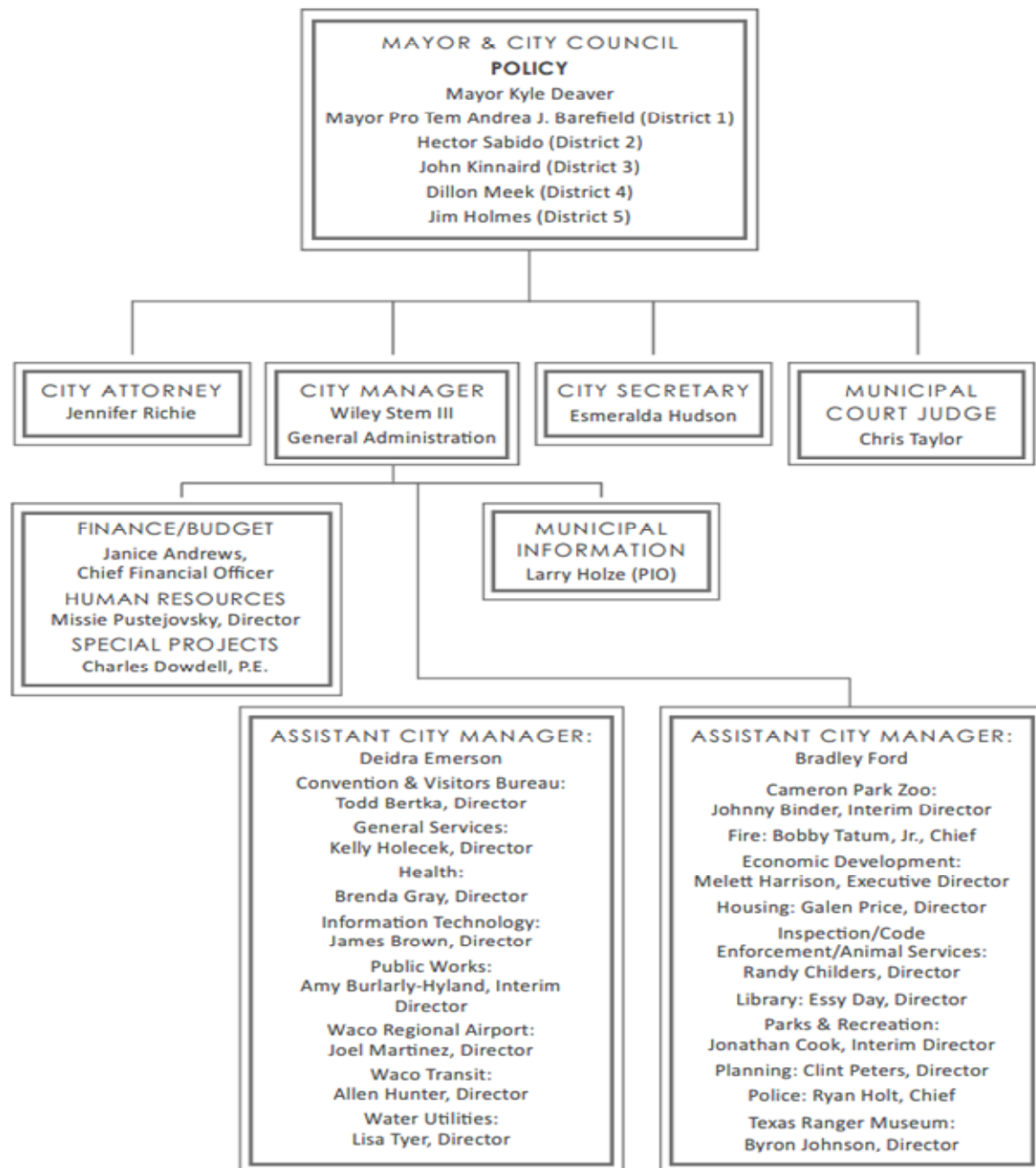
Strategic Intent VI

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

Organizational Chart





Profile

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2019-20 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. Waco is also the home of Chip and Joanna Gaines, of HGTV's former hit show, "Fixer Upper." The Gaineses have created a tourist attraction in downtown Waco and Magnolia Market at the Silos, a destination for over 31,000 visitors each week.

Yet, Waco is more than just a collection of "things to do" and "places to go." Waco 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 City of Waco derives its name from the agrarian Indian tribe that resided in this area at one time. The Hueco, or Waco Indians farmed melons, pumpkins, lima beans, and corn. They lived in beehive-shaped huts that were constructed from poles and thatched with grasses and willow. Spanish settlers first wrote of an encounter with the Waco Indians in 1772, when Athanase de Mésière noticed two villages during his trek up the Brazos River.

Waco was founded in 1849, when lots were first sold, and became an important stop on the Chisholm and Shawnee Trails during the great cattle drives. The Waco Suspension Bridge, built in 1870, allowed safe passage for the cattle to cross the Brazos. Historically, the city has been a trade and agricultural center for the Central Texas region.

Waco Today

Waco is the 22nd largest city in Texas and is the county seat of McLennan County, which has an area of over 1,000 square miles. 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 resulted in an impressive infrastructure system, with ample water, electrical, natural gas, and sewer availability. Waco's farsighted planning developed a comprehensive infrastructure system that is convenient to the needs of business and industry while remaining sensitive to the environment and the community.

Waco has 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, offering 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, cycling, water skiing, or canoeing. Exciting cultural opportunities abound at over a dozen local museums and 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 28th consecutive year, Waco provides an environment of beauty, cleanliness, culture, convenience, and opportunity that's hard to beat.

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	(2018 Estimate) 138,183
Area	
Land	88.96 square miles
Water	12.3 square miles

City Facilities

Fire Protection

Number of Stations	13
Number of Fire Hydrants	5,756
Number of Sworn Personnel	204
Personnel per 1,000 population	1.48

Police Protection

Number of Stations	1
Number of Staffed Police Facilities	3
Number of Sworn Personnel	253*
* One Officer is assigned to Municipal Court	
Personnel per 1,000 population	1.83

Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	623 miles
Unpaved Streets	1.5 miles
Paved Alleys	16 miles
Sidewalks	332.6 miles
Storm Sewers	371.78 miles

Air Service

Municipal Airport	1
Scheduled airplane flights per day	5
Passengers enplaning/deplaning per year	(approximately) 118,000

Municipal Utilities

Municipal Water System

Average Daily Water Production (gallons)	30,578,400
Maximum Daily Water Production (gallons)	53,940,000
Maximum Daily Capacity of Plants	90,000,000
Water Mains (all lines)	1,086.3 miles
Meters in Service	47,345
Sanitary Sewer Mains	886 miles
Sewer Connections	39,908
Sewer Manholes	13,422

Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Citizen Convenience Centers	1
Number of Residential Customers	39,189
Number of Commercial Customers	4,750

Park and Recreation

Traditional Parks (Neighborhood, Community, Regional):	28
Playgrounds	23
Splash Pads	6
Centers of Activity:	6



Community Centers	3
Senior Centers	2
Multipurpose Centers	1
Program Attendees (past year)	75,667
Public Commons / Event Spaces	5
Event Permits (past year)	223
Metropolitan Trails:	13.2 miles
Unpaved/Rustic Trail:	20 miles
Specialty Athletic Facilities:	16
Archery Range	1
Ballfield Complex	5
Disc Golf Course	3
Football Complex	1
Golf Course	1 / 43,079 (past year rounds)
Horseshoe Complex	1
Skate Park	1
Soccer Complex	2
Tennis Center	1
Track & Field Complex	1
League Participants (past year)	6,240
Tournaments/Camps/Clinics Hosted (past year)	24
Attraction Parks:	3
Hawaiian Falls Water Park	88,500 (2018 attendance)
Lion's Park	15,000 (past year attendance)
Waco Mammoth National Monument	109,923 (past year attendance)
Total Park Land:	1,658.5 acres
Total Recreational Waters:	16.5 sq. miles

Waco – McLennan County Library System

Number of Branches	4
Number of Materials	330,043
Circulation	658,698
Public Computer Use	72,517
Library Cardholders	71,218
Reference Questions Answered	71,294
Library Visits	377,911
Programs offered	1,274
Total attendance at programs	38,183

Demographic Characteristics

According to the U. S. Census Bureau, Census 2010, the total population for the City of Waco was 124,805 and the projection for 2018 was 138,183, which reflects a 10.7% growth. The Waco population of 138,183,

is approximately 43.0% white, 32.1% are Hispanic, 21.2% black, and 3.7% other racial groups. About 68.9% of Wacoans are below age 45 and the median household income for the Waco in 2017 was \$36,004.

Economy and Industry

Waco is the approximate geographic center of Texas' population and has long been 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 north of 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 rise of tourism in the area, 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). The tourism sector of Waco's economy is on the rise for several years, with over 2 million visitors each year drawn by Waco's changing image and new attractions, including Magnolia Market at the Silos, the Cameron Park Zoo, Mayborn Museum, the Texas Ranger Hall of Fame, and others. TripAdvisor, the nation's top tourism website, rated Waco #2 on the list of "U.S. Destinations on the Rise" for 2018, based on traveler searches, bookings, and ratings.

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, TX Metropolitan Statistical Area (MSA) labor force increased from 125,289 in 2018 to 126,067 as of April 2019. The labor force reflected a 0.6% increase from 2018 through 2019. As of April 2019, total civilian employment was 122,618, which is a 1.3% increase from April 2018. The unemployment rate decreased from 3.3% in 2018 to 2.7% in 2019.

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
- H-E-B – Retail Grocery Chain
- Baylor Scott & White Hillcrest Health System – Medical–Hospital
- City of Waco – Municipal Government
- Midway Independent School District – Public Education
- Sanderson Farms, Inc. – Poultry Processing

Over 700 Employees:

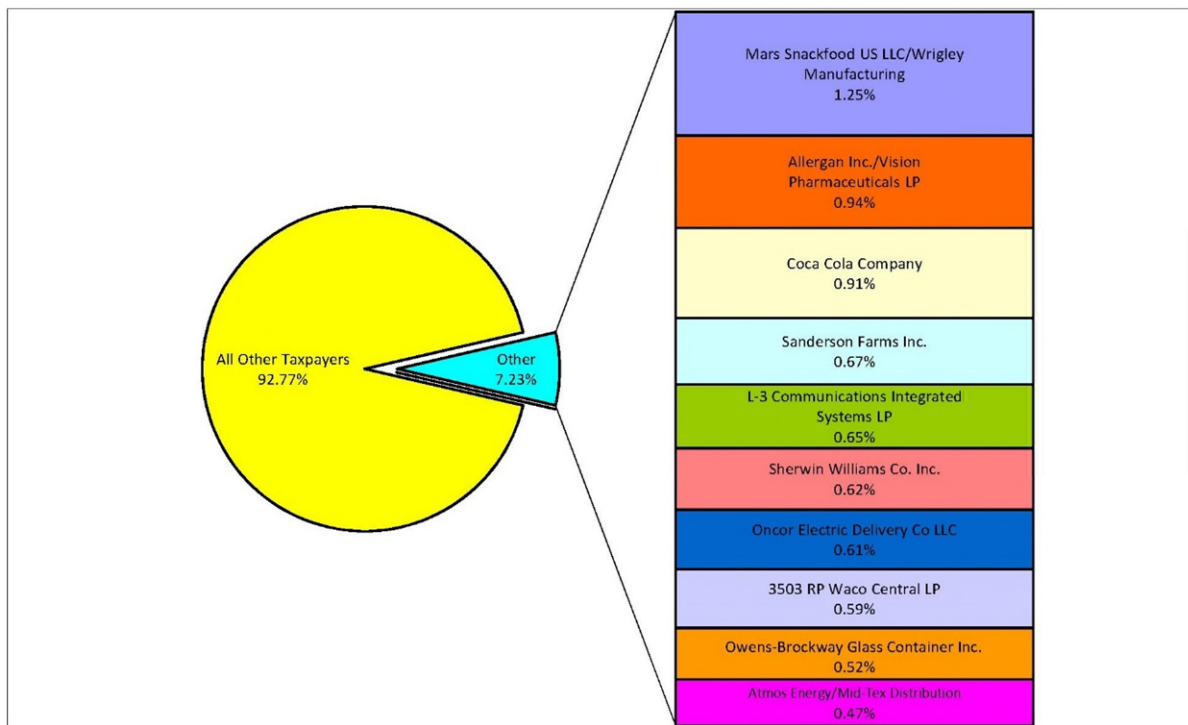
- McLennan County – County Government
- Wal-Mart – Retail
- Veterans Administration Medical Center – Medical–Hospital
- Examination Management Services, Inc. (EMSI) – Insurance Inspection Audit
- Magnolia – Retail
- Veterans Affairs Regional Office – Federal Government
- Aramark – Professional Services
- L-3 Technologies – Aerospace/Aviation
- American Income Life – Insurance
- Allergan, Inc. – Eye Products Manufacturing
- Cargill Value Added Meats – Dressed/Packed Turkey Products

Over 500 Employees:

- McLennan Community College – Post Secondary Education
- Texas Youth Commission–McLennan County SJCF – State Government
- Texas State Technical College – Post Secondary Education
- Pilgrim's Pride – Poultry Processing
- Mars Chocolate – North America – Candy Manufacturing
- Texas Department of Human Services – State Government
- Big Creek Construction – Construction

The top ten taxpayers are:

Mars Snackfood US LLC/Wrigley Manufacturing	Confectionary Products	\$	131,502,484	1.25%
Allergan Inc./Vision Pharmaceuticals LP	Optical Products/Generic Drugs		98,374,926	0.94%
Coca Cola Company	Production of Soft Drinks/Juices		95,751,647	0.91%
Sanderson Farms Inc.	Poultry Processing		70,572,293	0.67%
L-3 Communications Integrated Systems LP	Aircraft Modification		67,869,000	0.65%
Sherwin Williams Co. Inc.	Production of Paints and Coatings		65,286,365	0.62%
Oncor Electric Delivery Co LLC	Electric and Gas Utilities		63,624,000	0.61%
3503 RP Waco Central LP	Retail Real Estate Investment		62,219,025	0.59%
Owens-Brockway Glass Container Inc.	Glass Containers		55,063,707	0.52%
Atmos Energy/Mid-Tex Distribution	Natural Gas-Only Distributor		49,261,540	0.47%
	Sub-total		759,524,987	7.23%
All Other Taxpayers			<u>9,752,296,314</u>	<u>92.77%</u>
Total Taxable Value		\$	<u>10,511,821,301</u>	<u>100.00%</u>



Source: McLennan County Appraisal District

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 Ascension Providence Health Center. In addition to the two major hospitals there are also the Waco Department of Veterans Affairs Medical Center, Family Health 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 also 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, Texas Economic Development & Tourism, Waco's tourism sector produced the following in 2018:

- Total direct travel spending in the McLennan County/Waco area has increased to \$619.1 million, an 7.8% increase over 2017
- Total direct earnings by those employed in the travel industry locally increased to \$152.4 million, a 2.2% increase over 2017
- Total direct employment is at 5,700 jobs, which is unchanged since 2017
- Local direct tax receipts from travelers totaled \$56.7 million in 2018, an increase of 7.4% over 2017

In response to the growth in tourism, two new hotels were opened in 2018 (the La Quinta Inn & Suites, and Hilton Garden Inn), and several others are under construction or in the planning stages.

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 between 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 the 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 McLane Stadium to Brazos Park East. The Suspension Bridge, Lake Brazos and the parks adjacent to them 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 historical center of the legendary Texas Rangers law enforcement agency. It consists of the museum, Texas Ranger Hall of Fame State memorial and the Tobin and Anne Armstrong Texas Ranger Research Center. The complex is known worldwide for its collections of firearms, badges, historical artwork and Ranger memorabilia, and its research library and archives. Texas Rangers Company "F", the largest Ranger

Company in Texas, is stationed on-site. The historical center is the steward of the upcoming 200th anniversary of the Texas Rangers in 2023.

The award-winning, natural habitat Cameron Park Zoo ranks as Waco's second most visited tourism attraction with a record attendance of 357,000 visitors in 2018. The Zoo also celebrates the spirit of wild animals with its freeform 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, jaguars, bobcats, and hundreds of fresh and saltwater fish. The Mysteries of the Asian Forest exhibit features 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 play area with ground chimes and the Wild Wash, an interactive feature that allows the orangutans to shower the public from inside their enclosure by pushing a button. In addition to the spectacular animal exhibits, Cameron Park Zoo provides innovative educational programs for students of all ages. The Zoo also participates in conservation programs worldwide and is renowned for excellence in animal care and husbandry.

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. The department sponsors Brazos Nights/Fourth on the Brazos, Pints in the Park and Waco Wonderland. It also provides support for more than 200 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 approximately more than 8,900 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, which showcases this popular soft drink's historic creation in Waco to the modern-day pop icon of today's popular culture. The museum also completed a third expansion into a nearby historic building. The Texas Sports Hall of Fame, which 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 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. Managed by SMG, the worldwide leader in venue management, McLane Stadium is a state-of-the-art multifunctional facility that hosts world class music, family and sporting events throughout the year, in addition to Baylor University football. The \$266 million stadium contributed to the growth of downtown Waco and development along the Brazos Riverfront.

The newly constructed I-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 for 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 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 available funds.
- 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 2019-2020 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 appropriations for the upcoming fiscal year.

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 and presenting their budgets.

- 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 for review by City Management. Prior to submitting a proposed budget to Council, City Management reviews the requests and constrains the budget based on Council priorities and the needs of the City.

The Chief Financial Officer (CFO) 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.

- 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 available resources for the budget year.

The Operating Budget and the Capital Improvements Planning Program (CIP) 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 adopted tax rate for the City of Waco is \$0.776232 for fiscal year 2019-20. 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. A copy of the budget is placed 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 funds included within this document. All unexpended appropriations lapse at the end of the fiscal year (September 30th). Unexpended governmental funds become components of the reserves while unexpended proprietary funds become net assets. Project-length financial plans are adopted for capital project funds and grant funds.

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

The **basis of budgeting** is somewhat different from the basis of accounting in that budgets are based largely on estimated cash flows. In order to assess financial resources certain funds are presented using a cash equivalent fund balance, to better highlight current available resources to fund the upcoming year's budget. Additionally, the basis of accounting differs in that it also includes depreciation, capitalization of plant and equipment, asset valuation, and inventory.

Budget Basis of Presentation

Governmental and Fiduciary Funds

Governmental fund budgets are prepared using the modified accrual basis. Revenues are budgeted when they are anticipated to be received and expenditures are budgeted in the period in which the liability is incurred, which is in accordance with Generally Accepted Accounting Principles (GAAP). The fund balance approach of governmental funds or working capital approach can be identified as current assets less current liabilities. Governmental funds budget capital outlays as expenditures, but do not budget for non-cash expenditures such as accruals for sick and vacation liabilities and depreciation.

Budgetary fund balances differ from the GAAP basis fund balances as they may be adjusted for year-end accruals. Although these revenues are measurable at fiscal year-end, they may not impact the obligations of the City on a cash basis. As such, the budget will show a different fund balance than the Comprehensive Annual Financial Report (CAFR). The budget also does not differentiate between the various categories of governmental fund balances under GASB 54.

Proprietary and Internal Service Funds

All proprietary funds are budgeted using a flow of economic resources, which is similar to the accrual basis of accounting, with exceptions listed below. Available balances are determined using the cash equivalent approach. The cash equivalent approach is defined as: cash + investments + accounts receivable + prepaid expenses - accounts payable = cash equivalents available.

- Revenues are budgeted in the period they are earned and measurable.
- Expenses are budgeted in the period in which the liability was incurred.
- Depreciation of assets is not budgeted.
- Expenses to recognize unfunded liabilities are not budgeted, such as Other Post Employment Benefits (OPEB) and Incurred but Not Reported (IBNR) claims.
- Capital outlay is budgeted as an expense in the year purchased.
- Principal payments are budgeted as an expense rather than a reduction to the liability.

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.

Annual budgets are appropriated for the General Fund, Health Services Fund, and the Debt Service fund for accounting purposes.

Budget Amendments

The resolution approving and adopting the budget appropriates spending limits at the fund (agency) 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 or as necessary.

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 fund in accordance with City Policy. Budget adjustments cannot be made between different funds.

Budget adjustments are permitted provided that sufficient justification is submitted and the City Manager or his designee has approved the request.

Month/Activity

January

- Budget Planning
- Cost Allocation Plan Work Begins
- Base Budget Development Begins

March

- Departments Are Notified Of The Fee Review Process And Required Actions
- Budget Book Narrative Template Sent To Departments For Revision
- CIP - Announce Process To Department Heads
- Review Base Budget With City Management And Departments
- Send CIP Template

April

- Departmental Fee Change Forms Due To Budget
- Spring Retreat (Budget)
- CIP - Finance/Project Owners Meet For Final Review Of Projects
- Preliminary Cost Allocation Plan Completed And Reviewed With Enterprise Funds
- Budget - Kickoff (Budget Call)
- Budget Entry Training
- Departments May Begin Entering Base Adjustments/Requests
- Base Budget Adjustments & Requests Due From Departments

May

- Budget Book Narrative Templates Due From Departments
- Review Cost Allocation Plan With City Management
- Departmental & City Management Review Of Requests & Constrained Budget
- CIP - Develop Preliminary CIP Worksheets With Cost Information
- Year End Projections Finalized (if Adjustments Are Necessary)
- Regular Legislative Session Ends (Potential reevaluation of revenues)

June

- Distribute CIP For Review/Public Hearing Plan Commission
- CIP - Finalize Project List And Funding
- Departments Review Budgets & Budget Requests With City Management
- CIP - Final Projects Sent To Departments

July

- File Proposed Budget And CIP (30 Days Prior To Tax Levy State Requirement)
- Budget Filing Presentation
- Publish Notice For Public Hearing On Budget (Not Earlier Than 30Th Or Later Than 10Th Day before Hearing)
- Certified Tax Roll Due From Central Appraisal District (Sec 26.01 Texas Tax Code)

August

- Effective Tax Rate Calculated
- Certified Tax Roll Presentation
- Notice On Public Hearing On Tax Rate Published
- Review Any Changes From Proposed Budget Based On Certified Roll
- Budget Update Based on Certified Roll
- First Public Hearing On Tax Rate
- Public Hearing On Proposed Budget (After 15 Days From Filing)
- Amending Fiscal Year 19 Budget To Projections
- Budget Adoption for Fiscal Year 2020 Budget & CIP
- Second Public Hearing On Tax Rate

September

- First & Final Reading Of Tax Rate Ordinance

The numerous funds 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 governmental activities while proprietary funds are based on the premise that the city service should be conducted as a business with user fees covering expenditures. Listed below is a description of the funds maintained by the City and included in this document.

Governmental Funds

General Fund

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

Special Revenue Funds

Accounts for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds under this category include the Health Fund, the Abandoned Motor Vehicles Fund, the Police Forfeitures Fund, Court Technology, Court Security 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.

Proprietary Funds

Enterprise Funds

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

Internal Services Funds

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

City operations and program expenditures are budgeted at the fund level, which is consistent with management needs. Budgets are approved at the fund level as presented in the appropriation of funds summary. The following charts illustrate the fund structure for the City of Waco.

Governmental

- General Fund
- Economic Development
- Economic Development Incentive
- Cable PEG
- Building Demo & Lot Clearance
- Capital Equipment Replacement
- Rolling Stock Replacement

Special Revenue Funds

- Health Fund
- Court Security
- Court Technology
- Police Forfeiture Funds
- Abandoned Motor Vehicles
- Public Improvement District #1
- Debt Service
- Capital Projects

Proprietary Funds

Enterprise

- Water
- Wastewater
- WMARSS
- Solid Waste
- Waco Regional Airport
- Convention Center & Visitors' Services
- Texas Ranger Hall of Fame
- Waco Transit
- Rural Transit
- Cameron Park Zoo
- Cottonwood Creek Golf Course

Internal Service Funds

- Insurance (Risk Management)
- Health Insurance
- Engineering
- Fleet Services

Personnel Summary

	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20	Percent Change
Full Time Employees					
General Fund	988.47	991.13	992.12	1,001.12	1.01%
Special Revenue Funds	35.00	35.00	35.55	36.55	4.43%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	195.66	195.66	197.00	197.00	0.68%
Other Enterprise Funds	209.0567	208.0567	215.7167	217.7167	4.64%
Internal Service Funds	63.1133	63.1833	64.1833	64.1833	1.58%
Grants	65.08	62.92	63.43	63.43	0.81%
Total Full Time Employees	1,556.38	1,555.95	1,568.00	1,580.00	1.55%
Part Time Employees (FTEs)					
General Fund	37.5726	37.5726	38.1326	38.1326	1.49%
Special Revenue Funds	0.50	0.50	0.50	0.50	0.00%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	0.475	0.475	-	-	-100.00%
Other Enterprise Funds	4.425	4.425	9.1212	10.0577	127.29%
Internal Service Funds	0.95	0.95	0.95	0.95	0.00%
Grants	-	-	5.70	5.70	0.00%
Total Part Time Employees (FTEs)	43.9226	43.9226	54.4038	55.3403	26.00%
Total Full Time Equivalents	1,600.3026	1,599.8726	1,622.4038	1,635.3403	2.22%

Personnel Summary by Fund

Full Time Employees	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
General Fund				
City Manager's Office	10.00	8.00	8.00	8.00
Economic Development	-	-	3.30	3.30
City Secretary	7.00	7.00	7.00	7.00
Finance	20.00	22.00	23.00	23.00
Legal	10.00	10.00	10.00	10.00
Planning	8.30	8.30	8.30	8.30
Human Resources	13.00	13.00	13.00	13.00
Municipal Information	9.00	9.00	9.00	9.00
Information Technology	29.00	29.00	29.00	29.00
Purchasing	8.00	8.00	8.00	8.00
Facilities	27.00	27.00	27.00	27.00
Streets & Drainage	42.05	42.05	39.05	41.05
Municipal Court	15.00	15.00	14.00	14.00
Inspections	24.02	24.23	26.22	26.22
Animal Shelter	19.00	19.00	20.00	20.00
Emergency Management	6.00	6.00	6.00	6.00
Fire	209.00	209.00	209.00	209.00
Police	344.00	346.00	346.00	353.00
Traffic	21.10	21.05	21.05	21.05
Library Services	40.00	40.00	40.00	40.00
Parks and Recreation	121.00	121.00	121.00	121.00
Housing	6.00	6.50	4.20	4.20
	988.47	991.13	992.12	1,001.12
Special Revenue Funds				
Health Administration	9.00	9.00	10.00	10.00
Environmental Health	1.75	1.75	1.75	2.75
Environmental Health - OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	13.00	13.00	12.75	12.75
Sexually Transmitted Diseases	4.75	4.75	4.75	4.75
HIV / AIDS	2.25	2.25	2.05	2.05
	35.00	35.00	35.55	36.55
Utility Funds				
Water Distribution	32.75	31.50	32.67	32.67
Water Treatment	37.08	37.33	36.83	36.83
Utilities Laboratory	11.00	11.00	11.00	11.00
Water - Meter Shop	14.33	14.33	16.33	16.33

Personnel Summary by Fund

Full Time Employees	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
Utility Funds (cont)				
Water General & Admin	3.16	3.16	3.66	3.66
Water Office	21.00	20.00	20.00	20.00
Wastewater Collection	41.75	43.50	38.67	38.67
Environmental Services	3.00	3.00	3.00	3.00
Wastewater General & Admin	3.16	3.16	3.66	3.66
WMARSS	28.43	28.68	31.18	31.18
	195.66	195.66	197.00	197.00
Other Enterprise Funds				
Solid Waste	90.0567	90.0567	90.7167	90.7167
Waco Regional Airport	12.00	12.00	12.00	12.00
Convention Center & Visitors' Services	34.00	34.00	34.00	34.00
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Cameron Park Zoo	47.00	47.00	53.00	55.00
Cottonwood Creek Golf Course	13.00	12.00	13.00	13.00
	209.0567	208.0567	215.7167	217.7167
Internal Service Funds				
Risk Management	4.00	4.00	3.00	3.00
Health Insurance Fund	1.00	1.00	1.00	1.00
Engineering	30.1133	30.1833	32.1833	32.1833
Fleet Services	28.00	28.00	28.00	28.00
	63.1133	63.1833	64.1833	64.1833
Grants				
Community Development	4.70	3.60	4.20	4.20
Community Development Code Enforcement	4.98	5.37	4.78	4.78
Community Development Housing Rehab	0.60	0.60	0.60	0.60
Housing & Urban Development (HOME)	0.10	0.70	0.70	0.70
Continuum of Care Planning	-	-	-	-
Homeless Management Information System (HMIS)	2.00	2.00	2.00	2.00
Metropolitan Planning Org. (MPO)	3.70	3.65	3.70	3.70
State Police Grants	3.00	1.00	2.00	2.00
WIC Program	22.00	22.00	21.00	21.00
Environmental Health	8.00	8.00	8.00	8.00
Public Health Nursing	9.00	9.00	9.25	9.25
HIV / AIDS Services	7.00	7.00	7.20	7.20
	65.08	62.92	63.43	63.43
Total Full Time Employees	1,556.38	1,555.95	1,568.00	1,580.00

Personnel Summary by Fund

Part Time Employees (FTEs)	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
General Fund				
Finance	1.15	1.15	0.675	0.675
Human Resources	-	-	0.95	0.95
Facilities	0.50	0.50	0.50	0.50
Animal Shelter	0.50	0.50	0.475	0.475
Police	6.20	6.20	6.20	6.20
Traffic	-	-	0.475	0.475
Library	7.675	7.675	7.60	7.60
Parks and Recreation	21.5476	21.5476	21.2576	21.2576
	37.5726	37.5726	38.1326	38.1326
Special Revenue Funds				
Sexually Transmitted Diseases	0.50	0.50	0.50	0.50
	0.50	0.50	0.50	0.50
Utility Funds				
Water Treatment	0.475	0.475	-	-
	0.475	0.475	-	-
Other Enterprise Funds				
Waco Regional Airport	0.40	0.40	0.40	0.40
Convention Center & Visitors' Services	0.95	0.95	0.95	0.95
Texas Ranger Hall of Fame	2.125	2.125	2.125	2.125
Cameron Park Zoo	0.95	0.95	5.6462	6.5827
	4.425	4.425	9.1212	10.0577
Internal Service Funds				
Fleet Services	0.95	0.95	0.95	0.95
	0.95	0.95	0.95	0.95
Grants				
Public Health Nursing	-	-	5.70	5.70
	-	-	5.70	5.70
Total Part Time Employees (FTEs)	43.9226	43.9226	54.4038	55.3403



Budget Message

The 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 2019-20 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.

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
- Budget glossary explains terms used in the document
- Fee schedule

How the Budget Was Developed

The 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, and 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 Animal Shelter, Cameron Park Zoo, City Secretary, Cottonwood Creek Golf Course, Health, Inspection Services, Library Services, Solid Waste Services, Texas Ranger Hall of Fame and Museum, Waco Regional Airport, Water and Wastewater. Utility service and solid waste rates will increase to address infrastructure needs. Solid Waste rates will also increase for the first time in 11 years to support infrastructure needs. The budget reflects these revisions to user fees that are shown in Appendix A.

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 planning process. 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.

Water base rate increases begin at \$1.93 per month. The base rate for residential water users will change from \$20.24 to \$22.17 per month. The wastewater residential base rate will increase \$1.44 per month with the volumetric rate increasing \$0.41 per 1,000 gallons.

Solid Waste residential, commercial and roll-off rates will increase for FY 2019-20, along with the landfill gate fees, which will increase from \$33.16 per ton to \$35.25 per ton. The Solid Waste residential collection rate will increase \$1.90 to \$16.10 per month.

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 35.46 full-time equivalents (FTEs). The increase is primarily related to the addition of public safety positions, streets positions, Health District positions and the organizational changes implemented at the Cameron Park Zoo.

Salary and Wage Increases

For FY 2019-20, we are recommending a salary package with a 3.00% 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 2020 increased slightly from the 2019 rate; however, we are proposing to contribute more than the full retirement rate to assist in reducing the unfunded liability more quickly with the potential to save the City millions of dollars over the next 12 to 15 years. Cost-of-living adjustments for retirees are considered on an ad hoc basis. Our funded ratio decreased slightly and is currently 87.0% while the unfunded liability increased to \$66.1 million.

Challenges

The state of the economy is always a driving force that dictates most of the challenges we face each year when starting the budget process. Our current fiscal condition is stable due primarily to improvement in several revenue sources and because departments are carefully managing their budgets and not spending all their appropriated funds. However, the uncertainty about funding levels from some of our existing federal and state grants; ever increasing expenses, especially health insurance; employee compensation; staffing needs due to expanded operations and departmental capital needs were areas that had to be considered. Early indications suggest that property tax valuations will be higher due to new property and increased appraisals. Sales tax growth has been growing steadily. Sales increases have been supported by strong visitation, as well as new business starts. Strength in various industries gives us confidence in increasing budgeted sales tax revenues by 6.7% for FY 2019-20.

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. Staffing levels are constantly monitored by all departments. Additionally, the City's self-funded health insurance for employees has had a normal medical and pharmacy claims experience trend year. As we worked on the budget with input from our benefits consultant, it was clear that health insurance costs would continue to rise. Medical and pharmacy claims are projected to increase by 7% and 8.5%, respectively. To address this increase and protect the financial integrity of this fund, the

City will be making plan changes that will provide savings to both the City's health plan and employees. Therefore, the City's contribution to this fund will remain the same for FY 2019-20.

Several years ago, we incorporated the strategy of funding our General Government and Street Improvement Capital Improvement Program (CIP) with cash to fund projects that are not debt eligible. Continuing this approach in developing the CIP and operating budget for FY 2019-20, we allocated \$6,400,000 in General Fund cash funding for street 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 operating cash and in Wastewater by funding \$1,000,000 of capital projects with operating cash. The General Fund is also cash funding \$700,000 to build an Equipment Replacement Fund. During FY 2019-20, \$600,000 is being transferred to the General Fund for the replacement of the city-wide phone system and servers. \$1,730,000 for the rolling stock replacement program is being funded by bond interest. The Convention Center and Visitors' Services Fund is also contributing \$1,376,000 from its operating budget for the replacement of HVAC units and roofing overlay. Careful evaluation has been done to recommend fiscally responsible funding to meet critical infrastructure needs. 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 2019-20. These proposals include continuing a plan for replacement 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 Health was another issue that we funded in this budget. We knew that departments would need to hold the line on other operating expenditures to help offset these funding requirements.

The General Fund

Summary

The General Fund revenue budget of \$147,300,167 is based on an increase in resources of 6.5% over last year's adopted budget, due mainly to the increase in ad valorem taxes and sales taxes and a change in the presentation of interdepartmental billings. No tax rate adjustment is included for FY 2019-20. Most of the additional revenues provide for salary and benefit adjustments and increased funding of operational activities.

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 adopted 7.0% growth in the property tax base. New construction assessments are proposed at a healthy increase of \$183 million for FY 2019-20.

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 seven 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 many factors over which we have no control. In an effort to be conservative in this area of the budget, we have budgeted an expenditure contingency offset for a significant portion of the increase. As a result, we are proposing sales tax to increase 6.7% 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 \$25 million for General Government projects with an emphasis on street improvements to increase the pavement condition index. 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.

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 2019-20 are:

- \$1.6 million in recurring expenditures, which includes 7 Public Safety and 2 Streets positions
- \$11.9 million in one-time expenditures to support Public Safety, Public Works and Information Technology
- General salary increase of 3%

More detailed descriptions are included in the departmental summaries.

Water Utility Services

Water Utility Services provides an excellent value to our customers while meeting the many complex and expensive federal and state regulatory requirements. The FY 2019-20 budget addresses these requirements while preparing to meet the challenges of the future. Those challenges are described here.

Water Operations

The Central Texas Region has been experiencing a wet period which brings a different set of challenges than a dry period. The City of Waco has been able to still meet revenue goals by controlling expenses in these unexpected wet seasons. The State of Texas will enter another period of drought in the future and the dwindling groundwater supply requires the sound management and efficient use of water. The City of Waco, designated a Superior Water System by the state, is fortunate to have an adequate water supply in Lake Waco, the Brazos River, and from Bluebonnet Water Supply Company. However, we must be responsible stewards of this important and limited resource.

Many major construction projects are nearing completion; replacement of the Hillcrest Ground Storage Tanks Project and Pumps Station, the replacement of Owen Lane Tower, the Riverside to Gholson Water Line, and the Improvement Projects located within the Waco ETJ. For the 2019-20 fiscal year, projects include Water System Improvements, Lake Brazos Dam Improvements; Chapel Road Water Line; and Downtown Water Lines. These projects are the result of a Comprehensive Water System Master Plan as well as the unprecedented growth within our community. Ten years ago many improvements were 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. The City continually evaluates the system to plan for projects that will allow Waco to provide for current and future water requirements.

Wastewater Operations

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

Current major projects in construction or design include Crestwood Sewer Project, and Village Lake Lift Station. For the 2019-20 fiscal year, projects include China Spring Sewer Improvements; Interceptor and Lift Station Improvements; and Sewer System Improvements. These projects are the result of a Comprehensive Wastewater System Master Plan as well as the unprecedented growth within our community. 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.

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 has begun construction of 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 replacement of force mains that serve these Lift Stations. Projects for the 2019-20 fiscal year additional Central Plant Improvements which include electrical system replacements, gas scrubber system and heat exchangers.

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 has proposed residential, commercial and roll-off rate increases in FY 2019-20 to support operations and capital needs. The residential rate increase is the first time in 11 years. There are also proposed increases in Landfill gate fees. This change in Landfill gate fees does not affect Waco or residential customers who have service with Solid Waste. 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 diversion, 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 also evaluating a replacement for the Citizen Collection Station at Cobbs and 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 2019-20.

Other City Operations

Economic Development

The City Council approves economic development policies that allow the City to provide incentive programs for new and expanding businesses. The City also coordinates with local partners, state and federal government to provide incentive programs. The City continues partnerships with our economic development service providers that help facilitate all areas of economic development—industrial,

regional, small business and downtown. The guiding principles of the City of Waco's economic development are the City's Comprehensive Plan, the Upjohn Research Institute Report, the Imagine Waco downtown master plan, and the recently completed Downtown Market Study

McLennan County and the City of Waco have each contributed to the Waco-McLennan County Economic Development Corporation (WMCEDC) annually since FY 1997-98. Each year, the contributions have been evaluated and increased when fiscally possible. The City and County contributed \$2,250,000 in FY 2018-19 and anticipate contributing \$2,500,000 for FY 2019-20.

Housing & Community Development

The Housing & Community Development department is primarily funded and regulated by the U.S. Department of Housing & Urban Development (HUD). The Housing & Community Development Department strives to improve the quality of life in Waco through efforts to increase affordable housing. 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. The Housing programs will impact the market utilizing many city resources to stimulate private investment in housing development, including the infill development programs and residential tax abatements. Efforts will continue 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.

Waco-McLennan County Public Health District

Creating the healthiest county in Texas where all people can live, play, work and thrive, is the vision of Waco-McLennan County Public Health District. The Waco-McLennan County Public Health District promotes healthy behaviors, prevents diseases and protects the health of the community. Funding from federal and state sources supplements local funding to support a broad array of preventive health services. The Waco-McLennan County Public Health District Cooperative Agreement also provides direction by aiding in funding population-based services and participates in the financial support of the Health District. The Health District Board reviews the Health District FY 2019-20 operation budgets that are approved by the Waco City Council, which includes financial support from eighteen out of twenty municipalities and McLennan County.

Health District staff, in partnership with the community, works to continuously improve through creative innovation and collaboration the health and wellbeing of the citizens and environment in our county. The Health District is actively working with Prosper Waco and other partners utilizing the Collective Impact model to address priorities identified in past and present Community Health Needs Assessments (CHNA). Utilizing a health equity lens, staff is committed to improving the health of our community in several areas: healthy behaviors, community safety, built environment, social/economic factors and environmental exposures.

Texas Ranger Hall of Fame and Museum

The Texas Ranger Hall of Fame and Museum is the official historical center of the legendary law enforcement agency. Founded in 1964, it is a partnership between its trustee, the City of Waco, and the State of Texas and Texas Department of Public Safety (TxDPS) which sanction it. Its mission is to collect and preserve Texas Ranger history and serve local economic development as an educational attraction. It was the first law enforcement historical center in the nation.

It has been an I-35 landmark and a tourism anchor of the Brazos River Corridor for 51 years. An estimated 4 million visitors worldwide have spent more than \$150 million in the local economy. Texas Highways, USA Today, Trip Advisor and True West magazine have ranked it among the most popular museums in Texas.

The historical center consists 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 Headquarters of Texas Rangers Company; (5) the John Knox Center banquet hall; (6) the Capt. Bob Mitchell Education Center; and (7) a museum store.

Calendar Year 2018 was the highest attendance and revenue year on record with 96,491 visitors far exceeding the design capacity of 20,000. This is the result of a cumulative marketing effort coupled with a local economic development boom.

Priorities for FY 2019-20 include improvements to museum exhibits and galleries; Texas Ranger Bicentennial™ planning and initiatives; continued improvement of educational, tour, collections, research retail and banquet service programs; and stakeholder consensus and engagement on the future and development of the facility.

Waco Regional Airport

The Waco Regional Airport is the City's only major hub for commercial air travel, and thus, is an important component to economic development. As the City continues to grow both from business and tourism, the importance of maintaining a high quality airport will remain a strategic objective. Improvements and maintenance of this infrastructure is guided by the Airport Master Plan which was completed in 2017. The use of targeted funding and grants is allow the City to better position itself to meet the needs of domestic and international travelers.

Currently, the Airport operates up to six daily flights, via American Airlines, out of the airport which moved a total of 118,049 passengers through the facility in calendar year 2018. In addition to commercial air travel, the Airport supports private, and corporate air travel through the use of 2 runways that can accommodate large commercial jets. The airport also operates a full service café and merchandise as a convenience for air travelers. The airport is also home to a full-service fixed-based operator, as well as multiple businesses specializing in support to the aviation industry.

Waco Convention Center & Visitors' Bureau (CVB)

The Waco Convention & Visitors Bureau markets Waco as a destination. The focus is on marketing to specifically targeted markets, including leisure travelers, convention and meeting planners, sports planners, film producers, and travel journalists. Aggressive marketing and sales strategies are implemented each year to convert convention and meeting leads into new business for the Waco Convention Center, area hotels, and venues. As the lodging industry continues to add new lodging facilities to the marketplace, the Waco CVB continues to increase and adapt sales efforts and activities

The Waco Convention Center (WCC) is the premier facility for large conventions and events for Waco and Central Texas. The 144,000 sq. ft. complex offers 14 meeting rooms, two large exhibit halls and a signature ballroom. Services include equipment rental, audio/visual support, electrical service setup and comprehensive catering and bar services.

The staff's top priority is to book large conventions in order to maximize the economic impact throughout the area by generating room nights at area hotels. Other priorities include referring business to other venues in the area, such as Extraco Events Center, McLane Stadium/Baylor Club, and sports venues; and working closely with stakeholder groups.

The staff provides comprehensive customer service from booking to completion of the event. The Waco Convention Center's Facebook satisfaction rating is 4.7 out of 5, based on 224 reviews.

Cameron Park Zoo

This year Cameron Park Zoo is a 52 acre natural habitat zoo located within Cameron Park. It is home to more than 1,500 animals. The Zoo had annual attendance of 360,661 visitors for FY 2018 and has welcomed 4.0 million guests since opening in 1993. The fully accredited facility ranks as the second most visited tourism attraction in Waco.

Throughout the year, the Zoo provides numerous educational opportunities for all ages and has direct contact with over 26,000 school children annually through educational programming and outreach. Last year the Zoo offered 82 programs, consisting of keeper talks and activities.

Cameron Park Zoo has the most successful cardio health program for orangutans in the country. The Zoo hosts a Great Ape Cardio Health Workshop annually to help train other great ape care staff in the techniques to successfully conduct voluntary echocardiograms and blood pressure monitoring.

Cameron Park Zoo continues to further its involvement in global conservation and animal welfare through its partnership with the Cameron Park Zoological Society.

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 practice putting green, a chipping area, practice bunkers, and a three tiered driving range, and a teaching and

player development. There is a state-of-the-art golf pro shop, “The Lab” for custom club fitting and club repairs as well as Shank’s 19th hole food and beverage services available for our customers. Outstanding course conditions, 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. Cottonwood Creek hosts over 90 local, regional, and state tournaments annually. Cottonwood Creek is the host site for the TAPPS State 1A-6A Cross Country and Big XII Cross Country meet in 2019. The efforts, result in positive economic impacts for local businesses and promote tourism in addition to providing outstanding quality of life amenities for are residents.

Cottonwood Creek Golf Course (City of Waco) has partnered the USGA and the Lady Bird Johnson Wildflower Center to establish test plots and convert several areas in to resource conservation areas that will consist of native grasses and wild flowers. These efforts will have a positive impact from water conservation, lower maintenance costs and be a model for golf courses and minimum maintenance areas throughout the United States.

Transit Operations

Waco Transit System (WTS) continues to provide fixed route urban transportation and complementary Americans with Disabilities Act (ADA) Paratransit transportation for the City of Waco. The Downtown Intermodal Center, as well as the transfer point located at 8th and Mary, continue to offer premium amenities to assist with the transportation needs of Waco’s community. The maintenance and administration building was completed in July 2005 and remains WTS focal point for transit operations and maintenance. The state-of-the-art facility offers the City of Waco and Waco Transit System a solid establishment designed for the future development of public transportation within the urbanized area.

Over the last five years, Waco Transit System has seen consistent federal funding. 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 2019-20, Waco Transit System, through an Interlocal Agreement with McLennan County Rural Transit District (MCRTD), will continue to provide all general public rural transportation services within McLennan County through a Demand Responsive transit model, as well as a Commuter Route that connects the city of Marlin and Sanderson Farm to the WTS transfer station, in addition to the current public transportation services provided within the current Waco Transit System service area. Waco Transit System will be performing regional scheduling and dispatching within the six county regions for all Demand Response Service (DRS) trips. This includes both Urban (ADA and 5310 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 System 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 WTS 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 Ride System's smart phone app and/or texting features. Waco Transit System will continue to operate as the regional maintenance center for the Heart of Texas region. Waco Transit System and McLennan County Rural Transit District is working on establishing additional commuter routes to connect the rural service area to the City of Waco and surrounding communities. MCRTD will be receiving seven replacement rural vehicles in FY 2019-20, and WTS plans to order two replacement buses. Levels of service will continue within the urban and rural service areas with no increase in fares for FY 2019-20.

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. The Employee Health Clinic is also funded by Risk Management and provides services to employees for job-related and non-job-related injuries, illnesses, examinations, health screenings, immunizations, health hazard analysis and primary care to help minimize work downtime.

Engineering Services provides design and construction administration and inspection for all public works improvements in the City including street, drainage, traffic, and water and wastewater projects. Engineering Services also reviews all proposed plans for development within the City and Extra Territorial Jurisdiction ensuring that proposed construction conforms to applicable design and construction standards. This group also maintains 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 provides a critical service at a reasonable cost. As an internal service fund, the fleet maintenance shop charges rates sufficient to pay for their operating costs. Having our own fleet maintenance shop allows us the flexibility of determining maintenance priorities and schedules and provides a very important source of management information. These factors make having in-house fleet maintenance a superior choice to privatizing the function.

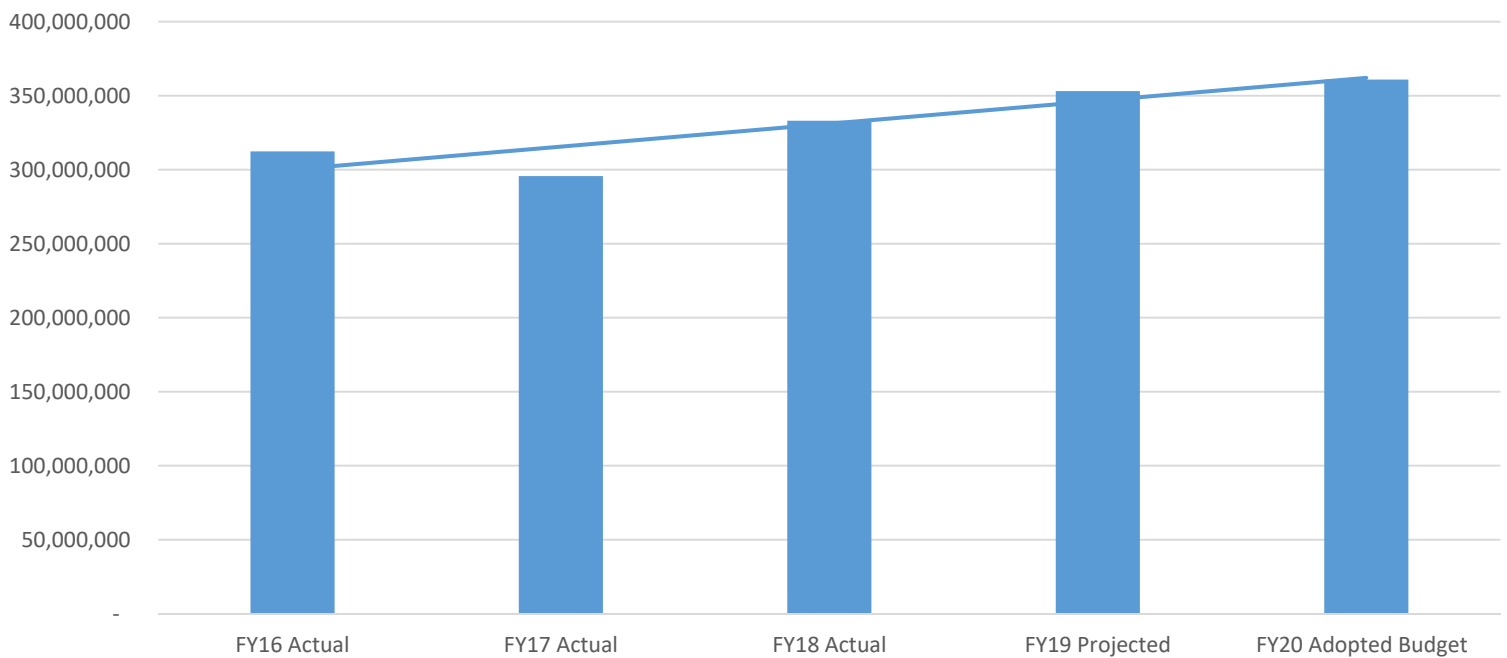
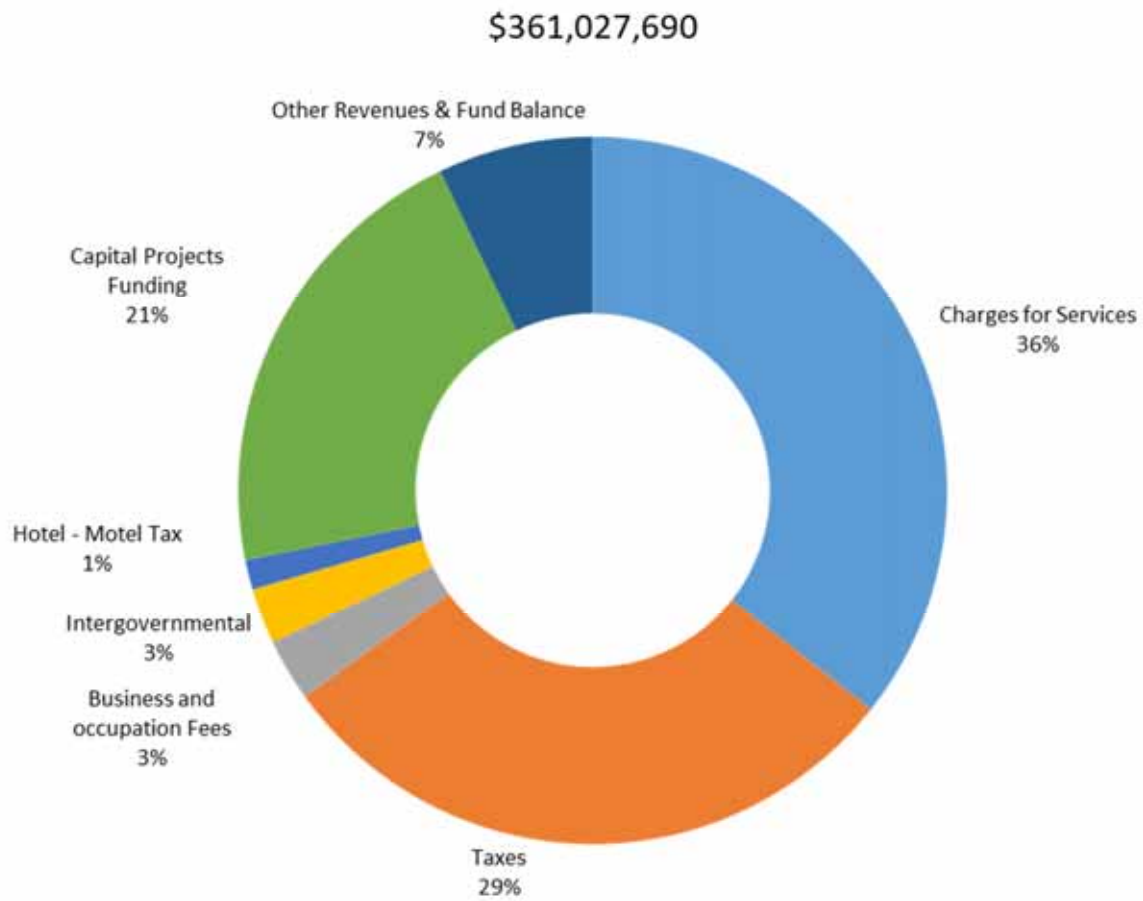
The Health Insurance Fund is set up as an internal service fund to provide health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing a third-party administrative (TPA) service. These services include claim processing, utilization review and disease management, network access, subrogation, medical services cost and quality comparison information for employees, stop-loss coverage and prescription administration. Reimbursement to the fund comes from

departmental health insurance budgets, from employee dependent premiums and retiree premiums. Wellness initiatives such as our employee wellness coordinator and fitness centers 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.

Sources of Funding

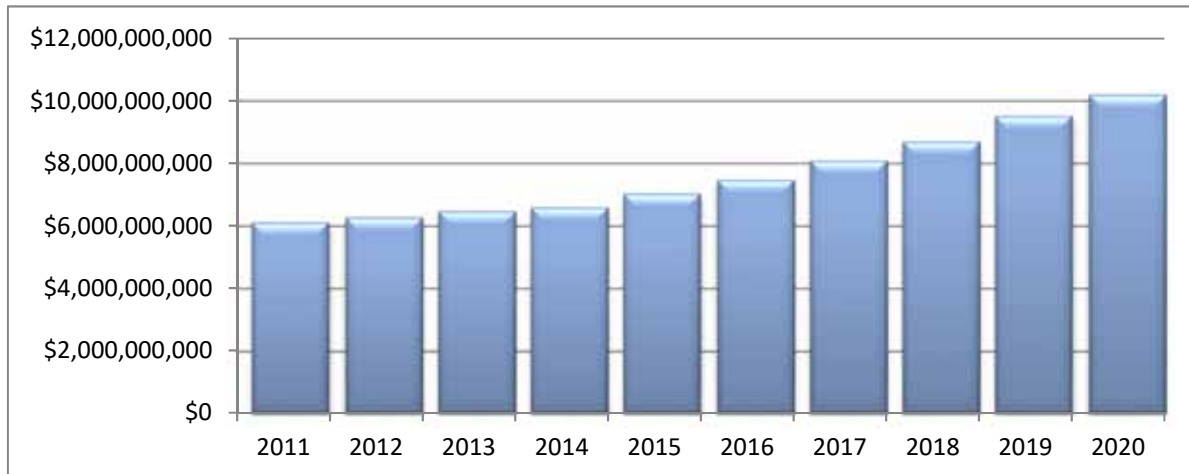


Property Tax Structure

Fiscal Year Ended September 30, 2020

Total Assessed Value	\$ 14,508,646,116
Captured Value for TIF	(553,337,502)
Exemptions	
Over 65	(37,579,563)
Homestead	(342,933,321)
Agricultural Use	(97,797,477)
Veterans	(125,508,203)
Tax Abatement	(80,375,733)
Freeport	(401,492,353)
Pollution Control Abatement	(26,438,715)
Limited Value	(141,916,111)
Totally Exempt	(2,500,860,940)
Less Exemptions	(3,754,902,416)
Total Value after Exemptions	\$ 10,200,406,198
Adopted Tax Rate per \$100 Valuation	\$ 0.776232
Estimated Gross Revenues	\$ 79,178,817
Percent (%) of Collection	98.00
Estimated Collections for 2019-20	\$ 77,595,241

Assessed Property Valuation History



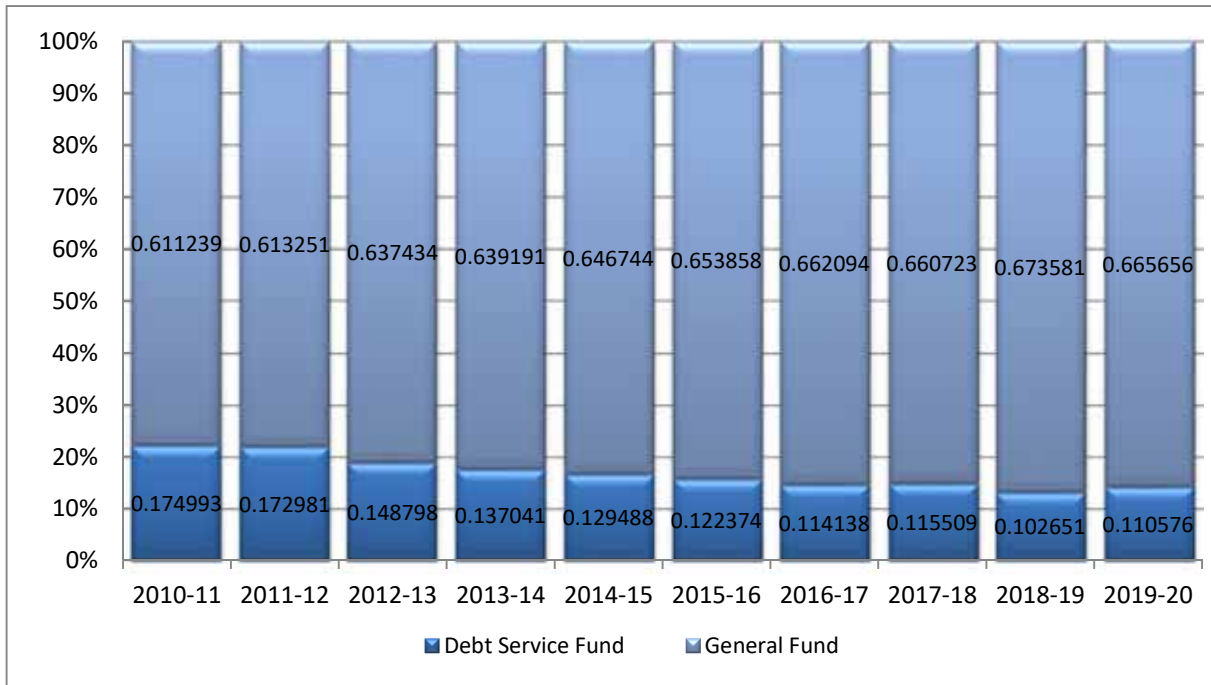
The chart above is a graphical representation of the assessed property valuations over a 10-year period. The City experienced an increase in the total value after exemptions from FY 2018-19 to FY 2019-20 of \$670,251,790 or 7.03%.

Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	85.75%	\$0.665656	\$66,541,624
Debt Service Fund	14.25%	\$0.110576	\$11,053,617
Total	100.00%	\$0.776232	\$77,595,241

Each \$1,000,000 of Valuation at % Collection Produces	\$	7,607
Each \$0.01 of the Adopted Levy at % Collection Produces	\$	999,640

Distribution of Property Tax Rate

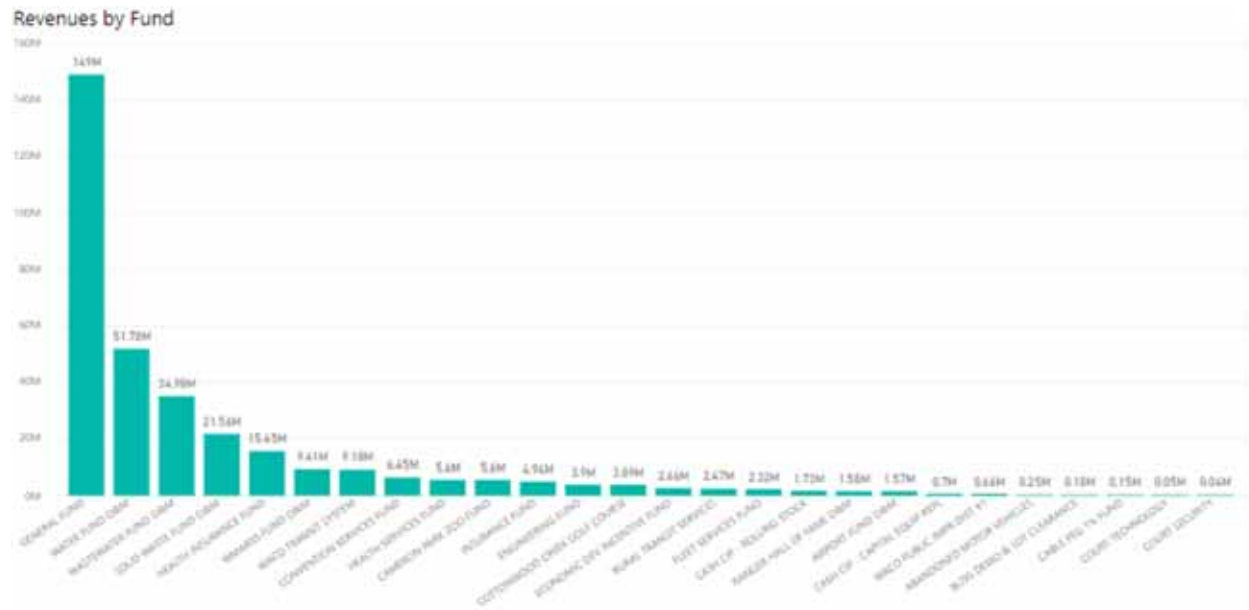


This graph illustrates the percentage of the property tax rate that is used for General Fund operations and for repayment of debt through the Debt Service Fund. The percentage rate for the Debt Service Fund is continuing to decline from a high of 22.26% in FY 2010-11 to the current 14.25% in FY 2019-20.

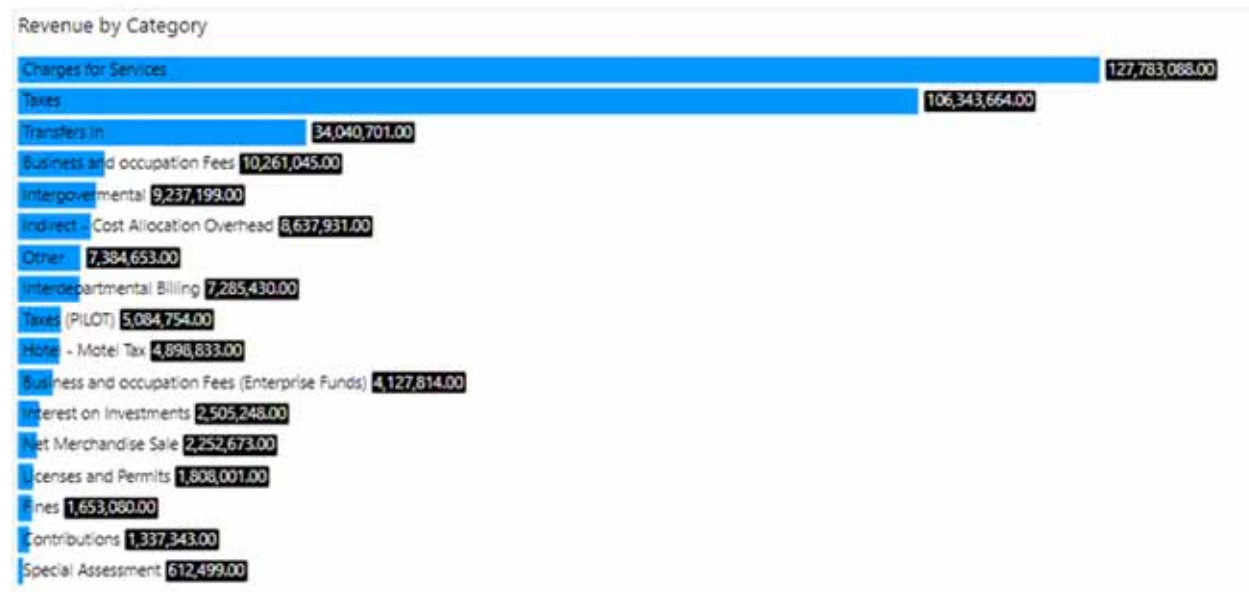
Explanation of Revenues



The City of Waco's revenue stream for FY 2019-20 is illustrated in these graphs and explained on the following pages.



*Note: Not all funds shown



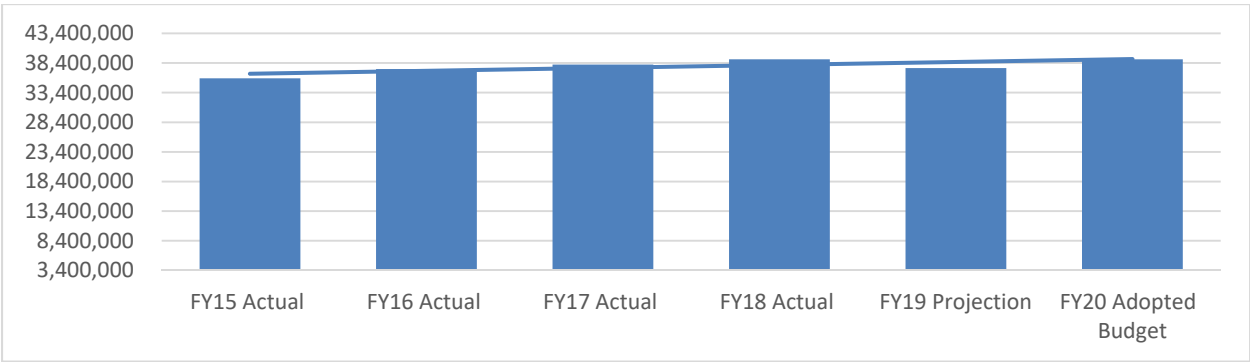


Taxes



Sales Tax

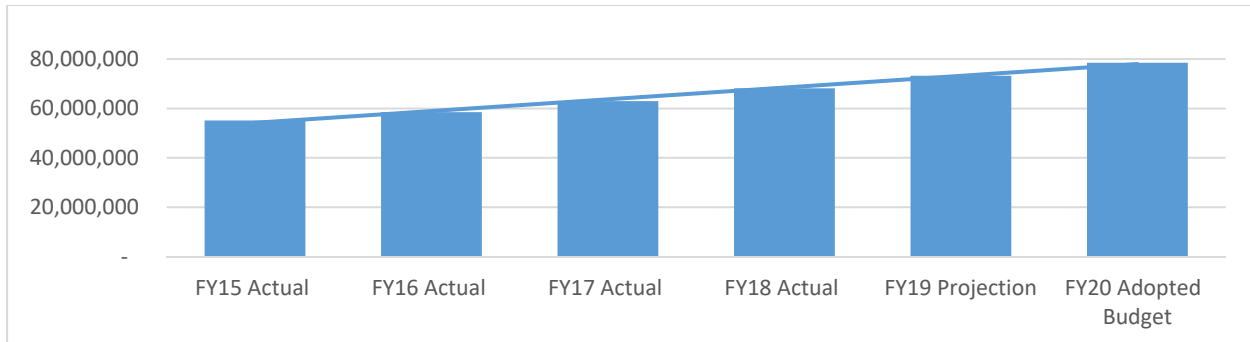
The City receives one and one-half percent sales tax on all retail sales, leases and rentals of most goods, as well as taxable services within the corporate city limits. Major exemptions from sales tax include: groceries, drugs (both prescription and non-prescription), non-taxable services, clothing and school supplies purchased during an annual tax holiday (added in August 2009) and equipment or materials used 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. Due to the volatility of sales tax revenues, we have proposed in this budget an offsetting one-time expenditure of \$1.7 million to serve as a mitigating factor should sales tax revenues realized be less than budgeted.



General Property Taxes

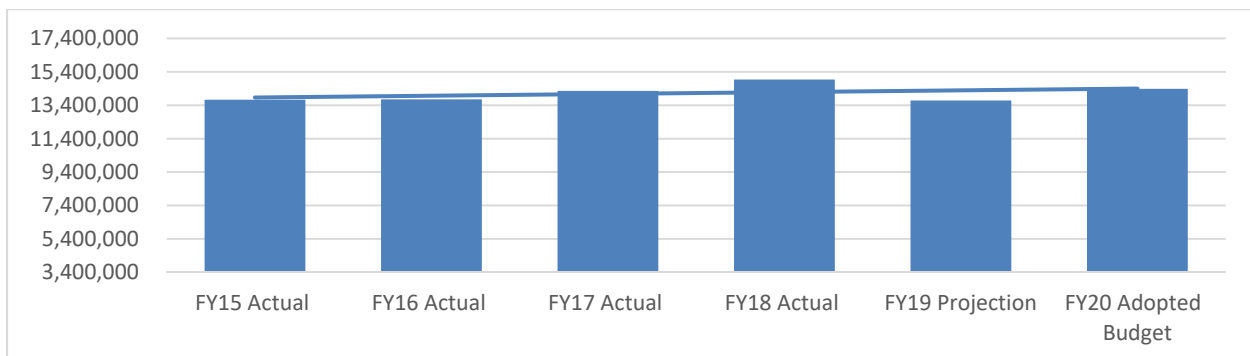
Property taxes include the current year's levy, prior year levies and penalty and interest collected on payment of delinquent taxes. Taxes attach as an enforceable lien on property as of January 1 and are levied on October 1. All unpaid taxes become delinquent if not paid before February 1 of the following

year. The assessed value is 100% of the estimated actual value. The City has a charter limitation of \$1.85 per hundred dollars of valuation on the tax rate for debt service and operations. The adopted tax rate of \$0.776232 per hundred dollars of valuation includes \$0.110576 of debt service. Property tax receipts are budgeted to increase 7.0% 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 five years. The tax rate has remained steady during the last six years.



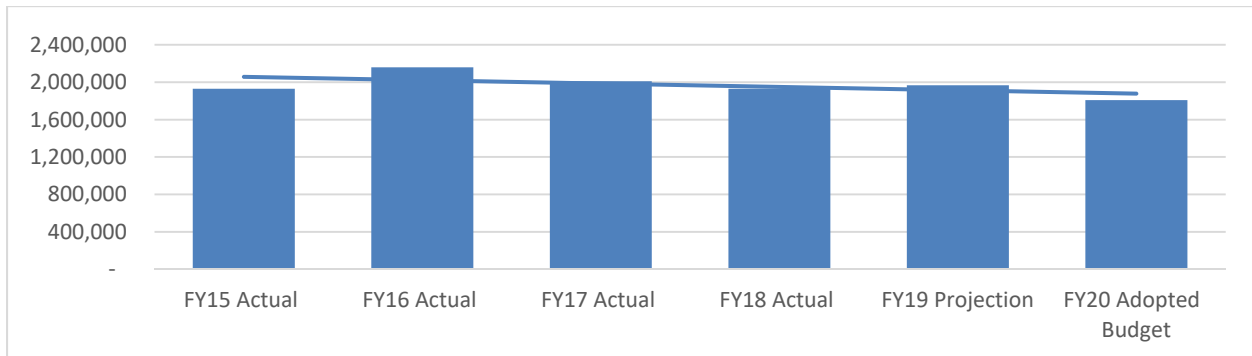
Business and Occupation Fees

Included in this revenue category are Gross Receipts and Occupation taxes. Gross Receipts represent those revenues collected on the gross receipts of utilities operating within the City and using the City's rights-of-way to conduct their business. The City Council has authorized a 4% charge on water, wastewater and solid waste; 5% charge on natural gas and cable TV receipts; a 1% charge on bingo receipts; a per kilowatt hour charge on electricity receipts and a per line charge on telephone and telecommunications receipts. Business and Occupation fees are projected to increase by 5.1% over this year's adopted budget. The weather can greatly affect the amounts received from electricity, natural gas, water and wastewater fees and varies from year to year.



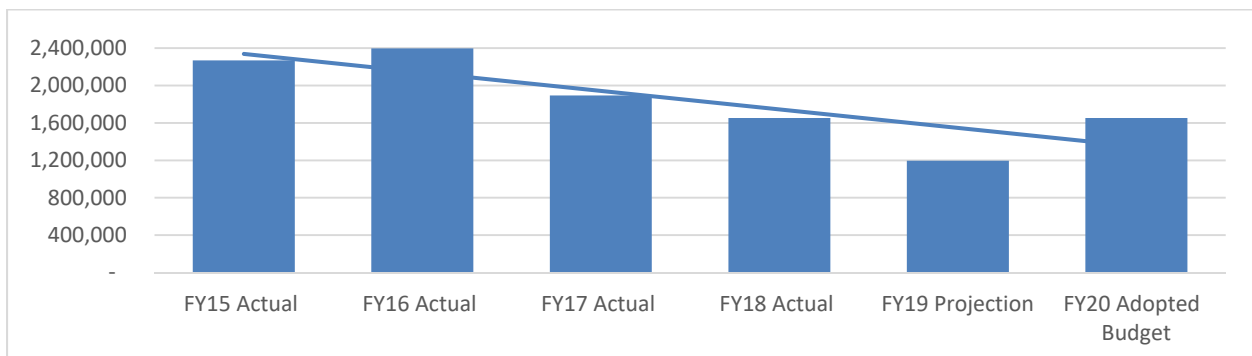
Permits, Licenses and Fees

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.



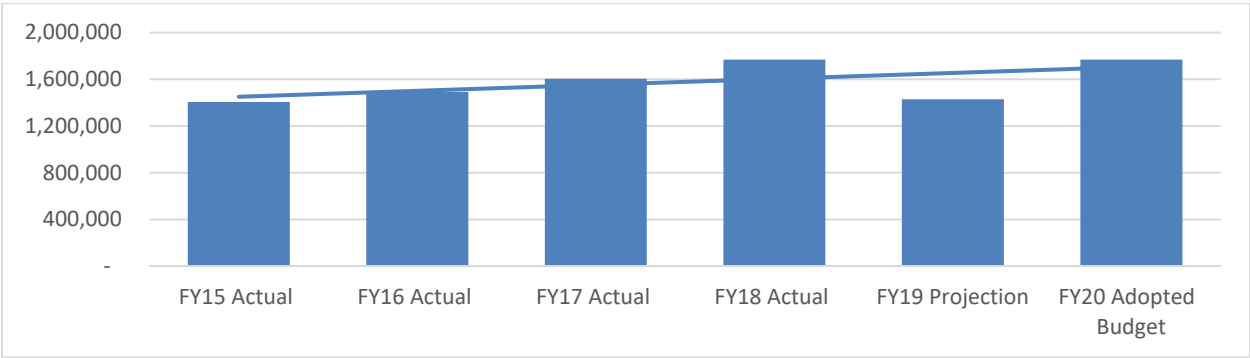
Fines and Fees

Fines and Fees include court, auto impound and false alarm fines. 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. The U.S. Department of Justice continues to focus on equal justice and due process for all who come before local courts and an effort on non-monetary settlement of fines has resulted. Auto impound fees and false alarm fines continue to be stable sources of revenue.



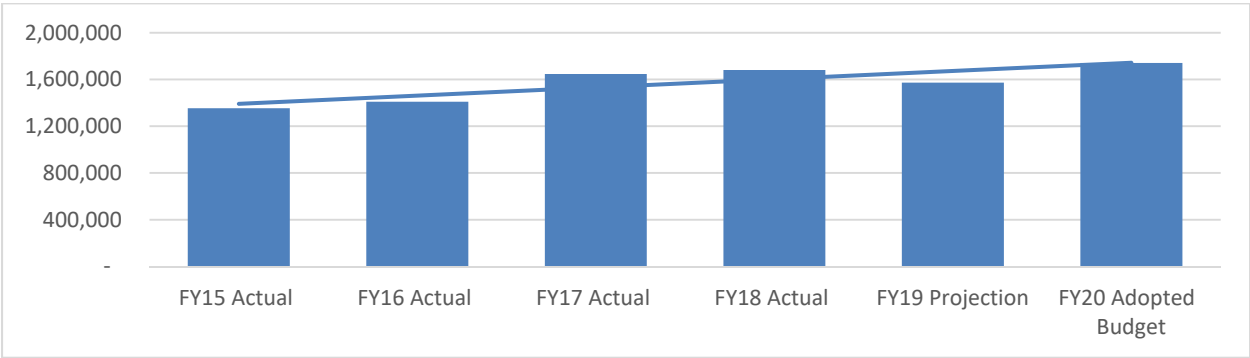
Charges for Services

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.



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 have historically been amended during the year when costs for vaccines increase. The City receives fees from other McLennan County governments for participation in the Health District. Private pay revenues for Immunizations can fluctuate from year to year.



Enterprise Fund Revenues:

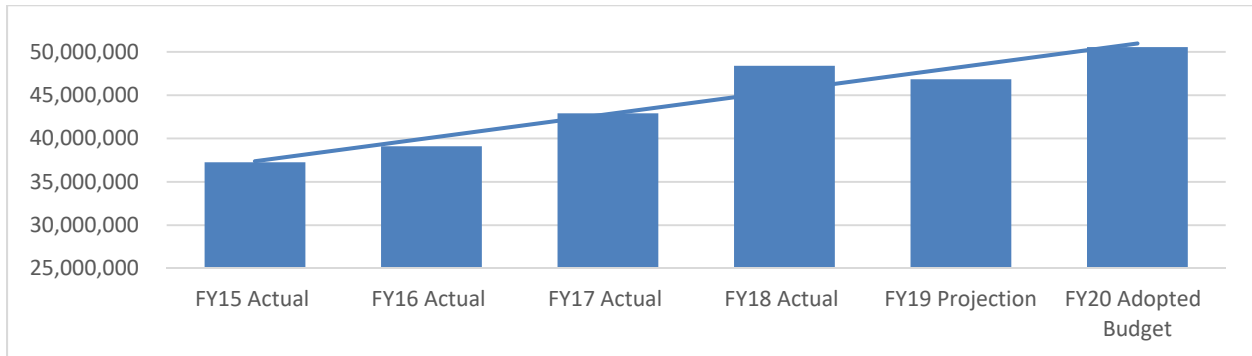
For services that benefit specific users, the City establishes and collects fees to recover the costs of those services. Where feasible and desirable, the City seeks to recover full and indirect costs. Department heads review user fees on a regular basis to calculate their full cost recovery levels and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

Explanation of Revenues



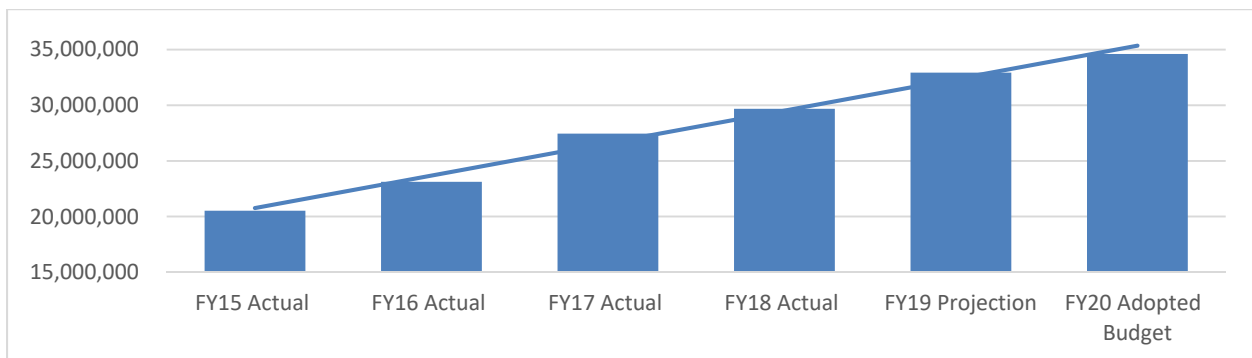
Water Services

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, debt service requirements for major infrastructure projects and regulatory mandates.



Wastewater Services

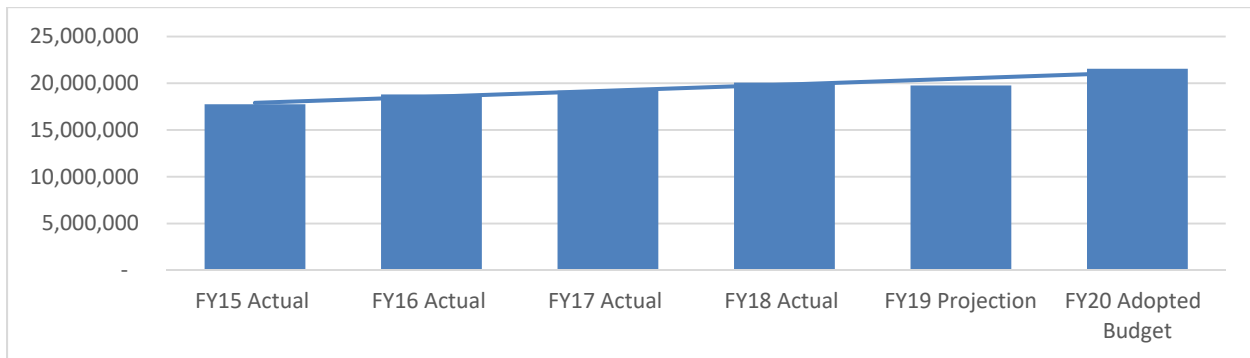
Residential and commercial wastewater customers will continue to see rate increases in FY 2019-20. Increases have been necessary due to aging infrastructure, higher operational expenses and debt service requirements for major infrastructure improvements and regulatory mandates.



Solid Waste Services

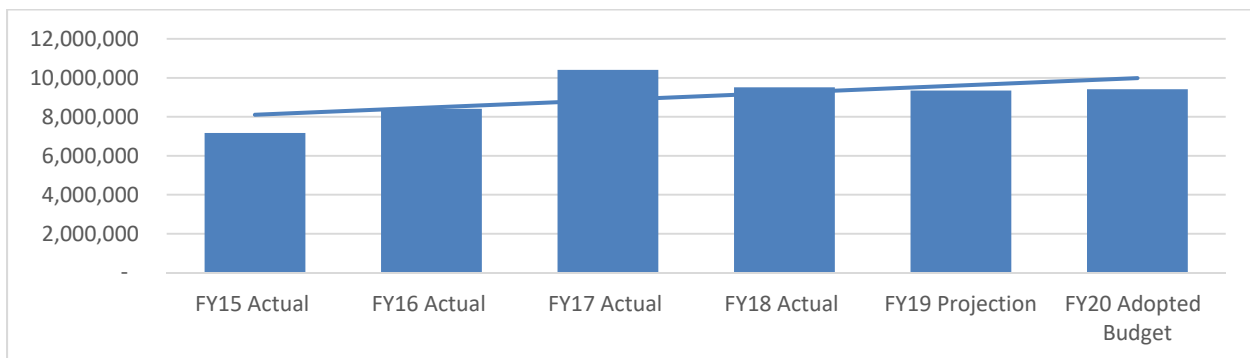
Solid Waste residential and commercial service fees are budgeted to increase in FY 2019-20. The last residential service fee increase was in March 2008. Commercial service rates last increased in FY 2016-17. The landfill fee is budgeted to increase to \$35.25 in FY 2019-20.

Explanation of Revenues



WMARSS

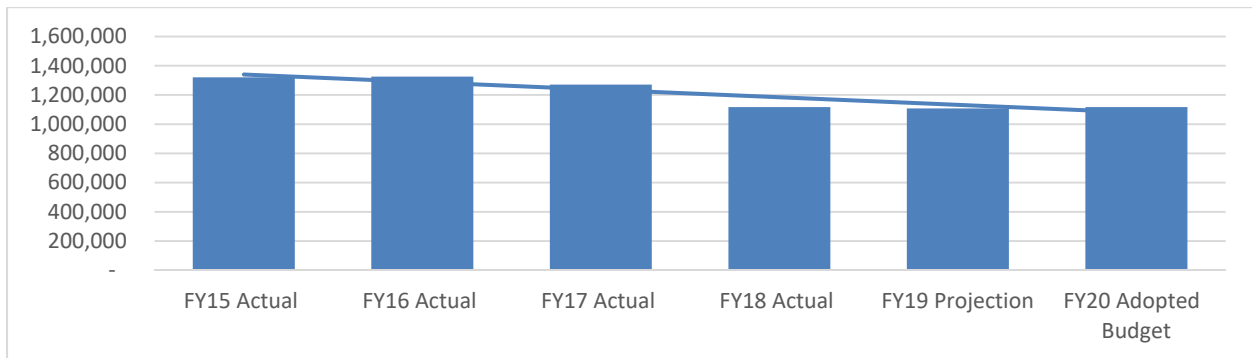
Revenues include charges to the owner cities based on their contributing flow into the regional wastewater system expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System (WMARSS).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



Waco Regional Airport

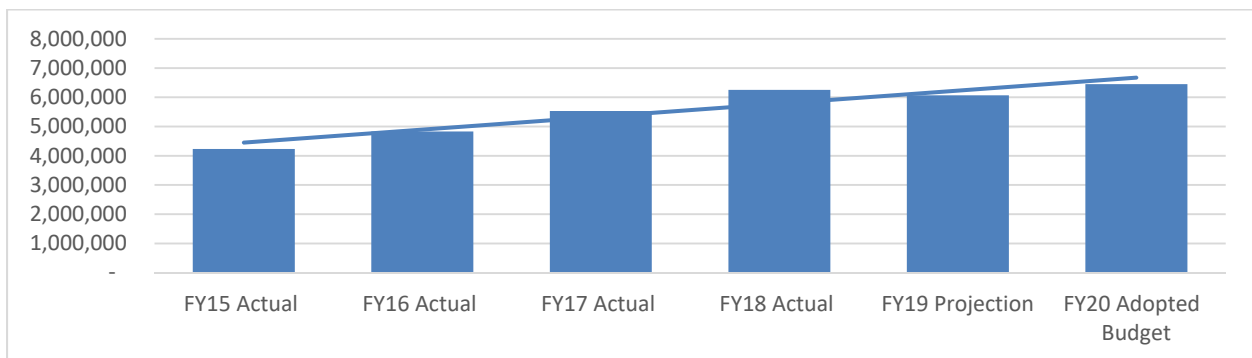
Airport revenues consist of hangar rentals, passenger facility charges, commissions on rental cars, space rentals, flowage fees, concessions and landing fees. Security costs are mandated, but are not totally reimbursed by the federal government.

Explanation of Revenues



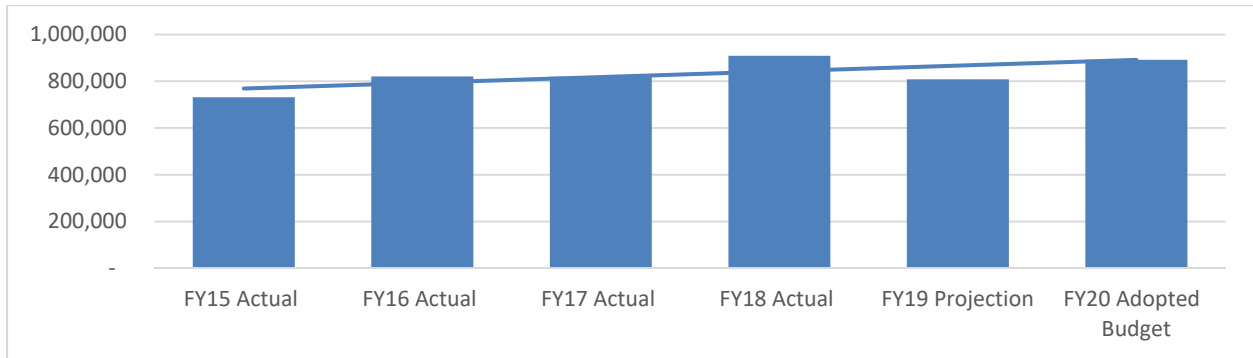
Convention Center and Visitors' Services

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. Aggressive marketing and sales strategies are implemented each year to convert convention and meeting leads into new business for the Waco Convention Center, area hotels and venues. These marketing efforts have paid off which is reflected in rental revenues increasing steadily every year since FY 2014-15. This is the eighth year that no funding from the General Fund is required.



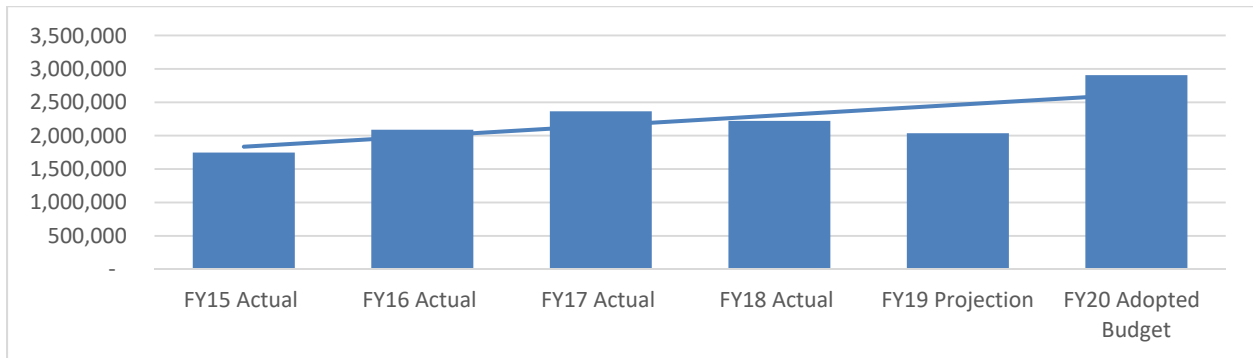
Ranger Hall of Fame

Revenues at the Hall of Fame include admissions, sale of merchandise, merchandise licensing fees and room and equipment rentals. Many licensing agreements have been signed over the past years, but it takes several years to see the fruits of these efforts. Revenues have steadily increased since FY 2014-15. Donations to the Ranger Hall of Fame fluctuate annually, so contributions revenue is budgeted conservatively.



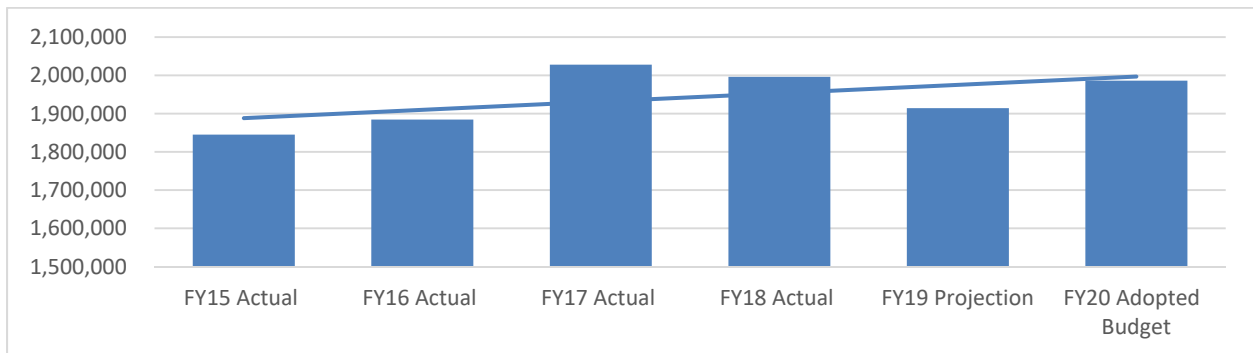
Cameron Park Zoo

The base admission price for adults and children increased in FY 2015-16. The rate increases have generated more in admission revenue, but continued increases in operating expenses have required increases in General Fund support. Admission and Concession revenues are greatly affected by how good or bad the weather is during the year.



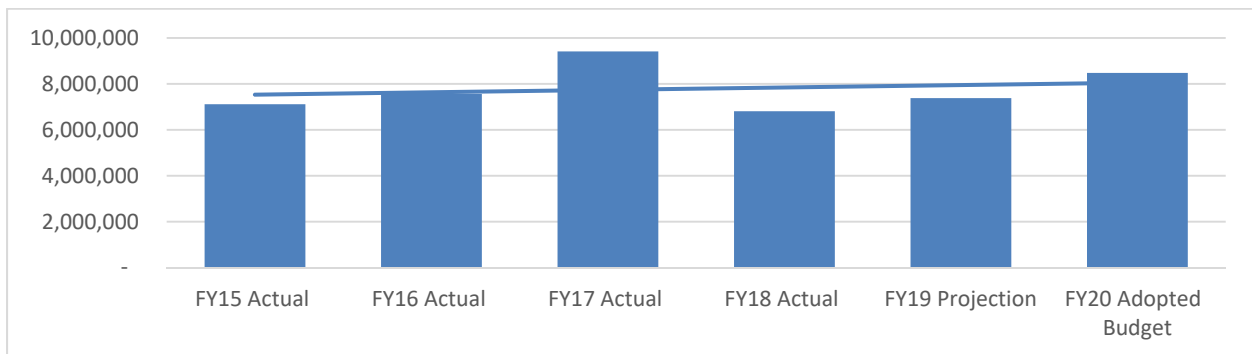
Cottonwood Creek Golf Course

Green fees and most other operating revenues are very dependent on the weather. Despite a downturn in the golfing industry, revenues are expected to remain relatively steady.



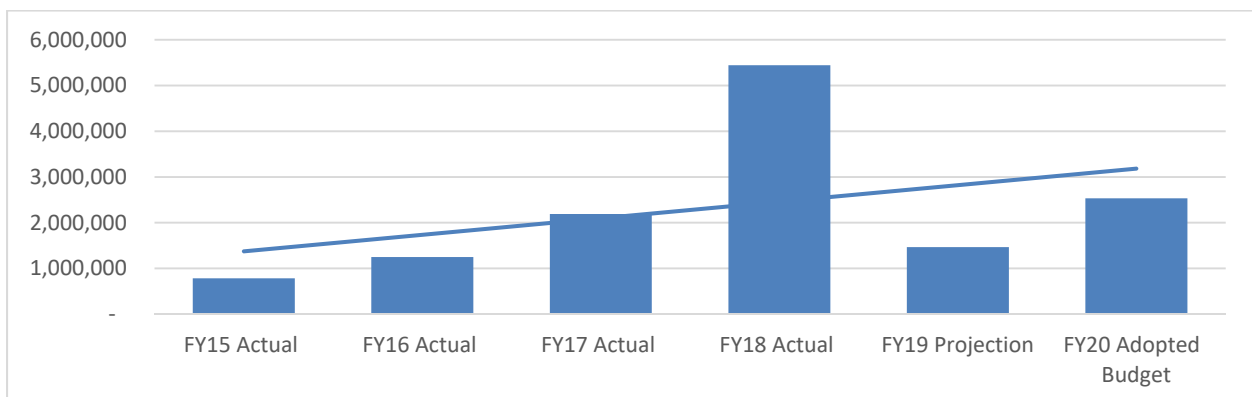
Waco Transit

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 and the Texas Department of Transportation. Waco Transit is a provider of non-emergency transportation for Transportation Service Area Eleven (11) by TxDOT. Waco Transit provides non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. Elderly and disabled transportation services are also provided by Waco Transit. Ridership has continued to remain steady.



Investment Earnings

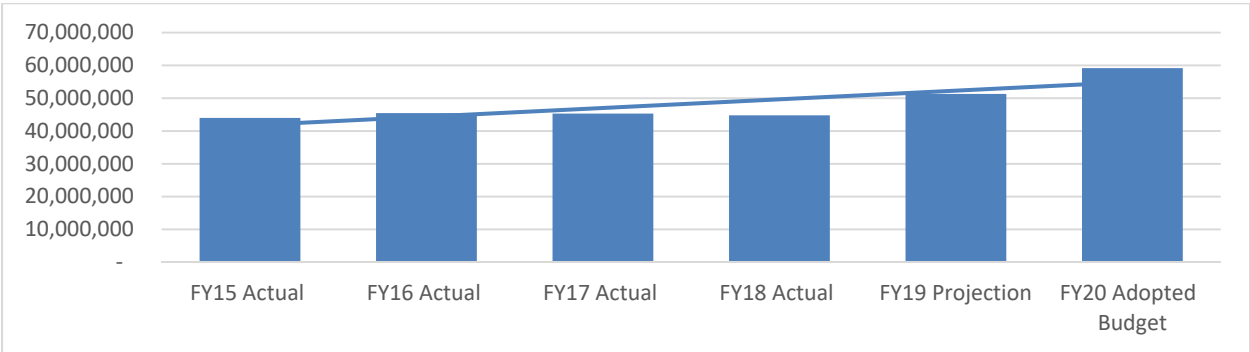
Investment earnings is dependent on prevailing short term interest rates and available fund balances. Interest rates have gradually increased since FY 2015-16 as the Federal Reserve has raised the federal funds target rate by 2.5% between September 2014 and June 2019.

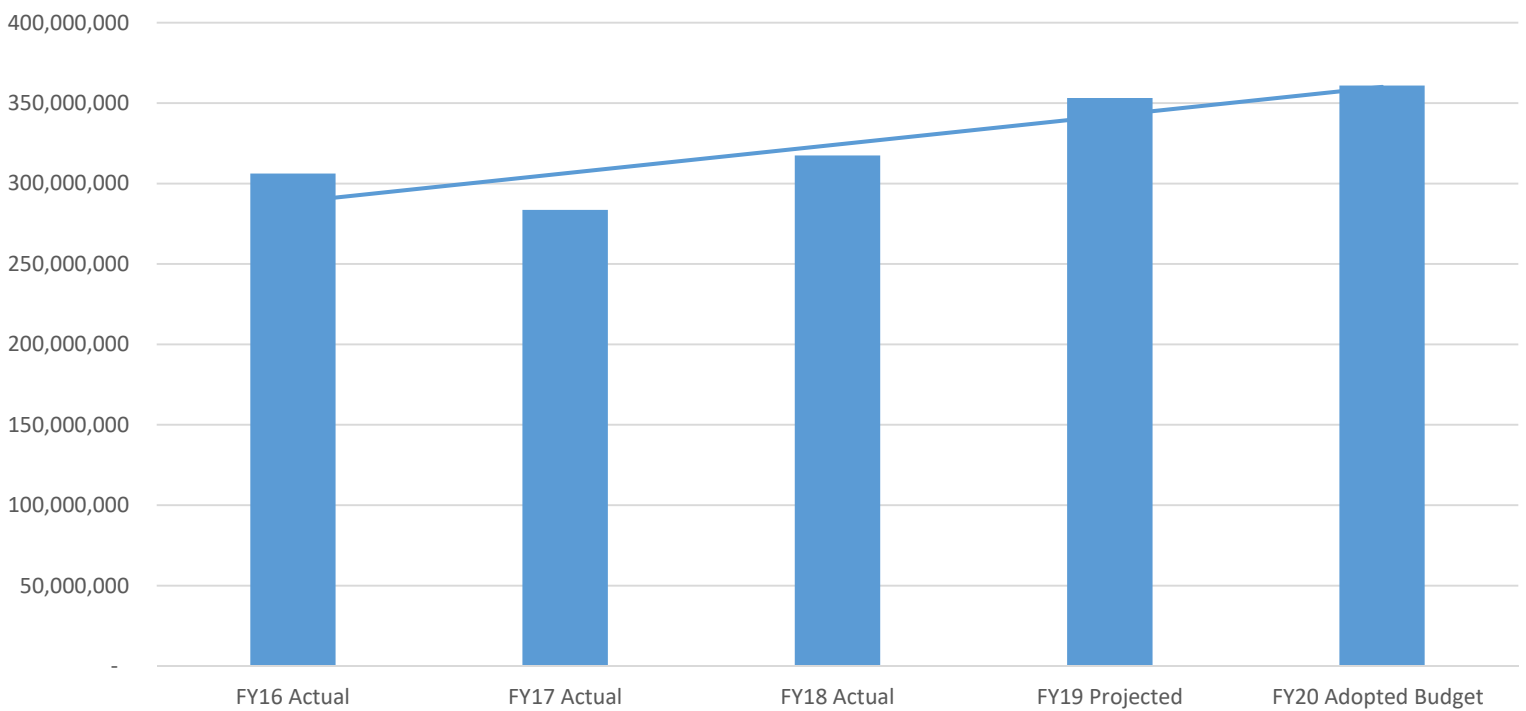
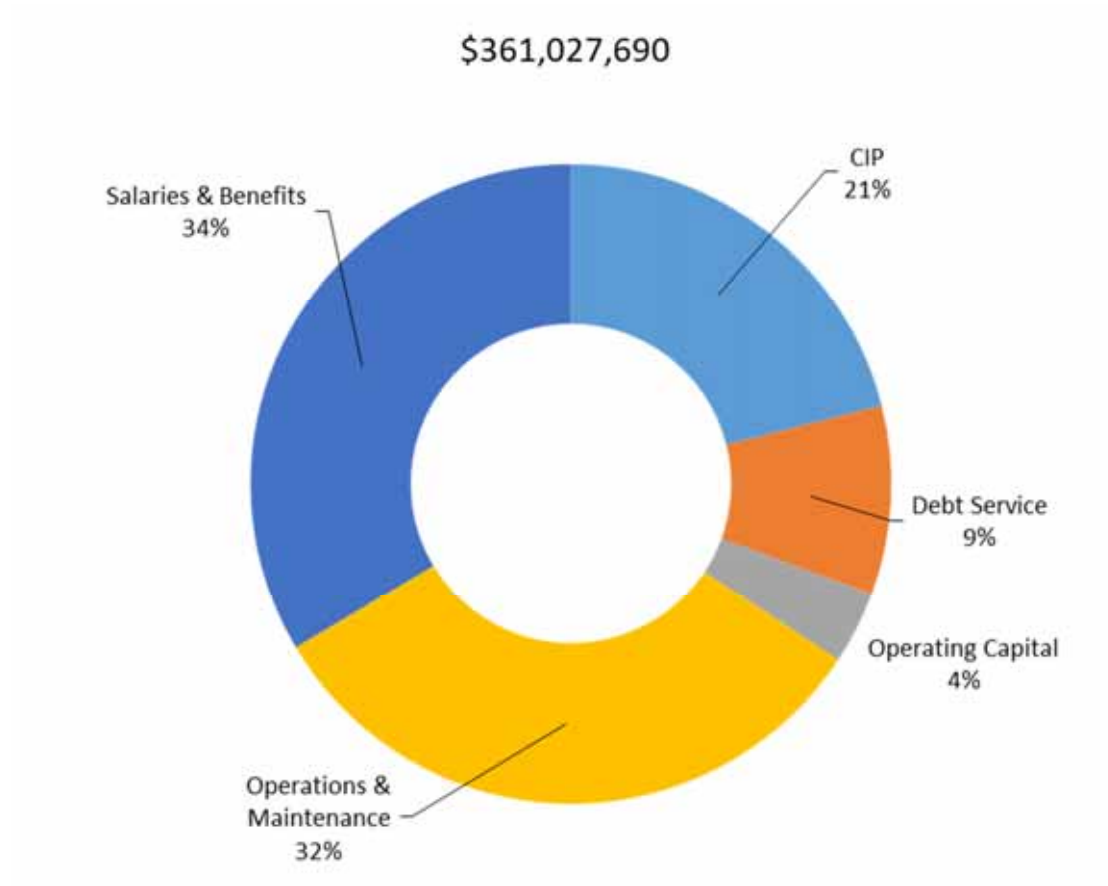




Non-Operating Revenues

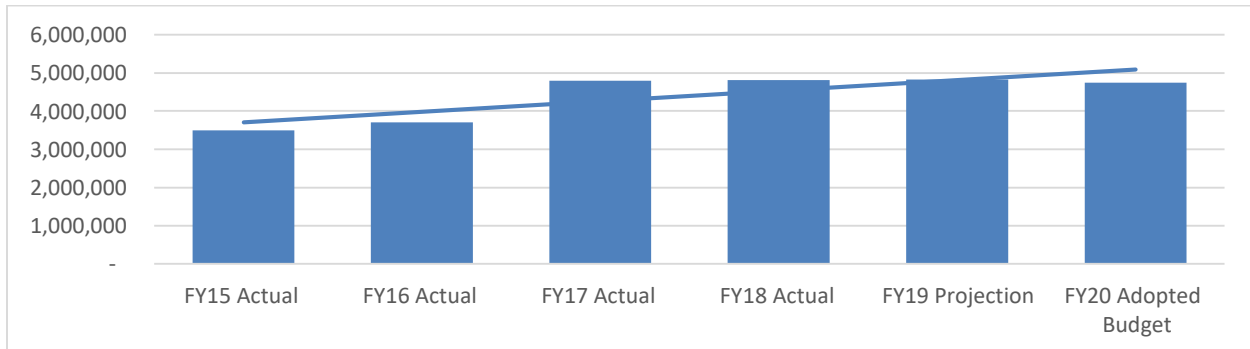
Non-operating revenues consist of overhead cost recovery, interdepartmental billings, payment in lieu of taxes and franchise fees that represent internal charges for goods and services provided by one department to another. Amounts can fluctuate year to year, and the receiving department is represented below.





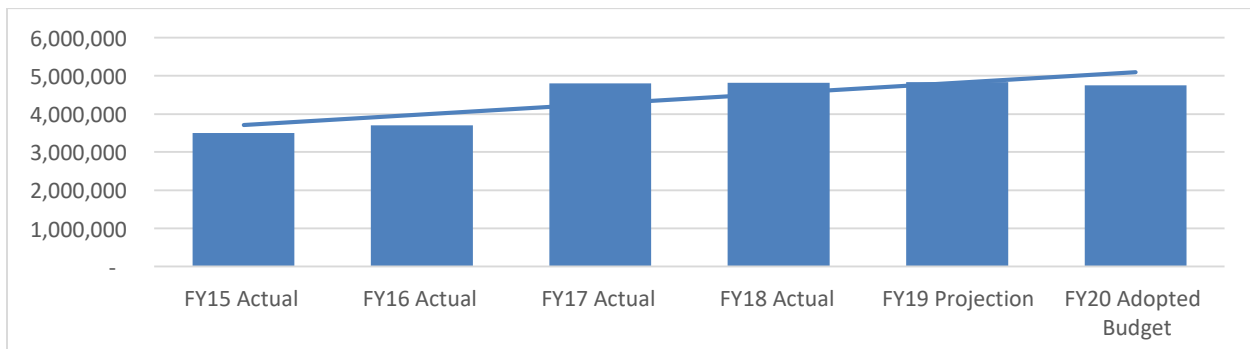
Salaries & Wages

Authorized staffing for all funds includes 1,580 full time employees (FTEs) and 55.3403 part time employees for FY 2019-20. Salaries and benefits, which are the largest category of expenditures, are 34% of the total budget. In order to keep these costs from growing exponentially, City management and staff continually analyze areas for increased efficiencies in operations to determine staffing needs. Consequently, various positions transfers between departments resulted to meet service demands and citizens' needs. Also, included in this budget is a conservative amount of salary savings.



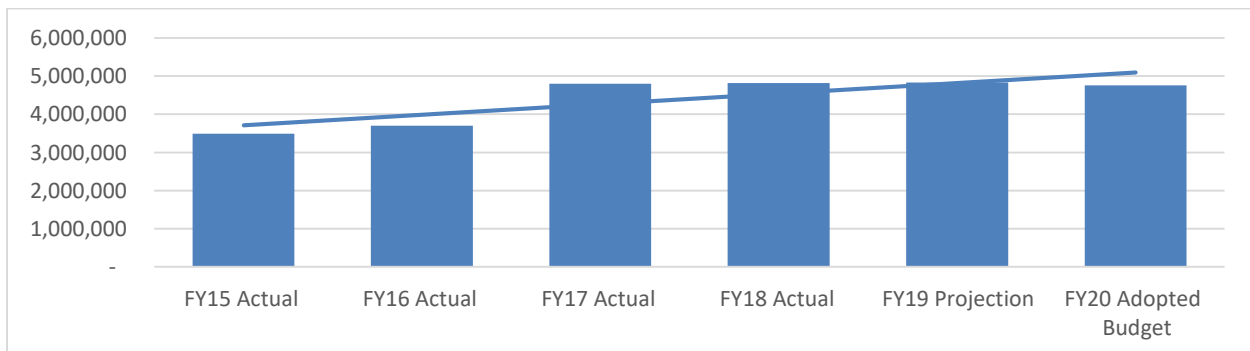
Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes and workers' compensation. The City's contribution rate per employee for its self-funded health insurance program increased by 13.6% in FY 2015-16 and 7.9% in FY 2018-19. The Texas Municipal Retirement System (TMRS) plan's unfunded actuarial liabilities are calculated at the full contribution rate, and COLAs are evaluated on an ad hoc basis. These steps allow the City to fund TMRS at 15%, which is slightly above the full contribution rate. The City's current funded ratio under the plan is 87.0%.



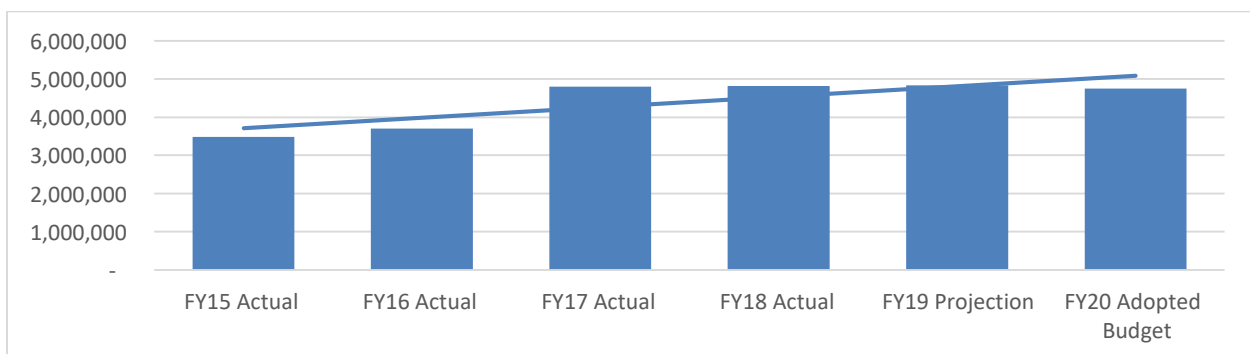
Purchased Professional/Technical Services

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.



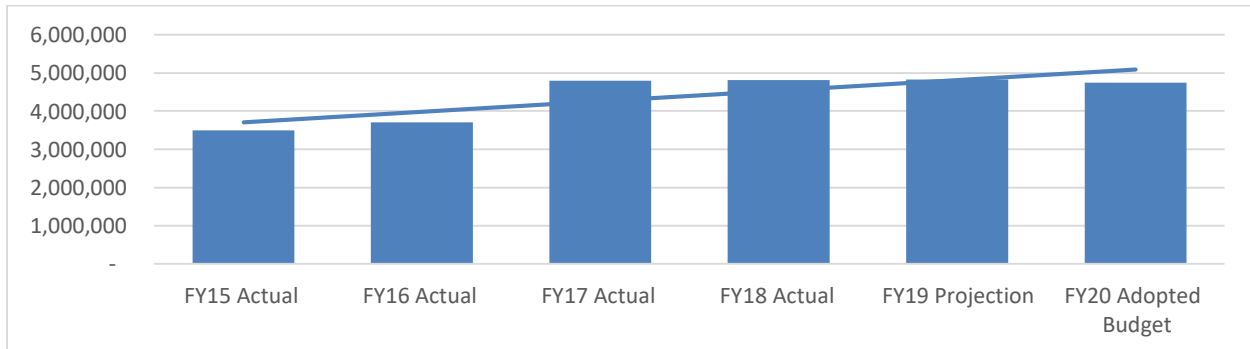
Purchased Property Services and Maintenance

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 charged 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 ensure the quality and quantity of our water supply and replacement of an aging sewage system to conform to the latest federal regulations. Maintenance dollars are included in the operating budget to fund projects that had previously been included in the capital improvements program budget. This additional funding has been included due to the increase in projects that are not eligible for debt funding.



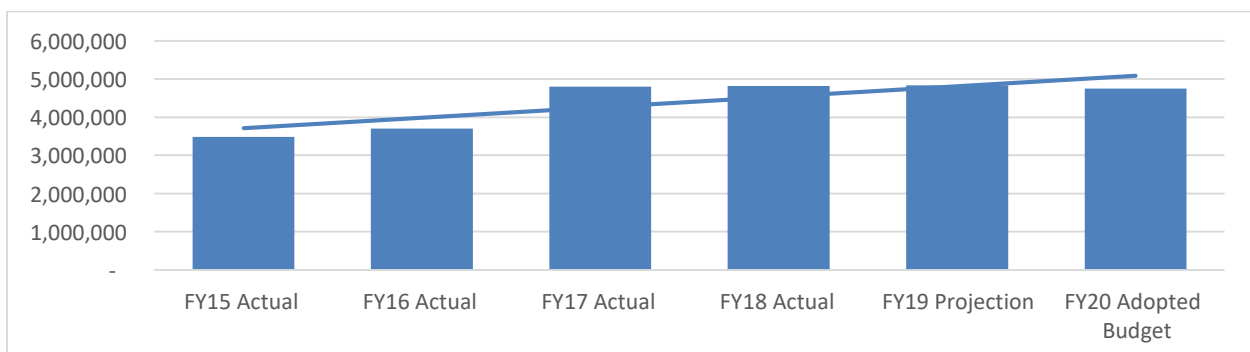
Other Purchased Services

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, dues & memberships and leasing of equipment and computers.



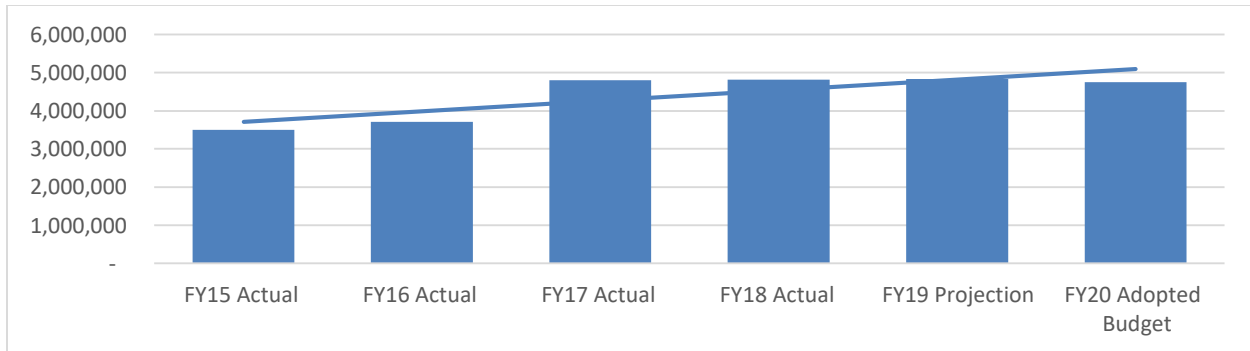
Supplies

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 to potential to strain all budgets. A total of \$4.3 million is budgeted for fuel and lubricants in FY 2019-20, which is approximately the same amount as 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 2019-20. 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.



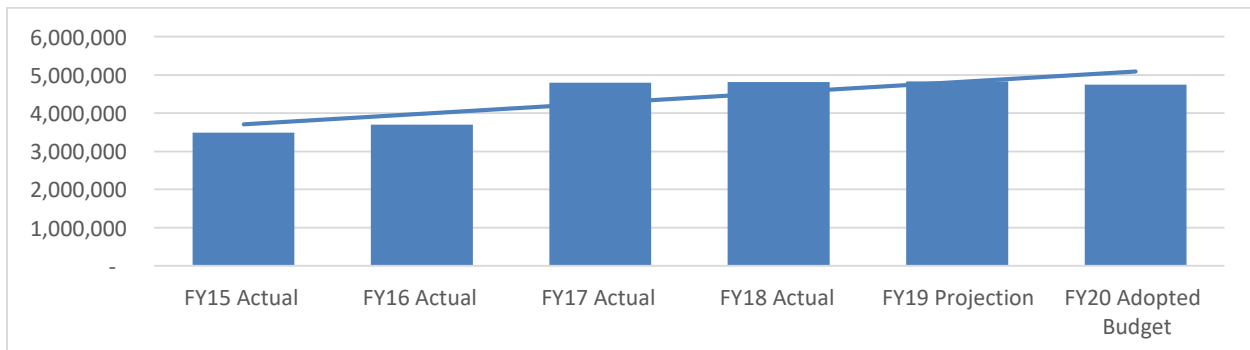
Other Expenses

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

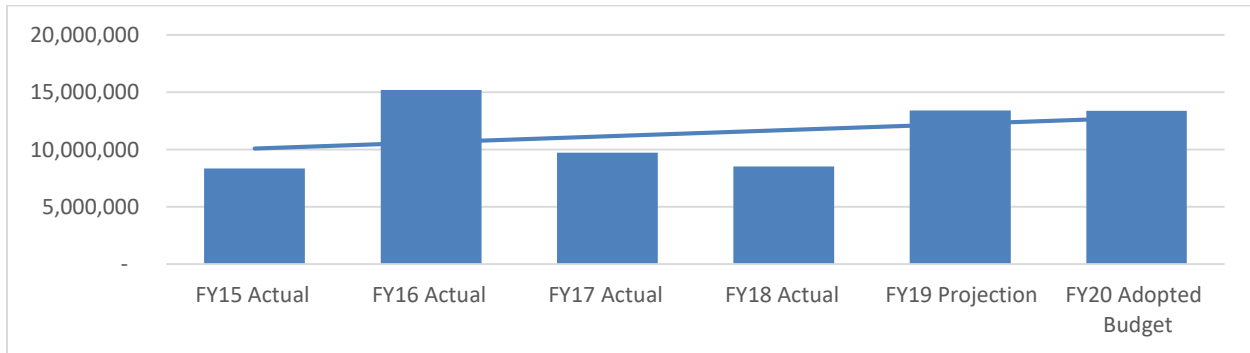
This category includes amounts paid for contracts with outside agencies or other governmental agencies for services rendered. The largest contract is with Family Health Center followed by the McLennan County Appraisal District. Most of the other contracts are with our Economic Development partners.



Capital Expenditures

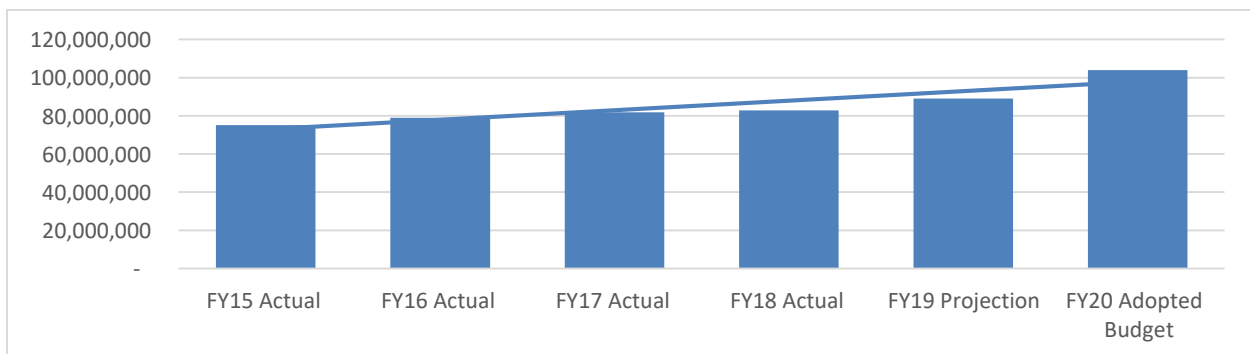
This category includes capital expenditures in excess of \$5,000 for items which increase the capital assets of the City. These items include land, buildings, furniture and fixtures, and machinery and equipment. Amounts can fluctuate from year to year depending on replacement schedules and capital expenditures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

Explanation of Expenditures



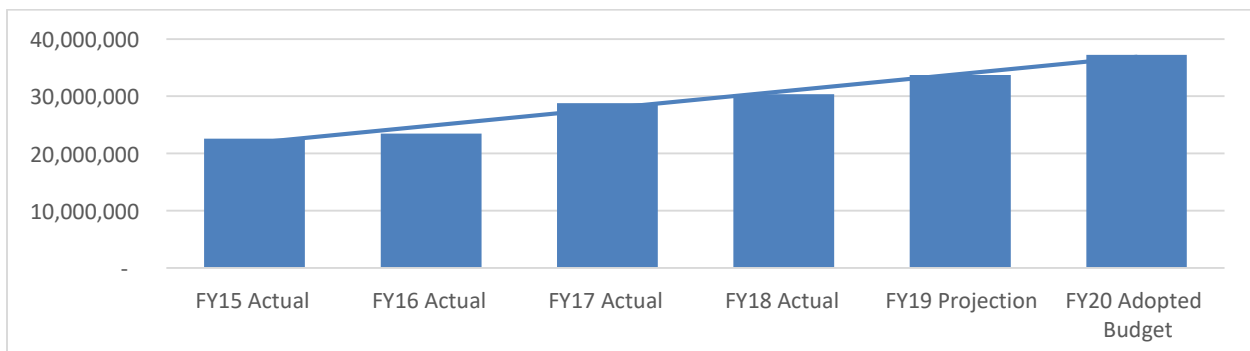
Non-Operating Expenditures

Non-operating expenditures consist of overhead cost allocation, interdepartmental billings, payment in lieu of taxes and franchise fees that represent internal charges for goods and services provided by one department to another, and these expenditures are offset by non-operating revenues. Amounts can fluctuate year to year, and the “payments” are reflected below.



Debt Service

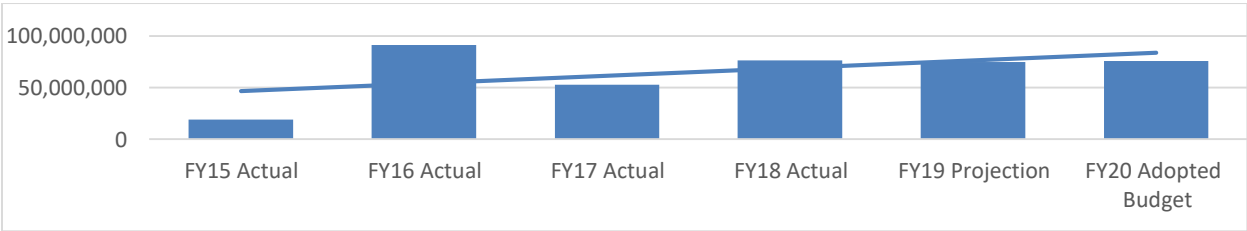
This category provides for the payment of principal and interest on the City’s debt. A total of \$34,392,137 or 10% of the total budget has been budgeted in debt service for FY 2019-20. A detailed debt service section is included in this document.





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 \$76,092,910 of the total budget. Details of the Capital Improvement Program are included in this document.



Expenditure Budget by Fund

		Adopted Budget
Governmental	1000-General	119,859,825
	1002-EcoDev Incentive	13,902,191
	1003-EcoDev	4,800
	1007-Cable PEG	145,000
	2030-Building Demo & Lot Clearance	178,500
	4008-Rolling Stock	1,730,000
Governmental Total		135,820,316
Internal Service	6001-Insurance	4,712,260
	6002-Health Insurance	15,052,003
	6003-Engineering	3,692,727
	6004-Fleet Services	1,706,798
Internal Service Total		25,163,788
Special Revenue	2001-Health Services	4,563,484
	2101-Court Security	9,530
	2102-Court Technology	27,590
	2103-State CH59 Police Forfeiture	150,000
	2104-Federal Justice Police Forfeiture	-
	2105-Federal Treasury Police Forfeiture	-
	2106-State CH18 Police Forfeiture	-
	2110-Abandoned Motor Vehicles	405,937
	2759-Public Improvement District	1,637,227
Special Revenue Total		6,793,768
Enterprise	5000-Water	20,824,944
	5100-Wastewater	13,169,534
	5160-WMARSS	7,971,437
	5200-Solid Waste	13,759,209
	5300-Airport Fund	1,123,450
	5400-Convention Services	6,141,110
	5500-Ranger Hall Of Fame	1,289,342
	5600-Waco Transit System	8,565,436
	5601-Rural Transit Services	2,433,770
	5700-Cameron Park Zoo	4,950,313
	5800-Cottonwood Creek Golf Course	2,536,226
Enterprise Total		82,764,771
		250,542,643
Capital/Debt	Capital Projects	76,092,910
	Debt Service	34,392,137
		361,027,690

Note: Fund Expenditures are net of transfers between funds. Health Benefits are reflected in the Health Insurance fund.

Summary of Funds - Revenues and Expenditures

			FY18	FY19	FY19	FY20
			Actuals	Current Budget	Projection	Adopted Budget
Revenue	Operating	Taxes	97,013,440	100,246,740	101,246,740	106,343,664
		Hotel - Motel Tax	4,270,253	4,364,977	4,364,977	4,898,833
		Special Assessment	535,504	549,599	560,000	612,499
		Business and occupation Fees	10,858,834	9,675,000	9,795,000	10,261,045
		Licenses and Permits	1,811,279	1,836,412	1,836,412	1,808,001
		Fines	1,652,385	1,127,226	1,196,733	1,653,080
		Intergovernmental	7,228,971	7,947,171	8,483,934	9,237,199
		Interest on Investments	2,557,715	1,115,445	1,464,098	2,505,248
		Contributions	1,671,274	1,395,040	1,435,040	1,337,343
		Other	7,338,393	7,002,296	5,976,066	7,384,653
		Charges for Services	119,786,368	121,994,583	121,927,883	128,640,790
		Net Merchandise Sale	1,961,509	1,759,125	1,783,471	2,252,673
		Operating Total	256,685,925	259,013,614	260,070,354	276,935,028
	Non-Operating	Interdepartmental Billing	3,411,589	4,159,418	4,159,418	7,285,430
		Indirect - Cost Allocation Overhead	7,758,799	8,696,668	8,696,668	8,637,931
		Taxes (PILOT)	4,620,447	4,800,961	4,800,961	5,084,754
		Business and occupation Fees (Enterprise Fu	4,083,932	3,890,589	3,890,589	4,127,814
		Transfers In	26,606,232	24,708,495	27,983,495	34,040,701
		Non-Operating Total	46,480,999	46,256,131	49,531,131	59,176,630
Revenue Total			303,166,924	305,269,745	309,601,485	336,111,658
Expenditure	Operating	Salaries and Wages	85,066,810	93,128,597	92,479,392	98,938,416
		Employee Benefits	18,940,652	21,394,223	21,231,910	22,248,211
		Purchased Professional Technical Services	16,478,878	22,273,484	24,570,053	19,140,459
		Purchased Property Services	2,451,569	2,442,213	2,699,859	2,697,176
		Maintenance	16,257,588	20,917,964	20,794,095	18,961,081
		Other Purchased Services	7,041,309	9,742,716	9,658,428	9,669,146
		Supplies	18,059,863	21,374,300	21,132,901	20,708,317
		Other	25,537,842	26,310,815	26,319,636	40,049,982
		Contracts with Others	4,815,395	4,994,549	4,831,356	4,750,300
		Capital Expenditures	8,509,487	13,879,901	13,423,669	13,379,555
		Operating Total	203,159,394	236,458,762	237,141,299	250,542,643
	Non-Operating	Interdepartmental Billing	2,811,523	2,986,183	2,986,183	7,285,430
		Indirect - Cost Allocation Overhead	7,258,799	8,696,668	8,696,672	8,331,301
		Taxes (PILOT)	4,620,447	4,800,961	4,800,961	5,084,754
		Business and occupation Fees (Enterprise Fu	3,847,515	3,945,816	3,945,816	4,127,814
		Transfers Out	24,298,602	29,113,632	29,363,632	32,310,701
		Transfers Out - Cash CIP	12,301,090	8,131,197	8,274,197	12,390,910
		Transfers Out - Bond CIP	27,668,527	31,073,452	31,073,452	34,392,137
		Non-Operating Total	82,806,503	88,747,909	89,140,913	103,923,047
Expenditure Total			285,965,897	325,206,671	326,282,212	354,465,690
Reconciliation of Interfund transfers recognized in other presentments						
Non-Operating Revenue						59,176,630
Transfers In - Rolling Stock (Bond Interest)						(1,730,000)
Transfers In - Metropolitan Planning Organization						(253,561)
Transfers In - Women, Infants, and Children (WIC) Grant						(53,069)
Non-Operating Revenue Total						57,140,000
Non-Operating Expenditure						103,923,047
Transfers Out - Cash CIP						(12,390,910)
Transfers Out - Bond CIP						(34,392,137)
Non-Operating Expenditure Total						57,140,000
Reconciliation Total						-

*Capital & Debt Service Presented on separate schedules

Fiscal Year 2020 Summary of Funds

			Governmental			
			General	EcoDev Incentive	EcoDev	Cable PEG
Revenue	Operating	Taxes	106,343,664	-	-	-
		Hotel - Motel Tax	-	-	-	-
		Special Assessment	-	-	-	-
		Business and occupation Fees	10,089,776	-	-	145,000
		Licenses and Permits	1,553,021	-	-	-
		Fines	1,567,373	-	-	-
		Intergovernmental	2,269,028	-	-	-
		Interest on Investments	1,086,259	163,073	300	-
		Contributions	627,782	-	-	-
		Other	2,776,658	-	2,000	-
		Charges for Services	1,767,891	-	-	-
		Net Merchandise Sale	236,490	-	-	-
		Operating Total	128,317,942	163,073	2,300	145,000
	Non-Operating	Interdepartmental Billing	2,075,493	-	-	-
		Indirect - Cost Allocation Overhead	8,637,931	-	-	-
		Taxes (PILOT)	5,084,754	-	-	-
		Business and occupation Fees (Enterprise Funds)	4,127,814	-	-	-
Transfers In		751,838	2,500,000	-	-	
Non-Operating Total		20,677,830	2,500,000	-	-	
Revenue Total		148,995,772	2,663,073	2,300	145,000	
Expenditure	Operating	Salaries and Wages	68,193,369	-	-	-
		Employee Benefits	15,382,721	-	-	-
		Purchased Professional Technical Services	5,694,513	2,500,000	4,800	10,000
		Purchased Property Services	1,419,734	-	-	-
		Maintenance	8,632,656	-	-	35,000
		Other Purchased Services	3,348,490	-	-	-
		Supplies	7,619,690	-	-	50,000
		Other	3,819,346	11,402,191	-	-
		Contracts with Others	3,125,753	-	-	-
		Capital Expenditures	2,623,553	-	-	50,000
		Operating Total	119,859,825	13,902,191	4,800	145,000
	Non-Operating	Interdepartmental Billing	1,911,654	-	-	-
		Indirect - Cost Allocation Overhead	138,390	-	-	-
		Taxes (PILOT)	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-
		Transfers Out	24,304,889	-	-	-
		Transfers Out - Cash CIP	6,481,910	-	-	-
Transfers Out - Bond CIP		-	-	-	-	
Non-Operating Total		32,836,843	-	-	-	
Expenditure Total		152,696,668	13,902,191	4,800	145,000	
Grand Total		(3,700,895)	(11,239,118)	(2,500)	-	
Fund Balance/Cash Equivalent Fund Balance Beginning		27,606,862	11,239,118	21,393	1,232,038	
Revenue Over/(Under) Expenditures		(3,700,895)	(11,239,118)	(2,500)	-	
Use of Assigned Fund Balance		4,403,230				
Other Reserve						
Fund Balance/Cash Equivalent Fund Balance Ending		28,309,197	-	18,893	1,232,038	
Reconciliation of Interfund transfers recognized in other presentments						
Non-Operating Revenue		20,677,830	2,500,000	-	-	
Transfers In - Rolling Stock (Bond Interest)		-	-	-	-	
Transfers In - Metropolitan Planning Organization		-	-	-	-	
Transfers In - Women, Infants, and Children (WIC) Grant		-	-	-	-	
Non-Operating Revenue Total		20,677,830	2,500,000	-	-	
Non-Operating Expenditure		32,836,843	-	-	-	
Transfers Out - Cash CIP		(6,481,910)	-	-	-	
Transfers Out - Bond CIP		-	-	-	-	
Non-Operating Expenditure Total		26,354,933	-	-	-	
Reconciliation Total		(5,677,103)	2,500,000	-	-	

Fiscal Year 2020 Summary of Funds

			Governmental			
			Building Demo & Lot Clearance	Capital Equipment Replacement	Rolling Stock	Governmental Total
Revenue	Operating	Taxes	-	-	-	106,343,664
		Hotel - Motel Tax	-	-	-	-
		Special Assessment	-	-	-	-
		Business and occupation Fees	-	-	-	10,234,776
		Licenses and Permits	-	-	-	1,553,021
		Fines	-	-	-	1,567,373
		Intergovernmental	-	-	-	2,269,028
		Interest on Investments	3,500	-	-	1,253,132
		Contributions	-	-	-	627,782
		Other	-	-	-	2,778,658
		Charges for Services	-	-	-	1,767,891
		Net Merchandise Sale	-	-	-	236,490
		Operating Total	3,500	-	-	128,631,815
	Non-Operating	Interdepartmental Billing	-	-	-	2,075,493
		Indirect - Cost Allocation Overhead	-	-	-	8,637,931
		Taxes (PILOT)	-	-	-	5,084,754
		Business and occupation Fees (Enterprise Funds)	-	-	-	4,127,814
		Transfers In	175,000	700,000	1,730,000	5,856,838
Non-Operating Total		175,000	700,000	1,730,000	25,782,830	
Revenue Total		178,500	700,000	1,730,000	154,414,645	
Expenditure	Operating	Salaries and Wages	-	-	-	68,193,369
		Employee Benefits	-	-	-	15,382,721
		Purchased Professional Technical Services	178,500	-	-	8,387,813
		Purchased Property Services	-	-	-	1,419,734
		Maintenance	-	-	-	8,667,656
		Other Purchased Services	-	-	-	3,348,490
		Supplies	-	-	-	7,669,690
		Other	-	-	-	15,221,537
		Contracts with Others	-	-	-	3,125,753
		Capital Expenditures	-	-	1,730,000	4,403,553
		Operating Total	178,500	-	1,730,000	135,820,316
	Non-Operating	Interdepartmental Billing	-	-	-	1,911,654
		Indirect - Cost Allocation Overhead	-	-	-	138,390
		Taxes (PILOT)	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-
		Transfers Out	-	600,000	-	24,904,889
		Transfers Out - Cash CIP	-	-	-	6,481,910
		Transfers Out - Bond CIP	-	-	-	-
Non-Operating Total		-	600,000	-	33,436,843	
Expenditure Total		178,500	600,000	1,730,000	169,257,159	
Grand Total		-	100,000	-	(14,842,514)	
Fund Balance/Cash Equivalent Fund Balance Beginning		-	2,100,000	-	42,199,411	
Revenue Over/(Under) Expenditures		-	100,000	-	(14,842,514)	
Use of Assigned Fund Balance					4,403,230	
Other Reserve						
Fund Balance/Cash Equivalent Fund Balance Ending		-	2,200,000	-	31,760,128	
Reconciliation of Interfund transfers recognized in other presentments						
Non-Operating Revenue		175,000	700,000	1,730,000	25,782,830	
Transfers In - Rolling Stock (Bond Interest)		-	-	-	-	
Transfers In - Metropolitan Planning Organization		-	-	-	-	
Transfers In - Women, Infants, and Children (WIC) Grant		-	-	-	-	
Non-Operating Revenue Total		175,000	700,000	1,730,000	25,782,830	
Non-Operating Expenditure		-	600,000	-	33,436,843	
Transfers Out - Cash CIP		-	-	-	(6,481,910)	
Transfers Out - Bond CIP		-	-	-	-	
Non-Operating Expenditure Total		-	600,000	-	26,954,933	
Reconciliation Total		175,000	100,000	1,730,000	(1,172,103)	

Fiscal Year 2020 Summary of Funds

			Internal Service				
			Insurance	Health Insurance	Engineering	Fleet Services	Internal Service Total
Revenue	Operating	Taxes	-	-	-	-	-
		Hotel - Motel Tax	-	-	-	-	-
		Special Assessment	-	-	-	-	-
		Business and occupation Fees	-	-	-	-	-
		Licenses and Permits	-	-	44,070	-	44,070
		Fines	-	-	-	-	-
		Intergovernmental	-	-	-	-	-
		Interest on Investments	105,328	43,457	16,892	1,661	167,338
		Contributions	-	-	-	-	-
		Other	254,000	132,000	15,951	6,810	408,761
		Charges for Services	-	3,576,436	-	2,310,345	5,886,781
		Net Merchandise Sale	-	-	-	-	-
		Operating Total	359,328	3,751,893	76,913	2,318,816	6,506,950
	Non-Operating	Interdepartmental Billing	-	-	3,819,418	-	3,819,418
		Indirect - Cost Allocation Overhead	-	-	-	-	-
		Taxes (PILOT)	-	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-	-
		Transfers In	4,583,450	11,697,879	-	-	16,281,329
	Non-Operating Total		4,583,450	11,697,879	3,819,418	-	20,100,747
Revenue Total		4,942,778	15,449,772	3,896,331	2,318,816	26,607,697	
Expenditure	Operating	Salaries and Wages	184,308	68,564	2,371,802	1,251,978	3,876,652
		Employee Benefits	41,146	15,006	527,134	273,953	857,239
		Purchased Professional Technical Services	897,250	1,252,750	358,937	15,993	2,524,930
		Purchased Property Services	-	4,000	52,611	6,584	63,195
		Maintenance	65,600	12,900	98,325	72,387	249,212
		Other Purchased Services	1,363,225	2,880	77,844	17,412	1,461,361
		Supplies	8,541	4,300	78,074	68,491	159,406
		Other	1,811,000	13,691,603	-	-	15,502,603
		Contracts with Others	-	-	-	-	-
		Capital Expenditures	341,190	-	128,000	-	469,190
		Operating Total	4,712,260	15,052,003	3,692,727	1,706,798	25,163,788
	Non-Operating	Interdepartmental Billing	-	-	-	-	-
		Indirect - Cost Allocation Overhead	207,424	-	444,627	332,065	984,116
		Taxes (PILOT)	-	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-	-
		Transfers Out	23,094	7,854	275,925	271,482	578,355
		Transfers Out - Cash CIP	-	-	-	-	-
		Transfers Out - Bond CIP	-	-	-	-	-
	Non-Operating Total		230,518	7,854	720,552	603,547	1,562,471
Expenditure Total		4,942,778	15,059,857	4,413,279	2,310,345	26,726,259	
Grand Total		-	389,915	(516,948)	8,471	(118,562)	
Fund Balance/Cash Equivalent Fund Balance Beginning		5,534,516	2,605,395	1,208,432	201,663	9,550,006	
Revenue Over/(Under) Expenditures		-	389,915	(516,948)	8,471	(118,562)	
Use of Assigned Fund Balance							
Other Reserve							
Fund Balance/Cash Equivalent Fund Balance Ending		5,534,516	2,995,310	691,484	210,134	9,431,444	
Reconciliation of Interfund transfers recognized in other presentments							
Non-Operating Revenue		4,583,450	11,697,879	3,819,418	-	20,100,747	
Transfers In - Rolling Stock (Bond Interest)		-	-	-	-	-	
Transfers In - Metropolitan Planning Organization		-	-	-	-	-	
Transfers In - Women, Infants, and Children (WIC) Grant		-	-	-	-	-	
Non-Operating Revenue Total		4,583,450	11,697,879	3,819,418	-	20,100,747	
Non-Operating Expenditure		230,518	7,854	720,552	603,547	1,562,471	
Transfers Out - Cash CIP		-	-	-	-	-	
Transfers Out - Bond CIP		-	-	-	-	-	
Non-Operating Expenditure Total		230,518	7,854	720,552	603,547	1,562,471	
Reconciliation Total		4,352,932	11,690,025	3,098,866	(603,547)	18,538,276	

Fiscal Year 2020 Summary of Funds

			Special Revenue		
			Health Services	Court Security	Court Technology
Revenue	Operating	Taxes	-	-	-
		Hotel - Motel Tax	-	-	-
		Special Assessment	-	-	-
		Business and occupation Fees	-	-	-
		Licenses and Permits	210,910	-	-
		Fines	-	37,707	48,000
		Intergovernmental	273,267	-	-
		Interest on Investments	22,669	-	-
		Contributions	556,033	-	-
		Other	12,100	-	-
		Charges for Services	666,209	-	-
		Net Merchandise Sale	-	-	-
	Operating Total		1,741,188	37,707	48,000
	Non-Operating	Interdepartmental Billing	-	-	-
		Indirect - Cost Allocation Overhead	-	-	-
		Taxes (PILOT)	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-
		Transfers In	3,863,148	-	-
	Non-Operating Total		3,863,148	-	-
Revenue Total			5,604,336	37,707	48,000
Expenditure	Operating	Salaries and Wages	2,159,087	-	-
		Employee Benefits	471,067	-	-
		Purchased Professional Technical Services	124,194	8,330	7,200
		Purchased Property Services	2,676	-	-
		Maintenance	21,984	-	13,590
		Other Purchased Services	181,991	1,200	-
		Supplies	415,855	-	6,800
		Other	5,700	-	-
		Contracts with Others	1,155,930	-	-
		Capital Expenditures	25,000	-	-
	Operating Total		4,563,484	9,530	27,590
	Non-Operating	Interdepartmental Billing	-	-	-
		Indirect - Cost Allocation Overhead	665,700	-	-
		Taxes (PILOT)	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-
		Transfers Out	326,065	101,838	-
		Transfers Out - Cash CIP	-	-	-
		Transfers Out - Bond CIP	-	-	-
	Non-Operating Total		991,765	101,838	-
Expenditure Total			5,555,249	111,368	27,590
Grand Total			49,087	(73,661)	20,410
Fund Balance/Cash Equivalent Fund Balance Beginning			2,030,217	231,627	97,289
Revenue Over/(Under) Expenditures			49,087	(73,661)	20,410
Use of Assigned Fund Balance					
Other Reserve					
Fund Balance/Cash Equivalent Fund Balance Ending			2,079,304	157,966	117,699
Reconciliation of Interfund transfers recognized in other presentments					
Non-Operating Revenue			3,863,148	-	-
Transfers In - Rolling Stock (Bond Interest)			-	-	-
Transfers In - Metropolitan Planning Organization			-	-	-
Transfers In - Women, Infants, and Children (WIC) Grant			-	-	-
Non-Operating Revenue Total			3,863,148	-	-
Non-Operating Expenditure			991,765	101,838	-
Transfers Out - Cash CIP			-	-	-
Transfers Out - Bond CIP			-	-	-
Non-Operating Expenditure Total			991,765	101,838	-
Reconciliation Total			2,871,383	(101,838)	-

Fiscal Year 2020 Summary of Funds

			Special Revenue		
			State CH59 Police Forfeiture	Federal Justice Police Forfeiture	Federal Treasury Police Forfeiture
Revenue	Operating	Taxes	-	-	-
		Hotel - Motel Tax	-	-	-
		Special Assessment	-	-	-
		Business and occupation Fees	-	-	-
		Licenses and Permits	-	-	-
		Fines	-	-	-
		Intergovernmental	-	-	-
		Interest on Investments	2,979	574	189
		Contributions	-	-	-
		Other	-	-	-
		Charges for Services	-	-	-
		Net Merchandise Sale	-	-	-
	Operating Total		2,979	574	189
	Non-Operating	Interdepartmental Billing	-	-	-
		Indirect - Cost Allocation Overhead	-	-	-
		Taxes (PILOT)	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-
		Transfers In	-	-	-
	Non-Operating Total		-	-	-
Revenue Total			2,979	574	189
Expenditure	Operating	Salaries and Wages	-	-	-
		Employee Benefits	-	-	-
		Purchased Professional Technical Services	-	-	-
		Purchased Property Services	-	-	-
		Maintenance	-	-	-
		Other Purchased Services	50,000	-	-
		Supplies	100,000	-	-
		Other	-	-	-
		Contracts with Others	-	-	-
		Capital Expenditures	-	-	-
	Operating Total		150,000	-	-
	Non-Operating	Interdepartmental Billing	-	-	-
		Indirect - Cost Allocation Overhead	-	-	-
		Taxes (PILOT)	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-
		Transfers Out	-	-	-
		Transfers Out - Cash CIP	-	-	-
		Transfers Out - Bond CIP	-	-	-
	Non-Operating Total		-	-	-
Expenditure Total			150,000	-	-
Grand Total			(147,021)	574	189
Fund Balance/Cash Equivalent Fund Balance Beginning			193,526	45,888	13,590
Revenue Over/(Under) Expenditures			(147,021)	574	189
Use of Assigned Fund Balance					
Other Reserve					
Fund Balance/Cash Equivalent Fund Balance Ending			46,505	46,462	13,779
Reconciliation of Interfund transfers recognized in other presentments					
Non-Operating Revenue			-	-	-
Transfers In - Rolling Stock (Bond Interest)			-	-	-
Transfers In - Metropolitan Planning Organization			-	-	-
Transfers In - Women, Infants, and Children (WIC) Grant			-	-	-
Non-Operating Revenue Total			-	-	-
Non-Operating Expenditure			-	-	-
Transfers Out - Cash CIP			-	-	-
Transfers Out - Bond CIP			-	-	-
Non-Operating Expenditure Total			-	-	-
Reconciliation Total			-	-	-

Fiscal Year 2020 Summary of Funds

			Special Revenue			
			State CH18 Police Forfeiture	Abandoned Motor Vehicles	Public Improvement District	Special Revenue Total
Revenue	Operating	Taxes	-	-	-	-
		Hotel - Motel Tax	-	-	-	-
		Special Assessment	-	-	612,499	612,499
		Business and occupation Fees	-	-	-	-
		Licenses and Permits	-	-	-	210,910
		Fines	-	-	-	85,707
		Intergovernmental	-	-	-	273,267
		Interest on Investments	408	-	10,000	36,819
		Contributions	-	-	-	556,033
		Other	-	253,825	35,000	300,925
		Charges for Services	-	-	-	666,209
		Net Merchandise Sale	-	-	-	-
		Operating Total	408	253,825	657,499	2,742,369
	Non-Operating	Interdepartmental Billing	-	-	-	-
		Indirect - Cost Allocation Overhead	-	-	-	-
		Taxes (PILOT)	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-
		Transfers In	-	-	-	3,863,148
	Non-Operating Total		-	-	-	3,863,148
Revenue Total		408	253,825	657,499	6,605,517	
Expenditure	Operating	Salaries and Wages	-	-	-	2,159,087
		Employee Benefits	-	-	-	471,067
		Purchased Professional Technical Services	-	-	456,300	596,024
		Purchased Property Services	-	-	-	2,676
		Maintenance	-	31,500	-	67,074
		Other Purchased Services	-	7,500	32,500	273,191
		Supplies	-	127,583	31,200	681,438
		Other	-	-	-	5,700
		Contracts with Others	-	-	173,000	1,328,930
		Capital Expenditures	-	239,354	944,227	1,208,581
		Operating Total	-	405,937	1,637,227	6,793,768
	Non-Operating	Interdepartmental Billing	-	-	-	-
		Indirect - Cost Allocation Overhead	-	-	-	665,700
		Taxes (PILOT)	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-
		Transfers Out	-	50,000	-	477,903
		Transfers Out - Cash CIP	-	-	-	-
		Transfers Out - Bond CIP	-	-	-	-
	Non-Operating Total		-	50,000	-	1,143,603
Expenditure Total		-	455,937	1,637,227	7,937,371	
Grand Total		408	(202,112)	(979,728)	(1,331,854)	
Fund Balance/Cash Equivalent Fund Balance Beginning		16,888	710,342	979,728	4,319,095	
Revenue Over/(Under) Expenditures		408	(202,112)	(979,728)	(1,331,854)	
Use of Assigned Fund Balance						
Other Reserve						
Fund Balance/Cash Equivalent Fund Balance Ending		17,296	508,230	-	2,987,241	
Reconciliation of Interfund transfers recognized in other presentments						
Non-Operating Revenue		-	-	-	3,863,148	
Transfers In - Rolling Stock (Bond Interest)		-	-	-	-	
Transfers In - Metropolitan Planning Organization		-	-	-	-	
Transfers In - Women, Infants, and Children (WIC) Grant		-	-	-	-	
Non-Operating Revenue Total		-	-	-	3,863,148	
Non-Operating Expenditure		-	50,000	-	1,143,603	
Transfers Out - Cash CIP		-	-	-	-	
Transfers Out - Bond CIP		-	-	-	-	
Non-Operating Expenditure Total		-	50,000	-	1,143,603	
Reconciliation Total		-	(50,000)	-	2,719,545	

Fiscal Year 2020 Summary of Funds

			Enterprise			
			Water	Wastewater	WMARSS	Solid Waste
Revenue	Operating	Taxes	-	-	-	-
		Hotel - Motel Tax	-	-	-	-
		Special Assessment	-	-	-	-
		Business and occupation Fees	-	-	-	26,269
		Licenses and Permits	-	-	-	-
		Fines	-	-	-	-
		Intergovernmental	-	-	-	-
		Interest on Investments	468,802	57,529	186,570	287,359
		Contributions	-	-	-	-
		Other	292,393	-	14,876	111,137
		Charges for Services	48,404,625	34,554,809	9,212,332	21,134,815
		Net Merchandise Sale	-	-	-	-
		Operating Total	49,165,820	34,612,338	9,413,778	21,559,580
	Non-Operating	Interdepartmental Billing	1,390,519	-	-	-
		Indirect - Cost Allocation Overhead	-	-	-	-
		Taxes (PILOT)	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-
		Transfers In	1,225,426	369,047	-	-
	Non-Operating Total		2,615,945	369,047	-	-
Revenue Total		51,781,765	34,981,385	9,413,778	21,559,580	
Expenditure	Operating	Salaries and Wages	5,966,952	2,304,201	1,867,264	4,210,799
		Employee Benefits	1,337,079	516,104	418,438	944,159
		Purchased Professional Technical Services	1,578,685	355,000	955,980	2,699,691
		Purchased Property Services	160,800	19,125	62,150	24,044
		Maintenance	3,148,871	1,298,960	1,516,500	2,442,765
		Other Purchased Services	1,635,293	94,795	98,650	110,800
		Supplies	4,563,615	430,890	2,113,800	1,702,282
		Other	601,100	7,092,927	-	362,000
		Contracts with Others	7,123	-	-	62,669
		Capital Expenditures	1,825,426	1,057,532	938,655	1,200,000
		Operating Total	20,824,944	13,169,534	7,971,437	13,759,209
	Non-Operating	Interdepartmental Billing	1,519,265	2,307,706	272	1,018,011
		Indirect - Cost Allocation Overhead	2,260,136	1,319,748	615,280	1,497,514
		Taxes (PILOT)	3,635,062	1,029,531	-	420,161
		Business and occupation Fees (Enterprise Funds)	1,936,185	1,382,192	-	809,437
		Transfers Out	1,249,303	495,571	826,789	1,050,092
		Transfers Out - Cash CIP	1,500,000	1,000,000	-	1,725,000
		Transfers Out - Bond CIP	18,856,870	14,277,103	-	1,258,164
		Non-Operating Total	30,956,821	21,811,851	1,442,341	7,778,379
Expenditure Total		51,781,765	34,981,385	9,413,778	21,537,588	
Grand Total		-	0	(0)	21,992	
Fund Balance/Cash Equivalent Fund Balance Beginning		22,661,352	10,595,049	10,723,773	11,186,944	
Revenue Over/(Under) Expenditures		-	0	(0)	21,992	
Use of Assigned Fund Balance						
Other Reserve						
Fund Balance/Cash Equivalent Fund Balance Ending		22,661,352	10,595,049	10,723,773	11,208,936	
Reconciliation of Interfund transfers recognized in other presentments						
Non-Operating Revenue		2,615,945	369,047	-	-	
Transfers In - Rolling Stock (Bond Interest)		-	-	-	-	
Transfers In - Metropolitan Planning Organization		-	-	-	-	
Transfers In - Women, Infants, and Children (WIC) Grant		-	-	-	-	
Non-Operating Revenue Total		2,615,945	369,047	-	-	
Non-Operating Expenditure		30,956,821	21,811,851	1,442,341	7,778,379	
Transfers Out - Cash CIP		(1,500,000)	(1,000,000)	-	(1,725,000)	
Transfers Out - Bond CIP		(18,856,870)	(14,277,103)	-	(1,258,164)	
Non-Operating Expenditure Total		10,599,951	6,534,748	1,442,341	4,795,215	
Reconciliation Total		(7,984,006)	(6,165,701)	(1,442,341)	(4,795,215)	

Fiscal Year 2020 Summary of Funds

			Enterprise			
			Airport Fund	Convention Services	Ranger Hall Of Fame	Waco Transit System
Revenue	Operating	Taxes	-	-	-	-
		Hotel - Motel Tax	-	4,898,833	-	-
		Special Assessment	-	-	-	-
		Business and occupation Fees	-	-	-	-
		Licenses and Permits	-	-	-	-
		Fines	-	-	-	-
		Intergovernmental	95,430	-	-	4,684,562
		Interest on Investments	18,918	2,060	15,796	-
		Contributions	-	55,423	1,000	-
		Other	255,594	19,700	7,517	2,849,682
		Charges for Services	700,198	1,180,000	544,839	944,092
		Net Merchandise Sale	46,982	296,125	322,606	-
		Operating Total	1,117,122	6,452,141	891,758	8,478,336
	Non-Operating	Interdepartmental Billing	-	-	-	-
		Indirect - Cost Allocation Overhead	-	-	-	-
		Taxes (PILOT)	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-
		Transfers In	453,898	-	688,787	701,728
	Non-Operating Total		453,898	-	688,787	701,728
Revenue Total			1,571,020	6,452,141	1,580,545	9,180,064
Expenditure	Operating	Salaries and Wages	571,545	1,652,989	689,845	3,524,460
		Employee Benefits	126,241	364,764	148,701	880,639
		Purchased Professional Technical Services	53,759	613,286	57,062	664,653
		Purchased Property Services	20,987	36,600	10,284	25,227
		Maintenance	85,050	315,445	20,800	779,228
		Other Purchased Services	30,443	1,599,537	40,980	574,515
		Supplies	136,225	746,001	107,555	1,140,495
		Other	49,200	262,500	154,180	3,535
		Contracts with Others	-	125,000	-	-
		Capital Expenditures	50,000	424,988	59,935	972,685
		Operating Total	1,123,450	6,141,110	1,289,342	8,565,436
	Non-Operating	Interdepartmental Billing	350,200	-	178,322	-
		Indirect - Cost Allocation Overhead	-	200,000	-	614,628
		Taxes (PILOT)	-	-	-	-
		Business and occupation Fees (Enterprise Funds)	-	-	-	-
		Transfers Out	179,281	485,265	125,830	-
		Transfers Out - Cash CIP	308,000	1,376,000	-	-
		Transfers Out - Bond CIP	-	-	-	-
		Non-Operating Total	837,481	2,061,265	304,152	614,628
Expenditure Total			1,960,931	8,202,375	1,593,494	9,180,064
Grand Total			(389,911)	(1,750,234)	(12,949)	(0)
Fund Balance/Cash Equivalent Fund Balance Beginning		952,349	2,618,511	932,089	554,303	
Revenue Over/(Under) Expenditures		(389,911)	(1,750,234)	(12,949)	(0)	
Use of Assigned Fund Balance			(280,000)			
Other Reserve						
Fund Balance/Cash Equivalent Fund Balance Ending		562,438	588,277	919,140	554,303	
Reconciliation of Interfund transfers recognized in other presentments						
Non-Operating Revenue			453,898	-	688,787	701,728
Transfers In - Rolling Stock (Bond Interest)			-	-	-	-
Transfers In - Metropolitan Planning Organization			-	-	-	-
Transfers In - Women, Infants, and Children (WIC) Grant			-	-	-	-
Non-Operating Revenue Total			453,898	-	688,787	701,728
Non-Operating Expenditure			837,481	2,061,265	304,152	614,628
Transfers Out - Cash CIP			(308,000)	(1,376,000)	-	-
Transfers Out - Bond CIP			-	-	-	-
Non-Operating Expenditure Total			529,481	685,265	304,152	614,628
Reconciliation Total			(75,583)	(685,265)	384,635	87,100

Fiscal Year 2020 Summary of Funds

			Enterprise				Grand Total
			Rural Transit Services	Cameron Park Zoo	Cottonwood Creek Golf Course	Enterprise Total	
Revenue	Operating	Taxes	-	-	-	-	106,343,664
		Hotel - Motel Tax	-	-	-	4,898,833	4,898,833
		Special Assessment	-	-	-	-	612,499
		Business and occupation Fees	-	-	-	26,269	10,261,045
		Licenses and Permits	-	-	-	-	1,808,001
		Fines	-	-	-	-	1,653,080
		Intergovernmental	1,914,912	-	-	6,694,904	9,237,199
		Interest on Investments	3,089	6,099	1,737	1,047,959	2,505,248
		Contributions	97,024	81	-	153,528	1,337,343
		Other	338,273	713	6,424	3,896,309	7,384,653
		Charges for Services	116,261	2,202,695	1,325,243	120,319,909	128,640,790
		Net Merchandise Sale	-	697,470	653,000	2,016,183	2,252,673
	Operating Total		2,469,559	2,907,058	1,986,404	139,053,894	276,935,028
	Non-Operating	Interdepartmental Billing	-	-	-	1,390,519	7,285,430
		Indirect - Cost Allocation Overhead	-	-	-	-	8,637,931
		Taxes (PILOT)	-	-	-	-	5,084,754
		Business and occupation Fees (Enterprise Funds)	-	-	-	-	4,127,814
		Transfers In	-	2,696,770	1,903,730	8,039,386	34,040,701
	Non-Operating Total		-	2,696,770	1,903,730	9,429,905	59,176,630
Revenue Total			2,469,559	5,603,828	3,890,134	148,483,799	336,111,658
Expenditure	Operating	Salaries and Wages	992,349	2,266,504	662,400	24,709,308	98,938,416
		Employee Benefits	173,037	478,968	149,054	5,537,184	22,248,211
		Purchased Professional Technical Services	213,740	51,964	387,873	7,631,693	19,140,459
		Purchased Property Services	-	588,905	263,449	1,211,571	2,697,176
		Maintenance	123,632	134,841	111,046	9,977,138	18,961,081
		Other Purchased Services	207,337	61,057	132,698	4,586,105	9,669,146
		Supplies	180,175	821,539	255,206	12,197,783	20,708,317
		Other	-	330,200	464,500	9,320,142	40,049,982
		Contracts with Others	-	100,825	-	295,617	4,750,300
		Capital Expenditures	543,500	115,510	110,000	7,298,231	13,379,555
	Operating Total		2,433,770	4,950,313	2,536,226	82,764,771	250,542,643
	Non-Operating	Interdepartmental Billing	-	-	-	5,373,776	7,285,430
		Indirect - Cost Allocation Overhead	35,789	-	-	6,543,095	8,331,301
		Taxes (PILOT)	-	-	-	5,084,754	5,084,754
		Business and occupation Fees (Enterprise Funds)	-	-	-	4,127,814	4,127,814
		Transfers Out	-	583,515	1,353,908	6,349,554	32,310,701
		Transfers Out - Cash CIP	-	-	-	5,909,000	12,390,910
		Transfers Out - Bond CIP	-	-	-	34,392,137	34,392,137
	Non-Operating Total		35,789	583,515	1,353,908	67,780,130	103,923,047
Expenditure Total			2,469,559	5,533,828	3,890,134	150,544,901	354,465,690
Grand Total			(0)	70,000	-	(2,061,102)	(18,354,032)
Fund Balance/Cash Equivalent Fund Balance Beginning			407,775	726,004	-	61,358,149	117,426,661
Revenue Over/(Under) Expenditures			(0)	70,000	-	(2,061,102)	(18,354,032)
Use of Assigned Fund Balance							4,403,230
Other Reserve							-
Fund Balance/Cash Equivalent Fund Balance Ending			407,775	796,004	-	59,297,047	103,475,859
Reconciliation of Interfund transfers recognized in other presentments							
Non-Operating Revenue			-	2,696,770	1,903,730	9,429,905	59,176,630
Transfers In - Rolling Stock (Bond Interest)			-	-	-	-	(1,730,000)
Transfers In - Metropolitan Planning Organization			-	-	-	-	(253,561)
Transfers In - Women, Infants, and Children (WIC) Grant			-	-	-	-	(53,069)
Non-Operating Revenue Total			-	2,696,770	1,903,730	9,429,905	57,140,000
Non-Operating Expenditure			35,789	583,515	1,353,908	67,780,130	103,923,047
Transfers Out - Cash CIP			-	-	-	(5,909,000)	(12,390,910)
Transfers Out - Bond CIP			-	-	-	(34,392,137)	(34,392,137)
Non-Operating Expenditure Total			35,789	583,515	1,353,908	27,478,993	57,140,000
Reconciliation Total			(35,789)	2,113,255	549,822	(18,049,088)	-



General Fund

**CITY OF WACO
GENERAL FUND
INCOME STATEMENT**

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Taxes	\$ 97,013,440	\$ 100,246,740	\$ 101,246,740	\$ 104,643,664	\$ 1,700,000	\$ 106,343,664
Business and Occupation Fees	10,469,776	9,495,000	9,495,000	10,089,776	-	10,089,776
Licenses and Permits	1,553,021	1,608,362	1,608,362	1,553,021	-	1,553,021
Fines	1,567,372	1,111,026	1,111,026	1,567,373	-	1,567,373
Intergovernmental	2,282,844	2,553,672	2,553,672	2,269,028	-	2,269,028
Interest on Investments	1,086,259	800,000	800,000	1,086,259	-	1,086,259
Contributions	680,287	610,501	610,501	627,782	-	627,782
Other	3,131,485	2,407,607	2,407,607	2,776,658	-	2,776,658
Charges for Services	1,767,890	1,429,305	1,429,305	1,767,891	-	1,767,891
Net Merchandise Sale	236,489	192,000	192,000	236,490	-	236,490
Operating Revenues	119,788,863	120,454,213	121,454,213	126,617,942	1,700,000	128,317,942
Interdepartmental Billing	336,889	340,000	340,000	2,075,493	-	2,075,493
Indirect - Cost Allocation Overhead	7,756,914	8,694,717	8,694,717	8,637,931	-	8,637,931
Taxes (PILOT)	4,620,447	4,800,961	4,800,961	5,084,754	-	5,084,754
Business and Occupation Fees (Enterprise Funds)	4,083,932	3,890,589	3,890,589	4,127,814	-	4,127,814
Transfers In	141,966	151,838	151,838	151,838	600,000	751,838
Non-operating Revenues	16,940,148	17,878,105	17,878,105	20,077,830	600,000	20,677,830
Total Revenues	136,729,011	138,332,318	139,332,318	146,695,772	2,300,000	148,995,772
EXPENDITURES						
Salaries and Wages	\$ 61,320,390	\$ 65,454,096	\$ 64,699,005	\$ 67,789,948	\$ 403,421	\$ 68,193,369
Employee Benefits	22,501,179	24,751,253	24,751,253	25,005,015	326,720	25,331,735
Purchased Professional Technical Services	4,438,591	8,319,058	8,384,058	5,248,513	446,000	5,694,513
Purchased Property Services	1,147,127	1,419,734	1,419,734	1,419,734	-	1,419,734
Maintenance	7,508,779	8,795,014	8,795,014	7,810,528	822,128	8,632,656
Other Purchased Services	3,706,501	4,338,912	4,338,912	4,097,474	73,830	4,171,304
Supplies	6,645,703	7,357,200	7,357,200	7,175,991	443,699	7,619,690
Other	1,315,324	1,549,409	1,549,409	1,369,346	2,450,000	3,819,346
Contracts with Others	3,266,400	3,192,990	3,192,990	3,125,753	-	3,125,753
Capital Expenditures	1,597,564	2,128,558	2,328,558	1,743,220	880,333	2,623,553
Departmental Expenditures	113,447,557	127,306,223	126,816,132	124,785,522	5,846,131	130,631,653
Interdepartmental Billing	735,894	196,349	196,349	1,911,654	-	1,911,654
Indirect - Cost Allocation Overhead	78,446	153,959	153,959	138,390	-	138,390
Transfers Out - Cash CIP	3,976,590	3,430,852	3,573,852	-	6,481,910	6,481,910
Transfers Out	9,775,864	12,942,896	13,192,896	12,307,635	1,225,426	13,533,061
Non-departmental Expenditures	14,566,794	16,724,056	17,117,056	14,357,679	7,707,336	22,065,015
Total Expenditures	128,014,352	144,030,279	143,933,188	139,143,201	13,553,467	152,696,668
Revenues Over/(Under) Expenditures	8,714,659	(5,697,961)	(4,600,870)	7,552,571	(11,253,467)	(3,700,896)
Assigned Fund Balance	(6,808,438)	5,242,832	5,242,832	-	4,403,230	4,403,230
Unassigned Fund Balance - Beginning	25,058,680	26,964,901	26,964,901	27,606,862	-	27,606,862
Unassigned Fund Balance - Ending	\$ 26,964,901	\$ 26,509,771	\$ 27,606,862	\$ 35,159,434	\$ (6,850,237)	\$ 28,309,197
Fund Balance Target		19%		19%		19%
Fund Balance - Target		\$ 26,283,140		\$ 27,872,197		\$ 28,309,197
Over / (Under) Target		226,631		7,287,237		-
Ending Fund Balance- % of Revenue		19.2%		24.0%		19.0%

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Property Taxes - Current	\$ 57,105,189	\$ 62,909,430	\$ 62,909,430	\$ 66,541,605	\$ -	\$ 66,541,605
Property Taxes -Delinquent	392,781	350,000	350,000	350,000	-	350,000
Property Taxes - Int & Penalty	498,411	435,000	435,000	435,000	-	435,000
Sales Taxes	39,017,059	36,552,310	37,552,310	37,317,059	1,700,000	39,017,059
Taxes	97,013,440	100,246,740	101,246,740	104,643,664	1,700,000	106,343,664
Business Licenses And Permits	94,979	35,000	35,000	94,979	-	94,979
Franchise Taxes-Phone Row Fees	888,097	850,000	850,000	508,097	-	508,097
Franchise Taxes - Cable Tv	1,460,281	1,360,000	1,360,000	1,460,281	-	1,460,281
Franchise Tax-Peg Capital Fees	-	-	-	-	-	-
Franchise Taxes - Electricity	6,224,542	5,700,000	5,700,000	6,224,542	-	6,224,542
Franchise Taxes - Natural Gas	1,801,877	1,550,000	1,550,000	1,801,877	-	1,801,877
Business and Occupation Fees	10,469,776	9,495,000	9,495,000	10,089,776	-	10,089,776
Permits - Building	670,896	795,409	795,409	670,896	-	670,896
Permits - Open Air Vending	6,720	5,400	5,400	6,720	-	6,720
Permits - Farmers' Market	-	150	150	-	-	-
Permits - Street Furnishings	-	-	-	-	-	-
Permits - Plumbing	241,886	225,000	225,000	241,886	-	241,886
Permits - Electrical	351,513	321,680	321,680	351,513	-	351,513
Permits - Heating And A/C	112,093	120,000	120,000	112,093	-	112,093
Permits - Signs	30,299	32,668	32,668	30,299	-	30,299
Permits - House Moving	165	-	-	165	-	165
Permits - Garage Sale	18,150	17,750	17,750	18,150	-	18,150
Permits - Subdivision Fees	42,123	35,805	35,805	42,123	-	42,123
Permits - Zoning Applications	39,675	20,000	20,000	39,675	-	39,675
Permits - Fire Inspection Fees	38,851	34,500	34,500	38,851	-	38,851
Permits - Cab Registration Fee	650	-	-	650	-	650
Licenses and Permits	1,553,021	1,608,362	1,608,362	1,553,021	-	1,553,021
Court Fines	721,467	400,000	400,000	721,467	-	721,467
Court Fines - Child Safety	-	-	-	-	-	-
Court Fines - Title VII	453,614	400,000	400,000	453,614	-	453,614
Court Fines - Time Payment	25,874	20,000	20,000	25,874	-	25,874
Court Fines-Time P Efficiency	12,804	-	-	12,804	-	12,804
Court Fines - Arrest Fee	58,793	47,500	47,500	58,793	-	58,793
Court Fines - Warrant Fee	133,646	107,500	107,500	133,646	-	133,646
Court Fines - Dps Prgm W/Omni	6,989	5,000	5,000	6,989	-	6,989
Court Fines - Jury Fee	-	-	-	-	-	-
Crt Fines-Sfty Belt/Child Seat	-	-	-	-	-	-
Auto Impound Fines	131,166	120,000	120,000	131,166	-	131,166
False Alarm Fines	15,250	11,026	11,026	15,250	-	15,250
BSC Civil Penalties	7,770	-	-	7,770	-	7,770
Fines	1,567,372	1,111,026	1,111,026	1,567,373	-	1,567,373
Intergovernmental - Federal	4,739	-	-	9,478	-	9,478
Intergovernmental - State	86,891	58,000	58,000	58,000	-	58,000
Intgvmntal- State So Waco Ctr	5,404	-	-	-	-	-
Intgvmntal- St Bledsoe Miller	6,959	-	-	-	-	-
Intrgvnmntal-State Dewey Ctr	7,379	-	-	-	-	-
Intgvrnmntal-St Smoking Grants	-	-	-	-	-	-
Intgvrnmntal - County Library	866,401	866,401	866,401	866,401	-	866,401
Intgvrnmntal-County Health	-	-	-	-	-	-
Intgvrnmntl-Cnty E Mgmt/Dsptch	715,790	782,000	782,000	715,790	-	715,790
Intgvrnmntl -Cnty Child Safety	283,577	-	-	160,000	-	160,000
Indirect Exp Reimb - Outside	305,704	847,271	847,271	459,359	-	459,359
Intergovernmental	2,282,844	2,553,672	2,553,672	2,269,028	-	2,269,028
Investment Earnings	1,086,259	800,000	800,000	1,086,259	-	1,086,259
Interest on Investments	1,086,259	800,000	800,000	1,086,259	-	1,086,259

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Contributions - Miscellaneous	621,006	571,251	571,251	571,251	-	571,251
Contributions - Parks & Rec Dp	-	-	-	-	-	-
Contributions - South Waco Ctr	2,750	-	-	2,750	-	2,750
Contrib - Bledsoe Miller Ctr	-	-	-	-	-	-
Contributions - Dewey Center	-	-	-	-	-	-
Contributions - Athletics	12,750	6,000	6,000	10,000	-	10,000
Contributions - Special Events	43,500	33,250	33,250	43,500	-	43,500
Contributions- Central Library	204	-	-	204	-	204
Contributions - East Library	26	-	-	26	-	26
Contributions - South Library	27	-	-	27	-	27
Contributions - West Library	24	-	-	24	-	24
Contributions	680,287	610,501	610,501	627,782	-	627,782
Rent From Real Estate	133,374	95,000	95,000	133,374	-	133,374
Rent -Real Estate -Parks Admin	5,162	-	-	5,162	-	5,162
Rnt Frm Real Estate-S Waco Ctr	14,345	10,000	10,000	14,345	-	14,345
Rnt Real Est-Bledsoe Millerctr	13,300	8,715	8,715	13,300	-	13,300
Rent Frm Real Estate-Dewey Ctr	19,350	7,000	7,000	7,000	-	7,000
Rent From Real Estate-Aquatics	-	-	-	-	-	-
Rent Frm Real Estate-Athletics	29,130	17,500	17,500	29,130	-	29,130
Rent Frm Real Estate-Spec Evnt	47,650	30,000	30,000	30,000	-	30,000
Rent From Real Estate- Rentals	107,438	73,412	73,412	107,438	-	107,438
Rent Frm R/E Facil Improvement	61,962	39,352	39,352	61,962	-	61,962
Rent From Real Estate - Police	5,000	-	-	5,000	-	5,000
Sale Of Real Estate	425,519	100,000	100,000	100,000	-	100,000
Impounded Livestock Sales	-	-	-	-	-	-
Sale Of Scrap	9,592	10,000	10,000	9,592	-	9,592
Other Sales	25,432	24,000	24,000	25,432	-	25,432
Other Sales - South Waco Ctr	81	-	-	81	-	81
Other Sales - Athletics	-	-	-	-	-	-
Other Sales - Special Events	-	-	-	-	-	-
Commisions - Mixed Drink Sales	614,759	560,000	560,000	614,759	-	614,759
Concessions - Municipal Court	55,078	35,000	35,000	55,078	-	55,078
Concessions	807	800	800	807	-	807
Concessions- South Waco Center	117	-	-	117	-	117
Concessions-Bledsoe Miller Ctr	1,142	1,016	1,016	1,142	-	1,142
Concessions -Dewey Center	815	300	300	815	-	815
Concession - Athletics	26,094	10,000	10,000	26,094	-	26,094
Concessions - Special Events	-	-	-	-	-	-
Concessions Mammoth Site	2,506	1,600	1,600	2,506	-	2,506
Cash Over/Short	(165)	-	-	526	-	526
Cash Over/Short-South Waco Ctr	1	-	-	1	-	1
Cash Over/Short -Bledsoe Mille	16	-	-	16	-	16
Cash Over/Short - Dewey Ctr	62	-	-	62	-	62
Cash Over/Short - Mammoth Site	509	-	-	509	-	509
Petition Paving Collections	1,315	-	-	1,315	-	1,315
Miscellaneous	512,848	14,411	14,411	512,848	-	512,848
Misc Rev -Radio Billings	154,762	59,220	59,220	154,762	-	154,762
Misc Rev -Rebates	181,351	125,000	125,000	181,351	-	181,351
Misc Rev Effluent	329,987	748,498	748,498	329,987	-	329,987
Misc Rev -Oncor Comm Load Mgt	-	-	-	-	-	-
Misc Rev Sex Orient Bus Permit	1,300	-	-	1,300	-	1,300
Mis Rev Taxi Cab Fees	657	3,075	3,075	657	-	657
Misc- Inspection Secure Charge	0	-	-	-	-	-
Misc Rev Lib Erates	104,321	80,000	80,000	104,321	-	104,321
Misc Rev Pol Unclaimed Propert	-	-	-	-	-	-
Misc Rev -Adult Probation	4,269	6,154	6,154	4,269	-	4,269

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Misc Rev - Auction Proceeds	126,296	227,554	227,554	126,296	-	126,296
Miscellaneous-Signs & Markings	21,056	20,000	20,000	21,056	-	21,056
Misc Inspection Lf Fee - Demos	150	-	-	150	-	150
Misc Rev South Waco Rec	502	-	-	502	-	502
Misc Rev Bledsoe Miller Rec	0	-	-	-	-	-
Misc Rev Dewey Rec	1,657	-	-	1,657	-	1,657
Misc Rev Aquatics	-	-	-	-	-	-
Misc Rev Athletics	2,098	-	-	2,098	-	2,098
Misc Rev Special Events	25	-	-	25	-	25
Misc Rev Mammoth Site	-	-	-	-	-	-
Misc Rev Sane Reimbursement	89,816	100,000	100,000	89,816	-	89,816
Other	3,131,485	2,407,607	2,407,607	2,776,658	-	2,776,658
Chgs Svcs- Rec Fee So Waco Ctr	99,735	66,503	66,503	99,735	-	99,735
Chgs Svcs-Rec Fee Bled Mil Ctr	59,458	42,974	42,974	59,458	-	59,458
Chgs For Svc-Rec Fee Dewey Ctr	105,068	65,000	65,000	105,068	-	105,068
Chgs For Svc-Rec Fee Athletics	168,420	175,000	175,000	168,420	-	168,420
Chgs Svc-Rec Fee Special Event	20,095	14,750	14,750	20,095	-	20,095
Chgs For Svc-Rec Fee Park Rngr	-	-	-	-	-	-
Chgs Svc-Rec Fee-Facility Impr	36,484	23,611	23,611	36,484	-	36,484
Chrg For Serv Admiss So Waco	-	-	-	-	-	-
Chrg For Serv Admiss Dewey	1,105	-	-	1,105	-	1,105
Chrg For Serv Admiss Athletics	57,083	32,000	32,000	57,083	-	57,083
Chrg For Serv Admiss Spec Evnt	24,340	-	-	24,340	-	24,340
Chrg For Serv Admiss Mammoth	414,336	352,000	352,000	414,336	-	414,336
Chgs Svcs-Weed Mow Collections	74,009	50,000	50,000	74,009	-	74,009
Chgs Svc-Library Fines Central	29,685	30,000	30,000	29,685	-	29,685
Chg Svc-Library Fine East Waco	6,197	5,500	5,500	6,197	-	6,197
Chg Svc-Library Fine West Waco	24,992	24,000	24,000	24,992	-	24,992
Chgs Svc-Library Fines So Waco	6,314	5,500	5,500	6,314	-	6,314
Chg Svc-Lib Lost/Dmgd Mat Ctrl	9,488	8,200	8,200	9,488	-	9,488
Chg Svc-Lib Lost/Dmgd Mat East	1,941	1,750	1,750	1,941	-	1,941
Chg Svc-Lib Lost/Dmgd Mat West	6,711	6,100	6,100	6,711	-	6,711
Chg Svc-Lib Lst/Dmgd Mat South	1,978	1,500	1,500	1,978	-	1,978
Chgs Svcs - Lib Copies Central	13,366	12,750	12,750	13,366	-	13,366
Chg For Svcs - Lib Copies East	6,808	5,000	5,000	6,808	-	6,808
Chg For Svcs - Lib Copies West	13,638	12,250	12,250	13,638	-	13,638
Chg For Svc - Lib Copies South	3,853	3,250	3,250	3,853	-	3,853
Chg Svcs-Interlib Loan Postage	1,449	1,300	1,300	1,449	-	1,449
Chg For Svcs-Animal Pickup Chg	13,710	10,325	10,325	13,710	-	13,710
Chg For Serv Ashel Outside Cty	280,658	280,609	280,609	280,658	-	280,658
Chrg For Serv Ashel Surrender	35,770	27,500	27,500	35,770	-	35,770
Chrg For Serv Ashel Vaccination	4,287	3,250	3,250	4,287	-	4,287
Chrg For Serv Ashel Boarding	1,260	300	300	1,260	-	1,260
Chrg For Serv Ashel Bite Quara	18,488	15,250	15,250	18,488	-	18,488
Chrg For Serv Ashel Pickup	16,685	-	-	16,685	-	16,685
Chg For Srv Ashel Own Req Euth	305	210	210	305	-	305
Chrg For Serv Reclaim Fee	14,082	11,500	11,500	14,082	-	14,082
Chrg For Serv Rabies Testing	190	200	200	190	-	190
Charges For Svcs- Ground Maint	56,750	58,453	58,453	56,750	-	56,750
Charges For Services- Graphics	76,034	60,000	60,000	76,034	-	76,034
Chrgs For Svcs-Police Security	63,119	22,770	22,770	63,119	-	63,119
Charges for Services	1,767,890	1,429,305	1,429,305	1,767,891	-	1,767,891

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Net Merch Sale Concess So Waco	7,978	9,000	9,000	7,978	-	7,978
Net Merch Sale Concess Bledsoe	357	500	500	357	-	357
Net Merch Sale Concess Dewey	4,088	4,000	4,000	4,088	-	4,088
Net Merch Sale Conces Aquatics	-	-	-	-	-	-
Net Merch Sale Concess Athleti	3,277	3,500	3,500	3,277	-	3,277
Net Merch Sale Concess Spec Ev	-	-	-	-	-	-
Net Merch Sale Concess Mammoth	220,751	175,000	175,000	220,751	-	220,751
Net Merch Sale Ship&Handling	39	-	-	39	-	39
Net Merchandise Sale	236,489	192,000	192,000	236,490	-	236,490
Interdepartmental Billings	-	-	-	1,725,293	-	1,725,293
Chrges For Svcs - Airport Svcs	336,889	340,000	340,000	350,200	-	350,200
Interdepartmental Billing	336,889	340,000	340,000	2,075,493	-	2,075,493
Overhead Cost Allocation	7,756,914	8,694,717	8,694,717	8,637,931	-	8,637,931
Indirect - Cost Allocation Overhead	7,756,914	8,694,717	8,694,717	8,637,931	-	8,637,931
Payments In Lieu Of Taxes	4,620,447	4,800,961	4,800,961	5,084,754	-	5,084,754
Taxes (PILOT)	4,620,447	4,800,961	4,800,961	5,084,754	-	5,084,754
Gross Receipts Tax-Water,WW,SW	4,083,932	3,890,589	3,890,589	4,127,814	-	4,127,814
Business and Occupation Fees (Enterprise Funds)	4,083,932	3,890,589	3,890,589	4,127,814	-	4,127,814
Trans Court Security	91,966	101,838	101,838	101,838	-	101,838
Transfer Aband Motor Vehicle	50,000	50,000	50,000	50,000	-	50,000
Transfer From Equipment Replacement	-	-	-	-	600,000	600,000
Transfer From Waco Lib \$CIP	-	-	-	-	-	-
Transfer From Solid Waste	-	-	-	-	-	-
Transfers In	141,966	151,838	151,838	151,838	600,000	751,838
Non-operating Revenues	16,603,259	17,538,105	17,538,105	18,002,337	600,000	18,602,337
GRAND TOTAL	\$ 136,729,011	\$ 138,332,318	\$ 139,332,318	\$ 146,695,772	\$ 2,300,000	\$ 148,995,772

GENERAL FUND
SUMMARY OF EXPENDITURES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Administration - Admin	2,254,059	2,609,165	2,609,165	1,966,586	243,140	2,209,726
Administration - City Council	192,271	240,439	240,439	227,000	20,000	247,000
Administration - Internal Audit	15,367	630	630	630	-	630
Administration - Economic Deve	-	275,343	275,343	462,414	-	462,414
Administration - Budget	261,796	-	-	-	-	-
Administrative Services	2,723,494	3,125,577	3,125,577	2,656,631	263,140	2,919,771
City Secretary - Admin	648,193	700,453	700,453	697,961	97,000	794,961
City Secretary	648,193	700,453	700,453	697,961	97,000	794,961
Finance - Administration	1,830,373	2,412,365	2,412,365	2,655,686	286,412	2,942,098
Finance	1,830,373	2,412,365	2,412,365	2,655,686	286,412	2,942,098
Legal Services - Admin	1,286,105	1,303,718	1,303,718	1,298,088	-	1,298,088
Legal Services	1,286,105	1,303,718	1,303,718	1,298,088	-	1,298,088
Planning Services - Admin	833,095	1,326,278	1,326,278	886,728	-	886,728
Planning Services	833,095	1,326,278	1,326,278	886,728	-	886,728
Human Resources - Admin	1,175,701	1,360,489	1,425,489	1,372,700	-	1,372,700
Human Resources	1,175,701	1,360,489	1,425,489	1,372,700	-	1,372,700
Municipal Information	313,629	352,139	352,139	366,408	-	366,408
Mun Info - Govt Access Channel	236,047	256,036	256,036	257,859	-	257,859
Municipal Info - Graphics	221,262	233,066	233,066	237,864	-	237,864
Municipal Information	770,938	841,241	841,241	862,131	-	862,131
Information Technology - Admin	3,918,227	5,187,442	5,187,442	5,820,948	298,615	6,119,563
Information Technology	3,918,227	5,187,442	5,187,442	5,820,948	298,615	6,119,563
Purchasing - Admin	631,535	717,193	717,193	738,127	5,846	743,973
Purchasing	631,535	717,193	717,193	738,127	5,846	743,973
Facilities Maintenance	3,933,354	4,413,373	4,413,373	3,748,904	641,260	4,390,164
Facilities	3,933,354	4,413,373	4,413,373	3,748,904	641,260	4,390,164
Streets Administration	3,885,129	6,081,686	6,081,686	4,792,817	205,000	4,997,817
Traffic Administration	2,904,489	3,899,289	3,899,289	3,285,214	803,000	4,088,214
Public Works	6,789,618	9,980,975	9,980,975	8,078,031	1,008,000	9,086,031
Municipal Court - Admin	1,266,308	1,363,838	1,363,838	1,261,510	-	1,261,510
Municipal Court	1,266,308	1,363,838	1,363,838	1,261,510	-	1,261,510
Inspection - Code Enforcement	1,932,591	2,285,794	2,285,794	2,425,686	200	2,425,886
Inspection - Animal Welfare-Shelter	1,343,234	1,777,335	1,777,335	1,833,636	40,000	1,873,636
Inspection - Animal Welfare-Care	325,343	334,097	334,097	346,308	-	346,308
Inspection Services	3,601,168	4,397,226	4,397,226	4,605,630	40,200	4,645,830
Emerg Mgmt - Administration	466,739	565,986	565,986	577,392	-	577,392
Emerg Mgmt - Radio Operations	754,584	819,916	819,916	484,477	291,113	775,590
Emergency Management	1,221,322	1,385,902	1,385,902	1,061,869	291,113	1,352,982
Fire Administration	1,222,940	1,284,485	1,284,485	1,147,757	131,108	1,278,865
Fire Suppression Services	20,583,935	22,403,418	22,403,418	22,245,679	-	22,245,679
Fire Prevention Services	745,792	772,557	772,557	772,895	-	772,895
Fire Communications	783,989	704,681	704,681	683,074	-	683,074
Fire Training Services	387,399	403,921	403,921	485,531	-	485,531
Fire Maintenance Services	602,984	811,914	811,914	811,626	-	811,626
Retirement Benefits - Fire	18,444	18,444	18,444	18,444	-	18,444
Ret Benefits - Payoffs-Fire	183,669	367,950	367,950	367,950	-	367,950
Fire Services	24,529,154	26,767,371	26,767,371	26,532,956	131,108	26,664,064

**GENERAL FUND
SUMMARY OF EXPENDITURES**

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Police Chief'S Office	3,255,191	3,342,278	3,342,278	3,379,935	19,958	3,399,893
Police Drug Enforcement Unit	1,672,703	1,772,292	1,772,292	1,829,322	4,700	1,834,022
Police Neighborhood Services	3,288,980	3,411,627	3,411,627	3,401,952	3,800	3,405,752
Police Support Services	4,188,563	4,856,407	4,856,407	5,021,889	17,600	5,039,489
Police Criminal Investigation	3,496,219	3,728,542	3,728,542	3,489,840	237,934	3,727,774
Police Community Services	484,570	498,646	498,646	515,762	-	515,762
Police Patrol	21,237,566	21,113,501	21,113,501	21,026,862	378,121	21,404,983
Police Lake Waco Park Patrol	-	64,027	64,027	65,632	-	65,632
Police McLennan Cty Dispatch	329,105	385,287	385,287	387,446	-	387,446
Police Crime Scene	892,162	975,640	975,640	978,182	-	978,182
Police Victim Services	155,992	146,827	146,827	204,610	-	204,610
Police Animal Control	-	-	-	-	-	-
Police Airport Security	-	474,380	474,380	473,302	-	473,302
Retirement Benefits - Police	4,950	6,600	6,600	6,600	-	6,600
Ret Benefits - Payoffs-Police	465,283	337,288	337,288	337,288	-	337,288
Police Services	39,471,283	41,113,343	41,113,343	41,118,623	662,113	41,780,736
Library Administration	763,041	851,390	851,390	730,676	-	730,676
Library Periodicals/Genealogy	199,173	230,664	230,664	213,914	-	213,914
Library Reference	77,036	-	-	-	-	-
Library Childrens Services	34,567	-	-	-	-	-
Library Circulation	825,001	973,489	973,489	1,051,177	-	1,051,177
Library West Waco Branch	456,491	574,946	574,946	615,122	-	615,122
Library East Waco Branch	221,167	277,090	277,090	242,675	-	242,675
Library South Waco Branch	286,153	293,358	293,358	286,123	-	286,123
Library Technical Services	934,598	964,850	964,850	997,623	-	997,623
Library Services	3,797,226	4,165,786	4,165,786	4,137,310	-	4,137,310
Parks Administration	2,308,854	2,299,452	2,299,452	2,481,461	-	2,481,461
Parks Operations	3,591,392	4,148,082	4,148,082	4,263,187	525	4,263,712
Parks Right Of Way	774,303	1,148,518	1,148,518	982,493	-	982,493
Parks Creek Maintenance	260,159	311,953	311,953	241,137	-	241,137
Parks - Park Rangers	719,620	725,793	725,793	829,064	-	829,064
Parks - Mammoth Site Park	553,418	695,522	695,522	724,204	-	724,204
Park Development	1,048	280,616	280,616	244,895	1,115	246,010
Recreation - South Waco Center	485,882	494,897	494,897	517,142	-	517,142
Recreation - Bledsoe Miller	366,421	442,291	442,291	465,336	-	465,336
Recreation - Dewey Center	408,283	446,832	446,832	505,779	-	505,779
Recreation - Athletics	542,138	715,580	715,580	679,121	-	679,121
Genfund-Recreation - Aquatics	-	-	-	-	-	-
Recreation - Special Events	206,217	538,097	538,097	580,605	40,000	620,605
Parks & Recreation	10,217,735	12,247,633	12,247,633	12,514,425	41,640	12,556,065
Housing Administration	248,667	546,041	546,041	667,250	-	667,250
Housing - Economic Development	179,974	-	-	2,500	-	2,500
Housing Services	428,641	546,041	546,041	669,750	-	669,750
Miscellaneous	569,030	711,706	(43,385)	896,475	1,329,684	2,226,159
Contributions	3,805,055	3,238,277	3,238,277	3,171,040	750,000	3,921,040
Misc	4,374,085	3,949,983	3,194,892	4,067,515	2,079,684	6,147,199
Total Operating Expenditures	113,447,557	127,306,223	126,616,132	124,785,522	5,846,131	130,631,653
Indirect - Cost Allocation Overhead	78,446	153,959	153,959	138,390	-	138,390
Interdepartmental Billing	735,894	196,349	196,349	1,911,654	-	1,911,654
Transfers Out	9,775,864	12,942,896	13,192,896	12,307,635	1,225,426	13,533,061
Transfers Out - Cash CIP	3,976,590	3,430,852	3,573,852	-	6,481,910	6,481,910
Total Non-Operating	13,752,454	16,373,748	16,766,748	12,307,635	7,707,336	20,014,971
Total Expenditures	128,014,352	144,030,279	143,733,188	139,143,201	13,553,467	152,696,668

GENERAL FUND
SUMMARY OF NON-DEPARTMENTAL

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Special Svcs - Engineering	1,834,366	1,909,709	1,909,709	1,909,709	-	1,909,709
Billings - From Others	168,341	173,392	173,392	1,945	-	1,945
Miscellaneous	(66)	-	-	-	-	-
Interdepartmental Billing	2,002,707	2,083,101	2,083,101	1,911,654	-	1,911,654
Other Expenses-Indirect	78,446	153,959	153,959	138,390	-	138,390
Billings To Others	(1,266,747)	(1,886,752)	(1,886,752)	-	-	-
Indirect - Cost Allocation Overhead	(1,188,301)	(1,732,793)	(1,732,793)	138,390	-	138,390
Transfer To - Facil Cash CIP	500,000	116,000	116,000	-	-	-
Transfer To - Parks Cash CIP	339,000	-	-	-	-	-
Transfer - To Streets Cash CIP	1,407,590	3,314,852	3,457,852	-	6,481,910	6,481,910
Transfers Out - Cash CIP	2,246,590	3,430,852	3,573,852	-	6,481,910	6,481,910
Transfer To - Health Services	3,495,389	3,837,160	3,837,160	3,863,148	-	3,863,148
Transfer To- Demo/Lot Clearanc	175,000	175,000	175,000	175,000	-	175,000
Transfer To - Equip Replace	-	600,000	600,000	700,000	-	700,000
Transfer To - Rolling Stock	1,730,000	-	-	-	-	-
Transfer To - Airport Fund	338,071	453,898	453,898	453,898	-	453,898
Transfer To - Ranger Hof	311,895	538,787	538,787	538,787	-	538,787
Transfer To - Transit Services	178,448	1,901,728	1,901,728	701,728	-	701,728
Transfer To - Cameron Park Zoo	2,579,674	2,758,019	2,758,019	2,696,770	-	2,696,770
Transfer To - EcoDev	2,000,000	2,250,000	2,250,000	2,500,000	-	2,500,000
Transfer To - Cottonwd CR Golf	697,387	428,304	678,304	678,304	1,225,426	1,903,730
Transfers Out	5,455,509	7,338,051	13,192,896	12,307,635	1,225,426	13,533,061
Total Expenditures	14,566,794	16,724,056	17,117,056	14,357,679	7,707,336	22,065,015

Mission Statement

The City Manager's Office introduces and promotes directives of the City Council to the organization and facilitates the achievement of Council goals.

Departmental Overview

The City Manager's Office is the executive arm of the City of Waco and is 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 community 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.

FY20 Objectives

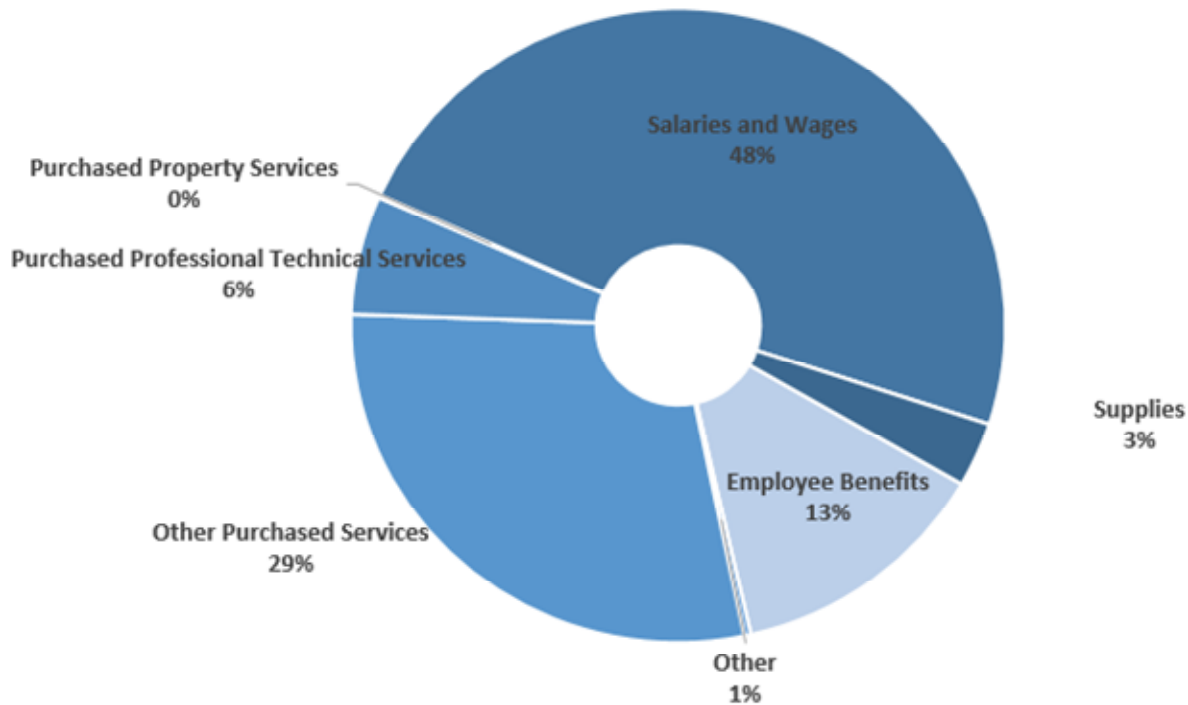
- Monitor and maintain a balanced budget
- Develop and enhance employee recruitment and retention initiatives
- Continue implementation of Safety, Wellness, and Respect program
- Continue development of equitable practices, policies, and procedures
- Continue investment in Better Streets Waco and Building Waco Capital Improvement Program projects
- Identify and implement long-term plan for waste disposal
- Continue development of an Energy Plan
- Support development of a Rapid Transit Corridor
- Continue analysis of high growth areas and the ongoing development process improvements, with consideration for revisions to subdivision regulations and creation of impact fees to support infrastructure improvements
- Continue monitoring water quality issues in Lake Waco Watershed and support critical erosion and infrastructure improvements in Lake Brazos

FY20 Budget Changes

Recurring additions of \$243,140 are included for costs associated with hiring additional staff in Administration. Transfers out are reflected in non-departmental in the General Fund in FY20.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	996,139	979,317	979,317	880,775	186,113	1,066,888
	Employee Benefits	271,092	286,468	286,468	240,323	49,271	289,594
	Purchased Professional Technical Services	228,491	246,175	246,175	134,000	-	134,000
	Purchased Property Services	5,557	3,000	3,000	3,000	-	3,000
	Other Purchased Services	599,165	634,939	634,939	628,489	7,756	636,245
	Supplies	76,083	81,550	81,550	72,700	-	72,700
	Other	77,533	377,716	377,716	7,300	-	7,300
	Contracts with Others	-	-	-	-	-	-
	Capital Expenditures	-	-	-	-	-	-
Operating Total		2,254,059	2,609,165	2,609,165	1,966,586	243,140	2,209,726
Non-Operating	Transfers Out	2,000,000	2,250,000	2,250,000	-	-	-
Non-Operating Total		2,000,000	2,250,000	2,250,000	-	-	-
Grand Total		4,254,059	4,859,165	4,859,165	1,966,586	243,140	2,209,726

Fiscal Year 2020



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
City Manager	555	1.00	1.00	1.00	1.00
Assistant City Manager	148	3.00	2.00	3.00	3.00
Budget Manager	133	1.00	-	-	-
		5.00	3.00	4.00	4.00
Clerical and Professional					
Executive Director of Economic Development	137	-	1.00	-	-
Executive Coordinator	127	1.00	1.00	1.00	1.00
Budget Analyst	127	1.00	-	-	-
Executive Asistant to City Manager	125	1.00	1.00	1.00	1.00
Executive Assistant to City Manager's Office	220	2.00	2.00	2.00	2.00
		5.00	5.00	4.00	4.00
Total Employees					
		10.00	8.00	8.00	8.00

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.

Departmental Overview

The City Council consists of a Mayor elected at-large and five council members representing five districts of the City. The City Council is committed to tackling tough issues of significant importance to our community now and for generations to come. The Council's Budget priorities include:

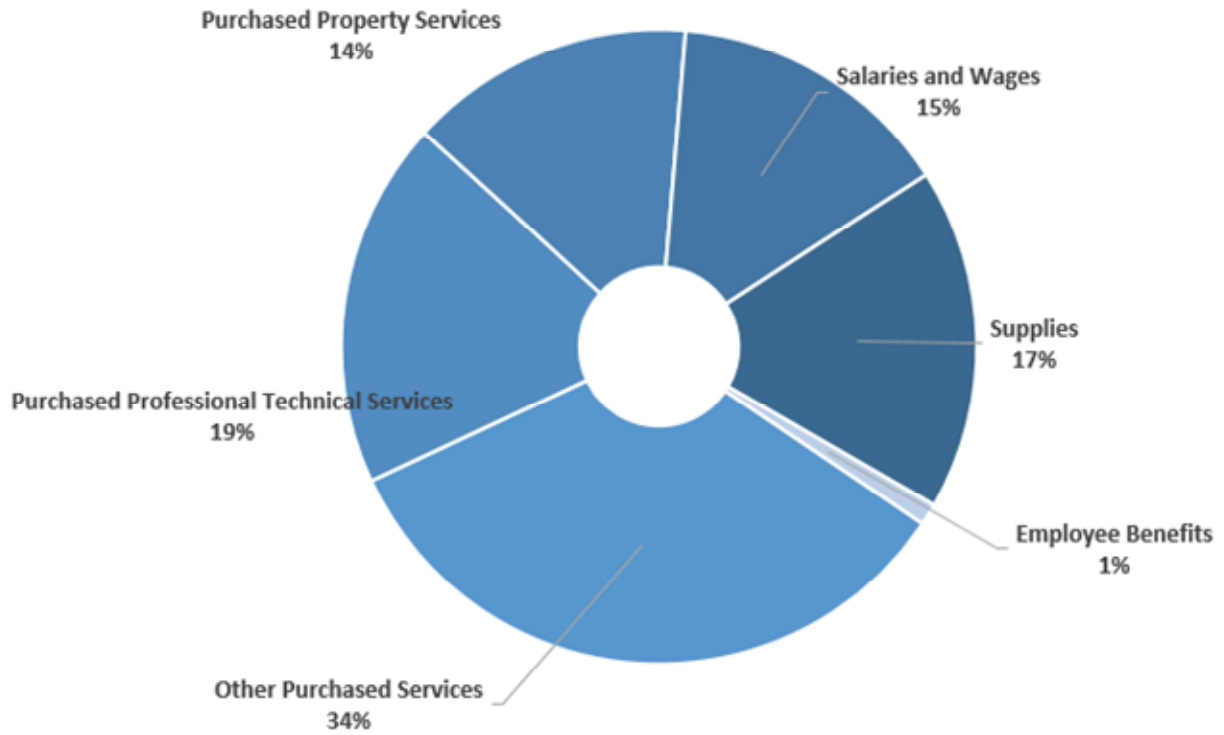
- Investment in infrastructure such as streets, water, and wastewater;
- Compensation and benefits to over 1,500 City employees;
- Public safety;
- Code enforcement;
- Strategic economic development; and
- Equitable practices

FY20 Budget Changes

One-time funding in the amount of \$20,000 is included.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	30,500	36,000	36,000	36,000	-	36,000
	Employee Benefits	2,333	2,760	2,760	2,754	-	2,754
	Purchased Professional Technical Services	37,118	46,758	46,758	46,258	-	46,258
	Purchased Property Services	23,604	36,000	36,000	36,000	-	36,000
	Other Purchased Services	69,608	85,181	85,181	62,956	20,000	82,956
	Supplies	29,108	33,740	33,740	43,032	-	43,032
	Other	-	-	-	-	-	-
	Contracts with Others	-	-	-	-	-	-
Operating Total		192,271	240,439	240,439	227,000	20,000	247,000
Grand Total		192,271	240,439	240,439	227,000	20,000	247,000

Fiscal Year 2020



Mission Statement

Encourage economic growth in the City of Waco through strategic incentives to recruit new business, expand existing business, and support public infrastructure improvement projects, in an effort to increase the local tax base and improve quality of life for all residents.

Departmental Overview

Economic Development strives to improve the overall economic well-being of the community. The department works on strategic business growth through existing business expansions and recruitment of new businesses to the City. Special attention is paid to increasing employment opportunities for all citizens, quality growth in property development and reinvestment in existing building stock. Emphasis is given to the collateral effect of business development to enhance existing neighborhoods and generate new construction to attract citizens relocating into Waco seeking a better quality of life and employment. Planned economic growth is supported by the City's infrastructure development in all areas of zoning, public safety, utilities, solid waste, parks and amenities.

Programs of Service

The City's Economic Development efforts coordinate with the State and Federal government to provide programs for new and expanding businesses, ranging from tax abatements to foreign trade zones. The City continues to seek additional resources and partnerships that can be utilized to facilitate economic development. Waco continues emphasis on the redevelopment of downtown through the Public Improvement District, Tax Increment Finance Zones and the "Imagine Waco" downtown master plan.

The City works on the recruitment and retention of good-paying jobs in both the skilled labor and professional realms. While these jobs may have traditionally been in the industrial districts, they can now be located throughout the community. The evolving emphasis is on bringing people to jobs, and also bringing jobs to people wherever possible. Economic development incentive programs primarily include: tax abatements, business grants, WMCEDC grants, which are a joint effort with the County via the Waco McLennan County Economic Development Corporation (WMCEDC), and 380 grants or tax rebates.

FY20 Objectives

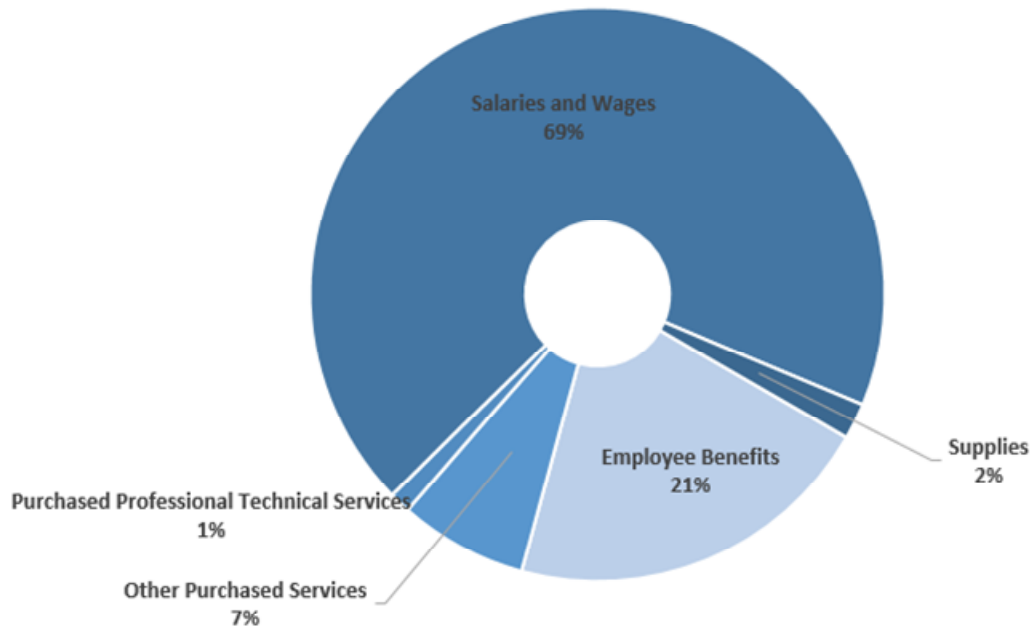
- Recruit new business; retain and expand existing business
- Foster a business-friendly community where it makes sense for businesses to invest and grow
- Grow and diversify the City's economy through innovation, technology, and entrepreneurship whenever possible
- Make investments that foster the young professional ecosystem and enable the City as a healthy, safe, and inclusive community that provides high quality of life for people of all ages
- Promote land use patterns that provide for the economic and responsible use of infrastructure
- Endeavor to facilitate responsible, transparent and well-informed decision making based upon on-going public engagement to better understand the needs of the Community

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	-	183,879	183,879	317,359	-	317,359
	Employee Benefits	-	59,628	59,628	96,766	-	96,766
	Purchased Professional Technical Services	-	5,000	5,000	5,500	-	5,500
	Purchased Property Services	-	2,500	2,500	-	-	-
	Other Purchased Services	-	16,586	16,586	33,414	-	33,414
	Supplies	-	7,750	7,750	9,375	-	9,375
	Other	-	-	-	-	-	-
	Contracts with Others	-	-	-	-	-	-
Operating Total		-	275,343	275,343	462,414	-	462,414
Grand Total		-	275,343	275,343	462,414	-	462,414

Fiscal Year 2020



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Executive Director of Economic Development	146	-	-	1.00	1.00
Economic Development Manager	132	-	-	1.00	1.00
Housing & Economic Development Finance Supervisor	127	-	-	0.30	0.30
		-	-	2.30	2.30
Clerical and Professional					
Economic Development Coordinator	123	-	-	1.00	1.00
		-	-	1.00	1.00
Total Employees					
		-	-	3.30	3.30

Mission Statement

The Office of the City Secretary is committed to providing knowledgeable, respectful, and efficient public service.

Departmental Overview

The City Secretary is a public official appointed by the Waco City Council and is responsible for keeping the records of the Council and all duties assigned by the Waco Charter, Council, and the State of Texas. The City Secretary is the designated the election administrator and records management officer for the City of Waco. The City Secretary's Office serves as the liaison between the City Council and the public, encouraging civic engagement and provides highly responsible and involved administrative support to the Mayor, City Council, and City Staff.

Programs of Service

The City Secretary's Office is responsible for all official duties designated by Charter, Council, and the State of Texas including coordinating annual Waco elections; and coordinates Council Board and Commissions appointments. The City Secretary's Office researches records for the public, City Staff and Council as requested; administers official oaths of office; validates and certifies petitions; coordinates the ethics financial report filing and complaints; and accepts lawsuits and claims filed against the City.

Other responsibilities include coordinating updates to the City's municipal code of ordinance; taking petitions and appeals filed by citizens; maintaining, safeguards, and records all documents approved by the City Council; serves as the liaison between the public and the City Council; and keeps the official seal of the City. The City Secretary's Office coordinates all amendments to the City Charter, public information requests, publishes legal notices and gives public notice of Council Meetings and other City public meetings. In addition, the office reviews solicitation and vehicle for hire permits; approves Texas Alcohol Beverage new licenses or permits; and affirms subdivision plat approvals and manages bond documents.

FY20 Objectives

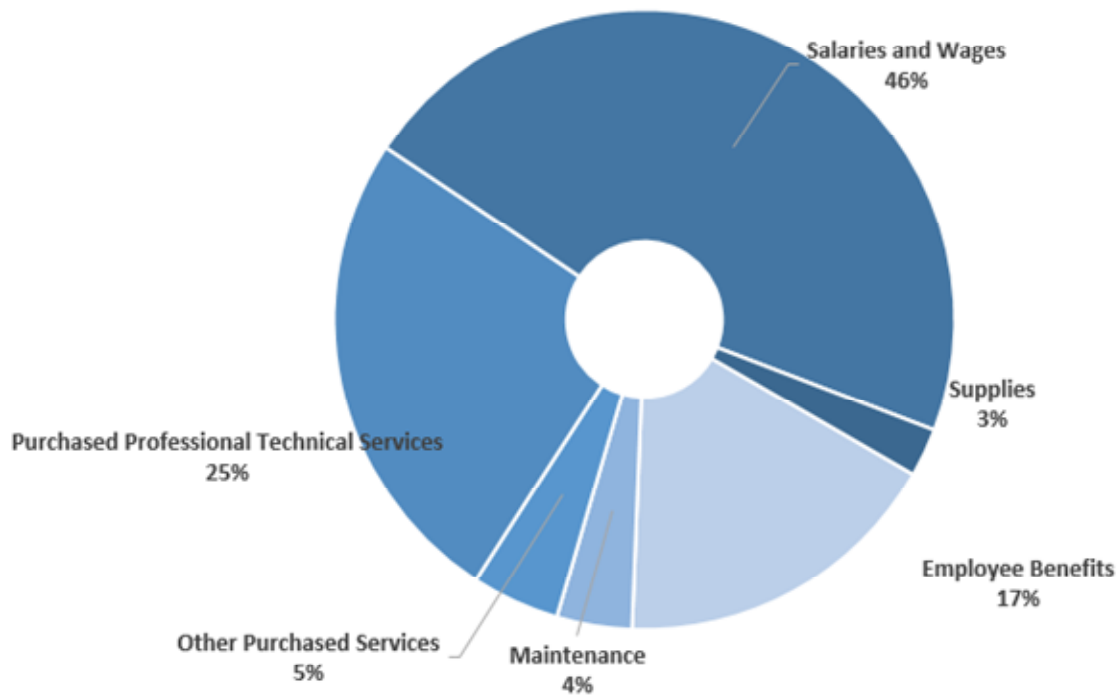
- Evaluate and establish updated records management policy and records control schedule approved by the Texas State Library and Archives Commission and City Council
- Preserve official city records in electronic format to improve the efficiency of keeping and managing city records
- Upgrade Official City Electronic Records Retention System based on Department of Justice Requirements and to provide transparent and electronic access to the public
- Develop and implement civic engagement opportunities to support the City's equity and inclusion goals
- Develop and implement student public service internship opportunities

FY20 Budget Changes

One-time requests total \$97,000. This includes funds of \$40,000 to scan permanent records for storage, \$30,000 for a city wide election (if necessary), \$15,000 to scan and index commercial plans, and \$12,000 for internship opportunities for students.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	326,918	361,186	361,186	369,457	-	369,457
	Employee Benefits	123,100	137,127	137,127	137,537	-	137,537
	Purchased Professional Technical Services	103,365	118,650	118,650	103,357	97,000	200,357
	Maintenance	22,686	31,240	31,240	31,182	-	31,182
	Other Purchased Services	39,344	25,443	25,443	36,443	-	36,443
	Supplies	26,285	26,806	26,806	19,985	-	19,985
	Other	-	-	-	-	-	-
	Capital Expenditures	6,495	-	-	-	-	-
Operating Total		648,193	700,453	700,453	697,961	97,000	794,961
Grand Total		648,193	700,453	700,453	697,961	97,000	794,961

Fiscal Year 2020



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
City Secretary	555	1.00	1.00	1.00	1.00
Assistant City Secretary	124	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Public Records Specialist	120	-	-	1.00	1.00
Open Records Coordinator	120	1.00	1.00	-	-
City Secretary Administrative Assistant	215	3.00	3.00	-	-
City Secretary Administrative Specialist	216	-	-	3.00	3.00
Records Coordinator	218	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Total Employees		7.00	7.00	7.00	7.00

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. The Budget Office coordinates, monitors and assists in the development of the City's budget.

Departmental Overview

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 financial transactions and 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 capital assets and prepares bank reconciliations and the Comprehensive Annual Financial Report.

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

Programs of Service

The Finance Department is made up of Finance Administration, Budget and Accounting. **Finance Administration** is responsible for reviewing and implementing financial policies and managing the City's debt issuance and investment of public funds. **Budget** oversees the budget process and provides assistance to departments regarding budgeting and financial analysis. **Accounting** provides payroll, accounts payable, capital assets, grant management, general ledger, internal controls and administrative services.

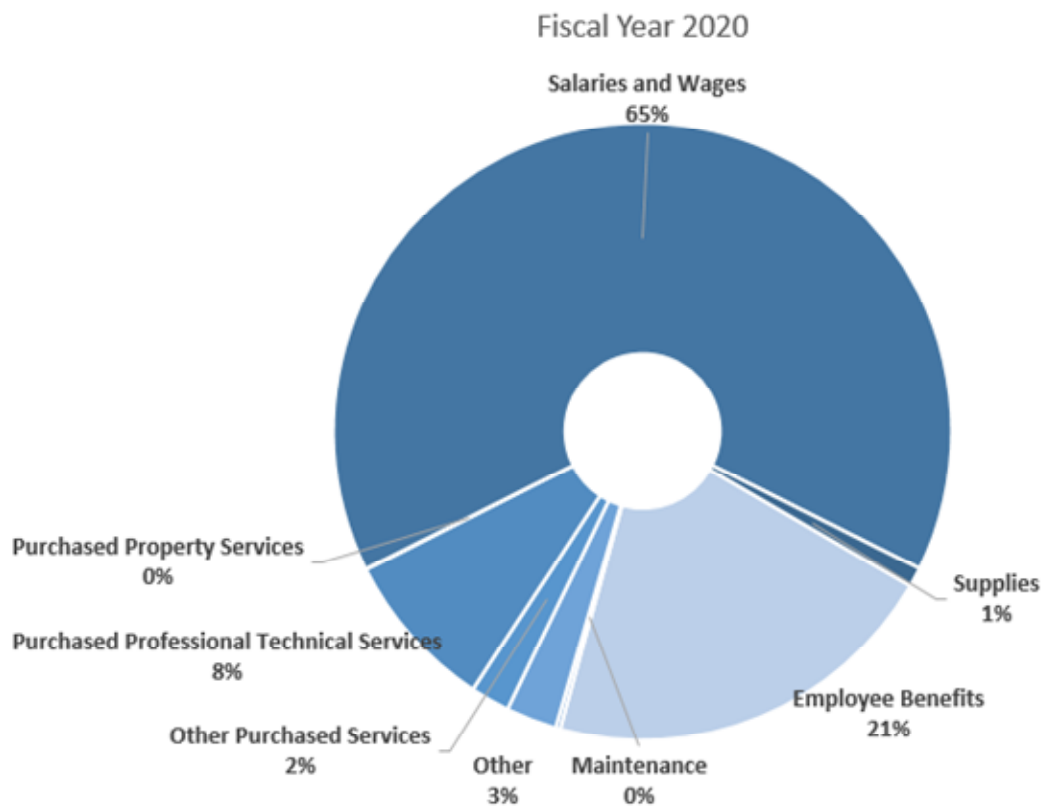
FY20 Objectives

- Monitor and maintain a balanced budget
- Coordinate the planned bond issue for Capital Improvements Program.
- Complete the year-end closing process and annual audit for FY20
- Identification of Bank Depository and Merchant Card Vendors

FY20 Budget Changes

Requests total \$286,412. Recurring requests total \$216,412 and include funds for program employees. One-time requests total \$70,000 and includes funds necessary to hire consultants for the selections of vendors for depository services and merchant credit cards.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,202,091	1,598,440	1,598,440	1,751,362	151,155	1,902,517
	Employee Benefits	401,862	515,729	515,729	559,248	57,583	616,831
	Purchased Professional Technical Services	113,004	129,506	129,506	176,386	70,000	246,386
	Purchased Property Services	-	1,000	1,000	1,000	-	1,000
	Maintenance	-	4,496	4,496	4,496	2,814	7,310
	Other Purchased Services	25,246	55,844	55,844	55,844	4,500	60,344
	Supplies	38,421	29,350	29,350	29,350	360	29,710
	Other	49,750	78,000	78,000	78,000	-	78,000
	Capital Expenditures	-	-	-	-	-	-
Operating Total		1,830,373	2,412,365	2,412,365	2,655,686	286,412	2,942,098
Non-Operating	Indirect - Cost Allocation Overhead	13	410	410	-	-	-
Non-Operating Total		13	410	410	-	-	-
Grand Total		1,830,386	2,412,775	2,412,775	2,655,686	286,412	2,942,098



Personnel Summary

		Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
	Range				
Supervision					
Chief Financial Officer	146	1.00	1.00	1.00	1.00
Assistant Director of Finance	136	2.00	2.00	2.00	2.00
Budget Manager	133	-	1.00	1.00	1.00
Finance Supervisor	130	2.00	2.00	2.00	2.00
Grants Coordinator	130	1.00	1.00	1.00	1.00
Payroll Supervisor	130	1.00	1.00	1.00	1.00
Finance Accounts Payable Supervisor	127	1.00	1.00	1.00	1.00
		8.00	9.00	9.00	9.00
Clerical and Professional					
Budget Analyst	127	-	1.00	1.00	1.00
Senior Financial Analyst	125	4.00	4.00	4.00	4.00
Payroll Specialist	220	3.00	3.00	3.00	3.00
Accounting Specialist	217	4.00	4.00	5.00	5.00
Administrative Assistant	215	1.00	1.00	1.00	1.00
		12.00	13.00	14.00	14.00
Total Full Time		20.00	22.00	23.00	23.00
Part Time Employees (shown as FTE's)					
Senior Financial Professional-PT	233	0.475	0.475	0.225	0.225
Financial Professional-PT	224	0.20	0.20	0.45	0.45
Accounting Specialist-PT	215	0.475	0.475	-	-
Total Part Time (FTE's)		1.15	1.15	0.675	0.675
Total Employees		21.15	23.15	23.675	23.675

Mission Statement

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

Departmental Overview

The City Attorney's Office represents or supervises the representation of the City of Waco in all legal matters.

Programs of Service

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.

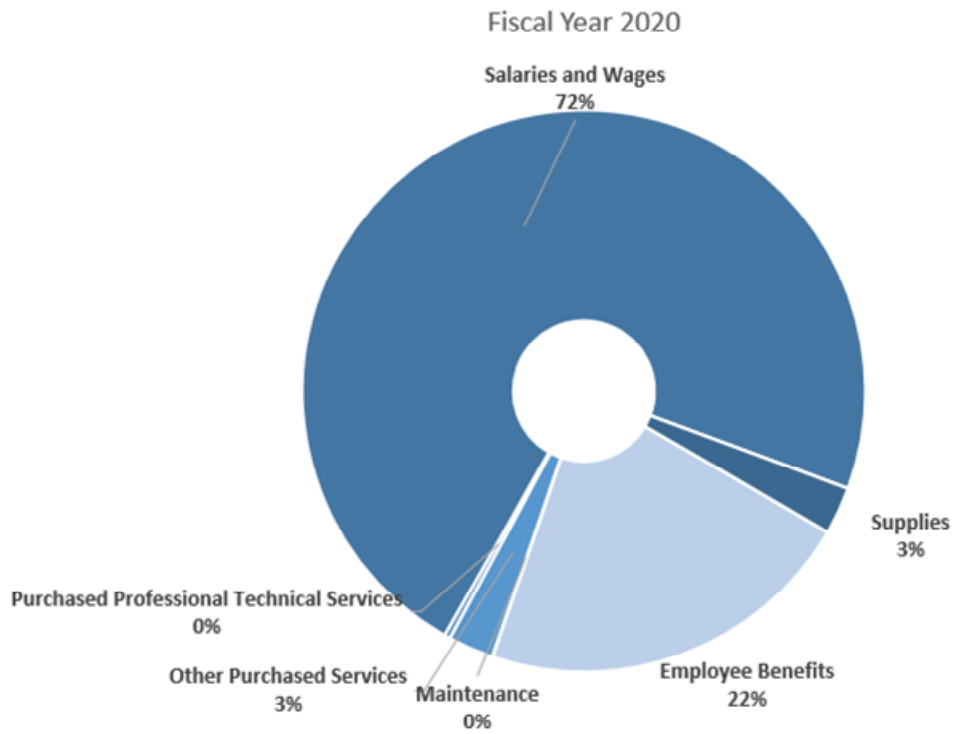
FY20 Objectives

- Increase efficiency in provision of legal services;
- Provide legal support to achieve the City's goals;
- Represent the City with competency and integrity; and
- Provide legal assistance and advice in a professional and timely

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	931,847	938,021	938,021	939,582	-	939,582
	Employee Benefits	283,637	292,163	292,163	284,656	-	284,656
	Purchased Professional Technical Services	109	5,850	5,850	4,450	-	4,450
	Maintenance	-	300	300	300	-	300
	Other Purchased Services	32,536	34,154	34,154	33,974	-	33,974
	Supplies	37,976	33,230	33,230	35,127	-	35,127
	Other	-	-	-	-	-	-
Operating Total		1,286,105	1,303,718	1,303,718	1,298,088	-	1,298,088
Grand Total		1,286,105	1,303,718	1,303,718	1,298,088	-	1,298,088



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
City Attorney	555	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Senior Assistant City Attorney	137	1.00	2.00	2.00	2.00
Assistant City Attorney	134	5.00	4.00	4.00	4.00
Paralegal	221	1.00	1.00	1.00	1.00
Legal Secretary	218	2.00	2.00	2.00	2.00
		9.00	9.00	9.00	9.00
Total Employees					
		10.00	10.00	10.00	10.00

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.

Departmental Overview

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.

Programs of Service

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, short term rental and open air vending licensing, 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.

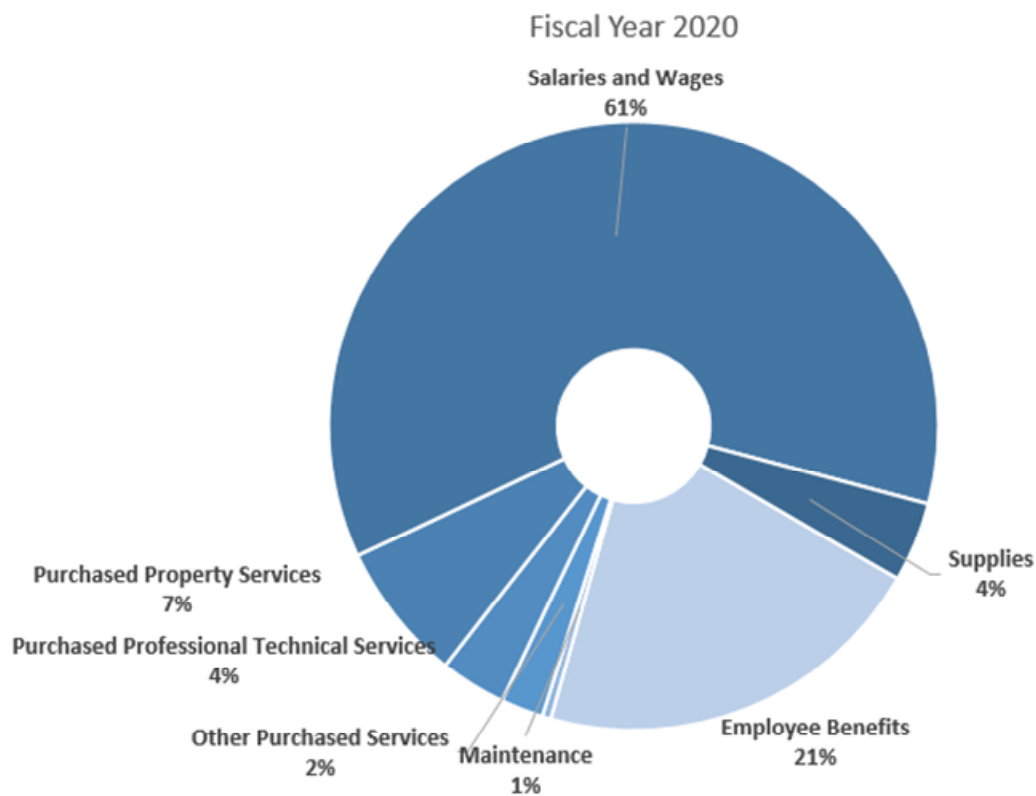
FY20 Objectives

- Implementation of Growth Initiatives such as Impact Fee studies and updates to the zoning & subdivision ordinance
- Continued improvement of permitting and licensing processes

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	513,956	514,704	514,704	541,584	-	541,584
	Employee Benefits	163,959	183,043	183,043	186,728	-	186,728
	Purchased Professional Technical Services	31,320	487,752	487,752	31,000	-	31,000
	Purchased Property Services	66,200	65,784	65,784	65,784	-	65,784
	Maintenance	2,498	4,550	4,550	4,100	-	4,100
	Other Purchased Services	18,280	39,497	39,497	20,042	-	20,042
	Supplies	36,881	30,948	30,948	37,490	-	37,490
	Other	-	-	-	-	-	-
Operating Total		833,095	1,326,278	1,326,278	886,728	-	886,728
Grand Total		833,095	1,326,278	1,326,278	886,728	-	886,728



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Planning	144	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Property Asset Manager	126	1.00	1.00	1.00	1.00
Senior Planner	126	1.00	1.00	1.00	1.00
Planner	222	2.80	2.80	2.80	2.80
Administrative Assistant	215	1.50	1.50	1.50	1.50
		6.30	6.30	6.30	6.30
Labor Operations					
Zoning Inspector	220	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		8.30	8.30	8.30	8.30

Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce while also fostering a healthy, safe, and respectful work environment for employees, departments, and the public. These efforts are intended to maximize individual and organizational potential and position the City of Waco as an employer of choice.

Departmental Overview

The City of Waco Human Resources Department is a strategic business partner, working with and for all departments within the City. The department focuses on delivering quality customer service in all personnel operations with integrity, responsiveness and sensitivity to all employees and citizens.

Programs of Service

The Human Resources Department provides support and guidance in employee relations, benefits and compensation programs, recruitment, training, development, wellness, safety and risk management.

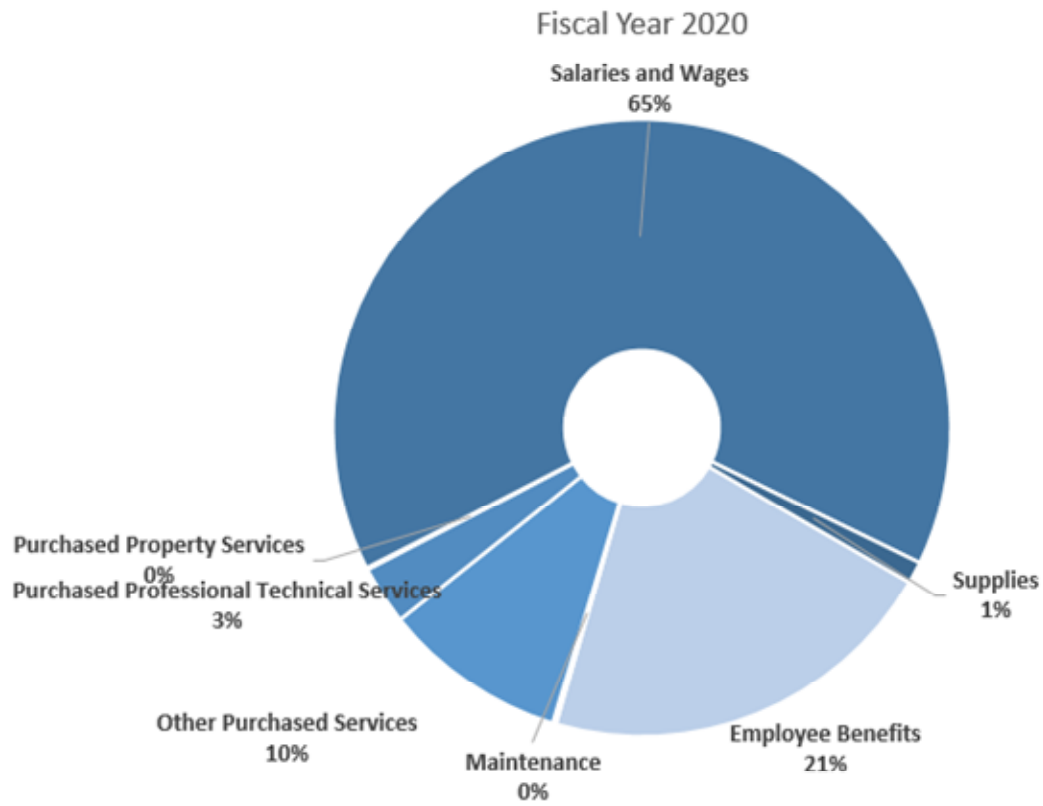
FY20 Objectives

- Attract, develop and support a diverse community of employees who are engaged in their work, and motivated to perform at their full potential
- Research and apply best practices to increase the efficiency, effectiveness, and value of Human Resources systems and processes
- Automate training requirement compliance through a City-wide learning management system
- Evaluate deferred compensation providers to ensure optimal services
- Complete core value (respect, wellness and safety) employee training
- Analyze employee progress review process for enhancement opportunities
- Implement HR metrics to establish baselines and standards for improvement

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	733,480	832,493	832,493	887,691	-	887,691
	Employee Benefits	257,562	288,799	288,799	290,373	-	290,373
	Purchased Professional Technical Services	90,162	91,706	156,706	42,580	-	42,580
	Purchased Property Services	-	1,500	1,500	1,500	-	1,500
	Maintenance	2,184	2,365	2,365	2,553	-	2,553
	Other Purchased Services	69,796	126,725	126,725	132,353	-	132,353
	Supplies	22,519	16,900	16,900	15,650	-	15,650
	Other	-	-	-	-	-	-
Operating Total		1,175,701	1,360,489	1,425,489	1,372,700	-	1,372,700
Grand Total		1,175,701	1,360,489	1,425,489	1,372,700	-	1,372,700



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Human Resources	144	1.00	1.00	1.00	1.00
Assistant Director of Human Resources	132	1.00	1.00	1.00	1.00
Employee Relations Manager	130	-	-	1.00	1.00
Human Resources Manager	130	1.00	1.00	-	-
Senior Employee Relations Specialist	127	1.00	1.00	-	-
Human Resources Supervisor	127	1.00	1.00	1.00	1.00
Human Resources Generalist	124	-	-	1.00	1.00
Training Supervisor	127	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Clerical and Professional					
Employee Relations Specialist	124	1.00	1.00	1.00	1.00
Human Resources Specialist	219	4.00	4.00	4.00	4.00
Human Resources Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
Human Resources Assistant	215	1.00	1.00	1.00	1.00
		7.00	7.00	7.00	7.00
Total Full Time		13.00	13.00	13.00	13.00
Part Time Employees (shown as FTE's)					
Senior Human Resources Professional-PT	230	-	-	0.475	0.475
Human Resources Intern-PT	210	-	-	0.475	0.475
Total Part Time (FTE's)		-	-	0.95	0.95
Total Employees		13.00	13.00	13.95	13.95

Mission Statement

The mission of Municipal Information Services is to provide accurate, effective transfer of information to the citizens of Waco, 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.

Departmental Overview

Municipal Information Services is responsible for providing 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 Department is responsible for creating and maintaining the thousands of webpages that have attracted over 3.5M page views as well as post and manage our 18 Facebook accounts, Twitter and Instagram, produce more than 200 new TV programs, Talk Shows and radio Programs, monthly newsletters and respond to media requests.

Programs of Service

The department is divided into three divisions: Broadcast, Media/Communications, and Graphics.

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 app. We also facilitate broadcast functions for Baylor, MCC and TSTC, for the College Channel 18. All capital equipment purchases for WCCC.TV are funded by cable PEG 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 maintain social media communications including Twitter, Facebook, Instagram and YouTube where more and more citizens access for information. We also provide and maintain an internal Intranet for the City's 1,560 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.

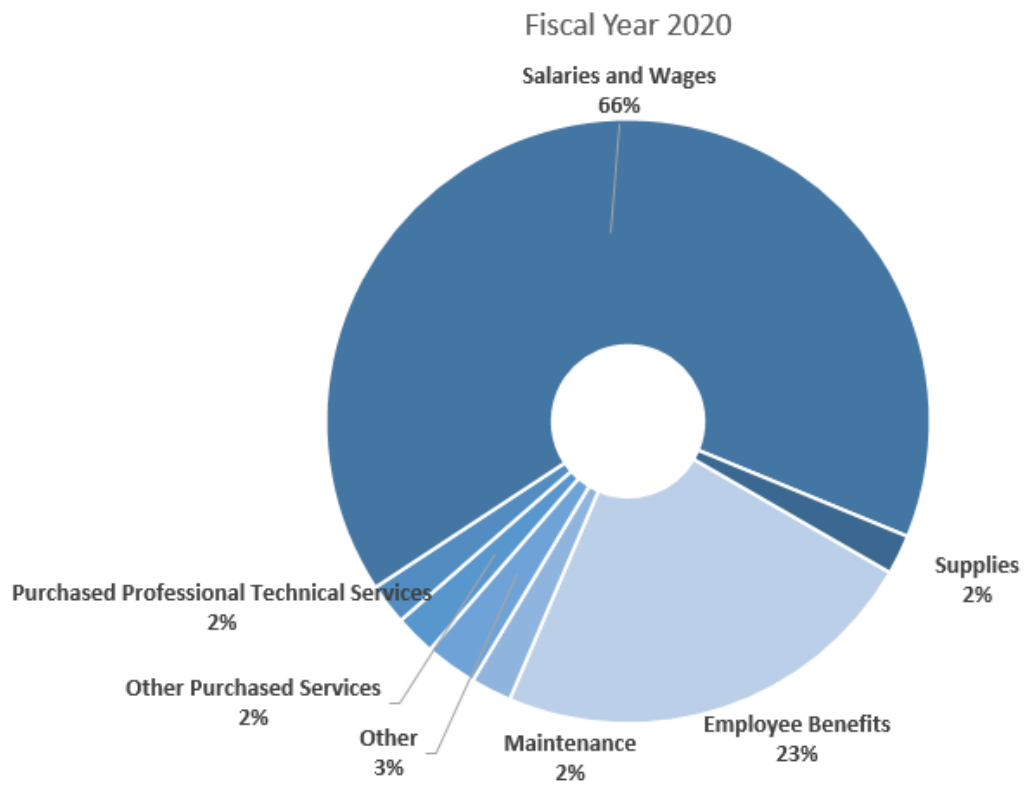
FY20 Objectives

- To 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.

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	508,695	536,903	536,903	564,490	-	564,490
	Employee Benefits	179,447	193,474	193,474	198,923	-	198,923
	Purchased Professional Technical Services	14,648	25,802	25,802	18,890	-	18,890
	Maintenance	11,795	17,258	17,258	18,844	-	18,844
	Other Purchased Services	20,445	22,804	22,804	18,776	-	18,776
	Supplies	12,319	20,000	20,000	18,208	-	18,208
	Other	23,590	25,000	25,000	24,000	-	24,000
	Capital Expenditures	-	-	-	-	-	-
Operating Total		770,938	841,241	841,241	862,131	-	862,131
Grand Total		770,938	841,241	841,241	862,131	-	862,131



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Municipal Information	141	1.00	1.00	1.00	1.00
Assistant Director of Municipal Information	130	-	-	1.00	1.00
Public Information and Communications Coordinator	128	1.00	1.00	-	-
Municipal TV Supervisor	124	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Graphics/Print Shop Supervisor	123	1.00	1.00	1.00	1.00
Video Production Specialist	122	1.00	1.00	1.00	1.00
Video Production Technician	119	1.00	1.00	1.00	1.00
Public Information and Communications Specialist	222	1.00	1.00	1.00	1.00
Graphics/Print Shop Coordinator	219	-	-	1.00	1.00
Graphics/Print Shop Technician	215	1.00	1.00	-	-
Courier	208	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Total Employees		9.00	9.00	9.00	9.00

Mission Statement

To be the 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.

Departmental Overview

The Information Technology Department provides exceptional levels of service to our citizens and customers. To accomplish this, we develop and maintain a secure and reliable digital infrastructure upon which to efficiently conduct city business operations today and in the future.

The department develops and maintains a technically skilled staff that is competent in current and emerging information technologies to enable a user community that understands and can employ modern technologies to maximize efficiencies.

The Information Technology Department strives to 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.

Programs of Service

IT Administration provides overall leadership and project management services. The **Support Services Division** is responsible for the operation of the IT Help Desk with over 1,300 calls for service annually and overall support of 1,600 desktop computers citywide. **Public Safety Division** is responsible for providing 24/7 support to Fire, Police and Emergency Management. **Infrastructure Services Division** is responsible for managing a network of over 100 servers as well as a voice and data network that serves 63 locations across the city. **Enterprise Application Division** is responsible for implementing and maintaining critical applications that span the organization i.e. Tyler Munis, Purchasing, Payroll, Human Resources and Utility Billing. The **GIS Division** is responsible for developing and maintaining our robust Geographical Information System for all citywide applications including Public Safety.

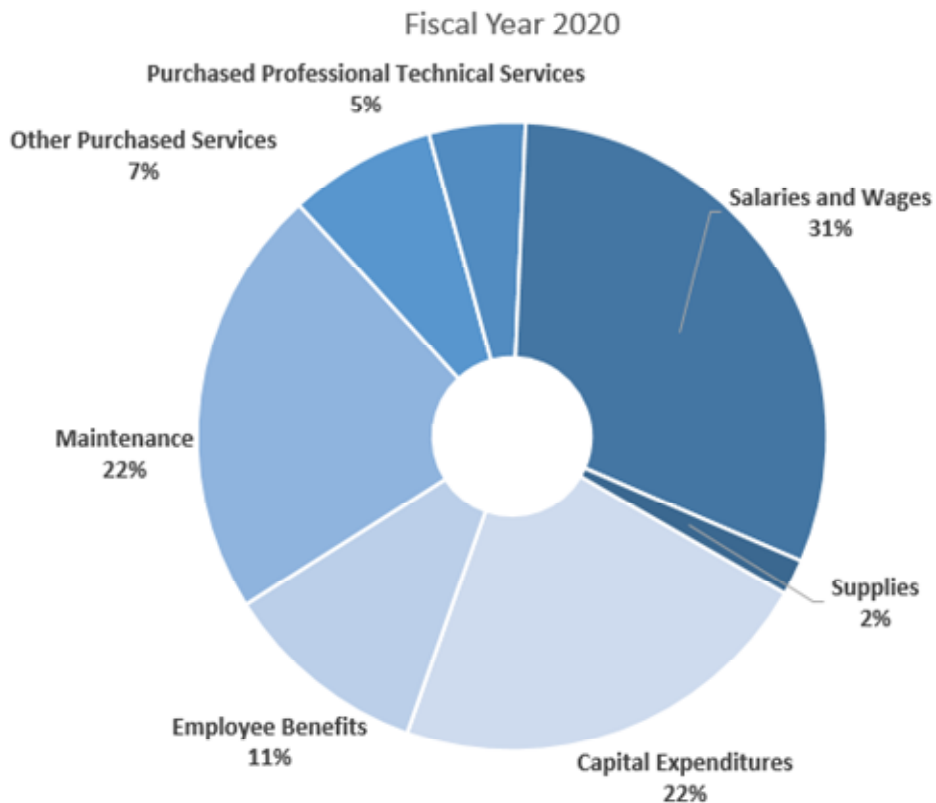
FY20 Objectives

- Sustained focus on the City's initiative surrounding Wellness, Safety and Respect
- Continued focus on providing high quality customer services and process improvements
- Complete the Tyler ERP implementations for Utility Billing and Work Orders
- Upgrade the hardware and software for the citywide telephone system
- Migrate the City's email system to Microsoft 365 cloud based service
- Complete the migration of all city computers to the Windows 10 operating system
- Increased emphasis on cyber security awareness training for all employees

FY20 Budget Changes

Total one-time changes are \$298,615. These requests include funding of \$47,500 for security cameras, \$8,000 for complex core routing, \$10,000 for the annual IT Strategic Plan update, \$21,333 to purchase a service van, \$20,000 to upgrade Microsoft SQL server databases, \$2,900 to upgrade camera systems, \$4,560 for Window 2016/2019 server licenses, and \$184,322 to maintain the legacy H.T.E. server.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,566,942	1,842,041	1,842,041	1,884,682	-	1,884,682
	Employee Benefits	541,868	647,605	647,605	648,563	-	648,563
	Purchased Professional Technical Services	105,806	282,190	282,190	233,823	68,400	302,223
	Maintenance	979,406	1,390,133	1,390,133	1,172,541	184,322	1,356,863
	Other Purchased Services	399,672	454,095	454,095	463,110	-	463,110
	Supplies	103,323	130,657	130,657	88,478	24,560	113,038
	Other	-	-	-	-	-	-
	Capital Expenditures	221,210	440,720	440,720	1,329,750	21,333	1,351,083
Operating Total		3,918,227	5,187,442	5,187,442	5,820,948	298,615	6,119,563
Non-Operating	Interdepartmental Billing	(124,692)	(128,434)	(128,434)	-	-	-
Non-Operating Total		(124,692)	(128,434)	(128,434)	-	-	-
Grand Total		3,793,535	5,059,008	5,059,008	5,820,948	298,615	6,119,563



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Information Technology	146	1.00	1.00	1.00	1.00
Assistant Director of Information Technology	134	1.00	1.00	1.00	1.00
Information Technology Manager	132	4.00	5.00	4.00	4.00
Information Technology Manager - Enterprise Applications	132	1.00	-	1.00	1.00
Senior Application Analyst	130	1.00	1.00	-	-
		8.00	8.00	7.00	7.00
Clerical and Professional					
Senior Application Analyst	130	-	-	1.00	1.00
Senior Information Technology Analyst	127	2.00	2.00	2.00	2.00
Senior Information Technology Analyst - Security	127	1.00	1.00	1.00	1.00
Information Technology Analyst	125	8.00	8.00	8.00	8.00
Information Technology Technician	222	9.00	9.00	9.00	9.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
		21.00	21.00	22.00	22.00
Total Employees					
		29.00	29.00	29.00	29.00

Mission Statement

To procure, in an ethical manner, quality goods and services at competitive prices while creating a favorable climate for business opportunities within the guidelines of the law.

Departmental Overview

The Purchasing Services Department is committed to assuring that all businesses are given prompt, courteous, and equal opportunity to provide goods and services to the City. Historically Underutilized Businesses residing in McLennan County, as certified by the Texas Building and Procurement Commission, are consistently included and encouraged to participate in our bidding process.

Programs of Service

The Purchasing Services Department is responsible for purchasing policy administration, bidding/contracting, warehousing and investment recovery functions. Administration sets policies and procedures that ensure compliance with federal, state, and local laws. The bidding/contracting function serves as the City's central vendor contract for competitive bidding and contract execution. The warehousing function provides a readily available supply of required items for immediate pickup. Purchasing relies on its cooperative partners to pool our purchasing power to increase the value of our citizen's tax dollars and improve the efficiency of the services provided. Purchasing also manages the City Procurement Card Program.

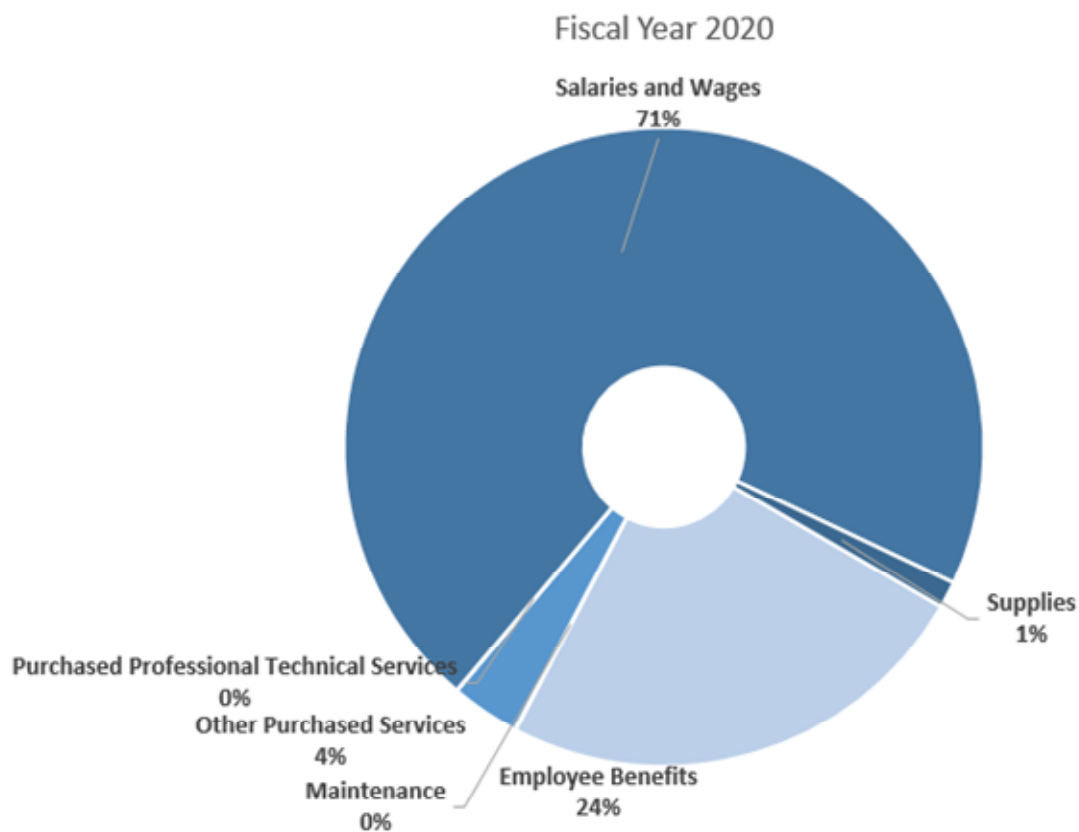
FY20 Objectives

- Strive to provide excellent and timely service to the department's internal and external customers
- Continue the City's movement towards inclusion/equity of the City's vendor base by reaching out to broader audiences through additional advertisement avenues and by making the Purchasing department available to the local Chambers.
- To update current and future vendor's Minority / Women Owned Business Enterprise classification
- Continue to review purchases and identify items that are required to follow a formal bidding process and resulting Council approval.
- Purchasing will maintain current operations.

FY20 Budget Changes

One-time requests total \$5,846. One-time funding includes \$4,000 for diversity training, and \$1,846 for public purchasing training.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	443,567	498,390	498,390	526,580	-	526,580
	Employee Benefits	157,349	177,641	177,641	181,134	-	181,134
	Purchased Professional Technical Services	835	400	400	200	-	200
	Maintenance	49	375	375	360	-	360
	Other Purchased Services	18,438	26,819	26,819	19,961	5,846	25,807
	Supplies	11,297	13,568	13,568	9,892	-	9,892
	Other	-	-	-	-	-	-
Operating Total		631,535	717,193	717,193	738,127	5,846	743,973
Grand Total		631,535	717,193	717,193	738,127	5,846	743,973



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director General Services	144	1.00	1.00	1.00	1.00
Purchasing Manager	130	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Purchasing Agent	124	4.00	4.00	4.00	4.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Labor Operations					
Material & Inventory Technician	213	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		8.00	8.00	8.00	8.00

Mission Statement

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

Departmental Overview

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 is needed.

Programs of Service

Facilities is responsible for the maintenance, repair and renovation functions for over 180 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.

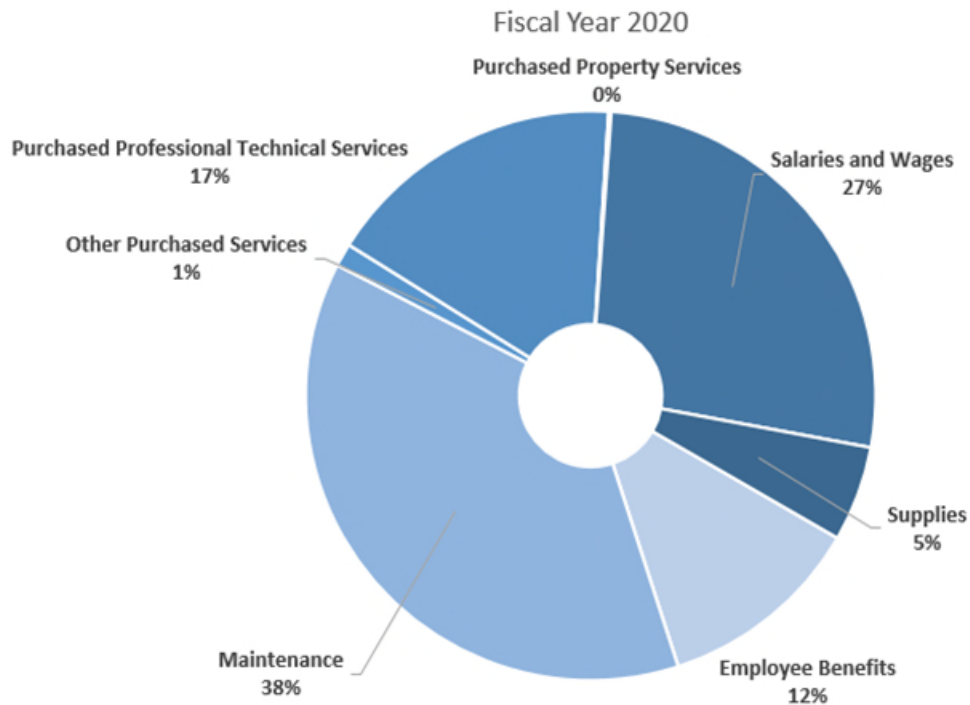
FY20 Objectives

- Convention Center-Restore Bosque Theatre and McLennan Room Roof
- Fire Department-Build Fire Station #6
- Animal Shelter-Spray Foam Insulation in Intake Building
- Water Office-Replace HVAC System
- Riverside Water Treatment-Replace Metal Roof
- City Hall-Replace Multi-level Roofs
- Operations Center-Parks and Rec. Office Space Addition
- Bledsoe Miller Recreation-Replace 1 HVAC System
- South Waco Recreation-Replace 3 HVAC Systems
- Zoo Administration-Replace Flooring
- Central Library-Replace Downstairs Carpet

FY20 Budget Changes

One-time requests total \$641,260. Funds include \$500,000 for maintenance of City facilities, \$106,960 for Heating, Ventilation & Air Conditioning repairs, and \$34,300 for security cameras.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,058,035	1,086,740	1,086,740	1,174,902	-	1,174,902
	Employee Benefits	494,547	494,726	494,726	513,388	-	513,388
	Purchased Professional Technical Services	744,798	1,058,337	1,058,337	725,301	26,800	752,101
	Purchased Property Services	7,577	6,420	6,420	6,420	-	6,420
	Maintenance	1,323,996	1,420,292	1,420,292	1,036,707	611,900	1,648,607
	Other Purchased Services	57,118	76,696	76,696	57,142	-	57,142
	Supplies	247,283	260,662	260,662	235,044	2,560	237,604
	Other	-	-	-	-	-	-
	Capital Expenditures	-	9,500	9,500	-	-	-
Operating Total		3,933,354	4,413,373	4,413,373	3,748,904	641,260	4,390,164
Non-Operating	Interdepartmental Billing	(168,341)	(173,392)	(173,392)	-	-	-
Non-Operating Total		(168,341)	(173,392)	(173,392)	-	-	-
Grand Total		3,765,013	4,239,981	4,239,981	3,748,904	641,260	4,390,164



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Assistant Director of General Services	133	-	-	1.00	1.00
Facilities Manager	131	1.00	1.00	1.00	1.00
Facilities Project Manager	130	1.00	1.00	1.00	1.00
		2.00	2.00	3.00	3.00
Clerical and Professional					
Facilities Project Engineer	133	1.00	1.00	-	-
Administrative Assistant	215	1.00	1.00	2.00	2.00
		2.00	2.00	2.00	2.00
Labor Operations					
Master Electrician-CDL	222	2.00	2.00	2.00	2.00
Master HVAC Mechanic	222	2.00	2.00	2.00	2.00
Facilities Maintenance Coordinator	219	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	217	4.00	4.00	4.00	4.00
Custodial Supervisor	215	2.00	2.00	2.00	2.00
Building Attendant	209	12.00	12.00	11.00	11.00
		23.00	23.00	22.00	22.00
Total Full Time		27.00	27.00	27.00	27.00
Part Time Employees (shown as FTE's)					
Facilities Building Attendant-PT	209	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		27.50	27.50	27.50	27.50

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.

Departmental Overview

Public Works Operations maintains streets and drainage infrastructure and ensures they are operational. Primary areas of responsibility includes streets, alleys, paved stormwater conveyance channels, and emergency response. The department will accomplish a level of performance consistent with the character and integrity of a professional organization. Although maintenance activities typically occur in a reactive environment, Operations will continue to focus on planning and maintenance activities and will actively seek out opportunities for continuous improvement.

Programs of Service

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.

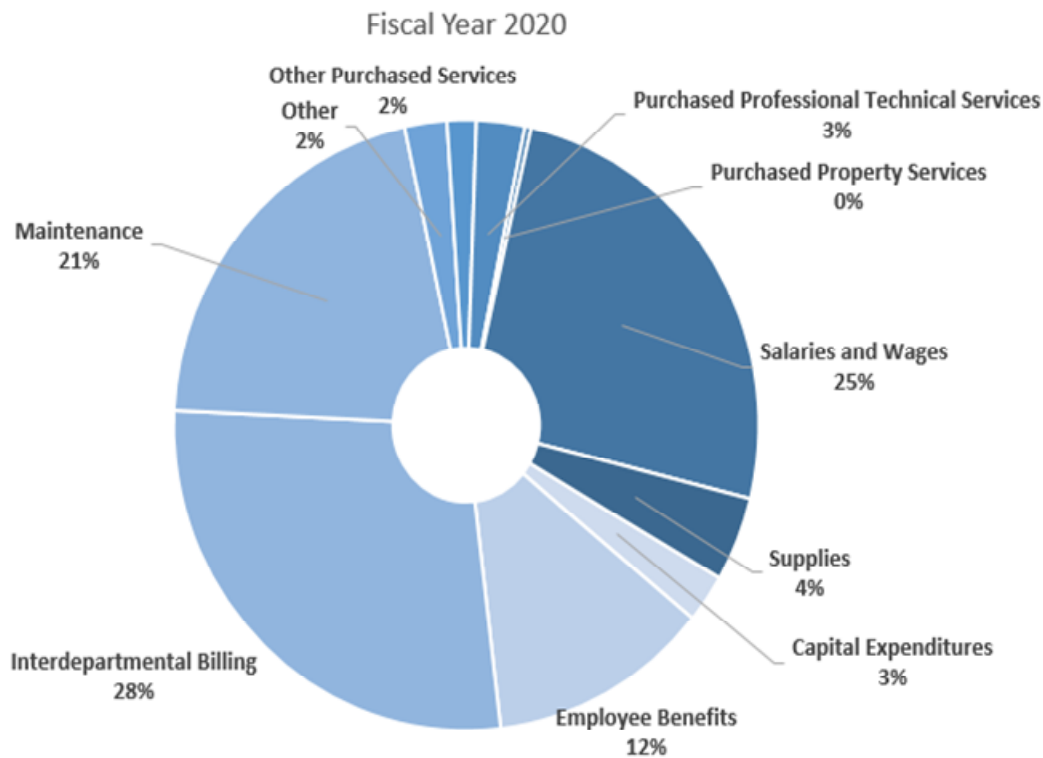
FY20 Objectives

- Ensure clean streets and alleys
- Prevent premature deterioration of asphalt streets
- Maintain drainage of lined creeks and storm drains
- Develop work force flexibility through cross training
- Work with the Better Streets Waco program to develop lists of candidate projects for preventive maintenance and reconstruction
- Respond to customer requests and continue to provide excellent service to residents, businesses and visitors
- Continue to develop and use on-call contracts for street and drainage related construction

FY20 Budget Changes

Recurring and one-time changes total \$205,000. Recurring changes total \$150,000 and include funds for the addition of 2 new streets personnel. One-time changes total \$55,000 and include funds for temporary labor services.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,174,273	1,590,969	1,590,969	1,644,617	102,000	1,746,617
	Employee Benefits	680,330	807,746	807,746	793,977	48,000	841,977
	Purchased Professional Technical Services	152,837	1,330,107	1,330,107	130,000	55,000	185,000
	Purchased Property Services	24,181	23,544	23,544	23,544	-	23,544
	Maintenance	1,251,137	1,501,825	1,501,825	1,440,480	-	1,440,480
	Other Purchased Services	102,920	146,269	146,269	110,653	-	110,653
	Supplies	238,487	382,994	382,994	309,124	-	309,124
	Other	161,422	161,422	161,422	161,422	-	161,422
	Capital Expenditures	99,543	136,810	136,810	179,000	-	179,000
Operating Total		3,885,129	6,081,686	6,081,686	4,792,817	205,000	4,997,817
Non-Operating	Interdepartmental Billing	1,234,366	709,709	709,709	1,909,709	-	1,909,709
Non-Operating Total		1,234,366	709,709	709,709	1,909,709	-	1,909,709
Grand Total		5,119,495	6,791,395	6,791,395	6,702,526	205,000	6,907,526



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Assistant Director Of Public Works Operations	136	1.00	1.00	1.00	1.00
Streets Superintendent	131	-	-	1.00	1.00
Public Works Operations Manager	128	1.00	1.00	-	-
Public Works Supervisor	121	2.00	2.00	-	-
		4.00	4.00	2.00	2.00
Clerical and Professional					
Public Works Finance Officer	127	0.05	0.05	0.05	0.05
Public Works Safety & Training Coordinator	123	1.00	1.00	1.00	1.00
Administrative Assistant	215	1.00	1.00	1.00	1.00
Office Specialist	213	2.00	2.00	2.00	2.00
		4.05	4.05	4.05	4.05
Labor Operations					
Public Works Operations Crew Lead	220	4.00	4.00	4.00	4.00
Senior Heavy Equipment Operator-CDL	217	11.00	11.00	11.00	13.00
Heavy Equipment Operator-CDL	215	16.00	16.00	16.00	16.00
Street Maintenance Worker-CDL	212	1.00	1.00	-	-
Street Maintenance Worker	212	2.00	2.00	2.00	2.00
		34.00	34.00	33.00	35.00
Total Employees		42.05	42.05	39.05	41.05

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.

Departmental Overview

The sole function of the City of Waco Municipal Court is to dispose of all filed citations and summons. Municipal Court has jurisdiction over traffic citations, Class C Misdemeanors and City of Waco Code of Ordinances. Applying all applicable 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, Animal Control, Public Works, Utilities, Park Rangers, Environmental Health, Fire Marshals, Waco-McLennan County Library, Texas Alcohol & Beverage Commission, Baylor University Police Department, McLennan Community College, Woodway Police Department, Hewitt Police Department, Texas State Technical College Police Department and the Waco Independent School District Police Department.

Programs of Service

All court activities include: court appearances by defendants; arraignments; pre-trials and trials; court processes within Legislative guidelines, including the Office of Court Administration collection Improvement Program criteria; 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 and collection of court costs, fees and fines.

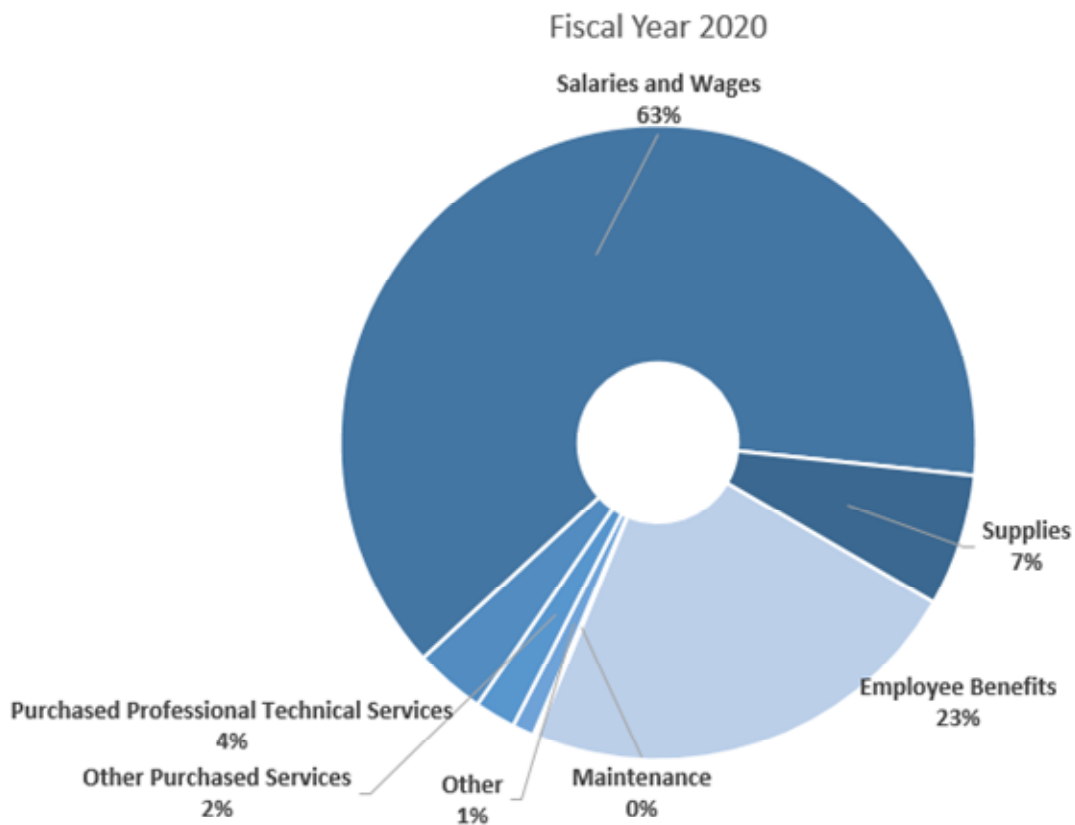
FY20 Objectives

- Expand online options for servicing Municipal Court customers through the Municipal Court's website
- Host an Incode Regional Training Session for the Central Texas area Municipal Court personnel for more extensive learning of functionality of the court software application
- Implement all of the 86th Legislative requirements
- Contain expenditures within the Municipal Court's operational budgeted funds

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	757,256	844,085	844,085	799,870	-	799,870
	Employee Benefits	278,797	312,151	312,151	289,188	-	289,188
	Purchased Professional Technical Services	108,144	57,617	57,617	45,560	-	45,560
	Maintenance	5,669	13,890	13,890	2,200	-	2,200
	Other Purchased Services	21,977	28,170	28,170	26,238	-	26,238
	Supplies	71,766	93,997	93,997	84,526	-	84,526
	Other	10,636	13,928	13,928	13,928	-	13,928
	Capital Expenditures	12,064	-	-	-	-	-
Operating Total		1,266,308	1,363,838	1,363,838	1,261,510	-	1,261,510
Grand Total		1,266,308	1,363,838	1,363,838	1,261,510	-	1,261,510



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Municipal Court Judge	555	1.00	1.00	1.00	1.00
Municipal Court Manager	130	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Senior Financial Analyst	125	1.00	1.00	1.00	1.00
Chief Deputy Court Clerk	121	1.00	1.00	1.00	1.00
Deputy Court Clerk	217	10.00	10.00	10.00	10.00
		12.00	12.00	12.00	12.00
Labor Operations					
Police Officer	901	1.00	1.00	-	-
		1.00	1.00	-	-
Total Employees		15.00	15.00	14.00	14.00

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.

Departmental Overview

The Inspection Services Department is responsible for the enforcement of the City's building, plumbing, electrical, gas and mechanical codes and zoning ordinances including, but not limited to, plan review and construction inspections for all new land uses, and repairs and alterations to existing structures. The department oversees the enforcement of various ordinances, such as, indoor amusement facility, night club and sexually oriented business licenses. The department provides technical assistance to builders, architects, engineers and developers. The department is responsible for ensuring that basic minimum housing standards deemed essential for safe and healthful living are met for approximately 47,000 living units and 3,500 commercial structures through the Code Enforcement program. The department is divided by Council District for code enforcement to maximize our resources. The department is responsible for the demolition program of primarily buildings and structures which have been before the Building Standards Commission (BSC). The department provides staff support to the following Boards and Commissions within the City of Waco: Building Inspections Advisory & Appeals Board, the Building Standards Commission (BSC) and the Animal Welfare Board.

Programs of Service

Inspection Services provides plan review and inspections for all citizens who remodel existing buildings or construct new buildings. Code Enforcement provides inspections for various housing and environmental code violation of city ordinances and including the demolition of substandard buildings.

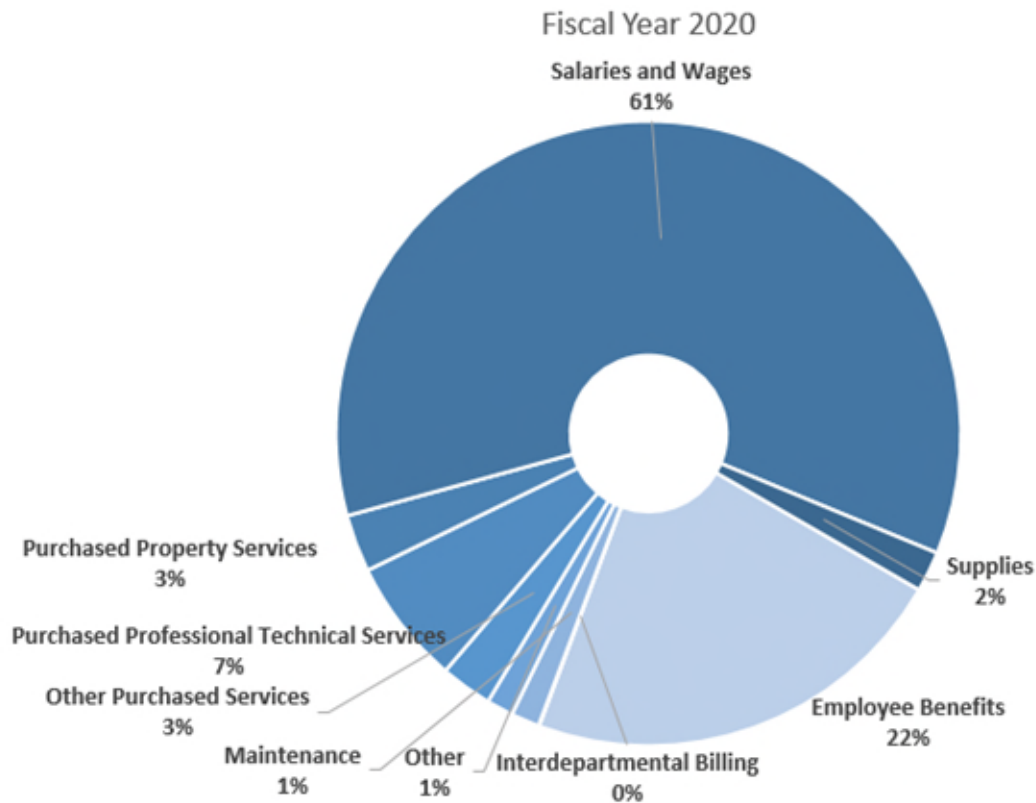
FY20 Objectives

- Hire an Assistant Building Official
- Continue to educate the general public on the use of EnerGov for our department operations which include permitting, inspections and code enforcement
- Discuss adopting the 2018 International Family of Codes

FY20 Budget Changes

One-time requests total \$200 for an equipment purchase.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,125,946	1,277,366	1,277,366	1,467,991	-	1,467,991
	Employee Benefits	423,687	483,999	483,999	542,634	-	542,634
	Purchased Professional Technical Services	118,271	196,740	196,740	158,209	-	158,209
	Purchased Property Services	66,492	72,144	72,144	72,144	-	72,144
	Maintenance	52,449	51,240	51,240	35,740	-	35,740
	Other Purchased Services	53,492	75,885	75,885	64,992	-	64,992
	Supplies	62,076	94,820	94,820	50,376	200	50,576
	Other	30,178	33,600	33,600	33,600	-	33,600
	Capital Expenditures	-	-	-	-	-	-
Operating Total		1,932,591	2,285,794	2,285,794	2,425,686	200	2,425,886
Non-Operating	Interdepartmental Billing	-	-	-	1,064	-	1,064
	Indirect - Cost Allocation Overhead	1,430	1,154	1,154	-	-	-
Non-Operating Total		1,430	1,154	1,154	1,064	-	1,064
Grand Total		1,934,021	2,286,948	2,286,948	2,426,750	200	2,426,950



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Chief Building Official	144	0.79	1.00	1.00	1.00
Assistant Building Official	130	0.71	0.71	0.80	0.80
Plans Examiner Supervisor	126	1.00	1.00	1.00	1.00
Building Inspector Supervisor	125	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	125	0.48	0.48	0.48	0.48
		3.98	4.19	4.28	4.28
Clerical and Professional					
Senior Permit Technician	218	2.00	2.00	2.00	2.00
Senior Administrative Assistant	217	0.47	0.47	0.48	0.48
Permit Technician	215	2.00	2.00	2.00	2.00
Senior Development Center Representative	215	1.46	1.46	1.43	1.43
		5.93	5.93	5.91	5.91
Labor Operations					
Combination Inspector	222	1.00	1.00	1.00	1.00
Plans Examiner	222	3.00	3.00	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/Mechanical Inspector	220	2.00	2.00	2.00	2.00
Code Enforcement Inspector	220	4.11	4.11	5.03	5.03
		14.11	14.11	16.03	16.03
Total Employees					
		24.02	24.23	26.22	26.22

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.

Departmental Overview

Animals are an integral part of our lives. They provide comfort, relaxation, entertainment, assist in relieving our stress and improving our medical conditions. The Waco Animal Shelter provides animal intake, rabies quarantine and boarding for McLennan County and the city of Marlin in Falls County. The facility currently has a capacity of 272 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 of Central Texas, adoption and redemption services are provided to all contracting cities.

The City of Waco Animal Care Unit provides service by active enforcement of state and local laws, the promotion of responsible pet ownership and animal welfare, and to strive toward the ultimate goal of the elimination of the need to euthanize healthy or unwanted animals.

Programs of Service

- Animal Adoption through partnership with Humane Society of Central Texas
- SpayStreet Waco – free spay/neuter surgery options for Waco residents
- Lost Pets information and reclaim options
- Alternatives to Surrendering your pet
- Animal Welfare Board
- Trap Neuter Return (TNR) program
- Animal Care (Control) Officers- in-field customer service and citizen needs assessment

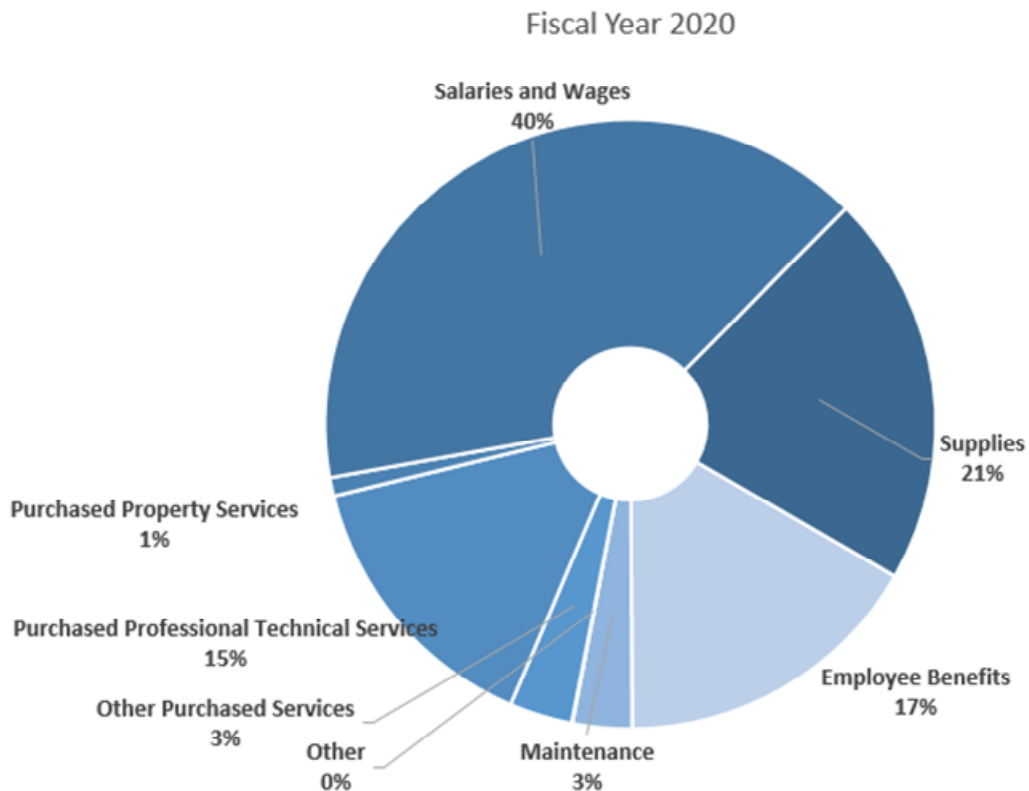
FY20 Objectives

- Continue to improve the medical and surgical care of shelter animals
- Provide heartworm treatment to dogs available for adoption
- Improve safe animal handling techniques; increase basic understanding of canine body language; and, enhance knowledge and a basic understanding of disease prevention for all employees, by initiating an online continuing education program.
- Increase the number of spay and neuters to prepare more animals for adoption and perform other surgical procedures to improve the quality of life for the animals

FY20 Budget Changes

One-time requests total \$40,000. One-time funds include \$40,000 in temporary services necessary to maintain proper standards of care.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	695,183	772,091	772,091	895,011	-	895,011
	Employee Benefits	284,044	338,687	338,687	367,854	-	367,854
	Purchased Professional Technical Services	212,556	378,560	378,560	287,975	40,000	327,975
	Purchased Property Services	16,978	21,900	21,900	21,900	-	21,900
	Maintenance	46,641	64,107	64,107	69,787	-	69,787
	Other Purchased Services	67,439	73,444	73,444	73,804	-	73,804
	Supplies	311,391	452,513	452,513	462,613	-	462,613
	Other	-	1,000	1,000	1,000	-	1,000
	Capital Expenditures	34,345	9,130	9,130	-	-	-
Operating Total		1,668,577	2,111,432	2,111,432	2,179,944	40,000	2,219,944
Grand Total		1,668,577	2,111,432	2,111,432	2,179,944	40,000	2,219,944



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Animal Shelter Administrator	134	1.00	1.00	1.00	1.00
Animal Services Veterinarian	132	1.00	1.00	1.00	1.00
Animal Services Manager	124	1.00	1.00	1.00	1.00
Animal Control Manager	124	1.00	1.00	1.00	1.00
Animal Control Supervisor	218	-	-	1.00	1.00
Animal Control Lead	218	1.00	1.00	-	-
Animal Services Supervisor	218	1.00	1.00	1.00	1.00
Animal Services Senior Administrative Assistant	217	-	-	1.00	1.00
		6.00	6.00	7.00	7.00
Labor Operations					
Animal Services Veterinarian Technician	217	2.00	2.00	2.00	2.00
Senior Animal Services Technician	215	4.00	4.00	4.00	4.00
Animal Services Technician	211	4.00	4.00	4.00	4.00
		10.00	10.00	10.00	10.00
Labor Maintenance					
Animal Control Officer	215	3.00	3.00	3.00	3.00
		3.00	3.00	3.00	3.00
Total Full Time		19.00	19.00	20.00	20.00
Part Time Employees (shown as FTE's)					
Animal Services Technician-PT	211	0.50	0.50	0.475	0.475
Total Part Time (FTE's)		0.50	0.50	0.475	0.475
Total Employees		19.50	19.50	20.475	20.475

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.

Departmental Overview

The Waco-McLennan County Office of Emergency Management (OEM) is a City/County Office. Within the City of Waco, it is a division of the Waco Fire Department, and is part of the County Judges office for the County.

Programs of Service

Emergency Management maintains the Waco-McLennan County Emergency Management Plan, which includes all cities within the county. 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. 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 nonprofit organizations in an effort to mitigate, prepare, respond, and recover from man-made and natural disasters as well as acts of terrorism and manage the Waco and McLennan County Emergency Operations Center (EOC). The City of Waco Radio Shop is a division of the Office of Emergency Management. The Radio Shop provides and maintains the two-way radio communication system for various city departments and outside agencies through the 800 MHz trunked radio system.

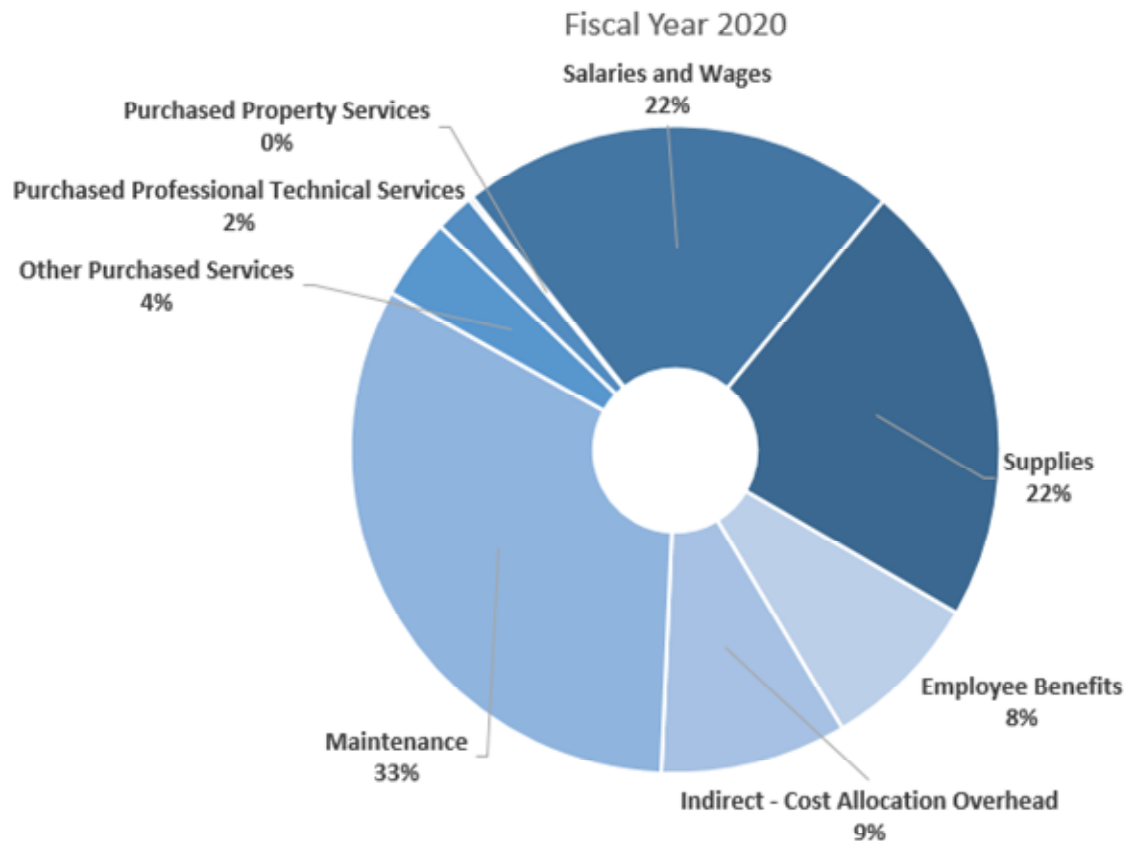
FY20 Objectives

- Conduct a full scale exercise to test emergency plans
- Provide Community Emergency Response Team trainings (CERT)
- Continue to host trainings to continue to build and sustain relationships with local, state, and federal partners
- Continue to upgrade the radio system
- Update annexes of the Waco-McLennan County Emergency Plan as necessary
- Apply for grants for equipment and training that would assist with the priorities of the city and county
- Maintain involvement with various committees including: Local Emergency Planning Committee (LEPC), Animal Issues Committee, and Volunteer Organizations Active in Disaster (VOAD)

FY20 Budget Changes

One-time funding totals \$291,113. One-time additions include funding of \$285,000 for the replacement of radios, as well as \$6,113 for subscriber licenses.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	282,869	360,987	360,987	325,166	-	325,166
	Employee Benefits	106,619	118,315	118,315	120,453	-	120,453
	Purchased Professional Technical Services	15,770	28,504	28,504	28,528	-	28,528
	Purchased Property Services	1,550	3,000	3,000	3,000	-	3,000
	Maintenance	388,724	479,060	479,060	482,972	-	482,972
	Other Purchased Services	17,085	64,399	64,399	60,705	-	60,705
	Supplies	43,591	46,637	46,637	41,045	291,113	332,158
	Other	-	-	-	-	-	-
	Capital Expenditures	365,114	285,000	285,000	-	-	-
Operating Total		1,221,322	1,385,902	1,385,902	1,061,869	291,113	1,352,982
Non-Operating	Indirect - Cost Allocation Overhead	77,003	152,395	152,395	138,390	-	138,390
Non-Operating Total		77,003	152,395	152,395	138,390	-	138,390
Grand Total		1,298,326	1,538,297	1,538,297	1,200,259	291,113	1,491,372



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Emergency Management Coordinator	130	1.00	1.00	1.00	1.00
Radio Communication Supervisor	121	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Assistant Emergency Management Coordinator	123	1.00	1.00	1.00	1.00
Administrative Assistant	215	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Labor Operations					
Radio Communication Technician	214	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		6.00	6.00	6.00	6.00

Mission Statement

To promote safety and prosperity in our community by protecting life and property through our flawless execution of Prevention, Preparedness, and Response.

Departmental Overview

The Waco Fire Department (WFD) provides protection of life and property from fire and other related emergencies, first response to emergency medical incidents, facilitate fire safety and prevention programs, conduct arson and fire cause investigations, and respond to specialized incidents such as hazardous materials calls, high water rescues and drownings, confined space rescue, and aircraft emergencies. WFD responds to over 16,000 calls for services annually and has a Class 2 ISO rating.

WFD employs civil service employees and civilian administrative/support staff in order to provide fast and efficient service to the community from 13 strategically located fire stations.

Programs of Service

The department is divided into four major divisions: Administration, Training, Prevention also known as Community Risk Reduction, and Emergency Operations. **Administration** is responsible for fiscal and administrative responsibilities including budget, human resources, payroll, revenue, asset management, purchasing, and dispatch services. **Training** is responsible for the initial training of new firefighters, continuing education, health and wellness programs, uniforms and supplies. **Prevention** is responsible for fire investigations, arson investigations, community risk reduction activities, commercial building inspections, building plans review, fire safety education, and professional standards. **Emergency Operations**, which employs the vast majority of the department's personnel, is responsible for daily emergency response activities, as well as specialized responses such as aircraft rescue firefighting (ARFF), hazardous materials (Hazmat), technical rescue and swift water rescue. The Waco-McLennan County Office of Emergency Management also falls under the Fire Department.

Each division manages a variety of activities, which include Fire Suppression, Emergency Medical Services, Fire Prevention, and Training. **Fire Suppression** includes residential, commercial, vehicle, and urban/wildland interface fires. Rapid response to these type incidents save lives and property. **Emergency Medical Services** are provided 24 hours a day by emergency medical trained personnel. Request for medical response comprise over 60-70% of all calls for service. **Fire Prevention** is responsible for fire and arson investigations, approval of building plans, public education, and fire & life safety inspections. The Fire Marshal's office has certified fire investigators who are trained as peace officers. These officers investigate all fire related crimes and have the lawful power to arrest. **Training** is conducted in accordance with county, state and federal standards. Firefighters receive updates on advances in techniques and technology, and participate in continuing education. Fire Specialty Services include Aircraft rescue firefighting (ARFF), Hazardous materials (Hazmat), Swift water rescue and Dive team, Technical rescue (high angle and confined space). (Hazmat and Swift water teams provide regional response to five neighboring counties)

FY20 Objectives

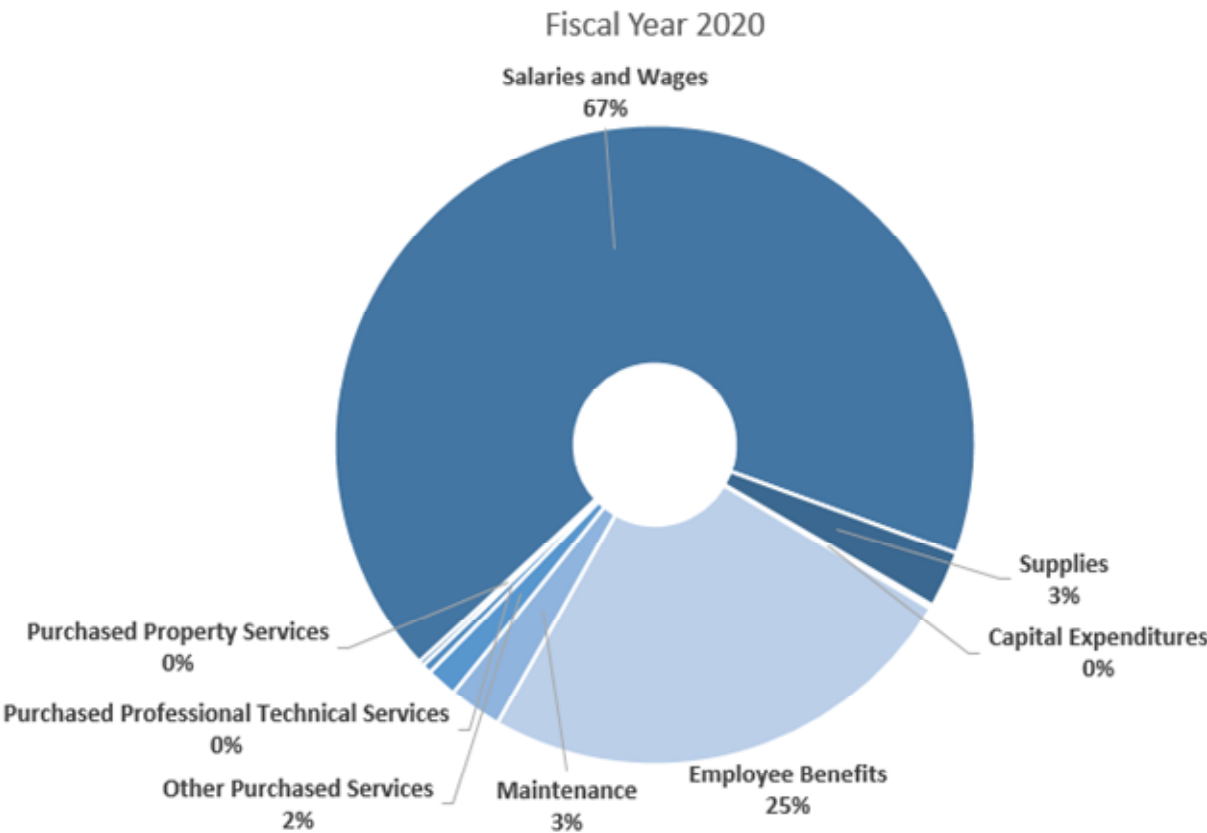
In order to continue to strive for excellence in our delivery of outstanding fire and emergency service, some of our short term opportunities and initiatives are listed below

- Install personal protective equipment extractors (washers) in all fire stations to help reduce firefighter exposure to harmful carcinogens and cancer causing products
- Enhance community outreach and public education efforts
- Enhance recruitment efforts to achieve a diverse workforce
- Integrate mobile technology into work activities
- Design and build a new fire station and fire administration building on old 25th St. Theater site
- Replace aging fire apparatus
- Use advancements in emergency medical services (EMS) technology to improve patient outcomes
- Continuing fire safety education efforts, such as smoke detector drives and drowning prevention
- Develop curriculum for active shooter/threat awareness and response
- Develop and enhance training activities
- Continue to pursue regional training/response capabilities & opportunities

FY20 Budget Changes

One-time requests total \$131,108. One-time additions include funding of \$20,000 for emergency preemption devices, \$56,000 to purchase extractors necessary to clean bunker gear, \$6,086 for ice machines, \$40,000 for ISO consultant services, and \$9,022 for Knox box key access systems.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	16,804,330	17,673,260	17,673,260	17,964,710	-	17,964,710
	Employee Benefits	5,985,933	6,533,407	6,533,407	6,566,561	-	6,566,561
	Purchased Professional Technical Services	66,141	132,133	132,133	90,217	40,000	130,217
	Purchased Property Services	64,229	70,020	70,020	70,020	-	70,020
	Maintenance	519,705	724,362	724,362	712,473	-	712,473
	Other Purchased Services	361,317	453,259	453,259	412,791	-	412,791
	Supplies	610,988	883,786	883,786	716,184	35,108	751,292
	Other	-	-	-	-	-	-
	Capital Expenditures	116,509	297,143	297,143	-	56,000	56,000
Operating Total		24,529,154	26,767,371	26,767,371	26,532,956	131,108	26,664,064
Non-Operating	Transfers Out	-	-	-	-	-	-
Non-Operating Total		-	-	-	-	-	-
Grand Total		24,529,154	26,767,371	26,767,371	26,532,956	131,108	26,664,064



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Fire Chief	146	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
Fire Alarm Customer Service Representative	217	2.00	2.00	2.00	2.00
Office Specialist	213	2.00	2.00	2.00	2.00
		5.00	5.00	5.00	5.00
Labor Operations					
Fire Captain - Training	813	1.00	1.00	1.00	1.00
Fire Captain - Prevention	813	1.00	1.00	1.00	1.00
Fire Lieutenant - Prevention	812	3.00	3.00	3.00	3.00
Fire Lieutenant Alarm Office	812	5.00	5.00	5.00	5.00
Deputy Fire Chief	811	3.00	3.00	3.00	3.00
Battalion Chief	808	6.00	6.00	6.00	6.00
Fire Captain - Suppression	805	14.00	14.00	14.00	14.00
Fire Lieutenant - Station	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	78.00	78.00	78.00	78.00
		203.00	203.00	203.00	203.00
Total Employees					
		209.00	209.00	209.00	209.00

Mission Statement

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.

Departmental Overview

The Police Department is a leader in policing while working in partnership with the citizens of Waco to provide innovative and proactive services that enhance the safety and quality of life in our community. Its purpose is to suppress crime, preserve order, and maintain the safe and orderly flow of traffic.

Programs of Service

The Department strives to aid the City in meeting its strategic intents, specifically focusing on providing high quality services, a safe, pedestrian friendly community, and an enviable quality of life to its residents. The Department is divided into three main divisions: Community Services, Criminal Investigative, and Support Services.

The **Community Services Division** provides patrol services in the form of three patrol shifts, and an administrative service section which supervises the Patrol Office, the Warrant Officer, the K-9 Unit, the Traffic Unit, and the Street Crimes Unit. It also serves to coordinate division training and other special projects. Officers assigned to field operations, in this division, respond to calls for service, provide traffic direction, enforcement, and assist citizens in solving neighborhood problems.

The **Criminal Investigative Division** provides Investigative Services with several units of detectives that investigate family violence, crimes against children, burglary, theft, assaults, financial crimes, drug crimes, as well as providing victim services to the community. Additionally, the Special Crimes Unit investigates violent crimes 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 around the clock to respond and assist Patrol with investigations that are specific to the Unit's responsibilities. It is also responsible for investigating any officer involved use of deadly force incident that results in serious injury, or the death of a person. The Unit works closely with the Victim Services Unit, and the Advocacy Center, to provide resources for victims of violent crimes. Special Crimes has formed a partnership with Adult Probation and the State Parole Board to monitor 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 occurrences. The Victim Services Unit provides immediate intervention at crime scenes, as well as follow up services for the victims. It also assists the department in 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 works in conjunction with the Children's Advocacy Center and the Child Protective Services Agency.

This unit is closely aligned with the McLennan County Child Fatality Review Team as well as with area law enforcement agencies on child abuse cases that cross jurisdictional boundaries. SAFE stands for Support,

Abatement, Forfeiture, and Enforcement. This 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. The Neighborhood Investigators follow up on all criminal offenses not assigned to a specialized unit. The Drug Enforcement Section focuses on eliminating mid and upper level sources of supply of illegal substances, along with vice and gambling within the city.

The **Support Services Division** provides special services such as dispatch, record keeping, community outreach, crime scene processing, computer forensics, and public information. 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, 6 smaller departments within the county, calls for animal control, and countywide calls of 14 volunteer fire departments. The unit partners with the McLennan County 911 District for dispatch training. 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, prepares police reports, is responsible for the sale of abandoned motor vehicles, answers open records requests, and works with the media in the absence of the Public Information Officer. The Community Outreach and Support Section includes crime prevention programs, coordinates the Citizens on Patrol program, the Citizens Police Academy, Crime Stoppers, police chaplains, 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 ensure accurate information is relayed to the public and good tips are received for our investigations and programs. Support Services Division also provides internal personnel management and training, planning, and budget work, and internal investigations. The Personnel Unit is charged with the recruitment and selection of police officers and civilian personnel. The Training Unit conducts and coordinates training for the department to include new officer training, in-service training, and firearms and emergency vehicle training. The Planning and Budget Unit prepares short and long term planning reports, applies for and administers grants, coordinates the purchase of uniforms, equipment, and supplies, oversees policy updates, prepares payroll and administers the Department's budget. The Professional Standards and Conduct Unit investigates allegations of employee misconduct and reports directly to the police chief.

FY20 Objective

- The Community Services Division (Patrol) will continue proactive efforts to reduce crime, enforce traffic laws, improve traffic safety, reduce crashes, 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.

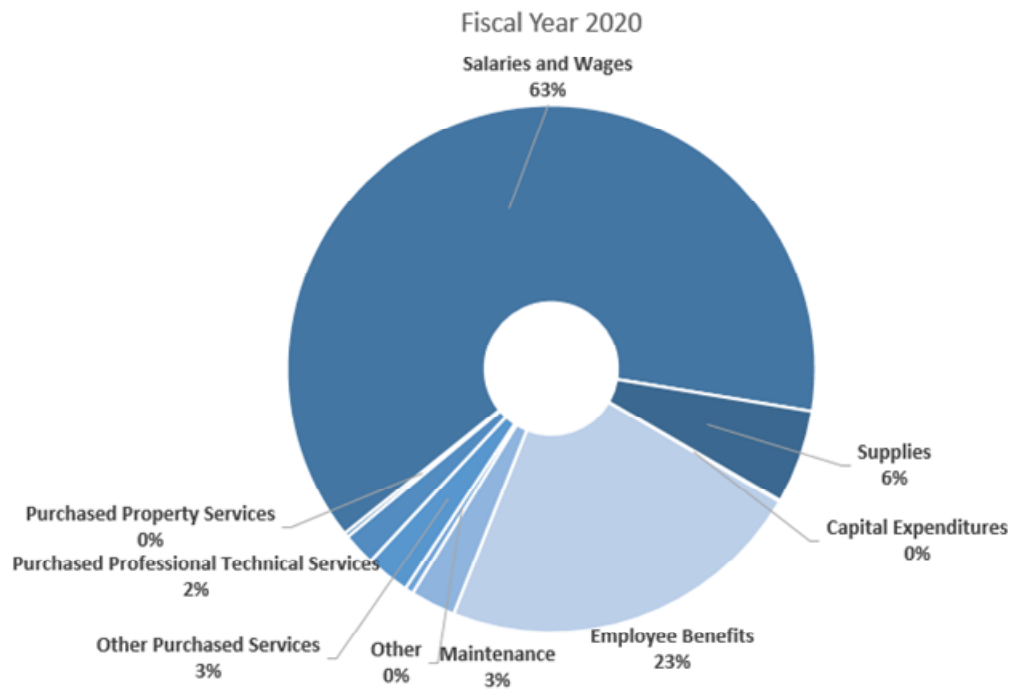
Police Department Fund



FY20 Budget Changes

Recurring and one-time additions total \$662,113. Recurring funds of \$617,813 are included to add 5 Police Officers and 2 Detectives. One-time Requests include funding of \$8,500 to purchase metal shooting targets, \$5,900 for a remote targeting system, \$3,800 for range lighting, \$1,200 for GPS tracking lines, \$3,500 for GPS trackers, \$3,800 for airbag control readers, and \$17,600 for document retention conversion of sensitive police files.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	25,108,665	25,744,305	25,744,305	26,107,010	334,469	26,441,479
	Employee Benefits	8,757,747	9,330,793	9,330,793	9,272,111	171,866	9,443,977
	Purchased Professional Technical Services	634,572	920,288	920,288	821,317	18,800	840,117
	Purchased Property Services	42,409	116,166	116,166	116,166	-	116,166
	Maintenance	1,430,423	1,266,799	1,266,799	1,132,316	23,092	1,155,408
	Other Purchased Services	1,100,587	1,196,893	1,196,893	1,094,815	25,018	1,119,833
	Supplies	2,178,080	2,058,873	2,058,873	2,318,987	88,868	2,407,855
	Other	66,840	216,900	216,900	216,900	-	216,900
	Capital Expenditures	151,961	262,326	262,326	39,000	-	39,000
Operating Total		39,471,283	41,113,343	41,113,343	41,118,623	662,113	41,780,736
Non-Operating	Transfers Out	-	-	-	-	-	-
Non-Operating Total		-	-	-	-	-	-
Grand Total		39,471,283	41,113,343	41,113,343	41,118,623	662,113	41,780,736



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Police Chief	146	1.00	1.00	1.00	1.00
Emergency Communications Manager/911	130	1.00	1.00	1.00	1.00
Police Records Manager	130	1.00	1.00	1.00	1.00
Police Planning & Budget Manager	127	1.00	1.00	1.00	1.00
Police Records Supervisor	221	8.00	8.00	8.00	8.00
		12.00	12.00	12.00	12.00
Clerical and Professional					
Police Digital Media Supervisor	225	1.00	1.00	1.00	1.00
Police Certified Crime Analyst	224	2.00	2.00	2.00	2.00
Victim Services Manager	223	1.00	1.00	1.00	1.00
911 Telecommunicator Supervisor	223	7.00	7.00	7.00	7.00
Police Digital Media Technician	222	1.00	1.00	1.00	1.00
Police Planner	222	3.00	3.00	3.00	3.00
Crime Prevention Specialist (Civilian)	221	1.00	1.00	1.00	1.00
Laboratory/Crime Scene Technician	221	-	-	1.00	1.00
Latent Print Examiner	221	-	-	1.00	1.00
Sex Offender Registration Ccoordinator	220	1.00	1.00	1.00	1.00
Latent Print/Crime Scene Technician	219	7.00	7.00	5.00	5.00
Victim Services Ccoordinator	218	1.00	1.00	2.00	2.00
911 Telecommunicator	218	28.00	28.00	28.00	28.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
Warrants Coordinator	217	1.00	1.00	1.00	1.00
Police Staff Specialist	217	1.00	1.00	1.00	1.00
Police Open Records Representative	217	2.00	2.00	2.00	2.00
Administrative Assistant	215	1.00	1.00	1.00	1.00
Police Records Representative	215	16.00	16.00	16.00	16.00
Property Room Technician	215	2.00	2.00	2.00	2.00
Office Specialist	213	6.00	6.00	5.00	5.00
		83.00	83.00	84.00	84.00
Labor Operations					
Assistant Police Chief	904	3.00	3.00	3.00	3.00
Police Commander	903	10.00	10.00	10.00	10.00
Police Sergeant	902	36.00	36.00	36.00	36.00
Police Officer	901	200.00	202.00	201.00	208.00
		249.00	251.00	250.00	257.00
Total Full Time		344.00	346.00	346.00	353.00
Part Time Employees (shown as FTE's)					
Background Investigator-PT	221	0.95	0.95	0.95	0.95
Latent Print/Crime Scene Technician-PT	219	0.95	0.95	0.95	0.95
911 Telecommunicator-PT	218	1.90	1.90	1.90	1.90
Assistant Sex Offender Registration Ccoordinator-PT	217	0.475	0.475	0.475	0.475
Police Records Representative-PT	215	1.925	1.925	1.925	1.925
Total Part Time (FTE's)		6.20	6.20	6.20	6.20
Total Employees		350.20	352.20	352.20	359.20

Mission Statement

To provide and maintain reliable and cost-effective infrastructure that ensures customer satisfaction and the long-term best interest of the community.

Departmental Overview

The Traffic Division serves the community through maintenance, operation, and installation of traffic related infrastructure. The Traffic Division supports numerous departments within the City.

Programs of Service

Traffic Engineering – The traffic engineering group supports new developments through review of traffic related issues including traffic impact analysis, access management review, Americans with Disabilities Act (ADA) compliance of public improvements and adherence with current traffic and parking related City ordinances. The group also permits small cell installations, addresses citizen traffic related concerns, develops and/or reviews traffic control plans for both special events and construction activities. In addition, the Traffic Division develops plans and specification for new signal installation and existing signal modifications. Lastly, the traffic engineering group develops and manages the traffic engineering division budget.

Traffic Operations consists of both the signs and markings group and traffic signals group.

The Traffic Signs and Markings group maintain all signage and striping within the City. This includes assuring regulatory compliance with regards to sign maintenance, addressing work orders for new sign installations, and administration of the annual pavement striping program. In addition to these duties, the signs and marking group assists with traffic control for special events seven day a week.

The Traffic Signals group is responsible for the installation and/or maintenance of the City's 184 traffic signals and well over 4,000 street lights. In addition, the group maintains all electric related infrastructure within the right of way, beyond traffic signals and streetlights this includes permanently mounted radar signs, school zone signage and hawk signals.

The traffic operations group, as a whole, is responsible for 24 hour emergency response for incidents that require traffic control and/or signal infrastructure mitigation.

FY20 Objectives

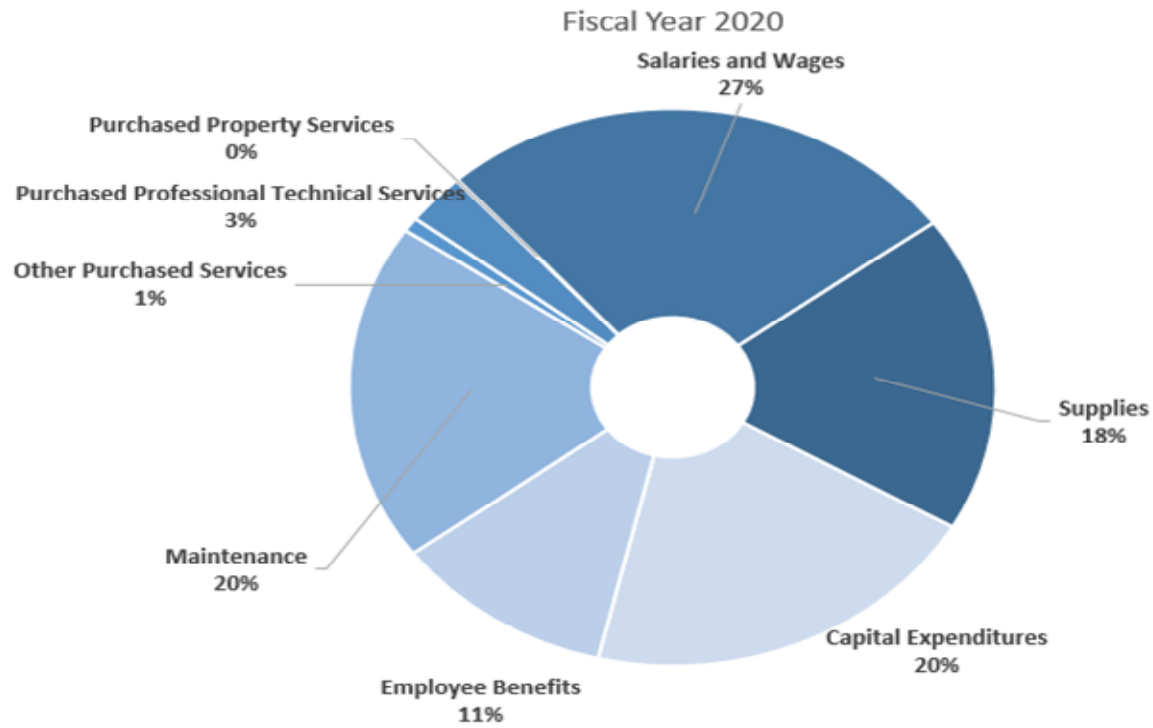
- Respond to resolution level all Citizen Request within 10 working days
- Recruit and retain quality individuals within the division and maintain 100% fulfillment of budgeted positions
- Complete new 3 year striping maintenance program and administer year one of program
- Complete phase 1 of the traffic signal communications upgrade plan
- Support existing and new staff through professional development that add certain levels of expertise with City staff

- Continue to provide excellence in respectful, professional customer service for citizens, developers and their engineers, contractors, various City departments, City staff, through the “Find a Way to Say Yes” Initiative
- Continue to Support the City’s effort to develop multi modal infrastructure with thoughtful plan development considering passenger vehicles, transit, freight, bicycles and pedestrians

FY20 Budget Changes

One-time requests total \$803,000. One-time funding of \$100,000 is included for intersection safety priority projects, \$25,000 for neighborhood traffic calming, \$25,000 for changeable message boards, \$15,000 for portable signal poles, \$288,000 for street safety improvements, and \$350,000 for traffic signal modifications.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	798,321	954,411	954,411	1,084,314	-	1,084,314
	Employee Benefits	355,209	421,036	421,036	454,588	-	454,588
	Purchased Professional Technical Services	57,050	230,685	230,685	122,761	-	122,761
	Purchased Property Services	2,326	2,664	2,664	2,664	-	2,664
	Maintenance	597,243	938,320	938,320	804,703	-	804,703
	Other Purchased Services	31,115	50,174	50,174	34,456	-	34,456
	Supplies	672,835	772,499	772,499	751,728	-	751,728
	Other	-	-	-	-	-	-
	Capital Expenditures	390,391	529,500	529,500	30,000	803,000	833,000
Operating Total		2,904,489	3,899,289	3,899,289	3,285,214	803,000	4,088,214
Grand Total		2,904,489	3,899,289	3,899,289	3,285,214	803,000	4,088,214



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
City Engineer	136	0.05	-	-	-
Traffic Engineering Manager	136	1.00	1.00	1.00	1.00
Traffic Supervisor-CDL	122	1.00	1.00	1.00	1.00
		2.05	2.00	2.00	2.00
Clerical and Professional					
Development Engineer	133	-	-	1.00	1.00
Traffic Engineer	132	1.00	1.00	-	-
Traffic Engineer in Training	129	1.00	1.00	1.00	1.00
Public Works Finance Officer	127	0.05	0.05	0.05	0.05
Traffic Analyst	220	2.00	2.00	2.00	2.00
		4.05	4.05	4.05	4.05
Labor Operations					
Traffic Signs & Markings Lead-CDL	221	1.00	1.00	1.00	1.00
Traffic Signal Technician Lead-CDL	221	1.00	1.00	1.00	1.00
Sign Shop Fabricator-CDL	220	1.00	1.00	1.00	1.00
Traffic Signal Technician-CDL	217	5.00	5.00	5.00	5.00
Senior Heavy Equipment Operator-CDL	217	2.00	2.00	2.00	2.00
Traffic Signs & Markings Technician-CDL	214	5.00	5.00	5.00	5.00
		15.00	15.00	15.00	15.00
Total Full Time		21.10	21.05	21.05	21.05
Part Time Employees (shown as FTE's)					
Intern-PT	210	-	-	0.475	0.475
Total Part Time (FTE's)		-	-	0.475	0.475
Total Employees		21.10	21.05	21.525	21.525

Mission Statement

The Waco-McLennan County Library connects individuals to quality and diverse resources for education, information, and recreation.

Departmental Overview

Through its main library, three branches, physical collections, and online resources the Waco-McLennan County Library system seeks to educate, inform, and entertain the community. The Library provides services to residents of McLennan County, circulating over 658,000 items annually.

The library system owns over 346,000 items in a variety of formats including books, magazines, audiobooks, music CDs, DVDs, eBooks and eAudiobooks. The Library's website, www.wacolibrary.org, provides access to the online catalog and a growing collection of online resources including reference materials, research databases, and computer assistance.

Programs of Service

A variety of programs for all ages are offered as a complement 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, open seven days a week, is the main library in the system and offers the largest variety of library services and materials as well as the Local History Room. Three branch libraries, West Waco Library & Genealogy Center, South Waco Library, and East Waco Library play a crucial role in providing services to Waco's diverse communities.

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.

- Books, magazines, music CDs, DVDs, audiobooks
- eBooks, eAudiobooks, eMagazines
- Online databases
- Reference and research assistance
- Genealogy reference service
- Collecting and archiving local history documents
- Computers, printers, Internet access, and Wi-Fi
- Interlibrary Loan
- Meeting, conference, and study rooms
- Copier and fax
- Programs for all ages
- Free passes to local attractions
- Literacy Kits, sensory backpacks, blood pressure monitoring kits

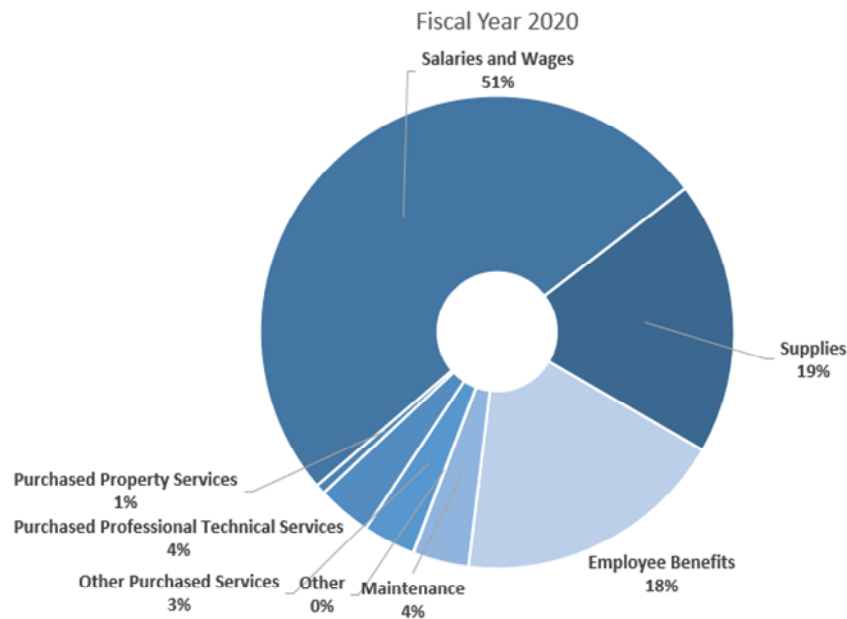
FY20 Objectives

- Increase awareness of library services to county residents
- Increase partnerships with community organizations
- Increase the size and scope of the collection
- Increase and expand outreach services

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,819,906	1,970,614	1,970,614	2,104,407	-	2,104,407
	Employee Benefits	681,379	759,380	759,380	769,676	-	769,676
	Purchased Professional Technical Services	209,793	239,820	239,820	153,545	-	153,545
	Purchased Property Services	17,375	27,816	27,816	27,816	-	27,816
	Maintenance	128,837	172,637	172,637	157,276	-	157,276
	Other Purchased Services	143,585	149,039	149,039	148,240	-	148,240
	Supplies	779,241	808,172	808,172	775,042	-	775,042
	Other	1,116	1,308	1,308	1,308	-	1,308
	Capital Expenditures	15,996	37,000	37,000	-	-	-
Operating Total		3,797,226	4,165,786	4,165,786	4,137,310	-	4,137,310
Non-Operating	Interdepartmental Billing	168,341	173,392	173,392	-	-	-
Non-Operating Total		168,341	173,392	173,392	-	-	-
Grand Total		3,965,567	4,339,178	4,339,178	4,137,310	-	4,137,310



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Library Services	141	1.00	1.00	1.00	1.00
Library Branch Manager	128	4.00	4.00	4.00	4.00
Library Technical Services Supervisor	124	1.00	1.00	1.00	1.00
Library Circulation Supervisor	124	1.00	1.00	1.00	1.00
Library Genealogy & Periodicals Supervisor	124	1.00	1.00	1.00	1.00
		8.00	8.00	8.00	8.00
Clerical and Professional					
Senior Financial Analyst	125	1.00	1.00	1.00	1.00
Library Community Services Supervisor	124	1.00	1.00	1.00	1.00
Children's Librarian	122	3.00	3.00	3.00	3.00
Librarian	222	8.00	8.00	8.00	8.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
Library Associate	214	18.00	18.00	18.00	18.00
		32.00	32.00	32.00	32.00
Total Full Time		40.00	40.00	40.00	40.00
Part Time Employees (shown as FTE's)					
Library Assistant-PT	211	7.675	7.675	7.60	7.60
Total Part Time (FTE's)		7.675	7.675	7.60	7.60
Total Employees		47.675	47.675	47.60	47.60

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.

Departmental Overview

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.

Programs of Service

- Administration
 - Budgeting / Payroll
 - Purchasing
 - Facility Rentals
 - Contract Management
 - Youth Council
- Park Development
 - Park Planning
 - Project Management
 - Renovations and Amenities
 - Landscape Architecture
 - Trail System Management
- Park Maintenance
 - Mowing and Landscaping
 - Creek and Right of Way Management
 - Park Irrigation
 - Park Construction
 - Event Support
- Athletics
 - Youth Sports Programming and Leagues
 - Adult Sports Programming and Leagues
 - Sports Clinics
 - Riverbend Park and Hart Patterson Track Management
 - Sport Field Use Agreements
- Community Centers
 - After School and Summer Camps
 - Fitness and Education Programming
 - Facility Rentals and Community Meetings
 - Community Computer Labs
 - Seniors, Adult and Youth Programming

- Waco Mammoth National Monument
 - Site Management
 - Guided Tours
 - Educational Programs and Events
 - Retail and Welcome Center Operation
 - Partnership Collaboration with National Park Service and Baylor University
- Outdoor Events and Marketing
 - Event Production
 - Community Event Management
 - Media Relations
 - Marketing and Promotion Management
 - Social Media Operations
- Cottonwood Creek Golf Course
 - Golf Course Management
 - Grounds Maintenance and Landscaping
 - Tournament Facilitation
 - Youth, Adult and Senior Programming
 - Pro Shop, Concessions and Club Fitting Operations
- Park Rangers
 - Park Security and Patrol
 - Outdoor Recreation
 - Interpretative and Educational Programming
 - River and Equine Patrol
 - Event Support

Services include Administration, Park Development, Park Maintenance, Recreation, Park Rangers, Cottonwood Creek Golf Course and Waco Mammoth National Monument.

Parks development is 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 advance bidding and construction for the Waco Suspension Bridge Rehabilitation Project, improvement projects in Trailblazer Park and completion of the Cameron Park Zoo Sculpture Trail Project along University Parks Drive.

The **Parks Maintenance** Division maintains more than 3,376 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 Division provides adult athletics including flag football, softball, soccer,

volleyball and basketball while offering youth sports leagues in flag football, track and field, futsal and youth basketball. Dubl-R Fields at Riverbend Park has a significant economic impact by hosting baseball and girls' fast pitch softball tournaments, as well as private rentals. The Athletics Division is responsible for coordinating rentals of all city athletic fields and working with organizations who have Facility Use Agreements in place. The Waco Mammoth National Monument continues to experience more than 100,000 guests annually. The site has become one of Waco's top five most visited attractions, with tourists from all 50 US states and 72 foreign countries. The Special Events/Marketing division oversees the city's Event Committee and ordinances, the department's promotions, online/social media marketing and media relations. It also produces the popular Brazos Nights concert series in Downtown Waco, Fourth on the Brazos Celebration at McLane Stadium's Touchdown Alley, Pints in the Park and Waco Wonderland. Staff also facilitates more than 200 community events each year such as the Magnolia Silo District Marathon and Silobration, the Texas Food Truck Showdown and the Waco Cultural Arts Festival.

Cottonwood Creek Golf Course excels in providing a high quality golf experience at an affordable cost for golfers. The site features an 18-hole championship golf course, 9-hole junior course, practice putting green, chipping area, bunker and driving range. In addition, Cottonwood offers a state-of-the-art Pro Shop, custom club fitting, club repair services and snack bar. The course is home to the Starburst Junior Golf Classic Tournament and provides a women's golf league, men's golf league and the largest senior league in Texas. Cottonwood hosts more than 100 regional and state tournaments annually.

Park Ranger priorities include an increased emphasis on Brazos River Corridor land and water patrols, along with departmental safety programs. Rangers act as ambassadors for the City and promote park stewardship through outdoor programming and service projects with volunteers. Rangers also provide security for special events and the Texas Ranger Hall of Fame & Museum, area park patrols via horse/vehicle/golf cart/bike/boat, interpretive and educational programs and coordinate trail maintenance projects with volunteers and department staff. In an effort to educate park users about conservation and stewardship, new programming has been implemented.

FY20 Objectives

- Administration
 - Work with Finance to find a solution to provide citizens/customers on-line activity and league registrations and payments
 - Train staff and begin using the Tyler Munis work order system
 - Train staff and begin using the LMS Training software
 - Begin reviewing options to upgrade the City's recreation software used by multiple departments including Parks and Recreation, Texas Ranger Museum, Tourist Information, and Cottonwood Creek Golf Course
- Park Development
 - Advance Park Improvement Program with design and construction of pavilion and playground additions to Trailblazer Park
 - Complete the Cameron Park Zoo Sculpture Trail Project with the addition of 28 animal-themed sculptures along University Parks Drive

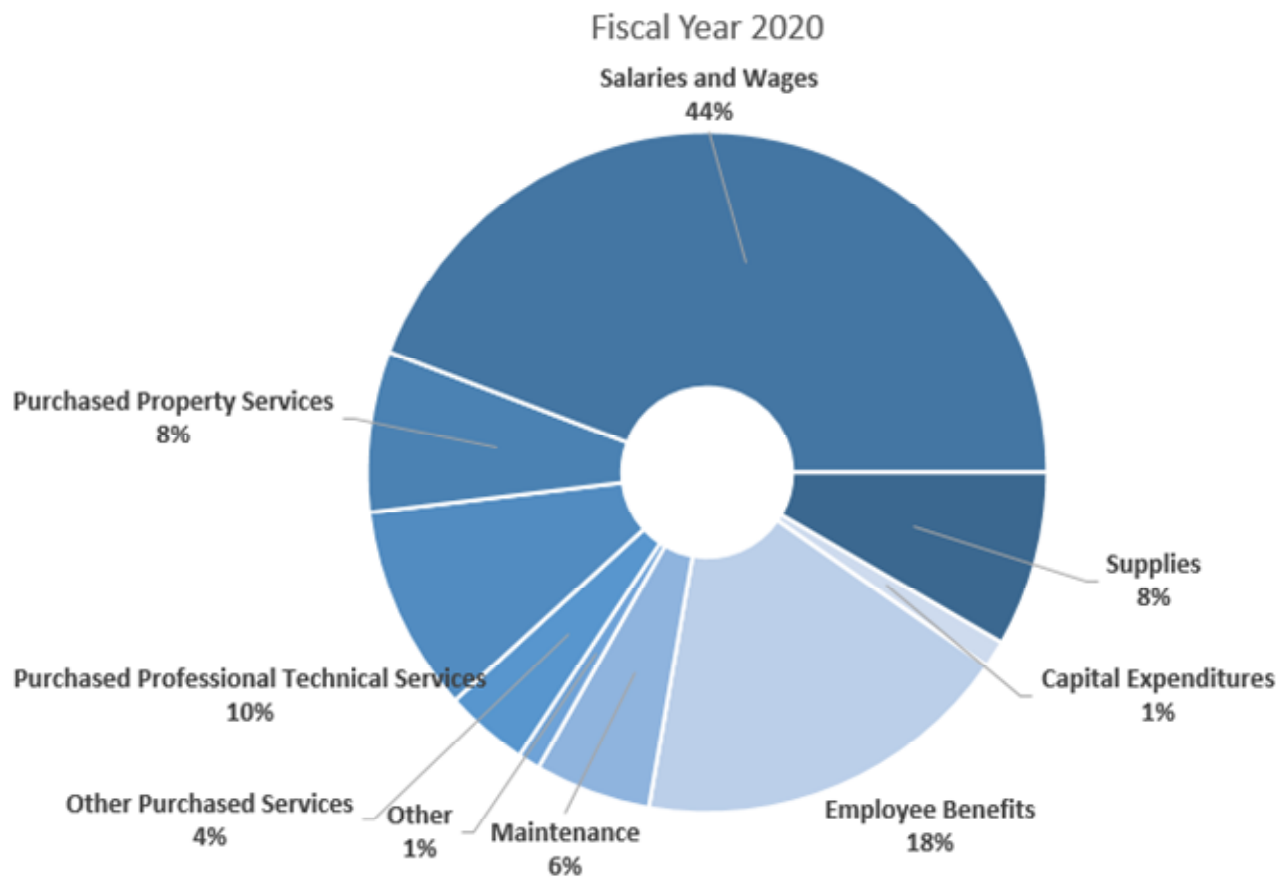
- Advance bidding and construction for the Waco Suspension Bridge Rehabilitation Project
 - Support the completion of the Doris Miller Memorial project, to include graphic relief panels and signage
 - Outdoor Events and Marketing
 - Continue to work with community partners to expand events such as Pints in the Park, Waco Wonderland and Brazos Nights into regional tourism events
 - Continue to build the event ordinance process to ensure streamlined operations internally as well as in all city departments
 - Develop new marketing strategies to promote events, department programs and continue to expand social media presence
 - Collaborate with the Waco Convention and Visitor Bureau and other community partners to identify new opportunities for targeting tourism in the greater Waco area
 - Increase presence and support for events produced by external organizations
- Park Rangers
 - Continue Ranger patrol and acting ambassadors of Cameron Park, Brazos River Corridor, and other recreation facilities
 - Promote volunteer projects within the community and park user groups to include park clean-up efforts and trail maintenance project coordination
 - Continue focus on park stewardship and conservation through outdoor programming such as Wild Wednesdays, Bike Month: Ride with a Ranger, Stewardship Saturdays and Junior Ranger programs
 - Help execute strategies labelled “high-priority” in Waco Mammoth National Monument’s Strategic Plan, including: 1) Explore ways to create facilities that complement programs and meet the needs of the current and future generations, 2) Clearly define roles and responsibilities within the partnership in a way that leverages partner resources and increases effectiveness, 3) Improve focus, visibility, use, and care of collections in the park, and 4) Foster a collaborative partnership through regular, effective, and inclusive communication between partners
 - Implement expanded and additional projects to compliment work with partnering organizations to facilitate the execution of Waco Mammoth National Monument’s Strategic Plan, which “includes mechanisms for implementing the plan and monitoring progress toward the goals and strategies included in them”
- Park Maintenance
 - Complete bid out process for mowing of FM 1637
 - Complete GIS mapping of ROW areas to be maintained
 - Begin implementation of the work order system through Tyler/Munis in the Parks Maintenance Division
- Community Centers
 - Effectively promote and publicize area recreational programs and events offered at community centers in an effort to increase participation in programs and recreation opportunities

- Continue to host back-to-school events, which provide school supplies, uniforms and haircuts to students
- Increase outreach programs geared towards youth in After School Programs, Summer Camps, Spring Break Camps and Winter Break Camps
- Continue to enhance the tutoring programs offered at community centers, which assist area youth with STAAR test preparations. Increase teen programming, with a focus on college preparedness
- Continue to host meetings and classes at community centers, including GED/ESL classes offered through McLennan Community College, Legal Advice Clinic through Greater Waco Legal Service and Neighborhood Association Meetings
- Provide comprehensive educational, social, recreational and healthy programs for seniors to enhance their quality of life
- Provide First Aid/CPR/AED classes for community center staff
- Encourage volunteerism and provide opportunities for learning and socialization to promote personal growth and well-being
- Continue collaborating with outside agencies to provide community events, such as Health and Safety Fairs, MLK Peace Rally, National Night Out, Easter Egg Hunt, Juneteenth Carnival and a wide variety of other outreach events
- Incorporate weight loss and health challenges in fitness programs to build a healthier community
- Athletics
 - Continue to provide sports programming for youth and adults
 - Sports marketing and tournament management
 - Increase utilization of Hart-Patterson Track and Field Complex
- Cottonwood Creek Golf Course
 - Implementation of marketing strategies to increase awareness and customer base
 - Emphasis on memberships and management of tournaments and senior league
 - Community partnerships with local businesses

FY20 Budget Changes

One-time requests total \$41,640. One-time requests include funding of \$1,115 for the purchase of a computer and software, \$525 for temporary fencing, \$10,000 for advertising special events, \$20,000 for Brazos Nights, and \$10,000 for special events security.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	4,006,054	5,028,775	5,028,775	5,552,495	-	5,552,495
	Employee Benefits	1,859,445	2,178,114	2,178,114	2,272,093	-	2,272,093
	Purchased Professional Technical Services	1,109,531	1,566,835	1,566,835	1,202,025	30,000	1,232,025
	Purchased Property Services	800,647	963,276	963,276	963,276	-	963,276
	Maintenance	737,397	702,999	702,999	692,733	-	692,733
	Other Purchased Services	432,628	483,334	483,334	488,453	10,710	499,163
	Supplies	966,405	1,070,134	1,070,134	1,045,143	930	1,046,073
	Other	122,692	132,736	132,736	132,736	-	132,736
	Capital Expenditures	182,937	121,429	321,429	165,470	-	165,470
Operating Total		10,217,735	12,247,633	12,447,633	12,514,425	41,640	12,556,065
Non-Operating	Interdepartmental Billing	(373,714)	(384,926)	(384,926)	-	-	-
Non-Operating Total		(373,714)	(384,926)	(384,926)	-	-	-
Grand Total		9,844,021	11,862,707	12,062,707	12,514,425	41,640	12,556,065



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Parks & Recreation	144	1.00	1.00	1.00	1.00
Recreation Superintendent	128	1.00	1.00	1.00	1.00
Parks Superintendent	128	1.00	1.00	1.00	1.00
Parks & Recreation Finance Supervisor	127	1.00	1.00	1.00	1.00
Park Ranger Supervisor	126	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	123	3.00	3.00	3.00	3.00
Parks Field Supervisor-CDL	220	-	-	3.00	3.00
Parks Field Supervisor	220	4.00	4.00	1.00	1.00
		12.00	12.00	12.00	12.00
Clerical and Professional					
Event & Promotions Coordinator	128	1.00	1.00	1.00	1.00
Senior Park Planner	126	1.00	1.00	1.00	1.00
Community Center Manager	126	1.00	1.00	1.00	1.00
Parks & Recreation Finance Analyst	124	1.00	1.00	1.00	1.00
Event & Promotions Specialist	123	1.00	1.00	1.00	1.00
Athletic Program Coordinator	121	1.00	1.00	1.00	1.00
Historic Site Manager	121	1.00	1.00	1.00	1.00
Park Ranger Lead	121	1.00	1.00	1.00	1.00
Community Center Supervisor	121	3.00	3.00	3.00	3.00
Park Planner	222	1.00	1.00	1.00	1.00
Park Development Inspector	220	1.00	1.00	1.00	1.00
Promotions Specialist	219	1.00	1.00	1.00	1.00
Recreation Programmer	219	5.00	5.00	5.00	5.00
Events Specialist	218	1.00	1.00	1.00	1.00
Recreation Lead	217	5.00	5.00	5.00	5.00
Administrative Assistant	215	2.00	2.00	2.00	2.00
Office Specialist	213	1.00	1.00	1.00	1.00
Historic Site Assistant	210	4.00	4.00	4.00	4.00
		32.00	32.00	32.00	32.00
Labor Operations					
Master Electrician-CDL	222	1.00	1.00	1.00	1.00
Facilities Maintenance Technician-CDL	217	2.00	2.00	1.00	1.00
Parks Crew Leader-CDL	217	-	-	1.00	1.00
Parks Crew Leader	217	4.00	4.00	3.00	3.00
Landscaping Technician-CDL	217	4.00	4.00	1.00	1.00
Parks Maintenance Technician-CDL	216	-	-	3.00	3.00
Equipment Mechanic	216	1.00	1.00	1.00	1.00
Park Ranger	216	7.00	7.00	8.00	3.00
Senior Parks Maintenance Worker-CDL	212	-	-	13.00	13.00
Senior Parks Maintenance Worker	212	29.00	29.00	16.00	16.00
Parks Maintenance Worker	210	5.00	5.00	5.00	5.00
Parks Laborer	208	24.00	24.00	24.00	24.00
		77.00	77.00	77.00	77.00
Total Full Time		121.00	121.00	121.00	121.00
Part Time Employees (shown as FTE's)					
Recreation Programmer-SEASONAL	219	0.40	0.40	0.40	0.40
Park Ranger-PT	216	3.35	3.35	3.125	3.125
Historic Site Assistant-PT	210	3.60	3.60	3.60	3.60
Recreation Aide-PT	209	8.63	8.63	8.565	8.565
Recreation Aide-SEASONAL	209	4.6176	4.6176	4.6176	4.6176
Parks Laborer-PT	208	0.95	0.95	0.95	0.95
Total Part Time (FTE's)		21.5476	21.5476	21.2576	21.2576
Total Employees		142.5476	142.5476	142.2576	142.2576

Mission Statement

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

Departmental Overview

Housing is responsible for the oversight of federal entitlement grants received from the U.S. Department of Housing and Urban Development (HUD). The City partners with different non-profits throughout the City of Waco to provide funding for different social service programs, such as childcare and after-school programs, housing assistance programs, such as roof repair and down payment assistance, for the benefit of low income citizens within the City of Waco.

Programs of Service

The Housing department provides the full array of HUD grant services that provide housing and community improvements through: home construction, down payment assistance for home purchase, home rehabilitation, including roof and minor home repairs, tenant based rental assistance, public facility improvements and access, and public services with community partners for homeless shelters, drug/substance abuse services, childcare services and job training services, along with homeless service coordination.

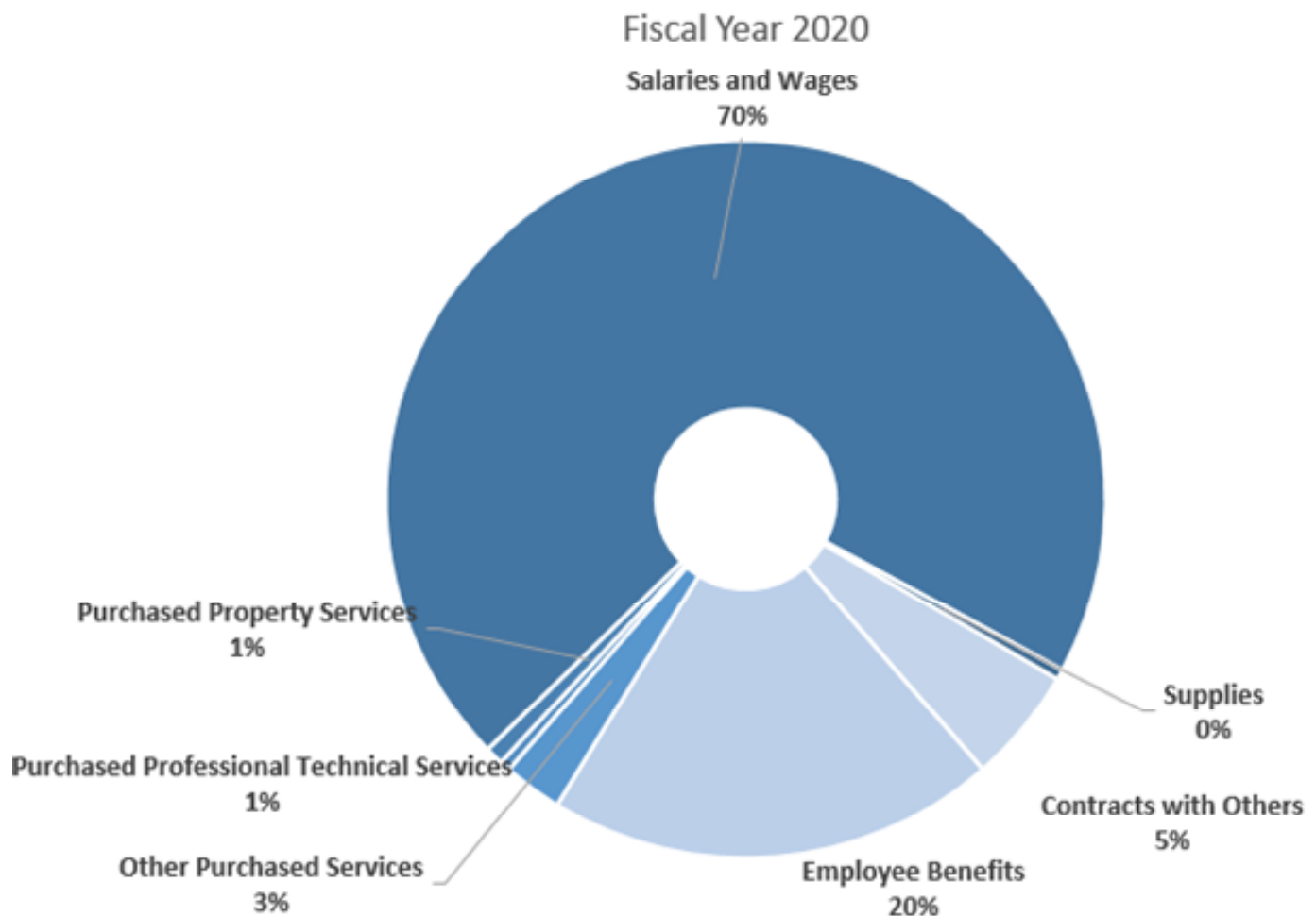
FY20 Objectives

- The City of Waco’s Housing and Community Development Department will act to help stabilize and revitalize our neighborhoods through housing programs and improve the quality of life for residents through assistance provided to community partners.
- The housing programs will create housing opportunities to address the entire spectrum of housing needs, including homelessness, special needs, and affordable housing. The City of Waco will maintain and establish new key local, state and national partnerships to ensure continuing success and stimulate private investment in housing development.
- The community partners will increase the services provided to assist in the improvement of the quality of life for residents through the various programs that are offered, including decreasing the number of chronic homeless persons in Waco, offering job skills training, and additional services for residents that may serve as barriers to improved quality of life.
- 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.

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	283,470	329,119	329,119	469,893	-	469,893
	Employee Benefits	110,053	108,462	108,462	135,487	-	135,487
	Purchased Professional Technical Services	6,758	49,560	49,560	3,130	-	3,130
	Purchased Property Services	253	3,000	3,000	5,500	-	5,500
	Other Purchased Services	15,991	17,220	17,220	17,780	-	17,780
	Supplies	12,116	3,680	3,680	2,960	-	2,960
	Other	-	-	-	-	-	-
	Contracts with Others	-	35,000	35,000	35,000	-	35,000
Operating Total		428,641	546,041	546,041	669,750	-	669,750
Grand Total		428,641	546,041	546,041	669,750	-	669,750



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Housing	144	1.00	1.00	1.00	1.00
Assistant Director of Housing	135	0.70	0.70	0.70	0.70
Economic Development Manager	132	1.00	1.00	-	-
Compliance Manager	130	0.60	0.60	0.60	0.60
Housing & Economic Development Finance Supervisor	127	0.50	1.00	0.70	0.70
		3.80	4.30	3.00	3.00
Clerical and Professional					
Economic Development Coordinator	123	1.00	1.00	-	-
Homeless Program Coordinator	122	1.00	1.00	1.00	1.00
Housing Finance Specialist	216	0.20	0.20	0.20	0.20
		2.20	2.20	1.20	1.20
Total Employees		6.00	6.50	4.20	4.20

Mission Statement

To provide a summarized presentation of the City's General Fund-funded contracts with other agencies.

Departmental Overview

This department contains contributions made from the General Fund to support contracts with outside agencies.

Programs of Service

Contracts with Others accounts for contracts with outside agencies.

FY20 Objectives

- Provide an accurate accounting of payments paid to outside agencies

GENERAL FUND SUMMARY OF CONTRACTS WITH OTHERS

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Budget
Advocacy Center	119,446	84,419	84,419	84,419
Arts & Historic	29,250	29,250	29,250	29,250
Caritas	48,863	52,305	52,305	50,000
Centex African American Chamber	68,000	93,000	93,000	93,000
Centex Hispanic Chamber	118,000	118,000	118,000	118,000
Centex Sr Ministry	28,000	28,000	28,000	35,000
Creative Waco	362,085	438,240	438,240	377,000
Downtown Dev Corp	268,604	246,401	246,401	234,000
Economic Development Grant	609,000	635,000	635,000	635,000
Greater Waco Chamber	165,000	165,000	165,000	165,000
Greater Waco Sports Commission	75,000	-	-	-
HOT Goodwill Industries	71,412	71,412	71,412	71,412
HOTCOG	11,652	12,000	12,000	12,000
MCCAD	729,872	827,100	827,100	852,100
McLennan County	155,364	166,250	166,250	166,250
MHMR	39,322	39,322	39,322	39,322
Prosper Waco Collective Impact	160,240	100,000	100,000	100,000
Rosemound Cemetery	125,000	-	-	-
The Cove	52,291	52,291	52,291	-
Baylor Campustown	-	-	-	29,000
Waco Foundation	30,000	-	-	-
Total Expenditures	3,266,400	3,157,990	3,157,990	3,090,753

Mission Statement

To provide accounting of non-departmental expenditures.

Departmental Overview

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

FY20 Objectives

- Provide an accurate accounting of City-wide, non-departmental expenditures

GENERAL FUND SUMMARY OF NON-DEPARTMENTAL

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
Special Svcs - Engineering	1,834,366	1,909,709	1,909,709	1,909,709	-	1,909,709
Billings - From Others	168,341	173,392	173,392	1,945	-	1,945
Miscellaneous	(66)	-	-	-	-	-
Interdepartmental Billing	2,002,707	2,083,101	2,083,101	1,911,654	-	1,911,654
Other Expenses-Indirect	78,446	153,959	153,959	138,390	-	138,390
Billings To Others	(1,266,747)	(1,886,752)	(1,886,752)	-	-	-
Indirect - Cost Allocation Overhead	(1,188,301)	(1,732,793)	(1,732,793)	138,390	-	138,390
Transfer To - Facil Cash CIP	500,000	116,000	116,000	-	-	-
Transfer To - Parks Cash CIP	339,000	-	-	-	-	-
Transfer - To Streets Cash CIP	1,407,590	3,314,852	3,457,852	-	6,481,910	6,481,910
Transfers Out - Cash CIP	2,246,590	3,430,852	3,573,852	-	6,481,910	6,481,910
Transfer To - Health Services	3,495,389	3,837,160	3,837,160	3,863,148	-	3,863,148
Transfer To- Demo/Lot Clearanc	175,000	175,000	175,000	175,000	-	175,000
Transfer To - Equip Replace	-	600,000	600,000	700,000	-	700,000
Transfer To - Rolling Stock	1,730,000	-	-	-	-	-
Transfer To - Airport Fund	338,071	453,898	453,898	453,898	-	453,898
Transfer To - Ranger Hof	311,895	538,787	538,787	538,787	-	538,787
Transfer To - Transit Services	178,448	1,901,728	1,901,728	701,728	-	701,728
Transfer To - Cameron Park Zoo	2,579,674	2,758,019	2,758,019	2,696,770	-	2,696,770
Transfer To - EcoDev	2,000,000	2,250,000	2,250,000	2,500,000	-	2,500,000
Transfer To - Cottonwd CR Golf	697,387	428,304	678,304	678,304	1,225,426	1,903,730
Transfers Out	5,455,509	7,338,051	13,192,896	12,307,635	1,225,426	13,533,061
Total Expenditures	14,566,794	16,724,056	17,117,056	14,357,679	7,707,336	22,065,015

Overview

This section is being provided for legacy purposes. Funds for retirement benefits are included within departmental salaries and benefits budgets. After fiscal year 2020, this section will be discontinued to avoid duplication of financial information.

Several retired Fire Fighters and Police Officers remain on the old City pension plan. This budget includes retirement payouts for fire and police civil service employees.

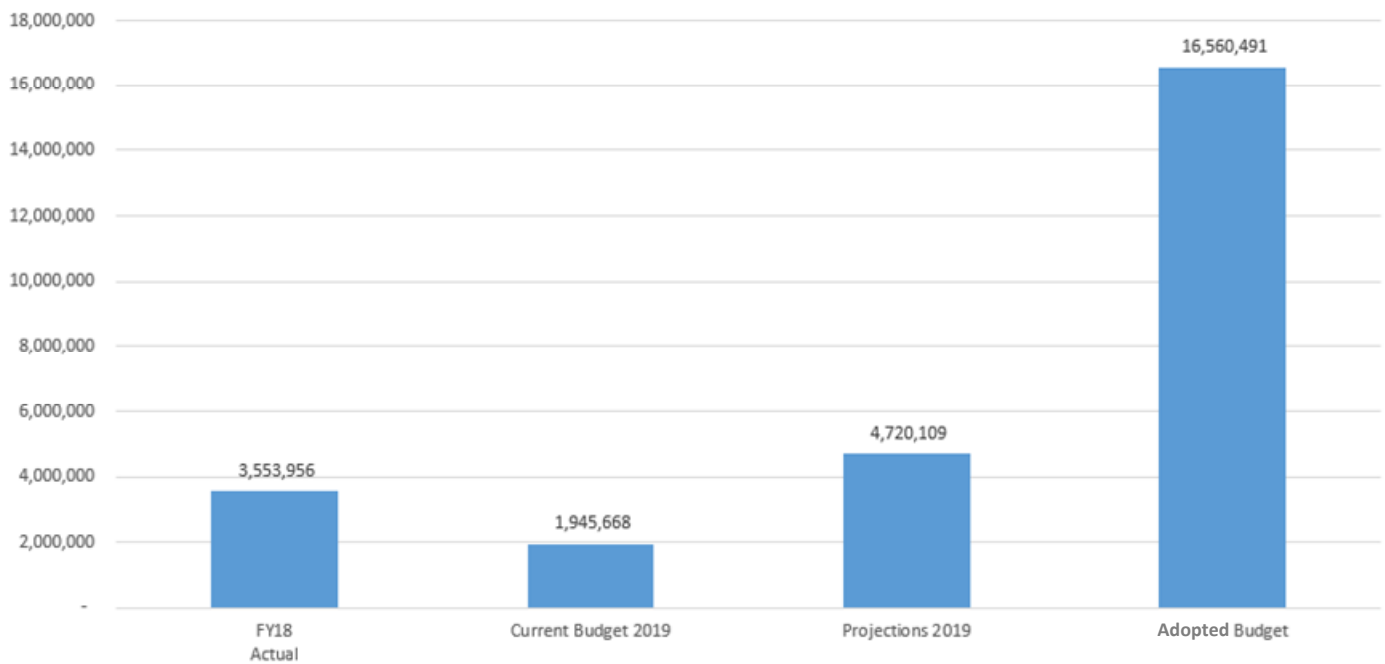
Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	527,849	575,000	575,000	575,000	-	575,000
	Employee Benefits	144,498	155,282	155,282	155,282	-	155,282
	Other	-	-	-	-	-	-
Operating Total		672,346	730,282	730,282	730,282	-	730,282
Grand Total		672,346	730,282	730,282	730,282	-	730,282

Other Governmental Funds

Other Governmental Funds



Fund	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
1002-ECONOMIC DEV INCENTIVE FUND	1,875,000	-	2,250,000	13,902,191	-	13,902,191
1003-ECONOMIC DEVELOPMENT FUND	4,425	-	4,600	4,800	-	4,800
1007-CABLE PEG 1% FUND	97,402	194,370	314,370	145,000	-	145,000
2030-BLDG DEMO & LOT CLEARANCE	39,205	21,298	421,139	178,500	-	178,500
4002-CASH CIP - CAPITAL EQUIP REPL	-	-	-	600,000	-	600,000
4008-CASH CIP - ROLLING STOCK	-	-	-	1,730,000	-	1,730,000
4308-ROLLING STOCK REPLACEMENT	1,537,924	1,730,000	1,730,000	-	-	-
Grand Total	3,553,956	1,945,668	4,720,109	16,560,491	-	16,560,491



Economic Development Incentive Fund

The City has established an Economic Development Incentive Fund to account for the transfer of funds to the Waco-McLennan County Economic Development Corporation (WMCEDC). WMCEDC is a partnership between the City of Waco and McLennan County, which provides grants for qualified capital investment that creates new full-time jobs with specified wages and health benefits for local residents. \$2,500,000 for WEDMC is included within the budget, and \$11,402,191 is committed for Economic Development Uses.

Economic Development Fund

The Economic Development fund is used to account for ancillary costs related to economic development, such as webhosting. \$4,800 is included within the budget for ancillary costs.

Cable PEG Fund

The Cable, Public, Education and Governmental (PEG) fees are collected pursuant to the Texas Utility Code, section 66.006. The revenue collected for PEG is restricted for use on specific purposes pursuant to State and Federal law. \$178,500 is budgeted for PEG eligible expenditures.

Building Demo & Lot Clearance Fund

The Building Demo & Lot Clearance Fund is established to account for the demotion of building and lot clearance within the City. Inspection services draws upon these funds throughout the year in order to manage code and compliance needs. \$178,500 is budgeted for building demos and lot clearance.

Capital Equipment Replacement Fund

The City has established a capital equipment replacement fund to help stabilize cash flows associated the replacement of large capital assets. The General Fund contributes a portion of available reserves each year to build adequate capacity to manage capital replacement needs. The Capital equipment replacement fund is transferring \$600,000 back to the General Fund for the replacement of the IT phone system and servers.

Rolling Stock Fund

To maintain a quality fleet of equipment and 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. Fleet condition based on age, mileage and maintenance costs is used to determine equipment replacement items. The Rolling Stock Fund is used to account for the purchase of General Fund related vehicle replacements. Rolling stock is funded with bond interest. The total anticipated replacement is \$1,730,000.

CITY OF WACO
ECONOMIC DEVELOPMENT INCENTIVE FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 163,073	\$ -	\$ 306,000	\$ 163,073	\$ -	\$ 163,073
Other	-	-	-	-	-	-
Operating Revenues	163,073	-	306,000	163,073	-	163,073
Transfers In	2,000,000	-	2,250,000	2,500,000	-	2,500,000
Non-operating Revenues	2,000,000	-	2,250,000	2,500,000	-	2,500,000
Total Revenues	2,163,073	-	2,556,000	2,663,073	-	2,663,073
EXPENDITURES						
Purchased Professional Technical Services	\$ 1,875,000	\$ -	\$ 2,250,000	\$ 2,500,000	\$ -	\$ 2,500,000
Committed for Economic Development Uses	-	-	-	11,402,191	-	11,402,191
Departmental Expenditures	1,875,000	-	2,250,000	13,902,191	-	13,902,191
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	1,875,000	-	2,250,000	13,902,191	-	13,902,191
Revenues Over/(Under) Expenditures	288,073	-	306,000	(11,239,118)	-	(11,239,118)
Cash Equivalent Fund Balance - Beginning	10,645,045	10,933,118	10,933,118	11,239,118	-	11,239,118
Cash Equivalent Fund Balance - Ending	\$ 10,933,118	\$ 10,933,118	\$ 11,239,118	\$ -	\$ -	\$ -

CITY OF WACO
ECONOMIC DEVELOPMENT FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 299	\$ -	\$ 500	\$ 300	\$ -	\$ 300
Other	5,750	-	2,400	2,000	-	2,000
Operating Revenues	6,049	-	2,900	2,300	-	2,300
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	6,049	-	2,900	2,300	-	2,300
EXPENDITURES						
Purchased Professional Technical Services	\$ 4,425	\$ -	\$ 4,600	\$ 4,800	\$ -	\$ 4,800
Departmental Expenditures	4,425	-	4,600	4,800	-	4,800
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	4,425	-	4,600	4,800	-	4,800
Revenues Over/(Under) Expenditures	1,624	-	(1,700)	(2,500)	-	(2,500)
Cash Equivalent Fund Balance - Beginning	21,469	23,093	23,093	21,393	-	21,393
Cash Equivalent Fund Balance - Ending	\$ 23,093	\$ 23,093	\$ 21,393	\$ 18,893	\$ -	\$ 18,893

CITY OF WACO
CABLE PEG 1% FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Business and occupation Fees	\$ 362,789	\$ 155,000	\$ 275,000	\$ 145,000	\$ -	\$ 145,000
Operating Revenues	362,789	155,000	275,000	145,000	-	145,000
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	362,789	155,000	275,000	145,000	-	145,000
EXPENDITURES						
Purchased Professional Technical Services	\$ 17,539	\$ 50,000	\$ 50,000	\$ 10,000	\$ -	\$ 10,000
Maintenance	8,983	35,000	35,000	35,000	-	35,000
Supplies	4,324	20,000	70,000	50,000	-	50,000
Capital Expenditures	66,556	89,370	159,370	50,000	-	50,000
Departmental Expenditures	97,402	194,370	314,370	145,000	-	145,000
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	97,402	194,370	314,370	145,000	-	145,000
Revenues Over/(Under) Expenditures	265,387	(39,370)	(39,370)	-	-	-
Cash Equivalent Fund Balance - Beginning	1,006,021	1,271,408	1,271,408	1,232,038	-	1,232,038
Cash Equivalent Fund Balance - Ending	\$ 1,271,408	\$ 1,232,038	\$ 1,232,038	\$ 1,232,038	\$ -	\$ 1,232,038

CITY OF WACO
BLDG DEMO & LOT CLEARANCE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 2,094	\$ -	\$ 3,635	\$ 3,500	\$ -	\$ 3,500
Other	16,284	-	-	-	-	-
Operating Revenues	18,378	-	3,635	3,500	-	3,500
Transfers In	175,000	-	175,000	175,000	-	175,000
Non-operating Revenues	175,000	-	175,000	175,000	-	175,000
Total Revenues	193,378	-	178,635	178,500	-	178,500
EXPENDITURES						
Purchased Professional Technical Services	\$ 39,205	\$ 21,298	\$ 421,139	\$ 178,500	\$ -	\$ 178,500
Departmental Expenditures	39,205	21,298	421,139	178,500	-	178,500
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	39,205	21,298	421,139	178,500	-	178,500
Revenues Over/(Under) Expenditures	154,173	(21,298)	(242,504)	-	-	-
Cash Equivalent Fund Balance - Beginning	88,331	242,504	242,504	-	-	-
Cash Equivalent Fund Balance - Ending	\$ 242,504	\$ 221,206	\$ -	\$ -	\$ -	\$ -

CITY OF WACO
CAPITAL EQUIPMENT REPLACEMENT
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenues	-	-	-	-	-	-
Transfers In	500,000	-	600,000	700,000	-	700,000
Non-operating Revenues	500,000	-	600,000	700,000	-	700,000
Total Revenues	500,000	-	600,000	700,000	-	700,000
EXPENDITURES						
Departmental Expenditures	-	-	-	-	-	-
Transfers Out	-	-	-	600,000	-	600,000
Non-departmental Expenditures	-	-	-	600,000	-	600,000
Total Expenditures	-	-	-	600,000	-	600,000
Revenues Over/(Under) Expenditures	500,000	-	600,000	100,000	-	100,000
Cash Equivalent Fund Balance - Beginning	1,000,000	1,500,000	1,500,000	2,100,000	-	2,100,000
Cash Equivalent Fund Balance - Ending	\$ 1,500,000	\$ 1,500,000	\$ 2,100,000	\$ 2,200,000	\$ -	\$ 2,200,000

CITY OF WACO
CASH CIP - ROLLING STOCK
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenues	-	-	-	-	-	-
Transfers In	1,730,000	1,730,000	1,730,000	1,730,000	-	1,730,000
Non-operating Revenues	1,730,000	1,730,000	1,730,000	1,730,000	-	1,730,000
Total Revenues	1,730,000	1,730,000	1,730,000	1,730,000	-	1,730,000
EXPENDITURES						
Capital Expenditures	\$ 1,537,924	\$ 1,730,000	\$ 1,730,000	\$ 1,730,000	\$ -	\$ 1,730,000
Departmental Expenditures	1,537,924	1,730,000	1,730,000	1,730,000	-	1,730,000
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	1,537,924	1,730,000	1,730,000	1,730,000	-	1,730,000
Revenues Over/(Under) Expenditures	192,076	-	-	-	-	-
Cash Equivalent Fund Balance - Beginning	1,546,592	1,738,668	1,738,668	1,738,668	-	1,738,668
Cash Equivalent Fund Balance - Ending	\$ 1,738,668	\$ 1,738,668	\$ 1,738,668	\$ 1,738,668	\$ -	\$ 1,738,668

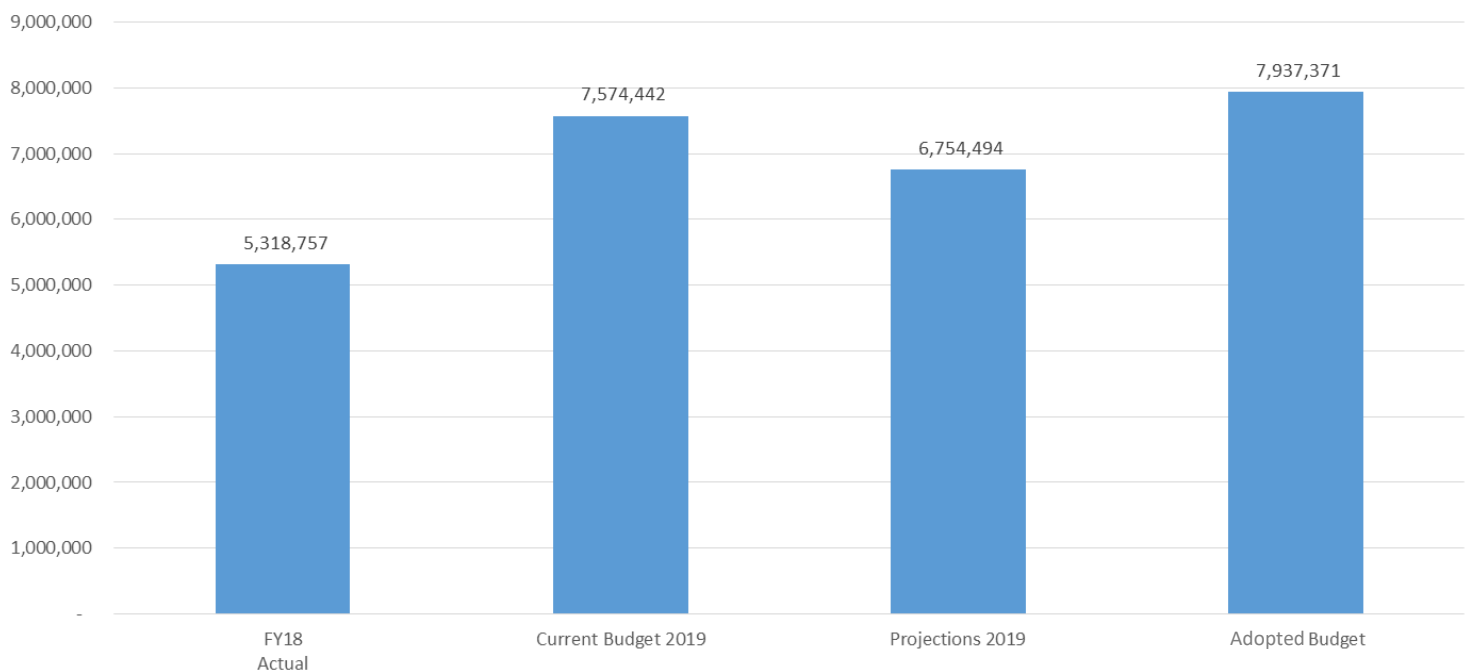


Special Revenue Funds

Special Revenue Funds



Fund	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
2001-HEALTH SERVICES FUND	4,500,140	5,721,762	5,721,762	5,288,760	266,489	5,555,249
2101-COURT SECURITY	99,856	113,060	113,060	111,368	-	111,368
2102-COURT TECHNOLOGY	9,061	18,747	18,747	27,590	-	27,590
2103-STATE CH59 POLICE FORFEITURE	38,811	102,004	62,004	150,000	-	150,000
2104-FED JUSTICE POLICE FORFEI	-	-	-	-	-	-
2105-FED TREASRY POLICE FORFEI	-	-	-	-	-	-
2106-STATE CH18 POLICE FORFEIT	17,263	-	7,273	-	-	-
2110-ABANDONED MOTOR VEHICLES	69,260	200,000	200,000	174,854	281,083	455,937
2759-WACO PUBLIC IMPR DIST #1	584,366	1,418,869	631,648	1,637,227	-	1,637,227
Grand Total	5,318,757	7,574,442	6,754,494	7,389,799	547,572	7,937,371



Mission Statement

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

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.

Core Values: Excellence, Trustworthy, Quality, Advocacy, Equity, Empowerment

Departmental Overview

The Waco-McLennan County Public Health District provides various services to residents of McLennan County with the ultimate goal of promoting and protecting the public's health through prevention, education, and partnerships within the community.

The Health District will continue to play a major role in the education and support of healthier lifestyle choices for citizens. This will be accomplished through the provision of health district services, partner collaborations, health fairs and presentations to the communities at large.

Programs of Service

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

Vital Statistics maintains an effective and secure system for collection, recording, filing, storage and issuance of birth and death records occurring in the City of Waco in accordance with state statutory requirements.

Environmental Health identifies and corrects conditions in the environment that may cause disease, disease outbreaks, or pollution. Services include permitting and inspections of restaurants and other food establishments, childcare facilities, swimming pools and spas; On-Site Sewage Facility (OSSF) program permits, inspects and monitors all types of septic systems throughout McLennan County; investigates citizen complaints for health nuisance conditions; responsible for the mosquito control, rodent control, and no smoking ordinances; administers the West Nile Virus and Mosquito Control Plan and provide food handler classes in classroom setting or online.

HIV/STD/Lab provides HIV/AIDS education, testing and case management services; testing and treatment for sexually transmitted infections; pregnancy testing; community education and lab testing on a limited basis to support the HIV/STD/TB clinics.

Public Health Nursing provides services for Immunizations, Tuberculosis, Epidemiology, Public Health Emergency Preparedness, Health Education and Health Intervention Outreach. This team is composed of

a variety of public health professionals that all work toward the common goal of making McLennan County a place where everyone can live, play, work and thrive.

Women, Infants, and Children (WIC) provides nutrition education, nutritious foods, health care referrals and breastfeeding support to eligible clients. This program is funded 100% by the United States Department of Agriculture (USDA).

FY20 Objectives

Health Administration Objectives:

- Provide oversight for implementation of the Health District's strategic plan
- Continue to collaborate with local partners to address priority community health issues
- Continue to identify new sources of revenue and ensure all revenue is collected and deposited in accordance with City of Waco cash handling policies

Vital Statistics Objectives:

- Ensure every birth, death and fetal death occurring within the City of Waco is properly registered and filed in a timely manner.
- Issue certified copies of records to authorized members of the public in a timely manner.
- Assist hospitals, funeral homes, physicians and justices of the peace with electronic filing of birth and death records.
- Participate in the Heart of Texas Child Fatality Review Committee.

Environmental Health Objectives:

- Provide food safety education to approximately 600 food handlers.
- Perform all types of inspections to identify and correct health nuisances that will prevent illnesses from environmental conditions.
- Continue compliance and enforcement activity for OSSF including court actions to reduce nuisance conditions.
- Emphasize maintenance and repair of existing on-site sewage facilities to reduce health nuisances and increase public health protection.

HIV/STD/Lab Objectives:

- Identify HIV positive individuals who are not receiving medical care and link them to medical services.
- Increase the number of newly HIV infected individuals who do not know their status.
- Enroll more individuals into the HIV Case Management program by hiring an additional case manager to provide quality services.
- Offer more community advertisement to increase knowledge and usage of the HIV Prevention and HIV Case Management services.

- Hire STD/HIV Surveillance personnel to assist with patient and provider follow-up to provide more timely and efficient services.
- Increase the number of patients seen in the STD clinic by possibly increasing the clinic hours.
- Work towards obtaining an Electronic Health Record system.
- Reduce patient wait time during their clinical visits.

Public Health Nursing Objectives:

- Implementation of a comprehensive response to children with elevated blood lead levels in conjunction with the City of Waco Housing Department and the Texas Department of State Health Services.
- Utilize newly obtained 2018 Community Health Needs Assessment (CHNA) data to update and refine program goals and objectives to address current community concerns.
- Continue to identify opportunities to operationalize Health Equity throughout the City of Waco.
- Develop and offer presentations that provide information regarding Health District programs.

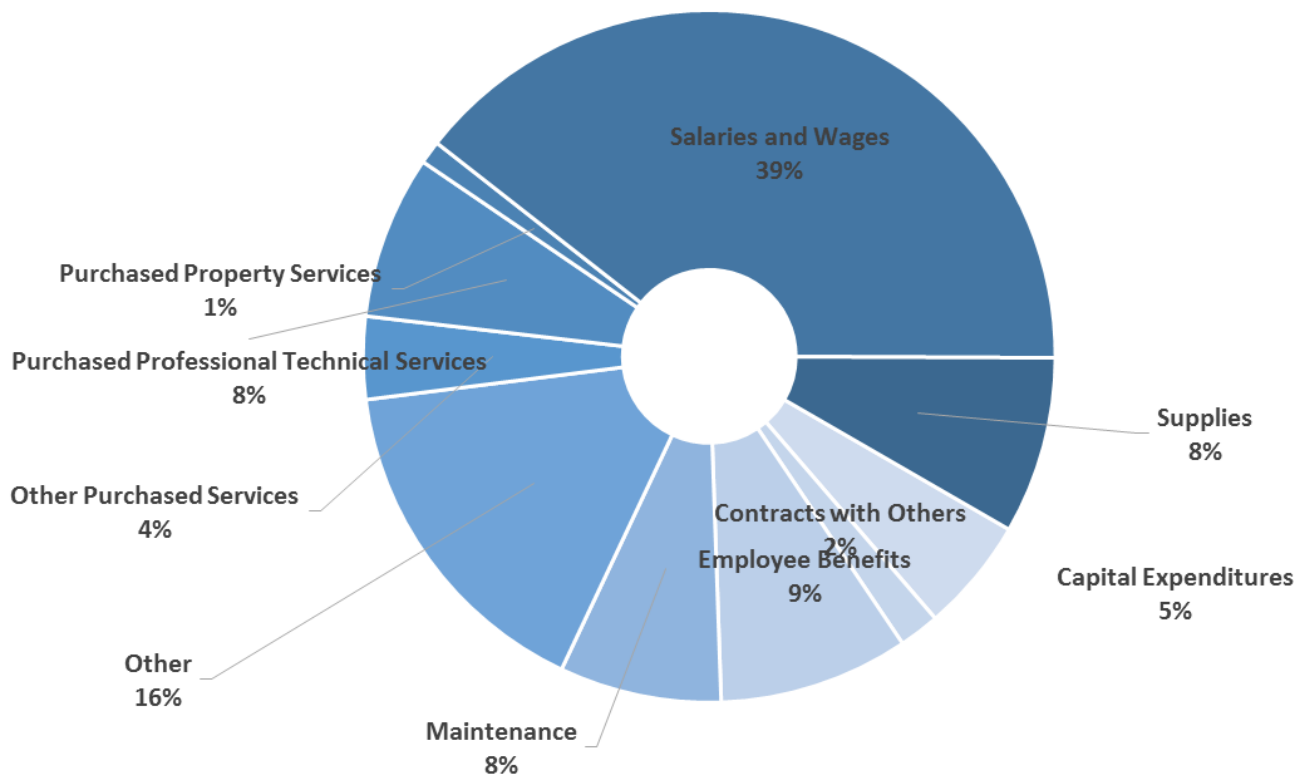
FY20 Budget Changes

Recurring additions total \$266,489, which includes funding of \$88,625 for the addition of a new sanitarian and related equipment, as well as \$177,864 to continue funding community healthcare workers.

Fund/Department/Division	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Adopted Budget
2001-HEALTH SERVICES FUND						
51-HEALTH SERVICES						
5101-HEALTH - ADMINISTRATION	1,052,660	1,688,279	1,688,279	1,296,037	-	1,296,037
5102-HEALTH - CONTRACTS WITH OTHERS	1,102,275	1,129,942	1,129,942	1,155,930	-	1,155,930
5105-HEALTH - ENVIRONMENTAL ADM	326,775	288,831	288,831	291,784	88,625	380,409
5109-HEALTH - SEPTIC SYSTEM	285,832	303,171	303,171	302,767	-	302,767
5112-HEALTH - VITAL STATISTICS	322,887	354,565	354,565	327,847	-	327,847
5142-HEALTH - HEALTH EDU/COMM SRV	667,851	919,020	919,020	911,897	177,864	1,089,761
5152-HEALTH - IMMUNIZATIONS - CITY	187,998	339,955	339,955	323,317	-	323,317
5156-HEALTH - TB CONTROL - CITY	51,665	92,661	92,661	75,524	-	75,524
5160-HEALTH - SEXUALLY TRANS DISEAS	308,186	395,158	395,158	406,001	-	406,001
5165-HEALTH - HIV/AIDS ADM - CITY	194,011	210,180	210,180	197,656	-	197,656
51-HEALTH SERVICES Total	4,500,140	5,721,762	5,721,762	5,288,760	266,489	5,555,249
2001-HEALTH SERVICES FUND Total	4,500,140	5,721,762	5,721,762	5,288,760	266,489	5,555,249
Grand Total	4,500,140	5,721,762	5,721,762	5,288,760	266,489	5,555,249

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,613,928	1,920,292	1,920,292	2,038,691	120,396	2,159,087
	Employee Benefits	559,974	720,268	720,268	743,510	23,827	767,337
	Purchased Professional Technical Services	141,383	110,057	110,057	113,394	10,800	124,194
	Purchased Property Services	2,671	2,676	2,676	2,676	-	2,676
	Maintenance	12,848	72,776	72,776	21,984	-	21,984
	Other Purchased Services	124,273	152,243	152,243	149,602	62,184	211,786
	Supplies	298,859	412,540	412,540	391,573	24,282	415,855
	Other	7,054	5,700	5,700	5,700	-	5,700
	Contracts with Others	1,102,275	1,129,942	1,129,942	1,155,930	-	1,155,930
	Capital Expenditures	19,269	-	-	-	25,000	25,000
Operating Total		3,882,534	4,526,494	4,526,494	4,623,060	266,489	4,889,549
Non-Operating	Indirect - Cost Allocation Overhead	617,606	945,268	945,268	665,700	-	665,700
	Transfers Out - Cash CIP	-	250,000	250,000	-	-	-
Non-Operating Total		617,606	1,195,268	1,195,268	665,700	-	665,700
Grand Total		4,500,140	5,721,762	5,721,762	5,288,760	266,489	5,555,249

Fiscal Year 2020



Personnel Summary

	Range	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
Supervision					
Director of Public Health	144	1.00	1.00	1.00	1.00
Assistant Director of Public Health	135	-	-	1.00	1.00
Environmental Health Manager	131	1.00	1.00	1.00	1.00
Public Health Program Manager	131	1.00	1.00	1.00	1.00
Public Health Nursing Manager (RN)	131	1.00	1.00	1.00	1.00
Senior Epidemiologist	129	1.00	1.00	1.00	1.00
Registered Nurse Supervisor	128	0.50	2.00	2.25	2.25
Health Financial Supervisor	127	1.00	1.00	1.00	1.00
Public Health Case Worker Supervisor	124	0.25	0.25	0.05	0.05
Public Health Intervention & Outreach Supervisor	124	1.00	1.00	1.00	1.00
Vital Statistics Supervisor	124	1.00	1.00	1.00	1.00
Health Inspection Supervisor	224	1.00	1.00	1.00	1.00
		9.75	11.25	12.30	12.30
Clerical and Professional					
Registered Nurse Supervisor	127	1.50	-	-	-
Epidemiologist	127	1.00	1.00	1.00	1.00
Registered Nurse	126	2.50	2.50	2.00	2.00
Public Health Education Specialist Lead	126	1.00	1.00	1.00	1.00
Community Health Worker Coordinator	124	1.00	1.00	1.00	1.00
Public Health Education Specialist	124	3.00	3.00	3.00	3.00
Public Health Information And Communication Specialist	224	1.00	1.00	1.00	1.00
Public Health Intervention & Outreach Specialist	218	1.00	1.00	1.00	1.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
Administrative Assistant	215	2.00	2.00	2.00	2.00
Health Office Specialist	213	4.25	4.25	4.25	4.25
Public Health Lab Technician	213	1.00	1.00	1.00	1.00
Vital Statistics Deputy Registrar	213	2.00	2.00	2.00	2.00
		22.25	20.75	20.25	20.25
Labor Operations					
Senior Sanitarian	126	1.00	1.00	1.00	1.00
Sanitarian	222	-	-	-	1.00
Health Inspector	220	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	4.00
Total Full Time		35.00	35.00	35.55	36.55
Part Time Employees (shown as FTE's)					
Office Specialist-PT	213	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		35.50	35.50	36.05	37.05

CITY OF WACO
HEALTH SERVICES FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Charges for Services	\$ 773,298	\$ 651,418	\$ 651,418	\$ 666,209	\$ -	\$ 666,209
Contributions	442,947	517,073	517,073	556,033	-	556,033
General Fund Contribution	-	-	-	-	-	-
Intergovernmental	206,234	187,671	187,671	273,267	-	273,267
Interest on Investments	22,669	-	-	22,669	-	22,669
Licenses and Permits	214,188	204,050	204,050	210,910	-	210,910
Other	21,439	12,500	12,500	12,100	-	12,100
Operating Revenues	1,680,774	1,572,712	1,572,712	1,741,188	-	1,741,188
Transfers In	3,495,389	3,837,160	3,837,160	3,863,148	-	3,863,148
Non-operating Revenues	3,495,389	3,837,160	3,837,160	3,863,148	-	3,863,148
Total Revenues	5,176,163	5,409,872	5,409,872	5,604,336	-	5,604,336
EXPENDITURES						
Salaries and Wages	\$ 1,613,928	\$ 1,920,292	\$ 1,920,292	\$ 2,038,691	\$ 120,396	\$ 2,159,087
Employee Benefits	559,974	720,268	720,268	743,510	23,827	767,337
Purchased Professional Technical Services	141,383	110,057	110,057	113,394	10,800	124,194
Purchased Property Services	2,671	2,676	2,676	2,676	-	2,676
Maintenance	12,848	72,776	72,776	21,984	-	21,984
Other Purchased Services	124,273	152,243	152,243	149,602	62,184	211,786
Supplies	298,859	412,540	412,540	391,573	24,282	415,855
Other	7,054	5,700	5,700	5,700	-	5,700
Contracts with Others	1,102,275	1,129,942	1,129,942	1,155,930	-	1,155,930
Capital Expenditures	19,269	-	-	-	25,000	25,000
Departmental Expenditures	3,882,534	4,526,494	4,526,494	4,623,060	266,489	4,889,549
Transfers Out	-	-	-	-	-	-
Transfers Out - Cash CIP	-	250,000	250,000	-	-	-
Indirect - Cost Allocation Overhead	617,606	945,268	945,268	665,700	-	665,700
Non-departmental Expenditures	617,606	1,195,268	1,195,268	665,700	-	665,700
Total Expenditures	4,500,140	5,721,762	5,721,762	5,288,760	266,489	5,555,249
Revenues Over/(Under) Expenditures	676,024	(311,890)	(311,890)	315,576	(266,489)	49,087
Cash Equivalent Fund Balance - Beginning	1,666,083	2,342,107	2,342,107	2,030,217	-	2,030,217
Cash Equivalent Fund Balance - Ending	\$ 2,342,107	\$ 2,030,217	\$ 2,030,217	\$ 2,345,793	\$ (266,489)	\$ 2,079,304

Mission Statement

To provide for the proper accounting of funds received by the City as a result of forfeiture.

Departmental Overview

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.

State Forfeiture Fund

State forfeiture funds are deposited into a special fund and may only be used for law enforcement purposes, such as training for officers, specialized investigative equipment and supplies, and items used by officers in direct law enforcement duties. Seizure funds are acquired through the sale of seized property that was used in commission of a crime. The Texas code of criminal procedures authorized the seizure of funds under both Chapter 59, and Chapter 18 for different purposes.

Federal Forfeiture Fund

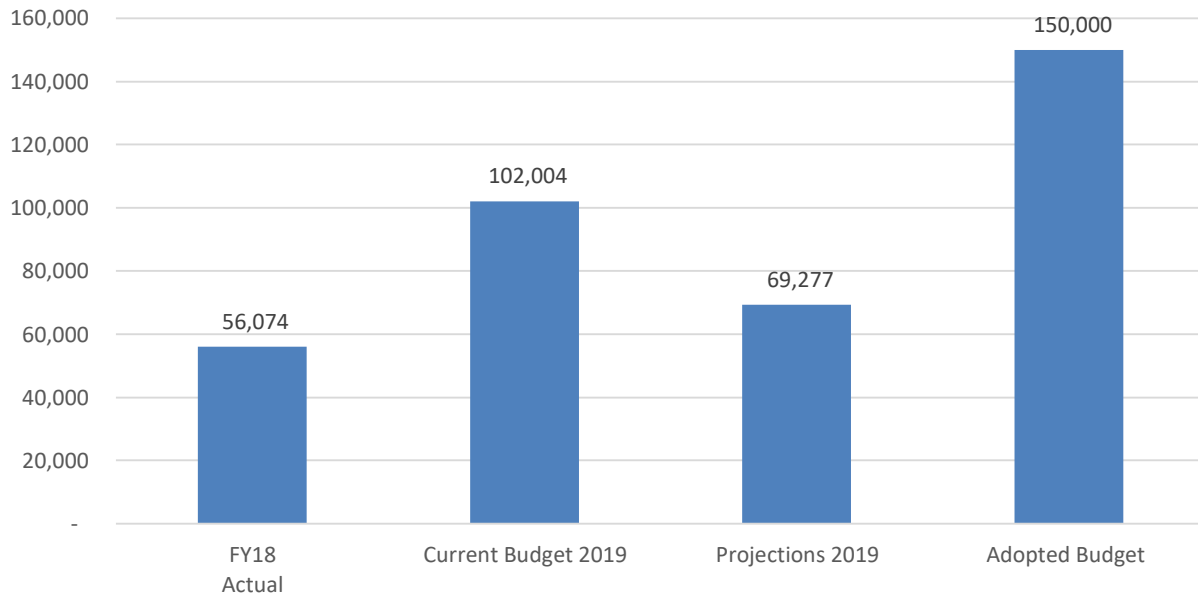
When the City receives equitably shared property from federal agencies, it is deposited in the Federal Forfeiture Fund. The use of the fund is not as limited as the shared property that was forfeited as a result of a particular federal violation, e.g. use of the funds for drug enforcement. The funds can be used for law enforcement investigations and other law enforcement related activities as allowed.

FY20 Budget Changes

There are no planned changes.

Fund	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
2103-STATE CH59 POLICE FORFEITURE	38,811	102,004	62,004	150,000	-	150,000
2104-FED JUSTICE POLICE FORFEI	-	-	-	-	-	-
2105-FED TREASURY POLICE FORFEI	-	-	-	-	-	-
2106-STATE CH18 POLICE FORFEIT	17,263	-	7,273	-	-	-
Grand Total	56,074	102,004	69,277	150,000	-	150,000

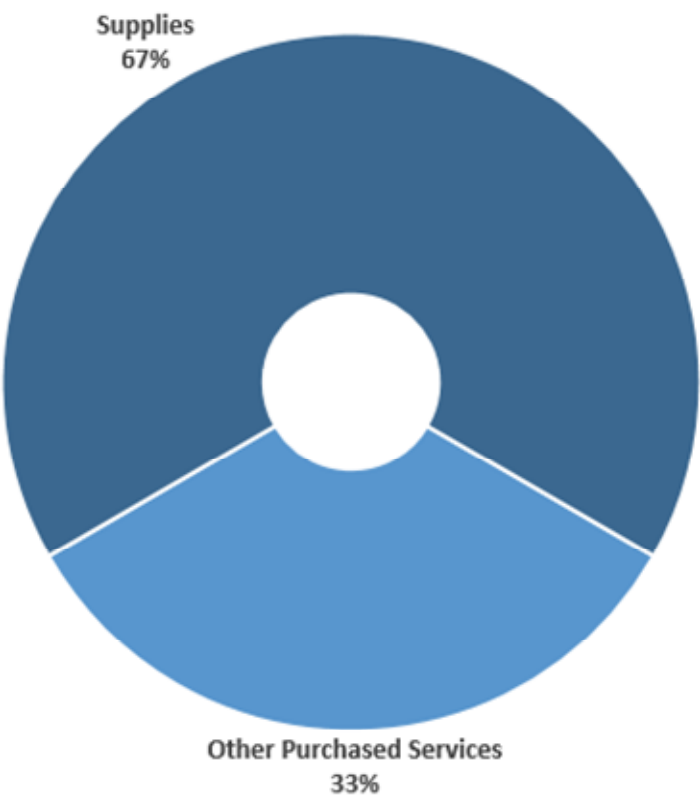
Police Forfeiture Fund



Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Purchased Professional Technical Services	405	-	-	-	-	-
	Maintenance	-	-	-	-	-	-
	Other Purchased Services	17,263	52,004	9,277	50,000	-	50,000
	Supplies	37,874	50,000	50,000	100,000	-	100,000
	Other	532	-	10,000	-	-	-
	Capital Expenditures	-	-	-	-	-	-
Operating Total		56,074	102,004	69,277	150,000	-	150,000
Grand Total		56,074	102,004	69,277	150,000	-	150,000



Fiscal Year 2020



CITY OF WACO
STATE CH59 POLICE FORFEITURE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 2,979	\$ -	\$ 4,645	\$ 2,979	\$ -	\$ 2,979
Other	80,604	40,000	30,000	-	-	-
Operating Revenues	83,584	40,000	34,645	2,979	-	2,979
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	83,584	40,000	34,645	2,979	-	2,979
EXPENDITURES						
Purchased Professional Technical Services	\$ 405	\$ -	\$ -	\$ -	\$ -	\$ -
Other Purchased Services	-	52,004	2,004	50,000	-	50,000
Supplies	37,874	50,000	50,000	100,000	-	100,000
Other	532	-	10,000	-	-	-
Departmental Expenditures	38,811	102,004	62,004	150,000	-	150,000
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	38,811	102,004	62,004	150,000	-	150,000
Revenues Over/(Under) Expenditures	44,773	(62,004)	(27,359)	(147,021)	-	(147,021)
Cash Equivalent Fund Balance - Beginning	176,112	220,885	220,885	193,526	-	193,526
Cash Equivalent Fund Balance - Ending	\$ 220,885	\$ 158,881	\$ 193,526	\$ 46,505	\$ -	\$ 46,505

CITY OF WACO
FED JUSTICE POLICE FORFEITURE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 574	\$ -	\$ -	\$ 574	\$ -	\$ 574
Other	4,346	-	-	-	-	-
Operating Revenues	4,920	-	-	574	-	574
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	4,920	-	-	574	-	574
EXPENDITURES						
Departmental Expenditures	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditures	4,920	-	-	574	-	574
Cash Equivalent Fund Balance - Beginning	40,968	45,888	45,888	45,888	-	45,888
Cash Equivalent Fund Balance - Ending	\$ 45,888	\$ 45,888	\$ 45,888	\$ 46,462	\$ -	\$ 46,462

CITY OF WACO
FED TREASURY POLICE FORFEITURE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 189	\$ -	\$ -	\$ 189	\$ -	\$ 189
Operating Revenues	189	-	-	189	-	189
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	189	-	-	189	-	189
EXPENDITURES						
Departmental Expenditures	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditures	189	-	-	189	-	189
Cash Equivalent Fund Balance - Beginning	13,401	13,590	13,590	13,590	-	13,590
Cash Equivalent Fund Balance - Ending	\$ 13,590	\$ 13,590	\$ 13,590	\$ 13,779	\$ -	\$ 13,779

CITY OF WACO
STATE CH18 POLICE FORFEITURE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 408	\$ -	\$ -	\$ 408	\$ -	\$ 408
Other	3,728	-	2,666	-	-	-
Operating Revenues	4,136	-	2,666	408	-	408
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	4,136	-	2,666	408	-	408
EXPENDITURES						
Other Purchased Services	\$ 17,263	\$ -	\$ 7,273	\$ -	\$ -	\$ -
Departmental Expenditures	17,263	-	7,273	-	-	-
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	17,263	-	7,273	-	-	-
Revenues Over/(Under) Expenditures	(13,127)	-	(4,607)	408	-	408
Cash Equivalent Fund Balance - Beginning	34,622	21,495	21,495	16,888	-	16,888
Cash Equivalent Fund Balance - Ending	\$ 21,495	\$ 21,495	\$ 16,888	\$ 17,296	\$ -	\$ 17,296

Mission Statement

To provide for an accurate accounting of funds received as a result of the disposition of abandoned motor vehicles.

Departmental Overview

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.

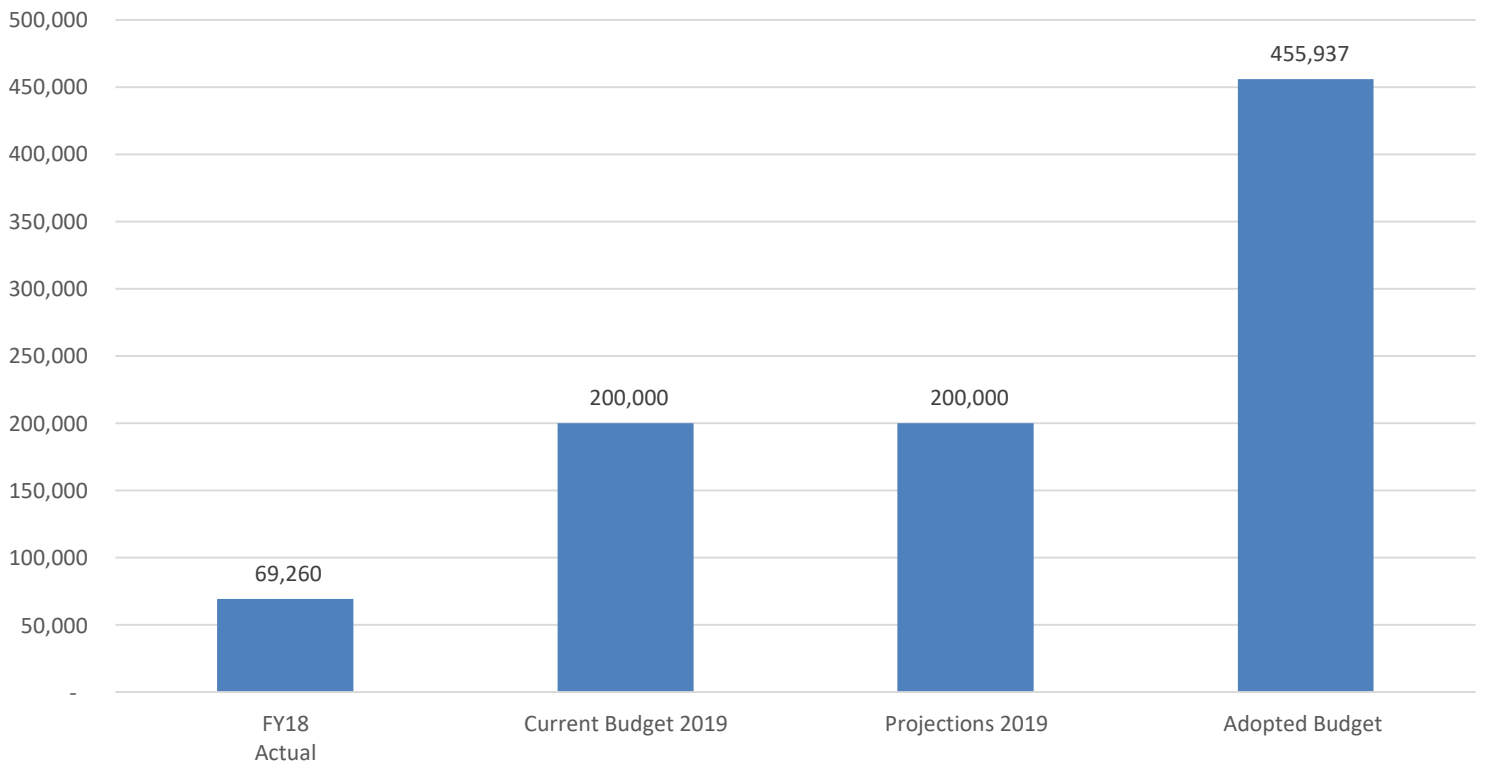
Chapter 683 of the Texas Transportation Code requires the law enforcement agency to hold the proceeds from the sale of abandoned motor vehicles for 90 days pending owner or lien holder claims. In addition, the code permits funds in excess of \$1,000 to be transferred to the municipality's general fund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

FY20 Budget Changes

One-time additions total \$281,083 and include funds for the purchase of vehicles and equipment to support the addition of 7 sworn officers within the Police Department.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Maintenance	-	31,500	31,500	31,500	-	31,500
	Other Purchased Services	9,223	7,500	7,500	7,500	-	7,500
	Supplies	10,038	9,900	9,900	9,900	117,683	127,583
	Other	-	-	-	-	-	-
	Capital Expenditures	-	51,246	51,246	75,954	163,400	239,354
Operating Total		19,260	100,146	100,146	124,854	281,083	405,937
Non-Operating	Transfers Out	50,000	99,854	99,854	50,000	-	50,000
Non-Operating Total		50,000	99,854	99,854	50,000	-	50,000
Grand Total		69,260	200,000	200,000	174,854	281,083	455,937

Abandoned Motor Vehicles Fund



CITY OF WACO
ABANDONED MOTOR VEHICLES
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Other	\$ 253,825	\$ 175,000	\$ 284,000	\$ 253,825	\$ -	\$ 253,825
Operating Revenues	253,825	175,000	284,000	253,825	-	253,825
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	253,825	175,000	284,000	253,825	-	253,825
EXPENDITURES						
Maintenance	\$ -	\$ 31,500	\$ 31,500	\$ 31,500	\$ -	\$ 31,500
Other Purchased Services	9,223	7,500	7,500	7,500	-	7,500
Supplies	10,038	9,900	9,900	9,900	117,683	127,583
Capital Expenditures	-	51,246	51,246	75,954	163,400	239,354
Departmental Expenditures	19,260	100,146	100,146	124,854	281,083	405,937
Transfers Out	50,000	99,854	99,854	50,000	-	50,000
Non-departmental Expenditures	50,000	99,854	99,854	50,000	-	50,000
Total Expenditures	69,260	200,000	200,000	174,854	281,083	455,937
Revenues Over/(Under) Expenditures	184,565	(25,000)	84,000	78,971	(281,083)	(202,112)
Cash Equivalent Fund Balance - Beginning	441,777	626,342	626,342	710,342	-	710,342
Cash Equivalent Fund Balance - Ending	\$ 626,342	\$ 601,342	\$ 710,342	\$ 789,313	\$ (281,083)	\$ 508,230

Mission Statement

To provide services to the property owners in the Public Improvement District #1 area.

Departmental Overview

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 are over seen by the PID1 Advisory board and recommendations on those services typically come forward to the board through the efforts of three main committees:

- 1) Design and Service Delivery
- 2) Marketing and Merchant Support
- 3) Organization Leadership and Planning

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 continues to provide standard services and improvements in the District as they are currently provided throughout the city. 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.

Programs of Service

- 1) Design and Service Delivery focuses on:
 - **Clean & Safe:** PID1 public spaces are orderly; free of trash, debris, and graffiti; and well-maintained.
 - **Parking | Wayfinding:** The PID has adopted and is implementing a coordinated parking management strategy including supply, management, and wayfinding. Visitors report ability to find parking within the PID.
 - **Transportation:** PID is a partner conceptually, financially, and promotionally in public transportation circulating within Downtown.
 - **Planning:** PID input is integrated into the process for planning and design of public improvements.

- **Enhancement | Beautification:** Improvements are made each year to enhance the beauty, comfort, and utility of the space.
- 2) Marketing and Merchant Support focuses on:
- **Marketing:** Complete, clear and consistent messaging reaches key populations with information about Downtown Waco; and PID1 is a conceptual, financial, and implementing partner in a coordinated effort to advertise downtown.
 - **Merchant Support:** Downtown Waco is home to a balanced mix of successful businesses who attribute a portion of their success to the support and advocacy of the PID.
 - **Programming:** Programming attracts diverse audiences to a variety of locations around PID1 for activities and experiences.
 - **Single Point of Contact:** Downtown stakeholders look to the PID for information and solutions and receive them.
- 3) Organization Leadership and Planning focuses on the management of PID1, and includes specific staff support by City Center Waco who administers PID1.

Public Improvement District #1 Fund is responsible for landscape maintenance, bird remediation, security, additional clean & safe services and supplies, approved sidewalk repair/maintenance, parking studies, additional parking/wayfinding services and supplies, downtown trolley support, beautification projects (such as murals and downtown lighting), messaging, advertising, merchant support, the administrative costs and expenses of City Center Waco serving as administrator of PID1, and special events (Waco Wonderland).

FY20 Objectives

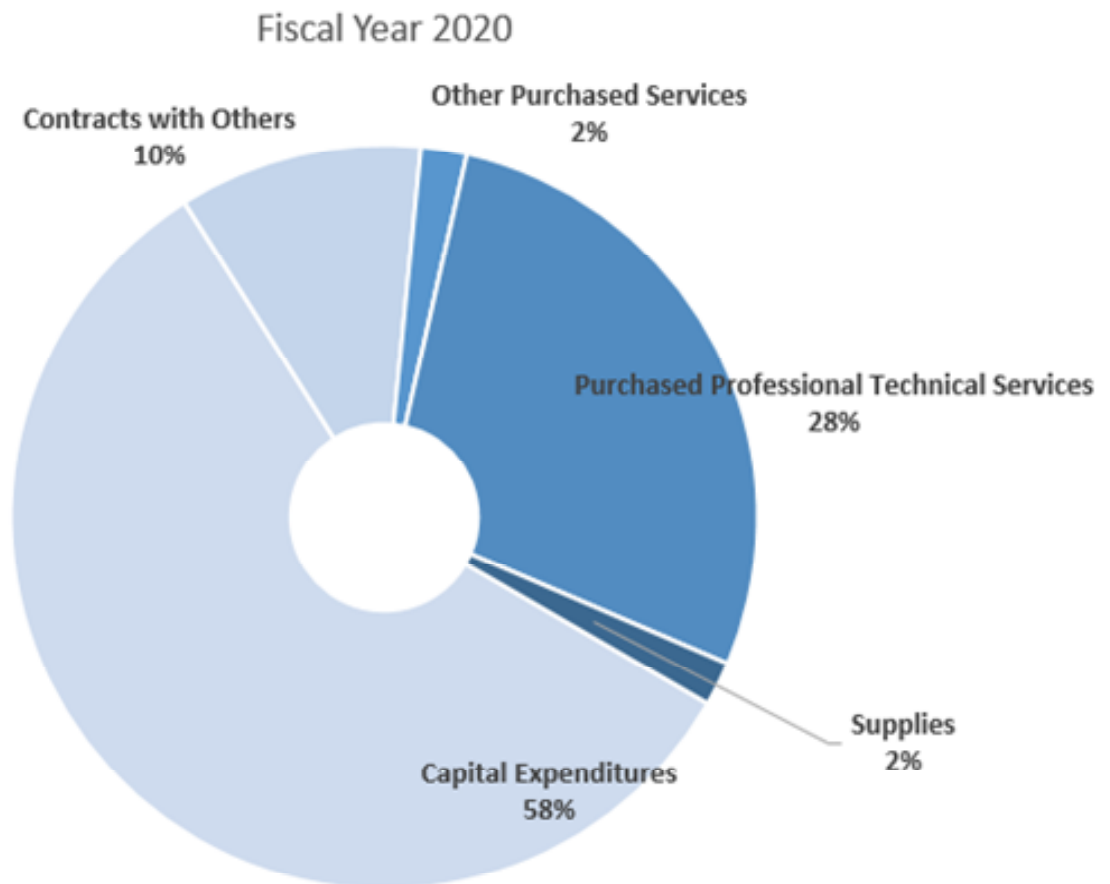
- **Clean & Safe:** public spaces are orderly; free of trash, debris, and graffiti; and well-maintained.
- **Parking & Wayfinding:** implementing a coordinated parking management strategy including supply, management, and wayfinding to allow visitors to find parking within the PID.
- **Transportation:** PID is a partner conceptually, financially, and promotionally in public transportation circulating within Downtown.
- **Planning:** PID input is integrated into the process for planning and design of public improvements.
- **Beautification:** Improvements are made each year to enhance the beauty, comfort, and utility of the space.
- **Marketing:** Complete, clear and consistent messaging reaches key populations with information about Downtown Waco. PID1 is a conceptual, financial, and implementing partner in a coordinated effort to advertise downtown.
- **Merchant Support:** Downtown Waco is home to a balanced mix of successful businesses who attribute a portion of their success to the support and advocacy of the PID.

- Programming: Programming attracts diverse audiences to a variety of locations around PID1 for activities and experiences.
- Single Point of Contact: Downtown stakeholders look to the PID1 for information and solutions, and they receive them.
- Manage PID1 Operations: City Center Waco's administration of PID1 remains competent, enthusiastic, efficient, and effective.

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	-	-	-	-	-	-
	Employee Benefits	-	-	-	-	-	-
	Purchased Professional Technical Services	359,382	400,548	400,548	456,300	-	456,300
	Purchased Property Services	-	-	-	-	-	-
	Maintenance	-	-	-	-	-	-
	Other Purchased Services	28,518	20,000	20,000	32,500	-	32,500
	Supplies	5,920	8,500	8,500	31,200	-	31,200
	Other	-	-	-	-	-	-
	Contracts with Others	81,000	155,000	155,000	173,000	-	173,000
	Capital Expenditures	109,546	834,821	47,600	944,227	-	944,227
Operating Total		584,366	1,418,869	631,648	1,637,227	-	1,637,227
Grand Total		584,366	1,418,869	631,648	1,637,227	-	1,637,227



CITY OF WACO
PUBLIC IMPROVEMENT DISTRICT #1 FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Special Assessment	\$ 535,504	\$ 549,599	\$ 560,000	\$ 612,499	\$ -	\$ 612,499
Interest on Investments	15,084	10,000	18,000	10,000	-	10,000
Contributions	14,608	-	-	-	-	-
Other	37,222	35,000	127,000	35,000	-	35,000
Operating Revenues	602,419	594,599	705,000	657,499	-	657,499
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	602,419	594,599	705,000	657,499	-	657,499
EXPENDITURES						
Purchased Professional Technical Services	\$ 359,382	\$ 400,548	\$ 400,548	\$ 456,300	\$ -	\$ 456,300
Other Purchased Services	28,518	20,000	20,000	32,500	-	32,500
Supplies	5,920	8,500	8,500	31,200	-	31,200
Contracts with Others	81,000	155,000	155,000	173,000	-	173,000
Capital Expenditures	109,546	834,821	47,600	944,227	-	944,227
Departmental Expenditures	584,366	1,418,869	631,648	1,637,227	-	1,637,227
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	584,366	1,418,869	631,648	1,637,227	-	1,637,227
Revenues Over/(Under) Expenditures	18,053	(824,270)	73,352	(979,728)	-	(979,728)
Cash Equivalent Fund Balance - Beginning	888,324	906,376	906,376	979,728	-	979,728
Cash Equivalent Fund Balance - Ending	\$ 906,376	\$ 82,106	\$ 979,728	\$ 0	\$ -	\$ 0

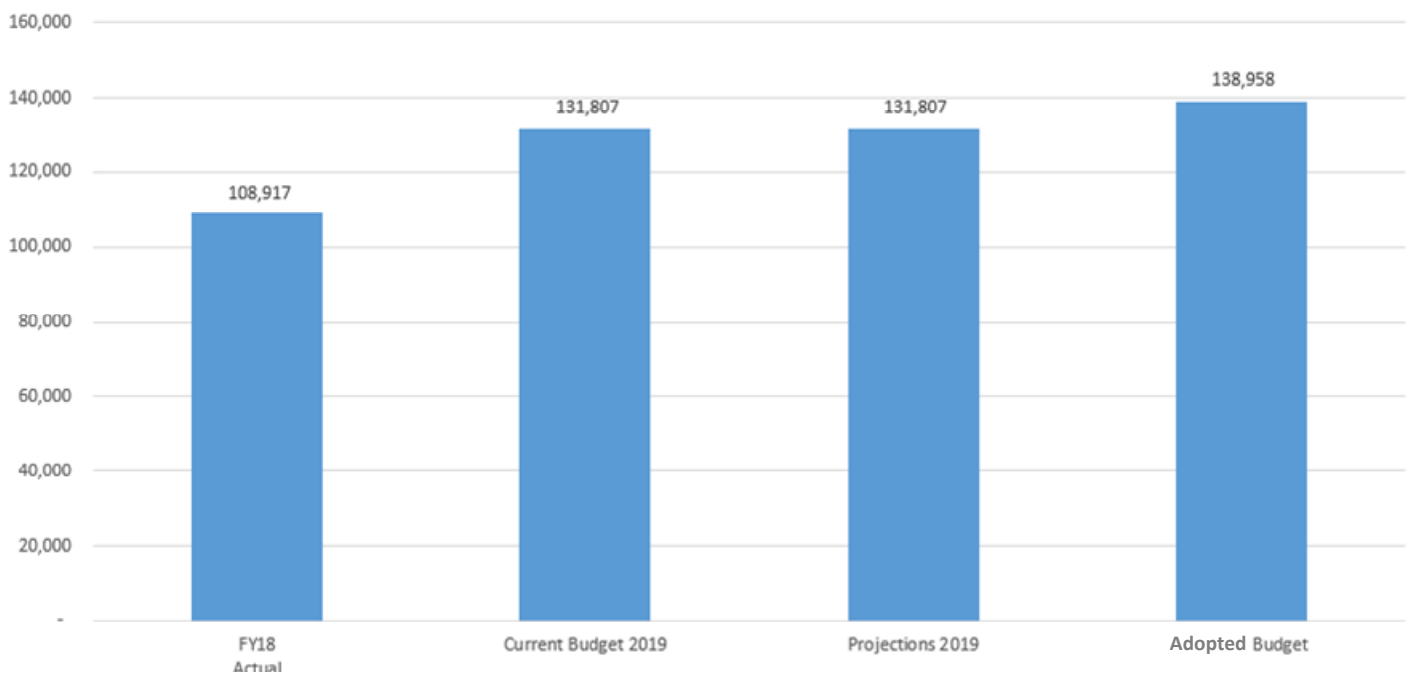
Court Security Fund

The City collects a \$3 fee from each defendant found guilty of a misdemeanor. Pursuant to Article 102.017 of the Texas Code of Criminal Procedure, revenues generated from this fee must be deposited into a special revenue fund. The money collected may be used only to fund court security and, security personnel, or other security measures.

Court Technology Fund

The City collects a \$4 fee from each defendant found guilty of a misdemeanor under Article 102.0172 of the Texas Code of Criminal Procedure. Revenues generated from the fee can only be used to fund court technology such as computer equipment.

Fund	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
2101-COURT SECURITY	99,856	113,060	113,060	111,368	-	111,368
2102-COURT TECHNOLOGY	9,061	18,747	18,747	27,590	-	27,590
Grand Total	108,917	131,807	131,807	138,958	-	138,958



CITY OF WACO
COURT SECURITY
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Fines	\$ 36,442	\$ -	\$ 37,707	\$ 37,707	\$ -	\$ 37,707
Operating Revenues	36,442	-	37,707	37,707	-	37,707
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	36,442	-	37,707	37,707	-	37,707
EXPENDITURES						
Purchased Professional Technical Services	\$ 7,640	\$ 7,860	\$ 7,860	\$ 8,330	\$ -	\$ 8,330
Other Purchased Services	250	-	-	1,200	-	1,200
Supplies	-	1,500	1,500	-	-	-
Departmental Expenditures	7,890	9,360	9,360	9,530	-	9,530
Transfers Out	91,966	103,700	103,700	101,838	-	101,838
Non-departmental Expenditures	91,966	103,700	103,700	101,838	-	101,838
Total Expenditures	99,856	113,060	113,060	111,368	-	111,368
Revenues Over/(Under) Expenditures	(63,414)	(113,060)	(75,353)	(73,661)	-	(73,661)
Cash Equivalent Fund Balance - Beginning	370,393	306,980	306,980	231,627	-	231,627
Unassigned Fund Balance - Ending	\$ 306,980	\$ 193,920	\$ 231,627	\$ 157,966	\$ -	\$ 157,966

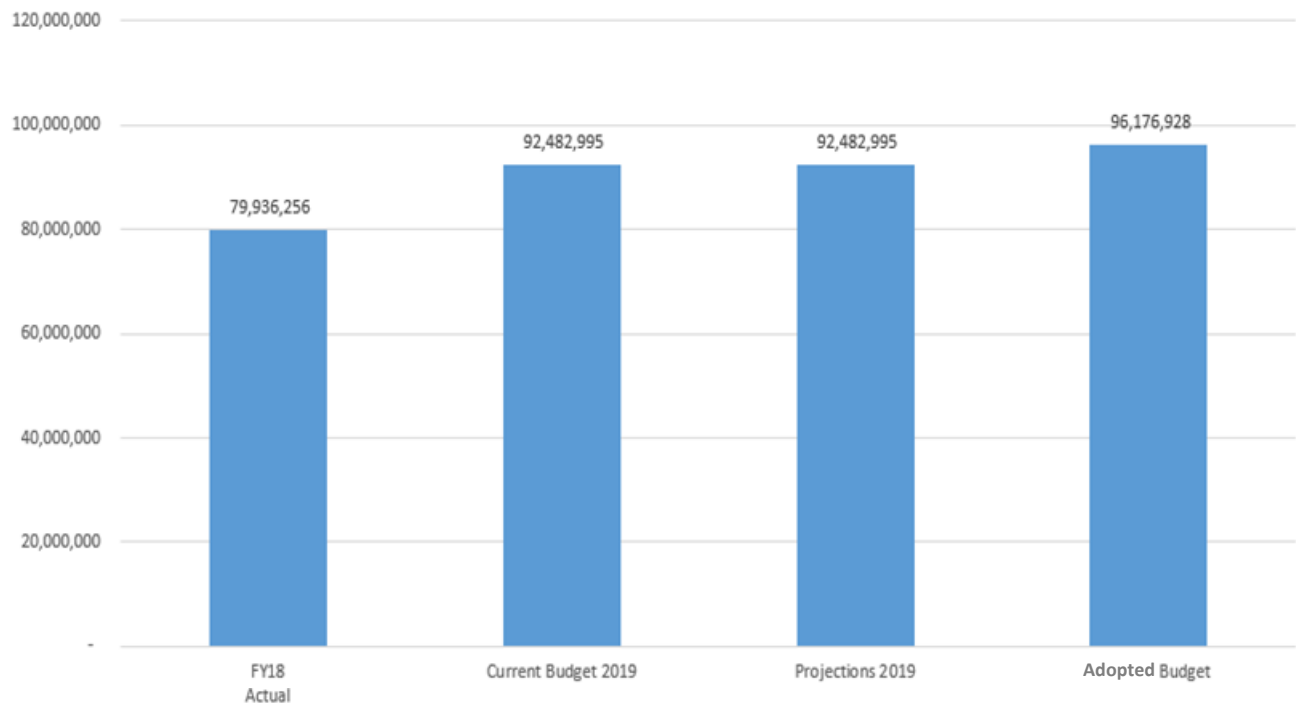
CITY OF WACO
COURT TECHNOLOGY
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Fines	\$ 48,571	\$ 16,200	\$ 48,000	\$ 48,000	\$ -	\$ 48,000
Operating Revenues	48,571	16,200	48,000	48,000	-	48,000
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	48,571	16,200	48,000	48,000	-	48,000
EXPENDITURES						
Purchased Professional Technical Services	\$ 8,083	\$ 2,547	\$ 2,547	\$ 7,200	\$ -	\$ 7,200
Maintenance	-	1,450	1,450	13,590	-	13,590
Supplies	978	7,550	7,550	6,800	-	6,800
Capital Expenditures	-	7,200	7,200	-	-	-
Departmental Expenditures	9,061	18,747	18,747	27,590	-	27,590
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	9,061	18,747	18,747	27,590	-	27,590
Revenues Over/(Under) Expenditures	39,510	(2,547)	29,254	20,410	-	20,410
Cash Equivalents Fund Balance - Beginning	28,525	68,036	68,036	97,289	-	97,289
Cash Equivalents Fund Balance - Ending	\$ 68,036	\$ 65,489	\$ 97,289	\$ 117,699	\$ -	\$ 117,699



Enterprise Funds

Fund	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
60-WATER DEPARTMENT	6003-WATER - TRANSMISSN & DISTRIBUT	4,672,289	6,715,785	6,715,785	6,844,004	62,500	6,906,504
	6004-WATER - TREATMENT	8,650,228	9,421,106	9,421,106	8,024,621	27,000	8,051,621
	6005-WATER - LAB	(56,371)	4,144	4,144	1,140,623	-	1,140,623
	6006-WATER - SOURCE OF SUPPLY	684,257	1,310,407	1,310,407	1,255,800	-	1,255,800
	6007-WATER - METER SHOP	1,145,364	1,199,133	1,199,133	1,509,183	-	1,509,183
	6010-WATER - GENERAL & ADMINISTRATN	26,341,595	28,322,709	28,322,709	30,508,482	-	30,508,482
	6011-WATER - CUSTOMER ACCOUNT EXP	1,153,782	1,261,869	1,261,869	2,324,552	85,000	2,409,552
	6097-WATER - DEBT SERVICE	-	-	-	-	-	-
60-WATER DEPARTMENT Total		42,591,143	48,235,153	48,235,153	51,607,265	174,500	51,781,765
61-WASTEWATER DEPARTMENT	6103-WASTEWATER - COLLECTION	4,732,413	7,135,484	7,135,484	6,888,362	62,500	6,950,862
	6104-WASTEWATER - TREATMT & DISPSL	7,012,404	7,132,187	7,132,187	6,970,212	-	6,970,212
	6105-WASTEWATER - ENVIRONMENTAL	374,704	428,507	428,507	412,882	-	412,882
	6110-WASTEWATER - GENERAL & ADMIN	16,308,719	18,955,514	18,955,514	20,647,429	-	20,647,429
	6197-WASTEWATER - DEBT SERVICE	-	-	-	-	-	-
61-WASTEWATER DEPARTMENT Total		28,428,241	33,651,692	33,651,692	34,918,885	62,500	34,981,385
62-WACO METRO AREA SEWER SYS	6204-WMARSS CENTRAL PLANT OPERATION	7,738,289	9,193,864	9,193,864	6,589,918	199,000	6,788,918
	6205-WMARSS BULL HIDE PLANT	472,537	599,173	599,173	544,584	22,500	567,084
	6210-WMARSS GENERAL ADMINISTRATION	706,046	803,113	803,113	2,057,776	-	2,057,776
62-WACO METRO AREA SEWER SYS Total		8,916,872	10,596,150	10,596,150	9,192,278	221,500	9,413,778
Grand Total		79,936,256	92,482,995	92,482,995	95,718,428	458,500	96,176,928



Mission Statement

Water Utility Services is committed to the protection of public health and to quality management of water resources, while delivering safe, reliable, high quality water and cost effective service to customers.

Departmental Overview

Water Utility Services provides water 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.

Programs of Service

Water Utility Services is responsible for treating, transporting, storing, delivering, and metering safe and reliable drinking water for the citizens and customers of Waco. Water Utility Services is responsible for maintaining and repairing all equipment and infrastructure necessary for these tasks, as well as, ensuring all state and federal standards are met.

FY20 Objectives

- Ritchie Rd. Tower rebuild in process
- Peach St. water line complete
- AMI complete
- Munis conversion complete
- S. 26th water line complete

FY20 Budget Changes

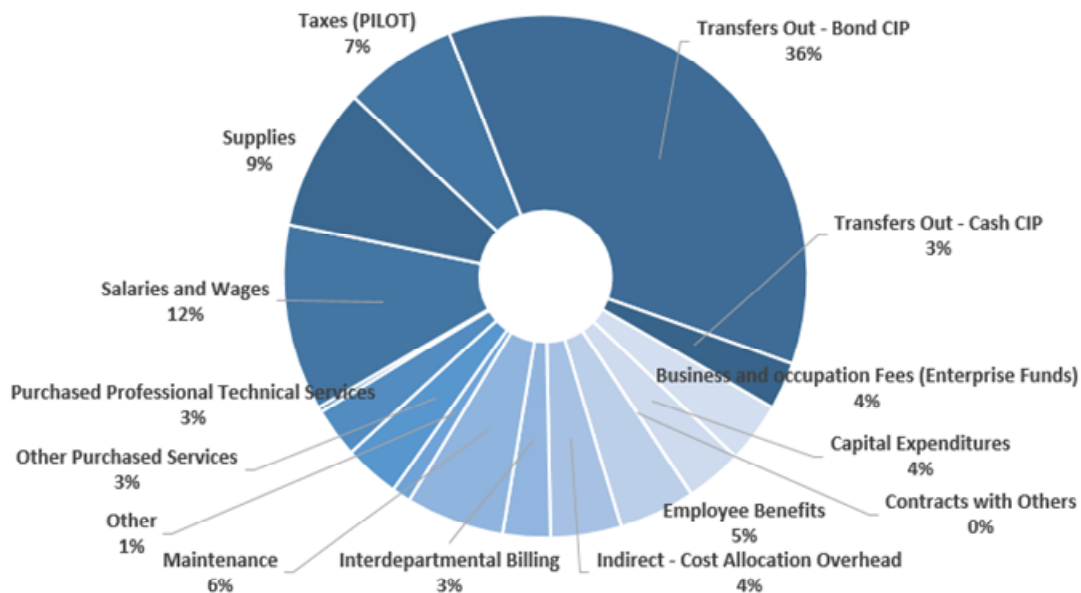
Recurring and one-time additions total \$174,500. Recurring additions are \$62,500 for engineering services. One-time additions total \$112,000 and include \$80,000 for temporary labor, \$5,000 for water bill inserts, \$24,000 for HVAC work, and \$3,000 for wetlands road repairs.

Water Utility Services Fund



Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	4,884,183	5,453,945	5,453,945	5,966,952	-	5,966,952
	Employee Benefits	2,039,842	2,254,415	2,254,415	2,441,340	-	2,441,340
	Purchased Professional Technical Services	1,159,730	1,960,918	1,960,918	1,498,685	80,000	1,578,685
	Purchased Property Services	158,970	160,800	160,800	160,800	-	160,800
	Maintenance	3,070,771	3,860,539	3,860,539	3,121,871	27,000	3,148,871
	Other Purchased Services	1,077,558	1,842,186	1,842,186	1,775,335	5,000	1,780,335
	Supplies	4,422,041	4,863,090	4,863,090	4,563,615	-	4,563,615
	Other	1,060,229	542,435	542,435	538,600	62,500	601,100
	Contracts with Others	6,000	7,123	7,123	7,123	-	7,123
	Capital Expenditures	238,122	853,338	853,338	1,825,426	-	1,825,426
Operating Total		18,117,446	21,798,790	21,798,790	21,899,747	174,500	22,074,247
Non-Operating	Interdepartmental Billing	(624,331)	(287,941)	(287,941)	1,519,265	-	1,519,265
	Indirect - Cost Allocation Overhead	2,141,281	2,264,764	2,264,764	2,260,136	-	2,260,136
	Taxes (PILOT)	3,343,416	3,451,820	3,451,820	3,635,062	-	3,635,062
	Business and occupation Fees (Enterprise Fu	1,878,815	1,858,643	1,858,643	1,936,185	-	1,936,185
	Transfers Out - Cash CIP	1,500,000	1,500,000	1,500,000	1,500,000	-	1,500,000
	Transfers Out - Bond CIP	16,234,516	17,649,077	17,649,077	18,856,870	-	18,856,870
Non-Operating Total		24,473,697	26,436,363	26,436,363	29,707,518	-	29,707,518
Grand Total		42,591,143	48,235,153	48,235,153	51,607,265	174,500	51,781,765

Fiscal Year 2020



Personnel Summary

	Range	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
Supervision					
Director of Utilities	146	0.50	0.50	0.50	0.50
Project Engineer	136	1.50	-	-	-
Deputy Director of Utilities	135	0.33	0.33	0.33	0.33
Utilities Operations Manager	134	0.67	0.67	0.67	0.67
Utilities Plant Operations Manager	133	-	-	0.50	0.50
Distribution/Collection Superintendent	131	0.50	0.50	0.50	0.50
Water Treatment Plant Superintendent	131	1.00	1.00	1.00	1.00
Utilities Project Administrator	131	0.50	-	-	-
Utilities Customer Service Manager	130	-	1.00	1.00	1.00
SCADA Analyst	128	0.50	0.50	-	-
Watershed/Environmental Compliance Coordinator	126	0.33	-	-	-
Distribution/Collection Supervisor-CDL	124	2.00	2.00	3.00	3.00
Water/Wastewater Treatment Plant Supervisor	124	1.00	1.00	1.00	1.00
Utilities Lab Supervisor	124	1.00	1.00	1.00	1.00
Water/Wastewater Plant Maintenance Supervisor-CDL	124	-	-	1.00	1.00
Water/Wastewater Plant Maintenance Supervisor	123	1.00	1.00	-	-
Meter Services Supervisor	123	1.00	1.00	1.00	1.00
Utilities Customer Service Supervisor	123	3.50	3.50	3.50	3.50
Utilities Safety/RMG Supervisor	123	0.50	0.50	0.50	0.50
		15.83	14.50	15.50	15.50
Clerical and Professional					
Project Engineer	136	-	1.00	1.50	1.50
Utilities Project Administrator	131	-	0.50	0.50	0.50
Utilities Construction Project Manager	130	-	-	0.50	0.50
Project Manager	129	0.66	0.66	0.66	0.66
Utilities Customer Service Manager	128	1.00	-	-	-
Utilities Finance Officer	127	0.50	0.50	0.50	0.50
Watershed/Environmental Compliance Coordinator	126	-	0.33	0.33	0.33
Utilities Data Analyst	125	-	-	0.50	0.50
Environmental Regulations Analyst	124	0.33	0.33	-	-
Utilities Public Information And Communications Coordinator	123	0.50	0.50	0.50	0.50
Wetlands Program Coordinator	123	1.00	1.00	1.00	1.00
Utilities Customer Service Representative	217	18.50	18.50	18.50	18.50
Backflow Prevention/CCP Program Coordinator	215	0.50	0.50	0.50	0.50
Utilities Lab Administrative Assistant	215	1.00	1.00	1.00	1.00
		23.99	24.82	25.99	25.99
Labor Operations					
Distribution/Collection Crew Lead-CDL	222	9.00	8.00	8.00	8.00
Water Treatment Plant Operator Lead	222	2.00	2.00	2.00	2.00
Plant Maintenance Crew Leader-CDL	222	2.00	2.00	2.00	2.00
Environmental Lab Analyst	220	8.00	8.00	8.00	8.00
Distribution/Collection Operator-CDL	218	17.50	17.50	17.50	17.50
Plant Maintenance Operator-CDL	217	-	-	9.00	9.00
Plant Maintenance Operator	217	9.00	9.00	-	-
Water Treatment Plant Operator	217	17.00	17.00	17.00	17.00
Utilities Maintenance Worker-CDL	215	7.00	7.00	10.00	10.00
Meter Services Technician-CDL	213	4.00	4.00	3.00	3.00
Utilities Courier	208	1.00	0.50	0.50	0.50
		76.50	75.00	77.00	77.00
Labor Maintenance					
Master Electrician	220	1.00	1.00	-	-
SCADA Technician	218	2.00	2.00	2.00	2.00
		3.00	3.00	2.00	2.00
Total Full Time		119.32	117.32	120.49	120.49
Part Time Employees (shown as FTE's)					
Intern-PT	210	0.475	0.475	-	-
Total Part Time (FTE's)		0.475	0.475	-	-
Total Employees		119.795	117.795	120.49	120.49

CITY OF WACO
WATER FUND O&M
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 468,802	\$ 100,000	\$ 100,000	\$ 468,802	\$ -	\$ 468,802
Contributions	199,920	-	-	-	-	-
Charges for Services	46,970,370	46,466,100	46,466,100	48,404,625	-	48,404,625
Other	764,633	286,006	286,006	292,393	-	292,393
Operating Revenues	48,403,726	46,852,106	46,852,106	49,165,820	-	49,165,820
Interdepartmental Billing	-	-	-	1,390,519	-	1,390,519
Transfers In	-	-	-	1,225,426	-	1,225,426
Indirect - Cost Allocation Overhead	1,885	1,951	1,951	-	-	-
Non-operating Revenues	1,885	1,951	1,951	-	-	-
Total Revenues	48,405,611	46,854,057	46,854,057	51,781,765	-	51,781,765
EXPENDITURES						
Salaries and Wages	\$ 4,884,183	\$ 5,453,945	\$ 5,453,945	\$ 5,966,952	\$ -	\$ 5,966,952
Employee Benefits	2,039,842	2,254,415	2,254,415	2,441,340	-	2,441,340
Purchased Professional Technical Services	1,159,730	1,960,918	1,960,918	1,498,685	80,000	1,578,685
Purchased Property Services	158,970	160,800	160,800	160,800	-	160,800
Maintenance	3,070,771	3,860,539	3,860,539	3,121,871	27,000	3,148,871
Other Purchased Services	1,077,558	1,842,186	1,842,186	1,775,335	5,000	1,780,335
Supplies	4,422,041	4,863,090	4,863,090	4,563,615	-	4,563,615
Other	1,060,229	542,435	542,435	538,600	62,500	601,100
Contracts with Others	6,000	7,123	7,123	7,123	-	7,123
Capital Expenditures	238,122	853,338	853,338	1,825,426	-	1,825,426
Departmental Expenditures	18,117,446	21,798,790	21,798,790	21,899,747	174,500	22,074,247
Business and occupation Fees (Enterprise Funds)	1,878,815	1,858,643	1,858,643	1,936,185	-	1,936,185
Indirect - Cost Allocation Overhead	2,141,281	2,264,764	2,264,764	2,260,136	-	2,260,136
Interdepartmental Billing	(624,331)	(287,941)	(287,941)	1,519,265	-	1,519,265
Taxes (PILOT)	3,343,416	3,451,820	3,451,820	3,635,062	-	3,635,062
Transfers Out	1,500,000	1,500,000	1,500,000	1,500,000	-	1,500,000
Transfers Out - Bond CIP	16,234,516	17,649,077	17,649,077	18,856,870	-	18,856,870
Non-departmental Expenditures	24,473,697	26,436,363	26,436,363	29,707,518	-	29,707,518
Total Expenditures	42,591,143	48,235,153	48,235,153	51,607,265	174,500	51,781,765
Revenues Over/(Under) Expenditures	5,814,468	(1,381,096)	(1,381,096)	174,500	(174,500)	-
Cash Equivalent Fund Balance - Beginning	30,106,386	35,920,854	35,920,854	34,539,758	-	34,539,758
Cash Equivalent Fund Balance - Ending	\$ 35,920,854	\$ 34,539,758	\$ 34,539,758	\$ 34,714,258	\$ (174,500)	\$ 34,539,758

WATER FUND O&M
SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
INVESTMENT EARNINGS	\$ 468,802	\$ 100,000	\$ 100,000	\$ 468,802	\$ -	\$ 468,802
Interest on Investments	468,802	100,000	100,000	468,802	-	468,802
CONTRIBUTIONS - MISCELLANEOUS	199,920	-	-	-	-	-
TRANSFERS IN	-	-	-	1,225,426	-	1,225,426
Contributions	199,920	-	-	1,225,426	-	1,225,426
CHRG FOR SERV METER WATER SALE	40,473,419	40,748,473	40,748,473	42,839,293	-	42,839,293
CHRG FOR SERV OTHER WATER SALE	4,762,793	4,035,722	4,035,722	3,889,187	-	3,889,187
CHRG FOR SERV RAW WATER	279,560	275,000	275,000	275,000	-	275,000
CHRG FOR SERV DAMAGED METER	2,200	3,000	3,000	2,200	-	2,200
CHRG FOR SERV FIRE HYDRANT	83,600	72,000	72,000	72,000	-	72,000
CHRG FOR SERV BACKFLOW PREVENT	1,250	1,000	1,000	1,000	-	1,000
CHRG FOR SERV WATER TAPS	64,369	65,000	65,000	60,000	-	60,000
CHRG FOR SERV TURN ONS	1,186,159	1,163,585	1,163,585	1,163,585	-	1,163,585
CHRG FOR SERV REAL ESTATE RENT	2,000	1,600	1,600	2,000	-	2,000
CHRG FOR SERV PARKING GARAGE	(30)	360	360	-	-	-
CHRG FOR SERV UTILITY TRAINING	-	-	-	-	-	-
CHRG FOR SERV WATER LAB FEES	114,379	100,000	100,000	100,000	-	100,000
CHRG FOR SERV MISC CHARGE	672	360	360	360	-	360
Charges for Services	46,970,370	46,466,100	46,466,100	48,404,625	-	48,404,625
RENT FROM REAL ESTATE	201,393	195,744	195,744	201,393	-	201,393
SALE OF SCRAP	31,198	14,262	14,262	15,000	-	15,000
CONCESSIONS	1,145	1,000	1,000	1,000	-	1,000
CASH OVER/SHORT	(142)	-	-	-	-	-
MISCELLANEOUS	297,554	75,000	75,000	75,000	-	75,000
MISC REV -ONCOR COMM LOAD MGT	205,675	-	-	-	-	-
MISC REV - AUCTION PROCEEDS	27,810	-	-	-	-	-
Other	764,633	286,006	286,006	292,393	-	292,393
GF-INTDEP BILLING - FINANCE	-	-	-	881	-	881
GF-INTDEP BILLING - INSPECTION	-	-	-	1,064	-	1,064
WASTEWATER - COLLECTION	-	-	-	788,443	-	788,443
INTERDEPARTMENTAL BILLINGS	-	-	-	599,859	-	599,859
GF-INTDEP BILLING - WMARSS	-	-	-	272	-	272
GF-INTDEP BILLING - CONVENTION	-	-	-	-	-	-
Interdepartmental Billing	-	-	-	1,390,519	-	1,390,519
Overhead Cost Allocation	1,885	1,951	1,951	-	-	-
Indirect - Cost Allocation Overhead	1,885	1,951	1,951	-	-	-
GRAND TOTAL	\$ 48,405,611	\$ 46,854,057	\$ 46,854,057	\$ 51,781,765	\$ -	\$ 51,781,765

Mission Statement

Wastewater Services 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.

Departmental Overview

Wastewater Services provides wastewater service through its Field Operations and Industrial Pretreatment Divisions. Employees operate and maintain a wastewater collection system and provide 24-hour response to customers for emergency assistance with problems. Industrial Pretreatment is responsible for implementing the regulations of the National Industrial Pretreatment Program and other related environmental issues.

Programs of Service

Wastewater Services is responsible for safely and reliably transporting wastewater for the citizens and customers of Waco. Wastewater Services is responsible for maintaining and repairing all equipment and infrastructure necessary for these tasks, as well as, ensuring that all state and federal standards are met.

FY20 Objectives

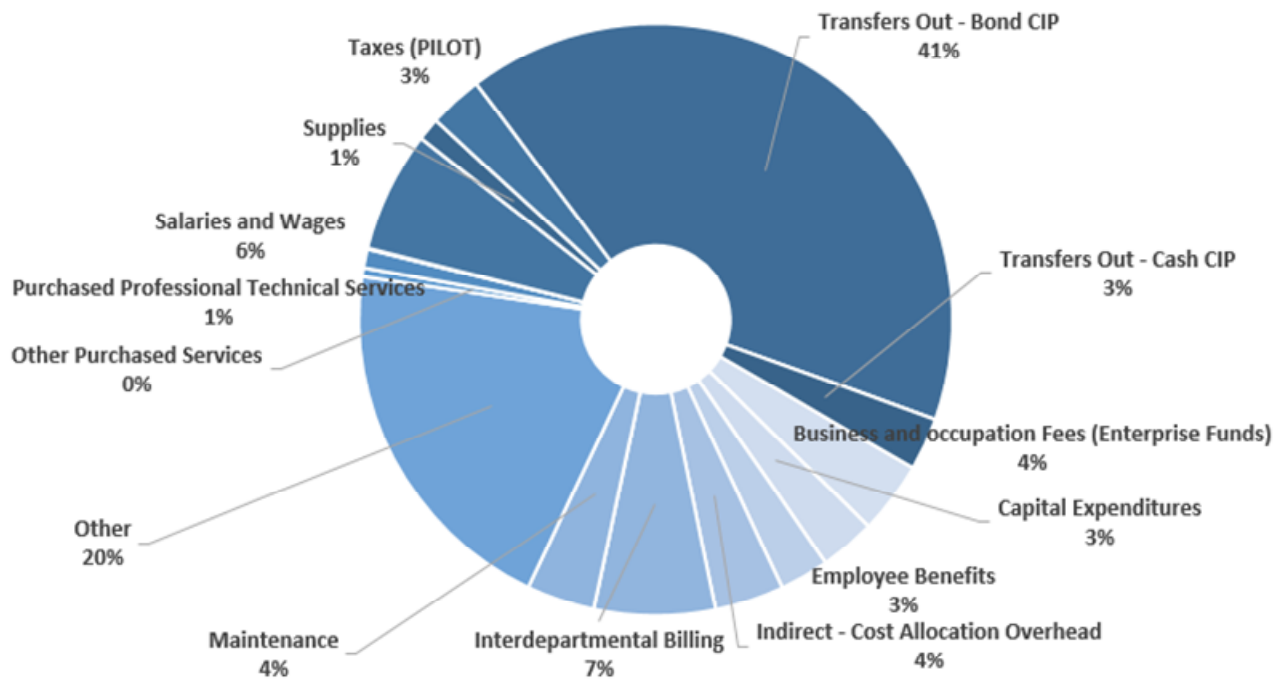
- Phase I Church Rd lift station/Cloice Creek lift station complete
- Green Leaf lift station and Park Lake lift station converted to submersibles
- S. 26th St sewer line complete

FY20 Budget Changes

Recurring additions total \$62,500 for engineering services.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,795,167	2,363,926	2,363,926	2,304,201	-	2,304,201
	Employee Benefits	749,026	971,667	971,667	938,732	-	938,732
	Purchased Professional Technical Services	285,431	671,664	671,664	355,000	-	355,000
	Purchased Property Services	24,839	19,125	19,125	19,125	-	19,125
	Maintenance	1,273,514	1,670,603	1,670,603	1,298,960	-	1,298,960
	Other Purchased Services	169,962	190,173	190,173	167,738	-	167,738
	Supplies	408,137	421,210	421,210	430,890	-	430,890
	Other	6,883,716	7,192,402	7,192,402	7,030,427	62,500	7,092,927
	Capital Expenditures	63,037	775,842	775,842	1,057,532	-	1,057,532
Operating Total		11,652,828	14,276,612	14,276,612	13,602,605	62,500	13,665,105
Non-Operating	Interdepartmental Billing	1,450,775	1,757,038	1,757,038	2,307,706	-	2,307,706
	Indirect - Cost Allocation Overhead	1,426,340	1,556,504	1,556,504	1,319,748	-	1,319,748
	Taxes (PILOT)	908,304	960,784	960,784	1,029,531	-	1,029,531
	Business and occupation Fees (Enterprise Funds)	1,183,036	1,308,607	1,308,607	1,382,192	-	1,382,192
	Transfers Out - Cash CIP	1,000,000	1,000,000	1,000,000	1,000,000	-	1,000,000
	Transfers Out - Bond CIP	10,806,958	12,792,147	12,792,147	14,277,103	-	14,277,103
Non-Operating Total		16,775,413	19,375,080	19,375,080	21,316,280	-	21,316,280
Grand Total		28,428,241	33,651,692	33,651,692	34,918,885	62,500	34,981,385

Fiscal Year 2020



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Utilities	146	0.50	0.50	0.50	0.50
Deputy Director of Utilities	138	0.33	0.33	0.33	0.33
Project Engineer	136	0.25	-	-	-
Utilities Operations Manager	134	0.33	0.33	0.33	0.33
Distribution/Collection Superintendent	131	0.50	0.50	0.50	0.50
Utilities Project Administrator	131	0.25	-	-	-
SCADA Analyst	128	0.50	0.50	-	-
Watershed/Environmental Compliance Coordinator	126	0.33	-	-	-
Pretreatment/Environmental Compliance Coordinator	124	1.00	1.00	1.00	1.00
Distribution/Collection Supervisor-CDL	124	2.00	2.00	1.00	1.00
Utilities Customer Service Supervisor	123	0.50	0.50	0.50	0.50
Utilities Safety/RMG Supervisor	123	0.25	0.25	0.25	0.25
		6.74	5.91	4.41	4.41
Clerical and Professional					
Project Engineer	136	-	0.50	0.25	0.25
Utilities Project Administrator	131	-	0.25	0.25	0.25
Utilities Construction Project Manager	130	-	-	0.25	0.25
Project Manager	129	0.34	0.34	0.34	0.34
Utilities Finance Officer	127	0.50	0.50	0.50	0.50
Watershed/Environmental Compliance Coordinator	126	-	0.33	0.33	0.33
Utilities Data Analyst	125	-	-	0.50	0.50
Environmental Regulations Analyst	124	0.33	0.33	-	-
Utilities Public Information And Communications Coordinator	123	0.50	0.50	0.50	0.50
Utilities Customer Service Representative	217	2.50	2.50	2.50	2.50
Backflow Prevention/CCP Program Coordinator	215	0.50	0.50	0.50	0.50
		4.67	5.75	5.92	5.92
Labor Operations					
Distribution/Collection Crew Lead-CDL	222	5.00	6.00	6.00	6.00
Environmental Inspector	220	2.00	2.00	2.00	2.00
Distribution/Collection Operator-CDL	218	13.50	13.50	12.50	12.50
Plant Maintenance Operator-CDL	217	-	-	6.00	6.00
Plant Maintenance Operator	217	6.00	6.00	-	-
Utilities Maintenance Worker-CDL	215	9.00	9.00	7.00	7.00
Utilities Courier	208	-	0.50	0.50	0.50
		35.50	37.00	34.00	34.00
Labor Maintenance					
SCADA Technician	218	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		47.91	49.66	45.33	45.33

CITY OF WACO
WASTEWATER FUND O&M
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 73,278	\$ 52,645	\$ 52,645	\$ 57,529	\$ -	\$ 57,529
Other	30,774	-	-	-	-	-
Charges for Services	29,575,906	32,872,281	32,872,281	34,554,809	-	34,554,809
Operating Revenues	29,679,958	32,924,926	32,924,926	34,612,338	-	34,612,338
Transfers In	-	-	-	369,047	-	369,047
Non-operating Revenues	-	-	-	369,047	-	369,047
Total Revenues	29,679,958	32,924,926	32,924,926	34,981,385	-	34,981,385
EXPENDITURES						
Salaries and Wages	\$ 1,795,167	\$ 2,363,926	\$ 2,363,926	\$ 2,304,201	\$ -	\$ 2,304,201
Employee Benefits	749,026	971,667	971,667	938,732	-	938,732
Purchased Professional Technical Services	285,431	671,664	671,664	355,000	-	355,000
Purchased Property Services	24,839	19,125	19,125	19,125	-	19,125
Maintenance	1,273,514	1,670,603	1,670,603	1,298,960	-	1,298,960
Other Purchased Services	169,962	190,173	190,173	167,738	-	167,738
Supplies	408,137	421,210	421,210	430,890	-	430,890
Other	6,883,716	7,192,402	7,192,402	7,030,427	62,500	7,092,927
Capital Expenditures	63,037	775,842	775,842	1,057,532	-	1,057,532
Departmental Expenditures	11,652,828	14,276,612	14,276,612	13,602,605	62,500	13,665,105
Interdepartmental Billing	1,450,775	1,757,038	1,757,038	2,307,706	-	2,307,706
Indirect - Cost Allocation Overhead	1,426,340	1,556,504	1,556,504	1,319,748	-	1,319,748
Business and occupation Fees (Enterprise Funds)	1,183,036	1,308,607	1,308,607	1,382,192	-	1,382,192
Taxes (PILOT)	908,304	960,784	960,784	1,029,531	-	1,029,531
Transfers Out	1,000,000	1,000,000	1,000,000	1,000,000	-	1,000,000
Transfers Out - Bond CIP	10,806,958	12,792,147	12,792,147	14,277,103	-	14,277,103
Non-departmental Expenditures	16,775,413	19,375,080	19,375,080	21,316,280	-	21,316,280
Total Expenditures	28,428,241	33,651,692	33,651,692	34,918,885	62,500	34,981,385
Revenues Over/(Under) Expenditures	1,251,718	(726,766)	(726,766)	62,500	(62,500)	-
Cash Equivalent Fund Balance - Beginning	10,070,097	11,321,815	11,321,815	10,595,049	-	10,595,049
Cash Equivalent Fund Balance - Beginning	\$ 11,321,815	\$ 10,595,049	\$ 10,595,049	\$ 10,657,549	\$ (62,500)	\$ 10,595,049

WASTEWATER FUND O&M

SCHEDULE OF REVENUES

Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
INVESTMENT EARNINGS	\$ 51,529	\$ 35,000	\$ 35,000	\$ 51,529	\$ -	\$ 51,529
WMARSS LOANS INTEREST	13,590	11,645	11,645	-	-	-
INTEREST ON OTHER LOANS	8,159	6,000	6,000	6,000	-	6,000
Interest on Investments	73,278	52,645	52,645	57,529	-	57,529
MISCELLANEOUS	1,746	-	-	-	-	-
INTERGOVERNMENTAL - STATE	-	-	-	-	-	-
CONTRIBUTIONS - MISCELLANEOUS	-	-	-	-	-	-
SALE OF REAL ESTATE	-	-	-	-	-	-
MISC REV - AUCTION PROCEEDS	29,028	-	-	-	-	-
Other	30,774	-	-	-	-	-
CHRG FOR SERV IND PTRT SURCHRG	454,037	450,000	450,000	450,000	-	450,000
TRANSFER FROM WMARSS	-	-	-	369,047	-	369,047
CHRG FOR SERV INDUST PRETREAT	-	-	-	-	-	-
CHRG FOR SERV IND PT PERMT RNW	-	-	-	-	-	-
CHRG FOR SERV IND PT BATCHDISC	-	-	-	-	-	-
CHRG FOR SERV IND PT SAMPL FEE	11,860	5,000	5,000	5,000	-	5,000
CHRG FOR SERV IND PT INHOUSE	1,440	500	500	500	-	500
CHRG FOR SERV IND PT OUTSIDE	22,821	15,000	15,000	15,000	-	15,000
CHRG FOR SERV IND PT FORM&ISS	1,120	-	-	-	-	-
CHRG FOR SERV IND PT MISC	13,995	5,000	5,000	10,000	-	10,000
CHRG FOR SERV SEWER SERV CHRG	28,999,383	32,336,481	32,336,481	34,014,039	-	34,014,039
CHRG FOR SERV SEWER TAPS	70,980	60,000	60,000	60,000	-	60,000
CHRG FOR SERV MISC CHARGE	270	300	300	270	-	270
Charges for Services	29,575,906	32,872,281	32,872,281	34,923,856	-	34,923,856
GRAND TOTAL	\$ 29,679,958	\$ 32,924,926	\$ 32,924,926	\$ 34,981,385	\$ -	\$ 34,981,385

Mission Statement

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

Departmental Overview

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.

Programs of Service

WMARSS is responsible for transporting the wastewater flows of its owner cities, treating this wastewater, releasing the clean effluent into the Brazos River and disposing of residual solid wastes in an environmentally responsible way. WMARSS is responsible for maintaining and repairing all equipment and infrastructure necessary for these tasks, as well as, ensuring that all state and federal standards are met.

FY20 Objectives

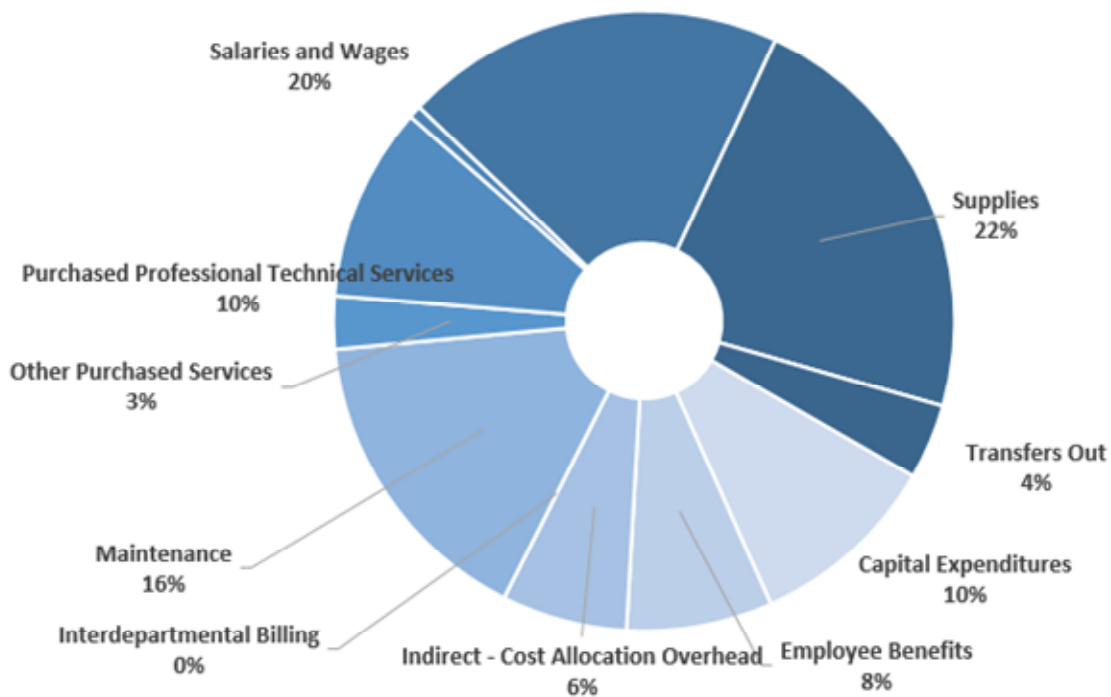
- WMARSS Phase I improvements complete
- WMARSS Phase II improvements in design
- Transfer Lift Station, Force Main, and Gravity Line complete

FY20 Budget Changes

One-time additions total \$221,500 and include \$150,000 for plant painting to meet TCEQ standards, \$25,000 for crack sealing, \$24,000 for HVAC work, \$15,000 for gate cameras installation, and \$7,500 for fence and gate maintenance.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,494,529	1,643,140	1,643,140	1,867,264	-	1,867,264
	Employee Benefits	564,712	638,348	638,348	715,728	-	715,728
	Purchased Professional Technical Services	754,696	1,281,165	1,281,165	955,980	-	955,980
	Purchased Property Services	63,475	62,150	62,150	62,150	-	62,150
	Maintenance	937,929	1,968,755	1,968,755	1,295,000	221,500	1,516,500
	Other Purchased Services	337,866	380,917	380,917	259,102	-	259,102
	Supplies	2,037,744	2,203,720	2,203,720	2,113,800	-	2,113,800
	Other	32,323	-	-	-	-	-
	Capital Expenditures	2,146,349	1,821,487	1,821,487	938,655	-	938,655
Operating Total		8,369,623	9,999,681	9,999,681	8,207,679	221,500	8,429,179
Non-Operating	Interdepartmental Billing	-	-	-	272	-	272
	Indirect - Cost Allocation Overhead	547,249	596,469	596,469	615,280	-	615,280
	Transfers Out	-	-	-	369,047	-	369,047
Non-Operating Total		547,249	596,469	596,469	984,599	-	984,599
Grand Total		8,916,872	10,596,150	10,596,150	9,192,278	221,500	9,413,778

Fiscal Year 2020



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Deputy Director of Utilities	138	0.34	0.34	0.34	0.34
Project Engineer	136	0.25	-	-	-
Utilities Plant Operations Manager	133	-	-	0.50	0.50
Wastewater Treatment Plant Administrator	131	1.00	1.00	1.00	1.00
Wastewater Treatment Plant Superintendent	131	1.00	1.00	1.00	1.00
Utilities Project Administrator	131	0.25	-	-	-
Watershed/Environmental Compliance Coordinator	126	0.34	-	-	-
Water/Wastewater Treatment Plant Supervisor	124	1.00	1.00	1.00	1.00
Utilities Safety/RMG Supervisor	123	0.25	0.25	0.25	0.25
		4.43	3.59	4.09	4.09
Clerical and Professional					
Project Engineer	136	-	0.50	0.25	0.25
Utilities Project Administrator	131	-	0.25	0.25	0.25
Utilities Construction Project Manager	130	-	-	0.25	0.25
Watershed/Environmental Compliance Coordinator	126	-	0.34	0.34	0.34
Utilities Customer Service Representative	217	1.00	1.00	1.00	1.00
		1.00	2.09	2.09	2.09
Labor Operations					
Wastewater Treatment Plant Operator Lead-CDL	222	2.00	2.00	2.00	2.00
Environmental Inspector	220	2.00	2.00	2.00	2.00
Senior Wastewater Treatment Plant Operator-CDL	220	5.00	5.00	5.00	5.00
Wastewater Treatment Plant Operator-CDL	217	14.00	14.00	-	-
Wastewater Treatment Plant Operator	217	-	-	16.00	16.00
		23.00	23.00	25.00	25.00
Total Employees		28.43	28.68	31.18	31.18

CITY OF WACO
WMARSS FUND O&M
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 186,570	\$ 25,000	\$ 25,000	\$ 186,570	\$ -	\$ 186,570
Other	14,876	9,000	9,000	14,876	-	14,876
Charges for Services	9,308,562	9,314,814	9,314,814	9,212,332	-	9,212,332
Operating Revenues	9,510,007	9,348,814	9,348,814	9,413,778	-	9,413,778
Interdepartmental Billing	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	9,510,007	9,348,814	9,348,814	9,413,778	-	9,413,778
EXPENDITURES						
Salaries and Wages	\$ 1,494,529	\$ 1,643,140	\$ 1,643,140	\$ 1,867,264	\$ -	\$ 1,867,264
Employee Benefits	564,712	638,348	638,348	715,728	-	715,728
Purchased Professional Technical Services	754,696	1,281,165	1,281,165	955,980	-	955,980
Purchased Property Services	63,475	62,150	62,150	62,150	-	62,150
Maintenance	937,929	1,968,755	1,968,755	1,295,000	221,500	1,516,500
Other Purchased Services	337,866	380,917	380,917	259,102	-	259,102
Supplies	2,037,744	2,203,720	2,203,720	2,113,800	-	2,113,800
Other	32,323	-	-	-	-	-
Capital Expenditures	2,146,349	1,821,487	1,821,487	938,655	-	938,655
Departmental Expenditures	8,369,623	9,999,681	9,999,681	8,207,679	221,500	8,429,179
Indirect - Cost Allocation Overhead	547,249	596,469	596,469	615,280	-	615,280
Transfers Out	-	-	-	369,047	-	369,047
Interdepartmental Billing	-	-	-	272	-	272
Non-departmental Expenditures	547,249	596,469	596,469	984,599	-	984,599
Total Expenditures	8,916,872	10,596,150	10,596,150	9,192,278	221,500	9,413,778
Revenues Over/(Under) Expenditures	593,135	(1,247,336)	(1,247,336)	221,500	(221,500)	-
Cash Equivalent Fund Balance - Beginning	11,377,974	11,971,109	11,971,109	10,723,773	-	10,723,773
Cash Equivalent Fund Balance - Ending	\$ 11,971,109	\$ 10,723,773	\$ 10,723,773	\$ 10,945,273	\$ (221,500)	\$ 10,723,773

WMARSS FUND O&M

SCHEDULE OF REVENUES

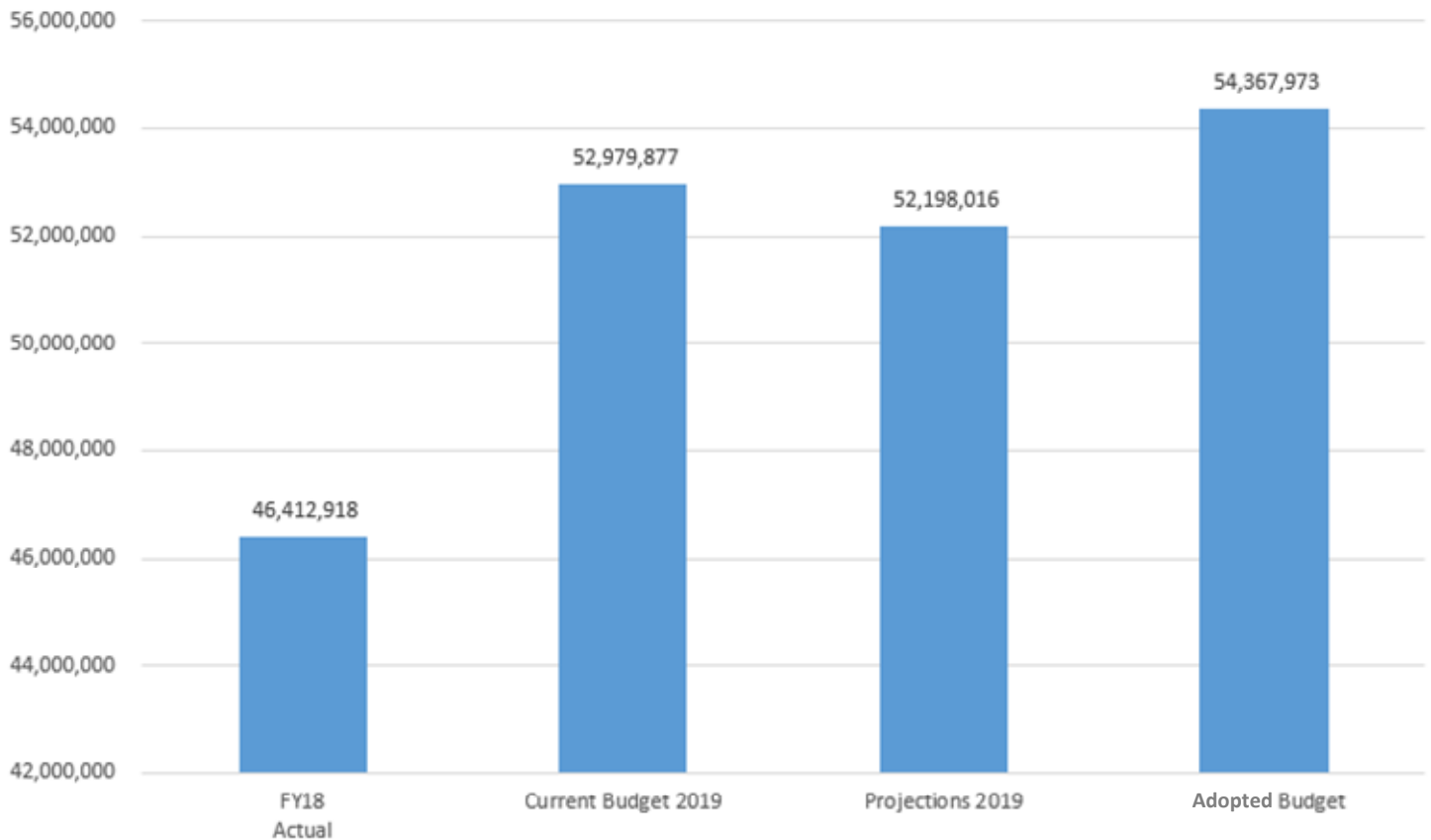
Description	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
INVESTMENT EARNINGS	\$ 186,570	\$ 25,000	\$ 25,000	\$ 186,570	\$ -	\$ 186,570
Interest on Investments	186,570	25,000	25,000	186,570	-	186,570
RENT FROM REAL ESTATE	9,961	9,000	9,000	9,961	-	9,961
SALE OF SCRAP	1,975	-	-	1,975	-	1,975
MISCELLANEOUS	2,940	-	-	2,940	-	2,940
Other	14,876	9,000	9,000	14,876	-	14,876
CHRG FOR SERV WW TREATMENT	8,734,068	8,864,814	8,864,814	8,762,332	-	8,762,332
CHRG FOR SERV WMR OUTSIDE CUST	574,494	450,000	450,000	450,000	-	450,000
Charges for Services	9,308,562	9,314,814	9,314,814	9,212,332	-	9,212,332
WACO METRO AREA SEWER SYS	-	-	-	-	-	-
Interdepartmental Billing	-	-	-	-	-	-
GRAND TOTAL	\$ 9,510,007	\$ 9,348,814	\$ 9,348,814	\$ 9,413,778	\$ -	\$ 9,413,778

Other Enterprise Funds

Other Enterprise Funds



Fund	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
5200-SOLID WASTE FUND O&M	23,436,755	24,109,298	24,109,298	19,812,588	1,725,000	21,537,588
5300-AIRPORT FUND O&M	1,418,765	1,586,029	1,586,029	1,960,931	-	1,960,931
5400-CONVENTION SERVICES FUND	4,961,529	6,599,718	6,879,718	6,367,375	1,835,000	8,202,375
5500-RANGER HALL OF FAME O&M	1,408,904	1,475,487	1,475,487	1,538,546	54,948	1,593,494
5600-WACO TRANSIT SYSTEM	6,984,870	10,813,937	9,278,968	9,180,064	-	9,180,064
5601-RURAL TRANSIT SERVICES	1,285,277	1,291,698	1,631,353	2,469,559	-	2,469,559
5700-CAMERON PARK ZOO FUND	4,535,028	4,808,838	4,715,189	5,325,049	208,779	5,533,828
5800-COTTONWOOD CREEK GOLF COURSE	2,381,790	2,294,872	2,521,974	2,664,708	1,225,426	3,890,134
Grand Total	46,412,918	52,979,877	52,198,016	49,318,820	5,049,153	54,367,973



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, and disposal of municipal solid waste.

Departmental Overview

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 41,000 residential and 5,000 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.

Programs of Service

Solid Waste Administration is responsible for the following:

- Provide quality customer service for the scheduled collection and billing of solid waste services.
- Promote recycling and diversion

Residential Solid Waste is responsible for the following:

- Provide cost effective, environmentally sound solid waste collection services to the citizens of Waco.
- Promote recycling and diversion

Commercial Solid Waste is responsible for the following:

- Provide cost effective, environmentally sound solid waste collection services to local, state, and national businesses in the City of Waco.
- Promote recycling and diversion
- Practice sound container management

Landfill Solid Waste is responsible for the following:

- The landfill is responsible for the environmentally safe placement of wastes generated within the City and surrounding region. Recycling services for metal, cardboard, brush and Freon appliances are provided as well.

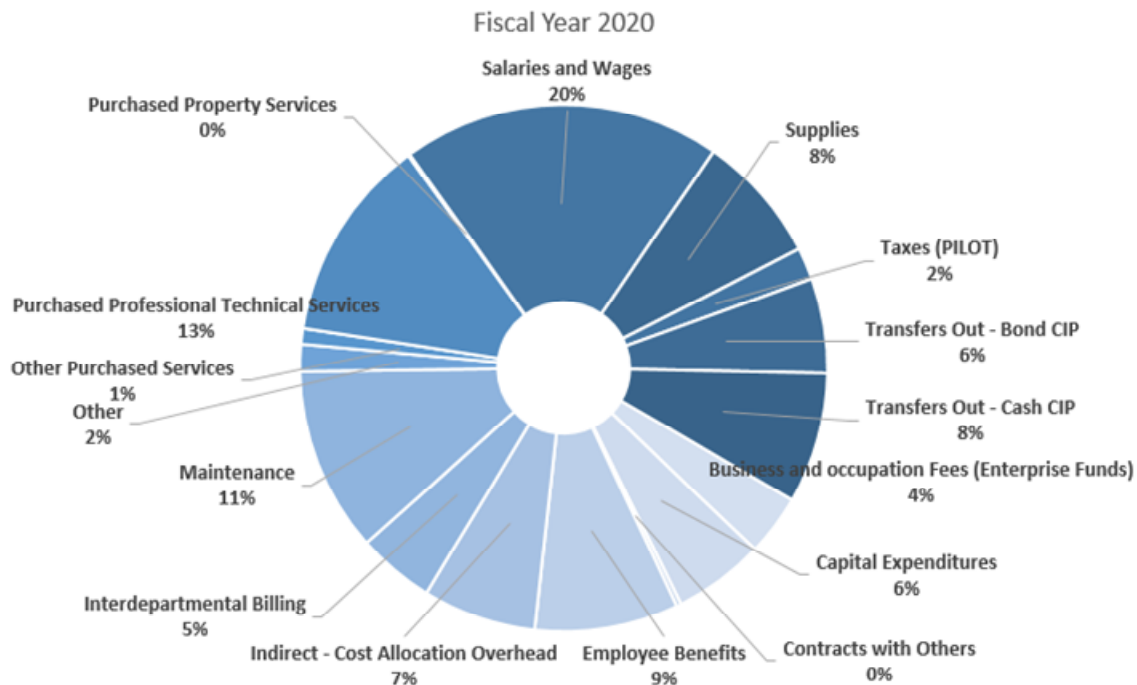
FY20 Objectives

- Coordinate the program conversion to “Munis” for customer billing and scheduling of solid waste services
- Strengthen partnerships with Keep Waco Beautiful, Goodwill Services and McLennan County
- Develop Downtown Solid Waste District
- Continue public Outreach and Education
- Promote Outreach through Social Media
- Hold Household Hazard Waste Collection event

FY20 Budget Changes

One-time additions include \$1,725,000 in transfers out to fund cash projects in the CIP.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	3,251,067	3,742,224	3,742,224	4,210,799	-	4,210,799
	Employee Benefits	1,576,661	1,779,079	1,779,079	1,897,321	-	1,897,321
	Purchased Professional Technical Services	2,777,605	2,941,169	2,941,169	2,699,691	-	2,699,691
	Purchased Property Services	20,348	23,670	23,670	24,044	-	24,044
	Maintenance	2,154,239	2,757,365	2,757,365	2,442,765	-	2,442,765
	Other Purchased Services	173,239	218,565	218,565	207,730	-	207,730
	Supplies	1,615,068	2,307,258	2,307,258	1,702,282	-	1,702,282
	Other	418,848	362,000	362,000	362,000	-	362,000
	Contracts with Others	43,896	62,669	62,669	62,669	-	62,669
	Capital Expenditures	2,234,664	4,345,669	4,345,669	1,200,000	-	1,200,000
Operating Total		14,265,635	18,539,668	18,539,668	14,809,301	-	14,809,301
Non-Operating	Interdepartmental Billing	744,211	807,609	807,609	1,018,011	-	1,018,011
	Indirect - Cost Allocation Overhead	1,394,964	1,590,925	1,590,925	1,497,514	-	1,497,514
	Taxes (PILOT)	368,727	388,357	388,357	420,161	-	420,161
	Business and occupation Fees (Enterprise Funds)	785,664	778,566	778,566	809,437	-	809,437
	Transfers Out	-	-	-	-	-	-
	Transfers Out - Cash CIP	5,250,500	1,371,945	1,371,945	-	1,725,000	1,725,000
	Transfers Out - Bond CIP	627,054	632,228	632,228	1,258,164	-	1,258,164
Non-Operating Total		9,171,120	5,569,630	5,569,630	5,003,287	1,725,000	6,728,287
Grand Total		23,436,755	24,109,298	24,109,298	19,812,588	1,725,000	21,537,588



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Public Works	146	0.05	0.05	0.05	0.05
Executive Director of Special Projects	146	-	-	1.00	1.00
Environmental Program Manager	130	1.00	1.00	1.00	1.00
Solid Waste Operations Manager	129	1.00	1.00	1.00	1.00
Landfill Manager	129	1.00	1.00	1.00	1.00
Landfill Supervisor	125	1.00	1.00	1.00	1.00
Solid Waste Operations Supervisor	124	2.00	2.00	2.00	2.00
Landfill Environmental Analyst	123	1.00	1.00	1.00	1.00
Solid Waste Customer Service Supervisor	222	1.00	1.00	1.00	1.00
		8.05	8.05	9.05	9.05
Clerical and Professional					
Public Works Finance Officer	127	0.67	0.67	0.6667	0.6667
Solid Waste Purchasing & Development Coordinator	127	1.00	1.00	1.0000	1.0000
Environmental Regulations Analyst	124	0.34	0.34	-	-
Public Works Safety & Training Coordinator	123	1.00	1.00	1.0000	1.0000
Solid Waste Customer Service Representative	217	7.00	7.00	7.0000	7.0000
Office Specialist	213	1.00	1.00	1.0000	1.0000
		11.0067	11.0067	10.6667	10.6667
Labor Operations					
Environmental Inspector	220	1.00	1.00	1.00	1.00
Solid Waste Fleet Service Coordinator	220	1.00	1.00	1.00	1.00
Solid Waste Welder/Mechanic	220	3.00	3.00	3.00	3.00
Solid Waste Operations Crew Lead-CDL	220	2.00	2.00	2.00	2.00
Solid Waste Operations Crew Lead	220	3.00	3.00	3.00	3.00
Senior Solid Waste Operator-CDL	217	32.00	32.00	32.00	32.00
Solid Waste Weigh Master	217	1.00	1.00	1.00	1.00
Senior Landfill Operator	217	3.00	3.00	3.00	3.00
Solid Waste Operator-CDL	215	13.00	13.00	13.00	13.00
Solid Waste Operator	215	1.00	1.00	1.00	1.00
Landfill Operator	215	6.00	6.00	6.00	6.00
Material & Inventory Technician	213	1.00	1.00	1.00	1.00
Solid Waste Maintenance Worker	211	4.00	4.00	4.00	4.00
		71.00	71.00	71.00	71.00
Total Employees					
		90.0567	90.0567	90.7167	90.7167

CITY OF WACO
SOLID WASTE FUND O&M
INCOME STATEMENT

	FY18	FY19	FY19	FY20	FY20	FY20
	Actuals	Current	Projections	Base	Changes	Budget
		Budget		Budget		
REVENUES						
Business and occupation Fees	\$ 26,269	\$ 25,000	\$ 25,000	\$ 26,269	\$ -	\$ 26,269
Interest on Investments	287,359	100,000	100,000	287,359	-	287,359
Other	112,774	178,500	178,500	111,137	-	111,137
Charges for Services	19,637,287	19,464,140	19,464,140	21,134,815	-	21,134,815
Operating Revenues	20,063,689	19,767,640	19,767,640	21,559,580	-	21,559,580
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	20,063,689	19,767,640	19,767,640	21,559,580	-	21,559,580
EXPENDITURES						
Salaries and Wages	\$ 3,251,067	\$ 3,742,224	\$ 3,742,224	\$ 4,210,799	\$ -	\$ 4,210,799
Employee Benefits	1,576,661	1,779,079	1,779,079	1,897,321	-	1,897,321
Purchased Professional Technical Services	2,777,605	2,941,169	2,941,169	2,699,691	-	2,699,691
Purchased Property Services	20,348	23,670	23,670	24,044	-	24,044
Maintenance	2,154,239	2,757,365	2,757,365	2,442,765	-	2,442,765
Other Purchased Services	173,239	218,565	218,565	207,730	-	207,730
Supplies	1,615,068	2,307,258	2,307,258	1,702,282	-	1,702,282
Other	418,848	362,000	362,000	362,000	-	362,000
Contracts with Others	43,896	62,669	62,669	62,669	-	62,669
Capital Expenditures	2,234,664	4,345,669	4,345,669	1,200,000	-	1,200,000
Departmental Expenditures	14,265,635	18,539,668	18,539,668	14,809,301	-	14,809,301
Interdepartmental Billing	744,211	807,609	807,609	1,018,011	-	1,018,011
Indirect - Cost Allocation Overhead	1,394,964	1,590,925	1,590,925	1,497,514	-	1,497,514
Transfers Out - Cash CIP	5,250,500	1,371,945	1,371,945	-	1,725,000	1,725,000
Transfers Out - Bond CIP	627,054	632,228	632,228	1,258,164	-	1,258,164
Taxes (PILOT)	368,727	388,357	388,357	420,161	-	420,161
Business and occupation Fees (Enterprise Funds)	785,664	778,566	778,566	809,437	-	809,437
Non-departmental Expenditures	9,171,120	5,569,630	5,569,630	5,003,287	1,725,000	6,728,287
Total Expenditures	23,436,755	24,109,298	24,109,298	19,812,588	1,725,000	21,537,588
Revenues Over/(Under) Expenditures	(3,373,066)	(4,341,658)	(4,341,658)	1,746,992	(1,725,000)	21,992
Cash Equivalent Fund Balance - Beginning	18,901,668	15,528,602	15,528,602	11,186,944	-	11,186,944
Cash Equivalent Fund Balance - Ending	\$ 15,528,602	\$ 11,186,944	\$ 11,186,944	\$ 12,933,936	\$ (1,725,000)	\$ 11,208,936

Mission Statement

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

Departmental Overview

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.

Programs of Service

The Airport provides lease administration and maintenance programs and is responsible for airline network commercial development.

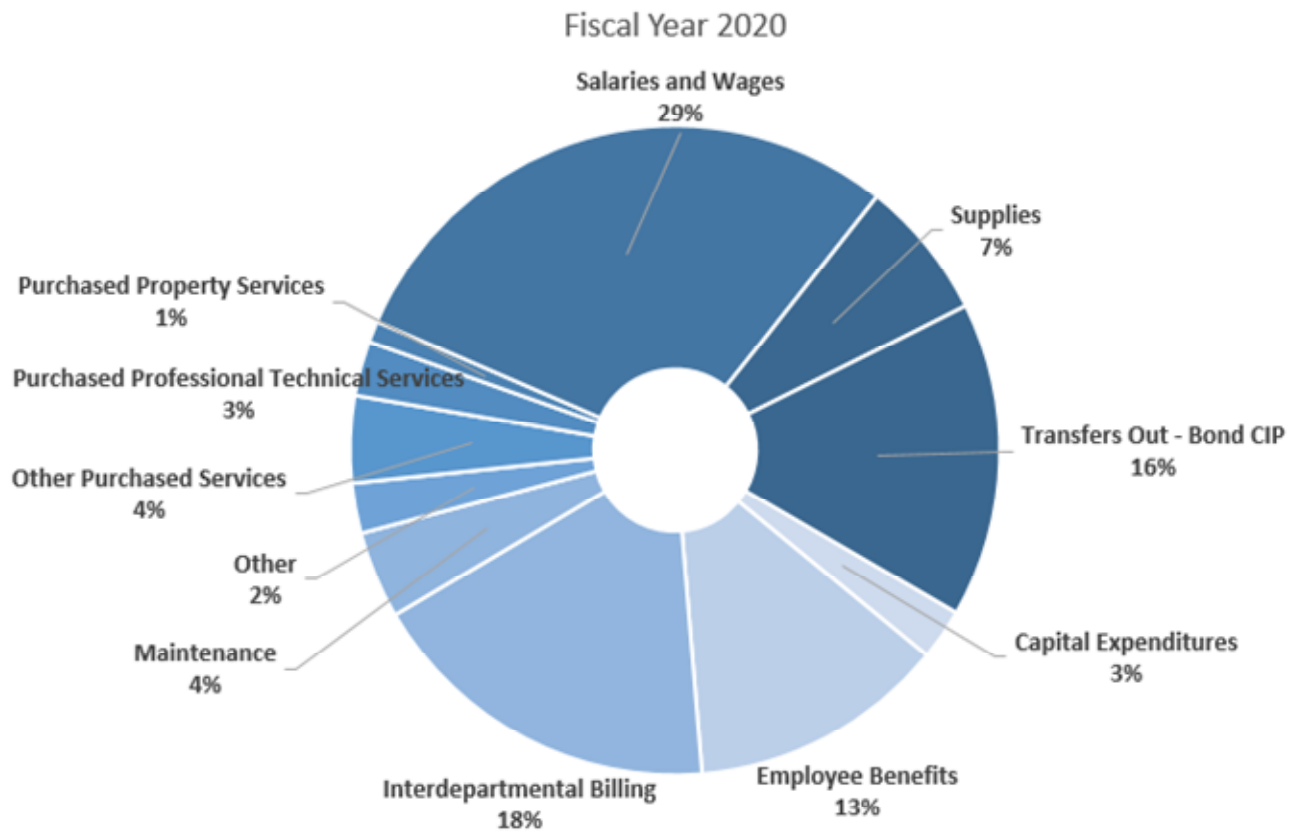
FY20 Objectives

- Increase airline frequencies
- Diversify airline destinations
- Continue to seek the development of additional revenue programs

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	447,036	531,611	531,611	571,545	-	571,545
	Employee Benefits	186,959	237,847	237,847	250,848	-	250,848
	Purchased Professional Technical Services	60,154	49,083	49,083	53,759	-	53,759
	Purchased Property Services	15,892	20,987	20,987	20,987	-	20,987
	Maintenance	65,823	84,050	84,050	85,050	-	85,050
	Other Purchased Services	84,464	78,426	78,426	85,117	-	85,117
	Supplies	121,513	146,425	146,425	136,225	-	136,225
	Other	26,034	49,200	49,200	49,200	-	49,200
	Capital Expenditures	-	-	-	50,000	-	50,000
Operating Total		1,007,876	1,197,629	1,197,629	1,302,731	-	1,302,731
Non-Operating	Interdepartmental Billing	336,889	340,000	340,000	350,200	-	350,200
	Transfers Out	-	-	-	-	-	-
	Transfers Out - Cash CIP	74,000	48,400	48,400	308,000	-	308,000
Non-Operating Total		410,889	388,400	388,400	658,200	-	658,200
Grand Total		1,418,765	1,586,029	1,586,029	1,960,931	-	1,960,931



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director Aviation	136	1.00	1.00	1.00	1.00
Airport Operations Manager	127	1.00	1.00	1.00	1.00
Airport Security Supervisor	122	-	-	1.00	1.00
		2.00	2.00	3.00	3.00
Clerical and Professional					
Senior Administrative Assistant	217	1.00	1.00	-	-
Office Specialist	213	1.00	1.00	1.00	1.00
Cashier/Food Service Assistant	209	2.00	2.00	2.00	2.00
		4.00	4.00	3.00	3.00
Labor Operations					
Airfield Maintenance Supervisor	220	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	217	2.00	2.00	2.00	2.00
Security Guard	215	1.00	1.00	1.00	1.00
Airfield Maintenance Technician	213	2.00	2.00	2.00	2.00
Building Attendant	209	-	-	-	-
		6.00	6.00	6.00	6.00
Total Full Time		12.00	12.00	12.00	12.00
Part Time Employees (shown as FTE's)					
Security Guard-PT	215	0.40	0.40	0.40	0.40
Total Part Time (FTE's)		0.40	0.40	0.40	0.40
Total Employees		12.40	12.40	12.40	12.40

CITY OF WACO
AIRPORT FUND O&M
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Intergovernmental	\$ 95,430	\$ 87,600	\$ 87,600	\$ 95,430	\$ -	\$ 95,430
Interest on Investments	18,918	2,000	2,000	18,918	-	18,918
Other	255,593	233,500	233,500	255,594	-	255,594
Charges for Services	700,198	747,448	747,448	700,198	-	700,198
Net Merchandise Sale	46,982	37,500	37,500	46,982	-	46,982
Operating Revenues	1,117,121	1,108,048	1,108,048	1,117,122	-	1,117,122
Transfers In	338,071	453,898	453,898	453,898	-	453,898
Non-operating Revenues	338,071	453,898	453,898	453,898	-	453,898
Total Revenues	1,455,192	1,561,946	1,561,946	1,571,020	-	1,571,020
EXPENDITURES						
Salaries and Wages	\$ 447,036	\$ 531,611	\$ 531,611	\$ 571,545	\$ -	\$ 571,545
Employee Benefits	186,959	237,847	237,847	250,848	-	250,848
Purchased Professional Technical Services	60,154	49,083	49,083	53,759	-	53,759
Purchased Property Services	15,892	20,987	20,987	20,987	-	20,987
Maintenance	65,823	84,050	84,050	85,050	-	85,050
Other Purchased Services	84,464	78,426	78,426	85,117	-	85,117
Supplies	121,513	146,425	146,425	136,225	-	136,225
Other	26,034	49,200	49,200	49,200	-	49,200
Capital Expenditures	-	-	-	50,000	-	50,000
Departmental Expenditures	1,007,876	1,197,629	1,197,629	1,302,731	-	1,302,731
Interdepartmental Billing	336,889	340,000	340,000	350,200	-	350,200
Transfers To - Cash CIP	74,000	48,400	48,400	308,000	-	308,000
Non-departmental Expenditures	410,889	388,400	388,400	658,200	-	658,200
Total Expenditures	1,418,765	1,586,029	1,586,029	1,960,931	-	1,960,931
Revenues Over/(Under) Expenditures	36,428	(24,083)	(24,083)	(389,911)	-	(389,911)
Cash Equivalent Fund Balance - Beginning	940,005	976,432	976,432	952,349	-	952,349
Cash Equivalent Fund Balance - Ending	\$ 976,432	\$ 952,349	\$ 952,349	\$ 562,438	\$ -	\$ 562,438

Mission Statement

To generate economic impact to the Waco area by attracting meeting, convention, sports, and events business to the Waco Convention Center and other area venues, as well as marketing the city and its tourism assets as a destination for leisure travelers.

Departmental Overview

The Waco Convention Center & Visitors Bureau markets the city and its tourism assets as a destination, and manages two facilities: the Waco Convention Center (144,000 sq. ft.), and the Tourist Information Center (serving 55,000 visitors annually).

The CVB works closely with a number of stakeholders, including:

- Convention Center & Visitors Bureau Commission – Consisting of tourism industry representatives
- Visitor Industry – visitors, hoteliers, and others who serve visitors
- Government officials – Partner cities, those who regulate aspects of the visitor industry at the local, county, and the state level
- Partner/ Stakeholder Organizations – Creative Waco, City Center Waco, Public Improvement District, Greater Waco Sports Commission, Area Chambers of Commerce, Museum Association of Waco, Texas Brazos Trail, Greater Waco Hotel & Lodging Association, Baylor University
- Regional cities that opt into the regional marketing program, currently Hewitt, Bellmead, and McGregor
- Community residents - who influence traveler perceptions of Waco
- The Media – whose stories can influence Waco's image

Programs of Service

- To manage the Waco Convention Center with goals for both revenues (cost recovery) and economic development (hotel room nights)
- To increase bookings of large "Priority 1" conventions and events (500+ room nights)
- To keep the Waco Convention Center in excellent condition through preventive maintenance, strategic capital improvements, and a dedication to cleanliness

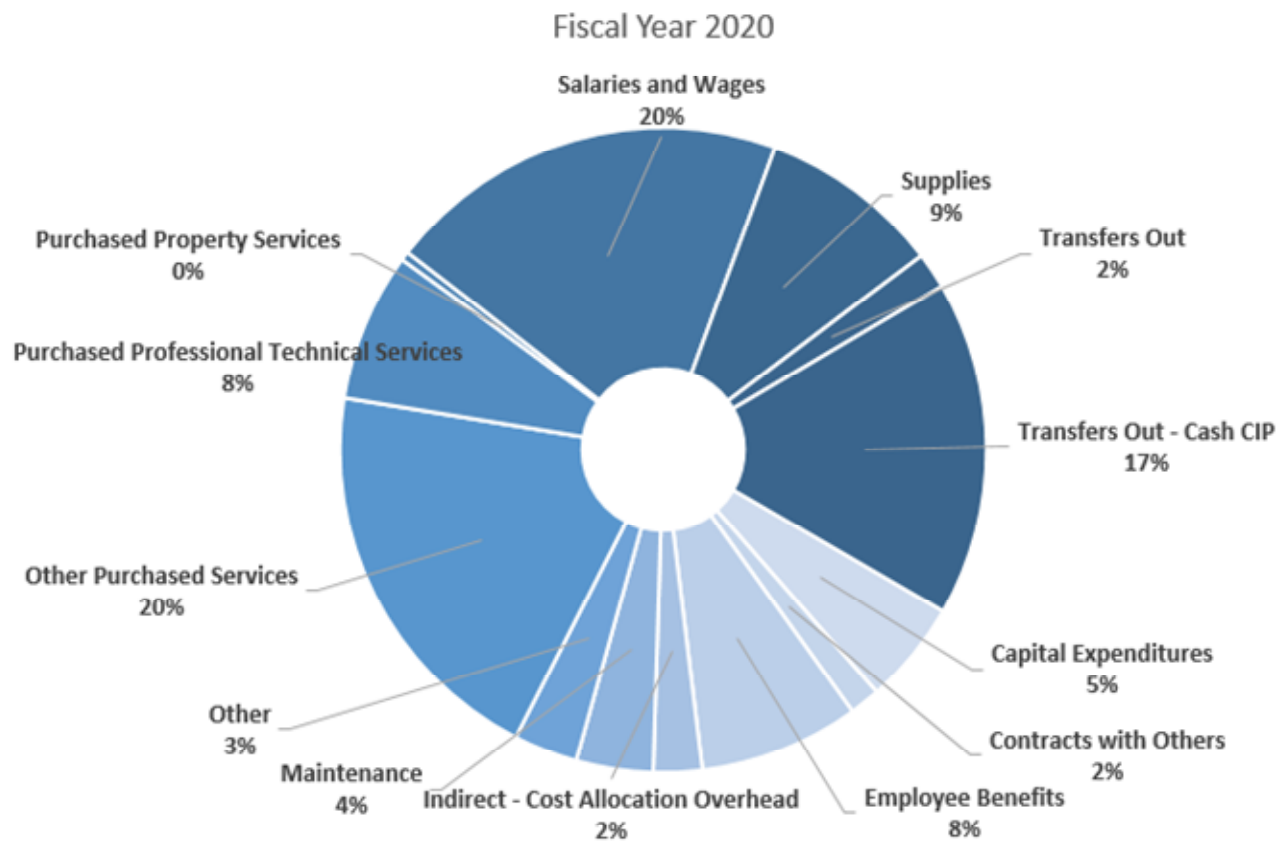
FY20 Objectives

- To increase overnight visitation to Waco in the leisure, group, and other transient markets
- To monitor, enhance and develop the visitor experience in Waco
- To enhance Waco's image through earned and unearned media
- To promote Waco's largest venues, including the Waco Convention Center, Extraco Events Center, and McLane Stadium
- If approved by the Texas Legislature, to assist in the creation and management of the Waco Tourism Public Improvement District

FY20 Budget Changes

Recurring and one-time requests total \$1,835,000. Recurring additions total \$11,200 for software and licensing of digital kiosks. One-time additions total \$1,823,800. One-time funding of \$280,000 is included for sponsorship agreements, \$18,800 to purchase digital kiosks, \$1,200,000 for the replacement of the HVAC system, \$176,000 for a roof overlay, \$4,000 for refillable water stations, \$45,000 for replacement of tile, \$20,000 for sheetrock installation, \$60,000 for table dressings, and \$20,000 for software.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,167,933	1,500,649	1,500,649	1,652,989	-	1,652,989
	Employee Benefits	469,216	617,383	617,383	657,731	-	657,731
	Purchased Professional Technical Services	795,858	791,382	791,382	613,286	-	613,286
	Purchased Property Services	37,955	36,600	36,600	36,600	-	36,600
	Maintenance	176,021	246,185	246,185	239,245	76,200	315,445
	Other Purchased Services	944,679	1,245,002	1,525,002	1,361,835	280,000	1,641,835
	Supplies	371,289	867,561	867,561	643,201	102,800	746,001
	Other	222,287	262,500	262,500	262,500	-	262,500
	Contracts with Others	-	125,000	125,000	125,000	-	125,000
	Capital Expenditures	126,150	227,361	227,361	424,988	-	424,988
Operating Total		4,311,388	5,919,623	6,199,623	6,017,375	459,000	6,476,375
Non-Operating	Interdepartmental Billing	-	-	-	-	-	-
	Indirect - Cost Allocation Overhead	141	95	95	200,000	-	200,000
	Transfers Out	150,000	150,000	150,000	150,000	-	150,000
	Transfers Out - Cash CIP	500,000	530,000	530,000	-	1,376,000	1,376,000
Non-Operating Total		650,141	680,095	680,095	350,000	1,376,000	1,726,000
Grand Total		4,961,529	6,599,718	6,879,718	6,367,375	1,835,000	8,202,375



Personnel Summary

		Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
	Range				
Supervision					
Director of Convention Center & Visitor Bureau	141	1.00	1.00	1.00	1.00
Convention Center Meeting & Sales Manager	130	1.00	1.00	1.00	1.00
Convention Center Operations Manager	123	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Marketing & Communication Manager	129	1.00	1.00	1.00	1.00
Convention Center Services Supervisor	126	1.00	1.00	1.00	1.00
Convention Center & Visitor Bureau Business Manager	123	1.00	1.00	1.00	1.00
Tourism Sales Supervisor	123	1.00	1.00	1.00	1.00
Convention Center & Visitor Sales Representative	223	4.00	4.00	4.00	4.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
Visitor Bureau Customer Service Representative Lead	216	1.00	1.00	1.00	1.00
Convention Center & Visitor Bureau Customer Service Representative	215	1.00	1.00	1.00	1.00
Visitor Bureau Customer Service Representative	215	1.00	1.00	1.00	1.00
Catering Assistant	208	2.00	2.00	2.00	2.00
		14.00	14.00	14.00	14.00
Labor Operations					
Convention Center Operations Supervisor Lead	220	1.00	1.00	1.00	1.00
Convention Center Operations Supervisor	218	3.00	3.00	3.00	3.00
Facilities Maintenance Technician	217	1.00	1.00	1.00	1.00
Senior Catering Assistant/Cook	212	1.00	1.00	1.00	1.00
Convention Center Events Assistant	210	11.00	11.00	11.00	11.00
		17.00	17.00	17.00	17.00
Total Full Time		34.00	34.00	34.00	34.00
Part Time Employees (shown as FTE's)					
Convention Center & Visitor Bureau Customer Service Representative-PT	215	0.475	0.475	0.475	0.475
Visitor Bureau Customer Service Representative-PT	215	0.475	0.475	0.475	0.475
Total Part Time (FTE's)		0.95	0.95	0.95	0.95
Total Employees		34.95	34.95	34.95	34.95

CITY OF WACO
CONVENTION SERVICES FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Hotel - Motel Tax	\$ 4,270,253	\$ 4,364,977	\$ 4,364,977	\$ 4,898,833	\$ -	\$ 4,898,833
Interest on Investments	35,100	2,000	2,000	2,060	-	2,060
Contributions	196,403	206,466	206,466	55,423	-	55,423
Other	25,922	19,700	19,700	19,700	-	19,700
Charges for Services	1,374,872	1,180,000	1,180,000	1,180,000	-	1,180,000
Net Merchandise Sale	349,116	296,125	296,125	296,125	-	296,125
Total Revenues	6,251,667	6,069,268	6,069,268	6,452,141	-	6,452,141
EXPENDITURES						
Salaries and Wages	\$ 1,167,933	\$ 1,500,649	\$ 1,500,649	\$ 1,652,989	\$ -	\$ 1,652,989
Employee Benefits	469,216	617,383	617,383	657,731	-	657,731
Purchased Professional Technical Services	795,858	791,382	791,382	613,286	-	613,286
Purchased Property Services	37,955	36,600	36,600	36,600	-	36,600
Maintenance	176,021	246,185	246,185	239,245	76,200	315,445
Other Purchased Services	944,679	1,245,002	1,525,002	1,361,835	280,000	1,641,835
Supplies	371,289	867,561	867,561	643,201	102,800	746,001
Other	222,287	262,500	262,500	262,500	-	262,500
Contracts with Others	-	125,000	125,000	125,000	-	125,000
Capital Expenditures	126,150	227,361	227,361	424,988	-	424,988
Departmental Expenditures	4,311,388	5,919,623	6,199,623	6,017,375	459,000	6,476,375
Indirect - Cost Allocation Overhead	141	95	95	200,000	-	200,000
Transfers Out - Cash CIP	500,000	530,000	530,000	-	1,376,000	1,376,000
Transfers Out	150,000	150,000	150,000	150,000	-	150,000
Non-departmental Expenditures	650,141	680,095	680,095	350,000	1,376,000	1,726,000
Total Expenditures	4,961,529	6,599,718	6,879,718	6,367,375	1,835,000	8,202,375
Revenues Over/(Under) Expenditures	1,290,138	(530,450)	(810,450)	84,766	(1,835,000)	(1,750,234)
Incentive Reserve	-	-	-	-	(280,000)	(280,000)
Cash Equivalent Fund Balance - Beginning	2,138,823	3,428,961	3,428,961	2,618,511	-	2,618,511
Cash Equivalent Fund Balance - Ending	\$ 3,428,961	\$ 2,898,511	\$ 2,618,511	\$ 2,703,277	\$ (2,115,000)	\$ 588,277

Mission Statement

To serve as the official State historical center of the Texas Rangers—a symbol of Texas and the American West—and contribute to the prestige and economic development of Waco and McLennan County as an internationally-known cultural heritage attraction.

Departmental Overview

The Texas Ranger Hall of Fame and Museum, created in 1964, is the nation's oldest law enforcement historical center. It represents the legendary Texas Rangers, the oldest serving law enforcement agency with statewide jurisdiction. It is a mutually beneficial partnership between its trustee, the City of Waco, and its authorizing body, the State of Texas (the Legislature and Texas Department of Public Safety/Texas Rangers).

The State and Texas Department of Public Safety benefit from the services and prestige of an historical center, the subsidization of a regional Texas Rangers company headquarters and centrally located conference and training facilities. The City of Waco benefits from an internationally recognized cultural heritage attraction that has drawn an estimated 4.5 million visitors who have spent more than \$120 million in the local economy. As an Enterprise Department of the City of Waco, it typically generates 50% to 70% of its operating budget through earned income.

The historical center is comprised of seven educational **(E)**, service **(S)** and earned revenue **(R)** components. It is operated 362 days a year by a small full and part-time staff of 16:

- (1) **the Official Museum of the Texas Rangers Service** (founded 1964) **(E)**, preserves and exhibits thousands of irreplaceable artifacts and works of art either donated to the People of Texas or loaned.
- (2) **the Official State Hall of Fame of the Texas Rangers** (founded 1971) **(E)**, a State memorial dedicated to Rangers who made significant contributions to the development of the service or died in the line of duty;
- (3) **The Tobin and Anne Armstrong Texas Ranger Research Center** (founded 1976) **(E)**, State-designated library and archives documenting and preserving the history of the Texas Ranger service;
- (4) **Texas Rangers Company F Headquarters** (relocated 1968) **(S)**, one of six regional Texas Ranger headquarters;
- (5) **Capt. Bob Mitchell Education Center** (opened 2010) **(S)**, a 2,000 sq. ft. classroom space serving Waco community nonprofit service organizations and Texas DPS/Texas Rangers division training;
- (6) **John Knox Center** (opened 1982) **(R)**, an 8,000 sq. ft. banquet hall serving more than 100 events per year;
- (7) **Museum Store** (opened 1976) **(R)**, a retail and internet sales store supporting the museum.

Programs of Service

Administration

Direct museum programs in marketing, education, collections management, research, earned income, maintenance and visitor services; work collaboratively with museum staff, City leadership and affiliated governmental and private organizations towards educational, preservation, budget, development and goals and planning for institutional renovation and expansion.

Marketing & Communications

Advertise and promote the historical center, its educational and earned revenue programs; conduct advertising campaigns, generate press releases, create monthly email newsletters; assist with Bicentennial activities; assist the Director with financial development; facilitate external and internal communications, manage website and content; oversee licensing programs.

Educational Programs and Services

Develop, coordinate and deliver educational programs including museum tours and programs for students and adults and assist special needs audiences; outreach to schools and community organizations; developing and updating of online resources for educators; and management of the Education Center as a meeting space for local nonprofits and Texas DPS/Texas Rangers training.

Collections Management

Preserve, document and manage the artifacts and artwork collections; co-develop exhibits and collections related website content; assist researchers and students utilizing the collections for academic and publications projects; manage relationships with artifact donors and lenders; and provide specialized care and treatment of artifact and artwork collections.

Armstrong Texas Ranger Research Center

Acquire, preserve, interpret and exhibit library and archival materials relating to the Texas Rangers, and contextual materials on Texas, the American southwest, law enforcement, southern Plains Indian history and ethnography, and firearms history and technology; assist students, teachers, genealogists, authors, production companies and law enforcement with more than 3,000 research requests a year.

Visitor Services

Assure positive visitor experiences for adult, school, special needs, domestic and foreign visitors by facilitating individual ticketing and group reservations; provide visitor orientation/information services; provide full retail services through the museum store including inventory management, product selection or custom-made design, internet sales and on-site customer service; assist other divisions with limited clerical and data processing for promotional and communications projects.

Exhibits Team

Research and develop future exhibits and update existing exhibits; install case components and artifacts and coordinate with outside design/fabrication companies. Includes representatives of the Collections, Education, Marketing, Physical Plant and Research Center programs.

Rental Services Team

Conclude rental agreements; service client requirements for events; provide banquet and event set-ups, breakdown and cleaning. Maintain audiovisual equipment and systems for in-house and rental clients. Includes representatives from Administration and Building and Systems Maintenance programs.

Building and Systems Maintenance

Inspect facility and mechanical/electrical/safety/ electronic systems over all buildings; performs minor repairs and renovation; replace equipment and components as necessary. Coordinate major repairs and renovation/remodeling with City of Waco Facilities and outside vendors. Provide daily custodial services for all buildings.

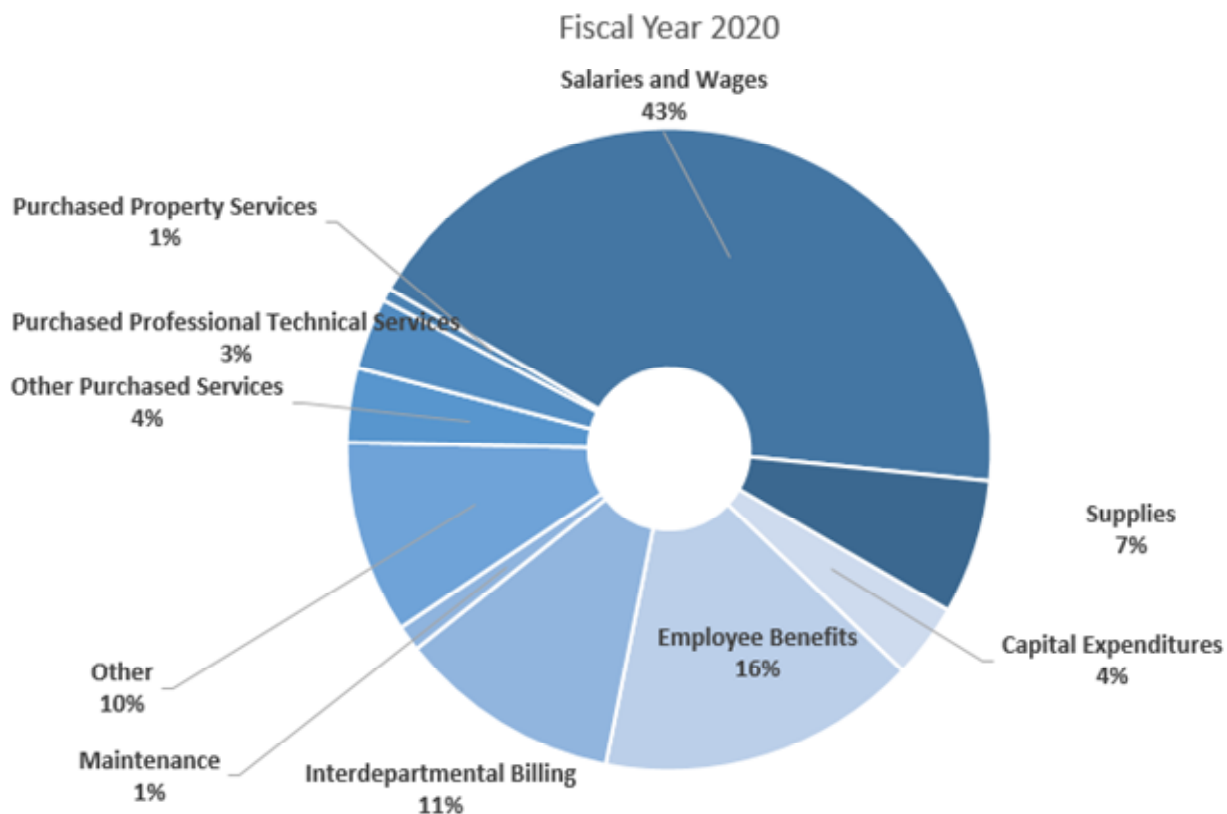
FY20 Objectives

- Fulfill core services and management functions
- Develop consensus, secure active involvement and resource commitments from City, Texas DPS/Texas Rangers Board and advisors necessary to meet institutional challenges
- Prepare a prospectus and contact prospective Bicentennial events partners
- Develop and implement a comprehensive and systematic collections management plan
- Initiate a communications program to apprise visitors of I-35 construction and access
- Expand *Texas Ranger Talks* and educational programs with reenactors
- Expand and update online resources for educators
- Contact additional nonprofit organizations regarding availability of Education Center
- Update selected older exhibits
- Redesign of Collections storeroom to increase efficiency
- Redesign of museum store counter area
- Expand custom merchandise selection
- Streamline memberships database
- Continue the updating of the Garrison Gallery introductory exhibit
- Develop expanded exhibits for the Popular Culture gallery
- Update and revise Retired Ranger exhibit
- Create narrative for new Modern Ranger exhibit
- Review and revise information to further assist Knox Center clients
- Seek additional monthly rentals
- Correct building code compliance issues
- Review custodial and regular maintenance schedules
- Map fire alarms, outside security lights, HVAC units, water shut-offs etc.

FY20 Budget Changes

One-time additions total \$54,948, which includes funding of \$25,000 for shelving, \$5,000 to create storage space, \$2,500 for graphic design services, and \$15,000 for firearms appraisal.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	613,947	664,460	664,460	689,845	-	689,845
	Employee Benefits	228,064	244,012	244,012	255,914	-	255,914
	Purchased Professional Technical Services	46,702	39,135	39,135	33,906	23,156	57,062
	Purchased Property Services	9,042	10,284	10,284	10,284	-	10,284
	Maintenance	18,480	21,155	21,155	20,800	-	20,800
	Other Purchased Services	46,076	57,555	57,555	59,597	-	59,597
	Supplies	95,341	91,578	91,578	105,763	1,792	107,555
	Other	162,657	154,180	154,180	154,180	-	154,180
	Capital Expenditures	20,511	20,000	20,000	29,935	30,000	59,935
Operating Total		1,240,819	1,302,359	1,302,359	1,360,224	54,948	1,415,172
Non-Operating	Interdepartmental Billing	168,085	173,128	173,128	178,322	-	178,322
Non-Operating Total		168,085	173,128	173,128	178,322	-	178,322
Grand Total		1,408,904	1,475,487	1,475,487	1,538,546	54,948	1,593,494



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of TRHF and Museum	141	1.00	1.00	1.00	1.00
Assistant Director of TRHF and Museum	129	1.00	1.00	1.00	1.00
TRHF Maintenance Coordinator	220	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
TRHF Visitor Services Manager	122	1.00	1.00	1.00	1.00
TRHF Education Programs Manager	222	1.00	1.00	1.00	1.00
TRHF Collection Manager	222	1.00	1.00	1.00	1.00
TRHF Marketing & Development Specialist	222	1.00	1.00	1.00	1.00
TRHF Librarian	222	1.00	1.00	1.00	1.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
TRHF Customer Service Representative	215	2.00	2.00	2.00	2.00
TRHF Collections Assistant	212	1.00	1.00	1.00	1.00
		9.00	9.00	9.00	9.00
Labor Operations					
TRHF Events Assistant	211	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Full Time		13.00	13.00	13.00	13.00
Part Time Employees (shown as FTE's)					
TRHF Customer Service Representative-PT	214	1.65	1.65	1.65	1.65
TRHF Events Assistant-PT	211	0.475	0.475	0.475	0.475
Total Part Time (FTE's)		2.125	2.125	2.125	2.125
Total Employees		15.125	15.125	15.125	15.125

CITY OF WACO
RANGER HALL OF FAME O&M
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 15,796	\$ 1,500	\$ 23,212	\$ 15,796	\$ -	\$ 15,796
Contributions	18,426	1,000	1,000	1,000	-	1,000
Other	7,516	8,200	8,200	7,517	-	7,517
Charges for Services	544,839	474,000	474,000	544,839	-	544,839
Net Merchandise Sale	322,494	302,000	302,000	322,606	-	322,606
Operating Revenues	909,070	786,700	808,412	891,758	-	891,758
Transfers In	461,895	688,787	688,787	688,787	-	688,787
Non-operating Revenues	461,895	688,787	688,787	688,787	-	688,787
Total Revenues	1,370,965	1,475,487	1,497,199	1,580,545	-	1,580,545
EXPENDITURES						
Salaries and Wages	\$ 613,947	\$ 664,460	\$ 664,460	\$ 689,845	\$ -	\$ 689,845
Employee Benefits	228,064	244,012	244,012	255,914	-	255,914
Purchased Professional Technical Services	46,702	39,135	39,135	33,906	23,156	57,062
Purchased Property Services	9,042	10,284	10,284	10,284	-	10,284
Maintenance	18,480	21,155	21,155	20,800	-	20,800
Other Purchased Services	46,076	57,555	57,555	59,597	-	59,597
Supplies	95,341	91,578	91,578	105,763	1,792	107,555
Other	162,657	154,180	154,180	154,180	-	154,180
Capital Expenditures	20,511	20,000	20,000	29,935	30,000	59,935
Departmental Expenditures	1,240,819	1,302,359	1,302,359	1,360,224	54,948	1,415,172
Interdepartmental Billing	168,085	173,128	173,128	178,322	-	178,322
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	168,085	173,128	173,128	178,322	-	178,322
Total Expenditures	1,408,904	1,475,487	1,475,487	1,538,546	54,948	1,593,494
Revenues Over/(Under) Expenditures	(37,938)	-	21,712	41,999	(54,948)	(12,949)
Cash Equivalent Fund Balance - Beginning	948,316	910,377	910,377	932,089	-	932,089
Cash Equivalent Fund Balance - Ending	\$ 910,377	\$ 910,377	\$ 932,089	\$ 974,088	\$ (54,948)	\$ 919,140

Mission Statement

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

Departmental Overview

Waco Transit System, Inc. (WTS) 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 Americans with Disabilities (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. WTS and McLennan County Rural Transit District (MCRTD) also offer night services to the community and Baylor University campus through Evening Link Route and Baylor University after hours. 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.

Programs of Service

Waco Transit System is responsible for providing fixed route public transportation services within the urbanized area in the City of Waco, as well as para transit services or Americans with Disabilities (ADA) demand response service within three quarters mile of the fixed route system to persons with disabilities. WTS also provides Baylor University with five campus routes within the fall and spring semesters.

FY20 Objectives

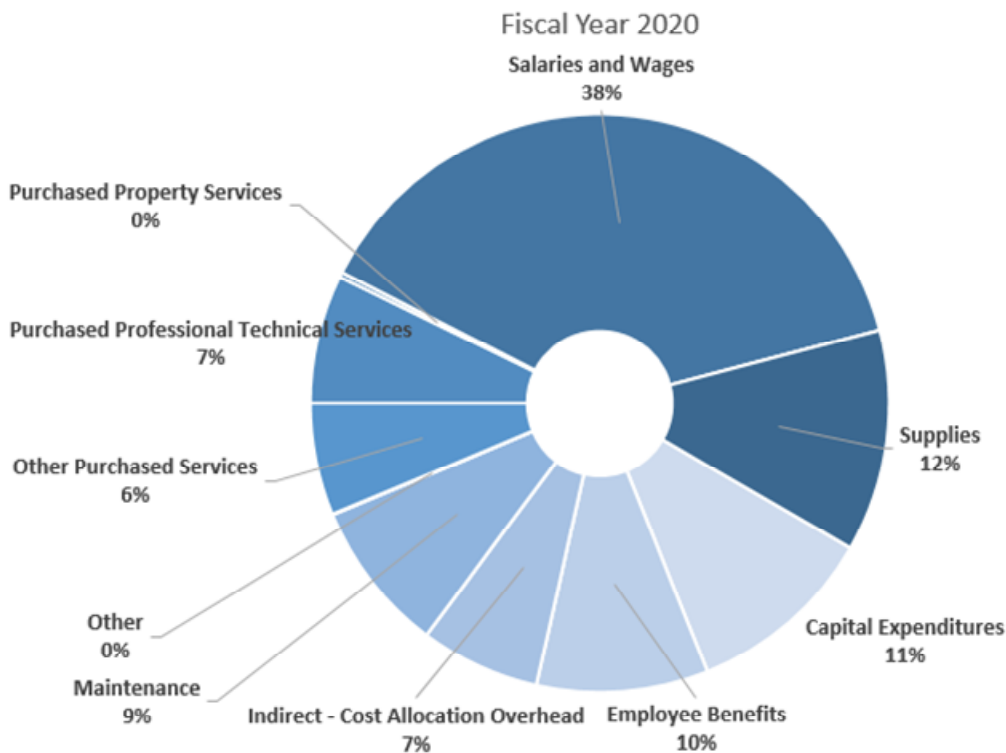
- Increase ridership through enhanced customer service and passenger experiences for individuals utilizing Waco Transit System's services
- Continue working towards approval for a Rapid Transit Corridor (RTC) for the City of Waco, along with approval of an FTA Capital Improvement Grant (CIG) funding that would assist with the cost of project for the community
- Working with the City of Waco's MPO to initiate and move forward with route realignment study needed for transportation services and facilities in community
- Promote and educate the general public population on public transportation services available to the community through Waco Transit System and McLennan County Rural Transit District
- Work towards replacing vehicles that are near or have exceed their useful life, allowing WTS to provide more energy efficient and reliable transportation services within the urbanized area of Waco
- Continue working with local organizations and seek out other possible networks, or relationships, that WTS and could utilize and provide transportation services with or through in the community

- Implement a scheduling app, which will allow passengers to schedule and track demand response trips without having to use the Waco Transit System call center

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	3,386,322	3,785,365	3,582,076	3,524,460	-	3,524,460
	Employee Benefits	815,583	1,046,036	849,680	880,639	-	880,639
	Purchased Professional Technical Services	854,711	2,090,315	1,667,443	664,653	-	664,653
	Purchased Property Services	24,614	25,227	23,276	25,227	-	25,227
	Maintenance	565,417	801,512	691,041	779,228	-	779,228
	Other Purchased Services	315,448	802,221	480,660	574,515	-	574,515
	Supplies	802,327	1,223,380	946,086	1,140,495	-	1,140,495
	Other	(636)	3,535	2,356	3,535	-	3,535
	Contracts with Others	-	-	-	-	-	-
	Capital Expenditures	-	513,258	513,258	972,685	-	972,685
Operating Total		6,763,786	10,290,849	8,755,876	8,565,436	-	8,565,436
Non-Operating	Indirect - Cost Allocation Overhead	221,084	523,088	523,092	614,628	-	614,628
Non-Operating Total		221,084	523,088	523,092	614,628	-	614,628
Grand Total		6,984,870	10,813,937	9,278,968	9,180,064	-	9,180,064



CITY OF WACO
WACO TRANSIT SYSTEM
INCOME STATEMENT

	FY18	FY19	FY19	FY20	FY20	FY20
	Actuals	Current	Projections	Base	Changes	Budget
REVENUES						
Intergovernmental	3,574,756	4,155,395	4,424,460	4,684,562	-	4,684,562
Other	2,395,615	3,494,032	2,121,736	2,849,682	-	2,849,682
Charges for Services	836,051	932,681	831,044	944,092	-	944,092
Operating Revenues	6,806,422	8,582,108	7,377,240	8,478,336	-	8,478,336
Transfers In	178,448	1,901,728	1,901,728	701,728	-	701,728
Non-operating Revenues	178,448	1,901,728	1,901,728	701,728	-	701,728
Total Revenues	6,984,870	10,483,836	9,278,968	9,180,064	-	9,180,064
EXPENDITURES						
Salaries and Wages	\$ 3,386,322	\$ 3,785,365	\$ 3,582,076	\$ 3,524,460	\$ -	\$ 3,524,460
Employee Benefits	815,583	1,046,036	849,680	880,639	-	880,639
Purchased Professional Technical Services	854,711	2,090,315	1,667,443	664,653	-	664,653
Purchased Property Services	24,614	25,227	23,276	25,227	-	25,227
Maintenance	565,417	801,512	691,041	779,228	-	779,228
Other Purchased Services	315,448	802,221	480,660	574,515	-	574,515
Supplies	802,327	1,223,380	946,086	1,140,495	-	1,140,495
Other	(636)	3,535	2,356	3,535	-	3,535
Capital Expenditures	-	513,258	513,258	972,685	-	972,685
Departmental Expenditures	6,763,786	10,290,849	8,755,876	8,565,436	-	8,565,436
Interdepartmental Billing	-	-	-	-	-	-
Indirect - Cost Allocation Overhead	221,084	523,088	523,092	614,628	-	614,628
Non-departmental Expenditures	221,084	523,088	523,092	614,628	-	614,628
Total Expenditures	6,984,870	10,813,937	9,278,968	9,180,064	-	9,180,064
Revenues Over/(Under) Expenditures	-	(330,101)	-	-	-	-
Cash Equivalent Fund Balance - Beginning	554,303	554,303	554,303	554,303	-	554,303
Cash Equivalent Fund Balance - Ending	\$ 554,303	\$ 224,202	\$ 554,303	\$ 554,303	\$ -	\$ 554,303

Mission Statement

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

Departmental Overview

Funding for the operation of McLennan County Rural Transit District (MCRTD) 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, as well as a commuter route that connects the City of Marlin to the Fixed Route system within the urbanized Waco area. In FY2019 a second commuter route service, connecting the City of McGregor to the fixed route system of Waco, was added to assist those individuals seeking employment in that region. In addition to operation expenses, FTA Rural 5311 funds are used for capital and administration assistance. Funding assistance is provided at an 80% match for capital and admin 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. State Rural funding is provided by TxDOT to assist with the operation of Rural Public Transportation within McLennan County as part of an Interlocal Agreement between the City of Waco, Waco Transit System, and McLennan County Rural Transit District. State funds are considered a local funding source and may be used as local match for the Federal 5311 Grant. Both Federal and State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

Programs of Service

McLennan County Rural Transit District is responsible for providing rural public transportation demand response and commuter route services within McLennan County and connected these rural communities to the surrounding adjacent counties and opportunities of employment, medical, and higher education institutes, as well as any destination in McLennan County.

FY20 Objectives

- Work towards replacing vehicles that are near or have exceed their useful life, allowing MCRTD to provide more energy efficient and reliable transportation services within McLennan County
- Increase ridership system through enhanced customer service and passenger experiences for rural riders utilizing McLennan County Rural Transit District
- Maintain the commuter services connecting McLennan County with Waco Transit System's intermodal station, as well as identify opportunities for additional connecting services for residents traveling within and/or from McLennan County
- Continue working with local organizations and seek out other possible networks, or relationships, that MCRTD could utilize and provide transportation services with or through in the community
- Promote and educate the general public population on public transportation services available to the community through Waco Transit System and McLennan County Rural Transit District
- Implement a scheduling app, which will allow passengers to schedule and track demand response trips without having to use the Waco Transit System call center

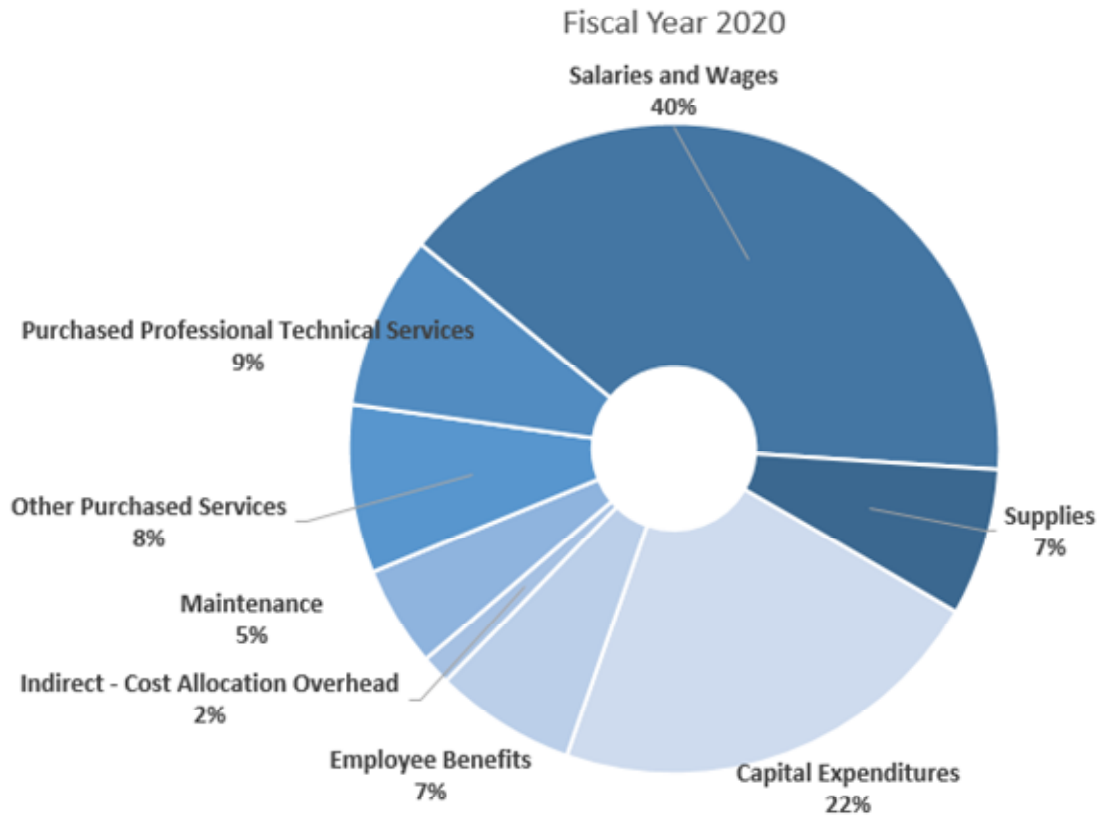
McLennan County Rural Transit District Fund



FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	652,216	505,731	745,362	992,349	-	992,349
	Employee Benefits	116,600	122,024	156,067	173,037	-	173,037
	Purchased Professional Technical Services	168,909	194,541	194,541	213,740	-	213,740
	Purchased Property Services	-	-	-	-	-	-
	Maintenance	77,553	75,524	75,524	123,632	-	123,632
	Other Purchased Services	42,825	260,765	260,765	207,337	-	207,337
	Supplies	117,367	103,963	108,955	180,175	-	180,175
	Other	-	-	-	-	-	-
Operating	Capital Expenditures	109,809	29,150	90,139	543,500	-	543,500
	Operating Total	1,285,277	1,291,698	1,631,353	2,433,770	-	2,433,770
Non-Operating	Indirect - Cost Allocation Overhead	-	-	-	35,789	-	35,789
Non-Operating Total		-	-	-	35,789	-	35,789
Grand Total		1,285,277	1,291,698	1,631,353	2,469,559	-	2,469,559



CITY OF WACO
RURAL TRANSIT SERVICES
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Intergovernmental	\$ 1,069,707	\$ 962,833	\$ 1,230,531	\$ 1,914,912	\$ -	\$ 1,914,912
Interest on Investments	3,089	-	-	3,089	-	3,089
Contributions	118,603	60,000	100,000	97,024	-	97,024
Other	147,002	78,701	228,701	338,273	-	338,273
Charges for Services	127,006	110,970	110,970	116,261	-	116,261
Operating Revenues	1,465,406	1,212,504	1,670,202	2,469,559	-	2,469,559
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	1,465,406	1,212,504	1,670,202	2,469,559	-	2,469,559
EXPENDITURES						
Salaries and Wages	\$ 652,216	\$ 505,731	\$ 745,362	\$ 992,349	\$ -	\$ 992,349
Employee Benefits	116,600	122,024	156,067	173,037	-	173,037
Purchased Professional Technical Services	168,909	194,541	194,541	213,740	-	213,740
Maintenance	77,553	75,524	75,524	123,632	-	123,632
Other Purchased Services	42,825	260,765	260,765	207,337	-	207,337
Supplies	117,367	103,963	108,955	180,175	-	180,175
Capital Expenditures	109,809	29,150	90,139	543,500	-	543,500
Departmental Expenditures	1,285,277	1,291,698	1,631,353	2,433,770	-	2,433,770
Transfers Out	-	-	-	-	-	-
Indirect - Cost Allocation Overhead	-	-	-	35,789	-	35,789
Non-departmental Expenditures	-	-	-	35,789	-	35,789
Total Expenditures	1,285,277	1,291,698	1,631,353	2,469,559	-	2,469,559
Revenues Over/(Under) Expenditures	180,129	(79,194)	38,849	-	-	-
Cash Equivalent Fund Balance - Beginning	188,798	368,927	368,927	407,776	-	407,776
Cash Equivalent Fund Balance - Ending	\$ 368,927	\$ 289,733	\$ 407,776	\$ 407,776	\$ -	\$ 407,776

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.

Departmental Overview

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. Cameron Park Zoo serves as a partner in education for the entire community, providing programming and curriculum development for pre-K through college level and adults. As an anchor in the Brazos River Corridor, and the second most visited tourism attraction in Waco, the Zoo provides an important ingredient for economic development.

Cameron Park Zoo is accredited by the Association of Zoos and Aquariums, and a member of the World Association of Zoos and Aquariums. The Zoo has a robust global presence in conservation initiatives and animal health and welfare. In 2018-2019 Zoo staff members have worked in Argentina, Borneo, China, Cuba, and Prague participating in conservation programs and presenting at international conferences.

Programs of Service

- Care and conservation of endangered and threatened species:
 - Partners with other zoos and NGO's to provide in-situ and ex-situ conservation initiatives
 - Partners with other zoos and veterinary medical facilities to advance health and welfare of exotic animals
 - Participates breeding programs for threatened and endangered species
 - Manages an enrichment program to enhance the welfare of CPZ animals
 - Manages a training program to teach behaviors that allow for better health management of the animals at Cameron Park Zoo
 - Member of the Texas Exotic Response Coalition providing emergency aid to Texas zoos, wildlife ranches, sanctuaries, and licensed exotic animal holders
- Education programming for all ages, including:
 - Staging 55 education days at the zoo during 2018
 - Providing story time for pre-K students
 - Internship program provides pre-professional, experiential learning opportunities for individuals
 - Zoo Camps – the Zoo Education Department presents 11 summer camps in June and July serving children age 3 through 14. Camps include All of our Zoo Camps include: Zoo hikes, Classroom lessons with pictures and artifacts, animals encounters and enrichments, theme-based activities, arts and crafts projects, animal shows and feedings, and keeper talks
 - Zoo Mobile programs at area schools and other locations
 - Latina Sci-Girls partner location. Sci-girls staff came from Minnesota to observe our Latina Sci-Girls zoo camp. We are the only partner to offer the program as a camp

- Lectures at universities and Professional/Community Leadership organizations
- Professional Development
 - Hosted 54 Zoo professionals from 27 International institutions at the Zoo's 4th Annual Great Ape Cardiac Health Workshop
 - Zoo staff regularly attends conferences and workshops designed to further skills and methodologies in animal care and other aspects of zoo management
- Visitor Engagement
 - Provides rental space for private parties and corporate events managed by the Cameron Park Zoological & Botanical Society
 - Provides Birthday party packages through the Cameron Park Zoological & Botanical Society.
 - Operates café, gift shop, and snack shop
 - Provides behind the scenes tours, animal art encounters, and animal adoption packages, managed in part by the Cameron Park Zoological Society
 - Mermaids swim in the BRC marine aquarium monthly and during special events. Funded by the Cameron Park Zoological Society
 - Operates a giraffe feeding deck, managed by the Cameron Park Zoological & Botanical Society.
 - Zookeepers provides training sessions and keeper talks for the public
 - Education Day events scheduled throughout the year featuring presentations, activities and games
- Volunteer opportunities for adults and teens:
 - Education volunteers donated 9,959 hours teaching zoo guest through programs and special events. These hours are the same as 4.75 paid staff for the Zoo to improve the Zoo guest experience
 - The Cameron Park Zoo internship program supports Zoo Departments and provides pre-professional, experiential learning opportunities for individuals who volunteer their time working towards the Zoo's mission

FY20 Objectives

- Pass a bond issue for funds to build an African penguin exhibit, education building and veterinary hospital
- Pave the overflow parking lot to provide for visitor convenience and safety
- Repair gibbon lake to conserve water
- Replace hoofstock barn that is in poor repair due to age and too small for the growing collection
- Renovate Treetops Café to enhance visitor services
- Upgrade veterinary equipment to continue to provide the best in veterinary care for our animals
- Enhance our Green initiatives throughout the zoo
- Upgrade the Zootique by painting, replacing floors, upgrading display fixtures, installing a new POS system to provide a better guest experience and increase revenues.
- Construct a new restroom in the Asian Forest expansion to provide a better guest experience and services for our increased attendance

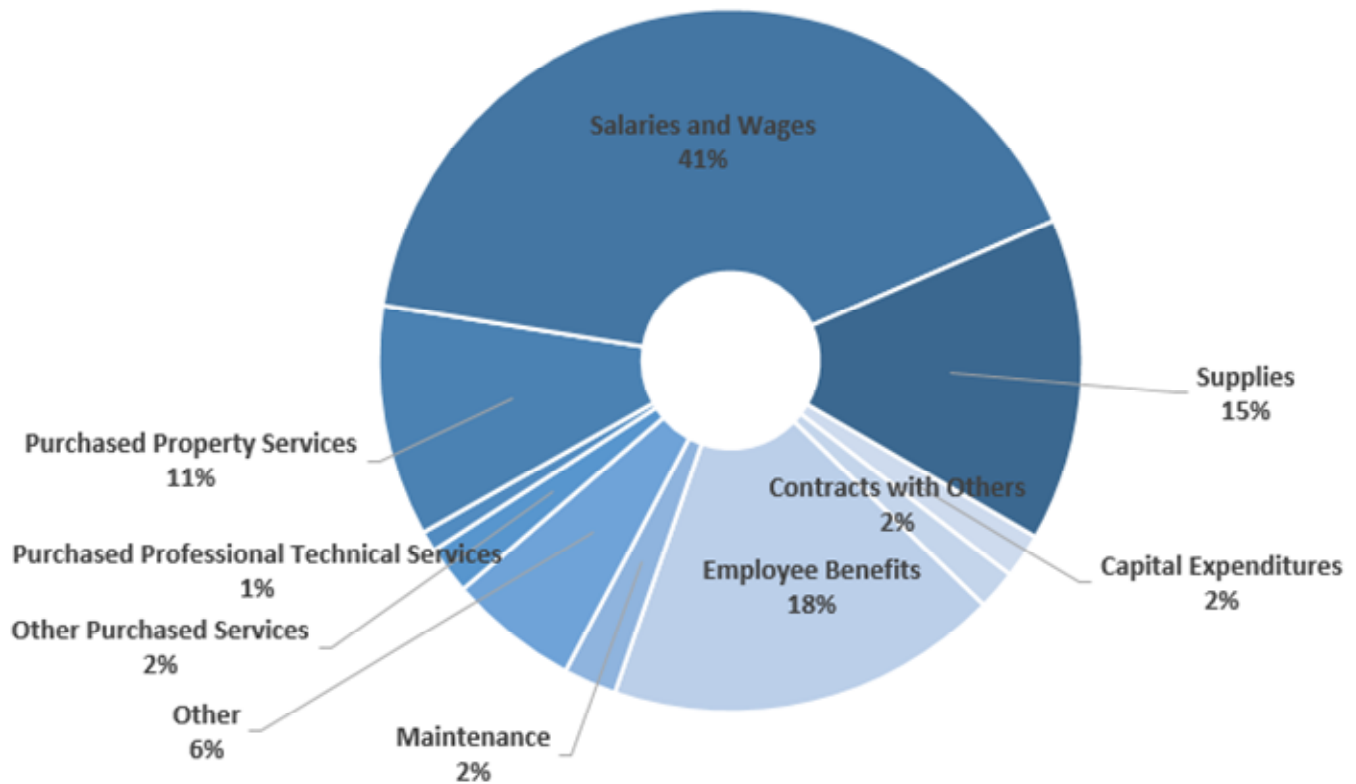
- Continue working with the Zoological Society to improve zoo operations and enhance visitor services
- Continue to bring in new animals to our collection
- Continue to expand our global conservation programs
- Host the 2020 Orangutan Species Survival Plan Husbandry Workshop. This an international conference that will bring over 100 zoo professionals to Waco from around the world.
- Successfully breed and raise lesser flamingo chicks
- Successfully breed and raise river otter pups
- Successfully breed and raise White rhinoceros

FY20 Budget Changes

One-time additions total \$208,779. One-time additions include \$4,000 for professional services, \$21,654 for maintenance, \$111,370 for supplies, and \$71,755 for capital.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,520,566	1,635,776	1,705,320	2,266,504	-	2,266,504
	Employee Benefits	707,151	782,596	782,596	1,000,884	-	1,000,884
	Purchased Professional Technical Services	59,687	47,580	47,580	47,964	4,000	51,964
	Purchased Property Services	585,006	588,905	588,905	588,905	-	588,905
	Maintenance	172,519	142,907	142,907	113,187	21,654	134,841
	Other Purchased Services	120,512	128,393	128,393	122,656	-	122,656
	Supplies	738,319	829,100	829,100	710,169	111,370	821,539
	Other	216,434	155,200	155,200	330,200	-	330,200
	Contracts with Others	315,824	321,825	158,632	100,825	-	100,825
	Capital Expenditures	99,010	176,556	176,556	43,755	71,755	115,510
Operating Total		4,535,028	4,808,838	4,715,189	5,325,049	208,779	5,533,828
Grand Total		4,535,028	4,808,838	4,715,189	5,325,049	208,779	5,533,828

Fiscal Year 2020



Personnel Summary

		Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
	Range				
Supervision					
Zoo Director	144	-	-	1.00	1.00
Deputy Zoo Director	136	-	-	-	1.00
Assistant Zoo Director	128	1.00	1.00	1.00	-
Zoo Guest Services Manager	122	-	-	-	1.00
Zoo Facilities And Security Supervisor	117	1.00	1.00	1.00	1.00
Food Service Coordinator	117	-	1.00	1.00	1.00
Zoo Retail Sales Coordinator	117	-	-	1.00	1.00
Zoo Grounds Maintenance Supervisor	117	1.00	1.00	1.00	1.00
Zoo Administrative Operations Coordinator	218	1.00	1.00	1.00	1.00
		4.00	5.00	7.00	8.00
Clerical and Professional					
Zoo Veterinarian	132	1.00	1.00	1.00	1.00
Education Curator	122	1.00	1.00	1.00	1.00
Programs And Exhibits Curator	119	1.00	1.00	1.00	-
General Curator	122	-	-	-	1.00
Food Service Coordinator	117	1.00	-	-	-
Education Coordinator	216	-	-	1.00	1.00
Cashier/Zoo Retail Assistant	209	3.00	3.00	4.00	4.00
		7.00	6.00	8.00	8.00
Labor Operations					
Veterinarian Technician	217	-	-	1.00	1.00
Animal Care Supervisor	216	4.00	4.00	4.00	4.00
Park Ranger	216	3.00	3.00	3.00	3.00
Zookeeper	212	19.00	19.00	19.00	20.00
Commissary Technician	209	-	-	1.00	1.00
Zoo Maintenance Worker	209	9.00	9.00	9.00	9.00
Zoo Laborer	208	-	-	1.00	1.00
Zoo Events Assistant	208	1.00	1.00	-	-
		36.00	36.00	38.00	39.00
Total Full Time		47.00	47.00	53.00	55.00
Part Time Employees (shown as FTEs)					
Commissary Technician-PT	209	-	-	0.475	0.475
Cashier/Food Service Assistant-PT	209			2.375	2.375
Cashier/Zoo Retail Assistant-PT	209	0.95	0.95	0.95	0.95
Cashier/Zoo Retail Assistant-SEASONAL	209	-	-	1.3845	1.8460
Zoo Laborer-SEASONAL	208	-	-	-	0.475
Summer Worker-SEASONAL	208	-	-	0.4617	0.4617
Total Part Time (FTE's)		0.95	0.95	5.6462	6.5827
Total Employees		47.95	47.95	58.6462	61.5827

CITY OF WACO
CAMERON PARK ZOO FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 6,099	\$ -	\$ -	\$ 6,099	\$ -	\$ 6,099
Contributions	81	-	-	81	-	81
Other	712	15,100	15,100	713	-	713
Charges for Services	1,872,042	1,712,250	1,712,250	2,202,695	-	2,202,695
Net Merchandise Sale	342,470	310,000	310,000	697,470	-	697,470
Operating Revenues	2,221,406	2,037,350	2,037,350	2,907,058	-	2,907,058
Transfers In	2,579,674	2,758,019	2,758,019	2,696,770	-	2,696,770
Non-operating Revenues	2,579,674	2,758,019	2,758,019	2,696,770	-	2,696,770
Total Revenues	4,801,080	4,795,369	4,795,369	5,603,828	-	5,603,828
EXPENDITURES						
Salaries and Wages	\$ 1,520,566	\$ 1,635,776	\$ 1,705,320	\$ 2,266,504	\$ -	\$ 2,266,504
Employee Benefits	707,151	782,596	782,596	1,000,884	-	1,000,884
Purchased Professional Technical Services	59,687	47,580	47,580	47,964	4,000	51,964
Purchased Property Services	585,006	588,905	588,905	588,905	-	588,905
Maintenance	172,519	142,907	142,907	113,187	21,654	134,841
Other Purchased Services	120,512	128,393	128,393	122,656	-	122,656
Supplies	738,319	829,100	829,100	710,169	111,370	821,539
Other	216,434	155,200	155,200	330,200	-	330,200
Contracts with Others	315,824	321,825	158,632	100,825	-	100,825
Capital Expenditures	99,010	176,556	176,556	43,755	71,755	115,510
Total Expenditures	4,535,028	4,808,838	4,715,189	5,325,049	208,779	5,533,828
Revenues Over/(Under) Expenditures	266,051	(13,469)	80,180	278,779	(208,779)	70,000
Cash Equivalent Fund Balance - Beginning	379,773	645,824	645,824	726,004	-	726,004
Cash Equivalent Fund Balance - Ending	\$ 645,824	\$ 632,355	\$ 726,004	\$ 1,004,784	\$ (208,779)	\$ 796,004

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.

Departmental Overview

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.

Programs of Service

Cottonwood has a women's 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 Tournament and hosts over 90 local, regional, and state tournaments annually that have economic impacts for local businesses.

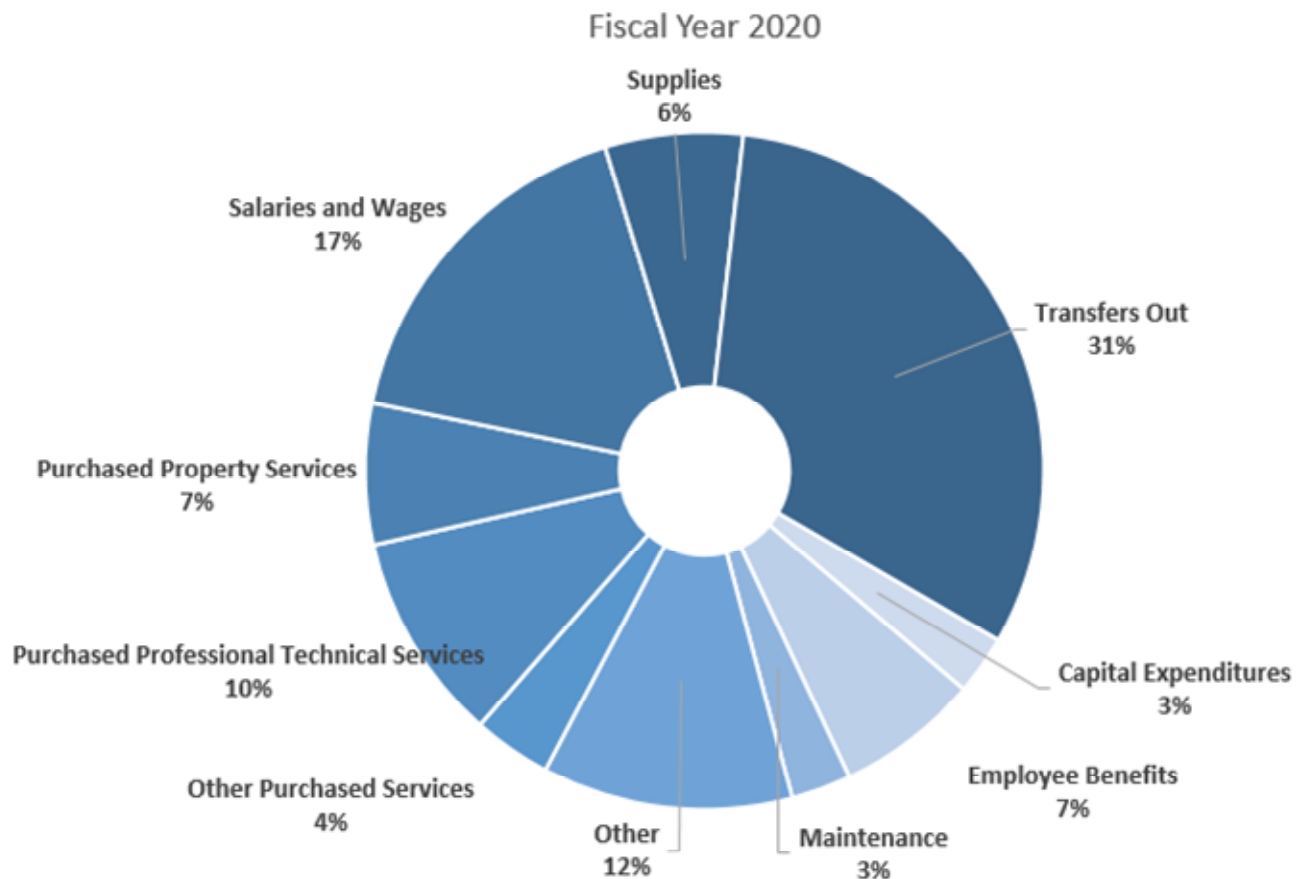
FY20 Objectives

- Address Drainage Issues
- Repair Cart Paths
- Continue to expand native areas to conserve resources
- Increase rounds and revenues

FY20 Budget Changes

One-time additions are for advances to the Water Utility Fund to resolve legacy agreements.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	439,644	573,867	573,867	662,400	-	662,400
	Employee Benefits	171,136	224,464	224,464	265,133	-	265,133
	Purchased Professional Technical Services	512,291	403,884	403,884	387,873	-	387,873
	Purchased Property Services	301,766	10,860	270,457	263,449	-	263,449
	Maintenance	80,968	108,851	95,453	111,046	-	111,046
	Other Purchased Services	141,931	156,841	156,841	145,101	-	145,101
	Supplies	197,621	267,605	248,508	255,206	-	255,206
	Other	427,587	464,500	464,500	464,500	-	464,500
Operating	Capital Expenditures	108,847	84,000	84,000	110,000	-	110,000
	Operating Total	2,381,790	2,294,872	2,521,974	2,664,708	-	2,664,708
Non-Operating	Transfers Out	-	-	-	-	1,225,426	1,225,426
Non-Operating Total		-	-	-	-	1,225,426	1,225,426
Grand Total		2,381,790	2,294,872	2,521,974	2,664,708	1,225,426	3,890,134



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Golf Course General Manager	130	1.00	1.00	1.00	1.00
Golf Course Superintendent	126	1.00	1.00	1.00	1.00
Golf Course Assistant Superintendent	121	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Assistant Golf Professional	218	4.00	4.00	4.00	4.00
Administrative Assistant	215	1.00	1.00	1.00	1.00
Golf Course Restaurant Supervisor	214	1.00	1.00	1.00	1.00
Cashier/Food Service Assistant	209	1.00	1.00	1.00	1.00
		7.00	7.00	7.00	7.00
Labor Operations					
CCGC Equip Mech	217	1.00	1.00	1.00	1.00
CCGC Maint/Irr Tech	211	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	3.00
Total Employees		13.00	13.00	13.00	13.00

CITY OF WACO
COTTONWOOD CREEK GOLF COURSE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 1,737	\$ -	\$ 4,161	\$ 1,737	\$ -	\$ 1,737
Other	5,501	4,750	4,750	6,424	-	6,424
Charges for Services	1,325,057	1,224,550	1,259,487	1,325,243	-	1,325,243
Net Merchandise Sale	663,956	621,500	645,846	653,000	-	653,000
Operating Revenues	1,996,252	1,850,800	1,914,244	1,986,404	-	1,986,404
Transfers In	697,387	428,304	678,304	678,304	1,225,426	1,903,730
Non-operating Revenues	697,387	428,304	678,304	678,304	1,225,426	1,903,730
Total Revenues	2,693,639	2,279,104	2,592,548	2,664,708	1,225,426	3,890,134
EXPENDITURES						
Salaries and Wages	\$ 439,644	\$ 573,867	\$ 573,867	\$ 662,400	\$ -	\$ 662,400
Employee Benefits	171,136	224,464	224,464	265,133	-	265,133
Purchased Professional Technical Services	512,291	403,884	403,884	387,873	-	387,873
Purchased Property Services	301,766	10,860	270,457	263,449	-	263,449
Maintenance	80,968	108,851	95,453	111,046	-	111,046
Other Purchased Services	141,931	156,841	156,841	145,101	-	145,101
Supplies	197,621	267,605	248,508	255,206	-	255,206
Other	427,587	464,500	464,500	464,500	-	464,500
Capital Expenditures	108,847	84,000	84,000	110,000	-	110,000
Departmental Expenditures	2,381,790	2,294,872	2,521,974	2,664,708	-	2,664,708
Transfer Out	-	-	-	-	1,225,426	1,225,426
Non-departmental Expenditures	-	-	-	-	1,225,426	1,225,426
Total Expenditures	2,381,790	2,294,872	2,521,974	2,664,708	1,225,426	3,890,134
Revenues Over/(Under) Expenditures	311,849	(15,768)	70,574	-	-	-
Cash Equivalent Fund Balance - Beginning	(382,422)	(70,573)	(70,573)	0	-	0
Cash Equivalent Fund Balance - Ending	\$ (70,573)	\$ (86,342)	\$ 0	\$ 0	\$ -	\$ 0

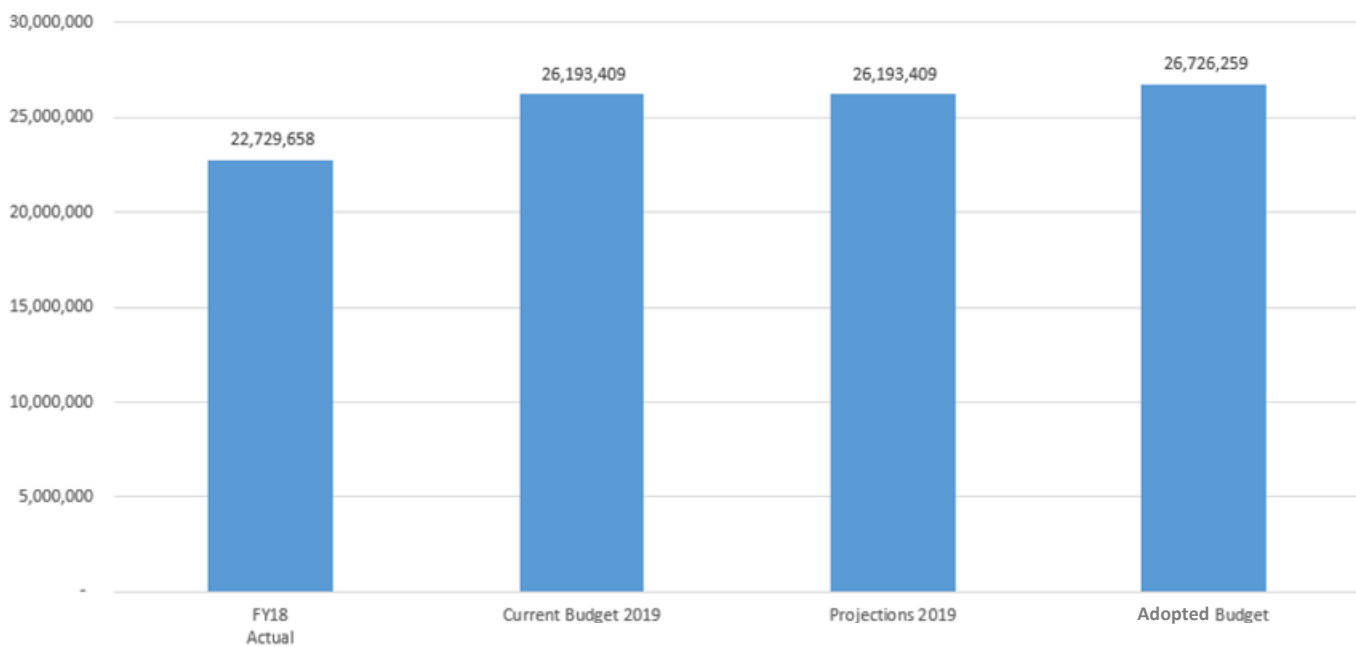


Internal Service Funds

Internal Service Funds



Fund	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
6001-INSURANCE FUND	4,347,953	4,727,994	4,727,994	4,942,778	-	4,942,778
6002-HEALTH INSURANCE FUND	14,040,610	15,122,683	15,122,683	15,059,857	-	15,059,857
6003-ENGINEERING FUND	2,579,307	4,077,896	4,077,896	4,210,189	203,090	4,413,279
6004-FLEET SERVICES FUND	1,761,788	2,264,836	2,264,836	2,310,345	-	2,310,345
Grand Total	22,729,658	26,193,409	26,193,409	26,523,169	203,090	26,726,259



Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce while also fostering a healthy, safe, and respectful work environment for employees, departments, and the public. These efforts are intended to maximize individual and organizational potential and position the City of Waco as an employer of choice.

Departmental Overview

The City of Waco Human Resources Department is a strategic business partner, working with and for all departments within the City. The department focuses on delivering quality customer service in all personnel operations with integrity, responsiveness and sensitivity to all employees and citizens.

Programs of Service

Risk Fund programs are implemented to protect the City against financial losses, especially those of a catastrophic nature, while also assuring a safe and healthy environment for citizens and city employees. Program costs are appropriated to all funds through Workers' Compensation, General, Property and Auto liability insurance assessments. In addition, safety and occupational health services are supported by this fund. Occupational health services include on the job injuries, pre-employment and promotional physicals, surveillance physicals, post-accident and random drug testing and job specific immunizations.

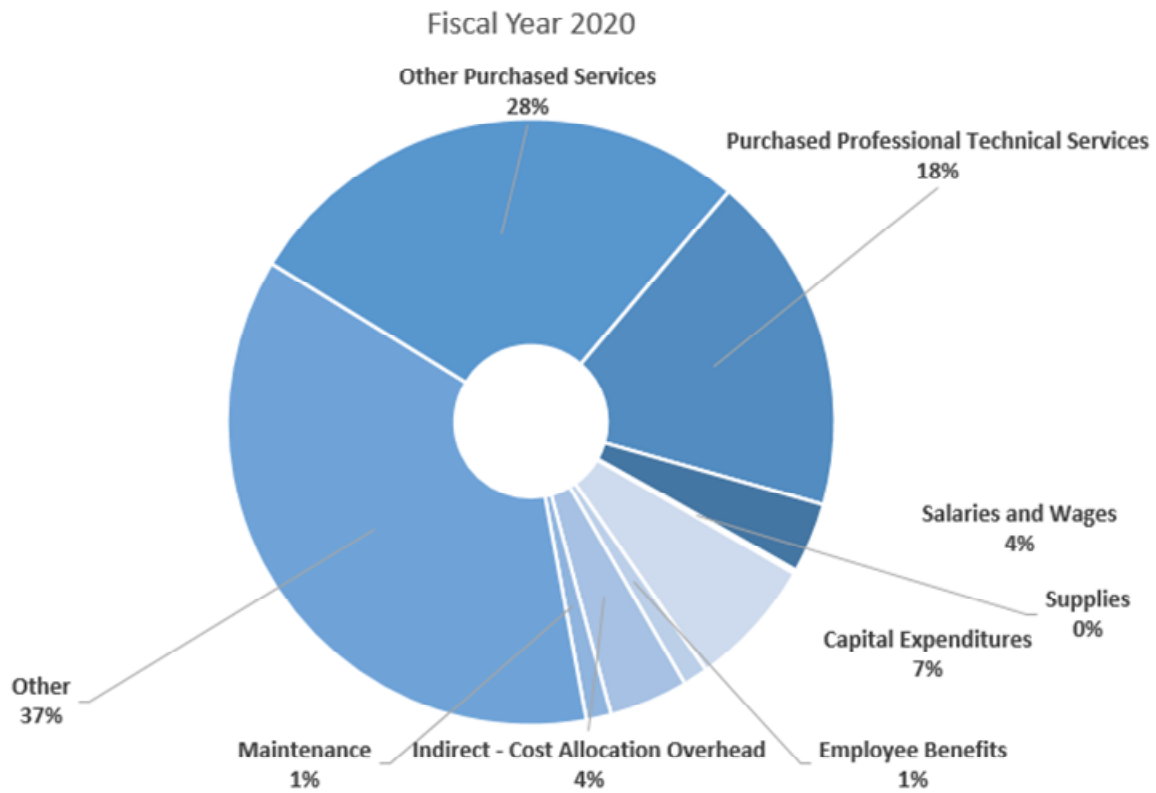
FY20 Objectives

- Monitor and control liability claims and costs through loss prevention, mitigation, subrogation and contractual means
- Identify and develop safety sensitive position program to further promote a safe work environment
- Continue to enhance and promote the City's safety program to prevent injuries

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	204,273	199,947	199,947	184,308	-	184,308
	Employee Benefits	74,362	92,908	92,908	65,205	-	65,205
	Purchased Professional Technical Services	762,929	1,182,397	1,182,397	897,250	-	897,250
	Maintenance	211	81,600	81,600	65,600	-	65,600
	Other Purchased Services	1,169,899	1,224,516	1,224,516	1,362,260	-	1,362,260
	Supplies	7,310	8,346	8,346	8,541	-	8,541
	Other	2,035,608	1,812,500	1,812,500	1,811,000	-	1,811,000
	Capital Expenditures	-	-	-	341,190	-	341,190
Operating Total		4,254,592	4,602,214	4,602,214	4,735,354	-	4,735,354
Non-Operating	Indirect - Cost Allocation Overhead	93,361	125,780	125,780	207,424	-	207,424
	Transfers Out	-	-	-	-	-	-
	Transfers Out - Cash CIP	-	-	-	-	-	-
Non-Operating Total		93,361	125,780	125,780	207,424	-	207,424
Grand Total		4,347,953	4,727,994	4,727,994	4,942,778	-	4,942,778



Personnel Summary

	Range	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
Supervision					
Risk Manager	130	1.00	1.00	-	-
		1.00	1.00	-	-
Clerical and Professional					
Claims Specialist	219	1.00	1.00	1.00	1.00
Clinic Coordinator	125	1.00	1.00	1.00	1.00
Safety Coordinator	125	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Total Employees		4.00	4.00	3.00	3.00

CITY OF WACO
INSURANCE FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 105,328	\$ 12,000	\$ 12,000	\$ 105,328	\$ -	\$ 105,328
Other	-	-	-	254,000	-	254,000
Charges for Services	4,108,535	4,358,535	4,358,535	4,583,450	-	4,583,450
Operating Revenues	4,213,863	4,370,535	4,370,535	4,942,778	-	4,942,778
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	4,213,863	4,370,535	4,370,535	4,942,778	-	4,942,778
EXPENDITURES						
Salaries and Wages	\$ 204,273	\$ 199,947	\$ 199,947	\$ 184,308	\$ -	\$ 184,308
Employee Benefits	74,362	92,908	92,908	65,205	-	65,205
Purchased Professional Technical Services	762,929	1,182,397	1,182,397	897,250	-	897,250
Maintenance	211	81,600	81,600	65,600	-	65,600
Other Purchased Services	1,169,899	1,224,516	1,224,516	1,362,260	-	1,362,260
Supplies	7,310	8,346	8,346	8,541	-	8,541
Other	2,035,608	1,812,500	1,812,500	1,811,000	-	1,811,000
Capital Expenditures	-	-	-	341,190	-	341,190
Departmental Expenditures	4,254,592	4,602,214	4,602,214	4,735,354	-	4,735,354
Indirect - Cost Allocation Overhead	93,361	125,780	125,780	207,424	-	207,424
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	93,361	125,780	125,780	207,424	-	207,424
Total Expenditures	4,347,953	4,727,994	4,727,994	4,942,778	-	4,942,778
Revenues Over/(Under) Expenditures	(134,090)	(357,459)	(357,459)	-	-	-
Cash Equivalent Fund Balance - Beginning	6,026,065	5,891,975	5,891,975	5,534,516	-	5,534,516
Cash Equivalent Fund Balance - Ending	\$ 5,891,975	\$ 5,534,516	\$ 5,534,516	\$ 5,534,516	\$ -	\$ 5,534,516

Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, and respectful work environment for employees, departments, and the public in order to maximize individual and organizational potential and position the City of Waco as an employer of choice.

Departmental Overview

The City of Waco Human Resources Department is a business partner, working with and for the departments within the City. The department focuses on delivering quality customer service in all personnel operations with integrity, responsiveness and sensitivity to all employees and citizens.

Programs of Service

Through the Health Insurance Fund 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, medical services cost and quality comparison information for employees, stop loss coverage and prescription administration. Also, included in the budget is a web-based, Health Insurance Portability and Accountability Act (HIPAA) compliant, health engagement tool. This tool allows the City of Waco to track employee engagement and involvement in health and wellness initiatives and activities that are coordinated by a Wellness Coordinator. The Wellness Coordinator creates and promotes wellness programs that benefit all City employees.

FY20 Objectives

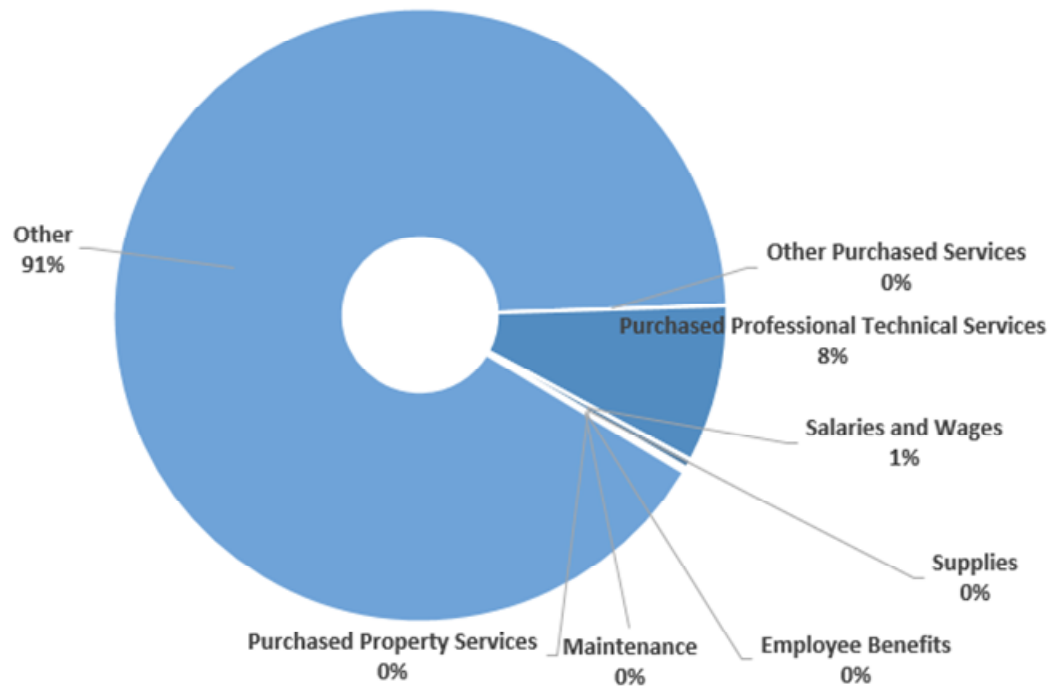
- Provide market competitive benefits at an affordable price to both the City and our employees
- Provide onsite primary care options for employees
- Continue to enhance and promote the City's wellness program

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	64,068	66,283	66,283	68,564	-	68,564
	Employee Benefits	21,127	22,968	22,968	22,860	-	22,860
	Purchased Professional Technical Services	1,201,460	1,240,000	1,240,000	1,252,750	-	1,252,750
	Purchased Property Services	1,715	2,000	2,000	4,000	-	4,000
	Maintenance	1,988	12,859	12,859	12,900	-	12,900
	Other Purchased Services	1,370	3,128	3,128	2,880	-	2,880
	Supplies	15,993	18,191	18,191	4,300	-	4,300
	Other	12,732,889	13,757,254	13,757,254	13,691,603	-	13,691,603
Operating Total		14,040,610	15,122,683	15,122,683	15,059,857	-	15,059,857
Grand Total		14,040,610	15,122,683	15,122,683	15,059,857	-	15,059,857

Fiscal Year 2020



Personnel Summary

	Range	Actual 2017-18	Budget 2018-19	Estimated 2018-19	Adopted 2019-20
Supervision					
Wellness Coordinator	125	1.00	-	-	-
		1.00	-	-	-
Clerical and Professional					
Wellness Coordinator	125	-	1.00	1.00	1.00
		-	1.00	1.00	1.00
Total Employees		1.00	1.00	1.00	1.00

CITY OF WACO
HEALTH INSURANCE FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Interest on Investments	\$ 43,457	\$ 9,000	\$ 9,000	\$ 43,457	\$ -	\$ 43,457
Other	30	-	-	132,000	-	132,000
Charges for Services	14,062,493	15,113,683	15,113,683	15,274,315	-	15,274,315
Operating Revenues	14,105,980	15,122,683	15,122,683	15,449,772	-	15,449,772
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	14,105,980	15,122,683	15,122,683	15,449,772	-	15,449,772
EXPENDITURES						
Salaries and Wages	\$ 64,068	\$ 66,283	\$ 66,283	\$ 68,564	\$ -	\$ 68,564
Employee Benefits	21,127	22,968	22,968	22,860	-	22,860
Purchased Professional Technical Services	1,201,460	1,240,000	1,240,000	1,252,750	-	1,252,750
Purchased Property Services	1,715	2,000	2,000	4,000	-	4,000
Maintenance	1,988	12,859	12,859	12,900	-	12,900
Other Purchased Services	1,370	3,128	3,128	2,880	-	2,880
Supplies	15,993	18,191	18,191	4,300	-	4,300
Other	12,732,889	13,757,254	13,757,254	13,691,603	-	13,691,603
Departmental Expenditures	14,040,610	15,122,683	15,122,683	15,059,857	-	15,059,857
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	14,040,610	15,122,683	15,122,683	15,059,857	-	15,059,857
Revenues Over/(Under) Expenditures	65,370	-	-	389,915	-	389,915
Cash Equivalent Fund Balance - Beginning	2,540,025	2,605,395	2,605,395	2,605,395	-	2,605,395
Cash Equivalent Fund Balance - Ending	\$ 2,605,395	\$ 2,605,395	\$ 2,605,395	\$ 2,995,310	\$ -	\$ 2,995,310

Mission Statement

To provide and maintain reliable and cost-effective infrastructure that ensures customer satisfaction and the long-term best interest of the community.

Departmental Overview

The Engineering Division serves the community through respectful, professional customer service delivering major capital improvement program projects and managing the Better Streets Waco Pavement Management Program. Engineering provides design, project management, construction contract administration, floodplain management, site development plan review, permit issuance, engineering construction inspection, and Geographic Information System analyses and mapping services.

Programs of Service

Capital Projects strives to manage the many activities and personnel engaging in planning, developing and monitoring various Citywide Programs such as the Pavement Management Program. General services provided by the Capital Programs team include program management, design management, program/budget administration, program delivery, program evaluation, technical and logistical assistance, and reliable communication of project and program status with the public, media, and elected officials. The team also utilizes a new generation of technology for the City that enables a more robust, comprehensive, and credible overview of the City's Pavement Management Program practices and strategies.

Survey provides essential information for various departments for development of plans as well as verification of construction contractor compliance for various features.

Design provides in-house development of plans for competitive bidding by contractors. Types of multi-disciplinary plans developed include pedestrian facilities, water and wastewater utilities, stormwater drainage facilities, and pavement management program projects.

Engineering Inspection ensures compliance with plans and specifications for work in the right-of-way and public easements including City funded projects, developer projects, various concrete permitted work, and franchise utilities work.

Development Engineering provides comprehensive review of plans for compliance with code of ordinances for drainage, grading, roadway design, pavement design, stormwater design and coordinates with Water Utility Services. This group also provides review of proposed subdivisions, abandonment of easements and right-of-way, and zoning cases and technical support for the Board of Adjustments and Plan Commission. Development Engineering administers the Flood Prevention and Protection Code of Ordinance, Stormwater Management Regulations, and Escarpment Regulations Code of Ordinance.

Geographic Information System provides 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. Geographic Information Systems also provides an interactive on-line map available through the

City's website for the public showing infrastructure, political boundaries, parcel information, overlay districts, etcetera for viewing and querying city information.

Engineering 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.

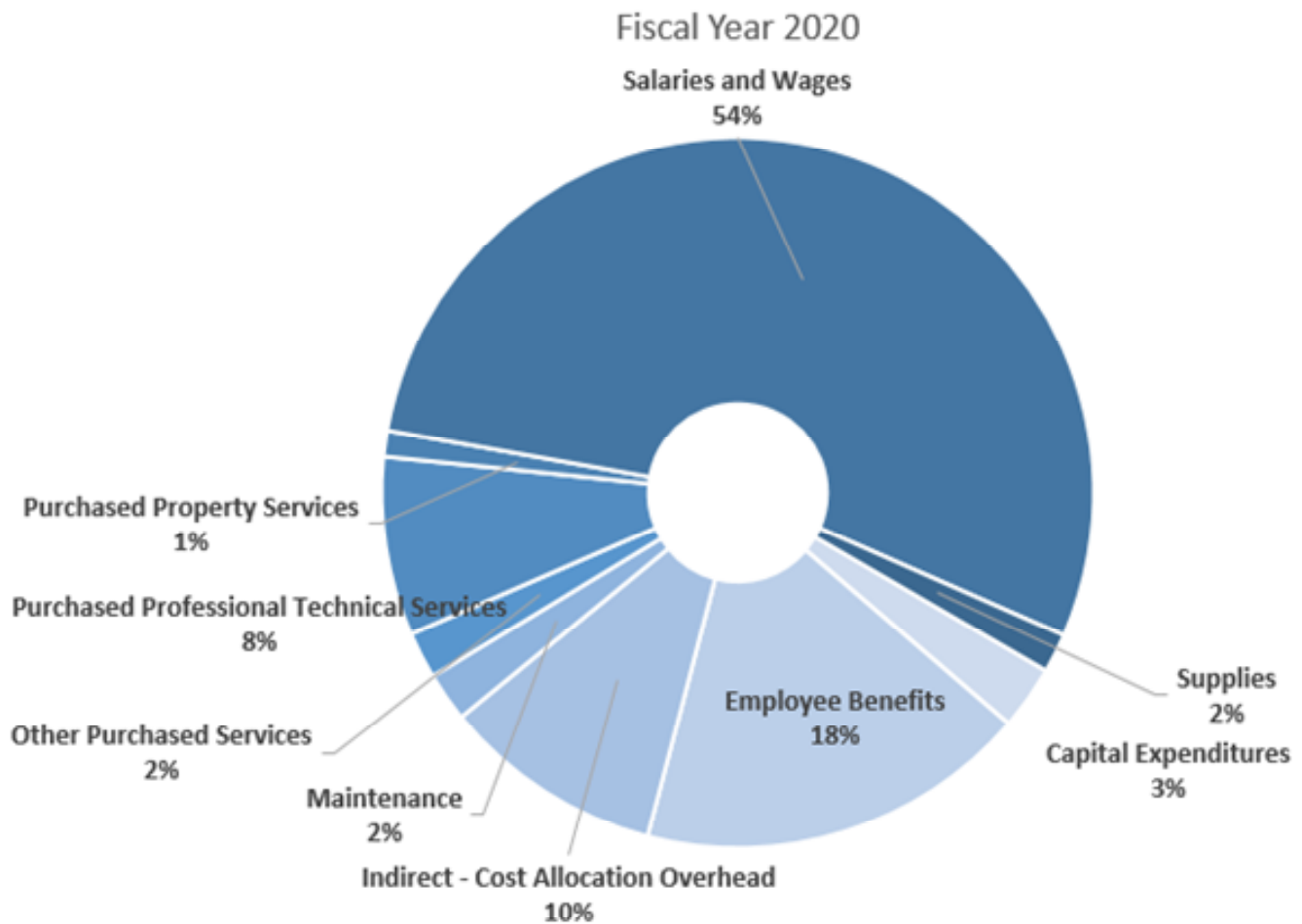
FY20 Objectives

- Continue enhanced interdepartmental collaboration on projects
- Continue diligent public outreach effort in projects and provide timely project public meetings
- Continue to provide comprehensive, integrated street improvement and pavement management program delivery including in-house preparation of construction plans
- Complete the present administering of 10 city funded construction projects with a total value of \$23 million and providing engineering inspection for 36 developer projects including 10 subdivisions in addition to projects to be added during the fiscal year including Street Pavement Management Program projects (\$20.4 Million), Elm Avenue Water line and Street Improvements Phase one (\$1 Million), Austin Avenue Water & Sewer Replacement 11th Street to 20th Street (\$1.3 Million), Webster Avenue 8th Street to 11th Street Phase two (\$1 Million), 5th Street Improvements (\$5.4 Million), and Landon Branch Bridge 48 inch water pipeline support repair (\$3 Million)
- Continue to provide excellence in respectful, professional customer service for citizens, developers and their engineers, contractors, various City departments, City staff, through incremental changes for improvement including mastering and expanding use of EnerGov software for enhanced streamlined efficiency in development review process and two-way communication with developers and their engineers
- Promote a multi-modal transportation system providing the City with varied transportation alternatives and improved connectivity necessary to ensure the safe and efficient movement of people and goods associated with an enhanced quality of life

FY20 Budget Changes

One-time additions total \$203,090. One-time funding of \$40,000 is for aerial imagery, \$35,090 is for cubicle space, furniture and equipment and \$128,000 is funding to purchase 4 trucks.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	1,295,912	1,919,786	1,919,786	2,371,802	-	2,371,802
	Employee Benefits	457,583	677,972	677,972	787,637	-	787,637
	Purchased Professional Technical Services	125,910	441,723	441,723	318,937	40,000	358,937
	Purchased Property Services	52,611	52,611	52,611	52,611	-	52,611
	Maintenance	81,268	74,725	74,725	98,325	-	98,325
	Other Purchased Services	43,187	96,711	96,711	93,266	-	93,266
	Supplies	41,265	77,541	77,541	42,984	35,090	78,074
	Other	(12,379)	-	-	-	-	-
Capital Expenditures		32,130	115,044	115,044	-	128,000	128,000
Operating Total		2,117,486	3,456,114	3,456,114	3,765,562	203,090	3,968,652
Non-Operating	Indirect - Cost Allocation Overhead	461,821	621,782	621,782	444,627	-	444,627
Non-Operating Total		461,821	621,782	621,782	444,627	-	444,627
Grand Total		2,579,307	4,077,896	4,077,896	4,210,189	203,090	4,413,279



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Director of Public Works	146	0.95	0.95	0.95	0.95
Assistant Public Works Director, Engineering, PCI	138	1.00	1.00	1.00	1.00
City Engineer	136	0.95	1.00	1.00	1.00
Deputy City Engineer	134	1.00	1.00	1.00	1.00
Project Engineer	134	2.00	2.00	-	-
Senior Engineer	133	1.00	1.00	1.00	1.00
Capital Program Manager	133	0.98	1.00	1.00	1.00
Engineering Inspection Supervisor	127	1.00	1.00	1.00	1.00
		8.88	8.95	6.95	6.95
Clerical and Professional					
Project Engineer	136	-	-	2.00	2.00
Deputy Development Engineer	134	1.00	1.00	1.00	1.00
Development Engineer	133	1.00	1.00	1.00	1.00
Engineering Construction Manager	130	-	-	1.00	1.00
Project Manager	129	2.00	2.00	1.00	1.00
Engineer In Training	127	-	-	1.00	1.00
Public Works Finance Officer	127	0.2333	0.2333	0.2333	0.2333
Geographic Information System Analyst	125	1.00	1.00	1.00	1.00
Senior Administrative Assistant	217	1.00	1.00	1.00	1.00
Administrative Assistant	215	1.00	1.00	1.00	1.00
		7.2333	7.2333	10.2333	10.2333
Labor Operations					
Engineering Inspector	220	7.00	7.00	7.00	7.00
Geographic Information System Technician	220	1.00	1.00	1.00	1.00
Engineering Design Technician	219	3.00	3.00	4.00	4.00
Senior Survey Technician	218	2.00	2.00	2.00	2.00
Survey Technician	215	1.00	1.00	1.00	1.00
		14.00	14.00	15.00	15.00
Total Employees		30.1133	30.1833	32.1833	32.1833

CITY OF WACO
ENGINEERING FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Licenses and Permits	\$ 44,070	\$ 24,000	\$ 24,000	\$ 44,070	\$ -	\$ 44,070
Interest on Investments	16,892	1,000	1,000	16,892	-	16,892
Other	15,951	4,700	4,700	15,951	-	15,951
Operating Revenues	76,913	29,700	29,700	76,913	-	76,913
Interdepartmental Billing	3,074,700	3,819,418	3,819,418	3,819,418	-	3,819,418
Non-operating Revenues	3,074,700	3,819,418	3,819,418	3,819,418	-	3,819,418
Total Revenues	3,151,613	3,849,118	3,849,118	3,896,331	-	3,896,331
EXPENDITURES						
Salaries and Wages	\$ 1,295,912	\$ 1,919,786	\$ 1,919,786	\$ 2,371,802	\$ -	\$ 2,371,802
Employee Benefits	457,583	677,972	677,972	787,637	-	787,637
Purchased Professional Technical Services	125,910	441,723	441,723	318,937	40,000	358,937
Purchased Property Services	52,611	52,611	52,611	52,611	-	52,611
Maintenance	81,268	74,725	74,725	98,325	-	98,325
Other Purchased Services	43,187	96,711	96,711	93,266	-	93,266
Supplies	41,265	77,541	77,541	42,984	35,090	78,074
Other	(12,379)	-	-	-	-	-
Capital Expenditures	32,130	115,044	115,044	-	128,000	128,000
Departmental Expenditures	2,117,486	3,456,114	3,456,114	3,765,562	203,090	3,968,652
Indirect - Cost Allocation Overhead	461,821	621,782	621,782	444,627	-	444,627
Non-departmental Expenditures	461,821	621,782	621,782	444,627	-	444,627
Total Expenditures	2,579,307	4,077,896	4,077,896	4,210,189	203,090	4,413,279
Revenues Over/(Under) Expenditures	572,306	(228,778)	(228,778)	(313,858)	(203,090)	(516,948)
Cash Equivalent Fund Balance - Beginning	864,904	1,437,209	1,437,209	1,208,432	-	1,208,432
Cash Equivalent Fund Balance - Ending	\$ 1,437,209	\$ 1,208,432	\$ 1,208,432	\$ 894,574	\$ (203,090)	\$ 691,484

Mission Statement

To provide the City with safe and dependable vehicles and equipment in an efficient and cost-effective manner.

Departmental Overview

Services provided by Fleet Services include the maintenance and repair of City vehicles and equipment, maintaining historical equipment data, management of vehicles and equipment replacement, fuel management and supply, specification development for new or replacement vehicles and equipment, and offsite repair and fueling.

Programs of Service

- Preventive maintenance
- In-house vehicle and equipment repair
- Management of sublet service and repair
- Fueling stations
- Parts procurement and inventory

FY20 Objectives

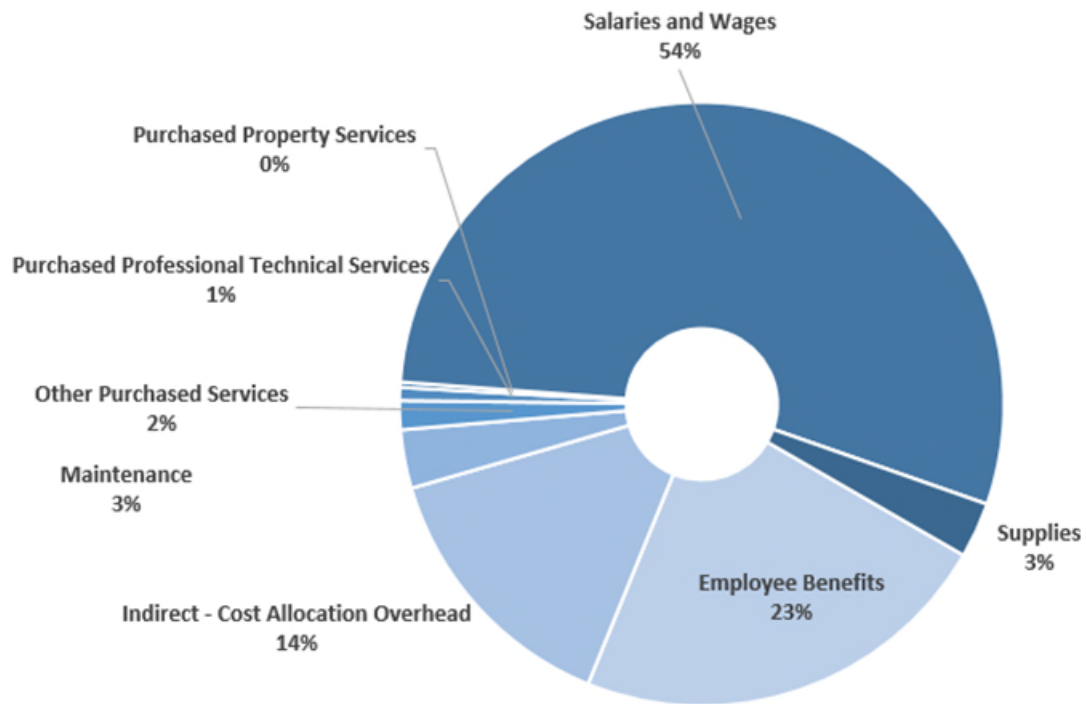
- Continue to provide the City of Waco with efficient and cost effective vehicle and equipment maintenance services.

FY20 Budget Changes

There are no planned changes.

Type	Category	FY18 Actual	FY19 Current Budget	FY19 Projection	FY20 Base Budget	FY20 Changes	FY20 Budget
Operating	Salaries and Wages	915,629	1,167,499	1,167,499	1,251,978	-	1,251,978
	Employee Benefits	381,594	477,847	477,847	526,976	-	526,976
	Purchased Professional Technical Services	21,153	27,160	27,160	15,993	-	15,993
	Purchased Property Services	5,538	6,584	6,584	6,584	-	6,584
	Maintenance	50,277	75,594	75,594	72,387	-	72,387
	Other Purchased Services	36,923	36,975	36,975	35,871	-	35,871
	Supplies	64,831	78,143	78,143	68,491	-	68,491
	Other	9,336	-	-	-	-	-
	Capital Expenditures	-	77,000	77,000	-	-	-
Operating Total		1,485,282	1,946,802	1,946,802	1,978,280	-	1,978,280
Non-Operating	Indirect - Cost Allocation Overhead	276,506	318,034	318,034	332,065	-	332,065
Non-Operating Total		276,506	318,034	318,034	332,065	-	332,065
Grand Total		1,761,788	2,264,836	2,264,836	2,310,345	-	2,310,345

Fiscal Year 2020



Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2017-18	2018-19	2018-19	2019-20
Supervision					
Fleet Manager	130	1.00	1.00	1.00	1.00
Fleet Supervisor-CDL	123	2.00	2.00	2.00	2.00
Fleet Supervisor	123	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Clerical and Professional					
Fleet Service Writer	216	2.00	2.00	2.00	2.00
Fleet/Asset Recovery Supervisor	124	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Labor Operations					
Senior Equipment Mechanic-CDL	220	3.00	3.00	3.00	3.00
Senior Equipment Mechanic	220	2.00	2.00	2.00	2.00
Fleet Asset Recovery Program Coordinator	218	1.00	1.00	1.00	1.00
Equipment Mechanic-CDL	216	6.00	6.00	6.00	6.00
Equipment Mechanic	216	4.00	4.00	4.00	4.00
Material & Inventory Technician	213	2.00	2.00	2.00	2.00
Fleet Asset Recovery Technician	212	1.00	1.00	1.00	1.00
Fleet Courier	208	2.00	2.00	2.00	2.00
		21.00	21.00	21.00	21.00
Total Full Time		28.00	28.00	28.00	28.00
Part Time Employees (shown as FTEs)					
Equipment Mechanic-PT	216	0.95	0.95	0.95	0.95
Total Part Time (FTE's)		0.95	0.95	0.95	0.95
Total Employees		28.95	28.95	28.95	28.95

CITY OF WACO
FLEET SERVICES FUND
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Charges for Services	\$ 1,610,363	\$ 2,187,536	\$ 2,187,536	\$ 2,310,345	\$ -	\$ 2,310,345
Other	6,811	-	-	6,810	-	6,810
Interest on Investments	1,661	300	300	1,661	-	1,661
Operating Revenues	1,618,835	2,187,836	2,187,836	2,318,816	-	2,318,816
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	1,618,835	2,187,836	2,187,836	2,318,816	-	2,318,816
EXPENDITURES						
Salaries and Wages	\$ 915,629	\$ 1,167,499	\$ 1,167,499	\$ 1,251,978	\$ -	\$ 1,251,978
Employee Benefits	381,594	477,847	477,847	526,976	-	526,976
Purchased Professional Technical Services	21,153	27,160	27,160	15,993	-	15,993
Purchased Property Services	5,538	6,584	6,584	6,584	-	6,584
Maintenance	50,277	75,594	75,594	72,387	-	72,387
Other Purchased Services	36,923	36,975	36,975	35,871	-	35,871
Supplies	64,831	78,143	78,143	68,491	-	68,491
Other	9,336	-	-	-	-	-
Capital Expenditures	-	77,000	77,000	-	-	-
Departmental Expenditures	1,485,282	1,946,802	1,946,802	1,978,280	-	1,978,280
Indirect - Cost Allocation Overhead	276,506	318,034	318,034	332,065	-	332,065
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	276,506	318,034	318,034	332,065	-	332,065
Total Expenditures	1,761,788	2,264,836	2,264,836	2,310,345	-	2,310,345
Revenues Over/(Under) Expenditures	(142,953)	(77,000)	(77,000)	8,471	-	8,471
Cash Equivalent Fund Balance - Beginning	421,616	278,663	278,663	201,663	-	201,663
Cash Equivalent Fund Balance - Ending	\$ 278,663	\$ 201,663	\$ 201,663	\$ 210,134	\$ -	\$ 210,134



Debt Service

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 can be found in the Financial Management Policy statements that are included in this document.

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 0.98%. The 2018 median net debt-to-assessed valuation for Texas cities with comparable Moody's bond ratings is 1.5%. Waco's emphasis on economic development to encourage industrial and commercial investment by new companies and expansion by existing companies plus increased housing and tourism activity has promoted job growth and 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 3.82%. The 2018 median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 5.8%.

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

	Moody's	Standard & Poor's
General Obligation Debt	Aa1/Stable	AA+/Stable

In its rating report dated March 6, 2019, Moody's maintained the City's general obligation limited tax debt rating of Aa1 with stable outlook for previously issued bonds and assigned this rating to the City's Combination Tax and Revenue Certificates of Obligation, Series 2019, and General Obligation Refunding Bonds, Series 2019. Moody's report cited Waco's expanding economy, solid gains in assessed valuation, and consistent history of strong operating performance. In a report dated February 26, 2019, Standard & Poor's (S&P) assigned its AA+/Stable long-term rating to the City's Combination Tax and Revenue Certificates of Obligation, Series 2019 and General Obligation Refunding Bonds, Series 2019, and affirmed its long-term rating of AA+/Stable on the City's previously issued certificates and GO debt. In S&P's view the ratings reflect Waco's strong economy, very strong management, strong budgetary performance, very strong budgetary flexibility and liquidity, adequate debt and contingent liability position, and

strong institutional framework. 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.

CITY OF WACO
GENERAL DEBT SERVICE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Property Taxes - Current	\$ 9,981,138	\$ 9,587,156	\$ 9,587,156	\$ 11,053,636	\$ -	\$ 11,053,636
Property Taxes -Delinquent	74,148	95,099	95,099	109,900	-	109,900
Property Taxes - Int & Penalty	91,712	72,870	72,870	51,820	-	51,820
Bond Proceeds	140,293	-	-	-	-	-
Investment Earnings	23,621	9,460	9,460	35,955	-	35,955
Total Operating Revenues	10,310,911	9,764,585	9,764,585	11,251,311	-	11,251,311
Transfer From Tif Zone #1	76,671	-	-	-	-	-
Total Revenues	10,387,582	9,764,585	9,764,585	11,251,311	-	11,251,311
EXPENDITURES						
Debt Service-Principal Retired	\$ 6,660,000	\$ 6,150,000	\$ 6,150,000	\$ 7,050,000	\$ -	\$ 7,050,000
Debt Service-Interest Retired	3,436,586	3,628,864	3,628,864	4,225,588	-	4,225,588
Current Outstanding Debt	10,096,586	9,778,864	9,778,864	11,275,588	-	11,275,588
Fiscal Fees/Other	144,178	3,948	3,948	3,632	-	3,632
Total Debt Service	10,240,764	9,782,812	9,782,812	11,279,220	-	11,279,220
Total Expenditures	10,240,764	9,782,812	9,782,812	11,279,220	-	11,279,220

CITY OF WACO
WASTEWATER DEBT SERVICE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Bond Proceeds	\$ 197,994	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating Revenues	197,994	-	-	-	-	-
Transfer From Wastewater	10,784,558	12,792,147	12,792,147	14,277,102	-	14,277,102
Total Revenues	10,982,552	12,792,147	12,792,147	14,277,102	-	14,277,102
EXPENDITURES						
Debt Service-Principal Retired	\$ 6,240,000	\$ 7,220,000	\$ 7,220,000	\$ 8,120,000	\$ -	\$ 8,120,000
Debt Service-Interest Retired	4,886,438	5,568,709	5,568,709	6,157,102		6,157,102
Current Outstanding Debt	11,126,438	12,788,709	12,788,709	14,277,102	-	14,277,102
Special Services	197,994	-	-	-	-	-
Debt Service-Fiscal Charges	3,052	3,438	3,438	3,438	-	3,438
Total Debt Service	11,327,484	12,792,147	12,792,147	14,280,540	-	14,280,540
Total Expenditures	11,327,484	12,792,147	12,792,147	14,280,540	-	14,280,540

CITY OF WACO
WATER DEBT SERVICE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Bond Proceeds	\$ 133,964	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	3,167	3,000	3,000	-	-	-
Total Operating Revenues	137,132	3,000	3,000	-	-	-
Transfer From Water	13,508,803	17,649,077	17,649,077	18,856,870	-	18,856,870
Total Revenues	13,645,934	17,652,077	17,652,077	18,856,870	-	18,856,870
EXPENDITURES						
Debt Service-Principal Retired	\$ 7,580,000	\$ 10,680,000	\$ 10,680,000	\$ 11,495,000	\$ -	\$ 11,495,000
Debt Service-Interest Retired	6,097,407	6,963,668	6,963,668	7,361,867		7,361,867
Current Outstanding Debt	13,677,407	17,643,668	17,643,668	18,856,867	-	18,856,867
Special Services	133,964	-	-	-	-	-
Debt Service-Fiscal Charges	3,292	5,409	5,409	5,409	-	5,409
Total Debt Service	13,814,663	17,649,077	17,649,077	18,862,276	-	18,862,276
Total Expenditures	13,814,663	17,649,077	17,649,077	18,862,276	-	18,862,276

CITY OF WACO
SOLID WASTE DEBT SERVICE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Transfer From Solid Waste	319,393	632,228	632,228	1,258,164	-	1,258,164
Total Revenues	319,393	632,228	632,228	1,258,164	-	1,258,164
EXPENDITURES						
Debt Service-Principal Retired	\$ 230,000	\$ 535,000	\$ 535,000	\$ 1,035,000	\$ -	\$ 1,035,000
Debt Service-Interest Retired	87,816	96,919	96,919	223,164		223,164
Current Outstanding Debt	317,816	631,919	631,919	1,258,164	-	1,258,164
Debt Service-Fiscal Charges	43	309	309	309	-	309
Total Debt Service	317,859	632,228	632,228	1,258,473	-	1,258,473
Total Expenditures	317,859	632,228	632,228	1,258,473	-	1,258,473

CITY OF WACO
TIF DEBT SERVICE
INCOME STATEMENT

	FY18 Actuals	FY19 Current Budget	FY19 Projections	FY20 Base Budget	FY20 Changes	FY20 Budget
REVENUES						
Transfer In	76,671	859,003	859,003	865,200	-	865,200
Total Revenues	76,671	859,003	859,003	865,200	-	865,200
EXPENDITURES						
Debt Service-Principal Retired	\$ 65,000	\$ 405,000	\$ 405,000	\$ 540,000	\$ -	\$ 540,000
Debt Service-Interest Retired	11,650	453,852	453,852	325,200		325,200
Current Outstanding Debt	76,650	858,852	858,852	865,200	-	865,200
Debt Service-Fiscal Charges	21	151	151	151	-	151
Total Debt Service	76,671	859,003	859,003	865,351	-	865,351
Total Expenditures	76,671	859,003	859,003	865,351	-	865,351

Statement of Reserve for Bond Interest and Redemption
Adopted 2019-2020
Certificate of Obligation / GO Bonds

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/19	Transfers	Current Taxes	Delinquent Taxes	Penalties &Interest	Interest Earnings	Other Financing Sources/Uses	Principal Retired	Interest Payments	Exchange & Commissions	Ending Balance 9/30/20
3002	Contingency	\$ 501,755	\$ -	\$ -	\$ -	\$ -	\$ 3,450	\$ -	\$ -	\$ -	\$ -	\$ 505,205
3121	Certificate of Obligation, 2012	12,891	-	228,052	2,200	1,450	700	-	165,000	66,706	1,000	12,587
3122	GO Refunding, 2012	36,032	-	718,803	7,100	3,000	1,380	-	650,000	83,375	97	32,843
3131	Certificate of Obligation, 2013	7,596	-	152,337	1,500	970	540	-	95,000	60,263	183	7,497
3132	GO Refunding, 2013	12,812	-	208,299	2,000	1,350	570	-	170,000	42,500	50	12,481
3141	Certificate of Obligation , 2014	5,945	-	110,686	1,100	720	390	-	70,000	42,775	170	5,896
3151	Certificate of Obligation , 2015	17,558	-	112,428	1,100	730	660	-	70,000	44,531	191	17,754
3152	GO Refunding, 2015	101,972	-	4,824,639	48,200	11,220	12,350	-	3,405,000	1,517,476	625	75,280
3154	Certificate of Obligation , 2016	9,826	-	265,139	2,600	1,720	1,040	-	140,000	130,481	69	9,775
3155	GO Refunding, 2016	25,622	-	52,956	500	340	890	-	-	53,950	87	26,271
3156	Certificate of Obligation, 2017	25,040	-	791,818	7,900	5,120	2,970	-	425,000	382,481	497	24,870
3157	Certificate of Obligation, 2018	7,760	-	804,948	8,000	5,200	1,900	-	400,000	421,125	250	6,433
3159	Certificate of Obligation, 2019	-	-	1,317,823	13,100	10,000	3,800	-	365,000	979,425	293	5
3160	GO Refunding, 2019	-	-	1,465,708	14,600	10,000	5,315	-	1,095,000	400,500	120	3
Total		\$ 764,809	\$ -	\$ 11,053,636	\$ 109,900	\$ 51,820	\$ 35,955	\$ -	\$ 7,050,000	\$ 4,225,588	\$ 3,632	\$ 736,900

Statement of Reserve for Bond Interest and Redemption
Adopted 2019-2020
Water Revenue Supported Obligations

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/19	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/20
5018	GO Refunding, 2012	\$ -	\$ 4,184,038	\$ -	\$ 646	\$ 4,184,684	\$ 3,305,000	\$ 879,038	\$ 646	\$ 4,184,684	\$ -
5019	GO Refunding, 2013	-	2,818,863	-	679	2,819,542	1,895,000	923,863	679	2,819,542	-
5020	Certificate of Obligation, 2013	-	343,369	-	98	343,467	210,000	133,369	98	343,467	-
5021	Certificate of Obligation, 2014	-	149,250	-	40	149,290	95,000	54,250	40	149,290	-
5022	Certificate of Obligation, 2015	-	412,494	-	116	412,610	255,000	157,494	116	412,610	-
5023	GO Refunding, 2015	-	2,310,600	-	735	2,311,335	1,310,000	1,000,600	735	2,311,335	-
5024	Certificate of Obligation, 2016	-	1,974,206	-	697	1,974,903	1,025,000	949,206	697	1,974,903	-
5025	GO Refunding, 2016	-	531,688	-	391	532,079	-	531,688	391	532,079	-
5026	Certificate of Obligation, 2016A	6,002	702,432	3,409	123	711,966	545,000	166,843	123	711,966	-
5027	Certificate of Obligation, 2017	-	841,338	-	291	841,629	445,000	396,338	291	841,629	-
5028	Certificate of Obligation, 2018	-	1,345,656	-	507	1,346,163	655,000	690,656	507	1,346,163	-
5001	GO Refunding, 2019	-	1,810,425	-	324	1,810,749	1,370,000	440,425	324	1,810,749	-
5029	Certificate of Obligation, 2019	-	1,423,100	-	762	1,423,862	385,000	1,038,100	762	1,423,862	-
Total		\$ 6,002	\$ 18,847,457	\$ 3,409	\$ 5,409	\$ 18,862,276	\$ 11,495,000	\$ 7,361,867	\$ 5,409	\$ 18,862,276	\$ -

Statement of Reserve for Bond Interest and Redemption
Adopted 2019-2020
Wastewater Revenue Supported Obligations

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/19	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/20
5117	GO Refunding, 2012	\$ -	\$ 1,151,025	\$ -	\$ 277	\$ 1,151,302	\$ 1,070,000	\$ 81,025	\$ 277	\$ 1,151,302	\$ -
5118	Certificate of Obligation, 2013	-	344,575	-	83	344,658	210,000	134,575	83	344,658	-
5119	GO Refunding, 2013	-	979,500	-	236	979,736	810,000	169,500	236	979,736	-
5120	Certificate of Obligation, 2014	-	409,800	-	99	409,899	255,000	154,800	99	409,899	-
5121	Certificate of Obligation, 2015	-	380,119	-	92	380,210	235,000	145,119	92	380,210	-
5122	GO Refunding, 2015	-	2,017,550	-	486	2,018,036	1,400,000	617,550	486	2,018,036	-
5123	Certificate of Obligation, 2016	-	3,652,263	-	879	3,653,142	1,895,000	1,757,263	879	3,653,142	-
5124	GO Refunding, 2016	-	340,550	-	82	340,632	-	340,550	82	340,632	-
5125	Certificate of Obligation, 2017	-	795,469	-	192	795,660	420,000	375,469	192	795,660	-
5126	Certificate of Obligation, 2018	-	1,985,994	-	478	1,986,472	965,000	1,020,994	478	1,986,472	-
5127	Certificate of Obligation, 2019	-	1,679,333	-	404	1,679,738	455,000	1,224,333	404	1,679,738	-
5128	GO Refunding, 2019	-	540,925	-	130	541,055	405,000	135,925	130	541,055	-
Total		\$ -	\$ 14,277,102	\$ -	\$ 3,438	\$ 14,280,540	\$ 8,120,000	\$ 6,157,102	\$ 3,438	\$ 14,280,540	\$ -

Statement of Reserve for Bond Interest and Redemption
Adopted 2019-2020
Solid Waste Revenue Supported Obligations

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/19	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/20
5213	GO Refunding, 2013	\$ -	\$ 312,500	\$ -	\$ -	\$ 312,500	\$ 250,000	\$ 62,500	\$ -	\$ 312,500	\$ -
5214	GO Refunding, 2016	-	6,400	-	-	6,400	-	6,400	-	6,400	-
5215	Certificate of Obligation, 2019	-	693,264	-	-	693,264	545,000	148,264	-	693,264	-
5216	GO Refunding, 2019	-	246,000	-	-	246,000	240,000	6,000	-	246,000	-
Total		\$ -	\$ 1,258,164	\$ -	\$ -	\$ 1,258,164	\$ 1,035,000	\$ 223,164	\$ -	\$ 1,258,164	\$ -

Statement of Reserve for Bond Interest and Redemption
Adopted 2019-2020
Tax Increment Financing Supported Obligations

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/19	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/20
3153	GO Refunding, 2015	\$ -	\$ 80,875	\$ -	\$ -	\$ 80,875	\$ 75,000	\$ 5,875	\$ -	\$ 80,875	\$ -
3158	Certificate of Obligation, 2018	-	784,325	-	-	784,325	465,000	319,325	-	784,325	-
Total		\$ -	\$ 865,200	\$ -	\$ -	\$ 865,200	\$ 540,000	\$ 325,200	\$ -	\$ 865,200	\$ -

Certificates of Obligation / GO Bonds

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3121	Certificate of Obligation, 2012	2.00-3.50	2012	2032	3,480,000	3,480,000	2,465,000	517,722	2,982,722
3122	Obligation Refunding, 2012	2.00-5.00	2012	2025	6,465,000	6,465,000	2,445,000	239,800	2,684,800
3131	Certificate of Obligation, 2013	2.00-4.00	2013	2033	2,175,000	2,175,000	1,705,000	451,181	2,156,181
3132	Obligation Refunding, 2013	2.00-5.00	2013	2024	1,700,000	1,700,000	935,000	121,125	1,056,125
3141	Certificate of Obligation, 2014	2.00-4.00	2014	2034	1,645,000	1,645,000	1,325,000	385,638	1,710,638
3151	Certificate of Obligation, 2015	2.00-4.00	2015	2035	1,695,000	1,695,000	1,445,000	414,997	1,859,997
3152	Obligation Refunding, 2015	2.00-5.00	2015	2027	33,755,000	33,755,000	32,960,000	6,652,000	39,612,000
3154	Certificate of Obligation, 2016	2.00-5.00	2016	2036	3,805,000	3,805,000	3,475,000	1,134,291	4,609,291
3155	Obligation Refunding, 2016	2.00-4.00	2016	2027	1,945,000	1,945,000	1,945,000	286,425	2,231,425
3156	Certificate of Obligation, 2017	2.50-5.00	2017	2037	11,465,000	11,465,000	10,775,000	3,806,135	14,581,135
3157	Certificate of Obligation, 2018	2.00-5.00	2018	2038	11,555,000	11,555,000	11,305,000	4,272,256	15,577,256
3159	Certificate of Obligation, 2019	2.00-5.00	2019	2039	18,560,000	18,560,000	18,560,000	8,307,044	26,867,044
3160	Obligation Refunding, 2019	2.00-5.00	2019	2031	9,365,000	9,365,000	9,365,000	2,242,563	11,607,563
Total Certificates of Obligation / GO Bonds					\$ 107,610,000	\$ 107,610,000	\$ 98,705,000	\$ 28,831,176	\$ 127,536,176

Water Revenue Bonds

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5018	Water Revenue Refunding, 2012	2.00-5.00	2012	2035	40,945,000	40,945,000	25,525,000	5,382,619	30,907,619
5019	Water Revenue Refunding, 2013	2.00-5.00	2013	2036	32,055,000	32,055,000	23,610,000	6,340,713	29,950,713
5020	Certificate of Obligation, 2013	2.00-4.00	2013	2033	4,830,000	4,830,000	3,775,000	997,603	4,772,603
5021	Certificate of Obligation, 2014	2.00-4.00	2014	2034	2,075,000	2,075,000	1,685,000	488,200	2,173,200
5022	Certificate of Obligation, 2015	2.00-4.00	2015	2035	6,005,000	6,005,000	5,115,000	1,468,891	6,583,891
5023	Water Revenue Refunding, 2015	2.00-5.00	2015	2036	25,115,000	25,115,000	23,165,000	8,143,825	31,308,825
5024	Certificate of Obligation, 2016	2.00-5.00	2016	2036	27,670,000	27,670,000	25,285,000	8,260,516	33,545,516
5025	Water Revenue Refunding, 2016	2.00-4.00	2016	2037	17,200,000	17,200,000	17,200,000	5,925,894	23,125,894
5026	Certificate of Obligation, 2016	2.00-5.00	2016	2037	12,000,000	12,000,000	10,915,000	1,880,850	12,795,850
5027	Certificate of Obligation, 2017	2.50-5.00	2017	2037	11,890,000	11,890,000	11,170,000	3,943,944	15,113,944
5028	Certificate of Obligation, 2018	2.00-5.00	2018	2038	18,945,000	18,945,000	18,535,000	7,006,610	25,541,610
5029	Certificate of Obligation, 2019	2.00-5.00	2019	2039	19,670,000	19,670,000	19,670,000	8,803,168	28,473,168
5001	Water Revenue Refunding, 2019	2.00-5.00	2019	2030	10,105,000	10,105,000	10,105,000	2,257,463	12,362,463
Total Water Revenue Bonds					\$ 228,505,000	\$ 228,505,000	\$ 195,755,000	\$ 60,900,294	\$ 256,655,294

Wastewater Revenue Bonds

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5117	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025	6,690,000	6,690,000	2,515,000	230,000	2,745,000
5118	Certificate of Obligation, 2013	2.00-4.00	2013	2033	4,875,000	4,875,000	3,810,000	1,009,188	4,819,188
5119	Wastewater Revenue Refunding, 2013	2.00-5.00	2013	2024	7,410,000	7,410,000	3,795,000	461,125	4,256,125
5120	Certificate of Obligation, 2014	2.00-4.00	2014	2034	5,930,000	5,930,000	4,795,000	1,394,750	6,189,750
5121	Certificate of Obligation, 2015	2.00-4.00	2015	2035	5,535,000	5,535,000	4,715,000	1,353,616	6,068,616
5122	Wastewater Revenue Refunding, 2015	2.00-5.00	2015	2032	14,070,000	14,070,000	13,480,000	3,163,625	16,643,625
5123	Certificate of Obligation, 2016	2.00-5.00	2016	2036	51,215,000	51,215,000	46,805,000	15,289,619	62,094,619
5124	Wastewater Revenue Refunding, 2016	2.00-4.00	2016	2031	10,005,000	10,005,000	10,005,000	3,276,075	13,281,075
5125	Certificate of Obligation, 2017	2.50-5.00	2017	2037	11,265,000	11,265,000	10,580,000	3,737,072	14,317,072
5126	Certificate of Obligation, 2018	2.00-5.00	2018	2038	28,000,000	28,000,000	27,400,000	10,359,735	37,759,735
5127	Certificate of Obligation, 2019	2.00-5.00	2019	2039	23,200,000	23,200,000	23,200,000	10,382,083	33,582,083
5128	Wastewater Revenue Refunding, 2019	2.00-5.00	2019	2030	3,075,000	3,075,000	3,075,000	570,275	3,645,275
Total Wastewater Revenue Bonds					\$ 171,270,000	\$ 171,270,000	\$ 154,175,000	\$ 51,227,162	\$ 205,402,162

Solid Waste Revenue Bonds

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5213	Solid Waste Revenue Refunding, 2013	2.00-5.00	2013	2024	2,495,000	2,495,000	1,375,000	178,625	1,553,625
5214	Solid Waste Revenue Refunding, 2016	2.00-4.00	2016	2021	320,000	320,000	320,000	9,600	329,600
5215	Certificate of Obligation, 2019	2.00-5.00	2019	2023	2,480,000	2,480,000	2,480,000	296,389	2,776,389
5216	Solid Waste Revenue Refunding, 2019	2.00-5.00	2019	2020	240,000	240,000	240,000	6,000	246,000
Total Solid Waste Revenue Bonds					\$ 5,535,000	\$ 5,535,000	\$ 4,415,000	\$ 490,614	\$ 4,905,614

Tax Increment Financing Zone

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3153	Obligation Refunding, 2015	2.00-5.00	2015	2021	\$ 370,000	\$ 370,000	\$ 155,000	\$ 7,875	\$ 162,875
3158	Certificate of Obligation, 2018	2.00-5.00	2018	2032	8,285,000	8,285,000	7,945,000	2,224,025	10,169,025
Total Tax Increment Financing Zone					\$ 8,655,000	\$ 8,655,000	\$ 8,100,000	\$ 2,231,900	\$ 10,331,900
Total All Debt					\$ 521,575,000	\$ 521,575,000	\$ 461,150,000	\$ 143,681,146	\$ 604,831,146

Retirement Schedule to Maturity
Property Tax Supported Obligations

Fiscal Year	Principal	Interest	Total
2020	\$ 7,050,000	\$ 4,225,588	\$ 11,275,588
2021	7,695,000	3,661,413	11,356,413
2022	7,590,000	3,319,913	10,909,913
2023	7,685,000	2,964,819	10,649,819
2024	7,855,000	2,595,263	10,450,263
2025	8,045,000	2,219,600	10,264,600
2026	8,200,000	1,833,531	10,033,531
2027	8,380,000	1,459,138	9,839,138
2028	3,755,000	1,200,288	4,955,288
2029	3,650,000	1,049,234	4,699,234
2030	3,780,000	917,531	4,697,531
2031	3,565,000	794,266	4,359,266
2032	3,175,000	679,875	3,854,875
2033	3,060,000	571,575	3,631,575
2034	3,005,000	464,459	3,469,459
2035	3,005,000	357,259	3,362,259
2036	2,990,000	255,666	3,245,666
2037	2,815,000	160,550	2,975,550
2038	2,085,000	78,934	2,163,934
2039	1,320,000	22,275	1,342,275
Total	\$ 98,705,000	\$ 28,831,176	\$ 127,536,176

Retirement Schedule to Maturity
Wastewater Revenue Supported Obligations

Fiscal Year	Principal	Interest	Total
2020	\$ 8,120,000	\$ 6,157,102	\$ 14,277,102
2021	8,265,000	5,505,519	13,770,519
2022	8,130,000	5,141,669	13,271,669
2023	8,125,000	4,758,794	12,883,794
2024	8,520,000	4,361,244	12,881,244
2025	8,150,000	3,962,844	12,112,844
2026	8,215,000	3,568,369	11,783,369
2027	8,460,000	3,207,919	11,667,919
2028	8,940,000	2,869,494	11,809,494
2029	9,200,000	2,516,456	11,716,456
2030	9,550,000	2,164,156	11,714,156
2031	9,670,000	1,833,844	11,503,844
2032	9,930,000	1,511,619	11,441,619
2033	8,040,000	1,211,069	9,251,069
2034	7,960,000	947,253	8,907,253
2035	7,810,000	686,541	8,496,541
2036	7,670,000	436,431	8,106,431
2037	4,215,000	244,319	4,459,319
2038	3,555,000	114,678	3,669,678
2039	1,650,000	27,844	1,677,844
Total	\$ 154,175,000	\$ 51,227,162	\$ 205,402,162

Retirement Schedule to Maturity
Water Revenue Supported Obligations

Fiscal Year	Principal	Interest	Total
2020	\$ 11,495,000	\$ 7,361,867	\$ 18,856,867
2021	11,860,000	6,625,531	18,485,531
2022	11,725,000	6,145,562	17,870,562
2023	11,665,000	5,644,496	17,309,496
2024	12,190,000	5,124,566	17,314,566
2025	11,335,000	4,617,323	15,952,323
2026	9,755,000	4,169,638	13,924,638
2027	10,055,000	3,772,471	13,827,471
2028	10,655,000	3,371,612	14,026,612
2029	10,460,000	2,971,297	13,431,297
2030	10,825,000	2,601,847	13,426,847
2031	10,360,000	2,249,556	12,609,556
2032	10,745,000	1,899,125	12,644,125
2033	11,130,000	1,537,665	12,667,665
2034	10,875,000	1,175,746	12,050,746
2035	10,910,000	815,987	11,725,987
2036	9,965,000	475,390	10,440,390
2037	5,675,000	225,448	5,900,448
2038	2,675,000	91,544	2,766,544
2039	1,400,000	23,625	1,423,625
Total	\$ 195,755,000	\$ 60,900,294	\$ 256,655,294

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

Fiscal Year	Principal	Interest	Total
2020	\$ 1,035,000	\$ 223,164	\$ 1,258,164
2021	1,195,000	134,325	1,329,325
2022	920,000	86,250	1,006,250
2023	960,000	39,250	999,250
2024	305,000	7,625	312,625
Total	\$ 4,415,000	\$ 490,614	\$ 4,905,614

**Retirement Schedule to Maturity
Tax Increment Financing Supported Obligations**

Fiscal Year	Principal	Interest	Total
2020	\$ 540,000	\$ 325,200	\$ 865,200
2021	560,000	304,900	864,900
2022	495,000	285,725	780,725
2023	520,000	260,350	780,350
2024	550,000	233,600	783,600
2025	575,000	205,475	780,475
2026	605,000	175,975	780,975
2027	640,000	144,850	784,850
2028	670,000	112,100	782,100
2029	700,000	81,350	781,350
2030	725,000	56,475	781,475
2031	750,000	34,350	784,350
2032	770,000	11,550	781,550
Total	\$ 8,100,000	\$ 2,231,900	\$ 10,331,900



CITY OF WACO FY2020 ADOPTED CAPITAL IMPROVEMENT PROGRAM

CITY OF WACO
2020 - 2024 ADOPTED CAPITAL IMPROVEMENT PROGRAM
TOTAL SUMMARY

PROJECT TYPE	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
AIRPORT	\$ 3,080,000	\$ 1,695,000	\$ -	\$ -	\$ -	\$ 4,775,000
CONVENTION	1,376,000	-	-	-	-	1,376,000
FACILITIES	430,000	500,000	500,000	500,000	500,000	2,430,000
PARKS	2,600,000	650,000	700,000	750,000	800,000	5,500,000
SOLID WASTE	1,725,000	3,375,000	7,841,750	4,000,000	300,000	17,241,750
STREETS	28,381,910	29,289,765	31,150,000	34,150,000	38,650,000	161,621,675
WASTE WATER	16,250,000	19,500,000	33,100,000	15,500,000	50,000,000	134,350,000
WATER	22,250,000	21,000,000	24,000,000	19,500,000	8,500,000	95,250,000
TOTAL	\$ 76,092,910	\$ 76,009,765	\$ 97,291,750	\$ 74,400,000	\$ 98,750,000	\$ 422,544,425

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
CO'S	\$ 24,930,000	\$ 26,789,765	\$ 28,700,000	\$ 31,750,000	\$ 36,300,000	\$ 148,469,765
Enterprise Solid Waste CO'S	-	2,500,000	-	-	-	2,500,000
Enterprise System Revenues	5,909,000	3,544,500	10,341,750	6,500,000	2,800,000	29,095,250
Enterprise Utility CO'S	35,500,000	38,000,000	54,600,000	32,500,000	56,000,000	216,600,000
General Revenue	3,223,384	3,400,000	3,400,000	3,400,000	3,400,000	16,823,384
Other Funding Sources	6,530,526	1,775,500	250,000	250,000	250,000	9,056,026
TOTAL	\$ 76,092,910	\$ 76,009,765	\$ 97,291,750	\$ 74,400,000	\$ 98,750,000	\$ 422,544,425

CITY OF WACO
2020 - 2024 ADOPTED CAPITAL IMPROVEMENT PROGRAM
TOTAL SUMMARY

PROJECT TYPE	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
FACILITIES	\$ 430,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,430,000
PARKS	2,600,000	650,000	700,000	750,000	800,000	5,500,000
STREETS	21,900,000	25,639,765	27,500,000	30,500,000	35,000,000	140,539,765
CO'S	\$ 24,930,000	\$ 26,789,765	\$ 28,700,000	\$ 31,750,000	\$ 36,300,000	\$ 148,469,765

PROJECT TYPE	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
SOLID WASTE	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,500,000
ENTERPRISE SOLID WASTE CO'S	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,500,000

PROJECT TYPE	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
AIRPORT	\$ 308,000	\$ 169,500	\$ -	\$ -	\$ -	\$ 477,500
CONVENTION	1,376,000	-	-	-	-	1,376,000
SOLID WASTE	1,725,000	875,000	7,841,750	4,000,000	300,000	14,741,750
WASTE WATER	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
WATER	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
ENTERPRISE SYSTEM REVENUES	\$ 5,909,000	\$ 3,544,500	\$ 10,341,750	\$ 6,500,000	\$ 2,800,000	\$ 29,095,250

PROJECT TYPE	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
WASTE WATER	\$ 15,000,000	\$ 18,500,000	\$ 32,100,000	\$ 14,500,000	\$ 49,000,000	\$ 129,100,000
WATER	20,500,000	19,500,000	22,500,000	18,000,000	7,000,000	87,500,000
ENTERPRISE UTILITY CO'S	\$ 35,500,000	\$ 38,000,000	\$ 54,600,000	\$ 32,500,000	\$ 56,000,000	\$ 216,600,000

CITY OF WACO
2020 - 2024 ADOPTED CAPITAL IMPROVEMENT PROGRAM
TOTAL SUMMARY

PROJECT TYPE	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
STREETS	\$ 3,223,384	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 16,823,384
GENERAL REVENUE	\$ 3,223,384	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 16,823,384

PROJECT TYPE	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
AIRPORT	\$ 2,772,000	\$ 1,525,500	\$ -	\$ -	\$ -	\$ 4,297,500
STREETS	3,258,526	250,000	250,000	250,000	250,000	4,258,526
WASTE WATER	250,000	-	-	-	-	250,000
WATER	250,000	-	-	-	-	250,000
OTHER FUNDING SOURCES	\$ 6,530,526	\$ 1,775,500	\$ 250,000	\$ 250,000	\$ 250,000	\$ 9,056,026

CITY OF WACO
2020 - 2024 ADOPTED CAPITAL IMPROVEMENT PROGRAM
SUMMARY BY FUNDING SOURCE

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
13FAC20003	South Waco Rec Center-Replace HVAC Units	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
13FAC20005	Central Library Lower Floor Carpet Replacement	91,000	-	-	-	-	91,000
13FAC20006	Replace Zoo Administration Flooring	43,000	-	-	-	-	43,000
13FAC20007	Bledsoe - Replace HVAC Unit	35,000	-	-	-	-	35,000
13FAC20010	Operations Center HVAC Replacement	40,000	-	-	-	-	40,000
13FAC20011	Fire Station #4 HVAC Replacement	8,000	-	-	-	-	8,000
13FAC20012	Fire Station #2 HVAC Replacement	7,000	-	-	-	-	7,000
13FAC20013	Fire Station #11 HVAC Replacement	16,000	-	-	-	-	16,000
13FAC20014	Zoo Administration Elevator Modernization	90,000	-	-	-	-	90,000
13FAC20015	City Hall - Overlay Multi-level Roofs	-	139,000	-	-	-	139,000
13FAC20016	Zoo Administration Roof Replacement and Walkway Canopy	-	200,000	50,000	-	-	250,000
13FAC20020	Police Tower Garage Elevator Modernization	-	96,000	-	-	-	96,000
13FAC20021	Health Building Roof Overlay	-	65,000	-	-	-	65,000
13FAC20022	Operations Center Flat Roof Overlay	-	-	175,000	-	-	175,000
13FAC20023	Operations Center Warehouse Roof Overlay	-	-	160,000	-	-	160,000
13FAC20024	Replace Flat Roofs at Texas Ranger Museum	-	-	75,000	-	-	75,000
13FAC20027	Replace RTUs at Asian Forest Exhibit	-	-	40,000	-	-	40,000
13FAC20028	Roof Restoration at Clubhouse & Shop	-	-	-	170,000	-	170,000
13FAC20029	Replace HVAC System at Community Services	-	-	-	300,000	-	300,000
13FAC20030	Health Building Elevator Modification	-	-	-	30,000	-	30,000
13FAC20031	Replace Texas Ranger Museum Shingle Roofs with Metal	-	-	-	-	280,000	280,000
13FAC20034	City Hall Elevator Controls Modernization	-	-	-	-	220,000	220,000
18STR20002	Street Pavement Program - Mill & Overlay	14,225,000	13,527,769	17,860,000	19,660,000	22,360,000	87,632,769
18STR20003	Street Pavement Program - Reclamation	7,400,000	8,895,906	9,640,000	10,840,000	12,640,000	49,415,906
18STR20006	Dallas St. (Herring Ave. to Elm Ave.) - Street, Utility, and Storm Rehabilitation	275,000	3,216,090	-	-	-	3,491,090
32PRK32101	Park Improvement Program (General Amenity Replacement & Improvements)	2,600,000	650,000	700,000	750,000	800,000	5,500,000
	CO'S	\$ 24,930,000	\$ 26,789,765	\$ 28,700,000	\$ 31,750,000	\$ 36,300,000	\$ 148,469,765

CITY OF WACO
2020 - 2024 ADOPTED CAPITAL IMPROVEMENT PROGRAM
SUMMARY BY FUNDING SOURCE

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
65SW065622	Solid Waste Facilities	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,500,000
	ENTERPRISE SOLID WASTE CO'S	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,500,000

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
13CON20004	Convention Center Roofing Overlay	\$ 176,000	\$ -	\$ -	\$ -	\$ -	\$ 176,000
13CON20018	Convention Center - Chisholm Hall HVAC Replacement	1,200,000	-	-	-	-	1,200,000
60WTR60103	Water System Improvements	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
61WWO61031	Waste Water System Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
65SW065621	MSW 2400	1,200,000	750,000	7,841,750	4,000,000	-	13,791,750
65SW065622	Solid Waste Facilities	25,000	125,000	-	-	-	150,000
65SW065623	Future Services Facility	-	-	-	-	300,000	300,000
65SW065651	Landfill Improvements	500,000	-	-	-	-	500,000
68GAIR68001	Rehabilitation Terminal Building Electrical Systems	9,000	47,000	-	-	-	56,000
68GAIR68003	Improve Airport Drainage (WHA Mitigation) Phase I	21,000	122,500	-	-	-	143,500
68GAIR68004	Acquire Airside Generator Contractor	10,000	-	-	-	-	10,000
68GAIR68005	Reconstruct Taxiway C	268,000	-	-	-	-	268,000
	ENTERPRISE SYSTEM REVENUES	\$ 5,909,000	\$ 3,544,500	\$ 10,341,750	\$ 6,500,000	\$ 2,800,000	\$ 29,095,250

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
60WTR60101	Plant Improvements	\$ -	\$ 4,000,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 7,000,000
60WTR60102	Water Line Improvements	6,000,000	-	1,000,000	-	2,000,000	9,000,000
60WTR60103	Water System Improvements	7,500,000	10,000,000	10,000,000	5,000,000	5,000,000	37,500,000
60WTR60104	Pumps & Storage Improvements	-	1,500,000	-	1,500,000	-	3,000,000
60WTR60105	Lake Brazos Gate & Boom	7,000,000	-	-	-	-	7,000,000
60WTR60106	TSTC Tower	-	-	-	2,500,000	-	2,500,000
60WTR60107	Raw Water Line Intake to DAF	-	-	2,000,000	-	-	2,000,000
60WTR60108	Building	-	4,000,000	-	-	-	4,000,000
60WTR60109	Water Transmission Line Improvements	-	-	7,500,000	8,000,000	-	15,500,000
61WWO61033	WMARSS- Plant Improvements	4,000,000	2,500,000	7,000,000	2,000,000	2,000,000	17,500,000
61WWO61034	Waste Water Plant Treatment Systems and Capacity Improvements	-	-	13,000,000	-	35,000,000	48,000,000
61WWO61036	Interceptor & Lift Station Improvement	600,000	2,500,000	9,000,000	8,500,000	6,000,000	26,600,000
61WWO61031	Waste Water System Improvements	2,900,000	5,000,000	3,100,000	4,000,000	6,000,000	21,000,000
61WWO61032	China Spring Sewer Improvements	7,500,000	6,000,000	-	-	-	13,500,000
61WWO61037	Building	-	2,500,000	-	-	-	2,500,000
	ENTERPRISE UTILITY CO'S	\$ 35,500,000	\$ 38,000,000	\$ 54,600,000	\$ 32,500,000	\$ 56,000,000	\$ 216,600,000

CITY OF WACO
2020 - 2024 ADOPTED CAPITAL IMPROVEMENT PROGRAM
SUMMARY BY FUNDING SOURCE

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
18STR20001	Streets Pavement Program - Preservation	\$ 3,143,384	\$ 3,305,000	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 16,648,384
18STR20005	San Ann Bridge Replacement (Land / Easements)	80,000	-	-	-	-	80,000
18STR20006	Dallas St. (Herring Ave. to Elm Ave.) - Street, Utility, and Storm Rehabilitation	-	95,000	-	-	-	95,000
	GENERAL REVENUE	\$ 3,223,384	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 16,823,384

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
18STR20001	Streets Pavement Program - Preservation	\$ 176,616	\$ -	\$ -	\$ -	\$ -	\$ 176,616
18STR20004	SH 6 Reconstruction (Mall to Mall); Fixed Contribution to State	539,730	-	-	-	-	539,730
18STR20007	Landon Branch Bridge and 48 inch Waterline	1,016,180	-	-	-	-	1,016,180
18STR20008	Elm Avenue Utility Relocation	676,000	-	-	-	-	676,000
18STR20009	ADA Transition Plan Improvements	200,000	250,000	250,000	250,000	250,000	1,200,000
18STR20010	Elm Avenue Utility Relocation	650,000	-	-	-	-	650,000
60WTR60103	Water System Improvements	250,000	-	-	-	-	250,000
61WWO61031	Waste Water System Improvements	250,000	-	-	-	-	250,000
68GAIR68001	Rehabilitation Terminal Building Electrical Systems	81,000	423,000	-	-	-	504,000
68GAIR68003	Improve Airport Drainage (WHA Mitigation) Phase I	189,000	1,102,500	-	-	-	1,291,500
68GAIR68004	Acquire Airside Generator Contractor	90,000	-	-	-	-	90,000
68GAIR68005	Reconstruct Taxiway C	2,412,000	-	-	-	-	2,412,000
	OTHER FUNDING SOURCES	\$ 6,530,526	\$ 1,775,500	\$ 250,000	\$ 250,000	\$ 250,000	\$ 9,056,026

CITY OF WACO
2020 - 2024 ADOPTED CAPITAL IMPROVEMENT PROGRAM
AIRPORT

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
68GAIR68001	Rehabilitation Terminal Building Electrical Systems	\$ 90,000	\$ 470,000	\$ -	\$ -	\$ -	\$ 560,000
68GAIR68003	Improve Airport Drainage (WHA Mitigation) Phase I	210,000	1,225,000	-	-	-	1,435,000
68GAIR68004	Acquire Airside Generator Contractor	100,000	-	-	-	-	100,000
68GAIR68005	Reconstruct Taxiway C	2,680,000	-	-	-	-	2,680,000
	TOTAL	\$ 3,080,000	\$ 1,695,000	\$ -	\$ -	\$ -	\$ 4,775,000

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
Enterprise System Revenues	\$ 308,000	\$ 169,500	\$ -	\$ -	\$ -	\$ 477,500
Other Funding Sources	2,772,000	1,525,500	-	-	-	4,297,500
TOTAL	\$ 3,080,000	\$ 1,695,000	\$ -	\$ -	\$ -	\$ 4,775,000

CITY OF WACO											1
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank
PROJECT NO. 68GAIR68001		PROJECT TITLE Rehabilitation Terminal Building Electrical Systems									
PROJECT TYPE:		AIRPORT	PROJECT CODE 68		MANAGING DEPT AIRPORT SERVICES		PROJECT TYPE SHORT GAIR				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS FUNDED					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			Yes		OTHER DEPARTMENTS ENGAGED:						
DESCRIPTION Rehabilitation Terminal Building Electrical Systems					IMPACT ON OPERATING BUDGET						
					Expenditures		2020	2021	2022	2023	2024
					Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
					Operations & Maintenance		-	-	-	-	-
JUSTIFICATION					Capital		-	-	-	-	-
					TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference		
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
Analysis/Study/Assessment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Preliminary Engineering Design		-	-	-	-	-	-				
Design		-	90,000	-	-	-	90,000				
Construction		-	-	470,000	-	-	470,000				
Land/ROW		-	-	-	-	-	-				
Furniture, Fixtures & Equipment		-	-	-	-	-	-				
Contingency		-	-	-	-	-	-				
TOTAL COSTS		\$ -	\$ 90,000	\$ 470,000	\$ -	\$ -	\$ 560,000				
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total			
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
General Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	-				
CO'S		-	-	-	-	-	-				
Revenue Bonds		-	-	-	-	-	-				
Enterprise System Revenues		-	9,000	47,000	-	-	56,000				
Other Funding Sources		-	81,000	423,000	-	-	504,000				
TOTAL SOURCE		\$ -	\$ 90,000	\$ 470,000	\$ -	\$ -	\$ 560,000				
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE					
Federal Aviation Administration						Analysis/Study/Assessment					
						Preliminary Engineering Design					
		Oct-20		Apr-21		Design					
		Oct-21		Jun-22		Construction					
						Land/ROW					
						Furniture, Fixtures & Equipment					
						Estimate Date:					
						City Goal:					
						Master Plan Reference:	Identified as short term				
						Project Manager:	J Martinez				
						Estimator:	Walker Partners				

CITY OF WACO											3
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank
PROJECT NO. 68GAIR68003		PROJECT TITLE Improve Airport Drainage (WHA Mitigation) Phase I									
PROJECT TYPE:		AIRPORT	PROJECT CODE 68		MANAGING DEPT AIRPORT SERVICES		PROJECT TYPE SHORT GAIR				
ASSOCIATED PROJECT NUMBERS:					PROJECT FUNDING STATUS FUNDED						
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			Yes		OTHER DEPARTMENTS ENGAGED:						
DESCRIPTION Improve Airport Drainage (WHA Mitigation) Phase I					IMPACT ON OPERATING BUDGET						
					Expenditures		2020	2021	2022	2023	2024
					Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
					Operations & Maintenance		-	-	-	-	-
JUSTIFICATION This priority was developed through the airport master plan that was approved by the FAA					Capital		-	-	-	-	-
		TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Preliminary Engineering Design	-	-	-	-	-	-					
Design	-	210,000	-	-	-	210,000					
Construction	-	-	1,225,000	-	-	1,225,000					
Land/ROW	-	-	-	-	-	-					
Furniture, Fixtures & Equipment	-	-	-	-	-	-					
Contingency	-	-	-	-	-	-					
TOTAL COSTS	\$ -	\$ 210,000	\$ 1,225,000	\$ -	\$ -	\$ 1,435,000					
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total				
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-					
CO'S	-	-	-	-	-	-					
Revenue Bonds	-	-	-	-	-	-					
Enterprise System Revenues	-	21,000	122,500	-	-	143,500					
Other Funding Sources	-	189,000	1,102,500	-	-	1,291,500					
TOTAL SOURCE	\$ -	\$ 210,000	\$ 1,225,000	\$ -	\$ -	\$ 1,435,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE					
Federal Aviation Administration						Analysis/Study/Assessment					
						Preliminary Engineering Design					
						Design					
						Construction					
						Land/ROW					
						Furniture, Fixtures & Equipment					
						Estimate Date:					
				City Goal:							
				Master Plan Reference:		Identified as short term					
				Project Manager:		J Martinez					
				Estimator:		Walker Partners					

CITY OF WACO											4
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank
PROJECT NO. 68GAIR68004		PROJECT TITLE Acquire Airside Generator Contractor									
PROJECT TYPE:		AIRPORT	PROJECT CODE 68		MANAGING DEPT AIRPORT SERVICES		PROJECT TYPE SHORT GAIR				
ASSOCIATED PROJECT NUMBERS:					PROJECT FUNDING STATUS FUNDED						
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			Yes		OTHER DEPARTMENTS ENGAGED:						
DESCRIPTION Acquire Airside Generator Contractor					IMPACT ON OPERATING BUDGET						
					Expenditures		2020	2021	2022	2023	2024
					Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
					Operations & Maintenance		-	-	-	-	-
JUSTIFICATION This priority was developed through the airport master plan that was approved by the FAA					Capital		-	-	-	-	-
		TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference		
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
Analysis/Study/Assessment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Preliminary Engineering Design		-	-	-	-	-	-				
Design		-	-	-	-	-	-				
Construction		-	100,000	-	-	-	100,000				
Land/ROW		-	-	-	-	-	-				
Furniture, Fixtures & Equipment		-	-	-	-	-	-				
Contingency		-	-	-	-	-	-				
TOTAL COSTS		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000				
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total			
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
General Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	-				
CO'S		-	-	-	-	-	-				
Revenue Bonds		-	-	-	-	-	-				
Enterprise System Revenues		-	10,000	-	-	-	10,000				
Other Funding Sources		-	90,000	-	-	-	90,000				
TOTAL SOURCE		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000				
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE					
Federal Aviation Administration		Jan-21		May-21		Analysis/Study/Assessment					
						Preliminary Engineering Design					
						Design					
						Construction					
						Land/ROW					
						Furniture, Fixtures & Equipment					
						Estimate Date:					
City Goal:											
Master Plan Reference:			Identified as short term								
Project Manager:			J Martinez								
Estimator:			Walker Partners								

CITY OF WACO											5
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank
PROJECT NO. 68GAIR68005		PROJECT TITLE Reconstruct Taxiway C									
PROJECT TYPE:		AIRPORT	PROJECT CODE 68		MANAGING DEPT		AIRPORT SERVICES		PROJECT TYPE SHORT		GAIR
ASSOCIATED PROJECT NUMBERS:							PROJECT FUNDING STATUS		FUNDED		
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			Yes		OTHER DEPARTMENTS ENGAGED:						
DESCRIPTION Reconstruct Taxiway C					IMPACT ON OPERATING BUDGET						
					Expenditures		2020	2021	2022	2023	2024
					Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
					Operations & Maintenance		-	-	-	-	-
JUSTIFICATION This priority was developed through the airport master plan that was approved by the FAA					Capital		-	-	-	-	-
		TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference		
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
Analysis/Study/Assessment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Preliminary Engineering Design		-	-	-	-	-	-				
Design		-	-	-	-	-	-				
Construction		-	2,680,000	-	-	-	2,680,000				
Land/ROW		-	-	-	-	-	-				
Furniture, Fixtures & Equipment		-	-	-	-	-	-				
Contingency		-	-	-	-	-	-				
TOTAL COSTS		\$ -	\$ 2,680,000	\$ -	\$ -	\$ -	\$ 2,680,000				
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total			
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
General Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	-				
CO'S		-	-	-	-	-	-				
Revenue Bonds		-	-	-	-	-	-				
Enterprise System Revenues		-	268,000	-	-	-	268,000				
Other Funding Sources		-	2,412,000	-	-	-	2,412,000				
TOTAL SOURCE		\$ -	\$ 2,680,000	\$ -	\$ -	\$ -	\$ 2,680,000				
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE					
Federal Aviation Administration						Analysis/Study/Assessment					
						Preliminary Engineering Design					
						Design					
						Construction					
						Land/ROW					
						Furniture, Fixtures & Equipment					
						Estimate Date:					
				City Goal:							
				Master Plan Reference:		Identified as short term					
				Project Manager:		J Martinez					
				Estimator:		Walker Partners					

CITY OF WACO
2020 - 2024 UNFUNDED CAPITAL IMPROVEMENT PROGRAM
CONVENTION

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
13CON20004	Convention Center Roofing Overlay	\$ 176,000	\$ -	\$ -	\$ -	\$ -	\$ 176,000
13CON20018	Convention Center - Chisholm Hall HVAC Replacement	1,200,000	-	-	-	-	1,200,000
	TOTAL	\$ 1,376,000	\$ -	\$ -	\$ -	\$ -	\$ 1,376,000

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
Enterprise System Revenues	\$ 1,376,000	\$ -	\$ -	\$ -	\$ -	\$ 1,376,000
TOTAL	\$ 1,376,000	\$ -	\$ -	\$ -	\$ -	\$ 1,376,000

CITY OF WACO										18		
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank	
PROJECT NO. 13CON20018		PROJECT TITLE Convention Center - Chisholm Hall HVAC Replacement										
PROJECT TYPE:		CONVENTION	PROJECT CODE		13	MANAGING DEPT	CONVENTION	PROJECT TYPE SHORT		CON		
ASSOCIATED PROJECT NUMBERS:							PROJECT FUNDING STATUS		FUNDED			
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			N/A		OTHER DEPARTMENTS ENGAGED:		CONVENTION & VISITORS					
DESCRIPTION Replace HVAC system consisting of 8 condensing units and 4 air handlers which serve Chisholm Hall at the Convention Center.						IMPACT ON OPERATING BUDGET						
						Expenditures		2020	2021	2022	2023	2024
						Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
						Operations & Maintenance		-	-	-	-	-
						Capital		-	-	-	-	-
JUSTIFICATION Current units use R22 refrigerant, which is being phased out and will become illegal to import or manufacture as of January 1, 2020. Replacement systems will use R410A or similar refrigerant.						TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total				
			BUDGET	PLANNED								
			2020	2021	2022	2023	2024					
Analysis/Study/Assessment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Preliminary Engineering Design		-	-	-	-	-	-	-				
Design		-	-	-	-	-	-	-				
Construction		-	1,000,000	-	-	-	-	-	1,000,000			
Land/ROW		-	-	-	-	-	-	-				
Furniture, Fixtures & Equipment		-	-	-	-	-	-	-				
Contingency		-	200,000	-	-	-	-	-	200,000			
TOTAL COSTS		\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000			
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total				
			BUDGET	PLANNED								
			2020	2021	2022	2023	2024					
General Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
CO'S		-	-	-	-	-	-	-				
Revenue Bonds		-	-	-	-	-	-	-				
Enterprise System Revenues		-	1,200,000	-	-	-	-	-	1,200,000			
Other Funding Sources		-	-	-	-	-	-	-				
TOTAL SOURCE		\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000			
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE						
						Analysis/Study/Assessment						
						Preliminary Engineering Design						
						Design						
		01,21		12,21		Construction						
						Land/ROW						
						Furniture, Fixtures & Equipment						
						Estimate Date: 3/22/2019						
				Estimator: DRO								
				City Goal: High Quality Economical City Services								
				Master Plan Reference: n/a								
				Project Manager: Derrick Oltmann								
				Estimator: DRO								

Chisholm Hall HVAC

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0 0.01 0.02 0.03 mi

0 0.01 0.01 0.02 km

City of Waco GIS (Last Modified: 10/26/2018)

City of Waco GIS (Last Modified: 10/26/2018)

CITY OF WACO
2020 - 2024 FUNDED CAPITAL IMPROVEMENT PROGRAM
FACILITIES

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
13FAC20003	South Waco Rec Center-Replace HVAC Units	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
13FAC20005	Central Library Lower Floor Carpet Replacement	91,000	-	-	-	-	91,000
13FAC20006	Replace Zoo Administration Flooring	43,000	-	-	-	-	43,000
13FAC20007	Bledsoe - Replace HVAC Unit	35,000	-	-	-	-	35,000
13FAC20010	Operations Center HVAC Replacement	40,000	-	-	-	-	40,000
13FAC20011	Fire Station #4 HVAC Replacement	8,000	-	-	-	-	8,000
13FAC20012	Fire Station #2 HVAC Replacement	7,000	-	-	-	-	7,000
13FAC20013	Fire Station #11 HVAC Replacement	16,000	-	-	-	-	16,000
13FAC20014	Zoo Administration Elevator Modernization	90,000	-	-	-	-	90,000
13FAC20015	City Hall - Overlay Multi-level Roofs	-	139,000	-	-	-	139,000
13FAC20016	Zoo Administration Roof Replacement and Walkway Canopy	-	200,000	50,000	-	-	250,000
13FAC20020	Police Tower Garage Elevator Modernization	-	96,000	-	-	-	96,000
13FAC20021	Health Building Roof Overlay	-	65,000	-	-	-	65,000
13FAC20022	Operations Center Flat Roof Overlay	-	-	175,000	-	-	175,000
13FAC20023	Operations Center Warehouse Roof Overlay	-	-	160,000	-	-	160,000
13FAC20024	Replace Flat Roofs at Texas Ranger Museum	-	-	75,000	-	-	75,000
13FAC20027	Replace RTUs at Asian Forest Exhibit	-	-	40,000	-	-	40,000
13FAC20028	Roof Restoration at Clubhouse & Shop	-	-	-	170,000	-	170,000
13FAC20029	Replace HVAC System at Community Services	-	-	-	300,000	-	300,000
13FAC20030	Health Building Elevator Modification	-	-	-	30,000	-	30,000
13FAC20031	Replace Texas Ranger Museum Shingle Roofs with Metal	-	-	-	-	280,000	280,000
13FAC20034	City Hall Elevator Controls Modernization	-	-	-	-	220,000	220,000
	TOTAL	\$ 430,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,430,000

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
CO'S	\$ 430,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,430,000
TOTAL	\$ 430,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,430,000

CITY OF WACO										10			
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank			
PROJECT NO. 13FAC20010										Dept. Rank			
PROJECT TITLE		Operations Center HVAC Replacement											
PROJECT TYPE:	FACILITIES	PROJECT CODE	13	MANAGING DEPT	FACILITIES	PROJECT TYPE SHORT	FAC						
ASSOCIATED PROJECT NUMBERS:				PROJECT FUNDING STATUS		FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:		N/A		OTHER DEPARTMENTS ENGAGED:									
DESCRIPTION Replace one HVAC unit at Operations Center				IMPACT ON OPERATING BUDGET									
				Expenditures	2020	2021	2022	2023	2024				
				Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -				
				Operations & Maintenance	-	-	-	-	-				
				Capital	-	-	-	-	-				
JUSTIFICATION HVAC unit requires frequent maintenance and current unit uses R22 refrigerant, which is being phased out and will become illegal to import or manufacture as of January 1, 2020. Replacement systems will use R410A or similar refrigerant.				TOTAL									
				\$ -	\$ -	\$ -	\$ -	\$ -					
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total						
		BUDGET	PLANNED										
		2020	2021	2022	2023	2024							
		Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -						\$ -	\$ -
		Preliminary Engineering Design	-	-	-	-						-	-
		Design	-	-	-	-						-	-
		Construction	-	35,000	-	-						-	35,000
		Land/ROW	-	-	-	-						-	-
Furniture, Fixtures & Equipment	-	-	-	-	-	-							
Contingency	-	5,000	-	-	-	-	5,000						
TOTAL COSTS	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000						
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total						
		BUDGET	PLANNED										
		2020	2021	2022	2023	2024							
		General Revenue	\$ -	\$ -	\$ -	\$ -						\$ -	-
		CO'S	-	40,000	-	-						-	40,000
		Revenue Bonds	-	-	-	-						-	-
		Enterprise System Revenues	-	-	-	-						-	-
		Other Funding Sources	-	-	-	-						-	-
TOTAL SOURCE	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000						
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)	FINISH (MTH, YEAR)	PROJECT SCHEDULE		City Goal: High Quality Economical City Services Master Plan Reference: n/a Project Manager: Derrick Oltmann Estimator: DRO							
				Analysis/Study/Assessment									
				Preliminary Engineering Design									
				Design									
		11,20	12,20	Construction									
				Land/ROW									
				Furniture, Fixtures & Equipment									
				Estimate Date:		4/25/2019							

CITY OF WACO												14							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank		Dept. Rank							
PROJECT NO. 13FAC20014		PROJECT TITLE Zoo Administration Elevator Modernization																	
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES		PROJECT TYPE SHORT		FAC					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				N/A		OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION Modernization of elevator controls equipment at the Zoo Administration building								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION These elevator controls were installed in 1992. Since existing components are out of date, the reliability is affected and repair times may be extended since replacement parts are harder to source and the older technology is more difficult to troubleshoot and repair.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		-		-		-		-		-		-		-					
Design		-		-		-		-		-		-		-					
Construction		-		75,000		-		-		-		-		75,000					
Land/ROW		-		-		-		-		-		-		-					
Furniture, Fixtures & Equipment		-		-		-		-		-		-		-					
Contingency		-		15,000		-		-		-		-		15,000					
TOTAL COSTS		\$ -		\$ 90,000		\$ -		\$ -		\$ -		\$ -		\$ 90,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S		-		90,000		-		-		-		-		90,000					
Revenue Bonds		-		-		-		-		-		-		-					
Enterprise System Revenues		-		-		-		-		-		-		-					
Other Funding Sources		-		-		-		-		-		-		-					
TOTAL SOURCE		\$ -		\$ 90,000		\$ -		\$ -		\$ -		\$ -		\$ 90,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
		8,20		9,20		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/22/2019											
						Estimator:		DRO											

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16.64 16.65 16.66 16.67 16.68 16.69 16.70 16.71 16.72 16.73 16.74 16.75 16.76 16.77 16.78 16.79 16.80 16.81 16.82 16.83 16.84 16.85 16.86 16.

CITY OF WACO										15							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank Dept. Rank							
PROJECT NO. 13FAC20015		PROJECT TITLE City Hall - Overlay Multi-level Roofs															
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES							
PROJECT TYPE SHORT		FAC		PROJECT FUNDING STATUS		FUNDED											
ASSOCIATED PROJECT NUMBERS:																	
DOES THIS PROJECT COMPLY WITH MASTER PLANS:		N/A		OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION Overlay roofs on various levels of City Hall						IMPACT ON OPERATING BUDGET											
						Expenditures		2020		2021		2022		2023		2024	
						Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
						Operations & Maintenance											
JUSTIFICATION Current roofs were replaced in 2004, and are due to be recovered in an effort to avoid disruptions to City Hall operations.						Capital											
TOTAL						\$ -		\$ -		\$ -		\$ -		\$ -			
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total							
				BUDGET		PLANNED											
				2020		2021		2022		2023		2024					
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -			
Preliminary Engineering Design																	
Design																	
Construction						126,000								126,000			
Land/ROW																	
Furniture, Fixtures & Equipment																	
Contingency						13,000								13,000			
TOTAL COSTS		\$ -		\$ -		\$ 139,000		\$ -		\$ -		\$ -		\$ 139,000			
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total							
				BUDGET		PLANNED											
				2020		2021		2022		2023		2024					
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -			
CO'S						139,000											
Revenue Bonds																	
Enterprise System Revenues																	
Other Funding Sources																	
TOTAL SOURCE		\$ -		\$ -		\$ 139,000		\$ -		\$ -		\$ -		\$ -			
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE											
						Analysis/Study/Assessment											
						Preliminary Engineering Design											
						Design											
		06,21		09,21		Construction											
						Land/ROW											
						Furniture, Fixtures & Equipment											
						Estimate Date:		3/22/2019				Estimator:		DRO			

City Hall

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McLennan County

City Incorporated

BELLEVILLE

BEVERLY HILLS

BRUCEVILLE-EDDY

CRABFORD

City of Waco GIS, Revenue, Exp, LTRF, Bonds, USDB, Insurance, Management, P, S&W, Gas, Water, WTS, San Sewer, Storm Water, Land, Parks, Exp (Parks), TRS, S, Communication, and the 100 year community.

Web Application for ArcGIS

City of Waco GIS, Revenue, Exp, LTRF, Bonds, USDB, Insurance, Management, P, S&W, Gas, Water, WTS, San Sewer, Storm Water, Land, Parks, Exp (Parks), TRS, S, Communication, and the 100 year community.

City Goal: High Quality Economical City Services

Master Plan Reference: n/a

Project Manager: Derrick Oltmann

CITY OF WACO										16									
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank Dept. Rank									
PROJECT NO. 13FAC20016		PROJECT TITLE Zoo Administration Roof Replacement and Walkway Canopy																	
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES		PROJECT TYPE SHORT		FAC					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				N/A		OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION Overlay or replace roofs on Zoo administration buildings, replace roof paver walkway system and add canopy to the walkway between the two administration office areas								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION Existing roofs are original to building, installed in 1993. Current walkway between administration buildings is exposed to and worn from weather, new canopy would add protection to the exit doors and roof above ticket counters.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		-		-		-		-		-		-		-					
Design		-		-		-		-		-		-		-					
Construction		-		-		200,000		50,000		-		-		250,000					
Land/ROW		-		-		-		-		-		-		-					
Furniture, Fixtures & Equipment		-		-		-		-		-		-		-					
Contingency		-		-		-		-		-		-		-					
TOTAL COSTS		\$ -		\$ -		\$ 200,000		\$ 50,000		\$ -		\$ -		\$ 250,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S		-		-		200,000		50,000		-		-		250,000					
Revenue Bonds		-		-		-		-		-		-		-					
Enterprise System Revenues		-		-		-		-		-		-		-					
Other Funding Sources		-		-		-		-		-		-		-					
TOTAL SOURCE		\$ -		\$ -		\$ 200,000		\$ 50,000		\$ -		\$ -		\$ 250,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
		10,21		03,22		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/22/2019											
						Estimator:		DRO											

3/22/2019, 8:33:55 AM

Map of Waco, Texas, showing the location of the Zoo Administration area. The map includes labels for various areas: Bellmead, Beverly Hills, Bridgeville-Eddy, and Crawford. A scale bar indicates distances in miles (0 to 0.02) and kilometers (0 to 0.02).

City Goal: High Quality Economical City Services

Master Plan Reference: n/a

Project Manager: Derrick Oltmann

Estimator: DRO

CITY OF WACO										21									
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank Dept. Rank									
PROJECT NO. 13FAC20021		PROJECT TITLE Health Building Roof Overlay																	
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES		PROJECT TYPE SHORT		FAC					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				N/A		OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION Overlay roof at Health Building								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance											
JUSTIFICATION Current roof was installed in 1998 and is due for replacement or recovering.								Capital											
TOTAL								\$ -		\$ -		\$ -		\$ -					
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design																			
Design																			
Construction						60,000								60,000					
Land/ROW																			
Furniture, Fixtures & Equipment																			
Contingency						5,000								5,000					
TOTAL COSTS		\$ -		\$ -		\$ 65,000		\$ -		\$ -		\$ -		\$ 65,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S						65,000								65,000					
Revenue Bonds																			
Enterprise System Revenues																			
Other Funding Sources																			
TOTAL SOURCE		\$ -		\$ -		\$ 65,000		\$ -		\$ -		\$ -		\$ 65,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
		06,21		08,21		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date: 3/22/2019													
						City Goal: High Quality Economical City Services													
						Master Plan Reference: n/a													
						Project Manager: Derrick Oltmann													
						Estimator: DRO													

Health & Community Services

3/27/2019, 10:29:20 AM

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16.64 16.65 16.66 16.67 16.68 16.69 16.70 16.71 16.72 16.73 16.74 16.75 16.76 16.77 16.78 16.79 16.80 16.81 16.82 16.83 16.84 16.8

CITY OF WACO										24									
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank Dept. Rank									
PROJECT NO. 13FAC20024		PROJECT TITLE Replace Flat Roofs at Texas Ranger Museum																	
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES		PROJECT TYPE SHORT		FAC					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				N/A				OTHER DEPARTMENTS ENGAGED:											
DESCRIPTION Replace flat roof areas at the Texas Ranger Museum								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION Various flat roof areas at the Museum require frequent repairs and are breaking down due to age.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -							
Preliminary Engineering Design		-		-		-		-		-		-							
Design		-		-		-		-		-		-							
Construction		-		-		-		70,000		-		-							
Land/ROW		-		-		-		-		-		-							
Furniture, Fixtures & Equipment		-		-		-		-		-		-							
Contingency		-		-		-		5,000		-		-							
TOTAL COSTS		\$ -		\$ -		\$ -		\$ 75,000		\$ -		\$ 75,000							
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -							
CO'S		-		-		-		75,000		-		-							
Revenue Bonds		-		-		-		-		-		-							
Enterprise System Revenues		-		-		-		-		-		-							
Other Funding Sources		-		-		-		-		-		-							
TOTAL SOURCE		\$ -		\$ -		\$ -		\$ 75,000		\$ -		\$ 75,000							
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
		06,22		08,22		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/22/2019											
						Estimator:		DRO											

Texas Ranger Museum

3/27/2019, 10:53:50 AM

0 0.01 0.02 mi

0 0.01 0.02 km

City of Waco GIS, Source: Esri, Aerial, Survey, 1999, Imagery, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 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3004, 3005, 3006, 3007, 3008, 3009, 3010, 3011, 3012, 3013, 3014, 3015, 3016, 3017, 3018, 3019, 3020, 3021, 3022, 3023, 3024, 3025, 3026, 3027, 3028, 3029, 3030, 3031, 3032, 3033, 3034, 3035, 3036, 3037, 3038, 3039, 3040, 3041, 3042, 3043, 3044, 3045, 3046, 3047, 3048, 3049, 3050, 3051, 3052, 3053, 3054, 3055, 3056, 3057, 3058, 3059, 3060, 3061, 3062, 3063, 3064, 3065, 3066, 3067, 3068, 3069, 3070, 3071, 3072, 3073, 3074, 3075, 3076, 3077, 3078, 3079, 3080, 3081, 3082, 3083, 3084, 3085, 3086, 3087, 3088, 3089, 3090, 3091, 3092, 3093, 3094, 3095, 3096, 3097, 3098, 3099, 3100, 3101, 3102, 3103, 3104, 3105, 3106, 3107, 3108, 3109, 3110, 3111, 3112, 3113, 3114, 3115, 3116, 3117, 3118, 3119, 3120, 3121, 3122, 3123, 3124, 3125, 3126, 3127, 3128, 3129, 3130, 3131, 3132, 3133, 3134, 3135, 3136, 3137, 3138, 3139, 3140, 3141, 3142, 3143, 3144, 3145, 3146, 3147, 3148, 3149, 3150, 3151, 3152, 3153, 3154, 3155, 3156, 3157, 3158, 3159, 3160, 3161, 3162, 3163, 3164, 3165, 3166, 3167, 3168, 3169, 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CITY OF WACO										28									
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank									
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Dept. Rank									
PROJECT NO. 13FAC20028		PROJECT TITLE Roof Restoration at Clubhouse & Shop																	
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES		PROJECT TYPE SHORT		FAC					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				N/A				OTHER DEPARTMENTS ENGAGED:											
DESCRIPTION Restoration of roofs at Cottonwood Creek Clubhouse and Shop								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance											
JUSTIFICATION Current roofs were installed in 1998, and are in acceptable structural condition but require repairs and re-finishing and will be at the expiration of any remaining warranty period by the year of suggested work performance (2023).								Capital											
TOTAL								\$ -		\$ -		\$ -		\$ -					
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design																			
Design																			
Construction										155,000				155,000					
Land/ROW																			
Furniture, Fixtures & Equipment																			
Contingency										15,000				15,000					
TOTAL COSTS		\$ -		\$ -		\$ -		\$ -		170,000		\$ -		\$ 170,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S										170,000				170,000					
Revenue Bonds																			
Enterprise System Revenues																			
Other Funding Sources																			
TOTAL SOURCE		\$ -		\$ -		\$ -		\$ -		170,000		\$ -		\$ 170,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
		01,23		03,23		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:				3/22/2019				Estimator:					
														DRO					

Cottonwood Creek Clubhouse

3/27/2019, 11:11:58 AM

Scale: 0 0.01 0.02 0.03 mi / 0 0.01 0.02 0.03 km

City of Waco GIS (City of Waco, Texas, Incorporated 1900)

City Goal: High Quality Economical City Services

Master Plan Reference: n/a

Project Manager: Derrick Oltmann

Estimator: DRO

CITY OF WACO										29									
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank Dept. Rank									
PROJECT NO. 13FAC20029		PROJECT TITLE Replace HVAC System at Community Services																	
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES		PROJECT TYPE SHORT		FAC					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				N/A				OTHER DEPARTMENTS ENGAGED:											
DESCRIPTION Replace HVAC system at Community Services building								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION Current units use R22 refrigerant, which is being phased out and will become illegal to import or manufacture as of January 1, 2020. Replacement systems will use R410A or similar refrigerant.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		-		-		-		-		-		-		-					
Design		-		-		-		-		-		-		-					
Construction		-		-		-		-		275,000		-		275,000					
Land/ROW		-		-		-		-		-		-		-					
Furniture, Fixtures & Equipment		-		-		-		-		-		-		-					
Contingency		-		-		-		-		25,000		-		25,000					
TOTAL COSTS		\$ -		\$ -		\$ -		\$ -		300,000		\$ -		\$ 300,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S		-		-		-		-		300,000		-		300,000					
Revenue Bonds		-		-		-		-		-		-		-					
Enterprise System Revenues		-		-		-		-		-		-		-					
Other Funding Sources		-		-		-		-		-		-		-					
TOTAL SOURCE		\$ -		\$ -		\$ -		\$ -		300,000		\$ -		\$ 300,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
		01,23		02,23		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/22/2019				Estimator:		DRO					

Health & Community Services

3/27/2019, 10:24:28 AM

0 0 1.564 0.01 0.02 mi

City of Waco GIS (Data: WRCIS, Census, 2010, 2000, 1990, 1980, 1970, 1960, 1950, 1940, 1930, 1920, 1910, 1900, 1890, 1880, 1870, 1860, 1850, 1840, 1830, 1820, 1810, 1800, 1790, 1780, 1770, 1760, 1750, 1740, 1730, 1720, 1710, 1700, 1690, 1680, 1670, 1660, 1650, 1640, 1630, 1620, 1610, 1600, 1590, 1580, 1570, 1560, 1550, 1540, 1530, 1520, 1510, 1500, 1490, 1480, 1470, 1460, 1450, 1440, 1430, 1420, 1410, 1400, 1390, 1380, 1370, 1360, 1350, 1340, 1330, 1320, 1310, 1300, 1290, 1280, 1270, 1260, 1250, 1240, 1230, 1220, 1210, 1200, 1190, 1180, 1170, 1160, 1150, 1140, 1130, 1120, 1110, 1100, 1090, 1080, 1070, 1060, 1050, 1040, 1030, 1020, 1010, 1000, 990, 980, 970, 960, 950, 940, 930, 920, 910, 900, 890, 880, 870, 860, 850, 840, 830, 820, 810, 800, 790, 780, 770, 760, 750, 740, 730, 720, 710, 700, 690, 680, 670, 660, 650, 640, 630, 620, 610, 600, 590, 580, 570, 560, 550, 540, 530, 520, 510, 500, 490, 480, 470, 460, 450, 440, 430, 420, 410, 400, 390, 380, 370, 360, 350, 340, 330, 320, 310, 300, 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CITY OF WACO										30							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank Dept. Rank							
PROJECT NO. 13FAC20030		PROJECT TITLE Health Building Elevator Modification															
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES							
PROJECT TYPE SHORT		FAC		PROJECT FUNDING STATUS		FUNDED											
DOES THIS PROJECT COMPLY WITH MASTER PLANS:		N/A		OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION Replacement of Operating Panel, Wall Fixtures, and Ceilings in Health Department Public Elevator						IMPACT ON OPERATING BUDGET											
						Expenditures		2020		2021		2022		2023		2024	
						Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
						Operations & Maintenance											
JUSTIFICATION Updating the panels, fixtures, and ceilings is necessary to maintain a modern, functional, and secure elevator appearance and is preventative maintenance to avoid potential failures to the elevator input and indication systems.						Capital											
						TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total							
				BUDGET		PLANNED											
				2020		2021		2022		2023		2024					
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design																	
Design																	
Construction										28,500							
Land/ROW																	
Furniture, Fixtures & Equipment																	
Contingency										1,500							
TOTAL COSTS		\$ -		\$ -		\$ -		\$ -		30,000		\$ -					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total							
				BUDGET		PLANNED											
				2020		2021		2022		2023		2024					
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S										30,000							
Revenue Bonds																	
Enterprise System Revenues																	
Other Funding Sources																	
TOTAL SOURCE		\$ -		\$ -		\$ -		\$ -		30,000		\$ -					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE											
						Analysis/Study/Assessment											
						Preliminary Engineering Design											
						Design											
		06,23		07,23		Construction											
						Land/ROW											
						Furniture, Fixtures & Equipment											
						Estimate Date:		3/22/2019									
						Estimator:		DRO									

Health & Community Services

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2.00 2.01 2.02 2.03 2.04 2.05 2.06 2.07 2.08 2.09 2.10 2.11 2.12 2.13 2.14 2.15 2.16 2.17 2.18 2.19 2.20 2.21 2.22 2.23 2.24 2.25 2.26 2.27 2.28 2.29 2.30 2.31 2.32 2.33 2.34 2.35 2.36 2.37 2.38 2.39 2.40 2.41 2.42 2.43 2.44 2.45 2.46 2.47 2.48 2.49 2.50 2.51 2.52 2.53 2.54 2.55 2.56 2.57 2.58 2.59 2.60 2.61 2.62 2.63 2.64 2.65 2.66 2.67 2.68 2.69 2.70 2.71 2.72 2.73 2.74 2.75 2.76 2.77 2.78 2.79 2.80 2.81 2.82 2.83 2.84 2.85 2.86 2.87 2.88 2.89 2.90 2.91 2.92 2.93 2.94 2.95 2.96 2.97 2.98 2.99 3.00 3.01 3.02 3.03 3.04 3.05 3.06 3.07 3.08 3.09 3.10 3.11 3.12 3.13 3.14 3.15 3.16 3.17 3.18 3.19 3.20 3.21 3.22 3.23 3.24 3.25 3.26 3.27 3.28 3.29 3.30 3.31 3.32 3.33 3.34 3.35 3.36 3.37 3.38 3.39 3.40 3.41 3.42 3.43 3.44 3.45 3.46 3.47 3.48 3.49 3.50 3.51 3.52 3.53 3.54 3.55 3.56 3.57 3.58 3.59 3.60 3.61 3.62 3.63 3.64 3.65 3.66 3.67 3.68 3.69 3.70 3.71 3.72 3.73 3.74 3.75 3.76 3.77 3.78 3.79 3.80 3.81 3.82 3.83 3.84 3.85 3.86 3.87 3.88 3.89 3.90 3.91 3.92 3.93 3.94 3.95 3.96 3.97 3.98 3.99 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6.00 6.01 6.02 6.03 6.04 6.05 6.06 6.07 6.08 6.09 6.10 6.11 6.12 6.13 6.14 6.15 6.16 6.17 6.18 6.19 6.20 6.21 6.22 6.23 6.24 6.25 6.26 6.27 6.28 6.29 6.30 6.31 6.32 6.33 6.34 6.35 6.36 6.37 6.38 6.39 6.40 6.41 6.42 6.43 6.44 6.45 6.46 6.47 6.48 6.49 6.50 6.51 6.52 6.53 6.54 6.55 6.56 6.57 6.58 6.59 6.60 6.61 6.62 6.63 6.64 6.65 6.66 6.67 6.68 6.69 6.70 6.71 6.72 6.73 6.74 6.75 6.76 6.77 6.78 6.79 6.80 6.81 6.82 6.83 6.84 6.85 6.86 6.87 6.88 6.89 6.90 6.91 6.92 6.93 6.94 6.95 6.96 6.97 6.98 6.99 7.00 7.01 7.02 7.03 7.04 7.05 7.06 7.07 7.08 7.09 7.10 7.11 7.12 7.13 7.14 7.15 7.16 7.17 7.18 7.19 7.20 7.21 7.22 7.23 7.24 7.25 7.26 7.27 7.28 7.29 7.30 7.31 7.32 7.33 7.34 7.35 7.36 7.37 7.38 7.39 7.40 7.41 7.42 7.43 7.44 7.45 7.46 7.47 7.48 7.49 7.50 7.51 7.52 7.53 7.54 7.55 7.56 7.57 7.58 7.59 7.60 7.61 7.62 7.63 7.64 7.65 7.66 7.67 7.68 7.69 7.70 7.71 7.72 7.73 7.74 7.75 7.76 7.77 7.78 7.79 7.80 7.81 7.82 7.83 7.84 7.85 7.86 7.87 7.88 7.89 7.90 7.91 7.92 7.93 7.94 7.95 7.96 7.97 7.98 7.99 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11.66 11.67 11.68 11.69 11.70 11.71 11.72 11.73 11.74 11.75 11.76 11.77 11.78 11.79 11.80 11.81 11.82 11.83 11.84 11.85 11.86 11.87 11.88 11.89 11.90 11.91 11.92 11.93 11.94 11.95 11.96 11.97 11.98 11.99 12.00 12.01 12.02 12.03 12.04 12.05 12.06 12.07 12.08 12.09 12.10 12.11 12.12 12.13 12.14 12.15 12.16 12.17 12.18 12.19 12.20 12.21 12.22 12.23 12.24 12.25 12.26 12.27 12.28 12.29 12.30 12.31 12.32 12.33 12.34 12.35 12.36 12.37 12.38 12.39 12.40 12.41 12.42 12.43 12.44 12.45 12.46 12.47 12.48 12.49 12.50 12.51 12.52 12.53 12.54 12.55 12.56 12.57 12.58 12.59 12.60 12.61 12.62 12.63 12.64 12.65 12.66 12.67 12.68 12.69 12.70 12.71 12.72 12.73 12.74 12.75 12.76 12.77 12.78 12.79 12.80 12.81 12.82 12.83 12.84 12.85 12.86 12.87 12.88 12.89 12.90 12.91 12.92 12.93 12.94 12.95 12.96 12.97 12.98 12.99 13.00 13.01 13.02 13.03 13.04 13.05 13.06 13.07 13.08 13.09 13.10 13.11 13.12 13.13 13.14 13.15 13.16 13.17 13.18 13.19 13.20 13.21 13.22 13.23 13.24 13.25 13.26 13.27 13.28 13.29 13.30 13.31 13.32 13.33 13.34 13.35 13.36 13.37 13.38 13.39 13.40 13.41 13.42 13.43 13.44 13.45 13.46 13.47 13.48 13.49 13.50 13.51 13.52 13.53 13.54 13.55 13.56 13.57 13.58 13.59 13.60 13.61 13.62 13.63 13.64 13.65 13.66 13.67 13.68 13.69 13.70 13.71 13.72 13.73 13.74 13.75 13.76 13.77 13.78 13.79 13.80 13.81 13.82 13.83 13.84 13.85 13.86 13.87 13.88 13.89 13.90 13.91 13.92 13.93 13.94 13.95 13.96 13.97 13.98 13.99 14.00 14.01 14.02 14.03 14.04 14.05 14.06 14.07 14.08 14.09 14.10 14.11 14.12 14.13 14.14 14.15 14.16 14.17 14.18 14.19 14.20 14.21 14.22 14.23 14.24 14.25 14.26 14.27 14.28 14.29 14.30 14.31 14.32 14.33 14.34 14.35 14.36 14.37 14.38 14.39 14.40 14.41 14.42 14.43 14.44 14.45 14.46 14.47 14.48 14.49 14.50 14.51 14.52 14.53 14.54 14.55 14.56 14.57 14.58 14.59 14.60 14.61 14.62 14.63 14.64 14.65 14.66 14.67 14.68 14.69 14.70 14.71 14.72 14.73 14.74 14.75 14.76 14.77 14.78 14.79 14.80 14.81 14.82 14.83 14.84 14.85 14.86 14.87 14.88 14.89 14.90 14.91 14.92 14.93 14.94 14.95 14.96 14.97 14.98 14.99 15.00 15.01 15.02 15.03 15.04 15.05 15.06 15.07 15.08 15.09 15.10 15.11 15.12 15.13 15.14 15.15 15.16 15.17 15.18 15.19 15.20 15.21 15.22 15.23 15.24 15.25 15.26 15.27 15.28 15.29 15.30 15.31 15.32 15.33 15.34 15.35 15.36 15.37 15.38 15.39 15.40 15.41 15.42 15.43 15.44 15.45 15.46 15.47 15.48 15.49 15.50 15.51 15.52 15.53 15.54 15.55 15.56 15.57 15.58 15.59 15.60 15.61 15.62 15.63 15.64 15.65 15.66 15.67 15.68 15.69 15.70 15.71 15.72 15.73 15.74 15.75 15.76 15.77 15.78 15.79 15.80 15.81 15.82 15.83 15.84 15.85 15.86 15.87 15.88 15.89 15.90 15.91 15.92 15.93 15.94 15.95 15.96 15.97 15.98 15.99 16.00 16.01 16.02 16.03 16.04 16.05 16.06 16.07 16.08 16.09 16.10 16.11 16.12 16.13 16.14 16.15 16.16 16.17 16.18 16.19 16.20 16.21 16.22 16.23 16.24 16.25 16.26 16.27 16.28 16.29 16.30 16.31 16.32 16.33 16.34 16.35 16.36 16.37 16.38 16.39 16.40 16.41 16.42 16.43 16.44 16.45 16.46 16.47 16.48 16.49 16.50 16.51 16.52 16.53 16.54 16.55 16.56 16.57 16.58 16.59 16.60 16.61 16.62 16.63 16.64 16.65 16.66 16.67 16.68 16.69 16.70 16.71 16.72 16.73 16.74 16.75 16.76 16.77 16.78 16.79 16.80 16.81 16.82 16.83 16.84 16.85 16.86 16.87 16.88 16.89 16.90 16.91 16.92 16.93 16.94 16.95 16.96 16.97 16.98 16.99 17.00 17.01 17.02 17.03 17.04 17.05 17.06 17.07 17.08 17.09 17.10 17.11 17.12 17.13 17.14 17.15 17.16 17.17 17.18 17.19 17.20 17.21 17.22 17.23 17.24 17

CITY OF WACO										34							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank Dept. Rank							
PROJECT NO. 13FAC20034		PROJECT TITLE City Hall Elevator Controls Modernization															
PROJECT TYPE:		FACILITIES		PROJECT CODE		13		MANAGING DEPT		FACILITIES							
PROJECT TYPE SHORT		FAC		PROJECT FUNDING STATUS		FUNDED											
DOES THIS PROJECT COMPLY WITH MASTER PLANS:		N/A		OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION Modernization of City Hall Elevator Controls Equipment						IMPACT ON OPERATING BUDGET											
						Expenditures		2020		2021		2022		2023		2024	
						Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
						Operations & Maintenance		-		-		-		-		-	
						Capital		-		-		-		-		-	
JUSTIFICATION These elevator controls were installed in 2001. Since existing components are aging, the reliability is affected and repair times may be extended since replacement parts are harder to source and the older technology is more difficult to troubleshoot and repair.						TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total							
				BUDGET		PLANNED											
				2020		2021		2022		2023		2024					
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		-		-		-		-		-		-					
Design		-		-		-		-		-		-					
Construction		-		-		-		-		200,000		200,000					
Land/ROW		-		-		-		-		-		-					
Furniture, Fixtures & Equipment		-		-		-		-		-		-					
Contingency		-		-		-		-		20,000		20,000					
TOTAL COSTS		\$ -		\$ -		\$ -		\$ -		\$ 220,000		\$ 220,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total							
				BUDGET		PLANNED											
				2020		2021		2022		2023		2024					
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S		-		-		-		-		220,000		220,000					
Revenue Bonds		-		-		-		-		-		-					
Enterprise System Revenues		-		-		-		-		-		-					
Other Funding Sources		-		-		-		-		-		-					
TOTAL SOURCE		\$ -		\$ -		\$ -		\$ -		\$ 220,000		\$ 220,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE											
						Analysis/Study/Assessment											
						Preliminary Engineering Design											
						Design											
		12,24		01,25		Construction											
						Land/ROW											
						Furniture, Fixtures & Equipment											
						Estimate Date: 3/22/2019											
						Estimator: DRO											

City Goal: High Quality Economical City Services

Master Plan Reference: n/a

Project Manager: Derrick Oltmann

CITY OF WACO
2020 - 2024 FUNDED CAPITAL IMPROVEMENT PROGRAM
PARKS

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
32PRK32101	Park Improvement Program (General Amenity Replacement & Improvements)	\$ 2,600,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 5,500,000
	TOTAL	\$ 2,600,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 5,500,000

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
CO'S	\$ 2,600,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 5,500,000
TOTAL	\$ 2,600,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 5,500,000

CITY OF WACO											1	
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank	
PROJECT NO. 32PRK32101	PROJECT TITLE Park Improvement Program (General Amenity Replacement & Improvements)											
PROJECT TYPE:	PARKS	PROJECT CODE	32	MANAGING DEPT	PARKS SERVICES	PROJECT TYPE SHORT	PRK					
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS	UNFUNDED					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:		Yes	OTHER DEPARTMENTS ENGAGED:									
DESCRIPTION CY funds are allocated towards development of a picnic shelter and playground at Trail Blazer Park, followed by development of a picnic shelter at Pioneer Park. FY 2020 funds will support the development of a regional inclusive park with Challenger Fields.				IMPACT ON OPERATING BUDGET								
				Expenditures	2020	2021	2022	2023	2024			
				Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -			
				Operations & Maintenance	-	-	-	-	-			
				Capital	2,260,000.00	510,000.00	550,000.00	590,000.00	630,000.00			
JUSTIFICATION This program addresses development and enhancement needs within existing parks to ensure each park site meets quality and content standards. This occurs through new development, replacement, or renovation, with improvements intended to last 25+ years.				TOTAL								
				\$ 2,260,000	\$ 510,000	\$ 550,000	\$ 590,000	\$ 630,000				
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference				
		BUDGET	PLANNED									
	2020	2021	2022	2023	2024							
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Preliminary Engineering Design	10,000	70,000	10,000	10,000	10,000	110,000						
Design	50,000	200,000	65,000	70,000	75,000	490,000						
Construction	350,852	2,260,000	510,000	550,000	590,000	4,540,000						
Land/ROW	-	-	-	-	-	-						
Furniture, Fixtures & Equipment	-	-	-	-	-	-						
Contingency	45,000	70,000	65,000	70,000	75,000	360,000						
TOTAL COSTS	\$ 455,852	\$ 2,600,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 5,500,000					
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total					
		BUDGET	PLANNED									
	2020	2021	2022	2023	2024							
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
CO'S	455,852	2,600,000	650,000	700,000	750,000	800,000	5,500,000					
Revenue Bonds	-	-	-	-	-	-						
Enterprise System Revenues	-	-	-	-	-	-						
Other Funding Sources	-	-	-	-	-	-						
TOTAL SOURCE	\$ 455,852	\$ 2,600,000	\$ 650,000	\$ 700,000	\$ 750,000	\$ 800,000	\$ 5,500,000					
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)		PROJECT SCHEDULE								
Frequently, these efforts are assisted by Community Development Block Grant funds when located in economically disadvantaged areas.				Analysis/Study/Assessment								
	Apr-19	May-19		Preliminary Engineering Design								
	May-19	Sep-19		Design								
	Jan-20	Jul-20		Construction								
				Land/ROW								
				Furniture, Fixtures & Equipment								
				Estimate Date:								
				Estimator:								
				City Goal: High Quality Economical City Services;								
				Master Plan Reference: 2017 P.R.&O. Master Plan								
				Project Manager: Caitlin Dodson, Park Planner								
				TB								


CITY OF WACO
2020 - 2024 FUNDED CAPITAL IMPROVEMENT PROGRAM
STREETS

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
18STR20001	Streets Pavement Program - Preservation	\$ 3,320,000	\$ 3,305,000	\$ 3,400,000	\$ 3,400,000	\$ 3,400,000	\$ 16,825,000
18STR20002	Street Pavement Program - Mill & Overlay	14,225,000	13,527,769	17,860,000	19,660,000	22,360,000	87,632,769
18STR20003	Street Pavement Program - Reclamation	7,400,000	8,895,906	9,640,000	10,840,000	12,640,000	49,415,906
18STR20004	SH 6 Reconstruction (Mall to Mall); Fixed Contribution to State	539,730	-	-	-	-	539,730
18STR20005	San Ann Bridge Replacement (Land / Easements)	80,000	-	-	-	-	80,000
18STR20006	Dallas St. (Herring Ave. to Elm Ave.) - Street, Utility, and Storm Rehabilitation	275,000	3,311,090	-	-	-	3,586,090
18STR20007	Landon Branch Bridge and 48 inch Waterline	1,016,180	-	-	-	-	1,016,180
18STR20008	Elm Avenue Utility Relocation	676,000	-	-	-	-	676,000
18STR20009	ADA Transition Plan Improvements	200,000	250,000	250,000	250,000	250,000	1,200,000
18STR20010	Elm Avenue Utility Relocation	650,000	-	-	-	-	650,000
	TOTAL	\$ 28,381,910	\$ 29,289,765	\$ 31,150,000	\$ 34,150,000	\$ 38,650,000	\$ 161,621,675

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
CO'S	\$ 21,900,000	\$ 25,639,765	\$ 27,500,000	\$ 30,500,000	\$ 35,000,000	\$ 140,539,765
General Revenue	3,223,384	3,400,000	3,400,000	3,400,000	3,400,000	16,823,384
Other Funding Sources	3,258,526	250,000	250,000	250,000	250,000	4,258,526
TOTAL	\$ 28,381,910	\$ 29,289,765	\$ 31,150,000	\$ 34,150,000	\$ 38,650,000	\$ 161,621,675

CITY OF WACO												1							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank		Dept. Rank							
PROJECT NO. 18STR20001		PROJECT TITLE Streets Pavement Program - Preservation																	
PROJECT TYPE:		STREETS		PROJECT CODE		18		MANAGING DEPT		STREETS		PROJECT TYPE SHORT		STR					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				N/A		OTHER DEPARTMENTS ENGAGED:				ENGINEERING SERVICES									
DESCRIPTION Sealing the surface of the existing asphalt roadways								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION Maintain the existing asphalt roadways with the emphasis on on not having to rehabilitate the roadways in the future.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		-		-		-		-		-		-		-					
Design		-		-		-		-		-		-		-					
Construction				2,988,000		2,974,500		3,060,000		3,060,000		3,060,000		15,142,500					
Land/ROW		-		-		-		-		-		-		-					
Furniture, Fixtures & Equipment		-		-		-		-		-		-		-					
Contingency				332,000		330,500		340,000		340,000		340,000		1,682,500					
TOTAL COSTS		\$ -		\$ 3,320,000		\$ 3,305,000		\$ 3,400,000		\$ 3,400,000		\$ 3,400,000		\$ 16,825,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ 3,143,384		\$ 3,305,000		\$ 3,400,000		\$ 3,400,000		\$ 3,400,000		16,648,384					
CO'S		-		-		-		-		-		-		-					
Revenue Bonds		-												-					
Enterprise System Revenues		-		-		-		-		-		-		-					
Other Funding Sources		-		176,616		-		-		-		-		176,616					
TOTAL SOURCE		\$ -		\$ 3,320,000		\$ 3,305,000		\$ 3,400,000		\$ 3,400,000		\$ 3,400,000		\$ 16,825,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
Assignments						Analysis/Study/Assessment													
		Annually May		Annually October		Preliminary Engineering Design													
		Annually January		Annually October		Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date: 3/15/2019													
						City Goal:													
						Master Plan Reference:													
						Project Manager: Tracey Graham													
						Estimator: Jim Reed													



CITY OF WACO												2
2020-2024 CAPITAL IMPROVEMENT PROGRAM											Overall Rank	Dept. Rank
PROJECT NO. 18STR20002		PROJECT TITLE Street Pavement Program - Mill & Overlay										
PROJECT TYPE:		STREETS	PROJECT CODE		18	MANAGING DEPT	STREETS	PROJECT TYPE SHORT		STR		
ASSOCIATED PROJECT NUMBERS:							PROJECT FUNDING STATUS		FUNDED			
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			N/A	OTHER DEPARTMENTS ENGAGED:			ENGINEERING SERVICES					
DESCRIPTION Mill the existing roadways to a depth of 2 inches and replace with 2" of HMAC Asphalt.						IMPACT ON OPERATING BUDGET						
						Expenditures		2020	2021	2022	2023	2024
						Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
						Operations & Maintenance		-	-	-	-	-
JUSTIFICATION To replace the surface of a roadway that has deteriorated to a point that the Street Preservation is not applicable due to lack of past maintenance.						Capital		-	-	-	-	-
						TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total				
			BUDGET	PLANNED								
2020	2021	2022	2023	2024								
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Preliminary Engineering Design	-	-	-	-	-	-	-					
Design	-	1,138,000	1,082,222	1,428,800	1,572,800	1,788,800	7,010,622					
Construction	-	11,664,500	11,092,770	14,645,200	16,121,200	18,335,200	71,858,870					
Land/ROW	-	-	-	-	-	-	-					
Furniture, Fixtures & Equipment	-	-	-	-	-	-	-					
Contingency	-	1,422,500	1,352,777	1,786,000	1,966,000	2,236,000	8,763,277					
TOTAL COSTS	\$ -	\$ 14,225,000	\$ 13,527,769	\$ 17,860,000	\$ 19,660,000	\$ 22,360,000	\$ 87,632,769					
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total				
			BUDGET	PLANNED								
2020	2021	2022	2023	2024								
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-					
CO'S	-	14,225,000	13,527,769	17,860,000	19,660,000	22,360,000	87,632,769					
Revenue Bonds	-	-	-	-	-	-	-					
Enterprise System Revenues	-	-	-	-	-	-	-					
Other Funding Sources	-	-	-	-	-	-	-					
TOTAL SOURCE	\$ -	\$ 14,225,000	\$ 13,527,769	\$ 17,860,000	\$ 19,660,000	\$ 22,360,000	\$ 87,632,769					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE						
						Analysis/Study/Assessment						
						Preliminary Engineering Design						
		Annually October		Annually January		Design						
		Annually April		Annually October		Construction						
						Land/ROW						
						Furniture, Fixtures & Equipment						
						Estimate Date:						
				3/15/2019		Estimator:						
						City Goal:						
						Master Plan Reference:						
						Project Manager:						
						Tracey Graham						
						Estimator:						
						Jim Reed						

CITY OF WACO											4				
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank				
PROJECT NO. 18STR20004	PROJECT TITLE SH 6 Reconstruction (Mall to Mall); Fixed Contribution to State														
PROJECT TYPE:	STREETS	PROJECT CODE	18	MANAGING DEPT	STREETS	PROJECT TYPE SHORT	STR								
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS	FUNDED								
DOES THIS PROJECT COMPLY WITH MASTER PLANS:		N/A	OTHER DEPARTMENTS ENGAGED:			ENGINEERING SERVICES									
DESCRIPTION Agreement executed with State concerning City's required contribution for improvements to SH 6 from US 84 to IH 35, stating fixed amount of all payments made by the City shall be \$599,700.00, and authorizing the expenditure of funds in the amount of \$539,730.00 during Fiscal Year 2019-20.				IMPACT ON OPERATING BUDGET											
				Expenditures	2020	2021	2022	2023	2024						
				Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -						
				Operations & Maintenance	-	-	-	-	-						
JUSTIFICATION The City is obligated by the TAC 43 TAC 15.52 through 15.55 to contribute 10% of the costs for right of way acquisition and relocating or adjusting utilities for the proper improvements to the State Highway System. The "Project" is described as highway improvements to SH 6 from US 84 to IH 35.				Capital	-	-	-	-	-						
				TOTAL							\$ -	\$ -	\$ -	\$ -	\$ -
				PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total			
							BUDGET	PLANNED							
							2020	2021	2022	2023	2024				
Analysis/Study/Assessment	\$ -	\$ -	\$ -				\$ -	\$ -	\$ -						
Preliminary Engineering Design	-	-	-				-	-	-						
Design	-														
Construction	-	539,730				539,730									
Land/ROW	-	-	-	-	-	-									
Furniture, Fixtures & Equipment	-	-	-	-	-	-									
Contingency	-														
TOTAL COSTS	\$ -	\$ 539,730	\$ -	\$ -	\$ -	\$ -	\$ 539,730								
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total							
			BUDGET	PLANNED											
			2020	2021	2022	2023	2024								
			General Revenue												
			CO'S	-	-	-	-		-						
Revenue Bonds	-														
Enterprise System Revenues	-	-	-	-	-	-									
Other Funding Sources	59,970	539,730	-	-	-	-									
TOTAL SOURCE	\$ 59,970	\$ 539,730	\$ -	\$ -	\$ -	\$ -	\$ 539,730								
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE									
Assignments						Analysis/Study/Assessment									
						Preliminary Engineering Design									
		Oct-17		Nov-20		Design									
		Mar-21		Mar-22		Construction									
						Land/ROW									
						Furniture, Fixtures & Equipment									
						Estimate Date: 3/15/2019									
City Goal:					Master Plan Reference:										
Project Manager:					Jim Reed										
Estimator:					TxDOT Right-of-way Division										

CITY OF WACO											5								
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank								
PROJECT NO. 18STR20005		PROJECT TITLE San Ann Bridge Replacement (Land / Easements)																	
PROJECT TYPE:		STREETS		PROJECT CODE		18		MANAGING DEPT		ENGINEERING SERVICES		PROJECT TYPE SHORT		STR					
ASSOCIATED PROJECT NUMBERS:										PROJECT FUNDING STATUS		FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:						OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION TxDOT is currently into the 60% design for replacment of the exisitng structure at San Ann Road and Speegleville Creek. This work is included in an executed agreement between the City and TxDOT to design then construct the appropriate replacement structure. City is 100% responsible for any utility								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance											
JUSTIFICATION The City will need to acquire real property or easements from various landowners at the abutment corners of the project. Any structures such as fencing found in conflict will need to be relocated by within the acqusition settlement instrument with the impacted land owner(s).								Capital											
TOTAL								\$ -		\$ -		\$ -		\$ -					
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design																			
Design																			
Construction																			
Land/ROW				80,000										80,000					
Furniture, Fixtures & Equipment																			
Contingency																			
TOTAL COSTS		\$ -		\$ 80,000		\$ -		\$ -		\$ -		\$ -		\$ 80,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ 80,000		\$ -		\$ -		\$ -		\$ -		80,000					
CO'S																			
Revenue Bonds																			
Enterprise System Revenues																			
Other Funding Sources																			
TOTAL SOURCE		\$ -		\$ 80,000		\$ -		\$ -		\$ -		\$ -		\$ 80,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
		Jan-19		Nov-20		Design													
		Feb-21		Aug-21		Construction													
		Jun-20		Aug-20		Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date: 3/15/2019													
City Goal:																			
Master Plan Reference:																			
Project Manager:												Jim Reed							
Estimator:												Jim Reed							



CITY OF WACO												6							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank		Dept. Rank							
PROJECT NO. 18STR20006		PROJECT TITLE Dallas St. (Herring Ave. to Elm Ave.) - Street, Utility, and Storm Rehabilitation																	
PROJECT TYPE:		STREETS		PROJECT CODE		18		MANAGING DEPT		ENGINEERING SERVICES		PROJECT TYPE SHORT		STR					
ASSOCIATED PROJECT NUMBERS:										PROJECT FUNDING STATUS		FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:						OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION The subject project will include mill and overlay of the street surface, repairs to curb and gutter, pedestrian ramps, and sidewalk, and replacement of water, sanitary sewer, and storm drain utilities.								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION The section of street included in this project is in need of repair due to cracking, base failure, and poor drainage. In addition, the Utilities Dept. has identified the underground water, sanitary sewer, and storm drain utilities and needing to be replaced due age, material, and frequency of breaks.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		-		25,000		25,000		-		-		-		50,000					
Design		-		250,000		50,000		-		-		-		300,000					
Construction		-		-		2,469,300		-		-		-		2,469,300					
Land/ROW		-		-		20,000		-		-		-		20,000					
Furniture, Fixtures & Equipment		-		-		-		-		-		-		-					
Contingency		-		-		746,790		-		-		-		746,790					
TOTAL COSTS		\$ -		\$ 275,000		\$ 3,311,090		\$ -		\$ -		\$ -		\$ 3,586,090					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ 95,000		\$ -		\$ -		\$ -		95,000					
CO'S		-		275,000		3,216,090		-		-		-		3,491,090					
Revenue Bonds		-		-		-		-		-		-		-					
Enterprise System Revenues		-		-		-		-		-		-		-					
Other Funding Sources		-		-		-		-		-		-		-					
TOTAL SOURCE		\$ -		\$ 275,000		\$ 3,311,090		\$ -		\$ -		\$ -		\$ 3,586,090					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
		Mar-19		Apr-19		Analysis/Study/Assessment													
		Apr-19		Jun-19		Preliminary Engineering Design													
		Jun-19		Jul-20		Design													
		Oct-20		Apr-22		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/15/2019		Estimator:		Steve Martin		Jacob Holden					

City Goal:

Master Plan Reference:

Project Manager: Steve Martin

Estimator: Jacob Holden

CITY OF WACO											7								
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank								
PROJECT NO. 18STR20007		PROJECT TITLE Landon Branch Bridge and 48 inch Waterline																	
PROJECT TYPE:		STREETS		PROJECT CODE		18		MANAGING DEPT		ENGINEERING SERVICES		PROJECT TYPE SHORT		STR					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:								OTHER DEPARTMENTS ENGAGED:											
DESCRIPTION Project is located on the Landon Branch Bridge portion of Lake Shore Drive consists of repairs to the 48in Waterline attached to the bridge, ASR rehabilitation and mitigation to bent cap extensions on bridge above water, and ASR rehab and mitigation to columns and tie beams below water level.								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION Waco's study results indicates bridge has been highly compromised due to Alkali Silica Reaction (ASR) in concrete. Study also assessed the structural support for waterline and determined the supports are undersized and structurally damaged. Final determination is the waterline is "at risk".								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		190,000		-		-		-		-		-		190,000					
Design		240,000		-		-		-		-		-		240,000					
Construction		2,261,820		890,000		-		-		-		-		3,151,820					
Land/ROW		25,000		-		-		-		-		-		25,000					
Furniture, Fixtures & Equipment		-		-		-		-		-		-		-					
Contingency		-		126,180		-		-		-		-		126,180					
TOTAL COSTS		\$ 2,716,820		\$ 1,016,180		\$ -		\$ -		\$ -		\$ -		\$ 3,733,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		455,000		-		\$ -		\$ -		\$ -		\$ -		\$ 455,000					
CO'S		-		-		-		-		-		-		-					
Revenue Bonds		-		-		-		-		-		-		-					
Enterprise System Revenues		-		-		-		-		-		-		-					
Other Funding Sources		2,261,820		1,016,180		-		-		-		-		3,278,000					
TOTAL SOURCE		\$ 2,716,820		\$ 1,016,180		\$ -		\$ -		\$ -		\$ -		\$ 3,278,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
Assignments						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/15/2019				Estimator:		David Marek, CP&Y					

Lake Waco
 Waco, TX
 31.566763, -97.191635

City Goal:
Master Plan Reference:
Project Manager: Steve Martin
Estimator: David Marek, CP&Y

CITY OF WACO												8							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank		Dept. Rank							
PROJECT NO. 18STR20008		PROJECT TITLE Elm Avenue Utility Relocation																	
PROJECT TYPE:		STREETS		PROJECT CODE		18		MANAGING DEPT		ENGINEERING SERVICES		PROJECT TYPE SHORT		STR					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:								OTHER DEPARTMENTS ENGAGED:											
DESCRIPTION The subject project includes relocation of residential and commercial utility services due to relocation of all of the overhead utilities (power, cable, telecommunications, etc.) on Elm Avenue (MLK to Clifton St.) to the alleys and adjacent streets.								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION As part of the Elm Avenue Revitalization projects, the streets and sidewalks along Elm Avenue will be improved, which will require all of the large, overhead utility poles and lines to be relocated. Several service connections will then need to be relocated from the front of the structure to the back.								Capital		-		-		-		-		-	
TOTAL								\$ -		\$ -		\$ -		\$ -		\$ -			
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -		-		\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design		5,000		-		-		-		-		-		5,000					
Design		60,000		-		-		-		-		-		60,000					
Construction		78,000		472,000		-		-		-		-		550,000					
Land/ROW		-		15,000		-		-		-		-		15,000					
Furniture, Fixtures & Equipment		-		-		-		-		-		-		-					
Contingency		-		189,000		-		-		-		-		189,000					
TOTAL COSTS		\$ 143,000		\$ 676,000		\$ -		\$ -		\$ -		\$ -		\$ 819,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		-					
CO'S		-		-		-		-		-		-		-					
Revenue Bonds		-		-		-		-		-		-		-					
Enterprise System Revenues		-		-		-		-		-		-		-					
Other Funding Sources		143,000		676,000		-		-		-		-		819,000					
TOTAL SOURCE		\$ 143,000		\$ 676,000		\$ -		\$ -		\$ -		\$ -		\$ 819,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
Assignments		Mar-19		Apr-19		Analysis/Study/Assessment													
		Apr-19		May-19		Preliminary Engineering Design													
		May-19		Jun-19		Design													
		Sep-19		Nov-19		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/15/2019		City Goal:									
										Master Plan Reference:									
										Project Manager:		Steve Martin							
										Estimator:		Jacob Holden							

CITY OF WACO											9			
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank			
PROJECT NO. 18STR20009	PROJECT TITLE ADA Transition Plan Improvements													
PROJECT TYPE:	STREETS	PROJECT CODE	18	MANAGING DEPT	STREETS	PROJECT TYPE SHORT	STR							
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS		FUNDED						
DOES THIS PROJECT COMPLY WITH MASTER PLANS:		N/A	OTHER DEPARTMENTS ENGAGED:			ENGINEERING SERVICES								
DESCRIPTION Project will address barrier relief at street corner sites exempted from planning, design and construction due to complexities that could not be overcome in a reasonable timely manner. These sites are included in the City ADA Transition Plan.				IMPACT ON OPERATING BUDGET										
				Expenditures	2020	2021	2022	2023	2024					
				Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
				Operations & Maintenance	-	-	-	-	-	-				
JUSTIFICATION Addresses the Federal mandates related to voluntary compliance with the Department of Justice's American with Disabilities Act (ADA) Title III, Regulations 28 CFR 36.304.				Capital	-	-	-	-	-	-				
				TOTAL						\$ -	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total							
		BUDGET	PLANNED											
		2020	2021	2022	2023	2024								
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-						
Preliminary Engineering Design	-	-	-	-	-	-	-	-						
Design	-	30,300	37,880	37,880	37,880	37,880	181,820							
Construction	-	151,520	189,400	189,400	189,400	189,400	909,120							
Land/ROW	-	-	-	-	-	-	-	-						
Furniture, Fixtures & Equipment	-	-	-	-	-	-	-	-						
Contingency	-	18,180	22,720	22,720	22,720	22,720	109,060							
TOTAL COSTS	\$ -	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,200,000							
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total							
		BUDGET	PLANNED											
		2020	2021	2022	2023	2024								
General Revenue	\$ -													
CO'S	-	-	-	-	-	-	-							
Revenue Bonds	-													
Enterprise System Revenues	-	-	-	-	-	-	-							
Other Funding Sources	-	200,000	250,000	250,000	250,000	250,000	1,200,000							
TOTAL SOURCE	\$ -	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,200,000							
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE								
Assignments						Analysis/Study/Assessment								
						Preliminary Engineering Design								
		Annually August		Annually November		Design								
		Annually March		Annually August		Construction								
		Continuous		Continuous		Land/ROW								
						Furniture, Fixtures & Equipment								
						Estimate Date: 3/15/2019								
						City Goal:								
						Master Plan Reference:								
						Project Manager: Tracey Graham								
						Estimator: Jim Reed								



CITY OF WACO												1							
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank		Dept. Rank							
PROJECT NO. 18STR20010		PROJECT TITLE Elm Avenue Utility Relocation																	
PROJECT TYPE:		STREETS		PROJECT CODE		18		MANAGING DEPT		ENGINEERING SERVICES		PROJECT TYPE SHORT		STR					
ASSOCIATED PROJECT NUMBERS:										PROJECT FUNDING STATUS		FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:						OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION The subject project includes replacement of the existing drainage system due to the current condition of the system and linear improvements planned for public right-of-way along Elm Avenue (MLK to Clifton St.) to include the alleys and adjacent streets.								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance											
JUSTIFICATION As part of the Elm Avenue Revitalization projects, the streets and sidewalks along Elm Avenue will be improved, which will impact the location of the current drainage facilities. Management has authorized costs to be assignment funded.								Capital											
TOTAL								\$ -		\$ -		\$ -		\$ -					
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
Analysis/Study/Assessment		\$ -				\$ -		\$ -		\$ -		\$ -		\$ -					
Preliminary Engineering Design																			
Design																			
Construction				650,000										650,000					
Land/ROW																			
Furniture, Fixtures & Equipment																			
Contingency																			
TOTAL COSTS		\$ -		\$ 650,000		\$ -		\$ -		\$ -		\$ -		\$ 650,000					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023		2024							
General Revenue		\$ -				\$ -		\$ -		\$ -		\$ -		\$ -					
CO'S																			
Revenue Bonds																			
Enterprise System Revenues																			
Other Funding Sources				650,000										650,000					
TOTAL SOURCE		\$ -		\$ 650,000		\$ -		\$ -		\$ -		\$ -		\$ 650,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
Assignment		Mar-19		Apr-19		Analysis/Study/Assessment													
		Apr-19		May-19		Preliminary Engineering Design													
		May-19		Jun-19		Design													
		Sep-19		Nov-19		Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:		3/15/2019		Estimator:		Steve Martin							
										Jacob Holden									

CITY OF WACO
2020 - 2024 FUNDED CAPITAL IMPROVEMENT PROGRAM
SOLID WASTE

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
65SW065621	MSW 2400	\$ 1,200,000	\$ 750,000	\$ 7,841,750	\$ 4,000,000	\$ -	\$ 13,791,750
65SW065622	Solid Waste Facilities	25,000	2,625,000	-	-	-	2,650,000
65SW065623	Future Services Facility	-	-	-	-	300,000	300,000
65SW065651	Landfill Improvements	500,000	-	-	-	-	500,000
	TOTAL	\$ 1,725,000	\$ 3,375,000	\$ 7,841,750	\$ 4,000,000	\$ 300,000	\$ 17,241,750

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
Enterprise Solid Waste CO'S	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,500,000
Enterprise System Revenues	1,725,000	875,000	7,841,750	4,000,000	300,000	14,741,750
TOTAL	\$ 1,725,000	\$ 3,375,000	\$ 7,841,750	\$ 4,000,000	\$ 300,000	\$ 17,241,750

CITY OF WACO																			
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank								
PROJECT NO. 65SW065621		PROJECT TITLE MSW 2400																	
PROJECT TYPE:		Solid Waste		PROJECT CODE		65		MANAGING DEPT		PROJECT TYPE SHORT		SW0							
ASSOCIATED PROJECT NUMBERS:								a		PROJECT FUNDING STATUS		FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:						OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION These are expenses associated with MSW 2400 Site Development, and Special Services, Legal and Permitting.								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION This is a site that will provide necessary disposal services for the City of Waco.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN						Project Total	GIS MAP Reference									
			BUDGET		PLANNED														
		2020		2021		2022		2023						2024					
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -						\$ -					
Preliminary Engineering Design		-		-		-		-						-					
Design		-		1,200,000		750,000		2,600,000						500,000					
Construction		-		-		-		2,350,250						3,500,000					
Land/ROW		5,229,000		-		-		2,891,500						-					
Furniture, Fixtures & Equipment		-		-		-		-						-					
Contingency		-		-		-		-						-					
TOTAL COSTS		\$ 5,229,000		\$ 1,200,000		\$ 750,000		\$ 7,841,750		\$ 4,000,000		\$ -		\$ 19,020,750					
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN						Project Total	GIS MAP Reference									
			BUDGET		PLANNED														
		2020		2021		2022		2023						2024					
General Revenue		\$ -		\$ -		\$ -		\$ -						\$ -					
CO'S		-		-		-		-						-					
Revenue Bonds		-		-		-		-						-					
Enterprise System Revenues		5,229,000		1,200,000		750,000		7,841,750						4,000,000					
Other Funding Sources		-		-		-		-						-					
TOTAL SOURCE		\$ 5,229,000		\$ 1,200,000		\$ 750,000		\$ 7,841,750						\$ 4,000,000		\$ -		\$ 19,020,750	
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:													
						Estimator:													

CITY OF WACO																			
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank								
PROJECT NO. 65SW065622		PROJECT TITLE Solid Waste Facilities																	
PROJECT TYPE:		Solid Waste		PROJECT CODE		65		MANAGING DEPT		PROJECT TYPE SHORT		SW0							
ASSOCIATED PROJECT NUMBERS:								a		PROJECT FUNDING STATUS		FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				Yes		OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION These are expenses associated Solid Waste Facilities. This projection is for special services related to TCEQ Registration, design, and other related costs.								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION This is a site that will provide necessary recycling and diversion options for the City of Waco.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN						Project Total	GIS MAP Reference									
			BUDGET		PLANNED														
		2020		2021		2022		2023						2024					
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -						\$ -		\$ -			
Preliminary Engineering Design		-		25,000		-		-						-		25,000			
Design		-		-		125,000		-						-		125,000			
Construction		-		-		2,500,000		-						-		2,500,000			
Land/ROW		-		-		-		-						-		-			
Furniture, Fixtures & Equipment		-		-		-		-						-		-			
Contingency		-		-		-		-						-		-			
TOTAL COSTS		\$ -		\$ 25,000		\$ 2,625,000		\$ -		\$ -		\$ 2,650,000							
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN						Project Total	GIS MAP Reference									
			BUDGET		PLANNED														
		2020		2021		2022		2023						2024					
General Revenue		\$ -		\$ -		\$ -		\$ -						\$ -		-			
CO'S		-		-		2,500,000		-						-		2,500,000			
Revenue Bonds		-		-		-		-						-		-			
Enterprise System Revenues		-		25,000		125,000		-						-		150,000			
Other Funding Sources		-		-		-		-						-		-			
TOTAL SOURCE		\$ -		\$ 25,000		\$ 2,625,000		\$ -						\$ -		\$ 2,650,000			
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:				Estimator:				C. Dowdell					

CITY OF WACO											
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank
PROJECT NO. 65SW065623	PROJECT TITLE Future Service Facility										
PROJECT TYPE:	SOLID WASTE	PROJECT CODE	65	MANAGING DEPT		PROJECT TYPE SHORT	SW0				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS	FUNDED				
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION This is for a forecasted Future Service Facility (location and design parameters to be determined)						IMPACT ON OPERATING BUDGET					
						Expenditures	2020	2021	2022	2023	2024
						Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
						Operations & Maintenance	-	-	-	-	-
JUSTIFICATION As growth continues in the City of Waco, demand for a facility to transfer waste materials to the future disposal facility site will require a Future Service Facility.						Capital	-	-	-	-	-
TOTAL						\$ -	\$ -	\$ -	\$ -	\$ -	
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	150,000	\$ 150,000				
Preliminary Engineering Design	-	-	-	-	-	150,000	150,000				
Design	-	-	-	-	-	-	-				
Construction	-	-	-	-	-	-	-				
Land/ROW	-	-	-	-	-	-	-				
Furniture, Fixtures & Equipment	-	-	-	-	-	-	-				
Contingency	-	-	-	-	-	-	-				
TOTAL COSTS	\$ -	\$ -	\$ -	\$ -	\$ -	300,000	\$ 300,000				
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total				
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-	-				
CO'S	-	-	-	-	-	-	-				
Revenue Bonds	-	-	-	-	-	-	-				
Enterprise System Revenues	-	-	-	-	-	300,000	300,000				
Other Funding Sources	-	-	-	-	-	-	-				
TOTAL SOURCE	\$ -	\$ -	\$ -	\$ -	\$ -	300,000	\$ 300,000				
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)		PROJECT SCHEDULE							
				Analysis/Study/Assessment							
				Preliminary Engineering Design							
				Design							
				Construction							
				Land/ROW							
				Furniture, Fixtures & Equipment							
				Estimate Date:							
				City Goal:							
				Master Plan Reference:							
				Project Manager:							
				Estimator:							

CITY OF WACO											1	
2020-2024 CAPITAL IMPROVEMENT PROGRAM										Overall Rank	Dept. Rank	
PROJECT NO. 65SW065651		PROJECT TITLE Landfill Improvements										
PROJECT TYPE:		SOLID WASTE	PROJECT CODE		65	MANAGING DEPT		PROJECT TYPE SHORT		SW0		
ASSOCIATED PROJECT NUMBERS:							PROJECT FUNDING STATUS		FUNDED			
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION Landfill improvements include installation of 10 gas extraction wells that the City removed Feb 2018 to recover 6 months of air space, relocation of new wells, piping, etc., and relocating existing 12" gas header so staff can reclaim lost air space in the Landfill. Abandon/redrill 12 gas extraction wells in						IMPACT ON OPERATING BUDGET						
						Expenditures		2020	2021	2022	2023	2024
						Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
						Operations & Maintenance		-	-	-	-	-
						Capital		250,000.00	-	-	-	-
JUSTIFICATION The Landfill improvements are needed to evacuate landfill methane gas per TCEQ operating permits, to move prior to road construction and gas well removals, and to reclaim lost air space and prolong Landfill operation life.						TOTAL						
						\$ 250,000		\$ -	\$ -	\$ -	\$ -	
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
			BUDGET	PLANNED								
	2020	2021	2022	2023	2024							
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Preliminary Engineering Design	-	-	-	-	-	-						
Design	-	27,000	-	-	-	27,000						
Construction	-	431,000	-	-	-	431,000						
Land/ROW	-	-	-	-	-	-						
Furniture, Fixtures & Equipment	-	-	-	-	-	-						
Contingency	-	42,000	-	-	-	42,000						
TOTAL COSTS	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000						
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
			BUDGET	PLANNED								
	2020	2021	2022	2023	2024							
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-						
CO'S	-	-	-	-	-	-						
Revenue Bonds	-	-	-	-	-	-						
Enterprise System Revenues	-	500,000	-	-	-	500,000						
Other Funding Sources	-	-	-	-	-	-						
TOTAL SOURCE	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000						
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)	FINISH (MTH, YEAR)	PROJECT SCHEDULE								
		Oct-19	Nov-19	Analysis/Study/Assessment								
				Preliminary Engineering Design								
				Design Oct-19								
				Construction Oct-19								
				Land/ROW								
				Furniture, Fixtures & Equipment								
				Estimate Date: 3/25/2019								
				City Goal:								
				Master Plan Reference:								
				Project Manager: David Rydl								
				Estimator: Dave Rydl/SCS Engineers								

CITY OF WACO
2020 - 2024 FUNDED CAPITAL IMPROVEMENT PROGRAM
WASTEWATER

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
61WW061033	WMARSS- Plant Improvements	\$ 4,000,000	\$ 2,500,000	\$ 7,000,000	\$ 2,000,000	\$ 2,000,000	\$ 17,500,000
61WW061034	Waste Water Plant Treatment Systems and Capacity Improvements	-	-	13,000,000	-	35,000,000	48,000,000
61WW061036	Interceptor & Lift Station Improvement	600,000	2,500,000	9,000,000	8,500,000	6,000,000	26,600,000
61WWO61031	Waste Water System Improvements	4,150,000	6,000,000	4,100,000	5,000,000	7,000,000	26,250,000
61WWO61032	China Spring Sewer Improvements	7,500,000	6,000,000	-	-	-	13,500,000
61WWO61037	Building	-	2,500,000	-	-	-	2,500,000
	TOTAL	\$ 16,250,000	\$ 19,500,000	\$ 33,100,000	\$ 15,500,000	\$ 50,000,000	\$ 134,350,000

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
Enterprise System Revenues	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
Enterprise Utility CO'S	15,000,000	18,500,000	32,100,000	14,500,000	49,000,000	129,100,000
Other Funding Sources	250,000	-	-	-	-	250,000
TOTAL	\$ 16,250,000	\$ 19,500,000	\$ 33,100,000	\$ 15,500,000	\$ 50,000,000	\$ 134,350,000

CITY OF WACO											
CIP Projects- Sewer										Overall Rank	Dept. Rank
PROJECT NO. 61WW061033	PROJECT TITLE WMARSS- Plant Improvements										
PROJECT TYPE:	WASTE WATER	PROJECT CODE	61	MANAGING DEPT	WATER DEPARTMENT	PROJECT TYPE SHORT	WW0				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION				IMPACT ON OPERATING BUDGET							
This project consists of repairing and maintaining WMARSS Wastewater Treatment Plants.				Expenditures		2020	2021	2022	2023	2024	
				Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -	
				Operations & Maintenance		-	-	-	-	-	
				Capital		-	-	-	-	-	
JUSTIFICATION											
Wastewater infrastructure is in a corrosive enviroment and has shorter life expectancy. These projects allow for the continued maintenance of the assets. To build new facilities would be over \$350,000,000.											
TOTAL				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
		2020	2021	2022	2023	2024					
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Preliminary Engineering Design	-	-	-	-	-	-	-				
Design	-	-	-	-	-	-	-				
Construction	9,961,477	4,000,000	2,500,000	7,000,000	2,000,000	2,000,000	27,461,477				
Land/ROW	-	-	-	-	-	-	-				
Furniture, Fixtures & Equipment	-	-	-	-	-	-	-				
Contingency	-	-	-	-	-	-	-				
TOTAL COSTS	\$ 9,961,477	\$ 4,000,000	\$ 2,500,000	\$ 7,000,000	\$ 2,000,000	\$ 2,000,000	27,461,477				
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
		2020	2021	2022	2023	2024					
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-				
CO'S	9,961,477	4,000,000	2,500,000	7,000,000	2,000,000	2,000,000	27,461,477				
Revenue Bonds	-	-	-	-	-	-	-				
Enterprise System Revenues	-	-	-	-	-	-	-				
Other Funding Sources	-	-	-	-	-	-	-				
TOTAL SOURCE	\$ 9,961,477	\$ 4,000,000	\$ 2,500,000	\$ 7,000,000	\$ 2,000,000	\$ 2,000,000	\$ 27,461,477				
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)		PROJECT SCHEDULE							GIS MAP Reference
				Analysis/Study/Assessment							
				Preliminary Engineering Design							
				Design							
				Construction							
				Land/ROW							
				Furniture, Fixtures & Equipment							
				Estimate Date:							
				Estimator:							
				City Goal: Infrastructure							
				Master Plan Reference: HDR Plant Study							
				Project Manager:							

CITY OF WACO											
CIP Projects- Sewer										Overall Rank	Dept. Rank
PROJECT NO. 61WWOXXXXX	PROJECT TITLE Waste Water Plant Treatment Systems and Capacity Improvements										
PROJECT TYPE:	WASTE WATER	PROJECT CODE	61	MANAGING DEPT	WATER DEPARTMENT	PROJECT TYPE SHORT	WW0				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION				IMPACT ON OPERATING BUDGET							
Expanding Bull Hide from 1.5 MGD to 3.0 MGD Plant.				Expenditures		2020	2021	2022	2023	2024	
				Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -	
				Operations & Maintenance		-	-	-	-	-	
				Capital		-	-	-	-	-	
JUSTIFICATION											
Bull Hide Wastewater Treatment Plant has exceeded the regulatory limitations and is required to be expanded. Plant capacity was expected to last for 20 years.											
				TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
		2020	2021	2022	2023	2024					
Analysis/Study/Assessment	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000				
Preliminary Engineering Design	1,500,000	-	-	-	-	-	1,500,000				
Design	-	-	-	-	-	-	-				
Construction	-	-	-	13,000,000	-	35,000,000	48,000,000				
Land/ROW	-	-	-	-	-	-	-				
Furniture, Fixtures & Equipment	-	-	-	-	-	-	-				
Contingency	-	-	-	-	-	-	-				
TOTAL COSTS	\$ 1,545,000	\$ -	\$ -	\$ 13,000,000	\$ -	\$ 35,000,000	\$ 49,545,000				
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
		2020	2021	2022	2023	2024					
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-				
CO'S	1,500,000	-	-	13,000,000	-	35,000,000	49,500,000				
Revenue Bonds	-	-	-	-	-	-	-				
Enterprise System Revenues	45,000	-	-	-	-	-	45,000				
Other Funding Sources	-	-	-	-	-	-	-				
TOTAL SOURCE	\$ 1,545,000	\$ -	\$ -	\$ 13,000,000	\$ -	\$ 35,000,000	\$ 49,545,000				
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)			PROJECT SCHEDULE						
					Analysis/Study/Assessment						
					Preliminary Engineering Design						
					Design						
					Construction		City Goal: Regulatory Compliance				
					Land/ROW		Master Plan Reference:				
					Furniture, Fixtures & Equipment		Project Manager:				
					Estimate Date:		Estimator:				

CITY OF WACO											
CIP Projects- Sewer										Overall Rank	Dept. Rank
PROJECT NO. 61WW061036	PROJECT TITLE Interceptor & Lift Station Improvement										
PROJECT TYPE:	WASTE WATER	PROJECT CODE	61	MANAGING DEPT	WATER DEPARTMENT	PROJECT TYPE SHORT	WW0				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION				IMPACT ON OPERATING BUDGET							
<p>Projects: MP #4, #8, 12, 15 - routing for the Promenade is part of the Brasos Basin MP #4 project. MP#8, #12,#15 is routing new interceptors to service the northern portion of the WMA and adding capacity at TSTC LS & force main improvements. MP #18 is the lower limits of Cottonwood Interceptor identified in 2013 as being in poor condition. MP #25 is converting LS near Lake Waco to submersibles. MP #4 (11-20 YR) is improvements to Carver LS Station.</p> <p>JUSTIFICATION</p> <p>These projects were identified in the 2015 MP as projects to be done in the first 10 years (except Carver LS). These projects increase capacity and replace/repair deteriorating infrastructure.</p>				Expenditures		2020	2021	2022	2023	2024	
				Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -	
				Operations & Maintenance		-	-	-	-	-	
				Capital		-	-	-	-	-	
TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -					
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
Analysis/Study/Assessment	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000				
Preliminary Engineering Design	-	-	-	-	-	-	-				
Design	3,500,000	-	2,500,000	-	-	-	6,000,000				
Construction	-	350,000	-	9,000,000	8,500,000	6,000,000	23,850,000				
Land/ROW	-	-	-	-	-	-	-				
Furniture, Fixtures & Equipment	-	-	-	-	-	-	-				
Contingency	-	-	-	-	-	-	-				
TOTAL COSTS	\$ 3,500,000	\$ 600,000	\$ 2,500,000	\$ 9,000,000	\$ 8,500,000	\$ 6,000,000	\$ 30,100,000				
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total				
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-				
CO'S	3,500,000	600,000	2,500,000	9,000,000	8,500,000	6,000,000	30,100,000				
Revenue Bonds	-	-	-	-	-	-	-				
Enterprise System Revenues	-	-	-	-	-	-	-				
Other Funding Sources	-	-	-	-	-	-	-				
TOTAL SOURCE	\$ 3,500,000	\$ 600,000	\$ 2,500,000	\$ 9,000,000	\$ 8,500,000	\$ 6,000,000	\$ 30,100,000				
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)		PROJECT SCHEDULE							
				Analysis/Study/Assessment							
				Preliminary Engineering Design							
				Design							
				Construction							
				Land/ROW							
				Furniture, Fixtures & Equipment							
				Estimate Date:							
				City Goal: Infrastructure							
				Master Plan Reference: #4,#8, #12,#15, #18,#25							
				Project Manager:							
				Estimator:							

CITY OF WACO											
CIP Projects- Sewer										Overall Rank	Dept. Rank
PROJECT NO. 61WW061031		PROJECT TITLE Waste Water System Improvements									
PROJECT TYPE:		WASTE WATER	PROJECT CODE		61	MANAGING DEPT		WATER DEPARTMENT	PROJECT TYPE SHORT	WW0	
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS		FUNDED			
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				OTHER DEPARTMENTS ENGAGED:							
DESCRIPTION This project consists of sewer line replacements in conjunction with the Street Program, miscellaneous sewer improvements such as emergency line replacements, property or easement acquisitions, and development related improvements.					IMPACT ON OPERATING BUDGET						
					Expenditures		2020	2021	2022	2023	2024
					Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
					Operations & Maintenance		-	-	-	-	-
					Capital		-	-	-	-	-
JUSTIFICATION The replacement of sewer lines in coordination with the Street Program reduces the likelihood of having to cut new payment when repairing a sewer line. Miscellaneous sewer improvements are also an important aspect of maintaining our sanitary sewer system in order to provide sewer service to our citizens.					TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference		
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
Analysis/Study/Assessment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Preliminary Engineering Design		-	-	-	-	-	-				
Design		-	-	-	-	-	-				
Construction		-	4,150,000	6,000,000	4,100,000	5,000,000	7,000,000				
Land/ROW		-	-	-	-	-	-				
Furniture, Fixtures & Equipment		-	-	-	-	-	-				
Contingency		-	-	-	-	-	-				
TOTAL COSTS		\$ -	\$ 4,150,000	\$ 6,000,000	\$ 4,100,000	\$ 5,000,000	\$ 7,000,000	\$ 26,250,000			
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total			
			BUDGET	PLANNED							
		2020	2021	2022	2023	2024					
General Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
CO'S		-	2,900,000	5,000,000	3,100,000	4,000,000	6,000,000				
Revenue Bonds		-	-	-	-	-	-				
Enterprise System Revenues		-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000				
Other Funding Sources		-	250,000	-	-	-	-				
TOTAL SOURCE		\$ -	\$ 4,150,000	\$ 6,000,000	\$ 4,100,000	\$ 5,000,000	\$ 7,000,000	\$ 26,250,000			
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE					
Bond Interest						Analysis/Study/Assessment					
						Preliminary Engineering Design					
						Design					
						Construction					
						Land/ROW					
						Furniture, Fixtures & Equipment					
				Estimate Date:		Estimator:					
						City Goal: Infrastructure					
						Master Plan Reference: #3 #10 #20					
						Project Manager:					

CITY OF WACO											
CIP Projects- Sewer										Overall Rank	Dept. Rank
PROJECT NO. 61WWO61032	PROJECT TITLE China Spring Sewer Improvements										
PROJECT TYPE:	Description	PROJECT CODE	61	MANAGING DEPT		PROJECT TYPE SHORT	WWO				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION This project will eliminate the Village Lake Lift Station and increase system capacity.				IMPACT ON OPERATING BUDGET							
				Expenditures	2020	2021	2022	2023	2024		
				Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -		
				Operations & Maintenance	-	-	-	-	-		
				Capital	-	-	-	-	-		
JUSTIFICATION In wet weather events, Village Lake Lift Station has insufficient capacity which cause overflows. MP has hydraulic capacity as project #5. The 11 -20 yr plan abandons lift stations and adds major line extension projects for adding capacity to the area.				TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Preliminary Engineering Design	-	-	-	-	-	-					
Design	-	-	-	-	-	-					
Construction	-	7,500,000	6,000,000	-	-	13,500,000					
Land/ROW	-	-	-	-	-	-					
Furniture, Fixtures & Equipment	-	-	-	-	-	-					
Contingency	-	-	-	-	-	-					
TOTAL COSTS	\$ -	\$ 7,500,000	\$ 6,000,000	\$ -	\$ -	\$ 13,500,000					
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total				
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-					
CO'S	-	7,500,000	6,000,000	-	-	13,500,000					
Revenue Bonds	-	-	-	-	-	-					
Enterprise System Revenues	-	-	-	-	-	-					
Other Funding Sources	-	-	-	-	-	-					
TOTAL SOURCE	\$ -	\$ 7,500,000	\$ 6,000,000	\$ -	\$ -	\$ 13,500,000					
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)		PROJECT SCHEDULE							
				Analysis/Study/Assessment							
				Preliminary Engineering Design							
				Design							
				Construction							
				Land/ROW							
				Furniture, Fixtures & Equipment							
				Estimate Date:		Estimator:					
				City Goal: Infrastructure, Regulatory							
				Master Plan Reference: #5, # 5 & #8 (11-20)							
				Project Manager:							

CITY OF WACO																			
CIP Projects- Waste Water										Overall Rank	Dept. Rank								
PROJECT NO. 61WWO61037		PROJECT TITLE Building																	
PROJECT TYPE:		WATER		PROJECT CODE		61		MANAGING DEPT		WATER DEPARTMENT		PROJECT TYPE SHORT		WWO					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS											
DOES THIS PROJECT COMPLY WITH MASTER PLANS:								OTHER DEPARTMENTS ENGAGED:											
DESCRIPTION								IMPACT ON OPERATING BUDGET											
This project consists of a new Water/Wastewater Administration Building.								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
								Capital		-		-		-		-		-	
JUSTIFICATION								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total		GIS MAP Reference							
				BUDGET		PLANNED													
				2020		2021		2022		2023								2024	
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -								\$ -	
Preliminary Engineering Design		-		-		-		-		-								-	
Design		-		-		-		-		-								-	
Construction		-		-		2,500,000		-		-								2,500,000	
Land/ROW		-		-		-		-		-								-	
Furniture, Fixtures & Equipment		-		-		-		-		-								-	
Contingency		-		-		-		-		-								-	
TOTAL COSTS		\$ -		\$ -		\$ 2,500,000		\$ -		\$ -								\$ 2,500,000	
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
				2020		2021		2022		2023								2024	
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -								\$ -	
CO'S		-		-		2,500,000		-		-		2,500,000							
Revenue Bonds		-		-		-		-		-		-							
Enterprise System Revenues		-		-		-		-		-		-							
Other Funding Sources		-		-		-		-		-		-							
TOTAL SOURCE		\$ -		\$ -		\$ 2,500,000		\$ -		\$ -		\$ 2,500,000							
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:													
						City Goal:													
						Master Plan Reference:													
						Project Manager:													
						Estimator:													

CITY OF WACO
2020 - 2024 FUNDED CAPITAL IMPROVEMENT PROGRAM
WATER

PROJECT NUMBER	PROJECT NAME	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
60WTR60101	Plant Improvements	\$ -	\$ 4,000,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 7,000,000
60WTR60102	Water Line Improvements	6,000,000	-	1,000,000	-	2,000,000	9,000,000
60WTR60103	Water System Improvements	9,250,000	11,500,000	11,500,000	6,500,000	6,500,000	45,250,000
60WTR60104	Pumps & Storage Improvements	-	1,500,000	-	1,500,000	-	3,000,000
60WTR60105	Lake Brazos Gate & Boom	7,000,000	-	-	-	-	7,000,000
60WTR60106	TSTC Tower	-	-	-	2,500,000	-	2,500,000
60WTR60107	Raw Water Line Intake to DAF	-	-	2,000,000	-	-	2,000,000
60WTR60108	Building	-	4,000,000	-	-	-	4,000,000
60WTR60109	Water Transmission Line Improvements	-	-	7,500,000	8,000,000	-	15,500,000
	TOTAL	\$ 22,250,000	\$ 21,000,000	\$ 24,000,000	\$ 19,500,000	\$ 8,500,000	\$ 95,250,000

SOURCE OF FUNDS	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	2020-2024 TOTAL
Enterprise System Revenues	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000
Enterprise Utility CO'S	20,500,000	19,500,000	22,500,000	18,000,000	7,000,000	87,500,000
Other Funding Sources	250,000	-	-	-	-	250,000
TOTAL	\$ 22,250,000	\$ 21,000,000	\$ 24,000,000	\$ 19,500,000	\$ 8,500,000	\$ 95,250,000

CITY OF WACO																			
CIP Projects- Water										Overall Rank	Dept. Rank								
PROJECT NO. 60WTR60101		PROJECT TITLE Plant Improvements																	
PROJECT TYPE:		WATER		PROJECT CODE		60		MANAGING DEPT		WATER DEPARTMENT		PROJECT TYPE SHORT		WTR					
ASSOCIATED PROJECT NUMBERS:										PROJECT FUNDING STATUS		FUNDED							
DOES THIS PROJECT COMPLY WITH MASTER PLANS:						OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION								IMPACT ON OPERATING BUDGET											
This project consists of the continuation of improvements at Mt. Carmel, Riverside, and the DAF Water Treatment Plant. Projects include basin sealing, bypassing sedimentation basins and taking DAF water directly to plants.								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
								Capital		-		-		-		-		-	
JUSTIFICATION								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN						Project Total	GIS MAP Reference									
			BUDGET		PLANNED														
		2020		2021		2022		2023								2024			
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -								\$ -			
Preliminary Engineering Design		-		-		-		-								-			
Design		-		-		-		-								-			
Construction		-		4,000,000		2,000,000		1,000,000								-			
Land/ROW		-		-		-		-								-			
Furniture, Fixtures & Equipment		-		-		-		-								-			
Contingency		-		-		-		-								-			
TOTAL COSTS		\$ -		\$ -		\$ 4,000,000		\$ 2,000,000		\$ 1,000,000		\$ -		\$ 7,000,000					
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN						Project Total										
			BUDGET		PLANNED														
		2020		2021		2022		2023		2024									
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -									
CO'S		-		4,000,000		2,000,000		1,000,000		-									
Revenue Bonds		-		-		-		-		-									
Enterprise System Revenues		-		-		-		-		-									
Other Funding Sources		-		-		-		-		-									
TOTAL SOURCE		\$ -		\$ -		\$ 4,000,000		\$ 2,000,000		\$ 1,000,000		\$ -		\$ 7,000,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:				Estimator:									
						City Goal:				Infrastructure									
						Master Plan Reference:													
						Project Manager:													

CITY OF WACO																			
CIP Projects- Water										Overall Rank	Dept. Rank								
PROJECT NO. 60WTR60102		PROJECT TITLE Water Line Improvements																	
PROJECT TYPE:		WATER		PROJECT CODE		60		MANAGING DEPT		WATER DEPARTMENT		PROJECT TYPE SHORT		WTR					
ASSOCIATED PROJECT NUMBERS:										PROJECT FUNDING STATUS									
DOES THIS PROJECT COMPLY WITH MASTER PLANS:						OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION								IMPACT ON OPERATING BUDGET											
<p>These projects have been identified for water line improvements/replacement. MP Chapter 11 - downtown wl, MP #6 - Chapel Rd. WL, and projects to facilitate development - Peach St. WL, WL extension from Central Market Place, WL for Promenade.</p>								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
								Capital		-		-		-		-		-	
JUSTIFICATION																			
<p>Many of the downtown water lines are pre-1944. Chapel Rd. WL is undersized and no taps are available off this line. This will loop the water in this area. Peach St. and Central Texas are projects for development.</p>								TOTAL		\$ -		\$ -		\$ -		\$ -			
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total		GIS MAP Reference							
				BUDGET		PLANNED													
				2020		2021		2022		2023						2024			
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -						\$ -			
Preliminary Engineering Design		-		-		-		-		-						-			
Design		2,362,510		-		-		-		-						2,362,510			
Construction		-		6,000,000		-		1,000,000		-						2,000,000			
Land/ROW		-		-		-		-		-						-			
Furniture, Fixtures & Equipment		-		-		-		-		-						-			
Contingency		-		-		-		-		-						-			
TOTAL COSTS		\$ 2,362,510		\$ 6,000,000		\$ -		\$ 1,000,000		\$ -		\$ 2,000,000		\$ 11,362,510					
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total		GIS MAP Reference							
				BUDGET		PLANNED													
				2020		2021		2022		2023						2024			
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -						\$ -			
CO'S		2,362,510		6,000,000		-		1,000,000		-						2,000,000			
Revenue Bonds		-		-		-		-		-						-			
Enterprise System Revenues		-		-		-		-		-						-			
Other Funding Sources		-		-		-		-		-						-			
TOTAL SOURCE		\$ 2,362,510		\$ 6,000,000		\$ -		\$ 1,000,000		\$ -						\$ 2,000,000		\$ 11,362,510	
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:													
						City Goal: Infrastructure													
						Master Plan Reference: Chapter 11, #6													
						Project Manager:													
						Estimator:													

CITY OF WACO											
CIP Projects- Water										Overall Rank	Dept. Rank
PROJECT NO. 60WTR60103	PROJECT TITLE Water System Improvements										
PROJECT TYPE:	WATER	PROJECT CODE	60	MANAGING DEPT	WATER DEPARTMENT	PROJECT TYPE SHORT	WTR				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION				IMPACT ON OPERATING BUDGET							
<p>This project consists of water line replacements in conjunction with the Street Program, miscellaneous water improvements such as emergency line replacements, property or easement acquisitions, and development related improvements. Street Program: 20-\$3M, 21-\$7M, 22-\$7M, 23-\$3M, 24-\$3M Total \$28M (includes FY 18 & 19)</p>				Expenditures		2020	2021	2022	2023	2024	
				Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -	
				Operations & Maintenance		-	-	-	-	-	
				Capital		-	-	-	-	-	
				TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	
JUSTIFICATION											
<p>The replacement of water lines in coordination with the Street Program reduces the likelihood of having to cut new payment when repairing a water line. Miscellaneous water improvements are also an important aspect of maintaining our water system in order to</p>											
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Preliminary Engineering Design	-	50,000	-	-	-	50,000					
Design	-	200,000	-	-	-	200,000					
Construction	-	9,000,000	11,500,000	11,500,000	6,500,000	6,500,000	45,000,000				
Land/ROW	-	-	-	-	-	-					
Furniture, Fixtures & Equipment	-	-	-	-	-	-					
Contingency	-	-	-	-	-	-					
TOTAL COSTS	\$ -	\$ 9,250,000	\$ 11,500,000	\$ 11,500,000	\$ 6,500,000	\$ 6,500,000	\$ 45,250,000				
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
CO'S	-	7,500,000	10,000,000	10,000,000	5,000,000	5,000,000	37,500,000				
Revenue Bonds	-	-	-	-	-	-					
Enterprise System Revenues	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000				
Other Funding Sources	-	250,000	-	-	-	-	250,000				
TOTAL SOURCE	\$ -	\$ 9,250,000	\$ 11,500,000	\$ 11,500,000	\$ 6,500,000	\$ 6,500,000	\$ 45,250,000				
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)	FINISH (MTH, YEAR)	PROJECT SCHEDULE							
Bond Interest				Analysis/Study/Assessment							
				Preliminary Engineering Design							
				Design							
				Construction		City Goal: Infrastructure					
				Land/ROW		Master Plan Reference: Chapter 11					
				Furniture, Fixtures & Equipment		Project Manager:					
				Estimate Date:			Estimator:				

CITY OF WACO																					
CIP Projects- Water										Overall Rank	Dept. Rank										
PROJECT NO. 60WTR60104		PROJECT TITLE Pumps & Storage Improvements																			
PROJECT TYPE:		WATER		PROJECT CODE		60		MANAGING DEPT		WATER DEPARTMENT		PROJECT TYPE SHORT		WTR							
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS													
DOES THIS PROJECT COMPLY WITH MASTER PLANS:								OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION This project consists of the repair and maintenance of pumps and storages.								IMPACT ON OPERATING BUDGET													
								Expenditures		2020		2021		2022		2023		2024			
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -			
								Operations & Maintenance		-		-		-		-		-			
								Capital		-		-		-		-		-			
JUSTIFICATION The maintenance of these assets is vital to the functionality of our entire water system. Without properly maintained pumps and storages, we would be unable to provide water for the community.																					
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -			
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total		GIS MAP Reference									
				BUDGET		PLANNED															
				2020		2021		2022		2023								2024			
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -								\$ -			
Preliminary Engineering Design		-		-		-		-		-								-			
Design		-		-		-		-		-								-			
Construction		-		-		1,500,000		-		1,500,000								-			
Land/ROW		-		-		-		-		-								-			
Furniture, Fixtures & Equipment		-		-		-		-		-								-			
Contingency		-		-		-		-		-								-			
TOTAL COSTS		\$ -		\$ -		\$ 1,500,000		\$ -		\$ 1,500,000		\$ -		\$ 3,000,000							
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total		GIS MAP Reference									
				BUDGET		PLANNED															
				2020		2021		2022		2023								2024			
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -								\$ -			
CO'S		-		-		1,500,000		-		1,500,000								-			
Revenue Bonds		-		-		-		-		-								-			
Enterprise System Revenues		-		-		-		-		-								-			
Other Funding Sources		-		-		-		-		-								-			
TOTAL SOURCE		\$ -		\$ -		\$ 1,500,000		\$ -		\$ 1,500,000								\$ -		\$ 3,000,000	
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE															
						Analysis/Study/Assessment															
						Preliminary Engineering Design															
						Design															
						Construction															
						Land/ROW															
						Furniture, Fixtures & Equipment															
						Estimate Date:															
						Estimator:															
						City Goal: Infrastructure															
						Master Plan Reference:															
						Project Manager:															

CITY OF WACO											
CIP Projects- Water										Overall Rank	Dept. Rank
PROJECT NO. 60WTR60105	PROJECT TITLE Lake Brazos Gate & Boom										
PROJECT TYPE:	WATER	PROJECT CODE	60	MANAGING DEPT	WATER DEPARTMENT	PROJECT TYPE SHORT	WTR				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION This project consists of a gate and boom to manage the debris that builds up on the Lake Brazos Dam during rain events.				IMPACT ON OPERATING BUDGET							
				Expenditures	2020	2021	2022	2023	2024		
				Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -		
				Operations & Maintenance	-	-	-	-	-		
JUSTIFICATION Managing the debris will help prevent high levels of water in Lake Brazos as well as potential flooding.				Capital	-	-	-	-	-		
				TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Preliminary Engineering Design	-	-	-	-	-	-					
Design	-	-	-	-	-	-					
Construction	-	7,000,000	-	-	-	7,000,000					
Land/ROW	-	-	-	-	-	-					
Furniture, Fixtures & Equipment	-	-	-	-	-	-					
Contingency	-	-	-	-	-	-					
TOTAL COSTS	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000				
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	-					
CO'S	-	7,000,000	-	-	-	7,000,000					
Revenue Bonds	-	-	-	-	-	-					
Enterprise System Revenues	-	-	-	-	-	-					
Other Funding Sources	-	-	-	-	-	-					
TOTAL SOURCE	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -	\$ 7,000,000					
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)			PROJECT SCHEDULE		GIS MAP Reference				
					Analysis/Study/Assessment						
					Preliminary Engineering Design						
					Design						
					Construction						
					Land/ROW						
					Furniture, Fixtures & Equipment						
					Estimate Date:						
					Estimator:						
					City Goal:					Infrastructure	
					Master Plan Reference:						
					Project Manager:						

CITY OF WACO											
CIP Projects- Water										Overall Rank	Dept. Rank
PROJECT NO. 60WTR60106	PROJECT TITLE TSTC Tower										
PROJECT TYPE:	WATER	PROJECT CODE	60	MANAGING DEPT	WATER DEPARTMENT	PROJECT TYPE SHORT	WTR				
ASSOCIATED PROJECT NUMBERS:						PROJECT FUNDING STATUS					
DOES THIS PROJECT COMPLY WITH MASTER PLANS:			OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION This project consists of raising the TSTC Tower an additional 25 feet.				IMPACT ON OPERATING BUDGET							
				Expenditures		2020	2021	2022	2023	2024	
				Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -	
				Operations & Maintenance		-	-	-	-	-	
				Capital		-	-	-	-	-	
JUSTIFICATION Originally the Tower was not built at the necessary height to provide adequate water pressure. Raising the tower to the correct height with allow us properly serve the community.				TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	
PROJECT COSTS	Project Budget To Date	FISCAL YEAR PLAN					Project Total	GIS MAP Reference			
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
Analysis/Study/Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Preliminary Engineering Design	-	-	-	-	-	-					
Design	-	-	-	-	-	-					
Construction	-	-	-	2,500,000	-	2,500,000					
Land/ROW	-	-	-	-	-	-					
Furniture, Fixtures & Equipment	-	-	-	-	-	-					
Contingency	-	-	-	-	-	-					
TOTAL COSTS	\$ -	\$ -	\$ -	\$ -	2,500,000	\$ -	\$ 2,500,000				
SOURCE OF FUNDS	Project Budget To Date	FISCAL YEAR PLAN					Project Total				
		BUDGET	PLANNED								
	2020	2021	2022	2023	2024						
General Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
CO'S	-	-	-	2,500,000	-	2,500,000					
Revenue Bonds	-	-	-	-	-	-					
Enterprise System Revenues	-	-	-	-	-	-					
Other Funding Sources	-	-	-	-	-	-					
TOTAL SOURCE	\$ -	\$ -	\$ -	\$ -	2,500,000	\$ -	\$ 2,500,000				
OTHER FUNDING SOURCES DETAIL:	START (MTH, YEAR)	FINISH (MTH, YEAR)		PROJECT SCHEDULE							
				Analysis/Study/Assessment							
				Preliminary Engineering Design							
				Design							
				Construction							
				Land/ROW							
				Furniture, Fixtures & Equipment							
				Estimate Date:							
				Estimator:							
				City Goal:	Regulatory						
				Master Plan Reference:							
				Project Manager:							

CITY OF WACO																			
CIP Projects- Water										Overall Rank	Dept. Rank								
PROJECT NO. 60WTR60107		PROJECT TITLE Raw Water Line Intake to DAF																	
PROJECT TYPE:		WATER		PROJECT CODE		60		MANAGING DEPT		WATER DEPARTMENT		PROJECT TYPE SHORT		WTR					
ASSOCIATED PROJECT NUMBERS:										PROJECT FUNDING STATUS									
DOES THIS PROJECT COMPLY WITH MASTER PLANS:						OTHER DEPARTMENTS ENGAGED:													
DESCRIPTION This project consists of a redundant water feed that runs from the intake at Lake Waco Dam to the DAF.								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION Maintenance of this line is crucial, beacuse it is the only line that pumps water from the lake to the DAF.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN						Project Total	GIS MAP Reference									
			BUDGET		PLANNED														
		2020		2021		2022		2023						2024					
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -						\$ -					
Preliminary Engineering Design		-		-		-		-						-					
Design		-		-		-		-						-					
Construction		-		-		2,000,000		-						-					
Land/ROW		-		-		-		-						-					
Furniture, Fixtures & Equipment		-		-		-		-						-					
Contingency		-		-		-		-						-					
TOTAL COSTS		\$ -		\$ -		\$ 2,000,000		\$ -		\$ 2,000,000									
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN						Project Total	GIS MAP Reference									
			BUDGET		PLANNED														
		2020		2021		2022		2023						2024					
General Revenue		\$ -		\$ -		\$ -		\$ -						\$ -					
CO'S		-		-		2,000,000		-						-					
Revenue Bonds		-		-		-		-						-					
Enterprise System Revenues		-		-		-		-						-					
Other Funding Sources		-		-		-		-						-					
TOTAL SOURCE		\$ -		\$ -		\$ 2,000,000		\$ -						\$ 2,000,000					
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:													
						City Goal:		Infrastructure											
						Master Plan Reference:		#15											
						Project Manager:													
						Estimator:													

CITY OF WACO												
CIP Projects- Water										Overall Rank	Dept. Rank	
PROJECT NO. 60WTR60108		PROJECT TITLE Building										
PROJECT TYPE:		WATER		PROJECT CODE 60		MANAGING DEPT WATER DEPARTMENT		PROJECT TYPE SHORT WTR				
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS				
DOES THIS PROJECT COMPLY WITH MASTER PLANS:				OTHER DEPARTMENTS ENGAGED:								
DESCRIPTION This project consists of a new Water/Wastewater Administration Building.						IMPACT ON OPERATING BUDGET						
						Expenditures		2020	2021	2022	2023	2024
						Personnel Services		\$ -	\$ -	\$ -	\$ -	\$ -
						Operations & Maintenance		-	-	-	-	-
						Capital		-	-	-	-	-
JUSTIFICATION The current administration building is undersized and lacks adequate office, staff, and conference room space. A new building would give us the opportunity to operate more efficiently.						TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS		Project Budget To Date	FISCAL YEAR PLAN					Project Total		GIS MAP Reference		
			BUDGET	PLANNED								
			2020	2021	2022	2023	2024					
Analysis/Study/Assessment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Preliminary Engineering Design		-	-	-	-	-	-	-				
Design		-	-	-	-	-	-	-				
Construction		-	-	4,000,000	-	-	-	4,000,000				
Land/ROW		-	-	-	-	-	-	-				
Furniture, Fixtures & Equipment		-	-	-	-	-	-	-				
Contingency		-	-	-	-	-	-	-				
TOTAL COSTS		\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000			
SOURCE OF FUNDS		Project Budget To Date	FISCAL YEAR PLAN					Project Total		GIS MAP Reference		
			BUDGET	PLANNED								
			2020	2021	2022	2023	2024					
General Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-				
CO'S		-	-	4,000,000	-	-	-	4,000,000				
Revenue Bonds		-	-	-	-	-	-	-				
Enterprise System Revenues		-	-	-	-	-	-	-				
Other Funding Sources		-	-	-	-	-	-	-				
TOTAL SOURCE		\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000			
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)	FINISH (MTH, YEAR)		PROJECT SCHEDULE							
					Analysis/Study/Assessment							
					Preliminary Engineering Design							
					Design							
					Construction							
					Land/ROW							
					Furniture, Fixtures & Equipment							
					Estimate Date:							
					Estimator:							
					City Goal:							
					Master Plan Reference:							
					Project Manager:							

CITY OF WACO																			
CIP Projects- Water										Overall Rank	Dept. Rank								
PROJECT NO. 60WTR60109		PROJECT TITLE Water Transmission Line Improvements																	
PROJECT TYPE:		WATER		PROJECT CODE		60		MANAGING DEPT		WATER DEPARTMENT		PROJECT TYPE SHORT		WTR					
ASSOCIATED PROJECT NUMBERS:								PROJECT FUNDING STATUS											
DOES THIS PROJECT COMPLY WITH MASTER PLANS:								OTHER DEPARTMENTS ENGAGED:											
DESCRIPTION This project consists of repairs and improvements to water transmissions lines. MP #1 is a transmission line from Riverside to Hillcrest GS (provide redundancy). MP #29 is a transmission line from Gholson GS to TSTC Tower (provide adequate pressure).								IMPACT ON OPERATING BUDGET											
								Expenditures		2020		2021		2022		2023		2024	
								Personnel Services		\$ -		\$ -		\$ -		\$ -		\$ -	
								Operations & Maintenance		-		-		-		-		-	
JUSTIFICATION Ensuring that these lines are in working condition is crucial for transporting water to all areas of the City and to areas within our ETJ/CCN.								Capital		-		-		-		-		-	
								TOTAL		\$ -		\$ -		\$ -		\$ -		\$ -	
PROJECT COSTS		Project Budget To Date		FISCAL YEAR PLAN						Project Total		GIS MAP Reference							
				BUDGET		PLANNED													
		2020		2021		2022		2023		2024									
Analysis/Study/Assessment		\$ -		\$ -		\$ -		\$ -		\$ -									
Preliminary Engineering Design		-		-		-		-		-									
Design		-		-		-		-		-									
Construction		-		-		7,500,000		8,000,000		-									
Land/ROW		-		-		-		-		-									
Furniture, Fixtures & Equipment		-		-		-		-		-									
Contingency		-		-		-		-		-									
TOTAL COSTS		\$ -		\$ -		\$ 7,500,000		\$ 8,000,000		\$ -									
SOURCE OF FUNDS		Project Budget To Date		FISCAL YEAR PLAN						Project Total									
				BUDGET		PLANNED													
		2020		2021		2022		2023		2024									
General Revenue		\$ -		\$ -		\$ -		\$ -		\$ -									
CO'S		-		-		7,500,000		8,000,000		-									
Revenue Bonds		-		-		-		-		-									
Enterprise System Revenues		-		-		-		-		-									
Other Funding Sources		-		-		-		-		-									
TOTAL SOURCE		\$ -		\$ -		\$ 7,500,000		\$ 8,000,000		\$ -									
OTHER FUNDING SOURCES DETAIL:		START (MTH, YEAR)		FINISH (MTH, YEAR)		PROJECT SCHEDULE													
						Analysis/Study/Assessment													
						Preliminary Engineering Design													
						Design													
						Construction													
						Land/ROW													
						Furniture, Fixtures & Equipment													
						Estimate Date:													
						City Goal:													
						Master Plan Reference:		#1, #29											
						Project Manager:													
						Estimator:													



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.

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.

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.

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.

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.

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 wellbeing 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.

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 (the Act). This Investment Policy has been adopted by the City Council of the City of Waco by resolution on September 18, 2018.

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 Agency Funds.

All excess cash, except for cash in certain restricted and special accounts, may 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 yield.

I. AUTHORIZED SECURITIES AND TRANSACTIONS

All investments of the City shall be made in accordance with the Act. This Investment Policy shall be reviewed and adopted by City Council not less than annually. Any revisions or extensions of the Act will not be authorized until this Investment Policy has been amended and adopted by the City Council. .

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

1. Obligations of the US Treasury with stated 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: Non-subordinated debt securities of US agencies and instrumentalities excluding all mortgage-backed securities, with stated maturities not exceeding three years from the date of purchase.
4. Repurchase Agreements and Flexible Repurchase Agreements: Collateralized by cash or non-subordinated debt of the U.S. Government, its agencies and instrumentalities including mortgage-backed securities and CMO passing the Federal Reserve *bank test*, issued by federal agencies. For the purpose of this section, the term collateral shall mean purchased/sold securities under the terms of the City's approved Master Repurchase Agreement. Further, for purposes of this section, the term mortgage-backed securities" shall not include interest-only mortgage-backed securities,

inverse or principal-only mortgage-backed securities. The collateral shall maintain 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 maintained in the City's name and held by a third-party custodian approved by the City. Collateral 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.

Repurchase Agreements shall be entered into only with primary dealers or financial institutions doing business in the State of Texas. 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. Repurchase agreements may not be used as a sweep vehicle in a depository unless the underlying agreement confirms it as a buy-sell transaction.

5. Money Market Mutual Funds: SEC 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) strive to maintain a daily net asset value of \$1.00; (3) limit assets of the fund to securities authorized by the Act; (4) are in compliance 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, or equivalent.
6. Depository Certificates of Deposit: issued by a depository institution having their main office or branch offices in Texas that are insured by the Federal Deposit Insurance Corporation (FDIC) or their successor. Depository certificates of deposit which exceed the FDIC insured amount shall be secured in accordance with Section IV of this policy. Maturities for Certificates of Deposit shall be limited to three years. Fully FDIC insured spread certificate of deposit program through the Promontory Network initiated through a Texas bank.
7. Local Government Investment Pools authorized under Section 2256.016 of the Texas Statutes which 1) are "no-load"; 2) have a daily net asset value of \$1.00; 3) limit assets of the fund to securities authorized by the Act; 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, or equivalent. Furthermore, authorized Local Government Investment Pools must comply with the disclosure and reporting requirements set forth in Section 2256.016, Authorized Investments: Investment Pools.
8. Fully insured or collateralized depository Interest bearing banking accounts of any bank in Texas to include fully FDIC insured money market account spread programs through the Promontory Network.

Any investment that requires a minimum rating under the Act or 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.

Any security donated to or received by the City which is not authorized as an investment may be

maintained or liquidated but at maturity or liquidation proceeds must be invested in authorized investments.

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 any funds in securities with a stated maturity more than three years from the date of purchase. The weighted average final maturity of the City's total 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.

As a general guideline and to prevent too much concentration of risk in one market sector, the following guidelines are established for diversification by market sector.

	% of Portfolio
US Treasury Obligations	80 %
US Government Obligations	60 %
US Agencies/Instrumentalities	80 %
Repurchase Agreement	40 %
Flex Repo per bond issue	100 %
Depository certificates of deposit	25 %
Money Market Mutual Funds	40 %
Bond proceeds	100 %
Texas local government pools	50 %
Bank accounts	40 %

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 on the Authorized Broker/Dealer List

(Exhibit 1 of this Policy) or those recognized as a Primary Dealer by the Federal Reserve Bank of New York..

The City shall do business only with broker/dealers that have been individually evaluated. 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. 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 (Exhibit 1). 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.

All broker/dealers will be sent a copy of this Investment Policy. If material changes are made to the Policy a copy will be sent to each broker/dealer. The City shall not enter into an investment transaction with a broker/dealer prior to sending a copy of the policy to that broker/dealer.

Any pool in which the City participates will be sent a copy of this Investment Policy and certify in writing that it has 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)

IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES

At least every five years 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 safekeeping or custodian bank prior to utilizing that bank's safekeeping/custodial services. To be eligible for designation as the City's safekeeping and/or 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 and 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

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 collateral 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 on the records of the safekeeping bank. 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 book entry and will be held in third-party safekeeping by a City approved custodian/safekeeping 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/safekeeping 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/safekeeping bank shall issue a safekeeping receipt evidencing that the securities are held for the city as "customer."

VII. MONITORING

Market prices shall be obtained from independent sources such as investment broker/dealers, 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:

A. Combined and Operating Funds

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

Safety of Principal - All investments shall be of high credit 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 require short-term liquidity to meet anticipated and unanticipated liabilities. A liquidity buffer shall be maintained to enhance liquidity. 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 yield 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 six-month US Treasury Bill and the one year U.S. Treasury Bill which most closely matches the portfolio's maximum weighted average maturity of one year.

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 credit 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 to aide liquidity needs.

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, Assistant Finance Director and other professional Finance staff 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 approved by City Council 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 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, and 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 Act 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 which meet the conditions below. 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 with the SEC under the Investment Advisors Act of 1940 (15 U.S.C. Section 80b-1 et seq.) to provide for investment and management of its public funds or other funds under its control. The advisory contract made under authority of this subsection may not be for an initial 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, as 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. In addition, the Investment Officers and Investment advisor shall, in compliance with the annual audit, perform a compliance audit of management controls on investments and adherence to the City's Investment Policy (2256.005(m)).

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' yield as an annualized figure on a monthly basis. Investment accounting and reporting shall be consistent with GAAP and 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.

Supplemental Grants Information

Federal Grants

Department of Housing and Urban Development

Community Development Block Grant (CDBG)

The Department of Housing and Urban Development (HUD) annually allocates funds by formula among eligible Cities/Communities. The funds are to be used 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 through a roof repair program, minor home repair program, or through the complete reconstruction of an existing home. These projects improve homes for income eligible persons in order to meet the requirements of the City's Building 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 City's Building 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 City Infrastructure Improvements

This grant funds selected park improvements and City infrastructure improvements within qualifying areas of the City. Parks improvements can include accessibility, playground and fitness equipment; infrastructure improvements can include walking paths, lighting, etc. The 2019-2020 allocations will be used for improvements at Kendrick Park.

All Other Community Development Block Grant Funding

These grant funds are executed through community organizations that have successfully applied for projects, services, community needs or through City programs. Current Community services provided include pre-K and parenting education, substance abuse counseling, homeless shelter services, health and nutrition education, and teen mentoring and development.

Continuum of Care – HMIS Project Management and Continuum of Care Planning

This HUD funded grant is specialized through the Continuum of Care program. The Homeless Management Information System (HMIS) database tracks homeless persons through the various service agencies for

services received and needed. The information is used to determine census of homeless persons, services received, and services needed. The Homeless Coalition is able to utilize the information for further program development. Project management includes data base management, training, and coordination with the homeless service agencies within the Greater Waco area. Continuum of Care Planning funds are passed through the Heart of Texas Homeless Coalition and may be used for carrying out the Continuum of Care's planning activities.

HOME Investment Partnership Program

The Department of Housing and Urban Development (HUD) allocates funds by formula among eligible state and local governments to expand the supply of decent, safe, 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 new single family housing development.

HOME 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 Home Investment Partnership funds effectively.

Tenant Based Rental Assistance (TBRA)

The TBRA program provides assistance to individuals and families in need of affordable rental housing. Based on a household's income, rental assistance is provided to ensure the monthly rent does not exceed 30% of the household's monthly income. Participants are able to access the assistance for up to 12 months, with the goal of the household stabilizing their situation to continue independent living thereafter.

Direct Homeownership Assistance

The down payment assistance programs provide direct assistance to homebuyers who qualify for federal assistance by meeting the HUD income requirements and the City's program guidelines. The down payment assistance is in the form of no-interest deferred-forgivable loans.

Housing Rehabilitation / Reconstruction Programs

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 Building Code and the housing quality standards required by HUD. The assistance is in the form of no-interest loans.

Community Housing Development Organization (CHDO) Allocation

The Department of Housing and Urban Development (HUD) requires that 15% of the HOME funds provided to the City of Waco be spent with CHDOs. If at least 15% of the funding is not provided to this specific activity, it will not be provided to the City. The CHDOs build affordable homes for low-income eligible buyers.

HUD – Office of Lead Hazard Control & Health Homes (OLHCHH)

The Department of Housing and Urban Development (HUD) through the OLHCHH has granted the City of Waco \$1,500,000 aimed to remove lead hazards in the homes of low income families. The priority is to assist housing in which children 6 years of age and younger that have elevated blood lead levels reside and/or where a lead hazard exists or the household of a pregnant woman. This project will both make homes healthy and increase the supply of safe and affordable housing inventory in the City of Waco.

Housing Opportunities for People with AIDS (HOPWA)

The Texas Department of State Health Services funds 100% of the HOPWA program with HUD HOPWA grant funds. 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.

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 5307)

Funding for the operation of Waco Transit System 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 Texas Department of Transportation (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 project administration assistance. Funding assistance is provided at an 80% match for project administration 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.

Enhanced Mobility of Seniors and Individuals with Disabilities (Section 5310)

Federal Program 5310 grants are awarded to nonprofit organizations and local public entities serving rural and urban areas promoting the availability of cost effective, efficient, coordinated passenger transportation services planned, designed, and carried out to meet the needs of seniors and individuals with disabilities when public transportation is insufficient, unavailable, or inappropriate. Funding may be allocated for eligible capital and/or operating expenses, and will be utilized for the acquisition of transportation services under a contract, as well as mobility management expenses as accrued by the agency. No local match is required because TxDOT awarded Transportation Development Credits (TDC's) for fiscal year 2020 for Waco Transit Services and McLennan County Rural Transit District.

Bus and Bus Facilities Program (5339)

The 5339 Grants for Bus and Bus Facilities makes federal resources available to state and designated direct recipients to replace, rehabilitate, and purchase buses, vehicles, and/or related equipment, as well as construct or rehabilitate bus related facilities. Funding is provided through formula allocations on an annual basis, as well as a through competitive grants.

Rural Discretionary

TxDOT awards funding in a competitive allocation process for projects that cannot reasonably be funded through FTA and State Program formula allocations or local resources. McLennan County Rural Transit District's LINK Project will support the efforts of providers to regionally link the network of public transportation services and facilities between the rural areas and intercity/urban areas. This partnership will promote the expansion of mobility options for the residents of the rural areas of the state by connecting them to Waco Transit Service's urban intercity fixed route system, numerous medical and health facilities, as well as places of employment and higher levels of education.

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 and provides the staff and resources to operate the program and is then reimbursed through federal planning funds. The federal planning funds are provided from the Federal Highway Administration and the Federal Transit Administration and total 80% of the funding for the MPO program. Similar to fiscal year 2019, the 20% match for fiscal year 2020 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 (TDC). As the TDCs are not cash, they only waive the match requirement for federal funds and do not add to the funds available for expenditures. For fiscal year 2020, the MPO program will not receive any other funds from other sources.

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.

Federal Highway Administration

The Transportation Alternatives Set-Aside Program Grant, awarded June 2018 for \$2,704,800, provides funding for transportation enhancements for the Historic Elm Avenue Bike and Pedestrian Infrastructure project. Funding is provided with 80% from the Transportation Alternatives Set-Aside Grant in combination with a 20% local match. Construction will begin in fiscal year 2020.

The Transportation Alternatives Set-Aside Grant, awarded June 2018 for \$474,586, provides funding for transportation enhancements for the 11th and 12th Streets and Gurley Lane Bike and Pedestrian Infrastructure project. Funding is provided with 80% from the Transportation Alternatives Set-Aside Grant in combination with a 20% local match. Construction began in fiscal year 2019 and estimated to be completed in early fiscal year 2020.

Department of Justice

Edward J. Byrne Competitive 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 fiscal year 2020, the proposed grant amount is \$60,279, which will be allocated between the City of Waco, McLennan County, and the City of Bellmead. The City of Waco's share of approximately \$27,775 will be used to expand law enforcement equipment and technology.

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.

Department of Homeland Security

Federal Emergency Management Agency Emergency Management Performance Grant

The purpose of the Emergency Management Performance Grant (EMPG) is to assist with the enhancement and sustainment of state, local, and tribal emergency management programs. Activities conducted using EMPG funding should relate directly to the four elements of all-hazards emergency management: response, recovery, mitigation and preparedness.

State Homeland Security Program (SHSP) Law Enforcement Terrorism Prevention Activities (LETPA)

The purpose of the State Homeland Security Program-Law Enforcement Terrorism Prevention Activities (SHSP-LETPA) grant is to support state and local efforts to prevent terrorism and other catastrophic events and prepare for the threats and hazards that pose the greatest risk to the security of Texas citizens.

Assistance to Firefighters Grant

The primary goal of the Assistance to Firefighters Grants (AFG) is to enhance the safety of the public and firefighters with respect to fire-related hazards by providing direct financial assistance to eligible fire departments, nonaffiliated Emergency Medical Services (EMS) organizations, and State Fire Training Academies (SFTA). This funding is for critically needed resources to equip and train emergency personnel to recognized standards, enhance operations efficiencies, foster interoperability, and support community resilience.

Staffing for Adequate Fire and Emergency Response

The Staffing for Adequate Fire and Emergency Response Grants (SAFER) was created to provide funding directly to fire departments and volunteer firefighter interest organizations to help them increase or maintain the number of trained, "front line" firefighters available in their communities. The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by the NFPA (NFPA 1710 and/or NFPA 1720).

Department of Health and Human Services

Environmental Health

Division for Regional and Local Health Services (RLSS/LPHS Grant)

The RLSS/LPHS funds (formerly known as Triple O) 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 through 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.

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.

Tuberculosis 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.

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.

Ryan White Part B and Ryan White Supplemental

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.

Department of Agriculture

Women, Infants and Children (WIC)

The WIC program is 100% federally funded through the Texas Health and Human Services Commission. 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 five (5) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 6,800 eligible participants monthly.

State Grants

State Transportation Grants

State Transit Grants (Urban)

Funding from the State is provided to assist with the operation of Waco Transit System. 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 State funding is provided by the State to assist with the operation of McLennan County Rural Transit District 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, as well as Rural Discretionary funding. Both Federal and State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

Routine Airport Maintenance Program (RAMP) Grants

The Texas Department of Transportation (TxDOT) Routine Airport Maintenance Program (RAMP) grant funds “lower cost” airside and landside airport improvements. These items can be more than just maintenance and may be new or additional items of work. Examples are: construction of airport entrance roads; pavement of airport public parking lots; installation of security fencing, replacement of rotating beacon, etc. TxDOT will determine the eligibility of specific items.

State Health Grants

Public Health Nursing

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, 2021 (total amount awarded \$164,328 for two years).

Immunizations

The Texas Department of State Health Services funds approximately 60% 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.

HIV/AIDS Services

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

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. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

State Services, State Services R, and State R

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.

Local Grants

McLennan County Community Health Worker (CHW) Initiative

A grassroots, community-based health initiative utilizing the knowledge and experience of McLennan County community members to improve individual and community health in McLennan County. Under the direction of the Coordinator, the CHW will be working to promote, maintain, and improve the health of community members and their families by: establishing trusting relationships; helping individuals and groups understand their health condition(s); helping individuals and groups access health and social resources; advocating for the health and wellbeing of the community; and developing strategies to improve individual and community health.

Supplementary Grant Information

	2018-19 Allocation	Adopted 2019-20 Allocation
FEDERAL GRANTS		
<u>Department of Housing & Urban Development</u>		
Community Development Block Grant		
Administration	265,751	260,415
Housing Rehabilitation	440,052	348,934
Code Enforcement	320,000	275,000
Parks and Infrastructure Improvements	-	175,000
All Other	302,954	242,724
Total Community Development Block Grant	1,328,757	1,302,073
Continuum of Care		
Continuum of Care Planning Grant	46,379	49,923
Supportive Housing Program	62,653	62,653
Total Continuum of Care	109,032	112,576
HOME Investment Partnerships Program (HOME)		
Administration	69,289	62,804
Housing Rehabilitation	223,599	200,000
Homeownership Assistance	-	171,033
Tenant Based Rental Assistance	-	100,000
Community Housing Development Organizations	400,000	94,206
Total HOME Investment Partnerships Program	692,888	628,043
Housing Opportunities for People with AIDS		
HIV/AIDS-HOPWA	71,127	71,127
Total Housing Opportunities for People with AIDS	71,127	71,127
Total Department of Housing & Urban Development	2,201,804	2,113,819
<u>Department of Transportation</u>		
Federal Aviation Administration		
Airport Improvement Program	1,110,000	1,000,000
Total Federal Aviation Administration	1,110,000	1,000,000
Federal Transit Administration		
Capital/Planning Grants (Urban) (Section 5307)	137,280	175,000
Operating Assistance (Urban) (Section 5307)	1,196,956	1,203,800
Preventive Maintenance (Urban) (Section 5307)	1,095,000	1,098,000
ADA Expense (Urban) (Section 5307)	270,767	275,200
Operating Assistance (Rural) (Section 5311)	292,039	677,421
Discretionary (Rural)	177,000	317,000
Capital (Urban) (Section 5339)	-	972,685
Capital (Rural) (Section 5339)	-	403,500
Enhanced Mobility (Urban) (Section 5310)	298,394	298,394
Enhanced Mobility (Rural) (Section 5310)	179,517	179,517
Total Federal Transit Administration	3,646,953	5,600,517
Metropolitan Planning Organization	563,350	500,000
Total Metropolitan Planning Organization	563,350	500,000
Selective Traffic Enforcement Program		
STEP Grant	156,250	130,000
Total Selective Traffic Enforcement Program	156,250	130,000
Federal Highway Administration		
Transportation Alternative Set-Aside Grant	-	3,179,386
Total Federal Highway Administration	-	3,179,386
Total Department of Transportation	5,476,553	10,409,903
<u>Department of Justice</u>		
Edward Byrnes Memorial Justice Assistance Grant	25,765	27,775
VAWA/Family Violence Unit	25,865	34,596
Total Department of Justice	51,630	62,371

Supplementary Grant Information

	2018-19 Allocation	Adopted 2019-20 Allocation
FEDERAL GRANTS (cont.)		
Department of Homeland Security		
Emergency Management Performance Grant	57,000	57,000
State Homeland Security Program - LETPA Projects	-	34,300
State Homeland Security Program - SHSP Regular Projects	-	30,211
Assistance to Firefighters Grant	-	596,982
Staffing for Adequate Fire And Emergency Response	-	455,418
Total Department of Homeland Security	57,000	1,173,911
Department of Health and Human Services		
RLSS/LPHS- Environmental	175,007	175,007
Public Health Preparedness	172,112	172,112
Healthy Texas Babies	67,500	67,500
Tuberculosis Control - Federal	33,065	33,065
Texas Healthy Communities	50,000	100,000
HIV/AIDS-Ryan White	296,016	319,577
HIV/AIDS - Ryan White Supplemental Part 1	-	20,000
HIV/AIDS - Ryan White Supplemental Part 2	-	20,623
Total Department of Health and Human Services	793,700	907,884
Department of Agriculture		
Women, Infants and Children (WIC)	1,647,163	1,641,884
Total Department of Agriculture	1,647,163	1,641,884
Total Federal Grants	10,227,850	16,309,772
STATE GRANTS		
State Transportation Grants		
Operating Assistance (Urban)	557,428	624,600
Operating Assistance (Rural)	311,630	319,978
Routine Airport Maintenance Program (RAMP) Grants	50,000	50,000
Total State Transit Grants	919,058	994,578
State Police Grants		
Texas Anti-Gang Program	-	1,400,000
Total State Police Grants	-	1,400,000
State Health Grants		
Immunizations	325,635	325,635
Tuberculosis Control - State	38,490	38,490
National Assoc of County & City Health Officials	13,615	-
Infectious Disease Investigation	82,164	82,164
HIV/AIDS-Prevention	182,995	222,230
HIV/AIDS-State Services	184,246	90,908
HIV/AIDS - State Services Supplemental	-	93,354
HIV/AIDS - State R	-	65,000
Total State Health Grants	827,145	917,781
LOCAL GRANTS		
McLennan County Community Health Worker Initiative	220,452	150,000
Total Local Grants	220,452	150,000
Total State and Local Grants	1,966,655	3,462,359
Total Federal, State and Local Grants	12,194,505	19,772,131

Appendix A – Fee Schedule

Fee Schedule By Department
FY2019-2020

DESCRIPTION	Adopted
ANIMAL SHELTER	
Boarding fees (after 72 hours)	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
Rabies Vaccination	15.25 per animal
Heartworm Test	15.00
Spay/neuter surgery	Per cost basis
Male dog/female dog/female cat	65.00 per animal
Neuter male cat	35.00 per male cat
Surrender fee (non-compliant animal)	50.00 per animal
Surrender fee (compliant animal)	No Charge
Surrender fee (with offspring less than 4 months of age)	
Mother Dog and Puppies - Base Amount	50.00 plus
1-4 puppies	50.00 plus
5-8 puppies	50.00 additional
Mother Cat and Kittens - Base Amount	50.00 plus
1-6 kittens	50.00 plus
over 6 kittens	50.00 additional
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
Impound Fees	
1st Impound for compliant pet (within 72 hours)	No Charge
1st Impound for Non-compliant pet	60.00
2nd Impound	75.00
3rd Impound and all subsequent impounds	150.00
Animal Control	Altered/Unaltered
All animals	60.00 1st Pickup
	75.00 2nd Pickup
	150.00 3rd and all subsequent Pickups
Livestock	75.00 minimum
Breeders	125.00 1st pickup
	75.00 2nd pickup (Animal gets altered)
BUDGET	
Ad Valorem Taxes (per Hundred)	0.776232
CAMERON PARK ZOO	
Base Admission Price	
Adult	12.00
Children (3-12 yrs)	9.00
Senior (over 60)	11.00
Military (with ID)	11.00
Military Child (3-12 yrs)	8.00
Group Rates	
Group Size 21 - 100	
Adult	11.00 each
Children (3-12 yrs)	8.00 each
Group Size 101 - 500	
Adults	10.00 each
Children (3-12 yrs)	7.00 each
Group Size Over 500	
Adults	9.00 each
Children (3-12 yrs)	6.00 each
EDUCATION	
School and Group Educational Programs	
Animal Presentations	2.00 per person plus admission
	25.00 minimum
Behind-the-Scenes Tours	20.00 per person - Africa
	20.00 per person - Herpetarium
	20.00 per person - Brazos River Country
	20.00 per person - Asian Forest
Outreach Programs	

Fee Schedule By Department
FY2019-2020

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	120.00	per week - member
	140.00	per week - non-member
Full Day camp	200.00	per week - member
	220.00	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	
CITY MANAGER		
Administrative fee for bond issuance for other organizations	1,000.00	
Administrative fee for changing corporation name on documents previously approved By Council	250.00	
CITY SECRETARY		
Permits		
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	
Duplicate permit fee	10.00	
Duplicate Cemetery Deeds	10.00	
Open Records		
Copying Charges (Outside requests)		
Oversized Paper (11" by 17", greenbar, bluebar)	0.50	per page
Standard Paper (8.5" by 11")	0.10	per page
Personnel Labor Charges	15.00	per hour
Personnel Labor Charges Overhead	0.20	percent of labor charge
Personnel Time CPU Programming	28.50	per hour
Personnel Time CPU Programming Overhead	0.20	percent of labor charge
Certification of Documents	2.50	
CD of records	1.00	
CD of Council Meetings	1.00	
Copy of a Recorded DVD	3.00	
Body Worn Camera Recording	10.00	per recording
Body Worn Camera Video or Audio Footage	1.00	per full minute of audio or video footage
Computer Generated Maps	30.00	
CONVENTION SERVICES		
Hotel/Motel Room Tax	7.00	%
All Day Rental		
Rental of Entire Building (excludes Business Office and back-of-house areas) - Allows Lessee control of lobbies and entrances		
Rental	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	200.00	
Event Office	50.00	per section
Texas Room North	450.00	
1/3 TX Room North	200.00	per section
Texas Room South	450.00	
1/3 TX Room South	200.00	per section
Ranger Room	300.00	
Waco Room	150.00	
Lone Star Room #105	100.00	
Lone Star Room #104	150.00	
Lone Star Room #103	200.00	
Upper Main Foyer	300.00	
Lower Main Foyer	300.00	

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Move In/Decorator/Set Up Day	1/2 of daily room rental for respective room (2 days max.)	
Move Out Day	1/2 of daily room rental for respective room (1 day max.)	
Additional Move In/Move Out Days		Full Day Room Rental
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
EQUIPMENT SERVICES		
Skirted Table		20.00
Table Linen Change		6.00
Tables - Standard = all tables will be covered with white cloth (lap length)		
5 ft (60") Round Tables		8.00
8 ft Rectangle Tables		8.00
Cocktail Tables		10.00
Chairs		0.75
Pipe & Drape - limited supply - one color only, charged per linear foot		
3 foot pipe & drape		5.00
8 foot pipe & drape		5.00
14 foot pipe & drape		8.00
Reset Fees (After room is set originally, cost per chair or table)		Standard Rental times 2
Stages (per section)		
Stage Sections		35.00 per section
Removal Chisholm Hall master stage		1,000.00
AUDIO VISUAL SERVICES		
Audio-Visual		Prices Negotiated
High-speed Internet access (hard wire connection)		75.00 per day
ELECTRICAL SERVICES All electrical charges are based on per day charge not per event.		
120 volt single - 20 amp		30.00 per day
Customers needing 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
FREIGHT RECEIVING/STORAGE*		
* 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.		
Bulk storage		75.00 per pallet
WATER CONNECTIONS		
Initial connection		100.00
Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.		
FOOD AND BEVERAGE SERVICES		
Catering Fee		15 percent
* Fee is charged to the Outside Caterer; all Outside Caterers must sign an agreement explaining rules and requirements.		
Food and Beverages		Prices Negotiated
* Waco Convention Center is the exclusive provider of beer, wine and liquor services.		
Miscellaneous Charges (i.e. cleaning fees, damaged plant fees, damage fees, piano tuning, faxes, key card replacement, etc.)		Based on cost of services
COTTONWOOD CREEK GOLF COURSE		
Green Fees:		
Weekday		26.00
Weekend		34.00
Twilight & 9 - Hole (Weekday) & Tuesday Special		23.00
Twilight & 9 - Hole (Weekend)		28.00
Super Twilight (Weekdays)		16.00
Super Twilight (Weekends)		19.00
Leagues		24.00
Senior Non-Member (Monday-Friday)		20.00
Senior Member (Weekend)		14.00
Junior (Mon-Fri)		18.00
ISD & College, Tournaments		10.00
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)		33.00
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:		

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ISD & College, Baskets		
Small Basket	3.00	
Medium Basket	5.00	
Large Basket	6.00	
Regular Basket	9.00	
Large Basket	10.00	
Member - Regular Basket	6.00	
Member - Large Basket	7.00	
Rentals:		
Clubs	30.00	
Tournaments and Promotions	Price Negotiated	
Membership Fees		
Individual Membership	700.00	
Couple/Family Membership	1,000.00	
Senior Membership (55 & up)	600.00	
Charges for ISD's and Colleges		
Range Fees: Per basket		
Small Basket	2.50	
Regular Basket	4.00	
Large Basket	4.50	
Green Fees: Per golfer	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		
ENGINEERING		
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
	3.00	per page
Fee for large Xerox (24"x36") copies	25.00	base rate
Data Transfer Fee	25.00	per hour after 1 hour
Small Cell Infrastructure		
Application Fees		
Network node	500.00	per application for up to 5 network nodes, and 250.00 for each add'l network node on a single application; up to 30 network nodes are allowed on each application
Node support pole	1,000.00	per application for each pole
Transport Facility	500.00	up to 5 network nodes and 250.00 for each add'l network node on a single permit; up to 30 network nodes are allowed on each permit
Annual Public Rights-of Ways Use Rates		
Network node	250.00	per network node site
Node support pole		No separate rate from the network node annual fee (each support pole should have a network node attached)
Transport Facility	28.00	monthly for each network node site, unless an equal or greater amount is paid the city e.g., under Chapter 283, Tex. Loc. Gov. Code or Chapter 66, Tex.Util. Code

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FINANCE DEPARTMENT

Garage Sale Permits	10.00
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FIRE SERVICES

Installation and Remodeling of Fire Protection System:

Hood and duct suppression systems	40.00	plus 2.50 per head
Sprinkler systems	65.00	plus 0.30 per head
Standpipe systems	65.00	plus 5.00 per outlet
Fire pump installation	65.00	
Fire alarm system	65.00	plus 1.00 per device
Commercial paint booth systems	55.00	plus 2.50 per head
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

FACILITY INSPECTION PERMITS

Hospitals, nursing homes, retirement centers, MHMR homes, rehab centers, shelters (app. 40)	100.00	plus 0.50 per bed
Example: 300 bed hospital = \$250 fee (\$100 + (300 x \$0.50))		
Daycare centers, foster homes, pre-school centers (app. 60)	35.00	plus 0.50 per licensed child
Example: Daycare licensed for ten kids = \$40 (\$35 + (10 x \$0.50))		

OTHER OPERATIONAL PERMITS

Hazardous operations or storage, (service stations, flammable liquid storage – app. 75)	35.00	plus 1.00 per nozzle (per year)
Installation of underground fire mains	65.00	
Re-Inspection fee for any failed testing	165.00	
Emergency (after Hours or Weekends) inspection fees	200.00	
Environmental Impact Fee	500.00	

HEALTH SERVICES

VITAL STATISTICS

	Funding Member	Non Funding Member
Certified copies of birth certificate	23.00	23.00
Search Fee for birth certificate	22.00	22.00
Certified copies of death certificate	21.00	21.00
Search Fee for death certificate	20.00	20.00
Additional copies of death certificate (at time of initial request)	4.00	4.00
Expedited Service Fee	10.00	10.00

ENVIRONMENTAL HEALTH

The following Septic System permits and fees are set and adopted by the County Commissioners Court

Septic system permit & inspection

Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Aerobic OSSF Maintenance	100.00	100.00

Septic System Minor Repairs

Single family residences	160.00	160.00
All others except single family residences	160.00	160.00

Septic System Major Repairs

Single family residences	410.00	410.00
All others except single family residences	610.00	610.00

Fee included on all permits, new or repairs, for the TCEQ

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

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1 - 30	165.00	220.00
31 - 100	248.00	330.00
101 or more	385.00	495.00
City of Waco with No Seating Fee Based on Square Footage		
Less than 2,500 sq. ft.	165.00	220.00
2,501 - 10,000 sq. ft.	248.00	330.00
10,001 or more sq. ft.	385.00	495.00
Non Profit food establishments (any type or size)		45.00
(501(C) (3) or church under section 170 (b)(1)(A)(i) IRS code)		
Additional preopening inspection or consultation (one free each per establishment)	85.00	110.00
Mobile Food Vendor	165.00 per unit	220.00 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	22.00	55.00
Late Payment Fee (per month past due) - Activates 1st day of the month	25.00 per month	25.00 per month
Reinspection Fee	85.00	110.00
Reinstatement of Suspended Permit (separate from reinspection fee)	85.00	110.00
Temporary food establishment permit		
Events 1 to 14 days	45.00	55.00
Late Payment Fee (for temporary permit)	Double normal fee	Double normal fee
Late Payment Fee Non profit organizations and churches		35.00
Food Safety Classes (for food employees)	20.00 per student	20.00 per student
Copy of Texas Food Establishment Rules (TFER) (One complimentary copy)	11.00	16.50
Refrigerator/Freezer Thermometer	2.50	4.50
Handwash sign	1.50	2.50
Adult or Child Care, foster or adoptive home inspections		
1-12 individuals	35.00	55.00
13-99 individuals	110.00	110.00
100+ individuals	137.00	137.00
Public or semi-public swimming pool/spa permit	137.00 each	165.00 each
Fee is charge for each separate circulation system. A wading pool or spa connected to pool that operates off the same circulation system does not require a separate fee. However, if the wading pool or spa has a separate circulation system, a separate permit is required		
Reinspection of pool/spa	85.00	110.00
Reprint/additional copy of a permit	5.50 per copy	7.50 per copy
Late Payment Fee (per month past due) - Activates 1st day of the month	25.00 per month	25.00 per month
Copy of TDH Standards for Public Swimming Pool and Spa (1 free copy per permit)	5.50	8.00
LABORATORY		
Pregnancy Test	15.00 per test	15.00 per test
Rapid HIV Testing	40.00 per test	40.00 per test
Wet Mount	10.00 per test	10.00 per test
Gram Stain	10.00 per test	10.00 per test
Venipuncture	15.00	15.00
Syphilis Screening, RPR	10.00 per test	10.00 per test
Specimen Handling Fee	10.00	10.00
PUBLIC HEALTH NURSING		
Flu Shot	22.00 per dose	27.00 per dose
Flu Mist	25.00 per dose	30.00 per dose
Pneumococcal Vaccine 23'	93.00 per dose	98.00 per dose
Pneumococcal Vaccine 13'	230.00 per dose	235.00 per dose
Immunizations Administration Fee (except TVFC)	22.00 per dose	22.00 per dose
Typhoid vaccine	89.00 per dose	94.00 per dose
Oral typhoid vaccine	65.00 per dose	70.00 per dose
Cholera	250.00 per dose	255.00 per dose
Yellow-fever vaccine	165.00 per dose	170.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
Health card (TB Test)	20.00	25.00
Hepatitis A (Adult)	63.00 per dose	68.00 per dose
Hepatitis A (Pedi)	40.00 per dose	45.00 per dose
Hepatitis B (Adult)	54.00 per dose	59.00 per dose
Hepatitis B (Pedi)	30.00 per dose	35.00 per dose
Varicella Vaccine	133.00 per dose	138.00 per dose
Menomune/Meningococcal Polysaccharide Vaccine	147.00 per dose	152.00 per dose
Inactivated Polio Vaccine (IPV) Adult	47.00 per dose	52.00 per dose
Tetanus - Diphtheria (Td) Adult	42.00 per dose	47.00 per dose
Measles, Mumps, Rubella (MMR) Adult	80.00 per dose	85.00 per dose
Human Immune Globulin	117.00 per vial	122.00 per vial
Meningococcal Conjugate Vaccine	123.00 per dose	128.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	60.00 per dose	65.00 per dose
Twinrix (Combination Hepatitis A & Hepatitis B)	82.00 per dose	87.00 per dose
HPV vaccine (3 doses required over a 6 month period)	215.00 per dose	220.00 per dose
DTaP	44.00 per dose	49.00 per dose

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HIB	40.00	per dose	45.00	per dose
Pediarix(Dtap, IPV,Hep B)	85.00	per dose	90.00	per dose
Pentacel (Dtap,IPV,Hib)	104.00	per dose	109.00	per dose
Kinrix (Dtap, IPV)	65.00	per dose	70.00	per dose
DT	57.00	per dose	62.00	per dose
MMRV	200.00	per dose	205.00	per dose
Rotavirus	95.00	per dose	100.00	per dose
Zoster (Shingrix)	159.00	per dose	164.00	per dose
Influenza (6 mos to 35 mos)	26.00	per dose	31.00	per dose
Yellow fever (group of 5)	135.00	per dose	140.00	per dose
Meningococcal B	184.00	per dose	189.00	per dose
TB CONTROL				
Chest X-Rays				
Radiological exam, chest; single view, frontal	75.00		80.00	
Radiological exam, chest; two views, frontal & lateral	75.00		75.00	
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	
Level 07, non-physician and physician services and prescribed medications (preventive treatment), class 3 or 5	253.99		253.99	
Physician Exam				
Level 06, non-physician services, client class 1 or 2	37.48		37.48	
Level 08, non-physician and physician services, and prescribed medications (preventive treatment), client class 1 or 2	38.69		38.69	
Level 06, non-physician and physician services, client class 3 or 5	38.51		38.51	
Level 07, non-physician and physician services and prescribed medications (initial treatment), client class 3 or 5	218.99		218.99	
Follow-Up Exams				
Level 01, non-physician services only, client class 1 or 2	22.12		22.12	
Level 06, non-physician and physician services, client class 1 or 2	46.37		46.37	
Level 01, non-physician services only, client class 3 or 5	27.12		27.12	
Level 06, non-physician and physician services, client class 3 or 5	57.59		57.59	
Monthly Examination				
Level 03, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	13.54		13.54	
Level 08, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	47.57		47.57	
Level 02, non-physician services and prescribed medications (initial treatment), client class 3 or 5	202.38		202.38	
Level 04, non-physician services and prescribed medications (maintenance treatment), client class 3 or 5	45.30		45.30	
Level 05, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	809.94		809.94	
Level 07, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	212.27		212.27	
Level 09, non-physician & physician services and prescribed medications (maintenance treatment), client class 3 or 5	55.19		55.19	
Level 10, non-physician & physician services and prescribed medications (advanced treatment), client class 3 or 5	819.83		819.83	
Directly Observed Therapy (DOT)/Directly Observed Preventative Therapy (DOPT)				
DOT/DOPT exam-level 01, non-physician services only, client class 1 or 2	9.69		9.69	
DOT/DOPT exam-level 01, non-physician services only, client class 3 or 5	9.69		9.69	
HEALTH EDUCATION				
On Site Health Education			25.00	per hour
SEXUALLY TRANSMITTED DISEASE				
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

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Doxycycline 100 mg	5.00	per dose	5.00	per dose
Bicillin LA 2.4 mu	5.00	per dose	5.00	per dose
Gentamicin 80 mg	5.00	per dose	5.00	per dose
Moxifloxacin 400 mg	5.00	per dose	5.00	per dose
Valacyclovir 1 gm #14	9.00	per dose	9.00	per dose
Valacyclovir 1 gm #5	5.00	per dose	5.00	per dose
Diflucan 150 mg	5.00	per dose	5.00	per dose
HIV CASE MANAGEMENT				
Ambulatory Outpatient Medical Care Co-pay:				
Equal to or below the official poverty line	No Charge		No Charge	
101 to 200 percent of the official poverty line	Actual cost x 5% (Total charge not to exceed 5% of annual income per year)		Actual cost x 5% (Total charge not to exceed 5% of annual income per year)	
201 to 300 percent of the official poverty line	Actual cost x 7% (Total charge not to exceed 7% of annual income per year)		Actual cost x 7% (Total charge not to exceed 7% of annual income per year)	
More than 300 percent of the official poverty line	Actual cost x 10% (Total charge not to exceed 10% of annual income per year)		Actual cost x 10% (Total charge not to exceed 10% of annual income per year)	
Health Insurance Co-pay:				
Equal to or below the official poverty line	No Charge		No Charge	
101 to 200 percent of the official poverty line	Actual cost x 5% (Total charge not to exceed 5% of annual income per year)		Actual cost x 5% (Total charge not to exceed 5% of annual income per year)	
201 to 300 percent of the official poverty line	Actual cost x 7% (Total charge not to exceed 7% of annual income per year)		Actual cost x 7% (Total charge not to exceed 7% of annual income per year)	
More than 300 percent of the official poverty line	Actual cost x 10% (Total charge not to exceed 10% of annual income per year)		Actual cost x 10% (Total charge not to exceed 10% of annual income per year)	
HOUSING				
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	
ECONOMIC DEVELOPMENT				
Business Tax Abatement Application				
Project located within the State Enterprise Zone	500.00			
Project located outside the State Enterprise Zone	1,000.00			
Residential Tax Abatement Application				
All Others	150.00			
Business Grant Application				
Project located within the State Enterprise Zone	500.00			
Project located outside the State Enterprise Zone	1,000.00			
INSPECTION SERVICES				
Sexually Oriented Businesses				
Non-refundable renewal fee	150.00			
Annual License fee	350.00			
License Inspection	75.00			
Indoor Amusement Facilities				
Initial Application Fee	100.00			
License Fee	100.00			
Renewal Application Fee	50.00			
Lien Filing Fees				
1st page, 8.5 x 11	16.00			
2nd and each subsequent page	4.00			
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	75.00			
Mixed Beverage Permit				
Issuance (Original & Year 1)	-			

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1st Renewal (Year 2 & 3)	1,125.00
2nd Renewal (Year 4 & 5)	1,500.00
3rd Renewal (Year 6 & after)	750.00
Mixed Beverage Late Hours Permit	
Issuance (Year 1 & 2)	-
1st Renewal (Year 3 & 4)	75.00
2nd Renewal (Year 5 & after)	150.00
Mixed Beverage Restaurant Permit	
Issuance (Original & Year 1)	-
1st Renewal (Year 2 & 3)	1,125.00
2nd Renewal (Year 4 & 5)	1,500.00
3rd Renewal (Year 6 & after)	750.00
Mixed Beverage Late Hours Restaurant Permit	
Issuance (Year 1 & 2)	-
1st Renewal (Year 3 & 4)	75.00
2nd Renewal (Year 5 & after)	150.00
Caterer's Permit	
Issuance (Year 1 & 2)	-
1st Renewal (Year 3 & 4)	250.00
2nd Renewal (Year 5 and after)	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
License Inspection	75.00
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
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
Night Club License Inspection	75.00
General Building Permit Fees:	
Technology fee	10.00
Residential structures	
Living area and non-living area and accessory structures	0.20
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	0.20 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	0.15 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 non-residential buildings & 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
	4.50 per add'l 1,000
100,001 to 500,000	490.00 first 100,000
	3.50 per add'l 1,000
500,001 and up	1,890.00 first 500,000
Repairs & alterations to existing residential structures:	
Leveling	75.00 per permit
Repairs & Alterations	200.00 per permit

Fee Schedule By Department
FY2019-2020

Roofing	125.00	per permit
Siding	75.00	per permit
Window	75.00	per permit
Non-refundable Commercial Plan Review Fee - minimum of \$50 or 25% of total Building Permit Fee, whichever is greater (Deducted from final building permit fee)		
Non-Refundable Residential Plan Submittal Fee	50.00	
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	
Site Grading plan review	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 Building 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	40.00	
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 and Lawn Sprinkler Building Permit 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	

Fee Schedule By Department
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Mechanical Building 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	
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	
For each Terminal AC unit (PTAC or VTAC)	10.00	
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	
Penalty. In case any work, for which a permit is required by this chapter, is started prior to obtaining said permit, the fee above shall be doubled. The payment of such doubled fee shall not relieve any person from complying with the requirements of this chapter in execution of work nor from other penalties prescribed herein.		
LIBRARY SERVICES		
Replace Lost Materials	5.00	Plus cost of item
Fine for Overdue Materials	0.20	per day up to up to max. of \$5.00 for books
Fine for Overdue Video recordings	1.00	per day up to max. of \$10.00 for audiovisuals
Replace Lost Library Cards	1.00	per card
Non-Resident Card	65.00	
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
Damages to Library Material	1.00	up to cost of the item
MUNICIPAL COURT - Court costs and fees as set by the Texas State Legislature and fines as set by the Municipal Court Judge		
PARKS AND RECREATION		
FACILITY RENTALS		
Cameron Park Clubhouse	100.00	per hour
	1,000.00	all day
Clean up / Deposit	250.00	refundable
Pavilion Rentals (3 hour minimum)		
Large	Redwood, Pecan Bottoms, Bledsoe-Miller, Anniversary, South Waco, Oscar DuConge, Northern Gateway, Brazos Park East Horseshoe Pits/Pavilion, Brazos Park East Band Pavilion, Sul Ross Pavilion	200.00 all day
Small	Alta Vista, Crestview, East Waco, Kendrick, North Waco, S. J. Guthrie, Dewey, Proctor Springs, Rock Shelter, Mouth of the Bosque, Lovers Leap, Brazos Park East Pavilion, Seley Pavilion, Lawson's Point, Circle Point	100.00 all day
Festival Areas		
Includes:	Brazos Park East, Indian Spring Park/Suspension Bridge, Heritage Square and Northern Gateway	1,000.00 500.00
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.

Fee Schedule By Department
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			Minimum 10 poles, Maximum 70 poles
RECREATIONAL ACTIVITIES			
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	
Athletics			
Adult Athletic League (Team)	175.00 - 525.00	range	
Adult Individual	35.00 - 100.00	range	
Youth Athletic League (Team)	200.00 - 650.00	range	
Youth Individual	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	
Special Events			
Special Event Application	35.00		
Event Electricity Panel	100.00		
Event Grounds/Parade Fee	250.00		
Events held in non-festival areas or parks that will require city services	100.00	deposit	
WACO MAMMOTH NATIONAL MONUMENT			
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	
	100.00 - 150.00	Filming Permit (Fed Reg)	
FILM COMMISSION			
Film Permit Application Fee	35.00		
Total or disruptive use (regular operating hours) of a public building, park, right-of-way, or public area	500.00	per day	
Partial, non-disruptive use of a public building, park, right-of-way, or public area	250.00	per day	
Total closure or obstruction of public street or right-of-way, including parking lots and on-street parking	50.00	per block, per day	
Partial closure or obstruction of public street or right-of-way, including parking lots and on-street parking	25.00	per block, per day	
Use of City parking lots, parking areas, and City streets (for the purpose of parking film trailers, buses, catering trucks, and other large vehicles)	50.00	per block or lot, per day	
PLANNING SERVICES			
Documents/ Maps			
Zoning Ordinance with Maps (Color Maps)	100.00		
Subdivision Ordinance	25.00		
Zoning Ordinance Only	50.00		
Zoning Maps Only (Color)	75.00		
Zoning Compliance Letter	25.00		
Land Use Plan Map (Color)	75.00		

Fee Schedule By Department
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Metropolitan Transportation Plan	100.00	
Transportation Improvement Program (MPO)	50.00	
City Map with ETJ (36" x 48")	30.00	
Other Large Maps (36" x 48")	30.00	
Small Maps (11" x 17" or 8.5" x 11")	1st map free, Additional map 1.00	
Comprehensive Plan 2000	100.00	
Developer's Guide	25.00	
All other reports	Varies	
Any document or map may be burned to a CD-ROM	25.00	
Processes		
Zoning/Board of Adjustment		
Zone Change Applications	300.00	
Special Permits	300.00	
Board of Adjustment Applications	300.00	
Administrative Appeal	225.00	
Subdivisions		
Preliminary Subdivision Plat	150.00	
Final, Replat, or Amended Subdivision Plat	300.00	
Subdivision Plat Vacation	100.00	
Minor Plat (4 lots or less w/o improvements)	250.00	
Abandonment Fee	300.00	
Encroachment	300.00	
Planned Unit Developments (PUD)		
PUD Concept Plan (Zoning)	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		
Temporary for Non-Profits	150.00	
Seasonal for 3 consecutive days	10.00	
Open Air Vending Renewal	45.00	
Farmer's Market Permit Fee	50.00	
Farmer's Market Renewal	150.00	
Short Term Rental License		
License Renewal	50.00	
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	

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POLICE SERVICES

Vehicle Towing		
Under 10,000 GVW	60.00	
10,000 GVW or over	175.00	
Vehicle Storage	20.00	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	
Texas Peace Officers Accident Report	6.00	per report
Certified copy of accident report	8.00	per report
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)		
5 - 49 units	77.00	per year
50 - 99 units	103.00	per year
100 or more units	155.00	per year
Crime Free Landlords/Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)		
1 - 4 units	52.00	per year
5 - 49 units	77.00	per year
50 - 99 units	103.00	per year
100 or more units	155.00	per year
Crime Free Hotel/Motel Fees (charged after they complete third phase of becoming a Crime Free Member)		
1 - 24 units	52.00	per year
25 - 74 units	77.00	per year
75 or more units	103.00	per year
Crime Free Books	11.00	each

SOLID WASTE SERVICES

Residential Solid Waste Collection:

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

Solid Waste Administration fee	12.50		
Residential Collection	<u>Fees do not include applicable sales tax</u>	16.10	per month 1x/wk
Curbside Garbage - gray cart (1 cart up to 95 gals)	Included in monthly rate	1x/wk	
Curbside Recycling - blue cart (1 or 2 carts up to 95 gals)	Included in monthly rate	Bi-weekly	
Curbside Yard Waste - green cart (1 or 2 carts 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'	1x/wk
Large Bulky Waste Service - Scheduled after payment arrangements have been made.	35.00	Up to 7 cu. yds.	
	75.00	8 to 15 cu. yds.	
	150.00	16 to 30 cu. yds.	
Fee for Carts Left at Curb	10.00	per event (after 1 warning)	
Fee for Unbagged Solid Waste (per Section 21-23 (d))	10.00	per event (after 1 warning)	
Fee for Use of Non City Provided Cart (per Section 21-23 (a))	10.00	per event (after 1 warning)	
Fee for Overfilled or Waste Out of Cart (per Section 21-23 (b))	10.00	per event (after 1 warning)	
Animal Collection			
Small Animal (at curb) 35lbs or less	Call-in only	1x per yr.	per household
Small Animal 35lbs or less	45.00		
Medium Animal 36lbs - 75lbs	75.00		
Large Animal 75lbs & over	150.00	minimum	
Shelters/Veterinarians/Taxidermists	18.33	per cart	
All Animals Must Be Frozen, Double Bagged & Placed In Cart.	45.00	handling fee per trip	
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)	34.89	per month	
Collection/Drop-Off : 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	

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20" or smaller				5.00	per tire		
Commercial Collection	<u>Fees do not include applicable sales tax</u>						
Curbside Bulky Waste				150.00	Minimum, per load		
Roll-off, Per Service Fee (open-top)							
10 cubic yard				112.56			
13 cubic yard				158.42			
20 cubic yard				223.72			
30 cubic yard				285.22			
40 cubic yard				377.53			
50 cubic yard				441.18			
Roll-off, Per Service Fee (compactor)					<u>Share2+</u>	<u>Share4+</u>	
20 cubic yard				275.00	125.00	62.50	
30 cubic yard				330.00	150.00	75.00	
40 cubic yard				385.00	175.00	87.50	
Pack Roll-off				165.00	75.00	37.50	
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>	<u>6X/WK</u>
3 cubic yards	Standard Per Container Fee	80.10	127.83	181.03	235.02	289.01	418.48
	Shared Fee (per customer)	43.00	65.02	90.52	117.51	144.51	209.24
4 cubic yards	Standard Per Container Fee	92.50	148.93	210.90	273.80	336.70	458.39
	Shared Fee (per customer)	46.26	74.46	105.46	136.91	168.36	229.20
6 cubic yards	Standard Per Container Fee	124.42	200.31	283.68	368.29	452.89	617.55
	Shared Fee (per customer)	62.22	100.16	141.85	184.15	226.45	308.78
8 cubic yards	Standard Per Container Fee	152.09	244.86	346.75	450.18	553.60	753.69
	Shared Fee (per customer)	76.04	122.43	173.38	225.09	276.80	376.85
10 cubic yards	Standard Per Container Fee	190.50	306.70	434.34	563.87	728.09	945.10
	Shared Fee (per customer)	95.25	153.35	217.17	281.94	364.05	472.55
6 cy Compactor front load	Standard Per Container Fee	198.18	283.67	370.68	457.99	544.40	599.10
	Shared Fee (per customer)	99.09	141.83	185.34	229.00	272.21	299.55
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>	<u>3X/WK</u>	
Commercial Recycling Monthly Fee (no shared containers)	per container			41.20	66.95	72.82	
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)				<u>1 Cart/1X/WK</u>	<u>2 Carts/1X/WK</u>		
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				35.25	per ton		
Self Hauling Entities				35.25	per ton		
Outside County				43.01	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				15.00	per vehicle or item		
Unsecured Load				20.00	per visit		
Special Event Service	<u>Fees do not include applicable sales tax</u>						
Cart Service Fee				17.51	per cart per service		
Recycle Cart Service Fee				8.75	per cart per service		
Recycle Container Service Fee				41.20	per cart per service		
STREET SERVICES							
Clean up fee for spills (construction materials)				550.00	per hour		

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TEXAS RANGER HALL OF FAME & MUSEUM

Adult Admission	8.00	
Child Admission (ages 0-5)	Free	
Child Admission (ages 6-12)	4.00	
Senior (60 and over) Admission	7.00	
Military (with ID) Admission	7.00	
Law Enforcement (Active with ID) Admission	4.00	
Adult Group Rate (10 or more)	6.00	
Child Group Rate (10 or more)	3.00	
School Group Admission Fee	2.50	
John Knox Texas Ranger Memorial Center		
Facility Rental Fee	750.00	Mon-Thurs
	1,000.00	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
Serial Rentals		
Monthly Rental (Time of Use Restrictions Apply)	4,800.00	annually
Miscellaneous Rentals		
Tables/Chairs		
Up to 200 guests	400.00	
Up to 400 guests	700.00	
Catering/Kitchen Fee		
Up to 200 guests	200.00	
Up to 400 guests	300.00	
Banner Hanging Fee	25.00	per pre-approved item
Clean-up Fee	150.00	
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	
Audio/Visual Equipment	150.00	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	
Summer Camp	25.00	per student
Library Fees		
Genealogy Research	25.00	one ancestor
Per Hour Research Fee	35.00	
Photo Reproductions	Based on Usage	
Product Licensing Royalties	5% to 10% of sales	

TRAFFIC SERVICES

Signal Repairman to Escort House mover (Damage Avoidance Repair)		
One Signal Technician and Truck	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

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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	
WACO REGIONAL AIRPORT		
Aircraft Hangars:		
Damage/Security Deposit	One month's rental	
T-Hangars #1 - 10	170.00	per month
T-Hangars #11 - 50	190.00	per month
Executive T-Hangars (exc. # 7, 13, 16)	230.00	per month
Executive T-Hangars # 7, 13, 16	250.00	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
Long-Term Aircraft Tiedown/Parking:		
Single Engine	75.00	per month
Light Twin	125.00	per month
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
	0.55	per 1,000 pounds maximum allowable gross landing weight
Non Signatory Landing Fee		
Airline Terminal Charges		
Ticket Counter (Each)	2.85	per sq. ft.
Administrative Operation Space	1.50	per sq. ft.
Baggage Makeup Area	0.15	per sq. ft.
Non Signatory Security Fee	0.50	per enplaned passenger
Miscellaneous Storage Space	27.00	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 - Customer Facility Charge	1.95	per day (per 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/Non-Signatory Carriers		
0-200 uses	350.00	per month
201-400 uses	450.00	per month
over 400 uses	550.00	per month
WACO TRANSIT SYSTEM		
Base Adult Cash Fare	1.50	
Day Pass	3.00	
Student/Child	1.00	
Elderly/Handicapped	0.50	
Day Pass (Elderly/Handicapped)	1.25	
Monthly Pass	40.00	
Monthly Pass (Student)	20.00	

Fee Schedule By Department
FY2019-2020

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	140.00	per hour
Bus Charter - non-profit	115.00	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

WATER FUND

Residential Water Rate	<u>Rate Changes highlighted in yellow will become effective 1/1/2020</u>	
Inside City		
Base	22.17	
0 - 15,000 gallons	3.32	per 1000

Fee Schedule By Department
FY2019-2020

15,001 - 25,000 gallons		4.16	per 1000
Over 25,000 gallons		5.77	per 1000
Outside City			
Base		25.50	
0 - 15,000 gallons		3.82	per 1000
15,001 - 25,000 gallons		4.78	per 1000
Over 25,000 gallons		6.64	per 1000
Residential Domestic Demand Rates			
Inside City			
3/4 inch meter (also referred to as 5/8 inch)		22.17	
1 inch meter		35.82	
1.5 inch meter		51.58	
2 inch meter		71.08	
3 inch meter		112.22	
Outside City			
3/4 inch meter (also referred to as 5/8 inch)		25.50	
1 inch meter		41.19	
1.5 inch meter		59.32	
2 inch meter		81.74	
3 inch meter		129.05	
Nonresidential/Irrigation Demand Rates			
Inside City			
3/4 inch meter (also referred to as 5/8 inch)		22.17	
1 inch meter		61.44	
1.5 inch meter		110.27	
2 inch meter		168.83	
3 inch meter		292.37	
4 inch meter		427.31	
6 inch meter		642.81	
8 inch meter		907.24	
10 inch meter		1,388.32	
Irrigation			
0 - 25,000 gallons		4.16	per 1000
Over 25,000 gallons		5.77	per 1000
All other Classes (Commercial/Industrial)			
Volumetric Rate		3.52	per 1000
Reclaimed Water Rate (Purple Pipe)		To be determined	
Pretreated Irrigation			
All Classes			
Volumetric Rate		1.41	per 1000
Outside City			
3/4 inch meter (also referred to as 5/8 inch)		25.50	
1 inch meter		70.66	
1.5 inch meter		126.81	
2 inch meter		194.15	
3 inch meter		336.23	
4 inch meter		491.41	
6 inch meter		739.23	
8 inch meter		1,043.33	
10 inch meter		1,596.57	
Irrigation			
0 - 25,000 gallons		4.78	per 1000
Over 25,000 gallons		6.64	per 1000
All other Classes (Commercial/Industrial)			
Volumetric Rate		4.05	per 1000
Reclaimed Water Rate (Purple Pipe)		To be determined	
Pretreated Irrigation			
All Classes			
Volumetric Rate		1.67	per 1000
Raw Water		125.00	per acre foot minimum subject to contract revisions
Raw Water Administration Fee		25.00	per month
Emergency Wholesale Water Supply Agreement	1.5 times Waco non-residential rates		per 1000
Residential Deposit		75.00	minimum
Additional deposit may be required based on periodic history review			
Commercial Deposit		150.00	Min or two months average or greater
Additional deposit may be required based on periodic history review			
Apartment/Multi-Family Deposits			
1-10 units		750.00	minimum

Fee Schedule By Department
FY2019-2020

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	300.00	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"	Quoted on per cost basis	
Each larger size main	Quoted on per cost basis	
2" taps on main sizes up to and including 8"	Quoted on per cost basis	
(not including meter and meter box or vault)		
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	
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	

Fee Schedule By Department
FY2019-2020

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	
Molybdenum (Mo)	20.00	
Nickel (Ni)	20.00	
Potassium (K)	20.00	
Selenium (Se)	20.00	

Fee Schedule By Department
FY2019-2020

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
Carnivals	250.00
Sound Cars or Trucks	
Per Annum	25.00
After 6/30, prorated fee	12.50
Thirty Days	10.00

WASTEWATER FUND

Residential Sewer Rate	Rate Changes highlighted in yellow will become effective 1/1/2020	
Inside City		
Base	21.02	
Volumetric Rate	5.42	per 1000
Outside City		
Base	24.17	
Volumetric Rate	6.23	per 1000
Non-Residential Sewer Rate		
Inside City		
3/4 inch meter	21.02	
1 inch meter	30.48	
1.5 inch meter	46.30	
2 inch meter	65.27	
3 inch meter	90.55	
4 inch meter	115.85	
6 inch meter	172.72	
8 inch meter	267.57	
10 inch meter	335.04	
Volumetric Rate	5.42	per 1000
Outside City		
3/4 inch meter	24.17	
1 inch meter	35.05	
1.5 inch meter	53.25	
2 inch meter	75.06	
3 inch meter	104.13	
4 inch meter	133.23	
6 inch meter	198.63	
8 inch meter	307.71	
10 inch meter	385.30	
Volumetric Rate	6.23	per 1000
Sewer Tap 4"	Quoted on per cost basis	
Sewer Tap 6"	Quoted on per cost basis	
Sewer Tap Investigation via CCTV	350.00	
Retire Existing Sewer Tap	Quoted on per cost basis	
Commercial Sewer Taps:		
All commercial sewer services shall be tapped into a manhole	Quoted on per cost basis	
Surcharge Rate for BOD (\$/lb)		
Conc. Range (mg/L) Maximum Conc. Allowed - BOD (5,000 mg/L)		

Fee Schedule By Department
FY2019-2020

Tier 0	0-240	-	per pound
Tier 1	240-1,000	0.070	per pound
Tier 2	1,000-1,550	0.121	per pound
Tier 3	1,550-5,000	0.227	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	0.080	per pound
Tier 3	3,000 - 4,000	0.144	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	0.290	per pound
Tier 2	80 - 130	0.564	per pound
Tier 3	130 - 1,250	1.129	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)		150.00	minimum
Unauthorized tampering to the water or wastewater system and its appurtenances		2,000.00	minimum
Rates are established as follows:			
Residential -	Annually, the average of the actual water consumption from the billing statements for the months of November, December, January and February with consumption, up to 20,000 gallons per month, is the maximum monthly consumption that will be charged. If no consumption during these months, the winter usage defaults to 6,000 gallons. For new residences and new turn-ons that do not have adequate consumption statistics during the months stated above, a maximum monthly consumption figure of 6,000 gallons shall be utilized.		
	The monthly service charge is the lesser between the actual monthly consumption shown by the water meter or the four months average consumption (November-February), capped at 20,000 gallons times the use rate plus the minimum charge.		
Non-residential -	100% of metered water volumes times use rate.		
WMARSS FUND			
Septic Hauler Permit/1st Truck		25.00	
Additional Truck		15.00	
Septic Truck Tank Cleaning Charge		100.00	
Septage Charge		0.075	per gallon
Septage with Trash & Debris Charge		0.50	per gallon
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)		500.00	
Pellet Sales		30.00	per ton or Seasonal Market Value depending on storage capacity
Laboratory Analyses Fees			
BOD		20.00	
CBOD		20.00	
VSS		20.00	
Ammonia		22.00	
TSS		15.00	
Solids (Group-TSS/VSS)		28.00	
Tipping Fees			
Fats/Oils/Grease (FOG)		0.15	per gallon or seasonal markets & treatability
Industrial Organic Waste		0.10	per gallon or seasonal markets & treatability
Significant industrial users		0.01	per gallon or seasonal markets & treatability

Glossary of Terms & Acronyms

A

Accrual Accounting – A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax – A tax computed from the assessed valuation of land and improvements.

Amortization – The gradual elimination of a liability in regular payments over a specified period of time. These payments must cover both principal and interest.

Appropriation – An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund/agency 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.

B

Balanced Budget – A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

BRIC – Baylor Research and Innovation Collaboration

Budget – A plan of financial operation embodying an estimate of proposed means of financing it. The "operating budget" is the financial plan adopted for a single fiscal year. The "proposed budget" designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

Budget Document – The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

C

CAFR – Comprehensive Annual Financial Report **CDBG** – Community Development Block Grant **CIP** – Capital Improvement Program

COW – City of Waco

Capital Improvements Program – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay – An expenditure that results in the acquisition of or addition to fixed assets.

Certificates of Obligation – Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

Contingency Fund – A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

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

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.

D

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

E

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.

F

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/agency – 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/agency is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance (Equity) – The excess of a fund’s assets over its liabilities; accumulated balances are the result of continual excess of revenues over expenditures. A negative fund balance is often referred to as a deficit.

Funding – Provides budgetary resources to cover total costs of a program or project at the time it is undertaken.

G

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.

H

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.

I

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.

L

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.

M

MCC – McLennan Community College

MPO – Metropolitan Planning Organization

Mission Statement – The fundamental purpose of a department or division.

Modified Accrual Basis – The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “Measureable” 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.

N

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.

O

OSSF – On-site sewage facilities

P

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

R

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.

S

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

T

TB – Tuberculosis

TIF – Tax Increment Financing

Tax Rate – A percentage applied to all taxable property to raise general revenues. It is stated in terms of a unit of the tax base.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TCEQ – Texas Commission on Environmental Quality is a state regulatory agency.

TSTC – Texas State Technical College

TxDOT – Texas Department of Transportation

W

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.



ORDINANCE NO. 2019-660

AN ORDINANCE SETTING A TAX RATE OF \$0.776232 (WHICH INCLUDES \$0.665656 TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND \$0.110576 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 NINETEEN /TWO THOUSAND TWENTY (2019-20) 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 2019-20; and

WHEREAS, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (\$0.818587 per \$100), but it exceeds the effective tax rate (\$0.741636 per \$100) for the City of Waco Fiscal Year 2019-20; and

WHEREAS, a public hearing on the proposed tax rate was held at the regular meeting of the City of Waco City Council on August 20, 2019, 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 27, 2019; and

WHEREAS, at the end of the public hearings on August 20, 2019 and August 27, 2019, the Mayor announced the date for the vote on the proposed tax rate as September 3, 2019; and

WHEREAS, on August 20, 2019, the Council passed Resolution No. 2019-494 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2019-20,

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, 2019 through September 30, 2020**, 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 **\$0.665656**
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>
3121	2012	Certificates of Obligation	\$0.002281
3122	2012	General Obligation Refunding Bonds	\$0.007191
3131	2013	Certificates of Obligation	\$0.001524
3132	2013	General Obligation Refunding Bonds	\$0.002084
3141	2014	Certificates of Obligation	\$0.001107
3151	2015	Certificates of Obligation	\$0.001125
3152	2015	General Obligation Refunding Bonds	\$0.048264
3154	2016	Certificates of Obligation	\$0.002652
3155	2016	General Obligation Refunding Bonds	\$0.000530
3156	2017	Certificates of Obligation	\$0.007921
3157	2018	Certificates of Obligation	\$0.008052
3159	2019	Certificates of Obligation	\$0.013183
3160	2019	General Obligation Refunding Bonds	\$0.014662

TOTAL DEBT LEVY \$0.110576

Tax Rate FY 2019-2020:	<i>M&O</i>	\$0.665656
	<i>Debt</i>	\$0.110576
	<i>Total Rate</i>	\$0.776232

Section 3. That this tax levy is in accordance City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2019-20.

Section 4. That all receipts for the City not specifically appropriated by this ordinance are hereby made to the General Fund above-mentioned.

Section 5. That all monies collected under this ordinance for the specific items therein named be, and the same are hereby appropriated and set apart for the specific purposes indicated in each item, and that the Tax Assessor-Collector and the Chief Financial Officer 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 Chief Financial Officer at any time of depositing any monies a statement showing to what fund such deposit should be made and from what source received.

Section 6. That it is hereby officially found and determined that the meeting at which this ordinance is passed is open to the public and that public notice of the time, place, and purpose of said meeting was given as required by law.


Section 7. That the need to levy taxes for the use and support of the municipal government of the City of Waco for Fiscal Year 2019-20 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 3rd day of September, 2019 with 60% and $\frac{3}{4}$ of the council members, qualified and serving, voting in favor of this ordinance.


ATTEST:


Esmeralda Hudson, City Secretary




Kyle Deaver, Mayor
City of Waco, Texas

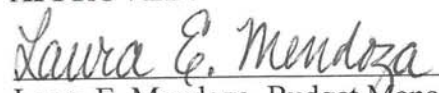
APPROVED AS TO FORM & LEGALITY:


Jennifer Richie, City Attorney

APPROVED:


Janice J. Andrews, Chief Financial Officer

APPROVED:


Laura E. Mendoza, Budget Manager

FILED AND RECORDED

OFFICIAL PUBLIC RECORDS



J. A. "Andy" Harwell, County Clerk
10/04/2019 08:15 AM
Fee: \$24.00
2019033436 **ORDINANCE**
McLennan County, Texas

Return To:
City of Waco
City Secretary's Office
P.O. Box 2570
Waco, TX 76702

RESOLUTION NO. 2019-494

WHEREAS, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2019-20 with the City Secretary on July 12, 2019; and

WHEREAS, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2019-20 to the City Council on July 16, 2019; 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. 2019-418 approved on July 16, 2019), and the notice for said public hearing was published as required by law on August 9, 2019; and

WHEREAS, said public hearing was held on August 20, 2019, 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 the City of Waco City Council by record vote approves and adopts the Operating Budget and the Capital Improvements Program for the City of Waco Fiscal Year 2019-20, together with Appendix A (Fee Schedule) and Glossary of Terms & Acronyms.

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 Fiscal Year 2019-20, 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 Samuels 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 RATP Dev USA, Inc.;
- (15) Expenditures under an Interlocal Cooperation Agreement with McLennan County, Texas, to house certain persons convicted of Class C misdemeanors;
- (16) Expenditures authorized for business grants;
- (17) Professional Auditing/Financial Consulting Services; and
- (18) Expenditures for the operation and management of Rosemound Cemetery with the Waco Rosemound Cemetery Association.

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 2019-20.

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 20st day of August, 2019.

DocuSigned by:



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Kyle Deaver, Mayor
City of Waco, Texas

ATTEST:

DocuSigned by:



37E1F459E032456...

Esmeralda Hudson, City Secretary



APPROVED:

DocuSigned by:
Laura E. Mendoza
E9D33814CF99474...

Laura Mendoza, Budget Manager

APPROVED AS TO FORM & LEGALITY:

DocuSigned by:
Jennifer Richie
704656F75332446...

Jennifer Richie, City Attorney