

CITY OF WACO, TEXAS



2015-2016 FISCAL YEAR BUDGET

On the Cover

The photo on the cover of this City of Waco 2015-16 Budget symbolizes the amazing partnership the City of Waco and Baylor University share in so many ways. In celebration of our Nation's Independence on July 4, 2015, Baylor welcomed the City's annual 4th on the Brazos Celebration and Fireworks at the beautiful McLane Stadium. Together Baylor and Waco citizens joined together in observing our nation's heritage and enjoyed the beauty of the river, the fireworks and the new I-35 Access bridges beautifully lit thanks to funding by Baylor University.

The City of Waco is proud to be a part of the exciting things happening at Baylor and in our City that have led to the strong financial position of the City as found in this 2015-16 budget.

This budget book was created, designed and printed totally in-house by City of Waco staff.

Photo: Jason Hagerup

Cover Design: Jose Zuniga



City of Waco, Texas
Adopted Annual Operating Budget And Capital Improvements Program
Fiscal Year October 1, 2015 – September 30, 2016

City Council

Mayor Malcolm P. Duncan, Jr.
Mayor Pro Tem Wilbert Austin, District I
Council Member Alice Rodriguez, District II
Council Member John Kinnaird, District III
Council Member Dillon Meek, District IV
Council Member Kyle Deaver, District V

City Manager
Dale A. Fisseler, P.E.

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

	FY 2015-2016		FY 2014-2015
Property Tax Rate:	\$0.776232/\$100	Property Tax Rate:	\$0.776232/\$100
Effective Tax Rate:	\$0.751336/\$100	Effective Tax Rate:	\$0.740563/\$100
Effective M/O Tax Rate:	\$0.630681/\$100	Effective M/O Tax Rate:	\$0.612965/\$100
Rollback Tax Rate:	\$0.815871/\$100	Rollback Tax Rate:	\$0.803791/\$100
Debt Rate:	\$0.122374/\$100	Debt Rate:	\$0.129488/\$100

Total debt obligation for City of Waco secured by property taxes: \$102,540,843

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,571,626, which is a 2.78 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,706,509.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Waco
Texas**

For the Fiscal Year Beginning

October 1, 2014

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

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, 2014**.

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, 2015

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, 2015, and ending September 30, 2016, in accordance with requirements of the Constitution and Laws of the State of Texas and the City Charter of the City of Waco.

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

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

Our managers have again this year been steadfast in keeping expenditures in line with revenues. The state of the economy greatly influences our ad valorem tax and sales tax revenue projections as well as salary and benefit considerations. We have a healthy increase of \$219 million in new construction assessments for next year, which is a large part of the projected 6.18% growth in the property tax base. Our sales tax revenues are conservatively budgeted at a 2.0% increase over the current budget.

One of the major challenges was prioritizing the current and future capital needs of the City. Each year, these needs continue to grow as the City's infrastructure ages and services expand in order to serve economic development goals. Beginning in fiscal year 2011-12, the City has incorporated initiatives to fund capital needs with cash rather than bond proceeds. While these initiatives will ultimately result in interest savings and money being readily available for anticipated significant capital spending, pressure is placed on current revenues to meet both current and future needs, which were previously funded by debt. The Capital Improvements Program (CIP) was developed with the City Council's priorities of maintaining and improving the City's infrastructure at the forefront. As such, the CIP includes \$5 million for street improvements, which is twice the \$2.5 million designated for street improvements in fiscal year 2014-15. With continued emphasis on infrastructure, the CIP also includes \$2 million for stormwater improvements, \$51 million for wastewater improvements and water improvements of \$23 million. With studies and analyses showing that the City's infrastructure needs are great, this year's significant funding increase is attributable to the City Council's guidance. Other items included in the CIP to provide for the future needs of our citizens are building renovations, general park improvements, a sidewalk program and airport improvements. The initiative of funding capital programs in operations that are normally bonded is continued with the long-term goal of totally funding the CIP with cash.

This recommended budget includes a 2% pay adjustment for all employees with no changes in full-time equivalents. Once again, another major challenge was funding health insurance. Claims for this year are higher than projected and were negatively impacting the financial condition of the Health Insurance Fund. Also, analysis of future costs predicts a 5% to 6.3% increase in medical and prescription claims. To fund the projected shortfall, the City is increasing its contribution an amount equivalent to a 1.5% pay adjustment and making changes to the plan design, including setting up a two-tier plan. These steps, along with new and continued wellness program initiatives, should stabilize the costs of this important employee benefit.

Specifics of the budget follow in the Budget Message. I am confident that this recommended budget provides the necessary framework for another successful year for the City of Waco. Every effort was made to ensure quality customer service to our citizens at all levels of our organization and to promote a safe and positive environment to improve the culture and quality of life for everyone in our City. I want to express my appreciation to the City Council, department directors and other staff members who participated in the budget preparation process for FY 2015-16.

Sincerely,

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

Dale A. Fisseler, P.E.
City Manager



Budget Message

The fiscal year 2015-16 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 2015-16 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 2015-16.

Budget glossary explains terms used in the document.

Fee schedule.

How the Budget Was Developed

The FY 2015-16 budget shows what we have accomplished and what our priorities are for the next fiscal year. The budget provides the financial framework to deliver first-class services to citizens.

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

Values and Goals

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

Fee Revenues

Most revenues have remained relatively flat for a number of years. This trend is changing and we are experiencing gradual growth in a number of areas. We are optimistic about the trend continuing and have reflected that in the proposed revenues. User fees were reviewed and subsequently revised, added or deleted for the Animal Shelter, Cameron Park Zoo, City Secretary's Office, Engineering, Housing and Economic Development, Library, Parks and Recreation, Police, Texas Ranger Hall of Fame & Museum, Traffic, Waco Transit, Water, and Wastewater. Utility service rates will increase for the first time in five years. 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

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

This increase is the first for residential, commercial, and industrial water and wastewater customers in the last five years, and only the second increase in the last eight years. The water base rate will increase from \$1.08 per month along with volumetric rate increases for all tiers. The rates for residential water users will change as follows: up to 15,000 gallons, from \$2.54 per 1,000 gallons to \$2.57 per 1,000 gallons; 15,001 to 25,000 gallons, from \$2.98 per 1,000 gallons to \$3.01 per 1,000 gallons; and over 25,000 gallons, from \$3.82 per 1,000 gallons to \$3.86 per 1,000 gallons. The wastewater residential base rate will increase \$1.59 per month with the volumetric rate increasing \$0.35 per 1,000 gallons.

Solid Waste residential, commercial, roll-off and landfill rates will remain the same for FY 2015-16. No changes for any solid waste fees are included.

Employees

Departments continually evaluate their staffing needs as positions become vacant during the year, review positions that have been vacant for a considerable amount of time and assess operations for efficiencies in the workforce. As a result, positions have been transferred or reclassified during the year. This budget reflects a net decrease of 1.05 full-time equivalents (FTEs). We will continue to do the things that get citizens better customer service and quality city services in a proactive manner.

Salary and Wage Increases

For FY 2015-16, we are recommending a salary package with a 2% pay adjustment for all employees. Civil service employees will also receive a job class step increase, if eligible. Salary is only one aspect of compensation. Employee benefits include health insurance, longevity pay, disability coverage, life insurance and a 2-to-1 match for the Texas Municipal Retirement System (TMRS). The full TMRS contribution rate required for 2016 decreased slightly from the 2015 rate. Cost-of-living adjustments for retirees are considered on an ad hoc basis. Our funded ratio increased slightly and is currently 86.1% while the unfunded liability continues to decrease and is \$59.5 million.

Challenges

The state of the economy is always a driving force that dictates most of the challenges we face each year when starting the budget process. Our current fiscal condition is stable due primarily to improvement in several revenue sources and because departments are carefully managing their budgets and not spending all their appropriated funds. However, the uncertainty about funding levels from some of our existing federal and state grants; ever increasing expenses, especially health insurance; employee compensation; staffing needs due to expanded operations and departmental capital needs were areas that had to be considered. Early indications suggest that property tax valuations will be higher due to new property and increased appraisals. Sales tax is trending over budget for the current year, which gives us comfort in projecting a 2% increase for next year over the current

Budget Message

budget. Although fuel prices have been steady this year and within budget, they are often unpredictable. Because oil prices are volatile, we are keeping fuel costs at \$4.00 per gallon for diesel and \$3.75 per gallon for unleaded. Consumption over the past twelve months was relatively steady resulting in no increase in our budget proposal for fuel.

All departments are responsible for monitoring operations and managing every expenditure as budgeted. The goal is always to make decisions that enhance productivity and efficiency and that provide immediate and long-term benefits. As discussed earlier, staffing levels remain relatively unchanged as a result of the constant monitoring by all departments. Our self-funded health insurance for employees has had higher than normal claims experience this year. As we worked on the budget with input from our benefits consultant, it was clear that health insurance costs would continue rise due mainly to health care reform. Medical and prescription claims are projected to increase in a range of 5% to 6.3%. To address this shortfall and protect the financial integrity of this fund, the City is increasing its contribution by 13.5% and implementing plan design changes. Also, the fees associated with the Affordable Care Act (ACA), along with the administrative costs of the Employee Assistance program and flexible spending accounts, were moved beginning in FY 2014-15 from the Health Insurance Fund to the General Fund in order to match their nature of employer fees.

Four years ago, we incorporated the strategy of reducing bonded debt as much as possible each year to ultimately be able to fund our General Government and Street Improvement Capital Improvement Program (CIP) with cash rather than issuing debt. This approach was a bold undertaking, but the timing was right since we had not used all of our bond capacity in the prior year. Continuing this approach in developing the CIP and operating budget for FY 2015-16, we allocated \$2,594,956 in cash funding for Streets, Facilities, Airport, Animal Shelter and Parks projects in operations rather than issuing debt. In addition, we continued this same initiative in Water by funding \$1,500,000 of capital projects with cash and in Wastewater by funding \$1,000,000 of capital projects with cash. These steps are crucial to keeping our city financially sound and staying in compliance with our financial policies.

Most expenditures are proposed relatively flat with only modest growth included in a few areas. Funding infrastructure and salary increases and providing affordable health insurance for our employees were high priorities in determining expenditure levels. Other important initiatives with long-term implications are proposed for FY 2015-16. These proposals include continuing a plan for replacement of certain capital assets on a regular schedule. This initiative is strengthened by the financial policies in Section IV C. Loss of grant funds for Health and Housing was another issue that we funded in this budget. We knew that departments would need to hold the line on other operating expenditures to help offset these funding requirements.

The budget cannot ever fund all the requests made by City staff. General Fund-supported departments submitted a total of \$7.4 million in new programs and services requests and equipment replacement needs. We approved \$3.1 million of these service and equipment replacement requests to be funded in the FY 2015-16 budget. While the remaining departmental requests of \$4.3 million may be justified and desired, funding is unavailable. The proposed fund balances for FY 2015-16 are in compliance with the City's adopted policy for minimum levels and reserves.



Budget Message

The General Fund

Summary

The General Fund revenue budget of \$123,313,755 is based on an increase in revenues of 11.2% over last year's adopted budget, due mainly to the increase in transfer from surplus, ad valorem taxes, and sales taxes. No tax rate adjustment is included for FY 2015-16. Most of the additional revenues provide for salary and benefit adjustments, increased funding of operational activities and items previously funded with debt and increased funding of capital projects with cash.

Revenues

The General Fund is balanced principally through the following factors:

Growth in net property tax assessments – New construction and increased valuations contributed to the proposed 6.18% growth in the property tax base. New construction assessments are proposed at a healthy increase of \$220 million for FY 2015-16, but is somewhat offset by a \$393 million increase in exemptions.

Sales Taxes – The volatility of retail sales makes it challenging to project this revenue with any certainty. In a normal year, sales tax revenues are expected to be at least slightly higher than the previous year and be a fundamental source for balancing the budget. We are expecting to end the current year significantly over budget. The trend for sales tax receipts has been steady for the last four years, which we believe is due to good employment numbers and new development in our City over the past few years. This revenue is extremely volatile and is affected by so many factors over which we have no control. Our preference is to be conservative in this area of the budget and consider using any excess receipts for one-time purchases in the following fiscal year. In keeping with that philosophy and expectations of the current trend continuing, we are proposing sales tax to increase 2% over last year's adopted budget.

Other factors came into play to get the budget balanced. The focus on infrastructure improvements led to the difficult decision of bonding \$2.2 million beyond the model developed for the City's cash funding strategy and budgeting a transfer from surplus of \$7.2 million. While these amounts are significant, it shows the Council's commitment to providing for our City's future. Property, auto and general liability insurance remained the same as the current year, which is another area that sometimes requires considerable increases. The management of vacancies and overtime and spending in general continues to play a key role in funding our needs for next year.

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

Budget Message

Expenditures

The largest increase in General Fund expenditures is about \$4.8 million for streets, stormwater and Parks improvements. Although there are few additions included for FY 2015-16, the major changes in the General Fund are:

Equipment replacement – \$2.1 million

Salary adjustment – \$1.4 million

New programs and services – \$1.0 million

Increased cash funding for self-contained breathing apparatus (SCBA) equipment – \$1.0 million

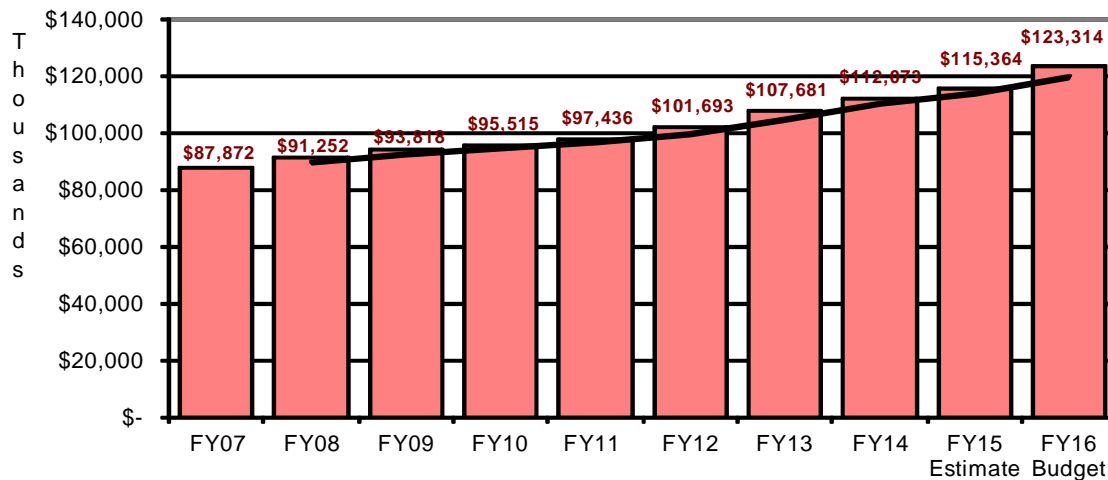
Increased Health Insurance expense in General Fund-supported departments – \$902,385

Organizational staffing changes - \$317,000

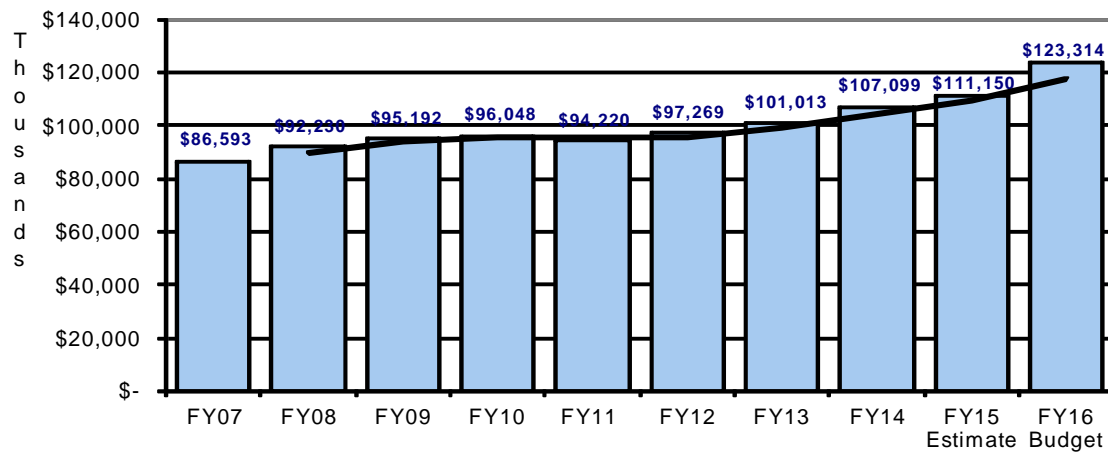
Added funds for Capital Equipment Replacement Fund – \$100,000

Loss of grant funds for Police - \$92,000

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 2015-16 budget seeks to enhance this value while preparing to meet some important challenges in each utility. Those challenges are described here.

Water Operations

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

A comprehensive Water System Master Plan, outlining required infrastructure rehabilitation and replacement was recently completed. From this plan, a detailed 10-year Capital Improvements Projects (CIP) program has been identified. Additionally, a Comprehensive Cost of Service Study has also been completed. This study provides a foundation for rate and revenue models that share costs equally, while providing the capital necessary for system improvements. Water quality and quantity will continue to be the focus of CIP vital infrastructure projects in the Utilities Department, including replacement of deteriorated storage facilities and additional storage capacity for the system. Many improvements have recently been made to the water system, the most important of which was increasing daily treatment capacity for drinking water from 66 million gallons per day to 90 million gallons per day. Treatment processes have also been improved, addressing potential or emerging contaminants and providing the city with a consistently high quality of water while reducing annual chemical costs.

Wastewater Operations

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

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

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

Budget Message

Solid Waste Operations

The Solid Waste Services Department will operate during FY 2015-16 without residential rate increases. This budget also allows for continued update of the worn fleet through replacement with a fleet standard including fully-automated trucks that improve collection efficiencies. The department will continue outreach to increase recycling and resource conservation through its residential and commercial collections and operation of Citizen Collection Stations at Cobbs and the City landfill; continue outreach and awareness for existing and new Waco residents of solid waste services, ordinances and recycling and yard waste diversion programs that encourages the development of sustainable waste management practices; promoting diversion and recycling opportunities to reduce landfill consumption; employ effective methods to reduce illegal dumping and littering, and to monitor and enforce local rules and ordinances prohibiting such behavior and increase litter awareness outreach in conjunction with the City's stormwater program; conducting special events such as household hazardous waste and scrap tire days; and assessing ways to improve offered services through implementation of a comprehensive 20-Year Master Plan study. The Solid Waste Department is confident about the future and looks forward to providing continued waste management services to the residents and businesses of the City of Waco in this upcoming FY 2015-16

Waco Metropolitan Area Regional Sewerage System (WMARSS)

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

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

A comprehensive Wastewater System Master Plan, outlining required infrastructure rehabilitation and replacement was recently completed. From this plan, a detailed 10-year CIP program has been identified, including WMARSS critical infrastructure replacements and improvements. Major interceptor and lift station replacement/rehabilitation are the priorities for the WMARSS system CIP program. Investigations also continue regarding improving waste to energy processes with the ultimate goal of energy independence for the Central Wastewater Treatment Plant.



Budget Message

Other City Operations

Housing & Economic Development

The merger of Housing & Community Development with Economic Development during the 2014-15 budget year has created the new Housing & Economic Development Department. The “new” department continues 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. In addition, the City Council approves economic development policies that allow the City to provide incentive programs for new and expanding businesses to make sure that all residents have good job opportunities in Waco.

The Housing programs are primarily funded and regulated by the Department of Housing and Urban Development (HUD) and the guiding principles of the City of Waco’s economic development are the City’s Comprehensive Plan, the Upjohn Research Institute data, and the Imagine Waco downtown master plan. Most efforts involve partnerships and contracts with local agencies, organizations, non-profits, and businesses.

Waco-McLennan County Public Health District

As the “Gatekeeper of Our Communities’ Health”, the Waco-McLennan County Public Health District promotes healthy behaviors, prevents diseases and protects the health of the community. Funding from federal and state sources supplements local funding to support a broad array of preventive health services. The Waco-McLennan County Public Health District Cooperative Agreement also provides direction to recruit Health District members who choose to help fund population-based services and participate in the financial support of the Health District. The Health District Board reviews the FY 2015-16 budget that is approved by the Waco City Council, which includes financial support from twenty municipalities and McLennan County for Health District operations.

Health District staff, in collaboration with community partners, develops plans to ensure a strong and comprehensive public health presence in every city and rural area of McLennan County. The Health District is actively working with Prosper Waco and other partners utilizing the Collective Impact model to develop a Community Health Improvement Plan (CHIP) that addresses priority issues identified in the 2013 Community Health Needs Assessment (CHNA). The CHIP may modify, expand or create new projects to address issues. Plans are in place for the 2016 Community Health Needs Assessment in collaboration with local partners. The Health District also continues to provide services that address reducing vaccine preventable diseases, TB, HIV, Diabetes, and death and disability due to other chronic diseases. Staff provides Vital Statistics activities as well as various inspection-related services associated with the Environmental Health program.

Priority issues for the coming year include continuing to work with Prosper Waco and other community partners on the CHIP; development of a strategic plan; exploring possibilities of shared health services between the City of Waco, Waco Independent School District, and McLennan County; implementation of an electronic health record; identifying new funding sources, as well as maintaining or increasing federal and state funding to sustain basic services, monitoring the impact of health care reform on local public health; and having adequate office space to house employees.

Budget Message

Texas Ranger Hall of Fame and Museum

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

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

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

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

Priorities for FY 2015-16 include continuing interim renovations to exhibits and planning for a capital campaign with the Texas Ranger Association Foundation.

Waco Regional Airport

The Waco Regional Airport is beginning to rebound from the effects of the economic downturn and has begun to see slight increases of passengers. A total of 134,691 passengers traveled through the facility in calendar year 2014, which is 6.4% increase from 2013. American Airlines operates five flights daily with regional jets that service Central Texas.

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, meetings, leisure, group tourism, media and travel writers.

The Waco Convention Center (WCC) has been the primary meeting facility for central Texas since 1972. In 2012, the City of Waco completed a \$17.5 million renovation and expansion as one of six bond-funded projects approved by voters in 2007. Each year since the completion of the expanded Waco Convention Center, www.wacocc.com, the facility continues to gain attention and bookings and is a vital economic revenue generator for the entire community.



Budget Message

The Waco Convention & Visitors' Bureau (Waco CVB) uses Waco & the Heart of Texas, www.wacoheartoftexas.com, as the primary vehicle for marketing Waco as a regional destination. This initiative benefits the destination and works in cooperation with the various city-owned, private and community-wide attractions in the region. The Waco & the Heart of Texas website includes an interactive calendar of events, online hotel booking capabilities, a personalized trip builder to allow visitors to plan their itinerary prior to their arrival along with a variety of other features including blogs and interactive social media opportunities.

Aggressive sales strategies and goals are implemented each year to allow for greater coverage of the various convention and meetings markets. Converting business leads into new business and keeping repeat customers within the marketplace is the desired result. As the lodging industry continues to add supply to this marketplace, the Waco CVB, utilizing Waco & the Heart of Texas, continues to increase sales efforts and activities. The successful educational and local awareness program, *Wild about Waco!*, for business and front-line hospitality industry workers will also continue.

The Waco Meetings Marketplace, a Waco & the Heart of Texas tradeshow created in 2011, brings meeting planners together with local businesses, hoteliers, caterers, and attractions. Multiple business sponsorships offset all costs of the show. This show enjoyed record attendance each year and continues to grow and provide local businesses direct access to customers. Other sales activities include customer appreciation luncheons and receptions in feeder markets of Dallas/Fort Worth and Austin, along with sales blitzes in those same markets.

The Waco & the Heart of Texas' regional marketing and sales efforts have been engineered to provide opportunities for cooperative partnering. Tourism sales activities focus on building more demand for experiential travel activities to reach individual and family travelers. Direct selling and travel trade shows are methods used 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, which bolsters support for the growing arts and cultural scene in Waco and all of the activities this will bring to the destination, will be a forward focus for this program.

Cameron Park Zoo

Cameron Park Zoo, for the tenth year in a row, posted attendance over 230,000. More than 50% of those visitors traveled from outside of McLennan County, creating an economic impact of approximately \$9 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 35,000 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 & Botanical Society secured a grant from Bank of America to fund a part-time position to teach about Texas wildlife and habitats. This Society employee has visited 56 schools and conducted 558 programs.

Budget Message

Cameron Park Zoo volunteers conducted over 580 programs, donating a total of 8,671 hours. These donated hours equal out to a little more than four additional staff members. More than 131,000 children under the age of 12 visited Cameron Park Zoo last year.

Brazos River Country, which opened July 2, 2005, continues to be a successful attraction. Attendance figures continue to hold steady throughout its tenth year; most displays maintain their attraction for approximately eighteen to twenty-four months. This fiscal year, our attendance is on track to once again top the 240,000 mark. That expansion allows Cameron Park Zoo to be able to compete with other nationally-recognized zoos in the United States. The Zoo's second expansion opened August 15, 2009. This latest attraction is called *The Mysteries of the Asian Forest*. This realistic 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 three critically endangered species: Orangutans, Sumatran Tigers and Komodo dragons. This year, Cameron Park Zoo hosted a workshop to help train other great ape care staff the techniques to successfully conduct voluntary echo-cardiogram and blood pressure monitoring. Cameron Park Zoo primate staff members have conditioned our two male orangutans to participate. Cameron Park Zoo has also developed a female orangutan blood pressure cuff. During this workshop, Zoo personnel were able to successfully obtain a voluntary blood pressure reading on our female orangutan. This is the first time that a female orangutan has allowed the behavior to be conducted using this specially designed cuff. This is ground-breaking work. Cameron Park Zoo has quickly become a leader in orangutan husbandry practices. The addition of great apes to the Zoo's collection furthers our involvement and impact in educational programming focusing our efforts on conserving species and habitats around the globe.

Cottonwood Creek Golf Course

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

The professional staff has established an outstanding junior golf program, ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek hosts over 30 junior golf tournaments and is the home course for 17 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which has become one of the largest junior golf tournaments in the world. In addition, Cottonwood Creek hosts over 80 local, regional, and state tournaments annually. These efforts, along with marketing campaigns and exceptional customer service result in positive tourism and economic development outcomes in addition to providing outstanding quality of life amenities for area residents.



Budget Message

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

Transit Operations

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

Over the last five years, Waco Transit System has seen consistent funding received at the federal level. Waco Transit System continues to work to increase funding from all current sources while pursuing potential new funding sources, partnerships, and development of advertising opportunities to help offset the cost of operating the system. This year, the Transit Fund budget will require a contribution from the General Fund.

For FY 2015-16, Waco Transit System, through an Interlocal Agreement with McLennan County Rural Transit District, will provide all general public rural transportation services within McLennan County through a Demand Responsive transit model in addition to the current public transportation services provided within the current Waco Transit service area. Waco Transit System will be performing regional scheduling and dispatching within the six county region for all Demand Response Service (DRS) trips. This includes both Urban (ADA Trips) and Rural (5310 Elderly and Disabled, and 5311 General Public) trips. The goal of this function is to continue streamlining trip dispatching through a centralized location for the Heart of Texas region. Waco Transit staff will schedule all trips for the six-county region and then dispatch vehicles within the region to complete requested trips. The current scheduling software utilized by Waco Transit is capable of scheduling and dispatching all trips within the Heart of Texas region. Passengers will continue to have the ability to schedule demand responsive trips using the available online scheduling feature. Passengers utilizing the fixed route system will continue to have the availability to monitor vehicle arrivals and departures through the RideSystem's smart phone app and/or texting features. Waco Transit will continue to operate as the regional maintenance center for the Heart of Texas region. Waco Transit System will have an additional twelve rural Type III vans added to the current fleet and levels of service will continue within the urban area with no increase in bus fares for FY 2015-16.

Budget Message

Internal Service Funds

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

Risk Management evaluates risk, implements sound loss control procedures, and manages the financing of risk consistent with total financial resources. The costs of the department are appropriated to all funds through Workers' Compensation, General, Property and Auto liability insurance assessments. As an added service to departments, Employee Health Services (EHS) 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.

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 (TPA) service. These services include claim processing, utilization review and disease management, network access, subrogation, medical services cost and quality comparison information for employees, stop-loss coverage and prescription administration. Reimbursement to the fund comes from departmental health insurance budgets, from employee dependent premiums and retiree premiums. Wellness initiatives such as our employee wellness coordinator, fitness centers and health screenings are also provided to employees through this fund.

Conclusion

The City of Waco is a great place to live and we are working hard to improve the quality of life for our citizens. This budget is our major annual planning effort and, as such, is an important tool in working toward the ambitious goals set by this community through its elected representatives, the Mayor and City Council.



Waco Profile

City of Waco Values and Goals

Values

Equal Access to All Services and Benefits

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

Think and Act Systemically to Build a Healthy Community

Goals

Strategic Intent I

High Quality Economical City Services and Facilities

Strategic Intent II

Aggressively Competitive Economic and Community Development

Strategic Intent III

Safe, Environmentally Sound, Pedestrian Friendly Community

Strategic Intent IV

Improving Housing Options, Opportunities and Conditions

Strategic Intent V

Enviably Culture and Quality of Life

Strategic Intent VI

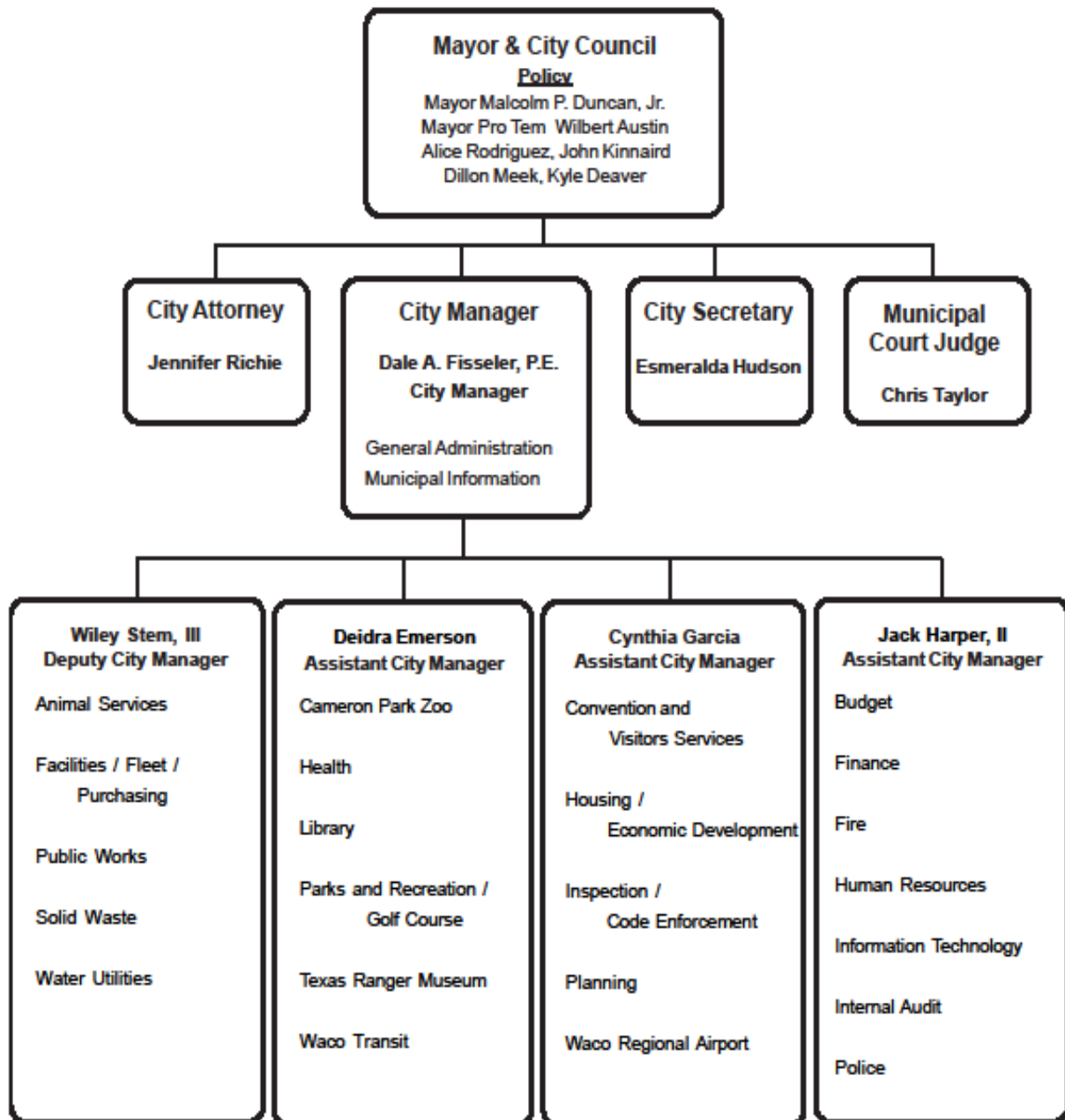
Effective Policy and Administration – Insure that each proposed City policy provides every citizen with equal access to all services, benefits and amenities

Strategic Intent VII

Market Waco Internally and Externally



CITY OF WACO
Citizens



As of September 2015

Profile of Waco, Texas

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2015-16 is necessarily a financial document, we also wish to acquaint you with some of the history, highlights, and facilities of Waco so that you will appreciate the unique and beautiful city in which we work and live. Waco is a terrific hometown and a distinctive travel destination. It is more than just a collection of “things to do” and “places to go” but is a healthy and prosperous place where you can live, grow and belong. If you are a visitor you can also explore, experience and find yourself enjoying this special place that we consider home - Waco & the Heart of Texas!

History of Waco

The Huaco Indians settled on the banks of the Brazos River in the late 1700's and believed these spring-fed waters held the magical protection of the Indian spirit, “Woman Having Powers in the Water.” From this peaceful tribe we take our name and our love of lore and legend. Today, the Waco area is rich in Texana. Waco is the 23rd largest city in Texas and is the county seat of McLennan County, which has an area of over 1,000 square miles. Historically, the city has been a trade and agricultural center for the Central Texas region.

Waco Today

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

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

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

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

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

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

Designated a Tree City USA by the National Arbor Day Foundation for the 25th consecutive year, Waco provides an environment of beauty, cleanliness, culture, convenience, and opportunity that's hard to beat.



Profile of Waco, Texas

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

Population	(2014 Estimate) 130,194
Area	
Land 84.2 square miles	
Water	11.3 square miles

City Facilities

Fire Protection

Number of Stations	14
Number of Fire Hydrants	5,441
Number of Sworn Personnel	201
Personnel per 1,000 population	1.56

Police Protection

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

Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	604.58 miles
Unpaved Streets	1.6 miles
Paved Alleys	17 miles
Sidewalks	306 miles
Storm Sewers	357 miles

Air Service

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

Municipal Utilities

Municipal Water System	
Number of Gallons of Water Pumped	11,110,906,101
Number of Gallons of Water Sold	9,192,755,820
Average Daily Consumption	27,642,000
Maximum Daily Capacity of Plants	90,000,000
Water Connections	45,042
Water Mains (all lines)	1,048 miles
Meters in Service	44,951

Profile of Waco, Texas

Municipal Wastewater System

Sanitary Sewer Mains	853 miles
Sewer Connections	38,335

Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Residential Customers	36,329
Number of Commercial Customers	4,810

Park and Recreation

Parks and Greenbelt Areas	60
Developed Acreage	1,273 acres
Pavilions/Picnic Shelters	37
Picnic Tables	303
BBQ Grills	67
Park Benches	213
Restrooms	22
Drinking Fountains	27
Community Centers	5
Aquatic Facilities	1
Splash Pads	7
Playgrounds	24
Softball/Baseball Fields	23
Basketball Courts	11
Tennis Courts	28
Football Fields	3
Disc Golf Courses (18 baskets each)	2
Hike/Bike/Walk Trails	35.05 miles
Skate Park	1

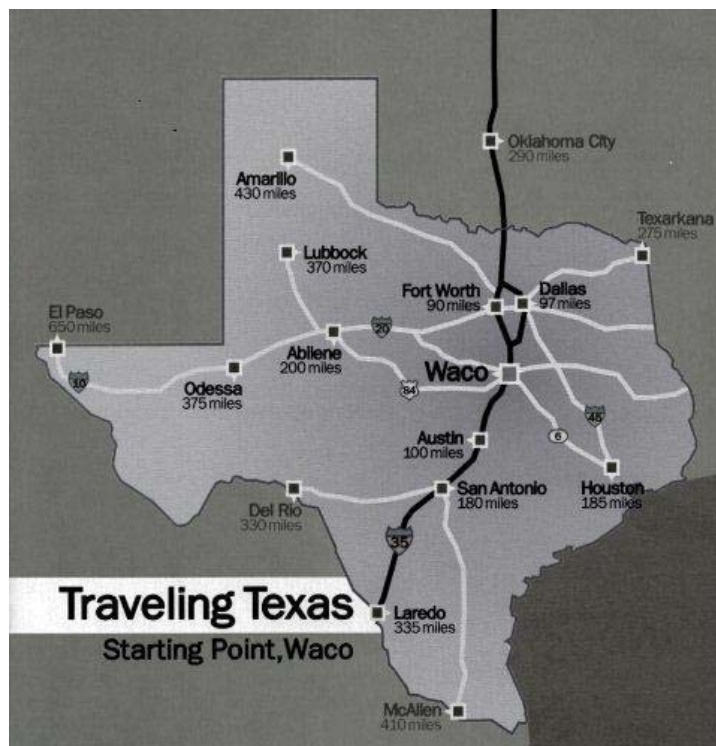
Waco – McLennan County Library System

Number of Branches	4
Number of Materials	
Books	302,506
Microfilm	10,589
Videos/DVDs	22,748
Cassettes/CDs	15,525
Periodicals	4,464
E-Books/e-audiobooks	33,964
Circulation	748,060
Public Computer Use	104,186
Library Cardholders	94,724
Reference Questions Answered	78,171
Library Visits	467,185

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 44.0% white, 19.4% black, 4.6% other racial groups and 32.0% are Hispanic. About 64.3% of Wacoans are below age 45 and the median household income for the Waco is \$32,149.

Profile of Waco, Texas



Economy and Industry

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

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

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

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

The Waco MSA labor force decreased from 120,378 in 2005 to 117,896 as of June 2015. The labor force reflected a 2% decrease 2005 through 2015. As of June 2015, total civilian employment was 112,798, which is a 0.3% decrease from June 2014. The unemployment rate decreased from 5.7% in 2014 to 4.3% in 2015.

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

Profile of Waco, Texas

Over 700 Employees:

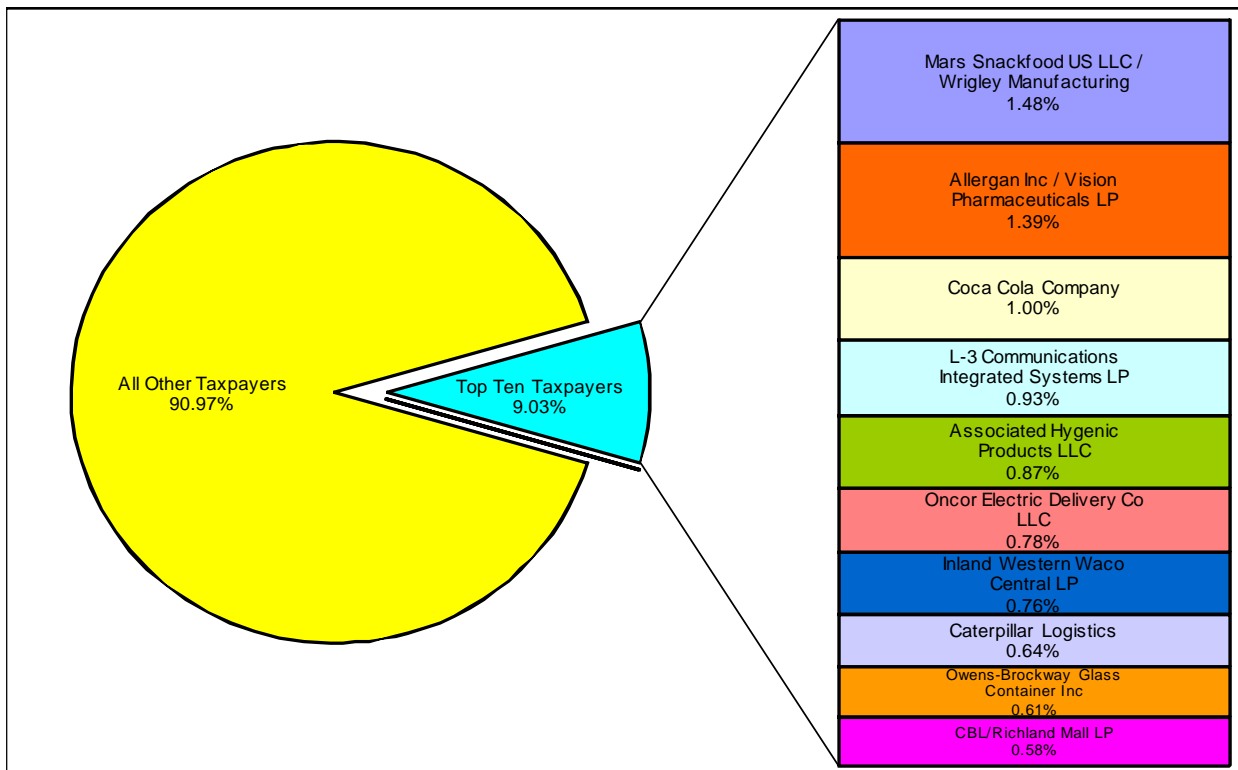
Examination Management Services, Inc. – Insurance Inspection Audit
 McLennan County –County Government
 McLennan Community College – Post Secondary Education
 Veterans Administration Medical Center - Medical-Hospital

Over 500 Employees:

Cargill Value Added Meats – Dressed/Packed Turkey Products
 Texas State Technical College – Post Secondary Education
 Mars Chocolate – North America - Candy Manufacturing
 Veterans Affairs Regional Office – Federal Government
 Allergan, Inc. – Eye Products Manufacturing
 United States Postal Service – Federal Government
 Pilgrims Pride, Inc. – Processed Chicken
 Texas Youth Commission - McLennan County Juvenile Correction Facility – Youth Correctional Facility
 Army and Air Force Exchange Service – Logistics
 Aramark – Professional Services

The top ten taxpayers are:

Mars Snackfood US LLC / Wrigley	Confectionary Products	\$	110,324,296	1.48%
Allergan Inc / Vision Pharmaceuticals LP	Optical Products/GenericDrugs		103,941,172	1.39%
Coca Cola Company	Production of Soft Drinks/Juices		74,540,684	1.00%
L-3 Communications Integrated Systems LP	Aircraft Modification		69,480,120	0.93%
Associated Hygenic Products LLC	Disposable Diapers		64,948,049	0.87%
Oncor Electric Delivery Co LLC	Electric and Gas Utilities		58,475,647	0.78%
Inland Western Waco Central LP	Retail Real Estate Investment		56,773,250	0.76%
Caterpillar Logistics	Logistics		47,669,427	0.64%
Owens-Brockway Glass Container Inc	Glass Containers		45,253,365	0.61%
CBL/Richland Mall LP	Regional Shopping Center		43,711,980	0.58%
			675,117,990	9.03%
All Other Taxpayers			6,803,980,123	90.97%
Total Taxable Value		\$	7,479,098,113	100.00%



Source: McLennan County Appraisal District



Profile of Waco, Texas

Health Care

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

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

Tourism and Leisure

Located on I-35 between Dallas/Fort Worth and Austin, Waco marks the population center of the state of Texas. Not many other locations can boast to being within a 3-hour drive of 80 percent of the state. The impact of travel and tourism spending on the McLennan County area is \$591 million with \$29.4 million in state tax receipts, \$7.5 million in local tax receipts, supporting more than 5,160 jobs.

Source: Texas Tourism, Office of Governor, Economic Development and Tourism, © Dean Runyan Associates, Inc. 2007-2014

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

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

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

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

Profile of Waco, Texas

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

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

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

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

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

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

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

The Waco Convention Center is central Texas' premier event venue and is just blocks from I-35, minutes from Waco Regional Airport, and within walking distance of great restaurants, quality shopping, world-class attractions and many entertainment options. Affordable accommodations are never far away. There are 1,000 convention-quality hotel rooms within a one-mile radius of the Waco Convention Center, with 4,200 rooms available in greater Waco. The City of Waco's Waco Convention Center recently completed a \$17.5 million renovation and expansion and now offers more than 125,000 square feet of exhibit and event space in multiple rooms. Its central location in Texas, affordable accommodations and interesting restaurants make Waco the most convenient and accessible meeting site in the entire state.



Budget Overview

Financial Management Policy Statements

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

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



Financial Management Policy Statements

I. Revenues

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

A. Balance and Diversification in Revenue Sources

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

B. User Fees

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

C. Property Tax Revenues/Tax Rate

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

D. Utility/Enterprise Funds User Fees

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

E. Administrative Services Charges

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

F. Revenue Estimates for Budgeting

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

G. Revenue Collection and Administration

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

II. Expenditures

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

A. Current Funding Basis

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

B. Avoidance of Operating Deficits

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

Financial Management Policy Statements

C. Maintenance of Capital Assets

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

D. Purchasing

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

E. Funding for Outside Agencies from City Revenue

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

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

III. Fund Balance / Working Capital / Net Position

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

A. General Fund Unassigned Fund Balance

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

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

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

C. Use of Fund Balance / Net Position

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



Financial Management Policy Statements

D. Net Position of Internal Service Funds

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

IV. Capital Expenditures and Improvements

A. Capital Expenditures and Improvements

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

B. Capital Improvements Planning Program

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

C. Replacement of Capital Assets on a Regular Schedule

The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets. The City will include funding for capital equipment asset replacement items with a minimum value of \$800,000 and an average life of at least 5 years in the annual operating budget to spread the cost of the replacement evenly over the life of the assets.

D. Capital Expenditure Financing

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

V. Debt

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

A. Use of Debt Financing

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

Financial Management Policy Statements

B. Amortization of Debt

The City shall structure new debt issue payment schedules to utilize the City's declining debt payment schedules to keep tax and utility rate increases for debt to a minimum. Debt payments should be structured to provide that capital assets, which are funded by the debt, have a longer life than the debt associated with those assets. Debt issues with deferred interest will require express approval by the Council of the deferred interest feature. Debt payment schedules must include the deferred interest in future debt service requirements. Debt issues with deferred interest, including capital appreciation bonds, that rely on projected increases in property tax revenues for repayment are prohibited.

C. Affordability Targets

The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond the amount it retires each year or that will require additional debt service beyond the current annual amount. This process shall compare generally accepted standards of affordability to the current values for the City. These standards shall include debt per capita, debt as a percent of taxable value, debt service payments as a percent of current revenues and current expenditures and the level of overlapping net debt of all local taxing jurisdictions. For debt issues supported by the utility funds (Water, Wastewater, and Solid Waste), the City will strive to maintain a net revenue coverage ratio of 1.10 times. The process shall also examine the direct costs and benefits of the proposed expenditures as determined in the City's annual update of the Capital Improvements Planning Program. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the City's ability to "afford" new debt as determined by the aforementioned standards. The City shall use cities with similar bond ratings for debt ratio benchmarks.

D. Sale Process

The City shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid.

E. Rating Agencies Presentations

Full disclosure of operations and open lines of communication shall be made to the rating agencies. City staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies.

F. Continuing Disclosure and Post-Issuance Compliance

The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities. The City will maintain and follow Post-Issuance Compliance Policy procedures to ensure that City tax-exempt bond financings remain in compliance with federal tax and other applicable requirements.

G. Debt Refunding

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

VI. Investments

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

VII. Intergovernmental Relations

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

A. Interlocal Cooperation in Delivering Services

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



Financial Management Policy Statements

B. Legislative Program

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

VIII. Grants

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

A. Grant Guidelines

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

B. Indirect Costs

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

C. Grant Review

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

D. Grant Program Termination

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

IX. Economic Development

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

A. Commitment to Expansion and Diversification

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

B. Tax Abatements

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

C. Increase Non-Residential Share of Tax Base

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

D. Coordinate Efforts with Other Jurisdictions

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

E. Use of Other Incentives

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

Financial Management Policy Statements

X. Fiscal Monitoring

Reports shall be prepared and presented on a regular basis to analyze, evaluate and forecast the City's financial performance and economic condition for the current year and for multi-years.

A. Financial Status and Performance Reports

Monthly reports shall be prepared comparing expenditures and revenues to current budget for fiscal year-to-date, and to prior year actual fiscal year-to-date. Balance sheets and budget highlight notes are also provided.

B. Five-Year Forecast of Revenues and Expenditures

A five-year forecast of revenues and expenditures, including a discussion of major trends affecting the City's financial position, shall be prepared. In addition, this five-year forecast will be extended an additional fifteen years using acceptable trend projection forecasting methods. The forecast shall examine critical issues facing the City, economic conditions and the outlook for the upcoming budget year. The document shall incorporate elements of the International City Management Association financial trend monitoring system, providing further insight into the City's financial position and alerting the Council to potential problem areas requiring attention.

XI. Accounting, Auditing and Financial Reporting

The City shall comply with prevailing local, state and federal regulations. Its accounting practices and financial reporting shall conform to generally accepted accounting principles promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA) and the Government Finance Officers Association (GFOA). The City Council shall select an independent firm of certified public accountants to perform an annual audit of all operations. The City shall continue to participate in the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting program. The City shall comply with state regulations to report unclaimed property.

XII. Risk Management

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

XIII. Operating Budget

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

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

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

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

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

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

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

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

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



Investment Policy

This Investment Policy of the City of Waco, Texas is written in compliance with Chapter 2256 of the Texas Statutes otherwise known as the Public Funds Investment Act. This Investment Policy has been adopted by the City Council of the City of Waco by resolution on July 21, 2015.

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

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

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

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

I. AUTHORIZED SECURITIES AND TRANSACTIONS

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

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

1. U.S. Treasury Obligations: Treasury Bills, Treasury Notes, and Treasury Bonds with maturities not exceeding three years from the date of purchase. In addition, State and Local Government Series Securities (SLGS) purchased directly from the Treasury Department's Bureau of the Public Debt.
2. Other obligations of the U.S. government, including obligations fully guaranteed or insured by the Federal Deposit Insurance Corporation (FDIC) or by the explicit full-faith-and-credit of the United States.
3. Federal Agency Securities: Only non-subordinated debt securities including debentures, discount notes, callable securities and step-up securities issued by the following only: Federal Home Loan Banks (FHLB), Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB) and Federal Home Loan Mortgage Corporation (FHLMC), with maturities not exceeding three years from the date of purchase.
4. Repurchase Agreements and Flexible Repurchase Agreements: Collateralized by combination of cash and U.S. Treasury Obligations, non-subordinated debt securities issued by Federal Agencies listed in item 2 above, or pass-through mortgage-backed securities issued by Federal Agencies listed in item 2 above. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the City's approved Master Repurchase Agreement. Further, for purposes of this section, the term "pass-through mortgage-backed securities" shall not include collateralized mortgage obligations, interest-only mortgage-backed securities, or principal-only mortgage-backed securities. The purchased securities shall have an original minimum market value including accrued interest of 102 percent of the dollar value of the transaction and the collateral maintenance level shall be 102 percent. Collateral shall be registered in the City's name and held by a third-party safekeeping agent approved by the City. Collateral shall be marked-to-market at least on a weekly basis, except Federal Agency pass-through mortgage-backed securities, which shall be marked-to-market on a daily basis. The maximum maturity for each repurchase agreement transaction shall be thirty (30) days with the exception of bond proceeds which may be invested into flexible repurchase agreements with maturities not to exceed the expected construction draw schedule of the related bonds.

Investment Policy

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

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

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

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

II. INVESTMENT DIVERSIFICATION AND LIQUIDITY

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

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



Investment Policy

III. SELECTION OF BROKERS/DEALERS

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

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

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

IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES

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

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

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

Investment Policy

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

V. COMPETITIVE BIDDING

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

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

VI. DELIVERY OF SECURITIES

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

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

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

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

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

VII. MONITORING

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

VIII. INVESTMENT STRATEGY STATEMENT

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



Investment Policy

A. Combined Funds

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

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

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

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

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

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

B. Bond Proceeds/Capital Funds

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

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

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

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

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

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

IX. AUTHORITY TO INVEST

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

- A. Training: Each Investment Officer of the City shall attend at least one training session containing at least 10 hours of instruction from an authorized, independent source relating to the officer's responsibilities described herein within 12 months after assuming duties; and on a continuing basis shall attend an investment training session not less than once in a two-year period that begins on the first day of the fiscal year and consists of the two consecutive fiscal years after that date and receive not less than eight (8) hours of instruction relating to investment responsibilities from an independent source. Training must include education in investment controls, security risks, strategy risks, market risks, diversification of investment portfolio and compliance with the Texas Public Funds Investment Act. Authorized independent sources of investment training include the Texas Municipal League, the University of North Texas Center

Investment Policy

for Public Management, the Texas State University Center for Public Service, the Government Finance Officers Association, the Government Finance Officers Association of Texas, the Texas Association of Counties, the Texas Association of School Business Officials, and the Government Treasurers Organization of Texas.

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

X. PRUDENCE

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

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

XI. ETHICS

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

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

XII. INVESTMENT ADVISORS

The City Council may, at its discretion, contract with an investment management firm properly registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80b-1 et seq.) and with the State Securities Board to provide for investment and management of its public funds or other funds under its control. The advisory contract made under



Investment Policy

authority of this subsection may not be for a term longer than two years. A renewal or extension of the contract must be made by City Council by resolution.

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

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

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

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

XIII. AUDITING

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

XIV. REPORTING

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

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

XV. REVIEW BY CITY COUNCIL

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

Investment Policy

EXHIBIT 1

SCHEDULE OF APPROVED BROKER/DEALERS FOR THE CITY OF WACO

Primary Government Securities Dealers:

Bank of Nova Scotia, New York Agency
BMO Capital Markets Corp.
BNP Paribas Securities Corp.
Barclays Capital Inc.
Cantor Fitzgerald & Co.
Citigroup Global Markets, Inc.
Credit Suisse Securities (USA) LLC
Daiwa Securities America Inc.
Deutsche Bank Securities Inc.
Goldman, Sachs & Co.
HSBC Securities (USA) Inc.
J. P. Morgan Securities, LLC
Jefferies LLC
Merrill Lynch, Pierce, Fenner & Smith Incorporated
Mizuho Securities USA Inc.
Morgan Stanley & Co. LLC
Nomura Securities International, Inc.
RBC Capital Markets LLC
RBS Securities, Inc.
SG Americas Securities, LLC
TD Securities (USA) LLC
UBS Securities LLC

List of Primary Dealers, effective July 2, 2015, obtained from <http://www.newyorkfed.org>.

Other Broker/Dealer Firms:

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

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



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 2015-16 operating budget for the City of Waco is submitted in accordance with the City Charter and all applicable State laws. The budget for the City of Waco is based on separate funds and sets forth the anticipated revenues and expenditures for the fiscal year for the General Fund, Health Fund, Forfeiture Fund, Abandoned Motor Vehicles Fund, Public Improvement District #1, Street Reconstruction Fund, Water Fund, Wastewater Fund, Solid Waste Fund, WMARSS Fund, Texas Ranger Hall of Fame Fund, Waco Regional Airport Fund, Convention Center and Visitors' Fund, Cameron Park Zoo Fund, Cottonwood Creek Golf Course Fund, Waco Transit Fund, Rural Transit Fund, Risk Management Fund, Engineering Fund, Fleet Services Fund, Health Insurance Fund and Debt Service Fund.

Budget Roles

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

➤ Operating Department Managers

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

➤ Staff Support

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

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

Budget Process

➤ **City Council**

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

Budget Process

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

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

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

A copy of the proposed budget is filed with the City Secretary at least fifteen days before the public hearing and is available for public inspection. The City Manager presents the budget to the Council in a series of work sessions. The tax rate is adopted by ordinance and the vote is separate from the vote on the budget. The proposed tax rate for the City of Waco is \$0.776232 for fiscal year 2015-16. A public hearing is conducted to obtain citizen input and the budget is adopted by resolution prior to October 1. The adopted budget is then filed with the City Secretary and with the County Clerk. A copy of the budget is placed in all library facilities and on the City’s website for public access.

Basis of Budgeting

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

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



Budget Process

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

Basis of Accounting

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

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

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

Budget Amendments

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

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

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

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

Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2016

Date	Responsibility	Action Required
January 26	Budget Office, City Manager's Office Department Heads	Distribute CIP budget forms
February	Budget Office	Begin budget preparation
February 5	Budget Office/City Manager	Budget Planning – 8:00 a.m.
February 10	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
February 23	Department Heads	Submit CIP requests to Budget Office
March 2 - 20	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
March 10	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
March 12	CIP Budget Team	Review and rank CIP – 8:30 a.m.
March 20	Budget Team, All Departments	Distribute departmental budgets Bosque Theater - 9:00 a.m. & 3:00 p.m.
April 2	City Manager, Budget, Audit, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information	Final date to return completed budget to Budget Office
April 6	Finance, Information Technology, Hall of Fame, Airport, Cameron Park Zoo	Final date to return completed budget to Budget Office
April 10	Purchasing, Facilities, Fleet Services	Final date to return completed budget to Budget Office
April 13	Human Resources, Risk Management, Library, Health, Convention Services	Final date to return completed budget to Budget Office
April 14	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
April 20	Traffic, Parks & Recreation/Golf Course, Solid Waste, Engineering	Final date to return completed budget to Budget Office
April 20 – May 4	Budget Team, All Departments	Prepare budgets for review
April 24	Outside Agencies	Final date to return completed budget packet to Budget Office
April 27	Streets, Emergency Management, Fire, Police, Utilities, Transit	Final date to return completed budget to Budget Office



Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2016

Date	Responsibility	Action Required
May 4 – 22	Budget Team, City Manager's Office	Budget Review Discuss proposed funding levels with Department Managers
May 12	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
May 26	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
June	Budget Team	Finish reviews and balance Finalize City Manager's proposed budget
June 9	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
June 23	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
July 14	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
July 17	City Manager	File proposed budget with City Secretary
July 21	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 11	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
August 18	City Council	Adopt 2015-16 Budget
August 25	City Council	Special Meeting – Public hearing on tax rate
September 1	City Council	Adopt 2015-16 Tax Rate
September - October	Budget Office	Complete adopted budget according to GFOA criteria
October	Budget Office	Distribute printed budget



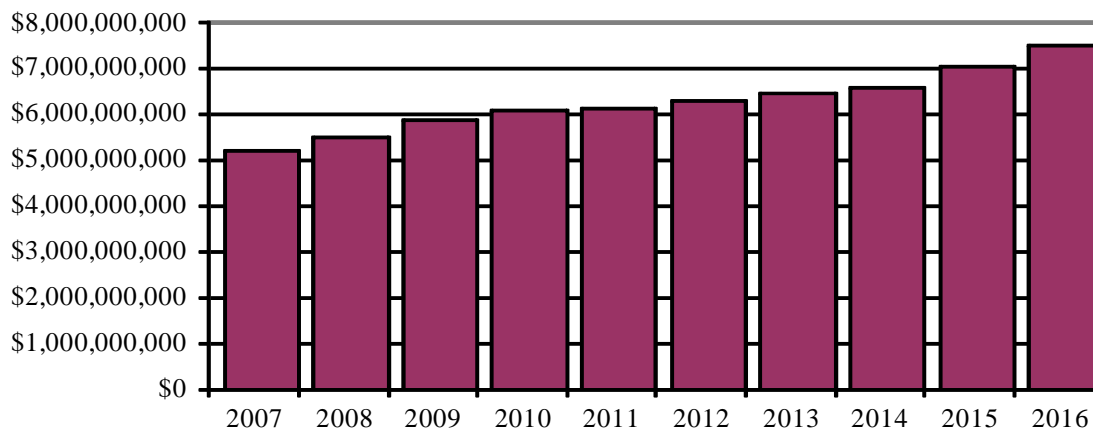


Summaries

Property Tax Structure for the Fiscal Year Ended September 30, 2016

Total Assessed Value	\$ 10,571,078,438	
Captured Value for TIF	(282,993,705)	
Exemptions		
Over 65	(35,101,703)	
Homestead	(249,991,261)	
Agricultural Use	(65,761,174)	
Veterans	(62,798,034)	
Tax Abatement	(92,617,074)	
Freeport	(375,744,627)	
Pollution Control Abatement	(31,245,026)	
Limited Value	(33,815,902)	
Totally Exempt	(1,861,911,819)	
Less Exemptions	(2,808,986,620)	
Total Value after Exemptions	\$ 7,479,098,113	
Adopted Tax Rate per \$100 Valuation	\$ 0.776232	
Estimated Gross Revenues	\$ 58,055,153	
Percent (%) of Collection	98.00	
Estimated Collections for 2015-16	\$ 56,894,050	

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 2014-15 to FY 2015-16 of \$435,318,810 or 6.18%.

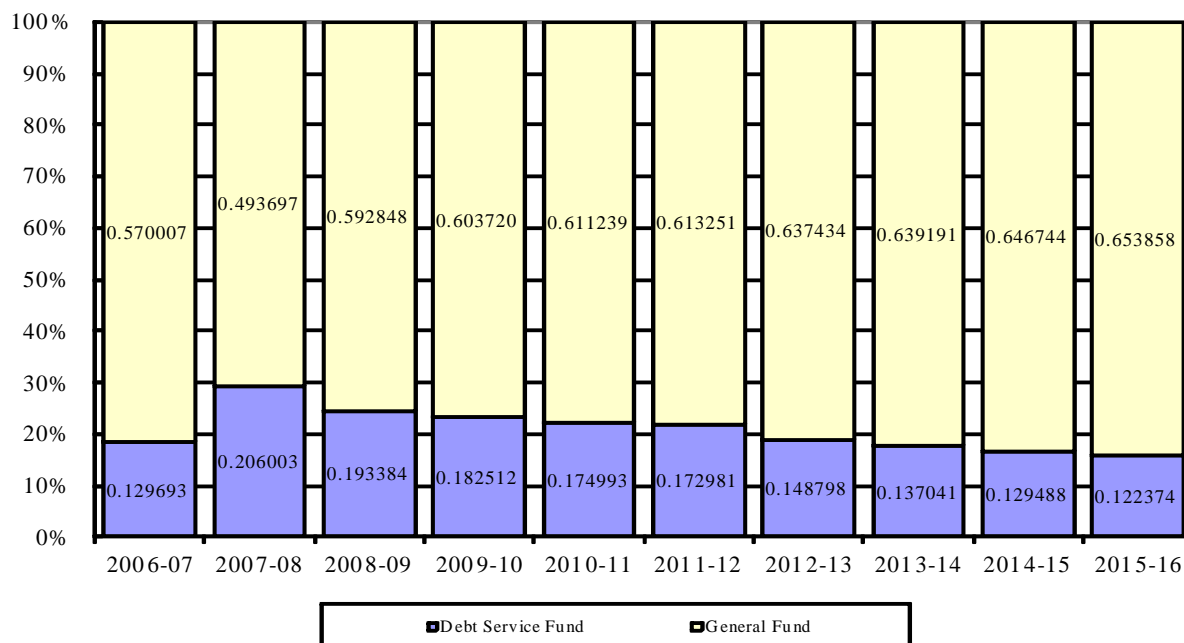


Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	84.23%	\$0.653858	\$47,924,613
Debt Service Fund	15.77%	\$0.122374	\$8,969,437
Total	100.00%	\$0.776232	\$56,894,050

Each \$1,000,000 of Valuation at 98% Collection Produces \$ 7,607
 Each \$0.01 of the Proposed Levy at 98% Collection Produces \$ 732,952

Distribution of Property Tax Rate



This graph illustrates the percentage of the property tax rate that is used for General Fund operations and for repayment of debt through the Debt Service Fund.

The percentage rate for the Debt Service Fund is continuing to decline from a high of 29.44% in FY 2007-08 to the current 15.77% in FY 2015-16.

Fund Structure

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

Governmental Funds

General Fund

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

Special Revenue Funds

Accounts for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds under this category include the Health Fund, the Police Forfeiture Fund, the Abandoned Motor Vehicles Fund and the Public Improvement District #1.

Debt Service Fund

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

Capital Project Funds

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

Proprietary Funds

Enterprise Funds

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

Internal Services Funds

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

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



Fund Structure

Governmental

General Fund

Special Revenue Funds

Health Fund

Police Forfeiture Fund

Abandoned Motor Vehicles Fund

Public Improvement District #1

Debt Service Fund

Capital Projects Funds

Street Reconstruction Fund

Proprietary Funds

Enterprise Funds

Water Fund

Wastewater Fund

Solid Waste Fund

WMARSS Fund

Texas Ranger Hall of Fame Fund

Waco Regional Airport Fund

Convention Center & Visitors' Services Fund

Cameron Park Zoo Fund

Cottonwood Creek Golf Course Fund

Waco Transit Fund

Rural Transit Fund

Internal Service Funds

Risk Management Fund

Engineering Fund

Fleet Services Fund

Health Insurance Fund

Departments by Funding Sources

Department	General Fund	Forfeiture Fund	Abandoned Motor Vehicles	PID #1	Health Fund	Street Reconstruction	Water Fund
Abandoned Motor Vehicles			220,000				
Animal Shelter	1,207,297						
Cameron Park Zoo							
City Council	155,179						
City Manager's Office	3,996,627						
City Secretary	572,583						
Contributions	13,955,181						
Convention & Visitors' Services							
Cottonwood Creek Golf Course							
Emergency Management	1,357,015						
Employee Benefits	643,415						
Engineering Services							
Facilities	4,976,378						
Finance	1,532,086						
Fire	22,760,195						
Fleet Services							
Forfeiture Funds		79,000					
Health Services					4,190,265		
Health Insurance							
Housing & Eco Development	612,189						
Human Resources	876,576						
Information Technology	3,292,072						
Inspections	1,866,677						
Legal	1,189,527						
Library	3,727,306						
Miscellaneous	742,197						
Municipal Court	1,324,169						
Municipal Information	724,234						
Parks and Recreation	11,029,062						
Planning	761,673						
Police	34,568,747						
Public Improvement District #1				1,065,571			
Purchasing	533,558						
Risk Management							
Rural Transit							
Solid Waste							
Street Reconstruction						3,888,972	
Streets & Drainage	7,884,784						
Texas Ranger Hall of Fame							
Traffic	3,025,028						
Waco Regional Airport							
Waco Transit							
Wastewater Utilities							
Water Utilities							40,047,185
WMARSS							
TOTAL	123,313,755	79,000	220,000	1,065,571	4,190,265	3,888,972	40,047,185

Departments by Funding Sources

[illegible]

Departments by Funding Sources

Department	Transit Fund	Rural Transit	Risk Management	Engineering Fund	Fleet Services	Health Insurance	TOTAL
Abandoned Motor Vehicles							220,000
Animal Shelter							1,207,297
Cameron Park Zoo							3,905,132
City Council							155,179
City Manager's Office							3,996,627
City Secretary							572,583
Contributions							13,955,181
Convention & Visitors' Services							4,440,317
Cottonwood Creek Golf Course							2,099,682
Emergency Management							1,357,015
Employee Benefits							643,415
Engineering Services				2,391,443			2,391,443
Facilities							4,976,378
Finance							1,532,086
Fire							22,760,195
Fleet Services					1,996,945		1,996,945
Forfeiture Funds							79,000
Health Services							4,190,265
Health Insurance						13,944,161	13,944,161
Housing & Eco Development							612,189
Human Resources							876,576
Information Technology							3,292,072
Inspections							1,866,677
Legal							1,189,527
Library							3,727,306
Miscellaneous							742,197
Municipal Court							1,324,169
Municipal Information							724,234
Parks and Recreation							11,029,062
Planning							761,673
Police							34,568,747
Public Improvement District #1							1,065,571
Purchasing							533,558
Risk Management			3,696,549				3,696,549
Rural Transit		637,581					637,581
Solid Waste							16,321,567
Street Reconstruction							3,888,972
Streets & Drainage							7,884,784
Texas Ranger Hall of Fame							1,397,187
Traffic							3,025,028
Waco Regional Airport							1,969,728
Waco Transit	7,998,629						7,998,629
Wastewater Utilities							23,189,257
Water Utilities							40,047,185
WMARSS							8,339,082
TOTAL	7,998,629	637,581	3,696,549	2,391,443	1,996,945	13,944,161	265,132,008



Net Fund Balance Change Estimated FY 2014-15

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
General Fund	51,797,659	115,363,751	111,266,370	55,895,040	4,097,381	Several major revenues more than budgeted. Ending balance exceeds City's policy of 18% required reserves.
Health Fund	561,880	4,031,316	4,022,504	570,692	8,812	Vacancies and turnover during the year created underruns in expenses that contributed to increase in fund balance.
PID #1	645,008	1,031,256	931,436	744,828	99,820	Funds for capital projects not used; will carry forward to next year.
Street Reconstruction Fund	7,004,341	5,190,456	3,657,931	8,536,866	1,532,525	Excess revenues combined with an underrun in expenses contributed to increase in fund balance.
Water Fund	113,131,246	36,232,790	39,475,483	109,888,553	(3,242,693)	Water sales under budget due to a record-setting wet spring. Ending balance exceeds City's policy of 30% required reserves.
Wastewater Fund	70,826,924	20,046,426	21,341,450	69,531,900	(1,295,024)	Revenues under budget. Ending balance exceeds City's policy of 30% required reserves.
WMARSS Fund	451,584	7,145,442	7,354,909	242,117	(209,467)	Overrun in expenses contributed to decrease in fund balance.
Solid Waste Fund	15,607,172	17,180,518	17,248,547	15,539,143	(68,029)	Overrun in expenses and excess revenues contributed to decrease in fund balance. Ending balance exceeds City's policy of 30% required reserves.
Ranger Hall of Fame Fund	5,765,173	1,415,732	1,377,773	5,803,132	37,959	Revenues more than budgeted and slight underrun in expenses resulted in increase to fund balance.
Waco Regional Airport Fund	32,702,437	1,404,845	1,405,587	32,701,695	(742)	Decrease in fund balance due mainly to slight underruns in revenues.
Center & Visitors' Fund	18,445,187	4,109,480	3,891,521	18,663,146	217,959	Hotel/motel revenues over budget.
Cameron Park Zoo Fund	13,085,480	3,693,895	3,553,630	13,225,745	140,265	Vacancies, turnover and savings in electricity during the year created underruns in expenses that contributed to increase in fund balance.
Cottonwood Creek Golf Course Fund	(96,149)	1,916,578	1,969,621	(149,192)	(53,043)	Operating revenues under budget due to a record-setting wet spring and a capital expense contributed to decrease in fund balance.
Waco Transit Fund	9,296,121	7,236,620	7,238,310	9,294,431	(1,690)	Overrun in revenues is less than the overrun in expenses.
Risk Management Fund	3,067,086	3,770,198	3,708,436	3,128,848	61,762	Overrun in revenues is greater than the underrun in expenses.
Engineering Fund	89,956	2,037,771	1,955,277	172,450	82,494	Vacancies and turnover during the year created underruns in expenses that contributed to increase in fund balance.
Fleet Services Fund	822,255	1,794,574	1,766,926	849,903	27,648	Vacancies and turnover during the year created underruns in expenses that contributed to increase in fund balance.
Health Insurance Fund	3,220,983	12,321,453	12,948,931	2,593,505	(627,478)	Decrease to fund balance due mainly to medical claims over budget.
Total Funds	346,424,343	245,923,101	245,114,642	347,232,802	808,459	

This discussion on the net change to the fund balance is based on the Estimated 2013-14 budget. While we know that there will be changes to the fund balance for Fiscal Year 2015-16 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 2015-16. Summary excludes Abandoned Motor Vehicles, Police Forfeiture Fund and Rural Transit.

**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	General Fund			Police Forfeiture Fund		
	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
Beginning Fund Balance	46,469,253	51,797,659	56,010,922	-	-	-
Revenues						
Taxes	94,249,642	97,810,156	99,244,295	-	-	-
Permits, Licenses & Fees	1,388,315	1,181,973	1,137,362	-	-	-
Intergovernmental Revenues	1,682,910	1,595,354	1,670,620	-	-	-
Charges for Services	1,186,767	1,159,434	1,169,860	-	-	-
Fines	2,426,805	2,144,686	2,161,559	-	-	-
Interest	119,948	156,809	75,000	-	-	-
Other Revenue	10,084,791	10,580,236	10,000,841	-	-	79,000
Miscellaneous	415,767	131,365	132,992	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	7,108,799	-	-	-
Charges for Services/Sale of Merch	517,929	603,738	612,427	-	-	-
	112,072,874	115,363,751	123,313,755	-	-	79,000
Expenditures						
Salaries and Wages	52,267,179	53,095,738	56,109,878	-	-	-
Employee Benefits	18,306,740	18,788,993	20,212,219	-	-	-
Purchased Prof/Tech Services	2,876,468	3,215,533	3,757,468	-	-	-
Purchased Property Services	5,459,983	6,292,580	7,043,291	-	-	-
Other Purchased Services	2,872,644	3,504,298	3,371,541	-	-	20,000
Supplies	6,485,863	6,311,506	6,394,966	-	-	59,000
Other Expenses	1,138,600	1,492,439	1,460,748	-	-	-
Contracts with Others	1,797,535	2,739,641	2,843,569	-	-	-
Operating Expenditures	91,205,012	95,440,728	101,193,680	-	-	79,000
Transfers to Other Funds	14,509,540	15,807,736	21,096,109	-	-	-
Billings	(867,501)	(915,235)	(1,232,351)	-	-	-
Capital Outlay	2,252,054	817,259	2,256,317	-	-	-
Total Expenditures	107,099,105	111,150,488	123,313,755	-	-	79,000
Net Increase (Decrease) in Fund Balance	4,973,769	4,213,263	-	-	-	-
Adjustments to Balance to CAFR	354,637	-	-	-	-	-
Ending Fund Balance	51,797,659	56,010,922	56,010,922	-	-	-



**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

Health Fund			Abandoned Motor Vehicles Fund			Public Improvement District #1		
Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
351,412	561,880	576,795	-	-	-	611,577	645,008	694,120
-	-	-	-	-	-	300,940	328,000	320,000
188,745	178,678	179,448	-	-	-	-	-	-
14,048	58,788	66,837	-	-	-	-	-	-
750,886	714,603	715,517	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,788	820	-	-	-	-	1,746	2,364	1,450
359,871	354,198	354,198	-	220,000	220,000	52,927	104,240	50,000
-	-	-	-	-	-	-	-	-
2,673,939	2,724,229	2,874,265	-	-	-	-	-	-
-	-	-	-	-	-	-	-	694,121
-	-	-	-	-	-	-	-	-
3,989,277	4,031,316	4,190,265	-	220,000	220,000	355,613	434,604	1,065,571
1,441,109	1,503,801	1,538,449	-	-	-	20,926	-	-
501,793	548,113	570,497	-	-	-	1,683	-	-
45,652	88,181	102,076	-	-	-	267,098	259,116	307,767
14,770	16,392	18,179	-	45,500	47,000	900	1,480	1,800
81,138	81,779	84,049	-	6,500	6,500	16,019	80,313	76,150
304,876	393,314	394,825	-	8,000	8,000	15,557	6,083	3,025
399,375	394,721	442,585	-	-	-	-	-	25,000
990,100	990,100	1,039,605	-	-	-	-	38,500	38,500
3,778,813	4,016,401	4,190,265	-	60,000	61,500	322,183	385,492	452,242
-	-	-	-	50,000	50,000	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	110,000	108,500	-	-	613,329
3,778,813	4,016,401	4,190,265	-	220,000	220,000	322,183	385,492	1,065,571
210,464	14,915	-	-	-	-	33,430	49,112	-
4	-	-	-	-	-	1	-	-
561,880	576,795	576,795	-	-	-	645,008	694,120	694,120

**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	Street Reconstruction Fund			Total Governmental Funds		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Beginning Fund Balance	6,570,204	7,004,341	8,532,371	54,002,446	60,008,888	65,814,208
Revenues						
Taxes	-	-	-	94,550,582	98,138,156	99,564,295
Permits, Licenses & Fees	-	-	-	1,577,060	1,360,651	1,316,810
Intergovernmental Revenues	105,306	-	-	1,802,264	1,654,142	1,737,457
Charges for Services	-	-	-	1,937,653	1,874,037	1,885,377
Fines	-	-	-	2,426,805	2,144,686	2,161,559
Interest	3,207	4,484	3,000	126,689	164,477	79,450
Other Revenue	-	1,300,000	-	10,497,589	12,558,674	10,704,039
Miscellaneous	-	-	-	415,767	131,365	132,992
General Fund Transfer	3,957,472	3,885,972	3,885,972	6,631,411	6,610,201	6,760,237
Transfer from Surplus	-	-	-	-	-	7,802,920
Charges for Services/Sale of Merch	-	-	-	517,929	603,738	612,427
	4,065,985	5,190,456	3,888,972	120,483,749	125,240,127	132,757,563
Expenditures						
Salaries and Wages	712,208	697,498	793,610	54,441,422	55,297,037	58,441,937
Employee Benefits	384,358	353,317	421,587	19,194,574	19,690,423	21,204,303
Purchased Prof/Tech Services	1,238,867	1,239,309	1,358,927	4,428,085	4,802,139	5,526,238
Purchased Property Services	513,551	559,545	572,580	5,989,204	6,915,497	7,682,850
Other Purchased Services	37,065	42,065	42,065	3,006,866	3,714,955	3,600,305
Supplies	124,958	133,160	154,188	6,931,254	6,852,063	7,014,004
Other Expenses	-	-	-	1,537,975	1,887,160	1,928,333
Contracts with Others	-	-	-	2,787,635	3,768,241	3,921,674
Operating Expenditures	3,011,007	3,024,894	3,342,957	98,317,015	102,927,515	109,319,644
Transfers to Other Funds	-	-	-	14,509,540	15,857,736	21,146,109
Billings	115,926	158,248	161,413	(751,575)	(756,987)	(1,070,938)
Capital Outlay	517,727	479,284	384,602	2,769,781	1,406,543	3,362,748
Total Expenditures	3,644,660	3,662,426	3,888,972	114,844,761	119,434,807	132,757,563
Net Increase (Decrease) in Fund Balance	421,325	1,528,030	-	5,638,988	5,805,320	-
Adjustments to Balance to CAFR	12,812	-	-	367,454	-	-
Ending Fund Balance	7,004,341	8,532,371	8,532,371	60,008,888	65,814,208	65,814,208



2014-2016 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position

Enterprise Funds

	Water Fund			WMARSS Fund		
	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
Beginning Total Net Position	110,329,037	113,131,246	109,915,815	-	451,584	242,117
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	94,682	96,630	90,000	21,813	29,327	18,000
Other Revenue	699,486	512,573	515,012	14,536	9,000	9,000
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	397,732	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	37,204,508	35,623,587	39,044,441	6,478,226	7,107,115	8,312,082
Sale of Merchandise	-	-	-	-	-	-
	37,998,676	36,232,790	40,047,185	6,514,575	7,145,442	8,339,082
Expenditures						
Salaries and Wages	4,921,570	4,901,007	5,188,051	1,130,715	1,247,846	1,388,548
Employee Benefits	2,050,030	2,031,192	2,209,884	421,334	470,058	535,083
Purchased Prof/Tech Services	1,324,468	1,318,851	1,458,697	320,250	782,216	920,080
Purchased Property Services	1,900,484	2,100,094	2,269,520	797,298	1,066,535	1,086,676
Other Purchased Services	778,054	962,923	990,984	211,791	262,660	263,866
Supplies	4,350,721	5,290,215	5,334,580	2,013,346	2,386,261	2,422,077
Other Expenses	6,953,521	7,170,598	7,389,161	371,623	340,333	307,752
Contracts with Others	6,000	6,000	6,000	-	-	-
Operating Expenditures	22,284,848	23,780,880	24,846,877	5,266,357	6,555,909	6,924,082
Transfers to Other Funds	17,133,530	15,257,251	14,892,587	-	-	-
Billings	(782,151)	(698,004)	(810,779)	-	-	-
Capital Outlay	437,267	1,108,094	1,118,500	796,634	799,000	1,415,000
Total Expenditures	39,073,494	39,448,221	40,047,185	6,062,991	7,354,909	8,339,082
Net Increase (Decrease)	(1,074,818)	(3,215,431)	-	451,584	(209,467)	-
in Net Position						
Adjustments to Balance to CAFR	3,877,027	-	-	-	-	-
Ending Total Net Position	113,131,246	109,915,815	109,915,815	451,584	242,117	242,117

**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Enterprise Funds**

	Wastewater Fund			Solid Waste Fund		
	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
Beginning Total Net Position	69,473,788	70,826,924	69,551,684	14,840,741	15,607,172	15,537,782
Revenues						
Taxes		-	-	20,946	20,422	20,422
Intergovernmental Revenues	-	-	-	-	-	-
Interest	25,338	30,444	20,000	33,540	43,900	25,000
Other Revenue	58,235	19,016	16,546	151,090	119,858	120,233
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	570,284	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	20,932,833	19,996,966	22,582,427	16,694,553	16,996,338	16,155,912
Sale of Merchandise	-	-	-	-	-	-
	21,016,406	20,046,426	23,189,257	16,900,129	17,180,518	16,321,567
Expenditures						
Salaries and Wages	1,846,895	1,844,954	1,904,140	3,004,789	2,940,429	3,089,543
Employee Benefits	740,235	739,868	787,533	1,464,239	1,473,998	1,608,890
Purchased Prof/Tech Services	1,431,067	993,466	811,351	1,465,882	1,646,076	1,606,549
Purchased Property Services	815,248	881,897	1,014,162	1,842,737	2,038,901	1,987,174
Other Purchased Services	124,432	143,029	143,829	149,428	181,934	165,915
Supplies	389,859	444,083	457,377	1,828,266	2,298,717	2,211,054
Other Expenses	7,922,327	8,536,236	9,702,158	2,469,299	2,449,957	2,495,880
Contracts with Others	-	-	-	39,000	39,000	39,000
Operating Expenditures	13,270,063	13,583,533	14,820,550	12,263,640	13,069,012	13,204,005
Transfers to Other Funds	7,621,159	6,575,597	7,465,263	3,405,741	869,525	629,650
Billings	584,997	591,118	694,444	316,056	322,689	428,452
Capital Outlay	631,780	571,418	209,000	17,211	2,988,682	2,059,460
Total Expenditures	22,107,999	21,321,666	23,189,257	16,002,648	17,249,908	16,321,567
Net Increase (Decrease)	(1,091,593)	(1,275,240)	-	897,481	(69,390)	-
in Net Position						
Adjustments to Balance to CAFR	2,444,729	-	-	(131,050)	-	-
Ending Total Net Position	70,826,924	69,551,684	69,551,684	15,607,172	15,537,782	15,537,782



2014-2016 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position

Enterprise Funds

Texas Ranger Hall of Fame Fund			Waco Regional Airport Fund			Convention Center & Visitors' Services		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
5,754,044	5,765,173	5,803,132	32,732,825	32,702,437	32,701,695	18,922,245	18,445,187	18,663,658
-	-	-	-	-	-	-	-	-
-	-	-	87,600	87,600	87,600	-	-	-
943	1,670	500	3,755	4,550	2,000	300	1,200	500
66,774	86,751	17,020	378,598	237,540	242,113	166,816	169,839	169,839
150,000	150,000	150,000	-	-	-	-	-	-
609,012	669,631	711,837	491,536	179,235	736,059	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	2,403,171	2,638,366	2,929,313
294,198	280,081	285,683	824,241	820,710	825,242	1,008,852	1,047,387	1,083,602
216,926	227,599	232,147	77,549	75,210	76,714	278,585	252,688	257,063
1,337,853	1,415,732	1,397,187	1,863,279	1,404,845	1,969,728	3,857,724	4,109,480	4,440,317
591,422	597,702	617,734	426,671	446,164	448,548	1,195,307	1,254,557	1,311,771
208,879	217,582	229,014	177,742	190,145	198,943	484,080	521,380	590,416
13,345	20,000	41,921	50,777	34,309	9,195	202,750	379,649	379,349
13,991	23,422	25,592	90,964	103,350	107,588	104,014	128,590	325,069
49,121	50,670	52,928	70,921	71,034	71,156	652,641	733,274	805,280
114,593	117,679	135,665	145,470	176,116	178,854	474,627	447,293	603,598
161,307	155,011	123,512	51,542	37,865	38,244	260,506	249,424	233,834
-	-	-	-	-	-	-	-	-
1,152,658	1,182,066	1,226,366	1,014,087	1,058,983	1,052,528	3,373,925	3,714,167	4,249,317
-	-	-	301,400	-	600,000	150,000	150,000	150,000
152,654	155,707	158,821	319,145	346,604	317,200	-	-	-
29,148	40,000	12,000	42,490	-	-	-	26,842	41,000
1,334,460	1,377,773	1,397,187	1,677,122	1,405,587	1,969,728	3,523,925	3,891,009	4,440,317
3,393	37,959	-	186,157	(742)	-	333,799	218,471	-
7,736	-	-	(216,545)	-	-	(810,857)	-	-
5,765,173	5,803,132	5,803,132	32,702,437	32,701,695	32,701,695	18,445,187	18,663,658	18,663,658

**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Enterprise Funds**

	Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund		
	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
Beginning Total Net Position	14,270,752	13,085,480	13,221,891	(191,476)	(96,149)	(149,020)
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	14	12	12	-	-	-
Other Revenue	1,863	20,296	20,692	78,787	86,208	77,860
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	1,726,608	1,983,223	2,160,257	356,706	-	134,448
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	1,353,916	1,348,081	1,375,042	1,099,885	1,114,885	1,158,088
Sale of Merchandise	344,757	342,283	349,129	756,171	715,485	729,286
	3,427,158	3,693,895	3,905,132	2,291,549	1,916,578	2,099,682
Expenditures						
Salaries and Wages	1,359,225	1,363,915	1,440,032	428,856	462,642	528,104
Employee Benefits	609,720	631,109	720,527	166,481	183,976	220,353
Purchased Prof/Tech Services	13,327	9,000	14,000	413,700	363,096	288,145
Purchased Property Services	494,537	549,886	567,153	121,738	96,299	96,620
Other Purchased Services	84,756	82,065	92,166	142,103	150,920	154,498
Supplies	648,395	648,254	714,531	221,884	243,203	248,306
Other Expenses	157,007	141,954	143,374	521,205	434,313	438,656
Contracts with Others	127,476	131,301	135,240	-	-	-
Operating Expenditures	3,494,443	3,557,484	3,827,023	2,015,967	1,934,449	1,974,682
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	64,558	-	78,109	279,061	35,000	125,000
Total Expenditures	3,559,001	3,557,484	3,905,132	2,295,028	1,969,449	2,099,682
Net Increase (Decrease)	(131,843)	136,411	-	(3,479)	(52,871)	-
in Net Position						
Adjustments to Balance to CAFR	(1,053,429)	-	-	98,806	-	-
Ending Total Net Position	13,085,480	13,221,891	13,221,891	(96,149)	(149,020)	(149,020)



2014-2016 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position

Enterprise Funds

Waco Transit Fund			Rural Transit Fund			Total Enterprise Funds		
Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
10,398,218	9,296,121	9,294,431	-	-	-	276,530,174	279,215,175	274,783,185
-	-	-	-	-	-	20,946	20,422	20,422
3,652,453	3,640,070	3,890,070	-	-	517,081	3,740,053	3,727,670	4,494,751
5	6	-	-	-	-	180,390	207,739	156,012
2,539,808	2,634,446	2,841,928	-	-	34,000	4,155,993	3,895,527	4,064,243
3,122	-	-	-	-	-	153,122	150,000	150,000
-	153,216	441,987	-	-	-	3,183,862	2,985,305	4,184,588
-	-	-	-	-	-	-	-	968,016
-	-	-	-	-	-	2,403,171	2,638,366	2,929,313
833,974	808,882	824,644	-	-	86,500	86,725,186	85,144,032	91,733,663
-	-	-	-	-	-	1,673,988	1,613,265	1,644,339
7,029,362	7,236,620	7,998,629	-	-	637,581	102,236,711	100,382,326	110,345,347
3,054,463	3,125,741	3,275,802	-	-	365,500	17,959,913	18,184,957	19,557,773
728,598	747,817	811,545	-	-	90,914	7,051,338	7,207,125	8,003,102
1,032,574	963,618	1,261,360	-	-	-	6,268,140	6,510,281	6,790,647
636,841	651,948	715,664	-	-	28,900	6,817,852	7,640,922	8,224,118
190,514	221,502	241,359	-	-	8,500	2,453,761	2,860,011	2,990,481
1,074,249	1,175,288	1,184,636	-	-	143,767	11,261,410	13,227,109	13,634,445
309,947	352,396	508,263	-	-	-	19,178,284	19,868,087	21,380,834
-	-	-	-	-	-	172,476	176,301	180,240
7,027,186	7,238,310	7,998,629	-	-	637,581	71,163,174	75,674,793	80,761,640
-	-	-	-	-	-	28,611,830	22,852,373	23,737,500
-	-	-	-	-	-	590,701	718,114	788,138
1,400	-	-	-	-	-	2,299,549	5,569,036	5,058,069
7,028,586	7,238,310	7,998,629	-	-	637,581	102,665,254	104,814,316	110,345,347
776	(1,690)	-	-	-	-	(428,543)	(4,431,990)	-
(1,102,873)	-	-	-	-	-	3,113,544	-	-
9,296,121	9,294,431	9,294,431	-	-	-	279,215,175	274,783,185	274,783,185

**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Internal Service Funds**

	Risk Management Fund			Engineering Fund		
	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
Beginning Total Net Position	2,284,915	3,067,086	3,128,848	(9,798)	89,956	172,450
Revenues						
Permits, Licenses & Fees	-	-	-	15,917	18,255	18,438
Intergovernmental Revenues	-	-	-	-	-	-
Interest	13,881	20,164	12,000	712	900	700
Other Revenue	-	-	-	10,987	4,000	4,000
Transfer from Surplus	-	-	-	-	-	-
Charges for Services-Internal Services	3,663,439	3,750,034	3,684,549	1,953,948	2,014,616	2,368,305
	3,677,320	3,770,198	3,696,549	1,981,564	2,037,771	2,391,443
Expenditures						
Salaries and Wages	400,006	327,277	334,501	1,098,849	1,104,766	1,206,528
Employee Benefits	126,328	113,974	118,298	386,760	403,682	446,501
Purchased Prof/Tech Services	190,160	212,796	213,131	25,637	16,332	153,744
Purchased Property Services	204	2,488	2,400	96,489	101,390	98,317
Other Purchased Services	848,395	874,890	1,016,391	52,409	62,345	40,410
Supplies	53,220	63,509	64,588	37,098	41,237	56,885
Other Expenses	1,272,704	2,113,502	1,947,240	158,725	212,925	196,745
Contracts with Others	-	-	-	-	-	-
Operating Expenditures	2,891,017	3,708,436	3,696,549	1,855,967	1,942,677	2,199,130
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	-	-	-	29,815	12,600	192,313
Total Expenditures	2,891,017	3,708,436	3,696,549	1,885,782	1,955,277	2,391,443
Net Increase (Decrease) in Net Position	786,303	61,762	-	95,782	82,494	-
Adjustments to Balance to CAFR	(4,132)	-	-	3,972	-	-
Ending Total Net Position	3,067,086	3,128,848	3,128,848	89,956	172,450	172,450



**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Internal Service Funds**

Fleet Services Fund			Health Insurance Fund			Total Internal Service Funds		
Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16	Actual 2013-14	Estimated 2014-15	Adopted 2015-16
774,492	822,255	849,903	3,783,633	3,220,983	2,593,505	6,833,242	7,200,280	6,744,706
-	-	-	-	-	-	15,917	18,255	18,438
-	-	-	-	-	-	-	-	-
108	102	102	12,171	12,000	10,000	26,872	33,166	22,802
37,439	6,152	5,646	10	15	-	48,436	10,167	9,646
-	-	-	-	-	-	-	-	-
1,660,365	1,788,320	1,991,197	12,153,766	12,309,438	13,934,161	19,431,518	19,862,408	21,978,212
1,697,912	1,794,574	1,996,945	12,165,947	12,321,453	13,944,161	19,522,743	19,923,996	22,029,098
797,013	894,883	985,047	58,330	59,311	60,729	2,354,198	2,386,237	2,586,805
338,992	378,925	431,116	19,135	19,994	20,801	871,215	916,575	1,016,716
11,722	34,166	46,500	1,457,466	1,599,260	1,971,438	1,684,985	1,862,554	2,384,813
37,636	74,787	84,213	5,319	6,068	8,200	139,648	184,733	193,130
32,479	39,474	39,188	1,970	1,570	1,500	935,253	978,279	1,097,489
101,745	79,541	104,516	9,555	10,556	2,750	201,618	194,843	228,739
238,412	240,150	265,703	11,176,757	11,252,172	11,878,743	12,846,598	13,818,749	14,288,431
-	-	-	-	-	-	-	-	-
1,557,999	1,741,926	1,956,283	12,728,532	12,948,931	13,944,161	19,033,515	20,341,970	21,796,123
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
206,991	25,000	40,662	-	-	-	236,806	37,600	232,975
1,764,990	1,766,926	1,996,945	12,728,532	12,948,931	13,944,161	19,270,321	20,379,570	22,029,098
(67,078)	27,648	-	(562,585)	(627,478)	-	252,422	(455,574)	-
114,841	-	-	(65)	-	-	114,616	-	-
822,255	849,903	849,903	3,220,983	2,593,505	2,593,505	7,200,280	6,744,706	6,744,706

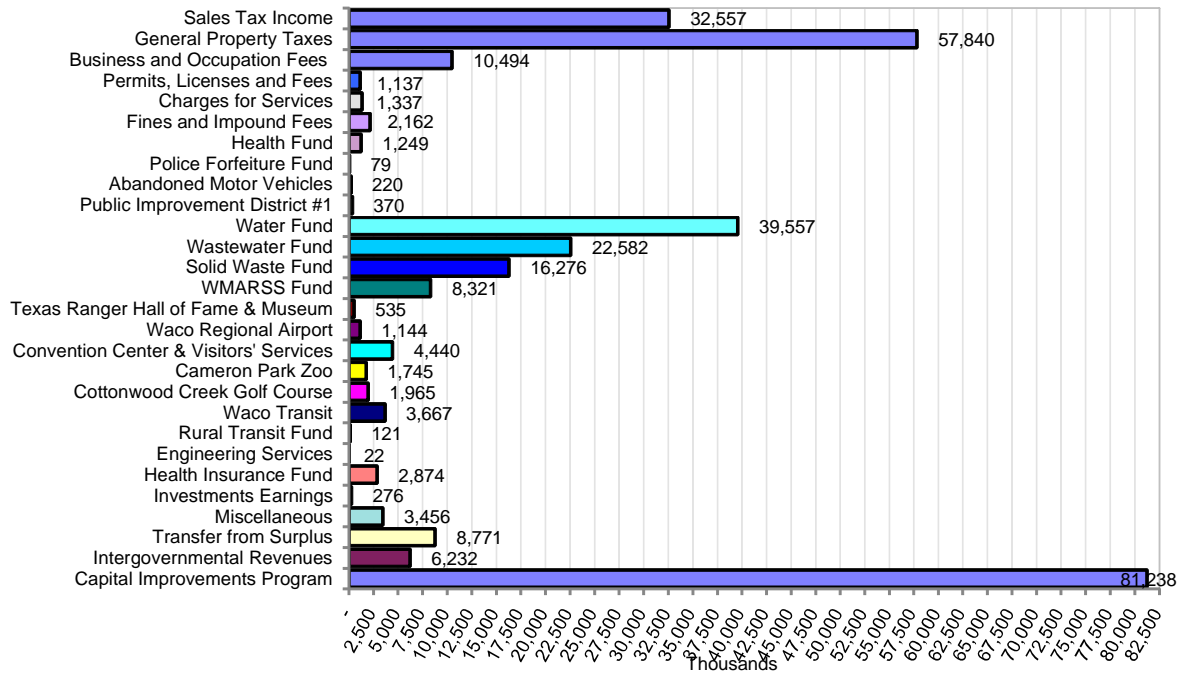
**2014-2016 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balance / Net Position
Total of All Funds**

	Actual 2013-14	Total Funds Estimated 2014-15	Adopted 2015-16
Beginning Total Net Position	337,365,862	346,424,343	347,342,099
Revenues			
Taxes	94,571,528	98,158,578	99,584,717
Permits, Licenses & Fees	1,592,977	1,378,906	1,335,248
Intergovernmental Revenues	5,542,317	5,381,812	6,232,208
Charges for Services	1,937,653	1,874,037	1,885,377
Fines	2,426,805	2,144,686	2,161,559
Interest	333,951	405,382	258,264
Other Revenue	14,702,018	16,464,368	14,777,928
Miscellaneous	568,889	281,365	282,992
General Fund Transfer	9,815,273	9,595,506	10,944,825
Transfer from Surplus	-	-	8,770,936
Hotel-Motel Tax	2,403,171	2,638,366	2,929,313
Charges for Services	106,674,633	105,610,178	114,324,302
Sale of Merchandise	1,673,988	1,613,265	1,644,339
Total Revenues	242,243,203	245,546,449	265,132,008
Expenditures			
Salaries and Wages	74,755,533	75,868,231	80,586,515
Employee Benefits	27,117,127	27,814,123	30,224,121
Purchased Professional/Technical Services	12,381,210	13,174,974	14,701,698
Purchased Property Services	12,946,704	14,741,152	16,100,098
Other Purchased Services	6,395,880	7,553,245	7,688,275
Supplies	18,394,282	20,274,015	20,877,188
Other Expenses	33,562,857	35,573,996	37,597,598
Contracts with Others	2,960,111	3,944,542	4,101,914
Operating Expenditures	188,513,704	198,944,278	211,877,407
Transfers to Other Funds	43,121,370	38,710,109	44,883,609
Billings	(160,874)	(38,873)	(282,800)
Capital Outlay	5,306,136	7,013,179	8,653,792
Total Expenditures	236,780,336	244,628,693	265,132,008
Net Increase (Decrease) in Net Position	5,462,867	917,756	-
Adjustments to Balance to CAFR	3,595,614	-	-
Ending Total Net Position	346,424,343	347,342,099	347,342,099



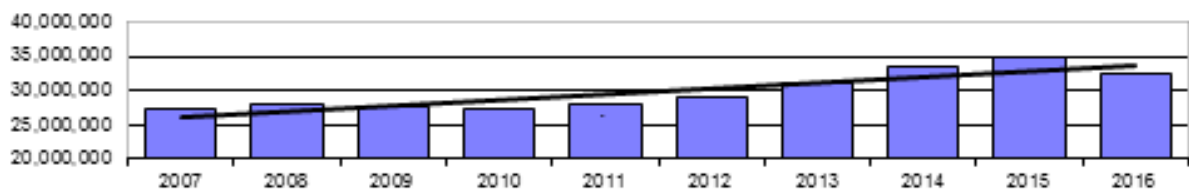
Explanation of Revenues

The City of Waco's revenue stream for FY 2015-16 is illustrated in this graph and explained on the following pages.



Sales Tax

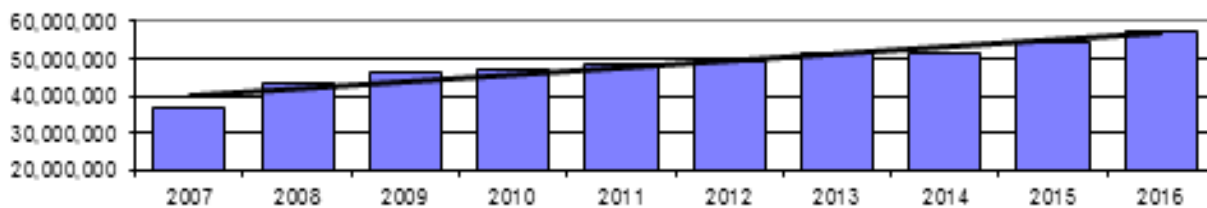
The City receives one and one-half percent sales tax on all retail sales, leases and rentals of most goods, as well as taxable services within the corporate city limits. Major exemptions from sales tax include: food, drugs (both prescription and non-prescription), non-taxable services, clothing and school supplies purchased during an annual tax holiday (added in August 2009) and equipment or materials used in manufacturing or for agricultural purposes. This revenue is directly affected by the amount of retail business activity including increases in the number of retail businesses, inflation, the number of new living units and employment numbers. We have to be very guarded in budgeting sales tax since this revenue is so dependent on the state of the economy. Sales tax growth for the past twenty-four months was led by the retail and wholesale trade sectors and the services sector. This trend of solid rebates together with employment gains gives us confidence in proposing an increase for sales tax revenue. We are expecting to end the current year significantly over budget, so we have budgeted this revenue at an 2.0% increase over the current adopted budget for FY 2014-15.



Explanation of Revenues

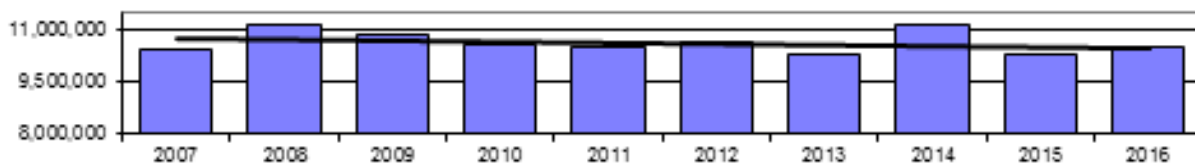
General Property Taxes

Property taxes include the current year's levy, prior year levies and penalty and interest collected on payment of delinquent taxes. Taxes attach as an enforceable lien on property as of January 1 and are levied on October 1. All unpaid taxes become delinquent if not paid before February 1 of the following year. The assessed value is 100% of the estimated actual value. The City has a charter limitation of \$1.85 per hundred dollars of valuation on the tax rate for debt service and operations. The proposed tax rate of \$0.776232 per hundred dollars of valuation includes \$0.122374 of debt service. Property tax receipts are budgeted to increase 4.7% over the current year's budgeted amount due mainly to new construction and increased appraisal valuations. Annexations and increased property values have contributed to the steady increase in property taxes over the past ten years. The tax rate has fluctuated during the last ten years with a rate of \$0.69970 for FY 2005-06 and FY 2006-07 and increased to \$0.786232 for FY 2007-08 due to the bond election. In FY 2013-14 the tax rate decreased to \$0.776232, which is the same rate that is proposed for FY 2015-16.



Business and Occupation Fees

Included in this revenue category are Gross Receipts and Occupation taxes. Gross Receipts represent those revenues collected on the gross receipts of utilities operating within the City and using the City's rights of way to conduct their business. The City Council has authorized a 4% charge on water, wastewater, and solid waste; 5% charge on natural gas and cable TV receipts; a 1% charge on bingo receipts; a per kilowatt hour charge on electricity receipts and a per line charge on telephone and telecommunications receipts. Business and Occupation fees are projected to increase by 5.3% over this year's adopted budget. The percent for natural gas receipts changed from 4% to 5% during FY 2007-08. The City received proceeds from a settlement with the electricity provider 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, in FY 2010-11 and in FY 2015-16 is another factor that has contributed to the growth in these revenues. The weather greatly affects the amounts received from electricity, natural gas, water and wastewater fees and varies from year to year.

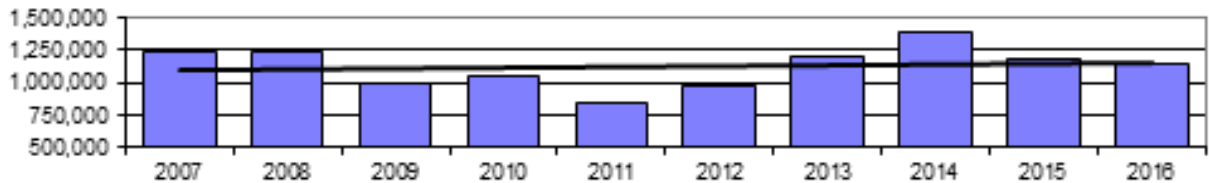




Explanation of Revenues

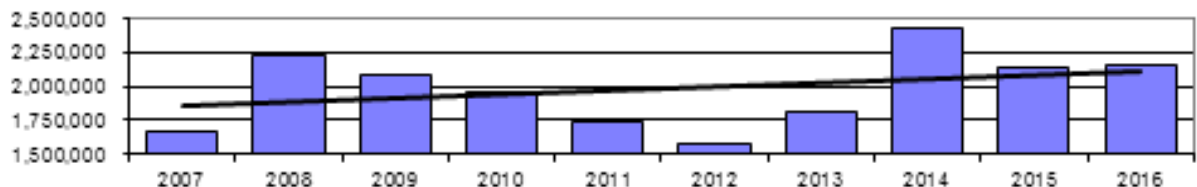
Permits, Licenses and Fees

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



Fines and Impound Fees

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



Charges for Services

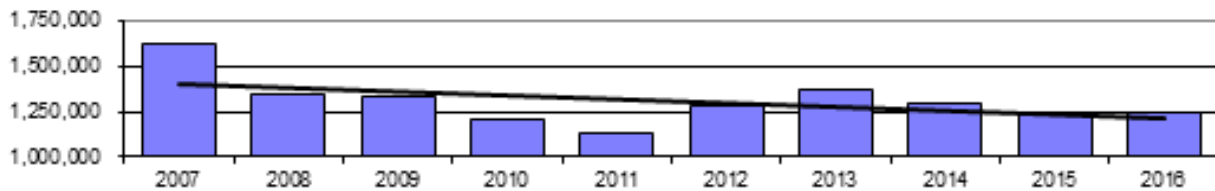
Charges for Services are funds earned by the City in exchange for specific types of services provided including weed mowing, library fees and fines, recreation fees, concessions for special events, reimbursement for police security, animal pick-up charges and animal shelter fees. These charges increased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



Explanation of Revenues

Health Services

Health fees are collected for services based on the amount of actual costs to the City or the client's ability to pay. These fees include death and birth certificates, environmental, septic system, immunization, and other health fees. Immunization fees are normally amended during the year when costs for vaccines increase. The 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. Private pay revenues increased notably beginning in FY 2011-12 due to a change in program income distribution in Immunizations and can fluctuate from year to year.

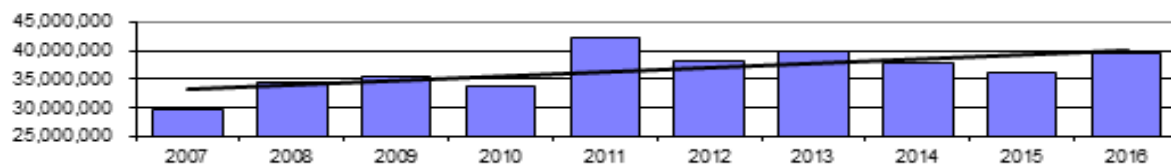


Enterprise Fund Revenues:

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

Water Services

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

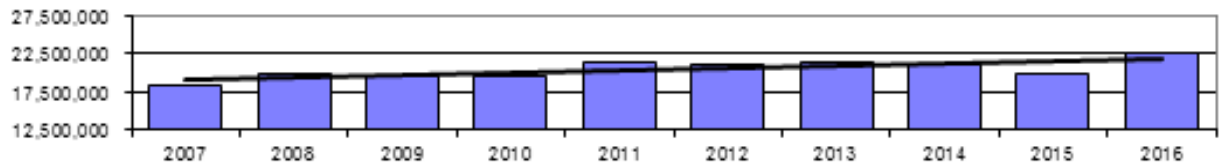




Explanation of Revenues

Wastewater Services

Like Water, this is the first time in three years that residential, commercial and industrial wastewater customers have dealt with increases. User fees were increased significantly in FY 2006-07 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities. This change is only the second in eight years. 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.



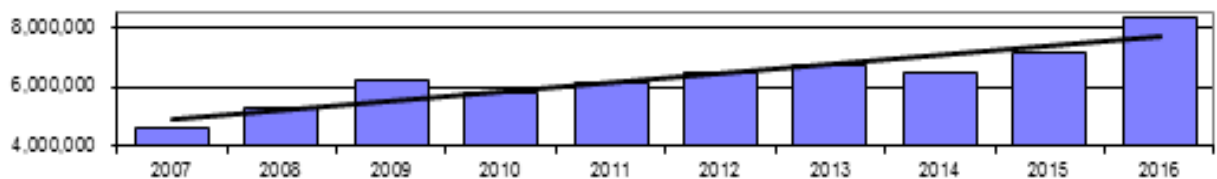
Solid Waste Services

Solid Waste residential and commercial service fees are not budgeted to increase in FY 2015-16. The residential service fee increased \$0.50 in March 2008, but previously had not changed since FY 2005-06. In FY 2014-15, the landfill fee increased from \$27.28 to \$28.65. 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.



WMARSS

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



Explanation of Revenues

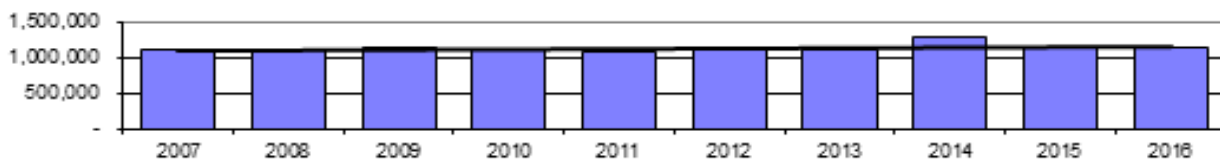
Ranger Hall of Fame

Revenues at the Hall of Fame include rents, admissions, merchandise licensing fees and sale of merchandise. Many licensing agreements have been signed over the past years, but it takes several years to see the fruits of these efforts. We started receiving rental revenue again in FY 2011-12 that was lost during the renovation of Knox Hall. Admission fees were increased in FY 2007-08 for the first time since FY 2000-01 and increased again in FY 2010-11 for adult admissions to bring that fee in line with other area attractions. Revenues declined somewhat in FY 2012-13 because of highway construction near the entrance of the facility. However, revenues have begun slowly increasing since FY 2014-15 as the project neared completion.



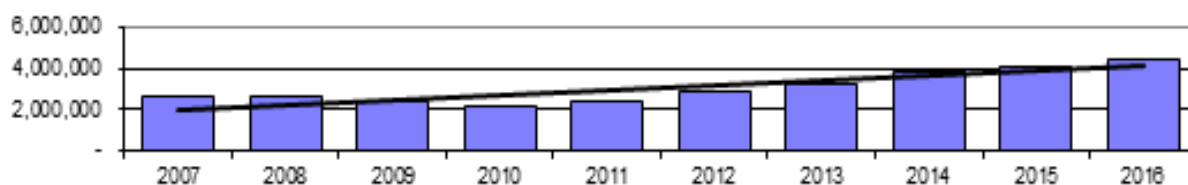
Waco Regional Airport

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



Convention Center and Visitors' Services

Convention Services revenues are dependent on the usage and catering/concessions operations of the Convention Center and the hotel/motel taxes generated from occupancy in our local accommodations. Marketing efforts have been revamped in an effort to maximize what this facility has to offer. These marketing efforts have paid off which is reflected in rental revenues increasing steadily every year since FY 2005-06. Rental revenues decreased in FY 2008-09 through FY 2010-11 because of the \$17.5 million renovation and expansion project that was expected to begin during the year. The project was delayed, but bookings for events were made with the expectation that the renovation would start in early to mid-FY 2008-09. The project was completed during FY 2011-12 and all revenue categories for FY 2012-13 through FY 2015-16 reflect the increased bookings generated from the renovated facility. This is the fourth year that no funding from the General Fund is required.

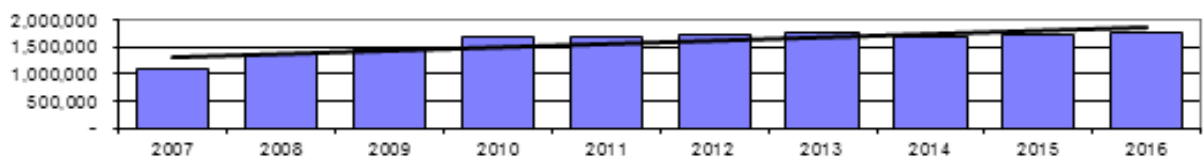




Explanation of Revenues

Cameron Park Zoo

The Brazos River Country expansion that doubled the zoo's animal collection opened in July 2005. Attendance revenue has increased steadily since that time, but not as fast as operating expenses for the new expansion. The new Asian Forest expansion opened in August 2009 and required an increase in staff as well as other expenses related to this new exhibit. Admission rates were increased in FY 2007-08 to help cover increasing expenses. The base admission price for adults and children had not been increased since FY 2000-01, even with the addition of the Brazos River Country expansion. The new exhibit and the rate increase generated more in admission revenue, but continued increases in operating expenses have required increases in General Fund support. The base admission price for adults and children increased again at the start of FY 2009-10 to help offset the expenses of the Asian Forest exhibits, and increases are proposed for FY 2015-16. Admission and Concession revenues are greatly affected by how good or bad the weather is during the year.



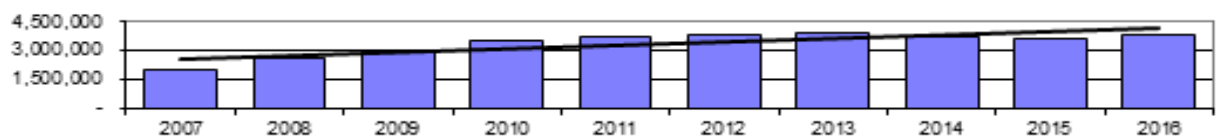
Cottonwood Creek Golf Course

Green fees and most other operating revenues are very dependent on the weather. Several Golf Course fees were increased in FY 2005-06 and FY 2006-07. Almost all operating fees were increased in FY 2009-10 including eliminating new memberships. Membership fees were restructured during FY 2010-11 and had a positive effect on all revenues. Revenues for FY 2011-12 were down considerably due to renovation of the greens during the prime revenue months, but fee increases were included in FY 2012-13 to offset the costs of the project.



Waco Transit

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



Explanation of Revenues

Investment Earnings

Investment earnings is dependent on prevailing short term interest rates and available fund balances. The decrease in revenues since FY 2010-11 and budgeted for FY 2015-16 are due to the drastic decrease in interest rates.



Other Revenues

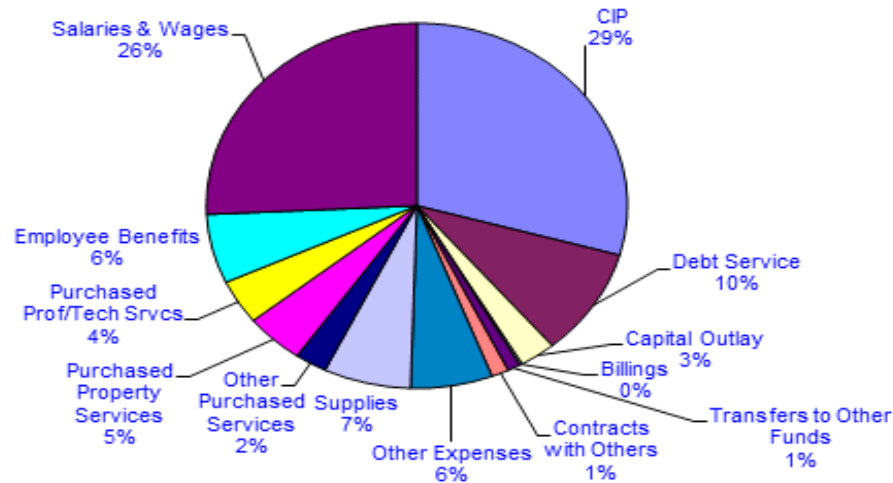
Revenues not otherwise classified or collected under various City policies, practices and contracts are included in this category. The largest items include commission from mixed drinks and concessions, rent from General Fund property, proceeds from the sale of real estate, and contributions. These revenues 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 1,539 full time employees and 56.03 part time employees (FTEs) for FY 2015-16. Salaries and benefits, which are the largest category of expenditures, are 32% of the total budget. Since FY 1999-00 the number of FTEs has grown from 1,479.37 to 1,595.03 for a total increase of 115.66 FTEs. However, we have added 159.33 employees in areas of expanded services including 29 in Fire, 50 in Police, 16.42 at the Zoo, 4.32 for the Mammoth Site park, 9.25 in Water, 7.84 in Wastewater, 28 at WMARSS, 1 for Health Insurance/Wellness initiatives and 13.5 for the Animal Shelter. During this same period of time, we have consolidated services and found efficiencies so we could reduce 44.67 budgeted positions in other areas. Two major annexations happened during this 15-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.

FY 2015-16 Staffing Changes

General Fund

Added net of 6.75 FTEs

Special Revenue Funds

Reduced 1.00 FTE (Transferred to Grants)

Street Reconstruction

Reduced 2.00 FTEs

Utility Funds

Reduced 2.00 FTEs (Transferred to General Fund)

Solid Waste

Reduced 2.00 FTEs (Transferred to General Fund)

Internal Service Funds

Reduced 1.00 FTE (Transferred to General Fund)

Grants

Increased net of 0.20 FTE



Explanation of Expenditures

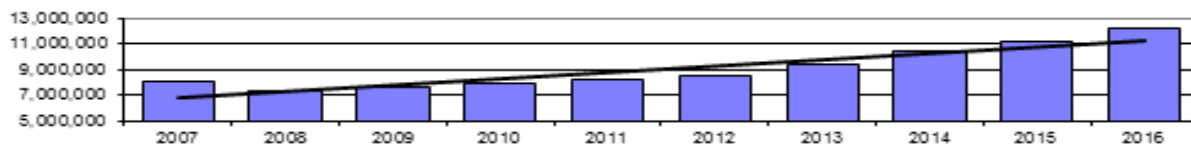
Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. 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, which 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. Health insurance costs have continued to increase year after year. The budget for FY 2015-16 increases the City's contribution rate for health insurance per employee by 13.6%. The Texas Municipal Retirement System made significant changes in the actuarial assumptions and funding methodology used in calculating cities' contribution rates in 2009. Our plan's unfunded actuarial liabilities were being amortized over a 30-year period with an 8-year phase-in period to get to the full contribution rate. A plan change in FY 2011-12 turned off annually repeating COLAs and changed that benefit to an ad hoc basis. This change reduced the contribution rate enough to get us to the full rate, reduced our unfunded actuarial liability by more than half, and increased our funded ratio, which is now 86.1%. Workers compensation rates were increased in FY 2013-14.



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. Legal expenses for the North Bosque River pollution case peaked in FY 2006-07. These expenses can vary from year to year depending on departments' needs.



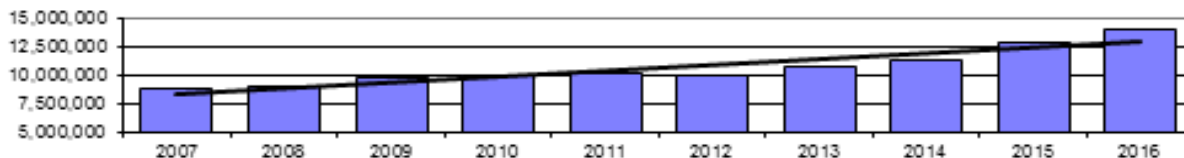
Purchased Property Services

These expenses are for services purchased to operate, repair, maintain and rent property owned or used by the City. Although a product may or may not result from the transaction, the primary reason for the expenditure is the service provided. City departments are expensed for water, wastewater, and solid waste collection and landfill charges. These charges, especially water and wastewater, have had large rate increases in past years because of the vast infrastructure projects that were necessary to insure the quality and quantity of our water supply and the replacement of an aging sewage system to conform with the latest federal regulations.



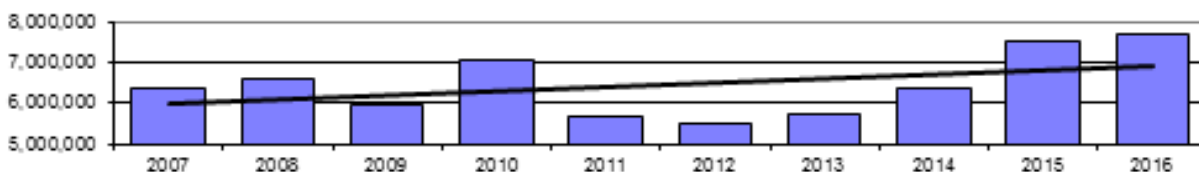
Explanation of Expenditures

We have also included more maintenance dollars in the operating budget since FY 2012-13, particularly in Facilities, to fund projects that had previously been included in the capital improvements program budget. This additional funding has been included due to the initiative to fund these projects from operations rather than issuing debt.



Other Purchased Services

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



Supplies

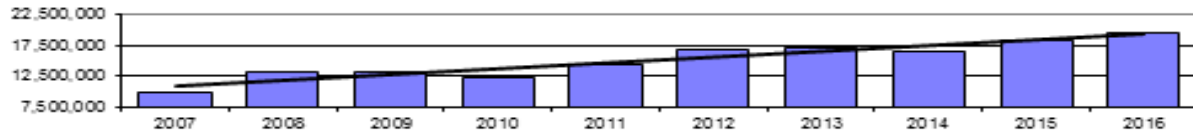
Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, natural gas, electricity, and fuel. The trend since FY 2003-04 has been tremendous cost increases in natural gas, electricity, and fuel. 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, addition of the Mammoth Site in FY 2009-10, completion of the DAF (Dissolved Air Flotation) plant in FY 2010-11, adding Bull Hide Creek Wastewater Treatment Plant and Flat Creek Interceptor in FY 2011-12 and adding the Animal Shelter in FY 2012-13. The volatility of fuel prices from year to year and especially since FY 2007-08 has strained all budgets. A total of \$4.8 million is budgeted for fuel and lubricants in FY 2015-16, which is approximately the same as the current year since consumption is trending relatively steady. This category also includes the purchase of minor equipment with an individual cost per item below the City's capitalization threshold of \$5,000. The amount of these non-expendable supplies can vary from year to year depending on the departments' needs.



Explanation of Expenditures

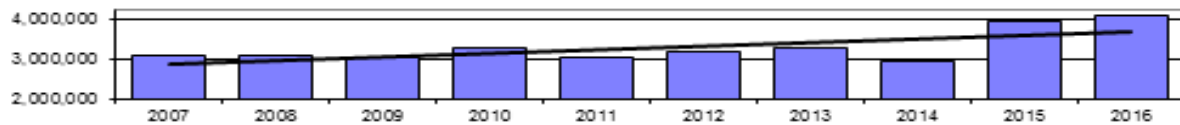
Other Expenses

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



Contracts with Others

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



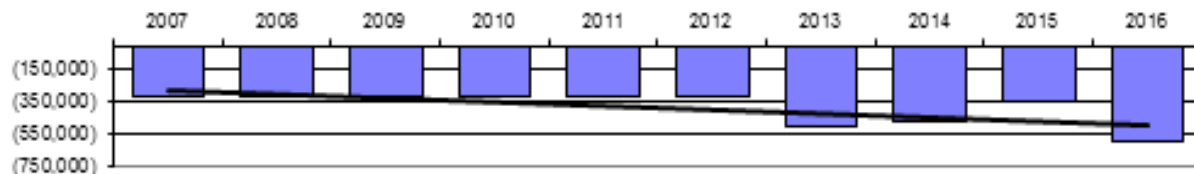
Transfers to Other Funds

This category includes funds set aside for a specific purpose and a small amount of matching funds for grants. The major transfer is to the Economic Incentive Fund. This fund started in FY 1997-98 and is used to account for incentive projects for local economic development in collaboration with McLennan County. The fluctuations during the 10-year period shown on the graph depend mostly on the amount of matching funds for grants. The Economic Incentive transfer increased by \$250,000 in FY 2005-06, \$250,000 in FY 2006-07 and by another \$250,000 in FY 2015-16. Transfers peaked in FY 2008-09 due to the WMARSS Interceptor Improvement project.



Billings

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





Explanation of Expenditures

Capital Outlay

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



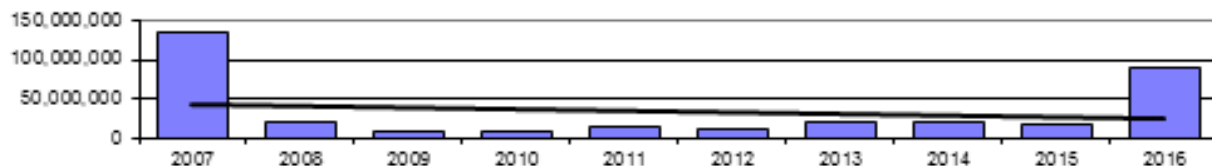
Debt Service

This category provides for the payment of principal and interest on the City's debt. A total of \$29,640,247 or 10% of the total budget has been budgeted in debt service for FY 2015-16. A detailed debt service section can be found beginning on page 233.



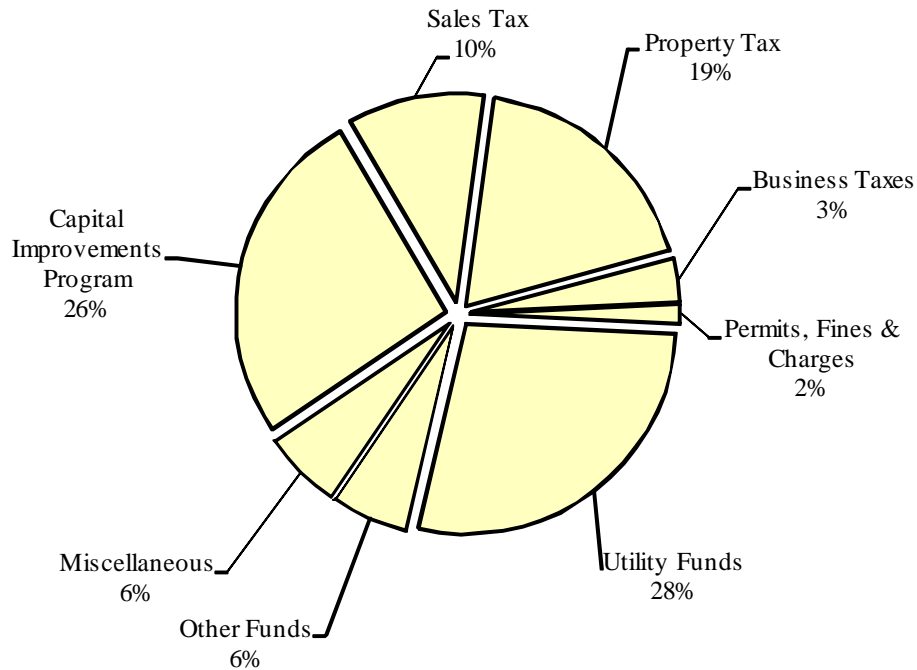
Capital Improvements Program (CIP)

These funds are for the acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, water and wastewater lines as well as facilities through which City government provides services directly to citizens or in support of City operations. Total expenditures for this category are budgeted at \$91,383,803 or 29% of the total budget. Details of the Capital Improvement Program can be found beginning on page 261.

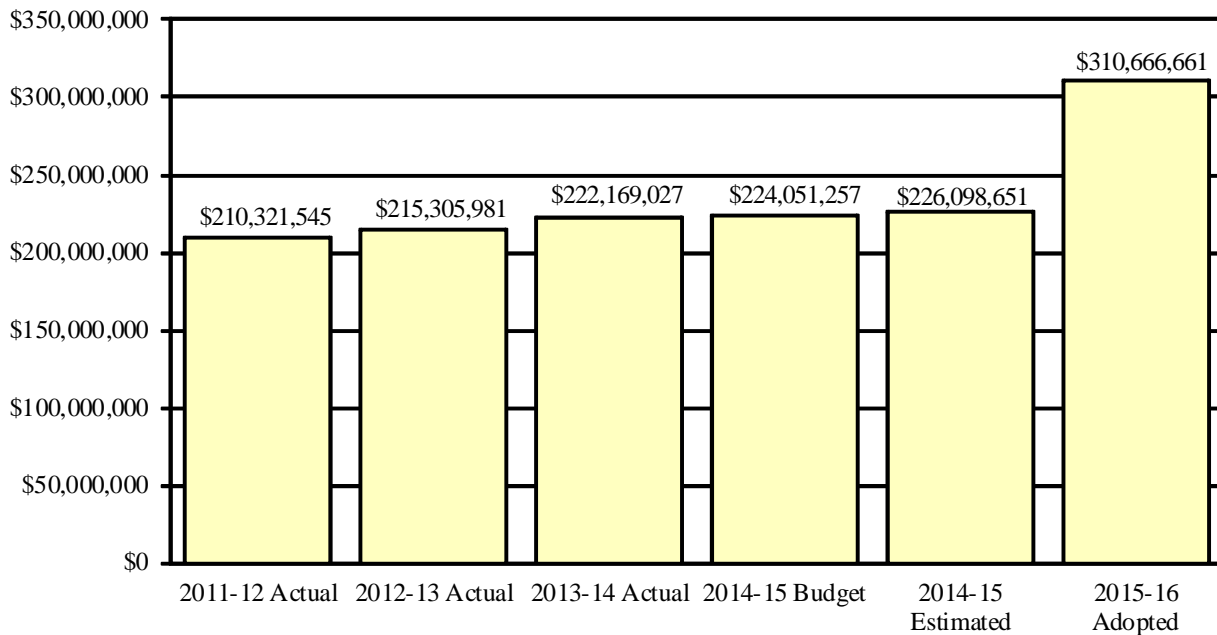


Revenue Summary

\$310,666,661



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



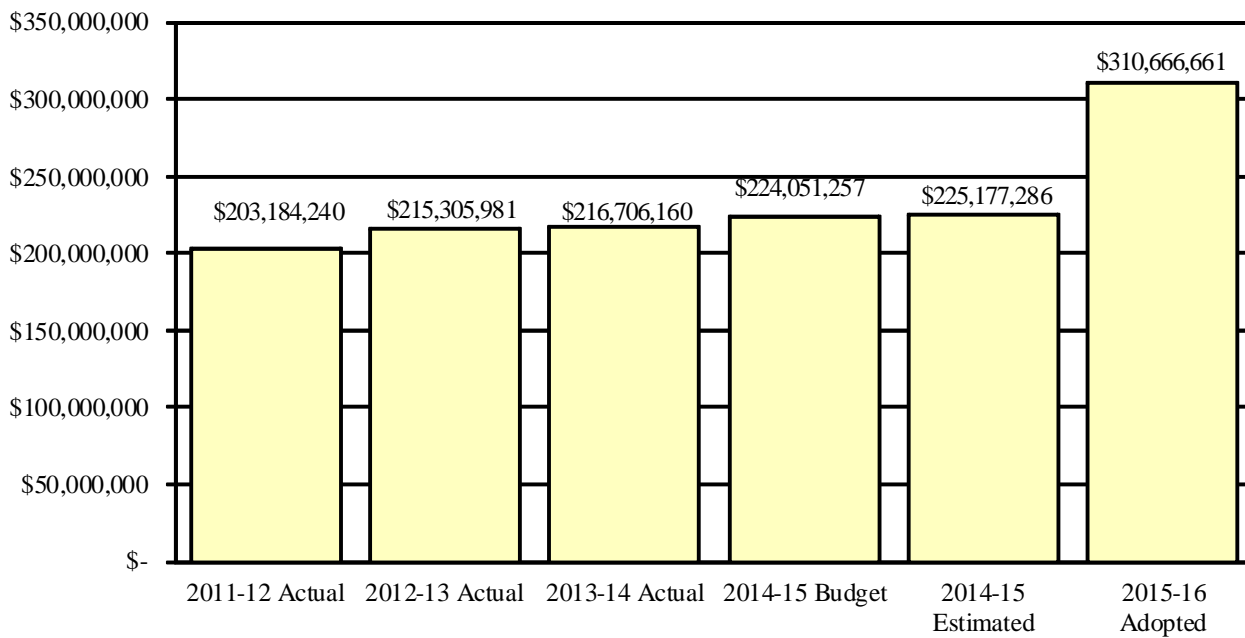
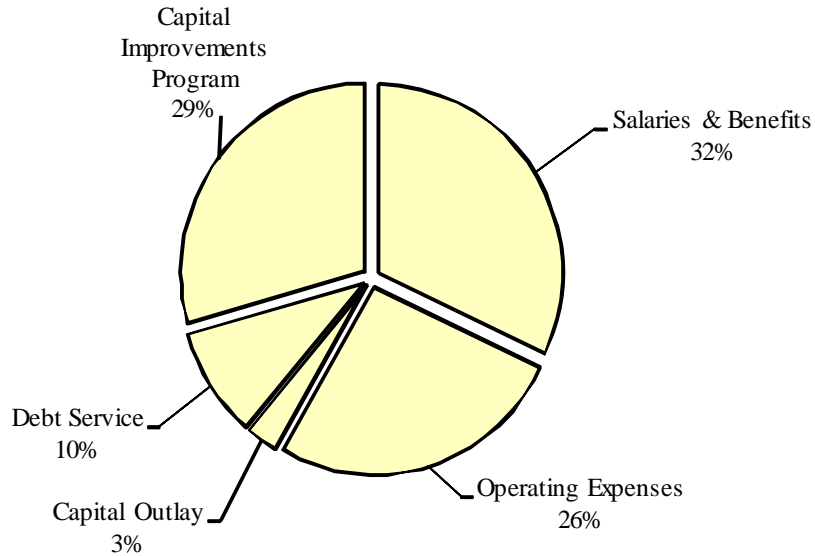


Revenue Summary

	Actual 2013-14	Budget 2014-15	Estimate 2014-15	Adopted 2015-16
Sales Tax Income	33,487,659	31,918,686	34,770,655	32,557,060
General Property Taxes	51,386,930	54,545,294	54,610,738	57,839,702
Business and Occupation Fees	11,143,458	9,969,325	10,276,181	10,493,511
Permits, Licenses and Fees	1,388,315	944,951	1,181,973	1,137,362
Charges for Services	1,265,591	1,427,219	1,318,740	1,336,804
Fines and Impound Fees	2,426,805	2,266,934	2,144,686	2,161,559
Health Fund	1,299,502	1,245,613	1,247,479	1,249,163
Forfeiture Fund	-	-	-	79,000
Abandoned Motor Vehicles	-	220,000	220,000	220,000
Public Improvement District #1	353,867	350,000	432,240	370,000
Water Fund	37,901,766	40,062,952	36,133,913	39,557,303
Wastewater Fund	20,970,383	21,197,325	19,996,966	22,582,427
Solid Waste Fund	16,845,643	16,100,051	17,116,196	16,276,145
WMARSS Fund	6,492,762	7,111,815	7,116,115	8,321,082
Texas Ranger Hall of Fame & Museum	577,898	533,872	594,431	534,850
Waco Regional Airport	1,280,388	1,141,504	1,133,460	1,144,069
Convention Center & Visitors' Services	3,857,424	3,926,834	4,108,280	4,439,817
Cameron Park Zoo	1,700,536	1,664,412	1,710,660	1,744,863
Cottonwood Creek Golf Course	1,934,843	1,939,363	1,916,578	1,965,234
Waco Transit	3,376,904	2,506,128	3,443,328	3,666,572
Rural Transit Fund	-	-	-	120,500
Engineering Fund	26,904	32,585	22,255	22,438
Health Insurance Fund	2,530,583	2,724,873	2,747,380	2,874,432
Investment Earnings	357,777	263,870	426,324	276,060
Miscellaneous	4,477,630	3,311,408	5,383,012	3,456,045
Transfer from Surplus	-	625,052	-	8,770,936
Intergovernmental Revenues				
Federal	3,194,847	3,162,600	3,162,600	3,689,681
State	1,018,610	787,918	814,490	1,042,855
County	1,328,860	1,405,424	1,404,722	1,499,672
Total Revenues	210,625,885	211,386,008	213,433,402	229,429,142
Capital Improvements Program	11,543,142	12,665,249	12,665,249	81,237,519
Summary Total	222,169,027	224,051,257	226,098,651	310,666,661

Expenditure Summary

\$310,666,661





Expenditure Summary

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries & Wages	74,755,533	77,732,386	75,865,351	80,586,515
Employee Benefits	17,493,934	18,881,046	18,251,321	19,164,392
Purchased Professional/Technical Services	10,427,262	9,521,215	11,160,358	12,333,393
Purchased Property Services	11,234,799	12,929,450	12,900,261	14,055,279
Other Purchased Services	6,395,880	7,670,215	7,553,245	7,688,275
Supplies	18,394,282	20,567,214	20,274,015	20,877,188
Other Expenses	16,453,375	17,064,428	18,235,784	19,676,863
Contracts with Others	2,960,111	3,911,784	3,944,542	4,101,914
Operating Expenditures	158,115,176	168,277,738	168,184,877	178,483,819
Transfers to Other Funds	2,796,141	2,185,151	2,211,075	3,105,000
Billings	(480,019)	(480,000)	(356,073)	(600,000)
Capital Outlay	5,306,136	5,572,667	7,013,179	8,653,792
Total	165,737,434	175,555,556	177,053,058	189,642,611
Debt Service				
Principal Retired	16,965,000	17,290,000	17,290,000	17,895,000
Interest Retired	12,936,578	12,242,969	11,872,762	11,736,729
Exchange & Commission	6,648	9,732	8,466	8,518
Total Debt Service	29,908,226	29,542,701	29,171,228	29,640,247
Total Expenditures	195,645,660	205,098,257	206,224,286	219,282,858
Capital Improvements Program	21,060,500	18,953,000	18,953,000	91,383,803
Summary Total	216,706,160	224,051,257	225,177,286	310,666,661

Expenditures by Department

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
General Fund				
City Manager's Office	3,461,514	3,871,434	3,795,925	3,996,627
City Council	149,940	162,997	167,252	155,179
Animal Shelter	824,462	899,314	868,148	1,207,297
City Secretary	452,663	505,963	506,964	572,583
Finance	1,311,919	1,432,201	1,384,324	1,532,086
Purchasing	430,332	444,496	479,939	533,558
Information Technology	2,969,291	2,398,809	2,423,211	3,292,072
Legal	1,096,848	1,181,404	1,170,132	1,189,527
Municipal Court	1,163,253	1,222,567	1,257,824	1,324,169
Planning	649,105	705,286	743,669	761,673
Human Resources	721,799	798,009	799,209	876,576
Inspections	1,642,704	1,832,949	1,700,783	1,866,677
Streets & Drainage	2,576,165	4,510,245	5,288,859	7,884,784
Traffic	1,886,874	2,619,944	2,471,939	3,025,028
Emergency Management	1,471,802	1,253,820	1,227,679	1,357,015
Fire	20,779,846	20,765,840	20,884,312	22,760,195
Police	32,988,793	32,879,304	32,079,770	34,568,747
Library	3,534,768	3,531,479	3,483,123	3,727,306
Municipal Information	824,442	700,441	801,121	724,234
Housing	192,146	276,603	288,431	612,189
Facilities	4,079,825	3,344,769	3,763,291	4,976,378
Parks and Recreation	9,391,691	9,887,972	9,612,115	11,029,062
Contributions	13,307,514	14,483,152	14,475,152	13,955,181
Miscellaneous	545,501	854,795	847,492	742,197
Employee Benefits	645,908	366,073	626,215	643,415
	107,099,105	110,929,866	111,146,879	123,313,755
Special Revenue Funds				
Health Administration	2,050,225	2,052,764	2,050,021	2,147,340
Environmental Health	149,420	188,539	244,749	265,319
Environmental Health - OSSF	248,121	260,933	260,388	269,137
Public Health Nursing	836,143	978,952	918,796	953,958
Sexually Transmitted Diseases	319,176	364,902	361,456	368,711
HIV/AIDS	175,728	182,185	180,991	185,800
Police Forfeiture Fund	-	-	-	79,000
Abandoned Motor Vehicles	-	220,000	220,000	220,000
Public Improvement District #1	322,183	976,502	385,492	1,065,571
	4,100,996	5,224,777	4,621,893	5,554,836
Street Reconstruction	3,644,660	3,887,972	3,662,426	3,888,972



Expenditures by Department

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Utility Funds				
Water Office	1,704,426	1,760,741	1,732,728	1,828,100
Water Distribution	4,157,135	4,789,023	4,693,836	5,017,763
Water Treatment	7,726,932	9,094,964	8,763,780	9,053,453
Utilities Laboratory	(139,576)	-	35,224	-
Source of Supply	592,674	662,875	582,139	599,650
Water - Meter Shop	1,122,074	1,244,272	1,160,231	1,128,090
Water General & Admin	23,909,829	22,603,324	22,480,283	22,420,129
Wastewater Collection	5,548,068	4,964,487	5,032,308	4,679,772
Environmental Services	639,417	738,236	740,740	878,195
Wastewater Treatment	4,995,444	5,477,466	5,477,466	6,444,851
Wastewater General & Admin	10,925,070	10,051,152	10,071,152	11,186,439
WMARSS	6,062,991	7,126,815	7,354,909	8,339,082
	67,244,484	68,513,355	68,124,796	71,575,524
Other Enterprise Funds				
Solid Waste	16,002,648	16,141,842	17,249,908	16,321,567
Texas Ranger Hall of Fame	1,334,460	1,354,003	1,377,773	1,397,187
Waco Regional Airport	1,677,122	1,410,139	1,405,587	1,969,728
Convention Center & Visitors' Services	3,523,925	3,926,878	3,891,009	4,440,317
Cameron Park Zoo	3,559,001	3,647,635	3,557,484	3,905,132
Cottonwood Creek Golf Course	2,295,028	1,939,363	1,969,449	2,099,682
Rural Transit	-	-	-	637,581
Waco Transit	7,028,586	6,288,383	7,238,310	7,998,629
	35,420,770	34,708,243	36,689,520	38,769,823
Internal Service Funds				
Risk Management	2,891,017	3,760,034	3,708,436	3,696,549
Engineering	1,885,782	2,047,701	1,955,277	2,391,443
Fleet Services	1,764,990	1,800,884	1,766,926	1,996,945
Health Insurance Fund	12,728,532	12,296,946	12,948,931	13,944,161
	19,270,321	19,905,565	20,379,570	22,029,098
	236,780,336	243,169,778	244,625,084	265,132,008
Less: Interfund Transfers	(41,134,676)	(38,071,521)	(38,400,798)	(45,849,150)
	195,645,660	205,098,257	206,224,286	219,282,858
Capital Improvements Program	21,060,500	18,953,000	18,953,000	91,383,803
Summary Total	216,706,160	224,051,257	225,177,286	310,666,661

General Fund

Revenues

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Taxes				
Sales Tax Income	33,487,659	31,918,686	34,770,655	32,557,060
Ad Valorem Taxes - Current	41,513,491	44,644,089	44,644,089	47,924,613
Ad Valorem Taxes - Delinquent	401,206	350,000	350,000	350,000
Interest and Penalty	464,511	450,000	450,000	450,000
Revenue in Lieu of Taxes	4,268,113	4,273,952	4,273,952	4,369,206
Occupation Taxes	100,691	35,000	56,975	100,000
Gross Tax Receipts Tax	14,013,971	12,980,235	13,264,485	13,493,416
	60,761,983	62,733,276	63,039,501	66,687,235
Licenses and Permits				
Building Permits	556,743	430,000	514,924	500,000
Open Air Vending	5,080	4,700	5,007	5,000
Farmer's Market	150	-	150	-
Plumbing Permits	211,581	125,226	176,003	150,000
Electrical Permits	346,976	200,219	263,111	265,742
Heating and A/C Permits	110,956	75,018	88,171	90,000
Sign Permits	31,425	18,923	34,500	26,080
House Moving Permits	224	-	448	-
Garage Sale Permits	24,410	24,030	18,540	18,725
Subdivision Fees	38,508	20,000	30,036	30,336
Zoning Applications	15,490	11,456	11,456	11,456
Fire Inspection Fees	46,772	35,379	39,627	40,023
	1,388,315	944,951	1,181,973	1,137,362
Intergovernmental				
Federal	123,666	-	-	-
State	244,432	233,887	249,420	237,785
County	1,314,812	1,346,991	1,345,934	1,432,835
	1,682,910	1,580,878	1,595,354	1,670,620
Charges for Services				
Recreation Fees	510,181	554,027	504,195	514,279
Weed Mowing Collections	73,376	51,974	63,592	63,592
Library Fees & Fines	118,351	115,382	104,589	103,756
Animal Pick Up Charge	12,740	11,706	12,400	12,524
Convention Center	51,540	52,571	52,571	53,622
Graphics	68,420	60,534	74,661	74,661
Airport Services	319,145	346,604	317,200	317,200
Police Security	33,014	30,226	30,226	30,226
	1,186,767	1,223,024	1,159,434	1,169,860



General Fund

Revenues

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Fines				
Court Fines	2,241,136	2,091,662	1,987,239	2,007,112
Auto Impound Fees	175,469	167,272	144,997	146,447
False Alarm Fines	10,200	8,000	10,950	8,000
BSC - Civil Penalties	-	-	1,500	-
	2,426,805	2,266,934	2,144,686	2,161,559
Investment Earnings	119,948	75,000	156,809	75,000
Other Revenues				
Contributions	865,258	585,078	594,212	617,000
Indirect Exp. Reimbursement	6,848,631	6,948,945	6,948,945	7,439,513
Rent From Real Estate	153,061	134,724	134,902	133,046
Sale of Real Estate	105,278	-	-	-
Sale of Other Scrap	12,224	10,100	13,535	10,100
Sale of Other	35,225	34,867	28,990	29,280
Comm from Sale of Mixed Drinks	475,907	440,000	513,092	475,000
Commission on Municipal Court	103,341	115,016	82,962	84,621
Commission on Concessions	54,827	56,642	54,042	54,979
Cash - Over or Short	28	218	56	-
Collection of Receivables	2,257	-	2,448	-
Miscellaneous Revenues	1,428,754	1,060,592	2,207,052	1,157,302
	10,084,791	9,386,182	10,580,236	10,000,841
Other Financing Sources				
Court Security Fund	75,699	87,031	81,365	82,992
Abandoned Motor Vehicles	340,068	50,000	50,000	50,000
	415,767	137,031	131,365	132,992
Other Revenues				
Admissions	272,434	298,291	267,205	272,550
Animal Shelter Fees	179,854	308,747	278,741	281,073
Concessions	65,641	56,866	57,792	58,804
	517,929	663,904	603,738	612,427
Transfer from Surplus	-	-	-	7,108,799
Total Revenues	112,072,874	110,929,866	115,363,751	123,313,755

General Fund

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	52,267,179	53,959,915	53,092,858	56,109,878
Employee Benefits	18,306,740	18,967,256	18,788,264	20,212,219
Purchased Professional/Technical Services	2,876,468	2,891,030	3,215,533	3,757,468
Purchased Property Services	5,459,983	6,356,270	6,292,580	7,043,291
Other Purchased Services	2,872,644	3,547,109	3,504,298	3,371,541
Supplies	6,485,863	6,341,603	6,311,506	6,394,966
Other Expenses	1,138,600	989,902	1,492,439	1,460,748
Contracts with Others	1,797,535	2,747,641	2,739,641	2,843,569
Operating Expenditures	91,205,012	95,800,726	95,437,119	101,193,680
Transfers to Other Funds	4,694,267	6,186,306	6,212,230	10,151,284
Billings	(867,501)	(915,235)	(915,235)	(1,232,351)
Capital Outlay	2,252,054	262,563	817,259	2,256,317
Total	97,283,832	101,334,360	101,551,373	112,368,930
Health Services	2,673,939	2,724,229	2,724,229	2,874,265
Street Reconstruction Fund	3,957,472	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	609,012	669,631	669,631	711,837
Airport Services	491,536	179,235	179,235	736,059
Cameron Park Zoo	1,726,608	1,983,223	1,983,223	2,160,257
Cottonwood Creek Golf Course	356,706	-	-	134,448
Waco Transit	-	153,216	153,216	441,987
Total Interfund Transfers	9,815,273	9,595,506	9,595,506	10,944,825
Total Expenditures	107,099,105	110,929,866	111,146,879	123,313,755



Health Fund

The Health Fund accounts for the operations and City's share of health programs operated within McLennan County. Financing is provided from the General Fund to the extent patients' fees and other miscellaneous revenues are not sufficient to provide such financing. The Health Fund encompasses the following health related activities: Administration, Vital Statistics, Environmental Health, On-Site Sewage Facilities (OSSF), Public Health Nursing Services, Sexually Transmitted Diseases (STD) and HIV/AIDS programs. The Texas Department of State Health Services provides \$3,364,144 in additional funding for numerous health services such as the Women, Infants and Children (WIC) Program, Public Health Preparedness, TB and Immunization clinics, and several HIV/AIDS services. These programs and others are detailed in the Supplementary Grant Information section of the budget.

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Food Permits	188,745	186,046	178,678	179,448
County	14,048	58,433	58,788	66,837
Birth Certificates	239,971	230,950	230,950	230,950
Death Certificates	18,425	17,561	17,750	17,750
Clinical Lab Fees	1,321	2,055	285	288
Health & Welfare Fees	257,099	252,279	264,018	264,229
Septic Systems	234,070	202,500	201,600	202,300
Investment Earnings	1,788	-	820	-
Contributions	(14,537)	-	-	-
Health District Assessments	356,644	341,247	341,247	341,247
Miscellaneous	17,764	12,975	12,951	12,951
General Fund	2,673,939	2,724,229	2,724,229	2,874,265
Total Revenues	3,989,277	4,028,275	4,031,316	4,190,265
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,441,109	1,567,756	1,503,801	1,538,449
Employee Benefits	501,793	565,353	548,113	570,497
Purchased Professional/Technical Services	45,652	55,223	88,181	102,076
Purchased Property Services	14,770	18,876	16,392	18,179
Other Purchased Services	81,138	82,658	81,779	84,049
Supplies	304,876	353,588	393,314	394,825
Other Expenses	399,375	394,721	394,721	442,585
Contracts with Others	990,100	990,100	990,100	1,039,605
Operating Expenditures	3,778,813	4,028,275	4,016,401	4,190,265
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	3,778,813	4,028,275	4,016,401	4,190,265
Difference	210,464	-	14,915	-

Police Forfeiture Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Miscellaneous	-	-	-	79,000
Total Revenues	-	-	-	79,000
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	20,000
Supplies	-	-	-	59,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	-	-	-	79,000
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	-	-	-	79,000
Difference	-	-	-	-



Abandoned Motor Vehicles Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Abandoned Motor Vehicles	-	220,000	220,000	220,000
Total Revenues	-	220,000	220,000	220,000
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Professional/Technical Services	-	-	-	-
Purchased Property Services	-	45,500	45,500	47,000
Other Purchased Services	-	6,500	6,500	6,500
Supplies	-	8,000	8,000	8,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	-	60,000	60,000	61,500
Transfers to Other Funds	-	50,000	50,000	50,000
Billings	-	-	-	-
Capital Outlay	-	110,000	110,000	108,500
Total Expenditures	-	220,000	220,000	220,000
Difference	-	-	-	-

Public Improvement District #1

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
PID Assessments	300,940	300,000	328,000	320,000
Investment Earnings	1,746	1,450	2,364	1,450
Contributions	28	-	-	-
Waco Wonderland	52,899	50,000	104,240	50,000
Transfer from Surplus	-	625,052	-	694,121
Total Revenues	355,613	976,502	434,604	1,065,571
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	20,926	30,075	-	-
Employee Benefits	1,683	2,425	-	-
Purchased Professional/Technical Services	267,098	309,116	259,116	307,767
Purchased Property Services	900	1,800	1,480	1,800
Other Purchased Services	16,019	42,150	80,313	76,150
Supplies	15,557	13,025	6,083	3,025
Other Expenses	-	25,000	-	25,000
Contracts with Others	-	-	38,500	38,500
Operating Expenditures	322,183	423,591	385,492	452,242
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	552,911	-	613,329
Total Expenditures	322,183	976,502	385,492	1,065,571
Difference	33,430	-	49,112	-



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 2015-16 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.

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
State	105,306	-	-	-
Investment Earnings	3,207	2,000	4,484	3,000
Contributions	-	-	1,300,000	-
General Fund	3,957,472	3,885,972	3,885,972	3,885,972
Total Revenues	4,065,985	3,887,972	5,190,456	3,888,972
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	712,208	841,521	697,498	793,610
Employee Benefits	384,358	424,442	353,317	421,587
Purchased Professional/Technical Services	1,238,867	1,204,309	1,239,309	1,358,927
Purchased Property Services	513,551	590,334	559,545	572,580
Other Purchased Services	37,065	42,065	42,065	42,065
Supplies	124,958	147,769	133,160	154,188
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	3,011,007	3,250,440	3,024,894	3,342,957
Transfers to Other Funds	-	-	-	-
Billings	115,926	158,248	158,248	161,413
Capital Outlay	517,727	479,284	479,284	384,602
Total Expenditures	3,644,660	3,887,972	3,662,426	3,888,972
Difference	421,325	-	1,528,030	-

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.

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	94,682	90,000	96,630	90,000
Contributions	199,704	200,000	177,978	177,978
Indirect Expense Reimbursement	2,228	2,247	2,247	2,150
Rent from Real Estate	242,106	269,654	225,058	227,308
Sale of Real Estate	120,111	-	-	-
Sale of Other Scrap	20,239	30,000	30,117	30,418
Commission on Concessions	1,322	1,323	1,320	1,346
Miscellaneous	118,576	100,000	80,000	80,000
Transfer from Surplus	-	-	-	397,732
Metered Water Sales	30,826,879	33,503,848	30,532,125	33,200,000
Other Water Sales	5,014,918	4,657,434	3,734,596	4,486,122
New Services	70,886	48,043	63,518	63,518
Turn_Ons	1,164,165	1,136,868	1,151,761	1,151,761
Miscellaneous Charges for Services	537	526	547	547
Parking Garage	360	360	500	500
Utilities Training	6,125	4,025	4,725	4,820
Water Lab Fees	115,838	110,871	131,668	132,985
Total Revenues	37,998,676	40,155,199	36,232,790	40,047,185
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	4,921,570	5,188,289	4,901,007	5,188,051
Employee Benefits	2,050,030	2,123,666	2,031,192	2,209,884
Purchased Professional/Technical Services	1,324,468	1,373,494	1,318,851	1,458,697
Purchased Property Services	1,900,484	2,305,700	2,100,094	2,269,520
Other Purchased Services	778,054	1,052,031	962,923	990,984
Supplies	4,350,721	5,405,322	5,290,215	5,334,580
Other Expenses	6,953,521	7,173,358	7,170,598	7,389,161
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	22,284,848	24,627,860	23,780,880	24,846,877
Transfers to Other Funds	17,133,530	15,257,251	15,257,251	14,892,587
Billings	(782,151)	(792,527)	(698,004)	(810,779)
Capital Outlay	437,267	1,062,615	1,108,094	1,118,500
Total Expenditures	39,073,494	40,155,199	39,448,221	40,047,185
Difference	(1,074,818)	-	(3,215,431)	-



Wastewater Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	25,338	15,000	30,444	20,000
WMARSS Loan	20,685	19,016	19,016	16,546
Miscellaneous	37,550	-	-	-
Transfer from Surplus	-	-	-	570,284
Pretreatment Fees	554,709	566,068	484,747	586,377
Wastewater Service Charges	20,313,497	20,585,322	19,446,877	21,930,708
Wastewater Connections	64,110	45,358	64,809	64,809
Miscellaneous Charges for Services	517	577	533	533
Total Revenues	21,016,406	21,231,341	20,046,426	23,189,257
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,846,895	1,899,866	1,844,954	1,904,140
Employee Benefits	740,235	758,177	739,868	787,533
Purchased Professional/Technical Services	1,431,067	735,631	993,466	811,351
Purchased Property Services	815,248	978,519	881,897	1,014,162
Other Purchased Services	124,432	145,501	143,029	143,829
Supplies	389,859	440,696	444,083	457,377
Other Expenses	7,922,327	8,536,236	8,536,236	9,702,158
Contracts with Others	-	-	-	-
Operating Expenditures	13,270,063	13,494,626	13,583,533	14,820,550
Transfers to Other Funds	7,621,159	6,575,597	6,575,597	7,465,263
Billings	584,997	591,118	591,118	694,444
Capital Outlay	631,780	570,000	571,418	209,000
Total Expenditures	22,107,999	21,231,341	21,321,666	23,189,257
Difference	(1,091,593)	-	(1,275,240)	-

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).

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	21,813	15,000	29,327	18,000
Rent from Real Estate	14,537	17,675	9,000	9,000
Miscellaneous	(1)	-	-	-
Wastewater Treatment Services	6,041,448	6,674,140	6,674,140	7,887,082
WMARSS Outside Customer	436,778	420,000	432,975	425,000
Total Revenues	6,514,575	7,126,815	7,145,442	8,339,082
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,130,715	1,325,492	1,247,846	1,388,548
Employee Benefits	421,334	491,694	470,058	535,083
Purchased Professional/Technical Services	320,250	568,590	782,216	920,080
Purchased Property Services	797,298	772,536	1,066,535	1,086,676
Other Purchased Services	211,791	238,568	262,660	263,866
Supplies	2,013,346	2,625,602	2,386,261	2,422,077
Other Expenses	371,623	340,333	340,333	307,752
Contracts with Others	-	-	-	-
Operating Expenditures	5,266,357	6,362,815	6,555,909	6,924,082
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	796,634	764,000	799,000	1,415,000
Total Expenditures	6,062,991	7,126,815	7,354,909	8,339,082
Difference	451,584	-	(209,467)	-



Solid Waste Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Franchise Fees	20,946	19,791	20,422	20,422
Investment Earnings	33,540	22,000	43,900	25,000
Contributions	1,365	-	-	-
Rent from Real Estate	1,980	1,000	1,000	1,000
Sale of Other Scrap	34,361	38,152	36,141	36,502
Commission on Concessions	917	510	717	731
Miscellaneous	113,467	100,000	83,000	83,000
Miscellaneous Charges for Services	19,821	3,200	1,680	1,680
Solid Waste Fees_Commercial	4,925,250	4,800,000	4,800,000	4,800,000
Solid Waste Fees_Residential	6,902,875	6,871,932	6,871,932	6,871,932
Solid Waste Fees_Roll Off	777,128	757,697	693,704	680,000
Solid Waste Fees_Landfill	3,970,563	3,442,985	4,531,828	3,715,947
Solid Waste Fees_Misc	-	-	5,000	-
Solid Waste_Recycling	97,916	84,575	91,194	85,353
Total Revenues	16,900,129	16,141,842	17,180,518	16,321,567
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	3,004,789	3,103,758	2,940,429	3,089,543
Employee Benefits	1,464,239	1,553,944	1,473,998	1,608,890
Purchased Professional/Technical Services	1,465,882	1,645,410	1,646,076	1,606,549
Purchased Property Services	1,842,737	1,996,462	2,038,901	1,987,174
Other Purchased Services	149,428	193,813	181,934	165,915
Supplies	1,828,266	2,234,515	2,298,717	2,211,054
Other Expenses	2,469,299	2,450,874	2,449,957	2,495,880
Contracts with Others	39,000	39,000	39,000	39,000
Operating Expenditures	12,263,640	13,217,776	13,069,012	13,204,005
Transfers to Other Funds	3,405,741	869,525	869,525	629,650
Billings	316,056	322,689	322,689	428,452
Capital Outlay	17,211	1,731,852	2,988,682	2,059,460
Total Expenditures	16,002,648	16,141,842	17,249,908	16,321,567
Difference	897,481	-	(69,390)	-

Texas Ranger Hall of Fame Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	943	500	1,670	500
Contributions	52,568	1,000	70,731	1,000
Rent from Real Estate	83,693	51,100	61,236	62,461
Miscellaneous	14,206	17,799	16,020	16,020
General Fund	609,012	669,631	669,631	711,837
Convention Center	150,000	150,000	150,000	150,000
Admissions	210,505	236,582	218,845	223,222
Sale of Merchandise	216,926	227,391	227,599	232,147
Total Revenues	1,337,853	1,354,003	1,415,732	1,397,187
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	591,422	603,603	597,702	617,734
Employee Benefits	208,879	216,072	217,582	229,014
Purchased Professional/Technical Services	13,345	44,077	20,000	41,921
Purchased Property Services	13,991	26,523	23,422	25,592
Other Purchased Services	49,121	54,423	50,670	52,928
Supplies	114,593	120,676	117,679	135,665
Other Expenses	161,307	132,922	155,011	123,512
Contracts with Others	-	-	-	-
Operating Expenditures	1,152,658	1,198,296	1,182,066	1,226,366
Transfers to Other Funds	-	-	-	-
Billings	152,654	155,707	155,707	158,821
Capital Outlay	29,148	-	40,000	12,000
Total Expenditures	1,334,460	1,354,003	1,377,773	1,397,187
Difference	3,393	-	37,959	-



Waco Regional Airport Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Federal	87,600	87,600	87,600	87,600
Investment Earnings	3,755	1,800	4,550	2,000
Sale of Real Estate	34,900	-	-	-
Commission/Customer Facility Charge	96,500	-	-	-
Commission on Concessions	224,282	222,100	214,552	218,843
Miscellaneous	8,716	8,500	8,908	8,908
Boarding Bridges	14,200	14,790	14,080	14,362
General Fund	491,536	179,235	179,235	736,059
Gas & Oil Flowage Fees	53,593	55,279	53,823	54,361
Cargo & Hanger Rentals	381,459	364,995	367,552	367,552
Arrival Area Charges	88,763	88,476	92,453	93,378
Landing Fees	35,246	35,695	35,604	35,960
Passenger Facility Charges	265,180	275,000	271,278	273,991
Concessions	77,549	76,669	75,210	76,714
Total Revenues	1,863,279	1,410,139	1,404,845	1,969,728
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	426,671	453,162	446,164	448,548
Employee Benefits	177,742	192,008	190,145	198,943
Purchased Professional/Technical Services	50,777	34,195	34,309	9,195
Purchased Property Services	90,964	97,461	103,350	107,588
Other Purchased Services	70,921	71,321	71,034	71,156
Supplies	145,470	176,908	176,116	178,854
Other Expenses	51,542	38,480	37,865	38,244
Contracts with Others	-	-	-	-
Operating Expenditures	1,014,087	1,063,535	1,058,983	1,052,528
Transfers to Other Funds	301,400	-	-	600,000
Billings	319,145	346,604	346,604	317,200
Capital Outlay	42,490	-	-	-
Total Expenditures	1,677,122	1,410,139	1,405,587	1,969,728
Difference	186,157	-	(742)	-

Convention Center and Visitors' Services Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	300	44	1,200	500
Contributions	11,881	3,029	6,981	6,981
Partner City Program	122,059	122,509	133,996	133,996
Rent from Real Estate	690,016	811,936	764,992	795,559
Miscellaneous	6,596	370	2,472	2,472
Regional Marketing	26,280	27,650	26,390	26,390
Catering Fees	318,836	295,349	282,395	288,043
Concessions	72,473	69,312	70,030	71,431
Sale of Merchandise	29,339	28,000	34,000	34,000
Bar Revenue	176,773	148,159	148,658	151,632
Hotel-Motel Tax	2,403,171	2,420,520	2,638,366	2,929,313
Total Revenues	3,857,724	3,926,878	4,109,480	4,440,317
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,195,307	1,301,700	1,254,557	1,311,771
Employee Benefits	484,080	561,749	521,380	590,416
Purchased Professional/Technical Services	202,750	375,142	379,649	379,349
Purchased Property Services	104,014	124,429	128,590	325,069
Other Purchased Services	652,641	738,886	733,274	805,280
Supplies	474,627	416,900	447,293	603,598
Other Expenses	260,506	231,230	249,424	233,834
Contracts with Others	-	-	-	-
Operating Expenditures	3,373,925	3,750,036	3,714,167	4,249,317
Transfers to Other Funds	150,000	150,000	150,000	150,000
Billings	-	-	-	-
Capital Outlay	-	26,842	26,842	41,000
Total Expenditures	3,523,925	3,926,878	3,891,009	4,440,317
Difference	333,799	-	218,471	-



Cameron Park Zoo Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	14	-	12	12
Contributions	1,200	-	-	-
Sale of Other Scrap	168	-	-	-
Commission on Concessions	-	25,000	19,801	20,197
Miscellaneous	495	200	495	495
General Fund	1,726,608	1,983,223	1,983,223	2,160,257
Admissions	1,321,039	1,255,273	1,312,813	1,339,069
Zoo Adventure Camp	32,877	36,248	35,268	35,973
Concessions	344,757	347,691	342,283	349,129
Total Revenues	3,427,158	3,647,635	3,693,895	3,905,132
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,359,225	1,399,554	1,363,915	1,440,032
Employee Benefits	609,720	668,512	631,109	720,527
Purchased Professional/Technical Services	13,327	9,000	9,000	14,000
Purchased Property Services	494,537	531,616	549,886	567,153
Other Purchased Services	84,756	81,410	82,065	92,166
Supplies	648,395	686,546	648,254	714,531
Other Expenses	157,007	141,954	141,954	143,374
Contracts with Others	127,476	129,043	131,301	135,240
Operating Expenditures	3,494,443	3,647,635	3,557,484	3,827,023
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	64,558	-	-	78,109
Total Expenditures	3,559,001	3,647,635	3,557,484	3,905,132
Difference	(131,843)	-	136,411	-

Cottonwood Creek Golf Course Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Membership Fees	74,392	70,000	74,000	74,000
Contributions	44	-	-	-
Sale of Other Scrap	-	-	105	-
Miscellaneous	529	250	8,564	250
Rentals_Golf Clubs	3,822	3,196	3,539	3,610
General Fund	356,706	-	-	134,448
Golf Course_Range Fees	135,595	127,256	135,595	135,595
Golf Course_Cart Fees	293,097	317,926	309,690	312,787
Golf Course_Green Fees	658,693	680,750	660,000	700,010
Golf Course_Lessons	12,500	12,000	9,600	9,696
Concessions	124,487	124,602	124,602	127,094
Sale of Merchandise	512,202	492,500	480,000	490,200
Bar Revenue	119,482	110,883	110,883	111,992
Total Revenues	2,291,549	1,939,363	1,916,578	2,099,682
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	428,856	522,368	462,642	528,104
Employee Benefits	166,481	209,039	183,976	220,353
Purchased Professional/Technical Services	413,700	282,788	363,096	288,145
Purchased Property Services	121,738	95,331	96,299	96,620
Other Purchased Services	142,103	146,191	150,920	154,498
Supplies	221,884	249,333	243,203	248,306
Other Expenses	521,205	434,313	434,313	438,656
Contracts with Others	-	-	-	-
Operating Expenditures	2,015,967	1,939,363	1,934,449	1,974,682
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	279,061	-	35,000	125,000
Total Expenditures	2,295,028	1,939,363	1,969,449	2,099,682
Difference	(3,479)	-	(52,871)	-



Waco Transit Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Federal	2,983,581	3,075,000	3,075,000	3,325,000
State	668,872	554,031	565,070	565,070
Investment Earnings	5	8	6	-
Contributions	35,051	32,964	35,646	35,646
Rent from Real Estate	19,913	20,202	20,009	20,209
Commission	9,616	9,574	9,238	9,330
Miscellaneous	123	563,588	188,136	188,136
Transit_Misc Revenues	344,342	341,519	360,080	367,281
Transit_TSTC Route	10,000	12,426	11,213	11,213
Transit_Baylor Route	532,325	552,511	547,831	547,831
Transit_Non Emergency Transportation	1,588,438	160,000	1,462,293	1,662,282
General Fund	-	153,216	153,216	441,987
Transit CIP	3,122	-	-	-
Bus Fares	358,721	346,508	349,489	356,478
Monthly Pass Revenue	150,100	138,806	141,427	144,256
ADA Van Revenue	99,689	91,460	95,710	97,624
ID Card Revenue	1,897	1,260	2,141	2,184
Bus Fares_Marlin Route	53,325	40,143	46,328	47,255
Bus Fares_Charter	26,982	6,556	20,774	20,774
Regional Maintenance	120,904	153,166	127,954	130,513
Regional Scheduling	22,356	35,445	25,059	25,560
Total Revenues	7,029,362	6,288,383	7,236,620	7,998,629
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	3,054,463	2,979,996	3,125,741	3,275,802
Employee Benefits	728,598	736,614	747,817	811,545
Purchased Professional/Technical Services	1,032,574	211,558	963,618	1,261,360
Purchased Property Services	636,841	648,782	651,948	715,664
Other Purchased Services	190,514	204,684	221,502	241,359
Supplies	1,074,249	1,154,953	1,175,288	1,184,636
Other Expenses	309,947	351,796	352,396	508,263
Contracts with Others	-	-	-	-
Operating Expenditures	7,027,186	6,288,383	7,238,310	7,998,629
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	1,400	-	-	-
Total Expenditures	7,028,586	6,288,383	7,238,310	7,998,629
Difference	776	-	(1,690)	-

Rural Transit Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Federal	-	-	-	277,081
State	-	-	-	240,000
Transit_Misc Revenues	-	-	-	34,000
Bus Fares	-	-	-	86,500
Total Revenues	-	-	-	637,581
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	-	-	-	365,500
Employee Benefits	-	-	-	90,914
Purchased Professional/Technical Services	-	-	-	-
Purchased Property Services	-	-	-	28,900
Other Purchased Services	-	-	-	8,500
Supplies	-	-	-	143,767
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	-	-	-	637,581
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	-	-	-	637,581
Difference	-	-	-	-



Risk Management Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	13,881	10,000	20,164	12,000
Appropriations from Other Funds	3,663,439	3,750,034	3,750,034	3,684,549
Total Revenues	3,677,320	3,760,034	3,770,198	3,696,549
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	400,006	371,738	327,277	334,501
Employee Benefits	126,328	128,736	113,974	118,298
Purchased Professional/Technical Services	190,160	173,346	212,796	213,131
Purchased Property Services	204	1,118	2,488	2,400
Other Purchased Services	848,395	919,264	874,890	1,016,391
Supplies	53,220	52,330	63,509	64,588
Other Expenses	1,272,704	2,113,502	2,113,502	1,947,240
Contracts with Others	-	-	-	-
Operating Expenditures	2,891,017	3,760,034	3,708,436	3,696,549
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	2,891,017	3,760,034	3,708,436	3,696,549
Difference	786,303	-	61,762	-

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.

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Permits	15,917	19,957	18,255	18,438
Investment Earnings	712	500	900	700
Miscellaneous	10,987	12,628	4,000	4,000
Engineering	1,953,948	2,014,616	2,014,616	2,368,305
Total Revenues	1,981,564	2,047,701	2,037,771	2,391,443
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,098,849	1,184,822	1,104,766	1,206,528
Employee Benefits	386,760	424,748	403,682	446,501
Purchased Professional/Technical Services	25,637	-	16,332	153,744
Purchased Property Services	96,489	104,259	101,390	98,317
Other Purchased Services	52,409	62,949	62,345	40,410
Supplies	37,098	45,398	41,237	56,885
Other Expenses	158,725	212,925	212,925	196,745
Contracts with Others	-	-	-	-
Operating Expenditures	1,855,967	2,035,101	1,942,677	2,199,130
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	29,815	12,600	12,600	192,313
Total Expenditures	1,885,782	2,047,701	1,955,277	2,391,443
Difference	95,782	-	82,494	-



Fleet Services Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	108	92	102	102
Sale of Other Scrap	22,541	7,677	4,000	4,040
Sale of Other	4,925	4,795	1,606	1,606
Miscellaneous	1,029	-	546	-
Fleet Services	1,669,309	1,788,320	1,788,320	1,991,197
Total Revenues	1,697,912	1,800,884	1,794,574	1,996,945
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	797,013	939,460	894,883	985,047
Employee Benefits	338,992	398,919	378,925	431,116
Purchased Professional/Technical Services	11,722	34,166	34,166	46,500
Purchased Property Services	37,636	68,197	74,787	84,213
Other Purchased Services	32,479	38,692	39,474	39,188
Supplies	101,745	81,300	79,541	104,516
Other Expenses	238,412	240,150	240,150	265,703
Contracts with Others	-	-	-	-
Operating Expenditures	1,557,999	1,800,884	1,741,926	1,956,283
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	206,991	-	25,000	40,662
Total Expenditures	1,764,990	1,800,884	1,766,926	1,996,945
Difference	(67,078)	-	27,648	-

Health Insurance Fund

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

Revenues	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Investment Earnings	12,171	10,000	12,000	10,000
Miscellaneous	10	-	15	-
Employee Health Deductions	2,236,504	2,448,873	2,486,431	2,598,432
City Health Insurance Contribution	9,623,193	9,562,073	9,562,073	11,059,729
City Retiree Contribution	223,614	216,000	200,934	216,000
City Cobra Contributions	70,455	60,000	60,000	60,000
Total Revenues	12,165,947	12,296,946	12,321,453	13,944,161
Expenditures	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	58,330	59,311	59,311	60,729
Employee Benefits	19,135	19,765	19,994	20,801
Purchased Professional/Technical Services	1,457,466	1,588,756	1,599,260	1,971,438
Purchased Property Services	5,319	6,628	6,068	8,200
Other Purchased Services	1,970	2,000	1,570	1,500
Supplies	9,555	12,750	10,556	2,750
Other Expenses	11,176,757	10,607,736	11,252,172	11,878,743
Contracts with Others	-	-	-	-
Operating Expenditures	12,728,532	12,296,946	12,948,931	13,944,161
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	12,728,532	12,296,946	12,948,931	13,944,161
Difference	(562,585)	-	(627,478)	-



Personnel Summary

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16	Percent Change
Full Time Employees					
General Fund	926.10	941.27	941.31	951.07	1.04%
Special Revenue Funds	32.64	32.64	30.79	31.14	-4.60%
Street Reconstruction Fund	30.00	30.00	28.00	28.00	-6.67%
Utility Funds	198.00	198.00	196.00	196.00	-1.01%
Other Enterprise Funds	209.00	209.00	207.00	207.00	-0.96%
Internal Service Funds	59.00	59.00	58.00	58.00	-1.69%
Grants	71.26	67.09	71.90	67.79	1.04%
Total Full Time Employees	1,526.00	1,537.00	1,533.00	1,539.00	0.13%
Part Time Employees (FTEs)					
General Fund	40.00	40.00	40.35	38.95	-2.62%
Special Revenue Funds	1.00	1.00	1.00	1.00	0.00%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	-	-	-	-	0.00%
Other Enterprise Funds	16.08	16.08	15.58	15.58	-3.11%
Internal Service Funds	-	-	-	-	0.00%
Grants	1.00	1.00	0.50	0.50	-50.00%
Total Part Time Employees (FTEs)	58.08	58.08	57.43	56.03	-3.53%
Total Full Time Equivalents	1,584.08	1,595.08	1,590.43	1,595.03	0.00%

Personnel Summary by Fund

Full Time Employees	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
General Fund				
City Manager's Office	14.00	13.00	14.00	12.00
Animal Shelter	12.00	13.00	13.00	13.00
City Secretary	6.00	6.00	6.00	7.00
Finance	15.00	15.00	16.00	16.00
Purchasing	6.00	6.00	7.00	7.00
Information Technology	15.00	15.00	15.00	17.00
Legal	10.00	10.00	10.00	10.00
Municipal Court	15.00	15.00	15.00	15.00
Planning	7.95	7.95	8.20	8.20
Human Resources	10.00	10.00	10.00	10.00
Inspections	20.52	20.72	19.81	20.52
Streets & Drainage	29.00	29.00	29.00	29.00
Traffic	22.00	22.00	20.00	21.00
Emergency Management	6.00	6.00	6.00	6.00
Fire	206.00	211.00	211.00	211.00
Police	333.72	343.00	342.70	343.70
Library Services	34.00	34.00	34.00	35.00
Municipal Information	9.00	9.00	9.00	9.00
Housing & Eco Development	1.91	2.60	2.60	5.65
Facilities	35.00	35.00	34.00	34.00
Parks and Recreation	118.00	118.00	119.00	121.00
	926.10	941.27	941.31	951.07
Special Revenue Funds				
Health Administration	9.00	9.00	8.00	8.00
Environmental Health	1.75	1.75	1.75	1.75
Environmental Health_OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	10.50	10.50	9.65	10.00
Sexually Transmitted Diseases	4.89	4.89	4.89	4.89
HIV/AIDS	2.25	2.25	2.25	2.25
	32.64	32.64	30.79	31.14
Street Reconstruction	30.00	30.00	28.00	28.00
Utility Funds				
Water Office	24.25	24.25	24.25	24.25
Water Distribution	31.75	31.75	31.75	31.75
Water Treatment	38.25	38.25	39.25	39.25



Personnel Summary by Fund

Full Time Employees	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Utility Funds (cont)				
Utilities Laboratory	13.00	13.00	12.00	12.00
Meter Shop	18.00	18.00	16.00	16.00
Wastewater Collection	38.75	38.75	38.75	37.75
Environmental Services	7.00	7.00	7.00	7.00
WMARSS	27.00	27.00	27.00	28.00
	198.00	198.00	196.00	196.00
Other Enterprise Funds				
Solid Waste	95.00	95.00	93.00	93.00
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Waco Regional Airport	12.25	12.25	12.00	12.00
Convention Center & Visitors' Services	31.00	31.00	31.00	31.00
Cameron Park Zoo	44.75	44.75	45.00	45.00
Cottonwood Creek Golf Course	13.00	13.00	13.00	13.00
	209.00	209.00	207.00	207.00
Internal Service Funds				
Risk Management	7.00	7.00	6.00	6.00
Engineering	24.00	24.00	24.00	24.00
Fleet Services	27.00	27.00	27.00	27.00
Health Insurance Fund	1.00	1.00	1.00	1.00
	59.00	59.00	58.00	58.00
Grants				
Community Development	6.78	6.00	6.00	6.07
Community Development Code Enforcement	7.48	7.28	8.19	6.48
Community Development Housing Rehab	1.37	1.37	1.37	1.28
Housing & Urban Development (HOME)	1.94	2.03	2.03	1.00
Metropolitan Planning Org. (MPO)	3.05	3.05	2.80	2.80
State Police Grants	2.28	1.00	2.30	1.30
WIC Program	22.00	22.00	24.00	23.00
Environmental Health	7.00	7.00	7.00	7.00
Public Health Nursing	12.50	10.50	11.35	12.00
HIV/ AIDS Services	6.86	6.86	6.86	6.86
	71.26	67.09	71.90	67.79
Total Full Time Employees	1,526.00	1,537.00	1,533.00	1,539.00

Personnel Summary by Fund

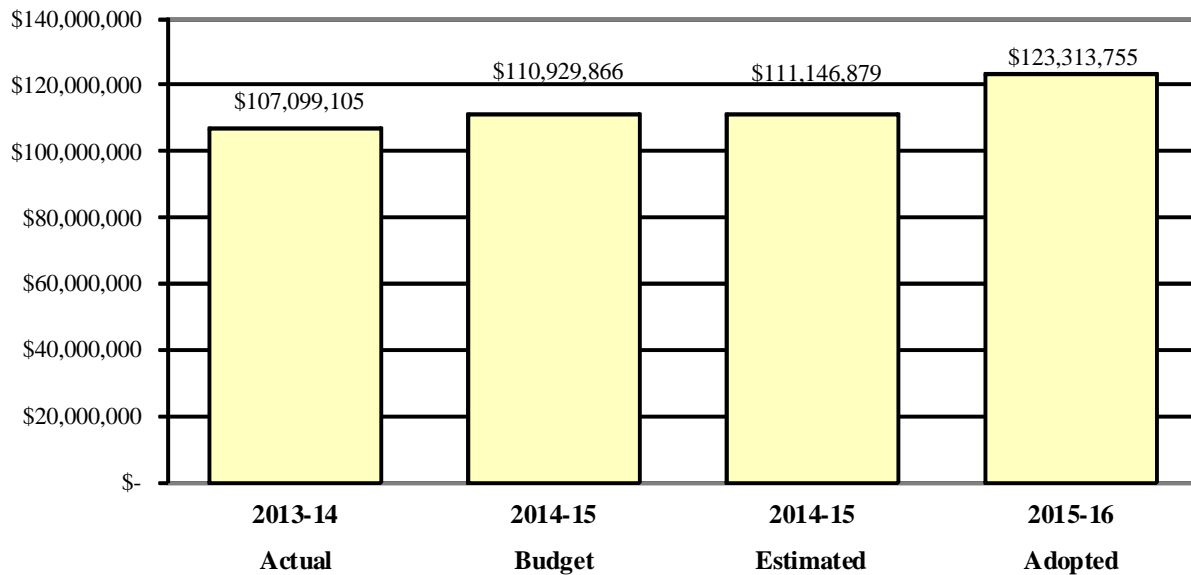
Part Time Employees (FTEs)	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
General Fund				
Animal Shelter	0.50	0.50	0.50	0.50
Finance	0.50	0.50	0.50	0.50
Traffic	-	-	1.40	-
Police	4.74	4.74	4.74	4.74
Library	10.45	10.45	10.45	10.45
Facilities	0.80	0.80	0.80	0.80
Parks and Recreation	23.01	23.01	21.96	21.96
	40.00	40.00	40.35	38.95
Special Revenue Funds				
Health Administration	0.50	0.50	0.50	0.50
Sexually Transmitted Diseases	0.50	0.50	0.50	0.50
	1.00	1.00	1.00	1.00
Other Enterprise Funds				
Solid Waste	1.00	1.00	0.50	0.50
Texas Ranger Hall of Fame	2.50	2.50	2.50	2.50
Waco Regional Airport	1.52	1.52	1.52	1.52
Convention Center & Visitors' Services	4.70	4.70	4.70	4.70
Cameron Park Zoo	6.36	6.36	6.36	6.36
	16.08	16.08	15.58	15.58
Grants				
WIC Program	0.50	0.50	-	-
Environmental Health	0.50	0.50	0.50	0.50
	1.00	1.00	0.50	0.50
Total Part Time Employees (FTEs)	58.08	58.08	57.43	56.03



General Fund

General Fund

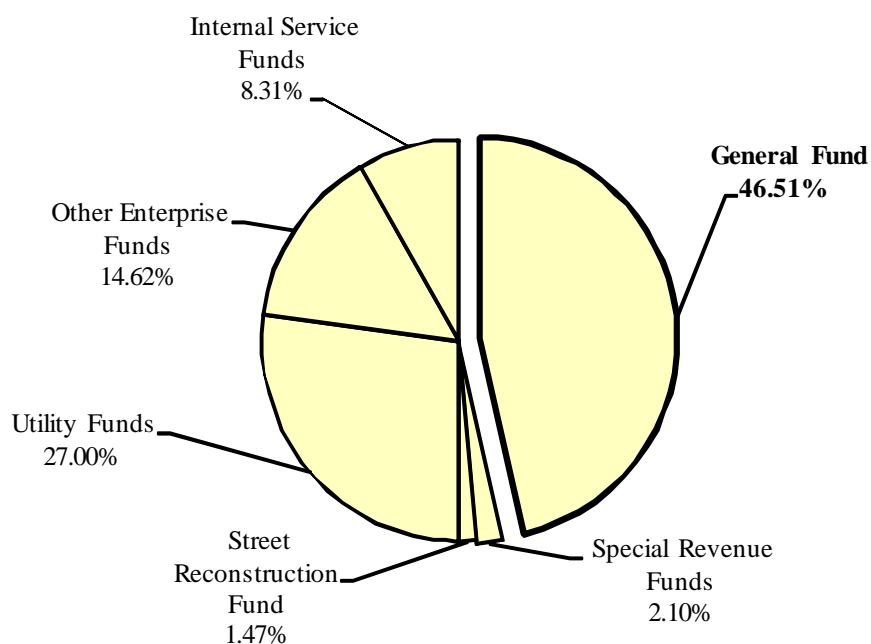
	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
City Manager's Office	3,461,514	3,871,434	3,795,925	3,996,627
City Council	149,940	162,997	167,252	155,179
Animal Shelter	824,462	899,314	868,148	1,207,297
City Secretary	452,663	505,963	506,964	572,583
Finance	1,311,919	1,432,201	1,384,324	1,532,086
Purchasing	430,332	444,496	479,939	533,558
Information Technology	2,969,291	2,398,809	2,423,211	3,292,072
Legal	1,096,848	1,181,404	1,170,132	1,189,527
Municipal Court	1,163,253	1,222,567	1,257,824	1,324,169
Planning	649,105	705,286	743,669	761,673
Human Resources	721,799	798,009	799,209	876,576
Inspections	1,642,704	1,832,949	1,700,783	1,866,677
Streets & Drainage	2,576,165	4,510,245	5,288,859	7,884,784
Traffic	1,886,874	2,619,944	2,471,939	3,025,028
Emergency Management	1,471,802	1,253,820	1,227,679	1,357,015
Fire	20,779,846	20,765,840	20,884,312	22,760,195
Police	32,988,793	32,879,304	32,079,770	34,568,747
Library	3,534,768	3,531,479	3,483,123	3,727,306
Municipal Information	824,442	700,441	801,121	724,234
Housing & Eco Development	192,146	276,603	288,431	612,189
Facilities	4,079,825	3,344,769	3,763,291	4,976,378
Parks and Recreation	9,391,691	9,887,972	9,612,115	11,029,062
Contributions	13,307,514	14,483,152	14,475,152	13,955,181
Miscellaneous	545,501	854,795	847,492	742,197
Employee Benefits	645,908	366,073	626,215	643,415
	\$ 107,099,105	\$ 110,929,866	\$ 111,146,879	\$ 123,313,755



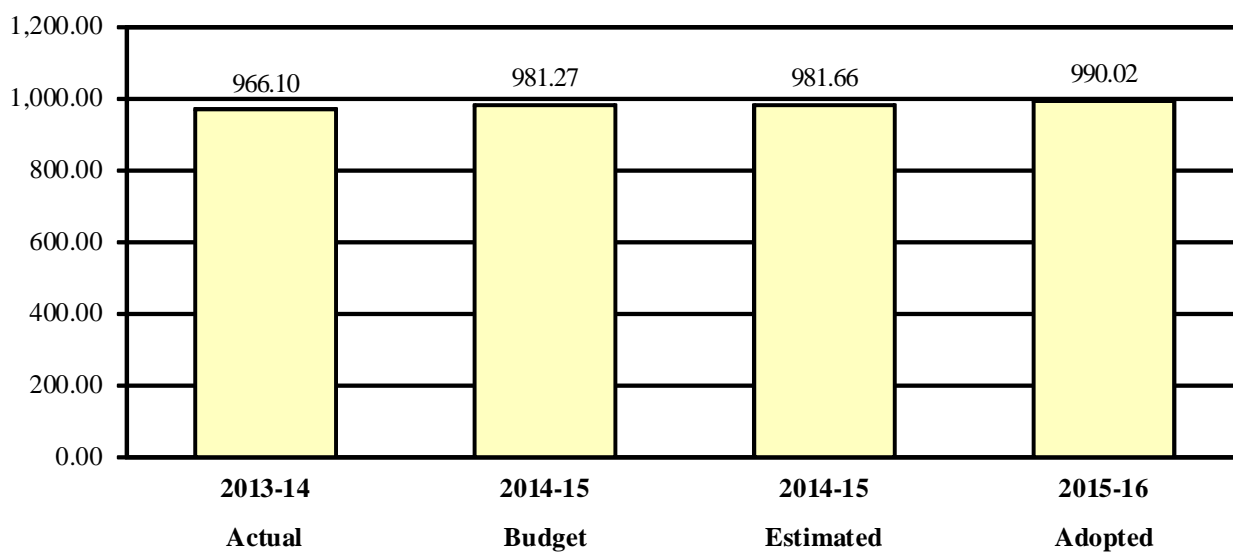


General Fund as a Percent of Total Budget

General Fund	\$ 123,313,755
Special Revenue Funds	5,554,836
Street Reconstruction Fund	3,888,972
Utility Funds	71,575,524
Other Enterprise Funds	38,769,823
Internal Service Funds	22,029,098
	<hr/>
	\$ 265,132,008



General Fund Personnel Summary



City Manager's Office

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY 2014-15

- * Maintained a balanced budget
- * Met financial policy goal of 18% for General Fund assigned fund balance
- * Continued support of the City's Economic Development efforts and partnerships
- * Continued Support for the Prosper Waco Initiative
- * Completed a downtown Transportation Plan
- * Initiated the first step (feasibility study) for implementing the Transportation Plan recommendations
- * Initiated a compensation study
- * Continued the comprehensive plan development for Planning, Zoning, and Development
- * Completed master plans for Water, Wastewater and infrastructure
- * Completed a cost of service study for water and wastewater
- * Continued to work towards a cooperative health clinic partnership with WISD & McLennan County
- * Continued partnerships with animal welfare groups to promote a No Kill Animal Shelter
- * Represented Brazos River Basic Municipalities on the State Water Planning Group
- * Continued joint planning effort with Southern Trinity Groundwater Districts
- * Completed RFP process to upgrade the City's Enterprise Management software, and began conversion
- * Conducted Collective Bargaining and Meet/Confer sessions with Fire Fighters and Police Officers
- * Hired new Library Director and a full time veterinarian for Animal Shelter
- * Restructured Housing and Economic Development

Priorities for FY 2015-16

- * Monitor and maintain a balanced budget
- * Execute a development agreement and land lease for the riverfront project
- * Begin construction of the golf course hotel
- * Continue support of Prosper Waco initiatives
- * Continue monitoring water quality issues in the Lake Waco Watershed
- * Implement the City of Waco's Comprehensive Plan utilizing information from the Master Plans

Budget Highlights

Funding for the Economic Incentive Fund is \$1,500,000 for FY 2015-16.

Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	1,379,213	1,555,800	1,440,304	1,464,354
Employee Benefits	394,920	434,617	416,975	404,941
Purchased Prof/Tech Services	194,482	12,550	63,375	7,550
Purchased Property Services	3,209	5,664	5,819	5,671
Other Purchased Services	56,564	257,927	260,003	259,866
Supplies	64,966	74,876	79,449	74,245
Other Expenses	119,639	280,000	280,000	280,000
Contracts with Others	(1,479)	-	-	-
Operating Expenditures	2,211,514	2,621,434	2,545,925	2,496,627
Transfers to Other Funds	1,250,000	1,250,000	1,250,000	1,500,000
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	3,461,514	3,871,434	3,795,925	3,996,627

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
City Manager	999	1.00	1.00	1.00	1.00
Deputy City Manager	999	-	-	1.00	1.00
Assistant City Manager	31	3.00	3.00	3.00	3.00
Program Manager	28	2.00	1.00	1.00	1.00
Technical Administrator	27	2.00	2.00	2.00	2.00
Program Administrator	27	1.00	1.00	1.00	-
		9.00	8.00	9.00	8.00
Clerical and Professional					
Administrative Svcs Coordinator	60	2.00	2.00	2.00	2.00
Internal Auditor	26	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	-
		5.00	5.00	5.00	4.00
Total Employees		14.00	13.00	14.00	12.00

City Council

Mission Statement

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

Narrative

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

Budget Highlights

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

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

Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	-	28,000	28,000	28,000
Employee Benefits	8,843	12,323	12,253	12,255
Purchased Prof/Tech Services	45,234	29,264	29,264	29,264
Purchased Property Services	30,891	32,724	29,800	30,098
Other Purchased Services	36,559	38,133	37,421	37,647
Supplies	23,534	17,076	25,037	17,915
Other Expenses	4,879	-	-	-
Contracts with Others	-	5,477	5,477	-
Operating Expenditures	149,940	162,997	167,252	155,179
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	149,940	162,997	167,252	155,179

Animal Shelter

Mission Statement

Animals are an integral part of our lives. They provide comfort, relaxation, and entertainment, assist in relieving our stress and improving our medical conditions, and provide food and fiber to sustain us. They can also carry disease or present a threat to us. The City of Waco Animal Services preserves community public health by providing housing and medical care to stray, injured, dangerous, or surrendered animals within McLennan County.

Narrative

The Waco Animal Shelter provides intake and boarding for McLennan County and the cities within the county. During FY 2014 we received approximately 6,800 animals. Through June of this year we have had an intake of 4,596 animals. The facility has a capacity of 350 animals. All animals are handled in a compassionate manner and the shelter staff strives to ensure animal health by maintaining a clean, well maintained facility to potential pet owners. Through a contract with the Humane Society Central Texas, adoption and redemption services are provided to all contracting cities.

Accomplishments for FY 2014-15

- * Finished FY 2013-2014 with a euthanasia rate of 16.68% and a live exit rate of 83.32% and as of June 30, 2015 we have improved those numbers to a euthanasia rate of 11.74% and a live exit rate of 88.26%. Through June 2015 we have had 4 months with over a 90% live exit rate
- * Hired a full time veterinarian in February to provide medical and surgical care to animals at the shelter. A large number of animals enter the shelter with medical illness or injury due to being hit by car or other trauma and a great majority of these animals have been treated medically or in some situations through surgery and have been successfully adopted or sent to rescue.
- * Raised \$2.6 million to remodel and expand the shelter
- * Architectural design and engineering planning is underway to allow bidding of the shelter expansion in August with construction scheduled to begin in September
- * Poured an additional parking lot next to the D building to allow the creation of temporary runs to house the animals displaced by the demolition of kennels B and C

Priorities for FY 2015-16

- * Complete the renovation of the shelter to include a new adoption center, new climate controlled runs, and puppy house, renovated cat housing building and renovation of the D building to include expanded intake, isolation facilities for animals with contagious disease and veterinary medical and surgical suites
- * Spay or neuter animals before adoption onsite vs. sending them to outside clinics
- * Strive to meet the 90% live exit rate for an entire 12 months
- * Continue to improve medical care to animals housed in the shelter
- * Continue to improve customer service
- * Continue to promote the value of spaying and neutering

Budget Highlights

Budget includes approximately \$15,000 to purchase surgery and veterinary examination room equipment.

Budget includes an increase of \$40,000 for an additional cleaning supplies, vaccine, syringes and pharmaceuticals and veterinary supplies due to the increase in the number of runs and cages with the renovation and providing medical care, and surgical sterilization to the animals before adoption.

Budget includes an increase of \$4,500 in Education and Business Travel to provide for continuing education for the veterinarian and veterinary technician.



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	283,009	328,593	350,883	392,913
Employee Benefits	150,820	170,307	175,019	199,492
Purchased Prof/Tech Services	177,219	205,750	121,750	121,750
Purchased Property Services	17,287	28,600	28,890	29,295
Other Purchased Services	49,465	33,257	36,486	39,593
Supplies	123,759	131,837	148,135	223,224
Other Expenses	933	970	1,020	1,030
Contracts with Others	-	-	-	-
Operating Expenditures	802,492	899,314	862,183	1,007,297
Transfers to Other Funds	-	-	-	200,000
Billings	-	-	-	-
Capital Outlay	21,970	-	5,965	-
Total Expenditures	824,462	899,314	868,148	1,207,297

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Animal Services Manager	26	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Veterinarian	26	-	-	1.00	1.00
		-	-	1.00	1.00
Labor Operations					
Animal Services Coordinator	58	1.00	1.00	1.00	1.00
Sr Animal Services Technician	56	3.00	3.00	5.00	5.00
Animal Services Technician	54	7.00	8.00	5.00	5.00
		11.00	12.00	11.00	11.00
Total Full Time		12.00	13.00	13.00	13.00
Part Time Employees (shown as FTEs)					
Animal Services Technician-PT	58	0.50	0.50	0.50	0.50
Total Part Time (FTEs)		0.50	0.50	0.50	0.50
Total Employees		12.50	13.50	13.50	13.50

City Secretary

Mission Statement

The City Secretary's Office is a service-oriented City department providing dependable and courteous service to residents, visitors, City Staff and City Council. The Office is committed to upholding laws, promoting effective methods of recordkeeping, and preserving the essential, operational, and historical documents of the City by providing leadership in a city-wide records management program.

Narrative

The City Secretary is responsible for upholding statutory principles, serving as guardians of municipal legislative and election processes, official records, and providing excellent customer service. The Office is committed to upholding laws, promoting effective methods of recordkeeping, and preserving the essential, operational, and historical documents of the City by providing leadership in a city-wide records management. The City Secretary's Office is responsible for providing administrative support for City Council meetings, posting agendas for all City Council Meetings and all City Boards and Commission meetings. The Office is responsible for processing all Public Information Requests and is the primary custodian of all official, permanent, and essential records created, received, and maintained by the City to fulfill statutory and regulatory requirements, to support contractual obligations, and to preserve the history of the City and the community it serves. The Office provides dependable and courteous service to residents and visitors seeking information, guidance, and direction by facilitating telephone and meeting communications, serving as a resource for citizens and a link between citizens and the City organization, maintaining an understanding of needs, making government accessible and transparent, promptly and accurately delivering information of government actions, and quickly identifying and connecting the public to the right person or resource.

Accomplishments for FY 2014-15

- * Implemented Open Records & Documents Coordinator position to coordinate and manage Public Information Requests and administer the Web Q/A Open Records Management System in a professional, expert and efficient manner
- * Continued to work with legal department to respond to Open Records and implementation of Web Q/A Open Records Management System including developing a web site to provide information proactive pages
- * Assisted with City Wide Training of e-mail etiquette policy
- * Coordinated 2015 joint General Election utilizing County wide vote centers
- * Coordinated ongoing department destruction of records per the Texas Library Record Schedule
- * Continued to respond to requests for information from city-wide departments
- * Maintained minutes, resolutions, ordinances, contracts, deeds, and other legal documents of the city
- * Continued to provide administrative support for the Animal Welfare Advisory Board, First Street Cemetery Memorial Advisory Committee and other Council committees

Priorities for FY 2015-16

- * Implement Boards and Commissions Management System
- * Increase efficiency of Open Records Web Q/A Management system and implementation of best practices
- * Provide city-wide training on Records Management, Public Information Act, notary services, and Boards and Commissions support
- * Utilize Minute Traq Agenda and Minutes system to streamline the agenda packet for City Boards and Commissions
- * Develop Record Center strategic plan
- * Support implementation of City Wide ERP system
- * Convert Image Flow document indexing system to OptiView record retention system

Budget Highlights

The budget for the City Secretary's Office includes an additional Customer Service Representative to support the City Secretary's office and records management. Also included for 2015-16 is increased funding for election.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	274,513	297,279	294,490	318,543
Employee Benefits	97,069	100,634	99,509	119,434
Purchased Prof/Tech Services	22,265	55,052	58,110	81,100
Purchased Property Services	3,230	13,146	13,060	12,294
Other Purchased Services	25,010	19,835	19,605	19,004
Supplies	18,725	20,017	22,190	22,208
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	440,812	505,963	506,964	572,583
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	11,851	-	-	-
Total Expenditures	452,663	505,963	506,964	572,583

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
City Secretary	999	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (400)	58	3.00	3.00	2.00	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
Open Records & Documents Coo	24	-	-	1.00	1.00
		5.00	5.00	5.00	6.00
Total Employees		6.00	6.00	6.00	7.00

Finance

Mission Statement

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

Narrative

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

The Finance Department records and reports all financial transactions and the condition of funds of the City of Waco in conformance with the City Charter and municipal accounting principles and regulations. The Department provides cash management and investment of available funds, processes payroll and accounts payable and receivable, provides accounting of fixed assets, and prepares bank reconciliations and the Comprehensive Annual Financial report.

Accomplishments for FY 2014-15

- * Completed the year-end closing process and annual audit for FY2013-14
- * Coordinated the bond issue for Capital Improvements Program

Priorities for FY 2015-16

- * Complete the year-end closing process and annual audit for FY2014-15
- * Coordinate the planned bond issue for Capital Improvements Program
- * Implement the new ERP

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	894,929	976,717	933,135	1,032,037
Employee Benefits	287,923	307,583	301,615	336,576
Purchased Prof/Tech Services	77,480	89,200	89,200	102,020
Purchased Property Services	-	300	416	424
Other Purchased Services	19,881	26,296	25,669	25,684
Supplies	25,419	26,580	26,743	26,824
Other Expenses	6,287	5,525	7,546	8,521
Contracts with Others	-	-	-	-
Operating Expenditures	1,311,919	1,432,201	1,384,324	1,532,086
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,311,919	1,432,201	1,384,324	1,532,086

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
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	4.00	4.00	4.00	4.00
		6.00	6.00	6.00	6.00
Clerical and Professional					
Payroll Technician	60	2.00	2.00	3.00	3.00
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
		9.00	9.00	10.00	10.00
Total Full Time		15.00	15.00	16.00	16.00
Part Time Employees (shown as FTEs)					
Accounting Tech (300)-PT	58	0.50	0.50	0.50	0.50
Total Part Time (FTEs)		0.50	0.50	0.50	0.50
Total Employees		15.50	15.50	16.50	16.50

Purchasing

Mission Statement

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

Narrative

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

Accomplishments for FY 2014-15

- * Managed and participated in the P-Card program resulting in a rebate of \$113,064
- * Replaced sixteen vehicles and/or pieces of equipment listed on the City's approved equipment replacement list
- * Replaced six vehicles and/or pieces of equipment and added 2 new vehicles as requested by the Utilities Department
- * Participated in various purchasing cooperatives resulting in \$10,502 in rebates
- * Participated on the steering committee for the "Integrated Municipal System Replacement" project to replace the City-wide computer system
- * Managed approximately \$390,000 of inventory in the Central Warehouse, containing water and sewer materials and general supplies to be utilized by departments City-wide
- * Provided oversight of the City's wireless inventory and served as the point of contact between all City departments and the City's wireless carriers
- * Administered an estimated 44 formal Requests for Bids or Proposals
- * Utilized the "Design-Build" procurement process for the first time for the City of Waco, for the Dewey Community Center and Gymnasium Renovation
- * Contracted with an Energy Consultant to perform market research, electricity and natural gas procurement, contract review and negotiation, demand response management, and energy data management services and solutions
- * Participated for the first time in Oncor's Demand Response summer program, where the City is paid to switch to a portion of generator power during peak demand times
- * Assumed control and responsibility for \$320,000 of inventory previously maintained by the Traffic Department, secured the warehouse area, created City recognized part numbers and locations for each item, and initiated computer records accordingly
- * Issued a Request for Proposals for the development of the Brazos Riverfront due at the end of July 2015
- * Solicited and received Proposals for renovations to the East Waco Library
- * Assumed responsibility for administering formal solicitations on behalf of the Engineering Department
- * Provided P-Card training to all new users, and an annual renewal training to all existing users
- * Provided additional training and oversight to departments regarding compliance with the City's Purchasing Policy

Priorities for FY 2015-16

- * Continue to review annual purchases in consideration of initiating City-wide contracts on common products/services
- * Continue to review purchases and identify items that are required to follow a formal bidding process and resulting Council approval
- * Continue to monitor purchases to identify items that should be stocked in the Central Warehouse
- * Standardize various boiler plate solicitation packages, specific to the type of procurement process being utilized
- * Transition Purchasing functions from SunGard to the new Tyler Technologies software

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	304,322	313,072	337,010	374,914
Employee Benefits	103,646	107,353	117,045	132,044
Purchased Prof/Tech Services	175	450	300	400
Purchased Property Services	453	250	810	300
Other Purchased Services	11,655	13,507	14,342	14,582
Supplies	10,081	9,864	10,432	11,318
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	430,332	444,496	479,939	533,558
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	430,332	444,496	479,939	533,558

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Program Administrator	27	-	-	1.00	1.00
		1.00	1.00	2.00	2.00
Clerical and Professional					
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
		4.00	4.00	4.00	4.00
Labor Operations					
Materials Specialist	57	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		6.00	6.00	7.00	7.00

Information Technology

Mission Statement

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

Narrative

Provide exceptional customer service to our citizens and customers.

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

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

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

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

Accomplishments for FY 2014-15

- * Completed the citywide upgrade of the Microsoft Office product suite
- * Completed the upgrade of the Exchange email and email storage environment
- * Continued expansion and improvement in the SCADA infrastructure
- * Begin Tiburon CAD upgrade project for Public Safety

Priorities for FY 2015-16

- * Continue development of a customer service culture within the department while decreasing overall response times
- * Implement the Tyler ERP suite of products
- * Continue implementation of the IT Strategic plan
- * Implement the GIS strategic action plan
- * Complete the Tiburon Records update for Public Safety

Budget Highlights

The budget for Information Technology includes the addition of two positions, a Systems Analyst and a Computer Analyst, to facilitate the GIS program. The budget also includes additional maintenance costs for the new ERP system that is being installed. Capital Outlay includes needed equipment for the department.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	926,450	905,709	845,911	1,077,092
Employee Benefits	302,415	296,827	279,918	359,938
Purchased Prof/Tech Services	214,546	92,302	92,302	178,037
Purchased Property Services	441,296	529,442	445,633	880,064
Other Purchased Services	425,758	467,340	437,717	365,390
Supplies	468,524	57,251	66,744	75,371
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,778,989	2,348,871	2,168,225	2,935,892
Transfers to Other Funds	-	-	-	150,000
Billings	-	-	-	(117,820)
Capital Outlay	190,302	49,938	254,986	324,000
Total Expenditures	2,969,291	2,398,809	2,423,211	3,292,072

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Technical Administrator	27	2.00	2.00	3.00	4.00
Systems Analyst	26	2.00	2.00	2.00	2.00
Technical Supervisor	24	1.00	1.00	-	-
		6.00	6.00	6.00	7.00
Clerical and Professional					
Computer Support Technician	61	3.00	3.00	4.00	4.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	5.00	5.00	4.00	5.00
		9.00	9.00	9.00	10.00
Total Employees		15.00	15.00	15.00	17.00

Legal

Mission Statement

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

Narrative

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

Accomplishments for FY 2014-15

- * Prepared/reviewed hundreds of ordinances, resolutions, and contracts/deeds/grants, including:
 - Rural Transit District
 - Waco Mammoth Site
 - Dewey Center and East Waco Library Renovation Projects
 - Ritchie Road
- * Began legal service request process to ensure timely submission and review of contracts

Priorities for FY 2015-16

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

Budget Highlights

One long tenured Assistant City Attorney is scheduled to retire during FY 2015-16. The budget for Legal will maintain current operations with no additions in personnel or equipment. No new services are planned for the coming year.

Outside legal services are included in the following budgets:

Water	\$200,000
Risk Management	\$300,000
Solid Waste	\$5,000



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	801,241	860,406	854,697	865,704
Employee Benefits	235,995	248,320	248,211	255,650
Purchased Prof/Tech Services	1,907	6,850	6,850	6,850
Purchased Property Services	-	300	300	300
Other Purchased Services	27,180	31,950	29,403	29,449
Supplies	30,525	33,578	30,671	31,574
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	1,096,848	1,181,404	1,170,132	1,189,527
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,096,848	1,181,404	1,170,132	1,189,527

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
City Attorney	999	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Legal Secretary	59	3.00	3.00	3.00	3.00
Assistant City Attorney	27	6.00	6.00	6.00	6.00
		9.00	9.00	9.00	9.00
Total Employees		10.00	10.00	10.00	10.00

Municipal Court

Mission Statement

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

Narrative

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

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

All court activities include: 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 2014-15

- * Completed a performance evaluation and analysis of collection court processes by the Office of Court Administration
- * Sent approximately \$3,303,619 additional accounts receivable to McCreary, Veselka, Bragg & Allen, P.C. (MVBA), the court collection agency
- * Sent approximately 1,893 defendants' denial of driver's license renewal, in the approximate amount of \$938,650 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.
- * Met the goal of projected revenues and staying within budgeted operational expenditures
- * Attended the 2015 Legislative Update and adhered to the new and changing laws within the jurisdiction of the Municipal Court

Priorities for FY 2015-16

- * Implement the Incode Court software application
- * Implement the Inter-local Cooperation Agreement with McLennan County Texas for incarceration of certain persons convicted of Class C Misdemeanors in accordance with the Texas Code of Criminal Procedure
- * Meet the projected revenues and budgeted expenditures
- * Adhere to requirements of Senate Bill 1863 for compliance of Office of Court Administration audits and reviews
- * Send all delinquent accounts to McCreary, Veselka, Bragg & Allen, P.C. (MVBA) for collections as accounts become 61 days delinquent
- * Evaluate any additional court security needs and training

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	758,533	797,338	794,352	789,987
Employee Benefits	258,482	266,471	270,117	278,020
Purchased Prof/Tech Services	13,613	22,300	58,400	117,100
Purchased Property Services	457	1,000	1,000	1,075
Other Purchased Services	23,104	31,469	29,485	33,162
Supplies	88,548	89,995	90,476	90,691
Other Expenses	13,995	13,994	13,994	14,134
Contracts with Others	-	-	-	-
Operating Expenditures	1,156,732	1,222,567	1,257,824	1,324,169
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	6,521	-	-	-
Total Expenditures	1,163,253	1,222,567	1,257,824	1,324,169

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Court Judge	999	1.00	1.00	1.00	1.00
Technical Administrator	27	1.00	1.00	-	-
Program Administrator	27	1.00	1.00	1.00	1.00
		3.00	3.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	10.00	10.00	10.00	10.00
Senior Financial Analyst	25	-	-	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		11.00	11.00	12.00	12.00
Labor Operations					
Police Officer	901	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		15.00	15.00	15.00	15.00

Planning

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

Accomplishments for FY 2014-15

- * Continued to work on the Waco Comprehensive Plan update with the City's Plan Commission as the steering committee for the plan
- * Complete the Plan by the end of FY 2014-15
- * Sold more than 120 excess properties evaluated at approximately 1 million dollars during FY 2014-15

Priorities for FY 2015-16

- * Adopt the City of Waco's Comprehensive Plan update
- * Implement the Plan's recommendations through planning initiatives, ordinance reviews and updates and CIP prioritization

Budget Highlights

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

The MPO is provided funds from the US Department of Transportation, which are passed through from the Texas Department of Transportation. There are 2.80 FTEs budgeted through the MPO.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	392,873	428,292	445,719	460,559
Employee Benefits	133,710	148,729	155,194	163,119
Purchased Prof/Tech Services	8,874	20,685	20,685	20,685
Purchased Property Services	67,291	66,286	69,408	69,418
Other Purchased Services	13,818	20,506	20,470	20,570
Supplies	32,539	20,788	32,193	27,322
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	649,105	705,286	743,669	761,673
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	649,105	705,286	743,669	761,673

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Staff Assistant	58	1.10	1.10	1.50	1.50
Property Manager	26	1.00	1.00	1.00	1.00
Senior Planner	26	0.75	0.75	0.70	0.70
Planner (300)	25	1.90	1.90	1.80	1.80
Planner (400)	25	1.20	1.20	1.20	1.20
		5.95	5.95	6.20	6.20
Labor Operations					
Inspector	60	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		7.95	7.95	8.20	8.20

Human Resources

Mission Statement

The Human Resources Department provides resources and support to City of Waco employees, retirees and applicants so the best services possible can be provided to our community.

Narrative

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

Accomplishments for FY 2014-15

- * Conducted initial phase of compensation/classification study as each City employee completed a position analysis questionnaire for use in developing revised job descriptions
- * Conducted Naturally Slim pilot program in conjunction with the City's Wellness Program
- * Coordinated employee health screenings and added tobacco affidavit
- * Switched to lab-accurate finger stick health screenings that will provide immediate results which will be reviewed by an onsite nurse
- * Continued to participate on committee to select and implement an enterprise-wide information system for the City
- * Developed an interlocal agreement regarding a joint clinic feasibility study involving the City of Waco, WISD and McLennan County
- * Conducted two supervisory training series for new supervisory staff
- * Collaborated with Risk and the Waco Police Department to offer active shooter training classes
- * Conducted request for proposals and selected two new benefits providers for the City's voluntary indemnity dental insurance program (Delta Dental) and for flexible spending account administrative services (Flex-Plan Services)
- * Coordinated with Strategic Government Resources (SGR) to conduct national searches for Assistant City Manager, Director of Utilities and Director of Parks and Recreation vacancies
- * Initiated the concept of a two-tiered health insurance plan for employees tied to incentives, in an effort to curb rising medical costs
- * Developed a program allowing employees with leadership potential to work with the City Executive Team to carry out work-related projects of benefit to the organization
- * Developed an on-line e-mail etiquette training program

Priorities for FY 2015-16

- * Finalize and implement a new market-oriented compensation/classification system
- * Revise all job descriptions in conjunction with the implementation of the compensation/classification study
- * Implement HR module as a part of the enterprise-wide information system
- * Coordinate with McLennan Community College to offer on-site adult education classes for employees and the community at-large
- * Develop recruiting strategies to increase minority applicants
- * Implement new wellness platform that will assist in managing the City's wellness initiative and tracking employee activities
- * Implement standards associated with use of external temporary labor services
- * Comply with Affordable Care Act reporting requirements

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	512,127	547,178	547,491	608,310
Employee Benefits	168,473	182,238	184,329	202,165
Purchased Prof/Tech Services	6,019	12,561	13,400	13,400
Purchased Property Services	1,624	2,090	3,475	2,122
Other Purchased Services	21,871	42,908	41,710	41,722
Supplies	11,685	11,034	8,804	8,857
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	721,799	798,009	799,209	876,576
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	721,799	798,009	799,209	876,576

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
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
		3.00	3.00	3.00	3.00
Clerical and Professional					
Human Resources Specialist	59	4.00	4.00	4.00	4.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Personnel Generalist	24	2.00	2.00	2.00	2.00
		7.00	7.00	7.00	7.00
Total Employees		10.00	10.00	10.00	10.00

Inspections

Mission Statement

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

Narrative

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

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

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

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

Inspection also provides staff support to the following Boards and Commissions within the City of Waco: Building Inspections Advisory & Appeals Board and the Building Standards Commission (BSC).

Accomplishments for FY 2014-15

- * Mowed and maintained approx. 800 city owned properties
- * Filled the plumbing inspector position

Priorities for FY 2015-16

- * Fill a front counter permit clerk position with a bilingual person
- * Implement the use of a door hanger by the Code Enforcement Officers

Budget Highlights

One vacant Inspector position will be reclassified to an additional Customer Services Representative and the other vacant Inspector position will be transferred to City Secretary to be reclassified as a Customer Service Representative. Building and related permits are budgeted at \$1,005,742 for FY 2015-16.

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$408,441 for FY 2015-16. In addition to the 20.52 full-time equivalents (FTEs) shown here, there are 6.48 FTEs budgeted in Community Development Code Enforcement.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	879,345	979,249	898,161	981,561
Employee Benefits	337,321	369,242	333,442	380,134
Purchased Prof/Tech Services	166,887	220,000	195,000	195,000
Purchased Property Services	113,643	118,431	117,172	117,521
Other Purchased Services	63,798	59,727	58,431	58,013
Supplies	62,451	68,419	68,860	70,086
Other Expenses	19,259	17,881	29,717	26,762
Contracts with Others	-	-	-	-
Operating Expenditures	1,642,704	1,832,949	1,700,783	1,829,077
Transfers to Other Funds	-	-	-	37,600
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,642,704	1,832,949	1,700,783	1,866,677

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	30	0.64	0.77	0.73	0.73
Inspection Supervisor	24	1.28	1.56	1.48	1.48
		1.92	2.33	2.21	2.21
Clerical and Professional					
Customer Service Rep (400)	58	4.08	4.42	4.14	5.14
Program Supervisor	24	1.24	1.74	1.71	1.71
		5.32	6.16	5.85	6.85
Labor Operations					
Plans Examiner	62	2.00	2.00	2.00	2.00
Inspector	60	11.28	10.23	9.75	9.46
		13.28	12.23	11.75	11.46
Total Employees		20.52	20.72	19.81	20.52

Streets and Drainage

Mission Statement

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

Narrative

The Operations Division of the Public Works Department maintains streets and drainage infrastructure and ensures they are operational. The Division's core services include administration of street operations, concrete repair and construction, gravel street maintenance, emergency response, alley maintenance, street sweeping and storm drain maintenance which includes gutter and inlet cleaning along with ditch grading and cleaning.

Accomplishments for FY 2014-15

- * Inspected and cleaned 125,169 feet of curb & gutter
- * Sprayed 216 curb miles of herbicide to prevent vegetation along edge of roadways
- * Cleaned and inspected 1,712 storm drain inlets
- * Performed in-house sweeping of 3,417 curb miles
- * Repaired and inspected 1,060 feet of guardrail and end of road barricades
- * Special projects: Wetlands washout and firing range berm reconstruction, Cougar Ridge drainage improvements, and modified Cameron Park Zoo elephant enclosure
- * All new employees completed training for the Safety Certification Program
- * Emergency response to October 2nd and May 25th storm event clean-up
- * Emergency response to support police activities

Priorities for FY 2015-16

- * Ensure clean streets and alleys through our in-house sweeping program
- * Prevent premature deterioration of asphalt streets
- * Maintain storm drain inlets
- * Install 100 curb companion inlet protectors
- * Develop on-call contracts for street and drainage related construction

Budget Highlights

The budget for Streets and Drainage includes no additions or changes in personnel or equipment. Streets and Drainage also bills Utilities for a portion of utility cut costs and that cost was increased \$120,000 for FY 2015-16.



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	729,047	845,683	830,618	1,003,219
Employee Benefits	378,988	415,357	390,488	482,103
Purchased Prof/Tech Services	24,091	7,500	407,500	527,500
Purchased Property Services	677,547	732,513	711,625	729,782
Other Purchased Services	81,971	117,634	83,173	114,164
Supplies	240,436	278,651	252,527	293,527
Other Expenses	648,735	-	500,021	500,021
Contracts with Others	-	-	-	-
Operating Expenditures	2,780,815	2,397,338	3,175,952	3,650,316
Transfers to Other Funds	-	2,751,155	2,751,155	4,995,881
Billings	(595,945)	(638,248)	(638,248)	(761,413)
Capital Outlay	391,295	-	-	-
Total Expenditures	2,576,165	4,510,245	5,288,859	7,884,784

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Program Manager	28	-	-	1.00	1.00
Program Administrator	27	1.00	1.00	2.00	2.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	4.00	4.00
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	15.00	15.00	13.00	13.00
Equipment Operator (400)	57	4.00	4.00	4.00	4.00
Service Provider	54	2.00	2.00	2.00	2.00
		23.00	23.00	21.00	21.00
Total Employees		29.00	29.00	29.00	29.00

Traffic

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2014-15

- * Upgraded LED signal indications on 17th and 18th Streets
- * Installed School Zone Flashers on Flat Rock Road
- * Installed School Zone Flashers on Speegleville Road
- * Provided traffic control for special events
- * Provided traffic control for Baylor Football games
- * Emergency response to October 2nd and May 25th storm event clean-up
- * Emergency response to support police activities
- * Responded to traffic signal trouble calls
- * Responded to traffic signals being knocked down by vehicle crashes
- * Installed street signs and pavement markings citywide

Priorities for FY 2015-16

- * Upgrade to video detection at various intersections
- * Install battery back-up systems at various locations
- * Respond to citizen concerns about the transportation system
- * Prepare on-call contracts for traffic signals, pavement markings, signage work, and assistance with special events
- * Complete traffic signal upgrade at Valley Mills Drive and Wooded Acres Drive
- * Complete traffic signal upgrade at New Road and Franklin Avenue
- * Install traffic signal at China Springs Road (FM 1637) and North River Crossing (FM 185)

Budget Highlights

The budget for traffic services will maintain current operations with no new additions in personnel. The signal/controller replacement program is \$220,000 for FY 2015-16.



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	573,791	734,068	671,733	781,417
Employee Benefits	276,200	320,573	283,661	343,816
Purchased Prof/Tech Services	16,316	60,440	43,500	100,000
Purchased Property Services	248,514	514,492	499,334	566,068
Other Purchased Services	33,040	38,578	36,031	49,081
Supplies	688,941	749,358	735,245	765,896
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	1,836,802	2,417,509	2,269,504	2,606,278
Transfers to Other Funds	-	-	-	136,100
Billings	-	-	-	-
Capital Outlay	50,072	202,435	202,435	282,650
Total Expenditures	1,886,874	2,619,944	2,471,939	3,025,028

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Traffic Analyst (300)	59	3.00	3.00	1.00	2.00
Engineer	25	-	-	1.00	1.00
Engineer in Training	25	1.00	1.00	1.00	1.00
		4.00	4.00	3.00	4.00
Labor Operations					
Technical Coordinator	61	1.00	1.00	1.00	1.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Electronic Systems Technician	58	6.00	6.00	6.00	6.00
Sr. Electronic Systems Technician	58	1.00	1.00	-	-
Equipment Operator (400)	57	2.00	2.00	2.00	2.00
Traffic Control Technician	54	5.00	5.00	5.00	5.00
		16.00	16.00	15.00	15.00
Total Full Time		22.00	22.00	20.00	21.00
Part Time Employees (shown as FTEs)					
Traffic Analyst (300)-PT	59	-	-	1.40	-
Total Part Time (FTEs)		-	-	1.40	-
Total Employees		22.00	22.00	21.40	21.00

Emergency Management

Mission Statement

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

Narrative

The Waco-McLennan County Office of Emergency Management (OEM) is a division of the Waco Fire Department, and oversees the City of Waco Radio Operations which provides and maintains the two-way radio communication system for various city departments through the 800 MHz trunked radio system. The management of emergencies, planning, mitigation efforts, response, and recovery are critical responsibilities of local government. Local government and the public must be prepared to take appropriate actions in disaster situations. Emergency Management maintains the Waco-McLennan County Emergency Management Plan, which includes all cities within the county. It operates the Waco and McLennan County Emergency Operations Center (EOC). The OEM serves all of McLennan County and is the liaison between local, state, and federal agencies. The office interacts with the Texas Division of Emergency Management. Severe weather and hazardous materials incidents are the most significant disaster potentials in the county. The OEM coordinates disaster preparedness activities between public and private industries as well as non-profit organizations in an effort to mitigate from, prepare for, respond to, and recover from, man-made and natural disasters as well as acts of terrorism.

Accomplishments for FY 2014-15

- * Provided training for city/county employees that are involved in the emergency management process
- * Provided two Community Emergency Response Team trainings (CERT) along with a monthly training schedule
- * Applied for grants for equipment and training that would assist the city and county
- * Updated annexes to the Waco-McLennan County Emergency Management Plan
- * Strengthened relationships with Baylor and MCC in development of their EM plans and assist them with various planned events
- * Updated the threat and hazard identification and risk assessment for the city and county
- * Performed exercises that comply with state and federal guidelines
- * Worked with local business and other community partners in preparedness activities
- * Took over management of the Fire Corp
- * Renewed our Storm Ready Community certification by the National Weather Service
- * Conducted nine emergency preparedness exercises

Priorities for FY 2015-16

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

Budget Highlights

The Office of Emergency Management is funded equally by the City of Waco and McLennan County. It also receives FEMA funding through the State. The budget for the OEM will maintain current operations with no additions in personnel planned for the coming year. There is an increase in radio maintenance from Motorola budgeted for 2015-16. Beginning in 2015-16, radio replacement will be expensed in this budget.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	229,365	271,615	270,360	276,911
Employee Benefits	86,012	102,143	102,923	107,933
Purchased Prof/Tech Services	13,422	14,962	13,224	31,974
Purchased Property Services	51,236	209,448	187,938	307,894
Other Purchased Services	20,263	29,926	29,734	29,990
Supplies	21,466	489,203	486,977	35,627
Other Expenses	102,905	136,523	136,523	156,986
Contracts with Others	-	-	-	-
Operating Expenditures	524,669	1,253,820	1,227,679	947,315
Transfers to Other Funds	926,234	-	-	-
Billings	-	-	-	-
Capital Outlay	20,899	-	-	409,700
Total Expenditures	1,471,802	1,253,820	1,227,679	1,357,015

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Secretary (300)	57	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Labor Operations					
Radio Communications Technicia	58	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		6.00	6.00	6.00	6.00

Fire

Mission Statement

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

Narrative

The Waco Fire Department (WFD) is an essential core service for public safety that also adheres to the City of Waco's values and goals. WFD is divided into 5 divisions which are made up of Emergency Operations, Fire Prevention and Life Safety (better known as the Fire Marshal's Office), Communication, Training and Fire Administration. WFD coordinates with the Waco-McLennan County Office of Emergency Management for Emergency/Disaster Preparedness & Management of incidents that can have an impact on the City's safety. WFD personnel and equipment are located in 14 fire stations which are strategically located throughout the city to allow quick response for all emergencies.

WFD responded to 8,893 emergency incidents last year. This does not include non-emergency calls for service. WFD has a Public Protection Classification (PPC) of 2 with the Insurance Services Office (ISO). Less than 1% of fire departments across the country have a PPC rating of 2 or better. WFD provides protection for all hazards which include: fire protection; aircraft rescue firefighting (ARFF) for two airports; basic life support for medical emergencies; all rescue operations which include confined space rescue; extrication rescue; swift water rescue; and vertical rescues. Some other services provided are fire investigations; fire & safety technical inspections; plan reviews; fire & safety education; pre-fire planning; and regional hazardous materials responses. WFD entered into its 12th year as a partner by contract with East Texas Medical Center (ETMC). ETMC is the ambulance provider to the City of Waco for advanced life support and transportation. WFD has written mutual aid agreements for fire and rescue services with 6 other cities which include, Bellmead, Beverly Hills, Hewitt, Lacy Lakeview, Robinson, and Woodway.

WFD has certain firefighters who are trained as technicians to inspect and repair any Self Contained Breathing Apparatus (SCBA). Also, the firefighters test and repair all fire hoses and perform annual pump test on all the apparatus. These two operations are performed internally and save the city money by not out-sourcing this service. The Fire Marshal's office has certified fire investigators and inspectors who are trained as peace officers. These officers investigate all fire related crimes and make arrest upon solving these crimes.

Accomplishments for FY 2014-15

- * Completed new Fire Station # 7 located at 1325 Nth 5th Street
- * Completed a Master Plan for the Fire Department to assist the City in future planning and budgeting for fire services as the city grows
- * Increased authorized strength for Fire Department with 3 new firefighters

Priorities for FY 2015-16

- * Purchase and replace all Self Contained Breathing Apparatuses (SCBA)

Budget Highlights

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



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	14,361,440	14,447,148	14,408,058	14,878,603
Employee Benefits	4,748,737	4,769,605	4,868,423	5,053,854
Purchased Prof/Tech Services	71,694	87,529	81,598	72,271
Purchased Property Services	339,018	399,073	458,342	542,911
Other Purchased Services	370,373	385,762	416,383	427,615
Supplies	628,547	676,723	643,982	661,184
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	20,519,809	20,765,840	20,876,786	21,636,438
Transfers to Other Funds	226,015	-	7,526	100,000
Billings	-	-	-	-
Capital Outlay	34,022	-	-	1,023,757
Total Expenditures	20,779,846	20,765,840	20,884,312	22,760,195

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (400)	58	3.00	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
		5.00	5.00	5.00	5.00
Labor Operations					
Fire Captain_Training	813	1.00	1.00	1.00	1.00
Fire Captain_Prevention	813	1.00	1.00	1.00	1.00
Fire Lieutenant_Prevention	812	3.00	3.00	3.00	3.00
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	14.00	14.00	14.00	14.00
Fire Lieutenant_Alarm Office	804	5.00	5.00	5.00	5.00
Fire Lieutenant	804	37.00	37.00	37.00	37.00
Fire Prevention Specialist	803	1.00	1.00	1.00	1.00
Fire Equipment Engineer	802	51.00	51.00	54.00	54.00
Firefighter	801	81.00	86.00	83.00	83.00
		200.00	205.00	205.00	205.00
Total Employees		206.00	211.00	211.00	211.00

Police

Mission Statement

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

Vision Statement

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

Purpose:

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

WPD Motto:

Committed to our Community

Narrative

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

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

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

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

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

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

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

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



Police (cont.)

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

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

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

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

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

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

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

The Crime Scene Unit provides forensic support to police investigations.

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

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

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

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

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

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

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

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

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

Police (cont.)

Accomplishments for FY 2014-15

- * The Family Violence Unit investigated 1,879 new cases, issued 247 arrest warrants, transferred 573 cases to the District Attorney for prosecution and obtained 85 Emergency Protective Orders in 2014.
- * The Crimes Against Children Unit investigated 1,067 criminal offense reports and 1,515 Child Protection Services referrals in 2014.
- * The S.A.F.E. Unit reported 27% of the rental units in Waco participate in crime-free housing resulting in a 48% reduction in reported crime and a 77% reduction in arrests.
- * Neighborhood Detectives continue to have success recovering stolen property using resources such as “Leads Online”. In 2014, Detectives worked over 8,000 cases resulting in the recovery of \$52,280 in stolen property and sent 2,581 of those cases to the DA’s office for prosecution.
- * Assault and Financial Crimes streamlined processes to help victims recoup damages faster.
- * Accident reconstruction team investigated 16 crashes, 11 fatalities.
- * Burglary and auto theft unit obtained 178 felony and 107 misdemeanor warrants resulting in 103 arrests and recovery of over \$300,000 in stolen property.
- * The Community Outreach Section conducted crime prevention programs in the community covering different safety, education and crime prevention topics during 2014, educating approximately 21,000 citizens.

Priorities for FY 2015-16

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

Budget Highlights

The budget for Police maintains the current police service-staffing ratio of 2.0 officers per 1,000 residents. The budget will maintain current operations.

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	20,706,697	21,305,469	20,695,919	21,647,501
Employee Benefits	7,104,097	7,355,631	7,204,166	7,695,309
Purchased Prof/Tech Services	381,940	471,000	443,933	549,477
Purchased Property Services	1,189,069	981,755	935,239	970,655
Other Purchased Services	978,869	991,158	971,726	1,009,373
Supplies	2,104,527	1,773,357	1,771,284	2,040,023
Other Expenses	798	934	900	909
Contracts with Others	-	-	-	-
Operating Expenditures	32,465,997	32,879,304	32,023,167	33,913,247
Transfers to Other Funds	88,952	-	18,398	598,000
Billings	-	-	-	-
Capital Outlay	433,844	-	38,205	57,500
Total Expenditures	32,988,793	32,879,304	32,079,770	34,568,747



Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
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
Systems Analyst	26	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Field Supervisor	22	-	-	1.00	1.00
		14.00	14.00	15.00	15.00
Clerical and Professional					
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	7.00	7.00	7.00
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Dispatcher	59	23.00	29.00	29.00	29.00
Crime Scene Technician	59	7.00	7.00	7.00	7.00
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
Staff Assistant	58	1.00	1.00	1.00	1.00
Property Technician	57	2.00	2.00	2.00	2.00
Secretary (300)	57	4.00	4.00	5.00	5.00
Secretary (400)	57	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
		70.00	78.00	79.00	79.00
Labor Operations					
Assistant Police Chief	904	3.00	3.00	3.00	3.00
Police Commander	903	10.00	10.00	10.00	10.00
Police Sergeant	902	37.00	37.00	37.00	37.00
Police Officer	901	195.72	197.00	195.70	196.70
		245.72	247.00	245.70	246.70
Labor Maintenance					
Animal Control Officer	57	4.00	4.00	3.00	3.00
		4.00	4.00	3.00	3.00
Total Full Time		333.72	343.00	342.70	343.70
Part Time Employees (shown as FTEs)					
Customer Service Rep (400)-PT	58	1.50	1.50	1.50	1.50
Dispatcher-PT	58	3.24	3.24	3.24	3.24
Total Part Time (FTEs)		4.74	4.74	4.74	4.74
Total Employees		338.46	347.74	347.44	348.44

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 241,151 adult, teen and children's items in a variety of formats including Books, Large Print Books, Periodicals, Audio Books, CDs, and DVDs. An additional 32,807 e-Books and 6,637 downloadable audio books are available through the library's website, www.wacolibrary.org. 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 recently renovated 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 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 is the busiest branch library. The 32,000 square foot building, includes large children's area, the Genealogy collection, a meeting room, a storytime room and multiple study rooms.

The East Waco Library has a large meeting room and computers available for public use.

Accomplishments for FY 2014-15

- * Installed security system at Central library
- * Equipped entrance doors at South Waco with power assisted door operators
- * Installed entrance doors to public restrooms at South
- * Added concrete footer around the perimeter of the building at South
- * Began renovations at East Waco
- * Installed additional lighting in the public service areas at West Waco

Priorities for FY 2015-16

- * Complete the facilities improvement projects
- * Update the collection
- * Offer more programs (especially for adults)
- * Increase our marketing efforts
- * Build partnerships with other community organizations
- * Provide outreach into the community

Budget Highlights

The budget for Library will add a Librarian for West Waco Library. There are no other anticipated increases in operational services.

McLennan County funds one-sixth of the library budget.



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,686,364	1,761,525	1,722,821	1,871,941
Employee Benefits	577,427	604,967	589,723	649,811
Purchased Prof/Tech Services	197,313	147,387	160,339	140,085
Purchased Property Services	104,613	132,671	130,872	156,267
Other Purchased Services	155,671	187,770	186,206	204,118
Supplies	523,046	529,868	525,532	544,864
Other Expenses	1,113	1,156	1,156	1,156
Contracts with Others	-	-	-	-
Operating Expenditures	3,245,547	3,365,344	3,316,649	3,568,242
Transfers to Other Funds	-	-	-	-
Billings	152,887	155,945	155,945	159,064
Capital Outlay	136,334	10,190	10,529	-
Total Expenditures	3,534,768	3,531,479	3,483,123	3,727,306

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
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	8.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		10.00	10.00	10.00	11.00
Clerical and Professional					
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
		24.00	24.00	24.00	24.00
Total Full Time		34.00	34.00	34.00	35.00
Part Time Employees (shown as FTEs)					
Library Technician-PT	55	9.90	9.90	9.90	9.90
Librarian-PT	24	0.55	0.55	0.55	0.55
Total Part Time (FTEs)		10.45	10.45	10.45	10.45
Total Employees		44.45	44.45	44.45	45.45

Municipal Information

Mission Statement

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

Narrative

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

The Broadcast Division continues to produce award winning programming that in 2008 earned us the distinction of being the first city in the nation to be offered an HD PEG channel. We continue to be one of the only cities in Texas airing programming on an HD channel. Additionally, all of our programs are viewable by anyone in the world on our website and on most mobile devices via a free mobile application. We also facilitate broadcast functions for MCC and TSTC, for the College Channel 18, generating \$900 a month in revenue for the General Fund. All capital equipment purchases for WCCC.TV are funded by cable fees, not General Funds.

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

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

Accomplishments for FY 2014-15

- * Rebuilt City's main website to responsive technology and prepare for replacement of HTE software technical improvements
- * Developed and launched new Humane Society website
- * Developed fund raising campaign for Animal Shelter renovation
- * Led the design and development of new Economic Development website
- * Upgraded our WCCC-TV automation system and added Live broadcast feature that brought five local events to viewer's homes
- * Won two more Telly awards for outstanding production
- * Added another new monthly 30 minute talk show "Destination: Waco and the Heart of Texas" that promotes the Convention Center and Tourism to our eleven talk show lineup
- * Helped expand MinuteTraQ to include various Boards and Commission meetings agendas
- * Added an Instagram account to our social media list of over 5,000 FaceBook and 8,500 Twitter followers

Priorities for FY 2015-16

- * Continue to provide efficient, accurate and timely information to our citizens and the media in the most accurate, efficient and innovative ways possible
- * Continue to monitor and explore the ever-changing communication technologies to inform our citizens and the world about the City of Waco

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	434,408	448,330	449,417	460,411
Employee Benefits	152,883	156,071	158,084	165,314
Purchased Prof/Tech Services	32,805	10,910	21,665	12,005
Purchased Property Services	14,411	9,152	9,235	24,817
Other Purchased Services	21,475	21,770	21,910	22,444
Supplies	44,414	22,168	36,561	19,995
Other Expenses	27,233	32,040	19,248	19,248
Contracts with Others	-	-	-	-
Operating Expenditures	727,629	700,441	716,120	724,234
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	96,813	-	85,001	-
Total Expenditures	824,442	700,441	801,121	724,234

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Technical Administrator	27	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Cable Television Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	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
		6.00	6.00	6.00	6.00
Total Employees		9.00	9.00	9.00	9.00

Housing and Economic Development

Mission Statement

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

Narrative

The City of Waco will act aggressively to help stabilize and revitalize our neighborhoods’ aging housing stock through high quality rehabilitation and reconstruction, along with serving as liaisons to Waco’s neighborhood associations. 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. The success of the homeless plan depends upon a coordinated team approach. The City will continue its strong partnership with Baylor University and Tarleton State University and its student interns to develop and implement the plan.

The City Council approves economic development policies that allow the City to provide incentive programs for new and expanding businesses. The City also coordinates with local partners, state and federal government to provide incentive programs. The City continues partnership with our economic development service providers that help facilitate all areas of economic development – industrial, regional, small business, and downtown. The guiding principles of the City of Waco’s economic development are the City’s Comprehensive Plan, The Upjohn Research Institute data, and the Imagine Waco downtown master plan.

McLennan County and the City of Waco have each contributed \$1,250,000 to the Waco McLennan County Economic Development Corporation (WMCEDC) every year since FY 2009-10. The City will increase its level of contribution to \$1,500,000 for FY 2015-16.

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

Accomplishments for FY 2014-15

- * 14 new single-family homes were constructed
- * 15 new homeowners received down payment assistance
- * 649 general population homeless persons received emergency shelter
- * 455 victims of domestic violence and family abuse received emergency shelter
- * 163 persons received transitional housing
- * 22 families received Tenant-Based Rental Assistance
- * 2 new industrial companies moved to Waco
- * 5 existing industrial companies announced expansion projects in Waco
- * 451 new jobs were announced and 812 jobs will be retained in Waco
- * \$154 million in new capital investment was made by businesses in Waco

Priorities for FY 2015-16

- * Create Affordable Housing in healthy neighborhoods near good job opportunities
- * End Chronic Homelessness and create more Permanent Supportive Housing
- * Attract and retain businesses that provide good job opportunities for Waco citizens
- * Assist more Waco residents with the opportunity to get the education and/or job skills needed to get good jobs
- * There will also be a new focus on efforts to move the needle on poverty in our community through joining the efforts of the Prosper Waco, collective impact initiative. These efforts will be focused at ending generational poverty in Waco and constitute a new approach that will be added to the more traditional economic development efforts that have proved successful in the past.

Budget Highlights

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

Housing and Economic Development Services provided assistance in obtaining approvals for Barron’s Branch, a multifamily apartment complex. The City of Waco has been heavily involved in the project and is providing General Fund assistance of over \$2.0 million to assist in the funding and development costs.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	131,886	201,424	211,670	423,437
Employee Benefits	43,103	58,873	60,692	133,636
Purchased Prof/Tech Services	1,000	-	1,000	6,000
Purchased Property Services	-	-	-	2,500
Other Purchased Services	13,561	13,460	12,295	33,552
Supplies	2,596	2,846	2,774	13,064
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	192,146	276,603	288,431	612,189
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	192,146	276,603	288,431	612,189

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	29	0.80	1.00	1.00	1.00
Program Manager	28	-	-	-	1.00
Financial Supervisor	27	0.21	0.70	0.70	1.00
		1.01	1.70	1.70	3.00
Clerical and Professional					
Program Coordinator	24	0.80	0.80	0.80	0.80
Program Coordinator	24	0.10	0.10	0.10	1.81
Program Analyst	22	-	-	-	0.04
		0.90	0.90	0.90	2.65
Total Employees		1.91	2.60	2.60	5.65

Facilities

Mission Statement

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

Narrative

Facilities is responsible for the maintenance, repair and renovation functions for over 150 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 2014-15

- * Modernized four elevators at Police Department Tower
- * Renovated interior of Fire Station #4
- * Designed and awarded contract for renovations at East Waco Library
- * Demolished old Dewey Recreation Center in preparation for new community center project
- * Supported design-build contractor selection and provided site information for Dewey Community Center
- * Provided survey and soils testing information for Waco Animal Shelter renovation and addition Project
- * Coordinated concept planning for proposed relocation of Information Technology and Emergency Management Departments
- * Renovated a portion of City Hall for a fitness center
- * Built two offices at City Hall for Economic Development personnel
- * Upgraded lighting at West Waco Library and Central Library interior areas
- * Added emergency power for Fleet Services refueling islands and storage tanks
- * Added sidewalks at Texas Ranger Company Headquarters area
- * Made door improvements at South Waco Library
- * Coordinated installation and upgrade of video surveillance systems at Waco libraries
- * Managed mold remediation project at West Waco Library Genealogy Center
- * Repaired damaged walkways at Wetlands Area

Priorities for FY 2015-16

- * Complete renovations at East Waco Library
- * Design review and construction oversight at Dewey Community Center renovation
- * Design review and construction for addition to Animal Shelter building D
- * Provide support for new Animal Shelter adoption center and kennel replacement
- * Replacement of upper lobby roof at Waco Convention Center
- * Replacement of roofs at City Hall
- * Replacement of chilled water coils at Waco Police Department penthouse mechanical room
- * Modernize controls for freight elevator at Waco Convention Center
- * Coordinate addition of exterior restrooms at Cameron Park Zoo
- * Renovate 3rd floor area for large meeting room at Police Department
- * Provide city support for new Dewey Community Center and Gym
- * Coordinate design and renovation for 2nd Floor clinic at Health District Building

Budget Highlights

Facilities continues to take a pro-active approach to meet the requirements of City functions and operations in a timely and professional manner. The long term facility improvements plan continues to be updated as facility planning continues. A total of \$1,247,660 is included in FY 2015-16 for building maintenance, HVAC maintenance and elevator maintenance, as is \$1,490,103 for cash funded Capital Projects.

Billings to others are for the following: Library facility maintenance \$159,064



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,156,768	1,127,948	1,143,694	1,161,711
Employee Benefits	518,115	510,200	517,517	538,306
Purchased Prof/Tech Services	288,682	266,075	272,050	320,550
Purchased Property Services	1,056,936	1,283,786	1,426,781	1,310,051
Other Purchased Services	89,088	59,944	67,897	61,571
Supplies	309,169	252,761	271,159	253,150
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	3,418,758	3,500,714	3,699,098	3,645,339
Transfers to Other Funds	555,366	-	-	1,490,103
Billings	(152,887)	(155,945)	(155,945)	(159,064)
Capital Outlay	258,588	-	220,138	-
Total Expenditures	4,079,825	3,344,769	3,763,291	4,976,378

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	-	-
Staff Assistant	58	1.00	1.00	1.00	1.00
		2.00	2.00	1.00	1.00
Labor Operations					
Master Electrician	61	2.00	2.00	2.00	2.00
Technical Coordinator	61	1.00	1.00	1.00	1.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker (400)	59	4.00	4.00	4.00	4.00
Operations Coordinator	57	2.00	2.00	2.00	2.00
Building Attendant	53	20.00	20.00	20.00	20.00
		31.00	31.00	31.00	31.00
Total Full Time		35.00	35.00	34.00	34.00
Part Time Employees (shown as FTEs)					
Building Attendant-PT	53	0.80	0.80	0.80	0.80
Total Part Time (FTEs)		0.80	0.80	0.80	0.80
Total Employees		35.80	35.80	34.80	34.80

Parks and Recreation

Mission Statement

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

Narrative

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

Priorities for park development are guided by the Parks, Recreation and Open Space Master Plan and include acquisition and redevelopment of new parks and renovation of existing facilities. Current high priority goals include the completion of the redevelopment of Sul Ross Park, Seley Park, Anniversary Park, Kendrick Park and the East Riverwalk extension project.

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

The Recreation Division provides positive, affordable programming with activities at each Community Center geared towards youth, teens, young adults, and continued development of outdoor activities and nature programming. The Athletics Section continues to provide adult athletics including flag football, softball and basketball while youth sports leagues in flag football, track & field and basketball are growing. The economic impact of the Dubl-R Fields at Riverbend Park continues to be significant, hosting 30+ baseball & girls' fast pitch softball tournaments. The Waco Mammoth Site offers new and expanded programs that offer hands-on activities in addition to tours. Special Events/ Marketing continues to improve the Brazos Nights concert series, 4th on the Brazos Celebration and coordinate the Winter Wonderland Festival in addition to supporting over 170 community events each year.

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

Accomplishments for FY 2014-15

- * Assisted with construction of Riverwalk Signage
- * Installed play structures with shade for age groups 2-5 and 5-12 at Seley Park
- * Completed construction of Sul Ross Park Renovations
- * Began design for E Riverwalk Extension project along Brazos River directly upstream from McLane Stadium
- * Began design for Seley Park (Phase 2) Improvements project to include lighting and irrigation
- * Began construction of Anniversary Park Improvements project, including pavilion replacement
- * Completed installation of Branding on the Brazos sculptures
- * Continued emphasis on Brazos River litter abatement program
- * Assumed maintenance and operation responsibilities at Hart-Patterson Track
- * Held inaugural Pints in the Park fundraising event at Brazos Park East
- * Began design-build process for renovation of the Dewey Community Center
- * Assisted Gameday Waco with river patrol, Riverwalk lighting and downtown event support during Baylor home games
- * Organized the Brazos Nights concert series and relocated the Fourth on the Brazos event to Touchdown Alley at Baylor University's McLane Stadium
- * Increased social media activity and marketing through multiple Facebook and Instagram accounts and redesigned websites for all Parks and Recreation areas
- * Hosted second annual Waco Wonderland, which featured a skating rink and ferris wheel, entertainment and fireworks
- * Supported East Waco Library Renovations by hosting Story time programs at Bledsoe Miller
- * Continued free meal program during after school hours and summer hours for children 18 and under
- * Continued youth basketball, adult softball and flag football leagues, along with the annual Team Waco track program
- * Hosted more than 30 tournaments at the Dubl-R Fields at Riverbend Park
- * Hosted National Park Service Director Jonathan Jarvis for a tour of the Waco Mammoth Site and public meeting attended by more than 250 community members expressing overwhelming support for the site's inclusion in the National Park System.



Accomplishments for FY 2014-15 (cont)

- * The Waco Mammoth Site received the Waco Historic Landmark Preservation Commission's award for Excellence in Historic Site Restoration
- * Continued the Fall Fossil Festival and Mammoths on the March events
- * Continued Ranger Patrol of Brazos River Corridor and water patrols on Lake Brazos
- * Neighborhood Fishing Program at Buena Vista Park continued with Texas Parks & Wildlife fish stocking
- * Park Rangers provided educational, career day, health, and safety programs for Waco ISD, surrounding school districts, local businesses and clubs, and city recreation centers
- * Resumed noon time hikes and attendance by City employees increased
- * Ongoing trail maintenance projects with the community, park user groups, Eagle Scouts, and service group cleanup projects
- * Maintained Cameron Park Trail Facebook Page with current trail condition updates and photos
- * Department worked with multiple Baylor Interns and the Health Department for park system surveys, health studies with Recreation Center kids, and Cameron Park Trail Projects
- * Provided CPR/First Aid/AED Classes and certification for Department and City staff

Priorities for FY 2015-16

- * Continue emphasis on Lake Brazos litter abatement program
- * Begin construction of East Riverwalk Extension project
- * Complete Dewey Community Center renovation by summer of 2016
- * Complete construction of Anniversary Park, Seley Park Phase 2, and Kendrick Park Improvements projects
- * Operate in collaboration with the National Park Service as Waco Mammoth National Monument
- * Expand revenue streams for special events including Pints in the Park, Waco Wonderland and Brazos Nights
- * Build on social media presence and online advertising
- * Establish the WebTrac registration and booking software and incorporate in the current marketing strategies
- * Increase teen programs with a focus on volunteerism and fitness
- * Develop a summer camp program for teens ages 13-15
- * Increase community volunteer trail projects using new downtown businesses to promote interest
- * Develop programs designed to encourage better fitness and health including City of Waco employees
- * Develop litter reduction program in conjunction with Keep Waco Beautiful and the Solid Waste Department

Budget Highlights

The Parks & Recreation budget reflects the addition of maintenance and programming at Hart-Patterson Track and maintenance of existing parks and facilities, recreation programs at the three Community Centers, league and tournament play at the Dubl-R Fields at Riverbend Park, the Brazos Night concert series, special event support and Park Ranger patrols.

The budget for 2015-16 includes the addition of a river clean-up crew - one Equipment Operator and one Service Provider - and will be billed to Solid Waste.

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	4,338,726	4,529,072	4,418,415	4,685,753
Employee Benefits	1,762,545	1,853,119	1,812,745	1,999,954
Purchased Prof/Tech Services	771,037	836,463	811,463	898,450
Purchased Property Services	1,094,274	1,292,147	1,214,431	1,280,764
Other Purchased Services	333,383	357,965	367,914	374,664
Supplies	955,379	1,005,353	971,859	1,084,129
Other Expenses	48,472	40,840	42,275	42,656
Contracts with Others	-	-	-	-
Operating Expenditures	9,303,816	9,914,959	9,639,102	10,366,370
Transfers to Other Funds	-	250,000	250,000	857,100
Billings	(271,556)	(276,987)	(276,987)	(353,118)
Capital Outlay	359,431	-	-	158,710
Total Expenditures	9,391,691	9,887,972	9,612,115	11,029,062

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
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
		12.00	12.00	12.00	12.00
Clerical and Professional					
Customer Service Rep (400)	58	5.00	5.00	5.00	5.00
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
Planner (300)	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
		26.00	26.00	26.00	26.00
Labor Operations					
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	5.00	5.00	5.00	5.00
Park Ranger	58	6.00	6.00	7.00	7.00
Service Technician	58	1.00	1.00	1.00	1.00
Equipment Operator (300)	57	28.00	28.00	28.00	29.00
Senior Service Provider	56	5.00	5.00	5.00	5.00
Service Provider	54	28.00	28.00	28.00	29.00
		80.00	80.00	81.00	83.00
Total Full Time		118.00	118.00	119.00	121.00
Part Time Employees (shown as FTEs)					
Park Ranger-PT	58	4.90	4.90	3.85	3.85
Retail Aide-PT	53	1.32	1.32	1.32	1.32
Recreation Aide-PT	51	11.77	11.77	11.77	11.77
Recreation Specialist-TEMP	1	0.40	0.40	0.40	0.40
Recreation Aide-TEMP	1	4.62	4.62	4.62	4.62
Total Part Time (FTEs)		23.01	23.01	21.96	21.96
Total Employees		141.01	141.01	140.96	142.96



Contributions and Contracts

Narrative

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

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

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Unemployment Compensation	45,240	80,000	80,000	80,000
Property Insurance	287	287	287	287
Total Capital Outlay	-	-	-	-
Budget Contingency	-	130,044	130,044	-
Greenwood Cemetery	1,500	1,500	1,500	-
The Arts & Historic Agencies	142,000	150,000	142,000	150,000
H.O.T. Council of Governments	9,842	11,344	11,344	11,344
The Advocacy Center	83,314	91,645	91,645	91,645
Greater Waco Chamber of Commerce	130,054	136,500	136,500	136,500
MCCAD	590,438	739,056	739,056	636,173
Contracts with Others	-	-	-	50,000
McLennan County	125,395	132,919	132,919	136,907
Cen-Tex African/American Chamber	68,000	68,000	68,000	68,000
Multi-Purpose Facility	52,558	55,000	55,000	55,000
Senior Ministry	28,000	28,000	28,000	28,000
Downtown Development Corporation	180,144	280,000	280,000	280,000
Cen-Tex Hispanic Chamber	68,000	68,000	68,000	68,000
Economic Development Grants	264,103	440,200	440,200	632,000
NAFTA Impact Zone_Zone 2	(44,134)	-	-	-
Rosemound Cemetery	40,000	40,000	40,000	-
Greater Waco Collective Impact Init	59,800	500,000	500,000	500,000
Total Contracts	1,799,014	2,742,164	2,734,164	2,843,569
Health Services	2,673,939	2,724,229	2,724,229	2,874,265
Brazos Riverwalk Grant	405,310	-	-	-
Housing Demo_Lot Clearance	125,000	75,000	75,000	75,000
Brownfield Grant	940,932	-	-	-
Equipment Replacement	100,000	200,000	200,000	-
Rolling Stock	-	660,151	660,151	11,500
Street Reconstruction Fund	3,957,472	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	609,012	669,631	669,631	711,837
Waco Regional Airport	491,536	179,235	179,235	736,059
Cameron Park Zoo	1,726,608	1,983,223	1,983,223	2,160,257
Cottonwood Creek Golf Course	356,706	-	-	134,448
Transit Services	-	153,216	153,216	441,987
Parks CIP Cash	-	800,000	800,000	-
Streets Cash	76,458	200,000	200,000	-
Total Transfers to Other Funds	11,462,973	11,530,657	11,530,657	11,031,325
Total Expenditures	13,307,514	14,483,152	14,475,152	13,955,181

Miscellaneous

Narrative

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

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	149,467	221,800	210,625	226,000
Purchased Property Services	4,984	3,000	3,000	3,000
Other Purchased Services	-	300,000	300,000	100,000
Supplies	6,586	-	3,872	3,872
Other Expenses	144,352	329,995	329,995	409,325
Contracts with Others	-	-	-	-
Operating Expenditures	305,389	854,795	847,492	742,197
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	240,112	-	-	-
Total Expenditures	545,501	854,795	847,492	742,197



Retirement Benefits

Narrative

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

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

Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	512,132	270,000	500,000	525,000
Employee Benefits	133,776	96,073	126,215	118,415
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	645,908	366,073	626,215	643,415
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	645,908	366,073	626,215	643,415

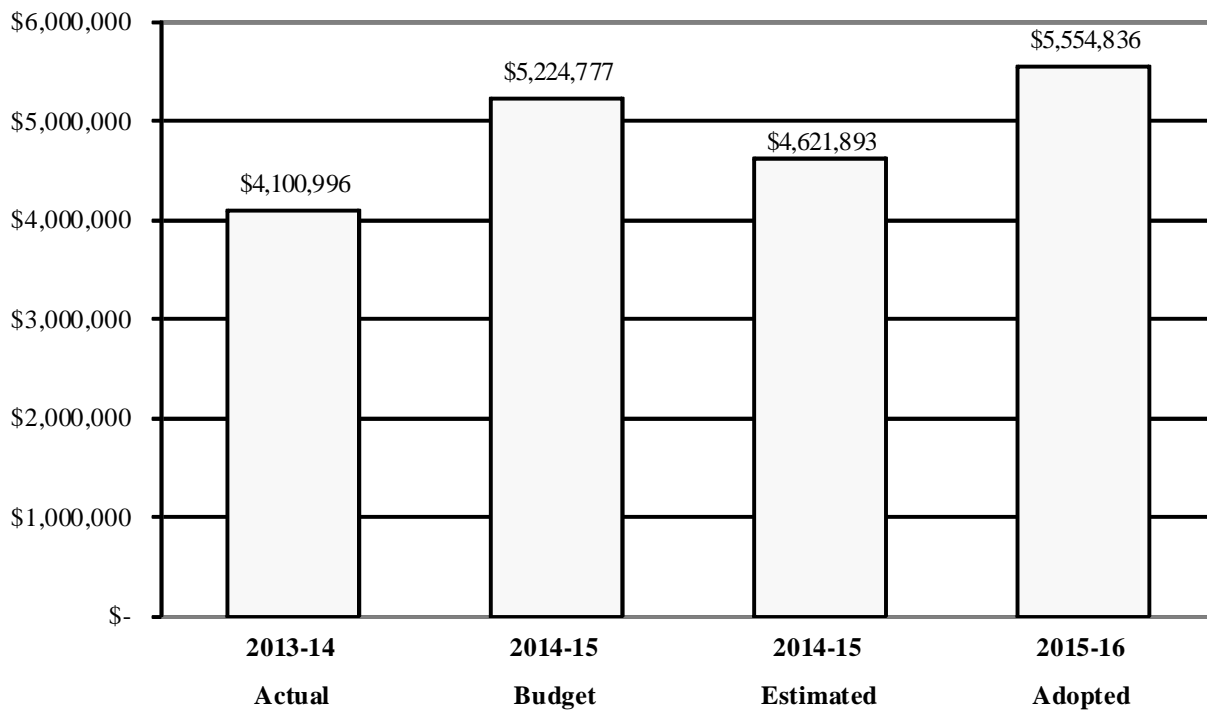




Special Revenue Funds

Special Revenue Funds

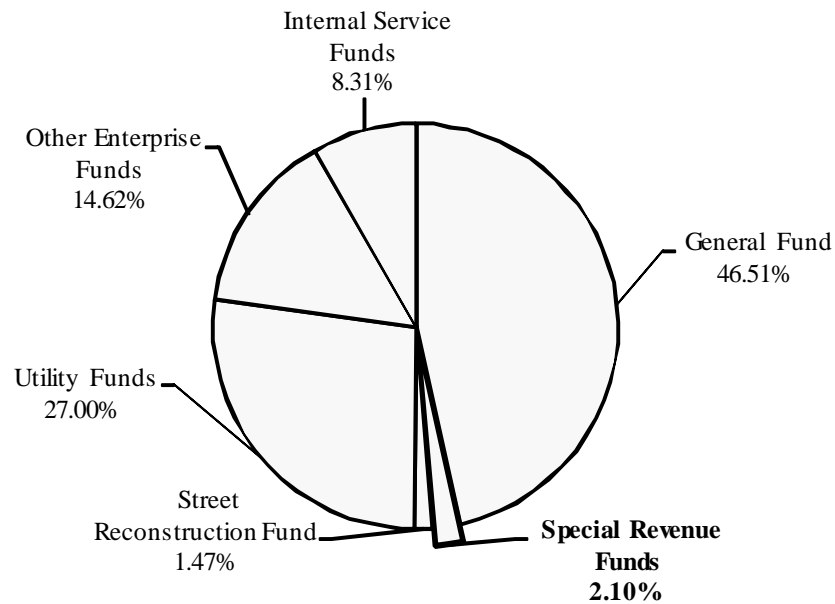
	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Health Administration	2,050,225	2,052,764	2,050,021	2,147,340
Environmental Health	149,420	188,539	244,749	265,319
Environmental Health - OSSF	248,121	260,933	260,388	269,137
Public Health Nursing	836,143	978,952	918,796	953,958
Sexually Transmitted Diseases	319,176	364,902	361,456	368,711
HIV/AIDS	175,728	182,185	180,991	185,800
Police Forfeiture Fund	-	-	-	79,000
Abandoned Motor Vehicles	-	220,000	220,000	220,000
Public Improvement District #1	322,183	976,502	385,492	1,065,571
	\$ 4,100,996	\$ 5,224,777	\$ 4,621,893	\$ 5,554,836



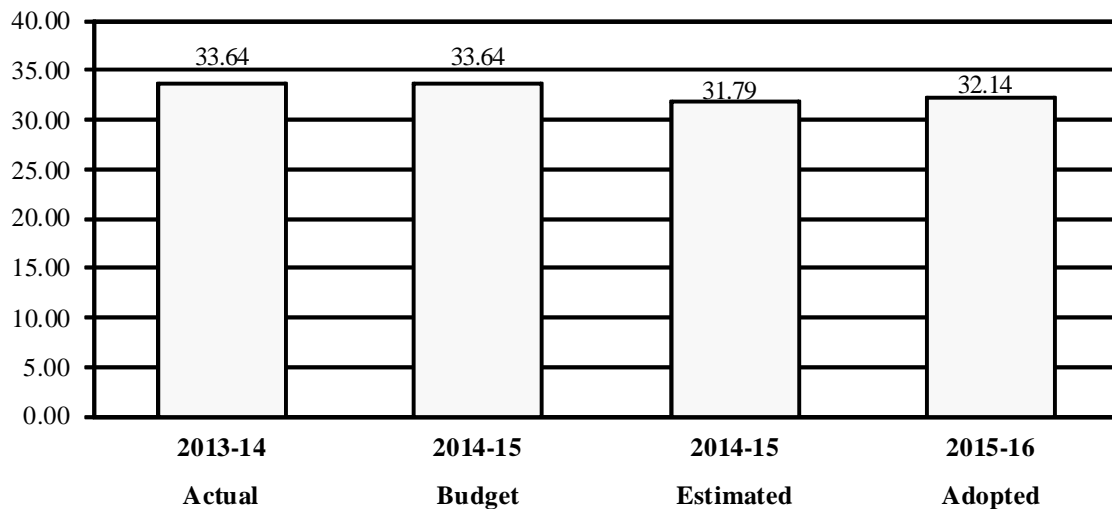


Special Revenue Funds as a Percent of Total Budget

General Fund	\$	123,313,755
Special Revenue Funds		5,554,836
Street Reconstruction Fund		3,888,972
Utility Funds		71,575,524
Other Enterprise Funds		38,769,823
Internal Service Funds		22,029,098
	\$	265,132,008



Special Revenue Funds Personnel Summary



Health Administration/Vital Statistics

Mission Statement

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

Narrative

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

The Vital Statistics program maintains an effective and secure system for collection, recording, filing, storage and issuance of birth and death records occurring in the City of Waco in accordance with state statutory requirements. The Billing program 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 2014-15

- * Continued working in collaboration with community partners and Prosper Waco on a Community Health Improvement Plan
- * Developed a strategic plan for the Health District
- * Worked with the Waco City Council to amend the city Smoking Regulations to treat electronic smoking devices in the same manner as tobacco products
- * Worked with the Waco-McLennan County Public Health District Board to approve a 100% Comprehensive Smoke Free Model Ordinance
- * Participated in the Texas Revenue Generation Learning Collaborative to improve revenue generation for the Health District
- * Received 2014 Exemplary Five Star Award from the Department of State Health Services for excellence in recording and processing of birth and death records
- * Worked with preparedness coordinator to help facilitate and involve funeral directors to work with mass casualties
- * Worked with the City of Waco IT department on the automation of the Health District switchboard
- * Worked with the City of Waco Purchasing department to complete proposal for billing specialist which will be funded by salary savings from automation of switchboard
- * Worked with the Department of State Health Services on the design and early stages of TxEVER, a comprehensive electronic vital records system which would include electronic registration and data collection for birth, death, fetal death, marriage and divorce data

Priorities for FY 2015-16

- * Implement activities and interventions identified in the strategic plan for the Health District
- * Identify new sources of revenue such as Medicaid Administrative Claiming and ensure all revenues are collected and deposited in accordance with City of Waco cash handling policies
- * Continue to develop the Community Health Improvement Plan in collaboration with community partners
- * Continue to work with insurance providers and complete credentialing processes as appropriate
- * Continue working with the Mass Fatality Planning Committee to develop a mass fatality plan for McLennan County
- * Assist appropriate partners with the electronic filing of birth and death certificates
- * Participate in the Heart of Texas Child Fatality Review Committee

Budget Highlights

The Waco-McLennan County Public Health District will continue to play a major role in education and supporting healthier lifestyle choices for citizens. This will be accomplished through partner collaborations, health fairs and presentations to the communities at large. The budget for Health Administration will maintain current operations while seeking new funding opportunities to minimize impacts to the local taxpayer.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	425,743	427,076	414,614	408,545
Employee Benefits	148,016	153,940	150,624	149,605
Purchased Prof/Tech Services	26,702	35,230	47,121	55,401
Purchased Property Services	3,085	3,077	2,820	3,070
Other Purchased Services	18,620	17,298	16,555	16,573
Supplies	38,584	31,322	33,466	31,956
Other Expenses	399,375	394,721	394,721	442,585
Contracts with Others	990,100	990,100	990,100	1,039,605
Operating Expenditures	2,050,225	2,052,764	2,050,021	2,147,340
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	2,050,225	2,052,764	2,050,021	2,147,340

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Accounting Technician (300)	58	3.00	3.00	2.00	2.00
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	1.00	1.00	1.00	1.00
		7.00	7.00	6.00	6.00
Total Full Time		9.00	9.00	8.00	8.00
Part Time Employees (shown as FTEs)					
Accounting Tech (300)-PT	58	-	-	0.50	0.50
Customer Service Rep (300)-PT	58	0.50	0.50	-	-
Total Part Time (FTEs)		0.50	0.50	0.50	0.50
Total Employees		9.50	9.50	8.50	8.50

Environmental Health

Mission Statement

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

Narrative

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

Accomplishments for FY 2014-15

- * Maintained inspection frequencies to prevent increases of disease, nuisances, and violations
- * Provided food safety education to approximately 2,163 food handlers and food managers
- * Prevented and minimized disease outbreaks associated with food, swimming pools, sanitation, and vectors
- * Implemented all components of the West Nile Virus and Mosquito Control plan

Priorities for FY 2015-16

- * Provide food safety education to approximately 2,545 food handlers and food managers
- * Identify and correct health nuisances that will prevent illnesses from environmental conditions
- * Provide speakers and information to educate the public about environmental and consumer health topics
- * Continue to implement all components of the West Nile Virus and Mosquito Control plan

Budget Highlights

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

Existing services and inspections provided by Environmental Health will be maintained at current levels with no new additions in personnel or equipment. This ensures the community is protected from health and safety hazards within the local environment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	88,825	108,733	108,734	111,382
Employee Benefits	25,382	37,281	37,121	39,269
Purchased Prof/Tech Services	-	1,415	21,875	22,575
Purchased Property Services	7,045	9,076	8,426	8,684
Other Purchased Services	6,187	4,172	4,192	4,042
Supplies	21,981	27,862	64,401	79,367
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	149,420	188,539	244,749	265,319
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	149,420	188,539	244,749	265,319

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Program Administrator	27	0.75	0.75	0.75	0.75
		0.75	0.75	0.75	0.75
Labor Operations					
Senior Sanitarian	24	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.75	1.75	1.75	1.75

Environmental Health – OSSF

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2014-15

- * Closely monitored all aerobic unit maintenance contracts and maintenance providers to reduce nuisance conditions and ensure compliance
- * Continued enforcement activity on violators to reduce nuisance conditions and increase compliance
- * Improved preparing and processing OSSF cases in the Justice of the Peace courts resulting in increased compliance and reduced expenses

Priorities for FY 2015-16

- * Continue enforcement activity including court actions on violators to reduce nuisance conditions and increase compliance
- * Emphasize maintenance and repair of existing on-site sewage facilities to reduce nuisances and increase public health protection
- * 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

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	169,587	173,630	173,630	177,824
Employee Benefits	62,351	68,467	69,153	72,707
Purchased Prof/Tech Services	-	1,200	1,200	600
Purchased Property Services	1,993	2,911	2,220	2,720
Other Purchased Services	7,958	8,456	8,121	9,189
Supplies	6,232	6,269	6,064	6,097
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	248,121	260,933	260,388	269,137
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	248,121	260,933	260,388	269,137

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Program Administrator	27	0.25	0.25	0.25	0.25
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		1.25	1.25	1.25	1.25
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Inspector	60	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		4.25	4.25	4.25	4.25

Public Health Nursing

Mission Statement

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

Narrative

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

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

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

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

Accomplishments for FY 2014-15

- * Implemented a 12 week treatment regimen for tuberculosis positive clients
- * Conducted two Preparedness trainings to increase education and awareness regarding emergency response
- * Contracted with 2 private insurance carriers: Blue Cross Blue Shield and First Care for Immunization billing
- * Completed the second worksite tobacco survey of 175 worksites in McLennan County to assess worksite e-cigarette policies and exposures
- * Assisted in the drafting and proposing of a comprehensive model smoke free ordinance for the City of Waco and its member cities
- * Worked with Employee health services and human resources to exercise the ability to vaccinate first responders in the event of a disaster

Priorities for FY 2015-16

- * Become a gold standard epidemiology and disease control program for reportable diseases in the NBS system
- * Increase our efforts towards HPV reminder/recall, resulting in an increase in HPV coverage rates
- * Implement policies which positively impact the health of area residents and increase knowledge in, and skill for, proposing environmental and systems changes at the local level
- * Open PODS within the community to be able to successfully set up and run one in the event of a disaster.

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	441,402	506,084	452,954	483,437
Employee Benefits	154,573	182,003	165,265	178,883
Purchased Prof/Tech Services	5,390	2,900	3,507	7,000
Purchased Property Services	2,482	3,307	2,726	3,505
Other Purchased Services	25,726	29,707	30,921	30,733
Supplies	206,570	254,951	263,423	250,400
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	836,143	978,952	918,796	953,958
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	836,143	978,952	918,796	953,958

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Outreach Worker	58	1.00	1.00	1.00	1.00
Secretary (300)	57	1.00	1.00	1.00	1.00
Advanced Nurse Practitioner	26	1.00	2.00	1.83	2.00
Nurse	26	2.50	1.50	1.50	1.50
Health Services Coordinator	25	3.00	3.00	2.33	2.50
		9.50	9.50	8.65	9.00
Total Employees		10.50	10.50	9.65	10.00

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 2014-15

- * Implemented new (less invasive) testing procedures for male clients
- * Began working with a new laboratory in order to receive patient test results in a more timely manner

Priorities for FY 2015-16

- * Change fee schedule to capture more billable services
- * Implement a sliding scale fee schedule for individuals not on Medicaid
- * Increase clinic revenue through better billing and Medicaid Administration Claiming (MAC)

Budget Highlights

There are no significant changes to the STD budget.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	195,650	229,647	231,283	231,681
Employee Benefits	70,697	82,255	84,185	86,478
Purchased Prof/Tech Services	11,800	11,978	11,978	14,000
Purchased Property Services	165	505	200	200
Other Purchased Services	13,966	13,023	12,910	14,965
Supplies	26,898	27,494	20,900	21,387
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	319,176	364,902	361,456	368,711
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	319,176	364,902	361,456	368,711

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Clerical and Professional					
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	0.25	0.25	0.25	0.25
Nurse	26	1.64	1.64	1.64	1.64
		4.89	4.89	4.89	4.89
Total Full Time		4.89	4.89	4.89	4.89
Part Time Employees (shown as FTEs)					
Secretary-PT	57	0.50	0.50	0.50	0.50
Total Part Time (FTEs)		0.50	0.50	0.50	0.50
Total Employees		5.39	5.39	5.39	5.39

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 2014-15

- * Increased number of community partners in collaboration with a community wide condom distribution plan to help reduce the spread of HIV
- * Participated in numerous testing and outreach/education events

Priorities for FY 2015-16

- * Increase HIV awareness in the community through advertising and community meetings
- * Distribute information to the community (public and medical) regarding HIV preventative treatment for high-risk individuals

Budget Highlights

There are no significant changes in the HIV budget.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	119,902	122,586	122,586	125,580
Employee Benefits	40,774	41,407	41,765	43,555
Purchased Prof/Tech Services	1,760	2,500	2,500	2,500
Purchased Property Services	-	-	-	-
Other Purchased Services	8,681	10,002	9,080	8,547
Supplies	4,611	5,690	5,060	5,618
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	175,728	182,185	180,991	185,800
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	175,728	182,185	180,991	185,800

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Secretary (300)	57	1.00	1.00	1.00	1.00
Health Services Coordinator	25	0.25	0.25	0.25	0.25
		1.25	1.25	1.25	1.25
Total Employees		2.25	2.25	2.25	2.25

Police Forfeiture Fund

Narrative

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

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	20,000
Supplies	-	-	-	59,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	-	-	-	79,000
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	-	-	-	79,000



Abandoned Motor Vehicles

Narrative

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

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

Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	45,500	45,500	47,000
Other Purchased Services	-	6,500	6,500	6,500
Supplies	-	8,000	8,000	8,000
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	-	60,000	60,000	61,500
Transfers to Other Funds	-	50,000	50,000	50,000
Billings	-	-	-	-
Capital Outlay	-	110,000	110,000	108,500
Total Expenditures	-	220,000	220,000	220,000

Public Improvement District #1

Narrative

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

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

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

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

The assessment on real property (including structures or other improvements) located within the PID1 is \$.10 per \$100 valuation as determined by McLennan County Appraisal District. Assessment notices and payments are made via the McLennan County Tax Office. The PID1 Advisory Board consists primarily of property owners from the PID1 district (as required by statute), and this board makes recommendations to City Council on the expenditures of the PID assessments for improvements in the PID1 district. The PID1 Board must annually recommend a service plan and budget for the fiscal year which must be approved by City Council. That plan and budget are adopted after a public hearing at which anyone can speak. PID1 Board meetings are held bi-monthly and are open to the public as well.

Expenditures

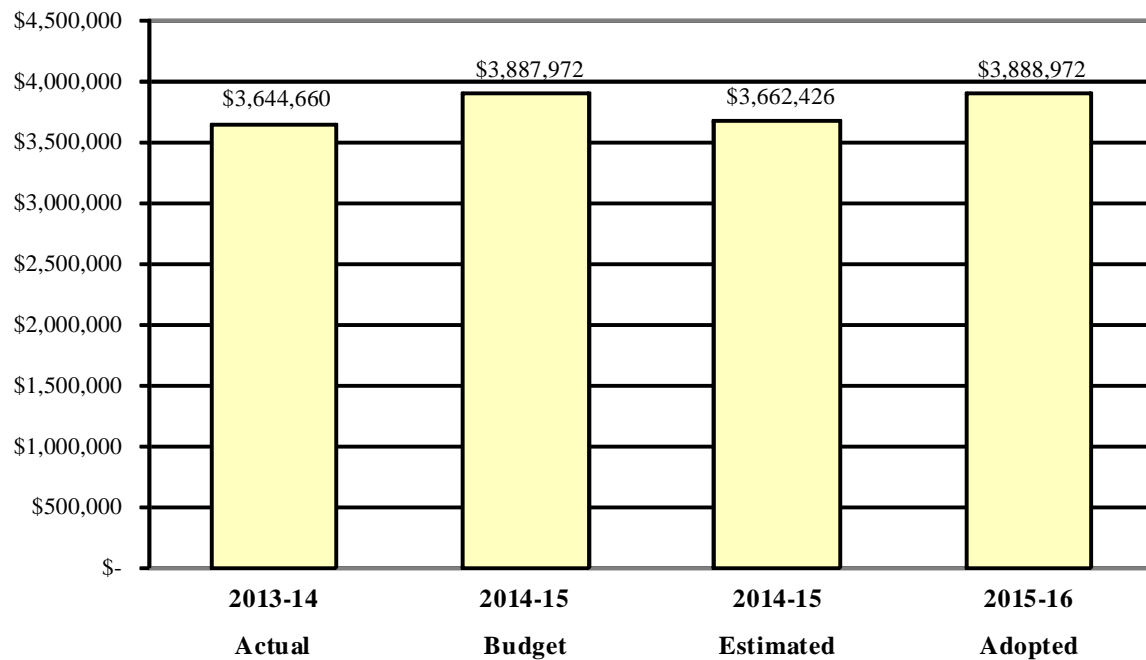
	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	20,926	30,075	-	-
Employee Benefits	1,683	2,425	-	-
Purchased Prof/Tech Services	267,098	309,116	259,116	307,767
Purchased Property Services	900	1,800	1,480	1,800
Other Purchased Services	16,019	42,150	80,313	76,150
Supplies	15,557	13,025	6,083	3,025
Other Expenses	-	25,000	-	25,000
Contracts with Others	-	-	38,500	38,500
Operating Expenditures	322,183	423,591	385,492	452,242
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	552,911	-	613,329
Total Expenditures	322,183	976,502	385,492	1,065,571



Street Reconstruction Fund

Street Reconstruction Fund

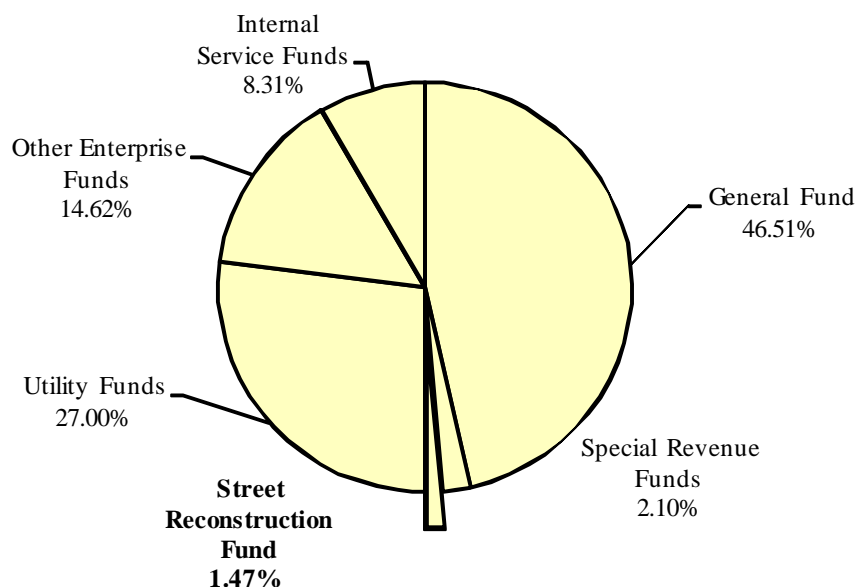
		Actual 2013-14		Budget 2014-15		Estimated 2014-15		Adopted 2015-16
Street Reconstruction	\$	3,644,660	\$	3,887,972	\$	3,662,426	\$	3,888,972



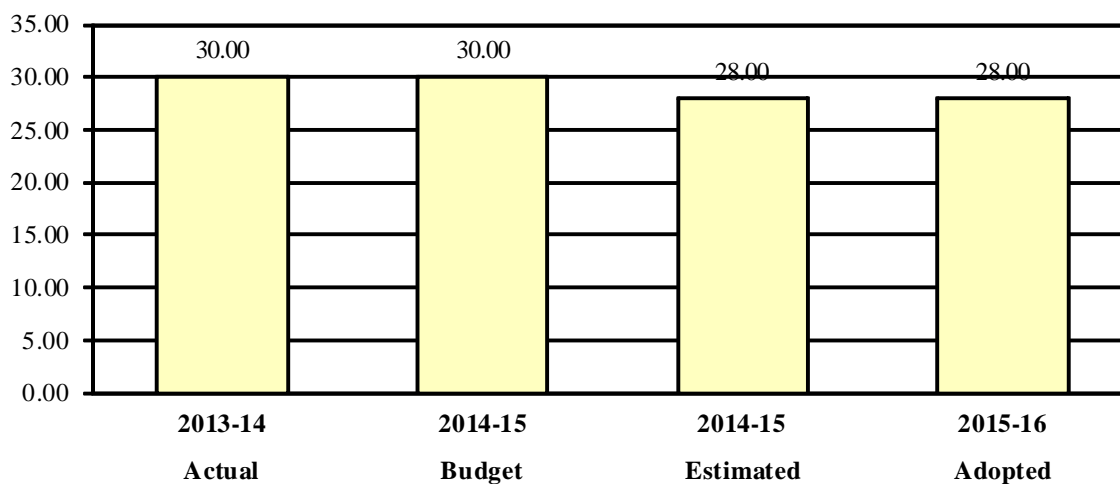


Street Reconstruction Fund as a Percent of Total Budget

General Fund	\$	123,313,755
Special Revenue Funds		5,554,836
Street Reconstruction Fund		3,888,972
Utility Funds		71,575,524
Other Enterprise Funds		38,769,823
Internal Service Funds		22,029,098
	\$	<u>265,132,008</u>



Street Reconstruction Fund Personnel Summary



Street Reconstruction

Mission Statement

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

Narrative

The Operations Division of the Public Works Department maintains roadways and ensures they are operational. The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988 the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. These funds will provide street improvements divided among reconstruction, reclamation, overlays, and slurry seals. The core services for street reconstruction include utility cut repairs, pavement crack sealing, pothole patching, pavement base failure repair, and pavement surface replacements.

Accomplishments for FY 2014-15

- * Made 144,532 square feet of base/surface and utility cut repairs through May 2015
- * Performed 2,923 square feet of pothole repairs through May 2015
- * Crack sealed 47 lane miles through May 2015
- * Equipment operators and above completed their NIMS training for emergency response
- * Safety Certification Program training completed by all new employees
- * Constructed Hawaiian Falls driveway

Priorities for FY 2015-16

- * Complete rating of streets and alleys using a new Pavement Management System
- * Perform needed maintenance on portions of the City street network based on recommendations from the new Pavement Management System
- * Continue green practice of recycling asphalt materials using the Bagela™ asphalt recycler
- * Develop on-call contracts for street construction

Budget Highlights

The budget for Street Reconstruction includes the reduction of two positions. One Equipment Operator 400 was transferred and reclassified in Streets and Drainage and one position was transferred to Library. Billings to Street Reconstruction are for half of the materials used by the Streets and Drainage Department.



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	712,208	841,521	697,498	793,610
Employee Benefits	384,358	424,442	353,317	421,587
Purchased Prof/Tech Services	1,238,867	1,204,309	1,239,309	1,358,927
Purchased Property Services	513,551	590,334	559,545	572,580
Other Purchased Services	37,065	42,065	42,065	42,065
Supplies	124,958	147,769	133,160	154,188
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	3,011,007	3,250,440	3,024,894	3,342,957
Transfers to Other Funds	-	-	-	-
Billings	115,926	158,248	158,248	161,413
Capital Outlay	517,727	479,284	479,284	384,602
Total Expenditures	3,644,660	3,887,972	3,662,426	3,888,972

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Operations Supervisor	25	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	10.00	10.00	8.00	8.00
Equipment Operator (400)	57	7.00	7.00	7.00	7.00
Service Provider	54	10.00	10.00	10.00	10.00
		29.00	29.00	27.00	27.00
Total Employees		30.00	30.00	28.00	28.00

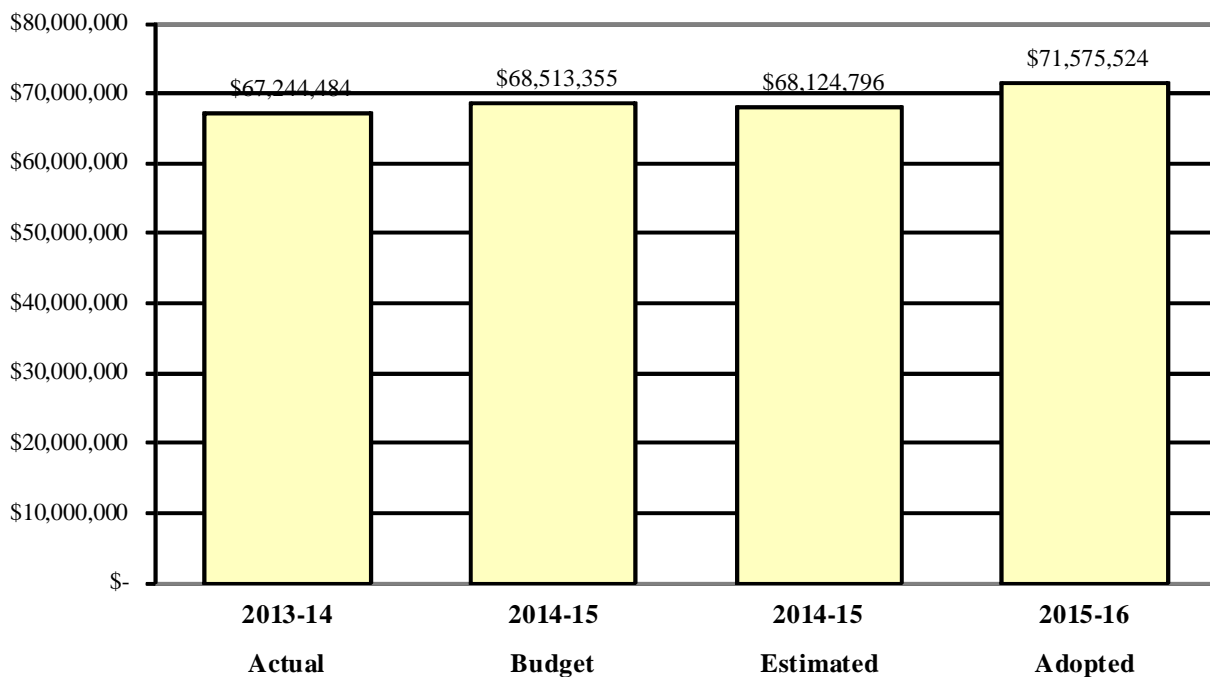




Utility Funds

Utility Funds

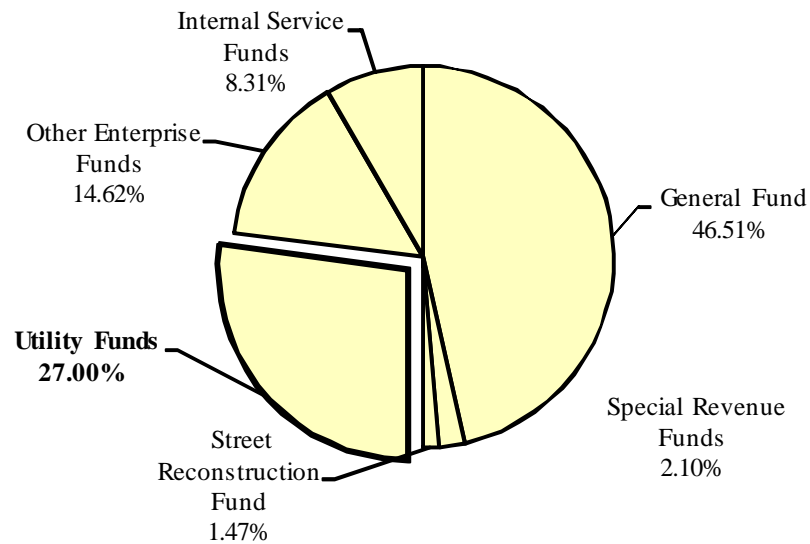
	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Water Office	1,704,426	1,760,741	1,732,728	1,828,100
Water Distribution	4,157,135	4,789,023	4,693,836	5,017,763
Water Treatment	7,726,932	9,094,964	8,763,780	9,053,453
Utilities Laboratory	(139,576)	-	35,224	-
Source of Supply	592,674	662,875	582,139	599,650
Water - Meter Shop	1,122,074	1,244,272	1,160,231	1,128,090
Water General & Admin	23,909,829	22,603,324	22,480,283	22,420,129
Wastewater Collection	5,548,068	4,964,487	5,032,308	4,679,772
Environmental Services	639,417	738,236	740,740	878,195
Wastewater Treatment	4,995,444	5,477,466	5,477,466	6,444,851
Wastewater General & Admin	10,925,070	10,051,152	10,071,152	11,186,439
WMARSS	6,062,991	7,126,815	7,354,909	8,339,082
	\$ 67,244,484	\$ 68,513,355	\$ 68,124,796	\$ 71,575,524



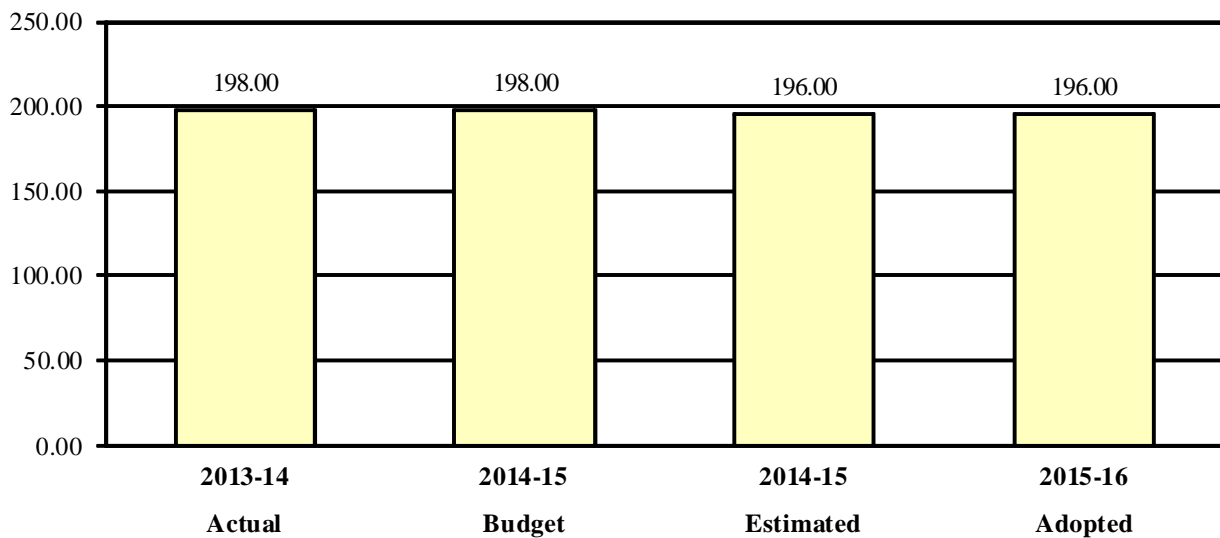


Utility Funds as a Percent of Total Budget

General Fund	\$	123,313,755
Special Revenue Funds		5,554,836
Street Reconstruction Fund		3,888,972
Utility Funds		71,575,524
Other Enterprise Funds		38,769,823
Internal Service Funds		22,029,098
	\$	<u>265,132,008</u>



Utility Funds Personnel Summary







Water Utilities

Mission Statement

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

Statistics

1,042	Miles of Water Main	27,642,000	Daily Avg. Water Production (gallons)
852	Miles of Sewer Main	46,115,000	Daily Max. Water Production (gallons)
44,951	Water Meters	13	Ground Storage Tanks
17,546	Water Valves	6	Elevated Storage Tanks
5,438	Fire Hydrants	11	Pump Stations
38,335	Sewer Connections	66	Sewer Lift Stations
12,834	Sewer Manholes	6	Pressure Planes
99.7	Service Area Covered (miles)	141,896	Calls Handled by the Call Center
3	Water Treatment Plants	103,483	Customers Served at Water Office
1	Water Quality Laboratory	161,227	Online Payments
2	Wastewater Treatment Plant		

Narrative

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

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

Accomplishments for FY 2014-15

- * Completed Water Master Plan and developed detailed 10-year CIP program
- * Completed Comprehensive Cost of Service Study
- * Continued collaborative efforts with upstream watershed partners and Bosque River Coalition
- * Continued water quality success with the Dissolved Air Flotation Plant
- * Increased water quality monitoring program for distribution system
- * Water lab national accreditation maintained
- * Held municipal stormwater workshop with over 100 attendees
- * Lake Waco Wetlands hosted workshops, including Texas Stream Team Water Monitoring and hosted more than 2,000 students on field trips
- * Deployed new hand held meter reading devices, improving efficiency and decreasing the number of reading verification work orders by 87%

Water Utilities

Priorities for FY 2015-16

- * Begin 10-year CIP improvement program
- * Improve SCADA system and capabilities
- * Implementation of Unregulated Contaminant Monitoring Rule 2
- * Continue monitoring zebra mussel infestation in Lake Waco and implementing of proactive measures to combat colonization
- * Continue to reinforce water conservation education and promotion

Budget Highlights

The City of Waco is designated as the regional provider in McLennan County in the state's water plan. As such, the City of Waco Water Utility Services Department continues to plan for the future. The Dissolved Air Flotation Plant is addressing issues with the taste and odor and also positions us to meet future water quality regulations.

Two positions in Water Utilities will be transferred to Information Technology to expand the City's GIS capabilities.

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	4,921,570	5,188,289	4,901,007	5,188,051
Employee Benefits	2,050,030	2,123,666	2,031,192	2,209,884
Purchased Prof/Tech Services	1,324,468	1,373,494	1,318,851	1,458,697
Purchased Property Services	1,900,484	2,305,700	2,100,094	2,269,520
Other Purchased Services	778,054	1,052,031	962,923	990,984
Supplies	4,350,721	5,405,322	5,290,215	5,334,580
Other Expenses	6,953,521	7,173,358	7,170,598	7,389,161
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	22,284,848	24,627,860	23,780,880	24,846,877
Transfers to Other Funds	17,133,530	15,257,251	15,257,251	14,892,587
Billings	(782,151)	(792,527)	(698,004)	(810,779)
Capital Outlay	437,267	1,062,615	1,108,094	1,118,500
Total Expenditures	39,073,494	40,155,199	39,448,221	40,047,185



Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Program Manager	28	2.50	2.50	3.50	3.50
Financial Supervisor	27	0.50	0.50	0.50	0.50
Technical Administrator	27	0.50	0.50	1.50	1.50
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	1.00	1.00
Utility Operations Supervisor	25	3.00	3.00	3.00	3.00
Environmental Coordinator	25	0.50	0.50	0.50	0.50
		11.50	11.50	11.50	11.50
Clerical and Professional					
Customer Relations Coordinator	61	3.50	3.50	3.50	3.50
Customer Relations Agent	59	8.00	8.00	8.00	8.00
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	0.50	0.50	0.50	0.50
Operations Supervisor	25	-	-	1.00	1.00
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
		27.75	27.75	28.75	28.75
Labor Operations					
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	27.00	27.00	26.00	26.00
Tradesworker (300)	59	1.00	1.00	1.00	1.00
Utility Worker	57	14.00	14.00	13.00	13.00
Service Provider	54	2.00	2.00	2.00	2.00
		84.00	84.00	81.00	81.00
Labor Maintenance					
Instrument Technician	60	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees					
		125.25	125.25	123.25	123.25

Wastewater Services

Mission Statement

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

Narrative

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

Accomplishments for FY 2014-15

- * Completed Wastewater Master Plan and developed detailed 10-year CIP program
- * Completed numerous sanitary sewer infrastructure improvement projects, improving service, reducing stop-ups, infiltration and inflow
- * Continued work on SSO Initiative to reduced overflows

Priorities for FY 2015-16

- * Begin 10-year CIP improvement program
- * Continue small and medium scope projects throughout the collection system to improve overall service, reduce stop-ups, and reduce infiltration and inflow
- * Evaluate lift station improvements and flow transfers in southern portion of collection system

Budget Highlights

Significant progress has been made in addressing infiltration and inflow, and sanitary sewer overflows. Progress thus far has resulted in significantly reducing the number of rainfall related overflows. Continued repair and replacement of infrastructure: manholes, service lines and mains are necessary to effect further reduction of sanitary sewer overflow events.



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,846,895	1,899,866	1,844,954	1,904,140
Employee Benefits	740,235	758,177	739,868	787,533
Purchased Prof/Tech Services	1,431,067	735,631	993,466	811,351
Purchased Property Services	815,248	978,519	881,897	1,014,162
Other Purchased Services	124,432	145,501	143,029	143,829
Supplies	389,859	440,696	444,083	457,377
Other Expenses	7,922,327	8,536,236	8,536,236	9,702,158
Contracts with Others	-	-	-	-
Operating Expenditures	13,270,063	13,494,626	13,583,533	14,820,550
Transfers to Other Funds	7,621,159	6,575,597	6,575,597	7,465,263
Billings	584,997	591,118	591,118	694,444
Capital Outlay	631,780	570,000	571,418	209,000
Total Expenditures	22,107,999	21,231,341	21,321,666	23,189,257

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Municipal Services Director	30	0.50	0.50	0.50	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
		5.50	5.50	5.50	5.50
Clerical and Professional					
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
		3.25	3.25	3.25	3.25
Labor Operations					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	4.00	4.00	4.00	4.00
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	7.00
		36.00	36.00	36.00	35.00
Labor Maintenance					
Instrument Technician	60	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		45.75	45.75	45.75	44.75

WMARSS

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2014-15

- * Completed Wastewater Master plan and developed detailed 10-year CIP program, including WMARSS critical infrastructure replacements and improvements
- * Began design activities to replace the LaSalle Lift Station and force main
- * Continued activities associated with the National Biosolids Partnership program
- * Continued communication to inform businesses about upcoming TBLL changes and surcharges

Priorities for FY 2015-16

- * Begin 10-year CIP improvement program
- * Implement new TBLLs upon receipt of approval from the Texas Commission on Environmental Quality
- * Continue interceptor rehabilitation projects
- * Continue improvements to waste-to-energy program

Budget Highlights

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



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,130,715	1,325,492	1,247,846	1,388,548
Employee Benefits	421,334	491,694	470,058	535,083
Purchased Prof/Tech Services	320,250	568,590	782,216	920,080
Purchased Property Services	797,298	772,536	1,066,535	1,086,676
Other Purchased Services	211,791	238,568	262,660	263,866
Supplies	2,013,346	2,625,602	2,386,261	2,422,077
Other Expenses	371,623	340,333	340,333	307,752
Contracts with Others	-	-	-	-
Operating Expenditures	5,266,357	6,362,815	6,555,909	6,924,082
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	796,634	764,000	799,000	1,415,000
Total Expenditures	6,062,991	7,126,815	7,354,909	8,339,082

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Staff Assistant	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
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	18.00	18.00	18.00	19.00
Service Provider	54	1.00	1.00	1.00	1.00
		23.00	23.00	23.00	24.00
Total Employees		27.00	27.00	27.00	28.00

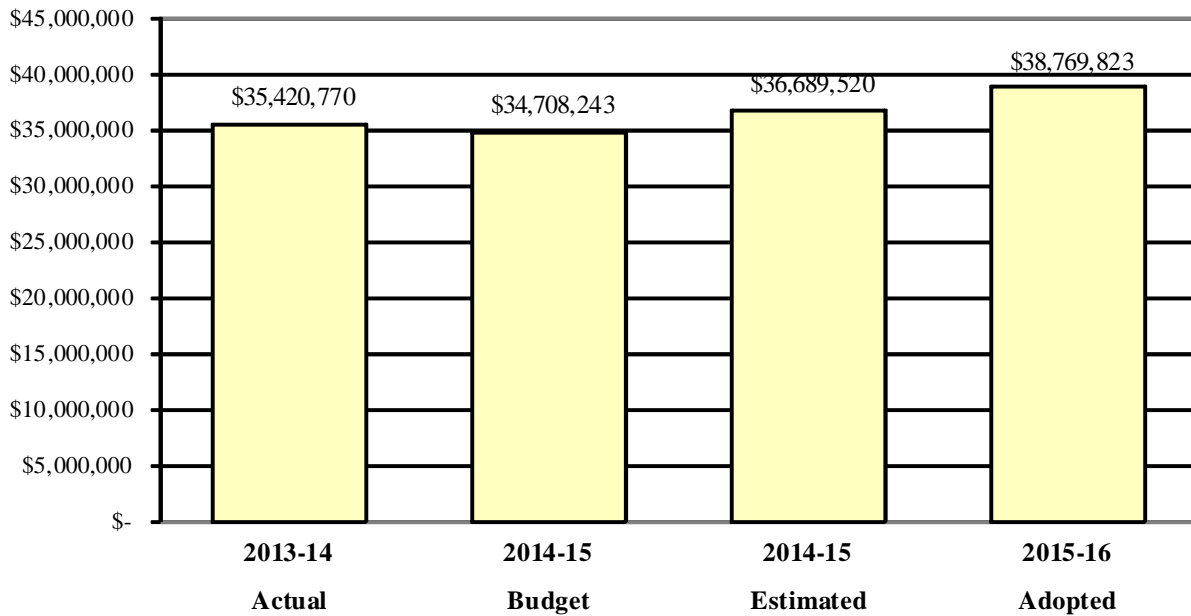




Other Enterprise Funds

Other Enterprise Funds

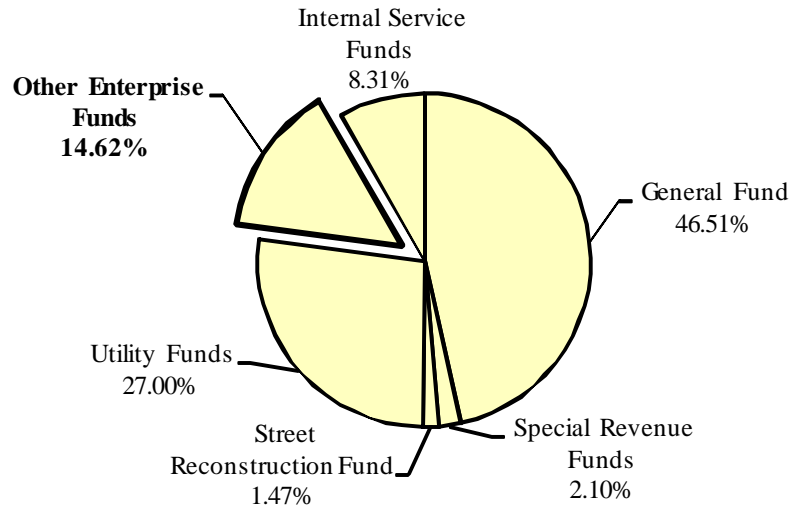
	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Solid Waste	16,002,648	16,141,842	17,249,908	16,321,567
Texas Ranger Hall of Fame	1,334,460	1,354,003	1,377,773	1,397,187
Waco Regional Airport	1,677,122	1,410,139	1,405,587	1,969,728
Convention Center & Visitors' Services	3,523,925	3,926,878	3,891,009	4,440,317
Cameron Park Zoo	3,559,001	3,647,635	3,557,484	3,905,132
Cottonwood Creek Golf Course	2,295,028	1,939,363	1,969,449	2,099,682
Rural Transit	-	-	-	637,581
Waco Transit	7,028,586	6,288,383	7,238,310	7,998,629
	\$ 35,420,770	\$ 34,708,243	\$ 36,689,520	\$ 38,769,823



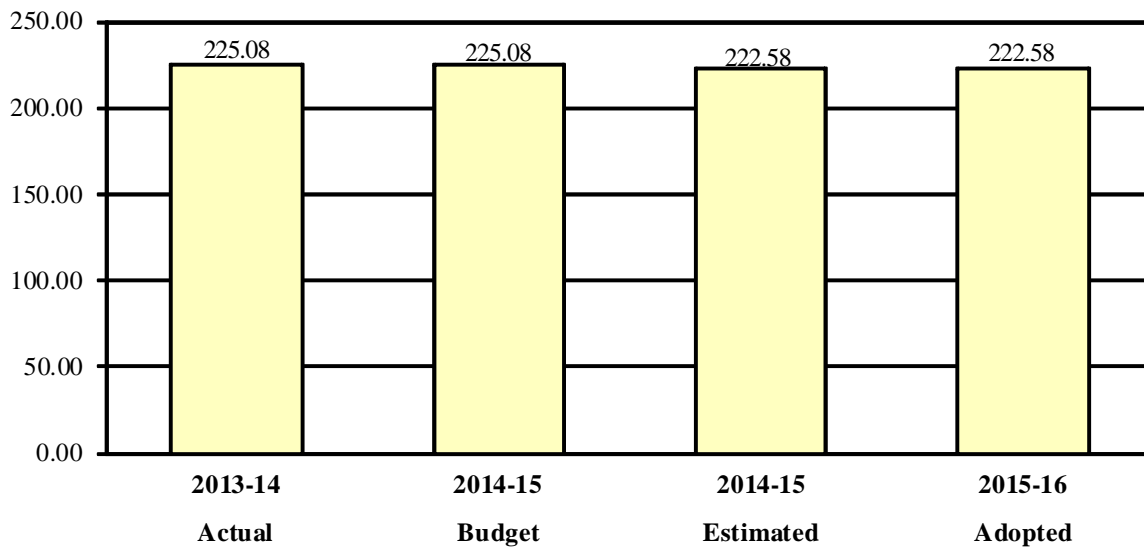


Other Enterprise Funds as a Percent of Total Budget

General Fund	\$	123,313,755
Special Revenue Funds		5,554,836
Street Reconstruction Fund		3,888,972
Utility Funds		71,575,524
Other Enterprise Funds		38,769,823
Internal Service Funds		22,029,098
	\$	265,132,008



Other Enterprise Funds Personnel Summary



Solid Waste

Mission Statement

To provide exceptional customer service, protect the public health and the quality of the environment through sustainable practices that ensure efficient planning, collection, recycling diversion, processing and disposal of municipal solid waste.

Narrative

The Solid Waste Department provides **environmentally sound and cost effective waste management** services in the form of residential, commercial, industrial, and institutional garbage collection and disposal that are an essential need of the community. These services are provided to approximately 35,800 residential and 4,700 commercial customers. A city owned and operated 237-acre landfill is managed for the end disposal of wastes originating in Waco and surrounding region.

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

Solid Waste Services will continue its successful partnerships and alliances with community leadership such as Keep Waco Beautiful and Neighborhood Services to organize special events, such as the Brazos River Clean-Up, Neighborhood and Baylor Steppin' Out Clean-Ups and Earth Day celebrations. The department will host and participate with surrounding communities to provide Household Hazardous Waste and Scrap Tire Collection events. Solid Waste Services will maintain its partnership with the McLennan County Sheriff's Department through the funding of officers to enforce illegal dumping laws throughout Greater Waco and the County; and fund Goodwill Services for allies and Highway 84 litter abatement.

Accomplishments for FY 2014-15

- * Continued E-Waste recycling drop-off at no extra fees at the Cobbs Citizens Convenience Center where 57.53 tons of electronics was recycled in 2014
- * Held a Household Hazardous Waste Day event with participating cities that collected 138,757 lbs. of material from 847 households which was 27% higher than the 2014 collection event
- * Continued standardization of the residential collections fleet through replacement with multi-purpose fully-automated trucks
- * Continued public outreach and education in English and Spanish through printed distribution, website content, media outreach and face-to-face meetings
- * Initiated cardboard recycling and a Freon recovery program at the landfill that offers a convenient collection point to process Freon appliances for our customers

Priorities for FY 2015-16

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

Budget Highlights

The budget for Solid Waste includes \$2,059,460 for equipment replacement. Solid Waste continues to fund the reserve, closure cost and future landfill cell construction through the operating budget. One Service Provider position and one Equipment Operator position will be transferred to Parks for an additional river clean up crew.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	3,004,789	3,103,758	2,940,429	3,089,543
Employee Benefits	1,464,239	1,553,944	1,473,998	1,608,890
Purchased Prof/Tech Services	1,465,882	1,645,410	1,646,076	1,606,549
Purchased Property Services	1,842,737	1,996,462	2,038,901	1,987,174
Other Purchased Services	149,428	193,813	181,934	165,915
Supplies	1,828,266	2,234,515	2,298,717	2,211,054
Other Expenses	2,469,299	2,450,874	2,449,957	2,495,880
Contracts with Others	39,000	39,000	39,000	39,000
Operating Expenditures	12,263,640	13,217,776	13,069,012	13,204,005
Transfers to Other Funds	3,405,741	869,525	869,525	629,650
Billings	316,056	322,689	322,689	428,452
Capital Outlay	17,211	1,731,852	2,988,682	2,059,460
Total Expenditures	16,002,648	16,141,842	17,249,908	16,321,567

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Program Administrator	27	2.00	2.00	2.00	2.00
Operations Administrator	26	1.00	1.00	1.00	1.00
Operations Supervisor	25	3.00	3.00	3.00	3.00
		7.00	7.00	7.00	7.00
Clerical and Professional					
Customer Relations Coordinator	61	1.00	1.00	1.00	1.00
Weighmaster	59	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	7.00	7.00	7.00	7.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Environmental Coordinator	25	1.00	1.00	1.00	1.00
		11.00	11.00	11.00	11.00
Labor Operations					
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	5.00	5.00	5.00	5.00
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	52.00	51.00	51.00
Equipment Operator (300)	57	8.00	8.00	8.00	8.00
Service Provider	54	7.00	7.00	6.00	6.00
		77.00	77.00	75.00	75.00
Total Full Time		95.00	95.00	93.00	93.00
Customer Service Rep (300)-PT	58	0.50	0.50	0.50	0.50
Service Provider-PT	54	0.50	0.50	-	-
Total Part Time (FTEs)		1.00	1.00	0.50	0.50
Total Employees		96.00	96.00	93.50	93.50

Texas Ranger Hall of Fame and Museum

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2014-15

- * Installed *Distinguished Service*, an exhibit in the Hall of Fame on the 180+ living retired Texas Rangers
- * Developed and installed an accompanying Internet database of retired Rangers
- * Redesigned *Surveying and the Texas Rangers* exhibit to facilitate math and social studies TEKS
- * Negotiated a \$100,000 donation for interim exhibit renovations from the Fiat-Chrysler Foundation
- * Agreed on the creation of a \$200,000 RAM concept truck to gauge the potential for a special package
- * Leased Knox Center to Baylor for 2015-16 and 2016-17 football home games
- * *Education in Action* program brought in 9,000 students from North and Central Texas for TEKS-related tour programs
- * Agreed to partner with the Texas Ranger Association Foundation for a capital campaign feasibility study
- * Assisted the Waco Police Department and Waco Hispanic Heritage Museum groups on exhibits and museum planning
- * Assisted in support of training and programs to 118 area nonprofit groups, including *Prosper Waco*
- * Assisted in the production of one series and 4 television segments on the Texas Rangers
- * Donations of more than 3,000 rare and out-of-print books, six historic document collection and 20 lots of artifacts donated and on loan

Priorities for FY 2015-16

- * Design and install new I-35 roadside signage
- * Begin interim renovations to existing exhibits
- * Complete feasibility study for a joint capital campaign with the Texas Ranger Association Foundation
- * Sustain and improve operations in the education, marketing & development, library & archives, museum & artifact, banquet and visitor services divisions

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	591,422	603,603	597,702	617,734
Employee Benefits	208,879	216,072	217,582	229,014
Purchased Prof/Tech Services	13,345	44,077	20,000	41,921
Purchased Property Services	13,991	26,523	23,422	25,592
Other Purchased Services	49,121	54,423	50,670	52,928
Supplies	114,593	120,676	117,679	135,665
Other Expenses	161,307	132,922	155,011	123,512
Contracts with Others	-	-	-	-
Operating Expenditures	1,152,658	1,198,296	1,182,066	1,226,366
Transfers to Other Funds	-	-	-	-
Billings	152,654	155,707	155,707	158,821
Capital Outlay	29,148	-	40,000	12,000
Total Expenditures	1,334,460	1,354,003	1,377,773	1,397,187

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
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
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
Program Analyst	22	1.00	1.00	1.00	1.00
		9.00	9.00	9.00	9.00
Labor Operations					
Building Attendant	53	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Full Time		13.00	13.00	13.00	13.00
Part Time Employees (shown as FTEs)					
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
Total Part Time (FTEs)		2.50	2.50	2.50	2.50
Total Employees		15.50	15.50	15.50	15.50

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 2014-15

- * Completed construction of the Airport Service Road
- * Designed the Car Rental Wash Rack Facility
- * Increased enplanements by 6.4% through continued collaboration with the business community

Priorities for FY 2015-16

- * Complete construction of the Taxiway Bravo Realignment
- * Complete construction of the Car Rental Wash Rack Facility
- * Continue to increase enplanements through collaboration with the business community.

Budget Highlights

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

The budget for Airport maintains current operations with no changes or additions to personnel or services.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	426,671	453,162	446,164	448,548
Employee Benefits	177,742	192,008	190,145	198,943
Purchased Prof/Tech Services	50,777	34,195	34,309	9,195
Purchased Property Services	90,964	97,461	103,350	107,588
Other Purchased Services	70,921	71,321	71,034	71,156
Supplies	145,470	176,908	176,116	178,854
Other Expenses	51,542	38,480	37,865	38,244
Contracts with Others	-	-	-	-
Operating Expenditures	1,014,087	1,063,535	1,058,983	1,052,528
Transfers to Other Funds	301,400	-	-	600,000
Billings	319,145	346,604	346,604	317,200
Capital Outlay	42,490	-	-	-
Total Expenditures	1,677,122	1,410,139	1,405,587	1,969,728

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Retail Aide	53	2.00	2.00	2.00	2.00
Food Services Coordinator	22	0.25	0.25	-	-
		3.25	3.25	3.00	3.00
Labor Operations					
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
		8.00	8.00	8.00	8.00
Total Full Time		12.25	12.25	12.00	12.00
Part Time Employees (shown as FTEs)					
Secretary-PT	57	0.50	0.50	0.50	0.50
Security Guard-PT	55	0.40	0.40	0.40	0.40
Building Attendant-PT	53	0.62	0.62	0.62	0.62
Total Part Time (FTEs)		1.52	1.52	1.52	1.52
Total Employees		13.77	13.77	13.52	13.52

Convention Center and Visitors' Services

Mission Statement

This department is the primary marketing, selling and servicing resource for travel and tourism in Waco and is responsible for the coordination of the Waco & the Heart of Texas regional marketing initiative, the operation of the Waco Visitor Information Center and the operation of the Waco Convention Center.

The mission of this department, working as Waco & the Heart of Texas and the Waco Convention Center, is to stimulate tourism-related job creation, increase occupancy and revenues to area hotels, increase visitation and revenues to area attractions, stimulate increased business to area meeting facilities, restaurants and other partners, and promote positive images of Waco.

Narrative

The Waco & the Heart of Texas regional collaboration includes tourism marketing, advertising and selling to specifically targeted tourism and convention markets using the Waco & the Heart of Texas brand. This regional collaboration with the cities of Waco, Bellmead, Hewitt and McGregor is intended to expand to include other area cities and businesses as those partners buy-in.

Tourism generates over \$510.7 million in travel spending with more than \$7.5 million in local tax receipts and more than \$29.4 million in state tax receipts. Tourism supports more than 5,163 jobs in Waco and McLennan County.

Accomplishments for FY2014-15

- * Generated \$737,431 in direct revenue from Convention Center bookings
- * Generated \$452,611 in direct revenue from food and beverage sales in the Convention Center
- * Booked over 42,000 room nights in all convention markets (sports, association, religious, and corporate)
- * Made over 520 sales calls on potential convention clients
- * Prospected over 1,200 potential convention clients via email or phone
- * Generated over \$800,000 in positive media coverage for Waco via working with travel writers
- * Expanded Waco's presence in Social Media, reaching more than over 26,000 Facebook and 1,329 Twitter followers (citizens, clients and media contacts)
- * Provided assistance and service to at least 14 film and video projects
- * Serviced over 20,500 walk-in visitors to the Tourist Information Center
- * Serviced more than 35 motorcoach groups at the Tourist Information Center

Priorities for FY 2015-16

- * Increase revenues in the Waco Convention Center and in hotel occupancy tax through the generation of increased room nights in the hotels
- * Continue Waco & the Heart of Texas tourism marketing partnerships with adjacent cities to extend the marketing program reach, continue to develop partnerships and generate new revenues
- * Develop new and ongoing tourism sales opportunities and tourism product enhancements that take advantage of continuing developments in downtown Waco and surrounding communities
- * Generate at least \$150,000 value in positive media coverage
- * Increase the number of fans and followers on Social Media by at least 10%
- * Increase booked room nights by at least 10%
- * Maintain customer satisfaction rating of at least 95% or better for all WCC clients

Budget Highlights

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



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,195,307	1,301,700	1,254,557	1,311,771
Employee Benefits	484,080	561,749	521,380	590,416
Purchased Prof/Tech Services	202,750	375,142	379,649	379,349
Purchased Property Services	104,014	124,429	128,590	325,069
Other Purchased Services	652,641	738,886	733,274	805,280
Supplies	474,627	416,900	447,293	603,598
Other Expenses	260,506	231,230	249,424	233,834
Contracts with Others	-	-	-	-
Operating Expenditures	3,373,925	3,750,036	3,714,167	4,249,317
Transfers to Other Funds	150,000	150,000	150,000	150,000
Billings	-	-	-	-
Capital Outlay	-	26,842	26,842	41,000
Total Expenditures	3,523,925	3,926,878	3,891,009	4,440,317

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
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	1.00	1.00
		4.00	4.00	4.00	4.00
Clerical and Professional					
Customer Service Rep (400)	58	4.00	4.00	4.00	4.00
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
		14.00	14.00	14.00	14.00
Labor Operations					
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	6.00	6.00	6.00	6.00
Building Attendant	53	1.00	1.00	1.00	1.00
		13.00	13.00	13.00	13.00
Total Full Time		31.00	31.00	31.00	31.00
Part Time Employees (shown as FTEs)					
Customer Service Rep (300)-PT	58	0.95	0.95	0.95	0.95
Service Provider-PT	54	3.00	3.00	3.00	3.00
Building Attendant-PT	53	0.75	0.75	0.75	0.75
Total Part Time (FTEs)		4.70	4.70	4.70	4.70
Total Employees		35.70	35.70	35.70	35.70

Cameron Park Zoo

Mission Statement

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

Narrative

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

Accomplishments for FY 2014-15

- * Have 2 out of 3 male orangutans in the US that will voluntarily submit their arms for blood pressure monitoring
- * Conditioned both male orangutans to sit for voluntary echo-cardiogram testing
- * Zoo has first female orangutan in captivity to voluntarily submit her arm for blood pressure monitoring
- * Developed a blood pressure cuff for female orangutans
- * Successfully integrated 2 young Masai giraffe into the savanna display with an older female giraffe
- * Attendance for the 10th straight year has been over 230,000
- * On average more than 50% of zoo guests drive from outside McLennan County making Cameron Park zoo a destination attraction
- * Added additional special events to the zoo's calendar to increase/improve our guests' experience
- * Expanded the outreach program to include every 5th grade class in McLennan County
- * Established a local chapter of American Association of zookeepers
- * Added a giraffe feeding station that is open on Friday, Saturday and Sunday mornings
- * Successfully reproduced White-handed gibbons, Ring tailed Lemurs and opened a new display of Seahorses

Priorities for FY 2015-16

- * Successfully reproduce Masai giraffe, and white rhino
- * Successfully transport a new young female lion to be genetically matched with our new male lion
- * Successfully transport and introduce a new orangutan female to the existing group
- * Continue to explore additional guest experience activities
- * Increase the zoo's brand throughout Central Texas through events and advertising
- * Continue to increase the zoo's educational impact
- * Continue to expand and support conservation programs
- * Continue to improve the health and welfare of our animal collection
- * Strive to reduce general fund support by 1%

Budget Highlights

The budget for the Cameron Park Zoo will maintain current operations. No new personnel or services are planned for the coming year but there will be an increase in equipment.



Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	1,359,225	1,399,554	1,363,915	1,440,032
Employee Benefits	609,720	668,512	631,109	720,527
Purchased Prof/Tech Services	13,327	9,000	9,000	14,000
Purchased Property Services	494,537	531,616	549,886	567,153
Other Purchased Services	84,756	81,410	82,065	92,166
Supplies	648,395	686,546	648,254	714,531
Other Expenses	157,007	141,954	141,954	143,374
Contracts with Others	127,476	129,043	131,301	135,240
Operating Expenditures	3,494,443	3,647,635	3,557,484	3,827,023
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	64,558	-	-	78,109
Total Expenditures	3,559,001	3,647,635	3,557,484	3,905,132

Personnel Summary

	Range	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
Field Supervisor	22	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Staff Assistant	58	1.00	1.00	1.00	1.00
Retail Aide	53	1.00	1.00	1.00	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	0.75	0.75	1.00	1.00
		5.75	5.75	6.00	6.00
Labor Operations					
Park Ranger	58	3.00	3.00	3.00	3.00
Senior Zookeeper	58	4.00	4.00	4.00	4.00
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
		36.00	36.00	36.00	36.00
Total Full Time		44.75	44.75	45.00	45.00
Part Time Employees (shown as FTEs)					
Retail Aide-PT	53	4.51	4.51	4.51	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	0.46	0.46	0.46	0.46
Total Part Time (FTEs)		6.36	6.36	6.36	6.36
Total Employees		51.11	51.11	51.36	51.36

Cottonwood Creek Golf Course

Mission Statement

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

Narrative

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

Cottonwood has a ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek offers several junior golf programs, hosts over 30 junior golf tournaments annually and is the home course for 17 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which is one of the largest junior tournaments in the world. Cottonwood Creek hosts over 80 local, regional, and state tournaments annually.

Accomplishments for FY 2014-15

- * Remodeled Golf Shop-Open Concept Floor Plan
- * Conducted 4-PDP Programs (Junior Player Development Programs)
- * Reduced Golf Shop Inventory
- * Continued to work with the USGA and Lady Bird Johnson Foundation on resource conservation
- * Replaced 30 year old irrigation pump station with a new pump station

Priorities for FY 2015-16

- * Secure Hotel
- * Remodel and expand bar area and explore serving liquor
- * Hire a new irrigation system consultant

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	428,856	522,368	462,642	528,104
Employee Benefits	166,481	209,039	183,976	220,353
Purchased Prof/Tech Services	413,700	282,788	363,096	288,145
Purchased Property Services	121,738	95,331	96,299	96,620
Other Purchased Services	142,103	146,191	150,920	154,498
Supplies	221,884	249,333	243,203	248,306
Other Expenses	521,205	434,313	434,313	438,656
Contracts with Others	-	-	-	-
Operating Expenditures	2,015,967	1,939,363	1,934,449	1,974,682
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	279,061	-	35,000	125,000
Total Expenditures	2,295,028	1,939,363	1,969,449	2,099,682

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
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
		3.00	3.00	3.00	3.00
Clerical and Professional					
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	4.00	4.00	4.00	4.00
		7.00	7.00	7.00	7.00
Labor Operations					
Service Technician	58	1.00	1.00	1.00	1.00
Senior Service Provider	56	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	3.00
Total Employees		13.00	13.00	13.00	13.00

Waco Transit

Mission Statement

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

Narrative

Waco Transit System, Inc. provides the public with mass transportation services within the Waco Urbanized area, and general public transit services within the rural area of McLennan County through a demand responsive transportation model. Regularly scheduled bus service is provided on nine routes throughout the urbanized area; routes serve to within one-quarter mile of more than 90% of the City's population. Waco Transit System, Inc. provides origin to destination ADA demand responsive service within three-quarters mile of the fixed route system to persons who cannot embark or disembark a regularly scheduled fixed route bus due to a qualified disability. A subsystem is operated in cooperation with Baylor University to help reduce vehicular traffic and parking congestion in and around the Baylor University campus. This service is comprised of five routes that are open to the public and no fare is required. The associated costs to operate these services not covered by fares and contract revenue are provided through grants from the Federal Transit Administration of the U.S. Department of Transportation, the Texas Department of Transportation, and the City of Waco.

Accomplishments for FY 2014-15

- * Provided over 1 million passenger trips system wide for third year in a row
- * Provided successful Baylor University Game Day Shuttle service
- * Continued live GPS tracking of all Waco Transit System's fixed routes
- * Entered into Interlocal Agreement with McLennan County Rural Transit District to be the rural transportation provider for the county
- * Completed the Walmart Bus Shelter Project (initiated by Hewitt Elementary students)
- * Renegotiated Regional Non-Emergency Medical Transportation contract

Priorities for FY 2015-16

- * Reestablish confidence in the Rural McLennan County Transit program
- * Evaluate ridership patterns for connector services within McLennan County
- * Initiate BRT feasibility study
- * Host Statewide Transit Conference and Roadeo
- * Increase ridership throughout Waco Transit System services
- * Enhance customer service and passenger experiences

Budget Highlights

Waco Transit System continues to expect consistent funding at both the state and federal levels for FY2015-16, but will require a bigger transfer from the General Fund this year. Waco Transit System will continue to develop and grow contract and advertising revenues to help support transportation services provided to the community.

Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	3,054,463	2,979,996	3,125,741	3,275,802
Employee Benefits	728,598	736,614	747,817	811,545
Purchased Prof/Tech Services	1,032,574	211,558	963,618	1,261,360
Purchased Property Services	636,841	648,782	651,948	715,664
Other Purchased Services	190,514	204,684	221,502	241,359
Supplies	1,074,249	1,154,953	1,175,288	1,184,636
Other Expenses	309,947	351,796	352,396	508,263
Contracts with Others	-	-	-	-
Operating Expenditures	7,027,186	6,288,383	7,238,310	7,998,629
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	1,400	-	-	-
Total Expenditures	7,028,586	6,288,383	7,238,310	7,998,629



Rural Transit

Narrative

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

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

Expenditures

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Salaries and Wages	-	-	-	365,500
Employee Benefits	-	-	-	90,914
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	28,900
Other Purchased Services	-	-	-	8,500
Supplies	-	-	-	143,767
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	-	-	-	637,581
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	-	-	-	637,581

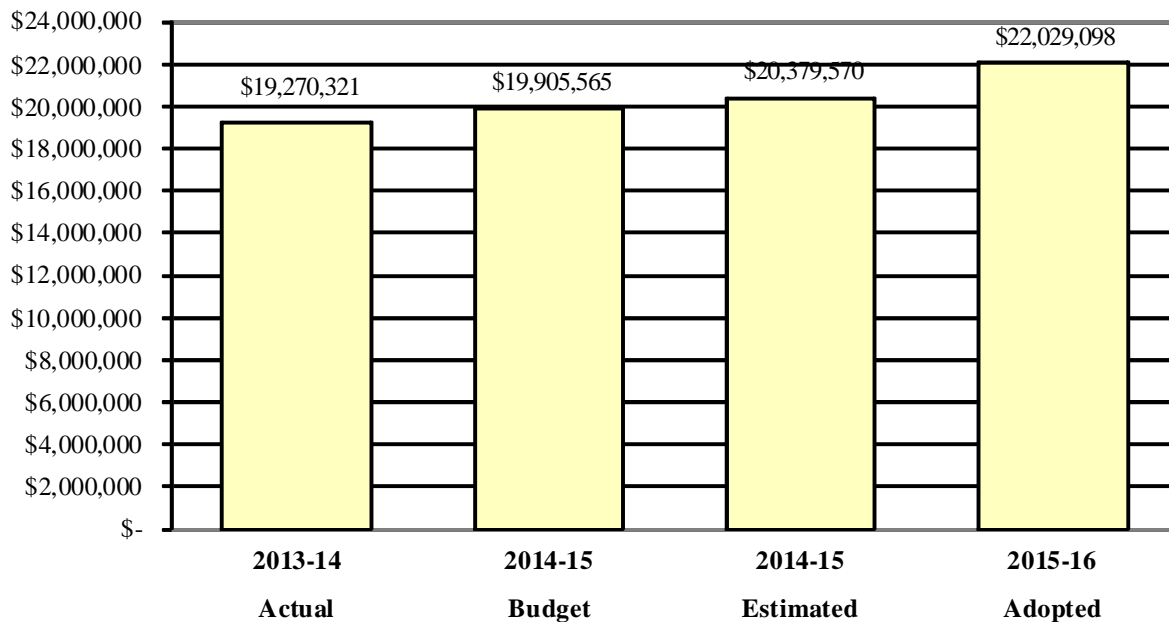




Internal Service Funds

Internal Service Funds

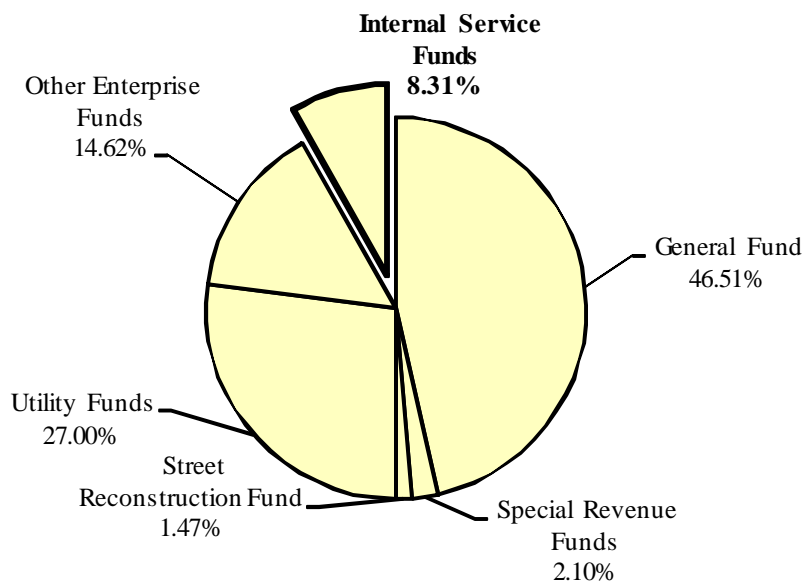
	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Risk Management	2,891,017	3,760,034	3,708,436	3,696,549
Engineering	1,885,782	2,047,701	1,955,277	2,391,443
Fleet Services	1,764,990	1,800,884	1,766,926	1,996,945
Health Insurance Fund	12,728,532	12,296,946	12,948,931	13,944,161
	\$ 19,270,321	\$ 19,905,565	\$ 20,379,570	\$ 22,029,098



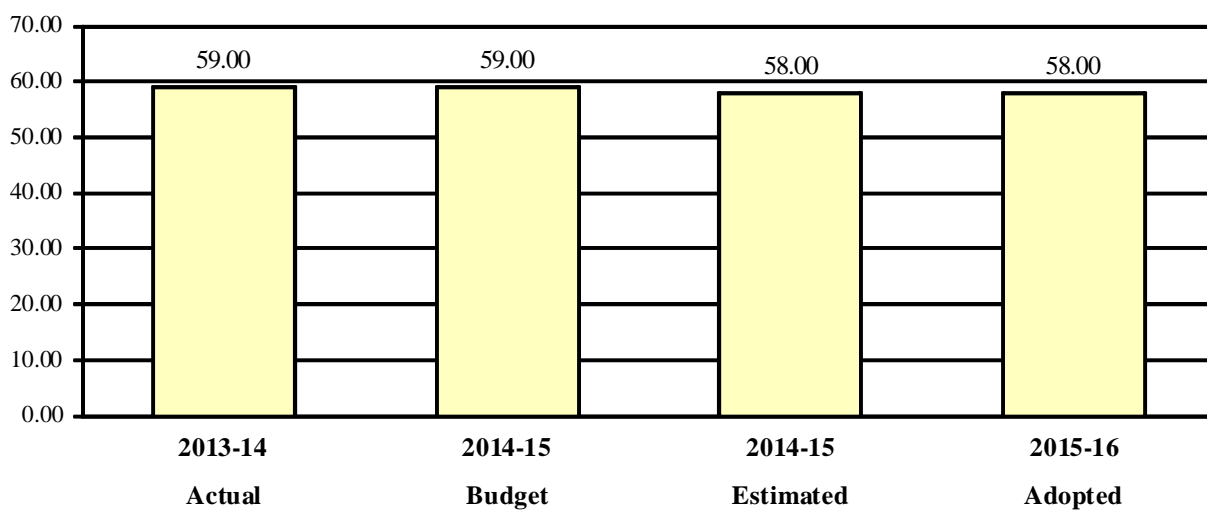


Internal Service Funds as a Percent of Total Budget

General Fund	\$	123,313,755
Special Revenue Funds		5,554,836
Street Reconstruction Fund		3,888,972
Utility Funds		71,575,524
Other Enterprise Funds		38,769,823
Internal Service Funds		22,029,098
	\$	265,132,008



Internal Service Funds Personnel Summary



Risk Management

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY 2014-15

- * Contracted with a risk consultant to perform market analysis, conduct audits and advise on risk matters
- * Reduced the number of Workers' Compensation claims and claim dollars spent
- * Conducted an RFP for a new Third Party Administrator to administer Workers' Compensation claims
- * Performed a market study on Excess Workers Compensation coverage which allowed for a reduction in the rate
- * Established new protocols with EHS for handling workers compensation claims
- * Decreased the contribution rates on the real property and law enforcement liability coverages
- * Established protocols for Risk to respond to accidents involving City property or employees
- * Performed blood borne pathogen training in conjunction with EHS for civil service and Health department employees
- * Updated all AED units throughout the City to bring them into compliance with industry standards
- * Completed Evacuation/Emergency Plan for the Operations Center including training
- * To date, the Safety Review Board has reviewed 203 incidents and made 74 recommendations to the Directors and City Management

Priorities for FY 2015-16

- * Monitor and control the liability claims and costs through loss prevention, mitigation, subrogation and contractual means
- * Perform a study on the markets' liability trends and rates to determine if our current rates are appropriate
- * Ensure all employees and volunteers driving for the City have access to defensive driving
- * Work with Police and Solid Waste to reduce the number of preventable driving crashes
- * Conduct random drug screening for Safety Sensitive positions
- * Conduct HIPAA training for all HR staff and all City wide Supervisors
- * Revise the Workers Compensation codes in the payroll system with the implementation of the new software
- * Implement a new Workers' Compensation Third Party Administrator
- * Continue to use case management to reduce the costs associated with the Workers' Compensation claims
- * Launch a new department of the month safety program where we will focus on a particular department within the City each month
- * Complete the Evacuation/Emergency Plans for other City facilities
- * Continue to work with WISD and McLennan County staff to complete a clinic feasibility study
- * Coordinate with Training to designate and train employees to be National Traffic Safety Program trainers

Budget Highlights

Risk Management is an Internal Service Fund and the costs of the department are appropriated to all funds through Workers' Compensation, General, Property and Auto liability insurance assessments. As an added service to customers, EHS nurses provide certain immunizations and health/safety training to employees at their worksite, which decreases work downtime.

The budget maintains current operations with no changes or additions in personnel or equipment.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	400,006	371,738	327,277	334,501
Employee Benefits	126,328	128,736	113,974	118,298
Purchased Prof/Tech Services	190,160	173,346	212,796	213,131
Purchased Property Services	204	1,118	2,488	2,400
Other Purchased Services	848,395	919,264	874,890	1,016,391
Supplies	53,220	52,330	63,509	64,588
Other Expenses	1,272,704	2,113,502	2,113,502	1,947,240
Contracts with Others	-	-	-	-
Operating Expenditures	2,891,017	3,760,034	3,708,436	3,696,549
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	2,891,017	3,760,034	3,708,436	3,696,549

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Risk Manager	27	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
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	-	-
		5.00	5.00	4.00	4.00
Total Employees		7.00	7.00	6.00	6.00

Engineering

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2014-15

- * Completed Pressure Plane 4/6 Water Line
- * Completed Beverly Drive Reconstruction
- * Completed Warren Road Lift Station
- * Completed Castleman Creek and Bullhide Sewer Extension
- * Completed Brazos River Way Finding
- * Completed in-house design for high priority Utility Department projects
- * Completed all GIS map and data requests for Comprehensive (City) Plan
- * Completed Preventive Maintenance Program including Reclaim, Overlay, and Surface Seal
- * Initiated Storm Water Master Plan
- * Began development of a master capital programs database (with maps)
- * Began construction of Barron's Branch Culvert Repair
- * Began construction of Ritchie Road Reconstruction
- * Began construction of FM 1637 Utilities Relocation (Phase I)
- * Began study and design of Lake Shore Drive safety improvements
- * Began Creek Inventory and GPS data collection

Priorities for FY 2015-16

- * Complete Barron's Branch Culvert Repair
- * Complete Ritchie Road Reconstruction
- * Complete FM 1637 Utilities Relocation (Phase I)
- * Complete study and design of Lake Shore Drive safety improvements
- * Complete Creek Inventory
- * Complete 3rd Street and Bosque Sidewalk
- * Complete 12th and Brook Sewer
- * Complete Preventive Maintenance Program including Reclaim, Overlay, and Surface Seal
- * Complete design of FM 1637 utilities relocation (Phase II)
- * Complete design of US-84 and Speegleville Road utility relocation
- * Complete in-house design for high priority Utility Department projects
- * Complete informative/interactive maps for public use
- * Develop on-call contracts for engineering design
- * Plan for new high resolution aerial imagery for the city/county

Budget Highlights

The Engineering Division is an Internal Service fund and receives revenues from Street Reconstruction, Water Distribution and Wastewater Collection through charges for services. The Engineering budget for FY 2015-16 includes the addition of 5 new vehicles for construction inspectors, as well as the replacement of one truck. Also, included is \$150,000 for outside consulting and contractual services.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	1,098,849	1,184,822	1,104,766	1,206,528
Employee Benefits	386,760	424,748	403,682	446,501
Purchased Prof/Tech Services	25,637	-	16,332	153,744
Purchased Property Services	96,489	104,259	101,390	98,317
Other Purchased Services	52,409	62,949	62,345	40,410
Supplies	37,098	45,398	41,237	56,885
Other Expenses	158,725	212,925	212,925	196,745
Contracts with Others	-	-	-	-
Operating Expenditures	1,855,967	2,035,101	1,942,677	2,199,130
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	29,815	12,600	12,600	192,313
Total Expenditures	1,885,782	2,047,701	1,955,277	2,391,443

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
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
		4.00	4.00	4.00	4.00
Clerical and Professional					
Computer Support Technician	61	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Engineer	25	1.00	1.00	1.00	1.00
Planner (400)	25	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Labor Operations					
Engineering Technician	60	3.00	3.00	3.00	3.00
Inspector	60	6.00	6.00	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	1.00	1.00	1.00	1.00
Drafter	57	1.00	1.00	1.00	1.00
		14.00	14.00	14.00	14.00
Total Employees		24.00	24.00	24.00	24.00

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 performs repairs and preventive maintenance services on cars, trucks and heavy equipment. Tire repair service is provided, as well as 24 hour fueling services. We have completed 6,159 work orders from 10/1/2014 to 6/25/2015. 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 \$175,000 is maintained. Management and user departments are provided with management information reports.

Accomplishments for FY 2014-15

- * Added another 10,000 gallon unleaded fuel tank to enhance fuel operations for the City
- * Made \$428,075 as of 6/18/2015 with two remaining auctions scheduled for this year
- * Added hydraulic hose making capabilities, which have decreased down time on City's equipment
- * Increased mechanic's technical training creating a positive impact on equipment readiness and enhanced public safety
- * Implemented fleet fuel cards for times of emergency fueling

Priorities for FY 2015-16

- * Complete emergency generator system to enhance fuel operations for the City's equipment
- * Solicit bids for Solid Waste equipment preventive maintenance
- * Relocate lube dispensing points to better service equipment in our heavy truck shop
- * Rebid fuel contract

Budget Highlights

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

The budget for Fleet Services will maintain current operations with no new additions in personnel.



Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	797,013	939,460	894,883	985,047
Employee Benefits	338,992	398,919	378,925	431,116
Purchased Prof/Tech Services	11,722	34,166	34,166	46,500
Purchased Property Services	37,636	68,197	74,787	84,213
Other Purchased Services	32,479	38,692	39,474	39,188
Supplies	101,745	81,300	79,541	104,516
Other Expenses	238,412	240,150	240,150	265,703
Contracts with Others	-	-	-	-
Operating Expenditures	1,557,999	1,800,884	1,741,926	1,956,283
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	206,991	-	25,000	40,662
Total Expenditures	1,764,990	1,800,884	1,766,926	1,996,945

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Field Supervisor	22	-	-	3.00	3.00
		1.00	1.00	4.00	4.00
Clerical and Professional					
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Labor Operations					
Senior Service Technician	60	7.00	7.00	5.00	5.00
Service Technician	58	12.00	12.00	11.00	11.00
Inventory Technician	56	2.00	2.00	2.00	2.00
Service Provider	54	2.00	2.00	2.00	2.00
		23.00	23.00	20.00	20.00
Total Employees		27.00	27.00	27.00	27.00

Health Insurance

Narrative

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

A Wellness Coordinator creates and promotes wellness programs that benefit all City employees. The coordinator will directly impact the health insurance and workers' compensation programs as well as increasing employee productivity for the benefit of the Waco citizens. Included in the 2015-16 budget is a web-based, Health Insurance Portability and Accountability Act (HIPAA) compliant, health engagement tool which will allow the City of Waco to track employee engagement and involvement in health and wellness initiatives and activities

Expenditures

	Actual	Budget	Estimated	Adopted
	2013-14	2014-15	2014-15	2015-16
Salaries and Wages	58,330	59,311	59,311	60,729
Employee Benefits	19,135	19,765	19,994	20,801
Purchased Prof/Tech Services	1,457,466	1,588,756	1,599,260	1,971,438
Purchased Property Services	5,319	6,628	6,068	8,200
Other Purchased Services	1,970	2,000	1,570	1,500
Supplies	9,555	12,750	10,556	2,750
Other Expenses	11,176,757	10,607,736	11,252,172	11,878,743
Contracts with Others	-	-	-	-
Operating Expenditures	12,728,532	12,296,946	12,948,931	13,944,161
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	12,728,532	12,296,946	12,948,931	13,944,161

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2013-14	2014-15	2014-15	2015-16
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.00	1.00	1.00	1.00



Debt Service

Debt Funding

The City typically issues debt by General Obligation Bonds or Combination Certificates of Obligation. General Obligation Bonds are payable from the proceeds of annual property tax, levied within the limitations of the law. The full faith and credit of the City guarantees the payment of General Obligation Bonds, which are authorized by a vote of the citizens. Combination Certificates of Obligation are guaranteed from the proceeds of an annual property tax, levied within the limitations of the law, and most are payable from and secured by the surplus revenues of the City's Enterprise Funds. The City adheres to the guidelines for debt financing from Section V of the Financial Management Policy Statements. These policies state that property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. Guidelines for amortization of debt and affordability targets are also included in these policies found on page 31.

There is no specific maximum debt limit for General Obligation debt established by law. In a practical sense, the limit is imposed by the City's ability to levy and collect taxes. There is, however, a maximum tax rate established by law. That maximum rate is \$1.85 per \$100 of valuation. The current adopted rate is \$0.776232.

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

The City of Waco currently has a net debt-to-assessed valuation ratio of 1.09%. The 2014 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 2.3%. Waco's emphasis on economic development through new plants and plant additions plus increased housing activity due to new jobs has created value in this area.

Overlapping debt is general obligation debt payable from the tax levies of all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 5.58%. The median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 7.3%. On November 1, 2011, the Council adopted Financial Management Policy language to gradually reduce outstanding general obligation debt. For Fiscal Year 2015-16 a total of \$2,971,181 in Streets projects, \$1,500,000 in Drainage projects and \$200,000 in Sidewalk projects and a total of \$2,500,000 in Utilities projects are budgeted to be funded from operating revenue rather than issuing debt.

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

	Moody's	Standard & Poor's
General Obligation Debt	Aa2-Stable	AA-Stable

In its rating report dated January 14, 2015, Standard & Poor's (S&P) assigned its AA/Stable long-term rating to the City's 2015 combination tax and revenue certificates of obligation and 2015 general obligation refunding bonds and affirmed its AA/Stable long-term rating and underlying rating on the city's outstanding general obligation debt. In its view the ratings reflect the City's very strong budget flexibility and liquidity and strong budgetary performance and management conditions. In its January 15, 2015, rating report Moody's assigned a Aa2 rating to the City's 2015 combination tax and revenue certificates of obligation and 2015 general obligation refunding bonds and affirmed its Aa2/stable rating on the City's outstanding parity debt, citing the City's diverse and sizable tax base, economic stability, continuing low unemployment trends, favorable location and history of prudent fiscal management. These ratings take into consideration the financial performance of the city's water and sewer enterprise system, given the utility supports a significant portion of outstanding general obligation debt.

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



ORDINANCE NO. 2015-532

AN ORDINANCE SETTING A TAX RATE OF \$0.776232 (WHICH INCLUDES \$0.653858 TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND \$0.122374 TO PAY DEBT SERVICE) ON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED VALUATION OF PROPERTY; LEVYING TAXES FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF WACO AND PROVIDING AN INTEREST AND SINKING FUND FOR THE YEAR TWO THOUSAND FIFTEEN/ TWO THOUSAND SIXTEEN (2015/2016) AND APPROPRIATING EACH LEVY FOR THE SPECIFIC PURPOSE; FINDING AND DETERMINING THAT THE MEETING AT WHICH THIS ORDINANCE IS PASSED IS OPEN TO THE PUBLIC AS REQUIRED BY LAW; AND DECLARING AN EMERGENCY.

WHEREAS, the proposed tax rate is \$0.776232 (per \$100) for the City of Waco Fiscal Year 2015-16; and

WHEREAS, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (\$0.815871 per \$100), but it exceeds the effective tax rate (\$0.751336 per \$100) for the City of Waco Fiscal Year 2015-16; 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 18, 2015, and a second public hearing on the proposed tax rate was held at a special meeting of the City of Waco City Council on August 25, 2015; and

WHEREAS, at the end of the public hearings on August 18, 2015 and August 25, 2015, the Mayor announced the date for the vote on the proposed tax rate as September 1, 2015; and

WHEREAS, on August 18, 2015, the Council passed Resolution No. 2015-472 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2015-16,

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

Section 1. That the recitals set forth above are true and correct.

Section 2. That there shall be levied and collected, and is hereby levied for the use and support of the Municipal Government of the City of Waco, Texas ("City") and to provide an Interest and Sinking Fund for the Fiscal Year October 1, 2015 through September 30, 2016, upon all property, real and personal and mixed, within the corporate limits of said City subject to taxation of \$0.776232 on each One Hundred Dollars of assessed valuation of property, said tax being so levied and to be appropriated to the specific purpose hereinafter set forth as follows:

For Tax Rate of \$0.776232

Each One Hundred Dollar Valuation, to-wit:

1. For General Fund **\$0.653858**
2. For Interest and Sinking Fund for outstanding bonds, certificates of obligation, and lawfully incurred contractual obligations, which bonds, certificates of obligation, and contractual obligations are now known upon the City's books by serial numbers as herein below set out, there is hereby levied for said bonds, certificates of obligation and lawfully incurred contractual obligations, which shall be appropriated to the Interest and Sinking Fund of the bonds, certificates of obligation and lawfully incurred contractual obligations as is now designated by said numbers as follows:

<u>Fund No.</u>	<u>Issue Year</u>	<u>Bond Issues</u>	<u>Share of Tax Rate</u>
682	2007	General Obligation Refunding Bonds	\$0.005619
683	2007	Certificates of Obligation	\$0.002613
684	2007	General Obligation Bonds	\$0.042689
685	2008	Certificates of Obligation	\$0.003717
653	2010	Certificates of Obligation	\$0.004709
654	2010	General Obligation Refunding Bonds	\$0.005585
655	2011	Certificates of Obligation	\$0.007034
656	2012	Certificates of Obligation	\$0.003072
657	2012	General Obligation Refunding Bonds	\$0.013058
658	2013	Certificates of Obligation	\$0.002078
659	2013	General Obligation Refunding Bonds	\$0.002882
660	2014	General Obligation Refunding Bonds	\$0.001516
661	2015	Certificates of Obligation	\$0.026214
662	2015	General Obligation Refunding Bonds	\$0.001588
TOTAL DEBT LEVY			\$0.122374

Tax Rate FY 2015-2016:	M&O	\$0.653858
	Debt	\$0.122374
	Total Rate	\$0.776232

Section 3. That this tax levy is in accordance City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2015-16.

Section 4. That all receipts for the City not specifically appropriated by this ordinance are hereby made to the General Fund above-mentioned.

Section 5. That **THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.**

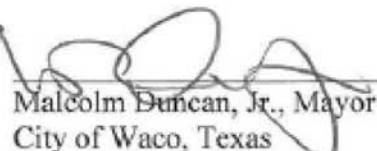
Section 6. That **THE TAX RATE WILL EFFECTIVELY BE RAISED BY 3.67 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$7.12.**

Section 7. That all monies collected under this ordinance for the specific items therein named be, and the same are hereby appropriated and set apart for the specific purposes indicated in each item, and that the Tax Assessor-Collector and the Director of Finance shall keep those accounts so as to readily and distinctly show the amount collected, the amounts expended, and the amounts on hand at any time, belonging to such fund. It is hereby made the duty of the Tax Assessor-Collector and every person collecting money for the City of Waco to deliver to the Director of Finance at any time of depositing any monies a statement showing to what fund such deposit should be made and from what source received.

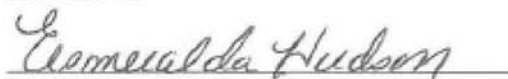
Section 8. That it is hereby officially found and determined that the meeting at which this ordinance is passed is open to the public and that public notice of the time, place, and purpose of said meeting was given as required by law.

Section 9. That the need to levy taxes for the use and support of the municipal government of the City of Waco for Fiscal Year 2015-2016 creates an urgent and imperative public necessity which, for the immediate preservation of the public peace, health, safety and welfare, requires that the rule requiring the reading of ordinances on two different days be suspended, and such rule is suspended and this ordinance shall take effect upon its passage as provided by the Charter of the City of Waco, Texas.


PASSED AND APPROVED by record vote this 1st day of September, 2015.


Malcolm Duncan, Jr., Mayor
City of Waco, Texas

ATTEST:


Esmeralda Hudson, City Secretary


APPROVED AS TO FORM & LEGALITY:


Jennifer Richie, City Attorney

APPROVED:


Janice J. Andrews, Director of Finance

APPROVED:


Laura E. Chiota, Program Manager,
Budget/Audit

Statement of Bonds Principal and Interest Payable
September 30, 2015

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Certificates of Obligation / GO Bonds				
682	Obligation Refunding, 2007	4.00-4.50	2007	2021
683	Certificate of Obligation, 2007	4.00-5.00	2007	2027
684	GO Bond, 2007	4.00-5.00	2007	2024
685	Certificate of Obligation, 2008	3.50-4.50	2008	2028
653	Certificate of Obligation, 2010	2.75-4.00	2010	2030
654	Obligation Refunding, 2010	3.00-4.125	2010	2030
655	Certificate of Obligation, 2011	2.50-4.35	2011	2031
656	Certificate of Obligation, 2012	2.00-3.50	2012	2032
657	Obligation Refunding, 2012	2.00-5.00	2012	2025
658	Certificate of Obligation, 2013	2.00-4.00	2013	2033
659	Obligation Refunding, 2013	2.00-5.00	2013	2024
660	Certificate of Obligation, 2014	2.00-4.00	2014	2034
661	Certificate of Obligation, 2015	2.00-4.00	2015	2035
662	Obligation Refunding, 2015	2.00-5.00	2015	2036
Total Certificates of Obligation / GO Bonds				
Water Revenue Bonds				
510	Water Revenue Refunding, 2007	4.00-4.50	2007	2026
511	Certificate of Obligation, 2007	4.00-5.00	2007	2037
502	Certificate of Obligation, 2008	3.50-4.50	2008	2028
509	Water Revenue Refunding, 2010	3.00-4.00	2010	2030
521	Certificate of Obligation, 2010	2.75-3.50	2010	2030
522	Water Revenue Refunding, 2012	2.00-5.00	2012	2030
523	Water Revenue Refunding, 2013	2.00-5.00	2013	2036
524	Certificate of Obligation, 2013	2.00-4.00	2013	2033
504	Certificate of Obligation, 2014	2.00-4.00	2014	2034
518	Certificate of Obligation, 2015	2.00-4.00	2015	2035
519	Water Revenue Refunding, 2015	2.00-5.00	2015	2036
Total Water Revenue Bonds				



Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5,220,000	5,220,000	3,010,000	374,288	3,384,288
3,380,000	3,380,000	935,000	185,460	1,120,460
63,000,000	63,000,000	12,035,000	1,042,219	13,077,219
3,775,000	3,775,000	2,835,000	807,788	3,642,788
4,925,000	4,925,000	4,035,000	1,295,682	5,330,682
2,900,000	2,900,000	1,455,000	179,354	1,634,354
7,285,000	7,285,000	6,320,000	2,241,885	8,561,885
3,480,000	3,480,000	3,085,000	816,246	3,901,246
6,465,000	6,465,000	5,025,000	822,600	5,847,600
2,175,000	2,175,000	2,050,000	718,431	2,768,431
1,700,000	1,700,000	1,550,000	358,625	1,908,625
1,645,000	1,645,000	1,600,000	570,687	2,170,687
1,695,000	1,695,000	1,695,000	628,628	2,323,628
33,755,000	33,755,000	33,755,000	13,113,950	46,868,950
75,375,000	141,400,000	79,385,000	23,155,843	102,540,843
8,400,000	8,400,000	6,115,000	1,023,007	7,138,007
27,705,000	27,705,000	16,325,000	11,325,430	27,650,430
6,870,000	6,870,000	5,165,000	1,471,988	6,636,988
6,805,000	6,805,000	3,930,000	930,356	4,860,356
8,250,000	8,250,000	6,765,000	2,173,082	8,938,082
40,945,000	40,945,000	36,370,000	10,091,770	46,461,770
32,055,000	32,055,000	30,430,000	10,784,663	41,214,663
4,830,000	4,830,000	4,545,000	1,589,704	6,134,704
2,075,000	2,075,000	2,025,000	723,000	2,748,000
6,005,000	6,005,000	6,005,000	2,225,125	8,230,125
25,115,000	25,115,000	25,115,000	12,442,525	37,557,525
169,055,000	169,055,000	142,790,000	54,780,650	197,570,650

**Statement of Bonds Principal and Interest Payable
September 30, 2015**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Wastewater Revenue Bonds				
531	Wastewater Revenue Refunding, 2007	4.00-4.50	2007	2021
545	Certificate of Obligation, 2007	4.00-5.00	2007	2032
534	Wastewater Revenue Refunding, 2010	3.00-4.00	2010	2030
535	Certificate of Obligation, 2010	2.75-3.50	2010	2030
536	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025
526	Certificate of Obligation, 2013	2.00-4.00	2013	2033
527	Wastewater Revenue Refunding, 2013	2.00-5.00	2013	2024
532	Certificate of Obligation, 2014	2.00-4.00	2014	2034
547	Certificate of Obligation, 2015	2.00-4.00	2015	2035
548	Wastewater Revenue Refunding, 2015	2.00-5.00	2015	2036
Total Wastewater Revenue Bonds				
Solid Waste Revenue Bonds				
556	Certificate of Obligation, 2008	3.50-4.50	2008	2021
551	Solid Waste Revenue Refunding, 2013	2.00-5.00	2013	2024
Total Solid Waste Revenue Bonds				
Tax Increment Financing Zone				
692	Obligation Refunding, 2015	2.00-5.00	2015	2036
Total Tax Increment Financing Zone				
Total All Debt				



Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3,245,000	3,245,000	1,495,000	222,722	1,717,722
35,670,000	35,670,000	15,345,000	6,727,362	22,072,362
3,190,000	3,190,000	1,840,000	254,988	2,094,988
3,020,000	3,020,000	2,480,000	796,419	3,276,419
6,690,000	6,690,000	5,675,000	904,000	6,579,000
4,875,000	4,875,000	4,585,000	1,606,638	6,191,638
7,410,000	7,410,000	6,705,000	1,458,925	8,163,925
5,930,000	5,930,000	5,775,000	2,063,651	7,838,651
5,535,000	5,535,000	5,535,000	2,050,355	7,585,355
14,070,000	14,070,000	14,070,000	5,819,725	19,889,725
89,635,000	89,635,000	63,505,000	21,904,785	85,409,785
3,230,000	3,230,000	1,730,000	203,812	1,933,812
2,495,000	2,495,000	2,275,000	527,625	2,802,625
5,725,000	5,725,000	4,005,000	731,437	4,736,437
370,000	370,000	370,000	58,325	428,325
370,000	370,000	370,000	58,325	428,325
340,160,000	406,185,000	290,055,000	100,631,040	390,686,040

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

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Beginning Reserve Balance	189,999	130,734	160,642	465,359
Additions				
Property Tax	9,007,722	9,101,205	9,166,649	9,115,089
Interest on Investments	3,141	1,460	1,926	1,250
Other Financing Sources	-	-	-	-
Total Balance and Additions	9,200,862	9,233,399	9,329,217	9,581,698
Payments				
Principal Retired	5,275,143	5,515,000	5,515,000	5,870,000
Interest Expense	3,762,444	3,602,190	3,416,559	3,279,260
Exchange and Commission	2,633	3,685	3,233	3,227
Total Payments	9,040,220	9,120,875	8,934,792	9,152,487
Ending Reserve Balance	160,642	112,524	394,425	429,211



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

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Beginning Reserve Balance	461	-	-	-
Additions				
Transfer From Water	12,752,713	13,411,113	13,276,719	13,392,587
Interest on Investments	-	-	-	-
Other Financing Sources	102	-	-	-
Total Balance and Additions	12,753,276	13,411,113	13,276,719	13,392,587
Payments				
Principal Retired	6,650,286	7,540,000	7,540,000	7,695,000
Interest Expense	6,100,528	5,867,253	5,733,408	5,694,327
Exchange and Commission	2,462	3,860	3,311	3,260
Total Payments	12,753,276	13,411,113	13,276,719	13,392,587
Ending Reserve Balance	-	-	-	-

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

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer From Wastewater	6,958,572	6,140,916	6,089,912	6,465,263
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Balance and Additions	6,958,572	6,140,916	6,089,912	6,465,263
Payments				
Principal Retired	4,094,571	3,545,000	3,545,000	3,860,000
Interest Expense	2,862,656	2,594,001	2,543,270	2,603,492
Exchange and Commission	1,345	1,915	1,642	1,771
	<hr/>	<hr/>	<hr/>	<hr/>
Total Payments	6,958,572	6,140,916	6,089,912	6,465,263
Ending Reserve Balance	-	-	-	-



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

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer From Sanitation	1,156,158	869,797	869,805	629,910
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	1,156,158	869,797	869,805	629,910
Payments				
Principal Retired	945,000	690,000	690,000	470,000
Interest Expense	210,950	179,525	179,525	159,650
Exchange and Commission	208	272	280	260
Total Payments	1,156,158	869,797	869,805	629,910
Ending Reserve Balance	-	-	-	-

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

	Actual 2013-14	Budget 2014-15	Estimated 2014-15	Adopted 2015-16
Beginning Reserve Balance	-	-	(88,744)	(176,934)
Additions				
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	-	-	(88,744)	(176,934)
Payments				
Principal Retired	65,000	70,000	70,000	25,000
Interest Expense	23,731	21,031	18,128	15,600
Exchange and Commission	13	32	62	5
Total Payments	88,744	91,063	88,190	40,605
Ending Reserve Balance	(88,744)	(91,063)	(176,934)	(217,539)



Statement of Cash Receipts and Disbursements
Adopted 2015-2016
Property Tax Supported Obligations

Issue No.		Beginning Balance 10/1/15	Current Taxes	Delinquent Taxes
651	Contingency	152,201	-	-
682	GO Refunding, 2007	9,097	411,852	4,100
683	Certificate of Obligation, 2007	10,640	191,536	1,900
684	G O Bond, 2007	240,175	3,128,893	31,200
685	Certificate of Obligation, 2008	4,327	272,467	2,700
653	Certificate of Obligation , 2010	6,940	345,131	3,400
654	GO Refunding, 2010	5,798	409,370	4,000
655	Certificate of Obligation , 2011	10,829	515,519	5,100
656	Certificate of Obligation , 2012	4,154	225,161	2,200
657	GO Refunding, 2012	12,070	957,048	9,500
658	Certificate of Obligation , 2013	2,426	152,318	1,500
659	GO Refunding, 2013	1,220	211,206	2,100
660	Certificate of Obligation , 2014	5,482	111,142	1,100
661	Certificate of Obligation , 2015	-	1,921,376	19,200
662	GO Refunding , 2015	-	116,418	1,100
Total		465,359	8,969,437	89,100



Penalties & Interest	Interest Earnings	Principal Retired	Interest Payments	Exchange & Commissions	Ending Balance 9/30/16
	-	-	-	-	152,201
4,766	100	300,000	120,025	232	9,658
1,626	30	160,000	35,400	45	10,287
30,534	630	2,775,000	441,738	500	214,194
1,740	60	170,000	107,838	190	3,266
2,221	80	205,000	146,944	230	5,598
3,806	50	370,000	47,519	205	5,300
3,283	90	295,000	230,290	750	8,781
1,479	40	150,000	79,256	500	3,278
3,557	80	790,000	186,500	80	5,675
944	30	85,000	70,337	90	1,791
1,352	30	145,000	68,450	25	2,433
744	10	65,000	48,325	85	5,068
-	10	315,000	1,624,950	230	406
500	10	45,000	71,688	65	1,275
56,552	1,250	5,870,000	3,279,260	3,227	429,211

Statement of Reserve for Bond Interest and Redemption
Adopted 2015-2016
Water Revenue Supported Obligations

Issue No.		Beginning Balance 10/1/15	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
510	GO Refunding, 2007	-	871,716	871,716
511	Certificate of Obligation, 2007	-	1,401,010	1,401,010
502	Certificate of Obligation, 2008	-	501,890	501,890
521	Certificate of Obligation, 2010	-	591,754	591,754
509	GO Refunding, 2010	-	783,385	783,385
522	GO Refunding, 2012	-	4,083,042	4,083,042
523	GO Refunding, 2013	-	2,817,263	2,817,263
524	Certificate of Obligation, 2013	-	341,124	341,124
504	Certificate of Obligation, 2014	-	141,305	141,305
519	GO Refunding, 2015	-	1,451,020	1,451,020
518	Certificate of Obligation, 2015	-	409,078	409,078
Total		-	13,392,587	13,392,587



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/16
625,000	246,236	480	871,716	-
655,000	745,700	310	1,401,010	-
305,000	196,550	340	501,890	-
345,000	246,369	385	591,754	-
645,000	138,000	385	783,385	-
2,745,000	1,337,712	330	4,083,042	-
1,605,000	1,211,938	325	2,817,263	-
185,000	155,919	205	341,124	-
80,000	61,200	105	141,305	-
350,000	1,100,850	170	1,451,020	-
155,000	253,853	225	409,078	-
7,695,000	5,694,327	3,260	13,392,587	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2015-2016
Wastewater Revenue Supported Obligations

Issue No.		Beginning Balance 10/1/15	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
531	GO Refunding, 2007	-	67,675	67,675
545	Certificate of Obligation, 2007	-	1,812,105	1,812,105
534	GO Refunding, 2010	-	328,686	328,686
535	Certificate of Obligation, 2010	-	215,458	215,458
536	GO Refunding, 2012	-	1,110,490	1,110,490
526	Certificate of Obligation, 2013	-	342,480	342,480
527	GO Refunding, 2013	-	972,665	972,665
532	Certificate of Obligation, 2014	-	414,860	414,860
547	Certificate of Obligation, 2015	-	379,094	379,094
548	GO Refunding, 2015	-	821,750	821,750
Total		-	6,465,263	6,465,263



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/16
5,000	62,635	40	67,675	-
1,170,000	641,705	400	1,812,105	-
265,000	63,525	161	328,686	-
125,000	90,318	140	215,458	-
895,000	215,400	90	1,110,490	-
185,000	157,275	205	342,480	-
680,000	292,550	115	972,665	-
240,000	174,550	310	414,860	-
145,000	233,884	210	379,094	-
150,000	671,650	100	821,750	-
3,860,000	2,603,492	1,771	6,465,263	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2015-2016
Solid Waste Revenue Supported Obligations

Issue No.		Beginning Balance 10/1/15	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
556	Certificate of Obligation, 2008	-	319,320	319,320
551	GO Refunding, 2013	-	310,590	310,590
Total		-	629,910	629,910



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/16
260,000	59,100	220	319,320	-
210,000	100,550	40	310,590	-
470,000	159,650	260	629,910	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2015-2016
Tax Increment Financing Supported Obligations

Issue No.		Beginning Balance 10/1/15	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
692	Obligation Refunding, 2015	-	40,605	40,605
Total		-	40,605	40,605



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/16
25,000	15,600	5	40,605	-
25,000	15,600	5	40,605	-

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

Budget Year	Principal	Interest	Total
2015-16	5,870,000	3,279,257	9,149,257
2016-17	5,960,000	3,036,079	8,996,079
2017-18	6,190,000	2,800,807	8,990,807
2018-19	5,950,000	2,562,264	8,512,264
2019-20	5,830,000	2,312,942	8,142,942
2020-21	6,155,000	2,046,627	8,201,627
2021-22	5,980,000	1,777,665	7,757,665
2022-23	5,975,000	1,505,939	7,480,939
2023-24	6,060,000	1,228,084	7,288,084
2024-25	6,155,000	943,702	7,098,702
2025-26	6,215,000	653,192	6,868,192
2026-27	6,305,000	380,864	6,685,864
2027-28	1,585,000	224,342	1,809,342
2028-29	1,360,000	166,751	1,526,751
2029-30	1,415,000	112,707	1,527,707
2030-31	1,100,000	64,303	1,164,303
2031-32	580,000	33,457	613,457
2032-33	365,000	17,551	382,551
2033-34	220,000	7,513	227,513
2034-35	115,000	1,797	116,797
	79,385,000	23,155,843	102,540,843

Wastewater Revenue Supported Obligations

Budget Year	Principal	Interest	Total
2015-16	3,860,000	2,603,492	6,463,492
2016-17	4,100,000	2,386,371	6,486,371
2017-18	4,225,000	2,231,784	6,456,784
2018-19	4,410,000	2,070,801	6,480,801
2019-20	4,435,000	1,889,747	6,324,747
2020-21	4,190,000	1,703,892	5,893,892
2021-22	3,805,000	1,534,371	5,339,371
2022-23	3,535,000	1,374,059	4,909,059
2023-24	3,695,000	1,213,509	4,908,509
2024-25	3,075,000	1,062,508	4,137,508
2025-26	2,880,000	928,258	3,808,258
2026-27	2,925,000	802,239	3,727,239
2027-28	3,180,000	674,357	3,854,357
2028-29	3,195,000	538,944	3,733,944
2029-30	3,335,000	401,132	3,736,132
2030-31	3,250,000	264,144	3,514,144
2031-32	3,190,000	136,344	3,326,344
2032-33	1,080,000	57,531	1,137,531
2033-34	765,000	25,443	790,443
2034-35	375,000	5,859	380,859
	63,505,000	21,904,785	85,409,785



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

Budget Year	Principal	Interest	Total
2015-16	7,695,000	5,694,326	13,389,326
2016-17	8,275,000	5,311,449	13,586,449
2017-18	7,945,000	4,997,486	12,942,486
2018-19	8,320,000	4,684,189	13,004,189
2019-20	8,610,000	4,326,103	12,936,103
2020-21	8,470,000	3,960,349	12,430,349
2021-22	8,115,000	3,617,043	11,732,043
2022-23	7,850,000	3,270,447	11,120,447
2023-24	8,205,000	2,917,855	11,122,855
2024-25	7,175,000	2,585,841	9,760,841
2025-26	5,420,000	2,322,021	7,742,021
2026-27	5,770,000	2,097,140	7,867,140
2027-28	6,220,000	1,856,739	8,076,739
2028-29	5,810,000	1,619,677	7,429,677
2029-30	6,025,000	1,403,017	7,428,017
2030-31	5,355,000	1,192,316	6,547,316
2031-32	5,390,000	993,089	6,383,089
2032-33	5,740,000	786,441	6,526,441
2033-34	5,335,000	570,385	5,905,385
2034-35	5,235,000	361,306	5,596,306
2035-36	4,135,000	171,056	4,306,056
2036-37	1,695,000	42,375	1,737,375
	142,790,000	54,780,650	197,570,650

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

Budget Year	Principal	Interest	Total
2015-16	470,000	159,650	629,650
2016-17	490,000	141,775	631,775
2017-18	510,000	123,150	633,150
2018-19	535,000	103,318	638,318
2019-20	555,000	81,019	636,019
2020-21	580,000	56,150	636,150
2021-22	275,000	36,375	311,375
2022-23	285,000	22,375	307,375
2023-24	305,000	7,625	312,625
	4,005,000	731,437	4,736,437

Tax Increment Financing Supported Obligations

Budget Year	Principal	Interest	Total
2015-16	25,000	15,600	40,600
2016-17	60,000	14,150	74,150
2017-18	65,000	11,650	76,650
2018-19	65,000	9,050	74,050
2019-20	75,000	5,875	80,875
2020-21	80,000	2,000	82,000
	370,000	58,325	428,325



Capital Improvements Program

Capital Improvements Program

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

Capital Improvement Program

The City of Waco's Capital Improvements Program (CIP) is a plan for acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, sewer lines and water lines, as well as facilities through which City government provides services directly to citizens or in support of City operations. The latter category includes police facilities, recreation centers, maintenance facilities and general office buildings. The CIP covers all facilities and infrastructure the City government owns or for which the City has responsibility. The Capital Improvements Program defines the City's investment and reinvestment plans for allocating resources, assigning priorities and implementing strategies in order to finance growth of the City and to provide monies for continuing modernization and necessary replacement. Key elements of developing, assessing and coordinating potential internal and external funding sources is identifying the funding sources, assessing the City's financial condition and its ability to service existing and new debt and coordinating the best source of funds for needed capital improvements. This evaluation process of funding sources is the foundation for the proposed CIP.

The CIP is intended to ensure that required projects are undertaken according to priorities established by Council. The CIP combines elements of long and short range planning as well as current year budgeting to identify the City's capital needs and the means of financing them. The CIP identifies the specific improvements to City infrastructure and facilities, which are needed to support and implement the Comprehensive Development Plan. The CIP also encourages departments to establish an internal planning process to identify capital needs with sufficient lead-time so that decisions may be made on the most advantageous means of addressing them.

Generally, a capital improvement has the following characteristics:

- Relatively high monetary value (at least \$25,000),
- Will last at least 10 years, and
- Results in either the creation or rehabilitation of a capital asset

Capital assets are resources owned by the City of Waco that have monetary value, long-term character and will be held or used. Examples are:

- Purchase, improvement and development of land
- Construction of new facilities for the delivery of City services
- Remodeling or expansion of existing facilities
- Planning/engineering costs related to specific improvements of the type listed above
- Infrastructure assets such as streets, water, and wastewater systems

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

The CIP is a five-year plan and the first year is adopted annually as part of the operating budget. This timing is intended to provide better direction to the CIP from the Comprehensive Development Plan and better linkage with the annual budget by giving more timely input into the budget adoption process. The first year of the plan becomes the capital budget for the approved fiscal year and is presented in this document. Although only one year of the CIP is adopted and shown in this document, the full five-year plan is reviewed by the Budget and Audit Committee and presented to the full Council during the budget presentation. The City Manager and Council use this program as a working document in their long-term assessment of future development and financing needs.

Since capital projects result in assets that need continuing maintenance and care, operating budgets are often affected. We have attempted to quantify additional operating costs associated with the completion of capital projects. As part of the capital planning process, departments submit capital projects and estimate the operating costs associated with the project. Annual operating costs can include personnel, scheduled repair and maintenance and utilities in the case of buildings. These costs are or will be included in the department's operating budget for the year the project is scheduled for completion and the facilities are put into operation.



Capital Improvements Program

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

Capital Equipment Asset Replacement – General Government

The City Council recently adopted Financial Management Policy Statements to include funding for capital asset equipment replacement items with a minimum value of \$800,000 and an average life of at least 5 years in the annual operating budget to spread the cost of the replacement evenly over the life of the asset. The planned replacement of Fire self-contained breathing apparatus (SCBA) equipment of \$1,001,757 is included in this sub-section for fiscal year 2015-16.

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

Rolling Stock Replacement – General Government

The Rolling Stock replacement budget is presented in this sub-section. Funding is provided by bond interest and the General Fund operating budget. Funding is budgeted in respective General Fund departments based on proposed replacements for FY2015-16. Fleet Services administers this program.

Capital Improvements Program

Fiscal Year 2015-16

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

Summary of CIP Projects:

	2014-15	2015-16
General Government		
Airport Services	225,000	6,000,000
City Manager's Office	17,500	200,000
Facilities	355,000	3,298,803
Fire Services	1,000,000	-
Parks and Recreation	-	685,000
General Government	1,597,500	10,183,803
Street Improvements	2,500,000	5,000,000
Stormwater Improvements	-	2,000,000
Sidewalk Program	127,500	200,000
Wastewater Improvements	6,231,000	51,000,000
Water Improvements	8,147,000	23,000,000
Total Capital Improvements Program	18,603,000	91,383,803

Summary of Funding Sources:

Debt Financing *	13,840,249	75,567,497
Bond proceeds available for reprogramming	-	270,022
FAA Grant	225,000	5,400,000
Subtotal - CIP Revenues	14,065,249	81,237,519
General Fund Operating Revenues	2,251,155	2,594,956
General Fund Transfer from Surplus	-	5,051,328
Wastewater Fund Operating Revenues	436,596	1,000,000
Water Fund Operating Revenues	1,850,000	1,500,000
Total CIP Funding	18,603,000	91,383,803

* The City plans to issue Combination Tax and Revenue Certificates of Obligation that will be repaid from property tax, water and wastewater revenues.

Capital Asset Equipment Replacement - General Government

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

Fleet Services	350,000	1,300,000
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Capital Improvements Program Fiscal Year 2015-16

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

General Government

Department	Project Description	Funding	2015-16
Airport	Airport Improvements	FAA/Cash	6,000,000
City Manager's Office	Animal Shelter Renovation	Cash	200,000
Facilities	Building Renovation Projects	Cash/GD	3,298,803
Parks and Recreation	General Park Improvements	Cash/GT	685,000
Total General Government			10,183,803

Federal Aviation Administration (FAA)	5,400,000
Airport Fund Operating Budget (Cash)	600,000
General Fund Operating Budget (Cash)	1,940,103
Debt Financing - General (GD)	1,808,700
General Fund Transfer from Surplus (GT)	435,000
	10,183,803

Street Improvements

Project Description	Funding	2015-16
Street Improvement Program	GD/GT/RB/Cash	5,000,000
Total Street Improvements		5,000,000

Debt Financing - General (GD)	1,758,797
General Fund Transfer from Surplus (GT)	2,916,328
Bond proceeds available for reprogramming (RB)	270,022
General Fund Operating Budget (Cash)	54,853
	5,000,000

Stormwater Improvements

Project Description	Funding	2015-16
Stormwater Improvement Program	GD/GT	2,000,000
Total Stormwater Improvements		2,000,000

Debt Financing - General (GD)	500,000
General Fund Transfer from Surplus (GT)	1,500,000
	2,000,000

Sidewalk Program

Project Description	Funding	2015-16
Sidewalk Program	GT	200,000
Total Sidewalk Program		200,000

General Fund Transfer from Surplus (GT)	200,000
	200,000

Capital Improvements Program Fiscal Year 2015-16

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

Wastewater Improvements

Project Description	Funding	2015-16
Asset Renewal at Various Locations	WWD/Cash	13,700,000
West Bank Interceptor Rehab 1	WWD	2,300,000
WMARSS LaSalle Lift Station Relo/Force Main	WWD	35,000,000
Total Wastewater Improvements		51,000,000
Debt Financing - Wastewater (WWD)	50,000,000	
Wastewater Operating Budget (Cash)	1,000,000	
	51,000,000	

Water Improvements

Project Description	Funding	2015-16
Asset Renewal At Various Locations	WD/Cash	3,300,000
West Highway 84/Hewitt Area Improvements	WD	4,000,000
Hillcrest Ground Storage Replacement	WD	15,700,000
Total Water Improvements		23,000,000
Debt Financing - Water (WD)	21,500,000	
Water Operating Budget (Cash)	1,500,000	
	23,000,000	

Capital Asset Equipment Replacement - General Government

Project Description	Funding	2015-16
Self-Contained Breathing Apparatus	GT	1,001,757
Total Capital Asset Equipment Replacement - General Government		1,001,757
General Fund Transfer from Surplus (GT)	1,001,757	
	1,001,757	

Rolling Stock Replacement - General Government

Project Description	Funding	2015-16
Rolling Stock Replacement	Cash/GT/Interest	1,300,000
Total Rolling Stock Replacement - General Government		1,300,000
General Fund Operating Budget (Cash)	660,151	
General Fund Transfer from Surplus (GT)	549,849	
Investment Earnings (Interest)	90,000	
	1,300,000	



Capital Improvements Program

Project Descriptions

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

Airport Services

Project: Airport Improvements

Description: Various improvements at Waco Regional Airport include the following projects: 1)construction of Taxiway Bravo Realignment Phase I, 2)Memo of Agreement & Precision Approach Path Indicator Relocation, 3)Localizer & Runway Safety Area Improvements, 4)Environmental Assessment for Runway 19 Run-up Apron, 5)Environmental Assessment for Localizer and RSA Improvements, 6)Airport Layout Plan Update and 7)Master Plan Update. The Federal Aviation Administration funds 90% and requires a 10% match from the City

Cost: \$6,000,000

Funding: Federal Aviation Administration (FAA) \$5,400,000
Airport Fund Operating Budget (Cash) 600,000

Budget Impact: Will have no impact on current maintenance.

City Manager's Office

Project: Animal Shelter

Description: The City of Waco is raising funds to renovate the existing Animal Shelter. Additional funds are needed to cover all costs for the project.

Cost: \$200,000

Funding: General Fund Operating Budget (Cash)

Budget Impact: None

Facilities

Project: Building Renovation Projects

Description: The Facilities Department manages over 1 million SF of buildings throughout the City of Waco for repairs and renovations that support City personnel, operations and citizens. The varied single and multi-use buildings need attention for items such as office/shop interior remodeling to update functional layouts for users, HVAC and electrical replacements, elevator rehabs of existing buildings, restroom renovations, roof replacements, exterior renovations, safety rehabs, accessibility upgrades and parking lot paving. Projects will include but are not limited to: 1)replacement of roofs at City Hall, 2)replacement of chilled water coils at Waco Police Department penthouse mechanical room, 3)modernize controls for freight elevator at Waco Convention Center, 4)coordinate addition of exterior restrooms at Cameron Park Zoo, 5)renovate 3rd floor area for large meeting room at Police Department, 6)coordinate design and renovation for 2nd Floor clinic at Health District Building. Also, included for 2015-16 is the coordination of the renovation to the old Police Building for Emergency Management and Information Technology.

Cost: \$3,298,803

Funding: Debt Financing - General (GD) \$1,808,700
General Fund Operating Budget (Cash) 1,490,103

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

Capital Improvements Program

Project Descriptions

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

Parks and Recreation

Project: General Park Improvements

Description: Continue the park redevelopment & enhancement program using the basic amenity standards established in the Parks, Recreation and Open Space Master Plan as a guideline. Typical projects include playgrounds, benches, picnic tables and grills, fencing, shelter renovation and construction, walkways, irrigation system modification & construction, and related park amenity enhancement. Also, included for 2015-16 is the structural investigation of the Suspension Bridge and some improvements the Mammoth Site.

Cost: \$685,000

Funding: General Fund Operating Budget (Cash) \$250,000

General Fund Transfer from Surplus (GT) 435,000

Budget Impact: Do not anticipate an increase or decrease in maintenance costs

Street Improvements

Project: Street Improvement Program

Description: This program involves reconstruction, reclamation, overlay, and sealing of various sections of the City street network.

Cost: \$5,000,000

Funding: Debt Financing - General (GD) \$1,758,797

General Fund Transfer from Surplus (GT) 2,916,328

Bond proceeds available for reprogramming (RB) 270,022

General Fund Operating Budget (Cash) 54,853

Budget Impact: Will have little impact on current maintenance.

Stormwater Improvements

Project: Stormwater Improvement Program

Description: This program involves reconstruction, repair, replacement or installation of new stormwater infrastructure at various locations throughout the City.

Cost: \$2,000,000

Funding: Debt Financing – General (GD) \$ 500,000

General Fund Transfer from Surplus (GT) 1,500,000

Budget Impact: No significant change in current maintenance program.

Sidewalk Program

Project: Sidewalk Program

Description: This program involves reconstruction of existing sidewalks or installation of new sidewalks at various locations throughout the City.

Cost: \$200,000

Funding: General Fund Transfer from Surplus (GT)

Budget Impact: No significant change in current maintenance program.



Capital Improvements Program

Project Descriptions

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

Wastewater Improvements

Project: Asset Renewal at Various Locations
Description: Replacement of gravity sewer lines that are in very poor structural condition as identified as part of Master Plan process. Fifty-one projects have been identified as requiring replacement or rehabilitation.
Cost: \$13,700,000
Funding: Debt Financing - Wastewater (WWD) \$12,700,000
Wastewater Operating Budget (Cash) 1,000,000
Budget Impact: None

Project: West Bank Interceptor Rehab
Description: This is rehabilitation of approximately 3,145 linear feet of 48" and 54" segments of the West Bank Interceptor that runs from Waco Creek to Ferrell Center and also Clay Avenue to IH-35. The line is in very poor structural condition.
Cost: \$2,300,000
Funding: Debt Financing - Wastewater (WWD)
Budget Impact: None

Project: WMARSS LaSalle Lift Station Relocation/Force Main
Description: Construct new lift station to replace La Salle lift station and a new parallel Force Main to the Central Wastewater Treatment Plant.
Cost: \$35,000,000
Funding: Debt Financing - Wastewater (WWD)
Budget Impact: None

Water Improvements

Project: Asset Renewal at Various Locations
Description: Annual capital allocation for replacing old infrastructure that's in poor condition.
Cost: \$3,300,000
Funding: Debt Financing - Water (WD) \$1,800,000
Water Operating Budget (Cash) 1,500,000
Budget Impact: None

Project: West Highway 84/ Hewitt Area Improvements
Description: Improvements Ritchie & Old Lorena Road Area including newly acquired Hewitt Area.
Cost: \$4,000,000
Funding: Debt Financing - Water (WD)
Budget Impact: None

Project: Hillcrest Ground Storage Replacement
Description: Replacement of Hillcrest Ground Storage and 24-in line to Riverside Treatment Plant.
Cost: \$15,700,000
Funding: Debt Financing - Water (WD)
Budget Impact: None

Capital Improvements Program

Project Descriptions

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

Capital Asset Equipment Replacement – General Government

Fire Services

Project: Self-Contained Breathing Apparatus

Description: National Fire Prevention Association (NFPA) is the organization that sets Fire Safety Standards for manufactures. Texas Commission on Fire Protection requires fire departments in the state to adhere to this standard. NFPA changed their standards effective July 31, 2013. Because of this standard change, Waco Fire will not be able to phase in new SCBAs. NFPA Standard 1981 will require all lens in the face piece to have increased durability. Radiant heat is the cause for most damaged lens. New face pieces must be able to endure temperatures longer and maintain positive ventilation during exposures during these high temperatures. All current face pieces do not meet this standard. The Emergency Breathing Supply System (EBSS) will not be approved on high pressure 30 minute air cylinders. Currently, the Waco Fire Department has 30 minute air cylinders, which would not allow our EBSS to be compatible with new systems. It will require the Fire Department to move to 45 minute air cylinders.

National Institute for Occupational Safety and Health (NIOSH) currently requires End Of Service Time Indicators (EOSTI) to sound the low pressure warning alarms at 25%. However, the new standard will requires all EOSTI to move the low pressure warning alarms to 33% for the fire industry. This also affects Heads Up Display (HUD) within the face piece because it will affect the light pattern sequencing. Current face pieces will not be compatible with new SCBAs. The Personal Alert Safety System (PASS) alarm will also be required to have a new Evacuate alarm tone. Each of these new requirements in the new standard prevents the Waco Fire Department from phasing in SCBAs. Also, our calibrating equipment in which our SCBA Technicians use to repair the SCBAs would be required to be recalibrated. Therefore, phasing in the SCBAs is not an option as planned. We need to replace 110 SCBA ensembles with 300 spare air cylinders. Our current SCBAs are 10 years old.

The manufacturer will be allowed to support SCBAs that are currently being used in the field for a few more years but they will not be allowed to sell any SCBAs built under the current standard beyond July 31, 2013. Each SCBA ensemble with a carbon air cylinder cost is projected to cost \$7,000 a unit. The remaining expense would be used to replace all the spare air cylinders that are carried on the fire apparatuses. Waco Fire maintains all SCBAs.

Cost: \$1,001,757

Funding: General Fund Transfer from Surplus (GT)

Budget Impact: Maintenance costs will be reduced

Rolling Stock Replacement - General Government

Fleet Services

Project: Rolling Stock Replacement

Description: To maintain a quality fleet of equipment/vehicles that is cost effective and efficient, enabling the individual departments to perform the responsibilities and services for the citizens of Waco in a timely manner.

Cost: \$1,300,000

Funding: General Fund Operating Budget (Cash) \$660,151

General Fund Transfer from Surplus (GT) 549,849

Investment Earnings (Interest) 90,000

Budget Impact: Maintenance costs are minimized an estimated \$100,000 per year for first 3 years due to warranties.



Supplementary Grant Information

Grant Funds

Federal Grants

Department of Housing and Urban Development

Community Development Block Grant (CDBG)

Under 24 CFR Part 570, the Department of Housing and Urban Development annually allocates funds by formula among eligible recipients. The funds are to be used by the recipient for housing and community development activities within the designated area primarily to the benefit of low- and moderate-income persons. The City of Waco funding is being allocated toward the following activities:

CDBG Program Administration

The Housing and Community Development Program Administration's primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Community Development Block Grant funds effectively.

Housing Rehabilitation & Reconstruction Program

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures. These structures, after rehabilitation or reconstruction, must meet the requirements of the City's Minimum Housing Code and the housing quality standards required by the Department of Housing and Urban Development.

Housing Code Enforcement

This grant funds the inspection and re-inspection of existing unoccupied and occupied structures for compliance with the Minimum Housing Code to aid in the prevention of slum and blight areas. In order to accomplish these inspections, the City has been divided into seven (7) areas that follow the neighborhood association boundaries.

Park and Infrastructure Improvements

This grant funds selected park improvements and infrastructure improvements, including sidewalks and alleys, within qualifying areas of the City. Current allocations will be used for improvements at Seley Park. 2015-16 allocations are anticipated for improvements at Kendrick Park.

All Other Community Development Block Grant Funding

Includes Youth Services Projects, Community Agencies serving the homeless and/or low-income, and multifamily housing rehabilitation.

Shelter Plus Care

The Shelter Plus Care Program provides rental assistance, in connection with supportive services funded from sources other than this program, to homeless persons with disabilities (primarily, persons who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have acquired immunodeficiency syndrome and related diseases) and their families. The City of Waco sub grants the Shelter Plus Care grant funds to the Project Sponsor, Heart of Texas Region Mental Health Mental Retardation Center.

Supportive Housing Program

Under 24 CFR Part 583, the Department of Housing and Urban Development provides funding for eligible projects serving the homeless, including a homeless management information system. The City will serve as the grantee and area's homeless management information system project manager. The area includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. HMIS is a computerized data collection tool specifically designed to capture client-level, system-wide information over time on the characteristics and service needs of homeless men, women and children.



Grant Funds

HOME Investment Partnership Program

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

Department of Transportation Federal Aviation Administration

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

Federal Transit Administration (Urban)

Funding for the operation of Waco Transit is provided from the Federal Transit Administration (FTA). Services provided by these grant funds include fixed route bus service, ADA demand response service, and other services to the community. In addition to operation expenses, FTA funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process, which includes census information for the Waco urbanized area.

Federal Transit Administration (Rural 5311)

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

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 2014, the 20% match for FY 2015 for both the Federal Highway funds and Federal Transit funds are provided by the Texas Department of Transportation in the form of Transportation Development Credits. For the time being, there is no further discussion regarding the possibility of requiring member governments to provide a portion of the local match for FY 2015 or beyond. Funds provided by the Federal Highway Administration may be carried over into future fiscal years if not spent.

Grant Funds

Department of Justice

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

The purpose of this grant is to reduce crime and improve the criminal justice system. Preferences are given to applicants who demonstrate cost effective programs focused on a comprehensive and effective approach to services that complement the criminal justice system. Funds from this grant will be used to upgrade the current video enhancement system. Video evidence is increasingly vital to criminal investigations and the quality of video from public locations such as convenience stores can widely vary in quality. With an upgrade to the video enhancement system, the Waco Police Department can enhance poor quality videos from or near crime scenes and enable detectives to work with witnesses and victims.

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 FY14-15, the proposed grant amount is \$75,837, which will be allocated between the City of Waco, McLennan County, and the City of Bellmead. The City of Waco's share of approximately \$34,676 will be used to expand law enforcement equipment and technology.

Federal Emergency Management Agency

Emergency Management Performance Grant

The Emergency Management Performance Grant is used to support local comprehensive emergency management programs to encourage improvement of mitigation, preparedness, response, and recovery capabilities for all hazards. Funding may be used to support activities that contribute to the capability to manage consequences of acts of terrorism.

State Grants

State Homeland Security Grant

The State Homeland Security Grant is to provide funds for homeland security and emergency operations planning; the purchase of equipment to enhance the capability of local agencies in areas of mitigation, prevention, response and recovery to incidents of terrorism, man made or natural disasters. This grant has enabled the City of Waco to train local volunteers and citizens in emergency response and achieve required benchmarks from the State and Federal government, increased our capabilities to respond to chemical, biological, radiological and explosive incidents as well as achieve interoperability throughout the region.

State Transportation Grant

The Transportation Enhancement Grant, awarded December 2010 for \$2,085,286, provides funding for transportation enhancements including hike/bike/walk trails and funded the construction of the 1.3 mile extension of the Brazos Riverwalk through Brazos Park East. Funding was provided with 80% from the Transportation Enhancement Grant in combination with a 20% local match. Construction was completed August 2014. TxDOT's project closeout process was completed June 2015.

The Transportation Enhancement Grant, awarded September 2013 for \$2,704,800, provides funding for transportation enhancements including hike/bike/walk trails and funds the construction of up to .6 miles of trail along the Brazos River immediately upstream from McLane Stadium. Funding is provided with 80% from the Transportation Enhancement Grant in combination with a 20% local match. Construction is expected to begin in April 2016 and be completed in 2017.

Grant Funds



Texas Park & Wildlife Grants

The 81st Texas Legislature (2010) awarded the City of Waco two Local Park Grant Program allocations through the Texas Parks & Wildlife Department for improvements at Sul Ross Park and Oscar DuConge Park. The allocation for Sul Ross Park of \$1,127,000, includes improvements to the skate park and is scheduled to be completed by the end of 2015. The allocation for Oscar DuConge of \$354,250, included conversion of the swimming pool into a splash pad/spray ground and the project was completed in the summer of 2013.

State Transit Grants (Urban)

Funding from the State is provided to assist with the operation of Waco Transit. State funds are considered a local funding source and may be used to match federal grants. State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

State Transit Grants (Rural)

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

State Police Grants

CJD Family Violence

The Family Violence Grant currently funds a percentage of one commissioned officer that works specifically as a detective 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.

Comprehensive Selective Traffic Enforcement Program (STEP)

The grant provides funding of overtime compensation for law enforcement personnel to enforce speed limits and intersection traffic control and provide public education and information regarding traffic laws.

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.

State Health Grants

Women, Infants and Children (WIC)

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

Environmental Health

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

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

Grant Funds

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.

Preparedness- EBOLA

This grant is funded by the Texas Department of State Health Services. Recent events have highlighted a need to update existing infectious disease plans based on lessons learned from the Ebola response. The Public Health District will use this funding to plan and deliver three workshop meetings with local stakeholders to review, revise and update the existing local infectious disease response plan.

Preparedness- Discretionary

The Public Health Nursing Division has received a grant from the Texas Department of State Health Services that will support state and local public health jurisdiction's preparedness for and response to terrorism and other public health threats and emergencies.

Healthy Texas Babies

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

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.

IDCU/Flu

This is a renewal for a grant from the Emerging and Acute Infectious Diseases Branch of the Texas Department of State Health Services (DSHS). DSHS, The Health District and the Family Health Center are partners on this project. Family Health Center will collect and submit specimens weekly to DSHS. The Health District will submit weekly reports from the Family Health Center on patient visits in regards to diagnosis and treatment of influenza. DSHS will gather this information from across the state and share it with the local health departments

Tuberculosis Control

The Texas Department of State Health Services funds approximately 27% of the total Tuberculosis (TB) program. This program identifies and treats persons who have an active case of TB or have had contact with a person with a case of TB, thus interrupting the transmission of the disease. The primary purpose of this program is to provide diagnosis, education and treatment to persons suspected or known to have a positive skin test for Tuberculosis. Services provided include tuberculosis skin testing, contact investigation, limited medical evaluation by physicians, appropriate referrals, education and monthly follow-up. Active cases are being placed on Directly Observed Therapy (DOT) as encouraged by the state as a method of TB control.

The Federal Tuberculosis Prevention and Control funds account for approximately 20% of the total Tuberculosis (TB) program. The primary purpose of this program is to provide education to persons suspected or known to have a positive skin test for Tuberculosis and the community. Staff presents educational programs to community organizations since awareness is very important in halting the spread of this infection.



Grant Funds

The State Tuberculosis Prevention and Control funds account for approximately 53% of the total Tuberculosis (TB) program. The primary purpose of this program is to provide direct care services to persons suspected or known to have a positive test's for Tuberculosis.

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.

Texas Healthy Communities

This grant is funded by the Texas Department of State Health Services with an overarching purpose of preventing chronic disease and other leading causes of death and disability through evidence and practice-based policy, environmental, and system change approaches.

Infectious Disease

This grant is funded by the Texas Department of State Health Services from the Emerging and Acute Infectious Diseases Branch of the Texas Department of State Health Services (DSHS). DSHS and The Health District will partner on this project to enhance epidemiological capacity in infectious disease preparedness and response. The funds will be used to retain an Epidemiologist primarily dedicated to infectious disease preparedness and outbreak response activities and complete all pertinent case investigation procedures. The epidemiologist will also enter all pertinent case investigation data correctly and completely in the National Electronic Disease Surveillance System (NEDSS) in a timely fashion.

HIV/AIDS Services

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

Ryan White Title II

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

HIV Prevention

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

State Services

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

Housing Opportunities for People With Aids (HOPWA)

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

Supplementary Grant Information

	2014-15 Allocation	Proposed 2015-16 Allocation
FEDERAL GRANTS		
<u>Department of Housing & Urban Development</u>		
Community Development Block Grant		
Administration	269,478	258,397
Housing Rehabilitation	214,589	87,733
Code Enforcement	339,036	408,441
Parks and Infrastructure Improvements	227,191	196,648
All Other	297,100	340,768
Total Community Development Block Grant	1,347,394	1,291,987
Shelter Plus Care	205,471	231,277
Supportive Housing Program	62,653	62,653
HOME		
Administration	56,417	48,143
Residential Rehabilitation	146,906	-
Homeownership Assistance	30,190	225,000
C H D O	330,658	208,291
Total HOME	564,171	481,434
Total Department of Housing & Urban Development	2,179,689	2,067,351
<u>Department of Transportation</u>		
Federal Aviation Administration		
Discretionary Funds	4,400,000	6,000,000
Total Federal Aviation Administration	4,400,000	6,000,000
Federal Transit Administration		
Capital/Planning Grants	120,000	370,000
Operating Assistance	1,200,000	1,240,000
Preventive Maintenance	1,050,000	1,050,000
ADA Expense	270,000	270,000
Rural 5311	-	285,953
Miscellaneous Capital	51,000	51,000
Total Federal Transit Administration	2,691,000	3,266,953
Metropolitan Planning Organization	427,502	532,860
Total Department of Transportation	7,518,502	9,799,813
<u>Department of Justice</u>		
Edward Byrnes Memorial Justice Assistance Grant	27,000	-
Justice Assistance Grant	34,676	26,893
Total Department of Justice	61,676	26,893
<u>Federal Emergency Management Agency</u>		
Emergency Management Performance Grant	65,000	64,000
Total Federal Emergency Management Agency	65,000	64,000
Total Federal Grants	9,824,867	11,958,057



Supplementary Grant Information

	2014-15 Allocation	Proposed 2015-16 Allocation
STATE GRANTS		
<u>State Homeland Security</u>		
State Homeland Security Grant	66,630	64,570
Total State Homeland Security	66,630	64,570
<u>State Transit Grants</u>		
Operating Assistance	418,000	418,000
Rural 5311 State	-	502,588
5310 Federal Through the State Preventative Maintenance	125,000	225,000
Total State Transit Grants	543,000	1,145,588
<u>State Police Grants</u>		
Family Violence Unit	204,595	34,464
Step Grant	127,776	133,107
Victim Services Expansion	41,135	42,000
Total State Police Grants	373,506	209,571
<u>State Health Grants</u>		
Women, Infants and Children (WIC)	1,392,340	1,656,524
Triple "O" - Environmental	175,007	175,007
Public Health Preparedness	170,023	170,023
Public Health Preparedness Discretionary Projects/ Ebola	-	25,515
Public Health Preparedness Discretionary Projects (2)	10,000	39,073
Healthy Texas Babies	-	90,000
Immunizations	325,635	325,635
IDCU/Flu	-	10,000
Tuberculosis Control - State	41,594	38,490
Tuberculosis Control - Federal	35,268	23,512
National Assoc of County & City Health Officials	10,115	-
Texas Healthy Communities	-	50,000
Infectious Disease Investigation	-	87,535
Diabetes	80,000	-
HIV/AIDS-Ryan White	372,522	311,851
HIV/AIDS-Prevention	170,300	170,300
HIV/AIDS-State Services	96,977	94,927
HIV/AIDS-HOPWA	95,752	95,752
Total State Health Grants	2,975,533	3,364,144
Total State Grants	3,958,669	4,783,873
Total Federal and State Grants	13,783,536	16,741,930





Appendix A

Glossary of Terms

Accrual Accounting - A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

ADA - Americans with Disabilities Act

Ad Valorem Tax - A tax computed from the assessed valuation of land and improvements.

Amortization – The gradual elimination of a liability in regular payments over a specified period of time. These payments must cover both principal and interest.

Appropriation - An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

ARRA – The American Recovery and Reinvestment Act was signed into law in 2009 to provide stimulus funding.

Assessed Valuation - A valuation set on real estate or other property by the McLennan County Appraisal District as a basis of levying taxes.

Assets - Resources owned or held by the City, which have monetary value.

Balanced Budget - A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

BRIC - Baylor Research and Innovation Collaborative

Budget - A plan of financial operation embodying an estimate of proposed means of financing it. The “operating budget” is the financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The “adopted budget” is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

Budget Document- The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

COW – City of Waco

Capital Improvements Program - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay - An expenditure that results in the acquisition of, or addition to, capital assets.

Certificates of Obligation - Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

Contingency Fund - A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.



Glossary of Terms

Cost Center - A section of the total organization having a specialized function or activity and segregated cost and revenue data.

Credit Rating - The credit worthiness of a government unit as determined by an independent ratings agency. The City of Waco is rated by Moody's Investors Service and Standard and Poor's.

Debt Service Fund - A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's certificates of obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Delinquent Taxes - Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

DRS - Demand Response Service (i.e. door-to door)

DSHS - Department of State Health Services

EHS - Employee Health Services

EMS - Emergency Medical Service

Effective Tax Rate - A tax rate that when applied to the taxable assessed valuation would produce the same total taxes as last year when compared to properties taxed in both years.

Encumbrances - Obligations in the form of purchase orders, contracts, or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.

Enterprise Fund - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures - The cost of goods received or services rendered recognized through cash payments or encumbrance.

FTE - Full-time equivalent

Fiscal Year - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operation. For the City of Waco, the fiscal year is October 1 to September 30.

Full Time Equivalent (FTE) - A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal, or temporary employees into hours worked by full time employees. Full time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .50 FTE.

Fund - An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or to attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance (Equity) - The excess of a fund's assets over its liabilities; accumulated balances are the result of continual excess of revenues over expenditures. A negative fund balance is often referred to as a deficit.

Glossary of Terms

Funding - Provides budgetary resources to cover total costs of a program or project at the time it is undertaken.

GAAP – Generally Accepted Accounting Principles

General Fund - The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.

Generally Accepted Accounting Principles (GAAP) - Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

Goals - Statement of direction for accomplishing the department’s mission.

Governmental Funds – Funds that are often referred to as “source and use” funds. Most governmental functions are typically financed through these types of funds. Included in this category are general, special revenue, debt service, capital projects and special assessment funds.

Grant - A contribution by one government unit to another unit. The contribution is usually made to aid in the support of a specified function, but it can also be for general purposes.

Gross Receipts Taxes - Fees paid by public service businesses for use of City property in conducting their business. These fees are also referred to as franchise fees. Waco collects electric, natural gas, telephone, cable TV, bingo, water, wastewater and solid waste gross receipts taxes.

HSCT - Humane Society of Central Texas

HTE – HTE Sungard is the City of Waco’s mainframe software provider.

HUD - Housing & Urban Development

HIV - Human Immunodeficiency Virus

HVAC – Heating, Ventilation & Air Conditioning

Home Rule City - A Texas municipality that operates under a municipal charter that has been adopted or amended as authorized by Article XII, Section 5, of the Texas Constitution. A home rule City must have a population of more than 5,000 people and is governed by the State Constitution of Texas as opposed to the state laws of Texas.

Independent Auditor - An auditor who is independent of the governmental unit whose accounts are being audited.

Infrastructure - That portion of a City’s assets located at or below ground level, including the water and wastewater systems and streets.

Interfund Transfer - Amounts transferred from one fund to another.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one City department or cost center to other departments, on a cost-reimbursement basis.

Investment - Securities purchased and held for the production of income in the form of interest or dividends.

Liabilities - Debt or other legal obligations arising out of transactions in the past that must be liquidated, reviewed, or refunded at some future date. This term does not include encumbrances.

MCC – McLennan Community College



Glossary of Terms

MPO – Metropolitan Planning Organization

Mission Statement - The fundamental purpose of a department or division.

Modified Accrual Basis - The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Narrative - General description of the programs within each department or division.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the City are controlled. State law requires the use of annual operating budgets.

OSSF – On-site sewage facilities

PEG – Public, educational and governmental programming.

Performance Measures - Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

PID – Public Improvement District

ROW – Right of Way

Reimbursement - Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

Reserve - An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

Reserve Fund - A backup fund for payment of matured bonds and interest should the Water/Wastewater Debt Service Fund fall short of required amounts.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Revenues - All amounts of money received by a government from external sources other than expense refunds, capital contributions and residual equity transfers.

Rolling Stock - Those capital items such as motor vehicles, heavy equipment and other apparatus, which are maintained by the Fleet Services Fund.

SCADA - Supervisory Control and Data Acquisition

Special Revenue Funds – Funds that account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose.

STD – Sexually Transmitted Diseases

TB – Tuberculosis

TIF – Tax Increment Financing

Glossary of Terms

Tax Rate - A percentage applied to all taxable property to raise general revenues. It is stated in terms of a unit of the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TCEQ – Texas Commission on Environmental Quality is a state regulatory agency.

TSTC – Texas State Technical College

TxDOT – Texas Department of Transportation

WIC – Women, Infants and Children

WISD – Waco Independent School District

WMARSS – Waco Metropolitan Area Regional Sewage System is a regional sewage treatment plant owned by the cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway.

Working Capital - Current assets less current liabilities.



Appendix B

RESOLUTION NO. 2015-472

WHEREAS, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2015-2016 with the City Secretary on July 17, 2015; and

WHEREAS, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2015-2016 to the City Council on July 21, 2015; 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. 2015-436 approved on July 21, 2015), and the notice for said public hearing was published as required by law on August 6, 2015; and

WHEREAS, said public hearing was held on August 18, 2015, and all citizens were given an opportunity to attend and participate in the hearing,

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

That City of Waco City Council by separate, record vote approves and adopts the portion of the Operating Budget to provide funding to the Cen-Tex Hispanic Chamber of Commerce, regarding which Council member Alice Rodriguez filed an affidavit of substantial interest and was disqualified from voting on funding.

That the City of Waco City Council by separate, record vote approves and adopts the remainder of the Operating Budget and the Capital Improvements Program for the City of Waco Fiscal Year 2015-2016, together with Appendix A (Glossary of Terms) and Appendix B (Schedule of Fees).

That the City Manager is authorized to make the following expenditures of funds, which are provided for in this approved Operating Budget and Capital Improvement Program for FY2015- 2016, and to execute all documents in connection therewith, without further action by the Council:

- (1) Salaries, compensation, and benefits for employees, including TMRS, Social Security, Medicare, health insurance, life insurance, health claims payments, and workers compensation;
- (2) Temporary employment services;
- (3) Regulatory fees required by the State of Texas, including fees to TCEQ for water utilities, waste water, and solid waste permits and operations;
- (4) Various utility services for City operations, including telephones, electricity, natural gas, water, waste water, and solid waste;
- (5) Refund Contracts approved by the City Council;
- (6) Debt service, bond payments, bank fees, investment fees, and collection fees;
- (7) Various support services, upgrades, rental fees, lease and installment payments, and supplies for City computers, copiers and telephones;
- (8) Expenditures for cell phone and wireless devices under an existing contract with AT&T Mobility National Accounts LLC and an existing contract with Verizon Wireless and its Related Entities, as long as each vendor renews its Texas Department of Information Resources contract with the same terms and conditions;
- (9) Vendor expenditures for mowing services on privately-owned lots and City-owned


- lots even in the case of a single vendor who earns more than \$50,000 in a single fiscal year, as long as said vendor has competitively bid to mow said lots and the total amount in the Budget for Mowing Services (for privately-owned and City- owned lots) is not exceeded;
- (10) Expenditures under an existing 25-year lease with Allen Samuel Sports, Inc. for the operation and management of the Waco Regional Tennis and Fitness Center;
 - (11) Amounts collected for remission to the State of Texas, including municipal court fees, sales tax, and mixed beverage fees;
 - (12) Expenditures up to the budgeted amount for legal services to be performed in connection with water permitting, watershed protection, and water supply matters;
 - (13) Expenditures for services provided by McLennan County Appraisal District and McLennan County Tax Office;
 - (14) Expenditures for existing management service contracts with YMCA of Central Texas, Cameron Park Zoological Society, and McDonald Transit Associates, Inc.; and
 - (15) Expenditures authorized for business grants.

That pursuant to Section 102.007 of the Texas Local Government Code, the City of Waco City Council by separate, record vote ratifies "the property tax increase" reflected in the Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2015-2016.

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

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

PASSED AND APPROVED this 18th day of August, 2015 .



Malcolm Duncan, Jr., Mayor
City of Waco, Texas

ATTEST:



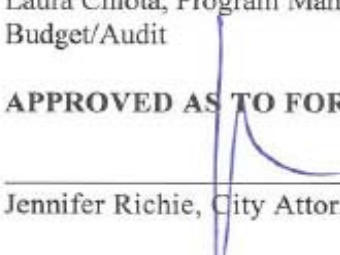
Esmeralda Hudson, City Secretary

APPROVED:



Laura Chiota, Program Manager
Budget/Audit

APPROVED AS TO FORM & LEGALITY:



Jennifer Richie, City Attorney

Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
ANIMAL SHELTER	
Boarding fees	15.00 per day
Boarding fees for bite quarantine (must be paid within 24 hours from time animal is quarantined)	20.00 per day
Vaccinations	20.00 per cat
	30.00 per dog
Heartworm Test	15.00
Spay/neuter reimbursement	Per cost basis
Surrender fee	50.00 per animal
Owner requested euthanasia	
0 - 25 lbs	45.00
26 lbs and over	65.00
Disposal fee	30.00
Rabies Testing Fee	100.00
Breeder Reclaim Fee	125.00
Pickup Fees	
1st Pickup fee for compliant pet (within 24 hours)	No Charge
1st Pickup fee for non-compliant pet	60.00
2nd Pickup fee for compliant pet	75.00
3rd Pickup fee and all subsequent pickup fees	150.00
BUDGET	
Ad Valorem Taxes (per Hundred)	0.776232
CAMERON PARK ZOO	
Base Admission Price	
Adult	10.00
Children (4-12 yrs)	7.00
Senior (over 60)	9.00
Military (with ID)	9.00
Military Child (4-12 yrs)	6.00
Late Afternoon Discount (after 3:00 p.m.)	(2.00) per person
Group Rates	
Group Size 21 - 100	
Adult	9.00 each
Children (4-12 yrs)	6.00 each
Group Size 101 - 500	
Adults	8.00 each
Children (4-12 yrs)	5.00 each
Group Size Over 500	
Adults	7.00 each
Children (4-12 yrs)	4.00 each
After hours group rate	150.00 per hour
SPECIAL EVENTS and PARTIES are available by calling the Cameron Park Zoological Society.	
EDUCATION	
School and Group Educational Programs	
Animal Presentations	2.00 per person plus admission
	25.00 minimum
Behind-the-Scenes Tours	20.00 per person - Africa
	20.00 per person - Herpetarium
	20.00 per person - Brazos River Country
	20.00 per person - Asian Forest
Outreach Programs	
Zoomobile Trips (out of county)	2.00 per mile
Programs for groups of less than 35	30.00 1st program
	25.00 add'l program on same day
Auditorium Programs for groups greater than 35	125.00 1st program
	100.00 add'l program on same day
Zoo Adventure Camp	
Half Day camp	100.00 per week - member
	120.00 per week - non-member
Full Day camp	170.00 per week - member
	200.00 per week - non-member
Extended Care Option	25.00 per week for early a.m. care
	25.00 per week for late p.m. care
Cancellation Fee	20.00

Fee Schedule By Department

FY 2015-16
Effective October 1, 2015



<u>DESCRIPTION</u>	<u>ADOPTED</u>
Special Events	
Zoo Snoozes	45.00 per person
Nonrefundable deposit	150.00 per group
Birthday Parties	
1 to 15 party guests	150.00 member
16 - 30 party guests	175.00 non-member
	250.00 member
	275.00 non-member
Extra guest	12.00 each
CITY MANAGER	
Administrative fee for bond issuance for other organizations	1,000.00
Administrative fee for changing corporation name on documents previously approved By Council	250.00
CITY SECRETARY	
Solicitation Permits	25.00
Vehicle for Hire Application Fee	25.00
Vehicle for Hire Permit Fee	100.00 per vehicle
Driver's Application and Permit Fee	25.00
Duplicate Driver's Permit	10.00
Night Club Application and License Fee	250.00
(New and Renewal Permits are for a 5-year period)	
Night Club License Transfer Fee	100.00
Copying Charges (Outside requests; Electronically received)	0.10 per page
Copies of Microfilm	1.50 plus 0.10 per page
Certification of Documents	2.50
Cassette of Council Meetings	1.00
CD of Council Meetings	1.00
Duplicate permit fee	10.00
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
1/3 McLennan Hall	250.00 +10.00 Maintenance Fee
2/3 McLennan Hall	450.00 +10.00 Maintenance Fee
Brazos Ballroom w/ Terrace	650.00 +10.00 Maintenance Fee
1/2 Brazos Ballroom	450.00 +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

Fee Schedule By Department

FY2015-16

Effective October 1, 2015

DESCRIPTION

ADOPTED

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 (lap length)	
5 ft (60") Round Tables	8.00
8 ft Rectangle Tables	8.00
Cocktail Tables	10.00
Chairs	0.75
Pipe & Drape - limited supply - one color only, charged per linear foot	
3 foot pipe & drape	5.00
8 foot pipe & drape	5.00
14 foot pipe & drape	8.00

Reset Fees (After room is set originally, cost per chair or table) Standard Rental times 2

Stages (per section)	
Stage Sections	35.00 per section

AUDIO VISUAL SERVICES

Audio-Visual and meeting equipment	Inventory & prices listed at www.wacocc.com or call 254-750-5810
High-speed Internet access (hard wire connection)	75.00 per day

ELECTRICAL SERVICES All electrical charges are based on per day charge not per event.

120 volt single - 20 amp	30.00 per day
Customers needing electrical service greater than 20 amp will need to contact Waco Convention Center for specifications, availability and cost.	
Extension cords and power strips	25.00 per day

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
Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.	

FOOD AND BEVERAGE SERVICES

Catering Fee	15.00
* 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.wacocc.com or call 254-750-5810
* Waco Convention Center is the exclusive provider of beer, wine and liquor services.	

LOCAL PACKAGE PRICING:

Small Meeting Specials - Week Day Only (New Business Only)	
Lone Star Rooms - 3 Rooms for the price of two rooms. Regularly \$675.	375.00
Texas Rooms - 3 Rooms for the price of two rooms. Regularly \$300.	200.00
All Equipment/AV and Catering will be charged at normal prices. Other discounts will not apply.	
Local Non Profit Special (Proof of non-profit status required (501c3 or 501c6)) (Weekday or Weekend)	
Chisholm Hall, McLennan Hall or Texas Room	Negotiable
All Equipment/AV and Catering will be charged at normal prices. Other discounts will not apply.	
0.0000	

COTTONWOOD CREEK GOLF COURSE

Green Fees:	
Weekday	24.00
Weekend	32.00
Twilight & 9 - Hole (Weekday) & Tuesday Special	21.00
Twilight & 9 - Hole (Weekend)	26.00



Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Super Twilight (Weekdays)	14.00
Super Twilight (Weekends)	17.00
Senior League (Monday)	22.00
Senior Non-Member (Monday-Friday)	18.00
Senior Member (Monday-Friday)	10.00
Senior Member (Weekend)	13.00
Junior (Mon-Fri)	16.00
Regular Member (Weekdays)	13.00
Regular Member (Weekends)	14.00
Junior Golf Facility	
Adults	5.00
Children (12 and under)	2.00
Combined Green Fee and Cart Fee for Senior Non-League Play (Monday - Friday)	31.00
Cart Fees:	
18 holes per person	17.00
9 holes per person	11.00
Twilight	11.00
Super Twilight	8.00
Regular Members (All Times)	12.00
Senior Members (Mon-Fri)	7.00
Senior Members (Weekends)	12.00
Range Fees:	
Small Basket	5.00
Regular Basket	8.00
Large Basket	9.00
Member - Small Basket	3.00
Member - Regular Basket	5.00
Member - Large Basket	6.00
Rentals:	
Clubs	30.00
Pull carts	3.00
Tournaments and Promotions	Price Negotiated
Membership Fees	
Individual Membership	600.00
Couple/Family Membership	900.00
Senior Membership (55 & up)	500.00
Charges for ISD's and Colleges	
Range Fees: Per basket	
Small Basket	2.50
Regular Basket	4.00
Large Basket	4.50
Green Fees: Per golfer	8.00
WISD golf teams practice 5 days a week for 32 weeks	
Limit each golf team to 7 golfers	
Each school may have more than one team (i.e. Varsity, Jr. Varsity)	
Coach is responsible for advising pro-shop if team will play or hit balls or both on a daily basis.	
Every golfer must sign in at pro-shop counter upon arrival	
Invoice ISD's and/ or Colleges monthly for range and green fees	
ENGINEERING	
Inspection of Curb, Gutter and Drive Approach	
One (1) Drive Approach	75.00
One (1) Drive Approach with up to 50' Curb & Gutter and/or sidewalk	100.00
Two (2) Drive Approaches on the same lot	75.00
Curb and Gutter Only (Up to 50')	75.00
Each Additional 50' Increment of Curb & Gutter	35.00
Sidewalks - up to 50'	75.00
Each additional 50' increment	35.00
Alley Permits (every 50')	75.00
Handicap Ramp	35.00
Street Opening Permits	50.00
Plan Review and Construction Inspection	0.75 % of estimated cost (3/4 of 1%)
Overtime Inspection (Saturday or Holidays)	275.00 per day

Fee Schedule By Department

FY 2015-16
Effective October 1, 2015

DESCRIPTION

ADOPTED

Computer Generated Maps	30.00 base rate 30.00 per hour after 1 hour 0.50 per sq.ft. plotted map 3.00 per page
Fee for large Xerox (24" x36") copies	25.00 base rate 25.00 per hour after 1 hour
Data Transfer Fee	
FINANCE DEPARTMENT	
Garage Sale Permits	10.00
FIRE SERVICES	
Installation and Remodeling of Fire Protection System:	
Hood and duct suppression systems	40.00 plus 2.50 per head
Sprinkler systems	65.00 plus 0.30 per head
Standpipe systems	65.00 plus 5.00 per outlet
Fire pump installation	65.00 0.0000
Fire alarm system	65.00 plus 1.00 per device
Commercial paint booth systems	55.00 plus 2.50 per head
Other Fire Suppression System	35.00 plus 2.50 per head
Installation and Removal of Fuel Storage Tanks and Dispensing Systems	
Installation of underground or above ground storage tanks and/or dispensers	80.00 for 1st tank, plus 25.00 per add'l tank at same location and 2.00 per nozzle on dispensers
Removal of underground storage tanks	65.00 for 1st tank, plus 25.00 per add'l tank at same location
Single Events or Activities	
Pyrotechnical display or fireworks display	125.00 plus 250.00 for each hour of standby per Fire Company
Special Assembly Activities	125.00 plus 250.00 for each hour of standby per Fire Company
Controlled Burn	125.00 plus 250.00 for each hour of standby per Fire Company
FACILITY INSPECTION PERMITS	
Hospitals, nursing homes, retirement centers, MHMR homes, rehab centers, shelters (app. 40)	100.00 plus 0.50 per bed
Example: 300 bed hospital = \$250 fee (\$100 + (300 x \$0.50))	
Daycare centers, foster homes, pre-school centers (app. 60)	35.00 plus 0.50 per licensed child
Example: Daycare licensed for ten kids = \$40 (\$35 + (10 x \$0.50))	
OTHER OPERATIONAL PERMITS	
Hazardous operations or storage, (service stations, flammable liquid storage – app. 75)	35.00 plus 1.00 per nozzle (per year)
Installation of underground fire mains	65.00
Re-Inspection fee for any failed testing	165.00
Emergency (after Hours or Weekends) inspection fees	200.00
Environmental Impact Fee	500.00

HEALTH SERVICES

VITAL STATISTICS

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

ENVIRONMENTAL HEALTH

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

Septic system permit & inspection		
Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Aerobic OSSF Maintenance	100.00	100.00
Septic System Minor Repairs		
Single family residences	160.00	160.00
All others except single family residences	160.00	160.00
Septic System Major Repairs		
Single family residences	410.00	410.00
All others except single family residences	610.00	610.00



Fee Schedule By Department

FY 2015-16
Effective October 1, 2015

DESCRIPTION	ADOPTED	
Fee included on all permits, new or repairs, for the TCEQ	10.00	10.00
Design resubmittal fee	50.00	50.00
Annual aerobic unit maintenance fee	20.00 per unit	20.00 per unit
Maintenance provider administrative penalty fee	10.00 per contract	10.00 per contract
Septic system reinspection fees		
Single family residences	100.00	100.00
All others except single family residences	100.00	100.00
Subdivision plat review site evaluation	50.00	50.00
Records copy fee	0.50 per page	0.50 per page
The following fees for food and pools are for cities only. Unincorporated areas of the county are under a different fee schedule.		
Food Establishment Permit Fees:		
City of Waco Seating Capacity		
1 - 30	150.00	200.00
31 - 100	225.00	300.00
101 or more	350.00	450.00
City of Waco with No Seating Fee Based on Square Footage		
Less than 2,500	150.00	200.00
2,501 - 10,000	225.00	300.00
10,001 or more	350.00	450.00
Non Profit food establishments (any type or size)		45.00
(501(C) (3) or church under section 170 (b)(1)(A)(I) IRS code)		
Additional preopening inspection or consultation (one free each per establishment)	75.00	100.00
Other Food related inspections not mandated		75.00
Mobile Food Vendor	150.00 per unit	200.00 per unit
School Food Service	Based on sq.ft. of kitchen/food op area only	
Adult or Child Care food services included with facility inspection	20.00	50.00
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Reinspection Fee	75.00	100.00
Reinstatement of Suspended Permit	75.00	100.00
Temporary food establishment permit		
Events 1 to 14 days	40.00	50.00
Late Payment Fee (for temporary permit)	Double normal fee	Double normal fee
Non profit organizations and churches		1/2 of normal fee
Food Manager Certification Course	100.00 per student	100.00 per student
Food Manager Recertification	100.00 per student	100.00 per student
Retest Fee for Food Manager Course	50.00 per retest	50.00 per retest
Proctor test fee for Food Manager Course	50.00 per test	50.00 per test
Food Safety Classes (for food employees)	20.00 per student	20.00 per student
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
Refrigerator/Freezer Thermometer	2.00	4.00
Handwash sign	1.00	2.00
Adult or Child Care Inspection		
1-12 individuals	30.00	50.00
13-99 individuals	100.00	100.00
100+ individuals	125.00	125.00
Public or semi-public swimming pool/spa permit	125.00 each	150.00 each
Fee is charge for each separate circulation system. A wading pool or spa connected to pool that operates off the same circulation system does not require a separate fee. However, if the wading pool or spa has a separate circulation system, a separate permit is required		
Reinspection of pool/spa	75.00	100.00
Reprint/additional copy of a permit	5.00 per copy	7.00 per copy
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Copy of TDH Standards for Public Swimming Pool and Spa (1 free copy per permit)	5.00	7.00
Other pool/spa related inspections not mandated		70.00
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

Fee Schedule By Department

FY2015-16

Effective October 1, 2015

DESCRIPTION

ADOPTED

PUBLIC HEALTH NURSING

Flu Shot	22.00 per dose	27.00 per dose
Flu Mist	25.00 per dose	30.00 per dose
Pneumococcal Vaccine 23'	85.00 per dose	90.00 per dose
Pneumococcal Vaccine 13'	188.00 per dose	193.00 per dose
Immunizations	22.00 per visit	22.00 per visit
Typhoid vaccine (single dose)	100.00 per dose	105.00 per dose
Typhoid vaccine (multi-dose; when in stock)	79.00 per dose	84.00 per dose
Yellow-fever vaccine	136.00 per dose	141.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
Health card (TB Test)	20.00	25.00
Hepatitis A (Adult)	63.00 per dose	68.00 per dose
Hepatitis A (Pedi)	40.00 per dose	45.00 per dose
Hepatitis B (Adult)	54.00 per dose	59.00 per dose
Hepatitis B (Pedi)	30.00 per dose	35.00 per dose
Varicella Vaccine	115.00 per dose	120.00 per dose
Menomune/Meningococcal Polysaccharide Vaccine	142.00 per dose	147.00 per dose
Inactivated Polio Vaccine (IPV) Adult	47.00 per dose	52.00 per dose
Tetanus - Diphtheria (Td) Adult	42.00 per dose	47.00 per dose
Measles, Mumps, Rubella (MMR) Adult	73.00 per dose	78.00 per dose
Human Immune Globulin	117.00 per vial	122.00 per vial
Menactra Meningococcal Conjugate Vaccine	123.00 per dose	128.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	60.00 per dose	65.00 per dose
Twinrix (Combination Hepatitis A & Hepatitis B)	73.00 per dose	78.00 per dose
HPV vaccine (3 doses required over a 6 month period)	176.00 per dose	181.00 per dose
HPV9 vaccine (3 doses required)	200.00 per dose	205.00 per dose
Menveo-Meningococcal Conjugate Vaccine	100.00 per dose	105.00 per dose
DTaP	44.00 per dose	49.00 per dose
DTaP/IPV-HIB	97.00 per dose	102.00 per dose
HIB	40.00 per dose	45.00 per dose
Pediarix (Dtap, IPV, Hep B)	85.00 per dose	90.00 per dose
Pentacel (Dtap, IPV, Hib)	98.00 per dose	103.00 per dose
Kinrix (Dtap, IPV)	65.00 per dose	70.00 per dose
DT	57.00 per dose	62.00 per dose
MMRV	200.00 per dose	205.00 per dose
Rotavirus	95.00 per dose	100.00 per dose
Zoster	205.00 per dose	210.00 per dose

TB CONTROL

Chest X-Rays		
Radiological exam, chest; single view, frontal	45.00	50.00
Radiological exam, chest; two views, frontal & lateral	45.00	50.00
With apical lordotic procedure	32.52	32.52
With oblique projections	34.13	34.13
Radiological exam, chest, special view (e.g., lateral decubitus, Bucky studies)	22.57	22.57
Chest X-Ray plus Report	65.00	70.00
Initial Examination		
Level 01, non-physician services only, client class 1 or 2	26.53	26.53
Level 06, non-physician and physician services, client class 1 or 2	52.90	52.90
Level 08, non-physician and physician services and prescribed medications (preventive treatment), class 1 or 2	54.10	54.10
Level 01, non-physician services only, client class 3 or 5	43.27	43.27
Level 06, non-physician and physician services, client class 3 or 5	73.51	73.51
Level 07, non-physician and physician services and prescribed medications (preventive treatment), class 3 or 5	253.99	253.99
Physician Exam		
Level 06, non-physician services, client class 1 or 2	37.48	37.48
Level 08, non-physician and physician services, and prescribed medications (preventive treatment), client class 1 or 2	38.69	38.69
Level 06, non-physician and physician services, client class 3 or 5	38.51	38.51
Level 07, non-physician and physician services and prescribed medications (initial treatment), client class 3 or 5	218.99	218.99



Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
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	30.00	40.00
HOUSING AND ECONOMIC DEVELOPMENT		
Homeless Management Information System (HMIS)	Activation Fee	Annual
Multiple licensed Agencies	250.00	137.00 per license
ART Licenses		96.00 per license
Business Tax Abatement Application		
Project located within the State Enterprise Zone	500.00	
Project located outside the State Enterprise Zone	1,000.00	
Residential Tax Abatement Application		
All Others	150.00	
Business Grant Application		
Project located within the State Enterprise Zone	500.00	
Project located outside the State Enterprise Zone	1,000.00	
INSPECTION SERVICES		
Sexually Oriented Businesses		
Non-refundable renewal fee	150.00	
Annual License fee	350.00	
Indoor Amusement Facilities		
Initial Application Fee	100.00	
License Fee	100.00	
Renewal Application Fee	50.00	
Lien Filing Fees		
1st page, 8.5 x 11	16.00	
2nd and each subsequent page	4.00	
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	
Residential structures - Green tagged	125.00	

Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
	4.50 per add'l 1,000
50,001 to 100,000	265.00 first 50,000
	4.00 per add'l 1,000
100,001 to 500,000	467.50 first 100,000
	3.00 per add'l 1,000
500,001 and up	1,622.50 first 500,000
	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
Certificate of Occupancy Inspection	55.00
Reinspection Fee	55.00
Appeals to Building Board of Adjustment & Appeals	65.00
Code Compliance Letters	9.00
Swimming Pools	
Residential	58.00
Commercial	115.50
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



Fee Schedule By Department

FY2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
Reinspection Fee	55.00
Appeals to Board of Electrical Contractors	65.00
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
For each sump pump, grinder pump or lift station	9.00
Each additional device	9.00
Trip fee for lawn sprinkler inspections in the ETJ	60.00
Reinspection Fee	55.00
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	20.00
Each unit over 250,000 BTU	45.00
Refrigerated Air Systems	
Installation of each refrigerated air system	
Each unit up to 5 tons	20.00
Each unit over 5 tons	45.00
Each air handler unit up to 10,000 CFM	5.00
Each air handler unit over 10,000 CFM	8.00
Exhaust/Ventilation systems	
Installation of each blower or fan connected to duct system	5.00
Reinspection Fee	55.00
Appeals to Board of Plumbing and Mechanical 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.	
LIBRARY SERVICES	
Replace Lost Materials	5.00 Plus cost of item
Fine for Overdue Materials	0.20 per day up to cost of the item
Fine for Overdue Video recordings	1.00 per day up to cost of the item
Replace Lost Library Cards	1.00 per card
Public Access Computer Printing	0.20 per page
Public Copy Charges	
Black and White	0.20 per page
Color	0.50 per page
Scan	0.20 per page
Fax	1.00 per page
11 x 17 Copies	0.50 per page - black & white
	1.00 per page - color
Inter-Library Loan Postage Fee (Includes postage for microfilm)	1.00 per item

MUNICIPAL COURT - Court costs and fees as set by the Texas State Legislature and fines as set by the Municipal Court Judge

Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
PARKS AND RECREATION	
FACILITY RENTALS	
Cameron Park Clubhouse (includes attendant for oversight)	100.00 per hour 1,000.00 all day
Clean up / Deposit	250.00 refundable
Pavilion Rentals (3 hour minimum)	
Large Redwood, Pecan Bottoms, Bledsoe-Miller, Anniversary, South Waco, Oscar DuConde, Northern Gateway, Brazos Park East Horseshoe Pits/Pavilion	200.00 all day
Small Alta Vista, Crestview, East Waco, Kendrick, North Waco, S. J. Guthrie, Dewey, Proctor Springs, Rock Shelter, Mouth of the Bosque, Lovers Leap Brazos Park East Band Pavilion, Brazos Park East Pavilion	100.00 all day
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 refundable
Gymnasium	250.00 for 4 hours Non-Athletic 25.00 per add'l hour Non-Athletic
Clean up / Deposit	100.00 refundable
Recreation Center Gym Rentals for Practice (during regular business hours)	30.00 per hour 1/2 court 40.00 per hour full court
Facility & Grounds	Price Negotiated
Damage Deposit	Price Negotiated refundable
Cleaning Fee	Price Negotiated
RECREATIONAL ACTIVITIES	
Daily Drop-In Activity Fee	2.00 - 10.00 per visit
Recreation Classes	5.00 - 100.00 range per session
After School Camp	25.00 - 200.00 range per month
Summer Camp	100.00 - 300.00 range per month 300.00 - 1,500.00 range-entire summer camp
Registration Fee	25.00 - 100.00 range
Park Ranger Classes	5.00 - 100.00 range
Athletics	
Adult Athletic League (Team)	175.00 - 525.00 range
Adult Individual	35.00 - 100.00 range
Youth Athletic League (Team)	200.00 - 650.00 range
Youth Individual	35.00 - 100.00 range
Tournament Fee	150.00 - 2,500.00 range
Field Rental:	
4-Field Hub	600.00 non-commercial per day 250.00 non-commercial clean-up deposit 1,250.00 commercial per day 500.00 commercial clean-up deposit
Team Practice	25.00 per hour
Team Practice with lights	50.00 per hour
Game Fee	150.00-500.00 range
Track/Swimming Per Event	5.00-15.00 range
Special Events	
Special Event Application	35.00
Event Electricity Panel	100.00
Downtown Banner Installation	45.00 Per pole. Minimum 10 poles, Maximum 70 poles
Event Grounds Fee	250.00
Events held in non-festival areas or parks that will require city services	100.00 deposit
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
Educator Rate (with ID)	(1.00) per person discount



Fee Schedule By Department

FY 2015-16
Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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	
Educational Program Add-ons	5.00-20.00 Range per person
Facility Use Rate	
Birthday Parties	100.00-125.00 Range per party
Annual Pass Rate	
Individual Pass	25.00 per person
Family Pass	50.00 per family of 4
Annual Pass	75.00 6 guests
PLANNING SERVICES	
Documents/ Maps	
Zoning Ordinance with Maps (Color Maps)	100.00
Subdivision Ordinance	25.00
Zoning Ordinance Only	50.00
Zoning Maps Only (Color)	75.00
Zoning Compliance Letter	25.00
Land Use Plan Map (Color)	75.00
Metropolitan Transportation Plan	100.00
Transportation Improvement Program (MPO)	50.00
City Map with ETJ (36" x 48")	30.00
Other Large Maps (36" x 48")	30.00
Small Maps (11" x 17" or 8.5" x 11")	1st map free, Additional map 1.00
Comprehensive Plan 2000	100.00
Developer's Guide	25.00
All other reports	Varies
Any document or map may be burned to a CD-ROM	25.00
Processes	
Zoning/Board of Adjustment	
Zone Change Applications	300.00
Special Permits	300.00
Board of Adjustment Applications	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)	350.00
PUD Final Plan	300.00
Historic Landmark Commission	
Historic Landmark Medallion	50.00 includes tax
Historic Landmark Designation	50.00
Historic District Designation	200.00
Historic Landmark Certificate of Appropriateness	25.00
Historic Landmark Tax Abatement	200.00
Other Processes	
Street Name Change	300.00
Land Use Plan Change	150.00
Affidavit Preparation and Filing	30.00
Copy Charges	
Copying Black & White	0.10 per page
Copying Color or Color Print	1.00 per page
Copying CD for data or documents	1.00
Property for Sale List	5.00 each

Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Open Air Vending	150.00
Temporary for Non-Profits	10.00
Seasonal for 3 consecutive days	45.00
Famer's Market Permit Fee	150.00
Street Furnishings Fee	25.00
Signs Permit Fee for all Signs	
0 - 72 sq. ft.	48.00
73 - 300 sq. ft.	83.00
301 - 672 sq. ft.	110.00
Annual Registration - Conventional Off-Premise signs	
0 - 72 sq.ft.	25.00
73 - 300 sq.ft.	35.00
301 - 672 sq.ft.	40.00
Late Fee - Conventional Off-Premise signs	
0 - 72 sq.ft.	6.00
73 - 300 sq.ft.	9.00
301 - 672 sq.ft.	10.00
Annual Registration - Digital (LED) Off-Premise signs	
0 - 382 sq.ft.	35.00
383 - 672 sq.ft.	40.00
Late Fee - Digital (LED) Off-Premise signs	
0 - 382 sq.ft.	9.00
383 - 672 sq.ft.	10.00
Registration fees are due on October 1st of each year. The late fee is charged per registered sign and will double after 60 days.	
Portable Signs	66.00
POLICE SERVICES	
Vehicle Towing	50.00
Vehicle Storage	10.00 per day
Impound Notification Fee	15.00
Copying Charges	0.10 per page
	No charge less than 10 pages
Produce a Business Record Affidavit	10.00
Sign/Stamp a Business Record Affidavit	5.00
Certify Records	2.50
Immigration Letter	15.00
Fingerprinting	20.00
Individual Background Checks	15.00
Animal Control	Altered/Unaltered
All animals, except Livestock	60.00 1st pickup
	75.00 2nd pickup
	150.00 3 & over
Livestock	75.00 minimum
Breeders	125.00 1st pickup
	75.00 2nd pickup (Animal gets altered)
Texas Peace Officers Accident Report (ST-3)	6.00 per report
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

FY2015-16
Effective October 1, 2015

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	
Curbside Garbage - gray cart (1 cart up to 95 gals)	Included in monthly rate	1x/wk	
Curbside Recycling - blue cart (1 cart up to 95 gals)	Included in monthly rate	Bi-weekly	
Curbside Yard Waste - green cart (1 cart up to 95 gals)	Included in monthly rate	Bi-weekly	
Extra Container (garbage, recycle or yard waste cart up to 95 gals)	4.00	per month	
Special Pickup for Carts	10.00		
Residential Curbside Bulky Waste	Included in monthly rate	5'x4'x4'	
Large Bulky Waste Service - Scheduled after payment arrangements have been made.	35.00	Up to 7 cu. yds.	
	75.00	8 to 15 cu. yds.	
	150.00	16 to 30 cu. yds.	
Fee for Carts Left at Curb	10.00	per event (after 1 warning)	
Fee for Unbagged Solid Waste (per Section 21-23 (d))	10.00	per event (after 1 warning)	
Fee for Use of Non City Provided Cart (per Section 21-23 (a))	10.00	per event (after 1 warning)	
Fee for Overfilled or Waste Out of Cart (per Section 21-23 (b))	10.00	per event (after 1 warning)	
Animal Collection			
Small Animal (at curb) 35lbs or less	Call-in only	1X per yr. per household	
Small Animal 35lbs or less	45.00		
Medium Animal 36lbs - 75lbs	75.00		
Large Animal 75lbs & over	150.00	minimum	
Shelters/Veterinarians/Taxidermists	18.33	per cart	
All Animals Must Be Frozen, Double Bagged & Placed In Cart.	45.00	handling fee per trip	
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)	34.89	per month	
Collection/Drop-Off Stations	Fees do not include applicable sales tax		
Current Water Bill & Drivers License Required (no copies)	No Charge	2X/MO	
Refrigerant Removal From Refrigerant Containing Device (residential only)	15.00	per unit	
E-Waste Recycling (drop off only)			
Most electronics accepted	No Charge		
Not accepted - scrapped-out electronics, smoke detectors, large appliances, gas-powered equipment and any PCB, liquid fuel or radioactive containing equipment or devices			
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit			
15" or smaller	2.50	per tire	
20" or smaller	5.00	per tire	
Commercial Collection	Fees do not include applicable sales tax		
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	# of containers	1	18.88
	2	31.93	56.11

Fee Schedule By Department

FY2015-16

Effective October 1, 2015

DESCRIPTION

ADOPTED

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	153.14	198.97	244.87	290.16
	Shared Fee (per customer)	33.60	54.07	76.57	99.49	122.44	145.08
4 cubic yards	Standard Per Container Fee	79.91	129.87	184.71	240.54	296.53	351.89
	Shared Fee (per customer)	39.96	64.94	92.36	120.27	148.27	175.95
6 cubic yards	Standard Per Container Fee	103.75	171.58	245.60	320.93	396.53	471.54
	Shared Fee (per customer)	51.88	85.79	122.80	160.47	198.27	235.77
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 28.65 per ton

Self Hauling Entities 28.65 per ton

Outside County 35.34 per ton

Special Waste 40.00 per yard/ 2 yard minimum

Asbestos 45.00 plus landfill fees

Special Handling (meat products, etc...) 45.00 handling fee/ plus tonnage

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 than 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



Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

DESCRIPTION

ADOPTED

John Knox Texas Ranger Memorial Center		
Facility Rental Fee	550.00	Mon-Thurs
	750.00	Fri-Sun
Move In / Decorate / Set Up Day	275.00	Mon-Thurs
	550.00	Fri-Sun
Move Out Day (after 10:00 a.m.)	275.00	Mon-Thurs
	550.00	Fri-Sun
Hall of Fame Rotunda (after 5pm only)		
Facility Rental Fee	750.00	
Serial Rentals		
Monthly Rental (Time of Use Restrictions Apply)	3,500.00	annually
Weekly Rental (Time of Use Restrictions Apply)	6,500.00	annually
Miscellaneous Rentals		
Tables	5.00	
Chairs	1.00	
Catering Fee	10.00	%
Banner Hanging Fee	25.00	per pre-approved item
Clean-up Fee	150.00	
Set-up Fee	100.00	
Knox Center Early Opening before 8:00 a.m.	200.00	per hour
After Midnight Fee	200.00	per hour
(rental facilities will close no later than 1:00 a.m. nightly)		
Audio/Visual Equipment Rental		
Podium	No Charge	
Lectern with PA	50.00	per day
AV Cart	10.00	per day
Easel	5.00	per day
Microphone	10.00	per day
Wireless Microphone	50.00	per day
Video/Data Projector	150.00	per day
Elmo Digital Presenter	50.00	per day
Portable Screen	50.00	per day
9' x 12' Drop Screen	100.00	per day
Total Audio/Visual Package	500.00	per day
Membership Fees		
Individuals and Families		
Silver Star	55.00	
Gold Star	250.00	renewable at \$55.00
Captain's Circle	5,000.00	one time for life
Corporate		
Traditions	500.00	
Heritage	1,500.00	
Legacy	2,500.00	
Trailblazer	5,000.00	
Third Century Club	10,000.00	one time for life
Educational Fees		
Education Center Facility Application Fee	50.00	per application
Mystery Kit - Experiential Education Resource	2.00	per student
	20 student minimum plus shipping	
CSI Program	0.50	per student
Roundup Program	0.50	per student
Library Fees		
Genealogy Research	25.00	one ancestor
Per Hour Research Fee	35.00	
Photo Reproductions	Based on Usage	
Product Licensing Royalties	5% to 10% of sales	
TRAFFIC SERVICES		
Signal Repairman to Escort House mover (Damage Avoidance Repair)		
One Signal Technician and Truck	75.00	per hour
Each Additional Signal Technician	25.00	per hour
Each Additional Truck	50.00	per hour
Review house mover route plan	25.00	per hour

Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Approved Special Events	
Approved Special Events - Traffic Control Plan Design and/or Review	25.00 per hour
Standard delivery/pickup (during normal working hours)	100.00 one time charge
On-call assistance for closure on day of event:	
Non-business hours	25.00 per hour per employee
Business hours	20.00 per hour per employee (no minimum)
Pickup of barricades and cones by customer (Mon-Fri) (8am- 11am and 1pm- 2pm)	50.00 flat fee
Events will be charged for missing or damaged materials	
Traffic control plan inspection fee	25.00
New Street (Public or Private) name sign (per intersection)	250.00
WACO REGIONAL AIRPORT	
Aircraft Hangars:	
Damage/Security Deposit	One month's rental
T-Hangars #1 - 10	125.00 per month
T-Hangars #11 - 50	135.00 per month
Executive T-Hangars (exc. # 7, 13, 16)	160.00 per month
Executive T-Hangars # 7, 13, 16	200.00 per month
Overnight Aircraft Tiedown/Parking	
General Aviation (may be waived with purchase of fuel)	
Less than 12,500 Maximum Gross Landing Weight (MGLW)	10.00 per night
12,500 to 50,000 Maximum Gross Landing Weight (MGLW)	20.00 per night
Over 50,000 Maximum Gross Landing Weight (MGLW)	50.00 per night
Commercial Aircraft	
Scheduled Carriers	Negotiated in Lease Agreement
Non-scheduled Carriers	
Less than 50, MGLW	50.00 per night
50,000 to 100, MGLW	100.00 per night
Over 100,000 MGLW	150.00 per night
Long-Term Aircraft Tiedown/Parking:	
Single Engine	75.00 per month
Light Twin	125.00 per month
Others	Negotiated by Airport Director
After hours Service Fee	50.00 per call
Landing Fees (Commercial Operators)	0.40 per 1,000 pounds maximum allowable gross landing weight
Non Signatory Landing Fee	3.25 per landing - Minimum
	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



Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Air Stairs Usage Fee	
Signatory Carriers	100.00 per use
Non Signatory Carriers	100.00 per use
Office Charges	
Fax	2.00 first page/ 1.00 extra pages
Copies	0.10 per copy
Passenger Loading Bridge Fee	
Signatory Carriers	Included in contract
0-200 uses	350.00 per month
201-400 uses	450.00 per month
over 400 uses	550.00 per month
Non Signatory Carriers	500.00 per use
WACO TRANSIT SYSTEM	
Base Adult Cash Fare	1.50
Day Pass	3.00
Student/Child	1.00
Elderly/Handicapped	0.50
Day Pass (Elderly/Handicapped)	1.25
Monthly Pass	40.00
Monthly Pass (Student)	20.00
Summer Student Pass (June, July, August)	30.00
ADA Van Fare	3.00
Rural Demand Response Fare	3.00
Rural Demand Response Fare (adjacent Counties)	5.00
Transfers	No Transfers
Bus Charter	115.00 per hour
Bus Charter - non-profit	95.00 per hour
Exterior Bus Advertising	
Street Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 4 Windows	400.00 per month
Curb Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 3 Windows	300.00 per month
Small Side Window - 45" x 20.5"	
1 Window	100.00 per month
2 Windows	175.00 per month
Rear Window - 71.5" x 30"	
1 Bus	300.00 per month
Head Sign	50.00 per month per bus
	400.00 per month for all buses
Full Bus Advertising (any length of time)	800.00 per month per bus
Kong Wrap - 40.5" x 14.5 ft	
1 bus	350.00 per month
2 or more buses	300.00 per month
King Wrap - 30" x 12 ft	
1 bus	350.00 per month
2 or more buses	300.00 per month
Interior Bus Advertising (any length of time)	
Fixed Route	
Small Interior Cards (28" x 11")	50.00 per month per vehicle
All 5 Vehicles	200.00 per month
Large Interior Cards (42" x 11")	75.00 per month per vehicle
All 5 Vehicles	300.00 per month
Behind Driver Seat Cards (18" x 24")	75.00 per month per vehicle
All 5 Vehicles	325.00 per month

Fee Schedule By Department

FY 2015-16

Effective October 1, 2015

DESCRIPTION

ADOPTED

Baylor Route		
Small Interior Cards (28" x 11")	50.00	per month per vehicle
All 5 Vehicles	200.00	per month
Large Interior Cards (42" x 11")	75.00	per month per vehicle
All 5 Vehicles	300.00	per month
Behind Driver Seat Cards (18" x 24")	75.00	per month per vehicle
All 5 Vehicles	325.00	per month
Bus Bench Advertising		
1 -5 Benches	80.00	per month (1-5 months)
	75.00	per month (6-12+ months)
6+ Benches	70.00	per month (1-5 months)
	60.00	per month (6-12+ months)
Bus Shelters		
1 Shelter 1 - 5 months	250.00	per month
1 Shelter 6 -12 months	225.00	per month
2 or more Shelters 1 -5 months	225.00	per month
2 or more Shelters 6 -12 months	200.00	per month
Digital Media (All Buses)	300.00	per 30 second spot
Digital Media (Baylor Routes)	350.00	per 30 second spot
Minivans		
Side Window		
1 Window	125.00	per month
2 Windows	200.00	per month
Back Window		
1 Window	150.00	per month per minivan
Full Minivan Advertising (Any length of time)	500.00	per month

WATER FUND

The following fee changes highlighted in yellow with bold print will become effective January 1, 2016.

Residential Water Rate

Inside City			
Base	15.00		16.08
0 - 15,000 gallons	2.54 per 1000		2.57 per 1000
15,001 - 25,000 gallons	2.98 per 1000		3.01 per 1000
Over 25,000 gallons	3.82 per 1000		3.86 per 1000
Outside City			
Base	17.40		18.65
0 - 15,000 gallons	2.92 per 1000		2.95 per 1000
15,001 - 25,000 gallons	3.43 per 1000		3.47 per 1000
Over 25,000 gallons	4.40 per 1000		4.45 per 1000
Residential Domestic Demand Rates			
Inside City			
3/4 inch meter (also referred to as 5/8 inch)	15.00		16.08
1 inch meter	24.24		25.98
1.5 inch meter	34.90		37.40
2 inch meter	48.10		51.55
3 inch meter	75.94		81.39
Outside City			
3/4 inch meter (also referred to as 5/8 inch)	17.40		18.65
1 inch meter	28.03		30.04
1.5 inch meter	40.28		43.17
2 inch meter	55.47		59.45
3 inch meter	87.48		93.76
Nonresidential/Irrigation Demand Rates			
Inside City			
3/4 inch meter (also referred to as 5/8 inch)	15.00		16.08
1 inch meter	41.58		44.56
1.5 inch meter	74.62		79.98
2 inch meter	114.24		122.44
3 inch meter	197.84		212.04
4 inch meter	289.15		309.90
6 inch meter	434.98		466.20
8 inch meter	613.92		657.98
10 inch meter	939.46		1,006.89



Fee Schedule By Department

FY2015-16
Effective October 1, 2015

DESCRIPTION

ADOPTED

Irrigation			
0 - 25,000 gallons	2.98 per 1000	3.01 per 1000	
Over 25,000 gallons	3.82 per 1000	3.86 per 1000	
All other Classes (Commercial/Industrial)			
Volumetric Rate	2.68 per 1000	2.71 per 1000	
Reclaimed Water Rate (Purple Pipe)	To be determined	To be determined	
Pretreated Irrigation			
All Classes			
Volumetric Rate	1.33 per 1000	1.34 per 1000	
Outside City			
3/4 inch meter (also referred to as 5/8 inch)	17.40	18.65	
1 inch meter	47.97	51.41	
1.5 inch meter	85.96	92.13	
2 inch meter	131.52	140.96	
3 inch meter	227.67	244.01	
4 inch meter	332.67	356.55	
6 inch meter	500.37	536.28	
8 inch meter	706.15	756.83	
10 inch meter	1,080.53	1,158.08	
Irrigation			
0 - 25,000 gallons	3.53 per 1000	3.57 per 1000	
Over 25,000 gallons	4.50 per 1000	4.55 per 1000	
All other Classes (Commercial/Industrial)			
Volumetric Rate	3.08 per 1000	3.11 per 1000	
Reclaimed Water Rate (Purple Pipe)	To be determined	To be determined	
Pretreated Irrigation			
All Classes			
Volumetric Rate	1.67 per 1000	1.67 per 1000	
Raw Water	125.00	per acre foot minimum	
		subject to contract revisions	
Raw Water Administration Fee	25.00	per month	
Emergency Wholesale Water Supply Agreement	1.5 times Waco non-residential rates	per 1000	
Residential Deposit	75.00	minimum	
Additional deposit may be required based on periodic history review			
Commercial Deposit	150.00	Min or two months	
		average or greater	
Additional deposit may be required based on periodic history review			
Apartment/Multi-Family Deposits			
1-10 units	750.00	minimum	
11-30 units	1,000.00	minimum	
31-50 units	1,500.00	minimum	
Over 50 units	3,000.00	minimum	
Tagging	25.00		
Fire Flows	120.00		
Basic Service Call			
8am to 12pm	50.00		
After 12pm	100.00		
Water tap investigation (basic service fee)	50.00		
Customer Requested Meter Test (plus Service Call Fee)			
In Shop: Meter 1" or smaller	50.00		
Meter 1.5" and 2"	75.00		
Field: Meter 1.5" or larger	150.00		
Meter Testing outside the city limits	400.00	minimum - includes 2 tests	
	50.00	service fee per meter	
	200.00		
	50.00	service fee per meter	
Tampering / Obstructed / Damaged Meter / Pull Meter Charge / Unauthorized Usage	150.00	minimum	
Fire Hydrant Installation / Monthly Service Charge	100.00		
Annual water tank backflow inspection	30.00	per inspection	
Meter Charge	100.00	minimum	
Backflow prevention violation fee	250.00	minimum	
Backflow inspection/test fee	200.00		
Backflow Inspector Annual Registration Fee	25.00		

Fee Schedule By Department

FY2015-16

Effective October 1, 2015

DESCRIPTION

ADOPTED

Water Tap Charges:

1" taps on main sizes up to and including 8" (tap includes meter and meter box)	Quoted on per cost basis
Each larger size main	Quoted on per cost basis
2" taps on main sizes up to and including 8" (not including meter and meter box or vault)	Quoted on per cost basis
Each larger size main	Quoted on per cost basis
All meters above 1" - Meter, meter box or vault, meeting City of Waco specifications, will be furnished by the owner.	
4" Main with 4" Tap	Quoted on per cost basis
6" Main with 4" Tap	Quoted on per cost basis
6" Main with 6" Tap	Quoted on per cost basis
8" Main with 4" Tap	Quoted on per cost basis
8" Main with 6" Tap	Quoted on per cost basis
8" Main with 8" Tap	Quoted on per cost basis
10" Main with 4" Tap	Quoted on per cost basis
10" Main with 6" Tap	Quoted on per cost basis
10" Main with 8" Tap	Quoted on per cost basis
10" Main with 10" Tap	Quoted on per cost basis
12" Main with 4" Tap	Quoted on per cost basis
12" Main with 6" Tap	Quoted on per cost basis
12" Main with 8" Tap	Quoted on per cost basis
12" Main with 10" Tap	Quoted on per cost basis
12" Main with 12" Tap	Quoted on per cost basis

All other sizes required to file survey to set fee

These prices above are only approximates and the exact cost will have to be approved based on location of tap.

No multiple connections will be made on a 3/4" service.

Existing 1" Residential service tap (Bullhead) City will furnish and install additional 5/8" or 3/4" meter setting	425.00	includes meter & composite box
Existing 1 1/2" Residential service tap (Bullhead) City will furnish and install additional meter setting up to 1"	535.00	includes meter & composite box
Existing 2" Residential service tap (Bullhead) 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.	550.00	includes meter & composite box

On other combinations, price will be calculated on individual basis.

Retire Existing Water Tap (3/4" - 2")	Quoted on per cost basis	
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00	minimum
Customer Requested Report	Quoted per report (includes any programming costs)	
Burglar Alarm	50.00	after 5 incidents
Hold-up Alarm	50.00	after 3 incidents
Returned Check Charge/Bank Draft	30.00	
Water Office Training Room Rental	400.00	
Water Office Conference Room Rental	100.00	
Educational Training Services		
License Certification Training	100.00 - 250.00	per person
Late Registration Fee	25.00	
Class Withdrawal Fee	50.00	
Parking Garage Charges	30.00	plus sales tax per month
Lake Waco Wetlands Research and Education Center Rentals		
Lake Waco Wetlands and Education Center (occupancy 100)	300.00	per day (8 am to 12 midnight)
	150.00	per half day (minimum time frame)
Rental Deposit (required for reservation, applied to rental)	150.00	
Cleanup Deposit (forfeited if building is not cleaned after rental)	50.00	
Caterer	Caterer	catering cost paid by caterer
Security (required for rentals involving alcohol, dancing or student events)	Price Negotiated	
Tables & Chairs		
Classroom Only (occupancy 30)	50.00	per day plus 50.00 deposit
Water Laboratory Analyses Fees		
Shipping Charge	2.50	per sample
Handling Charge	10.00	for <5 samples shipped



Fee Schedule By Department

FY2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
General Chemistry	
Algae	110.00
Alkalinity (ALK)	20.00
Bromate	50.00
Bromide (Br)	20.00
BOD5	25.00
CBOD5	25.00
Chlorate	50.00
Chloride (Cl)	20.00
Residual Chlorine-Free (Cl2-F)	15.00
Residual Chlorine-Total (Cl2-T)	15.00
Chlorite	50.00
Conductivity (COND)	15.00
Dissolved organic carbon (DOC)	30.00
Dissolved Oxygen (DO)	15.00
Fluoride (F)	20.00
Geosmin	150.00
Haloacetic Acids (HAA5)	110.00
Total Hardness	20.00
Ammonia Nitrogen (NH3-N)	30.00
Total Kjeldahl Nitrogen (TKN)	35.00
Nitrate Nitrogen (NO3-N)	20.00
Nitrite Nitrogen (NO2-N)	20.00
Perchlorate	65.00
pH	15.00
Orthophosphate (PO4-P)	20.00
Total Phosphorus (TP)	35.00
Sulfate (SO4)	20.00
Total Dissolved Solids-Probe (TDS-P)	15.00
Total Dissolved Solids-Gravimetric (TDS-G)	30.00
Total Organic Carbon (TOC)	30.00
Total Suspended Solids (TSS)	20.00
Total Trihalomethanes (TTHM)	80.00
Turbidity	15.00
UV 254 Absorbance (UV254)	20.00
Volatile Suspended Solids (VSS)	20.00
Metals	
Aluminum (Al)	20.00
Antimony (Sb)	20.00
Arsenic (As)	20.00
Barium (Ba)	20.00
Beryllium (Be)	20.00
Boron (B)	20.00
Cadmium (Cd)	20.00
Calcium (Ca)	20.00
Chromium (Cr)	20.00
Cobalt (Co)	20.00
Copper (Cu)	20.00
Iron (Fe)	20.00
Lead (Pb)	20.00
Magnesium (Mg)	20.00
Manganese (Mn)	20.00
Molybdenum (Mo)	20.00
Nickel (Ni)	20.00
Potassium (K)	20.00
Selenium (Se)	20.00
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

Fee Schedule By Department

FY2015-16

Effective October 1, 2015

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Biological	
Total coliform/E. coli (P/A)	15.00
Total coliform/E. coli (quantitative)	18.00
Chlorophyll	40.00
Heterotrophic Plate Count (HPC)	20.00
Group Analyses	
Anion scan (F, Cl, Br, NO2, NO3, PO4, SO4)	120.00
Cation Scan (Ca, Mg, Na, K, Li, NH4)	120.00
WetChems (ALK, Total Hardness, pH, COND, TDS-P, Temperature, DO)	75.00
DBP Anions (Bromate, Chlorate, Chlorite)	135.00
Primary Drinking Water Metals (As, Ag, Ba, Cd, Cr, Pb, Se)	125.00
Secondary Drinking Water Metals (Cu, Fe, Mn, Zn)	72.00
Non-potable Water Metals Scan (As, Cu, Fe, Mn, Pb, Zn)	110.00
Well Water Characterization (TDS-P, ALK, COND, Cl, NO2, NO3, Fe, Mn, Ca, Mg, Na, K)	200.00
Sample Preparation	
Acid digestion	30.00
After hours bacteriological analysis (additional charge per sample)	20.00
Rush Analysis (1 - 2 day turn around) (additional charge per sample)	50.00
Alcoholic Beverage Permits (New & Renewal Permits are for a 2 year period)	
Beer - On Premise	150.00
Off Premise	60.00
Wholesale Distributor	300.00
Package Store Permit	500.00
Package Store Tasting Permit	25.00
Brewer's Permit	1,500.00
Wine Only Package Store Permit	75.00
Wine and Beer Retailer's	
On Premise	175.00
Off Premise	60.00
Wine and Beer Late Hour Permit	250.00
Winery Permit	37.50
Mixed Beverage Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Mixed Beverage Restaurant Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Caterer's Permit Third year in Business	500.00
Importer's License	20.00
Wholesaler's Permit	1,875.00
Local Class B Wholesaler	75.00
Local Distributor's Permit	100.00
Branch Distributor's License	75.00
General Class B Wholesaler	300.00
Bonded Warehouse Permit	150.00
Beverage Cartage Permit	20.00
Special Licenses	
Brew Pub License	500.00
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	Two (2) sections require two (2) permits at rate determined by number of rooms.
2 Rooms	20.00
3 or more Rooms	40.00
Garage	20.00



Fee Schedule By Department

FY 2015-16
Effective October 1, 2015

<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
WASTEWATER FUND	
The following fee changes highlighted in yellow with bold print will become effective January 1, 2016.	
Residential Sewer Rate	
Inside City	
Base	13.00
Volumetric Rate	2.89 per 1000
Outside City 0.0000	
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
Sewer Tap Investigation via CCTV	350.00
Retire Existing Sewer Tap	Quoted on per cost basis
Commercial Sewer Taps:	
All commercial sewer services shall be tapped into a manhole	Quoted on per cost basis
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 (charged annually for 5 year permits)	
Small - < 25,000 GPD	260.00
Medium - > 25,000 < 100,000 GPD	385.00
Large - > 100,000 GPD	560.00

Fee Schedule By Department

FY2015-16

Effective October 1, 2015

DESCRIPTION

ADOPTED

Permit Renewal & Administration (charged annually for 5 year permits)	
Small - < 25,000 GPD	375.00
Medium - > 25,000 < 100,000 GPD	510.00
Large - > 100,000 GPD	735.00
Compliance Sampling (subject to prices set by outside laboratories)	
Administration Fee	35.00 minimum
Lab Fees	Cost plus Administration Fee
Sampling Fees	Actual Cost Recovery
Shipping Cost (avg.)	Actual Cost Recovery
Material ID Test	Actual Cost Recovery
Sewer Deposit (Non Water Customers)	100.00 minimum
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00 minimum
Rates are established as follows:	
Residential - Annually, the average of the actual water consumption from the billing statements for the months of November, December, January and February with consumption, up to 20,000 gallons per month, is the maximum monthly consumption that will be charged. If no consumption during these months, the winter usage defaults to 6,000 gallons. For new residences and new turn-ons that do not have adequate consumption statistics during the months stated above, a maximum monthly consumption figure of 6,000 gallons shall be utilized.	
The monthly service charge is the lesser between the actual monthly consumption shown by the water meter or the four months average consumption (November-February), capped at 20,000 gallons times the use rate plus the minimum charge.	
Non-residential - 100% of metered water volumes times use rate.	

WMARSS FUND

Septic Hauler Permit/1st Truck	25.00
Additional Truck	15.00
Septic Truck Tank Cleaning Charge	100.00
Septage Charge	0.06 per gallon
Septage with Trash & Debris Charge	0.50
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)	500.00
Pellet Sales	30.00 per ton or Seasonal Market Value depending on storage capacity
Laboratory Analyses Fees	
BOD	20.00
CBOD	20.00
VSS	20.00
Ammonia	22.00
TSS	15.00
Solids (Group-TSS/VSS)	28.00
Tipping Fees	
Fats/Oils/Grease (FOG)	0.15 per gallon or seasonal markets & treatability
Industrial Organic Waste	0.10 per gallon or seasonal markets & treatability
Significant industrial users	0.01 per gallon or seasonal markets & treatability



CITY GROUPS/DEPARTMENTS/DIVISIONS
AS OF OCTOBER 1, 2015

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

