



City of Waco, Texas

2017-2018 FISCAL YEAR BUDGET



COVER IMAGE: “WACO WONDERLAND”, DIGITAL DESIGN BY LANE MCCURLEY

Lane is currently studying Public Relations at Baylor University. Originally from Lynchburg, VA, she loves to create art that “makes people smile”.



City of Waco, Texas
Adopted Annual Operating Budget And Capital Improvements Program
Fiscal Year October 1, 2017 – September 30, 2018

City Council

Mayor Kyle Deaver
Council Member Noah Jackson, Jr., District I
Council Member Alice Rodriguez, District II
Council Member John Kinnaird, District III
Council Member Dillon Meek, District IV
Mayor Pro Tem Jim Holmes, District V

City Manager
Dale A. Fisseler, P.E.

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

	FY 2017-2018		FY 2016-2017
Property Tax Rate:	\$0.776232/\$100	Property Tax Rate:	\$0.776232/\$100
Effective Tax Rate:	\$0.756241/\$100	Effective Tax Rate:	\$0.742454/\$100
Effective M/O Tax Rate:	\$0.651464/\$100	Effective M/O Tax Rate:	\$0.630971/\$100
Rollback Tax Rate:	\$0.830648/\$100	Rollback Tax Rate:	\$0.807670/\$100
Debt Rate:	\$0.115509/\$100	Debt Rate:	\$0.114138/\$100

Total debt obligation for City of Waco secured by property taxes: \$105,633,633

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,507,676, which is a 2.28 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$2,873,898.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Waco
Texas**

For the Fiscal Year Beginning

October 1, 2016

Executive Director



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July 14, 2017

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

It is my honor to present to you the recommended operating and capital improvement budgets for the fiscal year beginning October 1, 2017, and ending September 30, 2018, in accordance with requirements of the Constitution and Laws of the State of Texas and the City Charter of the City of Waco.

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

This year, we were committed to bringing you a balanced budget that provides the desired services our citizens expect while at the same time continuing our economic development efforts throughout the city and sustaining relatively new initiatives to keep us financially strong. This budget uses the Financial Management Policies originally adopted by Council in 1993 as one of the main guiding principles to ensure the continued financial health of the City. Of primary importance was to develop and bring this budget to you without an increase in the tax rate.

Our managers have again this year been steadfast in keeping expenditures in line with revenues. The state of the economy greatly influences our ad valorem tax and sales tax revenue projections as well as salary and benefit considerations. We have a healthy increase of \$370 million in new construction assessments for next year, which is a large part of the projected 7.4% growth in the property tax base. Our sales tax revenues are conservatively budgeted at a 4.0% increase over the current budget.

One of the major challenges was determining the balance between funding the City's infrastructure needs and its operations. Each year, each of these needs continue to grow as the City's infrastructure ages and services expand. As demand on core services increases, shifting funding from those services to make debt service payments on infrastructure projects is a challenge. The difficult decision was made to maintain the City's debt financing level steady. The Capital Improvements Program (CIP) was developed with the City Council's priorities of

maintaining and improving the City's infrastructure at the forefront. As such, the CIP includes \$8.9 million for various street projects. With continued emphasis on infrastructure, the CIP also includes \$21.0 million for wastewater improvements and water improvements of \$21.1 million. With studies and analyses showing that the City's infrastructure needs are great, these significant funding amounts are attributable to the City Council's guidance. Other items included in the CIP to provide for the future needs of our citizens are building renovations, general park improvements and airport improvements.

This recommended budget includes a 3.00% pay adjustment based on the Prevailing Rate Index (PRI). This adjustment is proposed for all employees as recommended by the City's job classification and compensation consultant. Fair employee compensation was another of the Council's priorities. Once again, another major challenge was funding health insurance. Claims for this year are coming in slightly higher than projected and were negatively impacting the financial condition of the Health Insurance Fund. Also, analysis of future costs predicts a 5% increase in medical claims and a 12.1% increase in prescription claims. To fund the projected shortfall, the City is making changes to the employee and dependent premiums. These steps, along with new and continued wellness program initiatives, should stabilize the costs of this important employee benefit.

Specifics of the budget can be found in the following Budget Message. I am confident that this recommended budget provides the necessary framework for another successful year for the City of Waco. Every effort was made to ensure quality customer service to our citizens at all levels of our organization and to promote a safe and positive environment to improve the culture and quality of life for everyone in our City. I want to express my appreciation to the City Council, department directors and other staff members who participated in the budget preparation process for FY 2017-18.

Sincerely,

A handwritten signature in black ink, appearing to read "Dale A. Fisseler". The signature is fluid and cursive, with the first name "Dale" being more prominent than the last name "Fisseler".

Dale A. Fisseler, P.E.
City Manager



Budget Message

The fiscal year 2017-18 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 2017-18 budget is much more. Also included are missions, highlights and accomplishments of programs and departments that provide a balanced perspective of the broad range of services we provide to our very deserving citizens. We want to demonstrate to our fellow Wacoans not only how much is being recommended for programs and departments, but also the return on their investment of tax, fee and rate dollars in our programs that they can expect to receive.

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

A Communications Device

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

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

Budget Message

Format of the Budget

The budget is presented in the following format:

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

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

Personnel/staffing section by department.

Capital improvements program section and a project-funding matrix show how projects are to be funded in FY 2017-18.

Budget glossary explains terms used in the document.

Fee schedule.

How the Budget Was Developed

The FY 2017-18 budget shows what we have accomplished and what our priorities are for the next fiscal year. The budget provides the financial framework to deliver first-class services to citizens.

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

Values and Goals

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

Fee Revenues

Most revenues have remained relatively flat for a number of years. This trend is changing, and we are experiencing gradual growth in a number of areas. We are optimistic about the trend continuing and have reflected that in the proposed revenues. User fees were reviewed and subsequently revised, added or deleted for the Cameron Park Zoo, Health, Inspection Services, Library Services, Parks and Recreation, Planning Services, Police, Solid Waste, Texas Ranger Hall of Fame and Museum, Water, and Wastewater. Utility service rates will increase to address infrastructure needs. Solid Waste service rates will also increase from the current year. The budget reflects these revisions to user fees that are shown in Appendix B.



Budget Message

Utility Rates

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

The rate increases for residential, commercial, and industrial water and wastewater customers after almost a decade with few rate changes. Water base rate increases begin at \$1.24 per month along with volumetric rate increases for all tiers. The rates for residential water users will change as follows: up to 15,000 gallons, from \$2.84 per 1,000 gallons to \$2.89 per 1,000 gallons; 15,001 to 25,000 gallons, from \$3.33 per 1,000 gallons to \$3.39 per 1,000 gallons; and over 25,000 gallons, from \$4.27 per 1,000 gallons to \$4.35 per 1,000 gallons. The wastewater residential base rate will increase \$0.77 per month with the volumetric rate increasing \$0.17 per 1,000 gallons.

Solid Waste residential, commercial and roll-off rates will remain the same for FY 2016-17. However, fee changes are included for the landfill. Landfill gate fees will increase from \$30.08 per ton to \$31.58 per ton.

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 18.64 full-time equivalents (FTEs) even though a total of approximately 23.90 employees were added. Most of these positions were added in the vital Public Safety function of Police. We will continue to do the things that get citizens better customer service and quality city services in a proactive manner.

Salary and Wage Increases

For FY 2017-18, 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 2018 increased slightly from the 2017 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 increased slightly and is currently 86.0% while the unfunded liability also slightly increased to \$65.8 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 com-

pensation; staffing needs due to expanded operations and departmental capital needs were areas that had to be considered. Early indications suggest that property tax valuations will be higher due to new property and increased appraisals. Sales tax is trending over budget for the current year, which gives us comfort in projecting a 4% increase for next year over the current budget. Although fuel prices have been steady this year and within budget, they are often unpredictable. Although oil prices are volatile, economic indicators suggest that they will remain steady through the period covered by this budget. Therefore, we continued to budget fuel costs at \$3.75 per gallon for diesel and \$3.25 per gallon for unleaded. Consumption over the past twelve months decreased slightly resulting in an approximate \$378,000 decrease in our budget proposal for fuel.

All departments are responsible for monitoring operations and managing every expenditure as budgeted. The goal is always to make decisions that enhance productivity and efficiency and that provide immediate and long-term benefits. As discussed earlier, staffing levels are constantly monitored by all departments. Our self-funded health insurance for employees has had higher than normal claims experience this year. As we worked on the budget with input from our benefits consultant, it was clear that health insurance costs would continue rise due mainly to the uncertainty of health care reform. Medical and prescription claims are projected to increase in a range of 5% to 12.1%. To address this shortfall and protect the financial integrity of this fund, the City is implementing premium increases. Also, the fees associated with the Affordable Care Act (ACA), along with the administrative costs of the Employee Assistance program and flexible spending accounts, were moved beginning in FY 2014-15 from the Health Insurance Fund to the General Fund in order to match their nature of employer fees.

Six years ago, we incorporated the strategy of funding our General Government and Street Improvement Capital Improvement Program (CIP) with as much cash as possible rather than issuing debt. Continuing this approach in developing the CIP and operating budget for FY 2017-18, we allocated \$1,879,739 in cash funding for Streets, Facilities, Airport, and Parks projects in operations rather than issuing debt. In addition, we continued this same initiative in Water by funding \$1,500,000 of capital projects with cash and in Wastewater by funding \$1,000,000 of capital projects with cash. The General Fund is also cash funding \$1,730,000 for the rolling stock replacement program and \$500,000 to build an Equipment Replacement Fund. The Convention Center and Visitors' Services Fund is also contributing \$500,000 from its operating budget to the replace HVAC units. 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 2017-18. 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 and Police was another issue that we funded in this budget. We knew that departments would need to hold the line on other operating expenditures to help offset these funding requirements.

The budget cannot ever fund all the requests made by City staff. General Fund-supported departments submitted a total of \$7.7 million in new programs and services requests and equipment replacement needs. We approved \$5.1 million of these service and equipment replacement requests to be funded in the FY 2017-18 budget. While the remaining departmental requests of \$2.6 million may be justified and desired, funding is unavailable. The proposed fund balances for FY 2017-18 are in compliance with the City's adopted policy for minimum levels and reserves.



Budget Message

The General Fund

Summary

The General Fund revenue budget and utilization of fund balance of \$131,884,788 is based on an increase in resources of 5.2% over last year's adopted budget, due mainly to the increase in ad valorem taxes and sales taxes. No tax rate adjustment is included for FY 2017-18. 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 proposed 7.4% growth in the property tax base. New construction assessments are proposed at a healthy increase of \$370 million for FY 2017-18, but is somewhat offset by a \$109 million increase in exemptions.

Sales Taxes – The volatility of retail sales makes it challenging to project this revenue with any certainty. In a normal year, sales tax revenues are expected to be at least slightly higher than the previous year and be a fundamental source for balancing the budget. We are expecting to end the current year significantly over budget. The trend for sales tax receipts has been steady for the last six years, which we believe is due to good employment numbers and new development in our City over the past few years. This revenue is extremely volatile and is affected by so many factors over which we have no control. Our preference is to be conservative in this area of the budget and consider using any excess receipts for one-time purchases in the following fiscal year. In keeping with that philosophy and expectations of the current trend continuing, we are proposing sales tax to increase 4% 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 \$12.0 million for General Government projects. This determination shows the Council's commitment to providing for our City's future. Property, auto and general liability insurance remained the same as the current year, which is another area that sometimes requires considerable increases. The management of vacancies and overtime and spending in general continues to play a key role in funding our needs for next year.

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

Budget Message

Expenditures

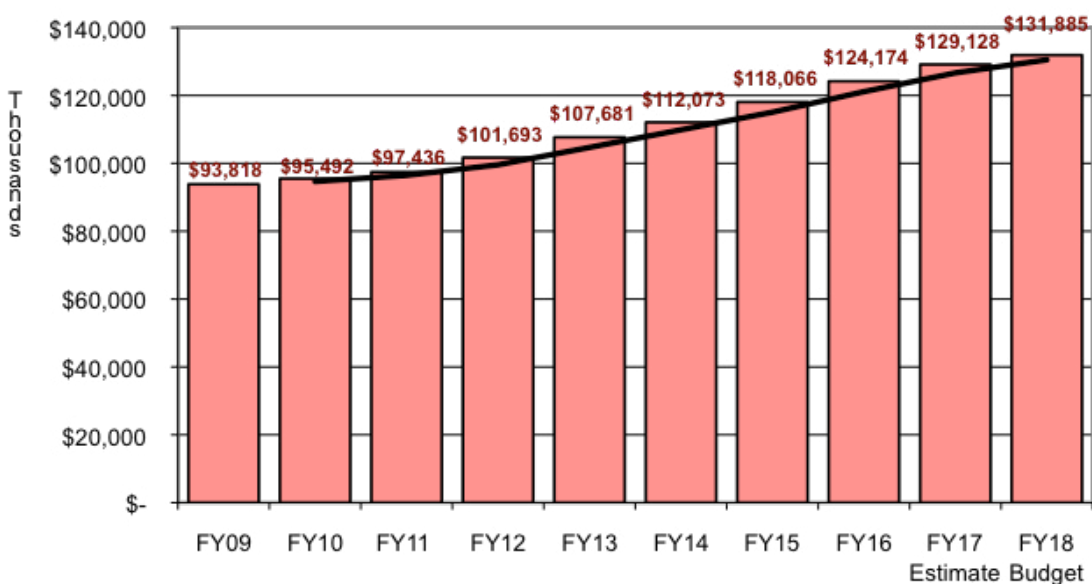
Some of the highlights of the General Fund expenditures for FY 2017-18 are:

Salary and benefit adjustments, including increased TMRS contribution – \$4.7 million

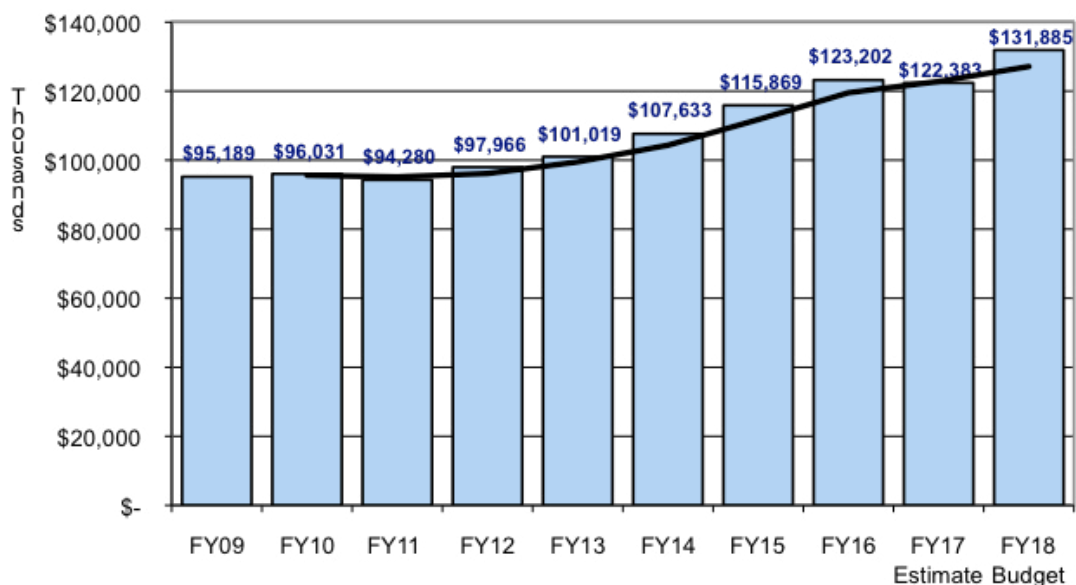
New programs and services – \$2.7 million

Reduction in large capital expenditures – \$885 thousand

General Fund Revenues



General Fund Expenditures





Budget Message

City Utilities Operations

Our utilities provide an excellent value to our customers while meeting the many complex and expensive federal and state regulatory requirements. The FY 2017-18 budget seeks to enhance this value while preparing to meet some important challenges in each utility. Those challenges are described here.

Water Operations

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

Current major projects in the engineering and development phase include replacement of the Hillcrest Ground Storage Tanks Project and Water Line Improvements Project located within the Waco ETJ. Other smaller projects classified as Asset Renewals are also being developed. For the 2017-18 fiscal year, projects include Water System Improvements from Riverside, Highway 84 TxDOT Project, Mt. Carmel Treatment Plant Improvements and the Advanced Metering Infrastructure (AMI) Project. These projects are the result of a Comprehensive Water System Master Plan that outlined required infrastructure rehabilitation and replacement and was recently completed along with a Comprehensive Cost of Service Study, which provides a foundation for rate and revenue models that share costs equally, while providing the capital necessary for system improvements. Many improvements have recently been made to the water system, the most important of which was increasing daily treatment capacity for drinking water from 66 million gallons per day to 90 million gallons per day. Treatment processes have also been improved, addressing potential or emerging contaminants and providing the City with a consistently high quality of water while reducing annual chemical costs.

Wastewater Operations

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

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

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

Solid Waste Operations

The Solid Waste Services Department will operate during FY 2017-18 without residential rate increases. There is a proposed 5% increase in Landfill gate fees. This increase 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 recycling and resource conservation through its residential and commercial collections and operation of Citizen Collection Stations at Cobbs and the City landfill; continue outreach and awareness for existing and new Waco residents of solid waste services, ordinances and recycling and yard waste diversion programs that encourages the development of sustainable waste management practices in conjunction with the Sustainable Resource Practices Advisory Board; promoting diversion and recycling opportunities to reduce landfill consumption; employ effective methods to reduce illegal dumping and littering, and to monitor and enforce local rules and ordinances prohibiting such behavior and increase litter awareness; continue Stormwater compliance operations, perform regular water quality monitoring, and inspect Waco construction sites – Construction General Permit (CGP) and industrial facilities – Multi-Sector General Permit (MSGP) to ensure compliance; conducting special events such as household hazardous waste and scrap tire days; and assessing ways to improve offered services through implementation of a comprehensive 20-Year Master Plan study. The Solid Waste Department is confident about the future and looks forward to providing continued waste management services to the residents and businesses of the City of Waco in this upcoming FY 2017-18.

Waco Metropolitan Area Regional Sewerage System (WMARSS)

The WMARSS Wastewater Treatment Plant began operating in 1925 and has undergone two major modifications and expansions. The Brazos River Authority acquired the treatment plant from the City in 1970 and two additional expansions were partially funded by US Environmental Protection Agency grants. The owner cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco, and Woodway assumed ownership and management of the treatment facilities in February 2004. Operation and maintenance of the facilities is fully funded by contributions from the owner cities.

Past planning-studies indicated the necessity of adding regional capacity by constructing a new treatment plant in the Lorena area, as well as a new large diameter interceptor to the WMARSS Central Plant. This resulted in the construction of the 1.5 million gallons per day capacity Bull Hide Creek Wastewater Treatment Plant and Flat Creek Interceptor. Additional treatment capacity (7.2 million gallons) was also added at the Central Wastewater Treatment Plant. These projects improved the capability of the system to accommodate and successfully treat high flows.

WMARSS is currently in the process of completing the \$42,000,000 Transfer Lift Station, which will replace the current Transfer Lift Station as well as the LaSalle Lift Station. This project also includes replacement of force mains that serve these Lift Stations.

WMARSS recently hired the engineering firm of HDR to conduct a comprehensive System Master Plan to address critical infrastructure replacements and improvements.

Investigations also continue regarding improving waste to energy processes with the ultimate goal of energy independence for the Central Wastewater Treatment Plant.



Budget Message

Other City Operations

Housing & Economic Development

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

The U.S. Department of Housing & Urban Development (HUD) primarily funds and regulates the housing programs; and the Economic Development programs are primarily funded by the City of Waco's General Fund and regulated by state statutes and/or tax codes. The guiding principles of the City of Waco's development efforts are the City's Comprehensive Plan, the Upjohn Research Institute data, and the Imagine Waco downtown master plan.

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 2017-18 operation budgets that are approved by the Waco City Council, which includes financial support from eighteen out of twenty-one municipalities and McLennan County.

Health District staff, in partnership with the community, works to continuously improve through creative innovation and collaboration the health and well-being 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). The Health District also continues to provide services that address reducing vaccine preventable diseases, TB, HIV, and death and disability due to other chronic diseases. Staff provides Sexually Transmitted Disease (STD), Women's Infants and Children's (WIC) and Vital Statistics services as well as various inspection-related activities associated with the Environmental Health program. The Health District is committed to improving the health of our community in several areas: healthy behaviors, community safety, built environment, social/economic factors and environmental exposures.

Priority issues for the coming year include continuing to work with Prosper Waco and other community partners to address priority community health issues including implementation of the Community Health Worker Initiative; lead exposure issues; implementation and monitoring activities and interventions identified in the strategic plan; implementation of an electronic health record and

billing system; identifying new funding sources as well as maintaining or increasing federal and state funding to sustain basic services; consideration of consolidation of vital records registrars' offices in McLennan County; and having adequate office space to house employees.

Texas Ranger Hall of Fame and Museum

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

In 1964, the City of Waco requested the privilege of hosting the official State museum for the Texas Rangers. This was followed in 1971 by a State Monument, the Texas Ranger Hall of Fame, celebrating the 150th anniversary of the Texas Rangers.

The complex has been a landmark on I-35 and an anchor of the Brazos River Corridor for a half century. Some 4.5 million visitors to the heritage center have spent more than \$120 million in the local economy. Publications such as *Texas Highways*, *USA Today* and *True West* consistently rank it among the most popular museums in Texas. It has received an Award of Excellence from TripAdvisor for consistently positive visitor reviews.

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

Priorities for FY 2017-18 include fundraising and completion of second phase exhibit of *Lone Ranger* gallery; Texas Ranger Bicentennial™ programs start-up; implementation of new museum web site (in-house); new admissions desk; expansion of collections storage area; planning for refurbishment of two exhibit galleries and new Education center PA system and audiovisual suite; maintain and improve educational, tour, collections, research retail and banquet service programs.

Waco Regional Airport

The Waco Regional Airport continues to try to rebound from the effects of the economic downturn; however, it has seen an increase in passengers. A total of 131,737 passengers traveled through the facility in calendar year 2016, which is a 0.22% increase from 2015. American Airlines operates five flights daily with regional jets that service Central Texas.

Waco Convention Center & Visitors' Bureau (CVB)

The Waco Convention Center (WCC) has long been the primary convention and meeting facility for Waco and the surrounding area. The 144,000 sq. ft. complex 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.

A priority of the staff is booking large conventions in order to maximize the economic impact throughout the area by generating room nights at hotels and other types of lodging. The facility continues to increase the number of bookings and subsequent revenues by being a vital economic genera-



tor for hotels, caterers, and businesses within the entire central Texas region.

The staff provides comprehensive customer service from booking to completion of the event. The Convention Center's Facebook rating is 4.7 out of 5, based on 174 reviews.

The Waco Convention & Visitors Bureau markets Waco as a destination and focuses on marketing to specifically targeted markets, including convention and meeting planners, leisure travelers, film producers, and 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.

Staff continues to expand efforts to address marketing challenges and cooperate with various constituent markets throughout the community in order to aid in bringing events to Waco.

Cameron Park Zoo

Cameron Park Zoo, for the twelfth year in a row, posted attendance over 230,000. Last year's attendance set an all-time record of over 300,000 guests. More than 50% of those guests traveled from outside of McLennan County, creating an economic impact of more than \$10 million in our community as determined by the Texas Department of Transportation's Tourism division. The Zoo isn't just a great family entertainment value; throughout each year the zoo provides numerous educational opportunities for all ages and has direct contact with over 36,000 school children annually through educational programming and outreach. This year the education department was invited to partner in a Latina Sci-girls program. This nationally recognized program is aimed at improving STEM scores by focusing on young women. Our education department is comprised of an Education Curator, employed by the City of Waco, an Education Coordinator, and Outreach educator employed by Cameron Park Zoological & Botanical Society as well as a very dedicated group of volunteers. The Outreach Educator has visited more than 20 schools and conducted 175 programs. Cameron Park Zoo volunteers conducted over 500 programs, donating over 8,000 hours. These donated hours equal out to a little more than four additional staff members. More than 150,000 children under the age of 12 visited Cameron Park Zoo last year.

Brazos River Country, which opened July 2, 2005, continues to be a successful attraction. Attendance figures continue to hold steady throughout its twelfth year; most displays maintain their attraction for approximately eighteen to twenty-four months. This fiscal year, our attendance is on track to once again top the 300,000 mark. That expansion allows Cameron Park Zoo to be able to compete with other nationally-recognized zoos in the United States. The Zoo's second expansion opened August 15, 2009. This latest attraction is called *The Mysteries of the Asian Forest*. This realistic immersion display invites our guests into a rainforest similar to those found in Southeast Asia. This region of the world is one of many conservation hotspots found around the globe. The key species highlighted in this addition are three critically endangered species: Orangutans, Sumatran Tigers and Komodo dragons. This year, Cameron Park Zoo hosted a workshop to help train other great ape care staff the techniques to successfully conduct voluntary echo-cardiogram and blood pressure monitoring. Cameron Park Zoo primate staff members have conditioned our two male and two female orangutans to participate in these unique procedures. Cameron Park Zoo has also developed a blood pressure cuff specifically for female orangutans. Our staff were the first to capture that voluntary behavior with a female orangutan. This is ground-breaking work. Cameron

Park Zoo has quickly become a leader in orangutan husbandry practices. The addition of great apes to the Zoo's collection furthers our involvement and impact in educational programming focusing our efforts on conserving species and habitats around the globe.

Cottonwood Creek Golf Course

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

The professional staff has established an outstanding junior golf program, ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek hosts over 30 junior golf tournaments and is the home course for 18 (160 Golfers) area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which has become one of the largest junior golf tournaments in the world. In addition, Cottonwood Creek hosts over 80 local, regional, and state tournaments annually. These efforts, along with marketing campaigns and exceptional customer service result in positive tourism and economic development outcomes in addition to providing outstanding quality of life amenities for area residents.

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

Transit Operations

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

Over the last five years, Waco Transit System has seen consistent 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 2017-18, 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 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 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 RideSystem'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 is working on establishing a growing commuter service in the rural service area. Waco Transit System is expected to receive an additional two rural vehicles added to the current fleet and levels of service will continue within the urban area with no increase in bus fares for FY 2017-18.

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 counseling to help minimize work down-time. Primary care services will be added to the clinic effective October 2017.

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

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

son 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.



Waco Profile

City of Waco Values and Goals

Values

Equal Access to All Services and Benefits

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

Think and Act Systemically to Build a Healthy Community

Goals

Strategic Intent I

High Quality Economical City Services and Facilities

Strategic Intent II

Aggressively Competitive Economic and Community Development

Strategic Intent III

Safe, Environmentally Sound, Pedestrian Friendly Community

Strategic Intent IV

Improving Housing Options, Opportunities and Conditions

Strategic Intent V

Enviably Culture and Quality of Life

Strategic Intent VI

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

Strategic Intent VII

Market Waco Internally and Externally



Profile of Waco, Texas

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2017-18 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 hit show, "Fixer Upper." The Gaines have created a tourist attraction in downtown Waco and Magnolia Market at the Silos, a destination for over 40,000 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 Huaco Indians settled on the banks of the Brazos River in the late 1700's. From this peaceful tribe we take our name. Waco was founded in 1849 and became an important stop on the Chisholm and Shawnee Trails during the great cattle drives. 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 has resulted in an impressive infrastructure system, with ample water, electrical, natural gas, and sewer availability. Waco's farsighted planning has developed a system of solid waste disposal that is convenient to the needs of business and industry while remaining sensitive to the environment and the community.

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

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

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

Designated a Tree City USA by the National Arbor Day Foundation for the 27th consecutive year, Waco provides an environment of beauty, cleanliness, culture, convenience, and opportunity that's hard to beat.



Profile of Waco, Texas

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

Population	(2016 Estimate) 134,432
Area	
Land	88.96 square miles
Water	12.3 square miles

City Facilities

Fire Protection

Number of Stations	13
Number of Fire Hydrants	5,409
Number of Sworn Personnel	203
Personnel per 1,000 population	1.56

Police Protection

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

Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	611.6 miles
Unpaved Streets	1.5 miles
Paved Alleys	16 miles
Sidewalks	323 miles
Storm Sewers	365 miles

Air Service

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

Municipal Utilities

Municipal Water System

Average Daily Water Production (gallons)	29,656,000
Maximum Daily Water Production (gallons)	46,555,700
Maximum Daily Capacity of Plants	90,000,000
Water Mains (all lines)	1,068 miles
Meters in Service	46,323
Sanitary Sewer Mains	871 miles
Sewer Connections	39,908
Sewer Manholes	13,172

Profile of Waco, Texas

Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Citizen Convenience Centers	1
Number of Residential Customers	37,505
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)	65,994
Public Commons / Event Spaces	5
Event Permits (past year)	238
Metropolitan Trails:	13.2 miles
Unpaved/Rustic Trail:	20 miles
Specialty Athletic Facilities:	16
Archery Range	1
Ballfield Complex	5
Disc Golf Course	2
Football Complex	1
Golf Course	1 / 39,000 (past year rounds)
Horseshoe Complex	1
Skate Park	1
Soccer Complex	2
Tennis Center	1
Track & Field Complex	1
League Participants (past year)	4,649
Tournaments Hosted (past year)	91
Attraction Parks:	3
Hawaiian Falls Water Park:	99,000 (2016 attendance)
Lion's Park:	15,000 (past year attendance)
Waco Mammoth National Monument:	97,385 (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	370,497
Circulation	605,913
Public Computer Use	76,267
Library Cardholders	98,441
Reference Questions Answered	57,572
Library Visits	399,927

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 2016 was 134,432, which reflects a 7.7% growth. The Waco population of 134,432, is approximately 45.8% white, 21.5% black, 4.6% other racial groups and 34.9% are Hispanic. About 68.9% of Wacoans are below age 45 and the median household income for the Waco in 2015 was \$33,147.



Profile of Waco, Texas

Economy and Industry

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

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



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

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

The Waco MSA labor force increased from 122,172 in 2016 to 122,217 as of June 2017. The labor force reflected a 0.03% increase from 2016 through 2017. As of June 2017, total civilian employment was 116,362, which is a 0.3% decrease from June 2016. The unemployment rate increased from 4.5% in 2016 to 4.8% in 2017.

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

Over 1000 Employees:

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

Profile of Waco, Texas

Over 700 Employees:

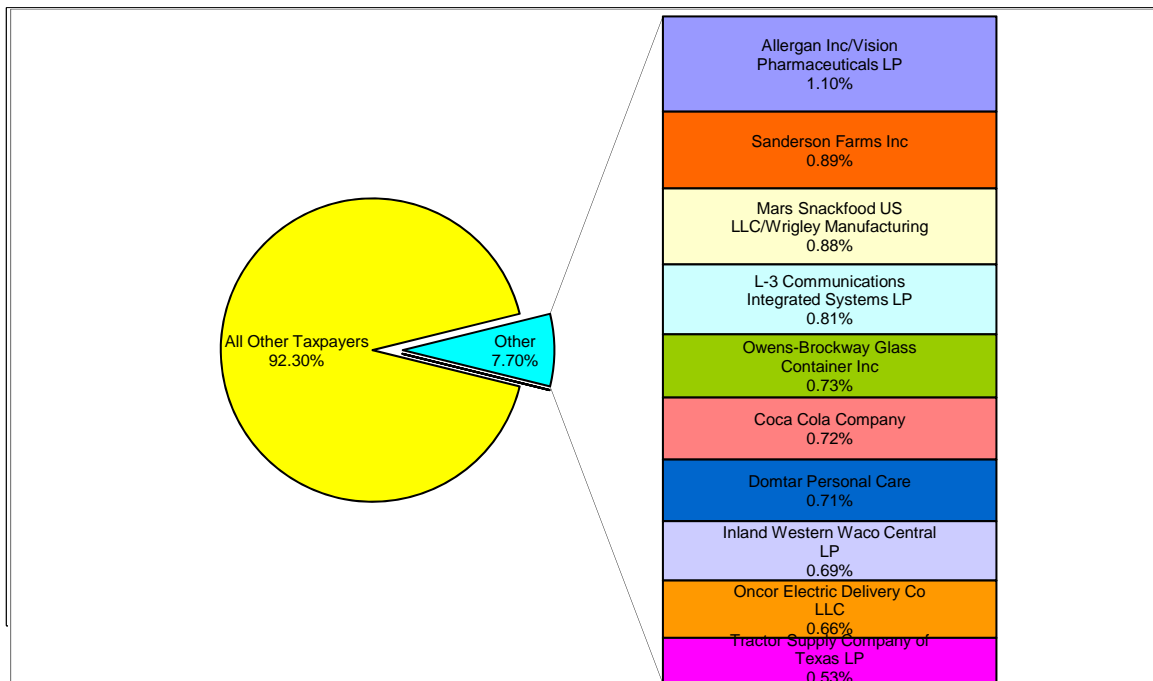
McLennan County – County Government
 Examination Management Services, Inc. – Insurance Inspection Audit
 Veterans Affairs Regional Office – Federal Government
 Veterans Administration Medical Center – Medical–Hospital
 Aramark – Professional Services
 Allergan, Inc. – Eye Products Manufacturing
 Cargill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

Over 500 Employees:

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

The top ten taxpayers are:

Allergan Inc/Vision Pharmaceuticals LP	Optical Products/Generic Drugs	\$	95,522,559	1.10%
Sanderson Farms Inc	Poultry processing		77,245,454	0.89%
Mars Snackfood US LLC/Wrigley Manufacturing	Confectionary Products		76,166,857	0.88%
L-3 Communications Integrated Systems LP	Aircraft Modification		70,337,970	0.81%
Owens-Brockway Glass Container Inc	Glass Containers		63,507,962	0.73%
Coca Cola Company	Production of Soft Drinks/Juices		62,280,954	0.72%
Domtar Personal Care	Disposable Diapers		61,799,237	0.71%
Inland Western Waco Central LP	Retail Real Estate Investment		59,636,810	0.69%
Oncor Electric Delivery Co LLC	Electric and Gas Utilities		57,538,027	0.66%
Tractor Supply Company of Texas LP	Retail Logistics		46,089,079	0.53%
All Other Taxpayers			670,124,909	7.70%
			<u>8,030,482,092</u>	<u>92.30%</u>
Total Taxable Value		\$	8,700,607,001	100.00%



Source: McLennan County Appraisal District



Profile of Waco, Texas

Health Care

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

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

Tourism and Leisure

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

On July 10, 2015, President Barack Obama signed an Executive Order designating Waco Mammoth National Monument! This prestigious honor was made possible through years of collaboration of the City of Waco, Baylor University, Waco Mammoth Foundation and the citizens of Waco. Waco Mammoth National Monument is the 408th unit of the National Park Service and 14th unit in Texas. Recognized as an international treasure, the Waco Mammoth National Monument is the largest known concentration of prehistoric mammoths dying from the same event. Twenty-four Columbian mammoths, one camel, a tortoise and a tooth of a saber-tooth cat have been found at the site, which was discovered in 1978. The site opened to the public in December of 2009 due to generous donations by local citizens and organizations for Phase I development. Visitors are able to travel through time viewing the exposed bones and experience the story of catastrophic events that took place 70,000 years ago.

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

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

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

Profile of Waco, Texas

Waco has become a prime location for sporting events such as golf, tennis, baseball, softball, track and field, basketball, mountain biking, disc golf and rowing. Riverbend Park, with the Dubl-R Ball Field Complex, Waco Regional Tennis and Fitness Center, and the Hawaiian Falls Water Park, attracts thousands of visitors each year. Cameron Park is one of the premier mountain biking and disc golf parks in the United States and has a National Recreation Trail designation from the National Park Service. Lake Brazos is an ideal location for sailgating, canoeing, kayaking, paddle boarding, rowing and powerboat racing. The Texas Parks & Wildlife-designated Bosque Bluffs and Brazos Bridges paddling trails offer a unique view of the outdoors in the heart of the city. The Waco Mammoth National Monument is operated by the Parks and Recreation Department, in partnership with the National Parks Service and Baylor University. The Parks and Recreation Department maintains 1,500 acres of park property and strives to keep these treasures in pristine condition. In addition to these opportunities, three community centers offer non-stop activities and programs throughout the year, and the department sponsors Brazos Nights/Fourth on the Brazos, Pints in the Park and Waco Wonderland. It also provides support for over 160 public events per year.

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

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

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

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

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

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

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



Budget Overview

Financial Management Policy Statements

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

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



Financial Management Policy Statements

I. Revenues

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

- A. **Balance and Diversification in Revenue Sources**
The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in economic conditions that adversely impact that source.
- B. **User Fees**
For services that benefit specific users, where possible the City shall establish and collect fees to recover the cost of those services. Where feasible and desirable, the City shall seek to recover full direct and indirect costs. City staff shall review user fees on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure and to recommend adjustments where necessary.
- C. **Property Tax Revenues/Tax Rate**
The City shall strive to reduce its reliance on property tax revenues by revenue diversification, implementation of user fees and economic development. The City shall also strive to minimize tax rate increases.
- D. **Utility/Enterprise Funds User Fees**
Utility rates and enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements and provide adequate levels of working capital and debt coverage. The City shall seek to eliminate all forms of subsidization to utility funds from the General Fund and seek to reduce general fund support to other enterprise funds.
- E. **Administrative Services Charges**
The City shall prepare a cost allocation plan annually to determine the administrative services charges due to the General Fund from enterprise funds for overhead and staff support. Where appropriate, the enterprise funds shall pay the General Fund for direct services rendered.
- F. **Revenue Estimates for Budgeting**
In order to maintain a stable level of service, the City shall use a conservative, objective and analytical approach when preparing revenue estimates for current and multi-year periods. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.
- G. **Revenue Collection and Administration**
The City shall maintain high collection rates for all revenues by keeping the revenue system as simple as possible in order to facilitate payment. In addition, since a revenue should exceed the cost of producing it, the City shall strive to control and reduce administrative costs. The City shall pursue to the full extent allowed by state law all delinquent taxpayers and others overdue in payments to the City.

II. Expenditures

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

- A. **Current Funding Basis**
The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings.
- B. **Avoidance of Operating Deficits**
The City shall take timely corrective action if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end.

Financial Management Policy Statements

C. **Maintenance of Capital Assets**

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

D. **Purchasing**

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

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

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

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

III. Fund Balance / Working Capital / Net Position

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

A. **General Fund Unassigned Fund Balance**

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

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

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

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

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



Financial Management Policy Statements

D. **Net Position of Internal Service Funds**

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

IV. Capital Expenditures and Improvements

A. **Capital Expenditures and Improvements**

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

B. **Capital Improvements Planning Program**

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

C. **Replacement of Capital Assets on a Regular Schedule**

The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets. Within the resources available each fiscal year, the City shall replace these assets according to this schedule. The City will include funding for certain capital asset replacement items in the annual operating budget to spread the cost of the replacement evenly over the life of the assets.

D. **Capital Expenditure Financing**

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

V. Debt

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

A. **Use of Debt Financing**

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

Financial Management Policy Statements

B. **Amortization of Debt**

The City shall structure new debt issue payment schedules to utilize the City's declining debt payment schedules to keep tax and utility rate increases for debt to a minimum. Debt payments should be structured to provide that capital assets, which are funded by the debt, have a longer life than the debt associated with those assets. Debt payment schedules that include deferred interest 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.



Financial Management Policy Statements

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.

Financial Management Policy Statements

B. **Tax Abatements**

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

C. **Increase Non-Residential Share of Tax Base**

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

D. **Coordinate Efforts with Other Jurisdictions**

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

E. **Use of Other Incentives**

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

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.



Financial Management Policy Statements

XII. Risk Management

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

XIII. Operating Budget

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

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

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

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

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

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

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

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

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

Investment Policy

This Investment Policy of the City of Waco, Texas is written in compliance with Chapter 2256 of the Texas Statutes otherwise known as the Public Funds Investment Act. This Investment Policy has been adopted by the City Council of the City of Waco by resolution on June 20, 2017.

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

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

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

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

I. AUTHORIZED SECURITIES AND TRANSACTIONS

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

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

1. U.S. Treasury Obligations: Treasury Bills, Treasury Notes, and Treasury Bonds with maturities not exceeding three years from the date of purchase. In addition, State and Local Government Series Securities (SLGS) purchased directly from the Treasury Department's Bureau of the Public Debt.
2. Other obligations of the U.S. government, including obligations fully guaranteed or insured by the Federal Deposit Insurance Corporation (FDIC) or by the explicit full-faith-and-credit of the United States.
3. Federal Agency Securities: Only non-subordinated debt securities including debentures, discount notes, callable securities and step-up securities issued by the following only: Federal Home Loan Banks (FHLB), Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB) and Federal Home Loan Mortgage Corporation (FHLMC), with maturities not exceeding three years from the date of purchase.
4. Repurchase Agreements and Flexible Repurchase Agreements: Collateralized by a combination of



cash and U.S. Treasury Obligations, non-subordinated debt securities issued by Federal Agencies listed in item 2 above, or pass-through mortgage-backed securities issued by Federal Agencies listed in item 2 above. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the City's approved Master Repurchase Agreement. Further, for purposes of this section, the term "pass-through mortgage-backed securities" shall not include collateralized mortgage obligations, interest-only mortgage-backed securities, or principal-only mortgage-backed securities. The purchased securities shall have an original minimum market value including accrued interest of 102 percent of the dollar value of the transaction and the collateral maintenance level shall be 102 percent. Collateral shall be registered in the City's name and held by a third-party safekeeping agent approved by the City. Collateral shall be marked-to-market at least on a weekly basis, except Federal Agency pass-through mortgage-backed securities, which shall be marked-to-market on a daily basis. The maximum maturity for each repurchase agreement transaction shall be thirty (30) days with the exception of bond proceeds which may be invested into flexible repurchase agreements with maturities not to exceed the expected construction draw schedule of the related bonds.

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

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

Any investment that requires a minimum rating under this Policy does not qualify as an authorized investment during the period the investment does not have the minimum rating. The City shall take all

prudent measures that are consistent with this Investment Policy to liquidate an investment that does not have the minimum rating.

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

II. INVESTMENT DIVERSIFICATION AND LIQUIDITY

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

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

III. SELECTION OF BROKERS/DEALERS

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

All dealers must acknowledge in writing that they have received and reviewed this Investment Policy and have implemented reasonable procedures and controls in an effort to preclude investment transactions that are not authorized by this Investment Policy, except to the extent that this authorization is dependent on an analysis of the makeup of the city's entire portfolio or requires an interpretation of subjective investment standards. (Exhibit 2) The City shall not enter into an investment transaction with a dealer prior to receiving the written document described above which has been signed by



a qualified representative of the dealer. If the City chooses to contract with an Investment Advisor pursuant to Section XII of this Investment Policy, the Advisor, not the broker/dealer, shall be solely responsible for reading and abiding by the Investment Policy. As such, the Advisor shall sign the written certification statement on an annual basis and will assume full responsibility for deviations from Policy guidelines.

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

IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES

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

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

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

Securities pledged to secure deposits of the City shall be deposited with an eligible third-party custodian described in Texas Government Code Chapter 2257. The total market value of eligible securities pledged to secure deposits of the City shall not be less than 102% of the amount of the City's deposits increased by accrued interest and reduced by applicable federal depository insurance.

V. COMPETITIVE BIDDING

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

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

VI. DELIVERY OF SECURITIES

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

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

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

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

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

VII. MONITORING

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

VIII. INVESTMENT STRATEGY STATEMENT

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

A. Combined Funds

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

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

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



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

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

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

B. Bond Proceeds/Capital Funds

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

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

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

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

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

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

IX. AUTHORITY TO INVEST

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

- A. Training: Each Investment Officer of the City shall attend at least one training session containing at least 10 hours of instruction from an authorized, independent source relating to the

officer's responsibilities described herein within 12 months after assuming duties; and on a continuing basis shall attend an investment training session not less than once in a two-year period that begins on the first day of the fiscal year and consists of the two consecutive fiscal years after that date and receive not less than eight(8) hours of instruction relating to investment responsibilities from an independent source. Training must include education in investment controls, security risks, strategy risks, market risks, diversification of investment portfolio and compliance with the Texas Public Funds Investment Act. Authorized independent sources of investment training include the Texas Municipal League, the University of North Texas Center for Public Management, the Texas State University Center for Public Service, the Government Finance Officers Association, the Government Finance Officers Association of Texas, the Texas Association of Counties, the Texas Association of School Business Officials, and the Government Treasurers Organization of Texas.

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

X. PRUDENCE

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

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

XI. ETHICS

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



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

XII. INVESTMENT ADVISORS

The City Council may, at its discretion, contract with an investment management firm properly registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80b-1 et seq.) and with the State Securities Board to provide for investment and management of its public funds or other funds under its control. The advisory contract made under authority of this subsection may not be for a term longer than two years. A renewal or extension of the contract must be made by City Council by resolution.

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

Investment advisors shall adhere to the spirit, philosophy and specific terms of this Policy and shall avoid recommending or suggesting transactions that conflict with this Policy or the standard of prudence established by this Policy. Investment advisors, contracted by the City, shall agree that their investment advice and services shall at all times be provided with the judgment and care, under circumstances then prevailing, 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.

XIV. REPORTING

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

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

XV. REVIEW BY CITY COUNCIL

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



EXHIBIT 1

SCHEDULE OF APPROVED BROKER/DEALERS FOR THE CITY OF WACO

Primary Government Securities Dealers:

Bank of Nova Scotia, New York Agency
BMO Capital Markets Corp.
BNP Paribas Securities Corp.
Barclays Capital Inc.
Cantor Fitzgerald & Co.
Citigroup Global Markets, Inc.
Credit Suisse Securities (USA) LLC
Daiwa Securities America Inc.
Deutsche Bank Securities Inc.
Goldman, Sachs & Co.
HSBC Securities (USA) Inc.
J. P. Morgan Securities, LLC
Jefferies LLC
Merrill Lynch, Pierce, Fenner & Smith Incorporated
Mizuho Securities USA Inc.
Morgan Stanley & Co. LLC
Nomura Securities International, Inc.
RBC Capital Markets LLC
RBS Securities, Inc.
SG Americas Securities, LLC
TD Securities (USA) LLC
UBS Securities LLC
* Wells Fargo Securities, LLC – *Because Wells Fargo is the City's current depository bank, they are not approved to sell investments to the City.*

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

Other Broker/Dealer Firms:

Coastal Securities, L.P.
Intl FC Stone
Mesirow Financial
FTN Financial
Piper Jaffray & Co.
BOK Financial
Raymond James
Vining Sparks
KeyBanc Capital Markets
Loop Capital Markets
D.A. Davidson

City of Waco, Texas Securities Dealer's Certification

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

Budget Process

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

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

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

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

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

- Provides City management with an accounting and fiscal control mechanism.

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

The 2016-17 operating budget for the City of Waco is submitted in accordance with the City Charter and all applicable State laws. The budget for the City of Waco is based on separate funds and sets forth the anticipated revenues and expenditures for the fiscal year for the General Fund, Health Fund, Forfeiture Fund, Abandoned Motor Vehicles Fund, Public Improvement District #1, Street Reconstruction Fund, Water Fund, Wastewater Fund, Solid Waste Fund, WMARSS Fund, Texas Ranger Hall of Fame Fund, Waco Regional Airport Fund, Convention Center and Visitors' Fund, Cameron Park Zoo Fund, Cottonwood Creek Golf Course Fund, Waco Transit Fund, Rural Transit Fund, Risk Management Fund, Engineering Fund, Fleet Services Fund, Health Insurance Fund and Debt Service Fund.

Budget Roles

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

➤ Operating Department Managers

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



➤ **Staff Support**

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

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

➤ **City Council**

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

Budget Process

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

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

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

A copy of the proposed budget is filed with the City Secretary at least fifteen days before the public hearing and is available for public inspection. The City Manager presents the budget to the Council in a series of work sessions. The tax rate is adopted by ordinance and the vote is separate from the vote on the budget. The proposed tax rate for the City of Waco is \$0.776232 for fiscal year 2017-18.

A public hearing is conducted to obtain citizen input and the budget is adopted by resolution prior to October 1. The adopted budget is then filed with the City Secretary and with the County Clerk. A copy of the budget is placed in all library facilities and on the City's website for public access.

Basis of Budgeting

The City of Waco budget is prepared consistent with **Generally Accepted Accounting Principles (GAAP)** using estimates of anticipated revenues as a basis for appropriating expenditures. Annual budgets are appropriated for the General Fund, the Health Services Fund, and the Debt Service Funds. All unexpended appropriations lapse at the end of the fiscal year (September 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. The basis of accounting also includes depreciation, capitalization of plant and equipment, asset valuation, and inventory.

Basis of Accounting

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

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

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



Budget Amendments

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

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

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

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

**Operating and CIP Budget Calendar
Fiscal Year Ended September 30, 2018**

Date	Responsibility	Action Required
January 23	Budget Office, City Manager's Office Department Heads	Distribute CIP budget forms
February	Budget Office	Begin budget preparation
February 14	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
February 24	Department Heads	Submit CIP requests to Budget Office
March 9	Budget Office/City Manager	Budget Planning
Feb 27 - March 30	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
March 14	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
March 30 3:00 p.m.	Budget Team, All Departments	Distribute departmental budgets Bosque Theater - 10:00 a.m. &
April 7	City Manager, Budget, Audit, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information	Final date to return completed budget to Budget Office
April 10	Finance, Information Technology, Hall of Fame, Airport, Cameron Park Zoo	Final date to return completed budget to Budget Office
April 11	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
April 13	Purchasing, Facilities, Fleet Services	Final date to return completed budget to Budget Office
April 17	Human Resources, Risk Management, Library, Health, Convention Services	Final date to return completed budget to Budget Office
April 21	Traffic, Parks & Recreation/Golf Course, Solid Waste, Engineering	Final date to return completed budget to Budget Office
April 21 – May 1	Budget Team, All Departments	Prepare budgets for review
April 21	Outside Agencies	Final date to return completed budget packet to Budget Office



Operating and CIP Budget Calendar Fiscal Year Ended September 30, 2018

Date	Responsibility	Action Required
April 24	Streets, Emergency Management, Fire, Police, Utilities, Transit	Final date to return completed budget to Budget Office
May 1 – May 22	Budget Team, City Manager's Office	Budget Review Discuss proposed funding levels with Department Managers
May 9	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
June	Budget Team	Finish reviews and balance Finalize City Manager's proposed budget
June 13	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
July 11	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
July 14	City Manager	File proposed budget with City Secretary
July 18	City Manager	Budget presentation to City Council
July 25	Plan Commission	Distribute CIP for review/public hearing
July –August	City Council, City Manager, Budget Team	Extended work sessions (as needed) to discuss funding levels and priorities
July – August	Legal, Finance, Budget Office	Prepare and publish appropriate notices for public hearings
August 15	City Council	Adopt 2017-18 Budget
August 29	City Council	Special Meeting – Public hearing on tax rate
September 5	City Council	Adopt 2017-18 Tax Rate
September - October	Budget Office	Complete adopted budget according to GFOA criteria and distribute



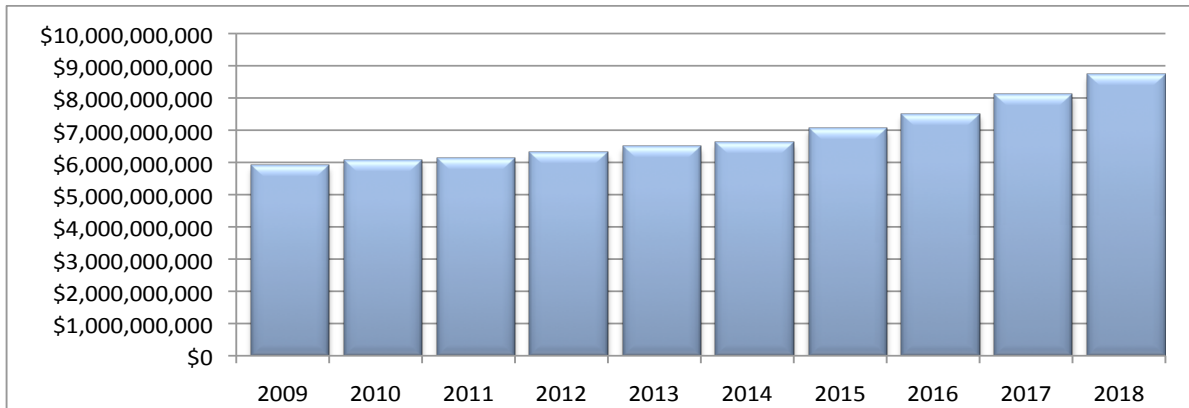


Summaries

Property Tax Structure for the Fiscal Year Ended September 30, 2018

Total Assessed Value	\$ 12,496,237,549	
Captured Value for TIF	(474,010,031)	
Exemptions		
Over 65	(36,347,972)	
Homestead	(291,040,253)	
Agricultural Use	(72,693,395)	
Veterans	(87,774,092)	
Tax Abatement	(71,836,267)	
Freeport	(386,455,978)	
Pollution Control Abatement	(25,737,362)	
Limited Value	(103,574,801)	
Totally Exempt	(2,246,160,397)	
Less Exemptions	(3,321,620,517)	
Total Value after Exemptions	\$ 8,700,607,001	
Adopted Tax Rate per \$100 Valuation	\$ 0.776232	
Estimated Gross Revenues	\$ 67,536,896	
Percent (%) of Collection	98.00	
Estimated Collections for 2017-18	\$ 66,186,158	

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 2016-17 to FY 2017-18 of \$598,477,398 or 7.39%.

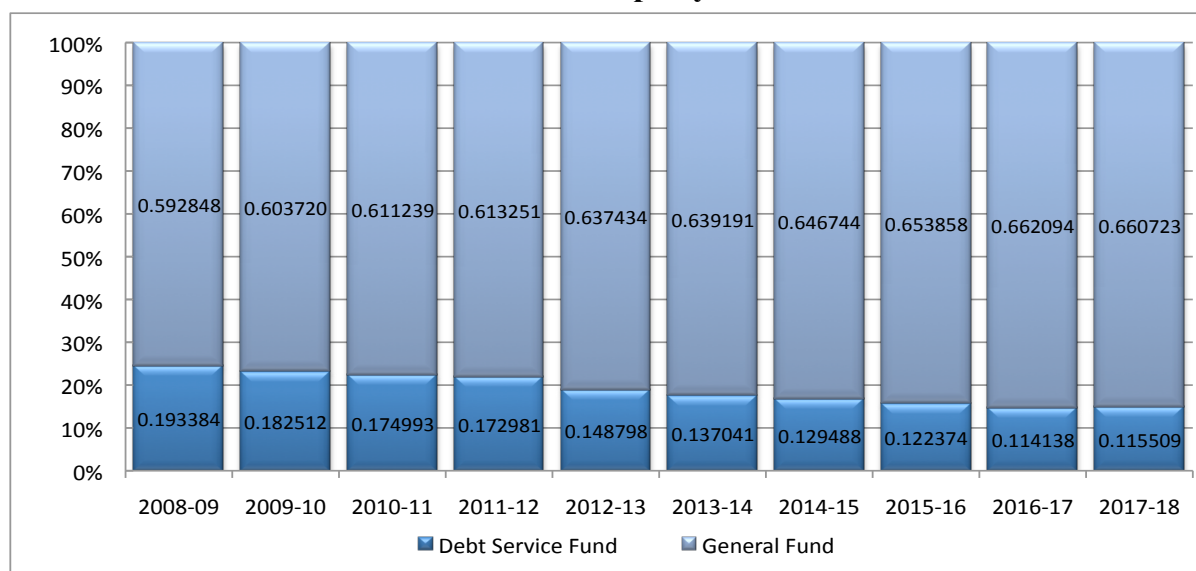


Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	85.12%	\$0.660723	\$56,337,119
Debt Service Fund	14.88%	\$0.115509	\$9,849,039
Total	100.00%	\$0.776232	\$66,186,158

Each \$1,000,000 of Valuation at 98% Collection Produces	\$	7,607
Each \$0.01 of the Adopted Levy at 98% Collection Produces	\$	852,659

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 24.60% in FY 2008-09 to the current 14.88% in FY 2017-18.

Fund Structure

The numerous funds and cost centers that make up this budget are divided into two major categories: Governmental Funds and Proprietary Funds. A fund is an independent fiscal entity with assets, liabilities, reserves, a residual balance or equity, and revenues and expenditures for undertaking activities. Governmental funds are used for most 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 and the Public Improvement District #1.

Debt Service Fund

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

Capital Project Funds

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

Proprietary Funds

Enterprise Funds

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

Internal Services Funds

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

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



Fund Structure

Governmental

General Fund

Special Revenue Funds

Health Fund

Police Forfeiture Fund

Abandoned Motor Vehicles Fund

Public Improvement District #1

Debt Service Fund

Capital Projects Funds

Street Reconstruction Fund

Proprietary Funds

Enterprise Funds

Water Fund

Wastewater Fund

Solid Waste Fund

WMARSS Fund

Texas Ranger Hall of Fame Fund

Waco Regional Airport Fund

Convention Center & Visitors' Services Fund

Cameron Park Zoo Fund

Cottonwood Creek Golf Course Fund

Waco Transit Fund

Rural Transit Fund

Internal Service Funds

Risk Management Fund

Engineering Fund

Fleet Services Fund

Health Insurance Fund

Departments by Funding Sources

Department	General Fund	Forfeiture Fund	Abandoned Motor Vehicles	PID #1	Health Fund	Water Fund	Wastewater Fund
Abandoned Motor Vehicles			175,000				
Animal Shelter	1,824,776						
Cameron Park Zoo							
City Council	195,880						
City Manager's Office	4,626,923						
City Secretary	618,011						
Contributions	15,674,659						
Convention & Visitors' Services							
Cottonwood Creek Golf Course							
Emergency Management	1,309,771						
Employee Benefits	730,282						
Engineering Services							
Facilities	3,634,801						
Finance	1,931,869						
Fire	23,282,476						
Fleet Services							
Forfeiture Funds		70,000					
Health Services					4,969,581		
Health Insurance							
Housing & Eco Development	778,902						
Human Resources	1,365,960						
Information Technology	4,294,713						
Inspections	2,179,477						
Legal	1,397,783						
Library	4,151,971						
Miscellaneous	686,180						
Municipal Court	1,379,665						
Municipal Information	846,194						
Parks and Recreation	11,112,590						
Planning	837,504						
Police	38,011,435						
Public Improvement District #1				1,235,856			
Purchasing	673,954						
Risk Management							
Rural Transit							
Solid Waste							
Streets & Drainage	6,679,347						
Texas Ranger Hall of Fame							
Traffic	3,662,665						
Waco Regional Airport							
Waco Transit							
Wastewater Utilities							29,408,248
Water Utilities						43,945,324	
WMARSS							
TOTAL	131,887,788	70,000	175,000	1,235,856	4,969,581	43,945,324	29,408,248

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Departments by Funding Sources

Department	Transit Fund	Rural Transit	Risk Management	Engineering Fund	Fleet Services	Health Insurance	TOTAL
Abandoned Motor Vehicles							175,000
Animal Shelter							1,824,776
Cameron Park Zoo							4,588,044
City Council							195,880
City Manager's Office							4,626,923
City Secretary							618,011
Contributions							15,674,659
Convention & Visitors' Services							5,314,538
Cottonwood Creek Golf Course							2,165,491
Emergency Management							1,309,771
Employee Benefits							730,282
Engineering Services				3,239,977			3,239,977
Facilities							3,634,801
Finance							1,931,869
Fire							23,282,476
Fleet Services					2,077,564		2,077,564
Forfeiture Funds							70,000
Health Services							4,969,581
Health Insurance						14,261,898	14,261,898
Housing & Eco Development							778,902
Human Resources							1,365,960
Information Technology							4,294,713
Inspections							2,179,477
Legal							1,397,783
Library							4,151,971
Miscellaneous							686,180
Municipal Court							1,379,665
Municipal Information							846,194
Parks and Recreation							11,112,590
Planning							837,504
Police							38,011,435
Public Improvement District #1							1,235,856
Purchasing							673,954
Risk Management			4,227,596				4,227,596
Rural Transit		1,184,124					1,184,124
Solid Waste							18,399,229
Streets & Drainage							6,679,347
Texas Ranger Hall of Fame							1,453,318
Traffic							3,662,665
Waco Regional Airport							1,461,541
Waco Transit	8,589,772						8,589,772
Wastewater Utilities							29,408,248
Water Utilities							43,945,324
WMARSS							9,203,779
TOTAL	8,589,772	1,184,124	4,227,596	3,239,977	2,077,564	14,261,898	287,858,668



Net Fund Balance Change Estimated FY 2016-17

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
General Fund	56,071,930	129,127,715	122,382,576	62,817,069	6,745,139	Utilization of fund balance was budgeted at \$2.1 million; however, several major revenues more than budgeted. Ending balance exceeds City's policy of 18% required reserves.
Health Fund	1,050,924	4,539,445	4,143,679	1,446,690	395,766	Vacancies and turnover during the year created underruns in expenses that contributed to increase in fund balance.
PID #1	755,292	574,964	574,964	755,292		Funds for capital projects not used; will carry forward to next year.
Street Reconstruction Fund	6,093,386	3,901,559	6,310,019	3,684,926	(2,408,460)	Approved projects carried into the 2016-17 fiscal year from the prior year resulting in a significant amount of rolled encumbrances.
Water Fund	116,197,942	37,884,739	42,138,744	111,943,937	(4,254,005)	Operating revenues under budget due to high rainfall. A significant amount of encumbrances rolled into FY 2016-17. Ending balance exceeds City's policy of 30% required reserves.
Wastewater Fund	71,940,928	25,978,056	28,753,381	69,165,603	(2,775,325)	Revenues under budget. Ending balance exceeds City's policy of 30% required reserves.
WMARSS Fund	1,270,828	10,374,754	9,890,406	1,755,176	484,348	Underrun in expenses contributed to increase in fund balance.
Solid Waste Fund	19,833,470	20,661,547	18,741,136	21,753,881	1,920,411	Excess revenues and an underrun in expenses contributed to increase in fund balance. Ending balance exceeds City's policy of 30% required reserves.
Ranger Hall of Fame Fund	6,227,012	1,624,238	1,541,696	6,309,554	82,542	Excess revenues contributed to increase in fund balance.
Waco Regional Airport Fund	36,921,382	1,579,201	1,338,718	37,161,865	240,483	Underrun in expenses contributed to increase in fund balance.
Convention Center & Visitors' Fund	18,508,735	5,161,422	4,409,551	19,260,606	751,871	Underrun in maintenance expenses contributed to increase in fund balance.
Cameron Park Zoo Fund	11,512,213	4,763,863	3,992,339	12,283,737	771,524	Excess revenues contributed to increase in fund balance.
Cottonwood Creek Golf Course Fund	(360,661)	1,932,904	1,602,815	(30,572)	330,089	Operating revenues under budget due to downturn in golfing industry; however, expense underruns contributed to increase in fund balance.
Waco Transit Fund	7,213,215	7,996,389	9,857,655	5,351,949	(1,861,266)	Grant to be received to address overrun in expense.
Risk Management Fund	5,198,525	5,303,264	2,412,807	8,088,982	2,890,457	Increase to fund balance due mainly to workers' compensation claims under budget.
Engineering Fund	837,977	2,652,612	2,252,291	1,238,298	400,321	Underrun in expenses contributed to increase in fund balance.
Fleet Services Fund	999,828	1,743,645	1,743,824	999,649	(179)	Underruns in revenues slightly outpaced underruns in expenses that contributed to decrease in fund balance.
Health Insurance Fund	2,780,419	11,832,595	15,088,180	(475,166)	(3,255,585)	Decrease to fund balance due mainly to medical claims over budget.
Total Funds	363,053,345	277,632,912	277,174,781	363,511,476	458,131	

This discussion on the net change to the fund balance is based on the Estimated 2016-17 budget. While we know that there will be changes to the fund balance for Fiscal Year 2017-18, we are required by city charter to adopt a balanced budget. Therefore, we do not know at this time what actual changes will occur for FY 2017-18. Summary excludes Abandoned Motor Vehicles, Police Forfeiture Fund and Rural Transit.

**2016-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	General Fund			Police Forfeiture Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Beginning Fund Balance	54,313,084	56,071,930	62,817,069	243,645	264,529	218,529
Revenues						
Taxes	104,488,038	109,641,514	110,441,634	-	-	-
Permits, Licenses & Fees	1,787,948	1,668,017	1,446,925	-	-	-
Intergovernmental Revenues	2,049,784	1,871,423	1,880,359	-	-	-
Charges for Services	1,170,823	1,001,915	1,025,903	-	-	-
Fines	2,272,494	1,971,920	1,890,975	-	-	-
Interest	181,672	372,779	150,000	-	-	-
Other Revenue	11,204,314	11,450,831	11,268,158	99,838	18,000	70,000
Miscellaneous	218,890	136,981	136,300	-	-	-
General Fund Transfer	-	-	-	-	-	-
Charges for Services/Sale of Merch	800,233	1,012,335	779,191	-	-	-
	124,174,196	129,127,715	129,019,445	99,838	18,000	70,000
Expenditures						
Salaries and Wages	55,480,045	57,467,339	62,265,099	-	-	-
Employee Benefits	19,811,367	20,681,002	22,674,858	-	-	-
Purchased Prof/Tech Services	4,628,271	5,105,061	7,457,067	-	-	-
Purchased Property Services	1,022,614	1,341,234	1,198,118	-	-	-
Maintenance	5,439,636	6,611,586	8,292,750	-	-	-
Other Purchased Services	3,105,618	3,507,489	3,892,356	15,515	12,000	30,000
Supplies	5,053,677	4,908,284	6,930,687	-	-	40,000
Other Operating Expenses	955,134	1,345,198	1,247,232	6,942	10,000	-
Contracts with Others	2,449,106	3,490,127	3,168,268	-	-	-
Operating Expenditures	97,945,468	104,457,320	117,126,435	22,457	22,000	70,000
Billings	(1,142,227)	(1,263,464)	(1,098,406)	-	-	-
Capital Outlay	3,160,126	2,008,729	1,182,655	57,203	42,000	-
Transfers to Other Funds	23,238,762	17,179,991	14,674,104	-	-	-
Total Expenditures	123,202,129	122,382,576	131,884,788	79,660	64,000	70,000
Net Increase (Decrease) in Fund Balance	972,067	6,745,139	(2,865,343)	20,178	(46,000)	-
Utilization of Fund Balance/Net Position	-	-	2,868,343	-	-	-
Adjustments to Balance to CAFR	786,779	-	-	706	-	-
Ending Fund Balance	56,071,930	62,817,069	59,951,726	264,529	218,529	218,529



2016-2018 Summary of Estimated Revenues, Expenditures and Changes in Fund Balances Governmental Funds

Health Fund			Abandoned Motor Vehicles Fund			Public Improvement District #1		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2015-16	2016-17	2017-18	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
820,811	1,050,924	1,446,690	354,450	457,239	471,075	716,835	755,292	755,292
-	-	-	-	-	-	358,421	479,297	520,000
213,949	201,146	197,520	-	-	-	-	-	-
32,488	29,286	99,078	-	-	-	-	-	-
780,634	711,730	734,730	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,648	6,557	-	-	-	-	2,344	5,675	2,000
354,592	354,192	349,964	186,716	195,952	175,000	57,045	-	-
24,698	1,264	92,900	-	-	-	79,319	52,011	35,000
2,874,265	3,235,270	3,495,389	-	-	-	-	37,981	678,856
-	-	-	-	-	-	-	-	-
4,282,274	4,539,445	4,969,581	186,716	195,952	175,000	497,129	574,964	1,235,856
1,480,047	1,466,237	1,766,692	-	-	-	-	-	-
547,380	548,566	628,057	-	-	-	-	-	-
93,190	269,764	235,800	-	-	-	364,667	469,681	373,250
2,570	3,015	2,700	-	-	-	820	1,804	-
15,581	13,458	48,718	-	-	31,500	210	-	-
89,478	101,554	128,440	7,051	2,561	8,080	46,875	32,111	78,000
331,617	268,505	413,664	8,792	9,906	8,000	3,577	2,368	5,500
450,509	401,787	623,235	-	-	-	-	-	-
1,039,605	1,070,793	1,102,275	-	-	-	42,523	50,000	81,000
4,049,977	4,143,679	4,949,581	15,843	12,467	47,580	458,672	555,964	537,750
-	-	-	-	-	-	-	-	-
3,724	-	20,000	-	-	77,420	-	19,000	698,106
-	-	-	68,084	169,649	50,000	-	-	-
4,053,701	4,143,679	4,969,581	83,927	182,116	175,000	458,672	574,964	1,235,856
228,573	395,766	-	102,789	13,836	-	38,457	-	-
-	-	-	-	-	-	-	37,981	678,856
1,540	-	-	-	-	-	-	-	-
1,050,924	1,446,690	1,446,690	457,239	471,075	471,075	755,292	755,292	755,292

**2016-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	Street Reconstruction Fund			Total Governmental Funds		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Beginning Fund Balance	9,333,853	6,093,386	3,684,926	65,782,678	64,693,300	69,393,581
Revenues						
Taxes	-	-	-	104,846,459	110,120,811	110,961,634
Permits, Licenses & Fees	-	-	-	2,001,897	1,869,163	1,644,445
Intergovernmental Revenues	836,038	-	-	2,918,310	1,900,709	1,979,437
Charges for Services	-	-	-	1,951,457	1,713,645	1,760,633
Fines	-	-	-	2,272,494	1,971,920	1,890,975
Interest	6,031	15,587	-	191,695	400,598	152,000
Other Revenue	13,560	-	-	11,916,065	12,018,975	11,863,122
Miscellaneous	-	-	-	322,907	190,256	264,200
General Fund Transfer	3,885,972	3,885,972	-	6,760,237	7,159,223	4,174,245
Charges for Services/Sale of Merch	-	-	-	800,233	1,012,335	779,191
	4,741,601	3,901,559	-	133,981,754	138,357,635	135,469,882
Expenditures						
Salaries and Wages	594,072	367,833	-	57,554,164	59,301,409	64,031,791
Employee Benefits	368,081	268,152	-	20,726,828	21,497,720	23,302,915
Purchased Prof/Tech Services	1,432,141	1,348,762	-	6,518,269	7,193,268	8,066,117
Purchased Property Services	-	-	-	1,026,004	1,346,053	1,200,818
Maintenance	478,874	945,831	-	-	-	-
Other Purchased Services	37,105	37,065	-	3,301,642	3,692,780	4,136,876
Supplies	78,829	59,035	-	5,476,492	5,248,098	7,397,851
Other Expenses	3,525	-	-	1,416,110	1,756,985	1,870,467
Contracts with Others	-	-	-	3,531,234	4,610,920	4,351,543
Operating Expenditures	2,992,627	3,026,678	-	99,550,743	104,647,233	114,358,378
Billings	71,289	74,549	-	(1,070,938)	(1,188,915)	(1,098,406)
Capital Outlay	3,431,651	3,208,792	-	6,652,704	5,278,521	1,978,181
Transfers to Other Funds	-	-	-	23,306,846	17,349,640	14,724,104
Total Expenditures	6,495,567	6,310,019	-	128,439,355	126,086,479	129,962,257
Net Increase (Decrease) in Fund Balance	(1,753,966)	(2,408,460)	-	(391,902)	4,700,281	(2,865,343)
Utilization of Fund Balance/Net Position	-	-	-	-	37,981	3,547,199
Adjustments to Balance to CAFR	(1,486,501)	-	-	(697,476)	-	-
Ending Fund Balance	6,093,386	3,684,926	3,684,926	64,693,300	69,393,581	66,528,238



2016-2018 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position Enterprise Funds

	Water Fund			WMARSS Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Beginning Total Net Position	114,257,608	116,197,942	111,943,937	-	1,270,828	1,755,176
Revenues						
Taxes	37,457	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	143,066	190,926	75,000	26,714	70,122	25,000
Other Revenue	285,486	-	-	17,737	9,000	9,000
Miscellaneous	516,776	357,516	292,891	-	-	-
General Fund Transfer	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	38,119,619	37,336,297	43,577,433	8,363,962	10,295,632	9,169,779
Sale of Merchandise	-	-	-	-	-	-
	39,102,404	37,884,739	43,945,324	8,408,413	10,374,754	9,203,779
Expenditures						
Salaries and Wages	4,582,604	4,464,609	5,402,350	1,419,563	1,456,631	1,560,315
Employee Benefits	1,985,139	1,786,805	2,200,327	532,697	533,929	613,553
Purchased Prof/Tech Services	1,525,755	2,355,321	2,332,328	844,517	1,588,852	1,161,014
Purchased Property Services	47,725	155,137	181,780	405,224	57,206	166,000
Maintenance	2,231,271	2,238,307	2,315,628	899,483	1,095,076	1,510,355
Other Purchased Services	805,846	988,762	1,125,757	231,568	234,399	271,693
Supplies	4,439,315	3,632,993	5,145,164	1,952,696	1,778,937	2,293,600
Other Operating Expenses	7,307,330	8,401,116	7,781,246	374,600	555,870	547,249
Contracts with Others	6,000	6,000	6,000	-	-	-
Operating Expenditures	22,930,985	24,029,050	26,490,580	6,660,348	7,300,900	8,123,779
Billings	(810,778)	(1,605,809)	(1,181,158)	-	-	-
Capital Outlay	876,652	1,493,534	902,000	477,237	2,589,506	1,080,000
Transfers to Other Funds	14,787,393	18,221,969	17,733,902	-	-	-
Total Expenditures	37,784,252	42,138,744	43,945,324	7,137,585	9,890,406	9,203,779
Net Increase (Decrease)	1,318,152	(4,254,005)	-	1,270,828	484,348	-
in Net Position						
Utilization of Fund Balance/Net Position	-	-	-	-	346,471	-
Adjustments to Balance to CAFR	622,182	-	-	-	-	-
Ending Total Net Position	116,197,942	111,943,937	111,943,937	1,270,828	1,755,176	1,755,176

**2016-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Enterprise Funds**

	Wastewater Fund			Solid Waste Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Beginning Total Net Position	70,811,985	71,940,928	69,165,603	16,747,154	19,833,470	21,753,881
Revenues						
Taxes	-	-	-	22,195	20,422	20,422
Intergovernmental Revenues	-	14,878	-	25,000	-	-
Interest	155,680	71,812	28,590	50,086	95,418	45,000
Other Revenue	-	141	-	288,460	28,971	72,006
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	18,095	2,100,000	648,163
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	22,972,686	25,891,225	29,379,658	18,417,044	18,416,736	17,613,638
Sale of Merchandise	-	-	-	-	-	-
	23,128,366	25,978,056	29,408,248	18,820,880	20,661,547	18,399,229
Expenditures						
Salaries and Wages	1,856,069	1,624,620	2,027,578	2,874,076	2,960,745	3,364,234
Employee Benefits	765,844	650,850	815,597	1,467,398	1,336,182	1,585,157
Purchased Prof/Tech Services	826,508	1,038,598	1,242,056	1,651,182	1,936,348	2,276,679
Purchased Property Services	17,180	23,244	20,350	13,053	17,482	17,941
Maintenance	1,091,337	900,830	1,143,727	1,978,333	2,305,606	2,371,509
Other Purchased Services	147,043	236,638	268,425	148,667	148,938	187,095
Supplies	434,277	535,321	440,192	1,252,573	1,261,713	2,287,768
Other Expenses	9,581,384	11,212,139	10,582,447	2,552,511	2,763,018	2,795,972
Contracts with Others	-	-	-	39,000	39,000	39,000
Operating Expenditures	14,719,642	16,222,240	16,540,372	11,976,793	12,769,032	14,925,355
Billings	694,444	773,612	767,269	428,452	652,670	744,211
Capital Outlay	805,922	216,017	319,100	3,068,598	2,594,059	2,102,913
Transfers to Other Funds	7,402,286	11,541,512	11,781,507	1,580,496	2,725,375	626,750
Total Expenditures	23,622,294	28,753,381	29,408,248	17,054,339	18,741,136	18,399,229
Net Increase (Decrease)	(493,928)	(2,775,325)	-	1,766,541	1,920,411	-
in Net Position						
Utilization of Fund Balance/Net Position	-	-	-	-	-	2,100,000
Adjustments to Balance to CAFR	1,622,871	-	-	1,319,775	-	-
Ending Total Net Position	71,940,928	69,165,603	69,165,603	19,833,470	21,753,881	21,753,881



2016-2018 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position Enterprise Funds

Texas Ranger Hall of Fame Fund			Waco Regional Airport Fund			Convention Center & Visitors' Services		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2015-16	2016-17	2017-18	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
6,072,272	6,227,012	6,309,554	33,292,882	36,921,382	37,161,865	18,247,311	18,508,735	19,260,606
-	-	-	-	-	-	-	-	-
-	-	-	93,725	87,600	87,600	-	-	-
2,607	5,399	1,500	1,749	4,545	2,000	3,386	9,495	2,000
149,547	152,760	9,200	316,874	274,652	235,700	146,037	179,728	194,404
150,000	150,000	150,000	-	-	-	24,959	5,716	6,820
737,456	669,619	711,895	736,059	354,363	338,071	-	-	-
-	-	-	-	-	-	3,204,122	3,482,658	3,704,065
388,377	429,034	323,027	847,718	820,879	768,170	1,126,476	1,188,472	1,129,214
279,796	217,426	257,696	65,768	37,162	30,000	323,153	295,353	278,035
1,707,783	1,624,238	1,453,318	2,061,893	1,579,201	1,461,541	4,828,133	5,161,422	5,314,538
603,787	567,969	641,605	440,711	400,676	487,042	1,120,983	1,335,702	1,428,673
218,036	216,432	238,309	181,742	191,592	217,218	437,078	535,838	567,137
25,527	42,151	36,271	71,685	28,810	20,000	706,737	712,470	485,941
7,224	8,479	7,728	19,216	23,101	20,488	29,082	35,620	34,431
8,733	20,496	17,582	72,363	59,730	79,700	115,675	106,406	253,709
45,714	41,933	56,986	80,438	66,284	73,124	521,006	788,982	818,150
101,883	66,359	117,752	114,521	107,105	141,769	819,183	420,771	502,796
208,178	297,243	154,000	82,031	50,584	53,200	235,648	290,162	262,933
-	-	-	-	-	-	-	-	-
1,219,082	1,261,062	1,270,233	1,062,707	927,882	1,092,541	3,985,392	4,225,951	4,353,770
158,821	163,189	168,085	342,255	299,836	295,000	-	-	-
49,651	117,445	15,000	737,508	-	-	26,283	33,600	310,768
-	-	-	600,000	111,000	74,000	150,000	150,000	650,000
1,427,554	1,541,696	1,453,318	2,742,470	1,338,718	1,461,541	4,161,675	4,409,551	5,314,538
280,229	82,542	-	(680,577)	240,483	-	666,458	751,871	-
-	-	-	-	762,794	-	-	-	-
(125,489)	-	-	4,309,077	-	-	(405,034)	-	-
6,227,012	6,309,554	6,309,554	36,921,382	37,161,865	37,161,865	18,508,735	19,260,606	19,260,606

**2016-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Enterprise Funds**

	Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Beginning Total Net Position	12,133,785	11,512,213	12,283,737	(292,176)	(360,661)	(30,572)
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	445	1,269	-	-	-	-
Other Revenue	-	43	-	99,821	66,525	68,250
Miscellaneous	380	7,529	15,100	-	-	-
General Fund Transfer	2,010,257	2,437,223	2,579,674	134,448	285,636	297,387
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	1,760,630	2,011,104	1,660,020	1,118,063	1,026,267	1,140,721
Sale of Merchandise	329,444	306,695	333,250	666,874	554,476	659,133
	4,101,156	4,763,863	4,588,044	2,019,206	1,932,904	2,165,491
Expenditures						
Salaries and Wages	1,491,133	1,442,015	1,520,973	437,584	364,015	544,066
Employee Benefits	667,532	727,063	733,225	168,321	179,670	229,028
Purchased Prof/Tech Services	29,616	36,404	44,424	460,526	384,330	307,374
Purchased Property Services	463,953	450,071	554,254	69,146	8,583	12,760
Maintenace	83,639	65,673	159,913	69,337	54,987	101,919
Other Purchased Services	112,341	133,329	123,265	131,963	126,009	145,962
Supplies	700,820	659,110	768,368	183,027	162,006	254,325
Other Expenses	150,206	175,968	158,700	416,532	175,215	459,057
Contracts with Others	125,843	237,296	320,857	-	-	-
Operating Expenditures	3,825,083	3,926,929	4,383,979	1,936,436	1,454,815	2,054,491
Billings	-	-	-	-	-	-
Capital Outlay	9,266	65,410	204,065	123,310	148,000	111,000
Transfers to Other Funds	-	-	-	-	-	-
Total Expenditures	3,834,349	3,992,339	4,588,044	2,059,746	1,602,815	2,165,491
Net Increase (Decrease)	266,807	771,524	-	(40,540)	330,089	-
in Net Position						
Utilization of Fund Balance/Net Position	-	-	-	-	-	-
Adjustments to Balance to CAFR	(888,379)	-	-	(27,945)	-	-
Ending Total Net Position	11,512,213	12,283,737	12,283,737	(360,661)	(30,572)	(30,572)



2016-2018 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position Enterprise Funds

Waco Transit Fund			Rural Transit Fund			Total Enterprise Funds		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2015-16	2016-17	2017-18	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
8,248,374	7,213,215	5,351,949	-	-	-	279,519,195	289,265,064	284,955,736
-	-	-	-	-	-	59,652	20,422	20,422
3,445,938	4,058,157	3,587,298	719,955	719,100	1,020,129	4,284,618	4,879,735	4,695,027
6	213	-	-	-	-	383,739	449,199	179,090
28,503	28,503	-	20,971	81,719	64,328	1,353,436	822,042	652,888
3,215,788	3,039,917	3,342,905	-	15,850	25,349	3,907,903	3,576,528	3,833,065
228	-	824,949	-	-	-	3,636,543	5,846,841	5,400,139
-	-	-	-	-	-	3,204,122	3,482,658	3,704,065
867,719	869,599	834,620	53,320	89,940	74,318	94,035,614	98,375,185	105,670,598
-	-	-	-	-	-	1,665,035	1,411,112	1,558,114
7,558,182	7,996,389	8,589,772	794,246	906,609	1,184,124	112,530,662	118,863,722	125,713,408
3,478,208	3,457,351	3,636,865	368,641	378,406	536,475	18,673,359	18,452,739	21,150,176
783,687	935,039	1,102,184	108,182	77,547	133,375	7,315,656	7,170,947	8,435,110
1,011,353	1,278,254	938,558	43,380	52,080	147,258	7,196,786	9,453,618	8,991,903
20,264	26,463	24,883	-	-	-	1,092,067	805,386	1,040,615
759,159	774,932	925,097	45,650	60,412	46,570	7,354,980	7,682,455	8,925,709
290,075	313,487	498,970	25,968	52,607	131,966	2,540,629	3,131,368	3,701,393
681,773	655,801	1,077,029	142,009	211,789	72,480	10,822,077	9,491,905	13,101,243
557,083	338,328	386,186	-	-	-	21,465,503	24,259,643	23,180,990
-	-	-	-	-	-	170,843	282,296	365,857
7,581,602	7,779,655	8,589,772	733,830	832,841	1,068,124	76,631,900	80,730,357	88,892,996
-	-	-	-	-	-	813,194	283,498	793,407
-	2,078,000	-	44,378	-	116,000	6,218,805	9,335,571	5,160,846
-	-	-	-	-	-	24,520,175	32,749,856	30,866,159
7,581,602	9,857,655	8,589,772	778,208	832,841	1,184,124	108,184,074	123,099,282	125,713,408
(23,420)	(1,861,266)	-	16,038	73,768	-	4,346,588	(4,235,560)	-
-	-	-	-	-	-	-	1,109,265	2,100,000
(1,011,739)	-	-	-	-	-	5,415,319	-	-
7,213,215	5,351,949	5,351,949	16,038	73,768	-	289,281,102	285,029,504	284,955,736

**2016-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Internal Service Funds**

	Risk Management Fund			Engineering Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Beginning Total Net Position	4,378,234	5,198,525	7,265,345	415,314	837,977	1,238,298
Revenues						
Permits, Licenses & Fees	-	-	-	17,070	36,583	18,000
Intergovernmental Revenues	-	-	-	-	-	-
Interest	18,079	26,429	12,000	1,280	4,494	1,000
Other Revenue	167,914	-	-	7,021	4,985	4,700
Charges for Services-Internal Services	3,972,155	5,276,835	4,215,596	2,350,751	2,606,550	3,074,700
	4,158,148	5,303,264	4,227,596	2,376,122	2,652,612	3,098,400
Expenditures						
Salaries and Wages	277,824	258,782	259,527	1,073,053	1,102,384	1,474,506
Employee Benefits	100,814	88,643	88,806	402,221	356,332	493,699
Purchased Prof/Tech Services	200,174	289,078	784,300	107,654	189,841	475,516
Purchased Property Services	-	-	-	52,611	52,611	52,611
Maintenance	1,396	1,796	600	40,256	47,453	54,025
Other Purchased Services	898,862	947,684	1,180,703	45,448	49,594	85,103
Supplies	47,136	28,063	16,299	44,782	83,943	65,081
Other Operating Expenses	887,341	798,761	1,897,361	158,220	317,083	461,821
Contracts with Others	-	-	-	-	-	-
Operating Expenditures	2,413,547	2,412,807	4,227,596	1,924,245	2,199,241	3,162,362
Billings	-	-	-	-	-	-
Capital Outlay	-	-	-	180,107	53,050	77,615
Transfers to Other Funds	921,115	-	-	-	-	-
Total Expenditures	3,334,662	2,412,807	4,227,596	2,104,352	2,252,291	3,239,977
Net Increase (Decrease) in Net Position	823,486	2,066,820	561,089	271,770	400,321	(141,577)
Utilization of Fund Balance/Net Position	-	-	-	-	-	141,577
Adjustments to Balance to CAFR	(3,195)	-	-	150,893	-	-
Ending Total Net Position	5,198,525	7,265,345	7,826,434	837,977	1,238,298	1,096,721



**2016-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Internal Service Funds**

Fleet Services Fund			Health Insurance Fund			Total Internal Service Funds		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2015-16	2016-17	2017-18	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
1,001,240	999,828	999,649	2,597,915	2,780,419	(475,166)	8,392,703	9,816,749	9,028,126
-	-	-	-	-	-	17,070	36,583	18,000
-	-	-	-	-	-	-	-	-
532	881	300	9,044	12,910	9,000	28,935	44,714	22,300
11,625	-	-	30	35	-	186,590	5,020	4,700
1,866,715	1,742,764	2,077,264	13,680,840	11,819,650	14,252,898	21,870,461	21,445,799	23,620,458
1,878,872	1,743,645	2,077,564	13,689,914	11,832,595	14,261,898	22,103,056	21,532,116	23,665,458
916,328	877,334	1,088,698	60,729	62,401	64,068	2,327,934	2,300,901	2,886,799
409,905	353,777	480,401	19,542	20,788	21,891	932,482	819,540	1,084,797
18,080	22,059	29,062	1,491,041	1,617,300	1,189,367	1,816,949	2,118,278	2,478,245
4,886	6,750	6,867	1,330	1,330	3,500	58,827	60,691	62,978
36,990	75,602	82,789	1,828	1,970	5,000	80,470	126,821	142,414
32,455	35,638	41,739	1,665	2,919	2,740	978,430	1,035,835	1,310,285
83,468	101,478	71,502	15,355	12,862	2,750	190,741	226,346	155,632
285,735	255,946	276,506	11,915,920	13,368,610	12,972,582	13,247,216	14,740,400	15,608,270
-	-	-	-	-	-	-	-	-
1,787,847	1,728,584	2,077,564	13,507,410	15,088,180	14,261,898	19,633,049	21,428,812	23,729,420
-	-	-	-	-	-	-	-	-
15,416	15,240	-	-	-	-	195,523	68,290	77,615
-	-	-	-	-	-	921,115	-	-
1,803,263	1,743,824	2,077,564	13,507,410	15,088,180	14,261,898	20,749,687	21,497,102	23,807,035
75,609	(179)	-	182,504	(3,255,585)	-	1,353,369	(788,623)	419,512
-	-	-	-	-	-	-	-	141,577
(77,021)	-	-	-	-	-	70,677	-	-
999,828	999,649	999,649	2,780,419	(475,166)	(475,166)	9,816,749	9,028,126	9,447,638

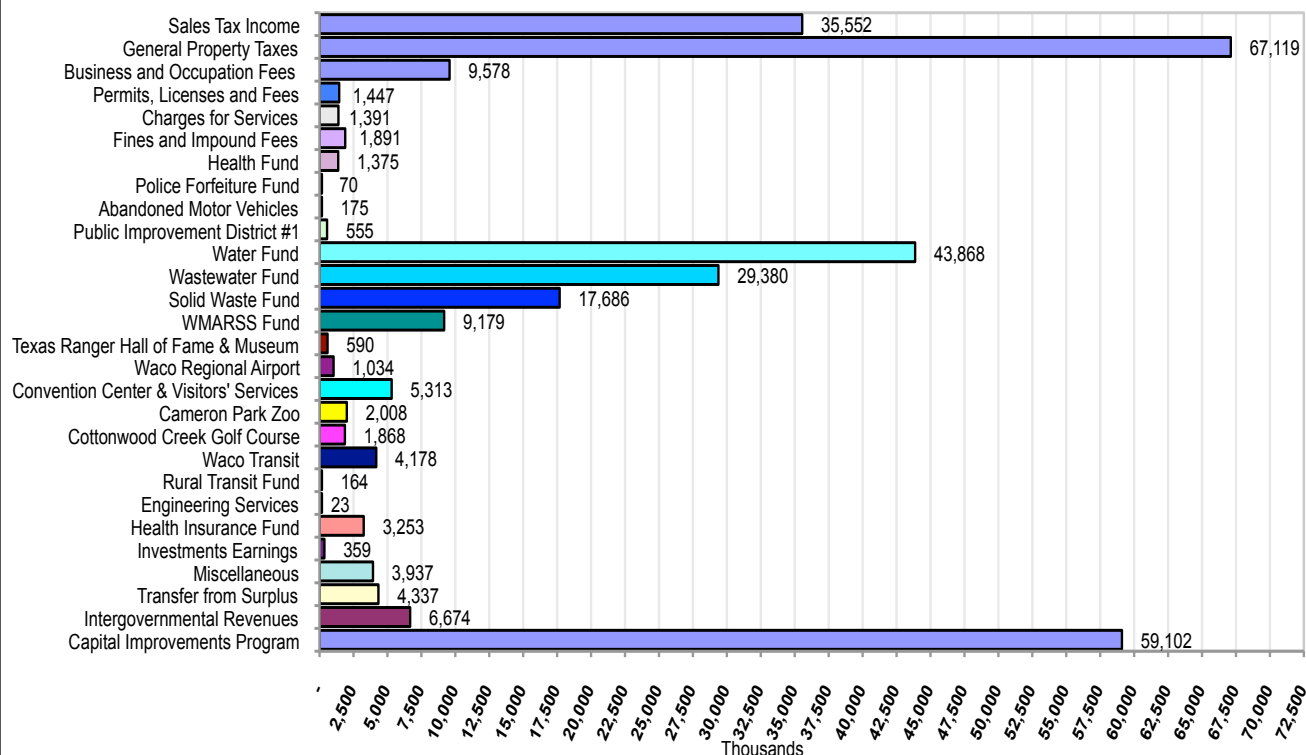
**2016-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balance / Net Position
Total of All Funds**

	Total Funds		
	Actual	Estimated	Adopted
	2015-16	2016-17	2017-18
Beginning Total Net Position	353,694,576	369,725,452	377,796,062
Revenues			
Taxes	104,906,111	110,141,233	110,982,056
Permits, Licenses & Fees	2,018,967	1,905,746	1,662,445
Intergovernmental Revenues	7,202,928	6,780,444	6,674,464
Charges for Services	1,951,457	1,713,645	1,760,633
Fines	2,272,494	1,971,920	1,890,975
Interest	604,369	894,511	353,390
Other Revenue	13,456,091	12,846,037	12,520,710
Miscellaneous	4,230,810	3,766,784	4,097,265
General Fund Transfer	10,396,780	13,006,064	9,574,384
Hotel-Motel Tax	3,204,122	3,482,658	3,704,065
Charges for Services	116,706,308	120,833,319	130,070,247
Sale of Merchandise	1,665,035	1,411,112	1,558,114
Total Revenues	268,615,472	278,753,473	284,848,748
Expenditures			
Salaries and Wages	78,555,457	80,055,049	88,068,766
Employee Benefits	28,974,966	29,488,207	32,822,822
Purchased Professional/Technical Services	15,532,004	18,765,164	19,536,265
Purchased Property Services	2,176,898	2,212,130	2,304,411
Maintenance	7,435,450	7,809,276	9,068,123
Other Purchased Services	6,820,701	7,859,983	9,148,554
Supplies	16,489,310	14,966,349	20,654,726
Other Operating Expenses	36,128,829	40,757,028	40,659,727
Contracts with Others	3,702,077	4,893,216	4,717,400
Operating Expenditures	195,815,692	206,806,402	226,980,794
Billings	(257,744)	(905,417)	(304,999)
Capital Outlay	13,067,032	14,682,382	7,216,642
Transfers to Other Funds	48,748,136	50,099,496	45,590,263
Total Expenditures	257,373,116	270,682,863	279,482,700
Net Increase (Decrease) in Net Position	11,242,356	8,070,610	5,366,048
Adjustments to Balance to CAFR	4,788,520	-	-
Utilization of Fund Balance/Net Position	-	1,147,246	5,788,776
Ending Total Net Position	369,725,452	377,796,062	383,162,110



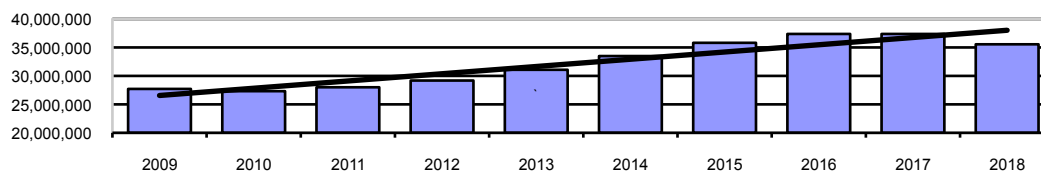
Explanation of Revenues

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



Sales Tax

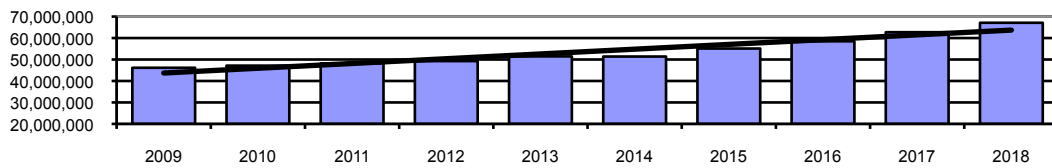
The City receives one and one-half percent sales tax on all retail sales, leases and rentals of most goods, as well as taxable services within the corporate city limits. Major exemptions from sales tax include: food, drugs (both prescription and non-prescription), non-taxable services, clothing and school supplies purchased during an annual tax holiday (added in August 2009) and equipment or materials used in manufacturing or for agricultural purposes. This revenue is directly affected by the amount of retail business activity including increases in the number of retail businesses, inflation, the number of new living units and employment numbers. We have to be very guarded in budgeting sales tax since this revenue is so dependent on the state of the economy. Sales tax growth for the past thirty-six months was led by the retail and wholesale trade sectors and the services sector. This trend of solid rebates together with employment gains gives us confidence in proposing an increase for sales tax revenue. We are expecting to end the current year significantly over budget, so we have budgeted this revenue at a 4.0% increase over the current adopted budget for FY 2016-17.



Explanation of Revenues

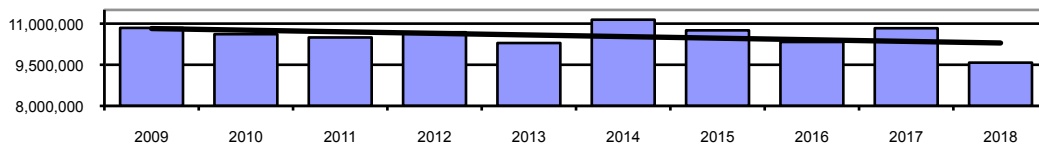
General Property Taxes

Property taxes include the current year's levy, prior year levies and penalty and interest collected on payment of delinquent taxes. Taxes attach as an enforceable lien on property as of January 1 and are levied on October 1. All unpaid taxes become delinquent if not paid before February 1 of the following year. The assessed value is 100% of the estimated actual value. The City has a charter limitation of \$1.85 per hundred dollars of valuation on the tax rate for debt service and operations. The proposed tax rate of \$0.776232 per hundred dollars of valuation includes \$0.115509 of debt service. Property tax receipts are budgeted to increase 7.4% over the current year's budgeted amount due mainly to new construction and increased appraisal valuations. Annexations and increased property values have contributed to the steady increase in property taxes over the past ten years. The tax rate has remained relatively steady during the last ten years. In FY 2007-08, the bond elected rate was \$0.786232. In FY 2013-14 the tax rate decreased to \$0.776232, which is the same rate that is proposed for FY 2017-18.



Business and Occupation Fees

Included in this revenue category are Gross Receipts and Occupation taxes. Gross Receipts represent those revenues collected on the gross receipts of utilities operating within the City and using the City's rights-of-way to conduct their business. The City Council has authorized a 4% charge on water, wastewater, and solid waste; 5% charge on natural gas and cable TV receipts; a 1% charge on bingo receipts; a per kilowatt hour charge on electricity receipts and a per line charge on telephone and telecommunications receipts. Business and Occupation fees are projected to decrease by 4.7% over this year's adopted budget. The percent for natural gas receipts changed from 4% to 5% during FY 2007-08. The City received proceeds from a settlement with the electricity provider from which we receive gross receipts in addition to its normal gross receipts payment during FY 2004-05. This settlement payment continued through FY 2008-09. The substantial increases in water and wastewater rates in FY 2010-11 and in FY 2015-16 through FY 2017-18 is another factor that has contributed to the growth in these revenues. The weather greatly affects the amounts received from electricity, natural gas, water and wastewater fees and varies from year to year.

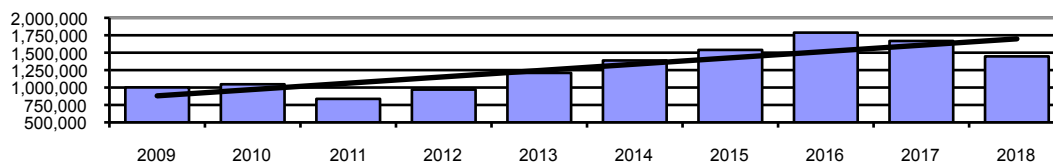




Explanation of Revenues

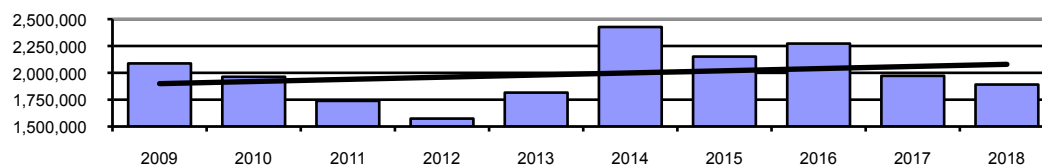
Permits, Licenses and Fees

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



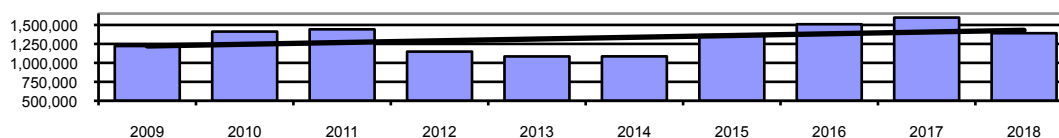
Fines and Impound Fees

Fines and Impound Fees include court, auto impound and false alarm fines. Many factors contribute to the realization of court fines revenue. Beginning in FY 2003-04, the City participated in a multi-jurisdictional Warrant Round-up with great success. The State of Texas Office of Court Administration reviewed our collection processes and made recommendations for improvement. Our staff Collections Task Force evaluated collection efforts in other jurisdictions and implemented the processes they judged to be the most effective for Waco. Because of the enormous success of the Warrant Round-up, a collection division was added to Municipal Court's budget in FY 2004-05. The Municipal Court judge periodically reviews the amounts of all fines and determines if any need changing. This review takes place after the legislature determines if any of the state fines will change. An increase in tickets and changes in collection efforts has contributed to this revenue. However, the U.S. Department of Justice is focusing 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 increased notably in FY 2011-12 and continue to be a strong source of revenue. False alarm fines are budgeted at about the same amount as budgeted for the current year.



Charges for Services

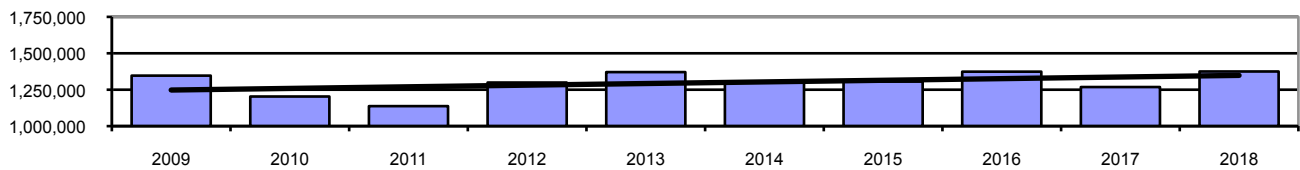
Charges for Services are funds earned by the City in exchange for specific types of services provided including weed mowing, library fees and fines, recreation fees, concessions for special events, reimbursement for police security, animal pick-up charges and animal shelter fees. These charges increased in FY 2007-08 with the addition of one police officer that is partially reimbursed by Midway ISD. The contract for police security with Midway ISD ended in FY 2013-14. The opening of the Mammoth National Monument and the City hosting the Games of Texas contributed to the increase in FY 2009-10 and FY 2010-11. Aquatic admissions were eliminated in FY 2011-12 with the privatization of the water park. Animal shelter fees were added in December 2012 when the City took over shelter operations from the Humane Society.



Explanation of Revenues

Health Services

Health fees are collected for services based on the amount of actual costs to the City or the client's ability to pay. These fees include death and birth certificates, environmental, septic system, immunization, and other health fees. Immunization fees are normally amended during the year when costs for vaccines increase. The City receives fees from other McLennan County governments for participation in the Health District. Several cities in the District became non-funding members in FY 2006-07, but most became funding members again in FY 2008-09. Revenues decreased significantly for the FY 2007-08 budget due to an agreement with Family Health Center to take over the dental clinic at the beginning of that fiscal year. Revenues were down slightly in FY 2009-10 because some environmental health services can now be obtained through the State and in FY 2010-11 because we are seeing more birth and death certificates being obtained through the State. Private pay revenues increased notably beginning in FY 2011-12 due to a change in program income distribution in Immunizations and can fluctuate from year to year.

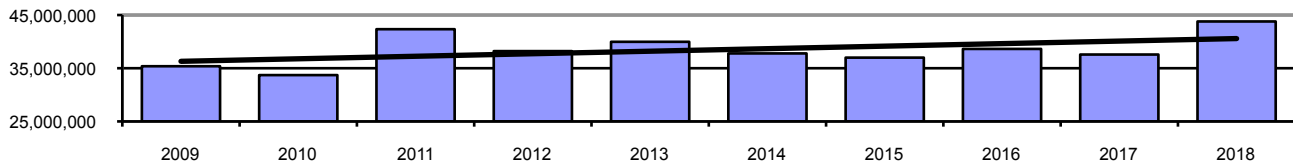


Enterprise Fund Revenues:

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

Water Services

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

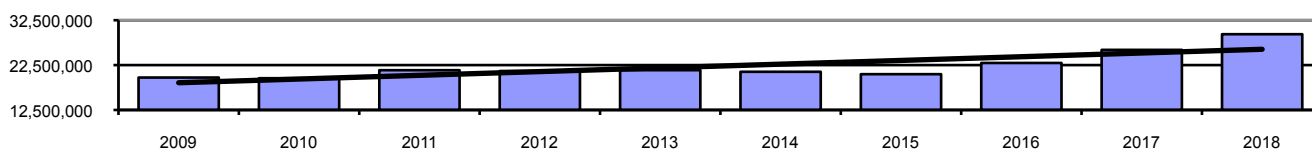




Explanation of Revenues

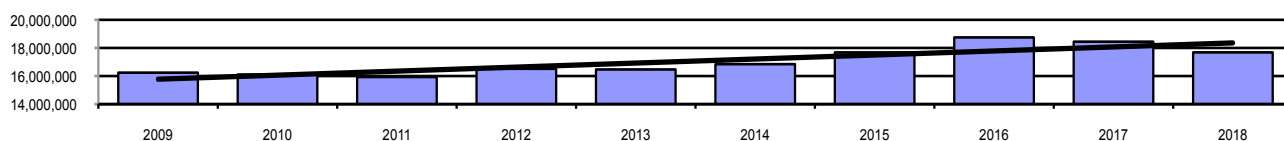
Wastewater Services

Residential, commercial and industrial wastewater customers will see rate increases beginning January 1, 2018. User fees were increased significantly in FY 2006-07 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities. Increases have been necessary due to higher operational expenses such as fuel and electricity, increasing debt service requirements for major infrastructure improvements, regulatory mandates and the fluctuation in sales due to the weather.



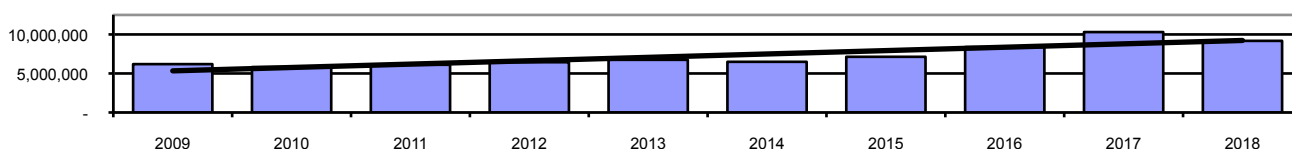
Solid Waste Services

Solid Waste residential service fees are not budgeted to increase in FY 2016-17. The last residential service fee increase of \$0.50 was in March 2008. In FY 2014-15, a 5-year plan to increase the landfill fee 5% annually began and is budgeted to increase to \$31.58 in FY 2017-18. Commercial service rates last increased in FY 2016-17.



WMARSS

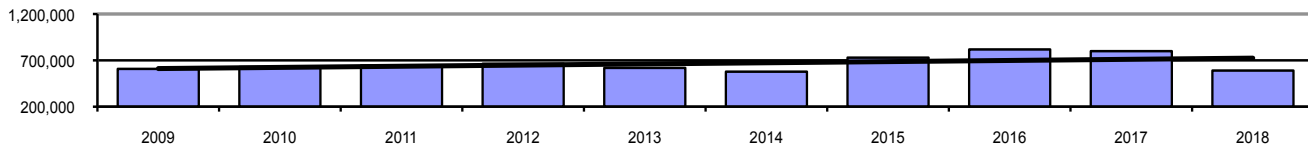
Revenues include charges to the owner cities based on their contributing flow into the regional wastewater system expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System (WMARSS).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



Explanation of Revenues

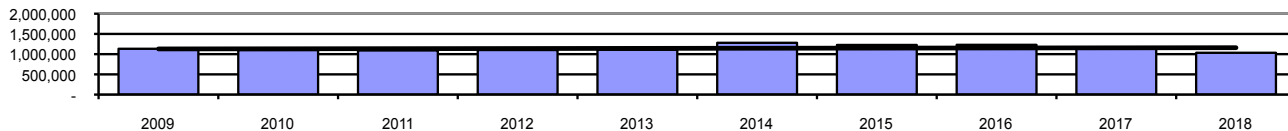
Ranger Hall of Fame

Revenues at the Hall of Fame include rents, admissions, merchandise licensing fees and sale of merchandise. Many licensing agreements have been signed over the past years, but it takes several years to see the fruits of these efforts. We started receiving rental revenue again in FY 2011-12 that was lost during the renovation of Knox Hall. Admission fees were increased in FY 2010-11 for adult admissions to bring that fee in line with other area attractions. Revenues declined somewhat in FY 2012-13 because of highway construction near the entrance of the facility. However, revenues have begun slowly increasing since FY 2014-15 as the project neared completion. Donations to the Ranger Hall of Fame fluctuate annually, so contributions revenue is budgeted conservatively.



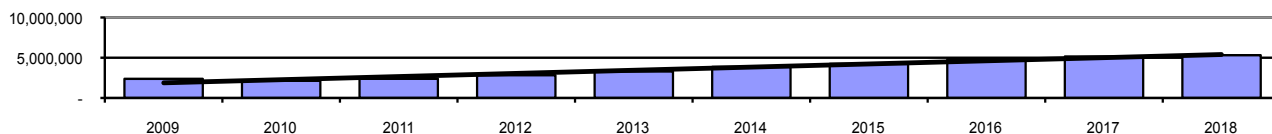
Waco Regional Airport

Airport revenues consist of commissions on rental cars, flowage fees, rents, landing fees, concessions and passenger facility charges. SkyWest Airlines began serving the area as the Continental Connection to Houston's Bush Intercontinental Airport in August 2003; however, this service was discontinued during 2012. A significant capital project was approved at the end of FY 2014-15, which resulted in the utilization of net position in FY 2015-16. City-operated concessions were added in mid-FY 2007-08 and helped decrease the General Fund support. Security costs are mandated, but are not totally reimbursed by the federal government. The economy and the departure of Continental has had an effect on the number of passengers using our facility the past few years, but we are beginning to see an improving trend.



Convention Center and Visitors' Services

Convention Services revenues are dependent on the usage and catering/concessions operations of the Convention Center and the hotel/motel taxes generated from occupancy in our local accommodations. Marketing efforts have been re-vamped in an effort to maximize what this facility has to offer. These marketing efforts have paid off which is reflected in rental revenues increasing steadily every year since FY 2007-08. Rental revenues decreased in FY 2008-09 through FY 2010-11 because of the \$17.5 million renovation and expansion project that was expected to begin during the year. The project was delayed, but bookings for events were made with the expectation that the renovation would start in early to mid-FY 2008-09. The project was completed during FY 2011-12 and all revenue categories for FY 2012-13 through FY 2017-18 reflect the increased bookings generated from the renovated facility. This is the sixth year that no funding from the General Fund is required.

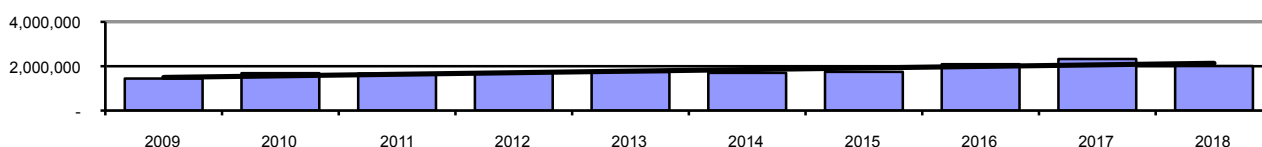




Explanation of Revenues

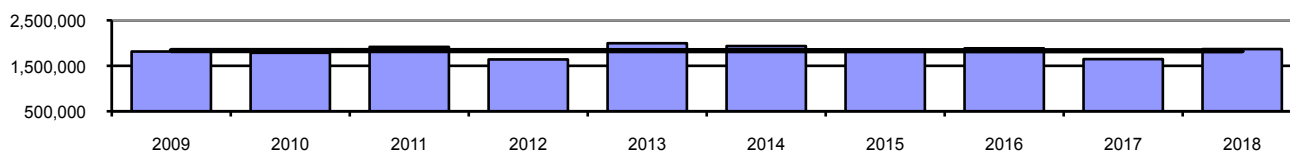
Cameron Park Zoo

The Brazos River Country expansion that doubled the zoo's animal collection opened in July 2005. Attendance revenue has increased steadily since that time, but not as fast as operating expenses for the new expansion. The new Asian Forest expansion opened in August 2009 and required an increase in staff as well as other expenses related to this new exhibit. The base admission price for adults and children increased at the start of FY 2009-10 to help offset the expenses of the Asian Forest exhibits and were increased again in FY 2015-16. The new exhibits and 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.



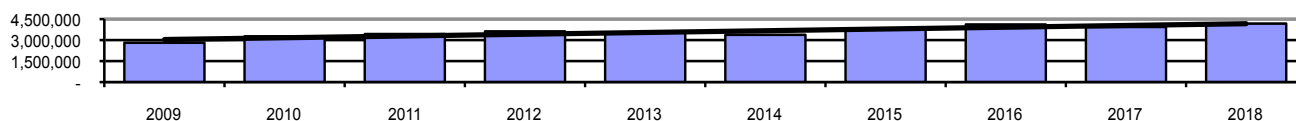
Cottonwood Creek Golf Course

Green fees and most other operating revenues are very dependent on the weather. Almost all operating fees were increased in FY 2009-10 including eliminating new memberships. Membership fees were restructured during FY 2010-11 and had a positive effect on all revenues. Revenues for FY 2011-12 were down considerably due to renovation of the greens during the prime revenue months, but fee increases were included in FY 2012-13 to offset the costs of the project. Despite a downturn in the golfing industry, revenues are expected to remain relatively steady.



Waco Transit

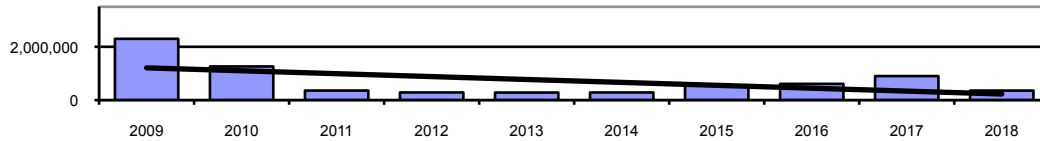
Waco Transit system provides public professional transportation services within the City limits. Revenues consist of regular and charter bus fares, van and trolley fares, and miscellaneous revenues. Transit receives funds from the Federal Transit Administration, the U.S. Department of Transportation, and the Texas Department of Transportation. In late FY 2005-06, Waco Transit was selected as the non-emergency transportation provider for Transportation Service Area Eleven (11) by TxDOT. Waco Transit provided non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties and produced approximately \$1.9 million in revenues. This service contract was anticipated to terminate just before the end of FY 2013-14; however, Waco Transit was awarded the contract. Waco Transit increased fares for all categories except elderly/handicapped base fare, day passes and transfers and added fares for student/child monthly and summer passes in FY 2008-09. Ridership has continued to remain steady.



Explanation of Revenues

Investment Earnings

Investment earnings is dependent on prevailing shortterm interest rates and available fund balances. The decrease in revenues since FY 2010-11 and budgeted for FY 2017-18 are due to the drastic decrease in interest rates.



Other Revenues

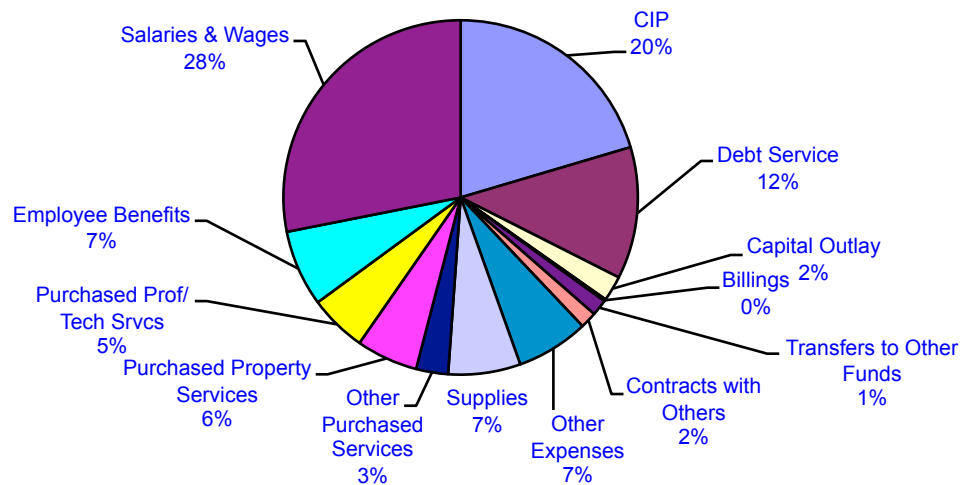
Revenues not otherwise classified or collected under various City policies, practices and contracts are included in this category. The largest items include commission from mixed drinks and concessions, rent from General Fund property, proceeds from the sale of real estate, and contributions. These revenues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

Intergovernmental/Federal, State and County

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



Explanation of Expenditures



Salaries & Wages

Authorized staffing for all funds includes 1,567 full time employees and 45.91 part time employees (FTEs) for FY 2017-18. Salaries and benefits, which are the largest category of expenditures, are 35% of the total budget. In order to keep these costs from growing exponentially, the City has initiated the practice of striving to not increase total FTEs. As a result, the City continually analyzes areas for increased efficiencies.

FY 2016-17 Staffing Changes

General Fund

Added net of 38.55 FTEs

Street Reconstruction

Reduced 21.00 FTEs (Transferred to General Fund)

Utility Funds

Added net of 3.14 FTEs

Solid Waste

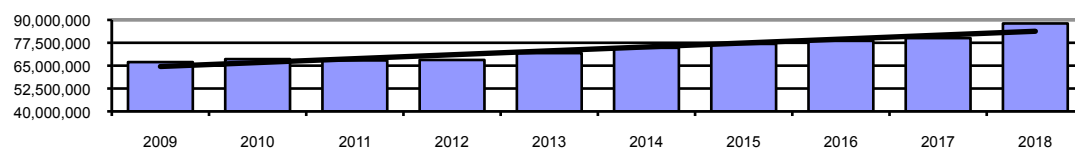
Reduced 0.53 FTEs

Internal Service Funds

Added 1.88 FTEs

Grants

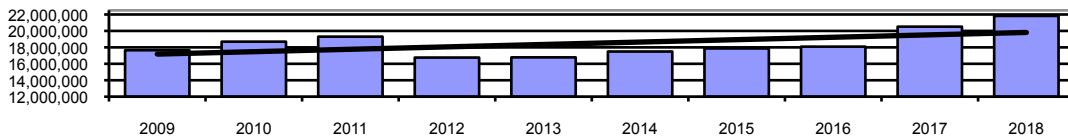
Added net of 1.35 FTEs



Explanation of Expenditures

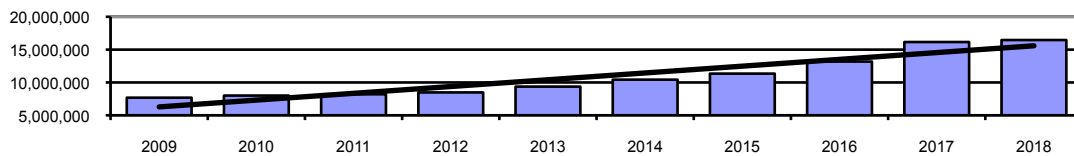
Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. In FY 2005-06, the City became self-funded. Health insurance costs have continued to increase year after year. The City's contribution rate for health insurance per employee increased by 13.6% in FY 2015-16. The Texas Municipal Retirement System made significant changes in the actuarial assumptions and funding methodology used in calculating cities' contribution rates in 2009. Our plan's unfunded actuarial liabilities were being amortized over a 30-year period with an 8-year phase-in period to get to the full contribution rate. A plan change in FY 2011-12 turned off annually repeating COLAs and changed that benefit to an ad hoc basis. This change reduced the contribution rate enough to get us to the full rate, reduced our unfunded actuarial liability by more than half, and increased our funded ratio, which is now 86.0%.



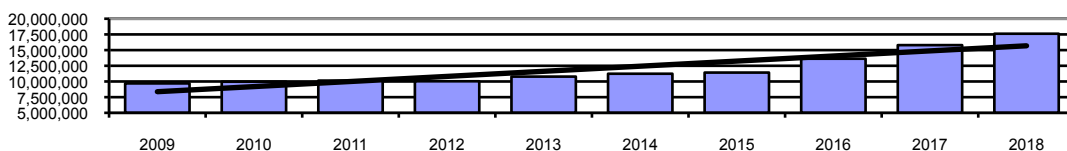
Purchased Professional/Technical Services

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 expensed for water, wastewater, and solid waste collection and landfill charges. These charges, especially water and wastewater, have had large rate increases in past years because of the vast infrastructure projects that were necessary to insure the quality and quantity of our water supply and the replacement of an aging sewage system to conform with the latest federal regulations. We have also included more maintenance dollars in the operating budget since FY 2012-13, particularly in Facilities, to fund projects that had previously been included in the capital improvements program budget. This additional funding has been included due to the initiative to fund these projects from operations rather than issuing debt.

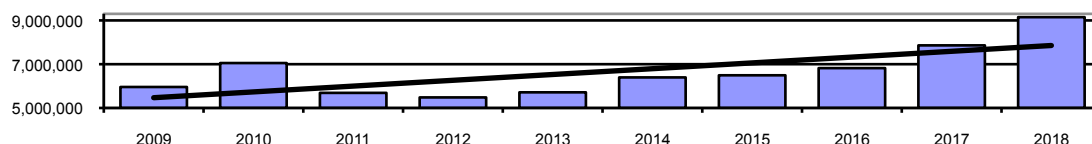




Explanation of Expenditures

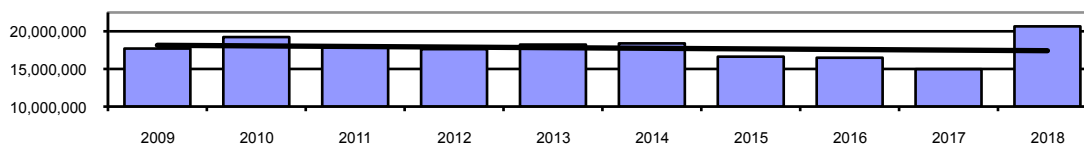
Other Purchased Services

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



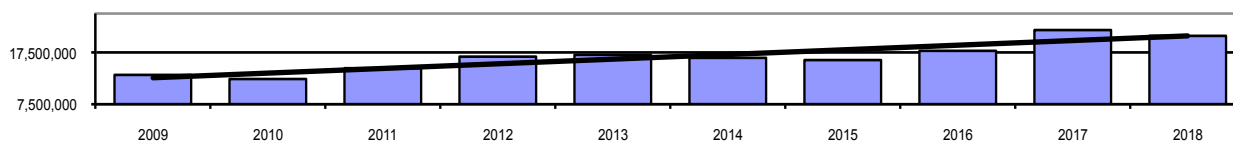
Supplies

Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, natural gas, electricity, and fuel. The volatility of fuel prices from year to year and has the potential to strain all budgets. A total of \$4.2 million is budgeted for fuel and lubricants in FY 2017-18, which is approximately \$391,000 less than the current year since consumption is trending relatively steady and fuel prices are expected to remain relatively stable through at least the end of FY 2017-18. 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

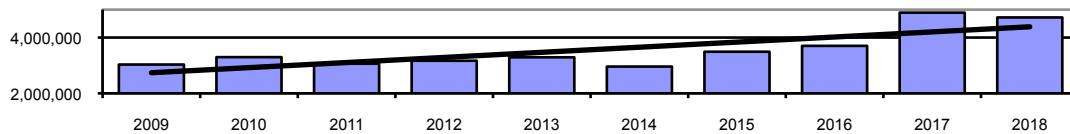
Included in this category are charges for goods and services not previously classified in other accounts. The amount of these expenses can vary from year to year depending on the departments' needs.



Explanation of Expenditures

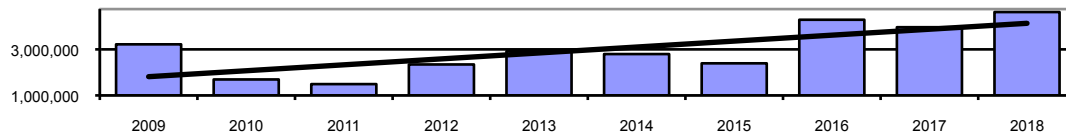
Contracts with Others

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



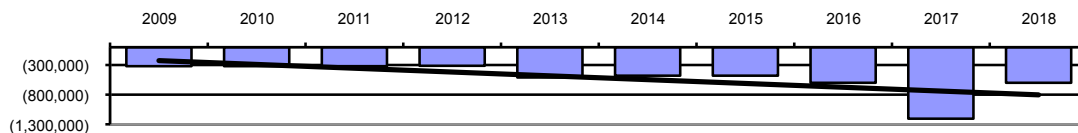
Transfers to Other Funds

This category includes funds set aside for a specific purpose and a small amount of matching funds for grants. The major transfer is to the Economic Incentive Fund. This fund started in FY 1997-98 and is used to account for incentive projects for local economic development in collaboration with McLennan County. The fluctuations during the 10-year period shown on the graph depend mostly on the amount of matching funds for grants and as we strive to fund capital asset equipment and rolling stock replacements with cash. The Economic Incentive transfer increased by \$250,000 in FY 2015-16, \$250,000 in FY 2016-17 and by another \$250,000 in FY 2017-18. Transfers peaked in FY 2008-09 due to the WMARSS Interceptor Improvement project.



Billings

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

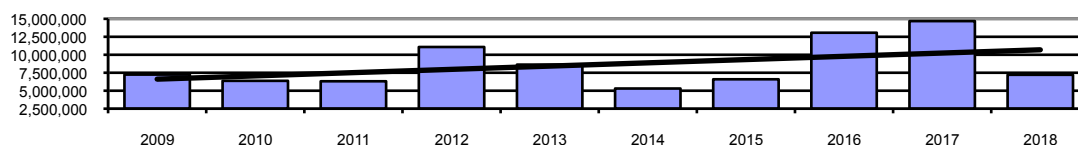




Explanation of Expenditures

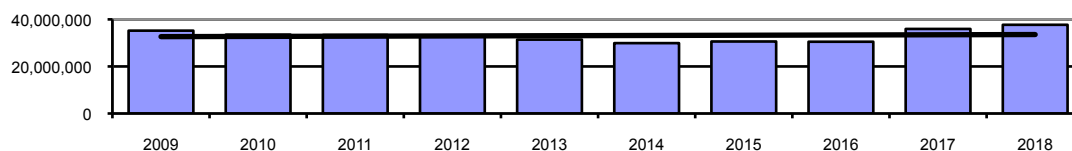
Capital Expenditures

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.



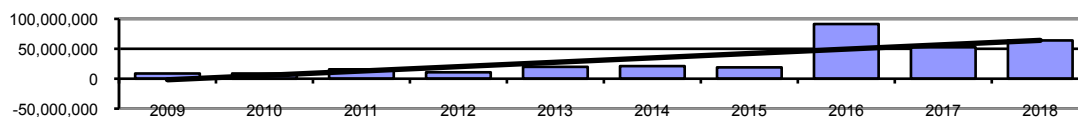
Debt Service

This category provides for the payment of principal and interest on the City's debt. A total of \$37,700,453 or 12% of the total budget has been budgeted in debt service for FY 2017-17. A detailed debt service section can be found beginning on page 229.



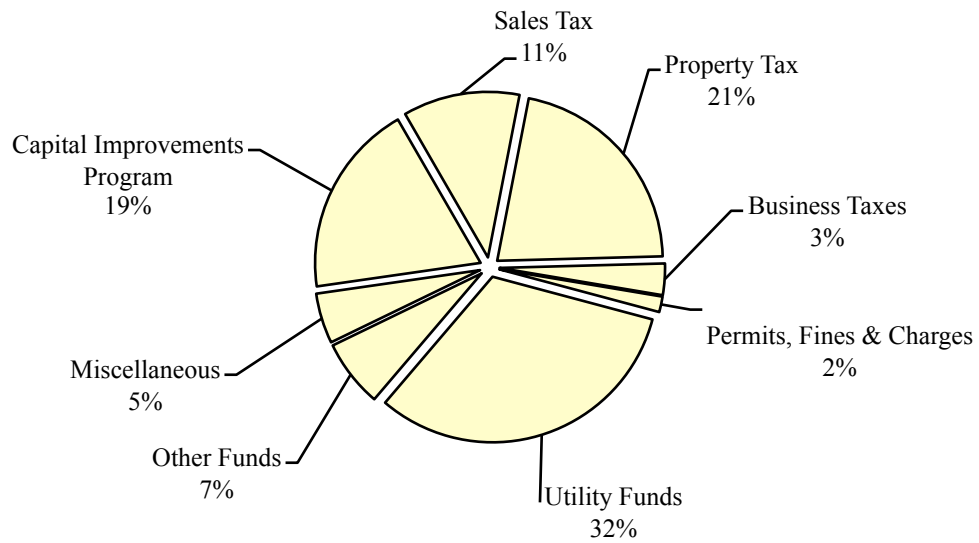
Capital Improvements Program (CIP)

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 \$63,981,580 or 21% of the total budget. Details of the Capital Improvement Program can be found beginning on page 255.

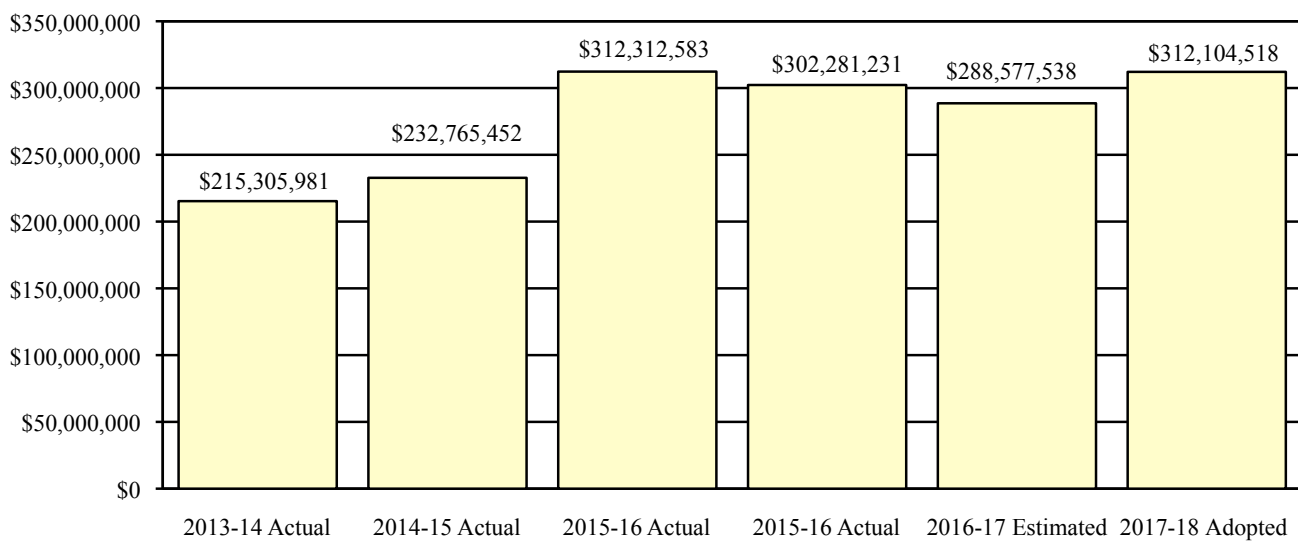


Revenue Summary

\$312,104,518



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



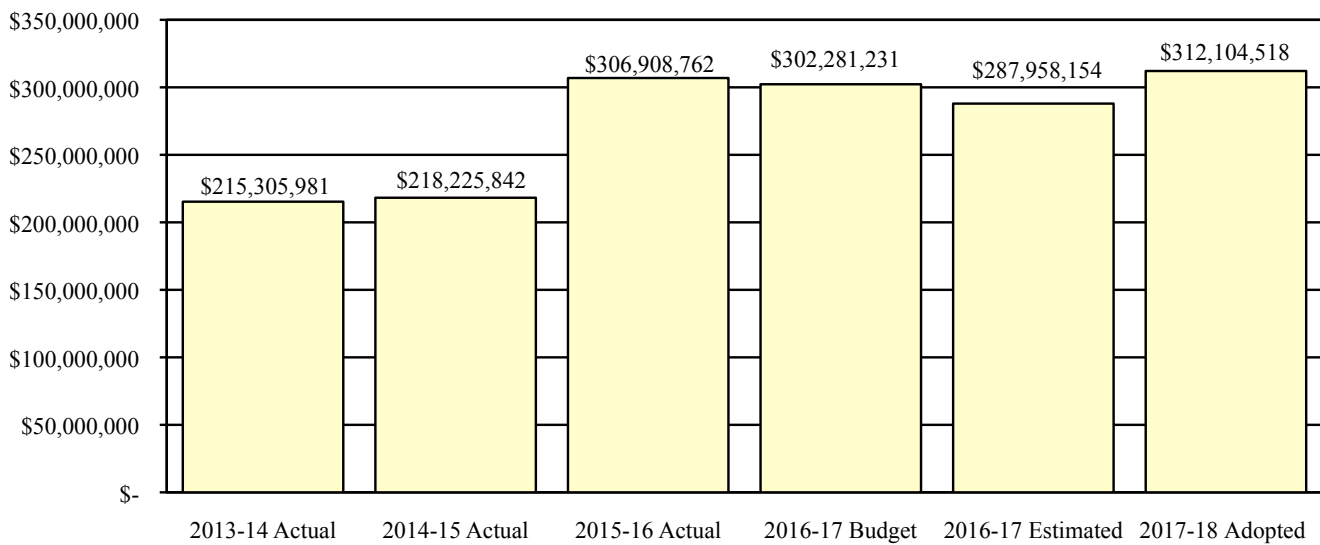
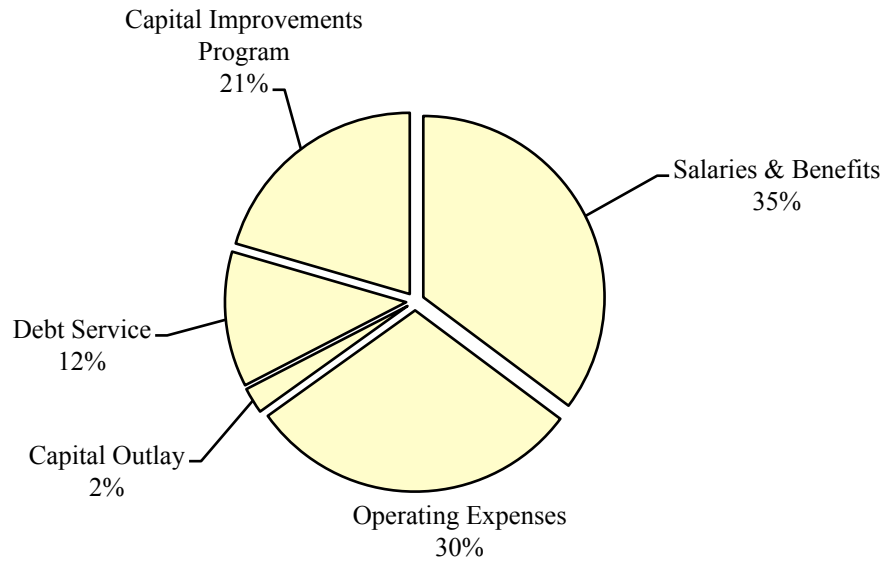


Revenue Summary

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Sales Tax Income	37,371,461	34,259,261	37,371,461	35,552,310
General Property Taxes	58,485,676	62,581,749	62,720,552	67,119,488
Business and Occupation Fees	10,331,122	10,050,920	10,833,176	9,577,751
Permits, Licenses and Fees	1,787,948	1,470,392	1,668,017	1,446,925
Charges for Services	1,509,413	1,365,859	1,597,140	1,391,162
Fines and Impound Fees	2,272,494	2,200,897	1,971,921	1,890,975
Health Fund	1,373,874	1,298,470	1,268,331	1,375,114
Forfeiture Fund	99,838	110,000	18,000	70,000
Abandoned Motor Vehicles	186,716	164,605	195,952	175,000
Public Improvement District #1	494,785	530,000	531,308	555,000
Water Fund	38,919,730	42,959,681	37,692,143	43,868,439
Wastewater Fund	22,972,686	29,107,960	25,891,369	29,379,658
Solid Waste Fund	18,705,505	17,884,696	18,445,707	17,685,644
WMARSS Fund	8,381,699	10,210,430	10,304,632	9,178,779
Texas Ranger Hall of Fame & Museum	817,719	581,798	799,220	589,923
Waco Regional Airport	1,230,361	1,074,608	1,132,693	1,033,870
Convention Center & Visitors' Services	4,824,745	4,923,980	5,151,927	5,312,538
Cameron Park Zoo	2,090,453	1,826,611	2,325,371	2,008,370
Cottonwood Creek Golf Course	1,884,759	1,893,371	1,647,268	1,868,104
Waco Transit	4,112,010	3,998,586	3,938,020	4,177,525
Rural Transit Fund	74,291	48,373	187,509	163,995
Engineering Fund	24,091	19,603	41,568	22,700
Health Insurance Fund	2,792,655	2,843,864	2,849,154	3,252,898
Investment Earnings	610,497	264,718	902,076	358,510
Miscellaneous	5,705,187	3,891,927	4,719,311	3,936,596
Intergovernmental Revenues				
Federal	3,442,604	4,084,908	3,870,894	3,954,783
State	2,265,707	3,369,263	1,286,309	998,997
County	1,532,074	1,673,191	1,623,241	1,720,684
Total Revenues	234,300,100	244,689,721	240,984,270	248,665,738
Utilization of Fund Balance/Net Position	-	12,741,504	2,137,980	4,336,939
Capital Improvements Program	78,012,483	44,850,006	45,455,288	59,101,841
Summary Total	312,312,583	302,281,231	288,577,538	312,104,518

Expenditure Summary

\$312,104,518





Expenditure Summary

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries & Wages	78,555,458	84,691,029	80,055,051	88,068,766
Employee Benefits	18,086,755	20,018,026	20,517,679	21,822,822
Purchased Professional/Technical Services	13,181,254	17,672,820	16,158,615	16,461,565
Purchased Property Services	2,176,898	2,165,708	2,212,130	2,304,411
Maintenance	11,449,414	14,669,675	13,582,297	15,307,077
Other Purchased Services	6,820,701	8,527,693	7,859,984	9,148,554
Supplies	16,489,310	19,447,918	14,966,350	20,654,726
Other Operating Expenses	17,808,088	23,291,162	21,816,134	20,696,521
Contracts with Others	3,702,077	4,893,374	4,893,216	4,720,400
Operating Expenditures	168,269,955	195,377,405	182,061,456	199,184,842
Transfers to Other Funds	4,287,005	5,816,688	3,962,740	4,621,000
Billings	(599,999)	(644,407)	(1,205,253)	(599,999)
Capital Expenditures	13,067,032	13,998,841	14,682,382	7,216,642
Total	185,023,993	214,548,527	199,501,325	210,422,485
Debt Service				
Principal Retired	18,435,000	20,230,000	20,830,000	23,060,000
Interest Retired	12,055,451	14,976,430	15,100,555	14,627,591
Exchange & Commission	10,515	10,821	10,821	12,862
Total Debt Service	30,500,966	35,217,251	35,941,376	37,700,453
Total Expenditures	215,524,959	249,765,778	235,442,701	248,122,938
Capital Improvements Program	91,383,803	52,515,453	52,515,453	63,981,580
Summary Total	306,908,762	302,281,231	287,958,154	312,104,518

Expenditures by Department

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
General Fund				
City Manager's Office	3,816,478	4,513,332	4,512,720	4,626,923
City Council	159,265	179,136	191,422	195,880
Animal Shelter	3,158,426	1,611,367	1,727,670	1,824,776
City Secretary	546,103	637,783	577,827	618,011
Finance	1,500,968	1,892,706	1,682,313	1,931,869
Purchasing	559,279	572,876	545,043	673,954
Information Technology	3,054,059	3,801,579	3,310,608	4,294,713
Legal	1,133,391	1,296,719	1,124,390	1,397,783
Municipal Court	1,240,511	1,347,884	1,225,048	1,379,665
Planning	748,090	923,206	801,644	837,504
Human Resources	864,774	883,287	836,768	1,365,960
Inspections	1,780,278	1,942,073	1,709,525	2,179,477
Streets & Drainage	7,369,487	2,609,245	2,047,573	6,679,347
Traffic	2,414,738	3,499,889	3,250,485	3,662,665
Emergency Management	1,285,250	1,573,088	1,588,348	1,309,771
Fire	23,572,076	23,067,253	23,202,707	23,282,476
Police	34,554,093	35,627,708	36,360,767	38,011,435
Library	4,092,435	3,938,200	3,529,000	4,151,971
Municipal Information	857,530	791,514	775,478	846,194
Housing	1,042,489	737,914	461,595	778,902
Facilities	4,935,239	3,707,071	3,368,387	3,634,801
Parks and Recreation	10,162,774	10,969,917	9,417,970	11,112,590
Contributions	13,450,155	21,034,795	18,773,369	15,674,659
Miscellaneous	539,523	901,212	893,677	686,180
Employee Benefits	364,726	586,804	468,254	730,282
	123,202,137	128,646,558	122,382,588	131,887,788
Special Revenue Funds				
Health Administration	2,122,288	2,184,189	2,130,920	2,512,182
Environmental Health	249,237	288,688	273,337	308,719
Environmental Health - OSSF	259,368	280,008	251,392	306,578
Public Health Nursing	911,366	1,301,028	1,006,647	1,271,122
Sexually Transmitted Diseases	338,702	369,346	319,431	373,623
HIV/AIDS	172,741	189,717	161,955	197,357
Police Forfeiture Fund	79,660	110,000	64,000	70,000
Abandoned Motor Vehicles	83,927	268,771	182,116	175,000
Public Improvement District #1	458,672	1,247,636	574,964	1,235,856
	4,675,961	6,239,383	4,964,762	6,450,437
Street Reconstruction	6,495,567	4,134,322	6,310,019	-



Expenditures by Department

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Utility Funds				
Water Office	1,419,136	1,448,324	1,389,461	1,153,682
Water Distribution	4,798,780	5,786,750	5,425,012	5,152,834
Water Treatment	8,006,053	9,052,039	7,372,652	9,566,415
Utilities Laboratory	(254,375)	-	(694,310)	-
Source of Supply	478,852	1,413,863	491,122	625,000
Water - Meter Shop	1,087,089	1,235,041	1,133,861	1,288,613
Water General & Admin	22,248,710	26,219,702	27,020,950	26,158,780
Wastewater Collection	5,495,645	5,438,281	5,051,869	5,476,662
Environmental Services	619,219	573,621	478,976	530,273
Wastewater Treatment	6,444,852	7,968,528	7,968,528	7,012,402
Wastewater General & Admin	11,062,581	15,313,137	15,254,007	16,388,911
WMARSS	7,137,585	11,792,650	9,890,404	9,203,779
	68,544,127	86,241,936	80,782,532	82,557,351
Other Enterprise Funds				
Solid Waste	17,054,340	20,238,458	18,741,136	18,399,229
Texas Ranger Hall of Fame	1,427,554	1,584,417	1,541,696	1,453,318
Waco Regional Airport	2,742,470	1,518,571	1,338,718	1,461,541
Convention Center & Visitors' Services	4,161,675	4,924,980	4,409,551	5,314,538
Cameron Park Zoo	3,834,349	4,263,834	3,992,339	4,588,044
Cottonwood Creek Golf Course	2,059,746	2,179,010	1,602,815	2,165,491
Rural Transit	778,208	767,473	832,841	1,184,124
Waco Transit	7,581,602	10,845,922	9,857,655	8,589,772
	39,639,944	46,322,665	42,316,751	43,156,057
Internal Service Funds				
Risk Management	3,334,662	3,785,291	2,412,807	4,227,596
Engineering	2,104,352	2,651,456	2,252,291	3,239,977
Fleet Services	1,803,263	1,987,138	1,743,824	2,077,564
Health Insurance Fund	13,507,411	13,874,447	15,088,180	14,261,898
	20,749,688	22,298,332	21,497,102	23,807,035
	263,307,424	293,883,196	278,253,754	287,858,668
Less: Interfund Transfers	(47,782,465)	(44,117,418)	(42,811,053)	(39,735,730)
	215,524,959	249,765,778	235,442,701	248,122,938
Capital Improvements Program	91,383,803	52,515,453	52,515,453	63,981,580
Summary Total	306,908,762	302,281,231	287,958,154	312,104,518

General Fund

Revenues

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes				
Sales Tax Income	37,371,461	34,259,261	37,371,461	35,552,310
Ad Valorem Taxes - Current	48,345,301	52,570,764	52,570,764	56,337,119
Ad Valorem Taxes - Delinquent	459,221	350,000	350,000	350,000
Interest and Penalty	439,315	450,000	489,686	435,000
Revenue in Lieu of Taxes	4,369,206	4,473,449	4,473,444	4,620,447
Occupation Taxes	97,574	35,000	35,000	100,000
Gross Tax Receipts Tax	<u>13,405,960</u>	<u>13,568,892</u>	<u>14,351,159</u>	<u>13,046,758</u>
	67,116,577	71,448,105	72,270,053	74,889,324

Licenses and Permits

Building Permits	788,519	632,029	680,642	632,029
Open Air Vending	5,980	5,400	8,078	5,400
Farmer's Market	300	-	225	200
Street Furnishings	50	-	-	-
Plumbing Permits	265,225	225,000	273,176	225,000
Electrical Permits	390,127	321,680	381,454	321,680
Heating and A/C Permits	158,168	135,000	144,797	120,000
Sign Permits	37,047	32,668	35,622	32,668
House Moving Permits	112	392	251	-
Garage Sale Permits	20,990	21,922	17,265	18,725
Subdivision Fees	39,497	34,446	39,405	35,805
Zoning Applications	24,060	13,437	38,250	15,000
Fire Inspection Fees	57,173	48,418	48,327	40,418
Cab Registration Fees	<u>700</u>	<u>-</u>	<u>525</u>	<u>-</u>
	1,787,948	1,470,392	1,668,017	1,446,925

Intergovernmental

Federal	3,757	-	-	-
State	546,441	238,931	277,468	258,753
County	<u>1,499,586</u>	<u>1,593,955</u>	<u>1,593,955</u>	<u>1,621,606</u>
	2,049,784	1,832,886	1,871,423	1,880,359

Charges for Services

Recreation Fees	431,860	367,846	375,230	388,907
Weed Mowing Collections	104,275	80,000	47,131	80,000
Library Fees & Fines	122,902	115,187	126,911	109,969
Animal Pick Up Charge	9,620	10,325	12,758	10,325
Convention Center	53,622	55,097	55,097	56,750
Graphics	65,764	62,182	62,182	62,182
Airport Services	342,255	314,648	299,836	295,000
Police Security	<u>40,525</u>	<u>22,770</u>	<u>22,770</u>	<u>22,770</u>
	1,170,823	1,028,055	1,001,915	1,025,903



General Fund

Revenues

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Fines				
Court Fines	2,111,805	2,041,960	1,817,313	1,740,949
Auto Impound Fees	145,439	147,911	139,007	139,000
False Alarm Fines	15,250	11,026	15,600	11,026
BSC - Civil Penalties	-	-	-	-
	2,272,494	2,200,897	1,971,920	1,890,975
Investment Earnings	181,672	75,000	372,779	150,000
Other Revenues				
Contributions	784,014	617,001	725,109	617,001
Indirect Exp. Reimbursement	7,494,575	7,115,251	7,115,251	8,265,788
Rent From Real Estate	223,461	139,130	313,549	182,989
Sale of Real Estate	220,877	100,000	25,267	100,000
Sale of Other Scrap	12,026	12,899	14,097	10,000
Sale of Other	27,562	28,732	26,462	28,732
Comm from Sale of Mixed Drinks	555,555	528,576	638,279	560,000
Commission on Municipal Court	90,116	86,653	54,746	72,000
Commission on Concessions	28,606	38,970	12,611	22,616
Cash - Over or Short	90	-	208	-
Collection of Receivables	2,057	-	1,459	-
Miscellaneous Revenues	1,765,375	1,476,632	2,523,793	1,409,032
	11,204,314	10,143,844	11,450,831	11,268,158
Other Financing Sources				
Court Security Fund	88,168	90,232	86,981	86,300
Abandoned Motor Vehicles	68,084	169,649	50,000	50,000
Solid Waste Fund	62,638	-	-	-
	218,890	259,881	136,981	136,300
Other Revenues				
Admissions	333,183	286,638	434,871	295,000
Animal Shelter Fees	330,538	370,527	383,655	333,519
Concessions	136,512	112,566	193,809	150,672
	800,233	769,731	1,012,335	779,191
Transfer from Surplus	-	5,158,506	-	2,868,343
Total Revenues	124,174,196	128,646,558	129,127,715	131,887,788

General Fund

Expenditures

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	57,161,868	60,486,929	59,515,228	64,198,252
Employee Benefits	18,129,547	19,661,600	18,633,105	20,741,705
Purchased Professional/Technical Services	4,628,269	5,489,794	5,105,063	7,457,067
Purchased Property Services	1,022,615	1,121,995	1,341,234	1,198,118
Maintenance	5,439,637	6,475,951	6,611,579	8,292,750
Other Purchased Services	3,105,621	3,867,852	3,507,478	3,892,356
Supplies	5,053,674	6,078,751	4,908,286	6,930,687
Other Operating Expenses	955,135	1,582,891	1,345,197	1,247,232
Contracts with Others	2,449,106	3,490,285	3,490,127	3,171,268
Operating Expenditures	97,945,472	108,256,048	104,457,297	117,129,435
Billings	(1,142,227)	(1,263,464)	(1,263,464)	(1,098,406)
Capital Outlay	3,160,127	2,354,026	2,008,729	1,182,655
Transfers to Other Funds	12,860,305	8,047,069	6,311,906	6,426,739
Total	112,823,677	117,393,679	111,514,468	123,640,423
Health Services	2,874,265	3,235,270	3,235,270	3,495,389
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	-
Ranger Hall of Fame	737,456	669,619	669,619	711,895
Airport Services	736,059	354,363	354,363	338,071
Cameron Park Zoo	2,010,257	2,437,223	2,437,223	2,579,674
Cottonwood Creek Golf Course	134,448	285,639	285,639	297,387
Waco Transit	-	384,793	-	824,949
Total Interfund Transfers	10,378,457	11,252,879	10,868,086	8,247,365
Total Expenditures	123,202,134	128,646,558	122,382,554	131,887,788



Health Fund

The Health Fund accounts for the operations and City's share of health programs operated within McLennan County. Financing is provided from the General Fund to the extent patients' fees and other miscellaneous revenues are not sufficient to provide such financing. The Health Fund encompasses the following health related activities: Administration, Vital Statistics, Environmental Health, On-Site Sewage Facilities (OSSF), Public Health Nursing Services, Sexually Transmitted Diseases (STD) and HIV/AIDS programs. The Texas Department of State Health Services provides \$3,356,262 in additional funding for numerous health services such as the Women, Infants and Children (WIC) Program, Public Health Preparedness, TB and Immunization clinics, and several HIV/AIDS services. These programs and others are detailed in the Supplementary Grant Information section of the budget.

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	213,949	180,537	201,146	197,520
Intergovernmental	32,488	79,236	29,286	99,078
Charges for Services	780,634	717,565	711,730	734,730
Fines	-	-	-	-
Interest	1,648	-	6,557	-
Contributions	354,592	347,634	354,192	349,964
Other	24,698	52,734	1,264	92,900
Charges for Services	-	-	-	-
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from General Fund	2,874,265	3,235,270	3,235,270	3,495,389
Total Revenues	4,282,274	4,612,976	4,539,445	4,969,581

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,480,047	1,715,014	1,466,237	1,766,692
Employee Benefits	547,380	617,807	548,566	628,057
Purch Professional/Technical	93,190	271,685	269,764	235,800
Purchased Property Services	2,570	2,580	3,015	2,700
Maintenance	15,581	16,606	13,458	48,718
Other Purchased Services	89,478	114,280	101,554	128,440
Supplies	331,617	411,770	268,505	413,664
Other Operating Expenses	450,509	392,441	401,787	623,235
Contracts with Others	1,039,605	1,070,793	1,070,793	1,102,275
Operating Expenditures	4,049,977	4,612,976	4,143,679	4,949,581
Billings	-	-	-	-
Capital Expenditures	3,724	-	-	20,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	4,053,701	4,612,976	4,143,679	4,969,581
Difference	228,573	-	395,766	-

Police Forfeiture Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	-	-	-	-
Contributions	-	-	-	-
Other	99,838	110,000	18,000	70,000
Charges for Services	-	-	-	-
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from other sources	-	-	-	-
Total Revenues	99,838	110,000	18,000	70,000
Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purch Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	-
Maintenance	-	-	-	-
Other Purchased Services	15,515	30,000	12,000	30,000
Supplies	-	38,000	-	40,000
Other Operating Expenses	6,942	-	10,000	-
Contracts with Others	-	-	-	-
Operating Expenditures	22,457	68,000	22,000	70,000
Billings	-	-	-	-
Capital Expenditures	57,203	42,000	42,000	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	79,660	110,000	64,000	70,000
Difference	20,178	-	(46,000)	-



Abandoned Motor Vehicles Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	-	-	-	-
Contributions	-	-	-	-
Other	186,716	164,605	195,952	175,000
Charges for Services	-	-	-	-
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from surplus	-	104,166	-	-
Total Revenues	186,716	268,771	195,952	175,000
Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purch Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	-
Maintenance	-	19,500	-	31,500
Other Purchased Services	7,051	8,080	2,561	8,080
Supplies	8,792	9,191	9,906	8,000
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	15,843	36,771	12,467	47,580
Billings	-	-	-	-
Capital Expenditures	-	50,351	-	77,420
Transfers to Other Funds	68,084	181,649	169,649	50,000
Total Expenditures	83,927	268,771	182,116	175,000
Difference	102,789	-	13,836	-

Public Improvement District #1

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	358,421	450,000	479,297	520,000
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	2,344	800	5,675	2,000
Contributions	57,045	45,000	-	-
Other	79,319	35,000	52,011	35,000
Charges for Services	-	-	-	-
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from surplus	-	716,836	37,981	678,856
Total Revenues	497,129	1,247,636	574,964	1,235,856

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purch Professional/Technical Services	364,667	459,681	469,681	373,250
Purchased Property Services	820	1,800	1,804	-
Maintenance	210	-	-	-
Other Purchased Services	46,875	29,150	32,111	78,000
Supplies	3,577	1,500	2,368	5,500
Other Operating Expenses	-	-	-	-
Contracts with Others	42,523	50,000	50,000	81,000
Operating Expenditures	458,672	542,131	555,964	537,750
Billings	-	-	-	-
Capital Expenditures	-	705,505	19,000	698,106
Transfers to Other Funds	-	-	-	-
Total Expenditures	458,672	1,247,636	574,964	1,235,856

Difference	38,457	-	-	-
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Street Reconstruction Fund

The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988, the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. In 2017-18, this fund was combined with the General Fund. For 2016-17, the contribution is \$3,885,972. These funds provided for approximately 80 miles of street improvements divided among reconstruction, reclamation, overlays, and slurry seals. Arterial improvement needs are addressed in the Capital Improvements Program

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Revenues				
Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	836,038	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	6,031	3,000	15,587	-
Contributions	13,560	-	-	-
Other	-	-	-	-
Charges for Services	-	-	-	-
Net Merchandise Sales	-	-	-	-
Hotel -Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfer from General Fund	3,885,972	4,131,322	3,885,972	-
	4,741,601	4,134,322	3,901,559	-
Expenditures				
Salaries and Wages	594,072	633,164	367,833	-
Employee Benefits	368,081	344,880	268,152	-
Purchased Professional/Technical Services	1,432,141	1,634,298	1,348,762	-
Purchased Property Services	-	-	-	-
Maintenance	478,874	701,560	945,831	-
Other Purchased Services	37,105	37,065	37,065	-
Supplies	78,829	124,801	59,035	-
Other Operating Expenses	3,525	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,992,627	3,475,768	3,026,678	-
Billings	71,289	141,668	74,549	-
Capital Expenditures	3,431,651	516,886	3,208,792	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	6,495,567	4,134,322	6,310,019	-
Difference	(1,753,966)	-	(2,408,460)	-

Water Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	37,457	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	143,066	75,000	190,926	75,000
Contributions	285,486	155,765	-	-
Other	516,776	343,419	357,516	292,891
Charges for Services	38,119,619	42,462,168	37,336,297	43,577,433
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from surplus	-	2,119,367	-	-
Total Revenues	39,102,404	45,155,719	37,884,739	43,945,324

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	4,582,607	5,128,271	4,464,609	5,402,350
Employee Benefits	1,985,138	2,159,074	1,786,805	2,200,327
Purch Professional/Technical Services	1,525,756	2,213,831	2,355,324	2,332,328
Purchased Property Services	47,722	76,310	155,136	181,780
Maintenance	2,231,269	3,076,357	2,238,307	2,315,628
Other Purchased Services	805,842	1,131,077	988,764	1,125,757
Supplies	4,439,317	5,074,387	3,632,993	5,145,164
Other Operating Expenses	7,307,330	7,334,336	8,401,116	7,781,246
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	22,930,981	26,199,643	24,029,054	26,490,580
Billings	(810,778)	(998,141)	(1,605,809)	(1,181,158)
Capital Expenditures	876,652	1,769,755	1,493,534	902,000
Transfers to Other Funds	14,787,394	18,184,462	18,221,969	17,733,902
Total Expenditures	37,784,249	45,155,719	42,138,748	43,945,324

Difference	1,318,155	-	(4,254,009)	-
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Wastewater Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	14,878	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	155,680	35,478	71,812	28,590
Contributions	-	-	-	-
Other	-	-	141	-
Charges for Services	22,972,686	29,107,960	25,891,225	29,379,658
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from surplus	-	150,129	-	-
Total Revenues	23,128,366	29,293,567	25,978,056	29,408,248

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,856,070	1,849,222	1,624,620	2,027,578
Employee Benefits	765,845	754,220	650,850	815,597
Purch Professional/Technical Services	826,507	1,183,158	1,038,598	1,242,056
Purchased Property Services	17,179	21,105	23,244	20,350
Maintenance	1,091,337	1,039,518	900,830	1,143,727
Other Purchased Services	147,043	212,054	236,638	268,425
Supplies	434,277	513,796	535,321	440,192
Other Operating Expenses	9,581,385	11,272,348	11,212,139	10,582,447
Contracts with Others	-	-	-	-
Operating Expenditures	14,719,643	16,845,421	16,222,240	16,540,372
Billings	694,444	659,671	773,612	767,269
Capital Expenditures	805,922	246,963	216,017	319,100
Transfers to Other Funds	7,402,287	11,541,512	11,541,512	11,781,507
Total Expenditures	23,622,296	29,293,567	28,753,381	29,408,248
Difference	(493,930)	-	(2,775,325)	-

WMARSS Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	26,714	18,000	70,122	25,000
Contributions	-	-	-	-
Other	17,737	9,000	9,000	9,000
Charges for Services	8,363,962	10,201,430	10,295,632	9,169,779
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from surplus	-	1,564,220	-	-
Total Revenues	8,408,413	11,792,650	10,374,754	9,203,779

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,419,563	1,644,650	1,456,631	1,560,315
Employee Benefits	532,697	616,383	533,929	613,553
Purch Professional/Technical Services	844,517	1,984,668	1,588,852	1,161,014
Purchased Property Services	405,224	199,573	57,206	166,000
Maintenance	899,483	1,195,041	1,095,076	1,510,355
Other Purchased Services	231,568	263,865	234,399	271,693
Supplies	1,952,696	2,270,142	1,778,937	2,293,600
Other Operating Expenses	374,600	435,320	555,870	547,249
Contracts with Others	-	-	-	-
Operating Expenditures	6,660,348	8,609,642	7,300,900	8,123,779
Billings	-	-	-	-
Capital Expenditures	477,237	3,183,008	2,589,506	1,080,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	7,137,585	11,792,650	9,890,406	9,203,779
Difference	1,270,828	-	484,348	-



Solid Waste Fund

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

Revenues	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Taxes	22,195	20,422	20,422	20,422
Licenses and Permits	-	-	-	-
Intergovernmental	25,000	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	50,086	30,000	95,418	45,000
Contributions	-	-	-	-
Other	288,460	119,975	28,971	72,006
Charges for Services	18,417,044	17,764,721	18,416,736	17,613,638
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from surplus	18,095	2,303,340	2,100,000	648,163
Total Revenues	18,820,880	20,238,458	20,661,547	18,399,229
Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	2,874,076	3,260,247	2,960,745	3,364,234
Employee Benefits	1,467,398	1,558,929	1,336,182	1,585,157
Purch Professional/Technical Services	1,651,182	2,135,138	1,936,348	2,276,679
Purchased Property Services	13,053	17,941	17,482	17,941
Maintenance	1,978,333	2,531,139	2,305,607	2,371,509
Other Purchased Services	148,668	171,716	148,937	187,095
Supplies	1,252,573	1,648,537	1,261,713	2,287,768
Other Operating Expenses	2,552,511	2,748,425	2,763,018	2,795,972
Contracts with Others	39,000	39,000	39,000	39,000
Operating Expenditures	11,976,794	14,111,072	12,769,032	14,925,355
Billings	428,452	652,670	652,670	744,211
Capital Expenditures	3,068,598	2,594,059	2,594,059	2,102,913
Transfers to Other Funds	1,580,496	2,880,657	2,725,375	626,750
Total Expenditures	17,054,340	20,238,458	18,741,136	18,399,229
Difference	1,766,540	-	1,920,411	-

Texas Ranger Hall of Fame Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	2,607	1,000	5,399	1,500
Contributions	128,769	1,000	141,250	1,000
Other	20,778	8,200	11,510	8,200
Charges for Services	388,377	314,902	429,034	323,027
Net Merchandise Sale	279,796	257,696	217,426	257,696
Hotel-Motel Tax	-	-	-	-
Transfer from surplus	-	182,000	-	-
Transfer from General Fund	737,456	669,619	669,619	711,895
Transfer from Convention Center Fund	150,000	150,000	150,000	150,000
Total Revenues	1,707,783	1,584,417	1,624,238	1,453,318

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	603,787	638,263	567,969	641,605
Employee Benefits	218,036	234,851	216,432	238,309
Purch Professional/Technical Services	25,527	42,151	42,151	36,271
Purchased Property Services	7,224	7,773	8,479	7,728
Maintenance	8,733	16,733	20,496	17,582
Other Purchased Services	45,714	55,486	41,933	56,986
Supplies	101,883	110,507	66,359	117,752
Other Operating Expenses	208,178	195,454	297,243	154,000
Contracts with Others	-	-	-	-
Operating Expenditures	1,219,082	1,301,218	1,261,062	1,270,233
Billings	158,821	163,189	163,189	168,085
Capital Expenditures	49,651	120,010	117,445	15,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,427,554	1,584,417	1,541,696	1,453,318
Difference	280,229	-	82,542	-



Waco Regional Airport Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	93,725	87,600	87,600	87,600
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	1,749	2,000	4,545	2,000
Contributions	-	-	-	-
Other	316,874	227,085	274,652	235,700
Charges for Services	847,718	773,765	820,879	768,170
Net Merchandise Sale	65,768	73,758	37,162	30,000
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from General Fund	736,059	354,363	354,363	338,071
Total Revenues	2,061,893	1,518,571	1,579,201	1,461,541

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	440,711	478,702	400,676	487,042
Employee Benefits	181,742	209,934	191,592	217,218
Purch Professional/Technical Services	71,685	18,500	28,810	20,000
Purchased Property Services	19,216	19,383	23,101	20,488
Maintenance	72,363	90,111	59,730	79,700
Other Purchased Services	80,438	73,025	66,284	73,124
Supplies	114,521	145,295	107,105	141,769
Other Operating Expenses	82,031	57,973	50,584	53,200
Contracts with Others	-	-	-	-
Operating Expenditures	1,062,707	1,092,923	927,882	1,092,541
Billings	342,255	314,648	299,836	295,000
Capital Expenditures	737,508	-	-	-
Transfers to Other Funds	600,000	111,000	111,000	74,000
Total Expenditures	2,742,470	1,518,571	1,338,718	1,461,541
Difference	(680,577)	-	240,483	-

Convention Center and Visitors' Services Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	3,386	1,000	9,495	2,000
Contributions	146,037	181,727	179,728	194,404
Other	24,959	5,100	5,716	6,820
Charges for Services	1,126,476	1,097,730	1,188,472	1,129,214
Net Merchandise Sale	323,153	278,069	295,353	278,035
Hotel-Motel Tax	3,204,122	3,361,354	3,482,658	3,704,065
Other financing sources	-	-	-	-
Transfers from General Fund	96,000	-	-	-
Total Revenues	4,924,133	4,924,980	5,161,422	5,314,538

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,120,983	1,272,290	1,335,702	1,428,673
Employee Benefits	437,078	559,245	535,838	567,137
Purch Professional/Technical Services	706,737	561,885	712,470	485,941
Purchased Property Services	29,082	34,252	35,620	34,431
Maintenance	115,675	871,967	106,406	253,709
Other Purchased Services	521,006	793,318	788,982	818,150
Supplies	819,183	389,461	420,771	502,796
Other Operating Expenses	235,648	258,962	290,162	262,933
Contracts with Others	-	-	-	-
Operating Expenditures	3,985,392	4,741,380	4,225,951	4,353,770
Billings	-	-	-	-
Capital Expenditures	26,283	33,600	33,600	310,768
Transfers to Other Funds	150,000	150,000	150,000	650,000
Total Expenditures	4,161,675	4,924,980	4,409,551	5,314,538
Difference	762,458	-	751,871	-



Cameron Park Zoo Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	445	-	1,269	-
Contributions	-	-	43	-
Other	380	300	7,529	15,100
Charges for Services	1,760,630	1,478,837	2,011,104	1,660,020
Net Merchandise Sale	329,444	347,474	306,695	333,250
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from General Fund	2,010,257	2,437,223	2,437,223	2,579,674
Total Revenues	4,101,156	4,263,834	4,763,863	4,588,044

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,491,133	1,494,153	1,442,015	1,520,973
Employee Benefits	667,532	728,573	727,063	733,225
Purch Professional/Technical Services	29,616	44,424	36,404	44,424
Purchased Property Services	463,953	564,504	450,071	554,254
Maintenance	83,639	101,904	65,673	159,913
Other Purchased Services	112,341	123,262	133,329	123,265
Supplies	700,820	761,069	659,110	768,368
Other Operating Expenses	150,206	146,649	175,968	158,700
Contracts with Others	125,843	237,296	237,296	320,857
Operating Expenditures	3,825,083	4,201,834	3,926,929	4,383,979
Billings	-	-	-	-
Capital Expenditures	9,266	62,000	65,410	204,065
Transfers to Other Funds	-	-	-	-
Total Expenditures	3,834,349	4,263,834	3,992,339	4,588,044
Difference	266,807	-	771,524	-

Cottonwood Creek Golf Course Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	72,050	71,508	63,150	65,000
Fines	-	-	-	-
Interest	-	-	-	-
Contributions	-	-	-	-
Other	27,771	17,000	3,375	3,250
Charges for Services	1,118,063	1,135,560	1,026,267	1,140,721
Net Merchandise Sale	666,874	669,303	554,476	659,133
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfer from General Fund	134,448	285,639	285,636	297,387
Total Revenues	2,019,206	2,179,010	1,932,904	2,165,491

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	437,584	546,983	364,015	544,066
Employee Benefits	168,321	224,959	179,670	229,028
Purch Professional/Technical Services	460,526	309,941	384,330	307,374
Purchased Property Services	69,146	11,934	8,583	12,760
Maintenance	69,337	98,919	54,987	101,919
Other Purchased Services	131,963	140,132	126,009	145,962
Supplies	183,027	255,100	162,006	254,325
Other Operating Expenses	416,532	443,042	175,215	459,057
Contracts with Others	-	-	-	-
Operating Expenditures	1,936,436	2,031,010	1,454,815	2,054,491
Billings	-	-	-	-
Capital Expenditures	123,310	148,000	148,000	111,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	2,059,746	2,179,010	1,602,815	2,165,491
Difference	(40,540)	-	330,089	-



Waco Transit Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	3,445,938	6,408,540	4,058,157	3,587,298
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	6	-	213	-
Contributions	28,503	33,445	28,503	-
Other	3,215,788	3,105,499	3,039,917	3,342,905
Charges for Services	867,719	859,642	869,599	834,620
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Transfer from surplus	-	54,003	-	-
Transfer from General Fund	228	384,793	-	824,949
Total Revenues	7,558,182	10,845,922	7,996,389	8,589,772

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	3,478,208	3,725,966	3,457,351	3,636,865
Employee Benefits	783,687	920,486	935,039	1,102,184
Purch Professional/Technical Services	1,011,353	1,453,538	1,278,254	938,558
Purchased Property Services	20,264	24,354	26,463	24,883
Maintenance	759,159	760,961	774,932	925,097
Other Purchased Services	290,075	333,300	313,487	498,970
Supplies	681,773	1,152,620	655,801	1,077,029
Other Operating Expenses	557,083	338,328	338,328	386,186
Contracts with Others	-	-	-	-
Operating Expenditures	7,581,602	8,709,553	7,779,655	8,589,772
Billings	-	-	-	-
Capital Expenditures	-	2,136,369	2,078,000	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	7,581,602	10,845,922	9,857,655	8,589,772

Difference	(23,420)	-	(1,861,266)	-
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Rural Transit Fund

The Rural Transit Fund accounts for the operation of McLennan County Rural Transit District and funding is provided from the Federal Transit Administration (FTA) flowing through TxDOT. Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to operation expenses, FTA Rural 5311 funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process administered by TxDOT, which includes census information for the McLennan County Rural area.

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	719,955	719,100	719,100	1,020,129
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	-	-	-	-
Contributions	20,971	-	81,719	64,328
Other	-	9,588	15,850	25,349
Charges for Services	53,320	38,785	89,940	74,318
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from other sources	-	-	-	-
Total Revenues	794,246	767,473	906,609	1,184,124
Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	368,641	379,106	378,406	536,475
Employee Benefits	108,182	101,178	77,547	133,375
Purch Professional/Technical Services	43,380	8,700	52,080	147,258
Purchased Property Services	-	-	-	-
Maintenance	45,650	35,813	60,412	46,570
Other Purchased Services	25,968	55,176	52,607	131,966
Supplies	142,009	187,500	211,789	72,480
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	733,830	767,473	832,841	1,068,124
Billings	-	-	-	-
Capital Expenditures	44,378	-	-	116,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	778,208	767,473	832,841	1,184,124
Difference	16,038	-	73,768	-



Risk Management Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	18,079	12,000	26,429	12,000
Contributions	-	-	-	-
Other	167,914	-	-	-
Appropriation from other funds	3,972,155	3,654,507	5,276,835	4,215,596
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from surplus	-	118,784	-	-
Total Revenues	4,158,148	3,785,291	5,303,264	4,227,596

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	277,824	298,628	258,782	259,527
Employee Benefits	100,814	99,148	88,643	88,806
Purch Professional/Technical Services	200,174	354,335	289,078	784,300
Purchased Property Services	-	-	-	-
Maintenance	1,396	2,436	1,796	600
Other Purchased Services	898,862	995,122	947,684	1,180,703
Supplies	47,136	34,315	28,063	16,299
Other Operating Expenses	887,341	1,882,523	798,761	1,897,361
Contracts with Others	-	-	-	-
Operating Expenditures	2,413,547	3,666,507	2,412,807	4,227,596
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	921,115	118,784	-	-
Total Expenditures	3,334,662	3,785,291	2,412,807	4,227,596
Difference	823,486	-	2,890,457	-

Engineering Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	17,070	14,903	36,583	18,000
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	1,280	500	4,494	1,000
Contributions	-	-	-	-
Other	7,021	4,700	4,985	4,700
Engineering	2,350,751	2,606,550	2,606,550	3,074,700
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfer from Surplus	-	24,803	-	141,577
Total Revenues	2,376,122	2,651,456	2,652,612	3,239,977

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,073,053	1,377,872	1,102,384	1,474,506
Employee Benefits	402,221	490,438	356,332	493,699
Purch Professional/Technical Services	107,654	182,781	189,841	475,516
Purchased Property Services	52,611	52,611	52,611	52,611
Maintenance	40,256	45,690	47,453	54,025
Other Purchased Services	45,448	49,161	49,594	85,103
Supplies	44,782	114,751	83,943	65,081
Other Operating Expenses	158,220	317,083	317,083	461,821
Contracts with Others	-	-	-	-
Operating Expenditures	1,924,245	2,630,387	2,199,241	3,162,362
Billings	-	-	-	-
Capital Expenditures	180,107	21,069	53,050	77,615
Transfers to Other Funds	-	-	-	-
Total Expenditures	2,104,352	2,651,456	2,252,291	3,239,977

Difference	271,770	-	400,321	-
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Fleet Services Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Fleet Services	1,866,715	1,987,038	1,742,764	2,077,264
Fines	-	-	-	-
Interest	532	100	881	300
Contributions	-	-	-	-
Other	11,625	-	-	-
Charges for Services	-	-	-	-
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from other sources	-	-	-	-
Total Revenues	1,878,872	1,987,138	1,743,645	2,077,564

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	916,328	996,501	877,334	1,088,698
Employee Benefits	409,905	439,783	353,777	480,401
Purch Professional/Technical Services	18,080	41,643	22,059	29,062
Purchased Property Services	4,886	6,093	6,750	6,867
Maintenance	36,990	77,404	75,602	82,789
Other Purchased Services	32,455	41,653	35,638	41,739
Supplies	83,468	112,875	101,478	71,502
Other Operating Expenses	285,735	255,946	255,946	276,506
Contracts with Others	-	-	-	-
Operating Expenditures	1,787,847	1,971,898	1,728,584	2,077,564
Billings	-	-	-	-
Capital Expenditures	15,416	15,240	15,240	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,803,263	1,987,138	1,743,824	2,077,564
Difference	75,609	-	(179)	-

Health Insurance Fund

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

Revenues	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines	-	-	-	-
Interest	9,044	9,000	12,910	9,000
Contributions	-	-	-	-
Other	30	-	35	-
Employee Health Deductions	2,493,509	2,567,345	2,486,567	2,972,898
City Health Insurance Contribution	10,888,215	11,021,583	8,970,532	11,000,000
City Retiree Contribution	221,090	215,000	260,881	215,000
City Cobra Contributions	78,026	61,519	101,670	65,000
Net Merchandise Sale	-	-	-	-
Hotel-Motel Tax	-	-	-	-
Other financing sources	-	-	-	-
Transfers from other sources	-	-	-	-
Total Revenues	13,689,914	13,874,447	11,832,595	14,261,898
Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	60,729	62,401	62,401	64,068
Employee Benefits	19,542	20,788	20,788	21,891
Purch Professional/Technical Services	1,491,041	1,889,219	1,617,300	1,189,367
Purchased Property Services	1,330	3,500	1,330	3,500
Maintenance	1,828	4,200	1,970	5,000
Other Purchased Services	1,665	2,919	2,919	2,740
Supplies	15,355	13,550	12,862	2,750
Other Operating Expenses	11,915,921	11,877,870	13,368,610	12,972,582
Contracts with Others	-	-	-	-
Operating Expenditures	13,507,411	13,874,447	15,088,180	14,261,898
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	13,507,411	13,874,447	15,088,180	14,261,898
Difference	182,503	-	(3,255,585)	-



Personnel Summary

	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18	Percent Change
Full Time Employees					
General Fund	959.13	960.03	959.41	997.57	3.91%
Special Revenue Funds	31.64	33.54	32.75	33.50	-0.12%
Street Reconstruction Fund	25.00	21.00	20.00	-	-100.00%
Utility Funds	197.00	195.00	197.66	197.66	1.36%
Other Enterprise Funds	207.00	208.92	212.39	212.39	1.66%
Internal Service Funds	57.00	59.88	59.90	59.90	0.03%
Grants	65.23	64.63	65.89	65.98	2.09%
Total Full Time Employees	1,542.00	1,543.00	1,548.00	1,567.00	1.56%
Part Time Employees (FTEs)					
General Fund	38.44	38.44	38.55	39.45	2.63%
Special Revenue Funds	1.00	1.00	1.00	1.00	0.00%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	-	-	0.48	0.48	0.00%
Other Enterprise Funds	11.33	11.33	6.32	4.48	-60.46%
Internal Service Funds	-	-	-	-	0.00%
Grants	0.50	0.50	0.50	0.50	0.00%
Total Part Time Employees	51.27	51.27	46.85	45.91	-10.45%
Total Full Time Equivalents	1,593.27	1,594.27	1,594.85	1,612.91	1.17%

Personnel Summary by Fund

Full Time Employees	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
General Fund				
City Manager's Office	12.00	12.00	12.00	12.00
Animal Shelter	13.00	13.00	18.00	18.00
City Secretary	7.00	7.00	7.00	7.00
Finance	19.00	19.00	19.00	19.00
Purchasing	7.00	7.00	8.00	8.00
Information Technology	25.00	25.00	25.00	29.00
Legal	10.00	10.00	10.00	10.00
Municipal Court	15.00	15.00	15.00	15.00
Planning	8.40	8.40	8.00	8.00
Human Resources	10.00	10.00	11.00	13.00
Inspections	21.38	21.38	21.96	24.02
Streets & Drainage	28.00	26.10	26.00	46.00
Traffic	21.00	21.10	21.05	21.05
Emergency Management	6.00	6.00	6.00	6.00
Fire	209.00	209.00	209.00	209.00
Police	339.70	341.80	335.00	345.00
Library Services	37.00	38.00	39.00	39.00
Municipal Information	9.00	9.00	9.00	9.00
Housing	5.65	5.25	6.40	6.50
Facilities	34.00	34.00	31.00	31.00
Parks and Recreation	122.00	122.00	122.00	122.00
	959.13	960.03	959.41	997.57
Special Revenue Funds				
Health Administration	8.00	8.00	8.00	9.00
Environmental Health	1.75	1.75	1.75	1.75
Environmental Health_OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	10.50	12.40	12.00	11.50
Sexually Transmitted Diseases	4.89	4.89	4.75	4.75
HIV/AIDS	2.25	2.25	2.00	2.25
	31.64	33.54	32.75	33.50
Street Reconstruction	25.00	21.00	20.00	-
Utility Funds				
Water Office	22.00	22.00	23.00	21.00
Water Distribution	35.43	35.43	33.75	34.25
Water Treatment	40.25	40.25	39.08	37.08
Water General & Administration	-	-	-	3.16



Personnel Summary by Fund

Full Time Employees	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Utility Funds (cont)				
Utilities Laboratory	10.00	10.00	11.00	11.00
Meter Shop	16.00	16.00	16.00	16.33
Wastewater Collection	38.41	38.41	41.75	39.25
Wastewater General & Administration	-	-	-	3.16
Environmental Services	5.00	3.00	4.00	3.00
WMARSS	29.91	29.91	29.08	28.75
WMARSS General & Administration	-	-	-	0.68
	197.00	195.00	197.66	197.66
Other Enterprise Funds				
Solid Waste	90.00	91.92	91.39	91.39
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Waco Regional Airport	12.00	12.00	13.00	13.00
Convention Center & Visitors' Services	34.00	34.00	34.00	34.00
Cameron Park Zoo	45.00	45.00	48.00	48.00
Cottonwood Creek Golf Course	13.00	13.00	13.00	13.00
	207.00	208.92	212.39	212.39
Internal Service Funds				
Risk Management	6.00	6.00	4.00	4.00
Engineering	23.00	25.88	25.90	25.90
Fleet Services	27.00	27.00	29.00	29.00
Health Insurance Fund	1.00	1.00	1.00	1.00
	57.00	59.88	59.90	59.90
Grants				
Community Development	6.07	6.85	3.70	4.10
Community Development Code Enforcement	5.62	5.62	5.04	4.98
Community Development Housing Rehab	1.28	1.10	0.80	0.65
Housing & Urban Development (HOME)	1.00	0.80	1.10	0.75
Continuum of Care Planning	-	-	1.00	1.00
Homeless Management Information System (HMIS)	-	-	1.00	1.00
Metropolitan Planning Org. (MPO)	2.60	2.60	3.00	4.00
State Police Grants	1.30	1.20	3.00	3.00
WIC Program	23.00	23.00	23.00	23.00
Environmental Health	7.00	7.00	7.00	7.00
Public Health Nursing	10.50	9.60	10.00	9.50
HIV / AIDS Services	6.86	6.86	7.25	7.00
	65.23	64.63	65.89	65.98
Total Full Time Employees	1,542.00	1,543.00	1,548.00	1,567.00

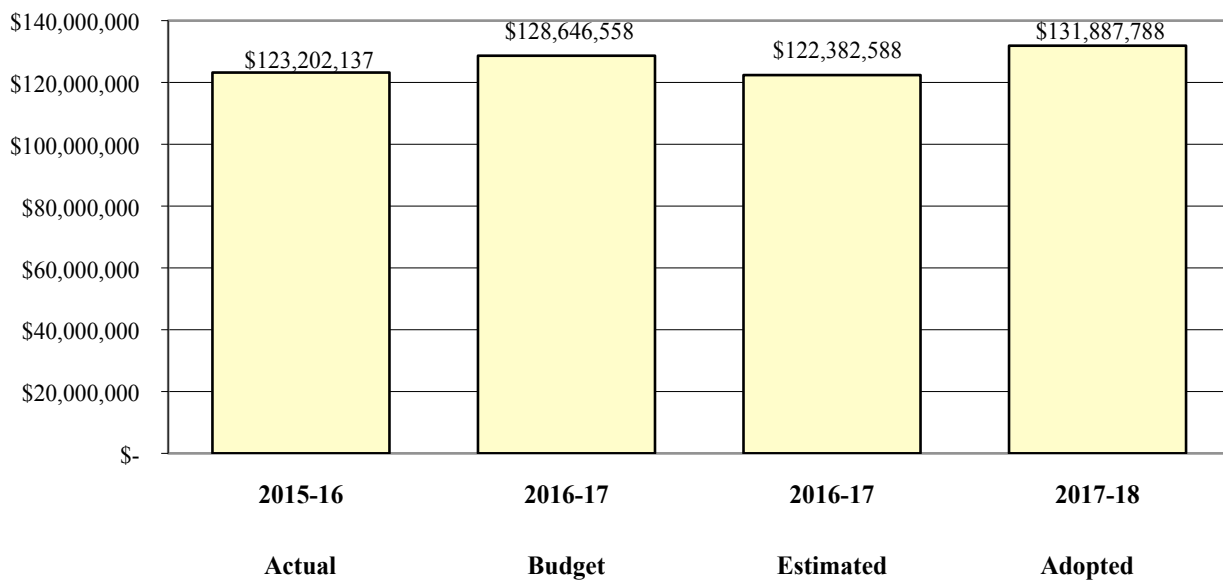
Personnel Summary by Fund

Part Time Employees (FTEs)	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
General Fund				
Animal Shelter	0.50	0.50	0.50	0.50
Finance	1.18	1.18	1.18	1.18
Traffic	0.96	0.96	0.96	0.96
Police	5.78	5.78	6.26	6.26
Library	8.25	8.25	8.99	8.99
Facilities	0.80	0.80	0.75	0.75
Parks and Recreation	20.97	20.97	19.91	20.81
	38.44	38.44	38.55	39.45
Special Revenue Funds				
Health Administration	0.50	0.50	0.50	0.50
Sexually Transmitted Diseases	0.50	0.50	0.50	0.50
	1.00	1.00	1.00	1.00
Utility Funds				
Water Treatment	-	-	0.48	0.48
	-	-	0.48	0.48
Other Enterprise Funds				
Solid Waste	-	-	-	-
Texas Ranger Hall of Fame	2.50	2.50	2.14	2.14
Waco Regional Airport	1.52	1.52	0.40	0.40
Convention Center & Visitors' Services	0.95	0.95	0.96	0.96
Cameron Park Zoo	6.36	6.36	2.82	0.98
	11.33	11.33	6.32	4.48
Grants				
WIC Program	-	-	-	-
Environmental Health	0.50	0.50	0.50	0.50
	0.50	0.50	0.50	0.50
Total Part Time Employees (FTEs)	51.27	51.27	46.37	45.91

General Fund

General Fund

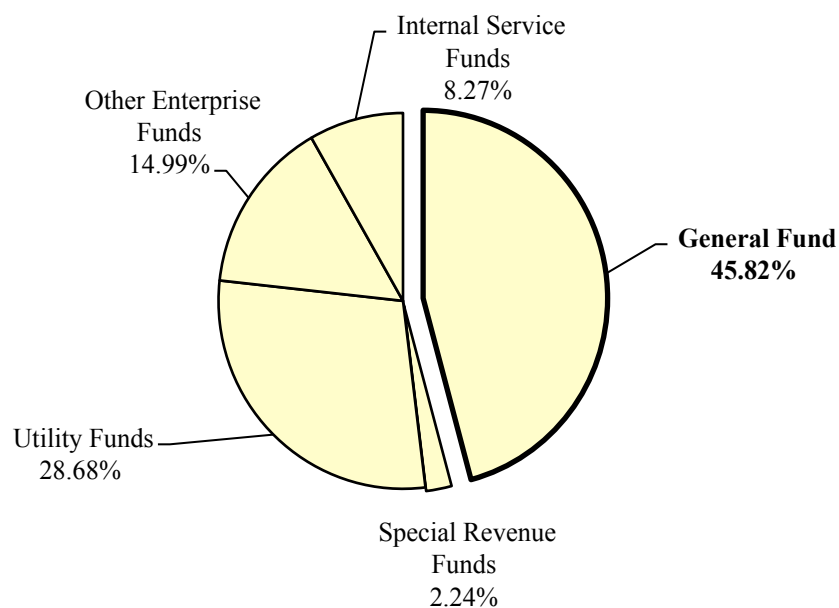
	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
City Manager's Office	3,816,478	4,513,332	4,512,720	4,626,923
City Council	159,265	179,136	191,422	195,880
Animal Shelter	3,158,426	1,611,367	1,727,670	1,824,776
City Secretary	546,103	637,783	577,827	618,011
Finance	1,500,968	1,892,706	1,682,313	1,931,869
Purchasing	559,279	572,876	545,043	673,954
Information Technology	3,054,059	3,801,579	3,310,608	4,294,713
Legal	1,133,391	1,296,719	1,124,390	1,397,783
Municipal Court	1,240,511	1,347,884	1,225,048	1,379,665
Planning	748,090	923,206	801,644	837,504
Human Resources	864,774	883,287	836,768	1,365,960
Inspections	1,780,278	1,942,073	1,709,525	2,179,477
Streets & Drainage	7,369,487	2,609,245	2,047,573	6,679,347
Traffic	2,414,738	3,499,889	3,250,485	3,662,665
Emergency Management	1,285,250	1,573,088	1,588,348	1,309,771
Fire	23,572,076	23,067,253	23,202,707	23,282,476
Police	34,554,093	35,627,708	36,360,767	38,011,435
Library	4,092,435	3,938,200	3,529,000	4,151,971
Municipal Information	857,530	791,514	775,478	846,194
Housing	1,042,489	737,914	461,595	778,902
Facilities	4,935,239	3,707,071	3,368,387	3,634,801
Parks and Recreation	10,162,774	10,969,917	9,417,970	11,112,590
Contributions	13,450,155	21,034,795	18,773,369	15,674,659
Miscellaneous	539,523	901,212	893,677	686,180
Employee Benefits	364,726	586,804	468,254	730,282
	\$ 123,202,137	\$ 128,646,558	\$ 122,382,588	\$ 131,887,788



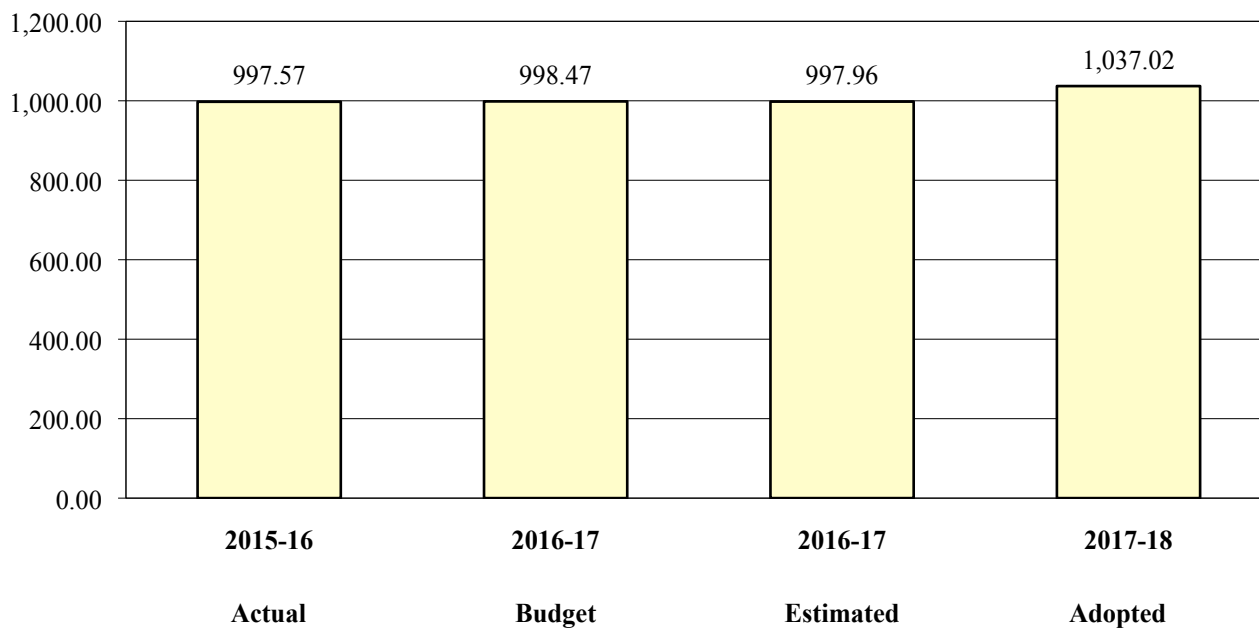


General Fund as a Percent of Total Budget

General Fund	\$ 131,887,788
Special Revenue Funds	6,450,437
Street Reconstruction Fund	-
Utility Funds	82,557,351
Other Enterprise Funds	43,156,057
Internal Service Funds	23,807,035
	<hr/>
	\$ 287,858,668



General Fund Personnel Summary



City Manager's Office

Mission Statement

City Manager's Office introduces and promotes directives of the City Council to the organization and facilitates the achievement of Council goals. The Budget and Internal Audit Offices coordinates monitors and assists in the development of the City's budget and ensures that public assets are safeguarded.

Narrative

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

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

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

Accomplishments for FY 2016-17

- Maintained a balanced budget
- Met financial policy goal of 18% for General Fund assigned fund balance
- Continue implementation for upgrading the city's enterprise management software
- Conducted Collective Bargaining and Meet/Confer sessions with Fire Fighters and Police Officers
- Participated in High School Internship Program in support of Prosper Waco goals
- Maintained accreditation designation from Association of Zoos and Aquariums
- Continued support of the City's Economic Development efforts and partnerships
- Continued partnerships with animal welfare groups to promote a No Kill Animal Shelter
- Represented Brazos River Basin Municipalities on the State Water Planning Group
- Continued joint planning effort with Southern Trinity Groundwater Districts
- Continued a county wide water resource group to develop a sustainable water plan for the region
- Continued review of major public works and water utility functions using the new compensation study to establish more efficient operations and better training programs

**Priorities for FY 2017-18**

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

Budget Highlights

Funding for the Economic Incentive Fund is \$2,000,000 for FY 2017-18.

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,402,342	1,356,867	1,299,127	1,378,638
Employee Benefits	361,220	376,281	347,681	402,248
Purch Professional/Technical Services	108,135	57,635	172,967	66,000
Purchased Property Services	657	3,671	3,999	4,000
Maintenance	-	2,000	486	1,000
Other Purchased Services	228,073	397,156	603,191	411,394
Supplies	83,985	83,177	55,269	83,643
Other Operating Expenses	114,245	486,545	280,000	280,000
Contracts with Others	-	-	-	-
Operating Expenditures	2,298,657	2,763,332	2,762,720	2,626,923
Billings	-	-	-	-
Capital Expenditures	17,821	-	-	-
Transfers to Other Funds	1,500,000	1,750,000	1,750,000	2,000,000
Total Expenditures	3,816,478	4,513,332	4,512,720	4,626,923

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
City Manager	555	1.00	1.00	1.00	1.00
Deputy City Manager	144	1.00	1.00	1.00	1.00
Asst City Manager	143	3.00	3.00	3.00	3.00
Ciy Auditor	133	1.00	1.00	1.00	1.00
Budget Manager	133	1.00	1.00	1.00	1.00
		7.00	7.00	7.00	7.00
Clerical and Professional					
Exec Asst to CMO	219	2.00	2.00	2.00	2.00
Budget Analyst	127	1.00	1.00	1.00	1.00
Internal Auditor	126	1.00	1.00	1.00	1.00
Exec Asst to CM	124	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Total Employees		12.00	12.00	12.00	12.00



City Council

Mission Statement

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

Narrative

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

Budget Highlights

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

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

Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	13,455	39,600	30,000	36,000
Employee Benefits	1,035	3,029	2,297	2,760
Purch Professional/Technical Services	25,770	34,759	30,201	30,103
Purchased Property Services	33,059	27,735	30,098	30,098
Maintenance	-	-	-	-
Other Purchased Services	58,540	51,696	75,815	63,179
Supplies	29,756	22,317	23,011	33,740
Other Operating Expenses	(2,350)	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	159,265	179,136	191,422	195,880
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	159,265	179,136	191,422	195,880

Animal Shelter

Mission Statement

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

Narrative

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

The Waco Animal Shelter provides animal intake, rabies quarantine and boarding for McLennan County and the city of Marlin in Falls County. During FY 2016, we received 5,509 animals, 484 animals less than the previous year. Through May 2017, we have had an intake of 3,650 animals. 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 Central Texas, adoption and redemption services are provided to all contracting cities.

Accomplishments for FY 2016-17

- Finished FY 2015-16 with a euthanasia rate of 8.97% and a live exit rate of 91.03%. Through May 2017, there is currently a live exit rate of 94.75%.
- Shelter Director added to the COW staff. This position supervises Animal Care, Animal Intake and the daily care of the animals in the shelter. This position also acts as the liaison with HSCT.
- Digital radiographic equipment added that allows the veterinary staff to take X-rays of injured animals Prompt medical and surgical care for animals has helped increase the number of animals placed for adoption.
- In January 2017, the veterinary clinic and surgery area completed.
- Through June 2017, 483 surgical procedures have been performed

Priorities for FY 2017-18

- Improve shelter safety procedures
- Continue momentum and positive trends in intakes and outcomes
- Increase the number of surgical procedures performed on animals before adoption and other surgical procedures to improve the quality of life for the animals
- Continue to serve as an example of model legislation and collaboration for other shelters
- Continue to improve medical care for all animals in the facility
- Review and re-write the current Shelter Standard Operations Procedures

Budget Highlights

The budget for 2017-18 includes an Add Pay program to incentivize staff to increase their knowledge as well assist in the on-call capacity of Animal Care and the ability to euthanize when necessary. Also included funds to contract an additional veterinary technician to allow an increase in the number of spays and neuters performed and \$27,760 for security cameras at critical areas and the monthly fee for maintenance and repair.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	596,541	648,459	657,221	711,215
Employee Benefits	270,811	280,890	281,035	294,850
Purch Professional/Technical Services	301,098	251,691	337,955	307,865
Purchased Property Services	9,212	10,887	16,412	17,700
Maintenance	12,606	32,493	35,094	59,603
Other Purchased Services	49,481	65,651	56,689	69,399
Supplies	204,710	298,266	321,264	329,629
Other Operating Expenses	-	1,030	-	1,000
Contracts with Others	-	-	-	-
Operating Expenditures	1,444,459	1,589,367	1,705,670	1,791,261
Billings	-	-	-	-
Capital Expenditures	39,550	22,000	22,000	33,515
Transfers to Other Funds	200,000	-	-	-
Total Expenditures	1,684,009	1,611,367	1,727,670	1,824,776

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Animal Control Ld	216	-	-	1.00	1.00
Animal Shelter Director	130	1.00	1.00	1.00	1.00
Animal Service Mngr	121	1.00	1.00	1.00	1.00
Animal Control Mngr	121	-	-	1.00	1.00
		2.00	2.00	4.00	4.00
Clerical and Professional					
Animal Service Spvr	216	1.00	1.00	1.00	1.00
Animal Srvc Vet	130	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Labor Operations					
Animal Srvc Vet Tech	215	1.00	1.00	1.00	1.00
Sr Animal Srvc Tech	213	4.00	4.00	4.00	4.00
Animal Srvc Tech	210	4.00	4.00	4.00	4.00
		9.00	9.00	9.00	9.00
Labor Maintenance					
Animal Control Ofcr	213	-	-	3.00	3.00
		-	-	3.00	3.00
Total Full Time		13.00	13.00	18.00	18.00
Part Time Employees (shown as FTE's)					
Animal Srvc Tech-PT	210	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		13.50	13.50	18.50	18.50

City Secretary

Mission Statement

The Office of the City Secretary is committed to informing and serving City of Waco residents, Staff, and City Council and preserving public history and information.

Narrative

The Office of the City Secretary is committed to keeping abreast and providing critical information to City of Waco residents, staff, and City Council to ensure efficient government and that every resident has an opportunity to vote, communicate, advice, and interact with their local elected officials and government. The City Secretary's Office is responsible for coordinating local elections, boards and commissions' appointments, legal notice publications, ordinance codification, and public meeting notices. We serve the public by coordinating vehicle for hire, solicitation, alcohol, and nightclub permits, and swearing in elected officials, and police and fire officers. We preserve City of Waco history and public records to fulfill statutory and regulatory requirements and coordinate Public Information Requests.

Accomplishments for FY 2016-17

- Coordinated a City Wide Records Study to provide a comprehensive review of records management practices and provide recommendations to improve efficiency and accuracy.
- Implemented Open Records and E-Mail Policy

Priorities for FY 2017-18

- Implement Phase I of Record Study Recommendations
- Implement Open Records Policy and Training

Budget Highlights

The City Secretary's Office continues to research and utilize technology to meet our mission and is not requesting additional funding requests at this time.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	283,735	320,967	279,740	344,429
Employee Benefits	108,346	120,291	109,156	129,282
Purch Professional/Technical Services	60,045	132,500	132,500	79,500
Purchased Property Services	-	-	-	-
Maintenance	21,405	21,993	18,035	22,671
Other Purchased Services	28,112	25,264	23,842	25,361
Supplies	44,460	16,768	14,554	16,768
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	546,103	637,783	577,827	618,011
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	546,103	637,783	577,827	618,011

Personnel Summary

		Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
	Range				
Supervision					
City Secretary	555	1.00	1.00	1.00	1.00
Asst City Secretary	123	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Records Coordinator	217	1.00	1.00	1.00	1.00
CS Admin Asst	215	3.00	3.00	3.00	3.00
Open Records Coord	120	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

Finance Department

Mission Statement

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

Narrative

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

The Finance Department records and reports 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 fixed assets, and prepares bank reconciliations and the Comprehensive Annual Financial report.

Accomplishments for FY 2016-17

- Completed the year-end closing process and annual audit for FY 2015-16
- Coordinated the bond issue for Capital Improvements Program

Priorities for FY 2017-18

- Complete the year-end closing process and annual audit for FY 2016-17
- Coordinate the planned bond issue for Capital Improvements Program
- Implement the new ERP

Budget Highlights

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

**Expenditures**

	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	1,012,542	1,263,207	1,157,518	1,273,132
Employee Benefits	322,309	403,073	377,705	409,739
Purch Professional/Technical Services	92,811	102,490	102,490	124,485
Purchased Property Services	-	-	-	-
Maintenance	1,144	500	1,020	1,000
Other Purchased Services	28,091	30,082	9,416	31,860
Supplies	33,425	30,240	20,547	27,640
Other Operating Expenses	10,646	63,114	13,617	64,013
Contracts with Others	-	-	-	-
Operating Expenditures	1,500,968	1,892,706	1,682,313	1,931,869
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,500,968	1,892,706	1,682,313	1,931,869

Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2015-16	2016-17	2016-17	2017-18
Supervision					
Director Finance	138	1.00	1.00	1.00	1.00
Asst Dir Finance	133	1.00	1.00	1.00	1.00
Finance Supervisor	130	2.00	2.00	2.00	2.00
Grants Coordinator	130	1.00	1.00	1.00	1.00
Payroll Supervisor	130	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Clerical and Professional					
Payroll Specialist	218	3.00	3.00	3.00	3.00
Accounting Spec	215	4.00	4.00	4.00	4.00
Admin Asst	215	1.00	1.00	1.00	1.00
Sr Financial Analyst	124	5.00	5.00	5.00	5.00
		13.00	13.00	13.00	13.00
Total Full Time		19.00	19.00	19.00	19.00
Part Time Employees (shown as FTE's)					
Sr Fin Prof-PT	220	0.48	0.48	0.48	0.48
Accounting Spec-PT	215	0.50	0.50	0.50	0.50
Financial Prof-PT	215	0.20	0.20	0.20	0.20
Total Part Time (FTE's)		1.18	1.18	1.18	1.18
Total Employees		20.18	20.18	20.18	20.18

Purchasing Services

Mission Statement

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

Narrative

Purchasing is responsible for purchasing policy administration, bidding/contracting, stores/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 contact for competitive bidding and contract execution. The Warehousing function provides a readily available supply of required items for immediate pickup. Purchasing also manages investment recovery, which is the disposition of scrap and surplus equipment and materials.

Accomplishments for FY 2016-17

- Active management of, and participation in, the P-Card program could result in a rebate of \$125,302.36
- Replaced 29 vehicles and/or pieces of equipment listed on the City's approved equipment replacement list
- Participation in various purchasing cooperatives resulted in \$47,801.06 in rebates
- The new Munis system was implemented and Purchasing trained over 600 employees on requisition and purchase orders and over 300 employees on P-cards
- Purchasing entered over 200 existing H.T.E. purchase orders into the new Munis system
- An estimated 65 formal Requests for Bids or Proposals were administered through the Purchasing Department
- Participated in Oncor's Demand Response summer program, where the City is paid to switch to a portion of generator power during peak demand times. Our second test curtailment in 2016 resulted in a revenue of \$134,362.40 to the City

Priorities for FY 2017-18

- Continue to standardize various boiler plate solicitation packages, specific to the type of procurement process being utilized
- Capital Improvement Projects, and their timely solicitation, will continue to be a priority and focus during the upcoming fiscal year
- Continue to review purchases and identify items that are required to follow a formal bidding process and resulting Council approval

Budget Highlights

The budget for Purchasing will maintain current operations with the addition of one new Purchasing Agent.



Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	385,243	399,876	378,673	474,791
Employee Benefits	130,714	138,749	131,845	167,606
Purch Professional/Technical Services	18,261	400	400	400
Purchased Property Services	-	-	-	-
Maintenance	376	371	-	370
Other Purchased Services	16,458	23,668	25,689	22,224
Supplies	8,227	9,812	8,436	8,563
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	559,279	572,876	545,043	673,954
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	559,279	572,876	545,043	673,954

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2015-16	2016-17	2016-17	2017-18
Supervision					
Dir General Svcs	135	1.00	1.00	1.00	1.00
Purchasing Manager	127	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Purchasing Agent	124	3.00	3.00	4.00	4.00
		4.00	4.00	5.00	5.00
Labor Operations					
Material & Inv Tech	212	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		7.00	7.00	8.00	8.00

Information Technology

Mission Statement

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

Narrative

Provide exceptional customer service to our citizens and customers.

Develop and maintain a secure and reliable digital infrastructure upon which to efficiently conduct city business operations today and in the future.

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

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

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

Accomplishments for FY 2016-17

- Continued development of a customer service culture within the department while decreasing overall response times.
- Provided implementation support to bring the Municipal Court and Finance departments live on the Tyler ERP suite of products.
- Upgraded 25% of the City's virtual server infrastructure
- Completed an upgrade to the City's internet access, doubling the available bandwidth and adding a redundant provider.
- Replacement of the wireless data systems for the Convention Center.
- Implemented secure, encrypted email service for Health, Human Resources and Legal Departments.
- Implemented a new Help Desk management software.
- Completed a project to upgrade the Executime timekeeping software system.
- Completed multiple enhancements and upgrades to the Humane Society and Animal Shelter's applications and systems.
- Completed upgrades to the Tiburon Public Safety records systems.
- Began the process of updating the 5 year IT Strategic Plan.

Priorities for 2017-18

- Continued focus on providing high quality customer services and process improvements.
- Facilitate the move to a new facility for the Emergency Management and Information Technology departments.
- Implement Cyber security awareness training for all employees.
- Conduct a security vulnerability study to enhance the City's overall security posture.
- Upgrade the virtual server infrastructure that supports Public Safety
- Continues implementation of the Tyler suite of ERP products for Human Resources, Payroll and Community Development.

Budget Highlights

The budget for Information Technology includes the addition of four positions, an IT Analyst and two Information Technology Technicians, to increase capacity to handle demands of the Public Safety departments and a Sr. IT Analyst in Security. The budget also includes additional maintenance costs for the new Tyler ERP system that is being installed. Capital Outlay includes needed equipment for the department.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,074,968	1,530,816	1,235,870	1,701,542
Employee Benefits	375,918	512,213	440,370	586,888
Purch Professional/Technical Services	137,544	249,637	234,637	209,338
Purchased Property Services	-	-	-	-
Maintenance	743,610	934,361	938,634	1,028,686
Other Purchased Services	428,546	411,906	338,764	495,631
Supplies	66,658	93,906	63,393	122,020
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,827,244	3,732,839	3,251,668	4,144,105
Billings	(117,820)	(121,060)	(121,060)	(124,692)
Capital Expenditures	194,635	189,800	180,000	275,300
Transfers to Other Funds	150,000	-	-	-
Total Expenditures	3,054,059	3,801,579	3,310,608	4,294,713

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Director IT	138	1.00	1.00	1.00	1.00
Asst Dir IT	133	-	-	1.00	1.00
IT Manager	132	4.00	4.00	4.00	5.00
Sr. Applications Analyst	129	-	-	1.00	1.00
		5.00	5.00	7.00	8.00
Clerical and Professional					
IT Technician	220	7.00	7.00	7.00	9.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Sr IT Analyst	126	5.00	5.00	3.00	3.00
IT Analyst	123	7.00	7.00	7.00	8.00
		20.00	20.00	18.00	21.00
Total Employees		25.00	25.00	25.00	29.00

Legal Services

Mission Statement

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

Narrative

The City Attorney's Office provides legal assistance and advice to the Waco City Council, City Boards and Commissions, management, and employees in a professional and timely manner. The office represents or supervises the representation of the City of Waco in all legal matters. The office is responsible for the review and/or drafting of resolutions, ordinances, contracts, agreements, deeds, and other legal documents in which the City has an interest. The office also prosecutes violations of City of Waco ordinances and Class C misdemeanors in the Waco Municipal Court.

Accomplishments for FY 2016-17

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

- Settlement agreement between the City of Waco, McLennan County, the Greater Waco Chamber of Commerce, and Luminant Generation Company, LLC, regarding the permit for the Tradinghouse Steam Electric Station;
- Exchange with Baylor University of the "Blue Building" properties for multiple tracts on and around the former Floyd Casey Stadium site
- Capital Improvement Projects
- Renovation of the Old Police Building for Emergency Management and Information Technology
- Extension of the Riverwalk
- Revision of the Solicitation Ordinance
- Establishment of policies/resolutions for donations and grants
- Community Health Work Initiative with the Family Health Center

Priorities for FY 2017-18

Continue to:

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

Budget Highlights

One long tenured Assistant City Attorney is scheduled to retire during FY 2017-18. The budget for Legal will maintain current operations with no other additions in personnel or equipment. No new services are planned for the coming year.

Outside legal services are included in the following budgets:

Water	\$55,000
Risk Management	\$300,000
Solid Waste	\$100,000



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	834,019	949,714	817,596	1,014,363
Employee Benefits	240,334	275,150	241,868	310,961
Purch Professional/Technical Services	(733)	5,850	5,850	5,850
Purchased Property Services	-	-	-	-
Maintenance	109	300	-	300
Other Purchased Services	31,522	33,606	25,837	34,210
Supplies	28,140	32,099	33,239	32,099
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	1,133,391	1,296,719	1,124,390	1,397,783
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,133,391	1,296,719	1,124,390	1,397,783

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
City Attorney	555	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Paralegal	220	-	-	1.00	1.00
Legal Secretary	217	3.00	3.00	2.00	2.00
Deputy City Attorney	140	-	1.00	-	1.00
Asst City Attorney	133	6.00	5.00	6.00	5.00
		9.00	9.00	9.00	9.00
Total Employees		10.00	10.00	10.00	10.00

Municipal Court

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY 2016-17

- Implementation of Tyler Content Management (TCM), the court's document management system.
- Implementation of Amended Collection Improvement rules effective January 1, 2017.
- Implementation of Legislative changes affecting Municipal Courts.
- Continued staff training of the Tyler Incode court software application.
- Continued Inter-local Cooperation Agreement with McLennan County, Texas for incarceration of certain persons convicted of Class C Misdemeanors in accordance with the Texas Code of Criminal Procedure.
- Sent approximately \$ 1,043,067.00 additional accounts receivables to McCreary, Veselka, Bragg & Allen, P.C. (MVBA), the court collection agency; this is all eligible delinquent accounts sixty-one (61) days past due.
- Sent approximately 3,453 defendants' denial of driver's license renewal, due to warrant status, in the approximate amount of \$1,372,354.00 to the Texas Department of Public Safety Failure to Appear Program.
- Coordinated and participated in the Texas State-Wide Warrant Round-Up.

Priorities for FY 2017-18

- Adhere to requirements of Senate Bill 1863 and Collection rules for compliance of the Office of Court Administration audits and performance reviews of analysis of collection court processes.
- Continue training of Municipal Court staff of the Tyler Incode application and the Content Management system.
- Continue to perform at or under budgeted operational expenditures.
- Send all delinquent accounts to McCreary, Veselka, Bragg & Allen P.C. (MVBA) for collections as accounts become 61 days delinquent.

Budget Highlights

The budget for Municipal Court will maintain current operations. The Bailiff position is funded from the Municipal Court Building Security Fund. The Incode Court software application brings up-to-date technology for Municipal Court processes.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	727,345	808,170	733,852	826,900
Employee Benefits	260,083	285,830	265,898	299,654
Purch Professional/Technical Services	141,389	116,650	116,650	116,580
Purchased Property Services	-	-	-	-
Maintenance	511	1,120	-	1,000
Other Purchased Services	26,557	38,615	23,571	38,665
Supplies	70,025	83,571	67,799	82,938
Other Operating Expenses	14,601	13,928	17,279	13,928
Contracts with Others	-	-	-	-
Operating Expenditures	1,240,511	1,347,884	1,225,049	1,379,665
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,240,511	1,347,884	1,225,049	1,379,665

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Mun Court Judge	555	1.00	1.00	1.00	1.00
Municipal Court Mgr	130	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Deputy Court Clerk	217	10.00	10.00	10.00	10.00
Sr Financial Analyst	124	1.00	1.00	1.00	1.00
Cf Dpty Court Clerk	121	1.00	1.00	1.00	1.00
		12.00	12.00	12.00	12.00
Labor Operations					
Police Officer	901	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		15.00	15.00	15.00	15.00

Planning Services

Mission Statement

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

Narrative

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

Accomplishments for FY 2016-17

- The City Plan, Waco Comprehensive Plan 2040 was adopted in FY 2016-17
- Led a major effort to overhaul city ordinances dealing with short term rentals
- Staff processed over 100 rezoning or special requests and 50 major subdivision plats in FY 2016-17
- Property Management staff sold more than 150 excess properties evaluated at approximately \$500,000 dollars during FY 2016-17

Priorities for FY 2017-18

- Staff will work on implementation of the City Plan's recommendations through planning initiatives, ordinance reviews and updates and CIP prioritization
- Development of the Riverfront, Heritage Square & Sanger Ave. School properties will be a priority

Budget Highlights

The budget for Planning maintains current operations with no additions in personnel.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	437,666	493,125	406,305	489,155
Employee Benefits	144,501	167,953	146,458	169,750
Purch Professional/Technical Services	45,397	140,000	140,000	49,800
Purchased Property Services	65,837	65,764	67,360	68,408
Maintenance	2,465	1,100	1,580	1,430
Other Purchased Services	20,875	27,277	22,952	26,764
Supplies	31,349	27,987	16,989	32,197
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	748,090	923,206	801,644	837,504
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	748,090	923,206	801,644	837,504

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Director Planning	138	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Planner	222	3.00	3.00	2.70	2.70
Admin Asst	215	1.50	1.50	1.30	1.30
Property Asset Mgr	125	1.00	1.00	1.00	1.00
Sr Planner	125	0.90	0.90	1.00	1.00
		6.40	6.40	6.00	6.00
Labor Operations					
Zoning Inspector	220	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		8.40	8.40	8.00	8.00

Human Resources

Mission Statement

The Human Resources Department provides resources and support to City of Waco employees, retirees and applicants so the best services possible can be provided to our community. The department value statement is “We Believe in People,” and the department mission is “Providing exceptional opportunities with purpose, leadership and excellence.”

Narrative

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

Accomplishments for FY 2016-17

- Coordinated with Strategic Government Resources (SGR) to conduct national searches for Police Chief and Assistant City Manager
- Implemented 3rd Party Clinic Vendor to Operate the City Employee Health Clinic
- Evaluated CDL Requirements and verified compliance across the City
- Revised several City policies and issued several new City policies
- Coordinated internship placement through WISD internship program
- Implemented revised New Employee Orientation curriculum and schedule
- Implemented new background check process
- Processed Phase 3 of the compensation study recommendations
- Coordinated leadership coaching sessions for management level employees
- Conducted individualized training programs for several internal departments
- Implemented new COBRA provider
- Updated training facility
- Installed and learned Camtasia software to provide online training to employees

Priorities for FY 2017-18

- Implement HR module as a part of the enterprise-wide information system
- Develop recruiting strategies to increase minority applicants
- Implement standards associated with the use of external temporary labor services
- Evaluate deferred compensation providers
- Conduct City Policy Training
- Develop City Training Plan
- Select and implement a Learning Management System to effectively track training attendance and compliance
- Implement Leadership Training
- Review employee progress review process for possible improvements

Budget Highlights

The budget for Human Resources includes the addition of two new positions, an Employee Relations Specialist and a Senior Administrative Assistant.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	595,719	554,360	518,807	839,103
Employee Benefits	194,459	193,410	181,984	285,974
Purch Professional/Technical Services	23,503	47,275	49,620	133,596
Purchased Property Services	-	550	-	-
Maintenance	1,635	2,200	2,324	2,363
Other Purchased Services	34,370	65,906	69,905	89,314
Supplies	15,088	19,586	14,128	15,610
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	864,774	883,287	836,768	1,365,960
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	864,774	883,287	836,768	1,365,960

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Director HR	138	1.00	1.00	1.00	1.00
Asst Director HR	132	1.00	1.00	1.00	1.00
HR Manager	130	-	-	-	1.00
Sr Employee Relations Specialist	127	-	-	1.00	1.00
HR Supervisor	125	2.00	2.00	2.00	1.00
Training Supervisor	125	1.00	1.00	1.00	1.00
		5.00	5.00	6.00	6.00
Clerical and Professional					
Employee Relations Specialist	217	-	-	-	1.00
Sr Admin Asst	217	-	-	-	1.00
HR Specialist	217	4.00	4.00	4.00	4.00
HR Assistant	215	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	6.00
Total Employees		10.00	10.00	11.00	13.00

Inspection

Mission Statement

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

Narrative

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

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

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

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

Inspection 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 Advisory Board.

Accomplishments for FY 2016-17

- Assume supervision of the Animal Care Services Department
- Completed a department reorganization
- Completed a remodel of the lobby area of the Dr. Mae Jackson Development Center

Priorities for FY 2017-18

- Hiring an Electrical Plans Examiner
- Hiring a Plumbing Inspector
- Hiring an Assistant Building Official
- Continue discussions with Tyler Technologies on converting our plan review, permit, inspection and code enforcement operations to EnerGov.

Budget Highlights

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$341,208 for FY 2017-18. In addition to the 24.02 full-time equivalents (FTEs) shown here, there are 4.98 FTEs budgeted in Community Development Code Enforcement.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	979,984	1,071,646	913,597	1,227,214
Employee Benefits	363,341	394,844	354,443	458,409
Purch Professional/Technical Services	164,092	204,600	210,655	198,639
Purchased Property Services	65,090	68,688	67,488	73,142
Maintenance	44,278	48,083	41,608	44,947
Other Purchased Services	61,825	63,646	55,909	62,404
Supplies	41,315	64,277	36,839	88,292
Other Operating Expenses	22,753	26,289	28,986	26,430
Contracts with Others	-	-	-	-
Operating Expenditures	1,742,678	1,942,073	1,709,525	2,179,477
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	37,600	-	-	-
Total Expenditures	1,780,278	1,942,073	1,709,525	2,179,477

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Chief Bldg Official	135	0.79	0.79	0.73	0.79
Asst Bldg Official	130	-	-	0.71	0.71
Bldg Insp Spvr	123	1.00	1.00	1.00	1.00
Code Enf Spvr	123	0.48	0.48	0.48	0.48
Dev Cntr Spvr	122	0.71	0.71	-	-
		2.98	2.98	2.92	2.98
Clerical and Professional					
Sr Permit Tech	218	1.00	1.00	2.00	2.00
Sr Admin Asst	217	-	0.47	0.47	0.47
Admin Asst	215	0.47	-	-	-
Permit Tech	215	2.00	2.00	1.00	2.00
Sr Dev Cntr Rep	215	0.82	0.82	1.46	1.46
Plans Examiner Spvr	125	1.00	1.00	1.00	1.00
		5.29	5.29	5.93	6.93
Labor Operations					
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/Mech Insp	220	2.00	2.00	2.00	2.00
Code Enf Insp	220	4.11	4.11	4.11	4.11
Combination/Lead Inspector	127	-	-	-	1.00
		13.11	13.11	13.11	14.11
Total Employees		21.38	21.38	21.96	24.02

Streets and Drainage

Mission Statement

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

Narrative

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

Accomplishments for FY 2016-17

- Completed two on-call contracts for parking lot construction and concrete repair
- Completed several special projects for other departments including Golf Course, Animal Shelter, and Parks
- Completed 114,257 square feet of utility cut repairs through June 2017
- Completed 80,495 square feet of base/surface repairs through June 2017
- Repaired 38,270 square feet of potholes through June 2017
- Repaired 6,530 square feet of alleys used for City provided services through June 2017
- Crack sealed 31,753 feet through June 2017
- Sprayed 153 curb miles of herbicide to prevent vegetation along edge of roadways
- Inspected and cleaned 96,082 feet of curb and gutter
- Cleaned and inspected 408 storm drain inlets
- Performed in-house sweeping of 2,987 curb miles
- Cleaned and removed 18,907 tons of debris from creeks and 15,414 feet of drainages
- Completed training and acquisition of Commercial Drivers Licenses for 8 new employees

Priorities for FY 2017-18

- Ensure clean streets and alleys
- Prevent premature deterioration of asphalt streets
- Maintain drainage of lined creeks and storm drain inlets
- Develop work force flexibility through cross training
- Continue to develop and use on-call contracts for street and drainage related construction

Budget Highlights

The budget for Streets and Drainage includes no changes in the number of positions. Streets and Drainage also bills Utilities for a portion of utility cut costs.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	774,029	914,634	728,683	1,545,967
Employee Benefits	412,473	452,583	405,580	798,147
Purch Professional/Technical Services	506,128	588,531	271,477	2,755,366
Purchased Property Services	22,752	25,607	37,690	31,276
Maintenance	382,612	691,272	764,515	1,460,334
Other Purchased Services	56,224	105,289	69,021	146,592
Supplies	235,613	225,124	164,402	357,778
Other Operating Expenses	161,422	161,422	161,422	161,422
Contracts with Others	-	-	-	-
Operating Expenditures	2,551,253	3,164,462	2,602,790	7,256,882
Billings	(671,289)	(779,575)	(779,575)	(600,000)
Capital Expenditures	-	224,358	224,358	22,465
Transfers to Other Funds	5,489,523	-	-	-
Total Expenditures	7,369,487	2,609,245	2,047,573	6,679,347

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Deputy Dir PW	135	-	0.10	-	-
Capital Program Mgr	133	1.00	-	-	-
PW Oper Mgr	128	1.00	1.00	1.00	1.00
Project Manager	127	1.00	-	-	-
Public Works Spvr	121	1.00	1.00	1.00	2.00
		4.00	2.10	2.00	3.00
Clerical and Professional					
Admin Asst	215	1.00	1.00	1.00	1.00
Office Specialist	213	2.00	2.00	2.00	2.00
PW Saf & Trng Coord	121	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
PW Oper Crew Ld	218	2.00	2.00	2.00	4.00
Sr Heavy Equip Oper-CDL	215	3.00	3.00	3.00	11.00
Heavy Equip Oper-CDL	213	12.00	12.00	12.00	16.00
Street Maint Wrkr-CDL	210	3.00	3.00	3.00	8.00
		20.00	20.00	20.00	39.00
Total Employees		28.00	26.10	26.00	46.00

Traffic

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2016-17

- Reviewed and Approved approximately 78 Traffic Control Plans
- Reviewed and Completed 109 Citizen Request
- Completed 8 Traffic Signal Warrant Analysis
- Processed 13 Street Light request
- Provided Traffic Control Support for 66 special events
- Reviewed and commented on 83 commercial development plans
- Reviewed and commented on 19 residential subdivision plans
- Reviewed and commented on 63 subdivision plats
- Completed Library Wayfinding Sign Plan
- Implemented Bicycle Route Plan signage for University Parks Drive, Columbus Avenue, and N11th/S 12th Street

Priorities for FY 2017-18

- Expedite completion of Citizen Request Backlog
- 80% of New Citizen Request Completed within two weeks and 100% addressed within 4 Weeks
- Identify and Address Five Intersections for Safety Improvements to Achieve a 25% Crash Reduction based on historical annual crash statistics
- Establish a Three Year Plan toward City of Waco Bike Friendly Designation
- Coordinate City efforts toward establishing a Downtown Quiet Zone. Have Quiet Zone work contracted per Council direction
- Complete S 6th Street and Webster Avenue Traffic Signal Installation
- Create a detailed 5 year signal maintenance/upgrade plan
- Complete Street Lighting Request Policy
- Complete Revised Traffic Impact Assessment (TIA) Guidelines

Budget Highlights

The budget for Traffic Services will enhance current operations and response times with no new additions in personnel. The signal/controller replacement program is \$500,000 for FY 2017-18. Traffic Engineering Section will complete various projects funded through other departments including but not limited to Downtown Quiet Zone establishment, South 6th Street and Webster Avenue Traffic Signal, Webster Avenue Corridor Study and other projects.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	427,214	832,422	748,554	885,333
Employee Benefits	257,325	378,019	319,374	378,553
Purch Professional/Technical Services	89,376	271,048	225,276	230,685
Purchased Property Services	2,145	2,694	2,954	2,711
Maintenance	578,644	680,824	745,222	890,047
Other Purchased Services	49,157	51,062	30,494	46,101
Supplies	606,396	669,505	564,296	729,235
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,010,257	2,885,574	2,636,170	3,162,665
Billings	-	-	-	-
Capital Expenditures	268,381	614,315	614,315	500,000
Transfers to Other Funds	136,100	-	-	-
Total Expenditures	2,414,738	3,499,889	3,250,485	3,662,665

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Deputy Dir PW	135	-	0.05	-	-
City Engineer	134	-	0.05	0.05	0.05
Traffic Eng Mgr	130	1.00	1.00	1.00	1.00
Traffic Spvr-CDL	121	1.00	1.00	1.00	1.00
		2.00	2.10	2.05	2.05
Clerical and Professional					
Traffic Analyst	219	2.00	2.00	2.00	2.00
Traffic Engineer	132	1.00	1.00	1.00	1.00
Trfc Eng in Training	127	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
Trfc Sign/Mrk Lead-CDL	220	1.00	1.00	1.00	1.00
Trfc Sgnl Tech Lead-CDL	220	1.00	1.00	1.00	1.00
Sign Shop Fabricator-CDL	219	1.00	1.00	1.00	1.00
Trfc Signal Tech-CDL	216	5.00	5.00	5.00	5.00
Sr Heavy Equip Oper-CDL	215	2.00	2.00	2.00	2.00
Trfc Sign/Mrk Tech-CDL	213	5.00	5.00	5.00	5.00
		15.00	15.00	15.00	15.00
Total Full Time		21.00	21.10	21.05	21.05
Part Time Employees (shown as FTE's)					
Intern-PT	210	0.96	0.96	0.96	0.96
Total Part Time (FTE's)		0.96	0.96	0.96	0.96
Total Employees		21.96	22.06	22.01	22.01

Emergency Management

Mission Statement

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

Narrative

The Waco-McLennan County Office of Emergency Management (OEM) is a 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. 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 non-profit organizations in an effort to mitigate from, prepare for, respond to, and recover from, man-made and natural disasters as well as acts of terrorism 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.

Accomplishments for FY 2016-17

- Designed a new Emergency Operations Center for the City of Waco and McLennan County
- Negotiated \$400,000 for the build out of the new EOC from the County
- Working with the Corp of Engineers on the flood study for the Brazos River that will change release rates from the area lakes and adjust the flood plain
- Engaged local industries in preparedness and continue to grow partnerships with various community stakeholders and working groups
- Updated annexes to the Waco-McLennan County Emergency Management Plan
- Engaged local industries in preparedness and continue to grow partnerships with various community stakeholders and working groups
- Continued to strengthen relationships with Baylor and MCC and TSTC in development of their EM plans and assist them with various planned events
- Reviewed the threat and hazard identification and risk assessment for the city and county
- Work with local business and other community partners in preparedness activities
- Continue to work with county agencies on expansion of the 800 MHz radio system
- Perform exercises that comply with state and federal guidelines including one full-scale exercise
- Applied for and received grants for equipment and training to upgrade the city and county capability to respond to hazardous materials incidents, swift-water rescue, and overall community preparedness
- Coordinated reimbursement for 2015 flooding (Federal Disaster 4223)
- Provided public education through WCCC-10 and other avenues

Priorities for FY 2017-18

- Provide a functional Emergency Operations Center Exercise for City of Waco and McLennan County employees
- Updated annexes to the Waco-McLennan County Emergency Management Plan
- Provide ongoing Community Emergency Response Team trainings (CERT) and increase public education efforts in the community
- Will host 3 exercise throughout the year
- Upgrade the Radio system to the most current version
- Continue to work with county agencies on expansion of the 800 MHz radio system
- Continue coordinating and hosting various committees, LEPC, Animal Issues Committee, Volunteer Organizations Active in Disaster
- Apply for grants for equipment and training that would assist the city and county
- Offer city and County employees monthly NIMS training
- Host EMI/FEMA classes in the new EOC
- Update City and County Hazard Mitigation Plan
- Provide a functional Emergency Operations Center Exercise for City of Waco and McLennan County employees

Budget Highlights

The Office of Emergency Management is funded equally by the City of Waco and McLennan County. It also receives FEMA funding through the State. The budget for the OEM will maintain current operations with no additions in personnel planned for the coming year.



Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	273,856	286,775	255,388	303,996
Employee Benefits	102,994	105,601	97,598	112,737
Purch Professional/Technical Services	30,672	43,024	43,024	26,924
Purchased Property Services	1,300	2,720	1,810	2,720
Maintenance	251,145	280,236	356,002	427,652
Other Purchased Services	25,144	37,053	26,408	38,465
Supplies	31,290	16,532	6,971	28,312
Other Operating Expenses	165,609	142,747	142,747	83,965
Contracts with Others	-	-	-	-
Operating Expenditures	882,010	914,688	929,948	1,024,771
Billings	-	-	-	-
Capital Expenditures	403,240	658,400	658,400	285,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,285,250	1,573,088	1,588,348	1,309,771

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2015-16	2016-17	2016-17	2017-18
Supervision					
Emer Mgt Coord	130	1.00	1.00	1.00	1.00
Radio Comm Spvr	121	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Admin Asst	215	1.00	1.00	1.00	1.00
Asst Emer Mgt Coord	121	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Labor Operations					
Radio Comm Tech	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

Fire Services

Mission Statement

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

Narrative

The Waco Fire Department (WFD) is committed to delivering the highest quality of fire, emergency medical, and other related services to citizens and visitors alike. The Department consists of 203 civil service employees and 5 civilian administrative/support staff. Quick and efficient service to the community comes from 13 strategically located fire stations. WFD is divided into five organizational divisions: Fire Operations, Fire Prevention and Life Safety, Communications, Training, and Fire Administration. The Waco-McLennan County Office of Emergency Management is also under the Fire department.

WFD responded to over 11,000 emergency incidents last year. WFD has a Class 2 ISO rating (Less than 1% of fire departments across the country have a rating of 2 or better). This rating allows residents and businesses to receive lower insurance premiums. WFD provides the following emergency services: fire, emergency medical, aircraft rescue firefighting (ARFF), hazardous materials, swift water rescue, and technical rescue (high angle and confined space).

WFD is a regional member of the Heart of Texas Council of Government (HOTCOG) and provides regional HazMat and Swift Water Rescue response to 5 neighboring counties. Other important services provided by WFD under the direction of the Fire Marshal are fire investigation, life safety education, technical fire inspections, plan reviews, pre-fire planning. 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.

Accomplishments for FY 2016-17

- Added a second Battalion Chief on-duty, enhancing supervision for on-shift personnel
- Combined Fire Stations 3 and 13 at TSTC Campus to better utilize resources and facilities
- Evaluated existing and future fire station locations using GIS to better service the City
- Continued Fire Officer and Driver/Operator training and certification of personnel
- Completed 7790 pre-fire plans and/or building inspections in 2016
- Completed Enhanced Fireground Command Training of all officers of the WFD
- Completion of the flashover chamber and Class A burn structure at ESEC.
- Accepted delivery and put into service new fire engines at Fire Station 6 and Fire Station 12
- Rejoined the Heart of Texas Regional Advisory Council (HOTRAC) as a partner to reduce injury risk to citizens
- Completed purchase, upgrade, and implementation of all SCBA (Self-contained breathing apparatus) for the department to maintain compliance with TCFP requirements and NFPA standards
- Improved response capability of Hazmat and Swift Water Rescue teams by reassigning personnel to dedicated specialty stations.
- Streamlined application process for new hires
- Installed fiber optic connectivity to all stations – allows for improved communications and delivery of training

Priorities for FY 2017-18

- Communications
 - Install Active 911 program to Dispatch CAD system to improve incident response notification
 - Install all new Mobile Data Terminals in all emergency vehicles
- Organization
 - Reorganize organizational chart to more accurately reflect current operations and goals
 - Review and update all department standard operating procedures
 - Develop a 5-Year Strategic Plan
 - Begin self-evaluation process toward Texas Fire Chiefs Association Best Practices recognition
- Facilities
 - Construction of new Fire Station 5 located at 4515 Bagby Ave.
 - Begin design work and plans for new Fire Station 6
 - Purchase land for future fire station located near Ritchie Rd. and Panther Way
- Training
 - Continue Fire Officer training and certification at multiple levels
- Equipment
 - Take Delivery of new fire engine for Fire Station 4
 - Upgrade personal protective equipment and uniforms

Budget Highlights

The current budget allows WFD to maintain a high level of service to the citizens and visitors of the City of Waco. This level of service maintains a daily minimum staffing level of 53 firefighters, which staff 12 Engine Companies, 3 Ladder Companies, 3 Aircraft Rescue Firefighting Units, and 2 Command Vehicles. WFD will continue to look for new opportunities to expand services through our commitment to excellence.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	14,992,710	15,775,040	15,876,499	15,706,707
Employee Benefits	5,174,907	5,259,214	5,808,516	5,635,390
Purch Professional/Technical Services	85,210	54,494	66,378	70,411
Purchased Property Services	47,452	58,495	63,827	62,952
Maintenance	595,012	688,592	553,582	717,402
Other Purchased Services	435,607	555,730	352,739	415,186
Supplies	489,680	646,688	409,613	674,428
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	21,820,578	23,038,253	23,131,154	23,282,476
Billings	-	-	-	-
Capital Expenditures	1,651,498	29,000	71,553	-
Transfers to Other Funds	100,000	-	-	-
Total Expenditures	23,572,076	23,067,253	23,202,707	23,282,476

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Fire Chief	138	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Fire Alarm CSR	215	2.00	2.00	2.00	2.00
Office Specialist	213	2.00	2.00	2.00	2.00
		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	1.00	1.00	1.00	1.00
Battalion Chief	808	4.00	4.00	6.00	6.00
Fire Training Officer	807	1.00	1.00	1.00	1.00
Fire Marshal	806	1.00	1.00	1.00	1.00
Fire Captain_Suppression	805	14.00	14.00	14.00	14.00
Fire Lieutenant	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	80.00	80.00	78.00	78.00
		203.00	203.00	203.00	203.00
Total Employees		209.00	209.00	209.00	209.00

Police Services

Mission Statement

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

Vision Statement

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

Purpose:

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

WPD Motto:

Committed to our Community

Narrative

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

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

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

The Administrative Services Section supervises the Patrol Office, the Warrant Officer, K-9 Unit, Traffic Unit, Street Crimes Unit and coordinates division training and other special projects for the division.

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

The Special Crimes Unit investigates violent crimes within the City, and is responsible for screening and re-opening any "cold homicide case" based on new evidence or credible information. Special Crimes personnel are on call 24 – 7 to respond and assist Patrol with investigations that are specific to the Unit's responsibilities. Special Crimes is also responsible for investigating any Officer-Involved Use of Deadly Force that result in serious injury or the death of a person. The unit also works closely with the Victim Services Unit and the Advocacy Center to provide resources for victims of violent crimes. Special Crimes has also formed a partnership with Adult Probation and State Parole to identify, locate and monitor adult sex offenders living in our community. The Special Crimes Unit strives to stay abreast of violent crime trends in our community and takes the necessary steps to address and decrease the occurrences. The Victim Services Unit provides immediate intervention at crime scenes as well as follow-up services for the victims. The unit also assists the police by taking over the responsibility of meeting the many law enforcement related needs of the victims thereby freeing up police officers to respond to other calls.

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

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

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

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

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



Police (cont.)

The Support Services Division includes the Communication Section, Records, Property Room Control, the Community Outreach and Support Section, the Crime Scene Unit, the Computer Forensics Lab, the Intelligence/Media Unit and fingerprinting and photographic activities.

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

The Crime Scene Unit provides forensic support to police investigations.

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

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

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

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

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

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

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

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

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

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

Police (cont.)

Accomplishments for FY 2016-17

- Brent Stroman retired as the Chief of Police on July 31, 2016 and after a national search, Ryan Holt was promoted to Chief of Police on January 8, 2017.
- The Department hired two Crime Analysts assigned to the Intelligence/Media unit with the responsibility of doing analysis to determine crime patterns and trends. This information is disseminated to officers to address hot spots and to be proactive verses reactive to crime in the community.
- The Community Outreach Section conducted 234 crime prevention programs in the community covering different safety, education and crime prevention topics during 2016, educating approximately 23,635 citizens.
- The Family Violence Unit investigated 2046 new cases, issued 254 arrest warrants, transferred 558 cases to the District Attorney for prosecution and obtained 94 Emergency Protective Orders in 2016.
- The Crimes Against Children Unit investigated 998 criminal offense reports and 1234 Child Protection Services referrals in 2016.
- The S.A.F.E. Unit reported 32% of the rental units in Waco participate in crime-free housing resulting in a 52% reduction in reported crime and a 79% reduction in arrests.
- Neighborhood Detectives continue to have success recovering stolen property using "Leads Online". There were 19,820 on-line searches conducted for stolen property; resulting in the recovery of \$82,740 in stolen property. Detectives worked 8,100 cases and of those 2,764 cases were sent to the DA's office for prosecution. The Accident reconstruction team investigated 25 crashes, 16 were fatalities. The burglary and auto theft unit obtained 130 felony warrants and 81 misdemeanor warrants resulting in 80 arrests.

Priorities for FY 2017-18

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

Budget Highlights

The budget for Police maintains the current police service-staffing ratio of 2 officers per 1,000 residents. The budget will maintain current operations.

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	22,321,714	22,692,215	23,863,240	23,646,501
Employee Benefits	7,714,184	7,870,694	7,878,530	8,384,785
Purch Professional/Technical Services	524,053	784,427	809,599	896,093
Purchased Property Services	42,190	68,607	54,648	63,792
Maintenance	835,322	993,767	1,072,986	1,443,699
Other Purchased Services	926,682	1,055,970	963,709	1,137,110
Supplies	1,402,097	1,809,321	1,533,486	2,222,546
Other Operating Expenses	833	909	1,036	909
Contracts with Others	-	-	-	-
Operating Expenditures	33,767,075	35,275,910	36,177,234	37,795,435
Billings	-	-	-	-
Capital Expenditures	61,364	301,798	45,778	-
Transfers to Other Funds	725,654	50,000	137,740	216,000
Total Expenditures	34,554,093	35,627,708	36,360,752	38,011,435



Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Police Records Spvr	220	8.00	8.00	8.00	8.00
Animal Control Ld	216	1.00	1.00	-	-
Police Chief	138	1.00	1.00	1.00	1.00
Emer Comm Mgr/911	130	1.00	1.00	1.00	1.00
PD Records Manager	130	1.00	1.00	1.00	1.00
PD Plng /Budget Mgr	127	1.00	1.00	1.00	1.00
Animal Control Mngr	121	1.00	1.00	-	-
		14.00	14.00	12.00	12.00
Clerical and Professional					
PD Certified Crime Analyst	224	-	-	2.00	2.00
Victim Services Mgr	223	1.00	1.00	1.00	1.00
Police Planner	222	3.00	3.00	3.00	3.00
Crime Prev Spec	221	1.00	1.00	1.00	1.00
Digital Media Manager	220	-	-	-	1.00
911 Telecom Spvr	220	7.00	7.00	7.00	7.00
Open Records Rep	219	-	-	-	1.00
Sex Offdr Reg Coord	219	1.00	1.00	1.00	1.00
Latent Prt/CS Tech	218	7.00	7.00	7.00	7.00
Victim Services Coord	218	1.00	1.00	1.00	1.00
Victim Services Advocate	217	-	-	-	1.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
911 Telecommunicator	217	28.00	28.00	28.00	28.00
Warrants Coordinator	217	1.00	1.00	1.00	1.00
Police Staff Specialist	216	-	-	1.00	1.00
Police Records Rep	215	18.00	18.00	17.00	17.00
Admin Asst	215	-	-	1.00	1.00
Office Specialist	213	7.00	7.00	6.00	6.00
Property Room Tech	213	2.00	2.00	2.00	2.00
Body Worn Camera/MVR Sys	128	-	-	-	1.00
Data Analyst	127	-	2.00	-	-
		78.00	80.00	80.00	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	195.70	195.80	194.00	200.00
		244.70	244.80	243.00	249.00
Labor Maintenance					
Animal Control Ofer	213	3.00	3.00	-	-
		3.00	3.00	-	-
Total Full Time		339.70	341.80	335.00	345.00
Part Time Employees (shown as					
CSR-TEMP	333	0.95	0.95	-	-
Prof Temp Pool	333	1.43	1.43	-	-
Background Investigator-PT	221	-	-	0.96	0.96
Latent Prt/CS Tech-PT	218	-	-	0.96	0.96
911 Telecom-PT	217	1.90	1.90	1.92	1.92
Asst Sex Offdr Reg Coord-PT	216	-	-	0.48	0.48
Police Record Rep-PT	215	1.50	1.50	1.94	1.94
Total Part Time (FTE's)		5.78	5.78	6.26	6.26
Total Employees		345.48	347.58	341.26	351.26

Library Services

Mission Statement

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

Narrative

Through its main library, three branches, physical collections, and online resources the Waco-McLennan County Library system seeks to educate, inform, and entertain the community. The Library provides services to residents of McLennan County, circulating over 611,000 items annually.

The library system owns over 331,765 items in a variety of formats including books, magazines, audiobooks, music CDs, and DVDs. An additional 30,805 eBooks and 7,914 eAudiobooks are available through the library's website, www.wa-colibrary.org. The Library's website also provides access to a growing collection of online resources including reference materials, research databases, and homework assistance.

A variety of programs for all ages are offered as a 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 including reference, magazines, and special interest collections. The Local History Room is located at the Central Library.

Three branch libraries play a crucial role in providing services to Waco's diverse communities.

- The West Waco Library & Genealogy Center, located at 5301 Bosque Boulevard, is the largest branch library. The 32,000 sq. ft. building includes a large children's area, the genealogy collection, a meeting room, a storytime room and multiple study rooms.
- The South Waco Library, located at 2737 S. 18th Street, has a large Spanish language collection, a meeting room, conference room and two study rooms.
- The East Waco Library, located at 901 Elm Street, has a large meeting room, conference room, two study rooms and a large computer lab.

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

Accomplishments for FY 2016-17

- Provided educational opportunities for children at local areas of interest with a new *Library on the Go* and *Museum Pass* programs
- Updated, reorganized, and inventoried the collections at all four locations
- Began a monthly staff development and training program
- Rebranded the library and increased marketing efforts

Priorities for FY 2017-18

- Increase adult and teen programming
- Increase children's programming throughout the community
- Increase partnerships with community organizations
- Expand the *Museum Pass* and *Library on the Go* programs
- Install new circulation desks and carpet at the Central Library and West Waco Library
- Install a new Integrated Library System
- Increase the size and scope of the collections

Budget Highlights

The budget for Library Services includes funding for Integrated Library System. There are no anticipated increases in operational services. McLennan County funds 1/6 of the library budget.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,746,566	1,944,361	1,628,239	1,959,363
Employee Benefits	608,012	702,383	617,944	680,633
Purch Professional/Technical Services	255,843	172,373	166,925	298,935
Purchased Property Services	16,146	21,399	21,926	21,999
Maintenance	100,784	128,624	200,684	149,386
Other Purchased Services	181,175	186,768	165,112	150,100
Supplies	555,166	617,737	563,626	690,722
Other Operating Expenses	886	1,117	1,108	1,117
Contracts with Others	-	-	-	-
Operating Expenditures	3,464,578	3,774,762	3,365,564	3,952,255
Billings	159,064	163,438	163,438	168,341
Capital Expenditures	297,021	-	-	31,375
Transfers to Other Funds	171,772	-	-	-
Total Expenditures	4,092,435	3,938,200	3,529,002	4,151,971

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Dir WPL Srvc	133	1.00	1.00	1.00	1.00
WPL Branch Mgr	127	3.00	3.00	4.00	4.00
WPL Adult Srvc Spvr	123	1.00	1.00	-	-
WPL Tech Srvc Spvr	123	1.00	1.00	1.00	1.00
WPL Circulation Spvr	123	1.00	1.00	1.00	1.00
WPL G & P Spvr	123	1.00	1.00	1.00	1.00
		8.00	8.00	8.00	8.00
Clerical and Professional					
WPL Librarian	221	9.00	10.00	7.00	7.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
WPL Associate	214	17.00	17.00	18.00	18.00
Sr Financial Analyst	124	1.00	1.00	1.00	1.00
WPL Comty Srvc Spvr	123	1.00	1.00	1.00	1.00
WPL Childrens Librarian	121	-	-	3.00	3.00
		29.00	30.00	31.00	31.00
Total Full Time		37.00	38.00	39.00	39.00
Part Time Employees (shown as FTE's)					
WPL Librarian-PT	221	0.55	0.55	0.55	0.55
WPL Page-PT	211	-	-	0.55	0.55
WPL Assistant-PT	211	7.70	7.70	7.89	7.89
Total Part Time (FTE's)		8.25	8.25	8.99	8.99
Total Employees		45.25	46.25	47.99	47.99

Municipal Information

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.

Narrative

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

The 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 application. We also facilitate broadcast functions for Baylor, MCC and TSTC, for the College Channel 18, generating \$1,350 a month in revenue for the General Fund. All capital equipment purchases for WCCC.TV are funded by cable fees, not General Funds.

Our Media/Communications Division provides complete design, hosting and maintenance for more than 30 internal city websites representing 27 departments and several city related non-profits. We also maintain social media communications including Twitter, Facebook, and YouTube where more and more citizens access for information. We also provide and maintain an internal Intranet for the City's 1,500 employees keeping them up to date on information and resources they need to perform their jobs more effectively. Unlike many cities, the City of Waco does not contract out the majority of website design and/or maintenance. Everything is done in-house with the exception of specialized feature coding. We continue to work closely with all news media outlets by issuing regular press releases, facilitating interviews and hosting any needed press conferences and/or special events. This division also provides support for several other software and web-based functions including agenda management software, design programs, and other apps departments may be using. We also produce, design and layout two major publications (all in-house) including the *City Limits* monthly citizen newsletter, and the City's *Annual Report*.

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

Accomplishments for FY 2016-17

- Developed a more comprehensive Social Media policy internally and collaborated with Legal
- Launched "The Bridge" new internal employee Intranet upgrade
- Rebranded and upgraded the College Channel 18 by helping Baylor University schedule and air programming about their University
- Began producing a monthly television talk show for McLennan Community College
- Created a marketing campaign, routes, signage and maps for the Silo District Trolley Service by Waco Transit
- Produced a PSA for the route featuring Chip and Joanna. • Assisted the Fire Department with new materials for recruiting and promotion of their civil service test, resulting in increased applicants. Designed and coordinated all materials for the Animal Shelter Renovation Grand Opening and promotions
- Continued to improve the Building Waco website highlighting Waco's Capital Improvement Program with an interactive map of construction around town
- Continued to write, produce and create original programming on WCCC.TV, including ten monthly talk shows, series and features
- Won two American Advertising Federation (ADDY) Awards
- Supported the SpayStreet Waco Program with design materials and volunteer coordination directly impacting the animal population in Waco
- Waco City Cable Channel (WCCC.TV) awarded two Telly Awards for outstanding TV production
- Continued to increase interactions with citizens through social media
- City of Waco website reached 4,244,724 page views, the total number of pages viewed on the site, in 2016
-

Priorities for FY 2017-18

- 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.

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	472,596	484,556	472,524	514,644
Employee Benefits	165,144	170,728	166,367	183,307
Purch Professional/Technical Services	40,735	9,123	18,123	19,723
Purchased Property Services	-	-	-	-
Maintenance	40,171	35,827	43,680	38,291
Other Purchased Services	18,931	22,309	35,678	22,993
Supplies	58,253	20,911	12,437	19,176
Other Operating Expenses	23,708	48,060	26,669	48,060
Contracts with Others	-	-	-	-
Operating Expenditures	819,538	791,514	775,478	846,194
Billings	-	-	-	-
Capital Expenditures	37,992	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	857,530	791,514	775,478	846,194

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Dir Mun Info	133	1.00	1.00	1.00	1.00
Pub Info/Comm Coord	128	1.00	1.00	1.00	1.00
Municipal TV Spvr	123	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Pub Info/Comm Spec	222	1.00	1.00	1.00	1.00
Graphics/Print Tech	215	1.00	1.00	1.00	1.00
Courier	208	1.00	1.00	1.00	1.00
Graphics/Print Spvr	121	1.00	1.00	1.00	1.00
Video Prod Spec	120	1.00	1.00	1.00	1.00
Video Prod Tech	117	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Total Employees		9.00	9.00	9.00	9.00

Housing and Economic Development

Mission Statement

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

Narrative

The City of Waco will act to help stabilize and revitalize our neighborhoods’ aging housing stock through rehabilitation and repair programs. The housing programs will create housing opportunities to address the entire spectrum of citywide needs from homelessness, to special needs, affordable housing, to the upper scale developments. The City of Waco will maintain and establish new key local, state and national partnerships to ensure continuing success.

The Housing programs will impact the market utilizing many city resources to stimulate private investment in housing development, including the successful lot sales program, infill development programs, and residential tax abatements. Efforts will continue on the 10 Year Plan To End Chronic Homelessness to decrease the number of chronic homeless persons in Waco and offer them opportunities for decent, safe affordable housing along with access to integral services to maintain their housing stability. The success of the homeless plan depends upon a coordinated team approach.

The City Council approves economic development policies that allow the City to provide incentive programs for new and expanding businesses. The City also coordinates with local partners, state and federal government to provide incentive programs. The City continues partnership with our economic development service providers that help facilitate all areas of economic development – industrial, regional, small business, and downtown. The guiding principles of the City of Waco’s economic development are the City’s Comprehensive Plan, The Upjohn Research Institute data, and the Imagine Waco downtown master plan. McLennan County and the City of Waco have each contributed \$1,250,000 to the Waco McLennan County Economic Development Corporation (WMCEDC) every year since FY 2009-10. The City increased its level of contribution to \$1,500,000 for FY 2015-16, to \$1,750,000, and will increase to \$2,000,000 in FY 2017-18. All the programs of the department will work closely with those leading in the Prosper Waco Initiative, a city-wide collective impact initiative focused on Education, Health, and Financial Security in an effort to resolve generational poverty issues.

Accomplishments for FY 2016-17

- Reconstructed 3 owner-occupied homes,
- Performed 13,508 inspections by code-compliance,
- Provided Job training for 17 adult and 23 youth unemployed persons,
- Provided Childcare or summer enrichment classes for 65 youth,
- Provided Transitional or emergency housing for 620 homeless persons,
- Provided Down payment assistance for 10 new homeowners
- Provided Individual Development Account (IDA) assistance was provided to 9 individuals,
- Provided rental assistance for 25 families.

Priorities for FY 2017-18

- Provide Housing rehabilitation up to 10 housing units through a roof repair program and up to 10 housing units through a home repair program and one single family home through reconstruction
- Provide Down Payment / Closing Cost assistance to 10 homebuyers
- Provide Individual Development Account (IDA) assistance up to 15 homebuyers
- Provide assistance for 3 new single-family homes for owner occupied home ownership
- Tenant Based Rental Assistance for up to 16 households.
- Improve Neighborhood and Community Parks equipment and accessibility benefitting 15,835 persons
- Provide assistance to Public service agencies that will serve 400 domestic violence victims, 445 persons in homeless shelters, 26 families in transitional housing, 6 children, 80 families with childhood and adult education, and 150 substance abuse persons
- Serve CDBG target areas through Code Enforcement activities and provide homeowners education on programs that will assist them with home repairs
- Provide assistance to job training and employment opportunities to 20 low to moderate income persons.

City of Waco’s economic development incentives helped create 164 new full time jobs, retain 1,066 full time jobs and encourage \$218.4 million in new private sector capital investments.

Industrial Growth:

- 5 expansion projects
- 164 new jobs (1,066 retained jobs)
- \$61.7 million in new capital investment

Downtown Growth:

- 4 new construction projects
- 11 building renovation projects
- \$152.9 million in new capital investment

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	413,284	490,565	276,536	493,028
Employee Benefits	126,276	153,350	105,839	159,795
Purch Professional/Technical Services	470,016	5,000	24,765	35,000
Purchased Property Services	310	6,500	310	4,500
Maintenance	-	-	-	-
Other Purchased Services	26,132	34,356	13,372	34,517
Supplies	6,471	13,143	5,773	17,062
Other Operating Expenses	-	-	-	-
Contracts with Others	-	35,000	35,000	35,000
Operating Expenditures	1,042,489	737,914	461,595	778,902
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,042,489	737,914	461,595	778,902

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Dir Housing/ED	135	1.00	1.00	1.00	1.00
Asst Dir Housing/ED	132	1.00	1.00	1.00	0.70
Housing/ED Fin Spvr	127	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	2.70
Clerical and Professional					
Housing Finance Spec	214	-	0.15	-	0.20
Compliance Mgr	128	-	-	0.60	0.60
EDev Mgr	130	-	-	1.00	1.00
Sr Hous Prog Analyst	123	0.04	-	-	-
EDev Coord	122	1.00	1.00	1.00	1.00
Homeless Prog Coord	121	0.80	0.80	0.80	1.00
Housing Loan Coord	121	0.81	0.30	-	-
		2.65	2.25	3.40	3.80
Total Employees		5.65	5.25	6.40	6.50

Facilities

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.

Narrative

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.

Accomplishments for FY 2016-17

- Renovation of Old Police Building for relocation of Information Technology and Emergency Management
- Replacement of chilled water coils at Waco Police Department penthouse mechanical room
- Completion of modernization of controls for freight elevator at Waco Convention Center
- Completion of modernization of controls for passenger elevator at Water Office
- Renovation of 3rd floor area for large meeting and training room at Police Department Headquarters
- Design completion and renovation start for 2nd floor clinic at Health District Building
- Completion of Riverside Water Plant Smoke Stack
- Design for Brazos Room roof replacement at Convention Center
- Remodel of the Convention Center DeCordova Room
- Replaced wind damaged roof to Airport hanger 54
- Replaced roof at DEU
- Completed renovation of City Inspections Office.
- Completed exterior repairs to the Police Department gun range
- Roof replacement at the Zoo Giraffe House
- Carpet replacement West Waco Library
- Rebuilt parking lot at Fire Station #9
- Remodeled City Attorney conference room
- Remodeled City Secretary Office

Priorities for FY 2017-18

- Replacement of stairway rails and 2nd floor lobby safety railing Health District
- HVAC replacement of main cooling system at City Hall
- Construction of new restroom at Cameron Park Zoo
- Replacement of upper lobby roof, Brazos Room roof and restoration of Chisholm Hall roof at Waco Convention Center
- Replacement of lighting system at Waco Police Department parking garage
- HVAC replacement at Convention Center
- Demolition of 6th and 7th floor interiors and renovation on 6th floor of Police Department Headquarters
- Renovation of old dental clinic at Health District Building
- Completion of modification of Police Department basement HVAC system
- Design for new Fire Station #5
- 12th St. project design.
- Carpet replacement in Main Library
- Roof replacement at Elephant Barn

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,102,158	1,105,284	982,572	1,171,849
Employee Benefits	514,508	532,276	492,490	530,172
Purch Professional/Technical Services	437,253	477,953	505,388	374,460
Purchased Property Services	8,003	9,587	10,091	10,161
Maintenance	1,235,356	1,324,612	1,248,671	1,370,147
Other Purchased Services	45,437	72,765	45,975	57,496
Supplies	261,485	260,291	246,638	288,857
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	3,604,200	3,782,768	3,531,825	3,803,142
Billings	(159,064)	(163,438)	(163,438)	(168,341)
Capital Expenditures	-	87,741	-	-
Transfers to Other Funds	1,490,103	-	-	-
Total Expenditures	4,935,239	3,707,071	3,368,387	3,634,801

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Facilities Engineer	130	1.00	1.00	1.00	1.00
Facilities Manager	130	1.00	1.00	1.00	1.00
Facilities Project Mgr	129	-	-	1.00	1.00
		2.00	2.00	3.00	3.00
Clerical and Professional					
Admin Asst	215	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Master Electrician-CDL	220	2.00	2.00	2.00	2.00
Master HVAC Mechanic	220	2.00	2.00	2.00	2.00
Facilities Mnt Coord	218	1.00	1.00	1.00	1.00
Facilities Mnt Tech-CDL	216	4.00	4.00	4.00	4.00
Custodial Spvr	213	2.00	2.00	2.00	2.00
Building Attendant	208	20.00	20.00	16.00	16.00
		31.00	31.00	27.00	27.00
Total Full Time		34.00	34.00	31.00	31.00
Part Time Employees (shown as FTE's)					
Building Att-PT	208	0.80	0.80	0.75	0.75
Total Part Time (FTE's)		0.80	0.80	0.75	0.75
Total Employees		34.80	34.80	31.75	31.75

Parks and Recreation

Mission Statement

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

Narrative

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

Priorities for park development are guided by the Parks, Recreation and Open Space Master Plan and include acquisition and development of new parks and renovation of existing facilities. Current high priority goals include the development of an all-inclusive park, development of new metropolitan trails, and complete the park improvement projects underway at Kendrick and East Waco Parks.

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

The Recreation Division provides affordable programming with activities at each Community Center geared towards youth, teens, young adults, and continued development of outdoor activities and nature programming. The Athletics Section provides adult athletics including flag football, softball and basketball while youth sports leagues in flag football, track & field and basketball continue to grow. Dubl-R Fields at Riverbend Park has a significant economic impact by hosting baseball & girls' fast pitch softball tournaments including ASE State and World Series tournaments. The Waco Mammoth National Monument was designated by President Obama in July of 2015. The National Monument continues to experience an unprecedented growth in the number of visitors to the site. The Special Events/Marketing division produces the very popular Brazos Nights concert series, Fourth on the Brazos Celebration at McLane Stadium's Touchdown Alley, Pints in the Park and Waco Wonderland. Staff also facilitates more than 250 community events each year.

Park Ranger priorities include an increased emphasis on Brazos River Corridor land and water patrols along with departmental safety programs. Rangers also provide security for special events and the Texas Ranger Hall of Fame & Museum in addition to mountain bike/horse/vehicle security patrols, interpretive programs, and coordinating trail maintenance projects with volunteers and department staff. In an effort to educate park users about conservation, new programming has been implemented.

Accomplishments for FY 2016-17

- Completed drafting the Parks, Recreation and, Open Space Master Plan
- Began construction on East Riverwalk Extension project along Brazos River directly upstream from McLane Stadium
- Completed construction of Seley Park Phase 2 improvements project to include lighting and irrigation
- Completed survey and archaeology review for Greenwood Cemetery perimeter fencing project and continued planning for installation of new fencing
- Completed initial assessment and planning for Suspension Bridge maintenance
- Began design of expansion of the welcome center at the Waco Mammoth National Monument
- Continued emphasis on Brazos River litter abatement program
- Expanded maintenance and operation at Hart-Patterson Track and the Multi-Purpose Center on the Paul Quinn Campus
- Assumed maintenance of Ritchie Road right-of-way
- Completed installation of trail fitness signs in partnership with the Health Department
- Assisted Gameday Waco with river patrol, Riverwalk lighting and downtown event support during Baylor home games
- Produced the 30th annual Brazos Nights concert series with an average attendance of 5,000 people per concert. Organized the annual Fourth on the Brazos celebration at Touchdown Alley at Baylor University's McLane Stadium with 15,000 people in attendance
- Created the Welcome to Waco pop-up event, attracting more than 5,000 people downtown
- Increased social media activity and marketing through multiple Facebook and Instagram accounts and maintained websites for all Parks and Recreation areas
- Increased after-school program participation with the opening of Dewey Center
- Collaborated with Waco ISD and V.O.I.C.E to improve the afterschool program
- Hosted a back-to-school rally, distributing school supplies to a number of elementary aged students
- Hosted the annual public safety fair at Dewey Center, attracting more than 300 participants
- Continued free meal program during after school hours and summer hours for children 18 and under
- Created new Community Conversations program at Dewey Center to discuss current events in the neighborhood
- Hosted the Texas Amateur Athletic Federation Boys Youth State Basketball Tournament
- Hosted more than 30 tournaments at the Dubl-R Fields at Riverbend Park including the ASE World Series
- Hosted Youth Baseball World Series with 22 teams participating
- Expanded operation of the Waco Mammoth National Monument to seven day operation



- Continued the Fall Fossil Festival and Mammoths on the March events
- Continued Neighborhood Fishing Program at Buena Vista Park
- Continued Ranger Patrol of Brazos River Corridor and water patrols on Lake Brazos
- Implemented new education program in parks called Wild Wednesdays to promote park stewardship
- Ongoing trail maintenance projects with the community, park user groups, Eagle Scouts, and service group cleanup projects
- Maintained Cameron Park Trail Facebook Page with current trail condition updates and photos
- Provided CPR/First Aid/AED Classes and certification for multiple City departments
- Provided Departmental Driver's Safety programs and other safety related training
- Hosted annual Halloween Festival at South Waco Community Center serving over 2,500 citizens
- Co-Sponsored annual National Night Out Crime Prevention Party with the Brook Oaks Neighborhood Association at Dewey
- Hosted three back to school events providing school supplies, uniforms and haircuts to students at Dewey and Bledsoe Miller

Priorities for FY 2017-18

- Begin planning and design of an all-inclusive park
- Complete construction of Kendrick Park improvements
- Complete construction of East Waco Park improvements
- Complete installation of outdoor fitness equipment at select parks
- Install perimeter fence at Greenwood Cemetery
- Expand revenue streams for special events including Pints in the Park, Waco Wonderland and Brazos Nights
- Build on social media presence and online advertising
- Establish the WebTrac registration and booking software and incorporate in the current marketing strategies
- Increase teen programs with a focus on volunteerism and fitness
- Develop a summer camp program for teens ages 13-15
- Continue Ranger patrol of Brazos River Corridor, Cameron Park and City recreation facilities
- Continue focus on park stewardship through leave-no-trace programming
- Increase community volunteer trail projects using new downtown businesses to promote interest
- Develop programs designed to encourage better fitness and health including City of Waco employees
- Continue emphasis on Lake Brazos litter abatement program

Budget Highlights

The Parks & Recreation budget proposes additional personnel for special events to support the growing number of events and activities within the city. It proposes an increase in personnel for the Mammoth National Monument in support of the increased flow of visitors to the site. An additional staff person is also needed in the Park Development Division to ensure effective management of park development/redevelopment activities. The budget also reflects the continued focus on maintenance of playgrounds throughout the park system, the cleaning up of creeks and waterways, and development of indoor and outdoor programming.

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	4,273,982	4,672,662	3,812,888	5,066,229
Employee Benefits	1,879,282	2,070,568	1,807,976	2,137,936
Purch Professional/Technical Services	873,293	1,533,920	1,249,810	1,190,564
Purchased Property Services	708,461	749,091	962,621	804,659
Maintenance	587,544	600,911	570,051	623,657
Other Purchased Services	328,058	426,524	372,930	472,549
Supplies	746,587	998,812	718,506	1,025,822
Other Operating Expenses	72,961	68,730	93,692	129,888
Contracts with Others	-	-	-	-
Operating Expenditures	9,470,168	11,121,218	9,588,474	11,451,304
Billings	(353,118)	(362,829)	(362,829)	(373,714)
Capital Expenditures	188,624	211,528	192,325	35,000
Transfers to Other Funds	857,100	-	-	-
Total Expenditures	10,162,774	10,969,917	9,417,970	11,112,590

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Parks Field Spvr	219	4.00	4.00	4.00	4.00
Dir P&R	138	1.00	1.00	1.00	1.00
Rec Superintendent	128	1.00	1.00	1.00	1.00
Parks Superintendent	128	1.00	1.00	1.00	1.00
P&R Finance Spvr	127	1.00	1.00	1.00	1.00
Park Ranger Spvr	125	1.00	1.00	1.00	1.00
Parks Maint Spvr	123	3.00	3.00	3.00	3.00
		12.00	12.00	12.00	12.00
Clerical and Professional					
Park Planner	222	1.00	1.00	1.00	1.00
Events Specialist	222	-	-	-	1.00
Promotions Specialist	222	-	-	-	1.00
Rec Programmer	217	5.00	5.00	5.00	5.00
Admin Asst	215	2.00	2.00	2.00	2.00
Rec Lead	215	5.00	5.00	5.00	5.00
Office Specialist	213	1.00	1.00	1.00	1.00
Hist Site Asst	208	2.00	2.00	2.00	4.00
Sr Park Planner	125	1.00	1.00	1.00	1.00
P&R Sr Finance Analyst	124	1.00	1.00	1.00	1.00
Comm Center Mgr	124	1.00	1.00	1.00	1.00
Event/Promo Coord	122	1.00	1.00	1.00	1.00
Event/Promo Spec	122	1.00	1.00	1.00	1.00
Athletic Prog Coord	121	1.00	1.00	1.00	1.00
Hist Site Mngr	121	1.00	1.00	1.00	1.00
Park Development Inspector	120	-	-	-	1.00
Park Ranger Lead	120	1.00	1.00	1.00	1.00
Comm Center Spvr	119	3.00	3.00	3.00	3.00
		27.00	27.00	27.00	32.00
Labor Operations					
Master Electrician-CDL	220	1.00	1.00	1.00	1.00
Master Plumber	220	2.00	2.00	-	-
Fac Maintenance Tech-CDL	216	-	-	2.00	2.00
Parks Crew Leader-CDL	216	5.00	5.00	5.00	4.00
Landscaping Tech	216	4.00	4.00	4.00	4.00
Equipment Mechanic-CDL	215	1.00	1.00	-	-
Equipment Mechanic	215	-	-	1.00	1.00
Park Ranger	215	7.00	7.00	7.00	7.00
Sr Parks Maint Wrkr	212	29.00	29.00	29.00	29.00
Parks Maint Wrkr	210	5.00	5.00	5.00	5.00
Parks Laborer	208	29.00	29.00	29.00	25.00
		83.00	83.00	83.00	78.00
Total Full Time		122.00	122.00	122.00	122.00
Part Time Employees (shown as					
Rec Prog-SEASONAL	217	0.40	0.40	0.40	0.40
Park Ranger-PT	215	3.85	3.85	3.71	3.71
Hist Site Asst-PT	208	2.70	2.70	2.70	3.60
Rec Aide-PT	207	9.38	9.38	8.54	8.54
Rec Aide-SEASONAL	207	4.64	4.64	4.56	4.56
Total Part Time (FTE's)		20.97	20.97	19.91	20.81
Total Employees		142.97	142.97	141.91	142.81



Contributions and Contracts

Narrative

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

Additional funding is included for rolling stock replacement, previously funded by bond interest, as well as future capital projects not included in the CIP. Funding for rolling stock replacement, equipment replacement and other capital projects funded by cash were moved into the respective departments in 2015-16; however, they have been moved back into this department for administrative feasibility. MCCAD expenses are increased substantially for FY 2017-18 due mainly to cover the City's share of legal fees and audit services in their budget.

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Unemployment Compensation	56,847	79,275	25,704	80,000
Property Insurance	287	287	287	287
Other Operating Expenses	37,422	-	-	-
 The Arts & Historic Agencies	142,000	29,250	29,250	29,250
Creative Waco	-	385,000	385,000	385,000
H.O.T. Council of Governments	9,842	10,000	9,842	10,000
Cen-Tex Senior Ministry	-	28,000	28,000	28,000
Community Loan Center of Texas	-	200,000	200,000	-
MHMR	19,661	40,000	40,000	40,000
The Advocacy Center	91,645	91,645	91,645	91,645
Greater Waco Chamber of Commerce	136,500	165,000	165,000	165,000
MCCAD	641,033	672,840	672,840	800,000
Mission Waco	-	20,000	20,000	-
Greater Waco Sports Commission	-	75,000	75,000	75,000
Contract with Others	50,000	-	-	33,500
McLennan County	139,556	147,505	147,505	157,830
Cen-Tex African/American Chamber	62,333	68,000	68,000	68,000
Multi-Purpose Facility	3,769	-	-	-
CHDO Projects	28,000	150,000	150,000	-
City Center Waco	280,000	310,250	310,250	245,043
Cen-Tex Hispanic Chamber	68,000	118,000	118,000	118,000
Economic Development Grants	536,059	635,000	635,000	635,000
The Cove	-	54,545	54,545	-
Rosemound Cemetery	140,708	125,000	125,000	125,000
Greater Waco Collective Impact Init	100,000	130,250	130,250	130,000
Total Contracts	2,449,106	3,455,285	3,455,127	3,136,268
 Health Services	2,874,265	3,235,270	3,235,270	3,495,389
Housing Demo_Lot Clearance	140,000	175,000	175,000	175,000
Brazos Riverwalk Grant	68,236	1,822,904	-	-
Equipment Replacement	-	400,000	400,000	500,000
Rolling Stock	11,500	1,500,000	1,500,000	1,730,000
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	-
Facilities	-	601,425	601,425	500,000
Parks CIP Cash	-	350,000	350,000	300,000
Streets Cash	-	1,397,740	1,397,740	1,005,739
Information Technology ERP	212,300	-	-	-
Waco Regional Airport	736,059	354,363	354,363	338,071
Convention Services	96,000	-	-	-
Ranger Hall of Fame	737,456	669,619	669,619	711,895
Transit Services	-	384,793	-	824,949
Cameron Park Zoo	2,010,257	2,437,223	2,437,223	2,579,674
Cottonwood Creek Golf Course	134,448	285,639	285,639	297,387
Total Transfers to Other Funds	10,906,493	17,499,948	15,292,251	12,458,104
 Total Expenditures	13,450,155	21,034,795	18,773,369	15,674,659

Miscellaneous

Narrative

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

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purch Professional/Technical Services	198,380	221,500	190,371	236,750
Purchased Property Services	-	-	-	-
Maintenance	4,907	6,765	17,412	8,765
Other Purchased Services	336	100,250	100,184	555
Supplies	3,502	3,697	7,068	3,610
Other Operating Expenses	332,398	569,000	578,642	436,500
Contracts with Others	-	-	-	-
Operating Expenditures	539,523	901,212	893,677	686,180
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	539,523	901,212	893,677	686,180



Retirement Benefits

Narrative

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

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

Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	281,530	475,000	368,206	575,000
Employee Benefits	83,196	111,804	100,048	155,282
Purch Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	-
Maintenance	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	364,726	586,804	468,254	730,282
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	364,726	586,804	468,254	730,282

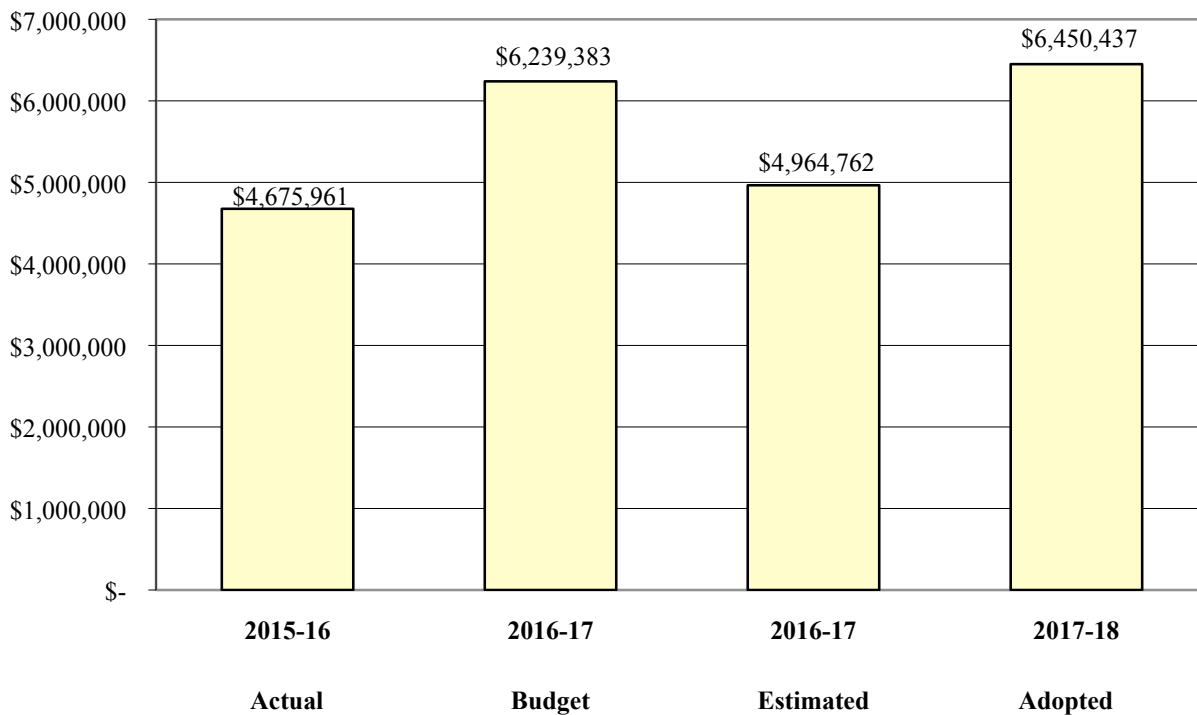




Special Revenue Funds

Special Revenue Funds

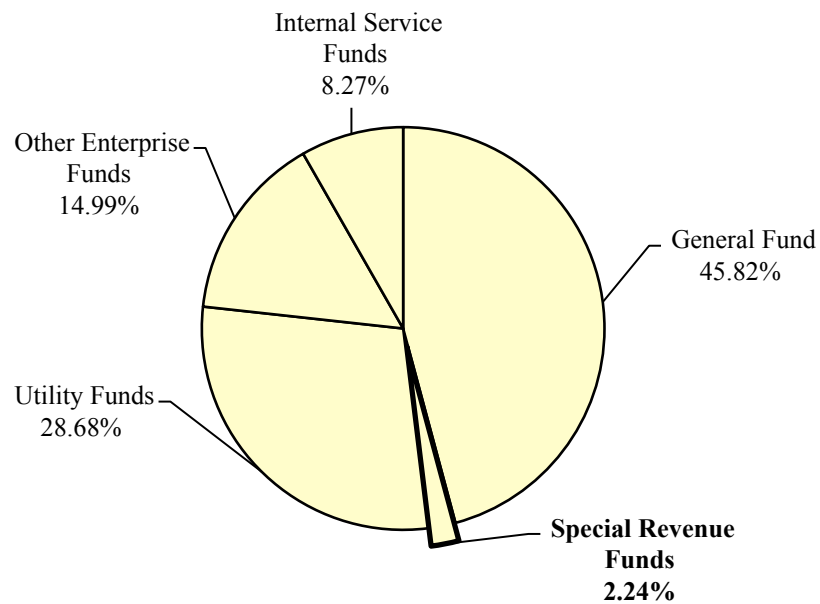
	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Health Administration	2,122,288	2,184,189	2,130,920	2,512,182
Environmental Health	249,237	288,688	273,337	308,719
Environmental Health - OSSF	259,368	280,008	251,392	306,578
Public Health Nursing	911,366	1,301,028	1,006,647	1,271,122
Sexually Transmitted Diseases	338,702	369,346	319,431	373,623
HIV/AIDS	172,741	189,717	161,955	197,357
Police Forfeiture Fund	79,660	110,000	64,000	70,000
Abandoned Motor Vehicles	83,927	268,771	182,116	175,000
Public Improvement District #1	458,672	1,247,636	574,964	1,235,856
	\$ 4,675,961	\$ 6,239,383	\$ 4,964,762	\$ 6,450,437



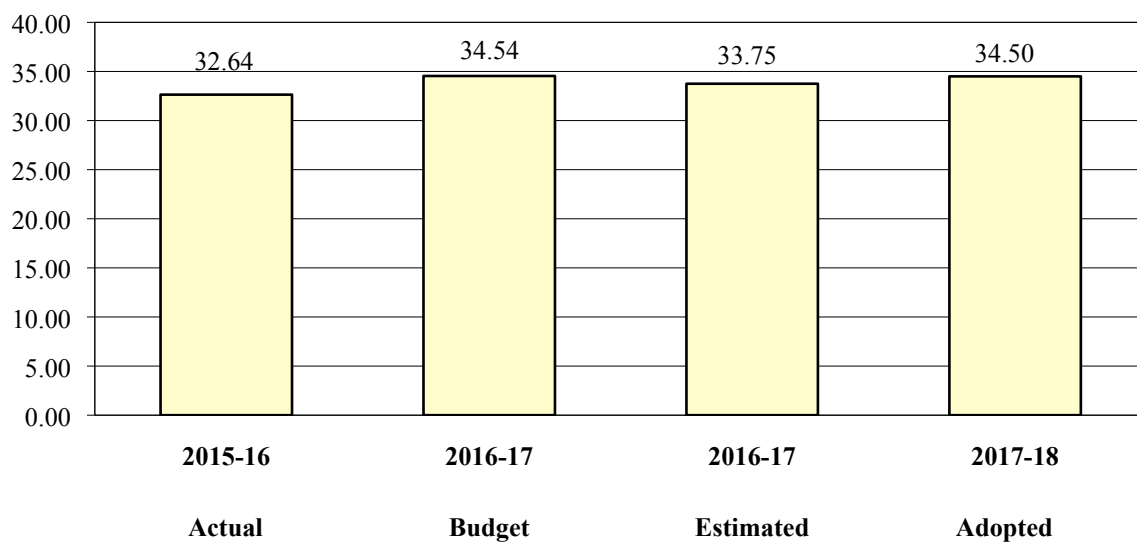


Special Revenue Funds as a Percent of Total Budget

General Fund	\$	131,887,788
Special Revenue Funds		6,450,437
Street Reconstruction Fund		-
Utility Funds		82,557,351
Other Enterprise Funds		43,156,057
Internal Service Funds		23,807,035
	\$	<u>287,858,668</u>



Special Revenue Funds Personnel Summary



Health Administration/Vital Statistics

Vision Statement

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

Mission Statement

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

Narrative

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

The Vital Statistics program maintains an effective and secure system for collection, recording, filing, storage and issuance of birth and death records occurring in the City of Waco in accordance with state statutory requirements. The Cashier and Billing divisions provide a safe and secure area for the timely and efficient collection of revenues for all Health District Services operated in accordance with City of Waco policies.

Accomplishments for FY 2016-17

- Continued working in collaboration with local partners and Prosper Waco to address priority community health issues.
- Worked in collaboration with community partners to implement the Community Health Worker Initiative.
- Implemented the strategic plan for the Health District to include mandatory health equity training for all staff.
- Generated new funding source through Medicaid Administrative Claiming.
- Purchased an Electronic Health Record for clinical services areas of the Health District.
- Obtained Medicaid/Medicare recertification.
- Began renovations of the TB Clinic as a CIP project.
- Received 2016 Five Star Award from the Department of State Health Services for excellence in recording and processing of birth and death records.
- Assisted hospitals, funeral homes, physicians and justices of the peace with electronic filing of birth and death records.
- Updated the Local Registrar Training Manual.
- Provided efficient collection of revenues and proficient billing for services provided to customers.
- Continued with the implementation of the Vital Statistics Records Automation and Preservation Project.

Priorities for FY 2017-18

- Continue implementation and monitoring of activities and interventions identified in the strategic plan for the Health District.
- Continue to collaborate with local partners to address priority community health issues.
- Continue to identify new sources of revenue and ensure all revenues are collected and deposited in accordance with City of Waco cash handling policies.
- Continue to work with billing specialist to ensure credentialing processes and correct billing in an efficient manner.
- Assist appropriate partners with the electronic filing of birth and death certificates.
- Participate in the Heart of Texas Child Fatality Review Committee.
- Work with the Department of State Health Services on the implementation of the TxEVER electronic vital registration system.

Budget Highlights

The Waco-McLennan County Public Health District will continue to play a major role in education and supporting healthier lifestyle choices for citizens. This will be accomplished through partner collaborations, health fairs and presentations to the communities at large.

The budget for Health Administration will maintain current operations while seeking new funding opportunities to minimize impacts to the local taxpayer.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	393,538	418,374	375,778	472,989
Employee Benefits	139,796	148,236	137,740	164,949
Purch Professional/Technical Services	45,102	93,910	88,288	57,225
Purchased Property Services	2,570	2,580	3,015	2,700
Maintenance	-	500	-	28,500
Other Purchased Services	20,086	26,305	22,256	29,585
Supplies	31,082	31,050	31,263	30,724
Other Operating Expenses	450,509	392,441	401,787	623,235
Contracts with Others	1,039,605	1,070,793	1,070,793	1,102,275
Operating Expenditures	2,122,288	2,184,189	2,130,920	2,512,182
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	2,122,288	2,184,189	2,130,920	2,512,182

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Dir Public Health	138	1.00	1.00	1.00	1.00
Hlth Finance Spvr	127	-	-	1.00	1.00
Hlth Vital Stat Spvr	123	1.00	1.00	1.00	1.00
		2.00	2.00	3.00	3.00
Clerical and Professional					
Hlth Info/Comm Specialist	223	-	-	-	1.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Hlth Office Specialist	213	4.00	4.00	2.00	2.00
Vital Stat Deputy Registrar	213	-	-	2.00	2.00
Sr Financial Analyst	124	1.00	1.00	-	-
		6.00	6.00	5.00	6.00
Total Full Time		8.00	8.00	8.00	9.00
Part Time Employees (shown as					
Office Spec-PT	212	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		8.50	8.50	8.50	9.50

Environmental Health

Mission Statement

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

Narrative

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

Accomplishments for FY 2016-17

- Maintained inspection frequencies to prevent increases of disease, nuisances, and violations.
- Provided food safety education to approximately 1,200 food handlers and food managers.
- Prevented and minimized disease outbreaks associated with food, swimming pools, sanitation, and disease vectors.
- Implemented and administered all components of the West Nile Virus and Mosquito Control plan. Expanded the plan to include other mosquito borne illnesses.

Priorities for FY 2017-18

- Provide food safety education to approximately 1,200 food handlers and food managers.
- Identify and correct health nuisances that will prevent illnesses from environmental conditions.
- Provide speakers and information to educate the public about environmental and consumer health topics.
- Continue to implement all components of the West Nile Virus and Mosquito Control plan and include other mosquito borne illnesses.

Budget Highlights

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

Existing services and inspections provided by Environmental Health will continue with no minimal reductions. This ensures the community is protected from health and safety hazards within the local environment.



Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	119,788	114,056	130,888	121,869
Employee Benefits	37,040	38,396	36,885	41,549
Purch Professional/Technical Services	20,265	22,175	20,265	22,175
Purchased Property Services	-	-	-	-
Maintenance	12,940	8,471	11,383	14,000
Other Purchased Services	5,510	8,472	5,836	15,208
Supplies	53,694	97,118	68,080	93,918
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	249,237	288,688	273,337	308,719
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	249,237	288,688	273,337	308,719

Personnel Summary

		Actual	Budget	Estimated	Adopted
	Range	2015-16	2016-17	2016-17	2017-18
Supervision					
Envir Hlth Mngr	130	0.75	0.75	0.75	0.75
		0.75	0.75	0.75	0.75
Labor Operations					
Sr. Sanitarian	124	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.75	1.75	1.75	1.75

Environmental Health – OSSF

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2016-17

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

Priorities for FY 2017-18

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

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	176,223	188,049	169,578	192,234
Employee Benefits	68,277	72,863	67,751	76,010
Purch Professional/Technical Services	400	200	400	200
Purchased Property Services	-	-	-	-
Maintenance	478	2,720	823	2,720
Other Purchased Services	8,602	9,975	7,297	9,988
Supplies	5,388	6,201	5,543	5,426
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	259,368	280,008	251,392	286,578
Billings	-	-	-	-
Capital Expenditures	-	-	-	20,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	259,368	280,008	251,392	306,578

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Hlth Inspector Spvr	223	1.00	1.00	1.00	1.00
Envir Hlth Mngr	130	0.25	0.25	0.25	0.25
		1.25	1.25	1.25	1.25
Clerical and Professional					
Hlth Office Specialist	213	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Hlth Inspector	220	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		4.25	4.25	4.25	4.25

Public Health Nursing

Mission Statement

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

Narrative

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

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

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

The division also receives funding from local governmental entities. A small percentage of the budget is funded by fees for service.

Accomplishments for FY 2016-17

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

Priorities for FY 2017-18

- Bring a positive impact to pre-identified communities with our Community Health Worker Initiative
- Work on CHNA Topics i.e., obesity, mental health, women's health, and access to care
- Increase awareness, through education in regards to TB, Immunizations, PHEP, Infant mortality rates, teen pregnancy, chronic disease and work/school site wellness
- Develop tracking methods and storage of assessment data
- Work to decrease and eradicate lead issues in identified households

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	455,133	630,263	477,706	613,373
Employee Benefits	183,152	226,491	190,120	210,114
Purch Professional/Technical Services	15,068	141,400	143,645	141,700
Purchased Property Services	-	-	-	-
Maintenance	1,998	3,565	-	3,298
Other Purchased Services	33,216	44,712	49,875	45,187
Supplies	219,075	254,597	145,301	257,450
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	907,642	1,301,028	1,006,647	1,271,122
Billings	-	-	-	-
Capital Expenditures	3,724	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	911,366	1,301,028	1,006,647	1,271,122

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Hlth RN Mgr	130	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Hlth Info/Comm Spec	223	1.00	1.00	1.00	-
Hlth LVN	220	-	-	1.00	1.00
Hlth I&O Spec	218	1.00	1.00	-	-
Admin Asst	215	1.00	1.00	1.00	1.00
Hlth Office Specialist	213	1.00	1.00	1.00	1.00
Sr. Epidemiologist	128	-	-	1.00	1.00
Hlth RN Spvr	127	2.50	2.50	2.50	3.00
Epidemiologist	126	1.69	2.00	1.00	1.00
Hlth Ed Spec Lead	125	0.82	1.00	1.00	1.00
Comm Hlth Wrk Coord	123	-	-	1.00	1.00
Hlth Education Spec	123	0.50	1.90	0.50	0.50
		9.50	11.40	11.00	10.50
Total Employees		10.50	12.40	12.00	11.50

Sexually Transmitted Diseases (STD) Services

Mission Statement

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

Narrative

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

Accomplishments for FY 2016-17

- Implemented a new fee schedule
- Saw an increase in the number of self-pay patients which increased overall program income
- Applied for and was approved for Medicaid reimbursement

Priorities for FY 2017-18

- Increase amount of program income generated from Medicaid
- Implement new electronic health record system

Budget Highlights

There are no significant changes to the STD budget.



Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	214,085	235,339	201,351	233,526
Employee Benefits	78,059	87,421	75,986	88,663
Purch Professional/Technical Services	11,455	14,000	15,842	14,000
Purchased Property Services	-	-	-	-
Maintenance	165	1,350	1,253	200
Other Purchased Services	15,165	12,817	9,610	15,473
Supplies	19,773	18,419	15,389	21,761
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	338,702	369,346	319,431	373,623
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	338,702	369,346	319,431	373,623

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2015-16	2016-17	2016-17	2017-18
Hlth I&O Spec	218	2.00	2.00	2.00	2.00
Hlth Office Specialist	213	0.25	0.25	0.25	0.25
Hlth Lab Tech	213	1.00	1.00	1.00	1.00
Hlth RN Spvr	127	0.64	0.64	0.50	0.50
Hlth RN	125	1.00	1.00	1.00	1.00
		4.89	4.89	4.75	4.75
Part Time Employees (shown as FTE's)					
Office Spec-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		5.39	5.39	5.25	5.25

HIV/AIDS Services

Mission Statement

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

Narrative

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

Accomplishments for FY 2016-17

- Increased the number of newly diagnosed HIV positive clients
- Increased number of testing sites in the 6 county area
- Increased advertising for better outreach and education

Priorities for FY 2016-17

- Link HIV positive individuals to ongoing HIV medical care
- Continue to increase the number of newly diagnosed individuals

Budget Highlights

There are no significant changes in the HIV budget.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	121,281	128,933	110,934	132,701
Employee Benefits	41,055	44,400	40,086	46,772
Purch Professional/Technical Services	901	-	1,325	500
Purchased Property Services	-	-	-	-
Maintenance	-	-	-	-
Other Purchased Services	6,899	11,999	6,681	12,999
Supplies	2,605	4,385	2,929	4,385
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	172,741	189,717	161,955	197,357
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	172,741	189,717	161,955	197,357

Personnel Summary

		Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
	Range				
Supervision					
Hlth Prog Mgr	130	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Admin Asst	215	1.00	1.00	1.00	1.00
Hlth Case Wrkr Spvr	123	0.25	0.25	-	0.25
		1.25	1.25	1.00	1.25
Total Employees		2.25	2.25	2.00	2.25

Police Forfeiture Fund

Narrative

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

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purch Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	-
Maintenance	-	-	-	-
Other Purchased Services	15,515	30,000	12,000	30,000
Supplies	-	38,000	-	40,000
Other Operating Expenses	6,942	-	10,000	-
Contracts with Others	-	-	-	-
Operating Expenditures	22,457	68,000	22,000	70,000
Billings	-	-	-	-
Capital Expenditures	57,203	42,000	42,000	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	79,660	110,000	64,000	70,000



Abandoned Motor Vehicles

Narrative

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

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

Expenditures	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purch Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	-
Maintenance	-	19,500	-	31,500
Other Purchased Services	7,051	8,080	2,561	8,080
Supplies	8,792	9,191	9,906	8,000
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	15,843	36,771	12,467	47,580
Billings	-	-	-	-
Capital Expenditures	-	50,351	-	77,420
Transfers to Other Funds	68,084	181,649	169,649	50,000
Total Expenditures	83,927	268,771	182,116	175,000

Public Improvement District #1

Narrative

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

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

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

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

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

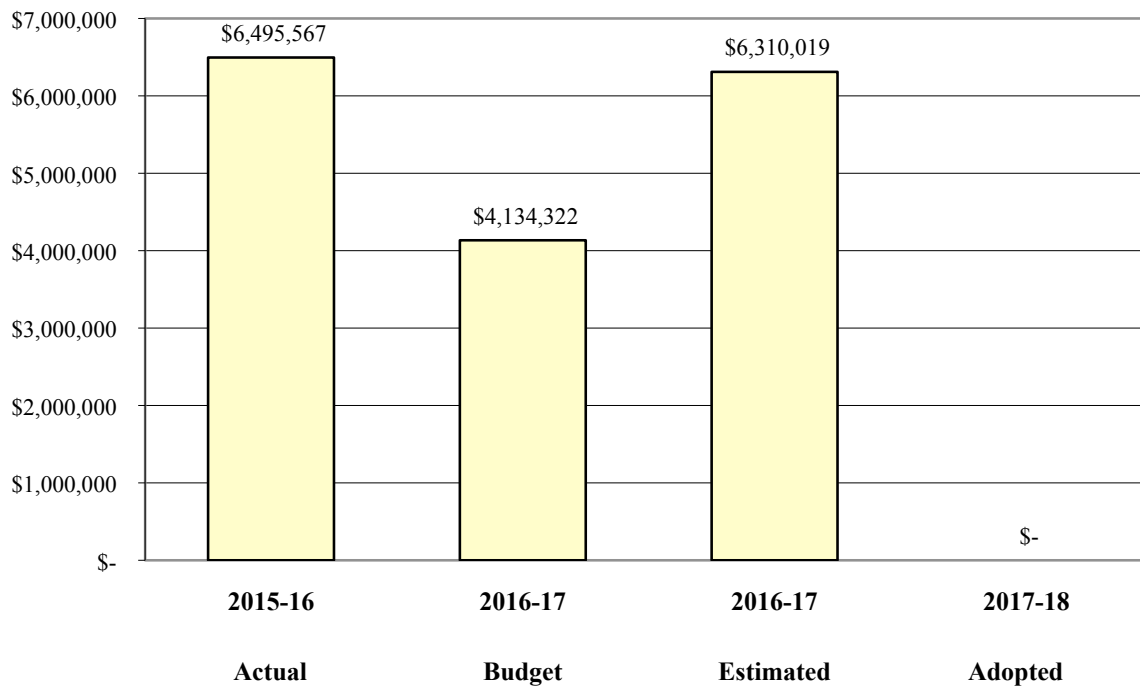
Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purch Professional/Technical Services	364,667	459,681	469,681	373,250
Purchased Property Services	820	1,800	1,804	-
Maintenance	210	-	-	-
Other Purchased Services	46,875	29,150	32,111	78,000
Supplies	3,577	1,500	2,368	5,500
Other Operating Expenses	-	-	-	-
Contracts with Others	42,523	50,000	50,000	81,000
Operating Expenditures	458,672	542,131	555,964	537,750
Billings	-	-	-	-
Capital Expenditures	-	705,505	19,000	698,106
Transfers to Other Funds	-	-	-	-
Total Expenditures	458,672	1,247,636	574,964	1,235,856



Street Reconstruction Fund

Street Reconstruction Fund

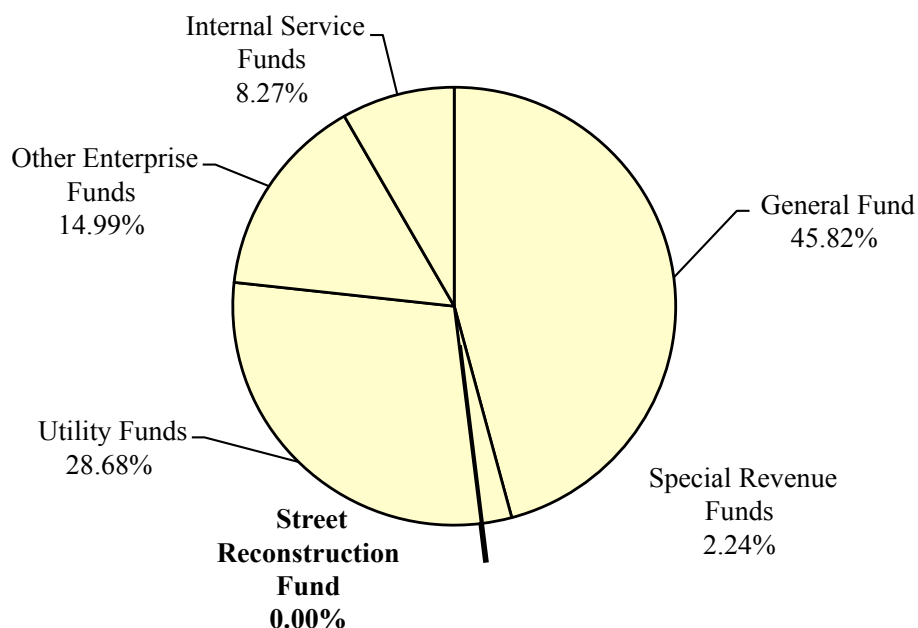
	Actual 2015-16		Budget 2016-17		Estimated 2016-17		Adopted 2017-18	
Street Reconstruction	\$	6,495,567	\$	4,134,322	\$	6,310,019	\$	-



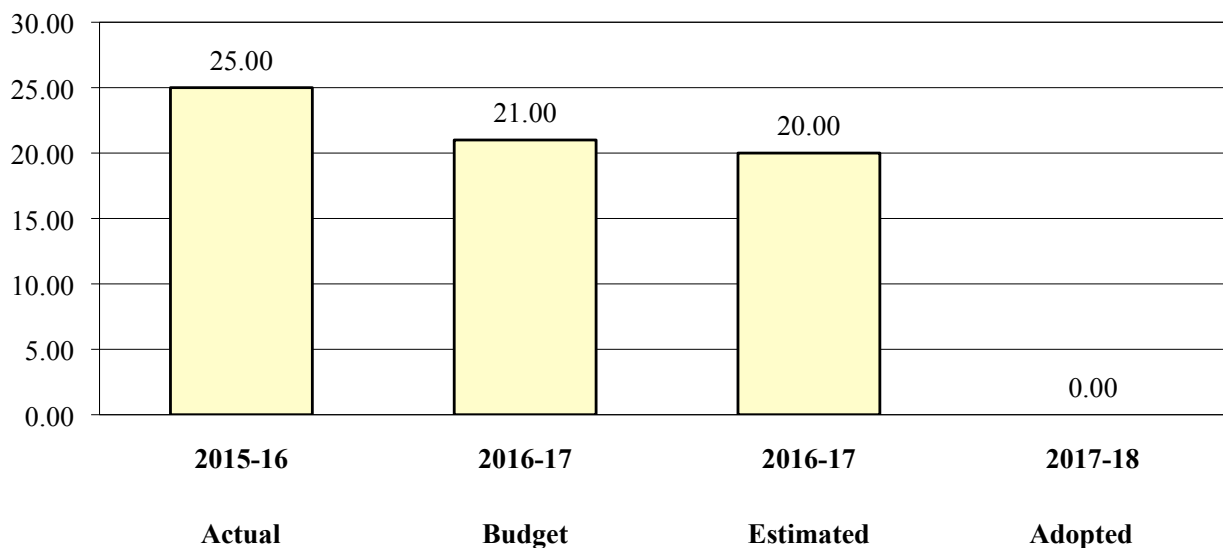


Street Reconstruction Fund as a Percent of Total Budget

General Fund	\$	131,887,788
Special Revenue Funds		6,450,437
Street Reconstruction Fund		-
Utility Funds		82,557,351
Other Enterprise Funds		43,156,057
Internal Service Funds		23,807,035
	\$	<u>287,858,668</u>



Street Reconstruction Fund Personnel Summary



Street Reconstruction

Mission Statement

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

Narrative

The Operations Division of the Public Works Department maintains Roadways and ensures they are operational. The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1998 the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. These funds will provide street improvements divided among reconstruction, reclamation, overlays, and slurry seals. The core services for street reconstruction include utility cut repairs, pavement crack sealing, pothole patching, pavement base failure repair, and pavement surface replacements.

Accomplishments for FY 2016-17

- Completed two on-call contracts for parking lot construction and concrete repair
- Completed 114,257 square feet of utility cut repairs through June 2017
- Completed 80,495 square feet of base/surface repairs through June 2017
- Repaired 38,270 square feet of potholes through June 2017
- Repaired 6,530 square feet of alleys used for City provided services through June 2017
- Crack sealed 31,753 feet through June 2017

Priorities for FY 2017-18

- Prevent premature deterioration of asphalt streets
- Perform needed maintenance on portions of City street network based on customer concerns and inspections
- Continue green practice of recycling asphalt materials using the Bagela™ asphalt recycler
- Develop work force flexibility through cross training
- Continue to develop and use on-call contracts for street related construction

Budget Highlights

The budget for Street Reconstruction has been rolled into the General Fund.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	594,072	633,164	367,833	-
Employee Benefits	368,081	344,880	268,152	-
Purch Professional/Technical Services	1,432,141	1,634,298	1,348,762	-
Purchased Property Services	-	-	-	-
Maintenance	478,874	701,560	945,831	-
Other Purchased Services	37,105	37,065	37,065	-
Supplies	78,829	124,801	59,035	-
Other Operating Expenses	3,525	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,992,627	3,475,768	3,026,678	-
Billings	71,289	141,668	74,549	-
Capital Expenditures	3,431,651	516,886	3,208,792	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	6,495,567	4,134,322	6,310,019	-

Personnel Summary

		Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
	Range				
Supervision					
Public Works Spvr	121	1.00	1.00	1.00	-
		1.00	1.00	1.00	-
Labor Operations					
PW Oper Crew Ld	218	2.00	2.00	2.00	-
Sr Heavy Equip Oper-CDL	215	8.00	8.00	8.00	-
Heavy Equip Oper-CDL	213	8.00	4.00	4.00	-
Street Maint Wrkr-CDL	210	6.00	6.00	5.00	-
		24.00	20.00	19.00	-
Total Employees		25.00	21.00	20.00	-

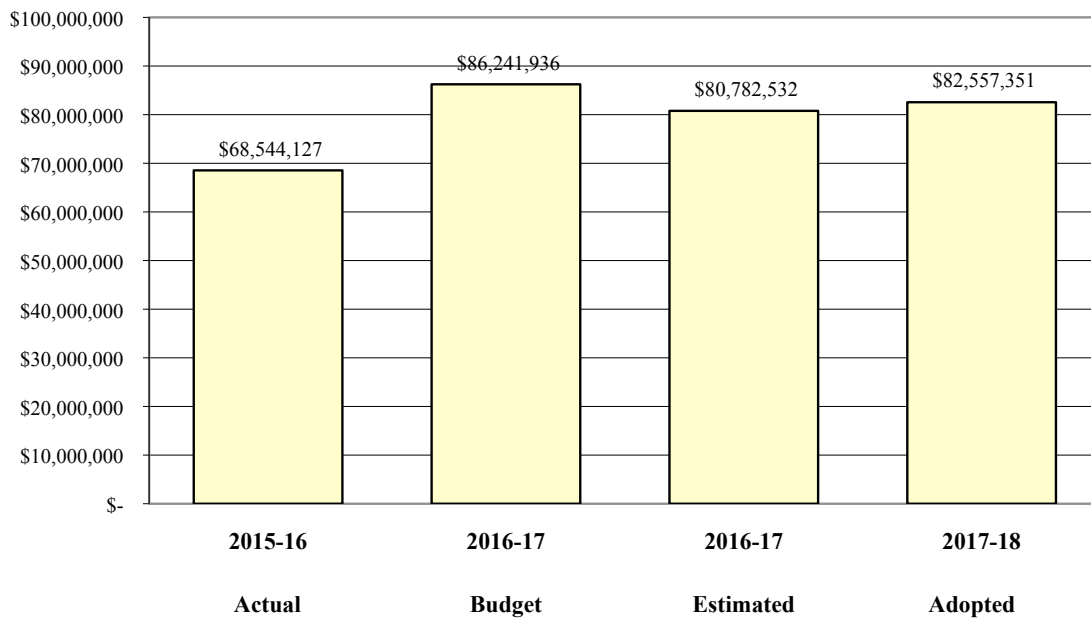




Utility Funds

Utility Funds

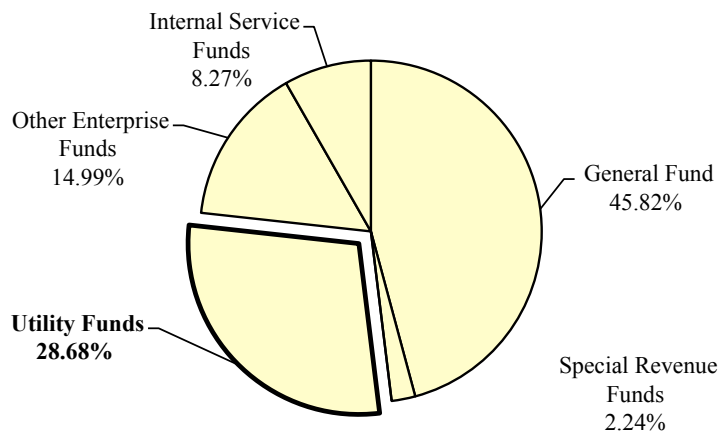
	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Water Office	1,419,136	1,448,324	1,389,461	1,153,682
Water Distribution	4,798,780	5,786,750	5,425,012	5,152,834
Water Treatment	8,006,053	9,052,039	7,372,652	9,566,415
Utilities Laboratory	(254,375)	-	(694,310)	-
Source of Supply	478,852	1,413,863	491,122	625,000
Water - Meter Shop	1,087,089	1,235,041	1,133,861	1,288,613
Water General & Admin	22,248,710	26,219,702	27,020,950	26,158,780
Wastewater Collection	5,495,645	5,438,281	5,051,869	5,476,662
Environmental Services	619,219	573,621	478,976	530,273
Wastewater Treatment	6,444,852	7,968,528	7,968,528	7,012,402
Wastewater General & Admin	11,062,581	15,313,137	15,254,007	16,388,911
WMARSS	7,137,585	11,792,650	9,890,404	9,203,779
	\$ 68,544,127	\$ 86,241,936	\$ 80,782,532	\$ 82,557,351



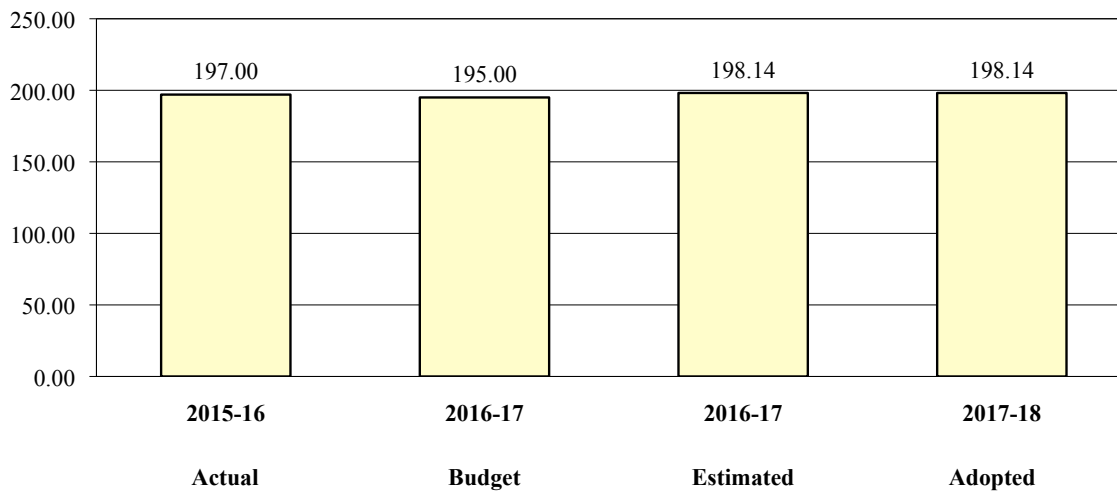


Utility Funds as a Percent of Total Budget

General Fund	\$	131,887,788
Special Revenue Funds		6,450,437
Street Reconstruction Fund		-
Utility Funds		82,557,351
Other Enterprise Funds		43,156,057
Internal Service Funds		23,807,035
	\$	<u>287,858,668</u>



Utility Funds Personnel Summary







Water Utilities

Mission Statement

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

Statistics

1,068	Miles of Water Main
871	Miles of Sewer Main
46,323	Water Meters
18,311	Water Valves
5,614	Fire Hydrants
39,908	Sewer Connections
13,172	Sewer Manholes
99.7	Service Area Covered (miles)
3	Water Treatment Plants
1	Water Quality Laboratory
2	Wastewater Treatment Plant
28,225,300	Daily Avg. Water Production (gallons)
40,349,000	Daily Max. Water Production (gallons)
13	Ground Storage Tanks
6	Elevated Storage Tanks
11	Pump Stations
66	Sewer Lift Stations
6	Pressure Planes
118,531	Calls Handled by the Call Center
92,490	Customers Served at Water Office
177,830	Online Payments

Narrative

The Water Utility Services Department provides water and wastewater services to the citizens of Waco and several surrounding communities. There are six divisions on the water side: Water Office, Water Distribution, Water Treatment, Water Quality Laboratory, Source of Supply/Watershed, and Administration. Each division has distinct responsibilities to meet the department's goals of providing high quality water and excellent customer service. Pro-active measures are taken for continuous improvement in all areas - from securing and protecting the source of supply in the Bosque River watershed, to the production and delivery of potable water, accurate meter service, billing, and collection.

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

Water Utilities

Accomplishments for FY 2016-17

- Began construction of several large projects including:
 - \$2.5M Airport Pump Station
 - \$11M Hillcrest Pump Station
 - \$3.3M Owen Lane Elevated Storage Tank
- Completed several large projects including:
 - \$1.3M Warren Road water line
 - \$1.3M Highway 84 water line
 - \$11M FM1637 Phase I water line
- Obtained \$12M SWIFT loan for Advanced Metering Infrastructure (AMI) project

Priorities for FY 2017-18

- Begin construction of \$11M Riverside to Gholson water line project
- Begin Advanced Metering Infrastructure (AMI) project
- Complete \$8M FM 1637 Phase II water line project
- Complete 16" water line connection to City of McGregor
- Continue progress on 10-year Capital Improvements Program
- Continue monitoring potential zebra mussel infestation in Lake Waco and implementing of proactive measures to combat colonization
- Continue to reinforce water conservation education and promotion

Budget Highlights

The City of Waco is designated as the regional provider in McLennan County in the state's water plan. As such, the City of Waco Water Utility Services Department continues to plan for the future. The 10-year CIP improvement program addresses critical infrastructure that is passed original life expectancy and improves the capability and reliability of the system.

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	4,582,607	5,128,271	4,464,609	5,402,350
Employee Benefits	1,985,138	2,159,074	1,786,805	2,200,327
Purch Professional/Technical Services	1,525,756	2,213,831	2,355,324	2,332,328
Purchased Property Services	47,722	76,310	155,136	181,780
Maintenance	2,231,269	3,076,357	2,238,307	2,315,628
Other Purchased Services	805,842	1,131,077	988,764	1,125,757
Supplies	4,439,317	5,074,387	3,632,993	5,145,164
Other Operating Expenses	7,307,330	7,334,336	8,401,116	7,781,246
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	22,930,981	26,199,643	24,029,054	26,490,580
Billings	(810,778)	(998,141)	(1,605,809)	(1,181,158)
Capital Expenditures	876,652	1,769,755	1,493,534	902,000
Transfers to Other Funds	14,787,394	18,184,462	18,221,969	17,733,902
Total Expenditures	37,784,249	45,155,719	42,138,748	43,945,324



Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Dir Utilities	138	0.50	0.50	0.50	0.50
Deputy Dir Utilities	135	0.50	0.50	1.00	0.33
Project Engineer	134	-	-	1.50	1.00
Utilities Op Mgr	133	0.34	0.34	0.34	0.67
Util Proj Mgr	133	0.50	0.50	-	-
Utilities Proj Admin	130	0.84	0.84	0.50	1.00
Dist/Coll Supt	130	0.50	0.50	0.50	0.50
Wtr Treat Plant Supt	130	1.00	1.00	1.00	1.00
SCADA Analyst	128	0.50	0.50	0.50	0.50
Wtrshed/Env Cmpl Crd	126	0.50	0.50	1.00	0.33
Dist/Coll Spvr-CDL	123	1.00	1.00	2.00	2.00
W/WW Treat Plt Spvr	123	-	-	1.00	1.00
W/WW Plt Maint Spvr	123	2.00	2.00	1.00	1.00
Lab Supervisor	123	1.00	1.00	1.00	1.00
Meter Srvc Spvr	123	1.00	1.00	1.00	1.00
Utilities CS Spvr	121	2.50	2.50	3.50	3.50
Call Center Spvr	121	1.00	1.00	-	-
Util Safety/RMG Spvr	121	0.50	0.50	0.50	0.50
		14.18	14.18	16.84	15.83
Clerical and Professional					
Admin Asst	215	1.00	1.00	-	-
Utilities CSR	215	19.50	19.50	19.00	18.50
Backflow/CCP Coord	215	0.50	0.50	0.50	0.50
Utilities Lab Admin Asst	215	1.00	1.00	1.00	1.00
Utilities CS Mngr	128	1.00	1.00	1.00	1.00
Project Mngr	127	-	-	0.66	0.66
Util Finance Ofcr	127	0.50	0.50	0.50	0.50
Envir Reg Analyst	124	-	-	0.33	0.33
Util PI/Comm Coord	121	1.00	1.00	1.00	0.50
Wetlands Prog Coord	121	1.00	1.00	1.00	1.00
		25.50	25.50	24.99	23.99
Labor Operations					
Dist/Coll Crew Ld-CDL	221	8.00	8.00	8.50	9.00
Wtr Treat Plant Oper Ld	221	1.00	1.00	2.00	2.00
Plant Maint Crew Ld	221	2.00	2.00	2.00	2.00
Envir Lab Analyst	220	8.00	8.00	8.00	8.00
Plant Maint Oper	217	10.00	10.00	9.00	9.00
Wtr Treat Plant Oper	217	17.00	17.00	17.00	17.00
Dist/Coll Operator-CDL	217	20.00	20.00	16.50	18.00
Utilities Maint Wrkr-CDL	215	7.00	7.00	7.00	7.00
Meter Services Tech-CDL	212	6.00	6.00	6.00	6.00
Building Attendant	208	2.00	2.00	2.00	2.00
		81.00	81.00	78.00	80.00
Labor Maintenance					
Master Electrician	220	1.00	1.00	1.00	1.00
SCADA Tech	218	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	3.00
Total Full Time		123.68	123.68	122.83	122.82
Part Time Employees (shown as FTE's)					
Intern-PT	210	-	-	0.48	0.48
Total Part Time (FTE's)		-	-	0.48	0.48
Total Employees		123.68	123.68	123.31	123.30

Wastewater Services

Mission Statement

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

Narrative

The Wastewater Services Department 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 sewer problems. Industrial Pretreatment is responsible for implementing the regulations of the National Industrial Pretreatment Program and other related environmental issues.

Accomplishments for FY 2016-17

- Completed several large projects including:
 - \$1.4M sanitary sewer extension to McGregor
 - \$1.3M 12th and Brook \$1.3M sewer line
 - \$5M FM1637 Phase I sewer line
 - \$2M Timbercrest sewer line
 - \$3M wastewater line rehabilitation

Priorities for FY 2017-18

- Continue progress on 10-year Capital Improvements Program
- Continue small and medium scope projects throughout the collection system to improve overall service, reduce stop-ups, and reduce infiltration and inflow.
- Complete several large projects including:
 - \$5M FM1637 Phase II sewer line
 - Church Rd. lift station assessment
 - Brazos Basin sewer evaluation study
 - Village Lake lift station assessment
 - \$3M wastewater line rehabilitation

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,856,070	1,849,222	1,624,620	2,027,578
Employee Benefits	765,845	754,220	650,850	815,597
Purch Professional/Technical Services	826,507	1,183,158	1,038,598	1,242,056
Purchased Property Services	17,179	21,105	23,244	20,350
Maintenance	1,091,337	1,039,518	900,830	1,143,727
Other Purchased Services	147,043	212,054	236,638	268,425
Supplies	434,277	513,796	535,321	440,192
Other Operating Expenses	9,581,385	11,272,348	11,212,139	10,582,447
Contracts with Others	-	-	-	-
Operating Expenditures	14,719,643	16,845,421	16,222,240	16,540,372
Billings	694,444	659,671	773,612	767,269
Capital Expenditures	805,922	246,963	216,017	319,100
Transfers to Other Funds	7,402,287	11,541,512	11,541,512	11,781,507
Total Expenditures	23,622,296	29,293,567	28,753,381	29,408,248

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Dir Utilities	138	0.50	0.50	0.50	0.50
Deputy Dir Utilities	135	0.25	0.25	-	0.33
Project Engineer	134	-	-	0.25	-
Utilities Op Mgr	133	0.33	0.33	0.33	0.33
Util Proj Mgr	133	0.25	0.25	-	-
Utilities Proj Admin	130	0.58	0.58	0.25	0.50
Dist/Coll Supt	130	0.50	0.50	0.50	0.50
SCADA Analyst	128	0.50	0.50	0.50	0.50
Wtrshed/Env Cmpl Crd	126	0.25	0.25	-	0.33
Pretmnt Compl Coord	123	1.00	1.00	1.00	1.00
Dist/Coll Spvr-CDL	123	2.00	2.00	2.00	2.00
Utilities CS Spvr	121	0.50	0.50	0.50	0.50
Util Safety/RMG Spvr	121	0.25	0.25	0.25	0.25
		6.91	6.91	6.08	6.74
Clerical and Professional					
Utilities CSR	215	1.50	1.50	2.00	2.50
Backflow/CCP Coord	215	0.50	0.50	0.50	0.50
Project Mngr	127	-	-	0.34	0.34
Util Finance Ofcr	127	0.50	0.50	0.50	0.50
Envir Reg Analyst	124	-	-	0.33	0.33
Util PI/Comm Coord	121				0.50
		2.50	2.50	3.67	4.67
Labor Operations					
Dist/Coll Crew Ld-CDL	221	7.00	7.00	5.50	5.00
Environmental Insp	220	-	-	2.00	2.00
Envir Lab Analyst	220	4.00	2.00	-	-
Plant Maint Oper	217	5.00	5.00	6.00	6.00
Dist/Coll Operator-CDL	217	10.00	10.00	14.50	13.00
Utilities Maint Wrkr-CDL	215	7.00	7.00	7.00	7.00
		33.00	31.00	35.00	33.00
Labor Maintenance					
SCADA Tech	218	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		43.41	41.41	45.75	45.41

WMARSS

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2016-17

- Belt press rehabilitation
- Cleaned sludge lagoon number 3
- Dryer building wall and roof replacement
- Dryer building SCADA improvements
- Miscellaneous plant painting
- Completed 1400 LF of 24" cured in placed sanitary sewer lining

Priorities for FY 2017-18

- Continue progress on 10-year Capital Improvements Program
- Implement new TBLs upon receipt of approval from the Texas Commission on Environmental Quality
- Evaluate Brazos River bank erosion control at Central Plant Facility
- Design and begin construction on plant electrical improvements
- Continue Central Plant Improvements project including replacement of rotary drum thickeners and upgrading chemical feed facilities.

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,419,563	1,644,650	1,456,631	1,560,315
Employee Benefits	532,697	616,383	533,929	613,553
Purch Professional/Technical Services	844,517	1,984,668	1,588,852	1,161,014
Purchased Property Services	405,224	199,573	57,206	166,000
Maintenance	899,483	1,195,041	1,095,076	1,510,355
Other Purchased Services	231,568	263,865	234,399	271,693
Supplies	1,952,696	2,270,142	1,778,937	2,293,600
Other Operating Expenses	374,600	435,320	555,870	547,249
Contracts with Others	-	-	-	-
Operating Expenditures	6,660,348	8,609,642	7,300,900	8,123,779
Billings	-	-	-	-
Capital Expenditures	477,237	3,183,008	2,589,506	1,080,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	7,137,585	11,792,650	9,890,406	9,203,779

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Deputy Dir Utilities	135	0.25	0.25	-	0.34
Project Engineer	134	-	-	0.25	-
Utilities Op Mgr	133	0.33	0.33	0.33	-
Util Proj Mgr	133	0.25	0.25	-	-
Utilities Proj Admin	130	0.58	0.58	0.25	0.50
WW Treat Plant Adm	130	1.00	1.00	1.00	1.00
WW Treat Plant Supt	130	1.00	1.00	1.00	1.00
Wtrshd/Env Cmpl Crd	126	0.25	0.25	-	0.34
W/WW Treat Plt Spv	123			1.00	1.00
WW Treat Plt Mnt Spv	123	1.00	1.00	-	-
Util Safety/RMG Spvr	121	0.25	0.25	0.25	0.25
		4.91	4.91	4.08	4.43
Clerical and Professional					
Utilities CSR	215	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
WW Treat Plt Oper Ld-CDL	221	2.00	2.00	2.00	2.00
Environmental Insp	220	2.00	2.00	2.00	2.00
Sr WW Treat Plt Oper-CDL	219	5.00	5.00	5.00	5.00
WW Treat Plant Oper-CDL	217	14.00	14.00	14.00	14.00
Building Attendant	208	1.00	1.00	1.00	1.00
		24.00	24.00	24.00	24.00
Total Employees		29.91	29.91	29.08	29.43

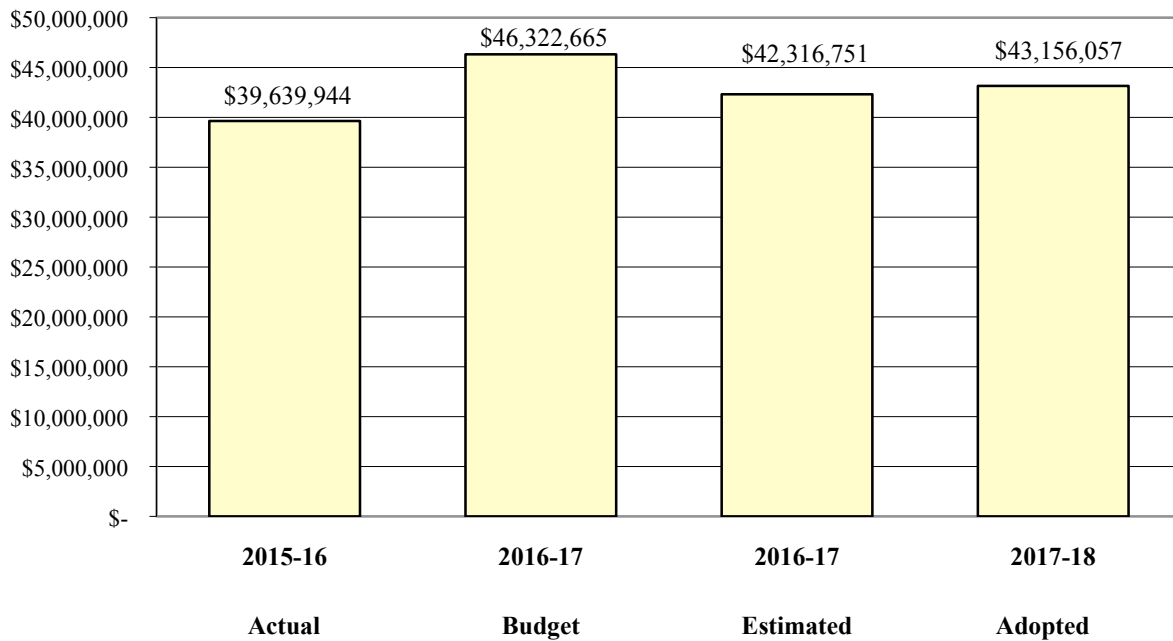




Other Enterprise Funds

Other Enterprise Funds

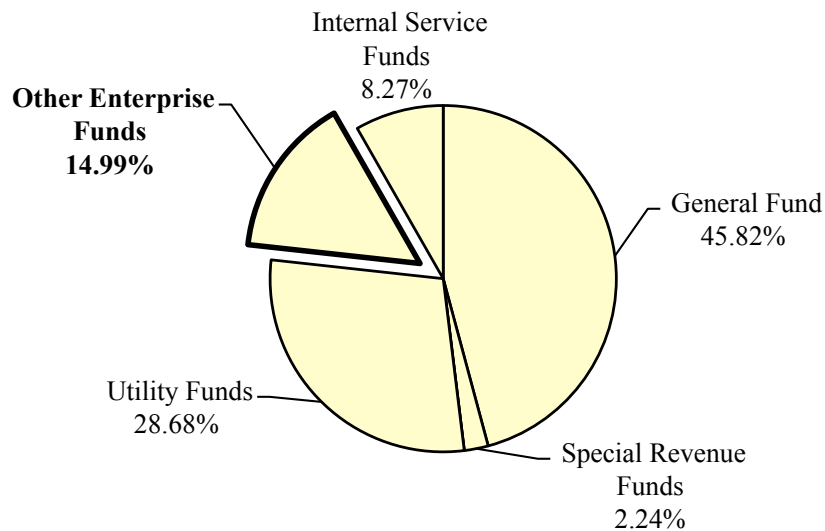
	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Solid Waste	17,054,340	20,238,458	18,741,136	18,399,229
Texas Ranger Hall of Fame	1,427,554	1,584,417	1,541,696	1,453,318
Waco Regional Airport	2,742,470	1,518,571	1,338,718	1,461,541
Convention Center & Visitors' Services	4,161,675	4,924,980	4,409,551	5,314,538
Cameron Park Zoo	3,834,349	4,263,834	3,992,339	4,588,044
Cottonwood Creek Golf Course	2,059,746	2,179,010	1,602,815	2,165,491
Rural Transit	778,208	767,473	832,841	1,184,124
Waco Transit	7,581,602	10,845,922	9,857,655	8,589,772
	\$ 39,639,944	\$ 46,322,665	\$ 42,316,751	\$ 43,156,057



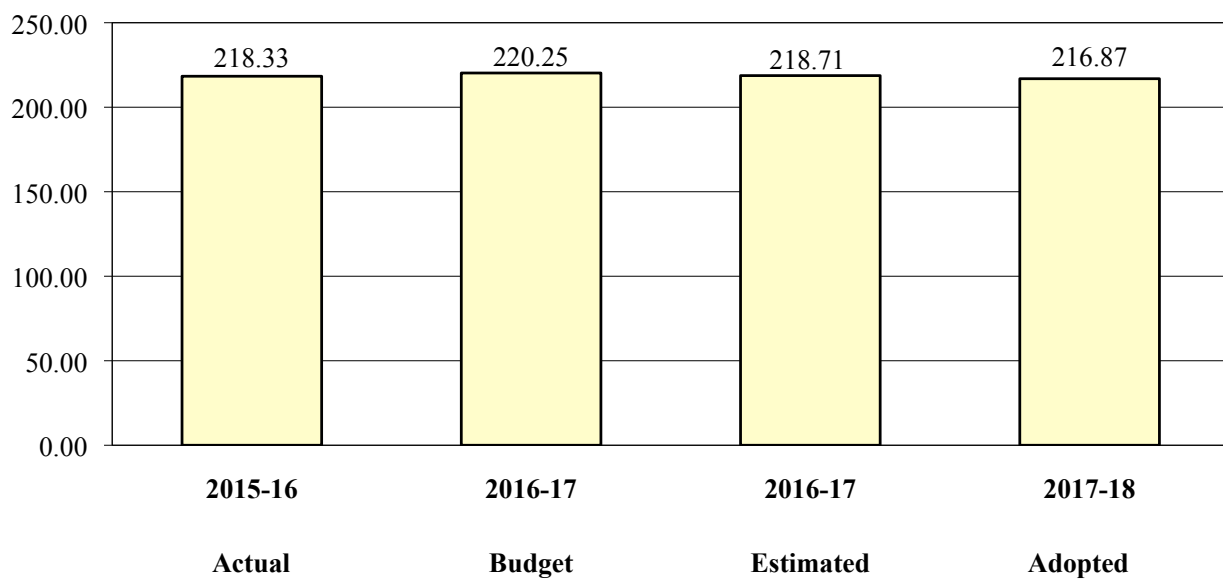


Other Enterprise Funds as a Percent of Total Budget

General Fund	\$	131,887,788
Special Revenue Funds		6,450,437
Street Reconstruction Fund		-
Utility Funds		82,557,351
Other Enterprise Funds		43,156,057
Internal Service Funds		23,807,035
	\$	<u>287,858,668</u>



Other Enterprise Funds Personnel Summary



Solid Waste Services

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.

Narrative

The Solid Waste Department provides environmentally sound and cost effective waste management services in the form of residential, commercial, industrial, and institutional garbage collection and disposal that are an essential need of the community. These services are provided to approximately 37,000 residential and 4,800 commercial customers. A city owned and operated 237-acre landfill is managed for the end disposal of wastes originating in Waco and surrounding region.

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

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

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

Accomplishments for FY 2016-17

- Continued the Solid Waste Master Planning process
- Continued E-Waste recycling drop-off at the Cobbs Citizens Convenience Center
- Held a Household Hazardous Waste Day event with participating cities that collected 138,757 lbs. of material from 805 households
- Continued standardization of the residential collections fleet through replacement with multi-purpose fully-automated trucks
- Continued public outreach and education in English and Spanish through printed distribution, website content, media outreach and face-to-face meetings
- Continued litter abatement through the Clean City initiative through an Interlocal Agreement with the McLennan County Sheriff's Department and Goodwill Contract services
- Continued cardboard recycling and a Freon recovery program at the landfill that offers a convenient collection point to process Freon appliances for our customers

Priorities for FY 2017-18

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

Budget Highlights

The budget for Solid Waste includes \$2,003,217 for equipment replacement. Solid Waste continues to fund the reserve, closure cost and future landfill cell construction through the operating budget.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	2,874,076	3,260,247	2,960,745	3,364,234
Employee Benefits	1,467,398	1,558,929	1,336,182	1,585,157
Purch Professional/Technical Services	1,651,182	2,135,138	1,936,348	2,276,679
Purchased Property Services	13,053	17,941	17,482	17,941
Maintenance	1,978,333	2,531,139	2,305,607	2,371,509
Other Purchased Services	148,668	171,716	148,937	187,095
Supplies	1,252,573	1,648,537	1,261,713	2,287,768
Other Operating Expenses	2,552,511	2,748,425	2,763,018	2,795,972
Contracts with Others	39,000	39,000	39,000	39,000
Operating Expenditures	11,976,794	14,111,072	12,769,032	14,925,355
Billings	428,452	652,670	652,670	744,211
Capital Expenditures	3,068,598	2,594,059	2,594,059	2,102,913
Transfers to Other Funds	1,580,496	2,880,657	2,725,375	626,750
Total Expenditures	17,054,340	20,238,458	18,741,136	18,399,229

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
SW Cust Srvc Spvr	220	1.00	1.00	1.00	1.00
Dir Public Works	138	-	0.05	0.05	0.05
Deputy Dir PW	135	1.00	0.85	-	-
Solid Waste Mgr	135	-	-	1.00	1.00
Capital Program Mgr	133	-	0.02	1.00	1.00
SW Oper Mgr	128	1.00	1.00	1.00	1.00
Landfill Manager	128	1.00	1.00	1.00	1.00
SW EC Administrator	125	1.00	1.00	1.00	1.00
SW Oper Spvr	123	2.00	2.00	2.00	2.00
Landfill Spvr	123	1.00	1.00	1.00	1.00
Landfill Env Analyst	121	1.00	1.00	1.00	1.00
		9.00	8.92	10.05	10.05
Clerical and Professional					
SW EC Admin Asst	215	1.00	1.00	1.00	1.00
SW CSR	215	6.00	6.00	7.00	7.00
Office Specialist	213	1.00	1.00	-	-
Envir Reg Analyst	124	-	-	0.34	0.34
PW Saf & Trng Coord	121	1.00	1.00	1.00	1.00
		9.00	9.00	9.34	9.34
Labor Operations					
Envir Lab Analyst	220	-	2.00	-	-
Environmental Insp	220	-	-	1.00	1.00
SW Fleet Srvc Coord	218	1.00	1.00	1.00	1.00
SW Welder/Mechanic	218	3.00	3.00	3.00	3.00
SW Oper Crew Ld-CDL	218	2.00	2.00	2.00	2.00
SW Oper Crew Ld	218	2.00	2.00	2.00	2.00
Sr SW Operator	215	37.00	37.00	32.00	32.00
SW Weighmaster	215	1.00	1.00	1.00	1.00
Sr Landfill Oper	215	3.00	3.00	3.00	3.00
SW Operator-CDL	213	-	-	14.00	1.00
SW Operator	213	10.00	10.00	-	13.00
Landfill Oper	213	7.00	7.00	7.00	7.00
Material & Inv Tech	212	1.00	1.00	1.00	1.00
SW Maint Wrkr	209	5.00	5.00	5.00	5.00
		72.00	74.00	72.00	72.00
Total Employees		90.00	91.92	91.39	91.39

Texas Ranger Hall of Fame and Museum

Mission Statement

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

Narrative

The TRHFM is a nonprofit educational attraction portraying the history of the world-famous Texas Rangers law enforcement agency. The City of Waco was selected as trustee of the official historical center of the Texas Rangers by the Texas Department of Public Safety in 1964.

The TRHFM consists of a museum, hall of fame, research library, the headquarters of Texas Rangers Company "F", education center, banquet center and store. It holds State designations as Official Museum of the Texas Rangers (1968), Official Hall of Fame of the Texas Rangers (1976) and Official Repository, Library and Archives (1997). Each year the facility has an economic development impact of \$3 to \$4 million (without multipliers) on the local economy. Historically it has self-generated 50% to 80% of its budget. It has welcomed 4.5 million visitors on site and its Internet site has more than 600,000 visits each year.

Accomplishments for FY 2016-17

- 1st Phase of new exhibit on Lone Ranger
- New exhibit on Texas Ranger Badges
- New exhibit on Texas Ranger books 1845-1940
- Conservation of 1851 painting of Sam Houston and new exhibit case
- Development assessment with Texas Ranger Assoc. Foundation and Board
- Texas Ranger Bicentennial Book Series; two books featuring museum forthcoming in 2017
- New I35 overhead exit signage
- New sign and monument for TRHFM and Waco Tourist Information
- 32 accessions of gifts and loans of archives, artifacts and artwork YTD (8 mos.)
- 93% Very Good-to-Excellent Rating on *TripAdvisor*
- 109 Knox Center banquets and meetings YTD (8 mos.)
- 85 Education Center community meetings/workshops serving 25 groups YTD (8 mos.)
- Redesign of lobby visitor desk/information center
- More than 3,000 research inquiries Armstrong Texas Ranger Research Center
- Conceptual plan for Texas Ranger Bicentennial programs
- School visits by 6,000 students from Dallas/Ft. Worth area

Priorities for FY 2017-18

- Redesign and implementation of new web site
- Phase 2 of Lone Ranger Exhibit
- Planning for remodel of two existing exhibit galleries
- Maintenance of ongoing services

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	603,787	638,263	567,969	641,605
Employee Benefits	218,036	234,851	216,432	238,309
Purch Professional/Technical Services	25,527	42,151	42,151	36,271
Purchased Property Services	7,224	7,773	8,479	7,728
Maintenance	8,733	16,733	20,496	17,582
Other Purchased Services	45,714	55,486	41,933	56,986
Supplies	101,883	110,507	66,359	117,752
Other Operating Expenses	208,178	195,454	297,243	154,000
Contracts with Others	-	-	-	-
Operating Expenditures	1,219,082	1,301,218	1,261,062	1,270,233
Billings	158,821	163,189	163,189	168,085
Capital Expenditures	49,651	120,010	117,445	15,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,427,554	1,584,417	1,541,696	1,453,318

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
TRHF Mnt Coord	219	1.00	1.00	1.00	1.00
Dir TRHFM	133	1.00	1.00	1.00	1.00
Asst Dir TRHFM	128	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
TRHF Edu Prog Mgr	221	1.00	1.00	1.00	1.00
TRHF Collection Mgr	221	1.00	1.00	1.00	1.00
TRHF Mktg & Dev Spec	221	1.00	1.00	1.00	1.00
TRHF Librarian	221	1.00	1.00	1.00	1.00
Sr Admin Asst	217	1.00	1.00	1.00	1.00
TRHF CSR	213	2.00	2.00	2.00	2.00
TRHF Collection Asst	211	1.00	1.00	1.00	1.00
TRHF Visitors Mgr	121	1.00	1.00	1.00	1.00
		9.00	9.00	9.00	9.00
Labor Operations					
TRHF Events Asst	210	-	-	1.00	1.00
Building Attendant	208	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					
TRHF CSR-PT	213	1.88	1.88	1.66	1.66
TRHF Events Asst-PT	210	-	-	0.48	0.48
Building Att-PT	208	0.62	0.62	-	-
Total Part Time (FTE's)		2.50	2.50	2.14	2.14
Total Employees		15.50	15.50	15.14	15.14

Waco Regional Airport

Mission Statement

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

Narrative

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

Accomplishments for FY 2016-17

- Complete construction of the Taxiway Bravo Realignment.
- Increased flight frequency from four to five daily flights.
- Remodeled third office behind ticket counter to create private baggage screening area for TSA.

Priorities for FY 2017-18

- Finalize Airport Master Plan.
- Continue to pursue a second airline to provide additional air service to better serve the community.

Budget Highlights

Despite current trends Waco Regional Airport has maintained frequency of service for customers to utilize. This can be attributed to the ease of use, free parking and anticipated rise in enplanements. Planned airport improvements for 2017-18 is estimated at \$740,000 and the city's 10% share of \$74,000 is budgeted in the operating budget.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	440,711	478,702	400,676	487,042
Employee Benefits	181,742	209,934	191,592	217,218
Purch Professional/Technical Services	71,685	18,500	28,810	20,000
Purchased Property Services	19,216	19,383	23,101	20,488
Maintenance	72,363	90,111	59,730	79,700
Other Purchased Services	80,438	73,025	66,284	73,124
Supplies	114,521	145,295	107,105	141,769
Other Operating Expenses	82,031	57,973	50,584	53,200
Contracts with Others	-	-	-	-
Operating Expenditures	1,062,707	1,092,923	927,882	1,092,541
Billings	342,255	314,648	299,836	295,000
Capital Expenditures	737,508	-	-	-
Transfers to Other Funds	600,000	111,000	111,000	74,000
Total Expenditures	2,742,470	1,518,571	1,338,718	1,461,541

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Director Aviation	133	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Office Specialist	213	-	-	1.00	1.00
Cash/Food Srvc Asst	208	2.00	2.00	2.00	2.00
		3.00	3.00	4.00	4.00
Labor Operations					
Airfield Maint Spvr	218	1.00	1.00	1.00	1.00
Facilities Mnt Tech	216	2.00	2.00	2.00	2.00
Security Guard	215	1.00	1.00	1.00	1.00
Airfield Maint Tech	213	2.00	2.00	2.00	2.00
Building Attendant	208	2.00	2.00	2.00	2.00
		8.00	8.00	8.00	8.00
Total Full Time		12.00	12.00	13.00	13.00
Part Time Employees (shown as FTE's)					
Security Guard-PT	215	0.40	0.40	0.40	0.40
Office Spec-PT	213	0.50	0.50	-	-
Building Att-PT	208	0.62	0.62	-	-
Total Part Time (FTE's)		1.52	1.52	0.40	0.40
Total Employees		13.52	13.52	13.40	13.40

Convention Center and Visitors' Services

Mission Statement

The Waco Convention & Visitors Bureau's mission is to promote travel and tourism to Waco. Funded primarily by a combination of hotel/motel occupancy tax and revenues from rentals of the Waco Convention Center, the CVB's goal is to increase occupancy and revenues to area hotels and the Convention Center, as well as other countywide venues, by balancing economic impact with cost recovery.

Narrative

The Waco Convention & Visitors Bureau's is a department of the City of Waco, and oversees the following:

- Waco CVB, which markets the City and its assets as a destination to visitors, meeting planners, group tour planners and other markets.
- Waco Convention Center
- Tourist Information Center

Accomplishments for FY 2016-17

- Developed New Booking Policy
- Developed Plan to Optimize Occupancy and Business Mix of Waco Convention Center
- Developed New Standard Operating Procedures
- Performed Financial Review of CVB and WCC
- Reviewed Food & Beverage Operations
- Updated In-House Catering Service Levels
- Reorganized Internal Team
- Developed Plan to Enhance Waco's Destination Marketing
- Upgraded Preventative Maintenance Management
- Made Significant Building Improvements
- Developed a Capital Plan
- Revised and updated Waco Convention Center website
- Received certification from the Texas Film Commission as a "Film Friendly" city

Priorities for FY 2017-18

- The main priority for FY 2017-18 will be to execute the vision of the Waco City Council after the decision has been made in regards to the governance model for this department.
- If the City Council decides the department should be spun off into a separate 501©6 non-profit business organization, then the staff will assist in executing this decision.
- Other priorities include continuing the drive toward booking large, citywide conventions, maintaining the Waco Convention Center at the highest level of cleanliness and in good repair; decreasing costs where possible; and booking events at countywide facilities such as Extraco Events Center, McLane Stadium/Baylor.

Budget Highlights

The budget for this department will maintain current operations emphasizing ways to save money through contracting services and recruiting and developing additional business partnerships. The department will continue with an increased focus on maximizing revenue generation in all revenue-producing areas. Focus will be directed to efficient and effective program implementation and increasing results in all sales programs – conventions, convention center rentals, marketing and tourism sales and service.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,120,983	1,272,290	1,335,702	1,428,673
Employee Benefits	437,078	559,245	535,838	567,137
Purch Professional/Technical Services	706,737	561,885	712,470	485,941
Purchased Property Services	29,082	34,252	35,620	34,431
Maintenance	115,675	421,967	106,406	253,709
Other Purchased Services	521,006	793,318	788,982	818,150
Supplies	819,183	389,461	420,771	502,796
Other Operating Expenses	235,648	258,962	290,162	262,933
Contracts with Others	-	-	-	-
Operating Expenditures	3,985,392	4,291,380	4,225,951	4,353,770
Billings	-	-	-	-
Capital Expenditures	26,283	33,600	33,600	310,768
Transfers to Other Funds	150,000	600,000	150,000	650,000
Total Expenditures	4,161,675	4,924,980	4,409,551	5,314,538

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Director CCVB	133	1.00	1.00	1.00	1.00
CC Mtg Sales Mgr	129	1.00	1.00	1.00	1.00
CC Oper Mgr	123	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
CC Visitor Sales Rep	222	4.00	4.00	4.00	4.00
Sr Admin Asst	217	-	-	1.00	1.00
VB CSR Ld	215	1.00	1.00	1.00	1.00
CCVB CSR	213	2.00	2.00	1.00	1.00
CCVB Rep	213	1.00	1.00	-	-
VB CSR	213	-	-	1.00	1.00
Catering Asst	208	2.00	2.00	2.00	2.00
CC Mktg & Comm Mgr	128	1.00	1.00	1.00	1.00
CC Services Spvr	125	1.00	1.00	1.00	1.00
CCVB Bus Mgr	123	1.00	1.00	1.00	1.00
Tourism Sales Spvr	122	1.00	1.00	1.00	1.00
		14.00	14.00	14.00	14.00
Labor Operations					
CC Oper Spvr-Lead	220	-	-	1.00	1.00
CC Oper Spvr	218	4.00	4.00	3.00	3.00
Facilities Mnt Tech	216	1.00	1.00	1.00	1.00
Sr Cater Asst/Cook	212	1.00	1.00	1.00	1.00
CC Event Asst	210	10.00	10.00	11.00	11.00
Building Attendant	208	1.00	1.00	-	-
		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)					
CCVB CSR-PT	210	-	-	0.48	0.48
Office Spec-PT	213	0.95	0.95	0.48	0.48
Total Part Time (FTE's)		0.95	0.95	0.96	0.96
Total Employees		34.95	34.95	34.96	34.96

Cameron Park Zoo

Mission Statement

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

Narrative

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

Accomplishments for FY 2016-17

- Set an attendance record for the second straight year in a row:
2016 January-December **301,701** (fiscal year Oct-Sept. 289,610)
2015 January-December **260,611** (fiscal year-Oct.-Sept. 256,750)
- Successfully bred our two Bornean Orangutans for the second time as a recommendation from the Orangutan Species Survival Program (SSP)
- Gained local, national and international media for a baby shower for our breeding Bornean Orangutans baby shower and registry through Target
- Successfully introduced a female Bornean Orangutan to a male Bornean/Sumatran male. This male had been housed alone his entire life
- Imported two King Cobras from Southeast Asia
- Successfully transported and introduce a new young female lion to our older female lion matriarch
- Added several new species to the Herpetarium collection, including Poison Dart frogs and Chameleons
- Set new attendance records for our Brew at the Zoo event and Zoo Stampede
- Passed the Association of Zoos & Aquariums' (AZA) accreditation for the 5th time. As a member of AZA we go through their rigorous inspection process every 5 years. This is the "Good Housekeeping" seal of approval
- Thanks to the Facilities department we were able to completely rebuild the winter quarters for our White-tailed deer
- Education volunteers donated over 7,000 hours teaching zoo guests through programs and special events. This equals 3.5 paid staff for the Zoo to improve the Zoo guest experience.
- Became the 2nd AZA zoo to become an official Sci-girls facility. This group works to motivate and increase the number of girls in science programs.

Priorities for FY 2017-18

- Successfully complete surrogate training with one of our female orangutans
- Successfully hatch roseate sponbills by artificial methods to add to our aviary collection
- Continue with the tank renovations in our salt water aquariums
- Complete construction in our deer yard with outside funding
- Successfully breed and raise river otter pups
- Fund a big cat trail system for jaguars and tigers
- Begin the planning for a new second phase of Africa
- Continue to improve our special events
- Construct a new restroom in the Asian Forest expansion
- Strive to reduce General fund support by 1%
- Continue working with the Zoological Society to improve zoo operations
- Celebrate Cameron Park Zoo's 25th anniversary by bringing back a Silver Jubilee Zoobilee!

Budget Highlights

The budget for the Cameron Park Zoo will maintain current operations and includes \$199,844 in equipment replacement. No new personnel or services are planned for the coming year.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	1,491,133	1,494,153	1,442,015	1,520,973
Employee Benefits	667,532	728,573	727,063	733,225
Purch Professional/Technical Services	29,616	44,424	36,404	44,424
Purchased Property Services	463,953	564,504	450,071	554,254
Maintenance	83,639	101,904	65,673	159,913
Other Purchased Services	112,341	123,262	133,329	123,265
Supplies	700,820	761,069	659,110	768,368
Other Operating Expenses	150,206	146,649	175,968	158,700
Contracts with Others	125,843	237,296	237,296	320,857
Operating Expenditures	3,825,083	4,201,834	3,926,929	4,383,979
Billings	-	-	-	-
Capital Expenditures	9,266	62,000	65,410	204,065
Transfers to Other Funds	-	-	-	-
Total Expenditures	3,834,349	4,263,834	3,992,339	4,588,044

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Asst Zoo Director	127	1.00	1.00	1.00	1.00
Zoo Security Spvr	116	1.00	1.00	1.00	1.00
Zoo Grounds Mnt Spvr	116	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Admin Asst	215	1.00	1.00	1.00	1.00
Cash/Zoo Asst	208	1.00	1.00	3.00	3.00
Zoo Veterinarian	130	1.00	1.00	1.00	1.00
Education Curator	121	1.00	1.00	1.00	1.00
Prog/Exhibit Curator	119	1.00	1.00	1.00	1.00
Food Service Coord	116	1.00	1.00	1.00	1.00
		6.00	6.00	8.00	8.00
Labor Operations					
Animal Care Spvr	216	4.00	4.00	4.00	4.00
Park Ranger	215	3.00	3.00	3.00	3.00
Veterinarian Tech	215	-	-	1.00	1.00
Zookeeper	211	19.00	19.00	19.00	19.00
Building Attendant	208	1.00	1.00	1.00	1.00
Zoo Mnt Worker	208	9.00	9.00	9.00	9.00
		36.00	36.00	37.00	37.00
Total Full Time		45.00	45.00	48.00	48.00
Part Time Employees (shown as FTEs)					
Zoo Mnt Wrkr-SEASONAL	208	0.48	0.48	0.48	-
Cash/Zoo Asst-PT	208	4.51	4.51	0.98	0.98
Cash/Zoo Asst-SEASONAL	208	0.91	0.91	0.91	-
Summer Wrkr-SEASONAL	207	0.46	0.46	0.45	-
Total Part Time (FTE's)		6.36	6.36	2.82	0.98
Total Employees		51.36	51.36	50.82	48.98

Cottonwood Creek Golf Course

Mission Statement

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

Narrative

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

Cottonwood has a 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 Classic Tournament, which is one of the largest junior tournaments in the world. Cottonwood Creek hosts over 80 local, regional, and state tournaments annually.

Accomplishments for FY 2016-17

- Have the largest Senior League in Texas (over 200 members)
- Home golf course for the Starburst Junior Golf Championship
- Host golf course for Boys & Girls Regional Golf Championships
- Host golf course for Boys & Girls TAPPS 1A and 4A State Championships
- Host site for TAPPS Boys & Girls State Cross Country Meet (October 30, 2017 over 1200 athletes from around the state)
- Converted 25 acres of land into native areas in conjunction with the Lady Bird Johnson Foundation and the United States Golf Association

Priorities for FY 2017-18

- Replace Irrigation System
- Drainage Issues
- Repair Cart Paths
- Continue to expand native areas

Budget Highlights

The budget for Cottonwood Creek Golf Course maintains current operations with \$119,225 budgeted for equipment replacement.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	437,584	546,983	364,015	544,066
Employee Benefits	168,321	224,959	179,670	229,028
Purch Professional/Technical Services	460,526	309,941	384,330	307,374
Purchased Property Services	69,146	11,934	8,583	12,760
Maintenance	69,337	98,919	54,987	101,919
Other Purchased Services	131,963	140,132	126,009	145,962
Supplies	183,027	255,100	162,006	254,325
Other Operating Expenses	416,532	443,042	175,215	459,057
Contracts with Others	-	-	-	-
Operating Expenditures	1,936,436	2,031,010	1,454,815	2,054,491
Billings	-	-	-	-
Capital Expenditures	123,310	148,000	148,000	111,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	2,059,746	2,179,010	1,602,815	2,165,491

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
CCGC General Mgr	128	1.00	1.00	1.00	1.00
CCGC Superintendent	125	1.00	1.00	1.00	1.00
CCGC Asst Supt	120	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Asst Golf Prof	217	3.00	3.00	3.00	3.00
Admin Asst	215	1.00	1.00	1.00	1.00
CCGC Restaurant Spvr	213	1.00	1.00	1.00	1.00
Cash/Food Srvc Asst	208	1.00	1.00	1.00	1.00
CCGC Head Golf Prof	122	1.00	1.00	1.00	1.00
		7.00	7.00	7.00	7.00
Labor Operations					
CCGC Equip Mech	215	1.00	1.00	1.00	1.00
CCGC Mnt/Irr Tech	211	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	3.00
Total Employees		13.00	13.00	13.00	13.00

Rural Transit

Narrative

Funding for the operation of McLennan County Rural Transit District is provided from the Federal Transit Administration (FTA) flowing through TxDOT. Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to operation expenses, FTA Rural 5311 funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process administered by TxDOT, which includes census information for the McLennan County Rural area.

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

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	368,641	379,106	378,406	536,475
Employee Benefits	108,182	101,178	77,547	133,375
Purch Professional/Technical Services	43,380	8,700	52,080	147,258
Purchased Property Services	-	-	-	-
Maintenance	45,650	35,813	60,412	46,570
Other Purchased Services	25,968	55,176	52,607	131,966
Supplies	142,009	187,500	211,789	72,480
Other Operating Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	733,830	767,473	832,841	1,068,124
Billings	-	-	-	-
Capital Expenditures	44,378	-	-	116,000
Transfers to Other Funds	-	-	-	-
Total Expenditures	778,208	767,473	832,841	1,184,124



Waco Transit

Mission Statement

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

Narrative

Waco Transit System, Inc. provides the public with mass transportation services within the Waco Urbanized area, and general public transit services within the rural area of McLennan County through a demand responsive transportation model. Regularly scheduled bus service is provided on nine routes throughout the urbanized area; routes serve to within one-quarter mile of more than 90% of the City's population. Waco Transit System, Inc. provides origin to destination ADA demand responsive service within three-quarters mile of the fixed route system to persons who cannot embark or disembark a regularly scheduled fixed route bus due to a qualified disability. A subsystem is operated in cooperation with Baylor University to help reduce vehicular traffic and parking congestion in and around the Baylor University campus. This service is comprised of five routes that are open to the public and no fare is required. WTS and MCRTD also offer night services to the community and Baylor University campus through Evening Link Route and BU 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.

Accomplishments for FY 2016-17

- Procured five (5) New Flyer buses utilizing the awarded \$2.1 million in federal funding received through grants
- Procured five (5) MV-1 ADA Accessible vans for MCRTD
- Received Federal Transportation Administration Grant Management award for the Urbanized system within Region 6
- Added additional Baylor University route
- MCRTD launched an ad campaign to educate and promote the rural transportation services within McLennan County
- Increased ridership system wide with both Waco Transit System and McLennan County Rural Transit District
- Successful startup of 5310 program for the elderly and disabled within the rural and urban communities

Priorities for FY 2017-18

- Completing Rapid Transit Corridor Study
- Expand current MCRTD van fleet by two (2) ADA Accessible vehicles
- Establish and maintain Commuter Service in McLennan County
- Increase ridership through enhanced customer service and passenger experiences for both urban and rural systems
- Continue to 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

Budget Highlights

Waco Transit System continues to expect consistent funding at both the state and federal levels for FY 2017-18, but will require a transfer from the General Fund this year. Waco Transit System will continue to develop and grow contract and advertising revenues to help support transportation services provided to the community and McLennan County.

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	3,478,208	3,725,966	3,457,351	3,636,865
Employee Benefits	783,687	920,486	935,039	1,102,184
Purch Professional/Technical Services	1,011,353	1,453,538	1,278,254	938,558
Purchased Property Services	20,264	24,354	26,463	24,883
Maintenance	759,159	760,961	774,932	925,097
Other Purchased Services	290,075	333,300	313,487	498,970
Supplies	681,773	1,152,620	655,801	1,077,029
Other Operating Expenses	557,083	338,328	338,328	386,186
Contracts with Others	-	-	-	-
Operating Expenditures	7,581,602	8,709,553	7,779,655	8,589,772
Billings	-	-	-	-
Capital Expenditures	-	2,136,369	2,078,000	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	7,581,602	10,845,922	9,857,655	8,589,772

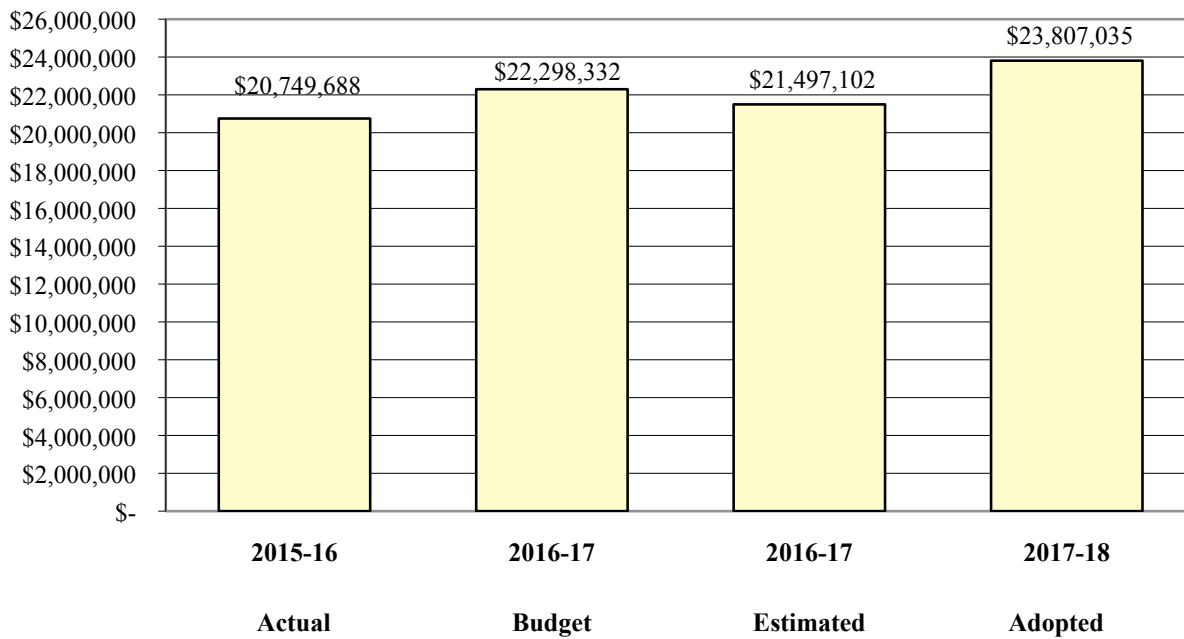




Internal Service Funds

Internal Service Funds

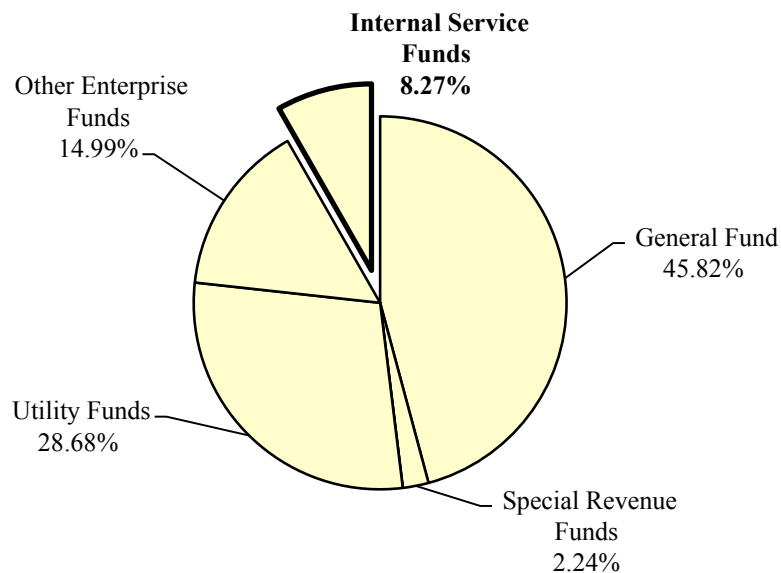
	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Risk Management	3,334,662	3,785,291	2,412,807	4,227,596
Engineering	2,104,352	2,651,456	2,252,291	3,239,977
Fleet Services	1,803,263	1,987,138	1,743,824	2,077,564
Health Insurance Fund	13,507,411	13,874,447	15,088,180	14,261,898
	\$ 20,749,688	\$ 22,298,332	\$ 21,497,102	\$ 23,807,035



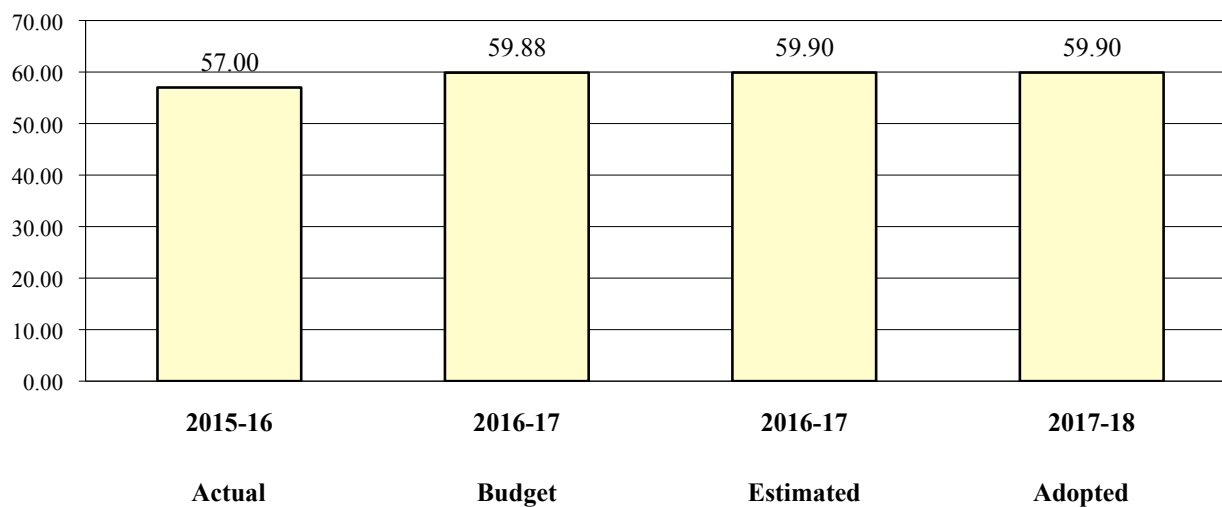


Internal Service Funds as a Percent of Total Budget

General Fund	\$	131,887,788
Special Revenue Funds		6,450,437
Street Reconstruction Fund		-
Utility Funds		82,557,351
Other Enterprise Funds		43,156,057
Internal Service Funds		23,807,035
	\$	287,858,668



Internal Service Funds Personnel Summary



Risk Management

Mission Statement

Risk Management implements programs to protect the City against financial losses, especially those of a catastrophic nature, while assuring a safe and healthy environment for citizens and city employees.

Narrative

Risk Management evaluates risk, implements 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 counseling to help minimize work downtime. Primary care services will be added to the clinic effective October 2017.

Accomplishments for FY 2016-17

- Performed Workers Comp 101 training for Fire and Police
- Implemented 3rd Party Clinic Vendor to Operate the City Employee Health Clinic
- Completed Evacuation/Emergency Preparedness plans for the Libraries, WIC offices, Parks Maintenance buildings, and Rec Centers
- Recognized by National Safety Council for the "Our Driving Concerns Program" for second year in a row
- Implemented a Citywide Defensive Driving Program
- Revised the Supervisor Incident Report to include a point system to determine preventability

Priorities for FY 2017-18

- Monitor and control the liability claims and costs through loss prevention, mitigation, subrogation and contractual means
- Evaluate City liability rates by performing a market study
- Implement Risk Management module as a part of the enterprise-wide information system
- Implement new Incident Investigation Policy and review and revise several other Risk related policies
- Develop an inspection/audit program to focus on accident prevention
- Complete Evacuation/Emergency Plans for City facilities
- Identify safety sensitive positions

Budget Highlights

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



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	277,824	298,628	258,783	259,527
Employee Benefits	100,814	99,148	88,642	88,806
Purch Professional/Technical Services	200,174	354,335	289,078	784,300
Purchased Property Services	-	-	-	-
Maintenance	1,396	2,436	1,796	600
Other Purchased Services	898,862	995,122	947,684	1,180,703
Supplies	47,136	34,315	28,063	16,299
Other Operating Expenses	887,341	1,882,523	798,761	1,897,361
Contracts with Others	-	-	-	-
Operating Expenditures	2,413,547	3,666,507	2,412,807	4,227,596
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	921,115	118,784	-	-
Total Expenditures	3,334,662	3,785,291	2,412,807	4,227,596

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Risk Manager	130	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Claims Specialist	217	1.00	1.00	1.00	1.00
HR Assistant	215	1.00	1.00	-	-
Safety Coordinator	124	1.00	1.00	1.00	1.00
EHS Nurse Supervisor	124	1.00	1.00	1.00	1.00
EHS Nurse	121	1.00	1.00	-	-
		5.00	5.00	3.00	3.00
Total Employees		6.00	6.00	4.00	4.00

Engineering

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2016-17

- Created Beta Version of the 3D Escarpment Zone in GIS
- Created fully automated mapping for Inspections Services to create mowing maps for contractors
- Developed ArcGIS Online Address Management capabilities for McLennan County which allows 911, MCAD, and McLennan County municipalities the ability to view address updates
- Developed the Bike and Walk Public Input Online Map which allows the public to draw commonly used routes on an interactive map for analysis
- Completed design of 13th Street and Barnard Avenue Storm Sewer, Bosque Sidewalk, 7th Street Sewer Renewal, FY2016-17 Street Program, 2016 Sidewalk Improvements, 6th Street & Webster Avenue Pedestrian Improvements, Austin Avenue Pedestrian Improvements, Dewey Drainage Improvements, 38th Street & Waco Drive Water Valve Replacements, 7th Street & Mary Avenue Sewer Renewal, 19th Street & Marshall Avenue Sewer, 27th Street & Alexander Sewer, Holly Vista Sewer, Herring/Sedwick Sewer – Phase I, Frederick Alley Sewer – Phase II, 26th Street & McFerrin Avenue Sewer
- Managed more than \$31.7 million dollars of planning and construction activities associated with system improvements to both the water and the wastewater systems, and enhancements to the transportation network
- Completed the planning and construction of more than \$660,000 of storm water improvements to eliminate known drainage problems associated with existing City infrastructure. This work included the completion of a study phase evaluation to address known flooding in the Chimney Hill subdivision.
- Completed the 2016 Sidewalk Improvement Comprehensive Study to evaluate and then prioritize sidewalk safety improvements adjacent to public and private kindergarten through 12 grade school facilities within the City limits
- Completed 17th-18th-19th Corridor Planning Study
- Completed three (3) independent major roadway improvement studies and reports that addressed upgrades to Mars Drive and Old Hewitt Drive, Chapel Road, and Ritchie Road
- Managed and authorized construction of more than \$560,000 of significant roadway safety enhancements along Lake Shore Drive.
- For development, Engineering reviewed 134 plats, 62 building plans, 60 subdivision construction plans, 21 Board of Adjustments cases, 7 abandonment cases, and 1 encroachment case.

Priorities for FY 2017-18

- Develop Post Construction regulations to comply with the City's Municipal Separate Storm Sewer System (MS4) Permit
- Develop new storm water design criteria manual to replace the 1959 manual and make them available on the City's website
- Generate a priority storm water project list from the Stormwater Master Plan
- Develop Stormwater Utility to provide a source of revenue to fund the projects outlined in the Stormwater Master Plan
- 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
- Complete the construction of Chimney Hill Drainage project

Budget Highlights

The Engineering Division is an Internal Service fund and receives revenues from Street Reconstruction, Water Distribution and Wastewater Collection through charges for services.

**Expenditures**

	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Salaries and Wages	1,073,053	1,377,872	1,102,385	1,474,506
Employee Benefits	402,221	490,438	356,331	493,699
Purch Professional/Technical Services	107,654	182,781	189,841	475,516
Purchased Property Services	52,611	52,611	52,611	52,611
Maintenance	40,256	45,690	47,453	54,025
Other Purchased Services	45,448	49,161	49,594	85,103
Supplies	44,782	114,751	83,943	65,081
Other Operating Expenses	158,220	317,083	317,083	461,821
Contracts with Others	-	-	-	-
Operating Expenditures	1,924,245	2,630,387	2,199,241	3,162,362
Billings	-	-	-	-
Capital Expenditures	180,107	21,069	53,050	77,615
Transfers to Other Funds	-	-	-	-
Total Expenditures	2,104,352	2,651,456	2,252,291	3,239,977

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2015-16	2016-17	2016-17	2017-18
Supervision					
Dir Public Works	138	1.00	0.95	0.95	0.95
City Engineer	134	1.00	0.95	0.95	0.95
Project Engineer	134	-	-	2.00	2.00
Capital Program Mgr	133	-	0.98	-	-
Project Manager	127	1.00	3.00	-	-
Eng Insp Spvr	125	1.00	1.00	1.00	1.00
		4.00	6.88	4.90	4.90
Clerical and Professional					
Sr Admin Asst	217	1.00	1.00	1.00	1.00
Admin Asst	215	-	-	1.00	1.00
Office Specialist	213	1.00	1.00	-	-
Asst City Engineer	133	1.00	1.00	1.00	1.00
Development Engineer	133	1.00	1.00	1.00	1.00
Project Mngr	127	-	-	2.00	2.00
GIS Analyst	123	1.00	1.00	1.00	1.00
		5.00	5.00	7.00	7.00
Labor Operations					
Engineering Insp	220	7.00	7.00	7.00	7.00
GIS Technician	220	1.00	1.00	1.00	1.00
Eng Design Tech	218	3.00	3.00	3.00	3.00
Sr Survey Tech	217	2.00	2.00	2.00	2.00
Survey Tech	214	1.00	1.00	1.00	1.00
		14.00	14.00	14.00	14.00
Total Employees		23.00	25.88	25.90	25.90

Fleet Services

Mission Statement

To establish and maintain Fleet Services as a cost efficient center; to continue a courteous and cooperative attitude and relationship between vendors, department employees and staff; and to provide user departments with timely, effective, quality controlled fleet maintenance and support service, thereby permitting them to perform their services for the citizens of Waco in a timely and efficient manner.

Narrative

Fleet Services, a division of the General Services Department, performs repairs and preventive maintenance services on cars, trucks and heavy equipment. Tire repair service is provided, as well as 24 hour fueling services. We have completed 4791 work orders from 10/1/2016 to 6/30/2017. Warranty activities are coordinated and repair service activities arranged. The division is responsible for ordering, maintaining, and accounting for all parts and commodities utilized in daily activities; a monthly warehouse inventory of approximately \$172,097 is maintained. Management and user departments are provided with management information reports.

Accomplishments for FY 2016-17

- Installed improved camera system at fuel island
- Implemented preventive maintenance contracts for Solid Waste Collections and the Landfill
- Recovered approximately \$400,000 for the City through the auction process
- Had four employees reach retirement eligibility and retire

Priorities for FY 2017-18

- Prepare department for potential future move to new facility
- Continue to provide quality service for the City
- Continue to seek ways to improve efficiency of the maintenance process for the supported departments
- Continue to maximize the recovery of funds through the auction process

Budget Highlights

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

The budget for Fleet Services has requested two additional personnel to facilitate the City's auction responsibilities.



Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	916,328	996,501	877,334	1,088,698
Employee Benefits	409,905	439,783	353,778	480,401
Purch Professional/Technical Services	18,080	41,643	22,059	29,062
Purchased Property Services	4,886	6,093	6,750	6,867
Maintenance	36,990	77,404	75,602	82,789
Other Purchased Services	32,455	41,653	35,638	41,739
Supplies	83,468	112,875	101,477	71,502
Other Operating Expenses	285,735	255,946	255,946	276,506
Contracts with Others	-	-	-	-
Operating Expenditures	1,787,847	1,971,898	1,728,584	2,077,564
Billings	-	-	-	-
Capital Expenditures	15,416	15,240	15,240	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	1,803,263	1,987,138	1,743,824	2,077,564

Personnel Summary

	Range	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision					
Fleet Manager	127	1.00	1.00	1.00	1.00
Fleet Spvr-CDL	121	2.00	2.00	2.00	2.00
Fleet Spvr	121	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Clerical and Professional					
Auction Coord	215	-	-	1.00	1.00
Fleet Service Writer	215	2.00	2.00	2.00	2.00
Fleet/Asset Rec Spvr	122	1.00	1.00	1.00	1.00
		3.00	3.00	4.00	4.00
Labor Operations					
Sr Equip Mechanic-CDL	218	3.00	3.00	3.00	3.00
Sr Equip Mechanic	218	2.00	2.00	1.00	1.00
Equipment Mechanic-CDL	215	7.00	7.00	7.00	7.00
Equipment Mechanic	215	4.00	4.00	5.00	5.00
Invent/Auction Tech	212	-	-	1.00	1.00
Material & Inv Tech	212	2.00	2.00	2.00	2.00
Bldg Att/Flt Courier	208	2.00	2.00	2.00	2.00
		20.00	20.00	21.00	21.00
Total Employees		27.00	27.00	29.00	29.00

Health Insurance

Narrative

The City provides health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing the administrative services of a third party administrator. Self-funding provides the City of Waco with long-term plan cost containment, plan control, and flexibility. Administrative services include claim processing, utilization review and disease management, network access, subrogation, prescription administration, and stop loss insurance. Also, included in the budget is a web-based, Health Insurance Portability and Accountability Act (HIPAA) compliant, health engagement tool which 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.

Expenditures	Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Salaries and Wages	60,729	62,401	62,401	64,068
Employee Benefits	19,542	20,788	20,788	21,891
Purch Professional/Technical Services	1,491,041	1,889,219	1,617,300	1,189,367
Purchased Property Services	1,330	3,500	1,330	3,500
Maintenance	1,828	4,200	1,970	5,000
Other Purchased Services	1,665	2,919	2,919	2,740
Supplies	15,355	13,550	12,862	2,750
Other Operating Expenses	11,915,921	11,877,870	13,368,610	12,972,582
Contracts with Others	-	-	-	-
Operating Expenditures	13,507,411	13,874,447	15,088,180	14,261,898
Billings	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers to Other Funds	-	-	-	-
Total Expenditures	13,507,411	13,874,447	15,088,180	14,261,898

Personnel Summary

		Actual 2015-16	Budget 2016-17	Estimated 2016-17	Adopted 2017-18
Supervision	Range				
Wellness Coordinator	124	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.00	1.00	1.00	1.00



Debt Service

Debt Funding

The City typically issues debt by General Obligation Bonds or Combination Certificates of Obligation. General Obligation Bonds are payable from the proceeds of annual property tax, levied within the limitations of the law. The full faith and credit of the City guarantees the payment of General Obligation Bonds, which are authorized by a vote of the citizens. Combination Certificates of Obligation are guaranteed from the proceeds of an annual property tax, levied within the limitations of the law, and most are payable from and secured by the surplus revenues of the City's Enterprise Funds. The City adheres to the guidelines for debt financing from Section V of the Financial Management Policy Statements. These policies state that property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. Guidelines for amortization of debt and affordability targets are also included in these policies found on page 31.

There is no specific maximum debt limit for General Obligation debt established by law. In a practical sense, the limit is imposed by the City's ability to levy and collect taxes. There is, however, a maximum tax rate established by law. That maximum rate is \$1.85 per \$100 of valuation. The current adopted rate is \$0.776232.

The various bond obligations contain certain financial limitations and restrictions. The ordinance authorizing the issuance of general obligation bonds or certificates of obligation creates an interest and sinking fund (general debt service fund). The ordinance requires the City to ascertain a rate and an amount of tax sufficient to pay interest as it comes due and a reserve fund adequate to meet principal as it comes due.

The City of Waco currently has a net debt-to-assessed valuation ratio of 0.98%. The 2016 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 1.6%. Waco's emphasis on economic development through new plants and plant additions plus increased housing activity due to new jobs has created value in this area.

Overlapping debt is general obligation debt payable from the tax levies of all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 4.57%. The 2016 median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 6.3%.

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 8, 2017, Moody's upgraded the City's general obligation limited tax debt to Aa1 from Aa2 with stable outlook impacting previously issued bonds and assigned this rate to the City's 2017 combination tax and revenue certificates of obligation. Moody's report indicated that the upgrade reflected an expanding economy supporting solid gains in assessed values and a consistent history of strong operating performance. In a report dated March 6, 2017, Standard & Poor's (S&P) assigned its AA+/Stable long-term rating to the City's 2017 combination tax and revenue certificates of obligation and affirmed its long-term rating of AA+/Stable on the city's outstanding general obligation debt. In S&P's view the ratings reflect Waco's adequate economy and strong budgetary performance and flexibility. These ratings take into consideration the financial performance of the city's water and sewer enterprise system, given the utility supports a significant portion of outstanding general obligation debt.

General obligation debt service, which includes general obligation bonds and certificates of obligation, is budgeted in the general debt Service Fund. Voter-approved projects as well as other projects financed with ad valorem tax proceeds are funded by this debt. The last bond election that was held in May 2007 approved a \$63 million debt issuance to finance improvements in parks, libraries, convention center, fire, police and the Texas Ranger Hall of Fame and Museum.



ORDINANCE NO. 2017-791

AN ORDINANCE SETTING A TAX RATE OF \$0.776232 (WHICH INCLUDES \$0.660723 TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND \$0.115509 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 SEVENTEEN /TWO THOUSAND EIGHTEEN (2017/2018) 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 2017-18; and

WHEREAS, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (\$0.830648 per \$100), but it exceeds the effective tax rate (\$0.756241 per \$100) for the City of Waco Fiscal Year 2017-18; 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 15, 2017, 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 29, 2017; and

WHEREAS, at the end of the public hearings on August 15, 2017 and August 29, 2017, the Mayor announced the date for the vote on the proposed tax rate as September 5, 2017; and

WHEREAS, on August 15, 2017, the Council passed Resolution No. 2017-714 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2017-18,

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, 2017 through September 30, 2018**, 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 **\$0.660723**
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>
3071	2007	General Obligation Refunding Bonds	\$0.008792
3072	2007	Certificates of Obligation	\$0.002137
3073	2007	General Obligation Bonds	\$0.037815
3081	2008	Certificates of Obligation	\$0.002406
3101	2010	Certificates of Obligation	\$0.004077
3102	2010	General Obligation Refunding Bonds	\$0.000353
3111	2011	Certificates of Obligation	\$0.006024
3121	2012	Certificates of Obligation	\$0.002628
3122	2012	General Obligation Refunding Bonds	\$0.011043
3131	2013	Certificates of Obligation	\$0.001733
3132	2013	General Obligation Refunding Bonds	\$0.002431
3141	2014	Certificates of Obligation	\$0.001329
3151	2015	Certificates of Obligation	\$0.001350
3152	2015	General Obligation Refunding Bonds	\$0.020277
3154	2016	Certificates of Obligation	\$0.003127
3155	2016	General Obligation Refunding Bonds	\$0.000621
3156	2017	Certificates of Obligation	\$0.009366
TOTAL DEBT LEVY			\$0.115509

Tax Rate FY 2017-18:	M&O	\$0.660723
	Debt	\$0.115509
	Total Rate	\$0.776232

Section 3. That this tax levy is in accordance City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2017-18.



Section 4. That all receipts for the City not specifically appropriated by this ordinance are hereby made to the General Fund above-mentioned.

Section 5. That **THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

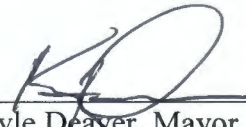
Section 6. That **THE TAX RATE WILL EFFECTIVELY BE RAISED BY 1.42 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$ -1.37.**

Section 7. That all monies collected under this ordinance for the specific items therein named be, and the same are hereby appropriated and set apart for the specific purposes indicated in each item, and that the Tax Assessor-Collector and the Director of Finance shall keep those accounts so as to readily and distinctly show the amount collected, the amounts expended, and the amounts on hand at any time, belonging to such fund. It is hereby made the duty of the Tax Assessor-Collector and every person collecting money for the City of Waco to deliver to the Director of Finance at any time of depositing any monies a statement showing to what fund such deposit should be made and from what source received.

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

Section 9. That the need to levy taxes for the use and support of the municipal government of the City of Waco for Fiscal Year 2017-18 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 5th day of September, 2017 with 60% and $\frac{3}{4}$ of the council members, qualified and serving, voting in favor of this ordinance.



Kyle Deaver, Mayor
City of Waco, Texas

ATTEST:



Esmeralda Hudson, City Secretary

APPROVED AS TO FORM & LEGALITY:



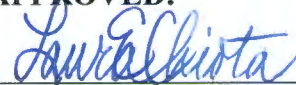
Jennifer Richie, City Attorney

APPROVED:



Janice J. Andrews, Director of Finance

APPROVED:



Laura E. Chiota, Budget Manager

Statement of Bonds Principal and Interest Payable
September 30, 2017

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Certificates of Obligation / GO Bonds				
3071	Obligation Refunding, 2007	4.00-4.50	2007	2021
3072	Certificate of Obligation, 2007	4.00-5.00	2007	2027
3073	GO Bond, 2007	4.00-5.00	2007	2027
3081	Certificate of Obligation, 2008	3.50-4.50	2008	2028
3101	Certificate of Obligation, 2010	2.75-4.00	2010	2030
3102	Obligation Refunding, 2010	3.00-4.125	2010	2030
3111	Certificate of Obligation, 2011	2.50-4.35	2011	2031
3121	Certificate of Obligation, 2012	2.00-3.50	2012	2032
3122	Obligation Refunding, 2012	2.00-5.00	2012	2025
3131	Certificate of Obligation, 2013	2.00-4.00	2013	2033
3132	Obligation Refunding, 2013	2.00-5.00	2013	2024
3141	Certificate of Obligation, 2014	2.00-4.00	2014	2034
3151	Certificate of Obligation, 2015	2.00-4.00	2015	2035
3152	Obligation Refunding, 2015	2.00-5.00	2015	2036
3154	Certificate of Obligation, 2016	2.00-5.00	2016	2036
3155	Obligation Refunding, 2016	2.00-4.00	2016	2037
3156	Certificate of Obligation, 2017	2.50-5.00	2017	2037

Total Certificates of Obligation / GO Bonds

Water Revenue Bonds

5012	Water Revenue Refunding, 2007	4.00-4.50	2007	2026
5013	Certificate of Obligation, 2007	4.00-5.00	2007	2037
5014	Certificate of Obligation, 2008	3.50-4.50	2008	2028
5017	Water Revenue Refunding, 2010	3.00-4.00	2010	2030
5016	Certificate of Obligation, 2010	2.75-3.50	2010	2030
5018	Water Revenue Refunding, 2012	2.00-5.00	2012	2030
5019	Water Revenue Refunding, 2013	2.00-5.00	2013	2036
5020	Certificate of Obligation, 2013	2.00-4.00	2013	2033
5021	Certificate of Obligation, 2014	2.00-4.00	2014	2034
5022	Certificate of Obligation, 2015	2.00-4.00	2015	2035
5023	Water Revenue Refunding, 2015	2.00-5.00	2015	2036
5024	Certificate of Obligation, 2016	2.00-5.00	2016	2036
5025	Water Revenue Refunding, 2016	2.00-4.00	2016	2037
5026	Certificate of Obligation, 2016A	0.55-2.26	2016	2037
5027	Certificate of Obligation, 2017	2.50-5.00	2016	2037

Total Water Revenue Bonds



Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5,220,000	5,220,000	2,035,000	155,425	2,190,425
3,380,000	3,380,000	355,000	14,570	369,570
63,000,000	63,000,000	6,335,000	272,744	6,607,744
3,775,000	3,775,000	845,000	153,394	998,394
4,925,000	4,925,000	3,620,000	1,007,763	4,627,763
2,900,000	2,900,000	845,000	96,516	941,516
7,285,000	7,285,000	5,720,000	1,789,411	7,509,411
3,480,000	3,480,000	2,780,000	660,784	3,440,784
6,465,000	6,465,000	3,650,000	477,100	4,127,100
2,175,000	2,175,000	1,880,000	579,881	2,459,881
1,700,000	1,700,000	1,255,000	227,625	1,482,625
1,645,000	1,645,000	1,465,000	475,388	1,940,388
1,695,000	1,695,000	1,585,000	508,259	2,093,259
33,755,000	33,755,000	33,285,000	9,870,300	43,155,300
3,805,000	3,805,000	3,740,000	1,413,678	5,153,678
1,945,000	1,945,000	1,945,000	394,325	2,339,325
11,465,000	11,465,000	11,465,000	4,731,470	16,196,470
158,615,000	158,615,000	82,805,000	22,828,633	105,633,633
8,400,000	8,400,000	4,185,000	572,397	4,757,397
27,705,000	27,705,000	1,445,000	59,610	1,504,610
6,870,000	6,870,000	1,545,000	279,823	1,824,823
6,805,000	6,805,000	2,795,000	677,056	3,472,056
8,250,000	8,250,000	6,065,000	1,690,413	7,755,413
40,945,000	40,945,000	31,190,000	7,519,945	38,709,945
32,055,000	32,055,000	27,155,000	8,426,288	35,581,288
4,830,000	4,830,000	4,170,000	1,282,567	5,452,567
2,075,000	2,075,000	1,865,000	602,200	2,467,200
6,005,000	6,005,000	5,610,000	1,798,928	7,408,928
25,115,000	25,115,000	24,255,000	10,254,525	34,509,525
27,670,000	27,670,000	27,200,000	10,292,702	37,492,702
17,200,000	17,200,000	17,200,000	6,989,268	24,189,268
12,000,000	12,000,000	12,000,000	2,225,125	14,225,125
11,890,000	11,890,000	11,890,000	4,903,134	16,793,134
213,925,000	213,925,000	178,570,000	57,573,981	236,143,981

Statement of Bonds Principal and Interest Payable
September 30, 2017

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Wastewater Revenue Bonds				
5113	Wastewater Revenue Refunding, 2007	4.00-4.50	2007	2021
5112	Certificate of Obligation, 2007	4.00-5.00	2007	2032
5115	Wastewater Revenue Refunding, 2010	3.00-4.00	2010	2030
5116	Certificate of Obligation, 2010	2.75-3.50	2010	2030
5117	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025
5118	Certificate of Obligation, 2013	2.00-4.00	2013	2033
5119	Wastewater Revenue Refunding, 2013	2.00-5.00	2013	2024
5120	Certificate of Obligation, 2014	2.00-4.00	2014	2034
5121	Certificate of Obligation, 2015	2.00-4.00	2015	2035
5122	Wastewater Revenue Refunding, 2015	2.00-5.00	2015	2036
5123	Certificate of Obligation, 2016	2.00-5.00	2016	2036
5124	Wastewater Revenue Refunding, 2016	2.00-4.00	2016	2037
5125	Certificate of Obligation, 2017	2.50-5.00	2016	2037
Total Wastewater Revenue Bonds				
Solid Waste Revenue Bonds				
5211	Certificate of Obligation, 2008	3.50-4.50	2008	2021
5213	Solid Waste Revenue Refunding, 2013	2.00-5.00	2013	2024
5214	Solid Waste Revenue Refunding, 2016	2.00-4.00	2016	2037
Total Solid Waste Revenue Bonds				
Tax Increment Financing Zone				
3153	Obligation Refunding, 2015	2.00-5.00	2015	2036
Total Tax Increment Financing Zone				

Total All Debt



Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3,245,000	3,245,000	1,215,000	103,740	1,318,740
35,670,000	35,670,000	2,585,000	106,272	2,691,272
3,190,000	3,190,000	1,230,000	140,138	1,370,138
3,020,000	3,020,000	2,225,000	619,450	2,844,450
6,690,000	6,690,000	4,160,000	503,500	4,663,500
4,875,000	4,875,000	4,210,000	1,296,788	5,506,788
7,410,000	7,410,000	5,310,000	901,725	6,211,725
5,930,000	5,930,000	5,290,000	1,719,401	7,009,401
5,535,000	5,535,000	5,170,000	1,657,703	6,827,703
14,070,000	14,070,000	13,780,000	4,480,725	18,260,725
51,215,000	51,215,000	50,345,000	19,051,295	69,396,295
10,005,000	10,005,000	10,005,000	3,957,175	13,962,175
11,265,000	11,265,000	11,265,000	4,645,865	15,910,865
150,855,000	150,855,000	116,790,000	39,183,777	155,973,777
3,230,000	3,230,000	880,000	50,088	930,088
2,495,000	2,495,000	1,845,000	335,125	2,180,125
320,000	320,000	320,000	22,400	342,400
5,725,000	5,725,000	3,045,000	407,613	3,452,613
370,000	370,000	285,000	28,575	313,575
370,000	370,000	285,000	28,575	313,575
529,490,000	529,490,000	381,495,000	120,022,579	501,517,579

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

	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Beginning Reserve Balance	487,064	538,653	593,940	524,841
Additions				
Property Tax	9,241,839	9,210,985	9,310,102	9,997,369
Interest on Investments	6,128	1,840	7,565	5,120
Other Financing Sources	<u>2,000</u>	<u>-</u>	<u>460,921</u>	<u>-</u>
Total Balance and Additions	9,737,031	9,751,478	10,372,528	10,527,330
Payments				
Principal Retired	5,870,000	6,025,000	6,625,000	6,595,000
Interest Expense	3,268,755	3,219,014	3,219,014	3,450,436
Exchange and Commission	<u>4,336</u>	<u>3,673</u>	<u>3,673</u>	<u>4,604</u>
Total Payments	9,143,091	9,247,687	9,847,687	10,050,040
Ending Reserve Balance	593,940	503,791	524,841	477,290



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

	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Beginning Reserve Balance	2,379	-	500	-
Additions				
Transfer From Water	14,317,135	15,327,156	15,450,781	16,238,713
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Balance and Additions	14,319,514	15,327,156	15,451,281	16,238,713
Payments				
Principal Retired	8,235,000	8,745,000	8,745,000	9,715,000
Interest Expense	6,079,997	6,578,142	6,702,267	6,518,899
Exchange and Commission	4,017	4,014	4,014	4,814
	<hr/>	<hr/>	<hr/>	<hr/>
Total Payments	14,319,014	15,327,156	15,451,281	16,238,713
Ending Reserve Balance	500	-	-	-

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

	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Beginning Reserve Balance	11,216	-	500	-
Additions				
Transfer From Wastewater	6,401,287	10,016,728	10,016,228	10,784,645
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	6,412,503	10,016,728	10,016,728	10,784,645
Payments				
Principal Retired	3,860,000	4,970,000	4,970,000	6,240,000
Interest Expense	2,550,095	5,043,899	5,043,899	4,541,506
Exchange and Commission	1,908	2,829	2,829	3,139
Total Payments	6,412,003	10,016,728	10,016,728	10,784,645
Ending Reserve Balance	500	-	-	-



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

	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer From Sanitation	626,858	625,680	625,680	627,055
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Balance and Additions	626,858	625,680	625,680	627,055
Payments				
Principal Retired	470,000	490,000	490,000	510,000
Interest Expense	156,604	135,375	135,375	116,750
Exchange and Commission	254	305	305	305
	<hr/>	<hr/>	<hr/>	<hr/>
Total Payments	626,858	625,680	625,680	627,055
Ending Reserve Balance	-	-	-	-

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

	Actual	Budget	Estimated	Adopted
	2015-16	2016-17	2016-17	2017-18
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer	40,613	74,165	74,170	76,665
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Balance and Additions	40,613	74,165	74,170	76,665
Payments				
Principal Retired	25,000	60,000	60,000	65,000
Interest Expense	15,600	14,150	14,150	11,650
Exchange and Commission	13	15	20	15
	<u>13</u>	<u>15</u>	<u>20</u>	<u>15</u>
Total Payments	40,613	74,165	74,170	76,665
Ending Reserve Balance	-	-	-	-



Statement of Cash Receipts and Disbursements
Adopted 2017-2018
Certificates of Obligation / GO Bonds

		Beginning		
Issue		Balance	Current	Delinquent
No.		10/1/17	Taxes	Taxes
3002	Contingency	151,220	-	-
3071	GO Refunding, 2007	24,239	749,682	7,400
3072	Certificate of Obligation, 2007	15,738	182,211	1,800
3073	G O Bond, 2007	100,090	3,224,377	32,200
3081	Certificate of Obligation, 2008	16,953	205,141	2,000
3101	Certificate of Obligation, 2010	10,975	347,658	3,400
3102	GO Refunding, 2010	17,403	30,110	300
3111	Certificate of Obligation, 2011	19,877	513,687	5,100
3121	Certificate of Obligation, 2012	9,320	224,034	2,200
3122	GO Refunding, 2012	24,778	941,564	9,400
3131	Certificate of Obligation, 2013	5,037	147,741	1,400
3132	GO Refunding, 2013	9,955	207,246	2,000
3141	Certificate of Obligation , 2014	4,140	113,347	1,100
3151	Certificate of Obligation , 2015	14,380	115,077	1,100
3152	GO Refunding, 2015	71,625	1,728,957	17,200
3154	Certificate of Obligation , 2016	5,335	266,659	2,600
3155	GO Refunding, 2016	23,776	52,959	500
3156	Certificate of Obligation, 2017	-	798,589	7,900
Total		524,841	9,849,039	97,600



Penalties &Interest	Interest Earnings	Principal Retired	Interest Payments	Exchange & Commissions	Ending Balance 9/30/18
-	-	-	-	-	151,220
4,460	170	695,000	69,750	232	20,969
990	50	175,000	10,880	50	14,859
17,500	2,240	3,085,000	203,681	1,500	86,226
1,210	70	180,000	29,138	190	16,046
1,890	120	220,000	134,525	228	9,290
1,610	140	-	30,519	205	18,839
2,800	210	310,000	213,420	750	17,504
1,190	100	155,000	73,106	500	8,238
4,060	210	830,000	130,700	80	19,232
910	50	85,000	65,663	93	4,382
1,190	70	155,000	56,450	25	8,986
660	40	70,000	45,575	85	3,627
610	70	70,000	47,331	94	13,812
9,690	1,540	160,000	1,612,400	312	56,300
1,540	30	130,000	142,031	70	4,063
420	10	-	53,950	90	23,625
-	-	275,000	531,317	100	72
50,730	5,120	6,595,000	3,450,436	4,604	477,290

Statement of Reserve for Bond Interest and Redemption
Adopted 2017-2018
Water Revenue Supported Obligations

		Beginning		Total
Issue		Balance	Revenue	Receipts &
No.		10/1/17	Transfer	Balances
Bond Interest and Redemption				
5012	GO Refunding, 2007	-	895,744	895,744
5013	Certificate of Obligation, 2007	-	749,687	749,687
5014	Certificate of Obligation, 2008	-	383,571	383,571
5017	GO Refunding, 2010	-	105,856	105,856
5016	Certificate of Obligation, 2010	-	590,883	590,883
5018	GO Refunding, 2012	-	4,130,645	4,130,645
5019	GO Refunding, 2013	-	2,818,564	2,818,564
5020	Certificate of Obligation, 2013	-	340,648	340,648
5021	Certificate of Obligation, 2014	-	148,004	148,004
5022	Certificate of Obligation, 2015	-	412,839	412,839
5023	GO Refunding, 2015	-	1,601,532	1,601,532
5024	Certificate of Obligation, 2016	-	1,973,231	1,973,231
5025	GO Refunding, 2016	-	532,118	532,118
5026	Certificate of Obligation, 2016A		714,151	714,151
5027	Certificate of Obligation, 2017		841,240	841,240
Total		-	16,238,713	16,238,713



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/18
735,000	160,311	433	895,744	-
705,000	44,440	247	749,687	-
330,000	53,251	320	383,571	-
-	105,500	356	105,856	-
365,000	225,500	383	590,883	-
3,005,000	1,125,312	333	4,130,645	-
1,740,000	1,078,238	326	2,818,564	-
195,000	145,443	205	340,648	-
90,000	57,900	104	148,004	-
245,000	167,494	345	412,839	-
535,000	1,066,250	282	1,601,532	-
940,000	1,032,981	250	1,973,231	-
-	531,688	430	532,118	-
540,000	173,751	400	714,151	-
290,000	550,840	400	841,240	-
9,715,000	6,518,899	4,814	16,238,713	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2017-2018
Wastewater Revenue Supported Obligations

		Beginning		Total
Issue		Balance	Revenue	Receipts &
No.		10/1/17	Transfer	Balances
Bond Interest and Redemption				
5113	GO Refunding, 2007	-	329,555	329,555
5112	Certificate of Obligation, 2007	-	1,349,758	1,349,758
5115	GO Refunding, 2010	-	44,658	44,658
5116	Certificate of Obligation, 2010	-	217,815	217,815
5117	GO Refunding, 2012	-	1,128,290	1,128,290
5118	Certificate of Obligation, 2013	-	342,005	342,005
5119	GO Refunding, 2013	-	980,565	980,565
5120	Certificate of Obligation, 2014	-	410,110	410,110
5121	Certificate of Obligation, 2015	-	379,634	379,634
5122	GO Refunding, 2015	-	811,693	811,693
5123	Certificate of Obligation, 2016	-	3,652,503	3,652,503
5124	GO Refunding, 2016	-	340,825	340,825
5125	Certificate of Obligation, 2017	-	797,234	797,234
Total		-	10,784,645	10,784,645



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/18
285,000	44,460	95	329,555	-
1,270,000	79,315	443	1,349,758	-
-	44,425	233	44,658	-
135,000	82,675	140	217,815	-
975,000	153,200	90	1,128,290	-
195,000	146,800	205	342,005	-
745,000	235,450	115	980,565	-
245,000	164,800	310	410,110	-
225,000	154,319	315	379,634	-
150,000	661,550	143	811,693	-
1,740,000	1,912,038	465	3,652,503	-
-	340,550	275	340,825	-
275,000	521,924	310	797,234	-
6,240,000	4,541,506	3,139	10,784,645	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2017-2018
Solid Waste Revenue Supported Obligations

		Beginning		Total
Issue		Balance	Revenue	Receipts &
No.		10/1/17	Transfer	Balances
Bond Interest and Redemption				
5211	Certificate of Obligation, 2008	-	307,655	307,655
5213	GO Refunding, 2013	-	312,990	312,990
5214	GO Refunding, 2016	-	6,410	6,410
Total		-	627,055	627,055



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/18
280,000	27,400	255	307,655	-
230,000	82,950	40	312,990	-
-	6,400	10	6,410	-
510,000	116,750	305	627,055	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2017-2018
Tax Increment Financing Supported Obligations

Issue No.	Beginning		Total
	Balance 10/1/17	Revenue Transfer	Receipts & Balances
Bond Interest and Redemption			
3153	GO Refunding, 2015	-	76,665
Total		76,665	76,665



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/18
65,000	11,650	15	76,665	-
65,000	11,650	15	76,665	-

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

Budget Year	Principal	Interest	Total
2017-18	6,595,000	3,450,436	10,045,436
2018-19	6,500,000	3,069,920	9,569,920
2019-20	6,395,000	2,802,185	9,197,185
2020-21	6,765,000	2,519,656	9,284,656
2021-22	6,600,000	2,235,794	8,835,794
2022-23	6,615,000	1,942,968	8,557,968
2023-24	6,725,000	1,636,114	8,361,114
2024-25	6,860,000	1,318,732	8,178,732
2025-26	6,955,000	993,606	7,948,606
2026-27	7,060,000	690,513	7,750,513
2027-28	2,385,000	507,218	2,892,218
2028-29	2,185,000	423,151	2,608,151
2029-30	2,265,000	341,807	2,606,807
2030-31	1,975,000	266,025	2,241,025
2031-32	1,485,000	207,238	1,692,238
2032-33	1,305,000	161,516	1,466,516
2033-34	1,185,000	120,260	1,305,260
2034-35	1,115,000	81,878	1,196,878
2035-36	1,035,000	45,616	1,080,616
2036-37	800,000	14,000	814,000
	82,805,000	22,828,633	105,633,633

Wastewater Revenue Supported Obligations

Budget Year	Principal	Interest	Total
2017-18	6,240,000	4,541,506	10,781,506
2018-19	6,620,000	4,183,068	10,803,068
2019-20	6,750,000	3,898,239	10,648,239
2020-21	6,610,000	3,604,634	10,214,634
2021-22	6,340,000	3,322,112	9,662,112
2022-23	6,195,000	3,037,425	9,232,425
2023-24	6,490,000	2,740,500	9,230,500
2024-25	6,015,000	2,446,124	8,461,124
2025-26	5,975,000	2,161,000	8,136,000
2026-27	6,100,000	1,917,401	8,017,401
2027-28	6,455,000	1,702,050	8,157,050
2028-29	6,605,000	1,459,288	8,064,288
2029-30	6,865,000	1,199,238	8,064,238
2030-31	6,875,000	962,126	7,837,126
2031-32	7,035,000	737,851	7,772,851
2032-33	5,045,000	539,787	5,584,787
2033-34	4,855,000	384,278	5,239,278
2034-35	4,595,000	236,897	4,831,897
2035-36	4,345,000	96,607	4,441,607
2036-37	780,000	13,650	793,650
	116,790,000	39,183,777	155,973,777



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

Budget Year	Principal	Interest	Total
2017-18	9,715,000	6,518,899	16,233,899
2018-19	10,270,000	6,026,107	16,296,107
2019-20	10,625,000	5,602,329	16,227,329
2020-21	10,715,000	5,170,899	15,885,899
2021-22	10,455,000	4,760,675	15,215,675
2022-23	10,270,000	4,337,514	14,607,514
2023-24	10,715,000	3,895,216	14,610,216
2024-25	9,785,000	3,462,573	13,247,573
2025-26	8,125,000	3,093,583	11,218,583
2026-27	8,340,000	2,787,122	11,127,122
2027-28	8,880,000	2,483,670	11,363,670
2028-29	8,555,000	2,171,208	10,726,208
2029-30	8,855,000	1,868,958	10,723,958
2030-31	8,260,000	1,583,387	9,843,387
2031-32	8,565,000	1,307,834	9,872,834
2032-33	8,870,000	1,024,799	9,894,799
2033-34	8,535,000	745,612	9,280,612
2034-35	8,490,000	472,219	8,962,219
2035-36	7,460,000	214,659	7,674,659
2036-37	3,085,000	46,723	3,131,723
	178,570,000	57,573,981	236,143,981

Retirement Schedule to Maturity
Solid Waste Revenue Supported Obligations

Budget Year	Principal	Interest	Total
2017-18	510,000	116,750	626,750
2018-19	535,000	96,919	631,919
2019-20	555,000	74,619	629,619
2020-21	580,000	52,950	632,950
2021-22	275,000	36,375	311,375
2022-23	285,000	22,375	307,375
2023-24	305,000	7,625	312,625
	3,045,000	407,613	3,452,613

Tax Increment Financing Supported Obligations

Budget Year	Principal	Interest	Total
2017-18	65,000	11,650	76,650
2018-19	65,000	9,050	74,050
2019-20	75,000	5,875	80,875
2020-21	80,000	2,000	82,000
	285,000	28,575	313,575



Capital Improvements Program

Capital Improvements Program

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

Capital Improvement Program

The City of Waco's Capital Improvements Program (CIP) is a plan for acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, sewer lines and water lines, as well as facilities through which City government provides services directly to citizens or in support of City operations. The latter category includes police facilities, recreation centers, maintenance facilities and general office buildings. The CIP covers all facilities and infrastructure the City government owns or for which the City has responsibility. The Capital Improvements Program defines the City's investment and reinvestment plans for allocating resources, assigning priorities and implementing strategies in order to finance growth of the City and to provide monies for continuing modernization and necessary replacement. Key elements of developing, assessing and coordinating potential internal and external funding sources is identifying the funding sources, assessing the City's financial condition and its ability to service existing and new debt and coordinating the best source of funds for needed capital improvements. This evaluation process of funding sources is the foundation for the proposed CIP.

The CIP is intended to ensure that required projects are undertaken according to priorities established by Council. The CIP combines elements of long and short range planning as well as current year budgeting to identify the City's capital needs and the means of financing them. The CIP identifies the specific improvements to City infrastructure and facilities, which are needed to support and implement the Comprehensive Development Plan. The CIP also encourages departments to establish an internal planning process to identify capital needs with sufficient lead-time so that decisions may be made on the most advantageous means of addressing them.

Generally, a capital improvement has the following characteristics:

- Relatively high monetary value (at least \$25,000),
- Will last at least 10 years, and
- Results in either the creation or rehabilitation of a capital asset

Capital assets are resources owned by the City of Waco that have monetary value, long-term character and will be held or used. Examples are:

- Purchase, improvement and development of land
- Construction of new facilities for the delivery of City services
- Remodeling or expansion of existing facilities
- Planning/engineering costs related to specific improvements of the type listed above
- Infrastructure assets such as streets, water, and wastewater systems

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

The CIP is a five-year plan and the first year is adopted annually as part of the operating budget. This timing is intended to provide better direction to the CIP from the Comprehensive Development Plan and better linkage with the annual budget by giving more timely input into the budget adoption process. The first year of the plan becomes the capital budget for the approved fiscal year and is presented in this document. Although only one year of the CIP is adopted and shown in this document, the full five-year plan is reviewed by the Budget and Audit Committee and presented to the full Council during the budget presentation. The City Manager and Council use this program as a working document in their long-term assessment of future development and financing needs.

Since capital projects result in assets that need continuing maintenance and care, operating budgets are often affected. We have attempted to quantify additional operating costs associated with the completion of capital projects. As part of the capital planning process, departments submit capital projects and estimate the operating costs associated with the project. Annual operating costs can include personnel, scheduled repair and maintenance and utilities in the case of buildings. These costs are or will be included in the department's operating budget for the year the project is scheduled for completion and the facilities are put into operation.



Capital Improvements Program

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

Capital Asset Equipment Replacement – General Government

The City Council recently adopted Financial Management Policy Statements to include funding for capital asset equipment replacement items with a minimum value of \$800,000 and an average life of at least 5 years in the annual operating budget to spread the cost of the replacement evenly over the life of the asset.

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

Rolling Stock Replacement – General Government

The Rolling Stock replacement budget is presented in this sub-section. Funding is provided by bond interest and the General Fund operating budget. Funding is budgeted in respective General Fund departments based on proposed replacements for FY2017-18. Fleet Services administers this program.

Capital Improvements Program Fiscal Year 2017-18

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

Summary of CIP Projects:

	2016-17	2017-18
General Government		
Airport Services	1,110,000	740,000
Facilities	2,424,453	1,000,000
Fire Services	1,351,000	3,475,000
Parks and Recreation	350,000	800,000
General Government	5,235,453	6,015,000
Street Improvements	7,930,000	10,000,739
Stormwater Improvements	2,450,000	-
Sidewalk Program	250,000	-
Solid Waste Improvements	2,100,000	-
Wastewater Improvements	11,150,000	26,865,841
Water Improvements	23,400,000	21,100,000
Total Capital Improvements	52,515,453	63,981,580

Summary of Funding Sources:

Debt Financing *	43,806,288	57,415,841
FAA Grant	999,000	666,000
Public Improvement District (PID)	-	250,000
Tax Increment Financing (TIF)	-	520,000
Texas Department of Transportation Grant (TxDOT)	-	250,000
Subtotal - CIP Revenues	45,805,288	59,101,841
General Fund Operating Revenues	2,460,165	1,879,739
General Fund Transfer from Surplus	-	-
Convention Services & Visitors' Bureau Operating Revenues	650,000	500,000
Solid Waste Transfer from Surplus	2,100,000	-
Wastewater Fund Operating Revenues	1,000,000	1,000,000
Water Fund Operating Revenues	1,500,000	1,500,000
Total CIP Funding	53,515,453	63,981,580

* The City plans to issue Combination Tax and Revenue Certificates of Obligation that will be repaid from prop-

Capital Asset Equipment Replacement - General Government

Fire Services	-	-
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Rolling Stock Replacement - General Government

Fleet Services	1,500,000	1,730,000
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Capital Improvements Program

Fiscal Year 2017-18

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

General Government

Department	Project Description	Funding	2017-18
Airport	Airport Improvements	FAA/Cash	740,000
Facilities	Various Facilities Projects	Cash	500,000
Facilities	Convention Center Building Renovations	Cash	500,000
Fire	Rebuild older, out of date Fire Station 5 (Speight Ave)	GD	2,500,000
Fire	Land for new Fire Station 16 (Pantherway & Richie Rd.)	GD	300,000
Fire	Fire Apparatus Replacement Program	GD	675,000
Parks and Recreation	General Park Improvements	Cash	300,000
Parks and Recreation	Suspension Bridge Structural Improvements	GD	500,000
Total General Government			6,015,000

Federal Aviation Administration (FAA)	666,000
Airport Fund Operating Budget (Cash)	74,000
General Fund Operating Budget (Cash)	800,000
Convention Services & Visitors' Bureau Operating Budget (Cash)	500,000
Debt Financing - General (GD)	3,975,000
	6,015,000

Street Improvements

Project Description	Funding	2017-18
Street Improvement Program	GD/Cash	8,930,739
Traffic Signal System Webster Ave. at 6th St.	PID	250,000
Elm Avenue Streetscape	TIF	520,000
FM 3051 Turnlanes Keys Creek Construction	GD/TxDOT	300,000
Total Street Improvements		10,000,739

Debt Financing - General (GD)	7,975,000
Public Improvement District (PID)	250,000
Tax Increment Financing (TIF)	520,000
Texas Department of Transportation Grant (TxDOT)	250,000
General Fund Operating Budget (Cash)	1,005,739
	10,000,739

Capital Improvements Program

Fiscal Year 2017-18

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

Wastewater Improvements

Project Description	Funding	2017-18
Brazos Basin Design & Construction Phase 1 & 2	WWD	17,000,000
Utility Work in Coordination with Streets	WWD	2,000,000
Sewer System Improvements	WWD/Cash	2,000,000
WMARSS Plant Improvements	WWD	5,865,841
Total Wastewater Improvements		26,865,841
Debt Financing - Wastewater (WWD)	25,865,841	
Wastewater Operating Budget (Cash)	1,000,000	
	26,865,841	

Water Improvements

Project Description	Funding	2017-18
Water System Improvements	WD/Cash	8,000,000
Water System Improvements from Riverside	WD	5,700,000
Utility Work in Coordination with Streets	WD	2,000,000
Downtown Water Line Rehab (5th & 9th Street)	WD	2,000,000
Water Tower & Ground Storage Rehab	WD	1,500,000
Waco/McGregor/Woodway Waterline	WD	1,500,000
Chemical Feed Riverside	WD	400,000
Total Water Improvements		21,100,000
Debt Financing - Water (WD)	19,600,000	
Water Operating Budget (Cash)	1,500,000	
	21,100,000	

Rolling Stock Replacement - General Government

Project Description	Funding	2017-18
Rolling Stock Replacement	Cash	1,730,000
Total Rolling Stock Replacement - General Government		1,730,000
General Fund Operating Budget (Cash)	1,730,000	



Capital Improvements Program

Project Descriptions

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

Airport Services

Project: Airport Improvements
Description: Various improvements at Waco Regional Airport include the following projects: 1)ARFF Vehicle, 2) Memo of Agreement Threshold & Precision Approach Path Indicator Relocation Taxiway Bravo Re-alignment Phase II. The Federal Aviation Administration funds 90% and requires a 10% match from the City
Cost: \$740,000
Funding: Federal Aviation Administration (FAA) \$666,000
Airport Fund Operating Budget (Cash) 74,000
Budget Impact: Will have no impact on current maintenance.

Facilities

Project: Building Renovation Projects
Description: The Facilities Department manages over 1 million SF of buildings throughout the City of Waco for repairs and renovations that support City personnel, operations and citizens. The varied single and multi-use buildings need attention for items such as office/shop interior remodeling to update functional layouts for users, HVAC and electrical replacements, elevator rehabs of existing buildings, restroom renovations, roof replacements, exterior renovations, safety rehabs, accessibility upgrades and parking lot paving. Projects may include but are not limited to:
1)replacement of HVAC at various locations, 2)replacement of roofs at Zoo Entrance Building & two Night Houses, 3)remodel & repair doors & windows at Zoo Entrance Building, 4) Elevator modernizations at Community Services to replace elevator controls and equipment.
Cost: \$500,000
Funding: General Fund Operating Budget (Cash)
Budget Impact: Maintenance will increase due to increased square footage.

Project: Convention Center Building Renovations
Description: Replace HVAC units at Convention Center
Cost: \$500,000
Funding: Convention Services & Visitors' Bureau Operating Budget (Cash)
Budget Impact: Will reduce current maintenance costs

Fire

Project: Relocation Fire Station 7
Description: Fire Station # 5 located at 2624 Speight Ave has bays that are very short in height which limit the type of apparatus that can be housed there. The station is over 50 years old. It has a flat roof and it requires frequent repairs. This station is not energy efficient or ADA compliant. The current property is in a good strategic location. However, if it can be relocated closer to New Road. it would provide better coverage to the growing area near Texas Central Marketplace alleviating the need to build a new fire station in that area.
Cost: \$2,500,000
Funding: Debt Financing - General (GD)
Budget Impact: Will have little impact on current maintenance. There will be some savings in utilities due to more energy efficient construction.

Capital Improvements Program

Project Descriptions

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

Project: Purchase Land for New Fire Station 16
Description: A Master Fire Station Location study was completed on January 1, 2015. A new station needs to be erected and staffed with an engine crew to support the area around Panther Way and Richie Road. ISO has noted the deficiency for a fire station in this area, as well as the consultant, Michael Pietsch P.E., who performed the Master Plan study. A developer has requested the City to annex a large number of acres to build about 60 homes a year. Once this tract is complete then they will approach the City in the future for more annexation. The study indicates that the City needs this station today even if the homes were not being planned for construction. The city will need to gradually hire firefighters to staff this station each year to support this future fire station instead of impacting the budget in a one fiscal year period. WFD has placed this Fire Station in the future plan to allow the City to plan.
Cost: \$300,000
Funding: Debt Financing - General (GD)
Budget Impact: Increased salary and benefits, maintenance and utility costs will be associated with the new building.

Project: Fire Apparatus Replacement Program
Description: Replace 2000 Pierce Engine
Cost: \$675,000
Funding: Debt Financing - General (GD)
Budget Impact: Do not anticipate an increase or decrease in maintenance costs

Parks and Recreation

Project: General Amenity Replacement & Improvement
Description: Continue the park redevelopment & enhancement program using the basic amenity standards established in the Parks, Recreation and Open Space Master Plan as a guideline. Typical projects include playgrounds, benches, picnic tables and grills, fencing, shelter renovation and construction, walkways, irrigation system modification & construction, and related park amenity enhancement. Most of the development items in the park system have a 10 to 15 year life span generating about \$1,500,000 of annual replacement cost. A portion of the annual redevelopment cost has been funded by CDBG and CIP funding. Future goals include pavilions, playgrounds and renovating sport courts at several parks. High priorities include playgrounds at Jaycee Park and Buena Vista Parks; and pavilions at Viking Hills and Mountainview Parks. Staff does not anticipate an increase or decrease in maintenance costs as this proposal simply maintains the level of service standards by replacing amenities that have reached the end of their life expectancy.
Cost: \$300,000
Funding: General Fund Operating Budget (Cash)
Budget Impact: Do not anticipate an increase or decrease in maintenance costs

Project: Suspension Bridge Structural Improvements
Description: The Suspension Bridge was opened in 1870 and has been the centerpiece of Waco for generations of citizens since that time. The bridge is showing signs of damage especially to the lower support bricks. The current professional engineering investigation of the condition of the bridge structure will provide recommendations for improvements to ensure the continued integrity of the bridge and comply with the historic status. The wood surface trail is also in need of improvement and this would be addressed at the same time. Once the recommendations are received, a future project would include making the necessary improvements to ensure the Suspension Bridge remains sound for future generations. Cost for improvements will be dependent on results of structural investigation and could include possible TIF grant funding.
Cost: \$500,000
Funding: Debt Financing - General (GD)
Budget Impact: Will have little impact on current maintenance.



Capital Improvements Program

Project Descriptions

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

Street Improvements

Project: Street Improvement Program
Description: This project involves the reconstruction, reclamation, seal, and overlay programs in residential areas.
Cost: \$8,930,739
Funding: Debt Financing - General (GD) \$7,925,000
General Fund Operating Budget (Cash) 1,005,739
Budget Impact: Will have little impact on current maintenance.

Project: Traffic Signal System Webster Ave. at 6th Street
Description: Equipment upgrades rated on the following priorities: (1)Safety and Reliability, (2)System Communications, (3)End of Life. Based on the System Assessment Study performed by Iteris, Inc. that was completed in August 2016
Cost: \$250,000
Funding: Public Improvement District (PID)
Budget Impact: No significant change in current maintenance program.

Project: Elm Avenue Streetscape
Description: Construction of sidewalks at Elm Avenue where there is heavy pedestrian traffic and sidewalk either doesn't exist or is not continuous.
Cost: \$520,000
Funding: Tax Increment Financing (TIF)
Budget Impact: Will have little impact on current maintenance.

Project: FM 3051 Turn Lanes at Keys Creek Construction
Description: To make improvements to Steinbeck Bend (FM 3051) to provide safer turning movements along Steinbeck Bend Drive (FM 3051) at Avon Drive/Keys Creek Drive.
Cost: \$300,000
Funding: Texas Department of Transportation Grant (TxDOT) \$250,000
Debt Financing - General (GD) 50,000
Budget Impact: Will have little impact on current maintenance.

Wastewater Improvements

Project: Brazos Basin Design & Construction Phase 1 & 2
Description: Re-route existing sewer flows away from the West Bank Interceptor restoring available capacity to provide for re-development of downtown Waco. The project will consist of two phases. The first phase will extend from Transfer Lift Station to Webster Avenue. The second phase will extend to Webster Avenue to the Landon Branch Lift Station.
Cost: \$17,000,000
Funding: Debt Financing - Wastewater (WWD) \$17,000,000
Budget Impact: None

Capital Improvements Program

Project Descriptions

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

Project: Utility Work in Coordination with Streets
 Description: Replacement of Water and Wastewater utilities prior to paving of streets.
 Cost: \$2,000,000
 Funding: Debt Financing - Wastewater (WWD) \$2,000,000
 Budget Impact: None

Project: Sewer System Improvements
 Description: Improvements and enhancements to wastewater infrastructure.
 Cost: \$2,000,000
 Funding: Debt Financing - Wastewater (WWD) \$1,000,000
 Wastewater Operating Budget (Cash) 1,000,000
 Budget Impact: None

Project: WMARSS Plant Improvements
 Description: The WMARSS budget includes funding for several critical Central Wastewater Plant projects. These projects were identified in an evaluation study conducted by a professional engineer and include: replacement of the existing main power supply equipment, repair or replacement of an anaerobic digester lid, rehabilitation of the main influent lift station, chlorine and sulfur dioxide chemical feed equipment improvements, and the replacement of the existing rotary drum thickeners. Each identified project is being performed to replace electrical and/or mechanical equipment that has reached or exceeded its useful life. These projects are for equipment or facilities that ensure WMARSS Central Wastewater Plant effluent water quality meets or exceeds required permit standards.
 Cost: \$5,865,841
 Funding: Debt Financing - Wastewater (WWD) \$5,865,841
 Budget Impact: None

Water Improvements

Project: Water System Improvements
 Description: Improvements and enhancements to water infrastructure at various locations within the system.
 Cost: \$8,000,000
 Funding: Debt Financing - Water (WD) \$6,500,000
 Water Operating Budget (Cash) 1,500,000
 Budget Impact: None

Project: Water System Improvements from Riverside
 Description: Phase I - Transmission main from Riverside Water Treatment Plant to the Gholson Pump Station. Large diameter line direct from the Riverside plant to provide improved service to the TSTC area, the BRIC area, and wholesale customers to the north. Phase II - Transmission main from Riverside Water Treatment Plant to the Hillcrest Pump Station.
 Cost: \$5,700,000
 Funding: Debt Financing - Water (WD)
 Budget Impact: None

Project: Utility Work in Coordination with Streets
 Description: Replacement of Water and Wastewater utilities prior to paving of streets.
 Cost: \$2,000,000
 Funding: Debt Financing - Water (WD)
 Budget Impact: None



Capital Improvements Program

Project Descriptions

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

Project: Downtown Water Line Rehab (5th & 9th Street)
Description: Banker's Alley -Replace water line in alley way between Austin Ave and Washington Ave, between 5th to 9th Streets.
Cost: \$2,000,000
Funding: Debt Financing - Water (WD)
Budget Impact: None

Project: Water Tower & Ground Storage Rehab
Description: The project will rehabilitate the Ritchie Rd. Water Tower, including repair of corroded parts and painting inside and out of the elevated tank.
Cost: \$1,500,000
Funding: Debt Financing - Water (WD)
Budget Impact: None

Project: Waco/McGregor/Woodway Waterline
Description: The City of Waco entered an interlocal agreement with the City of McGregor and the City of Woodway to construct a water line to transport Bluebonnet Water from McGregor to the Cotton Belt Parkway.
Cost: \$1,500,000
Funding: Debt Financing - Water (WD)
Budget Impact: None

Project: Chemical Feed Riverside
Description: The project is to construct a permanent caustic chemical feed system at the Riverside Water Treatment Plant.
Cost: \$400,000
Funding: Debt Financing - Water (WD)
Budget Impact: None

Rolling Stock Replacement - General Government

Fleet Services

Project: Rolling Stock Replacement
Description: To maintain a quality fleet of equipment/vehicles that is cost effective and efficient, enabling the individual departments to perform the responsibilities and services for the citizens of Waco in a timely manner.
Cost: \$1,730,000
Funding: General Fund Operating Budget (Cash) \$1,730,000
Budget Impact: Maintenance costs are minimized an estimated \$100,000 per year for first 3 years due to warranties.





Supplementary Grant Information

Grant Funds

Federal Grants

Department of Housing and Urban Development

Community Development Block Grant (CDBG)

Under 24 CFR Part 570, the Department of Housing and Urban Development annually allocates funds by formula among eligible recipients. The funds are to be used by the recipient for housing and community development activities within the designated area primarily to the benefit of low- and moderate-income persons. The City of Waco funding is being allocated toward the following activities:

CDBG Program Administration

The Housing and Community Development Program Administration's primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Community Development Block Grant funds effectively.

Housing Rehabilitation & Reconstruction Program

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures through a roof repair program and a minor repair program, or through the complete reconstruction of an existing home. These projects must meet the requirements of the City's Minimum Housing Code and the housing quality standards required by the Department of Housing and Urban Development.

Housing Code Enforcement

This grant funds the inspection and re-inspection of existing unoccupied and occupied structures for compliance with the Minimum Housing Code to aid in the prevention of slum and blight areas. In order to accomplish these inspections, the City has been divided into seven (7) areas that follow the neighborhood association boundaries.

Park and Infrastructure Improvements

This grant funds selected park improvements and infrastructure improvements, including sidewalks and alleys, within qualifying areas of the City. Current allocations will be used for improvements at Seley Park. 2015-16 allocations are anticipated for improvements at Kendrick Park.

All Other Community Development Block Grant Funding

Includes Youth Services Projects, Community Agencies serving the homeless and/or low-income, and multifamily housing rehabilitation.

Supportive Housing Program

Under 24 CFR Part 583, the Department of Housing and Urban Development provides funding for eligible projects serving the homeless, including a homeless management information system. The City will serve as the grantee and area's homeless management information system project manager. The area includes Bosque, Falls, Free-stone, Hill, Limestone, and McLennan counties. HMIS is a computerized data collection tool specifically designed to capture client-level, system-wide information over time on the characteristics and service needs of homeless men, women and children.

HOME Investment Partnership Program

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



Grant Funds

HOME Program Administration

The Housing and Economic 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.

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.

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 Minimum Housing Code and the housing quality standards required by the Department of Housing and Urban Development.

CHDO (Community Development Housing Organization) Set Aside

The Department of Housing and Urban Development (HUD) requires that 15% of the HOME funds provided to the City of Waco be spent with Community Development Housing Organizations (CHDOs). If at least 15% of the funding is not provided to this specific activity, it will not be provided to the City.

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 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.

Grant Funds

State Police Grants

Violence Against Women Act (VAWA)

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

Comprehensive Selective Traffic Enforcement Program (STEP)

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

Victim Services

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

State Health Grants

Women, Infants and Children (WIC)

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

Environmental Health

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

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

Public Health Nursing

Public Health Preparedness

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

Ebola

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

Grant Funds



State Grants

State Homeland Security Grant

The State Homeland Security Grant is to provide funds for homeland security and emergency operations planning; the purchase of equipment to enhance the capability of local agencies in areas of mitigation, prevention, response and recovery to incidents of terrorism, man made or natural disasters. This grant has enabled the City of Waco to train local volunteers and citizens in emergency response and achieve required benchmarks from the State and Federal government, increased our capabilities to respond to chemical, biological, radiological and explosive incidents as well as achieve interoperability throughout the region.

State Transportation Grant

The Transportation Enhancement Grant, awarded September 2013 for \$2,704,800, provides funding for transportation enhancements including hike/bike/walk trails and funds the construction of up to .6 miles of trail along the Brazos River immediately upstream from McLane Stadium. Funding is provided with 80% from the Transportation Enhancement Grant in combination with a 20% local match. Construction began February 2017 and estimated to be completed in early 2018.

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.

State Police Grants

Violence Against Women Act (VAWA)

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

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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.

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

Grant Funds

State Health Grants

Women, Infants and Children (WIC)

The WIC program is 100% federally funded through the Texas Department of State Health Services. WIC provides to its eligible participants nutrition education and counseling, special supplemental nutritious foods, breastfeeding support and linkage to other health and human resource services. There are six (6) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 7,000 eligible participants monthly.

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

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, 2019 (total amount awarded \$165,000 for two years).

Immunizations

The Texas Department of State Health Services funds approximately 70% of the total Immunization program. The purpose of this program is to prevent the transmission of vaccine preventable diseases and to investigate and decrease the spread of communicable diseases in McLennan County. Services include childhood immunizations, immunizations to foreign travelers and communicable disease surveillance, investigation and control.



Grant Funds

Nursing Grants (cont)

Tuberculosis Control

The Texas Department of State Health Services funds approximately 27% of the total Tuberculosis (TB) program. This program identifies and treats persons who have an active case of TB or have had contact with a person with a case of TB, thus interrupting the transmission of the disease. The primary purpose of this program is to provide diagnosis, education and treatment to persons suspected or known to have a positive skin test for Tuberculosis. Services provided include tuberculosis skin testing, contact investigation, limited medical evaluation by physicians, appropriate referrals, education and monthly follow-up. Active cases are being placed on Directly Observed Therapy (DOT) as encouraged by the state as a method of TB control.

The Federal Tuberculosis Prevention and Control funds account for approximately 20% of the total Tuberculosis (TB) program. The primary purpose of this program is to provide education to persons suspected or known to have a positive skin test for Tuberculosis and the community. Staff presents educational programs to community organizations since awareness is very important in halting the spread of this infection.

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.

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.

McLennan County Community Health Worker 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.

HIV/AIDS Services

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

Ryan White Title II

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

HIV Prevention

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

Grant Funds

State Services

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

Housing Opportunities for People With Aids (HOPWA)

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

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



Supplementary Grant Information

	2016-17 Allocation	Adopted 2017-18 Allocation
FEDERAL GRANTS		
<u>Department of Housing & Urban Development</u>		
Community Development Block Grant		
Administration	258,531	243,442
Housing Rehabilitation	87,733	-
Code Enforcement	361,605	341,208
Parks and Infrastructure Improvements	230,452	211,400
All Other	442,067	421,161
Total Community Development Block Grant	1,380,388	1,217,211
Shelter Plus Care	226,620	-
Supportive Housing Program	62,653	62,653
HOME		
Administration	51,425	49,250
Homeownership Assistance	385,685	270,001
C H D O	77,137	173,253
Total HOME	514,247	492,504
Total Department of Housing & Urban Development	2,183,908	1,772,368
<u>Department of Transportation</u>		
Federal Aviation Administration		
Discretionary Funds	1,110,000	1,110,000
Total Federal Aviation Administration	1,110,000	1,110,000
Federal Transit Administration		
Capital/Planning Grants	140,000	137,280
Operating Assistance	1,270,000	1,184,000
Preventive Maintenance	1,100,000	1,100,000
ADA Expense	285,000	264,000
Rural 5311	315,000	487,625
Miscellaneous Capital	168,000	116,000
Total Federal Transit Administration	3,278,000	3,288,905
Metropolitan Planning Organization	534,700	566,000
Total Department of Transportation	4,922,700	4,964,905
<u>Department of Justice</u>		
Edward Byrnes Memorial Justice Assistance Grant	26,085	26,085
Total Department of Justice	26,085	26,085
<u>Federal Emergency Management Agency</u>		
Emergency Management Performance Grant	62,369	62,369
Police-Emergency Management Performance Grant	-	36,000
Assistance to Firefighters Grant	-	48,006
Total Federal Emergency Management Agency	62,369	146,375
Total Federal Grants	7,195,062	6,909,733

Supplementary Grant Information

	2016-17 Allocation	Adopted 2017-18 Allocation
STATE GRANTS		
<u>State Homeland Security</u>		
State Homeland Security Grant	64,569	71,789
Total State Homeland Security	64,569	71,789
<u>State Transit Grants</u>		
Operating Assistance	426,298	427,028
Rural 5311 State	316,618	284,956
5310 Federal Urban	275,431	275,431
5310 Federal Rural	102,558	102,558
Total State Transit Grants	1,120,905	1,089,973
<u>State Police Grants</u>		
VAWA/Family Violence Unit	25,785	25,785
Step Grant	135,000	156,250
OVAG/Victim Services	42,000	42,000
NIBRS	42,000	64,000
Total State Police Grants	244,785	288,035
<u>State Health Grants</u>		
Women, Infants and Children (WIC)	1,537,036	1,519,627
Triple "O"- Environmental	175,007	175,007
Public Health Preparedness	170,023	170,023
Public Health Preparedness Discretionary Projects/ Ebola	27,515	-
Healthy Texas Babies	90,000	65,000
Immunizations	325,635	325,635
IDCU/Flu	5,000	-
Tuberculosis Control - State	38,490	38,490
Tuberculosis Control - Federal	23,512	23,512
National Assoc of County & City Health Officials	13,615	13,615
Texas Healthy Communities	50,000	50,000
Infectious Disease Investigation	77,465	77,465
Farmers Market Promotional Program	49,992	-
McLennan County Community Health Worker Initiative	-	73,796
HIV/AIDS-Ryan White	327,630	412,749
HIV/AIDS-Prevention	170,300	170,300
HIV/AIDS-State Services	94,210	167,429
HIV/AIDS-HOPWA	95,114	73,614
Total State Health Grants	3,270,544	3,356,262
Total State Grants	4,700,803	4,806,059
Total Federal and State Grants	11,895,865	11,715,792



Appendix A

Glossary of Terms

Accrual Accounting - A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax A tax computed from the assessed valuation of land and improvements.

Amortization – The gradual elimination of a liability in regular payments over a specified period of time. These payments must cover both principal and interest.

Appropriation An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

ARRA – The American Recovery and Reinvestment Act was signed into law in 2009 to provide stimulus funding.

Assessed Valuation A valuation set on real estate or other property by the McLennan County Appraisal District as a basis of levying taxes.

Assets Resources owned or held by the City, which have monetary value.

Balanced Budget A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

BRIC - Baylor Research and Innovation Collaboration

Budget A plan of financial operation embodying an estimate of proposed means of financing it. The “operating budget” is the financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The “adopted budget” is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

Budget Document The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

COW – City of Waco

Capital Improvements Program A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay An expenditure that results in the acquisition of or addition to fixed assets.

Certificates of Obligation Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

Contingency Fund A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.



Glossary of Terms

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

Credit Rating - The credit worthiness of a government unit as determined by an independent ratings agency. The City of Waco is rated by Moody's Investors Service and Standard and Poor's.

Debt Service Fund - A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's certificates of obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Delinquent Taxes - Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

DRS - Demand Response Service (i.e. door-to door)

DSHS - Department of State Health Services

EHS - Employee Health Services

EMS - Emergency Medical Service

Effective Tax Rate - A tax rate that when applied to the taxable assessed valuation would produce the same total taxes as last year when compared to properties taxed in both years.

Encumbrances - Obligations in the form of purchase orders, contracts, or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.

Enterprise Fund - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures - The cost of goods received or services rendered recognized through cash payments or encumbrance.

FTE - Full-time equivalent

Fiscal Year - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operation. For the City of Waco, the fiscal year is October 1 to September 30.

Full Time Equivalent (FTE) - A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal, or temporary employees into hours worked by full time employees. Full time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .50 FTE.

Fund - An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or to attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance (Equity) - The excess of a fund's assets over its liabilities; accumulated balances are the result of continual excess of revenues over expenditures. A negative fund balance is often referred to as a deficit.

Glossary of Terms

Funding - Provides budgetary resources to cover total costs of a program or project at the time it is undertaken.

GAAP – Generally Accepted Accounting Principles

General Fund - The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.

Generally Accepted Accounting Principles (GAAP) - Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

Goals - Statement of direction for accomplishing the department’s mission.

Governmental Funds – Funds that are often referred to as “source and use” funds. Most governmental functions are typically financed through these types of funds. Included in this category are general, special revenue, debt service, capital projects and special assessment funds.

Grant - A contribution by one government unit to another unit. The contribution is usually made to aid in the support of a specified function, but it can also be for general purposes.

Gross Receipts Taxes - Fees paid by public service businesses for use of City property in conducting their business. These fees are also referred to as franchise fees. Waco collects electric, natural gas, telephone, cable TV, bingo, water, wastewater and solid waste gross receipts taxes.

HSCT - Humane Society of Central Texas

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

HUD - Housing & Urban Development

HIV - Human Immunodeficiency Virus

HVAC – Heating, Ventilation & Air Conditioning

Home Rule City - A Texas municipality that operates under a municipal charter that has been adopted or amended as authorized by Article XII, Section 5, of the Texas Constitution. A home rule City must have a population of more than 5,000 people and is governed by the State Constitution of Texas as opposed to the state laws of Texas.

Independent Auditor - An auditor who is independent of the governmental unit whose accounts are being audited.

Infrastructure - That portion of a City’s assets located at or below ground level, including the water and wastewater systems and streets.

Interfund Transfer - Amounts transferred from one fund to another.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one City department or cost center to other departments, on a cost-reimbursement basis.

Investment - Securities purchased and held for the production of income in the form of interest or dividends.

Liabilities - Debt or other legal obligations arising out of transactions in the past that must be liquidated, reviewed, or refunded at some future date. This term does not include encumbrances.

MCC – McLennan Community College



Glossary of Terms

MPO – Metropolitan Planning Organization

Mission Statement - The fundamental purpose of a department or division.

Modified Accrual Basis - The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Narrative - General description of the programs within each department or division.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the City are controlled. State law requires the use of annual operating budgets.

OSSF – On-site sewage facilities

PEG – Public, educational and governmental programming.

Performance Measures - Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

PID – Public Improvement District

ROW – Right of Way

Reimbursement - Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

Reserve - An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

Reserve Fund - A backup fund for payment of matured bonds and interest should the Water/Wastewater Debt Service Fund fall short of required amounts.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Revenues - All amounts of money received by a government from external sources other than expense refunds, capital contributions and residual equity transfers.

Rolling Stock - Those capital items such as motor vehicles, heavy equipment and other apparatus, which are maintained by the Fleet Services Fund.

SCADA - Supervisory Control and Data Acquisition

Special Revenue Funds – Funds that account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose.

STD – Sexually Transmitted Diseases

TB – Tuberculosis

TIF – Tax Increment Financing

Glossary of Terms

Tax Rate - A percentage applied to all taxable property to raise general revenues. It is stated in terms of a unit of the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TCEQ – Texas Commission on Environmental Quality is a state regulatory agency.

TSTC – Texas State Technical College

TxDOT – Texas Department of Transportation

WIC – Women, Infants and Children

WISD – Waco Independent School District

WMARSS – Waco Metropolitan Area Regional Sewage System is a regional sewage treatment plant owned by the cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway.

Working Capital - Current assets less current liabilities.



Appendix B

RESOLUTION NO. 2017-714

WHEREAS, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2017-2018 with the City Secretary on July 14, 2017; and

WHEREAS, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2017-2018 to the City Council on July 18, 2017; 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. 2017-637 approved on July 18, 2017), and the notice for said public hearing was published as required by law on August 4, 2017; and

WHEREAS, said public hearing was held on August 15, 2017, and all citizens were given an opportunity to attend and participate in the hearing,

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WACO, TEXAS:

That City of Waco City Council by separate, record vote approves and adopts the portion of the Operating Budget to provide funding to the Cen-Tex Hispanic Chamber of Commerce, regarding which Council member Alice Rodriguez filed an affidavit of substantial interest and was disqualified from voting on funding.

That the City of Waco City Council by separate, record vote approves and adopts the remainder of the Operating Budget and the Capital Improvements Program for the City of Waco Fiscal Year 2017-2018, together with Appendix A (Glossary of Terms) and Appendix B (Schedule of Fees).

That the City Manager is authorized to make the following expenditures of funds, which are provided for in this approved Operating Budget and Capital Improvement Program for FY2017-2018, and to execute all documents in connection therewith, without further action by the Council:

- (1) Salaries, compensation, and benefits for employees, including TMRS, Social Security, Medicare, health insurance, life insurance, health claims payments, and workers compensation;
- (2) Temporary employment services;
- (3) Regulatory fees required by the State of Texas, including fees to TCEQ for water utilities, waste water, and solid waste permits and operations;
- (4) Various utility services for City operations, including telephones, electricity, natural gas, water, waste water, and solid waste;
- (5) Refund Contracts approved by the City Council;
- (6) Debt service, bond payments, bank fees, investment fees, and collection fees;
- (7) Various support services, upgrades, rental fees, lease and installment payments, and supplies for City computers, copiers and telephones;
- (8) Expenditures for cell phone and wireless devices under an existing contract with AT&T Mobility National Accounts LLC and an existing contract with Verizon Wireless and its Related Entities, as long as each vendor renews its Texas Department of Information Resources contract with the same terms and conditions;
- (9) Vendor expenditures for mowing services on privately-owned lots and City-owned



lots even in the case of a single vendor who earns more than \$50,000 in a single fiscal year, as long as said vendor has competitively bid to mow said lots and the total amount in the Budget for Mowing Services (for privately-owned and City-owned lots) is not exceeded;


- (10) Expenditures under an existing 25-year lease with Allen Samuel Sports, Inc. for the operation and management of the Waco Regional Tennis and Fitness Center;
- (11) Amounts collected for remission to the State of Texas, including municipal court fees, sales tax, and mixed beverage fees;
- (12) Expenditures up to the budgeted amount for legal services to be performed in connection with water permitting, watershed protection, and water supply matters;
- (13) Expenditures for services provided by McLennan County Appraisal District and McLennan County Tax Office;
- (14) Expenditures for existing management service contracts with Cameron Park Zoological Society and McDonald Transit Associates, Inc.;
- (15) Expenditures under an Interlocal Cooperation Agreement with McLennan County, Texas, to house certain persons convicted of Class C misdemeanors;
- (16) Expenditures authorized for business grants; and
- (17) Professional Auditing/Financial Consulting Services.

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 2017-2018.

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.

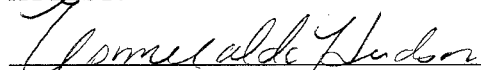
That it is hereby officially found and determined that the meeting at which this resolution is passed is open to the public and that public notice of the time, place, and purpose of said meeting was given as required by law.

PASSED AND APPROVED this 15th day of August, 2017.



Kyle Deaver, Mayor
City of Waco, Texas

ATTEST:



Esmeralda Hudson, City Secretary

APPROVED:



Laura Chiota, Budget Manager

APPROVED AS TO FORM & LEGALITY:



Jennifer Richie, City Attorney

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION

ADOPTED

ANIMAL SHELTER

Boarding fees	15.00	per day
Boarding fees for bite quarantine (must be paid within 24 hours from time animal is quarantined)	20.00	per day
Vaccinations	20.00	per cat
	30.00	per dog
Heartworm Test	15.00	
Spay/neuter reimbursement	Per cost basis	
Surrender fee	50.00	per animal
Owner requested euthanasia		
0 - 25 lbs	45.00	
26 lbs and over	65.00	
Disposal fee	30.00	
Rabies Testing Fee	100.00	
Breeder Reclaim Fee	125.00	
Pickup Fees		
1st Pickup fee for compliant pet (within 24 hours)	No Charge	
1st Pickup fee for non-compliant pet	60.00	
2nd Pickup fee for compliant pet	75.00	
3rd Pickup fee and all subsequent pickup fees	150.00	
Animal Control	Altered/Unaltered	
All animals	60.00	1st pickup
	75.00	2nd pickup
	150.00	3 & over
	75.00	minimum
Livestock	125.00	1st pickup
Breeders	75.00	2nd pickup (Animal gets altered)

BUDGET

Ad Valorem Taxes (per Hundred)	0.776232
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CAMERON PARK ZOO

Base Admission Price		
Adult	10.00	
Children (4-12 yrs)	7.00	
Senior (over 60)	9.00	
Military (with ID)	9.00	
Military Child (4-12 yrs)	6.00	
Late Afternoon Discount (after 3:00 p.m.)	(2.00)	per person
Group Rates		
Group Size 21 - 100		
Adult	9.00	each
Children (4-12 yrs)	6.00	each
Group Size 101 - 500		
Adults	8.00	each
Children (4-12 yrs)	5.00	each
Group Size Over 500		
Adults	7.00	each
Children (4-12 yrs)	4.00	each
After hours group rate	150.00	per hour

SPECIAL EVENTS and PARTIES are available by calling the Cameron Park Zoological Society.

EDUCATION

School and Group Educational Programs

Animal Presentations	2.00	per person plus admission
	25.00	minimum
Behind-the-Scenes Tours	20.00	per person - Africa
	20.00	per person - Herpetarium
	20.00	per person - Brazos River Country
	20.00	per person - Asian Forest

Outreach Programs

Zoomobile Trips (out of county)	2.00	per mile
Programs for groups of less than 35	30.00	1st program
	25.00	add'l program on same day
Auditorium Programs for groups greater than 35	125.00	1st program
	100.00	add'l program on same day

Zoo Adventure Camp

Half Day camp	100.00	per week - member
	120.00	per week - non-member
Full Day camp	180.00	per week - member
	200.00	per week - non-member
Extended Care Option	25.00	per week for early a.m. care
	25.00	per week for late p.m. care

Cancellation Fee

Special Events

Zoo Snoozes	45.00	per person
Nonrefundable deposit	150.00	per group
Birthday Parties		
1 to 15 party guests	175.00	member
	200.00	non-member

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED
16 - 30 party guests	275.00 member
	300.00 non-member
Extra guest	12.00 each
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	
Solicitation Permits	25.00
Vehicle for Hire Application Fee	25.00
Vehicle for Hire Permit Fee	100.00 per vehicle
Driver's Application and Permit Fee	25.00
Duplicate Driver's Permit	10.00
Night Club Application and License Fee	250.00
(New and Renewal Permits are for a 5-year period)	
Night Club License Transfer Fee	100.00
Copying Charges (Outside requests; Electronically received)	0.10 per page
Copies of Microfilm	1.50 plus 0.10 per page
Certification of Documents	2.50
CD of Council Meetings	1.00
Duplicate permit fee	10.00
Duplicate Cemetery Deeds	10.00
Copy of a Recorded DVD	3.00
CD of Maps/Plans	3.00
Computer Generated Maps	30.00
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/Cameron Room	200.00
Event Office	50.00 per section
Texas Room North	450.00
1/3 TX Room North	150.00
Texas Room South	450.00
1/3 TX Room South	150.00
Ranger Room	300.00
Waco Room	150.00
Lone Star Room #105	100.00
Lone Star Room #104	200.00
Lone Star Room #103	250.00
Upper Main Foyer	300.00
Lower Main Foyer	300.00
Move In/Decorator/Set Up Day	1/2 of daily room rental for respective room
Move Out Day	1/2 of daily room rental for respective room
After Midnight charge (1:00 a.m. maximum)	200.00 per hour
Early Open - No Show	200.00
Early opening before 7:00 am	200.00 per hour
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	

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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.	
Drayage Fee (receiving/storage of customers' freight)	10.00 per each container
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.	

COTTONWOOD CREEK GOLF COURSE

Green Fees:	
Weekday	24.00
Weekend	32.00
Twilight & 9 - Hole (Weekday) & Tuesday Special	21.00
Twilight & 9 - Hole (Weekend)	26.00
Super Twilight (Weekdays)	14.00
Super Twilight (Weekends)	17.00
Senior League (Monday)	22.00
Senior Non-Member (Monday-Friday)	18.00
Senior Member (Monday-Friday)	10.00
Senior Member (Weekend)	13.00
Junior (Mon-Fri)	16.00
Regular Member (Weekdays)	13.00
Regular Member (Weekends)	14.00
Junior Golf Facility	
Adults	5.00
Children (12 and under)	2.00
Combined Green Fee and Cart Fee for Senior Non-League Play (Monday - Friday)	31.00
Cart Fees:	
18 holes per person	17.00
9 holes per person	11.00
Twilight	11.00
Super Twilight	8.00
Regular Members (All Times)	12.00
Senior Members (Mon-Fri)	7.00
Senior Members (Weekends)	12.00
Range Fees:	
Small Basket	5.00
Regular Basket	8.00
Large Basket	9.00
Member - Small Basket	3.00
Member - Regular Basket	5.00
Member - Large Basket	6.00
Rentals:	
Clubs	30.00
Pull carts	3.00
Tournaments and Promotions	Price Negotiated
Membership Fees	
Individual Membership	600.00
Couple/Family Membership	900.00
Senior Membership (55 & up)	500.00
Charges for 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

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED
One (1) Drive Approach with up to 50' Curb & Gutter and/or sidewalk	100.00
Two (2) Drive Approaches on the same lot	75.00
Curb and Gutter Only (Up to 50')	75.00
Each Additional 50' Increment of Curb & Gutter	35.00
Sidewalks - up to 50'	75.00
Each additional 50' increment	35.00
Alley Permits (every 50')	75.00
Handicap Ramp	35.00
Street Opening Permits	50.00
Plan Review and Construction Inspection	0.75 % of estimated cost (3/4 of 1%)
Overtime Inspection (Saturday or Holidays)	275.00 per day
Computer Generated Maps	30.00 base rate
	30.00 per hour after 1 hour
	0.50 per sq.ft. plotted map
Fee for large Xerox (24"x36") copies	3.00 per page
Data Transfer Fee	25.00 base rate
	25.00 per hour after 1 hour
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
FINANCE DEPARTMENT	
Garage Sale Permits	10.00
FIRE SERVICES	
Installation and Remodeling of Fire Protection System:	
Hood and duct suppression systems	40.00 plus 2.50 per head
Sprinkler systems	65.00 plus 0.30 per head
Standpipe systems	65.00 plus 5.00 per outlet
Fire pump installation	65.00
Fire alarm system	65.00 plus 1.00 per device
Commercial paint booth systems	55.00 plus 2.50 per head
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	

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED	
	Funding Member	Non Funding Member
VITAL STATISTICS		
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	10.00	10.00
Design resubmittal fee	50.00	50.00
Annual aerobic unit maintenance fee	20.00 per unit	20.00 per unit
Maintenance provider administrative penalty fee	10.00 per contract	10.00 per contract
Septic system reinspection fees		
Single family residences	100.00	100.00
All others except single family residences	100.00	100.00
Subdivision plat review site evaluation	50.00	50.00
Records copy fee	0.50 per page	0.50 per page
The following fees for food and pools are for cities only. Unincorporated areas of the county are under a different fee schedule.		
Food Establishment Permit Fees:		
City of Waco Seating Capacity		
1 - 30	150.00	200.00
31 - 100	225.00	300.00
101 or more	350.00	450.00
City of Waco with No Seating Fee Based on Square Footage		
Less than 2,500 sq. ft.	150.00	200.00
2,501 - 10,000 sq. ft.	225.00	300.00
10,001 or more sq. ft.	350.00	450.00
Non Profit food establishments (any type or size)		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)	75.00	100.00
Other Food related inspections not mandated		75.00
Mobile Food Vendor	150.00 per unit	200.00 per unit
School Food Service	Based on sq.ft. of kitchen/food op area only	
Adult or Child Care food services included with facility inspection	20.00	50.00
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Reinspection Fee	75.00	100.00
Reinstatement of Suspended Permit	75.00	100.00
Temporary food establishment permit		
Events 1 to 14 days	40.00	50.00
Late Payment Fee (for temporary permit)	Double normal fee	Double normal fee
Non profit organizations and churches		1/2 of normal fee
Food Manager Certification Course	100.00 per student	100.00 per student
Food Manager Recertification	100.00 per student	100.00 per student
Retest Fee for Food Manager Course	50.00 per retest	50.00 per retest
Proctor test fee for Food Manager Course	50.00 per test	50.00 per test
Food Safety Classes (for food employees)	20.00 per student	20.00 per student
On site food safety class trip fee		70.00
Duplicate copy of food safety class certificate	1.00	1.00
Copy of Texas Food Establishment Rules (TFER) (One complimentary copy)	10.00	15.00
Refrigerator/Freezer Thermometer	2.00	4.00
Handwash sign	1.00	2.00
Adult or Child Care Inspection		
1-12 individuals	30.00	50.00
13-99 individuals	100.00	100.00
100+ individuals	125.00	125.00
Public or semi-public swimming pool/spa permit	125.00 each	150.00 each
Fee is charge for each separate circulation system. A wading pool or spa connected to pool that operates off the same circulation system does not require a separate fee. However, if the wading pool or spa has a separate circulation system, a separate permit is required		
Reinspection of pool/spa	75.00	100.00
Reprint/additional copy of a permit	5.00 per copy	7.00 per copy
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Copy of TDH Standards for Public Swimming Pool and Spa (1 free copy per permit)	5.00	7.00
Other pool/spa related inspections not mandated		70.00
Complaint investigations non-disease/illness		205.00
(call from nonfunding city official who requests physical response by District to location)		
LABORATORY		
Pregnancy Test	15.00	15.00

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED			
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'	220.00	per dose	225.00	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
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	123.00	per dose	128.00	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	73.00	per dose	78.00	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)	75.00	per dose	80.00	per dose
HPV vaccine (3 doses required over a 6 month period)	205.00	per dose	210.00	per dose
DTaP	44.00	per dose	49.00	per dose
HIB	40.00	per dose	45.00	per dose
Pediarix(Dtap, IPV,Hep B)	85.00	per dose	90.00	per dose
Pentacel (Dtap,IPV,Hib)	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	225.00	per dose	230.00	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	45.00		50.00	
Radiological exam, chest; two views, frontal & lateral	45.00		50.00	
With apical lordotic procedure	32.52		32.52	
With oblique projections	34.13		34.13	
Radiological exam, chest, special view (e.g., lateral decubitus, Bucky studies)	22.57		22.57	
Chest X-Ray plus Report	65.00		70.00	
Initial Examination				
Level 01, non-physician services only, client class 1 or 2	26.53		26.53	
Level 06, non-physician and physician services, client class 1 or 2	52.90		52.90	
Level 08, non-physician and physician services and prescribed medications (preventive treatment), class 1 or 2	54.10		54.10	
Level 01, non-physician services only, client class 3 or 5	43.27		43.27	
Level 06, non-physician and physician services, client class 3 or 5	73.51		73.51	
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				

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DESCRIPTION	ADOPTED	
(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
Doxycycline 100 mg	5.00 per dose	5.00 per dose
Bicillin LA 2.4 mu	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 AND ECONOMIC DEVELOPMENT		
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
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	

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DESCRIPTION	ADOPTED
Wine Only Package Store Permit	75.00
Wine and Beer Retailer's	
On Premise	175.00
Off Premise	60.00
Wine and Beer Late Hour Permit	250.00
Winery Permit	37.50
Mixed Beverage Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Mixed Beverage Restaurant Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Caterer's Permit Third year in Business	500.00
Importer's License	20.00
Wholesaler's Permit	1,875.00
Local Class B Wholesaler	75.00
Local Distributor's Permit	100.00
Branch Distributor's License	75.00
General Class B Wholesaler	300.00
Bonded Warehouse Permit	150.00
Beverage Cartage Permit	20.00
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 License Inspection	75.00
General Building Permit Fees:	
Minimum fee	50.00
Residential structures	
Living area and non-living area per square foot and accessory structures	0.13
Residential structures - Green tagged	125.00
Commercial Buildings	
Occupancy groups: A) Assembly, B) Business,	
E) Educational, F) Factory-Industrial, H) Hazardous, M) Mercantile, R) Residential - Multifamily	
First 100,000 sq.ft	0.13 per sq.ft.
Each additional sq.ft.	0.09 per sq.ft.
Occupancy group S) Storage and all shell buildings	
First 100,000 sq.ft	0.11 per sq.ft.
Each additional sq.ft.	0.08 per sq.ft.
Parking Lot Only - No Structure	
First 10,000 sq. ft.	159.50
10,000 to 20,000 sq. ft.	212.00
Over 20,000 sq. ft.	283.00
Repairs & alterations to existing structures & completion	
of shell buildings: First \$2,000 (Minimum)	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
	2.50 per add'l 1,000
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

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DESCRIPTION	ADOPTED	
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	
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	
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 cost of the item
Fine for Overdue Video recordings	1.00	per day up to cost of the item
Replace Lost Library Cards	1.00	per card
Public Access Computer Printing	0.20	per page
Public Copy Charges		

Fee Schedule By Department

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DESCRIPTION	ADOPTED
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 - 50.00 varies
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 (includes attendant for oversight)	100.00 per hour
	1,000.00 all day
Clean up / Deposit	250.00 refundable
Pavilion Rentals (3 hour minimum)	
Large 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	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.
	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
	35.00 - 100.00 range
Youth Athletic League (Team)	200.00 - 650.00 range
	35.00 - 100.00 range
Tournament Fee	150.00 - 2,500.00 range
Field Rental:	
4-Field Hub	600.00 non-commercial per day
	250.00 non-commercial clean-up deposit
	1,250.00 commercial per day
	500.00 commercial clean-up deposit
Team Practice	25.00 per hour
Team Practice with lights	50.00 per hour
Game Fee	150.00-500.00 range
Track/Swimming Per Event	5.00-15.00 range
Hart Patterson Track Complex	
Practice	25.00 per hour
Team Practice with lights	50.00 per hour
Track Meets	1,250.00 +25% of gate
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

Fee Schedule By Department

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Effective October 1, 2017

DESCRIPTION	ADOPTED
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
Facility Use Rate	5.00 - 150.00 Special Event Admission
FILM COMMISSION	100.00 - 150.00 Filming Permit (Fed Reg)
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
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	150.00
Temporary for Non-Profits	10.00
Seasonal for 3 consecutive days	45.00
Open Air Vending Renewal	50.00
Farmer's Market Permit Fee	150.00
Farmer's Market Renewal	50.00
Short Term Rental License	150.00
License Renewal	50.00
Street Furnishings Fee	25.00

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DESCRIPTION	ADOPTED
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
POLICE SERVICES	
Vehicle Towing	50.00
Vehicle Storage	10.00 per day
Impound Notification Fee	15.00
Copying Charges	0.10 per page
	No charge less than 10 pages
Produce a Business Record Affidavit	10.00
Sign/Stamp a Business Record Affidavit	5.00
Certify Records	2.50
Immigration Letter	15.00
Fingerprinting	20.00
Individual Background Checks	15.00
Texas Peace Officers Accident Report (ST-3)	6.00 per report
Certified copy of accident report	8.00 per report
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)	
5 - 49 units	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>	14.20 per month 1x/wk
Curbside Garbage - gray cart (1 cart up to 95 gals)	Included in monthly rate 1x/wk
Curbside Recycling - blue cart (2 cart up to 95 gals)	Included in monthly rate Bi-weekly
Curbside Yard Waste - green cart (1 cart up to 95 gals)	Included in monthly rate Bi-weekly
Extra Container (garbage, recycle or yard waste cart up to 95 gals)	4.00 per month
Special Pickup for Carts	10.00
Residential Curbside Bulky Waste	Included in monthly rate 5'x4'x4' 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

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED				
All Animals Must Be Frozen, Double Bagged & Placed In Cart.	45.00	handling fee per trip			
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)	34.89	per month			
Collection/Drop-Off Stations	<u>Fees do not include applicable sales tax</u>				
Current Water Bill & Drivers License Required (no copies)	No Charge	2x/mo			
Refrigerant Removal From Refrigerant Containing Device (residential only)	15.00	per unit			
E-Waste Recycling (drop off only)	No Charge				
Most electronics accepted					
Not accepted - scrapped-out electronics, smoke detectors, large appliances, gas-powered equipment and any PCB, liquid fuel or radioactive containing equipment or devices					
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit					
15" or smaller	2.50	per tire			
20" or smaller	5.00	per tire			
Commercial Collection	<u>Fees do not include applicable sales tax</u>				
Curbside Bulky Waste	150.00	Minimum, per load			
Roll-off, Per Service Fee (open-top)					
10 cubic yard	102.33				
13 cubic yard	144.02				
20 cubic yard	203.38				
30 cubic yard	259.29				
40 cubic yard	343.21				
50 cubic yard	401.07				
Roll-off, Per Service Fee (compactor)					
20 cubic yard	250.00		Share2+	Share4+	
30 cubic yard	300.00		125.00	62.50	
40 cubic yard	350.00		150.00	75.00	
Pack Roll-off	150.00		175.00	87.50	
Small Generator Containerized Service Fee			75.00	37.50	
95 gallon Cart Service Fee			1X/WK	2X/WK	
# of containers 1			18.88	34.90	
2			31.93	56.11	
Commercial Container Collection - Front, Side and Rear Load Monthly Fee					
Shared Fee Applicable To Two (2) Or More Active Customers Accounts Only					
			1X/WK	2X/WK	
3 cubic yards	Standard Per Container Fee	72.82	116.21	3X/WK	4X/WK
	Shared Fee (per customer)	36.09	59.11	213.65	262.74
4 cubic yards	Standard Per Container Fee	84.09	135.39	82.29	106.83
	Shared Fee (per customer)	42.05	67.69	191.73	248.91
6 cubic yards	Standard Per Container Fee	113.11	182.10	95.87	124.46
	Shared Fee (per customer)	56.56	91.05	257.89	334.81
8 cubic yards	Standard Per Container Fee	138.26	222.60	128.95	167.41
	Shared Fee (per customer)	69.13	111.30	315.23	409.25
10 cubic yards	Standard Per Container Fee	173.18	278.82	157.62	204.63
	Shared Fee (per customer)	86.59	139.41	394.85	512.61
6 cy Compactor front load	Standard Per Container Fee	180.16	257.88	197.43	256.31
	Shared Fee (per customer)	90.08	128.94	336.98	416.35
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK				494.91	544.64
Extra Service Fee Must Be Paid Prior To Service When Container Is Shared				208.18	272.32
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>				
Commercial Recycling Monthly Fee (no shared containers) per container			1X/WK	2X/WK	
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK			41.20	66.95	
A contaminated recycle container shall be charged as an extra service fee of \$72.82 per container					
Commercial & Non-Profit Recycle Carts (Available to garbage carted customers only)			1 Cart/1X/WK	2 Carts/1X/WK	
Commercial Recycling Cart Monthly Fee (no shared carts)			5.00	7.00	
Non-Profit Recycling Cart Monthly Fee (no shared carts)			2.50	3.50	
Landfill	<u>Fees do not include applicable sales tax</u>				
Residential, Current Water bill & Drivers License required (no copies)	No Charge	2X/MO Limit 1 ton per month			
Residential	31.58	per ton			
Self Hauling Entities	31.58	per ton			
Outside County	38.97	per ton			
Special Waste					
Asbestos	40.00	per yard/ 2 yard minimum			
Special Handling (meat products, etc...)	45.00	plus landfill fees			
Dead Animals	45.00	handling fee/ plus tonnage			
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit					
15" or smaller	3.00	per tire			
20" or smaller	5.50	per tire			
Mobile Home Disposal					
Less that 60 feet in length	350.00	per unit			
60 feet or greater in length	450.00	per unit			
Weight Ticket	10.00	per vehicle or item			
Unsecured Load	15.00	per visit			
Special Event Service	<u>Fees do not include applicable sales tax</u>				
Cart Service Fee	17.51	per cart per service			
Recycle Cart Service Fee	8.75	per cart per service			
Recycle Container Service Fee	41.20	per cart per service			

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED	
STREET SERVICES		
Clean up fee for spills (construction materials)	550.00	per hour
TEXAS RANGER HALL OF FAME & MUSEUM		
Adult Admission	8.00	
Child Admission (ages 0-5)	Free	
Child Admission (ages 6-12)	4.00	
Senior (over 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	550.00	Mon-Thurs
	750.00	Fri-Sun
Move In / Decorate / Set Up Day	275.00	Mon-Thurs
	550.00	Fri-Sun
Move Out Day (after 10:00 a.m.)	275.00	Mon-Thurs
	550.00	Fri-Sun
Serial Rentals		
Monthly Rental (Time of Use Restrictions Apply)	3,500.00	annually
Miscellaneous Rentals		
Tables	5.00	
Chairs	1.00	
Catering Fee	10.00	%
Banner Hanging Fee	25.00	per pre-approved item
Clean-up Fee	150.00	
Knox Center Early Opening before 8:00 a.m.	200.00	per hour
After Midnight Fee	200.00	per hour
(rental facilities will close no later than 1:00 a.m. nightly)		
Audio/Visual Equipment Rental		
Podium	No Charge	
Lectern with PA	50.00	per day
AV Cart	10.00	per day
Easel	5.00	per day
Microphone	10.00	per day
Wireless Microphone	50.00	per day
Video/Data Projector	150.00	per day
Elmo Digital Presenter	50.00	per day
Portable Screen	50.00	per day
9' x 12' Drop Screen	100.00	per day
Total Audio/Visual Package	500.00	per day
Membership Fees		
Individuals and Families		
Silver Star	55.00	
Gold Star	250.00	renewable at \$55.00
Captain's Circle	5,000.00	one time for life
Corporate		
Traditions	500.00	
Heritage	1,500.00	
Legacy	2,500.00	
Trailblazer	5,000.00	
Third Century Club	10,000.00	one time for life
Educational Fees		
Education Center Facility Application Fee	50.00	per application
Mystery Kit - Experiential Education Resource	2.00	per student
	20 student minimum plus shipping	
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)

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION

ADOPTED

Pickup of barricades and cones by customer (Mon-Fri) (8am - 11am and 1pm - 2pm)	55.00	flat fee
Events will be charged for missing or damaged materials		
Traffic control plan inspection fee	30.00	
New Street (Public or Private) name sign (per intersection)	275.00	

WACO REGIONAL AIRPORT

Aircraft Hangars:		
Damage/Security Deposit	One month's rental	
T-Hangars #1 - 10	125.00	per month
T-Hangars #11 - 50	135.00	per month
Executive T-Hangars (exc. # 7, 13, 16)	160.00	per month
Executive T-Hangars # 7, 13, 16	200.00	per month
Overnight Aircraft Tiedown/Parking		
General Aviation (may be waived with purchase of fuel)		
Less than 12,500 Maximum Gross Landing Weight (MGLW)	10.00	per night
12,500 to 50,000 Maximum Gross Landing Weight (MGLW)	20.00	per night
Over 50,000 Maximum Gross Landing Weight (MGLW)	50.00	per night
Commercial Aircraft		
Scheduled Carriers	Negotiated in Lease Agreement	
Non-scheduled Carriers		
Less than 50,000 MGLW	50.00	per night
50,000 to 100,000 MGLW	100.00	per night
Over 100,000 MGLW	150.00	per night
Long-Term Aircraft Tiedown/Parking:		
Single Engine	75.00	per month
Light Twin	125.00	per month
Others	Negotiated by Airport Director	
After hours Service Fee	50.00	per call
Landing Fees (Commercial Operators)	0.40	per 1,000 pounds maximum allowable gross landing weight
	3.25	per landing - Minimum
Non Signatory Landing Fee	0.55	per 1,000 pounds maximum allowable gross landing weight
Airline Terminal Charges		
Ticket Counter (Each)	Included in Contract	
Office, Baggage, Other Space	Included in Contract	
Non Signatory Security Fee	0.50	per enplaned passenger
Miscellaneous Storage Space	0.17	per sq.ft. per month
Land for Billboard Site	300.00	per year
Land Lease		
Unimproved Land	0.10	per sq.ft. per year
Improved Land	0.15	per sq.ft. per year
Aircraft Fuel Flowage Fee	0.09	per gallon
Conference Room Fee	40.00	per day
Rental Car Concession Fee	Included in Contract	
Passenger Facility Charge	4.50	
Fingerprinting Fee	45.00	per individual
Identification Media		
ID Badge fee	5.00	per individual
Vehicle Hang tag	2.50	per vehicle
RAM Parking Sticker Fee	10.00	per sticker
Motorcycle Sticker Fee	2.50	
Replacement Fees		
Employee Parking Permit	15.00	per permit
1st Lost Identification Media	25.00	per media
2nd Lost Identification Media	50.00	per media
3rd Lost Identification Media	100.00	per media & approval of director
Air Stairs Usage Fee		
Signatory Carriers	100.00	per use
Non Signatory Carriers	100.00	per use
Office Charges		
Fax	2.00	first page/ 1.00 extra pages
Copies	0.10	per copy
Passenger Loading Bridge Fee		
Signatory Carriers	Included in contract	
0-200 uses	350.00	per month
201-400 uses	450.00	per month
over 400 uses	550.00	per month
Non Signatory Carriers	500.00	per use

WACO TRANSIT SYSTEM

Base Adult Cash Fare	1.50
Day Pass	3.00
Student/Child	1.00
Elderly/Handicapped	0.50
Day Pass (Elderly/Handicapped)	1.25
Monthly Pass	40.00
Monthly Pass (Student)	20.00

Fee Schedule By Department

FY 2017-18
Effective October 1, 2017

DESCRIPTION	ADOPTED	
Summer Student Pass (June, July, August)	30.00	
ADA Van Fare	3.00	
Rural Demand Response Fare	3.00	
Rural Demand Response Fare (adjacent Counties)	5.00	
Transfers	No Transfers	
Bus Charter	115.00	per hour
Bus Charter - non-profit	95.00	per hour
Exterior Bus Advertising		
Street Side Window - 45" x 28.5"		
1 Window	150.00	per month
2 or more Window	125.00	per month
All 4 Windows	400.00	per month
Curb Side Window - 45" x 28.5"		
1 Window	150.00	per month
2 or more Window	125.00	per month
All 3 Windows	300.00	per month
Small Side Window - 45" x 20.5"		
1 Window	100.00	per month
2 Windows	175.00	per month
Rear Window - 71.5" x 30"		
1 Bus	300.00	per month
Head Sign	50.00	per month per bus
Full Bus Advertising (any length of time)	400.00	per month for all buses
Kong Wrap - 40.5" x 14.5 ft	800.00	per month per bus
1 bus	350.00	per month
2 or more buses	300.00	per month
King Wrap - 30" x 12 ft		
1 bus	350.00	per month
2 or more buses	300.00	per month
Interior Bus Advertising (any length of time)		
Fixed Route		
Small Interior Cards (28" x 11")	50.00	per month per vehicle
All 5 Vehicles	200.00	per month
Large Interior Cards (42" x 11")	75.00	per month per vehicle
All 5 Vehicles	300.00	per month
Behind Driver Seat Cards (18" x 24")	75.00	per month per vehicle
All 5 Vehicles	325.00	per month
Baylor Route		
Small Interior Cards (28" x 11")	50.00	per month per vehicle
All 5 Vehicles	200.00	per month
Large Interior Cards (42" x 11")	75.00	per month per vehicle
All 5 Vehicles	300.00	per month
Behind Driver Seat Cards (18" x 24")	75.00	per month per vehicle
All 5 Vehicles	325.00	per month
Bus Bench Advertising		
1 -5 Benches	80.00	per month (1-5 months)
	75.00	per month (6-12+ months)
6+ Benches	70.00	per month (1-5 months)
	60.00	per month (6-12+ months)
Bus Shelters		
1 Shelter 1 - 5 months	250.00	per month
1 Shelter 6 -12 months	225.00	per month
2 or more Shelters 1 -5 months	225.00	per month
2 or more Shelters 6 -12 months	200.00	per month
Digital Media (All Buses)	300.00	per 30 second spot
Digital Media (Baylor Routes)	350.00	per 30 second spot
Minivans		
Side Window		
1 Window	125.00	per month
2 Windows	200.00	per month
Back Window		
1 Window	150.00	per month per minivan
Full Minivan Advertising (Any length of time)	500.00	per month

WATER FUND

Residential Water Rate Rate Changes highlighted in yellow will become effective 1/1/2018

Inside City			
Base	17.23	18.47	
0 - 15,000 gallons	2.84 per 1000	2.89	per 1000
15,001 - 25,000 gallons	3.33 per 1000	3.39	per 1000
Over 25,000 gallons	4.27 per 1000	4.35	per 1000
Outside City			
Base	19.81	21.24	
0 - 15,000 gallons	3.27 per 1000	3.32	per 1000
15,001 - 25,000 gallons	3.83 per 1000	3.90	per 1000
Over 25,000 gallons	4.91 per 1000	5.00	per 1000
Residential Domestic Demand Rates			

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED	
Inside City		
3/4 inch meter (also referred to as 5/8 inch)	17.23	18.47
1 inch meter	27.84	29.84
1.5 inch meter	40.09	42.97
2 inch meter	55.25	59.22
3 inch meter	87.23	93.49
Outside City		
3/4 inch meter (also referred to as 5/8 inch)	19.81	21.24
1 inch meter	32.02	34.31
1.5 inch meter	46.10	49.42
2 inch meter	63.54	68.10
3 inch meter	100.31	107.51
Nonresidential/Irrigation Demand Rates		
Inside City		
3/4 inch meter (also referred to as 5/8 inch)	17.23	18.47
1 inch meter	47.76	51.19
1.5 inch meter	85.72	91.87
2 inch meter	131.23	140.65
3 inch meter	227.26	243.57
4 inch meter	332.15	355.99
6 inch meter	499.66	535.52
8 inch meter	705.21	755.82
10 inch meter	1,079.16	1,156.61
Irrigation		
0 - 25,000 gallons	3.33 per 1000	3.39 per 1000
Over 25,000 gallons	4.27 per 1000	4.35 per 1000
All other Classes (Commercial/Industrial)		
Volumetric Rate	3.00 per 1000	3.06 per 1000
Reclaimed Water Rate (Purple Pipe)	To be determined	To be determined
Pretreated Irrigation		
All Classes		
Volumetric Rate	1.41 per 1000	1.41 per 1000
Outside City		
3/4 inch meter (also referred to as 5/8 inch)	19.81	21.24
1 inch meter	54.92	58.87
1.5 inch meter	98.58	105.65
2 inch meter	150.91	161.75
3 inch meter	261.35	280.11
4 inch meter	381.97	409.39
6 inch meter	574.61	615.85
8 inch meter	810.99	869.19
10 inch meter	1,241.03	1,330.10
Irrigation		
0 - 25,000 gallons	3.83 per 1000	3.90 per 1000
Over 25,000 gallons	4.91 per 1000	5.00 per 1000
All other Classes (Commercial/Industrial)		
Volumetric Rate	3.45 per 1000	3.52 per 1000
Reclaimed Water Rate (Purple Pipe)	To be determined	To be determined
Pretreated Irrigation		
All Classes		
Volumetric Rate	1.67 per 1000	1.67 per 1000
Raw Water	125.00	per acre foot minimum
Raw Water Administration Fee	25.00	subject to contract revisions
Emergency Wholesale Water Supply Agreement	1.5 times Waco non-residential rates	per month
Residential Deposit	75.00	per 1000
Additional deposit may be required based on periodic history review		minimum
Commercial Deposit	150.00	Min or two months
Additional deposit may be required based on periodic history review		average or greater
Apartment/Multi-Family Deposits		
1-10 units	750.00	minimum
11-30 units	1,000.00	minimum
31-50 units	1,500.00	minimum
Over 50 units	3,000.00	minimum
Tagging	25.00	
Fire Flows	120.00	
Basic Service Call		
8am to 12pm	50.00	
After 12pm	100.00	
Water tap investigation (basic service fee)	50.00	
Customer Requested Meter Test (plus Service Call Fee)		
In Shop: Meter 1" or smaller	50.00	
Meter 1.5" and 2"	75.00	
Field: Meter 1 .5" or larger	150.00	
Meter Testing outside the city limits	400.00	minimum - includes 2 tests
	50.00	service fee per meter
Each additional test	200.00	

Fee Schedule By Department

FY 2017-18
Effective October 1, 2017

DESCRIPTION	ADOPTED	
Tampering / Obstructed / Damaged Meter / Pull Meter Charge/Unauthorized Usage	50.00	service fee per meter
Fire Hydrant Installation / Monthly Service Charge	150.00	minimum
Annual water tank backflow inspection	100.00	
Meter Charge	30.00	per inspection
Backflow prevention violation fee	300.00	minimum
Backflow inspection/test fee	250.00	minimum
Backflow Inspector Annual Registration Fee	200.00	
Water Tap Charges:	25.00	
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	
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	

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION	ADOPTED
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
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

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION		ADOPTED	
Residential Sewer Rate		Rate Changes highlighted in yellow will become effective 1/1/2018	
Inside City			
Base	17.47	18.24	
Volumetric Rate	3.88 per 1000	4.05	per 1000
Outside City			
Base	20.09	20.98	
Volumetric Rate	5.28 per 1000	5.28	per 1000
Non-Residential Sewer Rate			
Inside City			
3/4 inch meter	17.47	18.24	
1 inch meter	25.33	26.44	
1.5 inch meter	38.47	40.16	
2 inch meter	54.23	56.62	
3 inch meter	75.24	78.55	
4 inch meter	96.27	100.51	
6 inch meter	143.52	149.83	
8 inch meter	222.33	232.11	
10 inch meter	278.39	290.64	
Volumetric Rate	3.88 per 1000	4.05	per 1000
Outside City			
3/4 inch meter	20.09	20.98	
1 inch meter	29.13	30.41	
1.5 inch meter	44.24	46.18	
2 inch meter	62.36	65.11	
3 inch meter	86.53	90.33	
4 inch meter	110.71	115.59	
6 inch meter	165.05	172.30	
8 inch meter	255.68	266.93	
10 inch meter	320.15	334.24	
Volumetric Rate	5.28 per 1000	5.28	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:	Quoted on per cost basis		
All commercial sewer services shall be tapped into a manhole		Quoted on per cost basis	
Surcharge Rate for BOD (\$/lb)			
Conc. Range (mg/L) Maximum Conc. Allowed - BOD (5,000 mg/L)			
Tier 0	0-240	-	per pound
Tier 1	240-1,000	0.067	per pound
Tier 2	1,000-1,550	0.101	per pound
Tier 3	1,550-5,000	0.172	per pound
Surcharge Rate for TSS (\$/lb)			
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	0.076	per pound
Tier 3	3,000 - 4,000	0.118	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	0.193	per pound
Tier 2	80 - 130	0.376	per pound
Tier 3	130 - 1,250	0.753	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	

Fee Schedule By Department

FY 2017-18

Effective October 1, 2017

DESCRIPTION

ADOPTED

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	0.06	per gallon
Septage with Trash & Debris Charge	0.50	
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)	500.00	
Pellet Sales	30.00	per ton or Seasonal Market Value depending on storage capacity
Laboratory Analyses Fees		
BOD	20.00	
CBOD	20.00	
VSS	20.00	
Ammonia	22.00	
TSS	15.00	
Solids (Group-TSS/VSS)	28.00	
Tipping Fees		
Fats/Oils/Grease (FOG)	0.15	per gallon or seasonal markets & treatability
Industrial Organic Waste	0.10	per gallon or seasonal markets & treatability
Significant industrial users	0.01	per gallon or seasonal markets & treatability

**CITY GROUPS/DEPARTMENTS/DIVISIONS
AS OF OCTOBER 1, 2017**

Building Inspections/Code Enforcement

Animal Welfare/Animal Shelter/Animal Care

Cameron Park Zoo

City Manager's Office

City Secretary's Office

Convention Center & Visitors' Services

Administration/Operations/Catering

Sales/Service/Tourist Information

Finance

Fire

Administration/Emergency Management/Training

Suppression A Shift Station #1

Suppression A Shift Station #2

Suppression A Shift Station #3

Suppression A Shift Station #4

Suppression A Shift Station #5

Suppression A Shift Station #6

Suppression A Shift Station #7

Suppression A Shift Station #8

Suppression A Shift Station #9

Suppression A Shift Station #10

Suppression A Shift Station #11

Suppression A Shift Station #12

Suppression A Shift Station #14

Suppression A Shift Station Central

Suppression B Shift Station #1

Suppression B Shift Station #2

Suppression B Shift Station #3

Suppression B Shift Station #4

Suppression B Shift Station #5

Suppression B Shift Station #6

Suppression B Shift Station #7

Suppression B Shift Station #8

Suppression B Shift Station #9

Suppression B Shift Station #10

Suppression B Shift Station #11

Suppression B Shift Station #12

Suppression B Shift Station #14

Suppression B Shift Station Central

Suppression C Shift Station #1

Suppression C Shift Station #2

Suppression C Shift Station #3

Suppression C Shift Station #4

Fire (cont)

Suppression C Shift Station #5

Suppression C Shift Station #6

Suppression C Shift Station #7

Suppression C Shift Station #8

Suppression C Shift Station #9

Suppression C Shift Station #10

Suppression C Shift Station #11

Suppression C Shift Station #12

Suppression C Shift Station #14

Suppression C Shift Station Central
Prevention

Communications

Health Services

Administration/Vital Statistics

Environmental Health/OSSF

WIC Program

Public Health Nursing/Preparedness

STD/HIV/Lab

Housing & Economic Development

Human Resources/ Risk Management/Employee

Health Services

Information Technology

Legal

Library

Administration

Central Library

East Waco Library

South Waco Library

West Waco Library

Municipal Court

Municipal Information

Parks & Recreation

Administration

Parks Development

Parks Maintenance

Park Rangers

Recreation

Waco Mammoth National Monument

Cottonwood Creek Golf Course

Planning/Metropolitan Planning Organization

Police Department

Chief's Office

**CITY GROUPS/DEPARTMENTS/DIVISIONS
AS OF OCTOBER 1, 2017**



Police Department (cont)

Planning and Budget
Personnel and Training
Community Services Administration
CS Shift 1 Field Operations
CS Shift 2 Field Operations
CS Shift 3 Field Operations
Traffic
K9
Criminal Investigations Administration
Criminal Investigations Burglary/Theft
Criminal Investigations Assaults
Criminal Investigations General
Community Outreach and Support
SAFE
Drug Enforcement
Crimes against Children
Special Crimes
Family Violence
Computer Forensics
Victim Services
Street Crimes
Support Services Administration
Records
Communications
Crime Scene
Criminal Intelligence

Public Works

Engineering
Operations
Capital Projects
Solid Waste
Administration
Recycling
Commercial
Residential
Landfill
Repair

General Services

Purchasing
Facilities
Fleet Services

Texas Ranger Hall of Fame and Museum

Water Utilities

Water Treatment
Wastewater Treatment (WMARSS)
Customer Relations (Water Office)
Field Operations (Distribution/Collection)
Meter Shop
Industrial Pretreatment
Waco Regional Water Quality Laboratory

Waco Regional Airport