



# **City of Waco, Texas**

## **Adopted Annual Operating Budget and Capital Improvements Program**

**Fiscal Year  
October 1, 2011 – September 30, 2012**

### **City Council**

**Mayor Jim Bush**

**Mayor Pro Tem Malcolm Duncan, Jr.  
District V**

**Council Member Wilbert Austin  
District I**

**Council Member Alice Rodriguez  
District II**

**Council Member Randy Riggs  
District III**

**Council Member Toni Herbert  
District IV**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Waco  
Texas**

For the Fiscal Year Beginning

**October 1, 2010**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the **City of Waco, Texas** for its annual budget for the fiscal year beginning **October 1, 2010**.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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October 1, 2011

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

It is my honor to present to you the operating and capital improvement budgets for the fiscal year beginning October 1, 2011 and ending September 30, 2012 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 of our City. Substantial progress has been made in achieving the Council's goals.

This year we faced the tremendous challenge of 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. 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 with no tax rate increase.

Our managers have made tough decisions the last several years and again this year, particularly in staffing and overtime areas, to help us keep expenditures in line with revenues. The state of the economy greatly influenced our ad valorem tax and sales tax revenue projections for this budget. Although we have a healthy increase of \$115 million in new construction assessments for next year, the projected 2.8% growth in the property tax base is one of the smallest percentage increase in fifteen years. Our sales tax revenues are conservatively budgeted at the same amount as the current year.

One major challenge this year was funding the necessary TMRS contribution rate for our current employee retirement plan. The proposed phase-in rate we received in early June would have been a huge drain on resources. The city requested TMRS to perform a plan change study so we could analyze the costs of each provision. The only plan change recommended in this budget is to turn off annually repeating

COLAs and change to an ad hoc basis. This plan change would reduce the contribution rate enough to get us to the full rate, reduce our unfunded actuarial liability by more than half, increase our funded ratio to approximately 84% and free up resources to help fund a proposed 2.5% pay adjustment for all employees.

Dependent premiums for active employees' health insurance will not increase and no employee contribution to health insurance will be required. This recommendation is possible due to the continued success of our wellness program initiatives and enhancements to the program that are included for next year.

The price of fuel and fuel related expenses was a key issue again this year. We have budgeted these expenses as rational as possible at the levels of pricing that we feel the trends are showing us. This increased expense was offset by the decrease in electricity charges due to another favorable pricing contract that begins with the fiscal year.

Although the state of the economy and the very flat nature of most major revenues this year prohibited the addition of very many of our departments' worthy requests, we are including the addition of some equipment purchases mainly for technology and safety related items and matching funds for two smaller grants. Fleet replacement for utility operations and for residential and commercial solid waste operations are included as well as water and sewer capital improvements. The emphasis on economic development is funded with the continued financial support of our current partnerships and with funding for marketing our city and its amenities. The Capital Improvements Program includes continued improvements for the airport, streets, sidewalks, building renovations, fire, traffic and parks improvements as we provide for the future needs of our citizens. A positive initiative in this year's budget is the inclusion of capital programs that are normally bonded to be funded in operations with the long term goal of totally funding the CIP with cash.

The progress the City of Waco has made this past year is exciting. Voters' historic approval of the \$63 million bond election in 2007 provided much needed funds to make improvements to many City facilities. These projects are in different stages of design and construction and it will be exciting to watch their progress this year.

Specifics of the budget follow in the Budget Message. I am confident that this 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 2011-12.

Sincerely,



Larry D. Groth, P.E.  
City Manager



# Budget Message



The fiscal year 2011-12 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 2011-12 budget is much more. Also included are missions, highlights and accomplishments of programs and departments that provide a balanced perspective of the broad range of services we provide to our very deserving citizens. We want to demonstrate to our fellow Wacoans not only how much is being recommended for programs and departments, but also the return on their investment of tax, fee and rate dollars in our programs that they can expect to receive.

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

## **A Communications Device**

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

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

# **Budget Message**

## **Format of the Budget**

The budget is presented in the following format:

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

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

Personnel/staffing section by department.

Capital improvement program section and a project-funding matrix show how projects are to be funded in FY 2011-12.

Budget glossary explains terms used in the document.

Fee schedule.

## **How the Budget Was Developed**

The FY 2011-12 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**

The City Council adopted seven strategic intents and three strong values. 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. The Council annually reviews the values and goals to update, add or delete them. This year we will continue our efforts on Council's major issues developed out of these Strategic Intents.

### **Fee Revenues**

Due to the economy, most revenues have remained relatively flat for the last five years and resulted in slower growth than in previous years. This trend is expected to continue in a number of areas for next year. User fees were reviewed and subsequently revised, added or deleted for City Secretary, Convention Center and Visitors' Services, Engineering, Health, Parks and Recreation, Planning, Waco Regional Airport, Zoo and Transit. All utility service rates and Solid Waste service rates will remain the same as the current year. The budget reflects these revisions to user fees that are shown in Appendix B.

## Budget Message

### Utility Rates

FY 2010-11 was the first time in three years that residential, commercial and industrial water and wastewater customers had rate increases. The base rates for both water and wastewater were decreased and the first two thousand gallons previously included in the base rate were eliminated. No rate increase is necessary for water or wastewater customers for FY 2011-12.

Solid Waste residential, commercial, roll-off and landfill rates will remain the same for FY 2011-12. No changes for any solid waste fees are included.

### Employees

Departments were asked to evaluate their staffing needs as positions became vacant during the year, review positions that had been vacant for a considerable amount of time and assess operations for efficiencies in the workforce. This budget reflects a net decrease of 18.98 full time equivalent positions over last year's budget due to the outcome of those evaluations. We will continue to do the things that get the citizens better customer service and quality city services in a proactive manner.

### Salary and Wage Increases

For FY 2011-12, we included a salary package with a 2.5% 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, a 2-1 match for the Texas Municipal Retirement System (TMRS), disability coverage and life insurance.

The TMRS made significant changes in the actuarial assumptions and funding methodology used in calculating cities' contribution rates for 2009. These changes were intended to prevent the rising unfunded actuarial liabilities and declining funding ratios that some cities had experienced in recent years. For the past three years, 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. The phase-in rate necessary to fund our current plan provisions was becoming a tremendous fiscal burden each year. Even though the proposed phase-in rate we received in early June included the effects of the TMRS fund restructuring enacted by SB 350, the funding impact for FY 2011-12 would have been a huge drain on resources.

Staff requested TMRS to perform a plan change study so we could analyze the costs of each provision. The only plan change recommended in this budget is to turn off annually repeating COLAs and change to an ad hoc basis. This plan change would reduce the contribution rate enough to get us to the full rate, reduce our unfunded actuarial liability by more than half, increase our funded ratio to approximately 84% and free up resources to fund the proposed pay adjustment for all employees.

## Budget Message

### Challenges

Clearly, the state of the economy would be the driving force for the challenges faced in this year's budget process. Our current fiscal condition was stable, but there is always a concern during a year that the legislature is in session. We closely monitor bills as they are being filed to determine which ones would fiscally affect us now and in the future. We are still uncertain about funding levels for some of our existing federal and state grants and we will address those programs as changes occur. Early indications were that property tax valuations would possibly show a slight increase due to new property. Sales tax was trending somewhat over budget for the current year but not enough for us to have any comfort in projecting an increase for next year. Although fuel prices were increasing monthly at the beginning of the fiscal year, we were still well within the amounts we had budgeted per gallon. Those prices began bumping the amounts budgeted per gallon as the budget process began, so we are proposing an increase to fuel costs from \$4.2 M to \$5.1 M. We knew that departments would need to hold the line on operating expenditures to help offset any decline in revenues and increases to expenses.

All departments were asked to look at operations and scrutinize every expenditure no matter how slim the savings potential. This mission of reviewing operations brought about several initiatives for efficiency that were incorporated into the budget plan, some with immediate benefits. Every current and long term vacancy was analyzed for effectiveness relative to current operations and resulted in a net decrease of 18.98 FTEs. Overtime in all departments is carefully evaluated and the end result has been significant savings for all areas. Fortunately we were able to maintain the same rate in all our budgets' general liability, workers' compensation and health insurance costs due to good risk management and wellness initiatives over the past few years. We believe these initiatives are important to containing health care costs long term. Another area that provided savings for next year is a more favorable electricity contract that begins at the start of the new fiscal year.

Another strategy incorporated into this budget was to start reducing bonded debt as much as possible each year to ultimately be able to fund our General Government and Street Improvement Capital Improvement Program with cash. Although this is a bold undertaking, we felt the timing was right since we did not use all of our bond capacity in the current year. By using this approach in developing the CIP and operating budget for FY 2011-12, we were able to include \$900,000 in Street and Facilities projects in operations rather than issuing debt.

Most expenditures are budgeted very flat with no growth included. Funding salary increases for employees was a very high priority and was only possible with the recommended TMRS plan change. Departments were asked to recoup savings in any area possible—no matter how small—as long as core city services were not compromised. Thus, this budget became known as the "Post-it Note" budget because staff was asked to look at even that degree of cost effectiveness. Even in a better economy, the budget cannot ever fund all the requests made by city staff. General Fund supported departments submitted a total of \$6.2 million in new programs and services requests and equipment replacement needs. We approved \$918,000 of the equipment replacement requests to be purchased before the end of this fiscal year. This was possible due to excess revenues and underruns in expenses in the current year. Only \$450,000 of the other requests are funded in the FY 2011-12 budget. Items included are for safety equipment in Police and Fire, additional funding for Facilities,

## Budget Message



regenerative air sweepers to do in-house sweeping operations (5-year savings of approximately \$1.2M), traffic signal upgrades, computer replacements in Transit and matching funds for an Airport maintenance grant. While the remaining departmental requests of \$4.8 million may be justified and desired, funding was unavailable. The proposed fund balances for FY 2011-12 are in compliance with the city's adopted policy for minimum levels and reserves.

### The General Fund

#### Summary

The General Fund revenue budget of \$96,501,997 is based on an increase in revenues of 1% over last year's adopted budget, due mainly to the increase from ad valorem taxes which offsets a decline in some franchise fees, fines and admission charges. No tax rate adjustment is included for FY 2011-12. Some of the revenue decrease and fuel costs increase was equalized by a reduction in some key expenses that normally require significant increases such as electricity.

#### Revenues

The General Fund is balanced principally through the following factors:

Growth in property tax assessments – The main factor that contributed to the 2.8% growth in the property tax base was new construction. New construction assessments are budgeted at a healthy increase of \$115 million for FY 2011-12.

Sales Taxes – The volatility of retail sales makes it extremely hard to project this revenue with confidence. 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. Even though we are expecting to end the year over budget, we have chosen to budget this revenue at the same level as the current adopted budget in anticipation of reductions in state and federal programs in our local economy, no significant change to our unemployment picture, and the price of fuel remaining at higher levels than the past few years.

Other factors had to come into play to get the budget balanced. Fortunately, the TMRS plan change enabled us to fund the 2.5% pay adjustment. Other "pieces to the puzzle" included a favorable electricity contract that begins with the fiscal year and being able to keep general liability insurance, workers' compensation costs and employee health insurance at the current levels. This was possible due to good risk management and wellness initiatives over the past few years. The reduction of long term vacancies and overtime also played a key role in funding our needs for next year.

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

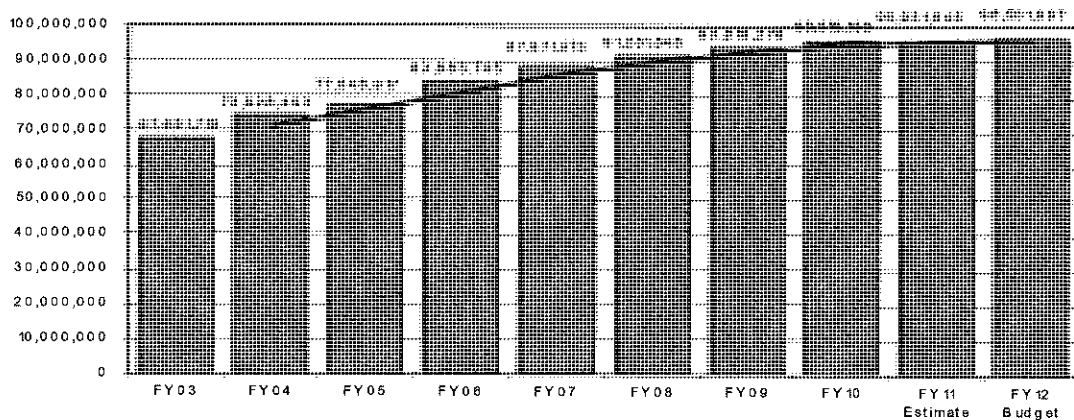
## Budget Message

### Expenditures

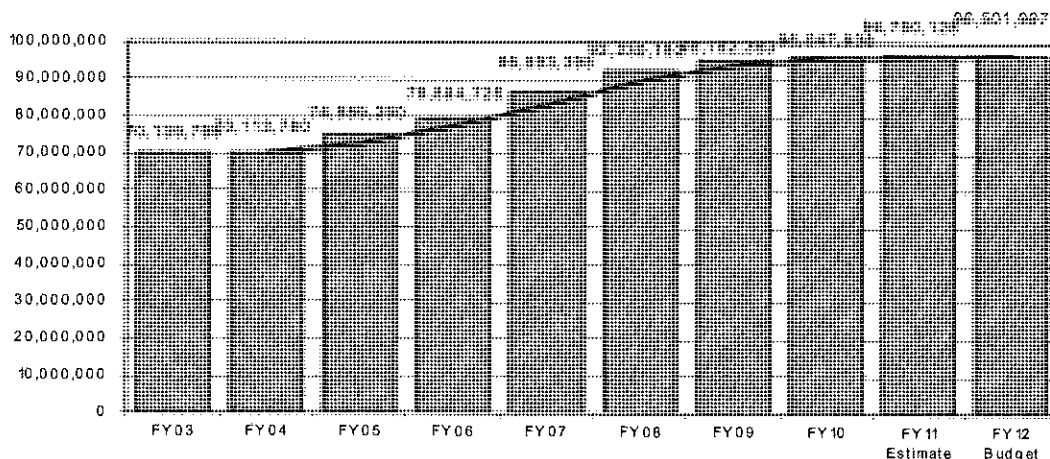
The largest increase in General Fund expenditures is about \$1.5 million for the salary adjustment discussed earlier. The proposed TMRS plan change offset this cost by about \$1.2 million. Although there are few additions included for FY 2011-12, the major changes in the General Fund are:

- Reduced overtime for General Fund departments – (\$260,000)
- Reduced electricity expense for General Fund departments – (\$580,000)
- Added in-house street sweeping operations – (\$180,000)
- Added matching funds for grants - \$53,000
- Replacement equipment for Police and Fire- \$182,000
- Replacement equipment for all other General Fund departments - \$35,000
- Added traffic signals upgrades - \$170,000
- Increased fuel expense for General Fund departments - \$370,000
- Added capital projects for Streets and Facilities - \$900,000

**General Fund Revenues**



**General Fund Expenditures**



# Budget Message



## City Utilities Operations

Our utilities provide an excellent value to our customers while meeting the many complex and expensive federal and state regulatory requirements. The FY 2011-12 budget seeks to enhance this value while preparing to meet some important challenges in each utility. Those challenges are described here.

### Water Operations

The State of Texas recognizes the importance of water to the viability of economic growth and standard of living of Texans. With the increasing demand in many large cities and the dwindling supply in various aquifers, it is anticipated that water management will become increasingly more important. We are very fortunate to have an adequate water supply in our area, but we must be responsible stewards of this important and limited resource.

Water quality and quantity continues to be the focus of projects in the Utilities Department. Many improvements have been made to the water system, the most important of which was increasing our daily capacity for drinking water from 60 million gallons per day to 90 million gallons per day. Additionally, treatment processes have been improved, addressing potential or emerging contaminants. The new Dissolved Air Flotation process provides the city with water at a consistently high quality. The project is now fully complete and operational. Chemical costs have already been reduced by 10% as a result of the new process.

### Wastewater Operations

Wastewater services include collection, laboratory analysis and environmental services. We continue to replace sewer lines in older neighborhoods resulting in considerable reductions in the number of sewer stop-up and maintenance calls. An in-house root treatment program was begun to cut outsourcing costs. The program was successfully initiated with rental equipment. However, equipment was purchased last year, reducing the total cost of the program. With the completion of new sewer lines in the Highway 84 area and planned construction in other un-served areas, the city's goal of connecting all residents to the collection system is becoming reality. We have made considerable progress in correcting the inflow and infiltration problem areas in the city. Additionally, sewer basin studies are ongoing and are providing vital information that will result in reducing the number of rainfall related overflows.

### Solid Waste Operations

The Solid Waste Services Department will operate during FY 2011-2012 without additional residential rate increases. This budget also allows for continued update of the worn fleet, which should further enhance efficiency and customer service. The department has implemented service and equipment-type changes that have reduced the residential fleet replacement costs while increasing collection efficiencies. The department will continue the in-house construction improvements to the all-weather citizen convenience area for the residential customers at the landfill by utilizing recycled construction materials; continue efforts to increase recycling while reducing landfill consumption; and continue to review residential, commercial and landfill services in search of ways to improve customer service. The Solid Waste Department is optimistic about the future and looks forward to providing continued disposal services to the residents and businesses of the City of Waco in this upcoming FY 2011-12.

## **Budget Message**

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

The WMARSS Wastewater Treatment Plant began operating in 1925 and underwent two major modification and enlargement programs. The Brazos River Authority acquired the treatment plant from the City in 1970 and two additional enlargements were partially funded by EPA grants. The owner cities assumed the possession and management of the facilities in February 2004. Operation and maintenance of the facilities is fully funded by contributions from the owner cities (Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway). A comprehensive study was recently completed to evaluate system condition and capacity. The study indicated that additional capacity was needed within the next 3 years. Additional study of the WMARSS service area revealed that it would be more economical to add the needed capacity by constructing a new plant on Bull Hide Creek in the Lorena area and constructing a new large diameter interceptor on Flat Creek from IH35 to WMARSS Central Plant. The Flat Creek Interceptor project is complete and in service. Additionally, 7.2 million gallons of treatment capacity is being added at the Central Plant. Both the Bull Hide 1.5 mgd plant and the Central Plant expansion will be complete later this fall. These projects will mark the completion of the capital expansion program and improve the capability of the system to accommodate and successfully treat high flows. Interceptor rehabilitation is the next capital priority in the WMARSS system along with the continued improvements in the waste to energy processes which offset more than \$600,000 annually in electrical and natural gas costs.

## **Other City Operations**

### **Economic Development**

The City coordinates with the State and Federal government to provide programs for new and expanding businesses, ranging from tax abatements to foreign trade zones. The City continues to seek additional resources and partnerships that the City can utilize to further facilitate economic development. Waco continues emphasis on the redevelopment of the Heart of the City through extensive involvement of the community in the "Imagine Waco" downtown master plan process. The new vision and plan for the extended downtown area was completed in 2010 and work has begun on implementation by targeting strategic locations with catalyst projects to spur other development. Additionally, Waco continues to work on the development of major retail projects and major industrial employers. City staff continues to review and refine economic development incentives to ensure that the process and structure are as effective as possible.

Waco McLennan County Economic Development Corporation (WMCEDC) received a contribution of \$1,250,000 each from McLennan County and the City of Waco for FY 2009-10 and FY 2010-11. The City will maintain that same level of contribution for FY 2011-12.



## Budget Message

### Housing

This year we will continue developing multiple partners in the private and not for profit housing arena. We plan to continue to work on programs that will encourage mixed income housing within the central City of Waco. We will facilitate partnerships with both local and national partners and build the capacity of our non-profits and continue to identify other funding sources to leverage the grant funds we receive. We will continue to work with local non-profit agencies and housing developers to create permanent supportive housing options for homeless persons and continue to administer a program to prevent homelessness. We focus our efforts on housing across the city to insure we increase the variety of housing options for all citizens in Waco.

We will also continue with efforts to improve homeownership, to provide quality affordable rental housing, upgrade an aging housing stock and provide community development programs that will revitalize our neighborhoods. Our projects span the full housing continuum in Waco by assisting in the development of mixed income neighborhoods and benefiting low to moderate-income households along with homeless individuals and families. Our staff is currently facilitating focus groups that are discussing poverty in Waco and what can be done to alleviate this serious economic situation for many of our residents. These programs will make Waco "A Place of Choice".

### Waco-McLennan County Public Health District

As the "Gatekeeper of Our Communities' Health", the Waco-McLennan County Public Health District promotes healthy behaviors, prevents diseases and protects the health of the community. Funding from federal and state sources supplements local funding to support a broad array of preventive health services.

The current amendment to the Cooperative Agreement includes twenty municipalities and McLennan County. Unincorporated communities are considered part of the County at large. The Health Board has transitioned from an administrative to an advisory board and continues to oversee Health District operations with the City Manager and Council members designated as board representatives, facilitating stronger relationships for an effective countywide public health system. Health District staff develop action plans to include community partnerships ensuring a strong and comprehensive public health presence in every city and rural area of McLennan County. The Cooperative Agreement also recruits those Health District members, who choose to help fund population-based services, to participate in the financial support of the Health District.

The Health District Board recommends the FY 2011-12 budget to the Waco City Council, which includes financial support from McLennan County for Health District operations. Priority issues for the coming year include health care reform impacts to local public health, Medicaid, the Children's Health Insurance Program (CHIP), and federal/state funding to sustain basic services.

Funding for an electronic disease surveillance system has initiated work to connect Hillcrest and Providence Hospitals as well as Family Practice with the Health District facilitating timelier notification of disease incidence and faster response to prevent disease outbreaks. This new electronic reporting system will be tested and completed by the end of July 2011.

## Budget Message

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

The Texas Ranger Hall of Fame and Museum (TRHFM) is the official historical center of the famed Texas Rangers law enforcement agency. It was founded in 1968 as a cooperative partnership between the City of Waco, State of Texas, and Texas DPS. It portrays the history of the world famous Texas Rangers law enforcement agency. The complex consists of a museum, hall of fame, research library, headquarters of Texas Rangers Company "F," a banquet hall, education center and museum store. It holds State designations as Official Museum for the Texas Rangers (1968), Official State Hall of Fame for the Texas Rangers (1976) and official repository for Texas Ranger memorabilia (1997).

In addition to its mission of education and preservation, the TRHFM has been Waco and Central Texas' best-known tourism attractor for four decades. It has drawn \$60 to \$100 million in tourism dollars into the Waco economy. The department generates operating revenues through admissions, sale of merchandise, banquet rentals, and fund raising. It currently averages 50,000 to 60,000 general admission visitors a year, about 20,000 persons attend banquet and educational functions, and more than 700,000 visit the Internet site. *Texas Highways* and *True West* magazines have consistently ranked it among the most popular museums in Texas. *USA Today* called it one of the "don't miss" halls of fame.

The current priority of the Board and Staff is capital fundraising for renovation and improvements. Capital reinvestment is necessary to meet museum standards and to remain viable in a competitive tourism market. Staff and Board are also endeavoring to upgrade the existing exhibits and expand educational programs through funding from private and corporate sources.

During the last budget cycle Texas Ranger Company "F" Headquarters and Texas Ranger Education Center were completed. Subsequently the area of jurisdiction and role of Company "F" expanded to an area stretching from Waxahachie to San Antonio. The new Education Center is currently providing educational program and training space for more than 40 regional nonprofit and governmental agencies offering safety and social services.

John Knox Texas Ranger Memorial Center banquet hall opened in January of 2011 and will host more than 160 events in its first 18 months of operation. Fundraising was completed for the Tobin and Anne Armstrong Texas Ranger Research Center (library and archives). A contractor was approved by Council and completion of the State-designated facility is expected before March of 2012.

### **Waco Regional Airport**

The Waco Regional Airport experienced the effects from the economic downturn and continues to see slight decreases of passengers. A total of 127,324 passengers traveled through the facility in calendar year 2010.

American Eagle operates a mix of CRJ 145, a 54 seat regional jet and the ATR 72, a 66 seat turbo prop, and has maintained the frequency of four flights daily. Continental Connection, operating the SAAB 340 continues to operate a flex schedule with three to four flights daily.

## Budget Message

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The Runway Safety Area Phase II project which began as scheduled in August of 2009 was completed in February of 2011. The Project improved the Safety area to meet FAA standards and extend and rehabilitate runway 1-19 as well as rehabilitate runway 14-32.

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

Convention Center & Visitors' Services for the City of Waco includes a complete range of destination marketing and sales efforts to attract specifically targeted markets in convention and meetings, leisure and group tourism and media and travel writers. The Waco CVB is the primary marketing arm for Waco as a destination, as well as for several city-owned or managed attractions, including Cameron Park, the Texas Ranger Hall of Fame and Museum, Cameron Park Zoo, Texas Sports Hall of Fame, Cottonwood Creek Golf Course, Waco Regional Tennis Center, the Waco Water Park and the Waco Mammoth Site. The Waco CVB website, [www.wacocvb.com](http://www.wacocvb.com) includes an interactive calendar of events and a personalized trip builder to allow visitors to plan their Waco itinerary prior to their planned arrival along with the opportunity for visitors to interact with Tourism Counselors through an interactive chat program.

Convention sales goals and strategies are planned and implemented to allow for greater coverage of all market areas for convention sales and to increase business leads which can be converted into new convention business. Tourism sales activities have increased with greater focus on group tour sales efforts as well as activities to reach individual and family travelers. We offer a local awareness campaign, *Wild About Waco! Hospitality Training*, as an ongoing educational program to businesses and front-line workers in the hospitality industry. Waco Fun Packages, partnership packages that combine hotel or bed & breakfast overnights with attraction and/or special event tickets have been created to enhance the visitor's experience and increase room night sales. Initial sales of these packages are good and demand is increasing. New package ideas are being created each quarter.

With significant focus on partnering, the Waco CVB's marketing and sales efforts have been redeveloped and re-engineered to provide opportunities for cooperative partnering in sales, marketing and promotional activities. Direct selling and travel trade shows are the major methods to directly reach wholesalers and group leaders in the group travel market. Creating opportunities and making connections between the market buyers and local tourism attractions, all the while bolstering support for arts and cultural activities in Waco, is another major focus for the Waco CVB's tourism efforts. A new cooperative marketing initiative with area cities was begun in 2010 and continues into 2011 and beyond. This Regional Marketing effort will enable Waco to increase the reach of marketing and promotions efforts and create stronger partnerships with area communities and attractions.

The Waco Tourist Information Center (TIC) at Fort Fisher continues each year to reach visitors seeking information about Waco and the Waco area, either in-person, via the mail or over the Internet. The Waco Convention Center (WCC) has served as a primary meeting facility for central Texas since 1972. In the fall of 2009 the Waco Convention Center began a \$17.5 million renovation and expansion project that is expected to be completed by the late summer of 2011. The project includes the addition of significant pre-function and meeting space, new interior finishes, improved technology, improved catering and back-of-the-house service capabilities and wrapping the entire façade in a new, modern exterior that will bring natural light and openness to this 40+-year old facility.

## Budget Message

### **Cameron Park Zoo**

Cameron Park Zoo, for the fifth year in a row, posted attendance over 245,000. More than 137,000 or 56% of those visitors traveled from outside of McLennan County, creating an economic impact of approximately \$13.6 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 36,500 school children annually through educational programming and outreach. Our education department is comprised of an Education Curator, employed by the City of Waco, and an Education Coordinator, employed by Cameron Park Zoological & Botanical Society as well as a very dedicated group of volunteers. This past year the Zoological and Botanical Society secured a Texas Parks & Wildlife grant to fund a part-time position to teach about Texas wildlife and habitats. Cameron Park Zoo volunteers conducted over 350 programs, donating a total of 7,021 hours. These donated hours equal out to a little more than three additional staff members. More than 100,000 children under the age of 12 visited Cameron Park Zoo last year.

Brazos River Country, which opened July 2, 2005, continues to be a huge success. Attendance figures continue to hold steady throughout its sixth year; most displays maintain their attraction for approximately eighteen months. This fiscal year our attendance is on track to once again top the 250,000 mark. That expansion allowed 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 newest attraction is called *The Mysteries of the Asian Forest*. This realistic display immerses the public into a rainforest similar to those found in Southeast Asia. This region of the world is one of many conservation hotspots found around the globe. The key species highlighted in this addition are two critically endangered species, Orangutans and Komodo dragons. 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, 9-hole junior course, practice putting green, practice chipping area, practice bunker, practice driving range, state of the art golf shop, "Lab"—custom club fitting and club repairs, and Shank's 19<sup>th</sup> hole Snack Bar. Outstanding course conditions, continuing capital improvements and exemplary customer service make this municipal course a destination site.

The professional staff has established a 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 19 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which has become the largest junior tournament in the world. The August 2009 *Golf Digest* awarded Cottonwood Creek Golf Course as the #1 course in the United States for junior golf development. 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. The Golf Course does not require a contribution from the General Fund for FY 2011-12.

## Budget Message



### Transit Operations

Waco Transit System (WTS) continues to provide fixed route urban transportation and complementary ADA Paratransit transportation for the City of Waco. The Downtown Intermodal Center, the transfer point located at 8<sup>th</sup> and Mary, has been so effective in helping with the transportation needs of our community, that upgrades and expansion to the facility are expected in the near future. The maintenance and administration building that was completed in July 2005 continues to be focal point for transit operations and maintenance. WTS has hosted many interested transit representatives looking to take back the innovative ideas presented at this facility. 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 a consistent increase in funding received at the federal level. Waco Transit System continues to work to increase funding from all current sources while pursuing potential new funding sources and to develop advertising opportunities to help offset the cost of operating the system.

This year the Transit Fund budget does not require a contribution from the General Fund. Waco Transit System purchased a new scheduling software during the FY 2010–11 and anticipates the implementation to be complete in the current year. Waco Transit System expects effective and efficient use of resources to maximize ADA and Medicaid transportation in the Waco community. The new software may open opportunities in the region to provide collaboration in scheduling and dispatching trips. In addition, the software will allow Waco Transit System to utilize resources for more efficient scheduling of its non-emergency transportation services throughout the Transportation Service Area Eleven (11). Waco Transit provides non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. Waco Transit System will continue to maintain the current fleet and levels of service with no increase in bus fares for FY 2011-12.

### Internal Service Funds

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

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

## **Budget Message**

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

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

The Health Insurance Fund is set up as an internal service fund to provide health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing a third party administrative service. Reimbursement to the fund comes from departmental health insurance budgets, from employees' dependent premiums and retiree premiums. Wellness initiatives will be enhanced for FY 2011-12 with the addition of Airrosti and Compass. Airrosti is a new therapy for treating musculoskeletal conditions. The Compass program will provide members with cost and quality comparisons for medical services allowing employees to obtain the care they need at a lower out-of-pocket cost to themselves and a lower overall cost to the health plan.

## **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





CITY OF WACO  
Citizens



**Mayor & City Council**

**Policy**

Mayor Jim Bush  
Mayor Pro Tem Malcolm Duncan, Jr.  
Wilbert Austin, Alice Rodriguez,  
Randy H. Riggs, Toni Herbert

**City Attorney**

Leah Hayes

**City Manager**

Larry D. Groth, P.E.  
**City Manager**  
General Administration  
Budget/ Internal Audit,  
Municipal Information,  
Finance

**City Secretary**

Patricia W. Ervin

**Municipal  
Court Judge**

Chris Taylor

**Dale Fisseler, P.E.  
Assistant City Manager**

Planning

Building Inspection/  
Code Enforcement

Public Works

- Engineering/GIS
- Traffic
- Streets

Utilities

- Water
- Wastewater
- WMARSS

**Wiley Stem, III  
Assistant City Manager**

General Services

- Fleet
- Purchasing
- Facilities
- Risk Management

Human Resources

Information Technology

Parks & Recreation/Golf Course

Police

Fire

Solid Waste

Texas Ranger Museum

**George Johnson, Jr.  
Assistant City Manager**

Waco Regional Airport

Cameron Park Zoo

Economic Development

Waco Transit

Library

Convention & Visitors' Services

Health

Housing

## **Profile of Waco, Texas**

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2011-12 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 the home of Texas hospitality, and whether you live here or are visiting, we want you to know why we are Wild About Waco! Let us show you more.

### **History of Waco**

The Huaco Indians settled on the banks of the Brazos River in the late 1700's and believed these spring-fed waters held the magical protection of the Indian spirit, "Woman Having Powers in the Water." From this peaceful tribe we take our name and our love of lore and legend. Today, the Waco area is rich in Texana. Waco is the 22nd largest city in Texas and is the county seat of McLennan County, which has an area of over 1,000 square miles. Historically, the city has been a trade and agricultural center for the Central Texas region.

### **Waco Today**

Efforts by the community's leadership over the past several years have led to diversification in the regional economy, a major factor contributing to significant improvement in growth and development.

Waco has created an inviting atmosphere for business, while maintaining a quality of life comparable to that in larger cities. More than 3 million people live within a 100-mile radius of Waco, and half the state's population lives within 300 miles of the city. Businesses find Waco eager to provide economic incentives and other assistance. Attractive opportunities exist in the Public Improvement District #1, the Enterprise Zones, the Tax Increment Financing Zones, and in the industrial parks operated by the Waco Industrial Foundation. Waco businesses are at the center of Texas and at the hub of transportation and shipping facilities for distribution around the country and world.

Public and private cooperation has resulted in an impressive infrastructure system, with ample water, electrical, natural gas, and sewer availability. Waco's farsighted planning has developed a system of solid waste disposal that is convenient to the needs of business and industry while remaining sensitive to the environment and the community.

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

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

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

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

# Profile of Waco, Texas

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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	(2010 Estimate) 124,805
Area	
Land 92.0 square miles	
Water	13.0 square miles

## City Facilities

### Fire Protection

Number of Stations	14
Number of Fire Hydrants	5,105
Number of Sworn Personnel	195
Personnel per 1,000 population	1.56

### Police Protection

Number of Stations	1
Number of Staffed Police Facilities	6
Number of Sworn Personnel	245
Personnel per 1,000 population	1.96

### Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	597 miles
Unpaved Streets	1.4 miles
Paved Alleys	16 miles
Sidewalks	293 miles
Storm Sewers	345 miles

### Air Service

Municipal Airport	1
Scheduled airplane flights per day	8
Passengers enplaning/deplaning per year	(approximately) 126,000

### Municipal Utilities

#### Municipal Water System

Number of Gallons of Water Pumped	10,620,037,077
Number of Gallons of Water Sold	9,158,836,800
Average Daily Consumption	26,274,000
Maximum Daily Capacity of Plants	90,000,000
Water Connections	46,938
Water Mains (all lines)	1,010 miles
Meters in Service	43,005

## Profile of Waco, Texas

### Municipal Wastewater System

Sanitary Sewer Mains	839 miles
Sewer Connections	36,579

### Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Residential Customers	34,225
Number of Commercial Customers	4,686

### Park and Recreation

Parks and Greenbelt Areas	60
Developed Acreage	1,148 acres
Pavilions/Picnic Shelters	57
Picnic Tables	406
BBQ Grills	94
Park Benches	235
Restrooms	26
Drinking Fountains	44
Recreation Centers	5
Aquatic Facilities	1
Splash Pads	6
Playgrounds	23
Softball/Baseball Fields	26
Basketball Courts	13
Tennis Courts	36
Football Fields	3
Disc Golf Courses (18 baskets each)	2
Hike/Bike/Walk Trails	32.55 miles

### Waco – McLennan County Library System

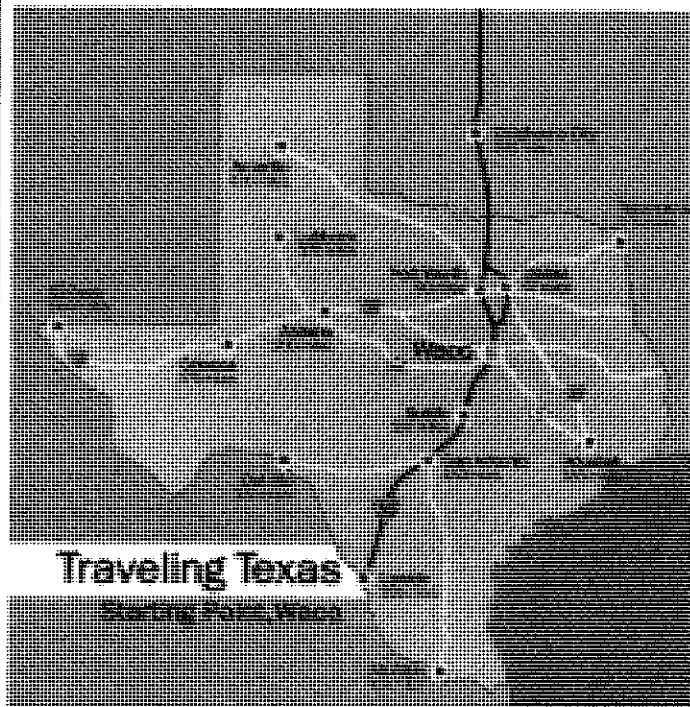
Number of Public Libraries	4
Number of Materials	
Books	273,004
Microfilm	93,041
Videos/DVDs	18,793
Cassettes/CDs	12,512
Bound Periodicals	11,162
E-Books	30,806
Circulation (City/County)	658,287
Circulation per Capita (City/County)	3.435
Library Cards	81,493
Reference Questions	74,255
Patron Traffic	525,084

### Demographic Characteristics

According to the U. S. Census Bureau, Census 2000, the total population for the City of Waco was 113,729 and the projection for 2010 was 124,805, which reflects a 9.7% growth. The Waco MSA, population 234,906, is approximately 79.0% white, 14.2% black, 6.8% other racial groups and 21.9% are Hispanic (of any race). About 65.1% of Wacoans are below age 45 and the median household income for the Waco MSA is \$39,874.

## Profile of Waco, Texas

### Economy and Industry



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

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

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

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

The Waco MSA labor force grew from 99,258 in 1995 to 118,722 as of June 2011. Labor force growth reflected a 3% increase from 1970 through 1980 and a 24.7% increase from July 2000 through July 2008. As of June 2011, total civilian employment was 108,744, which is a 1.0% increase from June 2010. Unemployment increased from 7.7% in June 2010 to 8.4% in June 2011.

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

#### Over 1000 Employees:

- Providence Healthcare Network - Medical-Hospital
- Baylor University - Post Secondary Education
- Waco Independent School District - Public Education
- Hillcrest Health System - Medical-Hospital
- L-3 Platform Integration - Aircraft Modification
- City of Waco - Municipal Government
- Sanderson Farms, Inc. - Poultry Processing
- Midway Independent School District - Public Education

# Profile of Waco, Texas

## Over 700 Employees:

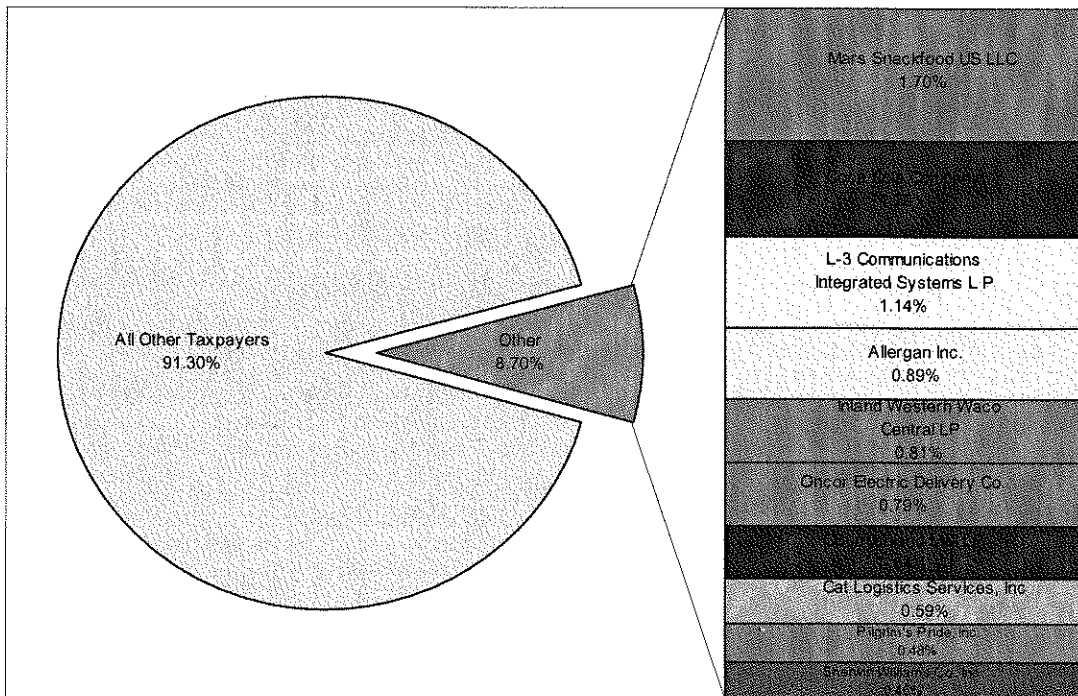
McLennan County –County Government  
 Veterans Administration Medical Center - Medical-Hospital  
 McLennan Community College – Post Secondary Education  
 Texas State Technical College – Post Secondary Education  
 Texas Farm Bureau - Insurance  
 Cargill Value Added Meats – Dressed/Packed Turkey Products  
 Examination Management Services, Inc. – Insurance Inspection Audit

## Over 500 Employees:

Veterans Affairs Regional Office – Federal Government  
 McLennan County Juvenile Correction Facility – Youth Correctional Facility  
 American Income Life Insurance - Insurance  
 Allergan – Eye Products Manufacturing  
 United States Postal Service – Federal Government  
 Pilgrims Pride, Inc. – Processed Chicken  
 Army and Air Force Exchange Service - Logistics  
 Mars Chocolate – North America - Candy Manufacturing

## The top ten taxpayers are:

Mars Snackfood US LLC	Confectionary Products	106,641,690	* 1.70%
Coca Cola Company	Production of Soft Drinks/Juices	75,307,626	1.20%
L-3 Communications Integrated Systems L P	Aircraft Modification	71,802,723	1.14%
Allergan Inc.	Optical Products/Drugs	55,961,317	0.89%
Inland Western Waco Central LP	Retail Real Estate Investment	50,860,329	0.81%
Oncor Electric Delivery Co.	Electric and Gas Utilities	49,745,701	0.79%
CBL/Richland Mall LP	Regional Shopping Center	40,477,164	0.64%
Cat Logistics Services, Inc	Logistics	37,265,349	0.59%
Pilgrim's Pride, Inc	Processed Chicken Products	30,386,281	0.48%
Sherwin Williams Co. Inc	Production of Paints and Coatings	28,654,984	0.46%
All Other Taxpayers		547,103,164	8.70%
		<u>5,739,623,007</u>	<u>91.30%</u>
<b>Total Taxable Value</b>		<b>6,286,726,171</b>	<b>100.00%</b>



Source: McLennan County Appraisal District

## Profile of Waco, Texas

### Health Care

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

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

### Tourism and Leisure

The impact of travel and tourism spending on the McLennan County area in 2010 was \$444 million with \$27.4 million in state tax receipts, \$6.2 million in local tax receipts, supporting more than 4,770 jobs.

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, 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 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 Regions, 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, jaguar, ocelot and hundreds of fresh and saltwater fish. 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. Along this ruin is a jungle playground with additional features of a ground chime and wild wash. Wild wash is an interactive feature that allows the orangutans to shower the public from inside their enclosure. In the orangutan outdoor exhibit is a button that the animals can push, and if zoo visitors are in the wild wash area they will get drenched. This is entertaining for both the public and the animals.

Waco has become a prime location for sporting events such as golf, tennis, baseball, softball, track and field, basketball, mountain biking, disc golf and rowing. Riverbend Park with the Water Park, Regional Tennis and Fitness Center, and the Ball Fields 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 received a National Recreation Trail designation from the National Park Service. Lake Brazos is an ideal location for rowing and powerboat racing.

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

## Profile of Waco, Texas

Other tourism attractions include the Dr Pepper Museum and Free Enterprise Institute, showcasing this popular soft drink's historic creation in Waco to the modern-day pop icon of today's popular culture, which is undergoing 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, focused on the works and memorabilia 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.

At riverside, the Waco Convention Center, currently undergoing \$17.5 million in renovation and expansion, will offer more than 125,000 square feet of exhibit and event space in multiple rooms when complete in Fall 2011. Waco voters approved the multi-million dollar renovation as part of a \$63 million total bond election on May 12, 2007. The renovation includes the complete interior and exterior of the building, the addition of a full-service catering kitchen, additional pre-function space, additional breakout rooms and the creation of service corridors to make the building more functional. Waco is the most central location in Texas, affordable accommodations and interesting restaurants make this the most convenient and accessible meeting site in the entire state.

Recognized as an international treasure, the Waco Mammoth Site is the largest known concentration of prehistoric mammoths dying from the same event. Twenty-four Columbian mammoths, one camel and one large cat have been found at the site, which was discovered in 1978. Due to generous donations by local citizens and organizations, Phase I development has been completed and the site opened to the public in December of 2009. Legislation has been introduced in both the U.S. Senate and U.S. House of Representatives to designate the Site as a National Monument within the National Park System. The designation is being supported through Congress by Representative Bill Flores and Senators Kay Bailey Hutchison and John Cornyn. 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 site is an outstanding tourist attraction and educational opportunity for all ages.

### Parks and Recreation

The Parks and Recreation Department handles a wide range of environmental and recreational services. Employees maintain approximately 1,500 acres of park property, including Cameron Park, the Brazos River Corridor and numerous neighborhood parks. The department takes pride in the community and strives to keep treasures like the Suspension Bridge, Indian Spring Park, Miss Nellie's Pretty Place, the Vietnam Veterans Memorial, Fort Fisher Park and Heritage Square in pristine condition.

The City operates Cottonwood Creek Golf Course, a par 72, 174-acre municipal 18-hole golf course designed by Joseph Finger of Houston. *The Dallas Morning News* has consistently ranked Cottonwood Creek as one of the top twenty affordable municipal courses in Texas. *Golf Digest* has ranked Waco as the best city for golf in Texas and the eleventh best in the nation. The Junior Course was awarded the *Golf Digest* 2009 Junior Course Award. Waco is fortunate to have six public, semi-public and private golf courses in and around the city.

With a top-notch water park, tennis center, golf course and softball/baseball complex, the department creates ideal recreation opportunities for everyone. Waco's geography allows for prime hiking and biking trails, and the department seeks to develop community areas with friendly features like spray parks. Three community centers offer non-stop activities and programs throughout the year. The Parks & Recreation Department sponsors Brazos Nights/Fourth on the Brazos and provides support for over 120 public events each year.

The Rivers, Trails and Conservation Study, along with development of the Waco Mammoth Site and projects from the bond election, are indicative of the city's progressive nature. Bond improvements include renovations in Cameron Park, Brazos Park East, 13 neighborhood parks and at the South Waco Community Center.



## **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 Assets**

Maintain the fund balance, working capital and net assets 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

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## I. Revenues

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

### A. Balance and Diversification in Revenue Sources

The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in economic conditions that adversely impact that source.

### B. User Fees

For services that benefit specific users, where possible the City shall establish and collect fees to recover the cost of those services. Where feasible and desirable, the City shall seek to recover full direct and indirect costs. City staff shall review user fees on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure and to recommend adjustments where necessary.

### C. Property Tax Revenues/Tax Rate

The City shall strive to reduce its reliance on property tax revenues by revenue diversification, implementation of user fees and economic development. The City shall also strive to minimize tax rate increases.

### D. Utility/Enterprise Funds User Fees

Utility rates and enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements and provide adequate levels of working capital and debt coverage. The City shall seek to eliminate all forms of subsidization to utility funds from the General Fund and seek to reduce general fund support to other enterprise funds.

### E. Administrative Services Charges

The City shall prepare a cost allocation plan annually to determine the administrative services charges due to the General Fund from enterprise funds for overhead and staff support. Where appropriate, the enterprise funds shall pay the General Fund for direct services rendered.

### F. Revenue Estimates for Budgeting

In order to maintain a stable level of service, the City shall use a conservative, objective and analytical approach when preparing revenue estimates for current and multi-year periods. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.

### G. Revenue Collection and Administration

The City shall maintain high collection rates for all revenues by keeping the revenue system as simple as possible in order to facilitate payment. In addition, since a revenue should exceed the cost of producing it, the City shall strive to control and reduce administrative costs. The City shall pursue to the full extent allowed by state law all delinquent taxpayers and others overdue in payments to the City.

## II. Expenditures

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

### A. Current Funding Basis

The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings.

### B. Avoidance of Operating Deficits

The City shall take timely corrective action if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end.

## Financial Management Policy Statements

### **C. Maintenance of Capital Assets**

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

### **D. Purchasing**

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

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

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

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

## **III. Fund Balance / Working Capital / Net Assets**

The City shall use the following guidelines to maintain the fund balance, working capital and net assets 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 Undesignated Fund Balance**

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

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

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

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

### **D. Net Assets of Internal Service Funds**

The City shall not regularly maintain positive unrestricted net assets in internal service funds. When an internal service fund builds up unrestricted net assets, the City shall transfer it to other operating funds or adjust charges to other operating funds.

# Financial Management Policy Statements

## IV. Capital 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.

### 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 assets as allowed by the Fund Balance/ Net Assets Policy; it can utilize funds from grants and foundations or it can borrow money through debt. 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. 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. 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.

### 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 should only be issued for capital projects that, by their character, are for essential core service projects.

### 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

## Financial Management Policy Statements

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**

The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities.

**G. Debt Refunding**

City staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt.

### VI. Investments

The City's available cash shall be invested according to the standard of prudence set forth in Section 2256.006 of the Texas Government Code. The following shall be the objectives of the City of Waco Investment Policy listed in their order of importance: preservation of capital and protection of investment principal, maintenance of sufficient liquidity to meet anticipated cash flows, diversification to avoid unreasonable market risks and attainment of a market value rate of return. The investment income derived from pooled investment accounts shall be allocated to contributing funds based upon the proportions of respective average balances relative to total pooled balances.

### VII. Intergovernmental Relations

The City shall coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis and support appropriate favorable legislation at the state and federal levels.

**A. Interlocal Cooperation in Delivering Services**

In order to promote the effective and efficient delivery of services, the City shall work with other local jurisdictions to share on an equitable basis the costs of services, to share facilities and to develop joint programs to improve service to its citizens.

**B. Legislative Program**

The City shall cooperate with other jurisdictions to actively oppose any state or federal regulation or proposal that mandates additional City programs or services and does not provide the funding for implementation.

### VIII. Grants

The City shall seek, apply for, obtain and effectively administer federal, state and foundation grants-in-aid that address the City's current and future priorities and policy objectives.

**A. Grant Guidelines**

The City shall seek, apply for and obtain those grants that are consistent with priority needs and objectives identified by Council.

# Financial Management Policy Statements



**B. Indirect Costs**

The City shall recover indirect costs to the maximum amount allowed by the funding source. The City may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.

**C. Grant Review**

The City shall review all grant submittals for their cash or in-kind match requirements, their potential impact on the operating budget and the extent to which they meet the City's policy objectives. If there are cash match requirements, the source of funding shall be identified and approved prior to application. An annual report on the status of grant programs shall also be prepared.

**D. Grant Program Termination**

The City shall terminate grant-funded programs and associated positions as directed by the City Council when grant funds are no longer available unless alternate funding is identified.

## IX. Economic Development

The City shall initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base.

**A. Commitment to Expansion and Diversification**

The City shall encourage and participate in economic development efforts to expand Waco's economy and tax base, to increase local employment and to invest when there is a defined specific long-term return. These efforts shall not only focus on new areas but on inner city areas, the Central Business District and other established sections of Waco where development can generate additional jobs and other economic benefits.

**B. Tax Abatements**

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

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

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

**D. Coordinate Efforts with Other Jurisdictions**

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

**E. Use of Other Incentives**

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

## 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.

# **Financial Management Policy Statements**

## **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.

## **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.



# 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 October 19, 2010.

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. 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.
3. Repurchase Agreements and Flexible Repurchase Agreements: Collateralized by U.S. Treasury Obligations, by non-subordinated debt securities issued by Federal Agencies listed in item 2 above, or by 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.

## Investment Policy

4. 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; (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.
5. Time Certificates of Deposit: issued by depository institutions having their main offices or branch offices in Texas that are insured by the Federal Deposit Insurance Corporation (FDIC) or the National Credit Union Share Insurance Fund (NCUSIF) or their successors. Certificates of Deposit which exceed the insured amount shall be collateralized in accordance with Section 2256.010 of the Texas Statutes and Section IV of this policy. Maturities for Certificates of Deposit shall generally be limited to three years; however, investment of bond proceeds may exceed this maturity limit provided that maturity dates do not extend beyond forecasted spending needs.
6. Local Government Investment Pools authorized under Section 2256.016 of the Texas Statutes which 1) are "no-load" (i.e.: no commission fee shall be charged on purchases or sales of shares); 2) have a constant daily net asset value per share of \$1.00; 3) limit assets of the fund to securities authorized herein; 4) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAM by Standard and Poor's, Aaa by Moody's or AAA/V1+ by Fitch. Furthermore, authorized Local Government Investment Pools must comply with the disclosure and reporting requirements set forth in Section 2256.016, Authorized Investments: Investment Pools.

Any investment that requires a minimum rating under this Policy does not qualify as an authorized investment during the period the investment does not have the minimum rating. The City shall take all prudent measures that are consistent with this Investment Policy to liquidate an investment that does not have the minimum rating.

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

## II. INVESTMENT DIVERSIFICATION AND LIQUIDITY

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

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

# Investment Policy

## III. SELECTION OF BROKERS/DEALERS

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

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

The City may purchase U.S. Treasury Obligations directly from the Treasury Department's Bureau of the Public Debt as long as the securities meet the criteria outlined in Item 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 by letters of credit issued by the United States or its agencies and instrumentalities, or by the following securities in which a public entity may invest under Texas Government Code Chapter 2256:

### U.S. Treasury:

Obligations of the U.S. Treasury including Treasury Bills, Treasury Notes, and Treasury Bonds.

### Federal Agencies and Instrumentalities:

Securities issued directly by Federal Home Loan Banks (FHLB), Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB) and Federal Home Loan Mortgage Corporation (FHLMC), that may include:

- a. non-subordinated debt securities including debentures, discount notes, callable securities and step-up securities
- b. pass-through mortgage-backed securities. Collateralized mortgage obligations are not authorized collateral for City deposits.

Securities pledged to secure deposits of the City shall be deposited with an eligible third-party custodian described in Texas Government Code Chapter 2257. The principal amount of any letter of credit or the total market value of other eligible securities pledged to secure deposits of the City shall not be less than 102% of the amount of the City's deposits increased by accrued interest and reduced by applicable federal depository insurance. Where applicable, collateral shall be marked-to-market at least on a weekly basis, except Federal Agency pass-through mortgage-backed securities, which shall be marked-to-market on a daily basis.

# Investment Policy

## 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.

## Investment Policy



**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 and receive not less than 10 hours of instruction relating to investment responsibilities from an independent source. Training must include education in investment controls, security risks, strategy risks, market risks, 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.

## Investment Policy

**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 Policy**

Investment advisors shall adhere to the spirit, philosophy and specific terms of this Policy and shall avoid recommending or suggesting transactions that conflict with this Policy or the standard of prudence established by this Policy. Investment advisors, contracted by the City, shall agree that their investment advice and services shall at all times be provided with the judgment and care, under circumstances then prevailing, which persons paid for their special prudence, discretion and intelligence, in such matters exercised in the management of their client's affairs, not for speculation by the client or production of fee income by the advisor but for investment by the client with emphasis on the probable safety and liquidity of capital while considering the probable income to be derived.

All investment advisors appointed by the City must acknowledge in writing that they have received and reviewed this Investment Policy and have implemented reasonable procedures and controls in an effort to preclude investment transactions that are not authorized by this Investment Policy, except to the extent that this authorization is dependent on an analysis of the makeup of the city's entire portfolio or requires an interpretation of subjective investment standards. The City shall not enter into an investment transaction recommended by an investment advisor prior to receiving the written document described in this paragraph.

Appointment of an investment advisor shall otherwise be according to the City's normal purchasing procedures for procurement of professional services. Any approved investment advisor may be terminated with the approval of the City Council if, in their opinion, the advisor has not performed adequately.

### **XIII. AUDITING**

At least annually, the independent auditor shall audit the investments of the City for compliance with the provisions of these guidelines and state law. Reports prepared by the investment officers under section XIV shall be formally reviewed and the results of that review shall be reported to the City Council.

### **XIV. REPORTING**

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

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

### **XV. REVIEW BY CITY COUNCIL**

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

# Investment Policy

## EXHIBIT 1

### SCHEDULE OF APPROVED BROKER/DEALERS FOR THE CITY OF WACO

#### **Primary Government Securities Dealers:**

BNP Paribas Securities Corp.  
Bank of America Securities LLC  
Barclays Capital Inc.  
Cantor Fitzgerald & Co.  
Citigroup Global Markets, Inc.  
Credit Suisse Securities (USA) LLC  
Daiwa Securities America Inc.  
Deutsche Bank Securities Inc.  
Goldman, Sachs & Co.  
HSBC Securities (USA) Inc.  
J. P. Morgan Securities, LLC  
Jefferies & Company, Inc.  
Mizuho Securities USA Inc.  
Morgan Stanley & Co. Incorporated  
Nomura Securities International, Inc.  
RBC Capital Markets Corporation  
RBS Securities, Inc.  
UBS Securities LLC

List of Primary Dealers obtained from the Federal Reserve Bank of New York website.

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

Coastal Securities, L.P.  
RBC Capital Markets/Dain Rauscher  
G.X. Clarke & Co.  
Oppenheimer & Co.  
Piper Jaffray & Co.  
Robert W. Baird & Co.  
Wells Fargo

#### **City of Waco, Texas Securities Dealer's Certification**

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

\_\_\_\_\_  
Securities Firm

\_\_\_\_\_  
Signature of Qualified Representative

\_\_\_\_\_  
Date



## Budget Process

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

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

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

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

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

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

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

The 2011-12 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, Public Improvement District #1, Street Reconstruction Fund, Water Fund, Wastewater Fund, Solid Waste Fund, WMARSS Fund, Texas Ranger Hall of Fame Fund, Waco Regional Airport Fund, Convention Center and Visitors' Fund, Cameron Park Zoo Fund, Cottonwood Creek Golf Course Fund, Waco Transit Fund, Risk Management Fund, Engineering Fund, Fleet Services Fund, Health Insurance Fund and Debt Service Fund.

## Budget Roles

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

### ➤ Operating Department Managers

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

### ➤ Staff Support

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

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

## Budget Process

### ➤ City Council

The City Council is responsible for establishing policy agendas for both the capital and the operating budget. The City Manager is responsible for maintaining communications with the City Council to assure that their directives are being reflected in the budget preparation. Final approval of the budget is the responsibility of the City Council. The City's Budget and Audit Committee is comprised of three appointed City Council members and meets as needed during the budget process. The duties of this committee as set forth by Council resolution are: meet with City Manager and Budget Staff during the early formation of the annual budget, provide input to staff concerning priorities and review projections for major revenue sources.

### Budget Process

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

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

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

A copy of the proposed budget is filed with the City Secretary at least fifteen days before the public hearing and is available for public inspection. The City Manager presents the budget to the Council in a series of work sessions. The tax rate is adopted by ordinance and the vote is separate from the vote on the budget. The proposed tax rate for the City of Waco is \$0.786232 for fiscal year 2011-12. Public hearings are conducted as required by State law 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 for public access.

### Basis of Budgeting

The City of Waco budget is prepared consistent with **Generally Accepted Accounting Principles (GAAP)** using estimates of anticipated revenues as a basis for appropriating expenditures. Annual budgets are appropriated for the General Fund, the Health Services Fund, and the Debt Service Funds. All unexpended appropriations lapse at the end of the fiscal year (September 30<sup>th</sup>). Unexpended governmental funds become components of the reserves while unexpended proprietary funds become net assets. Project-length financial plans are adopted for capital project funds and grant funds.

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

# Budget Process



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

## Basis of Accounting

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

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

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

## Budget Amendments

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

Expenditures may not legally exceed appropriations at the fund level for each legally adopted annual operating budget. Any change to the budget, which reallocates money from one fund to another, requires City Council action by resolution approving the budget amendment and is permitted by Article VII, Section 5 of the City Charter. 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 by Article VII, Section 5 of the City Charter 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, 2012

Date	Responsibility	Action Required
January 10	Budget Office/City Manager	Budget Planning – 9:00 a.m.
January 25	Budget Office, City Manager's Office Department Heads	Distribute CIP budget forms
February	Budget Office	Begin budget preparation
<b>February 15</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
February 28	Department Heads	Submit CIP requests to Budget Office
March 1 - 15	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
March 16	Budget Team, All Departments	Distribute departmental budgets McLennan Room - 9:00 a.m. & 3:00 p.m.
<b>March 22</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
March 31	CIP Budget Team	Review and rank CIP – 10:00 a.m.
April 1	City Manager, Budget/Audit, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information	Final date to return completed budget folders to Budget Office
April 4	Finance, Information Technology, Hall of Fame, Airport, Cameron Park Zoo	Final date to return completed budget folders to Budget Office
April 8	Purchasing, Facilities, Fleet Services	Final date to return completed budget folders to Budget Office
April 13	Human Resources, Risk Management, Library, Health, Convention Services	Final date to return completed budget folders to Budget Office
April 15	Traffic, Parks & Recreation/Golf Course, Solid Waste, Engineering	Final date to return completed budget folders to Budget Office
April 18	Streets, Emergency Management/Fire, Police, Utilities, Transit	Final date to return completed budget folders to Budget Office

# Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2012

<b>Date</b>	<b>Responsibility</b>	<b>Action Required</b>
April 18 – April 29	Budget Team, All Departments	Prepare budgets for review
<b>April 19</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
April 25	Outside Agencies	Final date to return completed budget packet to Budget Office
May	Plan Commission	Distribute CIP for review/public hearing
May 2 – 20	Budget Team, City Manager's Office	Budget Reviews Discuss proposed funding levels with Department Managers
<b>May 17</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
June	Budget Team	Finish reviews and balance Finalize City Manager's proposed budget
<b>June 21</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
<b>July 5</b>	<b>City Council Budget/Audit Committee Budget Office, City Manager's Office</b>	<b>Budget Audit Meeting</b>
July 15	City Manager	File proposed budget with City Secretary
July 19	City Manager	Budget presentation to City Council
July-August	City Council, City Manager, Budget Team	Extended work sessions (as needed) to discuss funding levels and priorities
July - August	Legal, Finance, Budget Office	Prepare and publish appropriate notices for public hearings
August 16	City Council	Adopt 2011-12 Budget
September 6	City Council	Adopt 2011-12 Tax Rate
September - October	Budget Office	Complete adopted budget according to GFOA criteria
October	Budget Office	Distribute printed budget

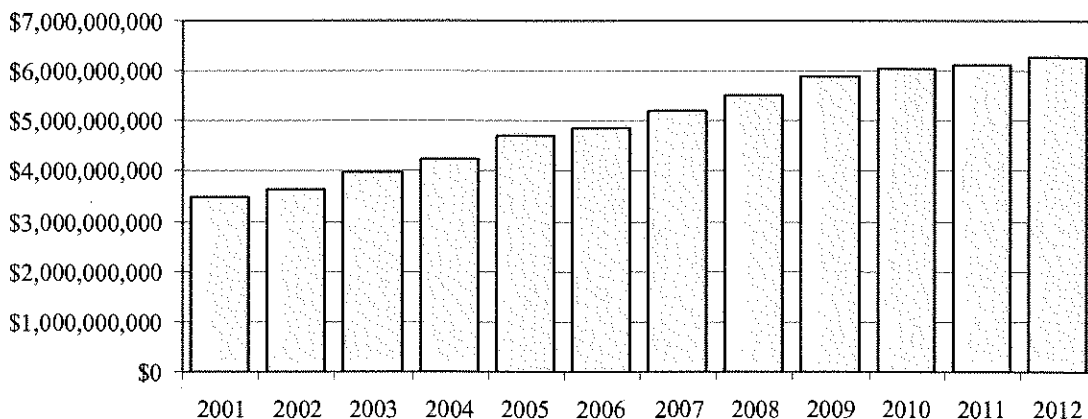


## Summaries

## Property Tax Structure for the Fiscal Year Ended September 30, 2012

<b>Total Assessed Value</b>	<b>\$ 8,553,455,442</b>	
Captured Value for TIF	(175,109,789)	
<b>Exemptions</b>		
Over 65	(33,733,724)	
Homestead	(237,812,081)	
Agricultural Use	(58,128,878)	
Veterans	(38,058,159)	
Tax Abatement	(141,378,583)	
Freeport	(267,262,990)	
Pollution Control Abatement	(9,433,430)	
Limited Value	(26,790,285)	
Totally Exempt	(1,279,021,352)	
<b>Less Exemptions</b>	<b>(2,091,619,482)</b>	
<b>Total Value after Exemptions</b>	<b>\$ 6,286,726,171</b>	
<b>Adopted Tax Rate per \$100 Valuation</b>	<b>\$ 0.786232</b>	
<b>Estimated Gross Revenues</b>		<b>\$ 49,428,253</b>
<b>Percent (%) of Collection</b>		<b>98.00</b>
<b>Estimated Collections for 2011-12</b>		<b>\$ 48,439,686</b>

### Assessed Property Valuation History



The chart above is a graphical representation of the assessed property valuations over a 10 year period. The City experienced an increase in the total value after exemptions from FY 2010-11 to FY 2011-12 of \$171,733,522 or 2.81%.



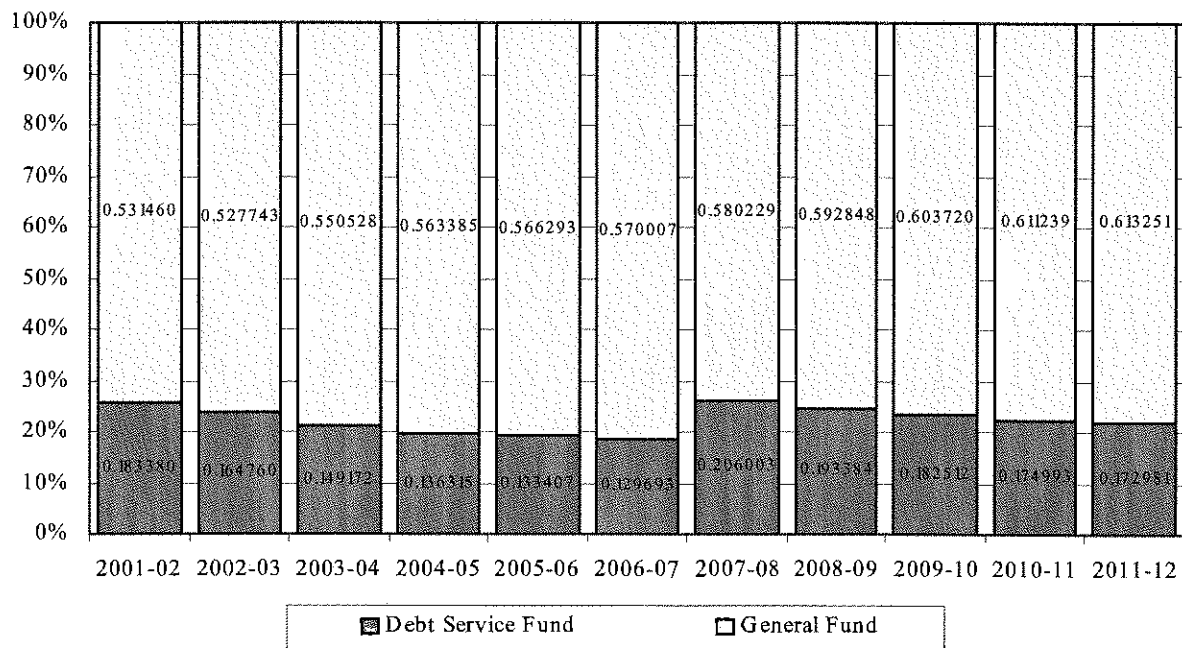
## Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	78.00%	\$0.613251	\$37,782,298
Debt Service Fund	22.00%	\$0.172981	\$10,657,388
<b>Total</b>	<b>100.00%</b>	<b>\$0.786232</b>	<b>\$48,439,686</b>

Each \$1,000,000 of Valuation at 98% Collection Produces \$ 7,705

Each \$0.01 of the Adopted Levy at 98% Collection Produces \$ 616,099

## 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 26.20% in FY 2007-08 to the current 22.00% in FY 2011-12.

# Fund Structure

The numerous funds and cost centers that make up this budget are divided into two major categories: Governmental Funds and Proprietary Funds. A fund is an independent fiscal entity with assets, liabilities, reserves, a residual balance or equity, and revenues and expenditures for undertaking activities. Governmental funds are used for most government activities while proprietary funds are based on the premise that the city service should be conducted as a business with user fees covering expenditures. Listed below is a description of the funds maintained by the City and included in this document.

## **Governmental Funds**

### **General Fund**

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

### **Special Revenue Funds**

Accounts for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds under this category include the Health Fund 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

Public Improvement District #1

Debt Service Fund

Capital Projects Funds

Street Reconstruction Fund

## **Proprietary Funds**

Enterprise Funds

Water Fund

Wastewater Fund

Solid Waste Fund

WMARSS Fund

Texas Ranger Hall of Fame Fund

Waco Regional Airport Fund

Convention Center & Visitors' Services Fund

Cameron Park Zoo Fund

Cottonwood Creek Golf Course Fund

Waco Transit Fund

Internal Service Funds

Risk Management Fund

Engineering Fund

Fleet Services Fund

Health Insurance Fund

### Departments by Funding Sources

Department	General Fund	PID #1	Health Fund	Street Reconstruction	Water Fund	Wastewater Fund
Budget/Audit	359,836					
Cameron Park Zoo						
City Council	146,397					
City Manager's Office	3,033,210					
City Secretary	473,267					
Contributions	11,155,766					
Convention & Visitors' Services						
Cottonwood Creek Golf Course						
Emergency Management	343,985					
Employee Benefits	326,697					
Engineering Services						
Facilities	3,043,783					
Finance	1,330,704					
Fire	18,612,128					
Fleet Services						
Health Services			3,738,578			
Health Insurance						
Housing	107,729					
Human Resources	695,604					
Information Technology	2,257,045					
Inspections	1,505,964					
Legal	1,192,312					
Library	3,378,832					
Miscellaneous	1,055,177					
Municipal Court	1,174,619					
Municipal Information	672,949					
Parks and Recreation	9,333,966					
Planning	504,983					
Police	30,022,612					
Public Improvement District #1		691,891				
Purchasing	419,543					
Risk Management						
Solid Waste						
Street Reconstruction				3,886,372		
Streets & Drainage	2,295,855					
Texas Ranger Hall of Fame						
Traffic	3,059,034					
Waco Regional Airport						
Waco Transit						
Wastewater Utilities						20,861,763
Water Utilities					37,815,954	
WMARSS						
<b>TOTAL</b>	<b>96,501,997</b>	<b>691,891</b>	<b>3,738,578</b>	<b>3,886,372</b>	<b>37,815,954</b>	<b>20,861,763</b>

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### Departments by Funding Sources

Department	Transit Fund	Risk Management	Engineering Fund	Fleet Services	Health Insurance	TOTAL
Budget/Audit						359,836
Cameron Park Zoo						3,309,736
City Council						146,397
City Manager's Office						3,033,210
City Secretary						473,267
Contributions						11,155,766
Convention & Visitors' Services						2,909,778
Cottonwood Creek Golf Course						1,960,438
Emergency Management						343,985
Employee Benefits						326,697
Engineering Services			1,976,339			1,976,339
Facilities						3,043,783
Finance						1,330,704
Fire						18,612,128
Fleet Services				1,517,263		1,517,263
Health Services						3,738,578
Health Insurance					9,913,708	9,913,708
Housing						107,729
Human Resources						695,604
Information Technology						2,257,045
Inspections						1,505,964
Legal						1,192,312
Library						3,378,832
Miscellaneous						1,055,177
Municipal Court						1,174,619
Municipal Information						672,949
Parks and Recreation						9,333,966
Planning						504,983
Police						30,022,612
Public Improvement District #1						691,891
Purchasing						419,543
Risk Management		3,358,067				3,358,067
Solid Waste						15,725,332
Street Reconstruction						3,886,372
Streets & Drainage						2,295,855
Texas Ranger Hall of Fame						1,288,632
Traffic						3,059,034
Waco Regional Airport						1,543,829
Waco Transit	6,858,444					6,858,444
Wastewater Utilities						20,861,763
Water Utilities						37,815,954
WMARSS						6,258,642
<b>TOTAL</b>	<b>6,858,444</b>	<b>3,358,067</b>	<b>1,976,339</b>	<b>1,517,263</b>	<b>9,913,708</b>	<b>220,116,763</b>

## Net Fund Balance Change Estimated FY 2010-11

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
<b>General Fund</b>	23,001,594	95,931,845	96,750,128	22,183,311	(818,283)	Planned reduction of fund balance. Ending balance still exceeds City's policy of 18% required reserves.
<b>Health Fund</b>	232,354	3,416,785	4,034,477	(385,338)	(617,692)	Budgeted reduction and underrun in Charges for Services resulted in decrease to fund balance.
<b>PID #1</b>	347,093	277,486	211,788	412,791	65,698	Planned increase to fund balance.
<b>Street Reconstruction Fund</b>	5,471,012	3,886,572	4,955,756	4,401,828	(1,069,184)	Planned reduction of fund balance. Projects typically overlap fiscal years.
<b>Water Fund</b>	97,693,316	38,223,030	37,620,618	98,295,728	602,412	Water sales over budget due to dry weather all year. Ending balance exceeds City's policy of 30% required reserves.
<b>Wastewater Fund</b>	60,588,624	21,156,014	20,762,000	60,982,638	394,014	Revenues over budget. Ending balance exceeds City's policy of 30% required reserves.
<b>WMARSS Fund</b>	-	6,016,290	5,959,311	56,979	56,979	Underrun in expenses contributed to increase in fund balance.
<b>Solid Waste Fund</b>	14,834,056	15,907,844	16,311,057	14,430,843	(403,213)	Planned reduction of fund balance.
<b>Ranger Hall of Fame Fund</b>	3,988,855	1,307,945	1,311,215	3,985,585	(3,270)	Slight underrun in revenues which was more than underrun in expenses contributed to decrease in fund balance.
<b>Waco Regional Airport Fund</b>	23,926,219	1,477,420	1,557,231	23,846,408	(79,811)	Decrease in number of passengers contributed to decline in revenues not offset by underrun in expenses.
<b>Convention Center &amp; Visitors' Fund</b>	12,648,418	2,711,773	2,940,167	12,420,024	(228,394)	Underrun in rental and catering fees not offset by underrun in expenses.
<b>Cameron Park Zoo Fund</b>	16,848,179	3,226,007	3,403,122	16,671,064	(177,115)	Revenues not at level needed to offset expenses resulted in negative change.
<b>Cottonwood Creek Golf Course Fund</b>	(708,526)	1,951,246	2,045,394	(802,674)	(94,148)	Approved year-end purchase of mowers resulted in a decrease to fund balance.
<b>Waco Transit Fund</b>	13,682,421	6,669,229	6,526,413	13,825,237	142,816	Increased revenues from contracted services contributed to increase in fund balance.
<b>Risk Management Fund</b>	3,904,611	3,295,325	3,398,723	3,801,213	(103,398)	Planned decrease to fund balance.
<b>Engineering Fund</b>	66,514	1,963,635	1,975,101	55,048	(11,466)	Approved year-end purchase of equipment resulted in decrease to fund balance.
<b>Fleet Services Fund</b>	660,115	1,543,913	1,626,328	577,700	(82,415)	Approved year-end purchase of equipment resulted in decrease to fund balance.
<b>Health Insurance Fund</b>	5,729,333	10,348,988	10,358,506	5,719,815	(9,518)	Increase in medical claims created decrease to fund balance.
<b>Total Funds</b>	<b>282,914,188</b>	<b>219,311,347</b>	<b>221,747,335</b>	<b>280,478,200</b>	<b>(2,435,988)</b>	

This discussion on the net change to the fund balance is based on the Estimated 2010-11 budget. While we know that there will be changes to the fund balance for Fiscal Year 2011-12 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 2011-12.

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

	General Fund			Health Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
<b>Beginning Fund Balance</b>	<b>23,539,857</b>	<b>23,001,594</b>	<b>22,183,311</b>	<b>566,642</b>	<b>232,354</b>	<b>(385,338)</b>
<b>Revenues</b>						
Taxes	80,523,442	82,065,986	82,675,149	-	-	-
Permits, Licenses & Fees	1,046,937	784,300	829,758	226,623	196,739	196,739
Intergovernmental Revenues	1,553,028	1,454,604	1,469,776	155,030	93,325	84,877
Charges for Services	1,229,080	1,221,989	1,212,279	602,901	610,264	613,955
Fines	1,963,229	1,910,012	1,938,699	-	-	-
Interest	122,464	95,000	90,000	1,508	-	-
Other Revenue	8,292,101	7,770,886	7,726,956	369,819	375,097	383,014
Miscellaneous	161,882	50,000	50,000	-	-	-
General Fund Transfer	-	-	-	2,302,212	2,141,360	2,459,993
Transfer from Surplus	-	-	-	-	-	-
Charges for Services/Sale of Merch	622,975	579,068	509,380	-	-	-
	<b>95,515,138</b>	<b>95,931,845</b>	<b>96,501,997</b>	<b>3,658,093</b>	<b>3,416,785</b>	<b>3,738,578</b>
<b>Expenditures</b>						
Salaries and Wages	47,860,852	47,269,593	48,483,787	1,587,901	1,617,035	1,524,350
Employee Benefits	18,493,241	19,059,342	17,832,796	613,933	655,281	557,715
Purchased Prof/Tech Services	2,071,919	2,162,339	1,855,198	63,567	62,262	56,109
Purchased Property Services	4,910,602	5,211,024	5,737,500	24,031	22,908	19,435
Other Purchased Services	3,017,851	3,042,054	2,912,256	131,868	114,366	77,017
Supplies	6,064,278	6,140,240	5,836,236	251,514	265,386	253,588
Other Expenses	850,023	1,428,661	677,452	336,616	335,977	289,102
Contracts with Others	2,033,559	2,044,221	2,228,675	983,264	961,262	961,262
<b>Operating Expenditures</b>	<b>85,302,325</b>	<b>86,357,474</b>	<b>85,563,900</b>	<b>3,992,694</b>	<b>4,034,477</b>	<b>3,738,578</b>
Transfers to Other Funds	10,485,613	10,164,414	10,883,956	-	-	-
Billings	(663,544)	(690,968)	(688,268)	-	-	-
Capital Outlay	923,444	919,208	742,409	-	-	-
<b>Total Expenditures</b>	<b>96,047,838</b>	<b>96,750,128</b>	<b>96,501,997</b>	<b>3,992,694</b>	<b>4,034,477</b>	<b>3,738,578</b>
Net Increase (Decrease) in Fund Balance	(532,700)	(818,283)	-	(334,601)	(617,692)	-
Adjustments to Balance to CAFR	(5,563)	-	-	313	-	-
<b>Ending Fund Balance</b>	<b>23,001,594</b>	<b>22,183,311</b>	<b>22,183,311</b>	<b>232,354</b>	<b>(385,338)</b>	<b>(385,338)</b>



**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Balances  
Governmental Funds**

Public Improvement District #1			Street Reconstruction Fund			Total Governmental Funds		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2009-10	2010-11	2011-12	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
278,758	347,093	412,791	3,344,812	5,471,012	4,401,828	27,730,069	29,052,053	26,612,592
244,487	276,386	278,000	-	-	-	80,767,929	82,342,372	82,953,149
-	-	-	-	-	-	1,273,560	981,039	1,026,497
-	-	-	196,318	-	-	1,904,376	1,547,929	1,554,653
-	-	-	-	-	-	1,831,981	1,832,253	1,826,234
-	-	-	-	-	-	1,963,229	1,910,012	1,938,699
1,736	1,100	1,100	4,489	600	400	130,197	96,700	91,500
-	-	-	28,789	-	-	8,690,709	8,145,983	8,109,970
-	-	-	92,500	-	-	254,382	50,000	50,000
-	-	-	3,879,659	3,885,972	3,885,972	6,181,871	6,027,332	6,345,965
-	-	412,791	-	-	-	-	-	412,791
-	-	-	-	-	-	622,975	579,068	509,380
<b>246,223</b>	<b>277,486</b>	<b>691,891</b>	<b>4,201,755</b>	<b>3,886,572</b>	<b>3,886,372</b>	<b>103,621,209</b>	<b>103,512,688</b>	<b>104,818,838</b>
24,691	27,059	27,059	896,547	764,219	795,205	50,369,991	49,677,906	50,830,401
1,977	2,167	2,167	467,997	413,680	397,345	19,577,148	20,130,470	18,790,023
129,577	176,601	240,272	1,136,369	1,449,731	930,781	3,401,432	3,850,933	3,082,360
900	2,547	1,900	568,770	540,293	535,398	5,504,303	5,776,772	6,294,233
7,156	1,585	11,250	52,276	45,480	34,729	3,209,151	3,203,485	3,035,252
13,587	1,829	3,450	134,617	176,485	201,646	6,463,996	6,583,940	6,294,920
-	-	50,000	-	-	-	1,186,639	1,764,638	1,016,554
-	-	-	-	-	-	3,016,823	3,005,483	3,189,937
<b>177,888</b>	<b>211,788</b>	<b>336,098</b>	<b>3,256,576</b>	<b>3,389,888</b>	<b>2,895,104</b>	<b>92,729,483</b>	<b>93,993,627</b>	<b>92,533,680</b>
-	-	-	-	-	-	10,485,613	10,164,414	10,883,956
-	-	-	95,031	115,000	112,300	(568,513)	(575,968)	(575,968)
-	-	355,793	583,707	1,450,868	878,968	1,507,151	2,370,076	1,977,170
<b>177,888</b>	<b>211,788</b>	<b>691,891</b>	<b>3,935,314</b>	<b>4,955,756</b>	<b>3,886,372</b>	<b>104,153,734</b>	<b>105,952,149</b>	<b>104,818,838</b>
68,335	65,698	-	266,441	(1,069,184)	-	(532,525)	(2,439,461)	-
-	-	-	1,859,759	-	-	1,854,509	-	-
<b>347,093</b>	<b>412,791</b>	<b>412,791</b>	<b>5,471,012</b>	<b>4,401,828</b>	<b>4,401,828</b>	<b>29,052,053</b>	<b>26,612,592</b>	<b>26,612,592</b>

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Enterprise Funds**

	Water Fund			WMARSS Fund		
	Actual 2009-10	Estimated 2010-11	Adopted 2011-12	Actual 2009-10	Estimated 2010-11	Adopted 2011-12
<b>Beginning Year Total Net Assets</b>	<b>96,394,571</b>	<b>97,693,316</b>	<b>98,295,728</b>	-	-	<b>56,979</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	128,400	70,000	41,436	19,886	7,500	7,500
Other Revenue	364,867	350,847	350,971	14,710	9,000	9,000
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	33,344,211	37,802,183	37,423,547	5,802,368	5,999,790	6,242,142
Sale of Merchandise	-	-	-	-	-	-
	<b>33,837,478</b>	<b>38,223,030</b>	<b>37,815,954</b>	<b>5,836,964</b>	<b>6,016,290</b>	<b>6,258,642</b>
<b>Expenditures</b>						
Salaries and Wages	4,233,165	4,544,194	4,700,202	1,047,506	1,027,710	1,109,000
Employee Benefits	1,866,408	2,087,112	1,982,920	424,262	430,323	426,738
Purchased Prof/Tech Services	1,534,796	1,479,400	1,573,542	315,722	396,077	396,077
Purchased Property Services	1,911,542	1,955,999	1,924,109	618,361	750,889	764,009
Other Purchased Services	939,846	1,040,094	1,017,702	130,588	138,625	132,060
Supplies	5,120,102	5,413,414	5,419,073	2,718,690	2,212,592	2,534,338
Other Expenses	6,058,192	6,678,280	6,890,100	307,764	293,095	316,420
Contracts with Others	6,000	6,000	6,000	-	-	-
<b>Operating Expenditures</b>	<b>21,670,051</b>	<b>23,204,493</b>	<b>23,513,648</b>	<b>5,562,893</b>	<b>5,249,311</b>	<b>5,678,642</b>
Transfers to Other Funds	13,527,080	13,956,134	14,059,484	149,621	-	-
Billings	(702,580)	(760,009)	(759,638)	-	-	-
Capital Outlay	658,961	1,220,000	1,002,460	386,942	710,000	580,000
<b>Total Expenditures</b>	<b>35,153,512</b>	<b>37,620,618</b>	<b>37,815,954</b>	<b>6,099,456</b>	<b>5,959,311</b>	<b>6,258,642</b>
Net Increase (Decrease) in Net Assets	(1,316,034)	602,412	-	(262,492)	56,979	-
Adjustments Needed to Balance to CAFR	2,614,779	-	-	262,492	-	-
<b>Ending Total Net Assets</b>	<b>97,693,316</b>	<b>98,295,728</b>	<b>98,295,728</b>	<b>-</b>	<b>56,979</b>	<b>56,979</b>

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Enterprise Funds**

Wastewater Fund			Solid Waste Fund			Texas Ranger Hall of Fame Fund		
Actual 2009-10	Estimated 2010-11	Adopted 2011-12	Actual 2009-10	Estimated 2010-11	Adopted 2011-12	Actual 2009-10	Estimated 2010-11	Adopted 2011-12
59,378,904	60,588,624	60,982,638	13,157,918	14,834,056	14,430,843	3,154,527	3,988,855	3,985,585
	-	-	17,932	17,801	17,979	-	-	-
336,606	-	-	-	-	-	-	-	-
34,244	9,664	4,820	39,845	23,800	15,000	181	210	150
75,059	25,409	23,891	173,899	193,490	31,662	94,442	65,000	65,000
259,379	-	-	-	-	-	-	-	-
-	-	-	-	-	-	691,093	666,900	624,396
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
19,219,811	21,120,941	20,833,052	15,931,405	15,672,753	15,660,691	238,029	285,658	303,115
-	-	-	-	-	-	295,571	290,177	295,971
<b>19,925,099</b>	<b>21,156,014</b>	<b>20,861,763</b>	<b>16,163,081</b>	<b>15,907,844</b>	<b>15,725,332</b>	<b>1,319,316</b>	<b>1,307,945</b>	<b>1,288,632</b>
1,844,196	1,647,820	1,761,610	2,817,060	2,876,921	3,079,140	553,351	551,947	570,393
782,431	740,821	725,722	1,449,307	1,521,591	1,517,344	214,757	225,117	210,804
694,443	580,000	507,663	1,360,476	1,642,936	1,599,652	16,661	26,908	28,018
744,544	812,917	828,767	1,552,836	1,677,605	1,713,924	19,355	20,760	20,785
161,933	153,178	137,695	204,371	177,490	135,235	51,886	52,931	48,337
658,822	626,507	629,553	1,634,748	1,927,721	2,265,236	120,361	123,639	111,887
7,193,609	7,430,290	7,849,391	2,032,229	2,320,669	2,674,059	202,843	166,022	154,517
-	-	-	30,000	30,000	39,000	-	-	-
<b>12,079,978</b>	<b>11,991,533</b>	<b>12,440,401</b>	<b>11,081,027</b>	<b>12,174,933</b>	<b>13,023,590</b>	<b>1,179,214</b>	<b>1,167,324</b>	<b>1,144,741</b>
8,108,312	7,375,883	6,810,669	2,065,978	1,261,035	1,194,213	-	-	-
531,427	571,084	568,586	279,966	301,002	303,129	139,700	143,891	143,891
1,292,766	823,500	1,042,107	2,053,254	2,574,087	1,204,400	-	-	-
<b>22,012,483</b>	<b>20,762,000</b>	<b>20,861,763</b>	<b>15,480,225</b>	<b>16,311,057</b>	<b>15,725,332</b>	<b>1,318,914</b>	<b>1,311,215</b>	<b>1,288,632</b>
(2,087,384)	394,014	-	682,856	(403,213)	-	402	(3,270)	-
3,297,104	-	-	993,282	-	-	833,926	-	-
<b>60,588,624</b>	<b>60,982,638</b>	<b>60,982,638</b>	<b>14,834,056</b>	<b>14,430,843</b>	<b>14,430,843</b>	<b>3,988,855</b>	<b>3,985,585</b>	<b>3,985,585</b>

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Enterprise Funds**

	Waco Regional Airport Fund			Convention Center & Visitors' Services Fund		
	Actual 2009-10	Estimated 2010-11	Adopted 2011-12	Actual 2009-10	Estimated 2010-11	Adopted 2011-12
<b>Beginning Year Total Net Assets</b>	<b>15,254,274</b>	<b>23,926,219</b>	<b>23,846,408</b>	<b>3,186,170</b>	<b>12,648,418</b>	<b>12,420,024</b>
<b>Revenues</b>						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	124,709	124,077	124,077	330	-	-
Interest	2,772	1,300	1,100	21	100	-
Other Revenue	219,004	186,807	171,140	12,848	50	-
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	437,528	308,452	370,573	411,957	362,139	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	1,662,308	1,745,423	1,849,325
Charges for Services-Enterprise Funds	764,556	755,146	773,268	324,302	465,502	833,000
Sale of Merchandise	118,234	101,638	103,671	136,086	138,559	227,453
	<b>1,666,803</b>	<b>1,477,420</b>	<b>1,543,829</b>	<b>2,547,852</b>	<b>2,711,773</b>	<b>2,909,778</b>
<b>Expenditures</b>						
Salaries and Wages	430,763	396,283	417,623	1,029,995	1,047,171	1,128,954
Employee Benefits	202,246	190,415	181,264	452,926	487,280	481,964
Purchased Prof/Tech Services	8,622	6,331	5,802	44,887	119,760	97,950
Purchased Property Services	91,089	97,171	98,280	98,861	124,674	134,990
Other Purchased Services	86,941	78,530	62,688	475,587	501,739	504,361
Supplies	244,640	220,717	207,110	301,810	392,827	319,411
Other Expenses	106,113	105,631	106,129	88,367	103,085	92,148
Contracts with Others	-	-	-	131,625	150,000	150,000
<b>Operating Expenditures</b>	<b>1,170,414</b>	<b>1,095,078</b>	<b>1,078,896</b>	<b>2,624,058</b>	<b>2,926,536</b>	<b>2,909,778</b>
Transfers to Other Funds	190,529	180,990	183,770	-	-	-
Billings	281,688	281,163	281,163	-	-	-
Capital Outlay	-	-	-	-	13,631	-
<b>Total Expenditures</b>	<b>1,642,631</b>	<b>1,557,231</b>	<b>1,543,829</b>	<b>2,624,058</b>	<b>2,940,167</b>	<b>2,909,778</b>
Net Increase (Decrease) in Net Assets	24,172	(79,811)	-	(76,206)	(228,394)	-
Adjustments Needed to Balance to CAFR	8,647,773	-	-	9,538,454	-	-
<b>Ending Total Net Assets</b>	<b>23,926,219</b>	<b>23,846,408</b>	<b>23,846,408</b>	<b>12,648,418</b>	<b>12,420,024</b>	<b>12,420,024</b>

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Enterprise Funds**

Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund			Waco Transit Fund		
Actual 2009-10	Estimated 2010-11	Adopted 2011-12	Actual 2009-10	Estimated 2010-11	Adopted 2011-12	Actual 2009-10	Estimated 2010-11	Adopted 2011-12
17,880,492	16,848,179	16,671,064	(439,182)	(708,526)	(802,674)	12,470,062	13,682,421	13,825,237
-	-	-	-	-	-	-	-	-
58	-	-	-	-	-	3,095,978	3,278,510	3,391,788
(477)	-	-	17	-	-	9	-	-
44,493	43,251	51,798	96,096	100,000	100,000	2,558,382	2,695,706	2,758,033
-	-	-	-	-	-	45,210	-	-
1,276,218	1,398,503	1,400,910	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,348,999	1,479,912	1,543,160	1,077,871	1,207,209	1,204,085	662,786	695,013	708,623
292,632	304,341	313,868	612,678	644,037	656,353	-	-	-
<b>2,961,923</b>	<b>3,226,007</b>	<b>3,309,736</b>	<b>1,786,662</b>	<b>1,951,246</b>	<b>1,960,438</b>	<b>6,362,365</b>	<b>6,669,229</b>	<b>6,858,444</b>
1,189,789	1,229,725	1,285,254	480,218	541,482	556,529	2,458,165	2,690,755	2,790,902
604,307	633,382	605,177	211,354	239,543	228,373	612,572	650,772	678,804
39,271	50,881	15,399	310,417	282,372	282,576	1,167,946	1,102,873	1,119,072
458,337	480,558	469,539	87,878	86,794	88,230	459,786	489,562	479,498
94,589	84,740	67,517	151,664	140,436	134,311	169,436	246,098	259,417
682,180	700,491	638,766	227,734	225,427	221,041	852,572	1,016,365	1,132,853
134,287	106,686	107,925	457,767	413,340	449,378	402,242	317,113	397,898
113,261	116,659	120,159	-	-	-	-	-	-
<b>3,316,021</b>	<b>3,403,122</b>	<b>3,309,736</b>	<b>1,927,032</b>	<b>1,929,394</b>	<b>1,960,438</b>	<b>6,122,719</b>	<b>6,513,538</b>	<b>6,858,444</b>
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	150,943	116,000	-	238,864	12,875	-
<b>3,316,021</b>	<b>3,403,122</b>	<b>3,309,736</b>	<b>2,077,975</b>	<b>2,045,394</b>	<b>1,960,438</b>	<b>6,361,583</b>	<b>6,526,413</b>	<b>6,858,444</b>
(354,098)	(177,115)	-	(291,313)	(94,148)	-	782	142,816	-
(678,215)	-	-	21,969	-	-	1,211,577	-	-
<b>16,848,179</b>	<b>16,671,064</b>	<b>16,671,064</b>	<b>(708,526)</b>	<b>(802,674)</b>	<b>(802,674)</b>	<b>13,682,421</b>	<b>13,825,237</b>	<b>13,825,237</b>

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Enterprise Funds**

	Total Enterprise Funds		
	Actual 2009-10	Estimated 2010-11	Adopted 2011-12
<b>Beginning Year Total Net Assets</b>	<b>220,437,736</b>	<b>243,501,562</b>	<b>243,711,832</b>
<b>Revenues</b>			
Taxes	17,932	17,801	17,979
Intergovernmental Revenues	3,557,681	3,402,587	3,515,865
Interest	224,898	112,574	70,006
Other Revenue	3,653,800	3,669,560	3,561,495
Miscellaneous	304,589	-	-
General Fund Transfer	2,816,796	2,735,994	2,395,879
Transfer from Surplus	-	-	-
Hotel-Motel Tax	1,662,308	1,745,423	1,849,325
Charges for Services-Enterprise Funds	78,714,338	85,484,107	85,524,683
Sale of Merchandise	1,455,201	1,478,752	1,597,316
	<b>92,407,543</b>	<b>98,646,798</b>	<b>98,532,548</b>
<b>Expenditures</b>			
Salaries and Wages	16,084,208	16,554,008	17,399,607
Employee Benefits	6,820,570	7,206,356	7,039,110
Purchased Prof/Tech Services	5,493,241	5,687,538	5,625,751
Purchased Property Services	6,042,589	6,496,929	6,522,131
Other Purchased Services	2,466,841	2,613,861	2,499,323
Supplies	12,561,659	12,859,700	13,479,268
Other Expenses	16,983,413	17,934,211	19,037,965
Contracts with Others	280,886	302,659	315,159
<b>Operating Expenditures</b>	<b>66,733,407</b>	<b>69,655,262</b>	<b>71,918,314</b>
Transfers to Other Funds	24,041,520	22,774,042	22,248,136
Billings	530,201	537,131	537,131
Capital Outlay	4,781,730	5,470,093	3,828,967
<b>Total Expenditures</b>	<b>96,086,858</b>	<b>98,436,528</b>	<b>98,532,548</b>
Net Increase (Decrease) in Net Assets	(3,679,315)	210,270	-
Adjustments Needed to Balance to CAFR	26,743,141	-	-
<b>Ending Total Net Assets</b>	<b>243,501,562</b>	<b>243,711,832</b>	<b>243,711,832</b>

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**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Internal Service Funds**

	<b>Risk Management Fund</b>			<b>Engineering Fund</b>		
	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Beginning Total Net Assets</b>	<b>4,391,120</b>	<b>3,904,611</b>	<b>3,801,213</b>	<b>(4,202)</b>	<b>66,514</b>	<b>55,048</b>
<b>Revenues</b>						
Permits, Licenses & Fees	-	-	-	31,242	31,432	31,432
Intergovernmental Revenues	-	-	-	-	-	-
Interest	34,594	18,500	18,500	735	280	100
Other Revenue	50	-	-	8,999	4,979	4,979
Transfer from Surplus	-	-	621,800	-	-	35,798
Charges for Services-Internal Services	4,066,963	3,276,825	2,717,767	2,013,233	1,926,944	1,904,030
	<b>4,101,607</b>	<b>3,295,325</b>	<b>3,358,067</b>	<b>2,054,209</b>	<b>1,963,635</b>	<b>1,976,339</b>
<b>Expenditures</b>						
Salaries and Wages	309,010	346,941	372,770	1,059,659	1,062,282	1,122,326
Employee Benefits	118,028	137,804	134,362	424,772	444,413	419,939
Purchased Prof/Tech Services	174,670	216,000	158,307	3,815	5,000	5,000
Purchased Property Services	1,013	4,740	4,757	98,970	98,373	102,466
Other Purchased Services	769,979	807,142	950,651	74,569	75,784	68,096
Supplies	94,017	49,871	50,389	38,272	58,322	44,513
Other Expenses	3,091,683	1,836,225	1,686,831	215,187	191,727	178,201
Contracts with Others	-	-	-	-	-	-
<b>Operating Expenditures</b>	<b>4,558,400</b>	<b>3,398,723</b>	<b>3,358,067</b>	<b>1,915,244</b>	<b>1,935,901</b>	<b>1,940,541</b>
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	-	-	-	-	39,200	35,798
<b>Total Expenditures</b>	<b>4,558,400</b>	<b>3,398,723</b>	<b>3,358,067</b>	<b>1,915,244</b>	<b>1,975,101</b>	<b>1,976,339</b>
<b>Net Increase (Decrease) in Net Assets</b>	<b>(456,793)</b>	<b>(103,398)</b>	<b>-</b>	<b>138,965</b>	<b>(11,466)</b>	<b>-</b>
<b>Adjustments Needed to Balance to CAFR</b>	<b>(29,716)</b>	<b>-</b>	<b>-</b>	<b>(68,249)</b>	<b>-</b>	<b>-</b>
<b>Ending Total Net Assets</b>	<b>3,904,611</b>	<b>3,801,213</b>	<b>3,801,213</b>	<b>66,514</b>	<b>55,048</b>	<b>55,048</b>

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Internal Service Funds**

	Fleet Services Fund			Health Insurance Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
<b>Beginning Total Net Assets</b>	<b>391,521</b>	<b>660,115</b>	<b>577,700</b>	<b>3,366,253</b>	<b>5,729,333</b>	<b>5,719,815</b>
<b>Revenues</b>						
Permits, Licenses & Fees	-	-	-	-	-	-
Intergovernmental Revenues	262	-	-	-	-	-
Interest	346	700	500	31,537	15,000	10,000
Other Revenue	2,642	2,092	2,113	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Charges for Services-Internal Services	1,696,409	1,541,121	1,514,650	10,596,499	10,333,988	9,903,708
	<b>1,699,659</b>	<b>1,543,913</b>	<b>1,517,263</b>	<b>10,628,036</b>	<b>10,348,988</b>	<b>9,913,708</b>
<b>Expenditures</b>						
Salaries and Wages	754,277	767,564	794,419	-	35,792	49,223
Employee Benefits	342,643	367,246	348,711	-	14,096	17,597
Purchased Prof/Tech Services	19,389	18,630	18,630	925,014	1,057,287	1,488,664
Purchased Property Services	60,555	58,331	55,198	-	-	-
Other Purchased Services	40,339	38,079	28,912	-	2,617	2,000
Supplies	76,973	98,890	78,768	-	-	-
Other Expenses	152,560	203,229	192,625	7,339,941	9,248,714	8,356,224
Contracts with Others	-	-	-	-	-	-
<b>Operating Expenditures</b>	<b>1,446,736</b>	<b>1,551,969</b>	<b>1,517,263</b>	<b>8,264,955</b>	<b>10,358,506</b>	<b>9,913,708</b>
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	86,913	74,359	-	-	-	-
<b>Total Expenditures</b>	<b>1,533,649</b>	<b>1,626,328</b>	<b>1,517,263</b>	<b>8,264,955</b>	<b>10,358,506</b>	<b>9,913,708</b>
Net Increase (Decrease) in Net Assets	166,010	(82,415)	-	2,363,081	(9,518)	-
Adjustments Needed to Balance to CAFR	102,584	-	-	(1)	-	-
<b>Ending Total Net Assets</b>	<b>660,115</b>	<b>577,700</b>	<b>577,700</b>	<b>5,729,333</b>	<b>5,719,815</b>	<b>5,719,815</b>



**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Internal Service Funds**

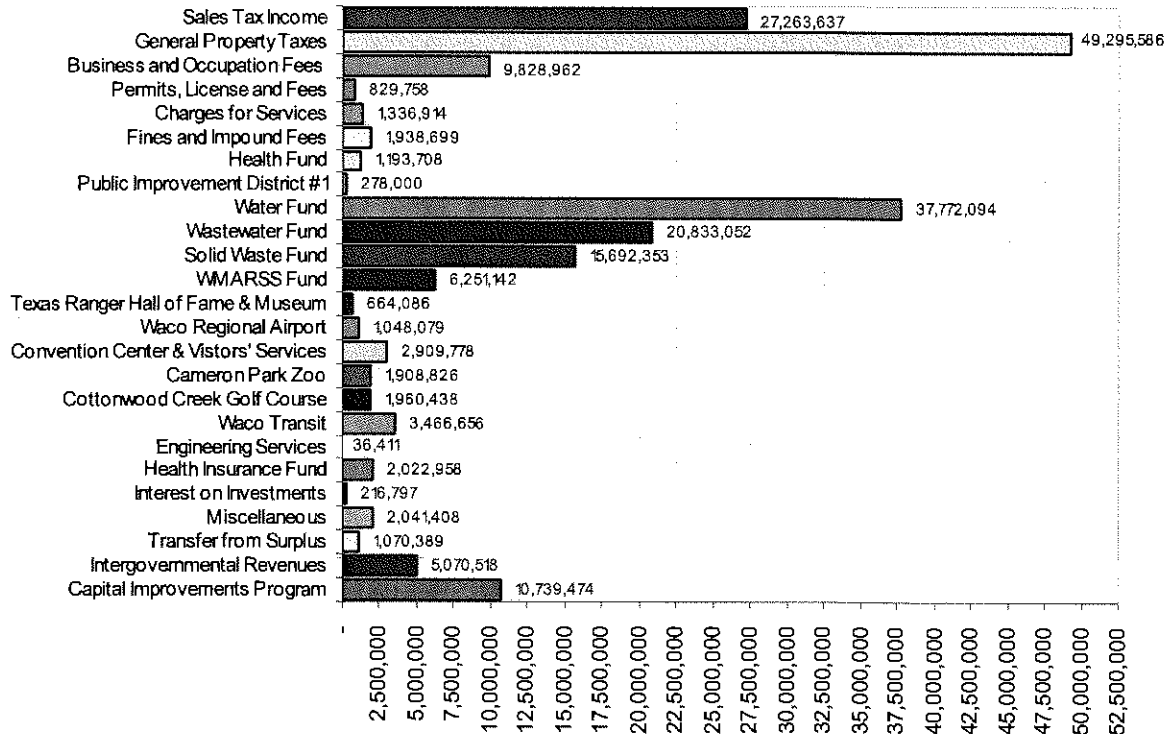
	Total Internal Service Funds		
	Actual	Estimated	Adopted
	2009-10	2010-11	2011-12
<b>Beginning Total Net Assets</b>	<b>8,144,692</b>	<b>10,360,573</b>	<b>10,153,776</b>
<b>Revenues</b>			
Permits, Licenses & Fees	31,242	31,432	31,432
Intergovernmental Revenues	262	-	-
Interest	67,212	34,480	29,100
Other Revenue	11,691	7,071	7,092
Transfer from Surplus	-	-	657,598
Charges for Services-Internal Services	18,373,104	17,078,878	16,040,155
	<b>18,483,511</b>	<b>17,151,861</b>	<b>16,765,377</b>
<b>Expenditures</b>			
Salaries and Wages	2,122,946	2,212,579	2,338,738
Employee Benefits	885,443	963,559	920,609
Purchased Prof/Tech Services	1,122,888	1,296,917	1,670,601
Purchased Property Services	160,538	161,444	162,421
Other Purchased Services	884,887	923,622	1,049,659
Supplies	209,262	207,083	173,670
Other Expenses	10,799,371	11,479,895	10,413,881
Contracts with Others	-	-	-
<b>Operating Expenditures</b>	<b>16,185,335</b>	<b>17,245,099</b>	<b>16,729,579</b>
Transfers to Other Funds	-	-	-
Billings	-	-	-
Capital Outlay	86,913	113,559	35,798
<b>Total Expenditures</b>	<b>16,272,248</b>	<b>17,358,658</b>	<b>16,765,377</b>
Net Increase (Decrease) in Net Assets	2,211,263	(206,797)	-
Adjustments Needed to Balance to CAFR	4,618	-	-
<b>Ending Total Net Assets</b>	<b>10,360,573</b>	<b>10,153,776</b>	<b>10,153,776</b>

**2010-2012 Summary of Estimated Revenues, Expenditures  
and Changes in Fund Net Assets  
Total of All Funds**

	<b>Total Funds</b>		
	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Beginning Net Assets</b>	<b>256,312,497</b>	<b>282,914,188</b>	<b>280,478,200</b>
<b>Revenues</b>			
Taxes	80,785,861	82,360,173	82,971,128
Permits, Licenses & Fees	1,304,802	1,012,471	1,057,929
Intergovernmental Revenues	5,462,319	4,950,516	5,070,518
Charges for Services	1,831,981	1,832,253	1,826,234
Fines	1,963,229	1,910,012	1,938,699
Interest	422,307	243,754	190,606
Other Revenue	12,356,200	11,822,614	11,678,557
Miscellaneous	558,971	50,000	50,000
General Fund Transfer	8,998,667	8,763,326	8,741,844
Transfer from Surplus	-	-	1,070,389
Hotel-Motel Tax	1,662,308	1,745,423	1,849,325
Charges for Services	97,710,417	103,142,053	102,074,218
Sale of Merchandise	1,455,201	1,478,752	1,597,316
<b>Total Revenues</b>	<b>214,512,263</b>	<b>219,311,347</b>	<b>220,116,763</b>
<b>Expenditures</b>			
Salaries and Wages	68,577,145	68,444,493	70,568,746
Employee Benefits	27,283,161	28,300,385	26,749,742
Purchased Professional/Technical Services	10,017,561	10,835,388	10,378,712
Purchased Property Services	11,707,430	12,435,145	12,978,785
Other Purchased Services	6,560,879	6,740,968	6,584,234
Supplies	19,234,917	19,650,723	19,947,858
Other Expenses	28,969,423	31,178,744	30,468,400
Contracts with Others	3,297,709	3,308,142	3,505,096
Operating Expenditures	<b>175,648,225</b>	<b>180,893,988</b>	<b>181,181,573</b>
Transfers to Other Funds	34,527,133	32,938,456	33,132,092
Billings	(38,312)	(38,837)	(38,837)
Capital Outlay	6,375,794	7,953,728	5,841,935
<b>Total Expenditures</b>	<b>216,512,840</b>	<b>221,747,335</b>	<b>220,116,763</b>
Net Increase (Decrease) in Net Assets	(2,000,577)	(2,435,988)	-
Adjustments Needed to Balance to CAFR	28,602,268	-	-
<b>Ending Total Net Assets</b>	<b>282,914,188</b>	<b>280,478,200</b>	<b>280,478,200</b>

## Explanation of Revenues

The City of Waco's revenue stream for FY 2011-12 is illustrated in this graph and explained on the following pages.



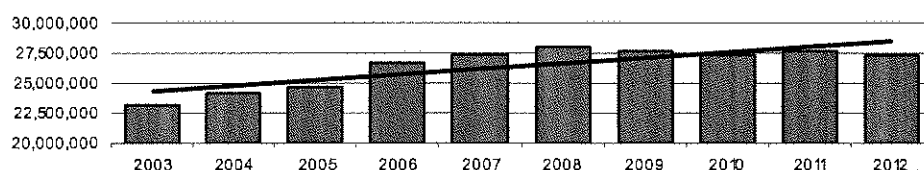
### Sales Tax

The City receives one and one-half percent sales tax on sales within the corporate city limits. Major exemptions from sales tax include food, drugs (both prescription and non-prescription), services, clothing and school supplies (added in August 2009) purchased during an annual tax holiday, 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, and the number of new living units. We have to be very guarded in budgeting sales tax since this revenue is so dependent on the state of the economy. Even though we are expecting to end the current year over budget, we have chosen to budget this revenue for FY 2011-12 at the same level as the current adopted budget in anticipation of reductions in state and federal programs in our local economy, no significant change to our unemployment picture, and the price of fuel remaining at higher levels than the past few years.

The first stores in a new 500,000 square foot regional retail center began opening in March 2004. Since that time, more stores have opened and the infrastructure is complete in the second phase of this center. New stores are currently in the construction phase and a new hotel in the center opened during FY 2007-08. The sales tax budget remains conservative since several of the stores are existing stores relocating to the new center and the price of fuel and unemployment rate effects consumers' discretionary income. The City has an agreement with the developer of the center to refund a percentage of local sales tax for a period of seven

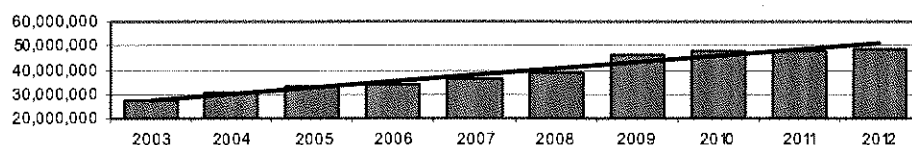
## Explanation of Revenues

years. According to the contract, the time period for the seven-year rebate would begin upon the developer's request within ten years from the date of the agreement. The developer requested the rebate period to begin as of November 1, 2006. The amount in the FY 2011-12 budget is for the sixth year payment of this rebate. Prior to 2000 when the stock market boom kept unemployment low and consumers had more money to spend, sales tax enjoyed tremendous growth. Since that time, the state enacted an annual sales tax-free holiday just before school begins each year that is now three days long. Pressures from the economy and impending legislation that could change what items are exempted normally and during the sales tax holiday make it essential for us to keep this revenue projected as conservative as our budget will allow making sure that we will not have a problem funding our budgeted expenditures.



### 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 \$.786232 per hundred dollars of valuation includes \$.172981 of debt service that includes the \$63 million bond election passed in May 2007. Property tax receipts are budgeted to increase 2.8% over the current year's budgeted amount due mainly to new construction. Annexations and increased property values have also contributed to the steady increase in property taxes over the past ten years. Personal property accounted for almost a million dollars of the property tax revenue increase for FY 2004-05. The tax rate has fluctuated during the last ten years with a rate of \$.692503 in FY 2002-03 when we had a major reappraisal by the appraisal district and the Council granted a sizeable homestead exemption; increasing to \$.69970 for FY 2003-04 through FY 2006-07; and increasing to \$.786232 for FY 2007-08 due to the bond election. No tax rate increase is necessary for FY 2011-12.



### 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 budgeted to increase a modest .8% over this year's adopted budget. Natural gas receipts are expected to be slightly more than last year's budget due to the increase in prices over this time last year. The percent for natural gas receipts changed from 4% to 5% during FY 2007-08. Natural gas and electricity franchise fees declined in FY 2001-02 when franchise fees for electricity began being calculated

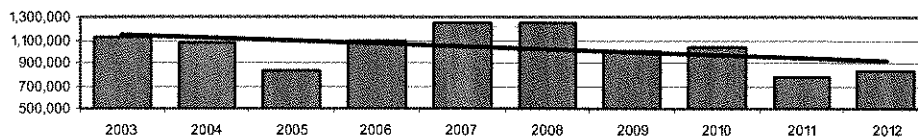
## Explanation of Revenues

on gross kilowatt-hours instead of 5% of gross receipts and several businesses closed after the September 11th terrorist attacks. In FY 2003-04 we received a one-time settlement from past years for natural gas receipts that was almost a million dollars. The city received proceeds from a settlement with the electricity provider that we receive gross receipts from in addition to their normal gross receipts payment during FY 2004-05. This settlement payment continued through FY 2008-09. The substantial increases in water and wastewater rates from FY 2005-06 through FY 2007-08 is another factor that has contributed to the growth in these revenues.



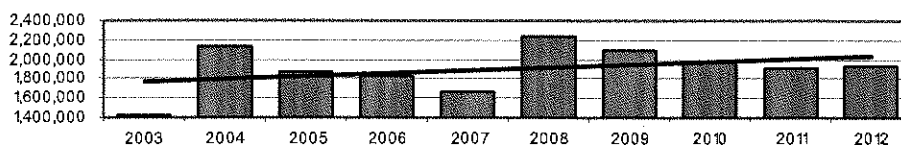
### Permits, Licenses and Fees

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 to be relatively flat.



### Fines and Impound Fees

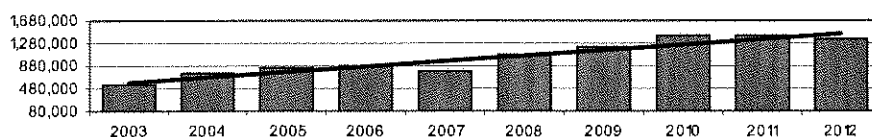
Fines and Impound Fees include court, auto impound, and false alarm fines. Many factors contribute to the realization of court fines revenue. In the past few years, this revenue was frequently under budget for a variety of reasons. Steps were taken during FY 2003-04 to make sure this trend would not continue. 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. The number of tickets written this year has remained steady and we are expecting that trend to continue into FY 2011-12. Auto impound fees and false alarm fines are also budgeted at about the same amount as estimated for the current year. Collection of fines is another area that has been affected by the economy.



## Explanation of Revenues

### Charges for Services

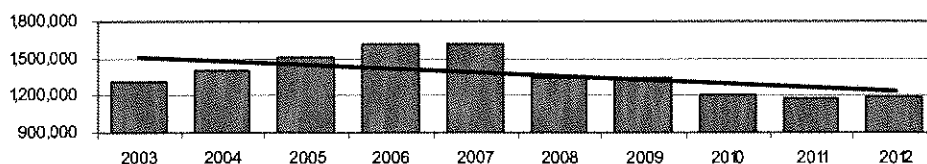
Charges for Services are funds earned by the City in exchange for specific types of services provided including weed mowing, library fees and fines, aquatic facilities, recreation fees, concessions for special events, reimbursement for police security at the Airport and for special programs, and animal pick-up charges. Additional revenues in FY 2004-05 were from hosting the Games of Texas and additional revenues in FY 2005-06 were from hosting the state youth basketball tournament. These charges increased in FY 2007-08 with the addition of one police officer that is partially reimbursed by Midway ISD. The opening of the Mammoth Site park and the city hosting the Games of Texas contributed to the increase in FY 2009-10 and FY 2010-11. These revenues fluctuate with the economy so we are budgeting a decrease in Mammoth Site and Aquatic admissions.



### 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 increased dramatically in FY 2004-05 because we funded additional clinic hours to provide this service and some of the vaccine fees were increased during the year. Immunization fees are normally amended during the year when costs for vaccines increase.

The State of Texas increased birth and death certificate rates significantly beginning December 2005. The City receives fees from other McLennan County governments for participation in the health district. Several cities in the district became non-funding members in FY 2006-07, but most became funding members again in FY 2008-09. Revenues decreased significantly for the FY 2007-08 budget due to an agreement with Family Health Center to take over the dental clinic at the beginning of that fiscal year. Revenues were down slightly in FY 2009-10 because some environmental health services can now be obtained through the state and in FY 2010-11 because we are seeing more birth and death certificates being obtained through the state. Revenues are expected to continue at about the same pace for FY 2011-12.



### Enterprise Fund Revenues:

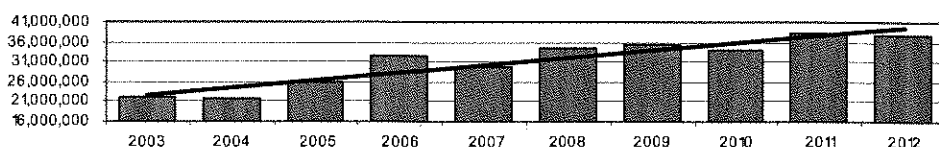
For services that benefit specific users, the City establishes and collects fees to recover the costs of those services. Where feasible and desirable, the City seeks to recover full direct and indirect costs. Department heads review user fees on a regular basis to calculate their full cost recovery levels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

## Explanation of Revenues

### Water Services

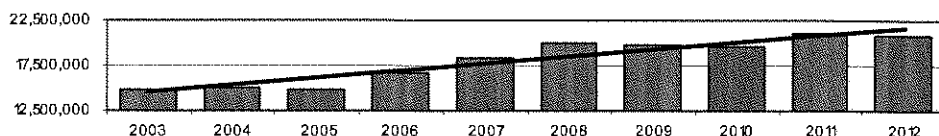
FY 2010-11 was the first time in three years that residential, commercial and industrial water customers dealt with increases. User fees have been increased significantly every year from FY 2003-04 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities.

Water revenues are budgeted to increase very little since there is no rate increase included for FY 2011-12. The graph below reflects the steady increase in water rates due to 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.



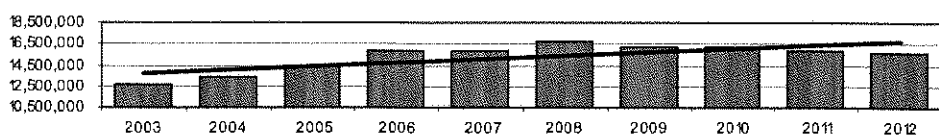
### Wastewater Services

Like Water, FY 2010-11 was the first time in three years that residential, commercial and industrial wastewater customers dealt with increases. User fees have been increased significantly every year from FY 2005-06 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities. The residential maximum billing volume is determined by the four-month winter average from November through February up to 20,000 gallons per month. The non-residential wastewater billing volumes are based upon 100% of metered water volume times the use rate. Wastewater revenues are budgeted to increase very little for FY 2011-12 since no rate increase is included. 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

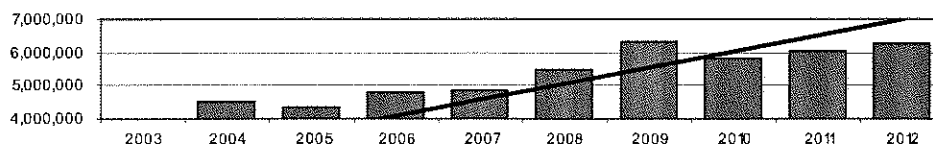
Solid Waste residential, commercial and landfill service fees are not budgeted to increase in FY 2011-12. The residential service fee increased \$0.75 in FY 2004-05, \$1.00 in FY 2005-06 and \$.50 in March 2008, but previously had not changed since FY 1995-96. In addition to the residential increase in FY 2005-06, landfill fees were increased from \$23.56 to \$27.28 per ton for residential and commercial customers. Commercial and roll-off rates were changed in FY 2007-08 to simplify billing and to address shared containers. Some customers saw an increase in their billing and some saw a decrease. Overall this change did not increase total commercial revenues. Revenues were somewhat higher in FY 2009-10 because of disposition of large equipment in the City's auction. Total revenues for FY 2011-12 are expected to be somewhat less over the current year's budget due to fluctuation in roll-off services and since no rate increases are included.



## Explanation of Revenues

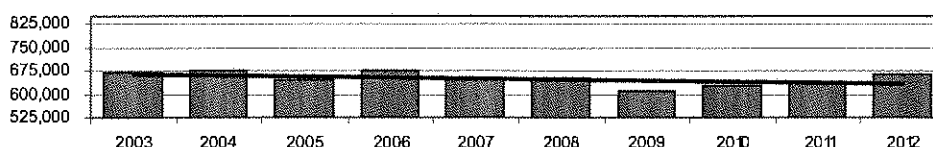
### WMARSS

Revenues include charges to the owner cities based on their contributing flow into the regional wastewater system expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System. Other revenue includes the sale of sludge to outside customers and 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. There is no historical data prior to FY 2003-04 when Waco and other area cities assumed the possession and management of the facilities.



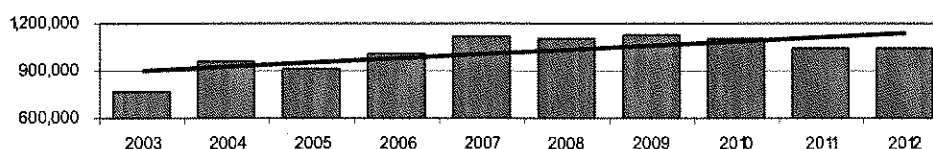
### Ranger Hall of Fame

Revenues at the Hall of Fame include rents, admissions, merchandise licensing fees and sale of merchandise. This fund has struggled to get revenues back to the level they were prior to the September 11 terrorists' attacks. Revenues overall are expected to increase in FY 2011-12 compared to the current year estimate because we started receiving rental revenue again that was lost during the last couple of years during the renovation of Knox Hall. Many licensing agreements have been signed over the past years, but it takes several years to see the fruits of these efforts. Admission fees were increased in FY 2007-08 for the first time since FY 2000-01 and increased again in FY 2010-11 for adult admissions to bring that fee in line with other area attractions.



### 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 and activity at the Airport has grown since that time. 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 has definitely had an effect on the number of passengers using our facility and we expect that level to continue in FY 2011-12.

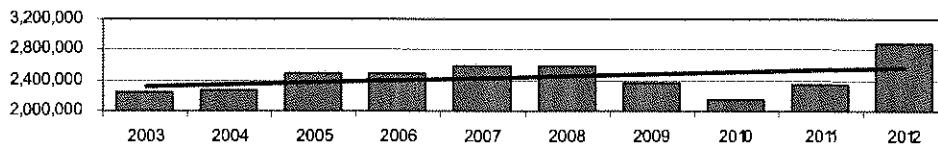




## Explanation of Revenues

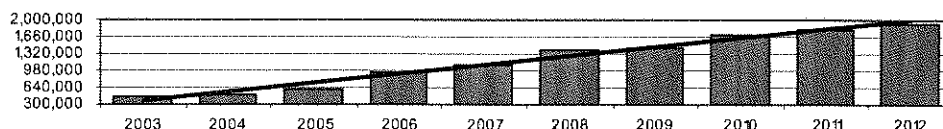
### Convention Center and Visitors' Services

Convention Services revenues are dependent on the usage and concessions operations of the Convention Center and the hotel/motel taxes generated from occupancy in our local accommodations. Marketing efforts have been revamped in an effort to maximize what this facility has to offer. These marketing efforts have paid off which is reflected in rental revenues increasing steadily every year since FY 2003-04. Rental revenues decreased in FY 2008-09 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. Rentals for FY 2010-11 are based on the renovation schedule. The project is expected to be totally complete in the next few months and budgeted revenues for FY 2011-12 reflect the likely jump in bookings in the renovated facility.



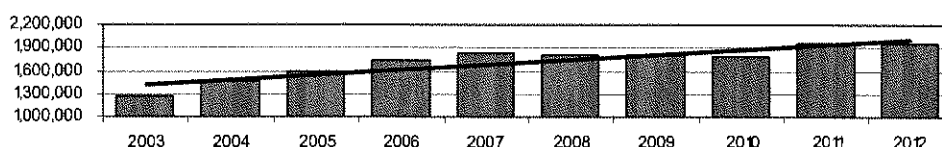
### Cameron Park Zoo

The Brazos River Country expansion that doubled the zoo's animal collection opened in July 2005. Attendance revenue has increased steadily since that time, but not as fast as operating expenses for the new expansion. The new Asian Forest expansion opened in August 2009 and required an increase in staff as well as other expenses related to this new exhibit. Admission rates were increased in FY 2007-08 to help cover increasing expenses. The base admission price for adults and children had not been increased since FY 2000-01, even with the addition of the Brazos River Country expansion. The new exhibit and the rate increase has generated more in admission revenue, but continued increases in operating expenses have required increases in General Fund support. The base admission price for adults and children increased at the start of FY 2009-10 to help offset the expenses of the Asian Forest exhibits. Admission and Concession revenues are greatly affected by how good or bad the weather is during the year.



### Cottonwood Creek Golf Course

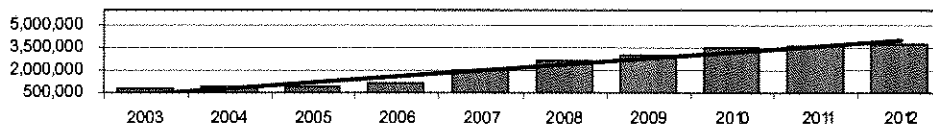
The golf pro that was hired during the last quarter of FY 2001-02 has greatly improved the course conditions that in turn have had a dramatic effect on the revenues. Several Golf Course fees were increased every year between FY 2003-04 and FY 2006-07. Green fees and most other operating revenues are 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 has had a positive effect on all revenues. No fee increases are included for FY 2011-12 and no support will be needed from the General Fund.



## Explanation of Revenues

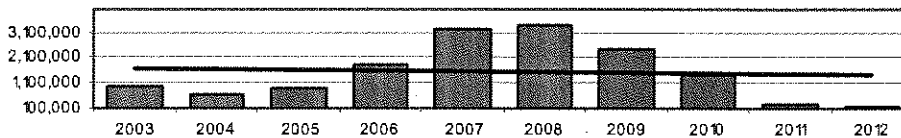
### Waco Transit

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. No support will be needed from the General Fund in FY 2011-12. 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 provides non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. This program produces \$1.9 million in revenues. New buses added to the fleet during FY 2007-08 get better miles per gallon than the previous fleet. Waco Transit increased fares for all categories except elderly/handicapped base fare, day passes and for transfers and added fares for student/child monthly and summer passes in FY 2008-09. Ridership grew as the price of fuel increased and has continued to remain steady.



### Interest on Investments

Investment income is dependent on prevailing short-term interest rates and available fund balances. Interest rates were lower in past years after the September 11<sup>th</sup> terrorists' attacks, but started to rise during FY 2004-05 and continued through FY 2006-07, but have leveled off every year since then. The decrease in revenues during FY 2010-11 and budgeted for FY 2011-12 are due to the drastic decrease in interest rates.



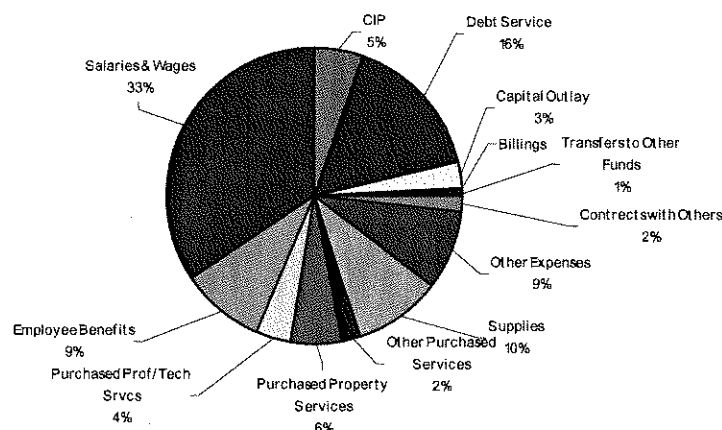
### Other Revenues

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 1,506 full time employees and 68.28 part time employees (FTE's) for FY 2011-12. Salaries and benefits, which are the largest category of expenditures, are 42% of the total budget. Since FY 1997-98 the number of FTE's has grown from 1,491.28 to 1,574.28 for a total increase of 83 employees. However, we have added 113.46 employees in areas of expanded services including 17 in Fire, 42.25 in Police, 16.16 at the Zoo, 8.32 for the Mammoth Site park, 24 at WMARSS, 4.73 for Rosemount cemetery operations and 1 for Health Insurance initiatives. During this same period of time, we have consolidated services and found efficiencies so we could reduce 30.46 budgeted positions in other areas. Two major annexations happened during this 14-year period that put demands on the city's core services. The Highway 84 annexation occurred in late 1998 and the China Spring annexation occurred in 2001, which increased the city's land area by approximately 12 square miles. In addition to the staffing increases, major market adjustments to the pay plan occurred from FY 1999-00 through FY 2001-02

### FY 2011-12 Staffing Changes

#### General Fund

Reduced net of 9.17 FTE

#### Health Fund

Reduced 2.87 FTE

#### Street Reconstruction

Reduced 2 FTE

#### Utilities

Reduced net of 2 FTE

#### Enterprise Funds

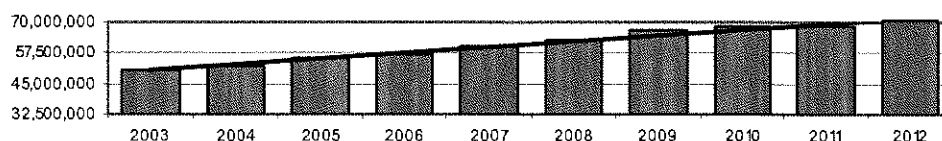
Reduced 4.25 FTE

#### Internal Service Funds

Reduced 1 FTE

#### Grants

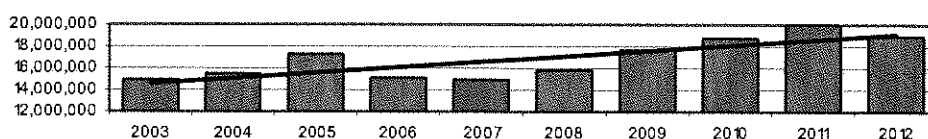
Added net of 2.31 FTE



## Explanation of Expenditures

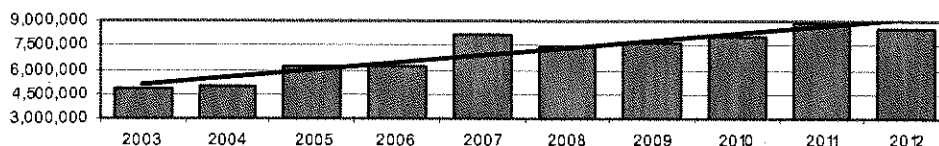
### Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. In FY 2004-05 the city made a change to the retirement system that increased employees' contributions to TMRS from 6% to 7% with the continued 2-1 match from the city. The City and its employees were faced with unusually high health insurance increases for FY 2005-06 and at that time decided to become self-funded. Unfortunately, we experienced high utilization of our plan's services and a large number of high dollar claims. These claims significantly impacted our overall plan costs resulting in a large deficit for FY 2005-06. The budget was amended during FY 2006-07 to cover the deficit from the prior year. The health insurance fund is performing much better now. The budget for FY 2011-12 leaves the city's contribution rate for health insurance per employee the same as the current year. Retiree premiums are also not budgeted to increase. 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 is recommended in this budget to turn off annually repeating COLAs and change to an ad hoc basis. This plan change reduces the contribution rate enough to get us to the full rate, reduce our unfunded actuarial liability by more than half, and increase our funded ratio to approximately 84%.



### 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. In FY 2001-02 these expenses rose sharply and peaked in FY 2006-07 due to legal expenses for the North Bosque River pollution case. These expenses decreased dramatically because of decreased legal fees in the Utility Funds, but can vary from year to year depending on departments' needs. These expenses are proposed to decrease for FY 2011-12 because of the proposed change to in-house street sweeping from contracted sweeping service.

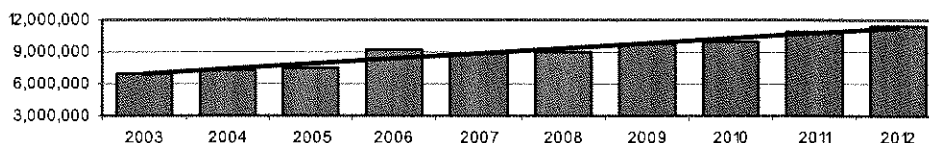


### Purchased Property Services

These expenses are for services purchased to operate, repair, maintain and rent property owned or used by the City. Although a product may or may not result from the transaction, the primary reason for the expenditure is the service provided. The City began charging all departments for water, wastewater, and solid waste collection and landfill charges in FY 2001-02. These charges, especially water and wastewater, have had large rate increases in past years because of the vast infrastructure projects that were necessary to

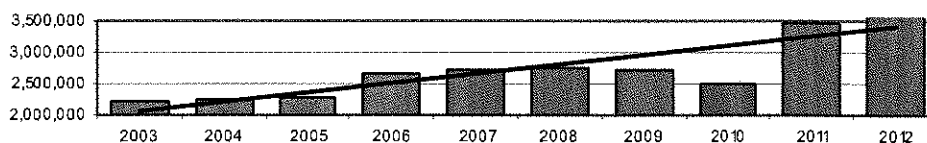
## Explanation of Expenditures

insure the quality and quantity of our water supply and the replacement of an aging sewage system to conform with the latest federal regulations. Beginning in FY 2002-03 we have also included more maintenance dollars in the operating budget, particularly in Facilities and Traffic, to fund projects that had previously been included in the capital improvements budget. Additional funding in Facilities for maintenance/capital improvements has been included for FY 2011-12.



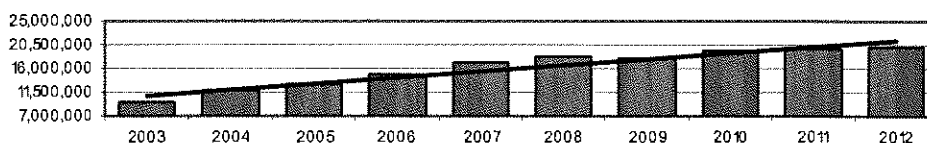
### Other Purchased Services

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. Our general liability insurance costs in FY 2011-12 are partially funded from a planned drawn down of the fund balance in Risk Management.



### Supplies

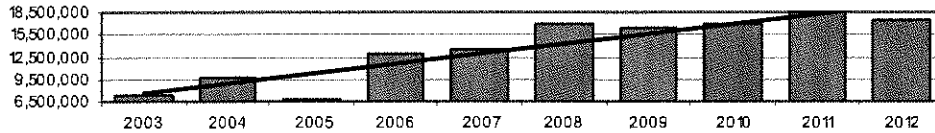
Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, heat and fuel, electricity, and gasoline and diesel. The trend since FY 2002-03 has been tremendous cost increases in heat and fuel, electricity, and gasoline and diesel. This rise in costs also coincides with the expansion of services at the Zoo since FY 2004-05, the new Transit facility in FY 2004-05, adding the Waco Metropolitan Area Regional Sewage System in FY 2004-05, and addition of the Mammoth Site in FY 2009-10. Annexations during this 10-year period have contributed to increased use of gasoline and diesel for fire, police and solid waste services. The volatility of fuel prices in the past few years and especially since FY 2007-08 has strained all budgets. We budgeted a total of \$5.1 million for fuel next year. Our favorable electricity contracts for the current year and next year have helped to offset the fuel price increases. This category also includes the purchase of minor equipment with an individual cost per item below the City's capitalization threshold of \$5,000. The amount of these non-expendable supplies can vary from year to year depending on the departments' needs.



## Explanation of Expenditures

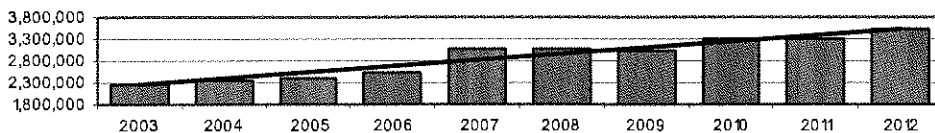
### Other Expenses

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



### Contracts with Others

This category includes amounts paid for contracts with outside agencies or other governmental agencies for services rendered. Expenses have had only modest growth during the 10-year span until FY 2006-07 when \$750,000 was included for the initial year of sales tax rebate for the NAFTA agreement with the Marketplace shopping center. This agreement is for a seven-year period with the first two years at 50% followed by a decreasing percentage each year with the seventh year at 20%. The largest contract is with Family Health Center followed by the McLennan County Appraisal District and then our NAFTA agreement. Most of the other contracts are with our Economic Development partners.



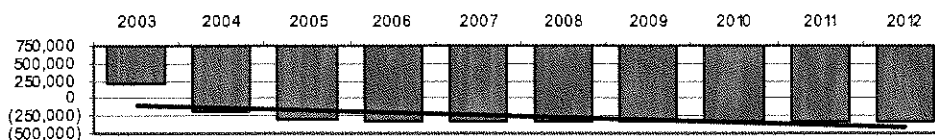
### Transfers to Other Funds

This category includes funds set aside for a specific purpose and a small amount of matching funds for grants. The major transfer is to the Economic Incentive Fund. This fund started in FY 1997-98 and is used to account for incentive projects for local economic development in collaboration with McLennan County. The fluctuations during the 10-year period shown on the graph depend mostly on the amount of matching funds for grants. The Economic Incentive transfer increased by \$250,000 in FY 2005-06 and by another \$250,000 in FY 2006-07. Transfers peaked in FY 2008-09 due to the WMARSS Interceptor Improvement project.



### Billings

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



## Explanation of Expenditures

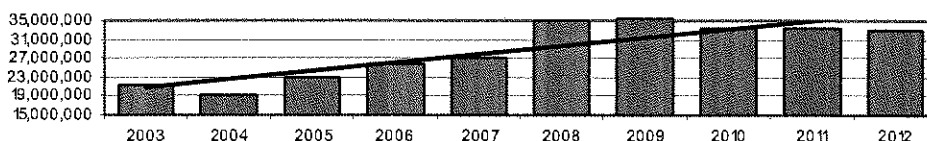
### Capital Outlay

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



### Debt Service

This category provides for the payment of principal and interest on the City's debt. A total of \$33,078,294 or 16% of the total budget has been budgeted in debt service for FY 2011-12. A detailed debt service section can be found beginning on page 227.



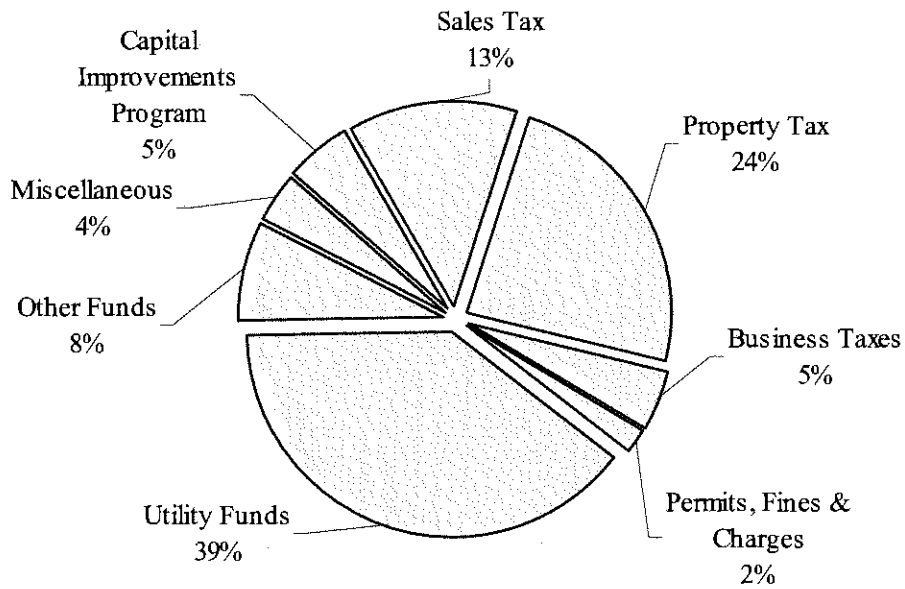
### Capital Improvements Program

These funds are for the acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, water and wastewater lines as well as facilities through which City government provides services directly to citizens or in support of City operations. Total expenditures for this category are budgeted at \$10,739,474 or 5% of the total budget. Details of the Capital Improvement Program can be found beginning on page 257.

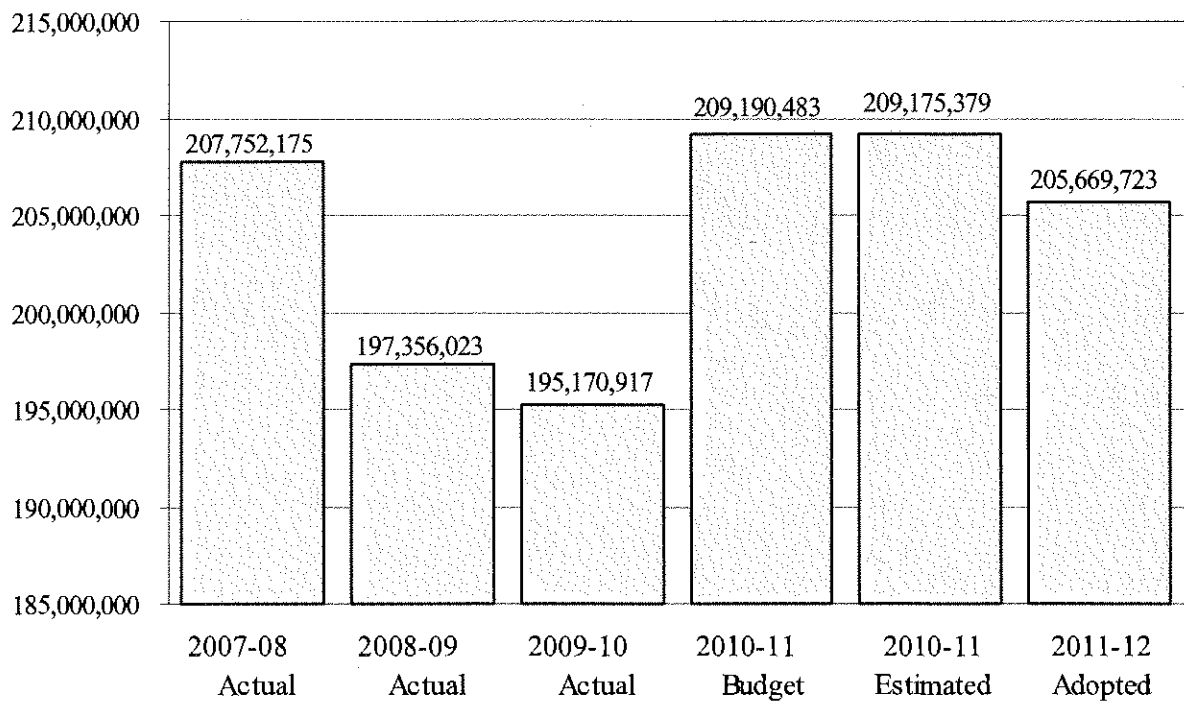


## Revenue Summary

**\$205,669,723**



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



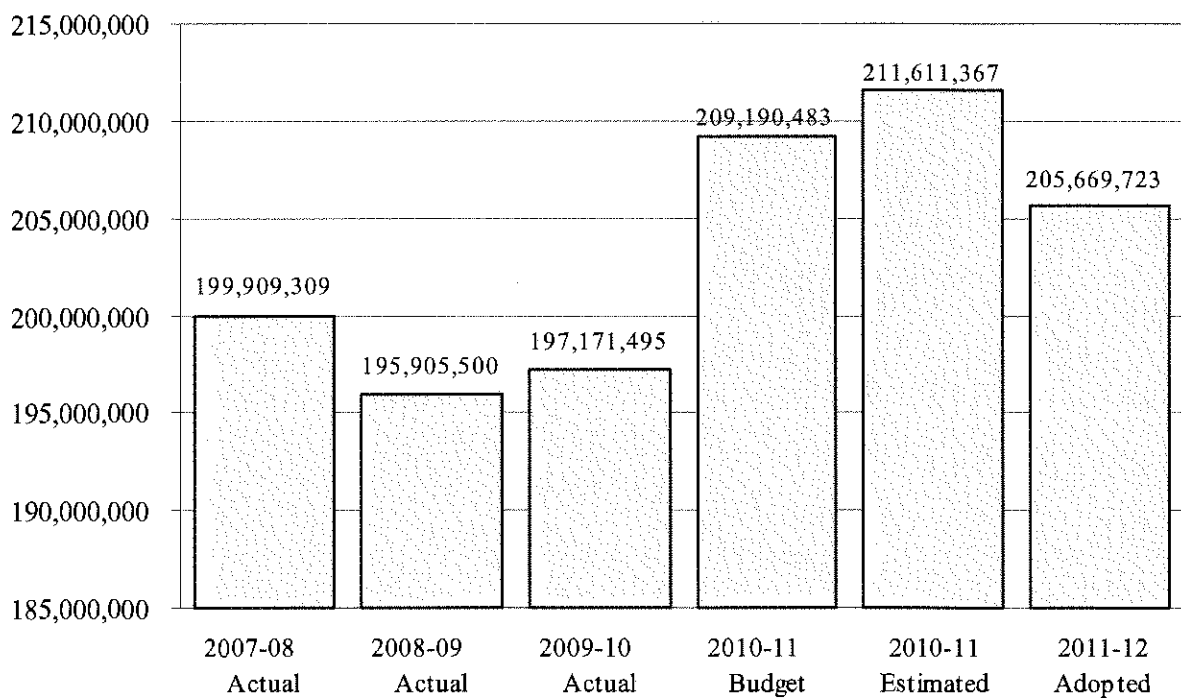
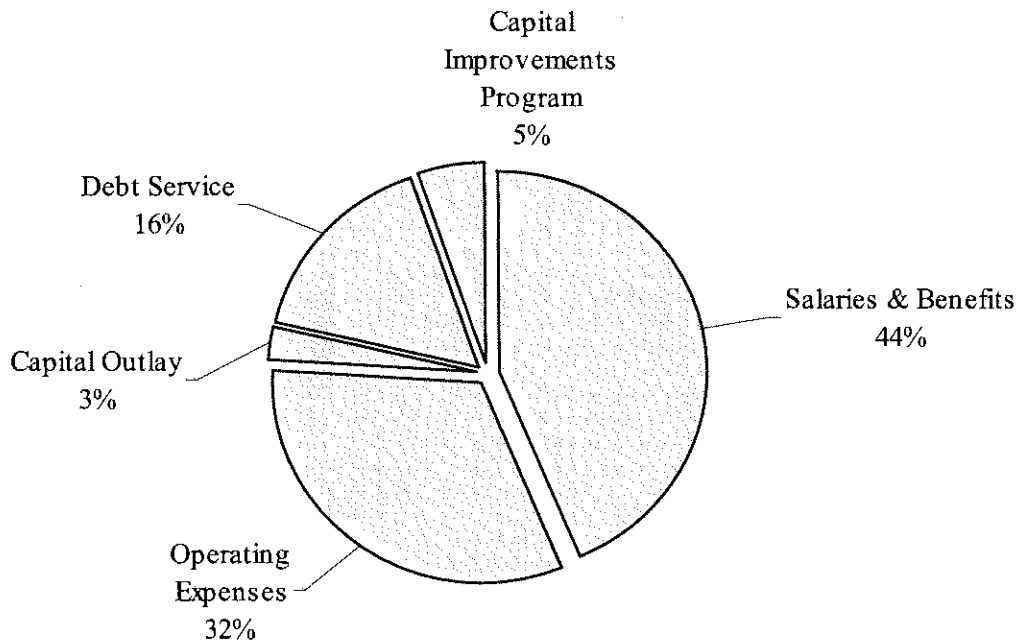


## Revenue Summary

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Sales Tax Income	27,318,396	27,263,637	27,735,710	27,263,637
General Property Taxes	47,151,882	47,966,378	48,150,103	49,295,586
Business and Occupation Fees	10,614,863	9,747,810	9,985,295	9,828,962
Permits, Licenses and Fees	1,046,937	1,017,772	784,300	829,758
Charges for Services	1,412,552	1,569,746	1,416,312	1,336,914
Fines and Impound Fees	1,963,229	1,954,273	1,910,012	1,938,699
Health Fund	1,199,343	1,256,007	1,182,100	1,193,708
Public Improvement District #1	244,487	248,005	276,386	278,000
Water Fund	33,707,448	37,195,824	38,150,178	37,772,094
Wastewater Fund	19,525,955	20,511,361	21,120,941	20,833,052
Solid Waste Fund	16,105,304	15,976,496	15,866,243	15,692,353
WMARSS Fund	5,817,078	6,161,803	6,008,790	6,251,142
Texas Ranger Hall of Fame & Museum	628,042	679,551	640,835	664,086
Waco Regional Airport	1,101,794	1,156,232	1,043,591	1,048,079
Convention Center & Visitors' Services	2,135,544	2,543,122	2,349,534	2,909,778
Cameron Park Zoo	1,686,124	1,962,029	1,827,504	1,908,826
Cottonwood Creek Golf Course	1,786,645	2,057,996	1,951,246	1,960,438
Waco Transit	3,266,378	3,082,770	3,390,719	3,466,656
Engineering Services	40,241	40,622	36,411	36,411
Health Insurance Fund	2,006,355	1,974,000	2,079,990	2,022,958
Interest on Investments	458,115	321,357	272,493	216,797
Miscellaneous	1,778,086	2,159,661	2,127,162	2,041,408
Transfer from Surplus	-	1,644,813	-	1,070,389
Intergovernmental Revenues				
Federal	2,775,207	2,841,484	2,807,550	2,933,828
State	1,240,062	704,640	758,061	760,233
County	1,447,050	1,484,121	1,384,905	1,376,457
<b>Total Revenues</b>	<b>186,457,117</b>	<b>193,521,510</b>	<b>193,256,371</b>	<b>194,930,249</b>
<b>Capital Improvements Program</b>	<b>8,713,800</b>	<b>15,668,973</b>	<b>15,919,008</b>	<b>10,739,474</b>
<b>Summary Total</b>	<b>195,170,917</b>	<b>209,190,483</b>	<b>209,175,379</b>	<b>205,669,723</b>

## Expenditure Summary

**\$205,669,723**



## Expenditure Summary

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries & Wages	68,577,145	69,315,035	68,444,493	70,568,746
Employee Benefits	18,693,017	20,166,369	20,046,387	18,868,992
Purchased Professional/Technical Services	8,004,328	7,829,634	8,908,444	8,474,682
Purchased Property Services	9,963,392	10,430,605	10,845,442	11,415,553
Other Purchased Services	2,493,916	3,566,886	3,464,143	3,866,467
Supplies	19,234,917	20,305,753	19,650,723	19,947,858
Other Expenses	16,924,840	17,758,797	18,519,464	17,490,514
Contracts with Others	3,297,709	3,405,306	3,308,142	3,505,096
<b>Operating Expenditures</b>	<b>147,189,264</b>	<b>152,778,385</b>	<b>153,187,238</b>	<b>154,137,908</b>
Transfers to Other Funds	1,693,504	1,522,536	1,522,536	2,192,112
Billings	(320,000)	(320,000)	(320,000)	(320,000)
Capital Outlay	6,375,794	6,181,623	7,953,728	5,841,935
<b>Total</b>	<b>154,938,562</b>	<b>160,162,544</b>	<b>162,343,502</b>	<b>161,851,955</b>
 <b>Debt Service</b>				
Principal Retired	18,538,621	18,513,445	18,513,445	18,683,911
Interest Retired	14,721,343	14,837,796	14,827,681	14,387,031
Exchange & Commission	259,169	7,725	7,731	7,352
<b>Total Debt Service</b>	<b>33,519,133</b>	<b>33,358,966</b>	<b>33,348,857</b>	<b>33,078,294</b>
 <b>Total Expenditures</b>	<b>188,457,695</b>	<b>193,521,510</b>	<b>195,692,359</b>	<b>194,930,249</b>
 <b>Capital Improvements Program</b>	<b>8,713,800</b>	<b>15,668,973</b>	<b>15,919,008</b>	<b>10,739,474</b>
 <b>Summary Total</b>	<b>197,171,495</b>	<b>209,190,483</b>	<b>211,611,367</b>	<b>205,669,723</b>

## Expenditures by Department

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>General Fund</b>				
City Manager's Office	2,782,915	3,023,695	3,809,085	3,033,210
City Council	141,325	159,270	133,051	146,397
Budget/Audit	358,662	361,368	361,511	359,836
City Secretary	463,794	453,180	418,429	473,267
Finance	1,354,224	1,372,756	1,324,274	1,330,704
Purchasing	508,452	553,523	426,129	419,543
Information Technology	2,358,190	2,404,625	2,462,081	2,257,045
Legal	1,108,261	1,224,206	1,202,803	1,192,312
Municipal Court	1,109,126	1,129,528	1,107,498	1,174,619
Planning	571,760	577,956	599,667	504,983
Human Resources	752,589	770,868	693,853	695,604
Inspections	1,630,502	1,700,850	1,621,890	1,505,964
Streets & Drainage	2,252,949	1,952,114	1,982,334	2,295,855
Traffic	3,518,065	3,408,948	3,241,988	3,059,034
Emergency Management	331,157	348,667	333,544	343,985
Fire	18,274,639	18,750,596	18,634,436	18,612,128
Police	30,166,054	29,760,264	30,138,243	30,022,612
Library	3,401,786	3,434,839	3,399,811	3,378,832
Municipal Information	782,090	688,409	758,894	672,949
Housing	139,920	104,854	98,716	107,729
Facilities	2,873,284	2,774,925	2,703,225	3,043,783
Parks and Recreation	9,321,072	9,716,022	9,674,148	9,333,966
Contributions	11,158,184	11,043,958	10,993,109	11,155,766
Miscellaneous	327,459	(509,028)	317,680	1,055,177
Employee Benefits	361,379	355,610	313,729	326,697
	<b>96,047,838</b>	<b>95,562,003</b>	<b>96,750,128</b>	<b>96,501,997</b>
<b>Special Revenue Funds</b>				
Health Administration	1,997,287	2,019,736	2,068,451	1,953,668
Environmental Health	272,788	186,148	180,706	175,949
Environmental Health - OSSF	287,466	291,073	280,925	274,477
Public Health Nursing	805,880	900,645	921,458	791,275
Sexually Transmitted Diseases	394,048	392,557	394,846	362,313
HIV/AIDS	170,959	170,186	175,006	170,513
Dental	64,266	9,695	13,085	10,383
Public Improvement District #1	177,888	559,130	211,788	691,891
	<b>4,170,582</b>	<b>4,529,170</b>	<b>4,246,265</b>	<b>4,430,469</b>

## Expenditures by Department

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Street Reconstruction</b>	<b>3,935,314</b>	<b>3,888,472</b>	<b>4,955,756</b>	<b>3,886,372</b>
<b>Utility Funds</b>				
Water Office	1,488,488	1,510,704	1,572,323	1,544,654
Water Distribution	5,390,844	5,430,574	5,564,285	5,765,520
Water Treatment	7,913,842	8,589,391	8,489,623	8,506,492
Utilities Laboratory	(214,335)	-	8,174	-
Source of Supply	564,099	533,370	577,344	592,125
Water General & Admin	20,010,574	21,230,637	21,408,869	21,407,163
Wastewater Collection	5,752,406	4,770,886	4,959,104	5,037,164
Environmental Services	595,291	561,135	600,362	598,485
Wastewater Treatment	4,499,220	4,602,911	4,602,911	4,937,439
Wastewater General & Admin	11,165,566	10,619,838	10,599,623	10,288,675
WMARSS	6,099,456	6,179,803	5,959,311	6,258,642
	<b>63,265,451</b>	<b>64,029,249</b>	<b>64,341,929</b>	<b>64,936,359</b>
<b>Other Enterprise Funds</b>				
Solid Waste	15,480,225	16,023,846	16,311,057	15,725,332
Texas Ranger Hall of Fame	1,318,914	1,346,901	1,311,215	1,288,632
Waco Regional Airport	1,642,631	1,593,859	1,557,231	1,543,829
Convention Center & Visitors' Services	2,624,058	2,905,261	2,940,167	2,909,778
Cameron Park Zoo	3,316,021	3,360,532	3,403,122	3,309,736
Cottonwood Creek Golf Course	2,077,975	2,057,996	2,045,394	1,960,438
Waco Transit	6,361,583	6,292,979	6,526,413	6,858,444
	<b>32,821,407</b>	<b>33,581,374</b>	<b>34,094,599</b>	<b>33,596,189</b>
<b>Internal Service Funds</b>				
Risk Management	4,558,400	3,715,378	3,398,723	3,358,067
Engineering	1,915,244	1,967,754	1,975,101	1,976,339
Fleet Services	1,533,649	1,544,939	1,626,328	1,517,263
Health Insurance Fund	8,264,955	10,147,325	10,358,506	9,913,708
	<b>16,272,248</b>	<b>17,375,396</b>	<b>17,358,658</b>	<b>16,765,377</b>
	<b>216,512,840</b>	<b>218,965,664</b>	<b>221,747,335</b>	<b>220,116,763</b>
<b>Less: Interfund Transfers</b>	<b>(28,055,146)</b>	<b>(25,444,154)</b>	<b>(26,054,976)</b>	<b>(25,186,514)</b>
	<b>188,457,694</b>	<b>193,521,510</b>	<b>195,692,359</b>	<b>194,930,249</b>
<b>Capital Improvements Program</b>	<b>8,713,800</b>	<b>15,668,973</b>	<b>15,919,008</b>	<b>10,739,474</b>
<b>Summary Total</b>	<b>197,171,494</b>	<b>209,190,483</b>	<b>211,611,367</b>	<b>205,669,723</b>

## General Fund

### Revenues

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Taxes</b>				
<b>3110000 Sales Tax Income</b>	<b>27,318,396</b>	<b>27,263,637</b>	<b>27,735,710</b>	<b>27,263,637</b>
3121000 Ad Valorem Taxes - Current	35,431,662	36,629,676	36,629,676	37,782,298
3122000 Ad Valorem Taxes - Delinquent	399,619	300,000	400,000	300,000
3123000 Interest and Penalty	495,788	450,000	500,000	450,000
3124000 Revenue in Lieu of Taxes	3,539,259	3,901,595	3,901,595	4,111,057
3131000 Occupation Taxes	122,375	76,512	25,000	75,000
3132000 Gross Tax Receipts Tax	13,216,343	12,585,459	12,874,005	12,693,157
	<b>53,205,046</b>	<b>53,943,242</b>	<b>54,330,276</b>	<b>55,411,512</b>
<b>Licenses and Permits</b>				
3211000 Building Permits	479,941	500,000	335,000	335,000
3212000 Plumbing Permits	153,694	137,634	132,285	144,645
3213000 Electrical Permits	212,520	192,384	149,390	159,390
3214000 Heating and A/C Permits	92,297	95,101	71,990	94,796
3215500 Sign Permits	685	-	9,190	9,190
3216000 House Moving Permits	55	100	100	100
3217000 Garage Sale Permits	28,670	26,030	29,330	27,839
3230000 Subdivision Fees	19,475	20,200	17,500	17,500
3240000 Zoning Applications	25,640	11,190	14,600	13,600
3260000 Fire Inspection Fees	33,960	35,133	24,915	27,698
	<b>1,046,937</b>	<b>1,017,772</b>	<b>784,300</b>	<b>829,758</b>
<b>Intergovernmental</b>				
3320000 State	259,047	208,161	163,024	178,196
3330000 County	1,293,981	1,313,048	1,291,580	1,291,580
	<b>1,553,028</b>	<b>1,521,209</b>	<b>1,454,604</b>	<b>1,469,776</b>
<b>Charges for Services</b>				
3420000 Recreation Fees	451,528	472,686	493,518	497,817
3430000 Weed Mowing Collections	60,147	51,193	81,800	55,000
3440000 Library Fees & Fines	100,904	86,549	93,361	106,022
3450000 Animal Pick Up Charge	14,224	12,735	12,978	13,108
3460000 Convention Center	47,629	48,582	48,582	48,582
3470000 Graphics	110,186	91,665	55,000	55,000
3480000 Airport Services	281,688	281,163	281,163	281,163
3490000 Police Security	162,774	176,121	155,587	155,587
	<b>1,229,080</b>	<b>1,220,694</b>	<b>1,221,989</b>	<b>1,212,279</b>

## General Fund

### Revenues

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Fines</b>				
3510000 Court Fines	1,902,148	1,887,355	1,851,823	1,879,776
3520000 Auto Impound Fees	48,081	54,091	49,189	49,681
3530000 False Alarm Fines	13,000	12,827	9,000	9,242
	<b>1,963,229</b>	<b>1,954,273</b>	<b>1,910,012</b>	<b>1,938,699</b>
<b>3600000 Interest on Investments</b>	<b>122,464</b>	<b>100,000</b>	<b>95,000</b>	<b>90,000</b>
<b>Other Revenues</b>				
3710000 Contributions	239,964	119,209	149,434	101,959
3810000 Indirect Exp. Reimbursement	6,256,539	6,354,049	6,354,049	6,421,411
3820000 Rent From Real Estate	104,932	117,151	117,996	116,626
3851000 Sale of Real Estate	(18,814)	-	10,000	-
3854000 Sale of Other Scrap	18,444	17,101	17,000	18,340
3859000 Sale of Other	42,354	44,440	40,009	42,429
3861000 Comm from Sale of Mixed Drinks	410,544	410,624	411,970	396,661
3862000 Commission on Municipal Court	90,587	60,000	40,482	50,000
3863000 Commission on Concessions	49,897	69,811	83,339	84,999
3871100 Cash - Over or Short	121	-	-	-
3880000 Collection of Receivables	1,366	-	2,251	-
3890000 Miscellaneous Revenues	1,096,167	528,329	544,356	494,531
	<b>8,292,101</b>	<b>7,720,714</b>	<b>7,770,886</b>	<b>7,726,956</b>
<b>Other Financing Sources</b>				
3919210 Abandoned Motor Vehicles	50,000	50,000	50,000	50,000
3919550 Solid Waste Fund	78,565	-	-	-
3919701 Tax Increment District #1	33,317	-	-	-
	<b>161,882</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Other Revenues</b>				
4111600 Admissions	522,625	682,683	530,955	457,715
4221000 Concessions	100,350	87,779	48,113	51,665
	<b>622,975</b>	<b>770,462</b>	<b>579,068</b>	<b>509,380</b>
<b>Total Revenues</b>	<b>95,515,138</b>	<b>95,562,003</b>	<b>95,931,845</b>	<b>96,501,997</b>

## General Fund

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	47,860,852	47,602,473	47,269,593	48,483,787
Employee Benefits	18,493,241	18,889,573	19,059,342	17,832,796
Purchased Professional/Technical Services	2,071,919	2,110,012	2,162,339	1,855,198
Purchased Property Services	4,910,602	5,366,792	5,211,024	5,737,500
Other Purchased Services	3,017,851	2,693,713	3,042,054	2,912,256
Supplies	6,064,278	6,310,785	6,140,240	5,836,236
Other Expenses	850,023	708,421	1,428,661	677,452
Contracts with Others	2,033,559	2,141,385	2,044,221	2,228,675
<b>Operating Expenditures</b>	<b>85,302,325</b>	<b>85,823,154</b>	<b>86,357,474</b>	<b>85,563,900</b>
Transfers to Other Funds	1,880,716	1,401,088	1,401,088	2,142,112
Billings	(663,544)	(703,142)	(690,968)	(688,268)
Capital Outlay	923,444	277,577	919,208	742,409
<b>Total</b>	<b>87,442,941</b>	<b>86,798,677</b>	<b>87,986,802</b>	<b>87,760,153</b>
Health Services	2,302,212	2,141,360	2,141,360	2,459,993
Street Reconstruction Fund	3,879,659	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	691,093	666,900	666,900	624,396
Airport Services	43,758	308,452	308,452	370,573
Convention Center & Visitors' Services	411,957	362,139	362,139	-
Cameron Park Zoo	1,276,218	1,398,503	1,398,503	1,400,910
<b>Total Interfund Transfers</b>	<b>8,604,897</b>	<b>8,763,326</b>	<b>8,763,326</b>	<b>8,741,844</b>
<b>Total Expenditures</b>	<b>96,047,838</b>	<b>95,562,003</b>	<b>96,750,128</b>	<b>96,501,997</b>





## Health Fund

The Health Fund accounts for the operations and City's share of health programs operated within McLennan County. Financing is provided from the General Fund to the extent patients' fees and other miscellaneous revenues are not sufficient to provide such financing. The Health Fund encompasses the following health related activities: Administration, Vital Statistics, Environmental Health, On-Site Sewage Facilities (OSSF), Public Health Nursing Services, Sexually Transmitted Diseases (STD) and HIV/AIDS programs. The Texas Department of State Health Services provides \$2,850,725 in additional funding for numerous health services such as the Women, Infants and Children (WIC) Program, Public Health Preparedness, TB and Immunization clinics, and several HIV/AIDS services. These programs and others are detailed in the Supplementary Grant Information section of the budget.

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Food Permits	226,623	230,406	196,739	196,739
State	1,961	-	-	-
County	153,069	171,073	93,325	84,877
Birth Certificates	247,267	259,931	242,322	242,322
Death Certificates	58,601	57,288	41,640	41,640
Clinical Lab Fees	4,555	2,863	4,215	4,257
Health & Welfare Fees	158,078	191,296	134,487	136,136
Septic Systems	134,400	120,000	187,600	189,600
Interest on Investments	1,508	1,600	-	-
Health District Assessments	328,915	329,551	329,772	334,135
Miscellaneous	40,904	64,672	45,325	48,879
General Fund	2,302,212	2,141,360	2,141,360	2,459,993
Transfer from Surplus	-	400,000	-	-
<b>Total Revenues</b>	<b>3,658,093</b>	<b>3,970,040</b>	<b>3,416,785</b>	<b>3,738,578</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	1,587,901	1,603,107	1,617,035	1,524,350
Employee Benefits	613,933	631,047	655,281	557,715
Purchased Professional/Technical Services	63,567	55,473	62,262	56,109
Purchased Property Services	24,031	22,358	22,908	19,435
Other Purchased Services	131,868	89,930	114,366	77,017
Supplies	251,514	271,782	265,386	253,588
Other Expenses	336,616	335,081	335,977	289,102
Contracts with Others	983,264	961,262	961,262	961,262
<b>Operating Expenditures</b>	<b>3,992,694</b>	<b>3,970,040</b>	<b>4,034,477</b>	<b>3,738,578</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,992,694</b>	<b>3,970,040</b>	<b>4,034,477</b>	<b>3,738,578</b>
<b>Difference</b>	<b>(334,601)</b>	<b>-</b>	<b>(617,692)</b>	<b>-</b>

## Public Improvement District #1

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
PID Assessments	244,487	248,005	276,386	278,000
Interest on Investments	1,736	-	1,100	1,100
Transfer from Surplus	-	311,125	-	412,791
<b>Total Revenues</b>	<b>246,223</b>	<b>559,130</b>	<b>277,486</b>	<b>691,891</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	24,691	27,059	27,059	27,059
Employee Benefits	1,977	2,167	2,167	2,167
Purchased Professional/Technical Services	129,577	293,544	176,601	240,272
Purchased Property Services	900	2,500	2,547	1,900
Other Purchased Services	7,156	10,000	1,585	11,250
Supplies	13,587	223,860	1,829	3,450
Other Expenses	-	-	-	50,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>177,888</b>	<b>559,130</b>	<b>211,788</b>	<b>336,098</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	355,793
<b>Total Expenditures</b>	<b>177,888</b>	<b>559,130</b>	<b>211,788</b>	<b>691,891</b>
<b>Difference</b>	<b>68,335</b>	<b>-</b>	<b>65,698</b>	<b>-</b>

## Street Reconstruction Fund



The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988 the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. For 2011-12 the contribution is \$3,885,972. These funds will provide for approximately 80 miles of street improvements divided among reconstruction, reclamation, overlays, and slurry seals. Arterial improvement needs are addressed in the Capital Improvements Program.

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
State	196,318	-	-	-
Interest on Investments	4,489	2,500	600	400
Contributions	28,789	-	-	-
General Fund	3,879,659	3,885,972	3,885,972	3,885,972
Transit CIP	92,500	-	-	-
<b>Total Revenues</b>	<b>4,201,755</b>	<b>3,888,472</b>	<b>3,886,572</b>	<b>3,886,372</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	896,547	887,110	764,219	795,205
Employee Benefits	467,997	459,710	413,680	397,345
Purchased Professional/Technical Services	1,136,369	958,812	1,449,731	930,781
Purchased Property Services	568,770	488,581	540,293	535,398
Other Purchased Services	52,276	34,729	45,480	34,729
Supplies	134,617	189,181	176,485	201,646
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,256,576</b>	<b>3,018,123</b>	<b>3,389,888</b>	<b>2,895,104</b>
Transfers to Other Funds	-	-	-	-
Billings	95,031	127,174	115,000	112,300
Capital Outlay	583,707	743,175	1,450,868	878,968
<b>Total Expenditures</b>	<b>3,935,314</b>	<b>3,888,472</b>	<b>4,955,756</b>	<b>3,886,372</b>
<b>Difference</b>	<b>266,441</b>	<b>-</b>	<b>(1,069,184)</b>	<b>-</b>

## Water Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Interest on Investments	128,400	96,000	70,000	41,436
Indirect Expense Reimbursement	1,630	2,852	2,852	2,424
Rent from Real Estate	296,868	305,405	296,075	296,612
Sale of Other Scrap	8,791	12,000	7,277	7,350
Commission on Concessions	554	100	256	261
Miscellaneous	62,274	50,000	50,694	50,694
Metered Water Sales	28,648,036	32,057,670	33,237,604	32,757,670
Other Water Sales	3,409,889	3,511,661	3,292,447	3,392,447
New Services	28,580	30,000	32,263	32,263
Turn_Ons	1,120,983	1,100,908	1,101,939	1,101,939
Miscellaneous Charges for Services	490	400	840	840
Parking Garage	6,450	6,480	7,310	7,310
Water Lab Fees	124,533	121,200	123,473	124,708
<b>Total Revenues</b>	<b>33,837,478</b>	<b>37,294,676</b>	<b>38,223,030</b>	<b>37,815,954</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	4,233,165	4,635,987	4,544,194	4,700,202
Employee Benefits	1,866,408	2,088,493	2,087,112	1,982,920
Purchased Professional/Technical Services	1,534,796	1,357,428	1,479,400	1,573,542
Purchased Property Services	1,911,542	1,720,481	1,955,999	1,924,109
Other Purchased Services	939,846	1,017,468	1,040,094	1,017,702
Supplies	5,120,102	5,422,761	5,413,414	5,419,073
Other Expenses	6,058,192	6,630,926	6,678,280	6,890,100
Contracts with Others	6,000	6,000	6,000	6,000
<b>Operating Expenditures</b>	<b>21,670,051</b>	<b>22,879,544</b>	<b>23,204,493</b>	<b>23,513,648</b>
Transfers to Other Funds	13,527,080	13,956,134	13,956,134	14,059,484
Billings	(702,580)	(761,002)	(760,009)	(759,638)
Capital Outlay	658,961	1,220,000	1,220,000	1,002,460
<b>Total Expenditures</b>	<b>35,153,512</b>	<b>37,294,676</b>	<b>37,620,618</b>	<b>37,815,954</b>
<b>Difference</b>	<b>(1,316,034)</b>	<b>-</b>	<b>602,412</b>	<b>-</b>



## Wastewater Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Federal	268,992	-	-	-
State	67,614	-	-	-
Interest on Investments	34,244	18,000	9,664	4,820
WMARSS Loan	28,294	25,409	25,409	23,891
Miscellaneous	46,765	-	-	-
Sewer Bond Funds	259,379	-	-	-
Pretreatment Fees	564,151	544,422	565,968	565,968
Wastewater Service Charges	18,615,777	19,913,518	20,501,407	20,213,518
Wastewater Connections	39,317	52,921	52,921	52,921
Miscellaneous Charges for Services	566	500	645	645
<b>Total Revenues</b>	<b>19,925,099</b>	<b>20,554,770</b>	<b>21,156,014</b>	<b>20,861,763</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	1,844,196	1,712,752	1,647,820	1,761,610
Employee Benefits	782,431	757,229	740,821	725,722
Purchased Professional/Technical Services	694,443	470,000	580,000	507,663
Purchased Property Services	744,544	675,441	812,917	828,767
Other Purchased Services	161,933	140,460	153,178	137,695
Supplies	658,822	576,923	626,507	629,553
Other Expenses	7,193,609	7,450,505	7,430,290	7,849,391
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>12,079,978</b>	<b>11,783,310</b>	<b>11,991,533</b>	<b>12,440,401</b>
Transfers to Other Funds	8,108,312	7,375,883	7,375,883	6,810,669
Billings	531,427	572,077	571,084	568,586
Capital Outlay	1,292,766	823,500	823,500	1,042,107
<b>Total Expenditures</b>	<b>22,012,483</b>	<b>20,554,770</b>	<b>20,762,000</b>	<b>20,861,763</b>
<b>Difference</b>	<b>(2,087,384)</b>	<b>-</b>	<b>394,014</b>	<b>-</b>

## WMARSS Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Interest on Investments	19,886	18,000	7,500	7,500
Rent from Real Estate	13,882	9,000	9,000	9,000
Miscellaneous	828	-	-	-
Wastewater Treatment Services	5,480,184	5,739,790	5,739,790	5,982,381
WMARSS Outside Customer	322,184	413,013	260,000	259,761
<b>Total Revenues</b>	<b>5,836,964</b>	<b>6,179,803</b>	<b>6,016,290</b>	<b>6,258,642</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	1,047,506	1,063,581	1,027,710	1,109,000
Employee Benefits	424,262	443,067	430,323	426,738
Purchased Professional/Technical Services	315,722	396,077	396,077	396,077
Purchased Property Services	618,361	663,227	750,889	764,009
Other Purchased Services	130,588	123,981	138,625	132,060
Supplies	2,718,690	2,476,083	2,212,592	2,534,338
Other Expenses	307,764	303,787	293,095	316,420
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>5,562,893</b>	<b>5,469,803</b>	<b>5,249,311</b>	<b>5,678,642</b>
Transfers to Other Funds	149,621	-	-	-
Billings	-	-	-	-
Capital Outlay	386,942	710,000	710,000	580,000
<b>Total Expenditures</b>	<b>6,099,456</b>	<b>6,179,803</b>	<b>5,959,311</b>	<b>6,258,642</b>
<b>Difference</b>	<b>(262,492)</b>	<b>-</b>	<b>56,979</b>	<b>-</b>



## Solid Waste Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Franchise Fees	17,932	17,350	17,801	17,979
Interest on Investments	39,845	30,000	23,800	15,000
Rent from Real Estate	16,826	16,534	1,750	1,750
Sale of Other Scrap	40,193	30,300	27,000	27,270
Commission on Concessions	636	600	482	492
Miscellaneous	133,070	3,900	166,008	3,900
Miscellaneous Charges for Services	40,777	42,400	24,919	24,919
Solid Waste Fees _Commercial	5,377,110	5,400,767	5,340,000	5,327,938
Solid Waste Fees _Residential	6,122,196	6,080,195	6,216,000	6,216,000
Solid Waste Fees _Roll Off	1,142,650	1,200,000	856,988	856,988
Solid Waste Fees _Landfill	3,159,614	3,136,500	3,160,876	3,160,876
Solid Waste _Recycling	72,232	65,300	72,220	72,220
<b>Total Revenues</b>	<b>16,163,081</b>	<b>16,023,846</b>	<b>15,907,844</b>	<b>15,725,332</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	2,817,060	3,068,082	2,876,921	3,079,140
Employee Benefits	1,449,307	1,632,922	1,521,591	1,517,344
Purchased Professional/Technical Services	1,360,476	1,252,114	1,642,936	1,599,652
Purchased Property Services	1,552,836	1,653,643	1,677,605	1,713,924
Other Purchased Services	204,371	165,740	177,490	135,235
Supplies	1,634,748	1,942,505	1,927,721	2,265,236
Other Expenses	2,032,229	2,342,653	2,320,669	2,674,059
Contracts with Others	30,000	30,000	30,000	39,000
<b>Operating Expenditures</b>	<b>11,081,027</b>	<b>12,087,659</b>	<b>12,174,933</b>	<b>13,023,590</b>
Transfers to Other Funds	2,065,978	1,261,035	1,261,035	1,194,213
Billings	279,966	301,002	301,002	303,129
Capital Outlay	2,053,254	2,374,150	2,574,087	1,204,400
<b>Total Expenditures</b>	<b>15,480,225</b>	<b>16,023,846</b>	<b>16,311,057</b>	<b>15,725,332</b>
<b>Difference</b>	<b>682,856</b>	<b>-</b>	<b>(403,213)</b>	<b>-</b>

## Texas Ranger Hall of Fame Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Interest on Investments	181	450	210	150
Contributions	66,214	56,230	45,000	45,000
Rent from Real Estate	1,711	40,000	40,000	55,000
Miscellaneous	28,128	30,500	20,000	20,000
Security Revenue	100	4,000	-	-
General Fund	691,093	666,900	666,900	624,396
Admissions	236,318	233,965	245,658	248,115
Sale of Merchandise	295,571	314,856	290,177	295,971
<b>Total Revenues</b>	<b>1,319,316</b>	<b>1,346,901</b>	<b>1,307,945</b>	<b>1,288,632</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	553,351	560,335	551,947	570,393
Employee Benefits	214,757	226,108	225,117	210,804
Purchased Professional/Technical Services	16,661	27,086	26,908	28,018
Purchased Property Services	19,355	23,913	20,760	20,785
Other Purchased Services	51,886	50,721	52,931	48,337
Supplies	120,361	150,362	123,639	111,887
Other Expenses	202,843	164,485	166,022	154,517
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,179,214</b>	<b>1,203,010</b>	<b>1,167,324</b>	<b>1,144,741</b>
Transfers to Other Funds	-	-	-	-
Billings	139,700	143,891	143,891	143,891
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,318,914</b>	<b>1,346,901</b>	<b>1,311,215</b>	<b>1,288,632</b>
<b>Difference</b>	<b>402</b>	<b>-</b>	<b>(3,270)</b>	<b>-</b>



## Waco Regional Airport Fund



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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Federal	124,709	126,775	124,077	124,077
Interest on Investments	2,772	2,400	1,300	1,100
Rent from Real Estate	-	-	2,134	2,134
Commission on Concessions	206,255	204,857	169,407	153,740
Miscellaneous	7,849	15,300	3,000	3,000
Boarding Bridges	4,900	8,400	14,400	14,400
General Fund	437,528	308,452	308,452	370,573
Gas & Oil Flowage Fees	49,430	53,668	47,547	48,022
Cargo & Hanger Rentals	301,565	306,971	315,308	329,054
Arrival Area Charges	117,476	119,289	104,588	105,634
Landing Fees	44,379	46,948	43,931	44,370
Passenger Facility Charges	251,706	276,104	241,638	244,054
Concessions	118,234	124,695	101,638	103,671
<b>Total Revenues</b>	<b>1,666,803</b>	<b>1,593,859</b>	<b>1,477,420</b>	<b>1,543,829</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	430,763	424,595	396,283	417,623
Employee Benefits	202,246	198,696	190,415	181,264
Purchased Professional/Technical Services	8,622	14,252	6,331	5,802
Purchased Property Services	91,089	89,812	97,171	98,280
Other Purchased Services	86,941	65,791	78,530	62,688
Supplies	244,640	231,917	220,717	207,110
Other Expenses	106,113	106,643	105,631	106,129
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,170,414</b>	<b>1,131,706</b>	<b>1,095,078</b>	<b>1,078,896</b>
Transfers to Other Funds	190,529	180,990	180,990	183,770
Billings	281,688	281,163	281,163	281,163
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,642,631</b>	<b>1,593,859</b>	<b>1,557,231</b>	<b>1,543,829</b>
<b>Difference</b>	<b>24,172</b>	<b>-</b>	<b>(79,811)</b>	<b>-</b>

## Convention Center and Visitors' Services Fund

The Convention Center and Visitors' Services Fund is an enterprise fund that provides convention facilities to the public. All activities necessary to provide such services are accounted for in this fund. The Waco Convention Center offers 119,000 square feet of exhibit and meeting space. The facility is unrivaled within Waco for flexibility, quality and convenience. The downtown location in the heart of the Lake Brazos corridor makes the facility a focal point for the community. City Council and City department meetings are held in the facility as well as concerts, trade shows, conventions, banquets and business seminars. Also included in this fund is Waco's Tourist Information Center, which is located in Fort Fisher Park adjacent to the Texas Ranger Hall of Fame.

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
State	330	-	-	-
Interest on Investments	21	-	100	-
Contributions	3,900	-	-	-
Rent from Real Estate	250,254	409,542	387,464	550,000
Sale of Other Scrap	308	200	-	-
Miscellaneous	8,640	300	50	-
General Fund	411,957	362,139	362,139	-
Catering Fees	74,048	154,682	78,038	283,000
Concessions	52,546	87,990	49,502	65,397
Sale of Merchandise	24,547	27,941	26,177	26,701
Bar Revenue	58,993	75,111	62,880	135,355
Hotel-Motel Tax	1,662,308	1,787,356	1,745,423	1,849,325
<b>Total Revenues</b>	<b>2,547,852</b>	<b>2,905,261</b>	<b>2,711,773</b>	<b>2,909,778</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	1,029,995	1,130,672	1,047,171	1,128,954
Employee Benefits	452,926	508,904	487,280	481,964
Purchased Professional/Technical Services	44,887	65,280	119,760	97,950
Purchased Property Services	98,861	127,907	124,674	134,990
Other Purchased Services	475,587	507,342	501,739	504,361
Supplies	301,810	305,812	392,827	319,411
Other Expenses	88,367	102,713	103,085	92,148
Contracts with Others	131,625	150,000	150,000	150,000
<b>Operating Expenditures</b>	<b>2,624,058</b>	<b>2,898,630</b>	<b>2,926,536</b>	<b>2,909,778</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	6,631	13,631	-
<b>Total Expenditures</b>	<b>2,624,058</b>	<b>2,905,261</b>	<b>2,940,167</b>	<b>2,909,778</b>
<b>Difference</b>	<b>(76,206)</b>	<b>-</b>	<b>(228,394)</b>	<b>-</b>



## Cameron Park Zoo Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
State	58	-	-	-
Interest on Investments	(477)	-	-	-
Contributions	2,988	9,000	8,513	8,513
Animal Adoption Fee	330	500	250	250
Commission on Concessions	37,614	41,820	34,188	42,735
Miscellaneous	3,561	5,000	300	300
General Fund	1,276,218	1,398,503	1,398,503	1,400,910
Admissions	1,300,000	1,526,000	1,430,000	1,492,250
Zoo Adventure Camp	48,999	50,868	49,912	50,910
Concessions	292,632	328,841	304,341	313,868
<b>Total Revenues</b>	<b>2,961,923</b>	<b>3,360,532</b>	<b>3,226,007</b>	<b>3,309,736</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	1,189,789	1,236,769	1,229,725	1,285,254
Employee Benefits	604,307	623,870	633,382	605,177
Purchased Professional/Technical Services	39,271	34,151	50,881	15,399
Purchased Property Services	458,337	471,405	480,558	469,539
Other Purchased Services	94,589	68,811	84,740	67,517
Supplies	682,180	699,375	700,491	638,766
Other Expenses	134,287	109,492	106,686	107,925
Contracts with Others	113,261	116,659	116,659	120,159
<b>Operating Expenditures</b>	<b>3,316,021</b>	<b>3,360,532</b>	<b>3,403,122</b>	<b>3,309,736</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,316,021</b>	<b>3,360,532</b>	<b>3,403,122</b>	<b>3,309,736</b>
<b>Difference</b>	<b>(354,098)</b>	<b>-</b>	<b>(177,115)</b>	<b>-</b>

## Cottonwood Creek Golf Course Fund

The Cottonwood Creek Golf Course is an enterprise fund that provides a municipal golf course to the citizens of Waco and the surrounding area. The City completed the course in 1985 and leased the management and operations to American Golf Corporation. The City assumed total responsibility of the Golf Course in January 1997. The *Dallas Morning News* rates Cottonwood Creek Golf Course in the top 20 economy courses throughout Texas.

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Membership Fees	84,200	92,300	94,000	94,000
Interest on Investments	17	-	-	-
Contributions	245	-	-	-
Miscellaneous	8,651	10,000	2,500	2,500
Rentals_Golf Clubs	3,000	2,938	3,500	3,500
Other Water Sales	113,845	-	-	-
Golf Course_Range Fees	114,144	121,784	134,973	136,323
Golf Course_Cart Fees	261,536	317,000	334,997	338,347
Golf Course_Green Fees	585,391	791,726	731,739	723,915
Golf Course_Lessons	2,955	5,500	5,500	5,500
Concessions	115,139	147,748	124,349	126,836
Sale of Merchandise	423,355	480,000	423,249	432,114
Bar Revenue	74,184	89,000	96,439	97,403
<b>Total Revenues</b>	<b>1,786,662</b>	<b>2,057,996</b>	<b>1,951,246</b>	<b>1,960,438</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	480,218	553,074	541,482	556,529
Employee Benefits	211,354	242,252	239,543	228,373
Purchased Professional/Technical Services	310,417	285,348	282,372	282,576
Purchased Property Services	87,878	103,065	86,794	88,230
Other Purchased Services	151,664	134,852	140,436	134,311
Supplies	227,734	250,309	225,427	221,041
Other Expenses	457,767	489,096	413,340	449,378
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,927,032</b>	<b>2,057,996</b>	<b>1,929,394</b>	<b>1,960,438</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	150,943	-	116,000	-
<b>Total Expenditures</b>	<b>2,077,975</b>	<b>2,057,996</b>	<b>2,045,394</b>	<b>1,960,438</b>
<b>Difference</b>	<b>(291,313)</b>	<b>-</b>	<b>(94,148)</b>	<b>-</b>

## Waco Transit Fund

The Waco Transit Fund 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 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 attractive transportation to the tourist attractions 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. Waco Transit was selected as the non-emergency transportation provider for Transportation Service Area Eleven (11) by the Texas Department of Transportation. These services are provided to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties.

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Federal	2,381,506	2,714,709	2,683,473	2,809,751
State	714,472	495,500	595,037	582,037
Interest on Investments	9	-	-	-
Contributions	22,135	12,100	30,314	27,348
Rent from Real Estate	19,913	20,446	19,913	19,913
Commission	9,847	9,899	9,899	9,848
Miscellaneous	510	8,835	507	425
Transit_Misc Revenues	160,505	155,518	171,913	173,897
Transit_TSTC Route	12,051	6,200	6,400	12,800
Transit_Baylor Route	494,227	497,945	575,760	595,182
Transit_Non Emergency Transportation	1,839,194	1,746,293	1,881,000	1,918,620
Transit CIP	45,210	-	-	-
Bus Fares	297,405	299,276	300,660	306,673
Monthly Pass Revenue	125,498	127,497	132,110	134,752
ADA Van Revenue	81,257	79,337	71,804	73,240
ID Card Revenue	1,615	777	1,233	1,258
Bus Fares_Marlin Route	17,312	7,989	27,822	28,378
Bus Fares_Charter	5,555	22,163	14,474	14,474
Regional Maintenance	134,144	88,495	146,910	149,848
<b>Total Revenues</b>	<b>6,362,365</b>	<b>6,292,979</b>	<b>6,669,229</b>	<b>6,858,444</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	2,458,165	2,558,059	2,690,755	2,790,902
Employee Benefits	612,572	667,154	650,772	678,804
Purchased Professional/Technical Services	1,167,946	1,035,641	1,102,873	1,119,072
Purchased Property Services	459,786	445,760	489,562	479,498
Other Purchased Services	169,436	197,716	246,098	259,417
Supplies	852,572	1,063,036	1,016,365	1,132,853
Other Expenses	402,242	317,113	317,113	397,898
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>6,122,719</b>	<b>6,284,479</b>	<b>6,513,538</b>	<b>6,858,444</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	238,864	8,500	12,875	-
<b>Total Expenditures</b>	<b>6,361,583</b>	<b>6,292,979</b>	<b>6,526,413</b>	<b>6,858,444</b>
<b>Difference</b>	<b>782</b>	<b>-</b>	<b>142,816</b>	<b>-</b>

## Risk Management Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Interest on Investments	34,594	25,000	18,500	18,500
Miscellaneous	50	-	-	-
Transfer from Surplus	-	933,688	-	621,800
Appropriations from Other Funds	4,066,963	2,756,690	3,276,825	2,717,767
<b>Total Revenues</b>	<b>4,101,607</b>	<b>3,715,378</b>	<b>3,295,325</b>	<b>3,358,067</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	309,010	330,150	346,941	372,770
Employee Benefits	118,028	134,762	137,804	134,362
Purchased Professional/Technical Services	174,670	198,000	216,000	158,307
Purchased Property Services	1,013	5,002	4,740	4,757
Other Purchased Services	769,979	920,969	807,142	950,651
Supplies	94,017	63,092	49,871	50,389
Other Expenses	3,091,683	2,063,403	1,836,225	1,686,831
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>4,558,400</b>	<b>3,715,378</b>	<b>3,398,723</b>	<b>3,358,067</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>4,558,400</b>	<b>3,715,378</b>	<b>3,398,723</b>	<b>3,358,067</b>
<b>Difference</b>	<b>(456,793)</b>	<b>-</b>	<b>(103,398)</b>	<b>-</b>



## Engineering Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Permits	31,242	37,143	31,432	31,432
Interest on Investments	735	188	280	100
Miscellaneous	8,999	3,479	4,979	4,979
Transfer from Surplus	-	-	-	35,798
Engineering	2,013,233	1,926,944	1,926,944	1,904,030
<b>Total Revenues</b>	<b>2,054,209</b>	<b>1,967,754</b>	<b>1,963,635</b>	<b>1,976,339</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	1,059,659	1,090,565	1,062,282	1,122,326
Employee Benefits	424,772	448,179	444,413	419,939
Purchased Professional/Technical Services	3,815	5,000	5,000	5,000
Purchased Property Services	98,970	103,652	98,373	102,466
Other Purchased Services	74,569	67,904	75,784	68,096
Supplies	38,272	49,527	58,322	44,513
Other Expenses	215,187	191,727	191,727	178,201
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,915,244</b>	<b>1,956,554</b>	<b>1,935,901</b>	<b>1,940,541</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	11,200	39,200	35,798
<b>Total Expenditures</b>	<b>1,915,244</b>	<b>1,967,754</b>	<b>1,975,101</b>	<b>1,976,339</b>
<b>Difference</b>	<b>138,965</b>	<b>-</b>	<b>(11,466)</b>	<b>-</b>

## Fleet Services Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
State	262	979	-	-
Interest on Investments	346	-	700	500
Sale of Other Scrap	2,642	2,839	2,092	2,113
Fleet Services	1,696,409	1,541,121	1,541,121	1,514,650
<b>Total Revenues</b>	<b>1,699,659</b>	<b>1,544,939</b>	<b>1,543,913</b>	<b>1,517,263</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	754,277	776,690	767,564	794,419
Employee Benefits	342,643	364,610	367,246	348,711
Purchased Professional/Technical Services	19,389	17,280	18,630	18,630
Purchased Property Services	60,555	56,769	58,331	55,198
Other Purchased Services	40,339	31,449	38,079	28,912
Supplies	76,973	78,443	98,890	78,768
Other Expenses	152,560	212,808	203,229	192,625
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,446,736</b>	<b>1,538,049</b>	<b>1,551,969</b>	<b>1,517,263</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	86,913	6,890	74,359	-
<b>Total Expenditures</b>	<b>1,533,649</b>	<b>1,544,939</b>	<b>1,626,328</b>	<b>1,517,263</b>
<b>Difference</b>	<b>166,010</b>	<b>-</b>	<b>(82,415)</b>	<b>-</b>





## Health Insurance Fund

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

<b>Revenues</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Interest on Investments	31,537	-	15,000	10,000
Employee Health Deductions	1,572,359	1,560,000	1,672,275	1,620,000
City Health Insurance Contribution	8,590,144	8,173,325	8,253,998	7,880,750
City Retiree Contribution	410,158	402,000	393,523	390,000
City Cobra Contributions	23,838	12,000	14,192	12,958
<b>Total Revenues</b>	<b>10,628,036</b>	<b>10,147,325</b>	<b>10,348,988</b>	<b>9,913,708</b>
<b>Expenditures</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
Salaries and Wages	-	53,975	35,792	49,223
Employee Benefits	-	20,951	14,096	17,597
Purchased Professional/Technical Services	925,014	1,181,080	1,057,287	1,488,664
Purchased Property Services	-	-	-	-
Other Purchased Services	-	2,000	2,617	2,000
Supplies	-	-	-	-
Other Expenses	7,339,941	8,889,319	9,248,714	8,356,224
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>8,264,955</b>	<b>10,147,325</b>	<b>10,358,506</b>	<b>9,913,708</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>8,264,955</b>	<b>10,147,325</b>	<b>10,358,506</b>	<b>9,913,708</b>
<b>Difference</b>	<b>2,363,081</b>	<b>-</b>	<b>(9,518)</b>	<b>-</b>



## Personnel Summary

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12	Percent Change
<b>Full Time Employees</b>					
General Fund	907.57	908.57	901.47	901.43	-0.79%
Special Revenue Funds	34.51	34.51	35.01	31.14	-9.77%
Street Reconstruction Fund	32.00	32.00	32.00	30.00	-6.25%
Utility Funds	193.00	193.00	192.00	191.00	-1.04%
Other Enterprise Funds	218.00	220.00	218.00	217.00	-1.36%
Internal Service Funds	57.00	58.00	57.00	57.00	-1.72%
Grants	71.92	75.92	79.52	78.43	3.31%
<b>Total Full Time Employees</b>	<b>1,514.00</b>	<b>1,522.00</b>	<b>1,515.00</b>	<b>1,506.00</b>	<b>-1.05%</b>
<b>Part Time Employees (FTE's)</b>					
General Fund	49.96	49.74	47.41	47.71	-4.08%
Special Revenue Funds	2.35	1.00	0.50	1.50	50.00%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	-	-	-	-	0.00%
Other Enterprise Funds	17.27	17.27	15.77	16.02	-7.24%
Internal Service Funds	-	-	-	-	0.00%
Grants	2.75	3.25	2.25	3.05	-6.15%
<b>Total Part Time Employees (FTE's)</b>	<b>72.33</b>	<b>71.26</b>	<b>65.93</b>	<b>68.28</b>	<b>-4.18%</b>
<b>Total Full Time Equivalents</b>	<b>1,586.33</b>	<b>1,593.26</b>	<b>1,580.93</b>	<b>1,574.28</b>	<b>-1.19%</b>

## Personnel Summary by Fund

Full Time Employees	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>General Fund</b>				
City Manager's Office	8.00	9.00	9.00	9.00
Budget/Audit	3.00	3.00	3.00	3.00
City Secretary	6.00	6.00	6.00	6.00
Finance	15.25	15.25	15.25	15.00
Purchasing	7.00	7.00	6.00	6.00
Information Technology	15.00	15.00	15.00	15.00
Legal	11.00	11.00	11.00	11.00
Municipal Court	15.00	15.00	15.00	15.00
Planning	6.20	6.20	6.05	6.05
Human Resources	10.00	10.00	9.00	9.00
Inspections	21.25	21.25	19.30	19.30
Streets & Drainage	28.00	28.00	26.00	26.00
Traffic	26.00	26.00	26.00	26.00
Emergency Management	2.00	2.00	2.00	2.00
Fire	199.00	199.00	199.00	199.00
Police	333.72	333.72	333.72	333.72
Library Services	34.00	34.00	34.00	34.00
Municipal Information	9.00	9.00	9.00	9.00
Housing	1.15	1.15	1.15	1.36
Facilities	36.00	36.00	35.00	35.00
Parks and Recreation	121.00	121.00	121.00	121.00
	<b>907.57</b>	<b>908.57</b>	<b>901.47</b>	<b>901.43</b>
<b>Special Revenue Funds</b>				
Health Administration	10.00	10.00	10.00	9.00
Environmental Health	2.75	1.75	1.75	1.75
Environmental Health_OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	9.37	10.37	10.87	9.00
Sexually Transmitted Diseases	5.89	5.89	5.89	4.89
HIV/AIDS	2.25	2.25	2.25	2.25
	<b>34.51</b>	<b>34.51</b>	<b>35.01</b>	<b>31.14</b>
<b>Street Reconstruction</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>30.00</b>
<b>Utility Funds</b>				
Water Office	23.25	23.25	23.25	23.25
Water Distribution	48.75	48.75	48.25	47.75
Water Treatment	39.25	39.25	38.25	38.25

## Personnel Summary by Fund



<b>Full Time Employees</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>Utility Funds (cont)</b>				
Utilities Laboratory	13.00	13.00	13.00	13.00
Wastewater Collection	38.75	38.75	39.25	38.75
Environmental Services	6.00	6.00	6.00	6.00
WMARSS	24.00	24.00	24.00	24.00
	<b>193.00</b>	<b>193.00</b>	<b>192.00</b>	<b>191.00</b>
<b>Other Enterprise Funds</b>				
Solid Waste	101.00	103.00	102.00	102.00
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Waco Regional Airport	13.00	13.00	12.25	12.25
Convention Center & Visitors' Services	30.00	30.00	30.00	30.00
Cameron Park Zoo	46.00	46.00	45.75	44.75
Cottonwood Creek Golf Course	15.00	15.00	15.00	15.00
	<b>218.00</b>	<b>220.00</b>	<b>218.00</b>	<b>217.00</b>
<b>Internal Service Funds</b>				
Risk Management	7.00	7.00	7.00	7.00
Engineering	25.00	25.00	24.00	24.00
Fleet Services	25.00	25.00	25.00	25.00
Health Insurance Fund	-	1.00	1.00	1.00
	<b>57.00</b>	<b>58.00</b>	<b>57.00</b>	<b>57.00</b>
<b>Grants</b>				
Community Development	6.64	6.64	8.64	8.57
Community Development Code Enforcement	7.75	7.75	9.70	9.70
Community Development Housing Rehab	2.58	2.58	1.58	1.58
Community Development	16.97	16.97	19.92	19.85
Housing & Urban Development (HOME)	1.38	1.38	1.38	1.49
Metropolitan Planning Org. (MPO)	3.80	3.80	2.95	2.95
State Police Grants	2.28	2.28	3.28	3.28
State Fire Grant	3.00	3.00	3.00	3.00
WIC Program	21.00	24.00	24.00	24.00
Environmental Health	6.00	7.00	7.00	7.00
Public Health Nursing	10.63	10.63	11.13	10.00
HIV/ AIDS Services	6.86	6.86	6.86	6.86
	<b>71.92</b>	<b>75.92</b>	<b>79.52</b>	<b>78.43</b>
<b>Total Full Time Employees</b>	<b>1,514.00</b>	<b>1,522.00</b>	<b>1,515.00</b>	<b>1,506.00</b>

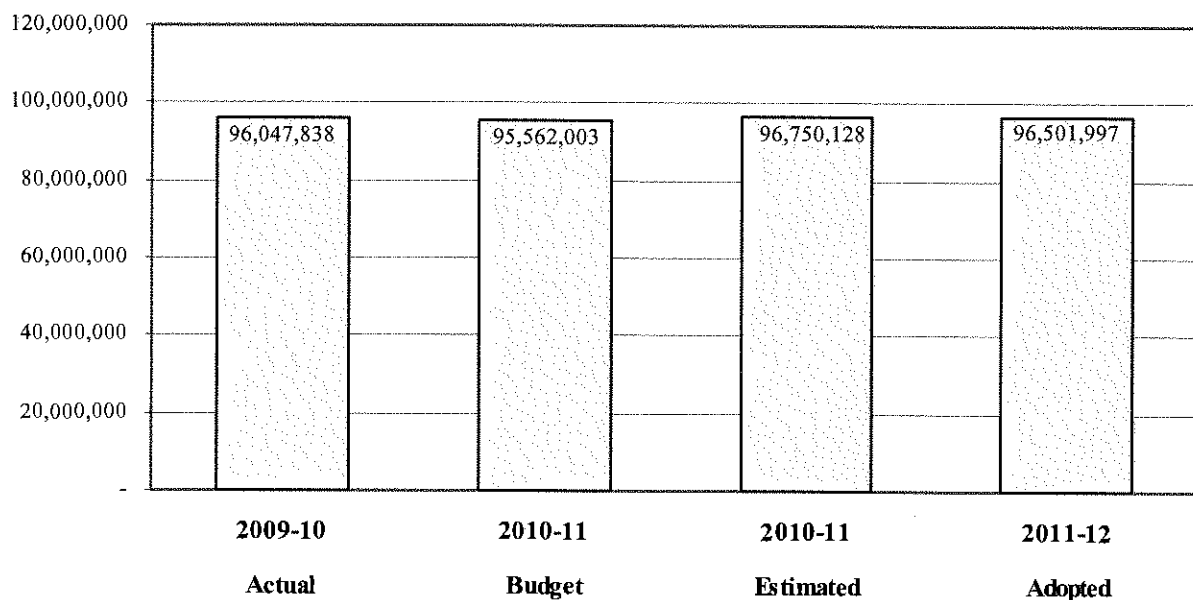
## Personnel Summary by Fund

<b>Part Time Employees (FTE's)</b>	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>General Fund</b>				
Finance	0.50	0.50	0.50	0.50
Information Technology	1.00	1.00	0.50	-
Human Resources	0.48	0.48	0.48	0.48
Inspections	0.63	0.63	-	-
Police	4.63	4.63	4.63	4.63
Library	10.45	10.45	10.45	10.45
Facilities	-	-	-	0.80
Parks and Recreation	32.28	32.06	30.86	30.86
	<b>49.96</b>	<b>49.74</b>	<b>47.41</b>	<b>47.71</b>
<b>Special Revenue Funds</b>				
Health Administration	-	-	-	0.50
Environmental Health	1.35	-	-	-
Public Health Nursing	1.00	1.00	0.50	0.50
Sexually Transmitted Diseases	-	-	-	0.50
	<b>2.35</b>	<b>1.00</b>	<b>0.50</b>	<b>1.50</b>
<b>Other Enterprise Funds</b>				
Solid Waste	0.50	0.50	1.00	1.00
Texas Ranger Hall of Fame	2.50	2.50	2.50	2.50
Waco Regional Airport	2.02	2.02	1.52	1.52
Convention Center & Visitors' Services	5.88	5.88	4.38	3.63
Cameron Park Zoo	5.41	5.41	5.41	6.41
Cottonwood Creek Golf Course	0.96	0.96	0.96	0.96
	<b>17.27</b>	<b>17.27</b>	<b>15.77</b>	<b>16.02</b>
<b>Grants</b>				
Police Grants	0.50	0.50	-	-
WIC Program	0.50	0.50	0.50	0.50
Environmental Health	-	0.50	0.50	0.50
Public Health Nursing	1.75	1.75	1.25	2.05
	<b>2.75</b>	<b>3.25</b>	<b>2.25</b>	<b>3.05</b>
<b>Total Part Time Employees (FTE's)</b>	<b>72.33</b>	<b>71.26</b>	<b>65.93</b>	<b>68.28</b>

## **General Fund**

## General Fund

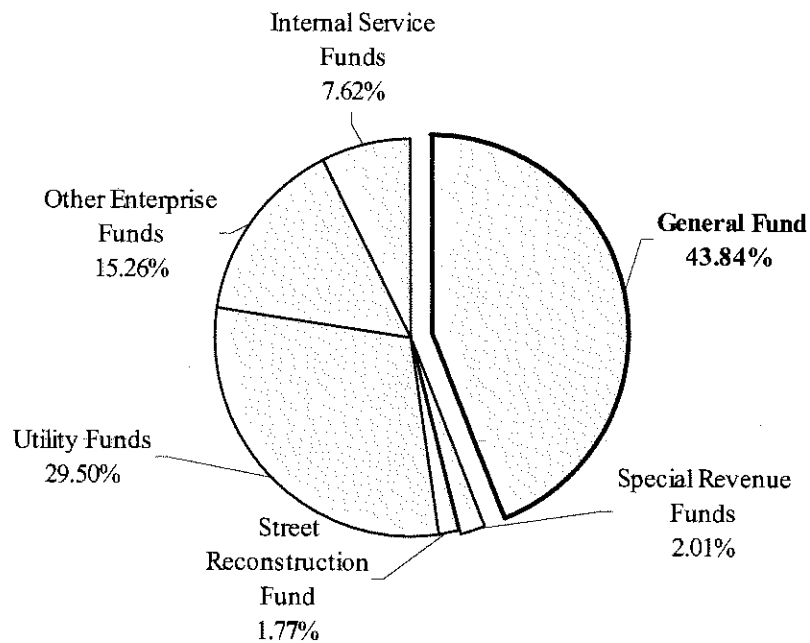
	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
City Manager's Office	2,782,915	3,023,695	3,809,085	3,033,210
City Council	141,325	159,270	133,051	146,397
Budget/Audit	358,662	361,368	361,511	359,836
City Secretary	463,794	453,180	418,429	473,267
Finance	1,354,224	1,372,756	1,324,274	1,330,704
Purchasing	508,452	553,523	426,129	419,543
Information Technology	2,358,190	2,404,625	2,462,081	2,257,045
Legal	1,108,261	1,224,206	1,202,803	1,192,312
Municipal Court	1,109,126	1,129,528	1,107,498	1,174,619
Planning	571,760	577,956	599,667	504,983
Human Resources	752,589	770,868	693,853	695,604
Inspections	1,630,502	1,700,850	1,621,890	1,505,964
Streets & Drainage	2,252,949	1,952,114	1,982,334	2,295,855
Traffic	3,518,065	3,408,948	3,241,988	3,059,034
Emergency Management	331,157	348,667	333,544	343,985
Fire	18,274,639	18,750,596	18,634,436	18,612,128
Police	30,166,054	29,760,264	30,138,243	30,022,612
Library	3,401,786	3,434,839	3,399,811	3,378,832
Municipal Information	782,090	688,409	758,894	672,949
Housing	139,920	104,854	98,716	107,729
Facilities	2,873,284	2,774,925	2,703,225	3,043,783
Parks and Recreation	9,321,072	9,716,022	9,674,148	9,333,966
Contributions	11,158,184	11,043,958	10,993,109	11,155,766
Miscellaneous	327,459	(509,028)	317,680	1,055,177
Employee Benefits	361,379	355,610	313,729	326,697
	<b>96,047,838</b>	<b>95,562,003</b>	<b>96,750,128</b>	<b>96,501,997</b>



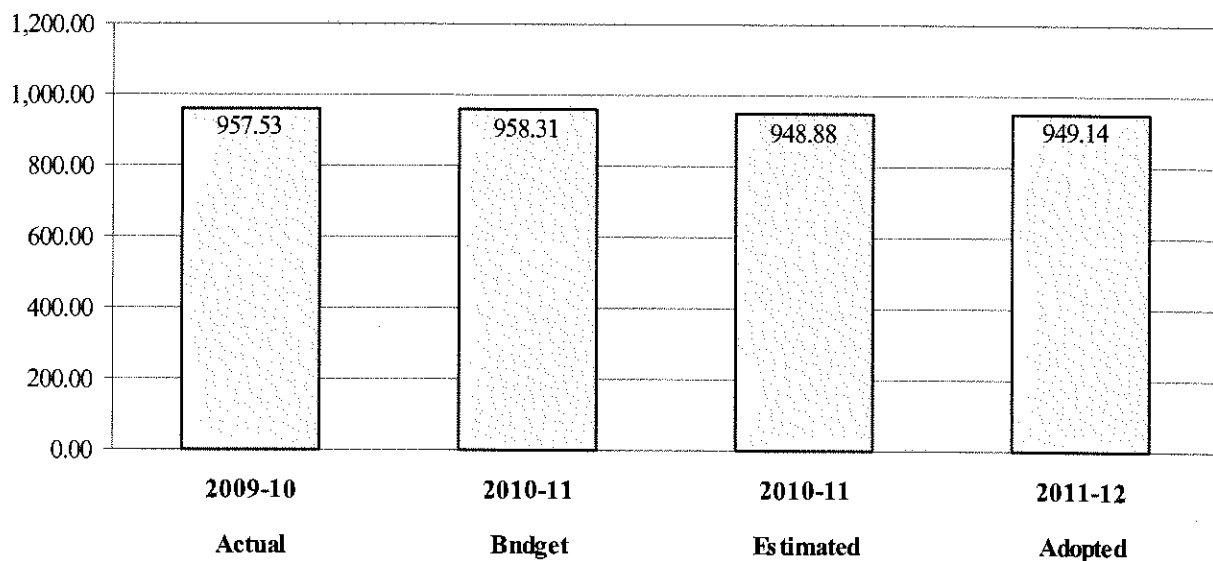


## General Fund as a Percent of Total Budget

General Fund	96,501,997
Special Revenue Funds	4,430,469
Street Reconstruction Fund	3,886,372
Utility Funds	64,936,359
Other Enterprise Funds	33,596,189
Internal Service Funds	16,765,377
	<hr/>
\$	220,116,763



## General Fund Personnel Summary



# City Manager's Office

## Mission Statement

City Manager's Office introduces and promotes the strategic intents and objectives of the City Council to the organization and develops and administers plans and strategies that facilitate the achievement of Council's strategic intents. Economic Development retains, recruits, incentivizes commercial/housing projects in the Brazos River Corridor and develops diversified employment opportunities that will produce high-paying jobs and a stronger tax base for the City of Waco.

## Narrative

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

Economic Development coordinates, develops, implements and evaluates the numerous City of Waco Economic Development initiatives between federal, state, county, various private and financial institutions and City departments.

Neighborhood staff serves as liaisons to organized neighborhood associations in the City of Waco in order to facilitate communication between the neighborhoods and the City.

## Accomplishments for FY 2010-11

- \* Completed the Greater Downtown Master Plan.
- \* Assisted 8 economic development projects resulting in the creation of 566 new jobs with a total private investment of \$182.56 million.
- \* Near completion on four of the major 2007 Bond Election projects.
- \* Assisted in the completion of numerous downtown projects.
- \* Assisted in the Cameron Park Centennial Celebration.
- \* Maintained a balanced budget.
- \* Managed purchase of property for future development and buffer at Operations Center and Landfill.
- \* Coordinated with Lake Waco watershed stakeholders to address water quality concerns through partnerships instead of litigation.
- \* Developed plan to reduce bond indebtedness over 20 years.
- \* Added Wellness Coordinator position to develop new initiatives to improve health of employees.
- \* Managed regulatory and development challenges at Texas Ranger Hall of Fame.
- \* Promoted water and waste reclamation initiatives in Solid Waste and Water Utilities.

## Priorities for FY 2011-12

- \* Complete all remaining 2007 Bond Election projects.
- \* Create the Downtown Development Corporation.
- \* Support the community efforts regarding the BRIC Phase I project completion.
- \* Continue to support the Greater Downtown Master Plan implementation strategies.
- \* Continue Economic Development collaborations with Chamber partners.
- \* Obtain national monument status for the Mammoth Site.
- \* Begin redevelopment of the Parkside area.
- \* Monitor & maintain a balanced budget.
- \* Develop and support new safety training and certification program to reduce employee work related injuries.
- \* Work with Groundwater District to develop water use plan.

## Budget Highlights

The City Manager's Office is fully staffed with the addition of an Assistant City Manager during FY 2010-11 and maintains current operations. Funding for the Economic Incentive Fund is \$1,250,000. Beginning in October 2011, all contracts with others are in Contributions and Contracts.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	753,241	850,062	816,430	894,047
Employee Benefits	245,775	285,034	276,521	271,679
Purchased Prof/Tech Services	9,502	12,000	101,195	12,000
Purchased Property Services	1,269	5,000	2,500	5,000
Other Purchased Services	47,507	242,341	244,933	242,173
Supplies	84,707	79,258	84,785	78,311
Other Expenses	390,914	300,000	1,032,721	280,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,532,915</b>	<b>1,773,695</b>	<b>2,559,085</b>	<b>1,783,210</b>
Transfers to Other Funds	1,250,000	1,250,000	1,250,000	1,250,000
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>2,782,915</b>	<b>3,023,695</b>	<b>3,809,085</b>	<b>3,033,210</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
City Manager	999	1.00	1.00	1.00	1.00
Assistant City Manager	31	2.00	3.00	3.00	3.00
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Clerical and Professional</b>					
Administrative Svcs Coordinator	60	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Total Employees</b>		<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## City Council

### Mission Statement

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

### Narrative

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

### Budget Highlights

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

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

### Expenditures

	Actual	Budget	Estimated	Adopted
	2009-10	2010-11	2010-11	2011-12
Salaries and Wages	-	-	-	-
Employee Benefits	39,606	40,000	27,649	27,649
Purchased Prof/Tech Services	22,512	22,652	22,656	22,656
Purchased Property Services	13,850	23,895	12,912	25,824
Other Purchased Services	39,264	42,500	43,932	43,932
Supplies	25,623	30,223	25,902	26,336
Other Expenses	470	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>141,325</b>	<b>159,270</b>	<b>133,051</b>	<b>146,397</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>141,325</b>	<b>159,270</b>	<b>133,051</b>	<b>146,397</b>

## Budget/Audit

### Mission Statement

To coordinate, monitor and assist in the development of the city's budgets and to ensure that public assets are safeguarded.

### Narrative

Budget is responsible for preparation and development of the City's annual operating and capital improvement budgets. Provides financial information to the City Manager and City Council used to make short and long-term management decisions. Provides support to other city departments in development and execution of adopted budgets. Audit performs sufficient audits of city operations to provide assurances that internal controls are adequate, operations are efficient, contractual obligations are satisfied, legal requirements are met, and assets are safeguarded.

### Accomplishments for FY 2010-11

- \* Prepared and adopted FY 2011-12 budget
- \* Completed the audit plan based on risk assessment for compliance with auditing standards

### Priorities for FY 2011-12

- \* Prepare and adopt the budget for FY 2012-13
- \* Complete the FY 2011-12 audit plan

### Budget Highlights

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

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	257,290	257,329	257,329	262,780
Employee Benefits	83,414	87,226	88,148	81,425
Purchased Prof/Tech Services	5,472	550	1,128	550
Purchased Property Services	-	2,000	706	1,906
Other Purchased Services	9,392	11,334	11,361	10,336
Supplies	3,094	2,929	2,839	2,839
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>358,662</b>	<b>361,368</b>	<b>361,511</b>	<b>359,836</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>358,662</b>	<b>361,368</b>	<b>361,511</b>	<b>359,836</b>

### Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Manager	28	1.00	1.00	1.00	1.00
Technical Administrator	27	2.00	2.00	2.00	2.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Total Employees</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

# City Secretary

## **Mission Statement**

The City Secretary's Office is committed to maintaining the official records of the City and providing quality services in an accurate, timely and courteous manner to Citizens, City Council and Staff.

## **Narrative**

The City Secretary is responsible for preserving and maintaining all official records; assisting citizens, council and staff by indexing and retrieving official records; attending all meetings of the city council; preparing minutes; coordinating general elections, boards and commissions, contracts and agreements; issuing various licenses and permits; providing notary and bilingual translation services for various city departments. The City Secretary also directs the operations of the Information Desk/Switchboard and the Records Management Program.

## **Accomplishments for FY 2010-11**

- \* Provided training to departments on the use and implementation of document imaging
- \* Eliminated microfilm budget due to document imaging
- \* Developed process to prevent duplication of electronic records and facilitate proper destruction of records
- \* Provided Notary Training
- \* Streamlined boards and commissions database for easier access on City of Waco Web Site

## **Priorities for FY 2011-12**

- \* Continue implementation of document imaging
- \* Continue to work with departments to develop a system for maintaining building plans and blueprints
- \* Work with entities to develop joint election polling locations

## **Budget Highlights**

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

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	246,775	248,777	240,262	260,693
Employee Benefits	96,942	101,597	98,972	97,701
Purchased Prof/Tech Services	53,792	49,992	20,330	69,133
Purchased Property Services	3,964	5,488	4,636	3,878
Other Purchased Services	22,027	24,084	24,206	22,249
Supplies	28,977	23,242	30,023	19,613
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>452,477</b>	<b>453,180</b>	<b>418,429</b>	<b>473,267</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	11,317	-	-	-
<b>Total Expenditures</b>	<b>463,794</b>	<b>453,180</b>	<b>418,429</b>	<b>473,267</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
City Secretary	999	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	3.00	3.00	3.00	3.00
Assistant City Secretary	24	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Employees</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

# Finance

## Mission Statement

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

## Narrative

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

The Finance Department records and reports 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 2010-11

- \* Completed the year-end closing process and annual audit for FY2009-10
- \* Coordinated the bond issue for Capital Improvements Program

## Priorities for FY 2011-12

- \* Complete the year-end closing process and annual audit for FY2010-11
- \* Coordinate the planned bond issue for Capital Improvements Program

## Budget Highlights

The budget for Finance reflects the elimination of the Accountant position and adds 100% funding for the Financial Supervisor position that was previously shared with Housing and Community Development.

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



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	864,407	871,131	853,100	878,436
Employee Benefits	311,811	325,514	323,060	301,284
Purchased Prof/Tech Services	76,266	76,750	64,050	73,424
Purchased Property Services	576	500	500	500
Other Purchased Services	31,812	28,198	30,193	24,481
Supplies	35,957	34,699	34,901	34,214
Other Expenses	33,395	35,964	18,470	18,365
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,354,224</b>	<b>1,372,756</b>	<b>1,324,274</b>	<b>1,330,704</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,354,224</b>	<b>1,372,756</b>	<b>1,324,274</b>	<b>1,330,704</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Manager	28	1.00	1.00	1.00	1.00
Financial Supervisor	27	3.45	3.45	3.45	4.00
		<b>5.45</b>	<b>5.45</b>	<b>5.45</b>	<b>6.00</b>
<b>Clerical and Professional</b>					
Payroll Technician	60	2.00	2.00	2.00	2.00
Accounting Technician (400)	58	3.00	3.00	3.00	3.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	2.00	2.00	2.00	2.00
Accountant	22	0.80	0.80	0.80	-
		<b>9.80</b>	<b>9.80</b>	<b>9.80</b>	<b>9.00</b>
<b>Total Full Time</b>		<b>15.25</b>	<b>15.25</b>	<b>15.25</b>	<b>15.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Accounting Tech (300)-PT	58	0.50	0.50	0.50	0.50
<b>Total Part Time (FTE's)</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Employees</b>		<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.50</b>

# Purchasing

## Mission Statement

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

## Narrative

Purchasing, a division of the General Services Department, is responsible for purchasing policy administration, bidding/contracting, warehousing and investment recovery functions. Administration sets policy and procedures that ensure compliance with federal, state, and local laws. The bidding/contracting function serves as the City's central vendor contact for competitive bidding and contract execution. The Warehousing function provides a readily available supply of required items for immediate pickup. Purchasing also manages investment recovery, which is the disposition of scrap and surplus equipment and materials.

## Accomplishments for FY 2010-11

- \* Management and participation in the P-Card program is expected to result in a significant rebate. The exact amount for the year is not yet known.
- \* Assisted in investment recovery through online sales auctions for City surplus.
- \* Replaced twenty two (22) fleet items listed on the City's approved equipment replacement list.
- \* Participation in various purchasing cooperatives resulted in \$4,765 in rebates.
- \* Prepared revisions to the GFP&P-8 (Competitive Requirement & Approval for Purchases) policy, which incorporated stricter guidelines for procurements under \$3,000.
- \* Provided training classes to various City Departments regarding purchasing policies and procedures.
- \* Worked with Budget and Finance to incorporate additional oversight by the Purchasing department as procurements are made throughout the City.
- \* Provided additional training and oversight to departments regarding procurement card compliance.
- \* Facilitated the replacement of copier machines city-wide.

## Priorities for FY 2011-12

- \* Prepare a Standard Operating Procedure for the formal bid/proposal process to be utilized by the Purchasing Department and/or other City Departments.
- \* Review annual purchases in consideration of initiating City-wide contracts on common products/services.
- \* Incorporate Optiview into the Purchasing system in H.T.E. to allow vendor correspondence to be attached to requisitions and purchase orders.
- \* Pursue the possibility of making construction drawings available electronically through the City website during the bidding process.

## Budget Highlights

The Municipal Services Director position was transferred to Risk Management during FY2010-11. The budget for Purchasing Services will maintain current operations.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	347,384	380,763	282,973	289,291
Employee Benefits	129,211	144,448	113,870	105,763
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	400	250	250
Other Purchased Services	15,847	14,826	17,172	13,246
Supplies	16,010	13,086	11,864	10,993
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>508,452</b>	<b>553,523</b>	<b>426,129</b>	<b>419,543</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>508,452</b>	<b>553,523</b>	<b>426,129</b>	<b>419,543</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	-	-
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Senior Buyer	26	2.00	2.00	2.00	2.00
Buyer	25	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Labor Operations</b>					
Materials Specialist	57	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

# Information Technology

## Mission Statement

To provide solutions, service and support to the City of Waco Staff and Citizens

## Narrative

Deliver seamless, integrated government services to citizens through coordinated information services.

Maintain a reliable communications and computer infrastructure foundation on 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 technology 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.

Work 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 2010-11

- \* Continued implementation of virtual servers, with 35 currently virtualized (5 physical servers replaced 35 physical servers)
- \* Continued implementation of the document imaging plan, now with over 1,500,000 records
- \* Completed moving computers, servers, switches and phones to the new West Waco Library
- \* Completed moving computers, switches and phones to the new Fire Stations 1 & 3
- \* Completed moving computers, switches and phones to the South Waco Recreation Center
- \* Completed implementation of the new DAF water plant
- \* Installed and implemented the automated electronic ticket writing for Police and Municipal Court
- \* Installed and implemented electronic fingerprint application for Police
- \* Installed and implemented Police automatic license plate recognition system for Police
- \* Installed and implemented a new crime scene application for Police
- \* Upgraded the SCADA system that automates the water treatment plants, and much of the water delivery system and wastewater system
- \* Implemented electronic banking for all transfers
- \* Completed conversion of all applications in the City change of primary bank
- \* Passed PCI compliance for required locations
- \* Refreshed over 325 computers

## Priorities for FY 2011-12

- \* Complete remodel of the Convention Center, including the implementation of a wireless system that will serve attendees throughout the entire building
- \* Replace iSeries
- \* Research, plan and implement a smart conference room on third floor
- \* Upgrade Virtual Server application and continue moving applications to the virtual server farm
- \* Plan and prepare for the move to the new Police Tower
- \* Plan and prepare for the temporary move of the Central Library
- \* Continue testing and implementation of a virtual desktop solution

## Budget Highlights

The budget for Information Technology maintains current operations but does eliminate 2 part time Computer Operators. The budget also includes equipment necessary to maintain the City's computer network.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	795,956	802,040	788,387	801,322
Employee Benefits	294,614	306,751	307,410	284,257
Purchased Prof/Tech Services	56,509	45,000	45,349	45,000
Purchased Property Services	433,605	547,701	533,686	566,964
Other Purchased Services	400,555	435,429	426,112	427,254
Supplies	233,049	108,127	100,560	59,839
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,214,288</b>	<b>2,245,048</b>	<b>2,201,504</b>	<b>2,184,636</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	143,902	159,577	260,577	72,409
<b>Total Expenditures</b>	<b>2,358,190</b>	<b>2,404,625</b>	<b>2,462,081</b>	<b>2,257,045</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Technical Administrator	27	2.00	2.00	2.00	2.00
Systems Analyst	26	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Clerical and Professional</b>					
Computer Support Technician	61	3.00	3.00	3.00	3.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	6.00	6.00	6.00	6.00
		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Total Full Time</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Computer Operator-PT	52	1.00	1.00	0.50	-
<b>Total Part Time (FTE's)</b>		<b>1.00</b>	<b>1.00</b>	<b>0.50</b>	<b>-</b>
<b>Total Employees</b>		<b>16.00</b>	<b>16.00</b>	<b>15.50</b>	<b>15.00</b>

# Legal

## Mission Statement

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

## Narrative

The City Attorney's Office provides legal assistance and advice to the Waco City Council, City Boards, Commissions, City 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. The City of Waco's real property inventory is managed by the Property Manager as part of the City Attorney's Office including securing, maintaining, marketing and selling of these properties.

## Accomplishments for FY 2010-11

- \* Assessed the departments need for training and resources to increase the staff's ability to provide the highest quality legal services in an effective and cost efficient manner while focusing on accountability.
- \* Drafted hundreds of contracts, ordinances, and resolutions for City Council approval.
- \* Continued to represent the City in seeking court orders against owners of dangerous commercial properties.
- \* Reviewed and processed hundreds of public information requests successfully and defended against the release of confidential information which is the subject of pending litigation.
- \* Retooled the City's property inventory database, increased the volume of sales bringing property back on the tax rolls, and revised the City's Sale of City Owned Property policy to improve process delivery and customer service.

## Priorities for FY 2011-12

- \* Will focus on improving the delivery of legal services through increasing cross-training opportunities.
- \* Increased volume of civil service matters will require higher priority of department resources.
- \* Review the 2010 census results and develop a redistricting plan for submission and approval of the U.S. Department of Justice.
- \* Will continue to represent the officials and employees of the City with competence and integrity.

## Budget Highlights

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

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	766,548	814,130	815,030	832,169
Employee Benefits	254,512	284,462	287,902	266,076
Purchased Prof/Tech Services	16,285	66,300	35,292	35,292
Purchased Property Services	290	290	290	290
Other Purchased Services	37,067	26,436	32,275	26,637
Supplies	33,559	32,588	32,014	31,848
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,108,261</b>	<b>1,224,206</b>	<b>1,202,803</b>	<b>1,192,312</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,108,261</b>	<b>1,224,206</b>	<b>1,202,803</b>	<b>1,192,312</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
City Attorney	999	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Legal Secretary	59	3.00	3.00	3.00	3.00
Assistant City Attorney	27	6.00	6.00	6.00	6.00
Property Manager	26	1.00	1.00	1.00	1.00
		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Total Employees</b>		<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

# Municipal Court

## Mission Statement

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

## Narrative

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

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

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

## Accomplishments for FY 2010-11

- \* Met compliance of Senate Bill 1863 requirements of collection processes by audit of the State Comptroller.
- \* Sent approximately \$2,788,000 of accounts receivable to Municipal Services Bureau (MSB), the court's collection agency.
- \* Implemented additional collection enhancements of court fines and fees in court's software application with newly contracted collection vendor, McCreary, Veselka, Bragg & Allen, P.C. (MVBA).
- \* Sent approximately 7,009 defendants' denial of driver's license renewal to the Texas Department of Public Safety Failure to Appear Program due to Warrant status.
- \* Participated in the Texas State-Wide Warrant Round-Up with aggressive advertisement through billboards, radio advertisements, news media, court website, large community employers, apartment complexes, etc.
- \* Partnered with Waco Police Department for installation of electronic ticket writer software applications and usage of hand held devices for officers.
- \* Mailed approximately 12,000 notices to delinquent defendants in postcard campaigns.
- \* Met the goal of staying within budgeted operational expenditures.

## Priorities for FY 2011-12

- \* Meet the projected revenues and budgeted expenditures.
- \* Adhere to requirements of Senate Bill 1863.
- \* Participate in the Texas State-Wide Warrant Round-Up and continue with postcard mail-outs.
- \* Implement other collection programs/tools to enhance collection of outstanding fees and fines.
- \* Evaluate usage of electronic ticket writers for consideration of additional hand held device purchases.
- \* Coordinate and host the Texas Court Clerk Association 2011 Annual Conference.
- \* Development of a City Marshal/Bailiff Division within the Municipal Court.

## Budget Highlights

The budget for Municipal Court will maintain current operations. The Marshal/Bailiff position is funded from the Building Security Fund. The contract with McLennan County to confine inmates arrested on capias pro fine warrants is included for FY 2011-12.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	680,311	680,362	664,862	701,154
Employee Benefits	251,945	268,592	265,800	254,623
Purchased Prof/Tech Services	18,139	19,720	24,320	79,300
Purchased Property Services	1,832	1,805	1,800	1,800
Other Purchased Services	34,157	31,156	29,262	20,397
Supplies	111,696	117,296	107,450	103,061
Other Expenses	11,046	10,597	14,004	14,284
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,109,126</b>	<b>1,129,528</b>	<b>1,107,498</b>	<b>1,174,619</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,109,126</b>	<b>1,129,528</b>	<b>1,107,498</b>	<b>1,174,619</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Court Judge	999	1.00	1.00	1.00	1.00
Technical Administrator	27	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	10.00	10.00	10.00	10.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Labor Operations</b>					
Marshal/Bailiff	59	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

# Planning

## Mission Statement

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

## Narrative

Planning Services supports the efforts of the City Council, Plan Commission, Historic Landmark Preservation Commission and Board of Adjustment to ensure the orderly, safe, and responsible development of Waco. Planning Services is responsible for administering 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. 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. Finally, Planning Services provides information to both internal & external customers such as demographics, maps, addresses, studies, plans and other relevant planning data.

## Accomplishments for FY 2010-11

- \* Worked on several large planning projects including; completion of the Greater Downtown Master Plan and the first stages of implementation of this plan with ordinances dealing with street furnishings and farmer's markets, bike lane implementation and the feasibility of a National Register historic downtown district.
- \* Began work on a subdivision ordinance review that will carry over into FY 2011-12.
- \* A sidewalk ordinance revision is scheduled for the end of FY 2010-11.

## Priorities for FY 2011-12

- \* Continue to work on implementation of the Greater Downtown Master Plan and the Near North Waco Master Plan.
- \* Updates for the City of Waco's Comprehensive Plan as well as the subdivision ordinance are also a high priority for the department in FY 2011-12.

## Budget Highlights

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

The MPO is provided funds from the US Department of Transportation, which are passed through from the Texas Department of Transportation. There are 2.95 FTEs budgeted through the MPO.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	337,113	344,514	366,047	295,282
Employee Benefits	120,079	129,663	136,278	110,331
Purchased Prof/Tech Services	21,153	-	-	-
Purchased Property Services	58,924	65,751	61,128	65,235
Other Purchased Services	15,123	16,561	17,415	15,590
Supplies	19,368	21,467	18,799	18,545
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>571,760</b>	<b>577,956</b>	<b>599,667</b>	<b>504,983</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>571,760</b>	<b>577,956</b>	<b>599,667</b>	<b>504,983</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
<b>Clerical and Professional</b>					
Staff Assistant	58	1.10	1.10	1.10	1.10
Senior Planner	26	1.00	1.00	1.00	1.00
Planner (300)	25	2.00	2.00	1.75	1.75
Planner (400)	25	1.10	1.10	1.20	1.20
		5.20	5.20	5.05	5.05
<b>Total Employees</b>		<b>6.20</b>	<b>6.20</b>	<b>6.05</b>	<b>6.05</b>

# Human Resources

## Mission Statement

Working together to provide resources and support to City of Waco employees, retirees and applicants so the best services possible can be provided to our community

## Narrative

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

## Accomplishments for FY 2010-11

- \* Hired City Wellness Coordinator and continued to encourage employees to engage in wellness activities
- \* Reactivated City Wellness Committee
- \* Made revisions to City of Waco Policy Manual
- \* Scanned all employee personnel files into an electronic database system
- \* Reallocated duties after elimination of one full-time position
- \* Coordinated 6<sup>th</sup> annual Employee Recognition Program
- \* Coordinated Employee Appreciation Day festivities with Budget Office and employee committee
- \* Administered third year of Weight Watchers program at work for employees
- \* Coordinated open enrollment and employee wellness screenings
- \* Implemented applicant drug screen tracking process in H.T.E. system

## Priorities for FY 2011-12

- \* Make transition into newly renovated Human Resources Department offices
- \* Implement new online application system and train supervisors
- \* Finalize/distribute new employee handbook
- \* Implement new program involving healthcare consumer tools and support to assist employees in lowering healthcare costs
- \* Educate employees regarding new, lower cost alternative treatment for musculoskeletal-related pain
- \* Continue to support organizational employee wellness initiatives
- \* Develop H.R. document retention/transfer of records plan
- \* Coordinate and implement Safety certification training for City supervisors

## Budget Highlights

One Personnel Generalist position was eliminated during FY 2010-11. The budget for Human Resources will maintain current operations with no new additions in personnel or equipment. No new services are planned for the coming year.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	514,079	512,403	456,500	471,393
Employee Benefits	188,527	194,011	174,523	164,129
Purchased Prof/Tech Services	1,941	4,994	3,781	4,490
Purchased Property Services	1,549	1,595	1,549	1,580
Other Purchased Services	33,298	41,536	42,649	39,076
Supplies	13,195	16,329	14,851	14,936
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>752,589</b>	<b>770,868</b>	<b>693,853</b>	<b>695,604</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>752,589</b>	<b>770,868</b>	<b>693,853</b>	<b>695,604</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Manager	28	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Benefits Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	4.00	4.00	4.00	4.00
Personnel Generalist	24	2.00	2.00	1.00	1.00
		<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Full Time</b>		<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (400)-PT	58	0.48	0.48	0.48	0.48
<b>Total Part Time (FTE's)</b>		<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>
<b>Total Employees</b>		<b>10.48</b>	<b>10.48</b>	<b>9.48</b>	<b>9.48</b>

# Inspections

## Mission Statement

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

## Narrative

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

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

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

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

Inspection also provides staff support to the following Boards and Commissions within the City of Waco: (1) Building Board of Adjustment & Appeals, (2) Board of Electrical Contractors, (3) Board of Plumbing and Mechanical Contractors and (4) the Building Standards Commission (BSC).

## Accomplishments for FY 2010-11

- \* Collect Off-Premise Sign Registration fee
- \* Work with Developer's Group on a Green Building ordinance
- \* Farmer's Market ordinance was approved by the City Council

## Priorities for FY 2011-12

- \* Implement a department reorganization to have an overall reduction in staff and prepare for future development growth
- \* Continue to work with the Developer's Group on a Green Building ordinance
- \* Discussion of the possible implementation of a Fence ordinance

## Budget Highlights

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$438,310 for FY 2011-12.

Building and related permits are budgeted at \$743,021 for FY 2011-12.

In addition to the 19.30 full-time equivalents (FTEs) shown here, there are 9.70 FTEs budgeted in Community Development Code Enforcement. Code Enforcement Officers were reorganized and 2 positions will be vacant and unfunded during FY2011-12. The Customer Service Representative-PT was eliminated during FY 2010-11.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	897,973	939,789	886,418	824,694
Employee Benefits	373,704	392,054	380,058	323,898
Purchased Prof/Tech Services	99,129	94,400	89,824	94,400
Purchased Property Services	102,086	98,273	97,818	100,081
Other Purchased Services	73,766	67,030	76,569	68,521
Supplies	80,043	104,757	86,474	89,533
Other Expenses	3,801	4,547	4,729	4,837
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,630,502</b>	<b>1,700,850</b>	<b>1,621,890</b>	<b>1,505,964</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,630,502</b>	<b>1,700,850</b>	<b>1,621,890</b>	<b>1,505,964</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	0.66	0.66	0.64	0.64
Inspection Supervisor	24	1.28	1.28	1.26	1.26
Field Supervisor	22	0.25	0.25	0.22	0.22
		<b>2.19</b>	<b>2.19</b>	<b>2.12</b>	<b>2.12</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	4.08	4.08	4.08	4.08
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>5.08</b>	<b>5.08</b>	<b>5.08</b>	<b>5.08</b>
<b>Labor Operations</b>					
Plans Examiner	62	2.00	2.00	2.00	2.00
Inspector	60	11.98	11.98	10.10	10.10
		<b>13.98</b>	<b>13.98</b>	<b>12.10</b>	<b>12.10</b>
<b>Total Full Time</b>		<b>21.25</b>	<b>21.25</b>	<b>19.30</b>	<b>19.30</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (400)-PT	58	0.63	0.63	-	-
<b>Total Part Time (FTE's)</b>		<b>0.63</b>	<b>0.63</b>	<b>-</b>	<b>-</b>
<b>Total Employees</b>		<b>21.88</b>	<b>21.88</b>	<b>19.30</b>	<b>19.30</b>

# Streets and Drainage

## Mission Statement

To enhance the opportunity for each Citizen to have effective, efficient Street Services and an environmentally safe lifestyle

## Narrative

The goal of the Street Department is to keep the streets and drainage systems in good structural condition. We also strive to keep those facilities looking good and keep them safe for the citizens who use them. Street Department core services include:

Administration of Street Operations  
Gravel Street Maintenance  
Alley Maintenance  
Gravel Stockpiling  
Gutter and Inlet Cleaning

Concrete Repair and Construction  
Emergency Response  
Street Sweeping  
Storm Maintenance  
Ditch Grading and Cleaning

## Accomplishments for FY 2010-11

- \* Maintained 13.63 miles of gravel streets, alleys and lift stations through May.
- \* Inspected, cleaned and sprayed 2,917,593 feet of curb & gutter through May.
- \* Cleaned inspected and repaired 123,006 feet of drainage channels and pipe through May.
- \* Oversaw the contract sweeping of 5,948 curb miles and 447 curb miles of in house sweeping through May.
- \* Added on to the existing Police firing range berm by hauling 23,600 tons of material.

## Priorities for FY 2011-12

- \* Insure acceptably clean paved streets and downtown alleys through our streets sweeping program in house.
- \* To prevent the accelerated deterioration of asphalt streets, while protecting them from sedimentation and / or the plugging of drainage systems, all sweepable residential streets will be swept once every 10.4 weeks arterials every other week and the PID is swept once a week.
- \* Upgrade guardrail and end of road barricades inventory.
- \* Inventory all lined creek channels.

## Budget Highlights

Beginning in October 2011, all street sweeping will be done in house. The budget includes the lease purchase of two regenerative air sweepers, the reduction of professional/technical services and the reduction of two (2) Service Providers. Current staff will provide the sweeping services.

Streets and Drainage bills Utilities for utility cut costs.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	750,685	802,675	764,566	746,194
Employee Benefits	378,534	408,552	399,267	358,779
Purchased Prof/Tech Services	309,566	340,876	330,000	68,000
Purchased Property Services	476,430	514,723	525,077	553,978
Other Purchased Services	92,017	70,934	78,450	173,520
Supplies	201,600	255,528	282,201	327,684
Other Expenses	17,305	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>2,226,137</b>	<b>2,393,288</b>	<b>2,379,561</b>	<b>2,228,155</b>
Transfers to Other Funds	-	-	-	-
Billings	(415,031)	(447,174)	(435,000)	(432,300)
Capital Outlay	441,843	6,000	37,773	500,000
<b>Total Expenditures</b>	<b>2,252,949</b>	<b>1,952,114</b>	<b>1,982,334</b>	<b>2,295,855</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (300)	58	3.00	3.00	3.00	3.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Labor Operations</b>					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	12.00	12.00	12.00	12.00
Equipment Operator (400)	57	4.00	4.00	4.00	4.00
Service Provider	54	4.00	4.00	2.00	2.00
		<b>22.00</b>	<b>22.00</b>	<b>20.00</b>	<b>20.00</b>
<b>Total Employees</b>		<b>28.00</b>	<b>28.00</b>	<b>26.00</b>	<b>26.00</b>

# Traffic

## Mission Statement

To provide safe, convenient and efficient travel for Waco's citizens and visitors through the proper management of Traffic's activities and resources.

## Narrative

Traffic provides for needed transportation and traffic safety improvements within the City. Developers are assisted so as to reduce the traffic impact of developments on City facilities. Programs for traffic related facilities are provided to: develop policies, procedures, specifications and standards; in-house monitoring of needs; and pro-actively designing and implementing needed changes and improvements. Citizen concerns and requests are investigated and serviced and resultant traffic control devices are designed when the traffic study indicates the need. Traffic installs and maintains traffic signs, pavement markings, traffic signals and other electronic traffic control devices. Street lighting is installed, monitored for outages and maintained. Two-way radio communication is maintained and provided to the various City departments through the 800 MHz trunked radio system.

## Accomplishments for FY 2010-11

- \* Applied 70 miles of long line pavement markings, 11,105 square feet of stop bars and crosswalks, installed 2,805 signs, and performed street closures for 13 special events while providing barricades to an additional 69 special events.
- \* Moved 75% of all City of Waco Operating Departments over to the new Digital Radio System.
- \* Designed and bid signal upgrades for two intersections to be constructed in Summer 2011.
- \* Designed and installed Bike Lanes and Bike Boxes on 4<sup>th</sup> & 5<sup>th</sup> Streets Phase 1 connecting downtown with the Baylor Campus. Coordinated with Baylor on the continuation of the Bike Lanes onto the Baylor Campus. These continuations were completed by Baylor prior to the fall 2011 semester.
- \* Removed four unwarranted traffic signals in need of full reconstruction and replaced with appropriate stop control as warranted.
- \* Constructed one traffic calming project at one of these signalized intersections.
- \* Constructed Brown's Lake Radio Tower.
- \* Bid and completed retrofit for 1,875 city-owned streetlights (Traffic, Parks, and Facilities) to LED with a projected reduction in electrical usage for these lights of 45% to 80%.
- \* Completed Bosque Boulevard Signal System Retiming Project with an estimated benefit to cost ratio of 67:1.

## Priorities for FY 2011-12

- \* Provide electricity for 2,197 streetlights, 189 traffic signals, 65 warning flashers, and 35 school flashers.
- \* Upgrade at least one signal with the greatest priority need.
- \* Perform retrofit for 625 city-owned streetlights (Traffic, Parks, and Facilities) to LED with a projected reduction in electrical usage for these lights of 45% to 80%.

## Budget Highlights

The budget for Traffic Services will maintain current operations. The Engineer position was reclassified to an Engineer in Training position during FY 2010-11. The signal/controller replacement program will be \$170,000 for 2011-12.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	939,420	958,562	917,023	901,761
Employee Benefits	415,716	424,549	417,215	383,509
Purchased Prof/Tech Services	28,200	-	2,800	-
Purchased Property Services	551,574	610,278	575,064	557,115
Other Purchased Services	53,647	39,912	51,228	37,202
Supplies	1,317,087	1,275,647	1,096,547	1,009,447
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,305,644</b>	<b>3,308,948</b>	<b>3,059,877</b>	<b>2,889,034</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	212,421	100,000	182,111	170,000
<b>Total Expenditures</b>	<b>3,518,065</b>	<b>3,408,948</b>	<b>3,241,988</b>	<b>3,059,034</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	2.00	2.00	2.00	2.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Traffic Analyst (300)	59	3.00	3.00	3.00	3.00
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Engineer	25	1.00	1.00	-	-
Engineer in Training	25	-	-	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Labor Operations</b>					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Electronic Systems Technician	58	8.00	8.00	8.00	8.00
Equipment Operator (400)	57	2.00	2.00	2.00	2.00
Traffic Control Technician	54	5.00	5.00	5.00	5.00
		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Total Employees</b>		<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

# Emergency Management

## Mission Statement

Emergency Management protects lives, property and the environment from disasters and other emergencies through proactive emergency preparedness planning, mitigation efforts, public education, and emergency incident response.

## Narrative

The Waco-McLennan County Office of Emergency Management is a division of the Waco Fire Department. The management of emergencies, planning, mitigation efforts, response and recovery are critical responsibilities of local government. Local government and the public must be prepared to take appropriate actions in disaster situations. Emergency Management maintains the Waco-McLennan County Emergency Management Plan, which includes all cities within the County. It operates the Waco and McLennan County Emergency Operations Center (EOC). The Office serves all of McLennan County and is the Liaison between Local, State and Federal agencies. The office interacts with the State Division of Emergency Management. Severe weather and hazardous materials incidents are the most significant disaster potentials in the county. The Office coordinates disaster preparedness activities between Public and Private industries as well as non-profits in an effort to mitigate from, prepare for, respond to, and recovery from, man-made and natural disasters as well as acts of terrorism.

## Accomplishments for FY 2010-11

- \* Applied for and received multiple homeland security grants which enhanced the City's radio system as well as the fire department and emergency management.
- \* Continued to facilitate a number of committees designed to assist and enhance the preparedness and response capabilities of the City of Waco and McLennan County such as the Voluntary Organization in Disasters, Local Emergency Planning Committee.
- \* Provided training to first responders in the National Incident Management System.
- \* Provided training for first responders and public education for citizens and civic groups.
- \* Completed the Build of the Grant Funded radio tower at Browns Lake.
- \* Applied for and received grant funds to assist with the city and county's threat and hazard identification and risk assessment.
- \* Started the first teen CERT program in high schools (Axtell ISD and Valley Mills ISD).

## Priorities for FY 2011-12

- \* Enhance the city and county's ability to respond to and recover from man-made and natural disasters through training and education such as shelter management, disaster recovery, and debris management.
- \* Implement the National Incident Management System (NIMS) and meet the new federal guidelines related to NIMS.
- \* Continue to build the relationship between private and non-profit industry for a better response capability.
- \* Apply for grants for equipment and training that would assist the City and County.
- \* Update annexes to the Waco McLennan County Emergency Management Plan to include the Mitigation Action Plan.
- \* Continue to provide public education and training to the citizens of McLennan County.
- \* Expand the Community Emergency Response Team through a youth initiatives, classes and trainings.
- \* Strengthen relationships with Baylor and MCC in development of their EM plans and assist them with various planned events.
- \* Completion of the threat and hazard identification and risk assessment for the county and city.
- \* Perform exercises that comply with state and federal guidelines.

## Budget Highlights

Emergency Management is a division of the Fire department. Emergency Management is funded equally by the City of Waco and McLennan County. It also receives FEMA funding through the State. The Budget reflects no changes and maintains current operational levels.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	124,456	124,476	124,476	127,136
Employee Benefits	43,742	45,077	45,634	42,390
Purchased Prof/Tech Services	6,917	12,650	9,608	12,950
Purchased Property Services	23,259	38,546	18,288	35,741
Other Purchased Services	10,819	10,483	11,270	10,353
Supplies	10,418	17,792	24,625	14,024
Other Expenses	111,546	99,643	99,643	101,391
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>331,157</b>	<b>348,667</b>	<b>333,544</b>	<b>343,985</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>331,157</b>	<b>348,667</b>	<b>333,544</b>	<b>343,985</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
<b>Clerical and Professional</b>					
Program Coordinator	24	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
<b>Total Employees</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# Fire

## Mission Statement

To protect life and property by effective professional management of fire, rescue, and other emergency services through education, information, and service to the community.

## Narrative

The Fire Department is a critically essential Core Service. Fire Prevention, Fire Suppression, Rescue, Emergency Medical Services (EMS), and Emergency/Disaster preparedness and management have an impact on the City's safety and its ISO (Insurance Services Office) rating for citizen and business insurance rates. Since the City is the "Primary Emergency Responder", emergency response time is an important service measure. At the same time, the Fire Department must be able to operate efficiently and effectively once on-scene. The proposed budget will allow the department to continue to meet emergency response objectives: delivery of emergency services, fire prevention, fire and life safety public education, and related activities.

## Accomplishments for FY 2010-11

- \* Completed construction of Fire Station # 1 and Fire Station # 3 under budget. The stations were relocated to new locations to assist with response times and to achieve maximum credit from the Insurance Services Officer (ISO). Until Fire Station # 3 was completed, the TSTC area was graded as a 10 which is the lowest score for the Public Protection Classification (PPC). However, the TSTC area now benefits with a PPC rating of 2.
- \* Purchased a new engine for both stations.
- \* Received equipment and funding for training from the Heart of Texas Council of Government to enhance the WFD water rescue team.

## Priorities for FY 2011-12

- \* Begin planning process for relocation of Fire Station # 7, possibly between North 4<sup>th</sup> and North 5<sup>th</sup> off Indiana.
- \* Renegotiate the contract with East Texas Medical to extend ambulance services with no subsidies.
- \* Take delivery of a new 100 ft Aerial Platform Truck in the next fiscal year.
- \* Continue to evaluate efficient and cost effective measures for delivery of emergency responses to all its citizens.
- \* Continue to explore outside opportunities for funding to assist in meeting increased demands for equipment and staff.

## Budget Highlights

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

The budget for Fire will maintain current operations and includes \$25,000 for equipment replacement.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	12,398,357	12,668,250	12,518,053	12,888,119
Employee Benefits	4,592,266	4,792,364	4,810,433	4,492,879
Purchased Prof/Tech Services	47,810	62,300	58,507	59,077
Purchased Property Services	249,019	305,574	280,150	284,552
Other Purchased Services	345,886	219,675	294,704	232,248
Supplies	548,201	700,931	671,087	655,253
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>18,181,539</b>	<b>18,749,094</b>	<b>18,632,934</b>	<b>18,612,128</b>
Transfers to Other Funds	93,100	1,502	1,502	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>18,274,639</b>	<b>18,750,596</b>	<b>18,634,436</b>	<b>18,612,128</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	3.00	3.00	3.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Labor Operations</b>					
Fire Captain_Training	813	1.00	1.00	1.00	1.00
Fire Captain_Prevention	813	1.00	1.00	1.00	1.00
Fire Lieutenant_Prevention	812	3.00	3.00	3.00	3.00
Deputy Fire Chief	811	1.00	1.00	1.00	1.00
Assistant Fire Chief	808	3.00	3.00	3.00	3.00
Fire Training Officer	807	1.00	1.00	1.00	1.00
Fire Marshal	806	1.00	1.00	1.00	1.00
Fire Captain_Suppression	805	13.00	13.00	13.00	13.00
Fire Lieutenant_Alarm Office	804	5.00	5.00	5.00	5.00
Fire Lieutenant	804	35.00	35.00	35.00	35.00
Fire Prevention Specialist	803	1.00	1.00	1.00	1.00
Fire Equipment Engineer	802	48.00	48.00	48.00	48.00
Firefighter	801	80.00	78.00	78.00	78.00
		<b>193.00</b>	<b>191.00</b>	<b>191.00</b>	<b>191.00</b>
<b>Labor Maintenance</b>					
Fire Mechanic	58	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>199.00</b>	<b>199.00</b>	<b>199.00</b>	<b>199.00</b>

# Police

## Mission Statement

Our mission is to provide police services to the Waco community with professionalism, integrity, accountability and respect, to preserve life and property, to enforce the law within the framework of the Constitution and to work in partnership with the community to enhance the quality of life in Waco.

## Vision Statement

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

## Purpose:

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

## WPD Motto:

Committed to our Community

## Narrative

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

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

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

The Administrative Services Section supervises the patrol office, the warrant officer, K-9 Unit, Traffic Unit, Street Crimes Unit and coordinates division training and other special projects for the division.

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

The Special Crimes Unit investigates violent crimes within the City. 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. In addition, the unit has trained a group of citizens to periodically assist with searches for evidence and /or missing persons in large-scale areas. 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, which cross jurisdictional boundaries.



## Police (cont.)

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

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

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

**The Support Services Division** includes the communication section, animal control, records, property room control, the Crime Scene Unit, the Computer Forensics Lab, the Intelligence/Media Unit and fingerprinting and photographic activities.

The Communication Section is the largest public safety answering point within McLennan County receiving all emergency calls to the department including: 911 dispatch calls for the City and the County including 7 smaller departments within the county, calls for animal control, and 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.

Animal Control answers all calls on animal bites and vicious animals within Waco and McLennan County, works with the Animal Advisory Board, Animal Grievance Board, and the local animal shelter.

The Crime Scene Unit provides forensic support to police investigations.

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

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

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

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

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

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

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

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

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

## Police (cont.)

### Accomplishments for FY 2010-11

- \* Began using 6 electronic ticket writers for issuing citations to the public. The use of the devices improves the speed and accuracy of ticket writing and will allow less data entry for the Police and Municipal Court.
- \* Made upgrades to the Police Department's Mobile Computer systems, improving data speed for communications and adding officer email.
- \* Installed two automatic license plate readers in patrol cars. The use of this technology allows officer to more quickly scan license plates and more effectively locate stolen vehicles.
- \* The S.A.F.E. Unit continued to build on the success of the Crime Free Multi Housing Program, resulting in the following crime reductions in 3398 certified housing units.  
44% reduction in calls for police services  
55% reduction in reported crime  
77% reduction in arrests at these locations
- \* In 2010, the Police Department recorded 8.96% fewer reported UCR crimes than in 2009. UCR crimes include murder, rape, robbery, aggravated assault, burglary, theft and auto theft.

### Priorities for FY 2011-12

- \* The Community Services Division will continue their 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 department will update and strengthen the City's Metal Ordinance to help reduce the theft of copper and air conditioning units in the community.

### Budget Highlights

The budget for Police maintains the current police service-staffing ratio of 2.0 officers per 1,000 residents. The budget will maintain current operations and includes \$166,623 for equipment replacement.

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	19,389,206	18,996,081	18,957,400	19,457,835
Employee Benefits	7,297,954	7,402,817	7,478,763	6,995,629
Purchased Prof/Tech Services	202,026	224,875	202,876	217,193
Purchased Property Services	755,297	853,375	855,004	873,785
Other Purchased Services	1,078,287	777,864	958,208	937,992
Supplies	1,373,954	1,430,166	1,570,870	1,457,572
Other Expenses	484	500	500	510
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>30,097,208</b>	<b>29,685,678</b>	<b>30,023,621</b>	<b>29,940,516</b>
Transfers to Other Funds	68,846	74,586	74,586	82,096
Billings	-	-	-	-
Capital Outlay	-	-	40,036	-
<b>Total Expenditures</b>	<b>30,166,054</b>	<b>29,760,264</b>	<b>30,138,243</b>	<b>30,022,612</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Records Supervisor	59	8.00	8.00	8.00	8.00
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Administrator	27	3.00	3.00	3.00	3.00
		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Clerical and Professional</b>					
Computer Support Technician	61	1.00	1.00	1.00	1.00
Crisis Team Counselor	60	1.00	1.00	1.00	1.00
Dispatch Supervisor	60	5.00	5.00	5.00	5.00
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Crime Scene Technician	59	6.00	6.00	6.00	6.00
Accounting Technician (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	19.00	19.00	19.00	19.00
Dispatcher	58	23.00	23.00	23.00	23.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Property Technician	57	3.00	3.00	3.00	3.00
Secretary (300)	57	6.00	6.00	6.00	6.00
Secretary (400)	57	1.00	1.00	1.00	1.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Health Services Coordinator	25	1.00	1.00	1.00	1.00
Planner (300)	25	2.00	2.00	2.00	2.00
Crime Prevention Specialist	24	1.00	1.00	1.00	1.00
		<b>73.00</b>	<b>73.00</b>	<b>73.00</b>	<b>73.00</b>
<b>Labor Operations</b>					
Assistant Police Chief	904	3.00	3.00	3.00	3.00
Police Commander	903	10.00	10.00	10.00	10.00
Police Sergeant	902	36.00	36.00	36.00	36.00
Police Officer	901	194.72	194.72	194.72	194.72
		<b>243.72</b>	<b>243.72</b>	<b>243.72</b>	<b>243.72</b>
<b>Labor Maintenance</b>					
Animal Control Officer	57	4.00	4.00	4.00	4.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Full Time</b>		<b>333.72</b>	<b>333.72</b>	<b>333.72</b>	<b>333.72</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (400)-PT	58	1.50	1.50	1.50	1.50
Dispatcher-PT	58	3.13	3.13	3.13	3.13
<b>Total Part Time (FTE's)</b>		<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>
<b>Total Employees</b>		<b>338.35</b>	<b>338.35</b>	<b>338.35</b>	<b>338.35</b>

# Library

## Mission Statement

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

## Narrative

Through its four libraries and physical and virtual materials collections, the Waco-McLennan County Library system seeks to stimulate and expand the reading, learning, and information interests of children, teenagers and adults in the community. The library coordinates its services and works with area educational, cultural and social service agencies.

The library system owns over 320,000 adult, teen and children's items in a variety of formats including Books, Large Print Books, Periodicals, Audio Books, CDs, and DVDs. An additional 29,000 e-Books and 3,000 downloadable audio books are available through the library's online catalog. The Library's website provides access to a growing collection of virtual resources including online reference materials, research and homework databases and digitized materials.

A variety of programs for children, teenagers and adults are offered as a compliment to the library's materials collection and reference services. Weekly storytimes for children are provided at all libraries.

The Central Library offers the largest variety of library services and materials including reference, periodicals and special interest programs. Specialized collections at the Central Library include: Spanish language, Business Reference and the Grants Resource Center.

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

The East Waco Library has an African American collection, computer lab and meeting room.

The South Waco Library has Spanish language and consumer health collections, a meeting room, conference room and two study rooms.

The West Waco Library & Genealogy Center (formerly R. B. Hoover Library) is the busiest branch library. The 32,000 square foot building, which opened in September 2010, includes a large children's area, the Genealogy collection, a meeting room, a storytime room and multiple study rooms.

## Accomplishments for FY 2010-11

- \* Set new record for number of materials checked-out
- \* Awarded construction contract and began renovation of the Central Library building
- \* Implemented Overdrive e-book lending service
- \* Children's Librarians completed Every Child Ready to Read training and presented programs on early childhood literacy to parents
- \* Marketed Library Services and Resources

## Priorities for FY 2011-12

- \* Oversee Central Library Renovation Project
- \* Plan for renovation of the East Waco Library
- \* Market Library Services and Resources

## Budget Highlights

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

McLennan County funds 1/6 of the library budget.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	1,689,241	1,678,267	1,674,890	1,724,058
Employee Benefits	632,365	653,912	660,652	617,817
Purchased Prof/Tech Services	94,841	96,546	90,974	85,250
Purchased Property Services	137,583	110,992	97,339	96,365
Other Purchased Services	162,448	175,423	177,752	174,261
Supplies	545,354	575,588	553,613	536,070
Other Expenses	40	-	480	900
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,261,872</b>	<b>3,290,728</b>	<b>3,255,700</b>	<b>3,234,721</b>
Transfers to Other Funds	-	-	-	-
Billings	139,914	144,111	144,111	144,111
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,401,786</b>	<b>3,434,839</b>	<b>3,399,811</b>	<b>3,378,832</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Librarian (400)	24	7.00	7.00	7.00	7.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Clerical and Professional</b>					
Accounting Technician (300)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Library Technician	55	13.00	13.00	13.00	13.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Librarian (300)	24	7.00	7.00	7.00	7.00
		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>
<b>Total Full Time</b>		<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Library Technician-PT	55	9.90	9.90	9.90	9.90
Librarian-PT	24	0.55	0.55	0.55	0.55
<b>Total Part Time (FTE's)</b>		<b>10.45</b>	<b>10.45</b>	<b>10.45</b>	<b>10.45</b>
<b>Total Employees</b>		<b>44.45</b>	<b>44.45</b>	<b>44.45</b>	<b>44.45</b>

# Municipal Information

## Mission Statement

The mission of Municipal Information is to provide accurate, effective transfer of information to the public, City Council, city staff and the media that educates, informs, enlightens and involves people in the quality of life in the city and to promote its positive image.

## Narrative

It is the responsibility of Municipal Information Services to provide accurate, effective communications to the general public, the City Council and all city employees. This is accomplished through the Waco City Cable Channel (WCCC-TV), a weekly City Talk radio program that airs on five local stations and WCCC-TV, various printed materials and publications, and the City's websites and other social media outlets. This department is responsible for overall public relations of the city as well as maintaining a good working relationship with the media. The department also operates the Graphic Production Department providing graphic design and printing services as well as 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. On December 8, 2008 we officially began producing and broadcasting programming in high definition over Grande Cable channel 810, the first, and still the only, city channel in Texas to offer its citizens HD programming. We also made the full digital transition, and both our channel 10 and channel 18 are transmitted to Time Warner and Grande in full digital resulting in a sharper image and enhanced stereo sound. All of the equipment and construction of studios was funded through cable fees, not General Fund. Most of our programs are viewable by anyone in the world on our website. We also facilitate broadcast functions for MCC, and TSTC for the College Channel 18 generating \$900 a month in revenue for the General Fund.

Our Media/Communications Division provides full website design and maintenance for nine city sites representing 27 departments and manages social media communications including Twitter, Facebook and YouTube that are receiving increased usage and traffic. Unlike many cities, the City of Waco does not contract out website design and maintenance. We continue to work closely with all news media outlets by issuing regular press releases, as well as facilitating interviews and hosting press conferences and special events. We produce, design and layout three major publications (all in-house) including the City Limits monthly citizen newsletter, City Talk employee newsletter, and an Annual Report.

The Graphics Division designs and prints various projects for all departments, as well as oversees copy machines and operates a warehouse at City Hall for basic office supplies. The Graphics staff also handles, receives and distributes mail to all city locations and City Council members.

## Accomplishments for FY 2010-11

- \* Continued producing six studio format talk shows that include monthly reports from the three Chambers of Commerce, the Public Health District, the Police/Fire/Emergency Management Office, and a visit with one of the City's department heads.
- \* Produced numerous programs, news reports and PSA's that have earned us several awards for excellence.
- \* Continued to receive record visits to our main website ([www.waco-texas.com](http://www.waco-texas.com)). The site regularly receives more than 500,000 visits each month. This is a direct result of staff creating and updating pages on a daily basis—all in-house—from input by city departments.
- \* Created and launched an internal web-based Intranet that provides easy access to ALL employees from home or at work to a huge variety of forms and information.
- \* Both our *City Limits* and *City Talk* newsletters continue to provide our citizens and staff with important information about their city in an attractive and informative way, all designed in-house.
- \* Elected to not mail copies of our Annual Report to 35,000 residents but encouraged viewing it on-line that has been well received. This has resulted in a savings of over \$9,000 in printing and mailing costs and a positive response for saving citizen's money.

## Priorities for FY 2011-12

- \* Continue to provide efficient, accurate and timely information to our citizens and the media.

## Budget Highlights

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

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	396,473	396,717	396,517	405,262
Employee Benefits	155,988	159,677	162,231	150,692
Purchased Prof/Tech Services	4,229	2,149	4,296	9,296
Purchased Property Services	6,136	11,197	5,811	800
Other Purchased Services	27,401	23,321	25,558	21,097
Supplies	83,914	39,453	42,570	30,002
Other Expenses	56,082	55,895	55,800	55,800
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>730,223</b>	<b>688,409</b>	<b>692,783</b>	<b>672,949</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	51,867	-	66,111	-
<b>Total Expenditures</b>	<b>782,090</b>	<b>688,409</b>	<b>758,894</b>	<b>672,949</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Cable Television Technician	60	1.00	1.00	1.00	1.00
Courier	53	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Graphic Design Supervisor	24	1.00	1.00	1.00	1.00
Broadcast Operations Analyst	24	1.00	1.00	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Labor Operations</b>					
Inventory Technician	56	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

# Housing and Community Development

## Mission Statement

To make Waco a "Place of Choice" by developing and maintaining collaborative, self-sustaining housing programs, improving homeownership rates, upgrading an aging housing stock, and providing community development programs that revitalize our neighborhoods with projects that span the full housing continuum in Waco including the development of mixed income neighborhoods and other housing and community development programs benefiting low to moderate income households along with homeless individuals and families.

## Narrative

The City of Waco will act aggressively to stabilize and revitalize our neighborhoods' aging stock through high quality rehabilitation and reconstruction. In addition, a new construction program for a variety of housing types is ongoing along with an acquisition assistance program. These housing programs will create housing opportunities to address the entire spectrum of citywide needs from homelessness, to special needs, to affordable housing, to the upper scale developments. The City of Waco will maintain and establish new key local, state and national partnerships to ensure continuing success. The housing program will impact the market utilizing many city resources to stimulate private investment in housing development, including the successful lot sales program, infill development programs, and the residential tax abatement program. The City will continue the implementation of the 10 Year Plan To End Chronic Homelessness to decrease the number of chronic homeless persons in Waco and offer them opportunities for decent, safe affordable housing along with access to integral services to maintain their housing stability. In addition, the City is facilitating the Poverty Reduction Plan with community leaders. The successes of the homeless and poverty plans depend upon a coordinated team approach. The City will continue its strong partnership with Baylor University and its student interns to develop and implement these plans.

## Accomplishments for FY 2010-11

- \* 19 homebuyers assisted with down payment on new homes
- \* 5 homebuyers provided rehabilitation/reconstruction loans to repair or reconstruct their homes
- \* 15 homeowners provided tax abatement
- \* 5 lots sold to builders for the development of single-family homes for homeownership
- \* Provided funding to Community Housing Development Organizations to develop 12 new single-family homes
- \* Prevented 105 households from becoming homeless and re-housed 25 homeless households, using funds received under the American Recovery and Reinvestment Act Homelessness Prevention and Rapid Re-Housing Program
- \* Implemented a new Tenant Based Rental Assistance Program

## Priorities for FY 2011-12

- \* Continue to inform the public about the issues surrounding homelessness
- \* Continue to encourage permanent supportive housing for disabled homeless individuals and families
- \* Continue successful housing programs (lot sales, rehabilitation and reconstruction loans, tax abatement, infill development, tenant based rental assistance, and acquisition loans)
- \* Continue to prevent homelessness and rapidly re-house homeless households using HPRP and Shelter Plus Care grant programs
- \* Continue to participate in the Poverty Solutions focus group formed to identify and develop strategic plans to address poverty-related issues in the community
- \* Ensure successful implementation of the Housing Database to provide an online affordable housing database for the community
- \* Continue to work with non profit and for profit developers to build quality affordable rental housing

## Budget Highlights

The Housing and Community Development Director's position is funded at 25% with General Fund and 75% with U.S. Department of Housing and Urban Development Home Investment Partnership Program (HOME) and Community Development Block Grant (CDBG) funds. A Program Coordinator overseeing the implementation of the 10 Year Plan to End Chronic Homelessness is funded 80% General Fund and 20% with CDBG funds. A Program Coordinator overseeing the internal loan programs and other housing incentive programs is funded 10% with General Fund and 90% with HOME and CDBG funds. The Financial Supervisor has been added and will be funded 21% in the General Fund and 79% through grant funds. In addition to the Director and the Program Coordinators, and the Financial Supervisor 11.85 FTEs are budgeted in CDBG, HOME, Homeless Prevention and Rapid Re-housing, and Supportive Housing Program grant funds.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	52,826	55,446	59,769	70,946
Employee Benefits	20,735	22,355	24,340	26,260
Purchased Prof/Tech Services	11,126	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	11,241	7,753	11,957	7,723
Supplies	2,040	3,300	2,650	2,800
Other Expenses	-	-	-	-
Contracts with Others	41,952	16,000	-	-
<b>Operating Expenditures</b>	<b>139,920</b>	<b>104,854</b>	<b>98,716</b>	<b>107,729</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>139,920</b>	<b>104,854</b>	<b>98,716</b>	<b>107,729</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	0.25	0.25	0.25	0.25
Financial Supervisor	27	-	-	-	0.21
		<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.46</b>
<b>Clerical and Professional</b>					
Program Coordinator	24	0.80	0.80	0.80	0.80
Program Coordinator	24	0.10	0.10	0.10	0.10
		<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>
<b>Total Employees</b>		<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.36</b>

# Facilities

## Mission Statement

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

## Narrative

Facilities, a division of the General Services Department, is responsible for the maintenance, repair and renovation functions for over 136 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 2010-11

- \* Facilities were highly involved in the start, support, or completion of numerous construction and remodeling of various projects this past fiscal year.
  - Award and Project Start of Central Library Renovation
  - Texas Ranger Museum Knox Hall Renovation
  - Ongoing Energy Stimulus Project for City Exterior Parking and Lighting Retrofits
  - Renovation of Food Handler Training Room
  - Renovation of WMARSS office area
  - Roof replacement on the Brazos River Exhibit Buildings
  - Coordination for the expansion of the Police Weapons Range Berm
  - Replacement of the main chiller unit at Community Services Building
  - Ongoing Remodeling of the Waco Convention Center and the Freedom Fountain
  - Design of the Police Headquarters Tower and Parking Garage
  - Design and Project Start of the Tobin and Anne Armstrong Texas Ranger Research Center
  - Ongoing remodeling of the City Information Technology Offices
  - Ongoing remodeling of City Hall Human Resources and 3<sup>rd</sup> Floor Office Areas
  - Purchase of VFW parking lot and disposal of building interior assets
- \* These projects are in conjunction with daily maintenance and repairs of City facilities.

## Priorities for FY 2011-12

- \* Award and completion of Police Tower Renovation
- \* Renovation of the Central Library and support of temporary Central Library leased facility
- \* Completion of the Tobin and Anne Armstrong Texas Ranger Research Center
- \* Completion of remodeling of 1<sup>st</sup> and 3<sup>rd</sup> Floors of City Hall
- \* Completion of remodeling of Information Technology Office Areas
- \* Completion of Convention Center and Freedom Fountain renovation
- \* Completion of Mammoth Site HVAC upgrade
- \* Design of Wellness Center in Operations Center
- \* City-wide flat and non-metal pitched roof assessment
- \* Design and renovation of the Water Office HVAC and lighting system
- \* Renovation of the Riverside Water Plant Smoke Stack

## Budget Highlights

Facilities continue 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 for renovations and new construction for major facility projects funded from the annual City bond election. The energy program was moved to Utilities during the FY 2010-11 fiscal year.

The budget for Facilities includes the addition of three part time Building Attendants, which will allow greater flexibility in scheduling and was offset by a reduction in overtime. The Engineering Administrator position was moved to Utilities during FY 2010-11.

Billings to others are for the following: Library facility maintenance

\$144,111

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	1,152,678	1,169,046	1,049,730	1,069,546
Employee Benefits	548,545	554,214	519,024	488,729
Purchased Prof/Tech Services	73,334	72,000	136,507	97,055
Purchased Property Services	951,263	827,332	834,689	1,249,612
Other Purchased Services	69,057	54,858	66,200	54,546
Supplies	218,321	229,586	229,186	228,406
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,013,198</b>	<b>2,907,036</b>	<b>2,835,336</b>	<b>3,187,894</b>
Transfers to Other Funds	-	-	-	-
Billings	(139,914)	(144,111)	(144,111)	(144,111)
Capital Outlay	-	12,000	12,000	-
<b>Total Expenditures</b>	<b>2,873,284</b>	<b>2,774,925</b>	<b>2,703,225</b>	<b>3,043,783</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Engineering Administrator	28	1.00	1.00	-	-
Program Manager	28	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Labor Operations</b>					
Master Electrician	61	2.00	2.00	2.00	2.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker (400)	59	5.00	5.00	5.00	5.00
Operations Coordinator	57	2.00	2.00	2.00	2.00
Building Attendant	53	20.00	20.00	20.00	20.00
		<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>
<b>Total Full Time</b>		<b>36.00</b>	<b>36.00</b>	<b>35.00</b>	<b>35.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Building Attendant-PT	53	-	-	-	0.80
<b>Total Part Time (FTE's)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>0.80</b>
<b>Total Employees</b>		<b>36.00</b>	<b>36.00</b>	<b>35.00</b>	<b>35.80</b>

# **Parks and Recreation**

## **Mission Statement**

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

## **Narrative**

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

The Parks Maintenance Division maintains over 1,484 acres of City parks and open spaces, municipal building landscapes, medians, right-of-ways, creeks and over 500 City owned vacant lots. The Lake Brazos Corridor Maintenance program has created an aesthetically improved appearance throughout the corridor that enhances the image that the community projects to visitors and local residents.

Community Centers continue to expand activities at each location with many programs geared towards teen, young adults, and developing the outdoor activity and nature programming. The ribbon cutting for the newly renovated South Waco Community Center was held in January. The Athletic and Aquatic section continues to thrive at Riverbend Park. The economic impact of Dubl-R Fields at Riverbend Park continues to be significant while hosting 30+ baseball, girls' fast pitch and slow pitch softball tournaments in 2010-11. The Waco Water Park attracts families from all over the region for aquatic recreation, birthday rentals and private parties. The Waco Mammoth Site continues to popular with guests from around the nation as well as school groups. Two murals were painted inside the dig shelter over the winter that has enhanced the visitor experience. There have been multiple visits to the site by local, state and national officials in support of the NPS national monument status. Special Events provide a variety of entertainment through the Brazos Nights concert series and 4<sup>th</sup> on the Brazos Celebration in addition to coordinating over 120 community events each year. The final year for the City of Waco to host the Texas Amateur Athletic Federation Games of Texas will take place during the summer of 2011 with approximately 7,000 athletes in town over four days.

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 Brazos Park East redevelopment, construction of the Cotton Belt hike/bike/walk trail and Trail Blazer Park, initiation of the major redevelopment of Sul Ross Park, and conversion of the pool at Oscar DuConce Park into a splash pad.

Park Ranger priorities include mountain bike/horse/vehicle security patrols, coordinating trail maintenance projects with volunteers and department staff, interpretive programs in addition to providing security for special events and the Texas Ranger Hall of Fame. Additional emphasis is being placed on Cameron Park security, Brazos River Corridor patrol, and departmental safety programs.

## **Accomplishments for FY 2010-11**

- \* Implemented Brazos Lake maintenance crew complete with a litter boat and related equipment
- \* Reorganized Park Staff to provide enhanced Softball/Baseball Tournament support
- \* Constructed traffic control railing to improve safety at Emmons Cliff
- \* Completed the bond funded renovations of Cameron Park including the \$1.5 million phase 2 project to renovate Northern Gateway.
- \* Completed two murals and began HVAC renovations in the Dig Shelter at the Waco Mammoth Site.
- \* Initiated the schematic design of the Children's Discovery Area at the Waco Mammoth Site
- \* Continued construction of the Cotton Belt Trail
- \* Construction of the \$3.4 Million redevelopment of Brazos Park East
- \* Initiated the design phase of the Riverwalk extension through Brazos Park East funded by Transportation
- \* Enhancement funding matched by TIF funds
- \* Began design of the grant funded renovations at Sul Ross Park and Oscar DuConce Park.
- \* Began design and installation of the pavilion, sidewalk, landscaping, and signage at South Waco Park

### Accomplishments for FY 2010-11 (cont)

- \* Began the design of playground improvements at Jaycee Park
- \* Assisted with the construction of the "River Vessels" sculpture by Patrick Dougherty in Cameron Park
- \* Supported the Cameron Park Centennial Jazz Concerts and Pecan Bottoms Holiday Lights
- \* Provided staff support for the Waco Mammoth Foundation and Support Advisory Board
- \* Oversight of operations at Rosemound Cemetery
- \* Park Rangers provided educational programs for Waco ISD and surrounding school districts
- \* Increased patrol of Brazos River Corridor including the Riverbend Complex and the Waco Mammoth Site
- \* Increased number of trail events including XTERRA off road triathlon, ultra trail runs, and mountain bike races
- \* Continued trail improvement projects with community volunteers, eagle scouts, and trail user groups

### Priorities for FY 2011-12

- \* Assimilate the renovated and enhanced Brazos Park East and the new Cotton Belt Trail and Trailblazer Park into maintenance operations
- \* Complete Children's Discovery Area design for Waco Mammoth Site
- \* Complete design and begin construction of Oscar DuConge and Sul Ross parks
- \* Complete design plans for the Riverwalk extension through Brazos Park East
- \* Complete parking lot and drive at Trail Blazer Park
- \* Provide support for design and development of the Doris Miller Memorial
- \* Dedicate the Bosque Bluffs and Brazos Bridges Paddling Trails
- \* Continue Ranger Patrol of Brazos River Corridor and Cameron Park
- \* Implement Children in Nature Program
- \* Increase program participation at the community centers by offering adult sports leagues
- \* Offer fitness classes designed for teens and youth
- \* Redevelop computer labs at all community centers
- \* Raise awareness of Parks & Recreation programs and activities
- \* Develop events that support and increase economic development

### Budget Highlights

The budget reflects maintenance of additional park areas, municipal facilities and the Brazos River Corridor, and renovation/redevelopment of existing parks and facilities. Park Rangers FTEs were reduced to provide better use of staffing hours. A part time Customer Service Representative and a part time Service Provider were eliminated from the budget for Rosemound Cemetery.

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	4,274,434	4,412,947	4,172,931	4,356,899
Employee Benefits	1,795,213	1,906,828	1,844,448	1,775,370
Purchased Prof/Tech Services	753,362	728,258	752,846	700,132
Purchased Property Services	1,134,371	1,342,077	1,301,827	1,312,244
Other Purchased Services	406,986	331,812	370,401	309,175
Supplies	1,075,102	1,198,793	1,116,429	1,084,910
Other Expenses	68,023	51,275	50,634	51,204
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>9,507,491</b>	<b>9,971,990</b>	<b>9,609,516</b>	<b>9,589,934</b>
Transfers to Other Funds	-	-	-	-
Billings	(248,513)	(255,968)	(255,968)	(255,968)
Capital Outlay	62,094	-	320,600	-
<b>Total Expenditures</b>	<b>9,321,072</b>	<b>9,716,022</b>	<b>9,674,148</b>	<b>9,333,966</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Administrator	27	3.00	3.00	3.00	3.00
Operations Supervisor	25	4.00	4.00	4.00	4.00
Field Supervisor	22	4.00	4.00	4.00	4.00
		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	6.00	6.00	6.00	6.00
Customer Service Rep (300)	58	3.00	3.00	3.00	3.00
Retail Aide	53	2.00	2.00	2.00	2.00
Senior Planner	26	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	2.00	2.00	2.00	2.00
Program Coordinator	24	4.00	4.00	4.00	4.00
Recreation Program Coordinator	22	3.00	3.00	3.00	3.00
Recreation Specialist	21	4.00	4.00	4.00	4.00
		<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>
<b>Labor Operations</b>					
Master Electrician	61	1.00	1.00	1.00	1.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker	59	4.00	4.00	4.00	4.00
Operations Coordinator	59	6.00	6.00	6.00	6.00
Park Ranger	58	6.00	6.00	6.00	6.00
Service Technician	58	1.00	1.00	1.00	1.00
Equipment Operator (300)	57	29.00	29.00	29.00	29.00
Senior Service Provider	56	5.00	5.00	5.00	5.00
Service Provider	54	29.00	29.00	29.00	29.00
		<b>83.00</b>	<b>83.00</b>	<b>83.00</b>	<b>83.00</b>
<b>Total Full Time</b>		<b>121.00</b>	<b>121.00</b>	<b>121.00</b>	<b>121.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (400)-PT	58	0.50	0.50	-	-
Park Ranger-PT	58	5.10	5.10	4.90	4.90
Retail Services Coordinator-PT	57	0.50	0.50	0.50	0.50
Service Provider-PT	54	1.00	1.00	0.50	0.50
Retail Aide-PT	53	1.32	1.32	1.32	1.32
Facility Attendant-PT	53	0.23	0.23	0.23	0.23
Recreation Aide-PT	51	10.00	10.00	10.00	10.00
Recreation Specialist-PT	21	0.50	0.50	0.50	0.50
Recreation Specialist-TEMP	1	0.40	0.40	0.40	0.40
Pool Coordinator-TEMP	1	0.64	0.64	0.64	0.64
Recreation Aide-TEMP	1	4.62	4.62	4.62	4.62
Recreation Retail Aide-TEMP	1	0.66	0.66	0.66	0.66
Lifeguard -TEMP	1	6.82	6.60	6.60	6.60
<b>Total Part Time (FTE's)</b>		<b>32.28</b>	<b>32.06</b>	<b>30.86</b>	<b>30.86</b>
<b>Total Employees</b>		<b>153.28</b>	<b>153.06</b>	<b>151.86</b>	<b>151.86</b>

## Contributions and Contracts

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### 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.

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Unemployment Compensation	92,663	80,000	110,315	110,000
Property Insurance	247	247	247	247
Greenwood Cemetery	1,500	1,500	1,500	1,500
H.O.T. Council of Governments	11,344	11,344	11,344	11,344
Keep Waco Beautiful	9,000	9,000	9,000	-
The Advocacy Center	54,591	56,229	56,229	59,040
Greater Waco Chamber of Commerce	136,500	136,500	136,500	136,500
MCCAD	590,865	608,591	561,498	600,000
Animal Shelter	300,000	300,000	300,000	300,000
McLennan County	136,822	145,031	135,960	141,398
Cen-Tex African/American Chamber	68,000	68,000	68,000	68,000
McLennan Co Youth Collaboration	20,000	20,000	20,000	-
Multi-Purpose Facility	56,441	55,000	55,000	55,000
Senior Ministry	28,000	28,000	28,000	28,000
Downtown River Corridor	187,247	200,000	200,000	200,000
Cen-Tex Hispanic Chamber	68,000	68,000	68,000	68,000
Economic Development Grants	55,796	168,190	168,190	334,893
NAFTA Impact Zone_Zone 2	257,218	250,000	225,000	225,000
Rosemound Cemetery	10,283	-	-	-
Total Contracts	1,991,607	2,125,385	2,044,221	2,228,675
Health Services	2,302,212	2,141,360	2,141,360	2,459,993
Housing Demo_Lot Clearance	75,000	75,000	75,000	75,000
Street Reconstruction Fund	3,879,659	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	691,093	666,900	666,900	624,396
Waco Regional Airport	437,528	308,452	308,452	370,573
Convention Services	411,957	362,139	362,139	-
Cameron Park Zoo	1,276,218	1,398,503	1,398,503	1,400,910
Total Transfers to Other Funds	9,073,667	8,838,326	8,838,326	8,816,844
Total Expenditures	11,158,184	11,043,958	10,993,109	11,155,766

## Miscellaneous

### Narrative

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

No salary savings were budgeted in FY 2011-12 since several vacant positions were eliminated and overtime was considerably reduced.

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	-	(586,921)	-	-
Employee Benefits	-	(250,107)	-	-
Purchased Prof/Tech Services	159,808	178,000	166,000	170,000
Purchased Property Services	7,725	-	-	-
Other Purchased Services	-	-	-	-
Supplies	3,009	-	-	-
Other Expenses	156,917	150,000	151,680	150,161
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>327,459</b>	<b>(509,028)</b>	<b>317,680</b>	<b>320,161</b>
Transfers to Other Funds	-	-	-	735,016
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>327,459</b>	<b>(509,028)</b>	<b>317,680</b>	<b>1,055,177</b>



## Retirement Benefits

### Narrative

Several retired Fire Fighters and Police Officers remain on the old City pension plan. The annual contribution is included in this fund as well as payouts for employees who retire during the year.

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

### Expenditures

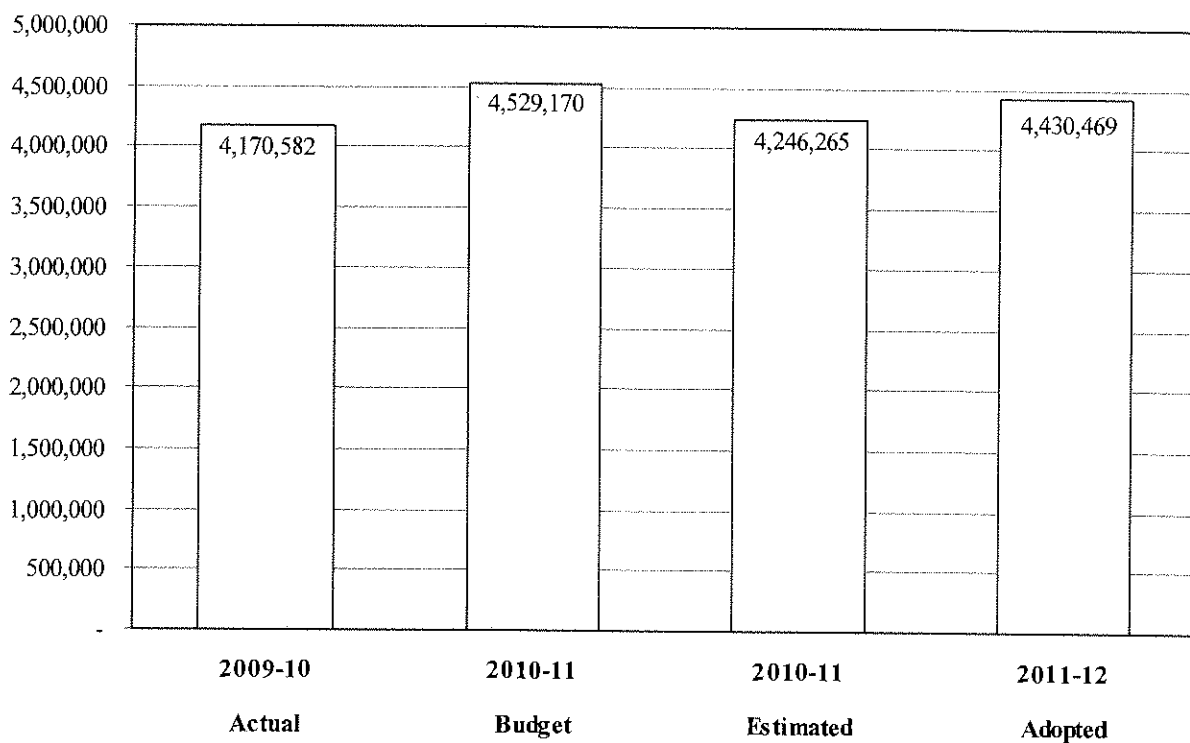
	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	231,999	225,627	206,900	224,770
Employee Benefits	129,380	129,983	106,829	101,927
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>361,379</b>	<b>355,610</b>	<b>313,729</b>	<b>326,697</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>361,379</b>	<b>355,610</b>	<b>313,729</b>	<b>326,697</b>



## **Special Revenue Funds**

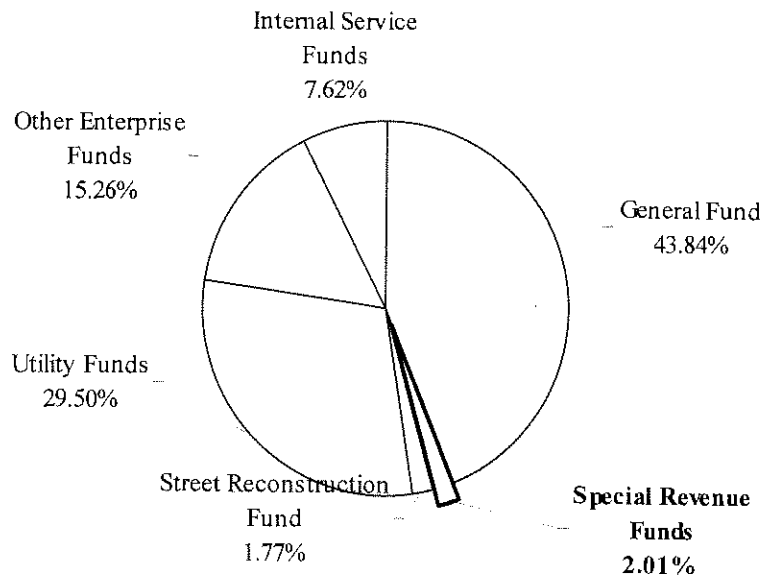
## Special Revenue Funds

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
Health Administration	1,997,287	2,019,736	2,068,451	1,953,668
Environmental Health	272,788	186,148	180,706	175,949
Environmental Health - OSSF	287,466	291,073	280,925	274,477
Public Health Nursing	805,880	900,645	921,458	791,275
Sexually Transmitted Diseases	394,048	392,557	394,846	362,313
HIV/AIDS	170,959	170,186	175,006	170,513
Dental	64,266	9,695	13,085	10,383
Public Improvement District #1	177,888	559,130	211,788	691,891
	<b>4,170,582</b>	<b>4,529,170</b>	<b>4,246,265</b>	<b>4,430,469</b>

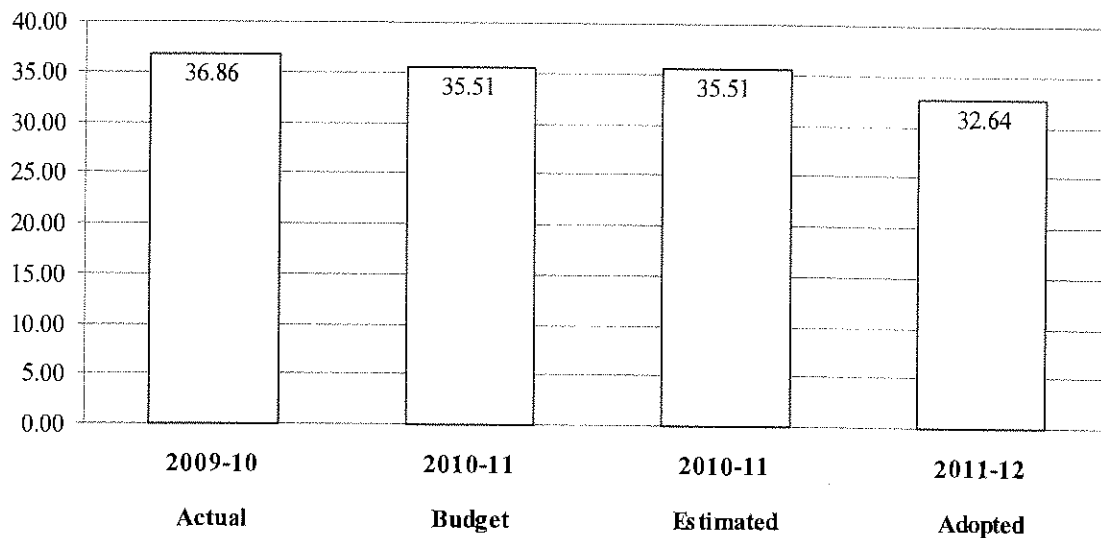


## Special Revenue Funds as a Percent of Total Budget

General Fund	96,501,997
<b>Special Revenue Funds</b>	<b>4,430,469</b>
Street Reconstruction Fund	3,886,372
Utility Funds	64,936,359
Other Enterprise Funds	33,596,189
Internal Service Funds	16,765,377
	<hr/>
\$	220,116,763



## Special Revenue Funds Personnel Summary



# Health Administration

## Mission Statement

To work in partnership with the community to effectively promote, prevent and protect the health and well being of all McLennan county residents.

## Narrative

Health Administration provides direction for the overall operation of comprehensive population-based health functions such as monitoring health status to identify community health problems; diagnosing and investigating health problems and health hazards in the community; informing, educating and empowering people concerning health issues; mobilizing community partnerships to identify and solve health problems; developing policies and plans that support individual and community health efforts; enforcing laws and regulations that protect health and ensure safety; linking people to needed personal health services; assuring a competent public health and personal health care workforce; evaluating effectiveness, accessibility and quality of personal and population-based health services; and researching new insights and innovative solutions to health problems. Vital Statistics maintains an effective and secure system for collection, recording, filing, storage and issuance of birth and death records occurring in the City of Waco in accordance with state statutory requirements. Central Cash provides a safe and secure area for the timely and efficient collection of revenues for all Health District Services operated in accordance with City of Waco policies.

## Accomplishments for FY 2010-11

- \* Supported the approval of model ordinances in all Health District member cities and McLennan County
- \* Facilitated level and improved program services despite funding challenges and staff vacancies
- \* Completed electronic surveillance project with area hospitals for early disease detection
- \* Received 2010 Exemplary Five Star Award from the Dept. of State Health Services for excellence in recording and processing of birth and death records
- \* Hosted the 18<sup>th</sup> Annual Funeral Directors Continuing Education Conference which was attended by 125-140 funeral directors
- \* Continued the implementation of the Vital Statistics Records Automation and Preservation Project
- \* Worked with preparedness coordinator to help facilitate and involve funeral directors to deal with mass casualties
- \* Provided efficient collection of revenue and prompt and efficient billing for services provided to Health District customers

## Priorities for FY 2011-12

- \* Improve health services through electronic medical records and client data sharing
- \* Sustainable health services funding
- \* Recruitment of competent public health professionals
- \* Identify factors influencing health care cost trends and subsequent health behaviors
- \* Monitor impact of health care reform on local public health
- \* Monitor impacts to Medicaid, Medicare and Children's Health Insurance Program (CHIP)
- \* Continue to assist hospitals, funeral homes, physicians and justices of the peace with the electronic filing of birth and death certificates using Texas Electronic Registrar
- \* Continue with the document imaging of birth and death records
- \* Continue to ensure that all revenues for Health District are collected and deposited in accordance with City of Waco cash handling policies
- \* Continue to ensure all eligible charges are billed within required timeframe

## 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. One Customer Service Representative position in Vital Statistics will be reclassified from full time to part time.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	451,430	450,554	474,779	446,092
Employee Benefits	173,472	171,506	191,245	161,253
Purchased Prof/Tech Services	38,518	37,477	41,404	40,101
Purchased Property Services	5,722	6,093	4,957	4,981
Other Purchased Services	26,380	18,631	24,206	15,924
Supplies	42,726	43,088	38,577	34,953
Other Expenses	325,775	331,125	332,021	289,102
Contracts with Others	933,264	961,262	961,262	961,262
<b>Operating Expenditures</b>	<b>1,997,287</b>	<b>2,019,736</b>	<b>2,068,451</b>	<b>1,953,668</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,997,287</b>	<b>2,019,736</b>	<b>2,068,451</b>	<b>1,953,668</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Accounting Technician (300)	58	3.00	3.00	3.00	3.00
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Customer Service Rep (300)	58	1.00	1.00	1.00	-
Staff Assistant	58	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	-	-	1.00	1.00
Planner (400)	25	1.00	1.00	-	-
		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>
<b>Total Full Time</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (300)-PT	58	-	-	-	0.50
<b>Total Part Time (FTE's)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>0.50</b>
<b>Total Employees</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.50</b>

# **Environmental Health**

## **Mission Statement**

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

## **Narrative**

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

## **Accomplishments for FY 2010-11**

- \* Provided food safety education to approximately 4,500 food handlers and food managers.
- \* Prevented and reduced disease outbreaks associated with food, swimming pools, sanitation, and vectors.
- \* Ensured all Health District Members adopted the revised fee schedule, considered contributions to the Health District, and adopted model ordinances especially the food establishment code.

## **Priorities for FY 2011-12**

- \* Maintain inspection frequencies to prevent increase of disease, nuisances, and violations.
- \* Provide food safety education to 4,500 food handlers and food managers.
- \* Prevent and minimize disease outbreaks associated with food, swimming pools, sanitation, and vectors.
- \* Improve information available on the webpage relating to Environmental Health topics.

## **Budget Highlights**

The Division will continue established interdepartmental and interagency cooperation providing multidisciplinary approaches for effective services to the public. Existing services provided by Environmental Health will continue with no reductions.

By continuing partnerships already established, efficiency is achieved by coordinating efforts and reducing time and labor necessary to achieve the same purpose. As an example, reporting possible code violations during health inspections and continued coordinated inspections with Inspections and Code Enforcement provides more complete abatement of property violations and health nuisance conditions.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	160,173	98,788	98,788	100,930
Employee Benefits	58,832	38,611	39,042	36,348
Purchased Prof/Tech Services	-	850	1,125	700
Purchased Property Services	10,486	7,950	8,479	7,850
Other Purchased Services	16,632	2,449	6,171	2,449
Supplies	26,665	37,500	27,101	27,672
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>272,788</b>	<b>186,148</b>	<b>180,706</b>	<b>175,949</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>272,788</b>	<b>186,148</b>	<b>180,706</b>	<b>175,949</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Administrator	27	0.75	0.75	0.75	0.75
		<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	-	-	-
		<b>1.00</b>	-	-	-
<b>Labor Operations</b>					
Senior Sanitarian	24	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Full Time</b>		<b>2.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>
<b>Part Time Employees (shown as FTE's)</b>					
Environmental Inspector-PT	61	0.85	-	-	-
Secretary-PT	57	0.50	-	-	-
<b>Total Part Time (FTE's)</b>		<b>1.35</b>	-	-	-
<b>Total Employees</b>		<b>4.10</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>

## **Environmental Health – OSSF**

### **Mission Statement**

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

### **Narrative**

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

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

### **Accomplishments for FY 2010-11**

- \* Fully implemented the requirements of the new County OSSF order.
- \* Closely monitored aerobic treatment units with homeowner maintenance and all aerobic unit maintenance contracts to reduce nuisance conditions and ensure compliance.
- \* Established and increased fee collection under new fee schedule.
- \* Increased enforcement by filing more violations with the Justice of the Peace Courts.

### **Priorities for FY 2011-12**

- \* Continue increased enforcement actions on violators to reduce nuisance conditions and increase compliance.
- \* Emphasize maintenance and repair of existing on site sewage facilities to reduce nuisances and increase public health protection.
- \* Fully implement document imaging for permit files.
- \* Continue reducing the percentage of aerobic units without current contracts.

### **Budget Highlights**

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

## Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
Salaries and Wages	182,550	190,041	178,700	182,754
Employee Benefits	74,894	78,816	76,835	71,762
Purchased Prof/Tech Services	433	800	2,200	2,200
Purchased Property Services	4,028	2,340	2,920	2,971
Other Purchased Services	9,425	7,361	9,138	7,088
Supplies	5,295	7,759	7,176	7,702
Other Expenses	10,841	3,956	3,956	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>287,466</b>	<b>291,073</b>	<b>280,925</b>	<b>274,477</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>287,466</b>	<b>291,073</b>	<b>280,925</b>	<b>274,477</b>

## Personnel Summary

	<b>Range</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
		<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Supervision</b>					
Program Administrator	27	0.25	0.25	0.25	0.25
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Labor Operations</b>					
Inspector	60	2.00	2.00	2.00	2.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Employees</b>		<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>

# Public Health Nursing

## Mission Statement

The mission of the Waco-McLennan County Public Health District is to work in partnership with the community to effectively promote, prevent and protect the health and well being of all McLennan County residents.

## Narrative

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

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

The division also receives funding from local governmental entities. Fees for service also fund a small percentage of the budget.

## Accomplishments for FY 2010-11

- \* Created and implemented the Eat Well Waco program which identifies restaurants with healthy eating options on the menu.
- \* Coordinated and applied for city-wide recognition from the Texas Council on Cardiovascular Disease and Stroke for heart and stroke prevention efforts and was awarded silver status. We moved up from bronze status last year to silver status this year.
- \* Coordinated efforts with Family Health Center and VOICE, Inc. to host the Hip-Hop to Health back to school health fair.
- \* Participated in a major Alternate Care Site Exercise with local hospitals.
- \* Began the integration of the Jr. Medical Reserve Corp (MRC) and Citizens Emergency Response Team (CERT) to engage volunteers in responding to emergencies.
- \* Applied for and received a graduate intern from Tulane University through the Maternal and Child Health Information Resource Center Graduate Student Internship Program. The student worked for twelve weeks to identify issues related to maternal/fetal deaths in McLennan County.

## Priorities for FY 2011-12

- \* Maintain adequate infrastructure that will enable the continuance for staff to focus on all program activities to include preparing for real and potential public health threats and all hazards.
- \* Provide and administer current and new vaccines to ensure protection of citizens within the city and county.
- \* Coordinate and expand activities of the McLennan County Immunization Coalition despite loss of grant funds.
- \* Continue to develop and expand volunteer opportunities through the Central Texas Medical Reserve Corp (MRC) and CERT teams.

## Budget Highlights

The budget for Public Health Nursing includes a reduction in force due to the retirement of a secretary position in the Nursing program and the elimination of a part-time secretary and part-time nurse positions in the Immunization Clinic. Minimal community impact is expected.



## Expenditures

	Actual	Budget	Estimated	Adopted
	2009-10	2010-11	2010-11	2011-12
Salaries and Wages	445,813	514,224	515,429	451,883
Employee Benefits	167,722	200,059	203,720	163,304
Purchased Prof/Tech Services	13,924	5,725	5,725	1,300
Purchased Property Services	3,595	5,675	6,302	3,378
Other Purchased Services	39,613	32,352	36,981	24,966
Supplies	135,213	142,610	153,301	146,444
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>805,880</b>	<b>900,645</b>	<b>921,458</b>	<b>791,275</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>805,880</b>	<b>900,645</b>	<b>921,458</b>	<b>791,275</b>

## Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2009-10	2010-11	2010-11	2011-12
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Outreach Worker	58	-	1.00	1.00	1.00
Secretary (300)	57	2.37	2.37	2.37	1.00
Advanced Nurse Practitioner	26	1.00	1.00	1.00	1.00
Nurse	26	2.00	2.00	2.50	2.00
Health Services Coordinator	25	2.00	2.00	2.00	2.00
		<b>8.37</b>	<b>9.37</b>	<b>9.87</b>	<b>8.00</b>
<b>Total Full Time</b>		<b>9.37</b>	<b>10.37</b>	<b>10.87</b>	<b>9.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Nurse-PT	26	1.00	1.00	0.50	0.50
<b>Total Part Time (FTE's)</b>		<b>1.00</b>	<b>1.00</b>	<b>0.50</b>	<b>0.50</b>
<b>Total Employees</b>		<b>10.37</b>	<b>11.37</b>	<b>11.37</b>	<b>9.50</b>

## **Sexually Transmitted Diseases (STD) Services**

### **Mission Statement**

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

### **Narrative**

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

### **Accomplishments for FY 2010-11**

- \* Maintained the highest rating in the State of Texas for STD program objectives
- \* Saw a slight reduction in the morbidity rate for Chlamydia, gonorrhea, and syphilis in the Waco area

### **Priorities for FY 2011-12**

- \* Maintain funding to allow for quality STD services to be available for the citizens of Waco and McLennan County

### **Budget Highlights**

The budget for STD includes the reclassification of one Secretary from full time to part time. We do continue to generate a small revenue through STD testing, rapid HIV testing and pregnancy testing.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	240,102	238,351	238,190	228,927
Employee Benefits	97,758	98,821	100,524	84,244
Purchased Prof/Tech Services	9,288	9,457	10,008	10,008
Purchased Property Services	200	300	250	255
Other Purchased Services	18,449	16,841	19,625	13,957
Supplies	28,251	28,787	26,249	24,922
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>394,048</b>	<b>392,557</b>	<b>394,846</b>	<b>362,313</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>394,048</b>	<b>392,557</b>	<b>394,846</b>	<b>362,313</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Clerical and Professional</b>					
Outreach Worker	58	2.00	2.00	2.00	2.00
Lab Technician	57	1.00	1.00	1.00	1.00
Secretary (300)	57	1.25	1.25	1.25	0.25
Nurse	26	1.64	1.64	1.64	1.64
		<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>4.89</b>
<b>Total Full Time</b>		<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>4.89</b>
<b>Part Time Employees (shown as FTE's)</b>					
Secretary-PT	57	-	-	-	0.50
<b>Total Part Time (FTE's)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>0.50</b>
<b>Total Employees</b>		<b>5.89</b>	<b>5.89</b>	<b>5.89</b>	<b>5.39</b>

# **HIV/AIDS Services**

## **Mission Statement**

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

## **Narrative**

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

## **Accomplishments for FY 2010-11**

- \* Maintained level funding on all HIV grants
- \* Increased average number of lab tests, physician visits and medication taken on a routine basis by the clients

## **Priorities for FY 2011-12**

- \* Begin Quality Monitoring Committee
- \* Maintain level funding

## **Budget Highlights**

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





## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	107,833	111,149	111,149	113,764
Employee Benefits	41,255	43,234	43,915	40,804
Purchased Prof/Tech Services	470	420	600	600
Purchased Property Services	-	-	-	-
Other Purchased Services	15,968	10,112	13,974	10,303
Supplies	5,433	5,271	5,368	5,042
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>170,959</b>	<b>170,186</b>	<b>175,006</b>	<b>170,513</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>170,959</b>	<b>170,186</b>	<b>175,006</b>	<b>170,513</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Secretary (300)	57	1.00	1.00	1.00	1.00
Health Services Coordinator	25	0.25	0.25	0.25	0.25
		<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
<b>Total Employees</b>		<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

## Dental Services

### Mission Statement

The mission of the Dental Health division is to provide both preventive and comprehensive dental care in a courteous and professional manner to the maximum number of qualifying clients.

### Narrative

Oral healthcare is critical to and not separate from total health care. Healthy People 2010 reports strong disparities in both childhood dental disease and access to dental care. It is recommended that professional intervention begin at approximately 12 months of age or shortly after the primary teeth begin to erupt. The goal of the first dental visit is to assess the risk for dental disease, initiate a preventive program and decide on the periodicity of subsequent visits. Oral diseases are progressive and cumulative and become more complex over time, affecting our ability to eat, the food we choose, how we look and the way we communicate.

### Budget Highlights

Family Health Center rents space and equipment from the Health District to operate the dental division. Personnel are funded by Family Health Center.

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	934	744	1,200	1,200
Purchased Property Services	-	-	-	-
Other Purchased Services	5,401	2,184	4,271	2,330
Supplies	7,931	6,767	7,614	6,853
Other Expenses	-	-	-	-
Contracts with Others	50,000	-	-	-
<b>Operating Expenditures</b>	<b>64,266</b>	<b>9,695</b>	<b>13,085</b>	<b>10,383</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>64,266</b>	<b>9,695</b>	<b>13,085</b>	<b>10,383</b>

## Public Improvement District #1



### Narrative

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

The Waco Public Improvement District Number One (PID1) was authorized in November 2007 for 5 years under municipal management with the general nature of the proposed improvements and/or enhanced services in the PID1 proposing to include:

- \* A Maintenance and Landscaping program
- \* A Security program
- \* A Marketing/Economic Development program

The proposed services are supplemental to the existing level of city improvements and/or services and would 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, and this board makes recommendations to City Council on the expenditures of the PID assessments for improvements in the PID1 district.

### Expenditures

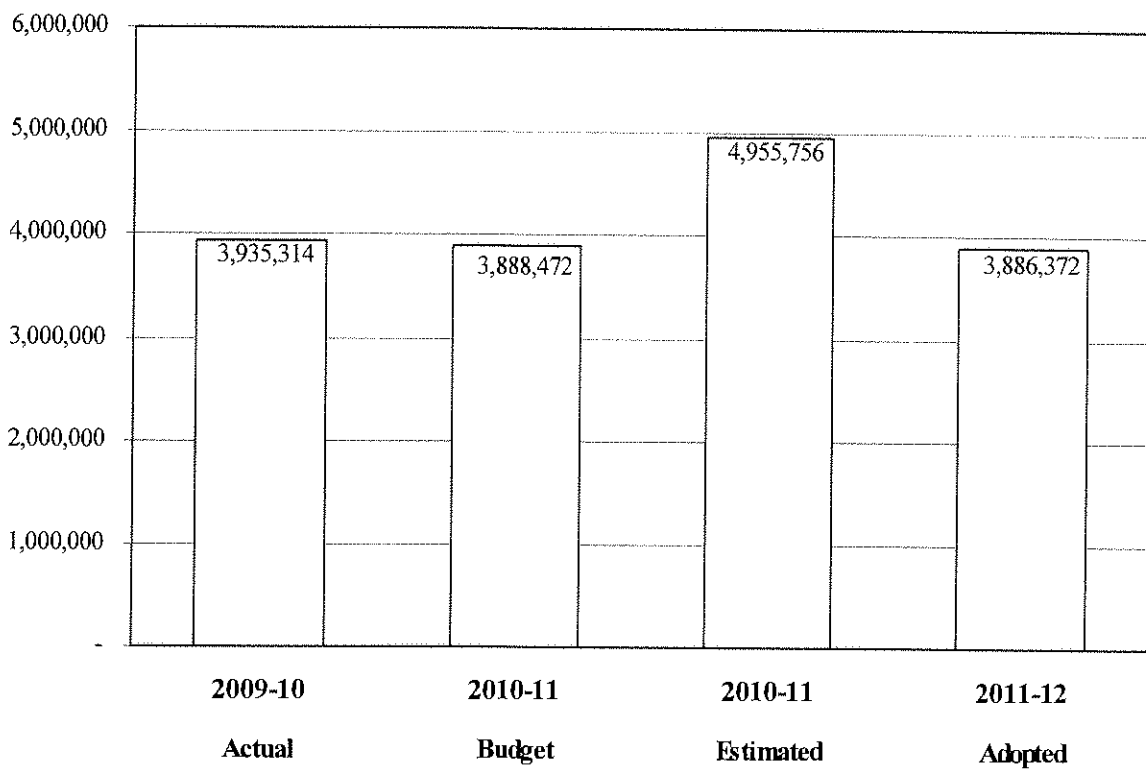
	Actual	Budget	Estimated	Adopted
	2009-10	2010-11	2010-11	2011-12
Salaries and Wages	24,691	27,059	27,059	27,059
Employee Benefits	1,977	2,167	2,167	2,167
Purchased Prof/Tech Services	129,577	293,544	176,601	240,272
Purchased Property Services	900	2,500	2,547	1,900
Other Purchased Services	7,156	10,000	1,585	11,250
Supplies	13,587	223,860	1,829	3,450
Other Expenses	-	-	-	50,000
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>177,888</b>	<b>559,130</b>	<b>211,788</b>	<b>336,098</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	355,793
<b>Total Expenditures</b>	<b>177,888</b>	<b>559,130</b>	<b>211,788</b>	<b>691,891</b>



## **Street Reconstruction Fund**

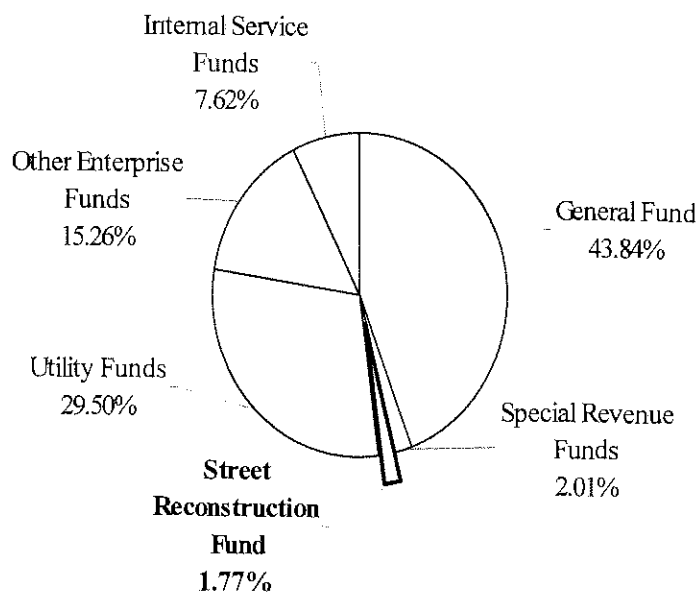
## Street Reconstruction Fund

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Street Reconstruction	3,935,314	3,888,472	4,955,756	3,886,372

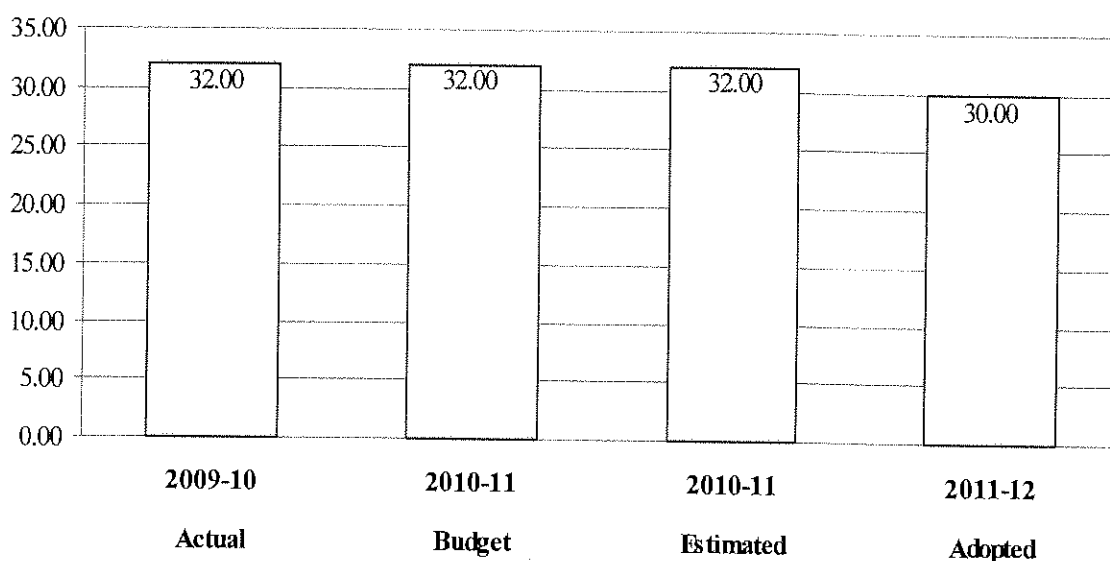


## Street Reconstruction Fund as a % of Total Budget

General Fund	96,501,997
Special Revenue Funds	4,430,469
<b>Street Reconstruction Fund</b>	<b>3,886,372</b>
Utility Funds	64,936,359
Other Enterprise Funds	33,596,189
Internal Service Funds	16,765,377
	<hr/>
\$	220,116,763



## Street Reconstruction Fund Personnel Summary



# Street Reconstruction

## Mission Statement

To create the opportunity for each citizen to have effective, efficient street services while providing an environmentally safe lifestyle.

## Narrative

The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988 the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. For 2010-11 the contribution is \$3,885,972. These funds will provide for approximately 80 miles of street improvements divided among reconstruction, reclamation, overlays, and slurry seals. Arterial improvement needs are addressed in the Capital Improvements Program. The core services for street reconstruction include:

Utility Cut Repair  
Pothole Patching  
Surface Replacement

Crack Sealing  
Base Failure Repair  
Inspection of Contractors

## Accomplishments for FY 2010-11

- \* Made 140,879 square feet of base/surface and utility cut repairs using 418.99 tons of cement treated base, 1657.29 yards of concrete and 1386.05 tons of asphalt thru May.
- \* Patched 711 blocks and inspected 2006 blocks of streets which is equivalent to 180.11 miles of our current 596 miles of streets thru May.
- \* Inspected and crack sealed 176.56 miles of streets using 165,089 pounds of sealant thru May.
- \* Completed more than 95% of the needed maintenance of crack seal, surface replacement and base failure prior to overlay, slurry and micro surfacing jobs thru May.
- \* Produced 753.50 tons of the above mentioned asphalt using our in house asphalt recycler thru May.

## Priorities for FY 2011-12

- \* Maintain the goal of 98% Serviceability index rating to the condition of the City Streets, on an ongoing basis. To provide this service we budget carefully, but realistically, to meet identified needs of the Citizens, utilizing all personnel and materials as efficiently as possible.
- \* Perform the needed maintenance on the 596 miles of streets in the City limits.
- \* Continue salvaging the asphalt materials from surface repair and base failures to use in our asphalt recycler that was purchased in the 2009 budget.
- \* Perform a complete inventory of all 596 miles of streets and determine the needs for the next four to five years beginning in October 2011.

## Budget Highlights

The 2010-11 budget includes the elimination of one Equipment Operator (400) and one Equipment Operator (300).

Billings to Street Reconstruction are for half of the materials used by the Streets and Drainage Department.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	896,547	887,110	764,219	795,205
Employee Benefits	467,997	459,710	413,680	397,345
Purchased Prof/Tech Services	1,136,369	958,812	1,449,731	930,781
Purchased Property Services	568,770	488,581	540,293	535,398
Other Purchased Services	52,276	34,729	45,480	34,729
Supplies	134,617	189,181	176,485	201,646
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>3,256,576</b>	<b>3,018,123</b>	<b>3,389,888</b>	<b>2,895,104</b>
Transfers to Other Funds	-	-	-	-
Billings	95,031	127,174	115,000	112,300
Capital Outlay	583,707	743,175	1,450,868	878,968
<b>Total Expenditures</b>	<b>3,935,314</b>	<b>3,888,472</b>	<b>4,955,756</b>	<b>3,886,372</b>

## Personnel Summary

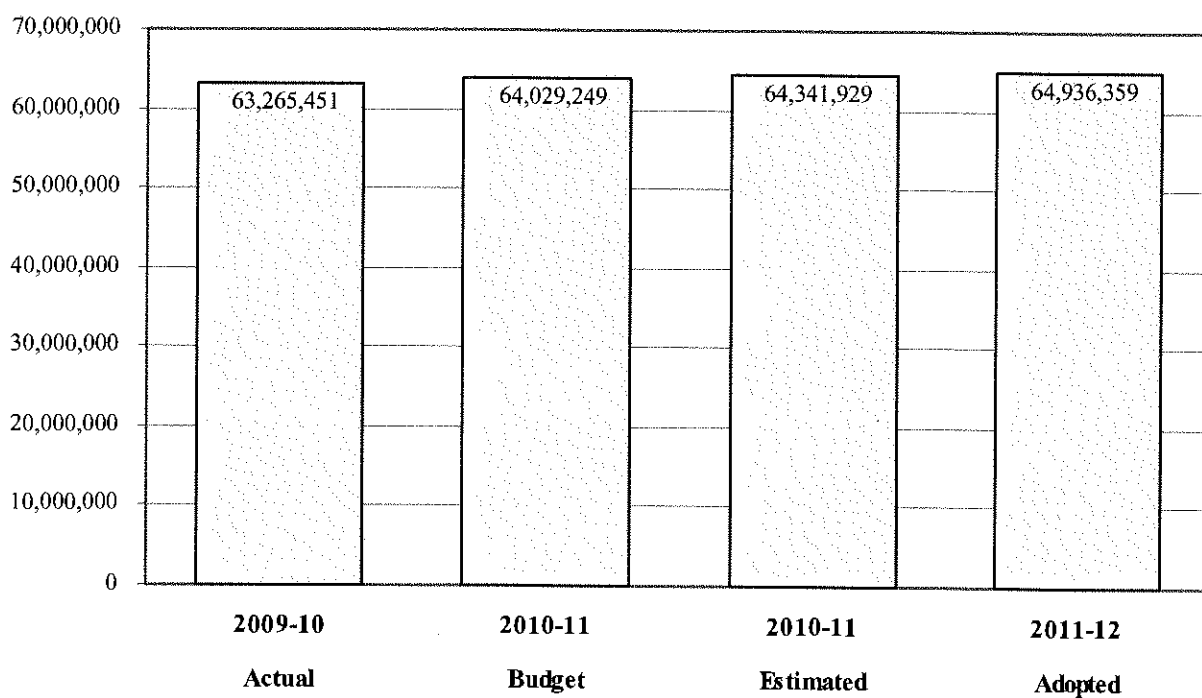
	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Labor Operations</b>					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	11.00	11.00	11.00	10.00
Equipment Operator (400)	57	8.00	8.00	8.00	7.00
Service Provider	54	10.00	10.00	10.00	10.00
		<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>29.00</b>
<b>Total Employees</b>		<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>30.00</b>



## Utility Funds

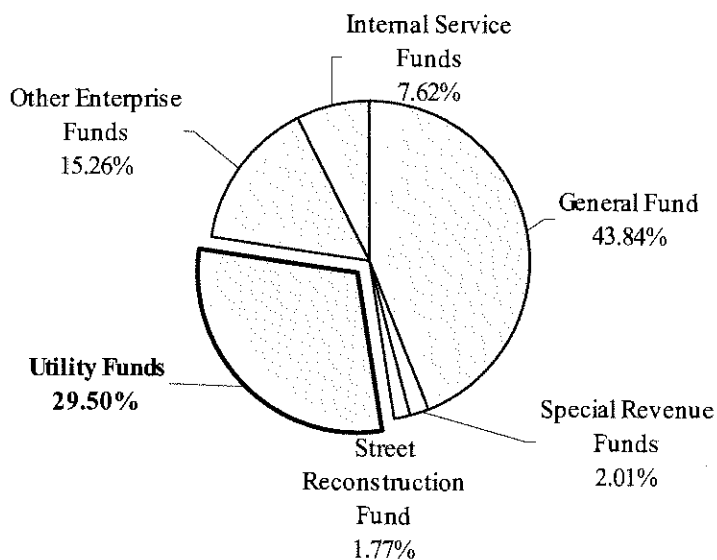
## Utility Funds

	Actual	Budget	Estimated	Adopted
	2009-10	2010-11	2010-11	2011-12
Water Office	1,488,488	1,510,704	1,572,323	1,544,654
Water Distribution	5,390,844	5,430,574	5,564,285	5,765,520
Water Treatment	7,913,842	8,589,391	8,489,623	8,506,492
Utilities Laboratory	(214,335)	-	8,174	-
Source of Supply	564,099	533,370	577,344	592,125
Water General & Admin	20,010,574	21,230,637	21,408,869	21,407,163
Wastewater Collection	5,752,406	4,770,886	4,959,104	5,037,164
Environmental Services	595,291	561,135	600,362	598,485
Wastewater Treatment	4,499,220	4,602,911	4,602,911	4,937,439
Wastewater General & Admin	11,165,566	10,619,838	10,599,623	10,288,675
WMARSS	6,099,456	6,179,803	5,959,311	6,258,642
	<b>63,265,451</b>	<b>64,029,249</b>	<b>64,341,929</b>	<b>64,936,359</b>

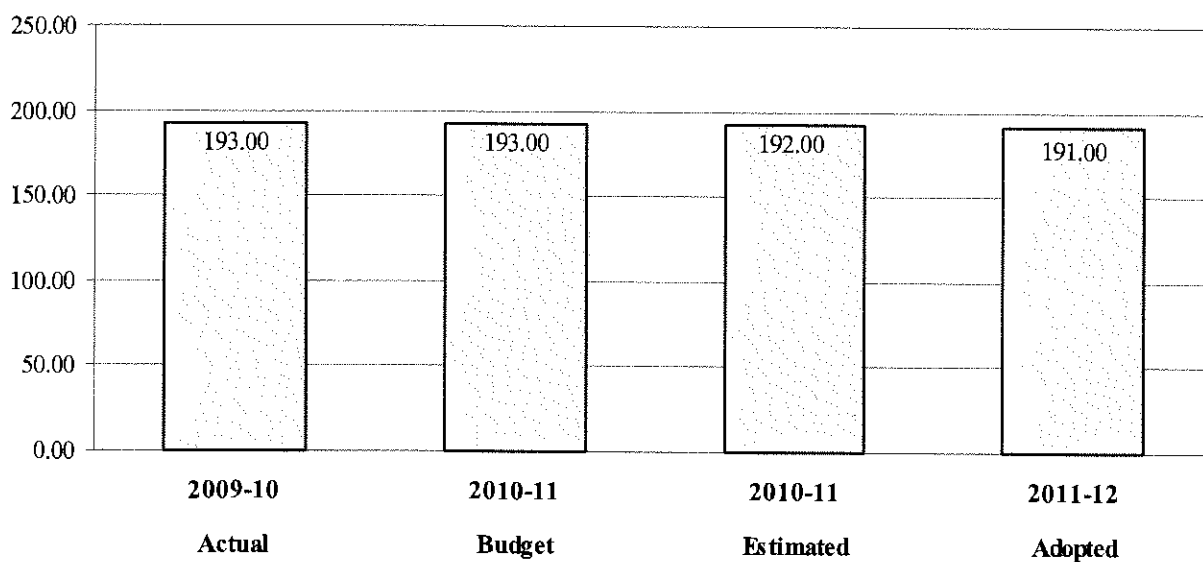


## Utility Funds as a Percent of Total Budget

General Fund	96,501,997
Special Revenue Funds	4,430,469
Street Reconstruction Fund	3,886,372
<b>Utility Funds</b>	<b>64,936,359</b>
Other Enterprise Funds	33,596,189
Internal Service Funds	16,765,377
	<hr/>
\$	220,116,763



## 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

1,010	Miles of Water Main	26,274,000	Daily Avg. Water Production (gallons)
839	Miles of Sewer Main	48,335,000	Daily Max. Water Production (gallons)
43,005	Water Meters	13	Ground Storage Tanks
15,856	Water Valves	6	Elevated Storage Tanks
5,105	Fire Hydrants	11	Pump Stations
36,554	Sewer Connections	63	Sewer Lift Stations
12,328	Sewer Manholes	6	Pressure Planes
99.7	Service Area Covered (miles)	130,811	Calls Handled by the Call Center
3	Water Treatment Plants	146,924	Customers Served at Water Office
1	Water Quality Laboratory	34,356	Online Payments
1	Wastewater Treatment Plant		

### Narrative

The department provides water and wastewater services. The water side consists of six divisions: Water Office, Water Distribution, Water Treatment, the Water Quality Laboratory, Source of Supply and Administration. Each division has distinct responsibilities to meet our goals of providing high quality water and excellent customer service are consistently met. Pro-active measures are taken for continuous improvement in all areas - from securing and protecting the source of supply to the abundant production and delivery of potable water to accurate meter service, billing and collection.

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

### Accomplishments for FY 2010-11

- \* DAF Plant Grand Opening, plant now fully operational, including ozone
- \* Maintained Lab NELP certification
- \* Initiated line-looping program to increase redundant feeds and reduce dead lines
- \* Continued hydrant painting program
- \* Continued automation and SCADA improvements
- \* Completed Lake Waco Water Line to extend service across lake for Corps of Engineer Parks
- \* Plans underway for improvements in Highway 84 west corridor, China Spring area and Gholson Road
- \* Realizing a savings in chemical expenses of 10%, due to DAF technology

## Water Utilities

### Priorities for FY 2011-12

- \* Begin biologically active filtration at the Riverside Water Treatment Plant
- \* Continue to meet increasing demands for service, which are accelerating due to limitations of ground water pumping in McLennan County
- \* Maintain customer service standards while minimizing the cost of service
- \* Continue implementation of Environmental and Asset Management Systems
- \* Continue to monitor and protect the Bosque River Watershed
- \* Continue partnerships and educational programs at the Lake Waco Wetlands

### 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 is planning for the upcoming year in many ways. The new Dissolved Air Flotation Plant began operation this year and has already made a major impact in addressing issues with the taste and odor. The new plant also positions us to meet future water quality regulations. A Technical Coordinator position and Instrument Technician position will be eliminated for FY 2011-12.

### Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	4,233,165	4,635,987	4,544,194	4,700,202
Employee Benefits	1,866,408	2,088,493	2,087,112	1,982,920
Purchased Prof/Tech Services	1,534,796	1,357,428	1,479,400	1,573,542
Purchased Property Services	1,911,542	1,720,481	1,955,999	1,924,109
Other Purchased Services	939,846	1,017,468	1,040,094	1,017,702
Supplies	5,120,102	5,422,761	5,413,414	5,419,073
Other Expenses	6,058,192	6,630,926	6,678,280	6,890,100
Contracts with Others	6,000	6,000	6,000	6,000
<b>Operating Expenditures</b>	<b>21,670,051</b>	<b>22,879,544</b>	<b>23,204,493</b>	<b>23,513,648</b>
Transfers to Other Funds	13,527,080	13,956,134	13,956,134	14,059,484
Billings	(702,580)	(761,002)	(760,009)	(759,638)
Capital Outlay	658,961	1,220,000	1,220,000	1,002,460
<b>Total Expenditures</b>	<b>35,153,512</b>	<b>37,294,676</b>	<b>37,620,618</b>	<b>37,815,954</b>



## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Engineering Administrator	28	1.00	1.00	1.50	1.00
Program Manager	28	2.50	2.50	2.50	2.50
Financial Supervisor	27	0.50	0.50	0.50	0.50
Technical Administrator	27	0.50	0.50	0.50	0.50
Program Administrator	27	1.00	1.00	1.00	1.00
Program Administrator	27	-	-	1.00	1.00
Operations Administrator	26	2.00	2.00	2.00	2.00
Utility Operations Supervisor	25	4.00	4.00	3.00	3.00
Environmental Coordinator	25	0.50	0.50	0.50	0.50
		<b>12.50</b>	<b>12.50</b>	<b>13.00</b>	<b>12.50</b>
<b>Clerical and Professional</b>					
Customer Relations Coordinator	61	3.50	3.50	3.50	3.50
Customer Relations Agent	59	7.00	7.00	7.00	7.00
Customer Service Rep (400)	58	9.50	9.50	9.50	9.50
Customer Service Rep (300)	58	1.50	1.50	1.50	1.50
Staff Assistant	58	1.50	1.50	1.50	1.50
Program Coordinator	24	2.75	2.75	2.75	2.75
Program Supervisor	24	1.00	1.00	1.00	1.00
Program Analyst	22	1.00	1.00	1.00	1.00
		<b>27.75</b>	<b>27.75</b>	<b>27.75</b>	<b>27.75</b>
<b>Labor Operations</b>					
Technical Coordinator	61	7.00	7.00	6.00	6.00
Environmental Inspector	61	6.00	6.00	6.00	6.00
Master Electrician	61	1.00	1.00	1.00	1.00
Lab Analyst	60	2.00	2.00	2.00	2.00
Sr Water Utility Operator	60	7.00	7.00	7.00	7.00
Plant Operator	59	17.00	17.00	17.00	17.00
Water Utility Operator	59	24.00	24.00	24.00	24.00
Tradesworker (300)	59	1.00	1.00	1.00	1.00
Utility Worker	57	14.00	14.00	14.00	14.00
Service Provider	54	2.00	2.00	2.00	2.00
		<b>81.00</b>	<b>81.00</b>	<b>80.00</b>	<b>80.00</b>
<b>Labor Maintenance</b>					
Instrument Technician	60	3.00	3.00	2.00	2.00
		<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Employees</b>		<b>124.25</b>	<b>124.25</b>	<b>122.75</b>	<b>122.25</b>

# Wastewater Services

## Mission Statement

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

## Narrative

The Wastewater Services Department consists of the Wastewater Collection and Environmental Services areas. Employees operate and maintain a wastewater collection system and provide 24-hour response to customers for emergency assistance with sewer problems. Wastewater Services is responsible for implementing the regulations of the National Industrial Pretreatment, Storm Water Programs, Brownfields and other related environmental issues.

## Accomplishments for FY 2010-11

- \* Decreased fat, oil and grease related sewer overflows
- \* Continued "Clean Up the Grease" program in partnership with WMARSS enabling citizens to recycle used cooking oil while increasing the WMARSS plant's capability to produce its own energy
- \* Continued "Green Partner" program in partnership with WMARSS giving local businesses motivation to recycle cooking oil and grease
- \* Continued and acquired equipment for in-house root control program
- \* Continued success with the Fats, Oil and Grease (FOG) program
- \* Continued success with backflow prevention program
- \* Continued success with in-house preventative maintenance program

## Priorities for FY 2011-12

- \* Reduce rainfall related overflows
- \* Initiate brick manhole rehab program to reduce rainfall related overflows
- \* Initiate in-house pipe-bursting program
- \* Continue upgrades of our SCADA system
- \* Continue implementation of Environmental and Asset Management Systems
- \* Maintain customer service standards while minimizing the cost of service

## Budget Highlights

The primary causes of sewer stoppages are grease, paper and roots. Preventative maintenance programs, such as grease line maintenance and our pro-active root control program (\$80,000 annually), minimize customer inconvenience and improve our compliance with state and federal regulations. Additionally, ongoing sewer basin studies will continue to provide information that will enable the improvement of our sewer system and reduce the number of rainfall related overflows.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	1,844,196	1,712,752	1,647,820	1,761,610
Employee Benefits	782,431	757,229	740,821	725,722
Purchased Prof/Tech Services	694,443	470,000	580,000	507,663
Purchased Property Services	744,544	675,441	812,917	828,767
Other Purchased Services	161,933	140,460	153,178	137,695
Supplies	658,822	576,923	626,507	629,553
Other Expenses	7,193,609	7,450,505	7,430,290	7,849,391
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>12,079,978</b>	<b>11,783,310</b>	<b>11,991,533</b>	<b>12,440,401</b>
Transfers to Other Funds	8,108,312	7,375,883	7,375,883	6,810,669
Billings	531,427	572,077	571,084	568,586
Capital Outlay	1,292,766	823,500	823,500	1,042,107
<b>Total Expenditures</b>	<b>22,012,483</b>	<b>20,554,770</b>	<b>20,762,000</b>	<b>20,861,763</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Engineering Administrator	28	-	-	0.50	-
Program Manager	28	0.50	0.50	0.50	0.50
Financial Supervisor	27	0.50	0.50	0.50	0.50
Technical Administrator	27	0.50	0.50	0.50	0.50
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
Environmental Coordinator	25	1.50	1.50	1.50	1.50
		<b>5.50</b>	<b>5.50</b>	<b>6.00</b>	<b>5.50</b>
<b>Clerical and Professional</b>					
Customer Relations Coordinator	61	0.50	0.50	0.50	0.50
Customer Service Rep (400)	58	0.50	0.50	0.50	0.50
Customer Service Rep (300)	58	0.50	0.50	0.50	0.50
Staff Assistant	58	0.50	0.50	0.50	0.50
Secretary (400)	57	1.00	1.00	1.00	1.00
Program Coordinator	24	0.25	0.25	0.25	0.25
		<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>
<b>Labor Operations</b>					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	2.00	2.00	2.00	2.00
Inspector	60	1.00	1.00	1.00	1.00
Sr Water Utility Operator	60	4.00	4.00	4.00	4.00
Water Utility Operator	59	18.00	18.00	18.00	18.00
Utility Worker	57	8.00	8.00	8.00	8.00
		<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>
<b>Labor Maintenance</b>					
Instrument Technician	60	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>44.75</b>	<b>44.75</b>	<b>45.25</b>	<b>44.75</b>

# WMARSS

## **Mission Statement**

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

## **Narrative**

WMARSS is a regional sewage treatment plant 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 #2 in the nation in methane gas capture and conversion to energy, per plant influent. This is due to its cogeneration and industrial waste to energy initiatives.

The treatment plant treats a daily average flow 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 2010-11**

- \* Received the Seiger Bio-Solids Award
- \* Construction of Bull Hide Creek satellite wastewater treatment facility 70% complete
- \* Construction of pipelines to deliver the wastewater from Lorena and part of Hewitt to the Bull Hide Plant 70% complete
- \* Construction to increase Central Plant capacity to 45MGD 70% complete
- \* Completed construction on the New Flat Creek interceptor and reuse water pipe line
- \* Completed construction on the Dryer redesign project
- \* Completed construction on the reuse water splitter box to supply power plant with reuse water

## **Priorities for FY 2011-12**

- \* The Bull Hide Plant and pipelines should be on-line in December 2011
- \* Increase the Combined Heat and Power (CHP) complex capacity
- \* Initiate nitrifying activated sludge process for side stream treatment

## **Budget Highlights**

The area is totally funded from contributions from owner cities. The Operating and Maintenance annual budget is allocated based on a 12-month period percentage flow. The cities also pay direct to Wastewater Fund annual debt payments for \$41million worth of newly implemented increased system capacity projects. The debt payments are allocated based on equity share in the plant.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	1,047,506	1,063,581	1,027,710	1,109,000
Employee Benefits	424,262	443,067	430,323	426,738
Purchased Prof/Tech Services	315,722	396,077	396,077	396,077
Purchased Property Services	618,361	663,227	750,889	764,009
Other Purchased Services	130,588	123,981	138,625	132,060
Supplies	2,718,690	2,476,083	2,212,592	2,534,338
Other Expenses	307,764	303,787	293,095	316,420
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>5,562,893</b>	<b>5,469,803</b>	<b>5,249,311</b>	<b>5,678,642</b>
Transfers to Other Funds	149,621	-	-	-
Billings	-	-	-	-
Capital Outlay	386,942	710,000	710,000	580,000
<b>Total Expenditures</b>	<b>6,099,456</b>	<b>6,179,803</b>	<b>5,959,311</b>	<b>6,258,642</b>

## Personnel Summary

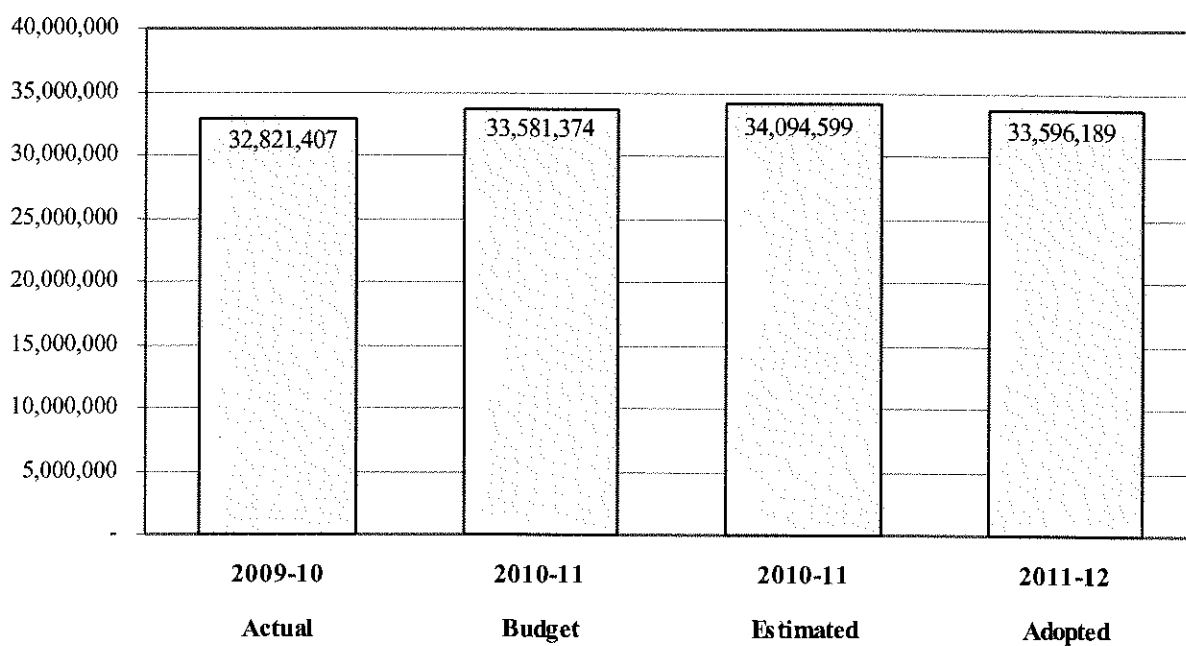
	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Staff Assistant	58	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Labor Operations</b>					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	2.00	2.00	2.00	2.00
Waste Water Plant Operator	60	16.00	16.00	16.00	16.00
Service Provider	54	1.00	1.00	1.00	1.00
		<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>
<b>Total Employees</b>		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>



## **Other Enterprise Funds**

## Other Enterprise Funds

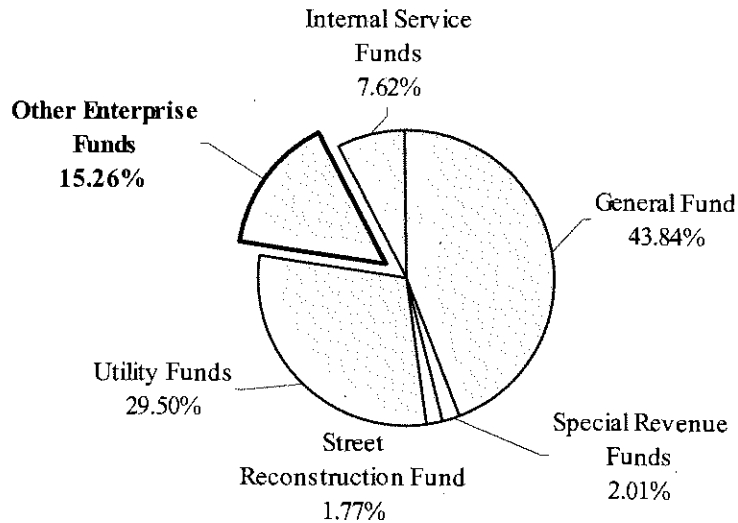
	Actual	Budget	Estimated	Adopted
	2009-10	2010-11	2010-11	2011-12
Solid Waste	15,480,225	16,023,846	16,311,057	15,725,332
Texas Ranger Hall of Fame	1,318,914	1,346,901	1,311,215	1,288,632
Waco Regional Airport	1,642,631	1,593,859	1,557,231	1,543,829
Convention Center & Visitors' Services	2,624,058	2,905,261	2,940,167	2,909,778
Cameron Park Zoo	3,316,021	3,360,532	3,403,122	3,309,736
Cottonwood Creek Golf Course	2,077,975	2,057,996	2,045,394	1,960,438
Waco Transit	6,361,583	6,292,979	6,526,413	6,858,444
	<b>32,821,407</b>	<b>33,581,374</b>	<b>34,094,599</b>	<b>33,596,189</b>



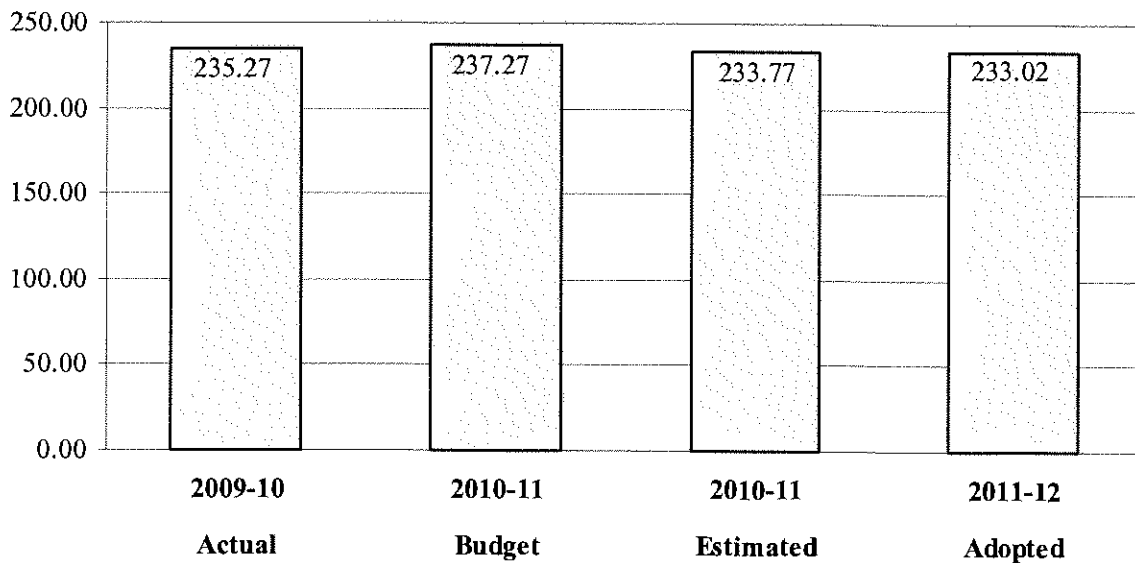


## Other Enterprise Funds as a Percent of Total Budget

General Fund	96,501,997
Special Revenue Funds	4,430,469
Street Reconstruction Fund	3,886,372
Utility Funds	64,936,359
<b>Other Enterprise Funds</b>	<b>33,596,189</b>
Internal Service Funds	16,765,377
	<hr/>
\$	220,116,763



## Other Enterprise Funds Personnel Summary



# Solid Waste

## Mission Statement

To provide exceptional customer service through the effective delivery of recycling and integrated solid waste services.

## Narrative

The Solid Waste Department provides **environmentally sound** and **cost effective** sanitation 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 33,000 residential and 4,000 commercial customers. A city owned and operated 238-acre landfill is utilized for the final disposal of wastes originating in Waco and many of the surrounding communities.

In order to extend the life of the landfill and promote the recovery of natural resources, the department has developed a comprehensive portfolio of recycling services. These services currently include the residential curbside recycling program, residential curbside yard waste program, the Cobbs Citizen Convenience Center now accepting E-Waste, and commercial recycling programs. In addition, the landfill currently accepts metal and brush for recycling. To raise environmental awareness among the community it serves, the department offers educational outreach programs, some with the Master Composters, Master Naturalists, and with Waco Independent School District.

Over the years, the department has formed many successful partnerships and alliances with local non-profit agencies, municipalities, and other city departments. Solid Waste Services will continue to partner with Keep Waco Beautiful to organize special events, such as the Brazos River Clean-Up, Lake Waco Clean-Up, and Neighborhood Clean-Ups. The department will continue its efforts with surrounding communities to provide a regional Household Hazardous Waste Collection Day.

Solid Waste Services will continue to partner with the McLennan County Sheriff's Department through the funding of officers to enforce illegal dumping laws throughout Greater Waco and the County.

## Accomplishments for FY 2010-11

### Recycling

- \* Established Apartment Recycling Program

### Collection

- \* Completed routing and implementation of brush collection program
- \* Began computerized routing for residential collections

### Disposal

- \* Completed Citizens Convenience Area at the Landfill to improve customer service and safety

## Priorities for FY 2011-12

### Recycling

- \* Greater implementation of Recycling services for Residential and Commercial Customers
- \* Develop a sustainable Household Hazardous Waste management program

### Collection

- \* Complete implementation of computerized routing program to increase operational efficiency and reduce fuel consumption
- \* Continue implementation of Departmental Safety Program
- \* Develop Safety Certification Program

### Disposal

- \* Complete improvements to the Landfill entrance and scale house customer service
- \* New disposal cell construction at the Landfill

## Budget Highlights

The budget maintains current staffing levels and operating expenses and includes \$1,500,000 for equipment replacement. Solid Waste is now funding the reserve, closure cost and future cell construction through the operating budget. One Service Provider position in Landfill was changed from full time to part time during 2010-11.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	2,817,060	3,068,082	2,876,921	3,079,140
Employee Benefits	1,449,307	1,632,922	1,521,591	1,517,344
Purchased Prof/Tech Services	1,360,476	1,252,114	1,642,936	1,599,652
Purchased Property Services	1,552,836	1,653,643	1,677,605	1,713,924
Other Purchased Services	204,371	165,740	177,490	135,235
Supplies	1,634,748	1,942,505	1,927,721	2,265,236
Other Expenses	2,032,229	2,342,653	2,320,669	2,674,059
Contracts with Others	30,000	30,000	30,000	39,000
<b>Operating Expenditures</b>	<b>11,081,027</b>	<b>12,087,659</b>	<b>12,174,933</b>	<b>13,023,590</b>
Transfers to Other Funds	2,065,978	1,261,035	1,261,035	1,194,213
Billings	279,966	301,002	301,002	303,129
Capital Outlay	2,053,254	2,374,150	2,574,087	1,204,400
<b>Total Expenditures</b>	<b>15,480,225</b>	<b>16,023,846</b>	<b>16,311,057</b>	<b>15,725,332</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Manager	28	1.00	1.00	1.00	1.00
Program Administrator	27	2.00	2.00	2.00	2.00
Operations Supervisor	25	3.00	3.00	3.00	3.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Clerical and Professional</b>					
Customer Relations Coordinator	61	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	6.00	6.00	6.00	6.00
Environmental Coordinator	25	1.00	1.00	1.00	1.00
		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Labor Operations</b>					
Service Technician	60	1.00	1.00	1.00	1.00
Tradesworker (300)	59	2.00	2.00	2.00	2.00
Operations Coordinator	59	6.00	6.00	6.00	6.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Materials Specialist	57	1.00	1.00	1.00	1.00
Equipment Operator (400)	57	52.00	54.00	54.00	54.00
Equipment Operator (300)	57	10.00	10.00	10.00	10.00
Service Provider	54	13.00	13.00	12.00	12.00
		<b>86.00</b>	<b>88.00</b>	<b>87.00</b>	<b>87.00</b>
<b>Total Full Time</b>		<b>101.00</b>	<b>103.00</b>	<b>102.00</b>	<b>102.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (300)-PT	58	0.50	0.50	0.50	0.50
Service Provider-PT	54	-	-	0.50	0.50
<b>Total Part Time (FTE's)</b>		<b>0.50</b>	<b>0.50</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		<b>101.50</b>	<b>103.50</b>	<b>103.00</b>	<b>103.00</b>

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

## **Mission Statement**

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

## **Narrative**

The TRHFM is a nonprofit educational attraction portraying the history of the world-famous Texas Rangers law enforcement agency. The Texas Department of Public Safety selected the City of Waco as trustee of the official museum of the Texas Rangers in 1964 and it opened in 1968.

The TRHFM consists of a museum, hall of fame, research library, the headquarters of Texas Rangers Company "F" (largest Ranger Company in Texas) and a banquet center. It holds State designations as Official Museum of the Texas Rangers (1968), Official Hall of Fame of the Texas Rangers (1976) and Official Repository, Library and Archives (1997). Each year the facility has an economic development impact of \$3 to \$4 million (without multipliers) on the local economy. Historically it has self-generated 60% to 80% of its operating expenses. Over 42 years, the TRHFM has attracted at least \$70 million in tourism revenues. It has welcomed more than 3.5 million visitors on site and its Internet site has more than 700,000 visits each year.

## **Accomplishments for FY 2010-11**

- \* Completion of John Knox Texas Ranger Memorial Center banquet hall bond project
- \* Design and bidding complete for the Tobin and Anne Armstrong Texas Ranger Research Center
- \* Expansion of services to nonprofit and governmental agencies through Texas Ranger Education Center
- \* Production of lines of Texas Ranger Hall of Fame foods and hats for revenue generation
- \* Renovation and updating of exhibits in Homer Garrison Museum and Hall of Fame

## **Priorities for FY 2011-12**

- \* Completion of Tobin and Anne Armstrong Texas Ranger Research Center
- \* Completion of exhibit renovations in Homer Garrison Museum
- \* Completion of schematic master plan for Fort Fisher Park site
- \* Adapt operations to I-35 widening and bridge construction

## **Budget Highlights**

The Texas Ranger Hall of Fame and Museum will concentrate upon increasing operating revenue funding operations and educational programs. Marketing of John Knox Center will be increased, internet retailing expanded, further licensing opportunities will be explored, and leisure time destination marketing increased. The budget does not include additions for personnel or equipment.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	553,351	560,335	551,947	570,393
Employee Benefits	214,757	226,108	225,117	210,804
Purchased Prof/Tech Services	16,661	27,086	26,908	28,018
Purchased Property Services	19,355	23,913	20,760	20,785
Other Purchased Services	51,886	50,721	52,931	48,337
Supplies	120,361	150,362	123,639	111,887
Other Expenses	202,843	164,485	166,022	154,517
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,179,214</b>	<b>1,203,010</b>	<b>1,167,324</b>	<b>1,144,741</b>
Transfers to Other Funds	-	-	-	-
Billings	139,700	143,891	143,891	143,891
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,318,914</b>	<b>1,346,901</b>	<b>1,311,215</b>	<b>1,288,632</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Curatorial Technician	55	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	2.00	2.00	2.00	2.00
Program Coordinator	24	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Librarian (300)	24	1.00	1.00	1.00	1.00
		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Labor Operations</b>					
Tradesworker	59	1.00	1.00	1.00	1.00
Building Attendant	53	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Full Time</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (300)-PT	58	1.88	1.88	1.88	1.88
Building Attendant-PT	53	0.62	0.62	0.62	0.62
<b>Total Part Time (FTE's)</b>		<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Total Employees</b>		<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

# **Waco Regional Airport**

## **Mission Statement**

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

## **Narrative**

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

## **Accomplishments for FY 2010-11**

- \* Completed Runway Safety Area Phase II Improvements for Runways 1-19 and 14-32 and the rehabilitation of Runway 14-32 ahead of schedule and under budget.
- \* Completed Runway 1-19 Rehabilitation Projects, which was funded from the American Reinvestment and Recovery Act (100%), ahead of schedule and under budget.
- \* Designed Taxiway Alpha & Delta Rehabilitation and Redesign.
- \* Completed Design of the Apron Reconstruction.

## **Priorities for FY 2011-12**

- \* Complete the T/W Alpha & Delta Rehabilitation and Redesign.
- \* Complete the Apron Reconstruction Project.
- \* Finalize design of the conversion from Roadway to Taxiway Echo.

## **Budget Highlights**

Despite current trends Waco Regional Airport has maintained frequency of service for customers to utilize. This can be attributed to the ease of use, free parking and anticipated rise in enplanements.

The budget for Waco Regional Airport eliminates 2 part time Retail Aides and reduces one Secretary (300) to part time. Beginning in FY2011-12, 25% of the Food Services Coordinator from the Zoo will be charged to Airport. Matching funds for TxDOT grant is included in this budget.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	430,763	424,595	396,283	417,623
Employee Benefits	202,246	198,696	190,415	181,264
Purchased Prof/Tech Services	8,622	14,252	6,331	5,802
Purchased Property Services	91,089	89,812	97,171	98,280
Other Purchased Services	86,941	65,791	78,530	62,688
Supplies	244,640	231,917	220,717	207,110
Other Expenses	106,113	106,643	105,631	106,129
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,170,414</b>	<b>1,131,706</b>	<b>1,095,078</b>	<b>1,078,896</b>
Transfers to Other Funds	190,529	180,990	180,990	183,770
Billings	281,688	281,163	281,163	281,163
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>1,642,631</b>	<b>1,593,859</b>	<b>1,557,231</b>	<b>1,543,829</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Retail Services Coordinator	57	1.00	1.00	1.00	1.00
Secretary (300)	57	1.00	1.00	-	-
Retail Aide	53	1.00	1.00	1.00	1.00
Food Services Coordinator	22	-	-	0.25	0.25
		<b>4.00</b>	<b>4.00</b>	<b>3.25</b>	<b>3.25</b>
<b>Labor Operations</b>					
Tradesworker	59	1.00	1.00	1.00	1.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Operations Coordinator	59	1.00	1.00	1.00	1.00
Equipment Operator (300)	57	2.00	2.00	2.00	2.00
Security Guard	55	1.00	1.00	1.00	1.00
Building Attendant	53	2.00	2.00	2.00	2.00
		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Total Full Time</b>		<b>13.00</b>	<b>13.00</b>	<b>12.25</b>	<b>12.25</b>
<b>Part Time Employees (shown as FTE's)</b>					
Secretary-PT	57	-	-	0.50	0.50
Security Guard-PT	55	0.40	0.40	0.40	0.40
Retail Aide-PT	53	1.00	1.00	-	-
Building Attendant-PT	53	0.62	0.62	0.62	0.62
<b>Total Part Time (FTE's)</b>		<b>2.02</b>	<b>2.02</b>	<b>1.52</b>	<b>1.52</b>
<b>Total Employees</b>		<b>15.02</b>	<b>15.02</b>	<b>13.77</b>	<b>13.77</b>

# Convention Center and Visitors' Services

## Mission Statement

The mission of Convention Center & Visitors' Services is to be the primary marketing, selling and servicing resource for travel and tourism in the Waco area. The Waco CVB works to increase occupancy, revenues and visitation in area hotels, restaurants, meeting facilities and attractions; increase revenues to the Waco Convention Center; stimulate tourism-related job creation; and promote a positive image for Waco.

## Narrative

Tourism generates over \$444 million in travel spending, which represents a 7% increase from the previous year, with more than \$6.2 million in local taxes, more than \$27 million in state tax receipts, and supports more than 4,770 jobs in Waco and McLennan County. Convention Center & Visitors' Services includes marketing, advertising and selling to specifically targeted tourism and convention markets, including the operation of the Waco Tourist Information Center and the Waco Convention Center.

## Accomplishments from 2010-11

- \* Generated over \$287,000 in positive media coverage through meeting and communicating with over 175 travel writers
- \* Developed a presence in Social Media, subsequently reaching 908 local citizens, clients and the media through these sources
- \* Serviced 11 film and video projects
- \* Generated over 1.3 million page views of the CVB website at [www.wacocvb.com](http://www.wacocvb.com)
- \* Booked over 30,000 room nights in all markets (sports, association, corporate)
- \* Made over 600 sales calls on potential clients
- \* Prospected over 900 potential clients via email or phone
- \* Serviced over 23,000 walk-in visitors to the Tourist Information Center
- \* Serviced 45 motorcoach groups at the Tourist Information center

## Priorities for 2011-12

- \* Celebrate the grand re-opening of the Waco Convention Center after renovation is complete
- \* Increase revenues in the Waco Convention Center and in hotel occupancy tax through increased room nights in the hotels
- \* Partner with adjacent cities in a joint marketing strategy and effort following recommendations from consultants
- \* Extend current marketing dollars by developing partnerships and revenue-generating ideas
- \* Generate at least \$300,000 in positive media coverage
- \* Increase the number of fans and followers on Social Media by at least 350
- \* Increase booked room nights by at least 10%, from 31,800 to 35,000
- \* Create a new Revenue Goal for all CVB Sales Staff, per market

## Budget Highlights

The budget for the Convention and Visitors' Services will maintain current operations with some modifications as dictated by renovation construction. The department will continue with an increased focus on maximizing revenue generation in all revenue-producing areas of the department; more efficient and effective program implementation and increased results in convention sales and building rentals; increased attention and marketing in tourism sales and service and the leisure and group travel markets. A net of 2.25 part time FTEs have been eliminated for FY 2011-12.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	1,029,995	1,130,672	1,047,171	1,128,954
Employee Benefits	452,926	508,904	487,280	481,964
Purchased Prof/Tech Services	44,887	65,280	119,760	97,950
Purchased Property Services	98,861	127,907	124,674	134,990
Other Purchased Services	475,587	507,342	501,739	504,361
Supplies	301,810	305,812	392,827	319,411
Other Expenses	88,367	102,713	103,085	92,148
Contracts with Others	131,625	150,000	150,000	150,000
<b>Operating Expenditures</b>	<b>2,624,058</b>	<b>2,898,630</b>	<b>2,926,536</b>	<b>2,909,778</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	6,631	13,631	-
<b>Total Expenditures</b>	<b>2,624,058</b>	<b>2,905,261</b>	<b>2,940,167</b>	<b>2,909,778</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
Food and Beverage Coordinator	24	-	-	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	4.00	4.00	4.00	4.00
Retail Services Coordinator	57	1.00	1.00	-	-
Retail Aide	53	2.00	2.00	2.00	2.00
Marketing/Communications Speci	26	1.00	1.00	1.00	1.00
Convention Services Specialist	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	5.00	5.00	5.00	5.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Labor Operations</b>					
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Operations Coordinator	59	4.00	4.00	4.00	4.00
Senior Service Provider	56	1.00	1.00	1.00	1.00
Service Provider	54	5.00	5.00	5.00	5.00
Building Attendant	53	1.00	1.00	1.00	1.00
		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Total Full Time</b>		<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Customer Service Rep (300)-PT	58	0.95	0.95	0.95	0.95
Service Provider-PT	54	3.00	3.00	2.25	2.25
Retail Aide-PT	53	1.50	1.50	0.75	-
Retail Aide-TEMP	1	0.43	0.43	0.43	0.43
<b>Total Part Time (FTE's)</b>		<b>5.88</b>	<b>5.88</b>	<b>4.38</b>	<b>3.63</b>
<b>Total Employees</b>		<b>35.88</b>	<b>35.88</b>	<b>34.38</b>	<b>33.63</b>

# **Cameron Park Zoo**

## **Mission Statement**

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

## **Narrative**

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

## **Accomplishments for FY 2010-11**

- \* Designed and built a 6,400 square foot outdoor events pavilion
- \* Gained accreditation from the Association of Zoos & Aquariums for the 4<sup>th</sup> time
- \* Selected to host the 2011 International Orangutan Species Survival Programs workshop in October 2011
- \* Hosted the International Rhinoceros workshop attendees
- \* Successfully transported 2 jaguars to 2 different AZA facilities
- \* Renovated several displays in the Herpetarium
- \* Continued to provide top quality customer service and animal care
- \* Continued successful food operations at the zoo and airport cafes

## **Priorities for FY 2011-12**

- \* Renovate Galapagos tortoise and Macaw holding building
- \* Exceed expectations of Orangutan workshop attendees
- \* Continue to provide excellent customer service and animal care
- \* Continue to develop new revenue resources
- \* Continue to expand tourism opportunities where possible
- \* Continue to be a leader in conservation, locally, nationally and internationally

## **Budget Highlights**

The budget for the Cameron Park Zoo will eliminate a full time Retail Aide, add 2 part time Retail Aides and transfer 25% of the Food Services Coordinator to the Airport for a net decrease of .25 FTEs. No new services are planned for the coming year.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	1,189,789	1,236,769	1,229,725	1,285,254
Employee Benefits	604,307	623,870	633,382	605,177
Purchased Prof/Tech Services	39,271	34,151	50,881	15,399
Purchased Property Services	458,337	471,405	480,558	469,539
Other Purchased Services	94,589	68,811	84,740	67,517
Supplies	682,180	699,375	700,491	638,766
Other Expenses	134,287	109,492	106,686	107,925
Contracts with Others	113,261	116,659	116,659	120,159
<b>Operating Expenditures</b>	<b>3,316,021</b>	<b>3,360,532</b>	<b>3,403,122</b>	<b>3,309,736</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>3,316,021</b>	<b>3,360,532</b>	<b>3,403,122</b>	<b>3,309,736</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Operations Administrator	26	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Staff Assistant	58	1.00	1.00	1.00	1.00
Retail Aide	53	2.00	2.00	2.00	1.00
Veterinarian	26	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Curator	23	1.00	1.00	1.00	1.00
Food Services Coordinator	22	1.00	1.00	0.75	0.75
		<b>7.00</b>	<b>7.00</b>	<b>6.75</b>	<b>5.75</b>
<b>Labor Operations</b>					
Park Ranger	58	3.00	3.00	3.00	3.00
Senior Zookeeper	58	4.00	4.00	4.00	4.00
Senior Service Provider	56	2.00	2.00	2.00	2.00
Zookeeper	55	19.00	19.00	19.00	19.00
Service Provider	54	9.00	9.00	9.00	9.00
Building Attendant	53	1.00	1.00	1.00	1.00
		<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>
<b>Total Full Time</b>		<b>46.00</b>	<b>46.00</b>	<b>45.75</b>	<b>44.75</b>
<b>Part Time Employees (shown as FTE's)</b>					
Retail Aide-PT	53	3.51	3.51	3.51	4.51
Retail Aide-TEMP	1	0.91	0.91	0.91	0.91
Service Provider-TEMP	1	0.48	0.48	0.48	0.48
Summer Worker III-PT	1	0.51	0.51	0.51	0.51
<b>Total Part Time (FTE's)</b>		<b>5.41</b>	<b>5.41</b>	<b>5.41</b>	<b>6.41</b>
<b>Total Employees</b>		<b>51.41</b>	<b>51.41</b>	<b>51.16</b>	<b>51.16</b>

# **Cottonwood Creek Golf Course**

## **Mission Statement**

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

## **Narrative**

The Cottonwood Creek Golf Course excels in providing a high quality golf experience at an affordable cost for golfers. The fee schedule is structured so that golfers from every income level can afford to play. Cottonwood Creek Golf Course offers a 18-hole championship golf course, 9-hole junior course, practice putting green, practice chipping area, practice bunker, practice driving range, state of the art golf shop, custom club fitting and club repairs in the new "Lab", and refreshments in the Shank's 19<sup>th</sup> hole Snack Bar. Outstanding course conditions, continuing capital improvements and exemplary customer service make this municipal course a destination site.

The professional staff has established a ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek hosts over 30 junior golf tournaments annually and is the home course for 19 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which has become the largest junior tournament in the world. In August 2009 Golf Digest designated Cottonwood Creek Golf Course as the #1 course in the United States for junior golf development. 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.

## **Accomplishments for FY 2010-11**

- \* Planted 90 trees
- \* Drainage improvements in various locations
- \* Improved website and added e-mails, Facebook and Twitter as marketing tools
- \* Intensive greens maintenance program

## **Priorities for FY 2011-12**

- \* Total cost recovery
- \* Intensive greens maintenance program
- \* Develop a course maintenance manual
- \* Enhance marketing

## **Budget Highlights**

The 2011-12 budget proposed for Cottonwood Creek Golf Course is balanced with no General Fund subsidy and no replacement equipment. Staff will strive to balance revenues and expenses in order to provide outstanding services while recovering 100% of cost.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	480,218	553,074	541,482	556,529
Employee Benefits	211,354	242,252	239,543	228,373
Purchased Prof/Tech Services	310,417	285,348	282,372	282,576
Purchased Property Services	87,878	103,065	86,794	88,230
Other Purchased Services	151,664	134,852	140,436	134,311
Supplies	227,734	250,309	225,427	221,041
Other Expenses	457,767	489,096	413,340	449,378
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,927,032</b>	<b>2,057,996</b>	<b>1,929,394</b>	<b>1,960,438</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	150,943	-	116,000	-
<b>Total Expenditures</b>	<b>2,077,975</b>	<b>2,057,996</b>	<b>2,045,394</b>	<b>1,960,438</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Operations Administrator	26	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Clerical and Professional</b>					
Retail Services Coordinator	57	1.00	1.00	1.00	1.00
Retail Aide	53	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
Recreation Specialist	21	3.00	3.00	3.00	3.00
		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Labor Operations</b>					
Service Technician	58	1.00	1.00	1.00	1.00
Senior Service Provider	56	3.00	3.00	3.00	3.00
Service Provider	54	2.00	2.00	2.00	2.00
		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Full Time</b>		<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Part Time Employees (shown as FTE's)</b>					
Recreation Aide-PT	51	0.96	0.96	0.96	0.96
<b>Total Part Time (FTE's)</b>		<b>0.96</b>	<b>0.96</b>	<b>0.96</b>	<b>0.96</b>
<b>Total Employees</b>		<b>15.96</b>	<b>15.96</b>	<b>15.96</b>	<b>15.96</b>

# Waco Transit

## Mission Statement

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

## Narrative

Waco Transit System, Inc. provides the public with mass transportation services within the Waco Urbanized area. Regularly scheduled bus service is provided on nine routes throughout the urbanized area; routes serve to within one-quarter mile of more than 90% of the City's population. Waco Transit System, Inc. provides a door-to-door demand responsive service within three-quarters mile of the fixed route system to persons who cannot embark or disembark a regularly scheduled fixed route bus due to a qualified disability. A subsystem is operated in cooperation with Baylor University to help reduce vehicular traffic and parking congestion in and around the Baylor University campus. This service is comprised of four routes that are open to the public and no fare is required. Waco Transit provides non-emergency medical transportation to Transportation Service Area Eleven (11) which includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. 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 2010-11

- \* Purchased of Ecolane scheduling software system
- \* Three year Renewal JARC Agreement and implementation of night service
- \* Three year Renewal Baylor Agreement
- \* Ridership increases

## Priorities for FY 2011-12

- \* Integration of ADA and Medicaid services
- \* Route utilization and realignment
- \* Incorporation of Google Transit
- \* Improve mobility management

## Budget Highlights

Over the last five years, Waco Transit System has seen stable funding at both the state and federal level. Waco Transit System expects a slight percent increase at both the state and federal levels with the population results as seen with the 2010 Census. Waco Transit System will continue to provide non-emergency medical transportation for the Transportation Service Area Eleven (11). The contract for FY 2011-12 is proposed at \$1,918,620 based upon expected demand.

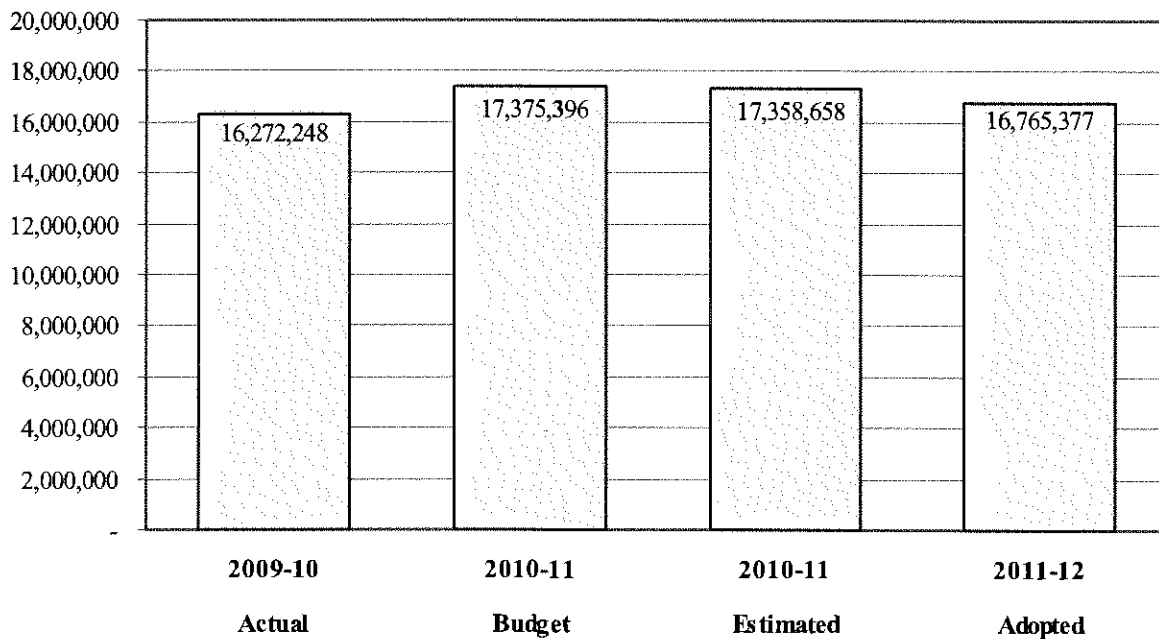
## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	2,458,165	2,558,059	2,690,755	2,790,902
Employee Benefits	612,572	667,154	650,772	678,804
Purchased Prof/Tech Services	1,167,946	1,035,641	1,102,873	1,119,072
Purchased Property Services	459,786	445,760	489,562	479,498
Other Purchased Services	169,436	197,716	246,098	259,417
Supplies	852,572	1,063,036	1,016,365	1,132,853
Other Expenses	402,242	317,113	317,113	397,898
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>6,122,719</b>	<b>6,284,479</b>	<b>6,513,538</b>	<b>6,858,444</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	238,864	8,500	12,875	-
<b>Total Expenditures</b>	<b>6,361,583</b>	<b>6,292,979</b>	<b>6,526,413</b>	<b>6,858,444</b>

## **Internal Service Funds**

## Internal Service Funds

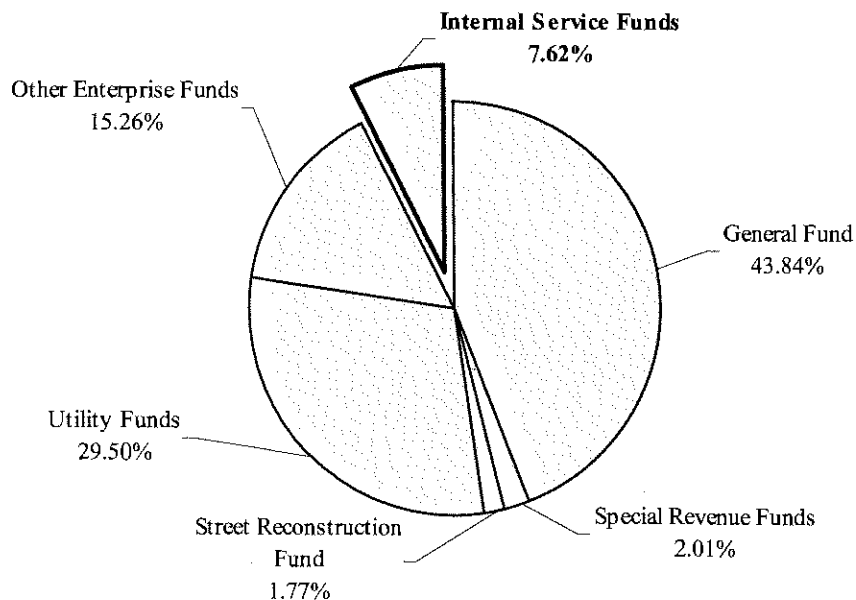
	Actual	Budget	Estimated	Adopted
	2009-10	2010-11	2010-11	2011-12
Risk Management	4,558,400	3,715,378	3,398,723	3,358,067
Engineering	1,915,244	1,967,754	1,975,101	1,976,339
Fleet Services	1,533,649	1,544,939	1,626,328	1,517,263
Health Insurance Fund	8,264,955	10,147,325	10,358,506	9,913,708
	<b>16,272,248</b>	<b>17,375,396</b>	<b>17,358,658</b>	<b>16,765,377</b>



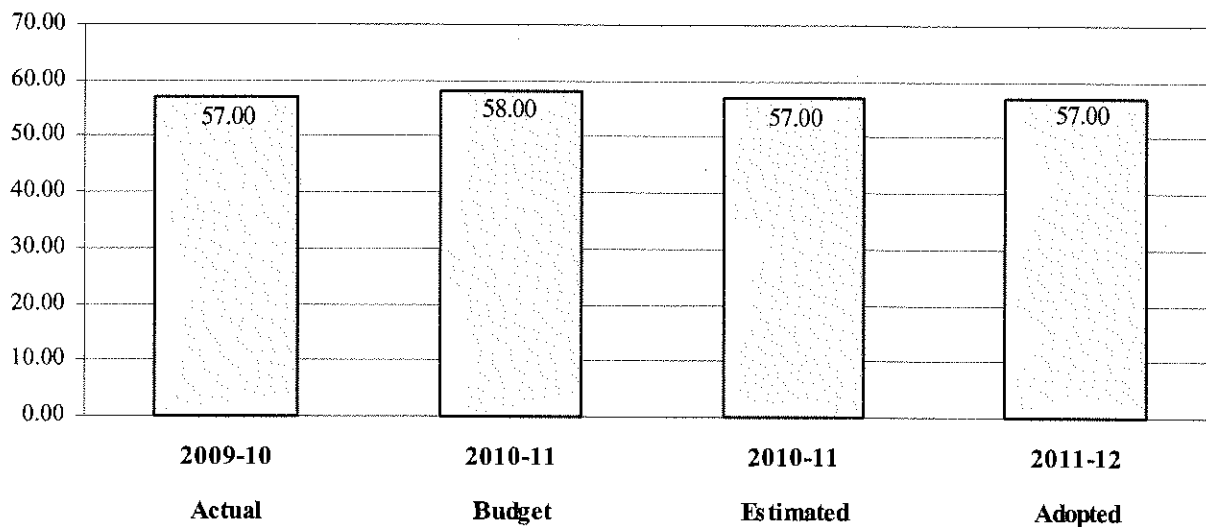


## Internal Service Funds as a Percent of Total Budget

General Fund	96,501,997
Special Revenue Funds	4,430,469
Street Reconstruction Fund	3,886,372
Utility Funds	64,936,359
Other Enterprise Funds	33,596,189
<b>Internal Service Funds</b>	<b>16,765,377</b>
	<hr/>
\$	220,116,763



## 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, a division of the General Services Department is responsible for the systematic and continuous identification of loss exposures, the evaluation of risk in terms of severity and frequency, the application of sound loss control procedures, the operation of the Employee Health Services Medical Clinic, the management of Third Party Administrator Services, insurance coverage, and the financing of risk consistent with total financial resources and risk exposures.

Risk Management investigates losses; prepares, processes and maintains workers' compensation records; analyzes accident and injury trends and recommends safety training; performs facility industrial hygiene and regulatory compliance audits and assessments upon request; performs job hazard and risk analysis; coordinates safety engineering activities with insurance carriers, manages claims, and develops both insured and self-insured strategies.

Employee Health Services (EHS) Clinic sees employees for job-related injuries, non job-related injuries, illnesses, physical examinations, alcohol/drug testing, health screenings, immunizations, health hazard analysis, counseling, and participates in disaster preparedness programs. EHS also provides health education sessions and training classes, serves as a liaison between the city and community medical entities and facilitates compliance with occupational health legislation such as the ADA (Americans with Disabilities Act), FMLA (Family and Medical Leave Act), and HIPAA (Health Insurance Portability and Accountability Act). Medical oversight of the clinic and the occupational health nurses is provided by a Medical Director on a part-time basis. The nurses also provide limited services to dependents and retirees in support of activities such as health fairs and flu shot campaigns.

## **Accomplishments for FY 2010-11**

- \* Hired an experienced Risk Analyst/Safety Coordinator.
- \* Partnered with Human Resources and worked with the new Wellness Coordinator to conduct joint training sessions with City Supervisors on wellness and workers' compensation issues.
- \* Expanded services offered by Employee Health Services Clinic to include health assessments which increased visits by employees for personal health issues and reduced employee's out of pocket expenses.
- \* Increased the on-site hours of the part-time Medical Director to 12 hours per week for both workers' compensation and personal medical issues for city employees.
- \* Collected \$98,437 during the last 12 months in subrogation collections from third parties who caused injury to city employees or damage to city property.
- \* Worked closely with city departments to ensure that Modified Duty assignments were available and offered to injured city employees. Thus reducing the cost of paying employees who are off work under the workers' compensation program.
- \* Estimated total expenditures for FY 2010-11 from the workers' compensation fund are \$815,000. This compares to expenditures of \$1,168,159 for the previous fiscal year.

## **Priorities for FY 2011-12**

- \* Implement the electronic medical records system which allows medical chart notes to be recorded while the patient is being evaluated.
- \* Expand the use of electronic safety training programs used both in the training lab and off site on city personal computers.
- \* Continue to work with city departments in enhancing their safety program and reducing on-the-job injuries.
- \* Implement Hearing Conservation Program

## **Budget Highlights**

Risk Management is an Internal Service Fund and the costs of the department are appropriated to all funds through Workers' Compensation, General, Property and Auto liability insurance assessments. As an added service to customers, EHS nurses provide certain immunizations and health/safety training to employees at their worksite, which decreases work downtime. The Municipal Services Director was transferred to Risk Management during FY 2010-11 from the General Fund and absorbed the duties of the Risk Manager, which was eliminated.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	309,010	330,150	346,941	372,770
Employee Benefits	118,028	134,762	137,804	134,362
Purchased Prof/Tech Services	174,670	198,000	216,000	158,307
Purchased Property Services	1,013	5,002	4,740	4,757
Other Purchased Services	769,979	920,969	807,142	950,651
Supplies	94,017	63,092	49,871	50,389
Other Expenses	3,091,683	2,063,403	1,836,225	1,686,831
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>4,558,400</b>	<b>3,715,378</b>	<b>3,398,723</b>	<b>3,358,067</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>4,558,400</b>	<b>3,715,378</b>	<b>3,398,723</b>	<b>3,358,067</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	29	-	-	1.00	1.00
Risk Manager	27	1.00	1.00	-	-
Operations Administrator	26	1.00	1.00	1.00	1.00
		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Clerical and Professional</b>					
Benefits Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Nurse	26	2.00	2.00	2.00	2.00
Personnel Generalist	24	1.00	1.00	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Employees</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

# Engineering

## Mission Statement

To provide quality planning, design and construction administration for street, drainage, water and wastewater projects in Waco, in addition to providing technical assistance to other departments.

## Narrative

The department provides engineering planning and design and construction administration and inspection for all public works improvements in the City including street, drainage, water and sanitary sewer. Engineering review is provided on subdivision plats and plans; building plans inside the City and review and construction inspections of subdivision improvements within the City and the ETJ. Survey data for design and construction layout is provided. The department, to ensure that quality construction materials and methods are employed, operates an engineering laboratory. The department maintains record drawings of construction improvements and topological maps.

The department also provides for maintenance of key geographic databases such as street centerlines, utilities/infrastructure and aerial photography. It also insures that the software is current and available for use by other departments. Geographic Information Services (GIS) provides geographic analysis and mapping services for the City administration and for departments that don't have the personnel to do internal GIS work.

## Accomplishments for FY 2010-11

- \* Designed and/or administered \$7 million of public improvements
- \* Administered \$1.5 million of developer funded public improvements
- \* Began construction on Panther Way from Lindenwood to Ritchie Road
- \* Constructed the Ritchie Road 24" Water Transmission main

## Priorities for FY 2011-12

- \* Finish design and begin construction on Ritchie Rd from Panther Way to Highway 84, Beverly Dr. from New Rd to Highway 6 and Cameron Park Rd from Jacob's Ladder to Northern Gateway
- \* Reclaim five miles of streets

## Budget Highlights

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

A personnel reorganization during the year eliminated an Inspector position. The budget for Engineering Services includes no changes in services or equipment.



## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	1,059,659	1,090,565	1,062,282	1,122,326
Employee Benefits	424,772	448,179	444,413	419,939
Purchased Prof/Tech Services	3,815	5,000	5,000	5,000
Purchased Property Services	98,970	103,652	98,373	102,466
Other Purchased Services	74,569	67,904	75,784	68,096
Supplies	38,272	49,527	58,322	44,513
Other Expenses	215,187	191,727	191,727	178,201
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,915,244</b>	<b>1,956,554</b>	<b>1,935,901</b>	<b>1,940,541</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	11,200	39,200	35,798
<b>Total Expenditures</b>	<b>1,915,244</b>	<b>1,967,754</b>	<b>1,975,101</b>	<b>1,976,339</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Engineering Administrator	28	1.00	1.00	1.00	1.00
Engineering Supervisor	27	1.00	1.00	1.00	1.00
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Clerical and Professional</b>					
Computer Support Technician	61	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Graduate Engineer	25	1.00	1.00	1.00	1.00
Planner (400)	25	1.00	1.00	1.00	1.00
		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Labor Operations</b>					
Engineering Technician	60	3.00	3.00	3.00	3.00
Inspector	60	7.00	7.00	6.00	6.00
Senior Materials Testing Technici	58	1.00	1.00	1.00	1.00
Survey Coordinator	58	2.00	2.00	2.00	2.00
Survey Technician	57	2.00	2.00	2.00	2.00
Drafter	57	1.00	1.00	1.00	1.00
		<b>16.00</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Total Employees</b>		<b>25.00</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>

# **Fleet Services**

## **Mission Statement**

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

## **Narrative**

Fleet Services, 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. Warranty activities are coordinated and contracted repair service activities arranged. The division is responsible for ordering, maintaining, and accounting for all parts and commodities utilized in daily activities; a monthly warehouse inventory of approximately \$80,000 is maintained. Management and user departments are provided with management information reports.

## **Accomplishments for FY 2010-11**

- \* Maintained our ASE Blue Seal Shop Certification.
- \* Implemented Executime which replaces employee timesheets.
- \* Put brake drum lifting device in operation.
- \* Replaced forklift to support Fleet operations.
- \* Procured new brake drum rotor lathe.
- \* Generated \$ 285,452 in Auction proceeds from 10/1/2010 to 7/1/2011.

## **Priorities for FY 2011-12**

- \* Expand services by moving Police vehicle maintenance to the renovated traffic building.
- \* Procure new oil filter crusher.
- \* Procure code reading software and laptops to enhance heavy side troubleshooting capability.
- \* Work with Facilities to install backup power generator.
- \* Work with Facilities to complete 4 bay bridge crane project for heavy side shop use.
- \* Work with Purchasing to replace lubricant overhead rubber lines with steel piping.
- \* Continue to challenge technicians to become ASE certified.

## **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 will maintain current operations with no new additions in personnel. No new services will be added in the coming year.

## Expenditures

	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
Salaries and Wages	754,277	776,690	767,564	794,419
Employee Benefits	342,643	364,610	367,246	348,711
Purchased Prof/Tech Services	19,389	17,280	18,630	18,630
Purchased Property Services	60,555	56,769	58,331	55,198
Other Purchased Services	40,339	31,449	38,079	28,912
Supplies	76,973	78,443	98,890	78,768
Other Expenses	152,560	212,808	203,229	192,625
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>1,446,736</b>	<b>1,538,049</b>	<b>1,551,969</b>	<b>1,517,263</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	86,913	6,890	74,359	-
<b>Total Expenditures</b>	<b>1,533,649</b>	<b>1,544,939</b>	<b>1,626,328</b>	<b>1,517,263</b>

## Personnel Summary

	Range	Actual 2009-10	Budget 2010-11	Estimated 2010-11	Adopted 2011-12
<b>Supervision</b>					
Program Administrator	27	1.00	1.00	1.00	1.00
		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Clerical and Professional</b>					
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Labor Operations</b>					
Senior Service Technician	60	3.00	3.00	3.00	3.00
Service Technician	58	14.00	14.00	14.00	14.00
Inventory Technician	56	2.00	2.00	2.00	2.00
Service Provider	54	2.00	2.00	2.00	2.00
		<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>
<b>Total Employees</b>		<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

## Health Insurance

### Narrative

The City provides health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing the administrative services of a third party administrator. Self-funding provides the City of Waco with long-term plan cost containment, plan control, and flexibility. Administrative services include claim processing, utilization review and disease management, network access, subrogation, prescription administration, section 125 cafeteria plan administration, an employee assistance program and stop loss insurance.

A Wellness Coordinator creates and promotes wellness programs that benefit all city employees. The coordinator will directly impact the health insurance and workers' compensation programs as well as increasing employee productivity for the benefit of the Waco citizens.

### Expenditures

	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
Salaries and Wages	-	53,975	35,792	49,223
Employee Benefits	-	20,951	14,096	17,597
Purchased Prof/Tech Services	925,014	1,181,080	1,057,287	1,488,664
Purchased Property Services	-	-	-	-
Other Purchased Services	-	2,000	2,617	2,000
Supplies	-	-	-	-
Other Expenses	7,339,941	8,889,319	9,248,714	8,356,224
Contracts with Others	-	-	-	-
<b>Operating Expenditures</b>	<b>8,264,955</b>	<b>10,147,325</b>	<b>10,358,506</b>	<b>9,913,708</b>
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>8,264,955</b>	<b>10,147,325</b>	<b>10,358,506</b>	<b>9,913,708</b>

### Personnel Summary

		<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Adopted</b>
	<b>Range</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Supervision</b>					
Operations Administrator	26	-	1.00	1.00	1.00
		-	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Employees</b>		-	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



## **Debt Service**

## Debt Funding

The City typically issues debt by General Obligation Bonds or 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 Obligations Bonds, which are authorized by a vote of the citizens. 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 \$0.786232 leaving substantial capacity. By maintaining a slightly declining debt repayment schedule, the City of Waco has the capacity to issue a constant amount of general obligation debt without increasing taxes or debt.

The various bond obligations contain certain financial limitations and restrictions. The ordinance authorizing the issuance of general obligations bonds or certificates of obligation creates an interest and sinking fund (general debt service fund). The ordinance requires the City to ascertain a rate and an amount of tax sufficient to pay interest as it comes due and a reserve fund adequate to meet principal as it comes due.

The City of Waco currently has a net debt-to-assessed valuation ratio of 1.56%. The 2010 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 2.1%. 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 levy from all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 7.23%. The median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 6.4%. In addition, Waco has implemented a Fiscal Policy to gradually reduce outstanding general obligation debt. This strategy is incorporated in this budget by the city not budgeting to issue as much debt as allowed by our financial policies and the amount of available bond capacity for this year. Instead, \$900,000 in Street and Facilities projects are budgeted in operations rather than issuing debt. This long-term initiative to reduce bonded debt was presented to the Budget/Audit Committee and then to the full Council during the budget presentation. Language for this initiative will be added to the financial policies and adopted by Council during this fiscal year.

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

	Moody's	Standard & Poor's
Certificates of Obligation	Aa2	AA

The January 20, 2011 rating report from Standard & Poor's stated they affirmed the City's 'AA' rating and underlying rating (SPUR) on the city's existing general obligation debt. In their view the ratings reflect the City's "strong financial management practices and consistently solid financial position". The report further stated that the "outlook on all ratings is stable". Standard & Poor's deemed Waco's management practices "strong" under its FMA methodology, indicating that "practices are strong, well embedded, and likely sustainable". Moody's January 12, 2011 rating report stated, "The Aa2 rating reflects the City's diverse tax base, satisfactory financial reserves, and manageable debt profile. The rating also takes into consideration the financial performance of the city's water and sewer enterprise system, given the utility supports a significant portion of outstanding general obligation debt."

General obligation debt service, which includes general obligation bonds and certificates of obligation, is budgeted in the General Debt Service Fund. Voter-approved projects as well as projects financed with ad valorem tax proceeds are funded by this debt. The last bond election that was held in May 2007 approved \$63 million in new debt issuance to finance improvements in parks, libraries, convention center, fire, police and the Texas Ranger Hall of Fame and Museum.



## Tax Ordinance

### ORDINANCE NO. 2011-468

AN ORDINANCE SETTING A TAX RATE OF 0.786232 CENTS (WHICH INCLUDES 0.613251 CENTS TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND 0.172981 CENTS 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 INTEREST AND SINKING FUND FOR THE YEAR TWO THOUSAND ELEVEN/ TWO THOUSAND TWELVE (2011/2012) 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 0.786232 (per \$100) for the City of Waco Fiscal Year 2011-12; and

**WHEREAS**, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (0.834625 per \$100), but it exceeds the effective tax rate (0.770435 per \$100) for the City of Waco Fiscal Year 2011-12; and

**WHEREAS**, a public hearing on the proposed tax rate was held at the regular meeting of the City of Waco City Council on August 16, 2011, and a second public hearing on the proposed tax rate was held at a special-called meeting of the City of Waco City Council on August 23, 2011; and

**WHEREAS**, on August 16, 2011, the City of Waco City Council conducted a public hearing on the proposed budget and adopted Resolution No. 2011-406 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2011-12,

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF WACO, TEXAS:**

**Section 1.** That the recital set forth above is 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 Interest and Sinking Fund for the Fiscal Year October 1, 2011 through September 30, 2012, upon all property, real and personal and mixed, within the corporate limits of said City subject to taxation 0.786232 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:

**Each One Hundred Dollar Valuation, to-wit:**

1. For **General Fund** **\$0.613251**
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

## Tax Ordinance

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>
675	2001	Certificate of Obligation	\$0.005057
676	2002	Certificate of Obligation	\$0.004020
677	2002	Obligation of Refunding	\$0.013080
678	2003	Certificate of Obligation	\$0.003874
679	2004	Certificate of Obligation	\$0.003824
680	2005	Certificate of Obligation	\$0.004188
681	2006	Certificate of Obligation	\$0.004390
682	2007	Obligation of Refunding	\$0.007871
683	2007	Certificate of Obligation	\$0.004113
684	2007	General Obligation Bonds	\$0.075020
685	2008	Certificate of Obligation	\$0.004418
652	2009	Obligation of Refunding	\$0.024236
653	2010	Certificate of Obligation	\$0.005707
654	2010	Obligation of Refunding	\$0.005137
655	2011	Certificate of Obligation	\$0.008046
<b>TOTAL DEBT LEVY</b>			<b>\$0.172981</b>
<b>Tax Rate 2010-2011: M&amp;O</b>			<b>\$0.613251</b>
<b><u>Debt</u></b>			<b><u>\$0.172981</u></b>
<b>Total Rate</b>			<b>\$0.786232</b>

**Section 3.** That all receipts for the City not specifically appropriated by this ordinance are hereby made to the General Fund above-mentioned.

**Section 4.** That **THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

**Section 5.** That **THE TAX RATE WILL EFFECTIVELY BE RAISED BY .33 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$2.01.**

**Section 6.** 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

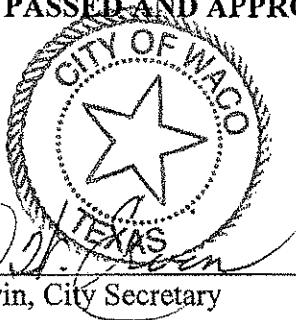
## Tax Ordinance

depositing any monies a statement showing to what fund such deposit should be made and from what source received.

**Section 7.** That it is hereby officially found and determined that the meeting at which this ordinance is passed is open to the public as required by law and that public notice of the time, place, and purpose of said meeting was given as required.

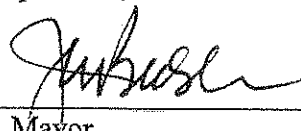
**Section 8.** That the need to levy taxes for the use and support of the municipal government of the City of Waco for Fiscal Year 2011-2012 creates an urgent and imperative public necessity which, for the immediate preservation of the public peace, health, safety and welfare, requires that the rule 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** this 6th day of September, 2011.



**ATTEST:**

  
Patricia W. Ervin, City Secretary

  
\_\_\_\_\_  
Jim Bush, Mayor  
City of Waco, Texas

**APPROVED AS TO FORM & LEGALITY:**

  
\_\_\_\_\_  
Leah Hayes, City Attorney

**APPROVED:**

  
\_\_\_\_\_  
Janice J. Andrews, Director of Finance

**APPROVED:**

  
\_\_\_\_\_  
June Skerik, Program Manager, Budget/Audit

**Statement of Bonds Principal and Interest Payable  
September 30, 2011**

<b>Issue No.</b>		<b>Interest Rate</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>
<b>Certificates of Obligation / GO Bonds</b>				
675	Certificate of Obligation, 2001	4.50-5.25	2001	2016
676	Certificate of Obligation, 2002	4.40-5.00	2002	2022
677	Obligation Refunding, 2002	2.00-4.25	2002	2018
678	Certificate of Obligation, 2003	3.60-5.00	2003	2023
679	Certificate of Obligation, 2004	2.00-5.00	2004	2024
680	Certificate of Obligation, 2005	3.00-4.375	2005	2025
681	Certificate of Obligation, 2006	4.00-6.00	2006	2026
682	Obligation Refunding, 2007	4.00-4.50	2007	2021
683	Certificate of Obligation, 2007	4.00-5.00	2007	2027
684	GO Bond, 2007	4.00-5.00	2007	2024
685	Certificate of Obligation, 2008	3.50-4.50	2008	2028
652	Obligation Refunding, 2009	3.000	2009	2014
653	Certificate of Obligation, 2010	2.75-3.50	2010	2030
654	Obligation Refunding, 2010	3.00-4.00	2010	2030
655	Certificate of Obligation, 2011	2.50-4.35	2011	2031

**Total Certificates of Obligation / GO Bonds**

**Water Revenue Bonds**

518	Certificate of Obligation, 2001	4.50-5.25	2001	2031
519	Certificate of Obligation 2002	4.25-5.25	2002	2022
503	TX Water Dev. Bd. St. Participation loan 2002	5.78-5.88	2002	2036
504	Water Revenue Refunding, 2002	2.00-4.375	2002	2020
513	Certificate of Obligation, 2003	3.60-5.00	2003	2033
505	Certificate of Obligation, 2004	2.00-5.00	2004	2034
506	Certificate of Obligation, 2005	3.00-5.00	2005	2035
507	Certificate of Obligation, 2006	4.00-6.00	2006	2036
510	Water Revenue Refunding, 2007	4.00-4.50	2007	2026
511	Certificate of Obligation, 2007	4.00-5.00	2007	2037
502	Certificate of Obligation, 2008	3.50-4.50	2008	2028
520	Water Revenue Refunding, 2009	3.000	2009	2014
509	Water Revenue Refunding, 2010	3.00-4.00	2010	2030
521	Certificate of Obligation, 2010	2.75-3.50	2010	2030

**Total Water Revenue Bonds**

<b>Bonds Authorized</b>	<b>Bonds Issued</b>	<b>Bonds Outstanding</b>	<b>Interest Outstanding</b>	<b>Total Outstanding</b>
6,235,000	6,235,000	310,000	7,750	317,750
3,950,000	3,950,000	1,405,000	298,709	1,703,709
14,508,397	14,508,397	1,997,030	220,516	2,217,546
3,290,000	3,290,000	2,300,000	690,823	2,990,823
3,085,000	3,085,000	2,320,000	831,206	3,151,206
3,515,000	3,515,000	2,855,000	967,550	3,822,550
3,705,000	3,705,000	3,100,000	1,087,697	4,187,697
5,220,000	5,220,000	4,630,000	1,027,188	5,657,188
3,380,000	3,380,000	3,000,000	1,147,321	4,147,321
63,000,000	63,000,000	54,960,000	23,877,981	78,837,981
3,775,000	3,775,000	3,445,000	1,299,931	4,744,931
5,289,358	5,289,358	2,393,487	71,749	2,465,236
4,925,000	4,925,000	4,815,000	1,938,044	6,753,044
2,900,000	2,900,000	2,885,000	533,028	3,418,028
7,285,000	7,285,000	7,285,000	3,351,654	10,636,654
<b>134,062,755</b>	<b>134,062,755</b>	<b>97,700,517</b>	<b>37,351,147</b>	<b>135,051,664</b>
13,935,000	13,935,000	925,000	407,644	1,332,644
8,080,000	8,080,000	2,865,000	610,296	3,475,296
15,000,000	15,000,000	15,000,000	21,824,882	36,824,882
5,712,578	5,712,578	3,202,412	815,987	4,018,399
5,060,000	5,060,000	4,310,000	2,741,623	7,051,623
22,910,000	22,910,000	17,610,000	6,998,987	24,608,987
43,250,000	43,250,000	36,705,000	17,038,603	53,743,603
24,250,000	24,250,000	22,395,000	15,002,267	37,397,267
8,400,000	8,400,000	8,215,000	2,289,552	10,504,552
27,705,000	27,705,000	26,160,000	19,034,070	45,194,070
6,870,000	6,870,000	6,275,000	2,369,019	8,644,019
5,270,521	5,270,521	2,986,762	113,918	3,100,680
6,805,000	6,805,000	6,760,000	1,832,075	8,592,075
8,250,000	8,250,000	8,065,000	3,249,994	11,314,994
<b>201,498,099</b>	<b>201,498,099</b>	<b>161,474,174</b>	<b>94,328,917</b>	<b>255,803,091</b>

**Statement of Bonds Principal and Interest Payable  
September 30, 2011**

<b>Issue No.</b>		<b>Interest Rate</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>
<b>Wastewater Revenue Bonds</b>				
539	Certificate of Obligation, 2001	4.50-5.25	2001	2016
526	Certificate of Obligation, 2002	4.25-5.25	2002	2022
527	Wastewater Revenue Refunding, 2002	2.00-4.375	2002	2020
528	Certificate of Obligation, 2004	2.00-5.00	2004	2024
529	Certificate of Obligation, 2005	3.00-4.50	2005	2025
530	Certificate of Obligation, 2006	4.00-6.00	2006	2026
531	Wastewater Revenue Refunding, 2007	4.00-4.50	2007	2021
545	Certificate of Obligation, 2007	4.00-5.00	2007	2032
533	Wastewater Revenue Refunding, 2009	3.000	2009	2014
534	Wastewater Revenue Refunding, 2010	3.00-4.00	2010	2030
535	Certificate of Obligation, 2010	2.75-3.50	2010	2030
<b>Total Wastewater Revenue Bonds</b>				
<b>Solid Waste Revenue Bonds</b>				
562	Certificate of Obligation, 2004	2.00-5.00	2004	2024
552	Certificate of Obligation, 2005	3.00-5.00	2005	2015
556	Certificate of Obligation, 2008	3.50-4.50	2008	2021
<b>Total Solid Waste Revenue Bonds</b>				
<b>Airport Revenue Bonds</b>				
574	Certificate of Obligation, 1996	5.30-6.80	1996	2012
<b>Tax Increment Financing Zone</b>				
698	Certificate of Obligation, 1998	4.669	1998	2013
694	Certificate of Obligation, 2006	4.00-6.00	2006	2021
693	TIF Refunding, 2009	3.000	2009	2013
<b>Total Tax Increment Financing Zone</b>				
<b>Total All Debt</b>				



<b>Bonds Authorized</b>	<b>Bonds Issued</b>	<b>Bonds Outstanding</b>	<b>Interest Outstanding</b>	<b>Total Outstanding</b>
4,285,000	4,285,000	210,000	5,250	215,250
5,725,000	5,725,000	2,030,000	431,310	2,461,310
6,695,645	6,695,645	2,442,525	651,527	3,094,052
21,330,000	21,330,000	10,460,000	3,556,662	14,016,662
4,460,000	4,460,000	3,630,000	1,226,709	4,856,709
3,405,000	3,405,000	2,845,000	998,572	3,843,572
3,245,000	3,245,000	2,810,000	588,762	3,398,762
35,670,000	35,670,000	32,910,000	17,729,268	50,639,268
3,362,357	3,362,357	2,393,328	106,786	2,500,114
3,190,000	3,190,000	3,170,000	646,888	3,816,888
3,020,000	3,020,000	2,950,000	1,190,694	4,140,694
<b>94,388,002</b>	<b>94,388,002</b>	<b>65,850,853</b>	<b>27,132,428</b>	<b>92,983,281</b>
6,735,000	6,735,000	4,160,000	1,273,319	5,433,319
2,005,000	2,005,000	945,000	76,762	1,021,762
3,230,000	3,230,000	2,670,000	534,150	3,204,150
<b>11,970,000</b>	<b>11,970,000</b>	<b>7,775,000</b>	<b>1,884,231</b>	<b>9,659,231</b>
<b>1,300,000</b>	<b>1,300,000</b>	<b>130,000</b>	<b>3,770</b>	<b>133,770</b>
1,490,000	1,490,000	218,032	3,816	221,848
1,000,000	1,000,000	740,000	162,190	902,190
512,764	512,764	266,423	7,998	274,421
<b>3,002,764</b>	<b>3,002,764</b>	<b>1,224,455</b>	<b>174,004</b>	<b>1,398,459</b>
<b>446,221,620</b>	<b>446,221,620</b>	<b>334,154,999</b>	<b>160,874,497</b>	<b>495,029,496</b>

**Statement of Changes in Revenues as Compared with Budget  
Certificates of Obligation / GO Bonds**

	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>Beginning Reserve Balance</b>	653,118	538,386	430,091	353,030
<b>Additions</b>				
Property Tax	10,824,813	10,586,702	10,620,427	10,763,288
Interest on Investments	7,514	1,810	3,330	2,300
Other Financing Sources	<u>73,779</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Balance and Additions</b>	<b>11,559,224</b>	<b>11,126,898</b>	<b>11,053,848</b>	<b>11,118,618</b>
<b>Payments</b>				
Principal Retired	6,878,930	6,561,108	6,561,108	6,679,253
Interest Expense	4,178,104	4,137,540	4,137,540	4,193,553
Exchange and Commission	<u>72,099</u>	<u>2,170</u>	<u>2,170</u>	<u>2,080</u>
<b>Total Payments</b>	<b>11,129,133</b>	<b>10,700,818</b>	<b>10,700,818</b>	<b>10,874,886</b>
<b>Ending Reserve Balance</b>	<b>430,091</b>	<b>426,080</b>	<b>353,030</b>	<b>243,732</b>

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

	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>Beginning Reserve Balance</b>	-	-	3,919	-
<b>Additions</b>				
Transfer From Water	13,527,079	13,959,004	13,955,174	14,062,157
Interest on Investments	-	-	-	-
Other Financing Sources	<u>129,099</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Balance and Additions</b>	<b>13,656,178</b>	<b>13,959,004</b>	<b>13,959,093</b>	<b>14,062,157</b>
<b>Payments</b>				
Principal Retired	6,365,858	6,586,252	6,586,252	6,943,752
Interest Expense	7,159,250	7,369,882	7,369,882	7,115,732
Exchange and Commission	<u>127,151</u>	<u>2,870</u>	<u>2,959</u>	<u>2,673</u>
<b>Total Payments</b>	<b>13,652,259</b>	<b>13,959,004</b>	<b>13,959,093</b>	<b>14,062,157</b>
<b>Ending Reserve Balance</b>	<b>3,919</b>	-	-	-

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

	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>Beginning Reserve Balance</b>	-	-	2,563	-
<b>Additions</b>				
Transfer From Wastewater	7,357,031	7,377,432	7,374,830	6,812,173
Interest on Investments	-	-	-	-
Other Financing Sources	<u>60,600</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Balance and Additions</b>	<b>7,417,631</b>	<b>7,377,432</b>	<b>7,377,393</b>	<b>6,812,173</b>
<b>Payments</b>				
Principal Retired	4,373,833	4,411,085	4,411,085	4,055,906
Interest Expense	2,982,396	2,964,797	2,964,797	2,754,763
Exchange and Commission	<u>58,839</u>	<u>1,550</u>	<u>1,511</u>	<u>1,504</u>
<b>Total Payments</b>	<b>7,415,068</b>	<b>7,377,432</b>	<b>7,377,393</b>	<b>6,812,173</b>
<b>Ending Reserve Balance</b>	<b>2,563</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer From Solid Waste	1,189,081	1,189,847	1,189,803	1,194,433
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
<b>Total Balance and Additions</b>	<b>1,189,081</b>	<b>1,189,847</b>	<b>1,189,803</b>	<b>1,194,433</b>
<b>Payments</b>				
Principal Retired	805,000	835,000	835,000	875,000
Interest Expense	383,876	354,587	354,587	319,213
Exchange and Commission	205	260	216	220
<b>Total Payments</b>	<b>1,189,081</b>	<b>1,189,847</b>	<b>1,189,803</b>	<b>1,194,433</b>
<b>Ending Reserve Balance</b>	-	-	-	-

**Statement of Changes in Revenues as Compared with Budget  
Airport Revenue Bonds**

	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer From Airport	133,592	131,865	121,750	134,645
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
<b>Total Balance and Additions</b>	<b>133,592</b>	<b>131,865</b>	<b>121,750</b>	<b>134,645</b>
<b>Payments</b>				
Principal Retired	115,000	120,000	120,000	130,000
Interest Expense	17,717	10,990	875	3,770
Exchange and Commission	875	875	875	875
<b>Total Payments</b>	<b>133,592</b>	<b>131,865</b>	<b>121,750</b>	<b>134,645</b>
<b>Ending Reserve Balance</b>	-	-	-	-

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

	<b>Actual 2009-10</b>	<b>Budget 2010-11</b>	<b>Estimated 2010-11</b>	<b>Adopted 2011-12</b>
<b>Beginning Reserve Balance</b>	-	-	-	-
<b>Additions</b>				
Transfer	458,217	459,208	459,220	449,793
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Balance and Additions</b>	<b>458,217</b>	<b>459,208</b>	<b>459,220</b>	<b>449,793</b>
<b>Payments</b>				
Principal Retired	391,380	406,557	406,557	411,089
Interest Expense	66,792	52,606	52,606	38,644
Exchange and Commission	45	45	57	60
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total Payments</b>	<b>458,217</b>	<b>459,208</b>	<b>459,220</b>	<b>449,793</b>
<b>Ending Reserve Balance</b>	-	-	-	-

**Statement of Cash Receipts and Disbursements**  
**Adopted 2011-2012**  
**Certificates of Obligation / GO Bonds**

<b>Issue No.</b>		<b>Beginning Balance 10/1/2011</b>	<b>Transfers</b>	<b>Current Taxes</b>
651	Contingency	231,483	-	-
674	Certificate of Obligation, 2000	-	-	-
675	Certificate of Obligation, 2001	3,259	-	311,591
676	Certificate of Obligation, 2002	2,655	-	247,698
677	Obligation Refunding, 2002	8,276	-	805,842
678	Certificate of Obligation, 2003	3,727	-	238,687
679	Certificate of Obligation, 2004	3,271	-	235,599
680	Certificate of Obligation, 2005	3,699	-	258,035
681	Certificate of Obligation, 2006	7,010	-	270,469
682	Obligation Refunding, 2007	4,997	-	484,928
683	Certificate of Obligation, 2007	7,594	-	253,421
684	G O Bond, 2007	46,860	-	4,621,938
685	Certificate of Obligation, 2008	2,795	-	272,208
652	Obligation Refunding, 2009	15,373	-	1,493,182
653	Certificate of Obligation , 2010	3,595	-	351,580
654	Obligation Refunding, 2010	3,319	-	316,470
655	Certificate of Obligation , 2011	5,117	-	495,740
<b>Total</b>		<b>353,030</b>	<b>-</b>	<b>10,657,388</b>



<b>Delinquent Taxes</b>	<b>Interest Earnings</b>	<b>Principal Retired</b>	<b>Interest Payments</b>	<b>Exchange &amp; Commissions</b>	<b>Ending Balance 9/30/12</b>
-	-	-	-	-	231,483
-	-	-	-	-	-
3,100	-	310,000	7,750	200	-
2,400	-	190,000	62,678	75	-
8,000	170	760,497	61,671	120	-
2,300	30	145,000	98,423	135	1,186
2,300	50	130,000	110,387	20	813
2,500	60	145,000	118,281	20	993
2,700	70	150,000	125,949	40	4,260
4,800	100	310,000	184,625	200	-
2,500	60	135,000	123,563	30	4,982
46,200	1,280	2,250,000	2,465,763	500	15
2,700	60	145,000	132,638	125	-
14,900	200	1,473,756	49,699	200	-
3,500	80	190,000	168,600	155	-
3,100	40	215,000	107,819	110	-
4,900	100	130,000	375,707	150	-
<b>105,900</b>	<b>2,300</b>	<b>6,679,253</b>	<b>4,193,553</b>	<b>2,080</b>	<b>243,732</b>

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2011-2012**  
**Water Revenue Bonds**

<b>Issue No.</b>		<b>Beginning Balance 10/1/11</b>	<b>Revenue Transfer</b>	<b>Total Receipts &amp; Balances</b>
	<b>Bond Interest and Redemption</b>			
518	Certificate of Obligation, 2001	-	574,138	574,138
519	Certificate of Obligation, 2002	-	517,922	517,922
503	TX Water Dev. Bd. Loan 2002	-	877,605	877,605
504	Water Revenue Refunding, 2002	-	305,674	305,674
513	Certificate of Obligation, 2003	-	311,962	311,962
505	Certificate of Obligation, 2004	-	1,748,490	1,748,490
506	Certificate of Obligation, 2005	-	3,035,323	3,035,323
507	Certificate of Obligation, 2006	-	1,479,244	1,479,244
510	Water Revenue Refunding, 2007	-	387,002	387,002
511	Certificate of Obligation, 2007	-	1,730,300	1,730,300
502	Certificate of Obligation, 2008	-	501,878	501,878
520	Water Revenue Refunding, 2009	-	1,304,433	1,304,433
509	Water Revenue Refunding, 2010	-	690,400	690,400
521	Certificate of Obligation, 2010	-	597,786	597,786
<b>Total</b>		-	<b>14,062,157</b>	<b>14,062,157</b>

<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/12</b>
540,000	33,713	425	574,138	-
390,000	127,777	145	517,922	-
-	877,605	-	877,605	-
175,600	130,029	45	305,674	-
110,000	201,792	170	311,962	-
915,000	833,350	140	1,748,490	-
1,465,000	1,570,088	235	3,035,323	-
505,000	974,029	215	1,479,244	-
45,000	341,837	165	387,002	-
555,000	1,175,100	200	1,730,300	-
260,000	241,650	228	501,878	-
1,233,152	71,106	175	1,304,433	-
435,000	255,125	275	690,400	-
315,000	282,531	255	597,786	-
<b>6,943,752</b>	<b>7,115,732</b>	<b>2,673</b>	<b>14,062,157</b>	-

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2011-2012**  
**Wastewater Revenue Bonds**

<b>Issue No.</b>		<b>Beginning Balance 10/1/11</b>	<b>Revenue Transfer</b>	<b>Total Receipts &amp; Balances</b>
<b>Bond Interest and Redemption</b>				
539	Certificate of Obligation, 2001	-	215,415	215,415
526	Certificate of Obligation, 2002	-	365,648	365,648
527	Wastewater Revenue Refunding, 2002	-	216,365	216,365
528	Certificate of Obligation, 2004	-	1,145,125	1,145,125
529	Certificate of Obligation, 2005	-	335,363	335,363
530	Certificate of Obligation, 2006	-	255,582	255,582
531	Wastewater Revenue Refunding, 2007	-	331,080	331,080
545	Certificate of Obligation, 2007	-	2,403,740	2,403,740
533	Wastewater Revenue Refunding, 2009	-	869,799	869,799
534	Wastewater Revenue Refunding, 2010	-	455,475	455,475
535	Certificate of Obligation, 2010	-	218,581	218,581
<b>Total</b>		-	<b>6,812,173</b>	<b>6,812,173</b>

<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/12</b>
210,000	5,250	165	215,415	-
275,000	90,545	103	365,648	-
115,871	100,409	85	216,365	-
650,000	495,025	100	1,145,125	-
185,000	150,337	26	335,363	-
140,000	115,542	40	255,582	-
220,000	110,935	145	331,080	-
995,000	1,408,465	275	2,403,740	-
810,035	59,649	115	869,799	-
340,000	115,225	250	455,475	-
115,000	103,381	200	218,581	-
<b>4,055,906</b>	<b>2,754,763</b>	<b>1,504</b>	<b>6,812,173</b>	<b>-</b>

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2011-2012**  
**Solid Waste Revenue Bonds**

<b>Issue No.</b>		<b>Beginning Balance 10/1/11</b>	<b>Revenue Transfer</b>	<b>Total Receipts &amp; Balances</b>
	<b>Bond Interest and Redemption</b>			
562	Certificate of Obligation, 2004	-	624,388	624,388
552	Certificate of Obligation, 2005	-	252,570	252,570
556	Certificate of Obligation, 2008	-	317,475	317,475
<b>Total</b>		-	<b>1,194,433</b>	<b>1,194,433</b>

Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/12
435,000	189,338	50	624,388	-
220,000	32,550	20	252,570	-
220,000	97,325	150	317,475	-
<b>875,000</b>	<b>319,213</b>	<b>220</b>	<b>1,194,433</b>	-

**Statement of Reserve for Bond Interest and Redemption  
Adopted 2011-2012  
Airport Revenue Bonds**

<b>Issue No.</b>		<b>Beginning Balance 10/1/11</b>	<b>Revenue Transfer</b>	<b>Total Receipts &amp; Balances</b>
	<b>Bond Interest and Redemption</b>			
574	Certificate of Obligation, 1996	-	134,645	134,645
<b>Total</b>		-	<b>134,645</b>	<b>134,645</b>





<b>Bonds Retired</b>	<b>Interest Payments</b>	<b>Exchange Fees</b>	<b>Total Disbursements</b>	<b>Ending Balance 9/30/12</b>
130,000	3,770	875	134,645	-
130,000	3,770	875	134,645	-

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2011-2012**  
**Tax Increment Financing Zone**

Issue No.		Beginning Balance 10/1/11	Revenue Transfer	Total Receipts & Balances
	<b>Bond Interest and Redemption</b>			
698	Refunding 2002	-	221,873	221,873
694	Certificate of Obligation, 2006	-	88,846	88,846
693	Refunding 2009	-	139,074	139,074
<b>Total</b>		-	<b>449,793</b>	<b>449,793</b>

Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/12
218,032	3,816	25	221,873	-
60,000	28,831	15	88,846	-
133,057	5,997	20	139,074	-
<b>411,089</b>	<b>38,644</b>	<b>60</b>	<b>449,793</b>	-

**Retirement Schedule to Maturity  
Certificates of Obligation / GO Bonds**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011-12	6,679,253	4,193,553	10,872,806
2012-13	5,639,049	3,844,045	9,483,094
2013-14	5,110,143	3,639,878	8,750,021
2014-15	5,275,000	3,438,108	8,713,108
2015-16	5,479,662	3,227,444	8,707,106
2016-17	5,680,968	3,005,930	8,686,898
2017-18	5,946,442	2,769,825	8,716,267
2018-19	5,645,000	2,530,535	8,175,535
2019-20	5,930,000	2,284,914	8,214,914
2020-21	6,220,000	2,022,398	8,242,398
2021-22	6,050,000	1,748,155	7,798,155
2022-23	6,045,000	1,464,108	7,509,108
2023-24	6,100,000	1,175,441	7,275,441
2024-25	6,165,000	883,168	7,048,168
2025-26	6,190,000	587,577	6,777,577
2026-27	6,225,000	288,888	6,513,888
2027-28	1,075,000	116,618	1,191,618
2028-29	835,000	77,154	912,154
2029-30	870,000	41,663	911,663
2030-31	540,000	11,745	551,745
	<b>97,700,517</b>	<b>37,351,147</b>	<b>135,051,664</b>

**Wastewater Revenue Bonds**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011-12	4,055,906	2,754,763	6,810,669
2012-13	3,858,720	2,603,037	6,461,757
2013-14	3,939,572	2,454,232	6,393,804
2014-15	3,295,000	2,306,642	5,601,642
2015-16	3,479,173	2,163,383	5,642,556
2016-17	3,634,122	2,011,768	5,645,890
2017-18	3,802,202	1,852,225	5,654,427
2018-19	3,948,926	1,684,823	5,633,749
2019-20	4,152,232	1,507,073	5,659,305
2020-21	3,800,000	1,332,927	5,132,927
2021-22	3,365,000	1,178,897	4,543,897
2022-23	3,075,000	1,037,630	4,112,630
2023-24	3,220,000	896,050	4,116,050
2024-25	2,470,000	768,439	3,238,439
2025-26	2,215,000	664,318	2,879,318
2026-27	2,050,000	570,370	2,620,370
2027-28	2,285,000	474,738	2,759,738
2028-29	2,255,000	373,613	2,628,613
2029-30	2,360,000	270,850	2,630,850
2030-31	2,240,000	167,900	2,407,900
2031-32	2,350,000	58,750	2,408,750
	<b>65,850,853</b>	<b>27,132,428</b>	<b>92,983,281</b>

# **Retirement Schedule to Maturity Water Revenue Bonds**

Budget Year	Principal	Interest	Total
2011-12	6,943,752	7,115,732	14,059,484
2012-13	7,153,864	6,847,270	14,001,134
2013-14	6,590,286	6,583,395	13,173,681
2014-15	6,910,000	7,035,942	13,945,942
2015-16	7,211,165	6,743,889	13,955,054
2016-17	7,509,910	6,433,200	13,943,110
2017-18	7,211,355	6,120,090	13,331,445
2018-19	7,566,074	5,804,930	13,371,004
2019-20	7,907,768	5,470,544	13,378,312
2020-21	7,635,000	5,134,991	12,769,991
2021-22	7,975,000	4,086,335	12,061,335
2022-23	7,710,000	3,733,310	11,443,310
2023-24	8,085,000	3,370,835	11,455,835
2024-25	6,890,000	3,027,495	9,917,495
2025-26	4,890,000	2,758,315	7,648,315
2026-27	5,150,000	2,528,472	7,678,472
2027-28	5,540,000	2,284,081	7,824,081
2028-29	5,145,000	2,037,577	7,182,577
2029-30	5,395,000	1,792,109	7,187,109
2030-31	5,135,000	1,540,116	6,675,116
2031-32	4,990,000	1,288,536	6,278,536
2032-33	5,250,000	1,031,292	6,281,292
2033-34	5,180,000	769,017	5,949,017
2034-35	5,270,000	502,103	5,772,103
2035-36	4,535,000	246,966	4,781,966
2036-37	1,695,000	42,375	1,737,375
	<b>161,474,174</b>	<b>94,328,917</b>	<b>255,803,091</b>

**Retirement Schedule to Maturity  
Solid Waste Revenue Bonds**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011-12	875,000	319,213	1,194,213
2012-13	905,000	282,830	1,187,830
2013-14	950,000	244,750	1,194,750
2014-15	725,000	208,125	933,125
2015-16	495,000	182,725	677,725
2016-17	515,000	161,450	676,450
2017-18	540,000	139,200	679,200
2018-19	565,000	115,519	680,519
2019-20	590,000	90,394	680,394
2020-21	620,000	63,650	683,650
2021-22	315,000	41,875	356,875
2022-23	330,000	25,750	355,750
2023-24	350,000	8,750	358,750
	<b>7,775,000</b>	<b>1,884,231</b>	<b>9,659,231</b>

**Airport Revenue Bonds**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011-12	130,000	3,770	133,770
	<b>130,000</b>	<b>3,770</b>	<b>133,770</b>

**Tax Increment Financing Zone**

<b>Budget Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2011-12	411,089	38,644	449,733
2012-13	198,366	28,332	226,698
2013-14	65,000	23,732	88,732
2014-15	70,000	21,031	91,031
2015-16	70,000	18,231	88,231
2016-17	75,000	15,331	90,331
2017-18	80,000	12,231	92,231
2018-19	80,000	8,982	88,982
2019-20	85,000	5,578	90,578
2020-21	90,000	1,912	91,912
	<b>1,224,455</b>	<b>174,004</b>	<b>1,398,459</b>

## **Capital Improvements Program**

# Capital Improvements Program

## Overview

The City of Waco's Capital Improvements Program (CIP) is a plan for acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, sewer lines and water lines, as well as facilities through which City government provides services directly to citizens or in support of City operations. The latter category includes police facilities, recreation centers, maintenance facilities and general office buildings. The CIP covers all facilities and infrastructure the City government owns or for which the City has responsibility. The Capital Improvements Program defines the City's investment and reinvestment plans for allocating resources, assigning priorities and implementing strategies in order to finance growth of the City and to provide monies for continuing modernization and necessary replacement. Key elements of developing, assessing and coordinating potential internal and external funding sources is identifying the funding sources, assessing the City's financial condition and its ability to service existing and new debt and coordinating the best source of funds for needed capital improvements. This evaluation process of funding sources is the foundation for the proposed CIP.

The CIP is intended to ensure that required projects are undertaken according to priorities established by Council. The CIP combines elements of long and short range planning as well as current year budgeting to identify the City's capital needs and the means of financing them. The CIP identifies the specific improvements to City infrastructure and facilities, which are needed to support and implement the Comprehensive Development Plan. The CIP also encourages departments to establish an internal planning process to identify capital needs with sufficient lead-time so that decisions may be made on the most advantageous means of addressing them.

Generally, a capital improvement has the following characteristics:

- Relatively high monetary value (at least \$100,000),
- Will last at least 10 years, and
- Results in either the creation or rehabilitation of a fixed asset

Fixed assets are resources owned by the City of Waco that have monetary value, long-term character and will be held or used. Examples are:

- Purchase, improvement and development of land
- Construction of new facilities for the delivery of City services
- Remodeling or expansion of existing facilities
- Operating equipment and machinery for new and expanded facilities
- Planning/engineering costs related to specific improvements of the type listed above

The CIP is a six-year plan and is adopted annually as part of the annual operating budget. This timing is intended to provide better direction to the CIP from the Comprehensive Development Plan and better linkage with the annual budget by giving more timely input into the budget adoption process. The first year of the plan becomes the capital budget for the approved fiscal year and is presented in this document. Although only one year of the CIP is adopted and shown in this document, the full six-year plan is reviewed by the Budget/Audit Committee and presented to the full Council during the budget presentation. The City Manager and council use this as a working document in their long-term assessment of future development and financing needs.

Since capital projects result in assets that need continuing maintenance and care, operating budgets are often affected. We have attempted to quantify additional operating costs associated with the completion of capital projects. As part of the capital planning process, departments submit capital projects and estimate the operating costs associated with the project. Annual operating costs can include personnel, scheduled repair and maintenance and utilities in the case of buildings. These costs are or will be included in the department's operating budget for the year the project is scheduled for completion and the facilities are put into operation. Anticipated changes in operating revenues or expenses are noted in the project descriptions beginning on page 261.



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**Capital Improvements Program  
Fiscal Year 2011-12  
Summary**

	2010-11	2011-12
<b>General Government</b>		
Airport Services	1,105,000	5,616,500
City Manager's Office	28,050	59,746
Facilities	780,000	400,000
Fleet Services	1,420,000	1,000,000
Fire Services	200,000	1,500,000
Parks and Recreation	900,000	200,000
Traffic Services	458,958	963,228
<b>General Government</b>	<b>4,892,008</b>	<b>9,739,474</b>
<b>Street Improvements</b>	<b>4,215,000</b>	<b>1,000,000</b>
<b>Wastewater Improvements</b>	<b>3,030,000</b>	<b>-</b>
<b>Water Improvements</b>	<b>3,782,000</b>	<b>-</b>
<b>Total Capital Improvement Program</b>	<b>15,919,008</b>	<b>10,739,474</b>

**Capital Improvements Program  
Fiscal Year 2011-12  
General Government**

<b>Department</b>	<b>Project Description</b>	<b>Funding</b>	<b>2011-12</b>
Airport	Airport Improvements	FAA	5,335,675
	Airport Improvements	CO	280,825
City Manager's Office	Issuance Costs	CO	59,746
Facilities	Building Renovation Projects	GF	400,000
Fleet Services	Rolling Stock Replacement	Interest	1,000,000
Fire	Relocation Fire Station 7	CO	1,500,000
Parks and Recreation	General Park Improvements	CO	200,000
Traffic	Replace Radio System	CO	963,228
<b>Total General Government</b>			<b>9,739,474</b>
	<b>Certificate of Obligation Bonds (CO)</b>	<b>3,003,799</b>	
	<b>Federal Aviation Administration (FAA)</b>	<b>5,335,675</b>	
	<b>General Fund Operating Budget (GF)</b>	<b>400,000</b>	
	<b>Interest</b>	<b>1,000,000</b>	
		<b>9,739,474</b>	

**Street Improvements**

<b>Project Description</b>	<b>Funding</b>	<b>2011-12</b>
Street Improvement Program	CO	300,000
Street Improvement Program	GF	500,000
Sidewalk Program	CO	200,000
<b>Total Street Improvements</b>		<b>1,000,000</b>
	<b>Certificate of Obligation Bonds (CO)</b>	<b>500,000</b>
	<b>General Fund Operating Budget (GF)</b>	<b>500,000</b>
		<b>1,000,000</b>

# Capital Improvements Program

## Project Descriptions

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### Airport Services

Project: Airport Improvements  
Description: Various improvements at Waco Regional Airport including rehabilitation of Taxiway A, 100% design of Taxiway B, construction of Taxiway Echo and design of apron rehab phase II and the construction of apron rehab phase I.  
Cost: \$5,616,500  
Funding: Federal Aviation Administration 5,335,675  
Certificates of Obligation 280,825  
Budget Impact: Will have little impact on current maintenance.

### City Manager's Office

Project: Issuance costs  
Description: Cost of issuing bonded indebtedness, which is 1.7% of project costs.  
Cost: \$59,746  
Funding: Certificates of Obligation  
Budget Impact: None

### Facilities

Project: Building Renovations 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 and operations and citizens. The varied single and multi-use buildings need attention for items such as office/shop interior remodeling to update functional layouts for users, HVAC and electrical replacements, elevator rehabs of existing buildings, restroom renovations, roof replacements, exterior renovations, safety rehabs, accessibility upgrades and parking lot paving. Projects will include but are not limited to: City Hall exterior rehab, Police Tower and Garage elevator modernization (5), City Hall HVAC repair, major roof replacements at Convention Center, Ranger Museum, Zoo and other locations, parking lot renovation, elevator rehabs, and various building upgrades for City functions and user support as at Health District, Community Services, Sul Ross Center, and Ranger Museum.  
Cost: \$400,000  
Funding: General Fund Operating Budget (GF)  
Budget Impact: Maintenance will increase due to increased square footage.

### 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: \$1,000,000  
Funding: Interest  
Budget Impact: Maintenance costs are minimized an estimated \$100,000 per year for first 3 years due to warranties.

# Capital Improvements Program

## Project Descriptions

### Fire

**Project:** Relocation of Fire Station 7

**Description:** The current fire station is located at 1523 Herring Avenue. This fire station is over 40 years old. The fire station is very small and outdated for modern apparatus. The station overlaps the territory of Fire Station 2. Land for the new fire station has been identified between North 4th and North 5th on Indiana Street. Relocation will allow the fire department to reduce its response times in areas that are not covered in the overlap. This relocation is part of a long range plan for all stations to be positioned in the best possible location and offer the best service and response to all citizens. The new location offers a very strategic location. The facility will be a two bay station with living quarters. Estimated 7,000 square feet needed for facility.

**Cost:** \$1,500,000

**Funding:** Certificates of Obligation

**Budget Impact:** Will have little impact on current maintenance. There will be some savings in utilities due to more energy efficient construction.

### Parks and Recreation

**Project:** General Park Improvements

**Description:** Continue the park redevelopment and enhancement program using the basic amenity standards established in the Parks, Recreation and Open Space Master Plan as a guideline. Typical projects include playgrounds, security lighting, benches, picnic tables and grills, fencing, shelter renovation and construction, walkways, irrigation system modification & construction, and related park amenity enhancement. The approximate value of the infrastructure in Neighborhood and Community Parks and Athletic Facilities is \$25 Million (excludes Regional Parks, Recreation Centers, Special Use Parks, Golf Course, and Pools).

**Cost:** \$200,000

**Funding:** Certificates of Obligation

**Budget Impact:** Playground renovation as well as some other renovation projects can produce a savings, however, the ongoing aging of other playgrounds and amenities tend to offset the cost savings associated with individual replacement.

### Street Improvements

**Project:** Street Improvement Program

**Description:** This project involves the reconstruction, reclamation, seal, and overlay programs in residential areas.

**Cost:** \$800,000

**Funding:** Certificates of Obligation 300,000  
General Fund Operating Budget (GF) 500,000

**Budget Impact:** Will have little impact on current maintenance.

**Project:** Sidewalk Program

**Description:** Construction of sidewalks at various locations where there is heavy pedestrian traffic and sidewalk either doesn't exist or is not continuous.

**Cost:** \$200,000

**Funding:** Certificates of Obligation

**Budget Impact:** No significant change in current maintenance program.

## Capital Improvements Program

### Project Descriptions

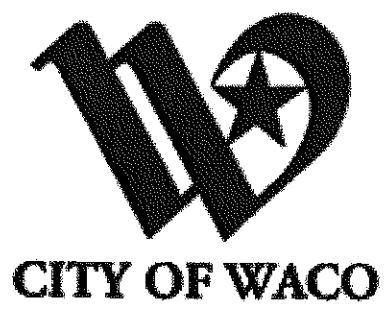
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#### Traffic

**Project:** Replace Radio System  
**Description:** Upgrade digital radio system to simulcast and add northern tower site simulcast equipment and connectivity.  
**Cost:** \$700,000  
**Funding:** Certificates of Obligation  
**Budget Impact:** Maintenance costs are estimated to increase and are included in their operating budget.

**Project:** Vehicle/Base Radio Replacement  
**Description:** Replace / Upgrade public service departments radios to digital FY 10-11 through 11-12. Projected to replace and upgrade all radios to work in mandated digital system in FY11-12. The effect of Rebanding and the PSIC Grant has been taken into account.  
**Cost:** \$263,228  
**Funding:** Certificates of Obligation  
**Budget Impact:** Maintenance costs are estimated to increase and are included in their operating budget..

No Solid Waste, Water or Wastewater projects are planned for 2011-12.



## **Supplementary Grant Information**

# Grant Funds

## Federal Grants

### Department of Homeland Security

#### The SAFER (Staffing for Adequate Fire and Emergency Response) Grant

The SAFER grant was created to provide funding directly to fire departments to help them increase the number of trained, "front-line" firefighters available in their communities.

### Department of Housing and Urban Development

#### Community Development Block Grant (CDBG)

Under 24 CFR Part 570, the Department of Housing and Urban Development annually allocates funds by formula among eligible recipients. The funds are to be used by the recipient for housing and community development activities within the designated area primarily to the benefit of low- and moderate-income persons. The City of Waco funding is being allocated toward the following activities:

#### CDBG Program Administration

The Housing and Community Development Program Administration's primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Community Development Block Grant funds effectively.

#### Housing Rehabilitation & Reconstruction Program

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures. These structures, after rehabilitation or reconstruction, must meet the requirements of the City's Minimum Housing Code and the housing quality standards required by 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 this, the City has been divided into nine (9) 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.

#### All Other Community Development Block Grant Funding

Includes Youth Services Projects, Community Agencies serving the homeless and/or low-income, and multifamily housing rehabilitation.

#### Shelter Plus Care

The Shelter Plus Care Program provides rental assistance, in connection with supportive services funded from sources other than this program, to homeless persons with disabilities (primarily, persons who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have acquired immunodeficiency syndrome and related diseases) and their families. The City of Waco sub grants the Shelter Plus Care grant funds to the Project Sponsor, Heart of Texas Mental Health Mental Retardation Center.

#### Supportive Housing Program

Under 24 CFR Part 583, the Department of Housing and Urban Development provides funding for eligible projects serving the homeless, including a homeless management information system. The City will serve as the grantee and area's homeless management information system project manager. The area includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. HMIS is a computerized data collection tool specifically designed to capture client-level, system-wide information over time on the characteristics and service needs of homeless men, women and children.



# Grant Funds



## HOME Investment Partnership Program

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

## Department of Transportation Federal Aviation Administration

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

## Federal Transit Administration

Funding for the operation of Waco Transit is provided from the Federal Transit Administration (FTA). Services provided by these grant funds include fixed route bus service, ADA demand response service, and other services to the community. In addition to operation expenses, FTA funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process, which includes census information for the Waco urbanized area.

## Metropolitan Planning Organization (MPO)

The Metropolitan Planning Organization is a multi-jurisdictional body comprised of the Texas Department of Transportation, McLennan County, and the cities of Bellmead, Beverly Hills, Bruceville-Eddy, Crawford, Gholson, Hallsburg, Hewitt, Lacy-Lakeview, Leroy, Lorena, Mart, McGregor, Moody, Riesel, Robinson, Ross, Waco, West and Woodway. The MPO provides short and long-range transportation planning for all of McLennan County. All projects using federal highway or transit funds within McLennan County must be identified within the MPO's Metropolitan Transportation Plan and the shorter range Transportation Improvement Program. The City of Waco is designated as the fiscal agent for the MPO. Funding is provided with 80% from the Federal Highway Administration and the Federal Transit Administration. Similar to FY 2011, the 20% match for FY 2012 for both the Federal Highway funds and Federal Transit funds are provided by the Texas Department of Transportation in the form of Transportation Development Credits. Although discussion is continuing regarding the possibility of requiring member governments to provide a portion of the local match for FY 2013 and beyond, no formal proposal has been produced by either the TxDOT administration or by the Texas Transportation Commission. Funds provided by the Federal Highway Administration may be carried-over into the next two fiscal years if not spent.

## Department of Justice

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

Since 1996, the City of Waco has been awarded a Local Law Enforcement Block Grant each year for the purpose of reducing crime and improving public safety. The U.S. Department of Justice, Bureau of Justice Assistance has now combined the Byrne Formula Grant and the Local Law Enforcement Block Grant into the Edward J. Byrne Justice Assistance Grant to be used for the purpose of law enforcement programs; prosecution and court programs; prevention and education programs; corrections and community corrections programs; drug treatment programs; or planning, evaluation, and technology improvement programs. For FY11-12, the proposed grant amount is \$103,142, which will be allocated between the City of Waco and McLennan County. The City of Waco's share of approximately \$56,728 will be used to expand law enforcement equipment and technology.

## **Grant Funds**

### **Federal Emergency Management Agency Emergency Management Performance Grant**

The Emergency Management Performance Grant is used to support local comprehensive emergency management programs to encourage improvement of mitigation, preparedness, response, and recovery capabilities for all hazards. Funding may be used to support activities that contribute to the capability to manage consequences of acts of terrorism.

### **State Grants**

#### **State Homeland Security Grant**

The State Homeland Security Grant is to provide funds for homeland security and emergency operations planning; the purchase of equipment to enhance the capability of local agencies in areas of mitigation, prevention, response and recovery to incidents of terrorism, man made or natural disasters. This grant has enabled the City of Waco to 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 and update our current communication system.

#### **State Library Grant**

Lone Star Libraries is a direct state aid program for Texas public libraries. The program is predicated on a partnership between the state of Texas and local political jurisdictions intended to 1) ensure access to adequate public library resources and services for all Texans; 2) provide an incentive to local communities to extend public library services without charge to those residing outside each public library's legal service area; 3) build the capacity of each public library to serve as the information resource and lifelong learning center for their community; 4) improve each public library's ability to provide access points to e-government; and 5) provide funds to strengthen public libraries statewide by improving and expanding library services in over 500 Texas communities.

#### **State Transit Grants**

Funding from the State is provided to assist with the operation of Waco Transit. State funds are considered a local funding source and may be used to match federal grants. State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

#### **State Police Grants**

##### **CJD Family Violence**

The Family Violence Grant currently funds a percentage of two commissioned officers that work specifically as detectives on family violence cases. Funding for this program originated under the COPS program although it is now funded under the Violence Against Women Act through the State of Texas Criminal Justice office.

#### **Tobacco Compliance Program**

The grant pays overtime for police officers and fire marshals to inspect local tobacco retailers to ensure compliance with Senate Bill 55, which prohibits the sale of tobacco to minors. The grant also pays for officers to conduct sting operations with the help of underage volunteers and to educate retailers, youth, and other citizens regarding State tobacco law and the dangers of using tobacco.

#### **Click It or Ticket**

The City of Waco teams up with the Texas Department of Transportation and works in conjunction with other law enforcement agencies to participate in a state-wide Click It or Ticket campaign. This campaign is designed to increase safety belt use and reduce death and injury of those individuals not properly restrained in a vehicle. Officers are paid overtime with grant funds to patrol the streets and target drivers, front-seat passengers and children that are not properly restrained and issue citations.

## Grant Funds



### **Victim Services Expansion**

The Victim Services Unit responds to the immediate needs of victims, witnesses, officers, and bystanders who are affected by crimes, which are usually serious or violent in nature. Victim Services provides a two-tier program that includes on-scene crisis intervention and on-going services 24-hours a day. This grant provides 100% funding for one Crisis Team Counselor.

### **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 five (5) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 7,500 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.

### **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.

### **Immunization Coalition**

No funding for FY 2011-12.

### **Tuberculosis Control**

The Texas Department of State Health Services funds approximately 27% of the total TB program. This program identifies and treats persons with or contacts to cases of Tuberculosis, 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. Staff is also presenting more educational programs to community organizations since awareness is very important in halting the spread of this infection.

### **Family Focused Community Diabetes Services Project**

The Texas Department of State Health Services funds this project to provide community-based diabetes prevention and management interventions that implement population-based and evidenced based programs and strategies at the community level. The project targets families in high-risk populations-racial and ethnic minorities who have disproportionate rates and burdens of diabetes and limited access to health care.

## **Grant Funds**

### **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.

### **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.

#### **Protocol Based Prevention Counseling (PBPC)**

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, following the determination of their HIV status. All individuals testing positive for HIV receive partner elicitation. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

#### **State Services**

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

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

The Texas Department of State Health Services funds 100% of the HOPWA program. This program provides eligible clients in a six county area with resources to have their rent and utilities paid to encourage independent living.

### **Local Grants**

#### **Household Hazardous Waste**

The City is preparing to hold a household hazardous waste collection event to help dispose of household chemicals in an environmentally safe manner.

## Supplementary Grant Information

	Proposed 2011-12 Allocation	2010-11 Allocation
<b>FEDERAL GRANTS</b>		
<b><u>Department of Homeland Security</u></b>		
SAFER (Staffing for Adequate Fire and Emergency Response)	65,010	104,025
<b>Total Department of Homeland Security</b>	<b>65,010</b>	<b>104,025</b>
<b><u>Department of Housing &amp; Urban Development</u></b>		
Community Development Block Grant		
Administration	302,261	361,639
Housing Rehabilitation	94,032	433,068
Code Enforcement	438,310	470,524
Parks and Infrastructure Improvements	361,819	115,000
All Other	314,918	464,230
<b>Total Community Development Block Grant</b>	<b>1,511,340</b>	<b>1,844,461</b>
Shelter Plus Care	183,876	98,628
Supportive Housing Program	63,709	63,708
<b>HOME</b>		
Administration	92,185	104,029
Residential Rehabilitation	412,086	269,014
Homeownership Assistance	-	500,252
CHDO	417,540	367,000
<b>Total HOME</b>	<b>921,811</b>	<b>1,240,295</b>
<b>Total Department of Housing &amp; Urban Development</b>	<b>2,680,736</b>	<b>3,247,092</b>
<b><u>Department of Transportation</u></b>		
Federal Aviation Administration		
Discretionary Funds	3,150,000	1,000,000
<b>Total Federal Aviation Administration</b>	<b>3,150,000</b>	<b>1,000,000</b>
Federal Transit Administration		
Capital/Planning Grants	120,000	110,000
Operating Assistance	1,175,000	1,115,000
Preventive Maintenance	1,000,000	1,000,000
ADA Expense	240,000	232,000
Miscellaneous Capital	100,000	225,000
<b>Total Federal Transit Administration</b>	<b>2,635,000</b>	<b>2,682,000</b>

## Supplementary Grant Information

	Proposed 2011-12 Allocation	2010-11 Allocation
Metropolitan Planning Organization	382,500	314,755
<b>Total Department of Transportation</b>	<b>6,167,500</b>	<b>3,996,755</b>
<b><u>Department of Justice</u></b>		
Justice Assistance Grant	56,728	70,294
Byrne Memorial Justice Assistance Grant	-	34,618
<b>Total Department of Justice</b>	<b>56,728</b>	<b>104,912</b>
<b><u>Federal Emergency Management Agency</u></b>		
Emergency Management Performance Grant	86,430	86,599
<b>Total Federal Emergency Management Agency</b>	<b>86,430</b>	<b>86,599</b>
<b>Total Federal Grants</b>	<b>9,056,404</b>	<b>7,539,383</b>
<b>STATE GRANTS</b>		
<b><u>State Homeland Security</u></b>		
State Homeland Security Grant	70,000	80,000
<b>Total State Homeland Security</b>	<b>70,000</b>	<b>80,000</b>
<b><u>State Library Grant</u></b>		
Lone Star Library Grant	-	37,917
<b>Total State Library Grant</b>	<b>-</b>	<b>37,917</b>
<b><u>State Transit Grants</u></b>		
Operating Assistance	400,000	398,000
5310 Federal Through the State Preventative Maintenance	90,000	85,000
<b>Total State Transit Grants</b>	<b>490,000</b>	<b>483,000</b>
<b><u>State Police Grants</u></b>		
Family Violence Unit	190,427	187,388
Tobacco Compliance Program	5,500	10,000
Click It or Ticket	7,000	10,000
Victim Services Expansion	42,000	50,000
<b>Total State Police Grants</b>	<b>244,927</b>	<b>257,388</b>



## Supplementary Grant Information

	Proposed 2011-12 Allocation	2010-11 Allocation
<b>State Health Grants</b>		
Women, Infants and Children (WIC)	1,347,245	1,266,190
Public Health Preparedness	206,040	205,949
Tuberculosis Control	30,175	30,175
Immunizations	325,635	325,635
Triple "O"- Environmental	218,118	216,058
Diabetes	80,000	80,000
HIV/AIDS-Ryan White	328,763	336,973
HIV/AIDS-Testing/Education	128,426	140,949
HIV/AIDS-State Services	94,892	95,933
HIV/AIDS-HOPWA	78,780	78,000
Immunization Coalition	-	30,000
National Assoc of County & City Health Officials	12,651	9,826
<b>Total State Health Grants</b>	<b>2,850,725</b>	<b>2,815,688</b>
<b>LOCAL GRANTS</b>		
Household Hazardous Waste	20,000	-
<b>Total Local Grants</b>	<b>20,000</b>	<b>-</b>
<b>Total State and Local Grants</b>	<b>3,675,652</b>	<b>3,673,993</b>
<b>Total Federal, State and Local Grants</b>	<b>12,732,056</b>	<b>11,213,376</b>





## Appendix A



## Glossary of Terms



**Accrual Accounting** - A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

**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.

**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.

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

## Glossary of Terms

**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.

**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 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.

**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.

## Glossary of Terms



**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.

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

**HUD** - Housing & Urban Development

**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

**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

## **Glossary of Terms**

**P E G** – 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.

**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

**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

## **Budget Resolution**

### **RESOLUTION NO. 2011-406**

**WHEREAS**, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2011-2012 with the City Secretary on July 15, 2011; and

**WHEREAS**, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2011-2012 to the City Council on July 19, 2011; and

**WHEREAS**, the City Council set the date and time for a public hearing on said proposed Operating Budget and Capital Improvement Program (by Res. No. 2011-362 approved on July 19, 2011), and the notice for said public hearing was published as required by law on August 1, 2011; and

**WHEREAS**, said public hearing was held on August 16, 2011, 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 votes approves and adopts the following portion of the Operating Budget:

- (a) Portion of 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 and Council member Randy Riggs abstained from voting on funding.
- (b) Portion of Operating Budget to provide funding to the Cen-Tex African American Chamber of Commerce, regarding which Council member Randy Riggs abstained from voting on funding.

That the City of Waco City Council by separate vote approves and adopts the remainder of the Operating Budget and the Capital Improvements Program for the City of Waco Fiscal Year 2011-2012, together with Appendix A (Glossary of Terms) and Appendix B (Schedule of Fees).

That the following expenditures of funds, which are provided for in this approved Operating Budget and Capital Improvement Program for FY2011-2012, are authorized to be made by the City Manager without further action by the Council:

- (a) Expenditures authorized for salaries, compensation, and benefits for employees, including TMRS, Social Security, Medicare, health insurance, life insurance, health claims payments, and workers compensation
- (b) Expenditures for temporary employment services
- (c) Regulatory fees required by the State of Texas, including fees to TCEQ for water utilities, waste water, and solid waste permits and operations
- (d) Expenditures authorized for various utility services for City operations, including telephones, cell phone, electricity, natural gas, water, waste water, and solid waste
- (e) Expenditures authorized based on Refund Contracts approved by the City Council



## Budget Resolution

- (f) Expenditures authorized for debt service, bond payments, bank fees, investment fees, and collection fees
- (g) Expenditures authorized for various services, upgrades, rental fees, lease and installment payments, and supplies for City computers, copiers and telephones
- (h) Amounts collected for remission to the State of Texas, including municipal court fees, sales tax, and mixed beverage fees

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.

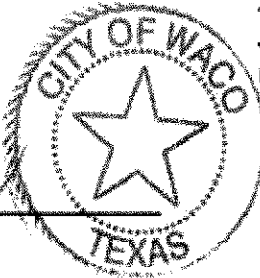
That it is hereby officially found and determined that the meeting at which this resolution is passed is open to the public as required by law and that public notice of the time, place, and purpose of said meeting was given as required.

**PASSED AND APPROVED** this 16th day of August, 2011.

  
\_\_\_\_\_  
Jim Bush, Mayor  
City of Waco, Texas

**ATTEST:**

  
\_\_\_\_\_  
Patricia W. Ervin, City Secretary



**APPROVED AS TO FORM & LEGALITY:**

  
\_\_\_\_\_  
Leah Hayes, City Attorney

**APPROVED:**

  
\_\_\_\_\_  
June Skerik, Program Manager Budget/Audit

# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

<u>DESCRIPTION</u>	<u>ADOPTED</u>
<b>BUDGET/AUDIT</b>	
Ad Valorem Taxes (per Hundred)	0.786232
<b>CAMERON PARK ZOO</b>	
Base Admission Price	
Adult	9.00
Children (4-12 yrs)	6.00
Senior (over 60)	8.00
Military (with ID)	8.00
Military Child (4-12 yrs)	5.00
Group Rates	
Group Size 20 - 100	
Adult	8.00 each
Children (4-12 yrs)	5.00 each
Group Size 101 - 500	
Adults	7.00 each
Children (4-12 yrs)	4.00 each
Group Size Over 500	
Adults	6.00 each
Children (4-12 yrs)	3.00 each
After hours group rate	150.00 per hour
SPECIAL EVENTS and PARTIES are available by calling the Cameron Park Zoological Society.	
Facility Rental Insurance	0.20 per attendee
	50.00 minimum
<b>EDUCATION</b>	
School and Group Educational Programs	
Guided Tours	1.00 per person plus admission
Animal Presentations	2.00 per person plus admission
	25.00 minimum
Classes	2.50 per person plus admission
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	80.00 per week - member
	100.00 per week - non-member
Full Day camp	150.00 per week - member
	180.00 per week - non-member
Extended Care Option	25.00 per week for early a.m. care
	25.00 per week for late p.m. care
Cancellation Fee	20.00
Mini Camps	
Half Day camp	50.00 per week - member
	75.00 per week - non-member
Cancellation Fee	20.00
Special Events	
Zoo Snoozes	35.00 per person
Nonrefundable deposit	150.00 per group
<b>CITY SECRETARY</b>	
Solicitation Permits	25.00
Taxicab Fees	100.00 per cab
Horsedrawn Carriage Permit	20.00
Copying Charges (Outside requests; Electronically received)	0.10 per page
Copies of Microfilm	1.50 plus 0.10 per page
Certification of Documents	2.50
Cassette of Council Meetings	1.00
CD of Council Meetings	1.00

# **Fee Schedule By Department**

FY 2011-12

Effective October 1, 2011



## **DESCRIPTION**

## **ADOPTED**

Duplicate Cemetery Deeds	10.00
District Maps	30.00
Copy of a Recorded DVD	3.00
CD of Maps/Plans	3.00
Computer Generated Maps	30.00

## **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	3,500.00	+70.00 Maintenance Fee
Rental of Single Floor -- Meeting/Event Rooms only, does not include lobbies or entrances		
Upper Level	2,000.00	+50.00 Maintenance Fee
Lower Level	1,500.00	+50.00 Maintenance Fee
Individual Rooms:		
Chisholm Hall	1,350.00	+20.00 Maintenance Fee
McLennan Hall	550.00	+10.00 Maintenance Fee
Brazos Ballroom w/ Terrace	650.00	+10.00 Maintenance Fee
Bosque Theater	375.00	+10.00 Maintenance Fee
DeCordova Room	100.00	+10.00 Maintenance Fee
Event Office	50.00	
Cameron Room	50.00	
Texas Room North	300.00	+10.00 Maintenance Fee
1/3 TX Room North	100.00	+10.00 Maintenance Fee
Texas Room South	300.00	+10.00 Maintenance Fee
1/3 TX Room South	100.00	+10.00 Maintenance Fee
Ranger Room	275.00	+10.00 Maintenance Fee
Waco Room	100.00	+10.00 Maintenance Fee
Lone Star Room #105	125.00	+10.00 Maintenance Fee
Lone Star Room #104	250.00	+10.00 Maintenance Fee
Lone Star Room #103	300.00	+10.00 Maintenance Fee

Prefunction & Foyer Space - Foyers and Prefunction space adjacent to main event/meeting rooms is typically open public space. When an event planner requires foyer and prefunction space to be used as event space, i.e. trade shows, large social events, etc., and limits access to this space, just as other event rooms, then these foyer and prefunction areas should be rented like an event room.

Upper Main Foyer	300.00	
Lower Main Foyer	300.00	
Chisholm North Prefunction	150.00	
McLennan Prefunction	150.00	
Texas Foyer	100.00	
Bosque Foyer	75.00	
Lower Prefunction #102	50.00	
Move In/Decorator/Set Up Day	1/2 of daily room rental for respective room	
Move Out Day	1/2 of daily room rental for respective room	
After Midnight charge (1:00 a.m. maximum)	200.00	per hour
Early Open - No Show	200.00	
Early opening before 7:30 a.m.	100.00	per hour

## **EQUIPMENT SERVICES**

Skirted Table	20.00
Table Linen Change	6.00
Tables - Standard = all tables will be covered with white cloth	
5 ft (60") Round Tables	8.00
8 ft Rectangle Tables	8.00
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

## **AUDIO VISUAL SERVICES**

Audio-Visual and meeting equipment	Inventory & prices listed at <a href="http://www.wacocvb.com">www.wacocvb.com</a> or call 254-750-5710
High-speed Internet access	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 day

## Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

### DESCRIPTION

### ADOPTED

#### 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/per day
Bulk storage	75.00	per pallet/per day

#### WATER CONNECTIONS

Initial connection	100.00	
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Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.

#### FOOD AND BEVERAGE SERVICES

Catering Fee	15.00	%
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\* Fee is charged to the Outside Caterer; all Outside Caterers must sign an agreement explaining rules and requirements.

Food, Beverages and Bars Inventory & prices listed at [www.wacocvb.com](http://www.wacocvb.com) or call 254-750-5710

\* Waco Convention Center is the exclusive provider of beer, wine and alcohol services.

#### LOCAL PACKAGE PRICING: (Additional packages will be developed as the success of this package is evaluated.)

Bridal/Quinceanera Package*	1,200.00	up to 400 guests
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\* Includes event room rental (Brazos Ballroom or McLennan Hall) and a smaller room for Bride's use; up to 50 tables and 400 chairs. All additional equipment will be billed at regular WCC Approved Rates and all WCC Catering and Bar Service requirements must be met by client.

#### COTTONWOOD CREEK GOLF COURSE

##### Green Fees:

Weekday	23.00	
Weekend	31.00	
Twilight & 9 - Hole (Weekday) & Tuesday Special	20.00	
Twilight & 9 - Hole (Weekend)	25.00	
Super Twilight	13.00	
Super Twilight	16.00	
Senior League (Monday)	20.00	
Senior Non-Member (Monday-Friday)	17.00	
Senior Member (Monday-Friday)	9.00	
Senior Member (Weekend)	12.00	
Junior (Mon-Fri)	15.00	
Regular Member (Weekdays)	12.00	
Regular Member (Weekends)	13.00	

##### 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)	29.00	
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##### Cart Fees:

18 holes per person	16.00	
9 holes per person	10.00	
Twilight	10.00	
Super Twilight	7.00	
Regular Members (All Times)	11.00	
Senior Members (Mon-Fri)	6.00	
Senior Members (Weekends)	11.00	

##### Range Fees:

Small Basket	5.00	
Regular Basket	8.00	
Large Basket	9.00	
Member - Small Basket	3.00	
Member - Regular Basket	5.00	
Member - Large Basket	6.00	

##### Rentals:

Clubs	30.00	
Pull carts	3.00	

##### Tournaments and Promotions

Price Negotiated

##### Membership Fees

Individual Membership	600.00	
Couple/Family Membership	900.00	
Senior Membership (55 & up)	500.00	

##### Charges for ISD's and Colleges

Range Fees: Per basket		
Small Basket	2.50	
Regular Basket	4.00	
Large Basket	4.50	
Green Fees: Per golfer	7.50	

# Fee Schedule By Department

FY 2011-12  
Effective October 1, 2011



## DESCRIPTION

## ADOPTED

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 SERVICES

Inspection of Curb, Gutter and Drive Approach	
One (1) Drive Approach	75.00
One (1) Drive Approach with up to 50' Curb & Gutter	75.00
Two (2) Drive Approaches on the same lot	75.00
Curb and Gutter Only (Up to 50')	75.00
Each Additional 50' Increment of Curb & Gutter	35.00
Sidewalks - up to 50'	75.00
Each additional 50' increment	35.00
Alley Permits (every 50')	75.00
Handicap Ramp	35.00
Street Opening Permits	50.00
Blueprints	2.00 each
Plan Review and Construction Inspection	0.75 % of estimated cost (3/4 of 1%)
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

## FINANCE DEPARTMENT

Garage Sale Permits	10.00
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## FIRE SERVICES

Installation and Remodeling of Fire Protection System:	
Hood and duct suppression systems	30.00 plus 2.50 per head
Sprinkler systems	55.00 plus 0.25 per head
Standpipe systems	55.00 plus 5.00 per outlet
Fire pump installation	30.00
Fire alarm system	55.00 plus 1.00 per device
Commercial paint booth systems	30.00 plus 2.50 per head
Additional permits initiated	35.00
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	55.00 for 1st tank, plus 25.00 per add'l tank at same location
Single Events or Activities	
Pyrotechnical display or fireworks display	105.00 plus 250.00 for each hour of standby per Fire Company
Special Assembly Activities	105.00 plus 250.00 for each hour of standby per Fire Company
Trench burn	105.00 plus 250.00 for each hour of standby per Fire Company

## FACILITY

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)	25.00 plus 0.50 per licensed child
Example: Daycare licensed for ten kids = \$30 (\$25 + (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	50.00
Environmental Impact Fee	500.00

# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

## DESCRIPTION

## ADOPTED

### HEALTH SERVICES

#### VITAL STATISTICS

	Funding Member	Non Funding Member
Certified copies of birth certificate	23.00	23.00
Search Fee for birth certificate	22.00	22.00
Certified copies of death certificate	21.00	21.00
Search Fee for death certificate	20.00	20.00
Additional copies of death certificate (at time of initial request)	4.00	4.00
Expedited Service Fee	10.00	10.00
Annual Funeral Directors Continuing Education Conference	45.00 per day	45.00 per day

#### 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 Texas On-Site Wastewater Treatment Research C	10.00	10.00
Design resubmittal fee	50.00	50.00
Annual aerobic unit maintenance fee	20.00 per unit	20.00 per unit
Maintenance provider administrative penalty fee	10.00 per contract	10.00 per contract
Septic system reinspection fees		
Single family residences	100.00	100.00
All others except single family residences	100.00	100.00
Subdivision plat review site evaluation	50.00	50.00
Records copy fee	0.50 per page	0.50 per page

The following fees for food and pools are for cities only. Unincorporated areas of the county are under a different fee schedule.

#### Food Establishment Permit Fees:

##### City of Waco Seating Capacity

1 - 30	150.00	200.00
31 - 100	225.00	300.00
101 or more	350.00	450.00

##### City of Waco with No Seating Fee Based on Square Footage

Less than 2,500 sq. ft.	150.00	200.00
2,501 - 10,000 sq. ft.	225.00	300.00
10,001 or more sq. ft.	350.00	450.00

##### Non Profit food establishments (any type or size)

(501 (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

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

Food Safety Classes (for food employees)

20.00 per student 20.00 per student

Childcare Food Worker Class

20.00 per student 20.00 per student

On site food safety class trip fee

70.00

Childcare Food Manager Class

40.00 per student 40.00 per student

Duplicate copy of food safety class certificate

1.00 1.00

Copy of Texas Food Establishment Rules (TFER) (One complimentary copy)

10.00 15.00

Heimlich Maneuver Poster (One complimentary copy)

5.00 8.00

Refrigerator/Freezer Thermometer

2.00 4.00

# **Fee Schedule By Department**

FY 2011-12

Effective October 1, 2011



DESCRIPTION	ADOPTED	
Handwash sign	1.00	2.00
Adult or Child Care Inspection		
1-12 individuals	30.00	50.00
13-99 individuals	100.00	100.00
100+ individuals	125.00	125.00
Public or semi-public swimming pool/spa permit	125.00 each	150.00 each
Fee is charge for each separate circulation system. A wading pool or spa connected to pool that operates off the same circulation system does not require a separate fee. However, if the wading pool or spa has a separate circulation system, a separate permit is required		
Reinspection of pool/spa	75.00	100.00
Reprint/additional copy of a permit	5.00 per copy	7.00 per copy
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Copy of TDH Standards for Public Swimming Pool and Spa (1 free copy per permit)	5.00	7.00
Other pool/spa related inspections not mandated		70.00
West Nile Virus activities (each)		70.00
Complaint investigations non-disease/illness		205.00
(call from nonfunding city official who requests physical response by District to location)		
LABORATORY		
Pregnancy Test	10.00	15.00
Rapid HIV Testing	40.00 per test	40.00 per test
PUBLIC HEALTH NURSING		
Conference Registration	40.00	40.00
Flu Shot	20.00 per dose	25.00 per dose
Pneumococcal Vaccine	72.00 per dose	77.00 per dose
Immunizations	14.85 per visit	14.85 per visit
Typhoid vaccine	70.00 per dose	75.00 per dose
Yellow-fever vaccine	102.00 per dose	107.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
Diabetes Cooking Class Cookbook	5.00	5.00
Health card (TB Test)	23.00	28.00
Hepatitis A (Pediatric / Adolescent)	27.00 per dose	32.00 per dose
Hepatitis A (Adult) 19 yrs & up	38.00 per dose	43.00 per dose
Hepatitis B (Pediatric / Adolescent)	25.00 per dose	30.00 per dose
Hepatitis B (Adult)	45.00 per dose	50.00 per dose
Varicella Vaccine	99.00 per dose	104.00 per dose
Menomune/Meningococcal Polysaccharide Vaccine	125.00 per dose	130.00 per dose
Inactivated Polio Vaccine (IPV) Adult	42.00 per dose	47.00 per dose
Tetanus - Diphtheria (Td) Adult	35.00 per dose	40.00 per dose
Measles, Mumps, Rubella (MMR) Adult	63.00 per dose	68.00 per dose
Human Immune Globulin	33.00 per vial	38.00 per vial
Menactra Meningococcal Conjugate Vaccine	123.00 per dose	128.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	50.00 per dose	55.00 per dose
Twinrix (Combination Hepatitis A & Hepatitis B)	70.00 per dose	75.00 per dose
Zoster Vaccine (Shingles vaccine for Adults)	65.00 per dose	70.00 per dose
Gardasil (HPV vaccine)	130.00 per dose	135.00 per dose
TB CONTROL		
Chest X-Rays		
Radiological exam, chest; single view, frontal	35.00	40.00
Radiological exam, chest; two views, frontal & lateral	27.14	27.14
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
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

# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

DESCRIPTION	ADOPTED	
Physician Exam		
Level 06, non-physician services, client class 1 or 2	37.48	37.48
Level 08, non-physician and physician services, and prescribed medications (preventive treatment), client class 1 or 2	38.69	38.69
Level 06, non-physician and physician services, client class 3 or 5	38.51	38.51
Level 07, non-physician and physician services and prescribed medications (initial treatment), client class 3 or 5	218.99	218.99
Follow-Up Exams		
Level 01, non-physician services only, client class 1 or 2	22.12	22.12
Level 06, non-physician and physician services, client class 1 or 2	46.37	46.37
Level 01, non-physician services only, client class 3 or 5	27.12	27.12
Level 06, non-physician and physician services, client class 3 or 5	57.59	57.59
Monthly Examination		
Level 03, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	13.54	13.54
Level 08, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	47.57	47.57
Level 02, non-physician services and prescribed medications (initial treatment), client class 3 or 5	202.38	202.38
Level 04, non-physician services and prescribed medications (maintenance treatment), client class 3 or 5	45.30	45.30
Level 05, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	809.94	809.94
Level 07, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	212.27	212.27
Level 09, non-physician & physician services and prescribed medications (maintenance treatment), client class 3 or 5	55.19	55.19
Level 10, non-physician & physician services and prescribed medications (advanced treatment), client class 3 or 5	819.83	819.83
Directly Observed Therapy (DOT)/Directly Observed Preventative Therapy (DOPT)		
DOT/DOPT exam-level 01, non-physician services only, client class 1 or 2	9.69	9.69
DOT/DOPT exam-level 01, non-physician services only, client class 3 or 5	9.69	9.69
HEALTH EDUCATION		
On Site Health Education		25.00 per hour
SEXUALLY TRANSMITTED DISEASE		
Comprehensive examination and treatment	25.00	35.00
HOUSING SERVICES		
Application for Residential Tax Abatement (Non Profit Organization)	75.00	
Application for Residential Tax Abatement (All Others)	150.00	
Homeless Management Information System (HMIS)	Activation Fee	Annual
Single licensed Agencies	250.00	150.00 per license
Multiple licensed Agencies	250.00	100.00 per license
ART Licenses		90.00 per license
INSPECTION SERVICES		
Sexually Oriented Businesses		
Non-refundable application fee	64.00	
Non-refundable renewal fee	25.00	
Annual License fee	253.00	
If application is submitted after March 31, the license fee is prorated for the first year as follows:		
April 1 - June 30	190.20	
July 1 - September 30	126.50	
October 1 - December 31	64.00	
Open Air Vending	150.00	
Indoor Amusement Facilities		
Initial Application Fee	100.00	
License Fee	100.00	
Renewal Application Fee	50.00	
Farmer's Market Permit Fee	150.00	
Street Furnishings Fee	25.00	



# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011



## DESCRIPTION

## ADOPTED

### Building Permit Fee Schedule

#### General Construction permit fees:

Minimum fee 35.75

#### Residential structures

Living area per square foot 0.11

Garage, carports, porches, patios,  
and accessory buildings, per sq. ft. 0.09

#### Commercial Buildings

Occupancy groups: A) Assembly, B) Business,

E) Educational, F) Factory-Industrial, H) Hazardous, M) Mercantile, R) Residential - Multifamily

First 50,000 sq. ft. 0.12 per sq. ft.

Each additional sq. ft. 0.09 per sq. ft.

Occupancy group S) Storage and all shell buildings

First 50,000 sq. ft. 0.11 per sq. ft.

Each additional sq. ft. 0.08 per sq. ft.

#### Parking, paving and walks

0.01 per sq. ft.

#### Parking Lot Only - No Structure

First 10,000 sq. ft. 159.50

10,000 to 20,000 sq. ft. 212.00

Over 20,000 sq. ft. 283.00

#### Repairs & alterations to existing structures & completion

of shell buildings: First \$2,000 (Minimum) 35.75

2,001 to 15,000 5.25 per add'l 1,000

15,000 to 50,000 104.00 first 15,000

50,001 to 100,000 4.50 per add'l 1,000

100,001 to 500,000 265.00 first 50,000

500,001 to 1,000,000 4.00 per add'l 1,000

1,000,001 to 5,000,000 467.50 first 100,000

5,000,001 and up 3.00 per add'l 1,000

1,000,001 to 5,000,000 1,622.50 first 500,000

5,000,001 and up 2.00 per add'l 1,000

#### Demolition:

Residential structure 45.00

Commercial structure 100.00

Accessory structure 36.00

#### Structure relocation:

Out of City 55.00

Within City 112.00

#### Signs:

Permit Fee for all Signs

0 - 72 sq. ft. 48.00

73 - 300 sq. ft. 83.00

301 - 672 sq. ft. 110.00

Annual Registration - Conventional Off-Premise signs for 0 - 72 sq. ft.

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

Reinspection Fee 55.00

Certificate of Occupancy Inspection 55.00

Appeals to Building Board of Adjustment & Appeals 65.00

Code Compliance Letters 9.00

#### Swimming Pools

Residential 58.00

Commercial 115.50

# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

DESCRIPTION	ADOPTED
Tents	37.50
Temporary Stands	37.50
Microwave Towers, Wind Turbine Generators, Communication Towers	495.00
Site Grading	36.00
Foundation Only	1/3 cost of Permit
Roof Drain System Permit Fees	
To issue the permit	26.50
Discharge Line Fee	9.00
Roof Drain Fee	7.00
Issuing fee if roof drain permit is separate from plumbing permit.	26.50
Environmental Fee	
To Mow lots	150.00
Lots that require special bids for mowing & cleaning	125.00 Plus contractor's bid
Electrical Permit Fees	
For issuing the following permits:	26.50
Up to 400 amps	12.00
Over 400 amps	26.50
110 branch circuits	6.00
220 branch circuits	7.00
3 phase circuits	8.00
1/2 H.P. to 50 H.P.	12.00
Over 50 H.P.	26.50
Up to 50 KVA	12.00
Over 50 KVA	26.50
Elevators	59.50
Signs	26.50
Temporary installations: Carnivals, etc	59.50
Temporary service inspection	34.00
Construction service pole	31.00
Commercial Check	53.00
Appeals to Board of Electrical Contractors	65.00
Penalty. In case any work, for which a permit is required by this chapter, is started prior to obtaining said permit, the fee above shall be doubled. The payment of such doubled fee shall not relieve any person from complying with the requirements of this chapter in execution of work nor from other penalties prescribed herein.	
Plumbing Permit and Lawn Sprinkler Fees	
For issuing each permit	26.50
For each house sewer, water service and gas service (yard lines installation or repair)	9.00
For each plumbing fixture, trap, grease and sand trap, hot water heater, and gas fired appliance	7.00
For the first vacuum breaker or back flow protective device installed subsequent to the installation of a lawn sprinkler system	40.00
Each additional device	9.00
Trip fee for lawn sprinkler inspections in the ETJ	60.00
Appeals to Board of Plumbing and Mechanical Contractors	65.00
Mechanical Permit Fees	
For issuing each permit	26.50 per building
Heating Systems	
Installation of each direct-fired unit heater, boiler hot air furnace or central heating plant	
Each unit up to 250,000 BTU	17.00
Each unit over 250,000 BTU up to 500,000 BTU	34.00
Each additional 50,000 BTU over 500,000 BTU	5.00
Refrigerated air Systems	
Installation of each refrigerated air system	
Each unit up to 5 tons	17.00
Each unit over 5 tons up to 50 tons	34.00
Each additional ton over 50 tons	5.00
Exhaust/Ventilation systems	
Installation of each blower or fan connected to duct system	5.00
Appeals to Board of Plumbing and Mechanical Contractors	65.00

# **Fee Schedule By Department**

FY 2011-12  
Effective October 1, 2011



## **DESCRIPTION**

## **ADOPTED**

### **LIBRARY SERVICES**

Replace Lost Materials	5.00	Plus cost of item
		For item with cost less than \$20.00
	10.00	Plus cost of item
		For item with cost of \$20.00 or more
Fine for Overdue Materials	0.15	per day up to cost of the item
Fine for Overdue Videorecordings	1.00	per day up to cost of the item
Replace Lost Library Cards	1.00	per card
Public Access Computer Printing	0.15	per page
Rental of Family History Library microfilm		
Per roll (30 day loan)	3.25	
Per order (by title)	0.25	
Inter-Library Loan Postage Fee	1.00	per item

### **MUNICIPAL COURT - 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 oversite)	600.00	6 hours
	100.00	each additional hour
	250.00	clean up deposit
Pavilion Rentals (3 hour minimum)		
Large Redwood, Pecan Bottoms, Bledsoe-Miller, Anniversary, South Waco, Oscar DuConge, Northern Gateway	50.00	per hour & electricity included
Small Alta Vista, Crestview, East Waco, Kendrick, North Waco, S. J. Guthrie, Dewey, Proctor Springs, Rock Shelter, Mouth of the Bosque, Lovers Leap	25.00	per hour & electricity included
Clean up deposit	100.00	
Festival Areas		
Includes: Brazos Park East, Indian Spring Park/Suspension Bridge, Heritage Square and Northern Gateway	750.00	non-commercial per day
	250.00	non-commercial - clean up deposit
	1,500.00	commercial-per day
	500.00	commercial- clean up deposit
Community and Senior Center Meeting Rooms	50.00	per hour
Clean up deposit	100.00	
Gymnasium	250.00	for 4 hours Non-Athletic
	25.00	per add'l hour Non-Athletic
Clean up deposit	100.00	refundable
Recreation Center Gyn Rentals for Practice (during regular business hours)	30.00	per hour 1/2 court
	40.00	per hour full court
Facility & Grounds	Price Negotiated	
Clean-up Deposit	250.00	(unless noted)

#### **RECREATIONAL ACTIVITIES**

Daily Drop-In Activity Fee	2.00 - 10.00	per visit
Recreation Classes	4.00 - 100.00	range per session
After School Camp	25.00 - 200.00	range per month
Summer Camp	100.00 - 300.00	range per month
	300.00 - 1,500.00	range-entire summer camp
Registration Fee	25.00 - 100.00	range
Park Ranger Classes	5.00 - 50.00	range
Athletics		
Adult Athletic League (Team)	175.00 - 525.00	range
Adult Individual	35.00 - 100.00	range
Youth Athletic League (Team)	125.00 - 425.00	range
Youth Individual	35.00 - 100.00	range
Tournament Fee	150.00 - 1,025.00	range
Field Rental:		
4-Field Hub	600.00	non-commercial per day
	250.00	non-commercial clean-up deposit
	1,250.00	commercial per day
	500.00	commercial clean-up deposit
Team Practice	25.00	per hour
Team Practice with lights	50.00	per hour
Game Fee	100.00-500.00	range
Track/Swimming Per Event	2.00-10.00	range

## Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

### DESCRIPTION

### ADOPTED

Special Events		
Special Event Application	25.00	Small events (<150 people)
	50.00	Large Events and parades
Water Key Deposit (refundable)	50.00	
Event Electricity Panel	150.00	
Downtown Banner Installation	45.00	Per pole.
		Minimum 10 poles, Maximum 70 poles
Sound System Rental	50.00	per hour includes technician
	250.00	per day includes technician
AQUATICS		
Aquatic Programs	25.00 - 250.00	range per program
Group Rates (per person discount)		
15 - 50	(1.00)	per person discount
51 - 100	(1.50)	per person discount
Over 100	(2.00)	per person discount
Riverbend Water Park		Fee Based on Height
Admission (Adults)	7.00	48" and up
Admission (Child)	5.00	under 48"
	Free	age 3 and under
Spectator Fee	5.00	
Twilight Discount (5 - 7 PM, Mon - Fri)	(2.00)	per person
Annual Pass (Individual Adult)	100.00	48" and up
Annual Pass (Individual Child)	75.00	under 48"
Annual Pass (Family)	200.00	
Annual Pass (Senior)	75.00	
Rental of Entire Facility (2 hours)	600.00	non-commercial (Includes Lifeguards)
	100.00	each additional hour
	1,250.00	commercial (Includes Lifeguards)
	250.00	each additional hour
Birthday Packages	100.00-300.00	range
Mammoth Site		
Base Admission Price		
Adult	7.00	
Children (4-12 yrs)	5.00	
Senior (over 60)	6.00	
Student (with student ID)	(1.00)	per person discount
Military Rate (with ID)	(1.00)	per person discount
Group Rates (Over 20 people)		
Adult	6.00	each
Children (4-12 yrs)	4.00	each
Senior (over 60)	5.00	each
Student (with student ID)	4.00	each
Educational/Interpretive Programs		
Scout Badge/Patch Programs	5.00-20.00	Range per person
Educational Program Add-ons	5.00-20.00	Range per person
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	

# **Fee Schedule By Department**

FY 2011-12

Effective October 1, 2011

**113**

## **DESCRIPTION**

## **ADOPTED**

<b>Processes</b>			
Zoning/Board of Adjustment			
Zone Change Applications	250.00		
Special Permits	250.00		
Board of Adjustment Applications	225.00		
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)	300.00		
PUD Preliminary & Final Plan (Subdivision)	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		
<b>Other Processes</b>			
Street Name Change	250.00		
Land Use Plan Change	100.00		
<b>Copy Charges</b>			
Copying Black & White	0.10	per page	
Copying Color or Color Print	1.00	per page	
Copying CD for data or documents	1.00		
<b>POLICE SERVICES</b>			
Vehicle Towing	50.00		
Vehicle Storage	10.00	per day	
Impound Notification Fee	15.00		
Copying Charges	0.10	per page	
	No charge less than 10 pages		
Produce a Business Record Affidavit	10.00		
Sign/Stamp a Business Record Affidavit	5.00		
Certify Records	5.00		
Immigration Letter	15.00		
Fingerprinting	20.00		
Individual Background Checks	15.00		
Animal Control	Altered		
All animals, except Livestock	25.00	1st pickup	Unaltered 50.00 1st pickup
	50.00	2nd pickup	75.00 2nd pickup
	75.00	3 & over	100.00 3 & over
	25.00 returned after proof of altering		
Permitting of Households that have 6 or more Animals	20.00		
Intact Animal Permit	35.00		
Livestock	50.00		
Texas Peace Officers Accident Report (ST-3)	6.00	per report	
Certified copy of accident report	8.00	per report	
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)			
5 - 49 units	50.00	per year	
50 - 99 units	75.00	per year	
100 or more units	100.00	per year	
Crime Free Landlords/Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)			
1 - 4 units	25.00	per year	
5 - 49 units	50.00	per year	
50 - 99 units	75.00	per year	
100 or more units	100.00	per year	
Crime Free Books	10.00	each	

# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

## DESCRIPTION

## ADOPTED

### SOLID WASTE SERVICES

#### Residential Solid Waste Collection:

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

Solid Waste Administration fee	12.50		
Residential Collection	14.20	per month	1x/wk
Extra Container	4.00	per month	
Special Pickup for Carts	10.00		
Curbside Recycling	95 gal cart	Included in monthly rate	1x/wk
	2nd 95 gal cart (limit 2)	1.00	per month
Curbside Yard Waste	35 gal cart	Included in monthly rate	1x/wk
	2nd 35 gal cart	1.00	per month
	65 gal cart	1.21	per month
	95 gal cart	1.66	per month
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)	
Animal Collection			
Small Animal (at curb)	35lbs or less	Call-in only	1X per yr. per household
Small Animal	35lbs or less	45.00	
Medium Animal	36lbs - 75lbs	75.00	
Large Animal	75lbs & over	150.00	minimum
Shelters/Veterinarians/Taxidermists		18.33	per cart
All Animals Must Be Frozen, Double Bagged & Placed In Cart.		45.00	handling fee per trip
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)		34.89	per month
Collection Stations			
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)			
Computer Processors, Notebooks & Servers		No Charge	
Computer Monitors		5.00	per unit
Table Top Televisions		15.00	per unit
Console Televisions		20.00	per unit
Flat Panels Not Accepted			
Commercial Collection:			
Curbside Bulky Waste	150.00	Minimum, per load	
Roll-off, Per Service Fee (open-top)			
10 cubic yard	102.33		
13 cubic yard	144.02		
20 cubic yard	203.38		
30 cubic yard	259.29		
40 cubic yard	343.21		
50 cubic yard	401.07		
Roll-off, Per Service Fee (compactor)		Share2+	Share4+
20 cubic yard	250.00	125.00	62.50
30 cubic yard	300.00	150.00	75.00
40 cubic yard	350.00	175.00	87.50
Pack Roll-off	150.00	75.00	37.50
Small Generator Containerized Service Fee		1X/WK	2X/WK
95 gallon Cart Service Fee		18.88	34.90
	# of containers 1		
	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	3X/WK
	4X/WK	5X/WK	6X/WK
3 cubic yards	Standard Per Container Fee	67.20	108.13
	Shared Fee (per customer)	33.60	54.07
4 cubic yards	Standard Per Container Fee	79.91	129.87
	Shared Fee (per customer)	39.96	64.94
6 cubic yards	Standard Per Container Fee	103.75	171.58
	Shared Fee (per customer)	51.88	85.79

# **Fee Schedule By Department**

FY 2011-12  
Effective October 1, 2011

**113**

## **DESCRIPTION**

## **ADOPTED**

8 cubic yards	Standard Per Container Fee	126.39	214.19	308.64	404.49	500.63	596.13
	Shared Fee (per customer)	63.20	107.10	154.32	202.25	250.32	298.07
10 cubic yards	Standard Per Container Fee	157.98	267.74	385.80	509.65	630.79	751.12
	Shared Fee (per customer)	78.99	133.87	192.90	254.83	315.40	375.56
6 cy Compactor front load	Standard Per Container Fee	171.58	245.60	320.93	396.53	471.54	518.70
	Shared Fee (per customer)	85.79	122.80	160.46	198.26	235.77	259.35
Extra Service Fee is 25% of the Standard Per Container Or Cart Fee at 1X/WK							
Extra Service Fee Must Be Paid Prior To Service When Container Is Shared							
Container Lock (prevents unwanted usage) Monthly Fee				2.58			
Shared Container Lock Monthly Fee				1.29	per customer		
Commercial Recycling: Fees do not include applicable sales tax							
				1X/WK	2X/WK		
Commercial Recycling Monthly Fee (no shared containers)	per container			41.20	66.95		
Extra Service Fee is 25% of the Standard Per Container Fee at 1X/WK							
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							
Fees do not include applicable sales tax							
Residential, Current Water bill & Drivers License required (no copies)				No Charge	2X/MO Limit 1 ton per month		
Residential				27.28	per ton		
Self Hauling Entities				27.28	per ton		
Outside County				35.34	per ton		
Special Waste							
Asbestos				40.00	per yard/ 2 yard minimum		
Special Handling (meat products, etc. . .)				45.00	plus landfill fees		
Dead Animals				45.00	handling fee/ plus tonnage		
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit							
15" or smaller				2.50	per tire		
20" or smaller				5.00	per tire		
Mobile Home Disposal							
Less 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							
Fees do not include applicable sales tax							
Cart Service Fee				17.51	per cart per service		
Recycle Cart Service Fee				8.75	per cart per service		
Recycle Container Service Fee				41.20	per cart per service		
STREET SERVICES							
Clean up fee for spills (construction materials)				500.00	per hour		
TEXAS RANGER HALL OF FAME & MUSEUM							
Adult Admission				7.00			
Child Admission				3.00			
Senior (over 60) Admission				6.00			
Military (with ID) Admission				6.00			
Adult Group Rate (10 or more)				6.00			
Child Group Rate (10 or more)				2.50			
School Group Admission Fee				2.50			
John Knox Texas Ranger Memorial Center				Regular	Corporate		
Facility Rental Fee				550.00	275.00		
Non-refundable Deposit (1/2 Rental Rate)				275.00	137.50		
Move In / Decorate / Set Up Day				275.00	137.50		
Move Out Day (after 10:00 a.m.)				275.00	137.50		
Hall of Fame Rotunda (after 5pm only)							
Facility Rental Fee				550.00	275.00		
Non-refundable Deposit (1/2 Rental Rate)				275.00	137.50		
Serial Rentals							
Monthly Rental (Time of Use Restrictions Apply)				3,500.00	annually		
Weekly Rental (Time of Use Restrictions Apply)				6,500.00	annually		

# **Fee Schedule By Department**

FY 2011-12

Effective October 1, 2011

## **DESCRIPTION**

## **ADOPTED**

Miscellaneous Rentals		
Tables	5.00	
Chairs	1.00	
Catering Fee	10.00	%
Banner Hanging Fee	25.00	per pre-approved item
Clean-up Fee	150.00	
Set-up Fee	100.00	
Knox Center Early Opening before 8:00 a.m.	200.00	per hour
After Midnight Fee	200.00	per hour
(rental facilities will close no later than 1:00 a.m. nightly)		
Audio/Visual Equipment Rental		
Podium	Regular No Charge	Corporate No Charge
Lectern with PA	50.00 per day	37.50 per day
AV Cart	10.00 per day	7.50 per day
Easel	5.00 per day	3.75 per day
Microphone	10.00 per day	7.50 per day
Wireless Microphone	50.00 per day	37.50 per day
Video/Data Projector	200.00 per day	150.00 per day
Elmo Digital Presenter	50.00 per day	37.50 per day
Portable Screen	50.00 per day	37.50 per day
9' x 12' Drop Screen	100.00 per day	75.00 per day
Total Audio/Visual Package	500.00 per day	375.00 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		
Mystery Kit - Experiential Education Resource	2.00 per student	
	20 student minimum plus shipping	
CSI Program	0.50 per student	
Roundup Program	0.50 per student	
Library Fees		
Genealogy Research	25.00	one ancestor
Per Hour Research Fee	35.00	
Photo Reproductions	Based on Usage	
Product Licensing Royalties	5% to 10% of sales	
<b>TRAFFIC SERVICES</b>		
Signal Repairman to Escort House mover (Damage Avoidance Repair)		
One Signal Technician and Truck	59.00	per hour
Each Additional Signal Technician	22.50	per hour
Each Additional Truck	47.25	per hour
Special Events - delivery/pickup of barricades and cones		
Standard delivery/pickup (during normal working hours)(round trip from Sign Shop)	20.00	plus std mileage rate
On-call assistance for closure on day of event:		
Non-business hours	15.00	per hour per employee (2 hr min)
Business hours	10.00	per hour per employee (no minimum)
<b>WACO REGIONAL AIRPORT</b>		
Aircraft Hangars:		
Damage/Security Deposit	One month's rental	
T-Hangars #1 - 10	100.00	per month
T-Hangars #11 - 50	110.00	per month
Executive T-Hangars (exc. # 7, 13, 16)	132.00	per month
Executive T-Hangars # 7, 13, 16	176.00	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



# **Fee Schedule By Department**

FY 2011-12

Effective October 1, 2011



## **DESCRIPTION**

## **ADOPTED**

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 Tie-down/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	
0-200 uses	350.00 per month
201-400 uses	450.00 per month
over 400 uses	550.00 per month
Non Signatory Carriers	500.00 per use
<b>WACO TRANSIT SYSTEM</b>	
Base Adult Cash Fare	1.50
Day Pass	3.00
Student/Child	1.00
Elderly/Handicapped	0.50
Day Pass (Elderly/Handicapped)	1.25
Monthly Pass	40.00
Monthly Pass (Student)	20.00
Summer Student Pass (June, July, August)	30.00
ADA Van Fare	3.00
Transfers	No Transfers
Bus Charter	115.00 per hour
Bus Charter - non-profit	95.00 per hour

## Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

DESCRIPTION	ADOPTED
Exterior Bus Advertising	
Street Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 4 Windows	400.00 per month
Curb Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 3 Windows	300.00 per month
Small Side Window - 45" x 20.5"	
1 Window	100.00 per month
2 Windows	175.00 per month
Rear Window - 71.5" x 30"	
1 Bus	300.00 per month
Head Sign	50.00 per month per bus
	400.00 per month for all buses
Full Bus Advertising (any length of time)	800.00 per month per bus
Kong Wrap - 40.5" x 14.5 ft	
1 bus	350.00 per month
2 or more buses	300.00 per month
King Wrap - 30" x 12 ft	
1 bus	350.00 per month
2 or more buses	300.00 per month
Interior Bus Advertising (any length of time)	
Fixed Route	
Small Interior Cards (28" x 11")	50.00 per month per vehicle
All 5 Vehicles	200.00 per month
Large Interior Cards (42" x 11")	75.00 per month per vehicle
All 5 Vehicles	300.00 per month
Behind Driver Seat Cards (18" x 24")	75.00 per month per vehicle
All 5 Vehicles	325.00 per month
Baylor Route	
Small Interior Cards (28" x 11")	50.00 per month per vehicle
All 5 Vehicles	200.00 per month
Large Interior Cards (42" x 11")	75.00 per month per vehicle
All 5 Vehicles	300.00 per month
Behind Driver Seat Cards (18" x 24")	75.00 per month per vehicle
All 5 Vehicles	325.00 per month
Bus Bench Advertising	
1 -5 Benches	80.00 per month (1-5 months)
	75.00 per month (6-12+ months)
6+ Benches	70.00 per month (1-5 months)
	60.00 per month (6-12+ months)
Bus Shelters	
1 Shelter 1 - 5 months	250.00 per month
1 Shelter 6 -12 months	225.00 per month
2 or more Shelters 1 -5 months	225.00 per month
2 or more Shelters 6 -12 months	200.00 per month
Digital Media (All Buses)	300.00 per 30 second spot
Digital Media (Baylor Routes)	350.00 per 30 second spot
Minivans	
Side Window	
1 Window	125.00 per month
2 Windows	200.00 per month
Back Window	
1 Window	150.00 per month per minivan
Full Minivan Advertising (Any length of time)	500.00 per month
<b>WATER FUND</b>	
Residential Water Rate	
Inside City	
Base	15.00
0 - 15,000 gallons	2.54 per 1000
15,001 - 25,000 gallons	2.98 per 1000
Over 25,000 gallons	3.82 per 1000

# **Fee Schedule By Department**

FY 2011-12

Effective October 1, 2011



DESCRIPTION	ADOPTED
Outside City	
Base	17.40
0 - 15,000 gallons	2.92 per 1000
15,001 - 25,000 gallons	3.43 per 1000
Over 25,000 gallons	4.40 per 1000
Residential Domestic Demand Rates	
Inside City	
3/4 inch meter (also referred to as 5/8 inch meter)	15.00
1 inch meter	24.24
1.5 inch meter	34.90
2 inch meter	48.10
3 inch meter	75.94
Outside City	
3/4 inch meter (also referred to as 5/8 inch meter)	17.40
1 inch meter	28.03
1.5 inch meter	40.28
2 inch meter	55.47
3 inch meter	87.48
Nonresidential/Irrigation Demand Rates	
Inside City	
3/4 inch meter (also referred to as 5/8 inch meter)	15.00
1 inch meter	41.58
1.5 inch meter	74.62
2 inch meter	114.24
3 inch meter	197.84
4 inch meter	289.15
6 inch meter	434.98
8 inch meter	613.92
10 inch meter	939.46
Irrigation	
0 - 25,000 gallons	2.98 per 1000
Over 25,000 gallons	3.82 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	2.68 per 1000
Pretreated Irrigation	
All Classes	
Volumetric Rate	1.33 per 1000
Outside City	
3/4 inch meter 0.0000	17.40
1 inch meter	47.97
1.5 inch meter	85.96
2 inch meter	131.52
3 inch meter	227.67
4 inch meter	332.67
6 inch meter	500.37
8 inch meter	706.15
10 inch meter	1,080.53
Irrigation	
0 - 25,000 gallons	3.53 per 1000
Over 25,000 gallons	4.50 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	3.08 per 1000
Pretreated Irrigation	
All Classes	
Volumetric Rate	1.67 per 1000
Raw Water	100.00 per acre foot minimum
Raw Water Administration Fee	25.00 per month
Residential Deposit	75.00 minimum
Additional deposit may be required based on periodic history review	
Commercial Deposit	150.00 Min or two months average or greater
Additional deposit may be required based on periodic history review	
Tagging	25.00
Fire Flows	60.00
Basic Service Call	
8am to 12pm	50.00
After 12pm	100.00

## Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

DESCRIPTION	ADOPTED
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 2" or larger	150.00
Tampering / Obstructed / Damaged Meter / Pull Meter Charge/Unauthorized Usage	150.00 minimum
Fire Hydrant Installation / Monthly Service Charge	100.00
Annual water tank backflow inspection	30.00 per inspection
Meter Charge	100.00 minimum
Backflow prevention violation fee	250.00 minimum
Backflow inspection/test fee	200.00
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
Water Tap Charges:	
1" taps on main sizes up to and including 8"	Quoted on per cost basis
(tap includes	
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" service tap (Bullhead) (Does not include meter or box)	425.00 includes meter & composite box
City will furnish and install additional 5/8" or 3/4" meter setting	
Existing 1 1/2" service tap (Bullhead) (Does not include meter or box)	535.00 includes meter & composite box
City will furnish and install additional meter setting up to 1"	
Existing 2" service tap (Bullhead) (Does not include meter or box)	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")	400.00
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00 minimum
Tax Research	2.00 per year not on computer
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
Facility Rental Insurance	0.20 per attendee
	50.00 minimum
Parking Garage Charges	30.00 plus sales tax per month
Water Laboratory Analyses Fees	
Shipping Charge	2.50 per sample
Handling Charge	10.00 for <5 samples shipped

# Fee Schedule By Department

FY 2011-12  
Effective October 1, 2011



DESCRIPTION	ADOPTED
General Chemistry	
Algae	110.00
Alkalinity (ALK)	20.00
Bromate	50.00
Bromide (Br)	20.00
Chlorate	50.00
Chloride (Cl)	20.00
Residual Chlorine-Free (Cl2-F)	15.00
Residual Chlorine-Total (Cl2-T)	15.00
Chlorite	50.00
Conductivity (COND)	15.00
Dissolved organic carbon (DOC)	30.00
Dissolved Oxygen (DO)	15.00
Fluoride (F)	20.00
Geosmin	150.00
Haloacetic Acids (HAA5)	110.00
Total Hardness	20.00
Ammonia Nitrogen (NH3)	30.00
Total Kjeldahl Nitrogen (TKN)	35.00
Nitrate Nitrogen (NO3)	20.00
Nitrite Nitrogen (NO2)	20.00
Perchlorate	65.00
pH	15.00
Orthophosphate (PO4)	20.00
Total Phosphorus (TP)	35.00
Sulfate (SO4)	20.00
Total Dissolved Solids-Probe (TDS-P)	20.00
Total Dissolved Solids-Gravimetric (TDS-G)	20.00
Total Organic Carbon (TOC)	30.00
Total Suspended Solids (TSS)	16.00
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)	13.00
Total coliform/E. coli (quantitative)	16.00
Chlorophyll	40.00
Heterotrophic Plate Count (HPC)	20.00

# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

DESCRIPTION	ADOPTED
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)	80.00
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
Alcoholic Beverage Permits (New & Renewal Permits are for a 2 year period)	
Beer - On Premise	150.00
Off Premise	60.00
Wholesale Distributor	300.00
Package Store Permit	500.00
Package Store Tasting Permit	25.00
Brewer's Permit	1,500.00
Wine Only Package Store Permit	75.00
Wine and Beer Retailer's	
On Premise	175.00
Off Premise	60.00
Wine and Beer Late Hour Permit	250.00
Mixed Beverage Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Caterer's Permit Third year in Business	500.00
Importer's License	20.00
Wholesaler's Permit	1,875.00
Local Class B Wholesaler	75.00
Local Distributor's Permit	100.00
Branch Distributor's License	75.00
General Class B Wholesaler	300.00
Bonded Warehouse Permit	150.00
Beverage Cartage Permit	20.00
Special Licenses	
Brew Pub License	500.00
Dance Hall License (New & Renewal Permits are for a 2 year period)	
Occupancy Load Range	
0 - 99 persons	200.00
100-199 persons	250.00
200-299 persons	300.00
300-499 persons	350.00
Over 500 persons	400.00
Transfer Fee	25.00
Solicitor's Permit	
Master's Permit	100.00
Per Annum	100.00
Six Months	60.00
One Month	15.00
One Week	10.00
One Day	5.00
Sound Cars or Trucks	
Per Annum	25.00
After 6/30, prorated fee	12.50
Thirty Days	10.00
Carnivals	250.00
House Moving	
2 Rooms	20.00
3 or more Rooms	40.00
Garage	20.00

# **Fee Schedule By Department**

FY 2011-12  
Effective October 1, 2011



<u>DESCRIPTION</u>	<u>ADOPTED</u>
Amusement Machine Tax	
Quarterly Rates	
January-February-March	15.00
April-May-June	11.25
July-August-September	7.50
October-November-December	3.75
To release a sealed machine	5.00
<b>WASTEWATER FUND</b>	
Residential Sewer Rate	
Inside City	
Base	13.00
Volumetric Rate	2.89 per 1000
Outside City	
Base	16.79
Volumetric Rate	4.70 per 1000
Non-Residential Sewer Rate	
Inside City	
3/4 inch meter	13.00
1 inch meter	18.85
1.5 inch meter	28.63
2 inch meter	40.36
3 inch meter	55.99
4 inch meter	71.64
6 inch meter	106.81
8 inch meter	165.45
10 inch meter	207.19
Volumetric Rate	2.89 per 1000
Outside City	
3/4 inch meter	16.79
1 inch meter	24.19
1.5 inch meter	36.52
2 inch meter	51.31
3 inch meter	74.04
4 inch meter	90.77
6 inch meter	135.17
8 inch meter	209.15
10 inch meter	238.49
Volumetric Rate	4.70 per 1000
Sewer Tap 4"	Quoted on per cost basis
Sewer Tap 6"	Quoted on per cost basis
Commercial Sewer Taps:	
All commercial sewer services shall be tapped into a manhole	Quoted on per cost basis
Industrial Waste Fees/Surcharges	
Excess of 300 ppm for BOD	0.0624 per pound
Excess of 400 ppm for TSS	0.0667 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	
Small - < 25,000 GPD	260.00
Medium - > 25,000 < 100,000 GPD	385.00
Large - > 100,000 GPD	560.00
Permit Renewal & Administration	
Small - < 25,000 GPD	375.00
Medium - > 25,000 < 100,000 GPD	510.00
Large - > 100,000 GPD	735.00
Compliance Sampling (subject to prices set by outside laboratories)	
CBOD/BOD	25.00
TSS	16.00
VSS	16.00

# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011

DESCRIPTION	ADOPTED
NH3	25.00
Nitrite/Nitrate Nitrogen	15.00
TKN	25.00
Potassium	14.00
Sodium	27.00
Total Phosphorus	22.00
Total Dissolved Solids	16.00
Table III Metals	180.00
Table II	445.00
Oil and Grease	39.00
Arsenic	17.50
Cadmium	15.00
Chromium	15.00
Cobalt	15.00
Copper	15.00
Lead	15.00
Nickel	15.00
Silver	15.00
Zinc	15.00
Amenable Cyanide	40.00
Total Cyanide	40.00
Chlorides	18.00
Mercury	25.00
pH	5.00
Metals Prep	15.00
EPA 624	250.00
EPA 601	105.00
EPA 608	200.00
EPA 625	450.00
TTO	445.00
Chapter 307	1,000.00
Ionic Silver	240.00
COD	25.00
EPA 602	105.00
EPA 606	125.00
BTEX	95.00
Pharmaceuticals	550.00
Sampling Fee 4 trips max.	0.55 per mile per trip
BOD extra handling	7.00
Sample Disposal	5.00
Shipping Cost (avg.)	100.00
TPH	50.00
Phenols	30.00
Sulfides	20.00
Formaldehyde	105.00
% Solids	12.00
TCLP	484.00
PCB	66.00

Sewer Deposit (Non Water Customers) 100.00 minimum

Unauthorized tampering to the water or wastewater system and its appurtenances 2,000.00 minimum

Rates are established as follows:

Residential - Annually, the average of the actual water consumption for the months of November, December, January and February with consumption, up to 20,000 gallons per month, is the maximum monthly consumption that will be charged. If no consumption during these months, the winter quarter 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



# Fee Schedule By Department

FY 2011-12

Effective October 1, 2011



## DESCRIPTION

## ADOPTED

Septage Charge	0.06	per gallon
Septage with Trash & Debris Charge	0.50	per gallon
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)	500.00	minimum
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, 2011

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