



CITY OF WACO
TEXAS



2018 - 2019
FISCAL YEAR BUDGET

On the Cover

The photos on the cover of this *City of Waco 2018-19 Budget* represent the completion the continuous 5.5-mile downtown Riverwalk loop from Baylor to Cameron Park. The bike and pedestrian connection stretches from McLane Stadium to the existing Riverwalk at Franklin Avenue. The trail passes under several bridges and some sections were built above the Brazos River.

It also helps celebrate the harmonious working relationship with the City, Baylor University and the Texas Department of Transportation who together created the beautifully lighted access bridges across the Brazos.

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

**Photos: Mark Randolph
Cover Design: Jose Zuniga**

City of Waco, Texas
Adopted Annual Operating Budget And Capital Improvements Program
Fiscal Year October 1, 2018 – September 30, 2019

City Council

Mayor Kyle Deaver
 Council Member Andrea J. Barefield, District I
 Mayor Pro Tem Alice Rodriguez, District II
 Council Member John Kinnaird, District III
 Council Member Dillon Meek, District IV
 Council Member Jim Holmes, District V

City Manager
 Wiley Stem, III

Budget Vote: FOR: Deaver, Rodriguez, Kinnaird, Meek, Holmes
AGAINST: Barefield

	FY 2018-2019		FY 2017-2018
Property Tax Rate:	\$0.776232/\$100	Property Tax Rate:	\$0.776232/\$100
Effective Tax Rate:	\$0.725410/\$100	Effective Tax Rate:	\$0.756241/\$100
Effective M/O Tax Rate:	\$0.673581/\$100	Effective M/O Tax Rate:	\$0.651464/\$100
Rollback Tax Rate:	\$0.783333/\$100	Rollback Tax Rate:	\$0.830648/\$100
Debt Rate:	\$0.102651/\$100	Debt Rate:	\$0.115509/\$100

Total debt obligation for City of Waco secured by property taxes: \$111,374,398

This budget will raise more revenue from property taxes than last year’s budget by an amount of \$2,257,090, which is a 3.15 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 \$1,461,650.

In accordance with Sec. 140.0045 “Itemization of Certain Public Notice Expenditures Required in Certain Political Subdivision Budgets”, the City of Waco is expected to expend \$40,453 for notices required by law to be published in a newspaper for the year ended September 30, 2018 and has budgeted \$41,692 to be spent for such notices for the September 30, 2019 budget.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Waco

Texas

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morill

Executive Director



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Budget Message



Budget Transmittal Letter



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October 1, 2018

Honorable Mayor and Members of City Council
City of Waco
Waco, TX 76702

On behalf of our great City employees, it is my privilege to present to you the adopted operating and capital improvement budgets for the fiscal year beginning October 1, 2018, and ending September 30, 2019, in accordance with the Constitution and Laws of the State of Texas and the City Charter of the City of Waco.

Waco has experienced a tremendous year of growth and excitement. The City is seeing record levels of visitation and sales tax generation. As a result of exciting new attractions, economic development opportunities in Waco continue to expand as the City is competing at a whole new level for corporate investment and quality development. A few notable announcements in the last 12 months include:

- ◆ TripAdvisor naming Waco, Texas as the #2 rising tourist destination in the United States.
- ◆ AT&T selected Waco as one of the three markets in the United States for the roll-out of its new 5G cellular service.
- ◆ IRONMAN selected Waco, Texas as its only new race in the United States in 2018.

The staff has proposed a balanced budget which reflects the guidance provided by the City Council and staff during the multiple meetings dedicated to budget development. It recognizes our continued commitment to support the positive growth and opportunity that is occurring in our community while maintaining strong financial management policies.

While maintaining quality essential services, such as police and fire, this budget reflects the commitment to improving our infrastructure with a substantial investment in our street maintenance and pavement management program; continued investment in economic development which supports our foundation to remain economically viable; a salary and benefits package to keep us competitive in an ever challenging job market; and the assembly of an effective team to comprehensively address code enforcement.

The impacts of the positive trends that show the strength of the local economy provide us the opportunity to address the needs and priorities of our community. Some of these are:

- ◆ Increased Sales Tax Revenue
- ◆ Increased Tourism
- ◆ Increased Issuance of New Housing Permits

Adoption of the budget each year would not be possible without the contributions and collaboration of our Finance Staff and Department Directors.

I also want to thank you for your continued direction and proper oversight of the Waco's financial management system.

Respectfully submitted,



Wiley Stem III
City Manager

The fiscal year 2018-19 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 2018-19 budget is much more. Also included are missions, highlights and accomplishments of programs and departments that provide a balanced perspective of the broad range of services we provide to our very deserving citizens. We want to demonstrate to our fellow Wacoans not only how much is being recommended for programs and departments, but also the return on their investment

of tax, fee and rate dollars in our programs that they can expect to receive.

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

A Communications Device

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

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

Format of the Budget

The budget is presented in the following format:

- ◆ Budget message describes the most important elements and emphases of the budget as a convenient overview.
- ◆ Financial statements and summaries give an overview and provide revenues, expenditures and transfers for all City funds recommended for appropriation.
- ◆ Personnel/staffing section by department.
- ◆ Capital improvements program section and a project-funding matrix show how projects are to be funded in FY 2018-19.

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

How the Budget Was Developed

The FY 2018-19 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, City Secretary, Health, Inspection Services, Library Services, Parks and Recreation, Police, Solid Waste, Texas Ranger Hall of Fame and Museum, Convention Center and Visitors' Services, Cottonwood Creek Golf Course, Waco Regional Airport, Waco Transit, Water, Wastewater, and WMARSS. Utility service rates will increase to address infrastructure needs. Solid Waste landfill rates will also increase from the current year. The budget reflects these revisions to user fees that are shown in Appendix B.

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.

Water base rate increases begin at \$1.77 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 \$2.89 per 1,000 gallons to \$3.32 per 1,000 gallons; 15,001 to 25,000 gallons, from \$3.39 per 1,000 gallons to \$4.16 per 1,000 gallons; and over 25,000 gallons, from \$4.35 per 1,000 gallons to \$5.77 per 1,000 gallons. The wastewater residential base rate will increase \$1.34 per month with the volumetric rate increasing \$0.96 per 1,000 gallons.

Solid Waste residential, commercial and roll-off rates will remain the same for FY 2018-19. However, fee changes are included for the landfill. Landfill gate fees will increase from \$31.58 per ton to \$33.16 per ton.

Employees

Departments continually evaluate their staffing needs as positions become vacant during the year, review positions that have been vacant for a considerable amount of time and assess operations for efficiencies in the workforce. As a result, positions have been transferred or reclassified during the year. This budget reflects a net decrease of 12.5124 full-time equivalents (FTEs). The transition to the janitorial contract, reduction in part-time (FTEs), and reorganization in departments all contributed to this reduction.

Salary and Wage Increases

For FY 2018-19, we are recommending a salary package with a 3.00% pay adjustment for all employees. Civil service employees will also receive a job class step increase, if eligible. Salary is only one aspect of compensation. Employee benefits include health insurance, longevity pay, disability coverage, life insurance and a 2-to-1 match for the Texas Municipal Retirement System (TMRS). The full TMRS contribution rate required for 2019 decreased slightly from the 2018 rate; however, we are proposing to contribute more than the full retirement rate to assist in reducing the unfunded liability more quickly with the potential to save the City millions of dollars over the

next 12 to 15 years. Cost-of-living adjustments for retirees are considered on an ad hoc basis. Our funded ratio increased slightly and is currently 87.2% while the unfunded liability decreased to \$62.6 million.

Challenges

The state of the economy is always a driving force that dictates most of the challenges we face each year when starting the budget process. Our current fiscal condition is stable due primarily to improvement in several revenue sources and because departments are carefully managing their budgets and not spending all their appropriated funds. However, the uncertainty about funding levels from some of our existing federal and state grants; ever increasing expenses, especially health insurance; employee compensation; staffing needs due to expanded operations and departmental capital needs were areas that had to be considered. Early indications suggest that property tax valuations will be higher due to new property and increased appraisals. Sales tax growth has been robust over 2017 and first half of 2018. Sales increases have been supported by strong visitation, as well as new business starts. Strength in various industries gives us confidence in increasing budgeted sales tax revenues by 2.8% for FY 2018-19.

Although fuel prices have been steady this year and within budget, they are often unpredictable. Although oil prices are volatile, economic indicators suggest that they will remain steady through the period covered by this budget. Therefore, we continued to budget fuel costs at \$3.75 per gallon for diesel and \$3.25 per gallon for unleaded. The FY 2018-19 budget was increased \$50,001 to accommodate departmental needs.

All departments are responsible for monitoring operations and managing every expenditure as budgeted. The goal is always to make decisions that enhance productivity and efficiency and that provide immediate and long-term benefits. Staffing levels are constantly monitored by all departments. Additionally, the City's self-funded health insurance for employees has had a normal medical and pharmacy claims experience trend year. As we worked on the budget with input from our benefits consultant, it was clear that health insurance costs would continue to rise. Medi-

cal and pharmacy claims are projected to increase by 7% and 12% respectively. To address this increase and protect the financial integrity of this fund, the City's contribution to this fund is increasing for fiscal year 2018-19.

Seven years ago, we incorporated the strategy of funding our General Government and Street Improvement Capital Improvement Program (CIP) with as much cash as possible rather than issuing debt. Continuing this approach in developing the CIP and operating budget for FY 2018-19, we allocated \$3,363,252 in General Fund cash funding for Streets projects in operations rather than issuing debt. In addition, we continued this same initiative in Water by funding \$1,500,000 of capital projects with cash and in Wastewater by funding \$1,000,000 of capital projects with cash. The General Fund is also cash funding \$600,000 to build an Equipment Replacement Fund. \$1,730,000 for the rolling stock replacement program is being funded by bond interest. The Convention Center and Visitors' Services Fund is also contributing \$530,000 from its operating budget to the replace HVAC units and elevator modernizations and the Health Fund is funding \$250,000 for HVAC units. Careful evaluation has been done this year to recommend fiscally responsible funding to meet critical infrastructure needs. These steps are crucial to keeping our city financially sound and staying in compliance with our financial policies.

Most expenditures are proposed relatively flat with only modest growth included in a few areas. Funding infrastructure and salary increases and providing affordable health insurance for our employees were high priorities in determining expenditure levels. Other important initiatives with long-term implications are proposed for FY 2018-19. These proposals include continuing a plan for replacement of certain capital assets on a regular schedule. This initiative is strengthened by the financial policies in Section IV C. Loss of grant funds for Health and Police was another issue that we funded in this budget. We knew that departments would need to hold the line on other operating expenditures to help offset these funding requirements.

The budget cannot ever fund all the requests made by City staff. General Fund-supported departments sub-

mitted a total of \$9.4 million in new programs and services requests and equipment replacement needs. Based on critical needs, management recommended that \$0.7 million of those requests be funded in FY 2017-18 with available resources. We approved \$4.5 million of these service and equipment replacement requests to be funded in the FY 2018-19 budget. While the remaining departmental requests of \$4.2 million may be justified and desired, funding is unavailable. The proposed fund balances for FY 2018-19 are in compliance with the City's adopted policy for minimum levels and reserves.

The General Fund

Summary

The General Fund revenue budget and utilization of fund balance of \$142,117,467 is based on an increase in resources of 7.8% over last year's adopted budget, due mainly to the increase in ad valorem taxes and sales taxes. No tax rate adjustment is included for FY 2018-19. Most of the additional revenues provide for salary and benefit adjustments and increased funding of operational activities.

Revenues

The General Fund is balanced principally through the following factors:

Growth in net property tax assessments – New construction and increased valuations contributed to the proposed 9.8% growth in the property tax base. New construction assessments are proposed at a healthy increase of \$188 million for FY 2018-19.

Sales Taxes – The volatility of retail sales makes it challenging to project this revenue with any certainty. In a normal year, sales tax revenues are expected to be at least slightly higher than the previous year and be a fundamental source for balancing the budget. We are expecting to end the current year significantly over budget. The trend for sales tax receipts has been steady for the last six years, which we believe is due to good employment numbers and new development in our City over the past few years. This revenue is extremely volatile and is affected by so many fac-

tors 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 2.8% over last year's adopted budget.

Other factors came into play to get the budget balanced. The focus on infrastructure improvements led to the decision of bonding \$20 million for General Government projects with an emphasis on street improvements to increase the pavement condition index. This determination shows the Council's commitment to providing for our City's future. Property, auto and general liability insurance remained the same as the current year, which is another area that sometimes requires considerable increases. The management of vacancies and overtime and spending in general continues to play a key role in funding our needs for next year.

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

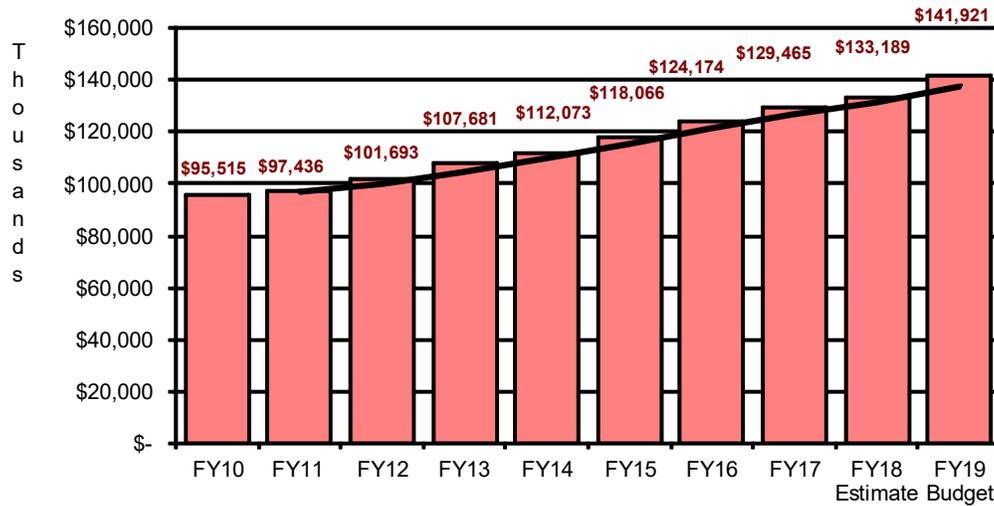


Expenditures

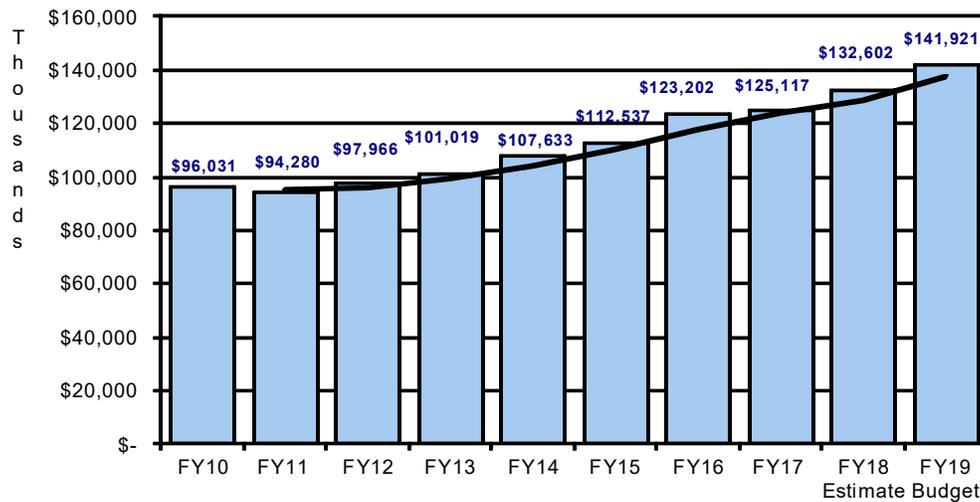
Some of the highlights of the General Fund expenditures for FY 2018-19 are:

- ◆ Salary and benefit adjustments, including increased health insurance – \$5.4 million
- ◆ Cash investment in Streets– \$3.3 million
- ◆ Bus Rapid Transit (BRT) – \$1.2 million

General Fund Revenues



General Fund Expenditures



Water Utility Services

Water Utility Services provides an excellent value to our customers while meeting the many complex and expensive federal and state regulatory requirements. The FY 2018-19 budget addresses these requirements while preparing to meet the challenges of the future. Those challenges are described here.

Water Operations

As the State of Texas enters a period of drought, the dwindling groundwater supply requires the sound management and efficient use of water. The City of Waco, designated a Superior Water System by the state, is fortunate to have an adequate water supply in Lake Waco, the Brazos River, and from Bluebonnet Water Supply Company. However, we must be responsible stewards of this important and limited resource.

Current major projects in construction include replacement of the Hillcrest Ground Storage Tanks Project and Pumps Station, the replacement of Owen Lane Tower, the Riverside to Gholson Water Line, and the Improvement Projects located within the Waco ETJ. Other smaller projects classified as Asset Renewals are also being developed. For the 2018-19 fiscal year, projects include Water System Improvements, Highway 84 Pump and Storage Improvements, Lake Brazos Dam Erosion Project, Westview Ground Storage and Pump Station Project, Water Tower and Ground Storage Improvements, and updating our Master Plan. These projects are the result of a Comprehensive Water System Master Plan as well as the unprecedented growth within our community. Ten years ago many improvements were made to the water system, the most important of which was increasing daily treatment capacity for drinking water from 66 million gallons per day to 90 million gallons per day. Treatment processes have also been improved, addressing potential or emerging contaminants and providing the City with a consistently high quality of water while reducing annual chemical costs. The current and proposed future projects will allow Waco to provide for current and future water requirements.

Wastewater Operations

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

Current major projects in construction or design include Timbercrest Sewer Line Replacement, Sanger and 24th St Sewer Line Replacement, Trice/Laguna/Hubby Sewer Line Replacement, Crestwood Sewer Project, and Village Lake Lift Station. For the 2018 – 2019 fiscal year, projects include HWY 84 Sewer Line Improvements, Lift Station Improvements, Sewer System Improvements and updating our Master Plan. These projects are the result of a Comprehensive Wastewater System Master Plan as well as the unprecedented growth within our community. From this plan, a detailed 10-year CIP program has been identified. Rerouting of flows and replacement of main interceptor lines and lift stations are the focus of the CIP program. These projects are large in scale and essential to maintaining the integrity of the system and regulatory compliance. Replacement of distressed sewer lines in older neighborhoods also continues to be a priority, as this reduces the number of sewer stop-ups and maintenance calls.

Significant progress has been made in reducing inflow and infiltration of the system. These improvements have, as a result, drastically reduced the number of rainfall related sanitary sewer overflows.

Waco Metropolitan Area Regional Sewerage System (WMARSS)

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

Past planning-studies indicated the necessity of adding regional capacity by constructing a new treatment plant in the Lorena area, as well as a new large diame-

ter interceptor to the WMARSS Central Plant. This resulted in the construction of the 1.5 million gallons per day capacity Bull Hide Creek Wastewater Treatment Plant and Flat Creek Interceptor. Additional treatment capacity (7.2 million gallons) was also added at the Central Wastewater Treatment Plant. These projects improved the capability of the system to accommodate and successfully treat high flows.

WMARSS has begun construction of the \$42,000,000 Transfer Lift Station, which will replace the current Transfer Lift Station as well as the LaSalle Lift Station. This project also includes replacement of force mains that serve these Lift Stations. Other projects in construction or design include the repair of the MLK Sinkhole, Central Plant Electrical Improvements, Digester Cover, Rotary Drum Thickener, and the Main Lift Station Rehab. For the 2018 – 2019 fiscal year, projects include additional Central Plant Improvements and Bull Hide Improvements.

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

Solid Waste Operations

The Solid Waste Services Department will operate during FY 2018-19 without residential rate increases. There is a proposed 5% increase in Landfill gate fees. This increase does not affect Waco or residential customers who have service with Solid Waste. This budget also allows for continued update of the worn fleet through replacement with a fleet standard including fully-automated trucks that improve collection efficiencies.

The department will continue outreach to increase recycling and resource conservation through its residential and commercial collections and operation of Citizen Collection Stations at Cobbs and the City landfill; continue outreach and awareness for existing and new Waco residents of solid waste services, ordinances and recycling and yard waste diversion programs that encourages the development of sustainable waste management practices in conjunction with the Sustainable Resource Practices Advisory Board; promoting diversion and recycling opportunities to reduce landfill consumption; employ effective

methods to reduce illegal dumping and littering, and to monitor and enforce local rules and ordinances prohibiting such behavior and increase litter awareness; continue Stormwater compliance operations, perform regular water quality monitoring, and inspect Waco construction sites – Construction General Permit (CGP) and industrial facilities – Multi-Sector General Permit (MSGP) to ensure compliance; conducting special events such as household hazardous waste and scrap tire days; and assessing ways to improve offered services through implementation of a comprehensive 20-Year Master Plan study. The Solid Waste Department is confident about the future and looks forward to providing continued waste management services to the residents and businesses of the City of Waco in this upcoming FY 2018-19.

Other City Operations

Housing & Economic Development

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

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

Waco-McLennan County Public Health District

Creating the healthiest county in Texas where all people can live, play, work and thrive, is the vision of Waco-McLennan County Public Health District. The

Waco-McLennan County Public Health District promotes healthy behaviors, prevents diseases and protects the health of the community. Funding from federal and state sources supplements local funding to support a broad array of preventive health services. The Waco-McLennan County Public Health District Cooperative Agreement also provides direction by aiding in funding population-based services and participates in the financial support of the Health District. The Health District Board reviews the Health District FY 2018-19 operation budgets that are approved by the Waco City Council, which includes financial support from eighteen out of twenty municipalities and McLennan County.

Health District staff, in partnership with the community, works to continuously improve through creative innovation and collaboration the health and well-being of the citizens and environment in our county. The Health District is actively working with Prosper Waco and other partners utilizing the Collective Impact model to address priorities identified in past and present Community Health Needs Assessments (CHNA). The Health District also continues to provide services that address reducing vaccine preventable diseases, TB, HIV, and death and disability due to other chronic diseases. Staff provides Sexually Transmitted Disease (STD), Women's Infants and Children's (WIC) and Vital Statistics services as well as various inspection-related activities associated with the Environmental Health program. Utilizing a health equity lens, staff is committed to improving the health of our community in several areas: healthy behaviors, community safety, built environment, social/economic factors and environmental exposures.

Priority issues for the coming year include continuing to work with Prosper Waco and other community partners to address priority community issues including the monitoring and evaluation of the Community Health Worker Initiative; lead exposure issues; implementation and monitoring activities and interventions identified in the strategic plan; implementation of an electronic health record and billing system; identifying new funding sources as well as maintaining or increasing federal and state funding to sustain basic services; and having adequate staffing and office space to house employees.

Texas Ranger Hall of Fame and Museum

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

For 50 years it has been an I-35 landmark and a tourism anchor of the Brazos River Corridor. More than 4.5 million visitors worldwide have spent more than \$120 million in the local economy. *Texas Highways*, *USA Today*, *Trip Advisor* and *True West* magazine have ranked it among the most popular museums in Texas.

It consists of (1) the Col. Homer Garrison Museum; (2) the Texas Ranger Hall of Fame, a State memorial; (3) the Tobin and Anne Armstrong Texas Ranger Research Center, a library and archives; (4) the Texas Rangers Company F Headquarters; (5) the Knox Center banquet hall; (6) the Capt. Bob Mitchell Education Center; and (7) the Quartermaster Depot museum store.

Calendar Year 2017 was the highest attendance and revenue year on record. This is the result of a cumulative marketing effort coupled with a local economic development boom.

Priorities for FY 2018-19 include improvements to museum exhibits and galleries; Texas Ranger Bicentennial™ planning and initiatives; expansion of collections vault space; improvement of educational, tour, collections, research retail and banquet service programs; and stakeholder consensus and engagement on the future and development of the facility.

Waco Regional Airport

The Waco Regional Airport continues to try to rebound from the effects of the economic downturn; however, it has seen an increase in passengers. A total of 122,494 passengers traveled through the facility in calendar year 2017. American Airlines operates five flights daily with regional jets that service Central Texas.

Waco Convention Center & Visitors' Bureau (CVB)

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

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

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

The staff provides comprehensive customer service from booking to completion of the event. The Waco Convention Center's Facebook satisfaction rating is 4.7 out of 5, based on 209 reviews.

Cameron Park Zoo

This year Cameron Park Zoo celebrates its 25th anniversary and has once again set an attendance record with an annual attendance of 354,690 visitors. We had our busiest Spring Break ever this past March, welcoming 54,731 visitors in a two week period. In fact Cameron Park Zoo has welcomed 3.7 million guests since we opened in 1993. More than 50% of those guests travel from outside of McLennan County, creating an economic impact of more than \$10 million annually in our community as determined by the Texas Department of Transportation's Tourism division

The Zoo isn't just a great family entertainment value. Throughout each year the zoo provides numerous educational opportunities for all ages and has direct contact with over 36,000 school children annually through educational programming and outreach. We completed our second year as a Latina Sci-Girls partner location. This nationally recognized program is aimed at improving STEM scores by focusing on young women. Sci-girls staff came from Minnesota to observe our Latina Sci-Girls zoo camp. We are the only partner to offer the program as a camp and it was hugely successful. Our education department is comprised of an Education Curator, employed by the City of Waco, an Education Coordinator, and Outreach educator employed by Cameron Park Zoological & Botanical Society as well as a very dedicated group of volunteers. The Outreach Educator has visited more than 20 schools and conducted 175 programs. Cameron Park Zoo Education volunteers donated 9,959 hours teaching zoo guests through programs and special events. These hours are the same as 4.75 paid staff for the Zoo to improve the Zoo guest experience. More than 170,000 children under the age of 12 visited Cameron Park Zoo last year.

Cameron Park Zoo excels in animal care and husbandry. We have the most successful cardio health programs for orangutans in the country and we are the only zoo in the world that has all of its adult orangutans trained for voluntary blood draws, blood pressure with both arm and finger cuffs, and echocardiograms. Cameron Park Zoo hosted our third Great Ape Cardio Health Workshop to help train other great ape care staff in the techniques to successfully conduct voluntary echo-cardiograms and blood pressure monitoring. Attendees came from across the US and the United Kingdom.

Cameron Park Zoo continues to further our involvement in global conservation through programs like our Great Ape Cardio Health Workshop as well as in situ conservation work. Cameron Park Zoo's Brian Henley is a member of the International Union for Conservation of Nature (IUCN) and is on the steering committee for the AZA Crocodile Taxon Advisory Group and this year joined a group of international crocodile experts in Playa Girón, Cuba to outline steps for the development of a comprehensive strategy for the conservation, research and management of croc-

odilians in Cuba. Other conservation successes include participating in a breeding program of Pecos pupfish, a species listed as vulnerable on the IUCN, the birth of an African Lion cub, a Greater kudu calf, and a Bornean orangutan at Cameron Park Zoo.

Cottonwood Creek Golf Course

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

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

Cottonwood Creek Golf Course is partnering with the USGA and the Lady Bird Johnson Wildflower Center to establish test plots and convert several areas in to resource conservation areas that will consist of native grasses and wild flowers. These efforts will have a positive impact from water conservation, lower maintenance costs and be a model for golf courses 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, as well as the transfer point located at 8th and Mary, continue to offer premium amenities to assist with the transportation needs of Waco’s community. The maintenance and administration building was completed in July 2005 and remains WTS focal point for transit operations and maintenance. The state-of-the-art facility offers the City of Waco and Waco Transit System a solid establishment designed for the future development of public transportation within the urbanized area.

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

For FY 2018-19, Waco Transit System, through an Interlocal Agreement with McLennan County Rural Transit District (MCRTD), will continue to provide all general public rural transportation services within McLennan County through a Demand Responsive transit model, as well as a Commuter Route that connects the city of Marlin and Sanderson Farm to the WTS transfer station, in addition to the current public transportation services provided within the current Waco Transit System service area. Waco Transit System will be performing regional scheduling and dispatching within the six county regions for all Demand Response Service (DRS) trips. This includes both Urban (ADA and 5310 Trips) and Rural (5310 Elderly and Disabled and 5311 General Public) trips. The goal of this function is to continue streamlining trip dispatching through a centralized location for the Heart of Texas region. Waco Transit System staff will schedule all trips for the six-county region and then dispatch vehicles within the region to complete requested trips. The current scheduling software utilized by WTS is capable of scheduling and dispatching all trips within the Heart of Texas region. Passengers will continue to have the ability to schedule demand responsive trips using the available online scheduling

feature. Passengers utilizing the fixed route system will continue to have the availability to monitor vehicle arrivals and departures through the RideSystem's smart phone app and/or texting features. Waco Transit System will continue to operate as the regional maintenance center for the Heart of Texas region. Waco Transit System and McLennan County Rural Transit District is working on establishing additional commuter routes to connect the rural service area to the City of Waco and surrounding communities. Waco Transit System is expected to receive an additional ten urban vehicles added to the current fleet and levels of service will continue within the urban and rural service areas with no increase in fares for FY 2018-19.

Internal Service Funds

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

Risk Management evaluates risk, implements sound loss control procedures, and manages the financing of risk consistent with total financial resources. The costs of the department are appropriated to all funds through Workers' Compensation, General, Property and Auto liability insurance assessments. The Employee Health Clinic is also funded by Risk Management and provides services to employees for job-related and non job-related injuries, illnesses, examinations, health screenings, immunizations, health hazard analysis and primary care to help minimize work downtime.

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

Our fleet maintenance program is providing a critical service at a reasonable cost. As an internal service fund, the shop charges rates sufficient to pay for their costs. Having our own fleet maintenance shop allows

us the flexibility of determining maintenance priorities and schedules and provides a very important source of management information. These factors make having in-house fleet maintenance a superior choice to privatizing the function.

The Health Insurance Fund is set up as an internal service fund to provide health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing a third party administrative (TPA) service. These services include claim processing, utilization review and disease management, network access, subrogation, medical services cost and quality comparison information for employees, stop-loss coverage and prescription administration. Reimbursement to the fund comes from departmental health insurance budgets, from employee dependent premiums and retiree premiums. Wellness initiatives such as our employee wellness coordinator and fitness centers are also provided to employees through this fund.

Conclusion

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



Waco Profile



City of Waco Values & 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

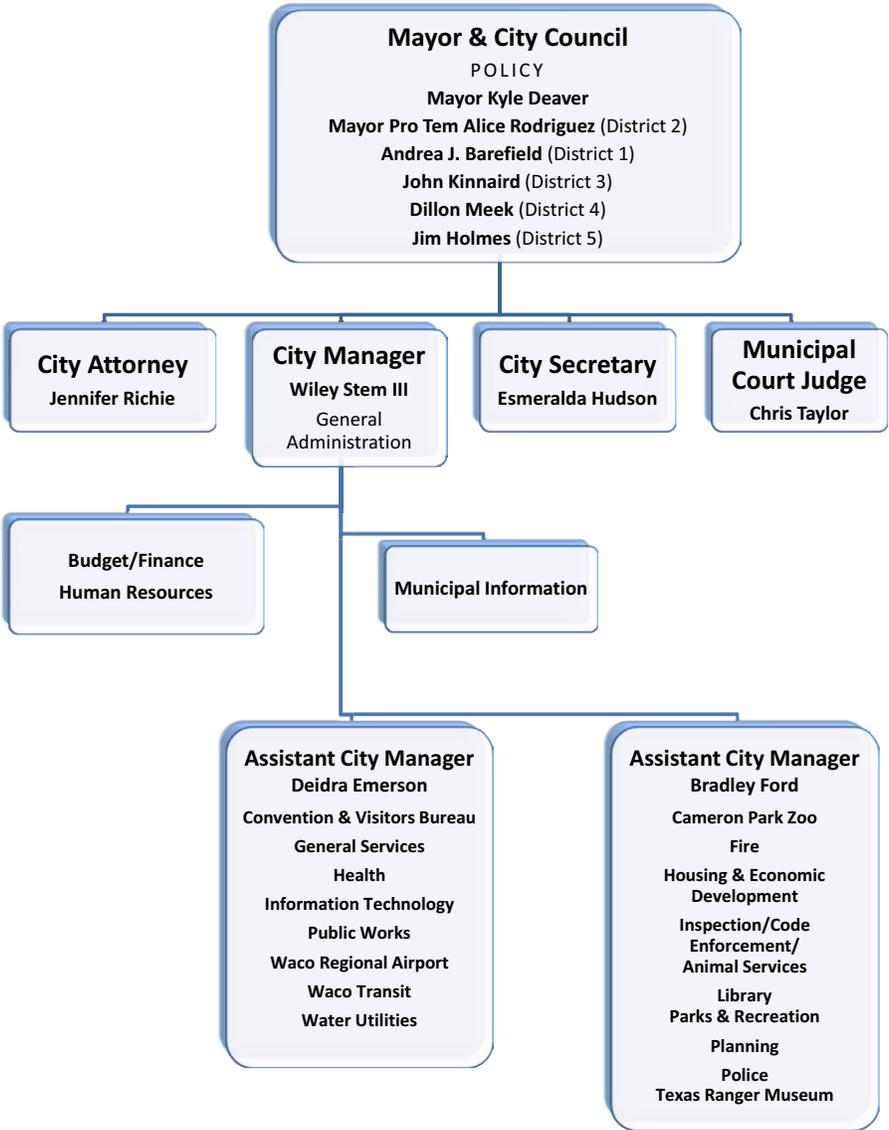
Strategic Intent VI

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

Organization Chart



Profile of Waco, Texas

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2017-18 is necessarily a financial document, we also wish to acquaint you with some of the history, highlights, and facilities of Waco so that you will appreciate the unique and beautiful city in which we work and live. Waco is a terrific hometown and a distinctive travel destination. Waco is also the home of Chip and Joanna Gaines, of HGTV's hit show, "Fixer Upper." The Gaines have created a tourist attraction in downtown Waco and Magnolia Market at the Silos, a destination for over 34,000 visitors each week.

Yet, Waco is more than just a collection of "things to do" and "places to go," Waco is a healthy and prosperous place where you can live, grow and belong. If you are a visitor you can also explore, experience and find yourself enjoying this special place that we consider home – Waco, the Heart of Texas!

History of Waco

The City of Waco derives its name from the agrarian Indian tribe that resided in this area at one time. The Wacos farmed melons, pumpkins, lima beans, and corn, and lived in beehive-shaped huts. Spanish settlers first wrote of an encounter with the Waco Indians in 1772, when Athanase de Mézière noticed two villages during his trek up the Brazos River.

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

Waco Today

Waco is the 22nd largest city in Texas and is the county seat of McLennan County, which has an area of over 1,000 square miles. Efforts by the community's leadership over the past several years have led to diversification in the regional economy, a major factor contributing to significant improvement in growth and development.

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

Public and private cooperation 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 tem-

perate climate for fishing, golfing, hunting, water skiing, or canoeing. Exciting cultural opportunities abound at over a dozen local museums, plus there are numerous restored historical homes and landmarks. Waco’s residents enjoy a short commute to any part of the City; fair housing prices, an array of educational opportunities, and a stable economy and job market.

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

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 Area	(2017 Estimate) 136,436
Land	88.96 square miles
Water	12.3 square miles

City Facilities

Fire Protection

Number of Stations	13
Number of Fire Hydrants	5,727
Number of Sworn Personnel	203
Personnel per 1,000 population	1.56

Police Protection

Number of Stations	1
Number of Staffed Police Facilities	3
Number of Sworn Personnel	253*
* Two personnel are assigned to Municipal Court	
Personnel per 1,000 population	1.88

Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	617.5 miles
Unpaved Streets	1.5 miles
Paved Alleys	16 miles
Sidewalks	328 miles
Storm Sewers	370.5 miles

Air Service

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

Municipal Utilities

Municipal Water System

Average Daily Water Production (gallons)	30,290,300
Maximum Daily Water Production (gallons)	46,555,700
Maximum Daily Capacity of Plants	90,000,000
Water Mains (all lines)	1,084.6 miles
Meters in Service	46,323
Sanitary Sewer Mains	881.6 miles
Sewer Connections	39,908
Sewer Manholes	13,422

Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Citizen Convenience Centers	1
Number of Residential Customers	37,505
Number of Commercial Customers	4,750

Park and Recreation

Traditional Parks (Neighborhood, Community, Regional):	28
Playgrounds	23
Splash Pads	6
Centers of Activity:	6
Community Centers	3
Senior Centers	2
Multipurpose Centers	1
Program Attendees (past year)	65,994
Public Commons / Event Spaces	5
Event Permits (past year)	238
Metropolitan Trails:	13.2 miles
Unpaved/Rustic Trail:	20 miles
Specialty Athletic Facilities:	16
Archery Range	1
Ballfield Complex	5
Disc Golf Course	2



Football Complex	1
Golf Course	1 / 39,000 (past year rounds)
Horseshoe Complex	1
Skate Park	1
Soccer Complex	2
Tennis Center	1
Track & Field Complex	1
League Participants (past year)	4,649
Tournaments Hosted (past year)	91
Attraction Parks:	3
Hawaiian Falls Water Park	99,000 (2016 attendance)
Lion's Park	15,000 (past year attendance)
Waco Mammoth National Monument	97,385 (past year attendance)
Total Park Land:	1,658.5 acres
Total Recreational Waters:	16.5 sq. miles

Waco – McLennan County Library System

Number of Branches	4
Number of Materials	328,791
Circulation	630,209
Public Computer Use	77,899
Library Cardholders	63,813
Reference Questions Answered	76,622
Library Visits	397,024
Programs offered	831

Demographic Characteristics



According to the U. S. Census Bureau, Census 2010, the total population for the City of Waco was 124,805 and the projection for 2017 was 136,436, which reflects a 9.3% growth. The Waco population of 136,436, is approximately 43.3% white, 21.0% black, 3.5% other racial groups and 32.2% are Hispanic. About 69.2% of Wacoans are below age 45 and the median household income for the Waco in 2016 was \$34,099.

Economy and Industry

Waco is the approximate geographic center of Texas' population and has long been referred to as the "Heart of Texas." At the confluence of the Bosque River and the 890-mile Brazos River, Waco lies between the three largest cities in the state; 90 miles south of Dallas, 200 miles northwest of Houston, and 180 miles northeast of San Antonio. It is less than 100 miles 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). The tourism sector of Waco’s economy has been on the rise for several years, with over 2 million visitors each year drawn by Waco’s changing image and new attractions, including Magnolia Market at the Silos, the Cameron Park Zoo, Mayborn Museum, and others. TripAdvisor, the nation’s top tourism website, rated Waco #2 “U.S. Destinations on the Rise” for 2018, based on traveler searches, bookings, and ratings.

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

The Waco MSA labor force decreased from 122,217 in 2017 to 126,498 as of June 2018. The labor force reflected a 0.03% increase from 2016 through 2017. As of June 2018, total civilian employment was 121,251, which is a 0.04% decrease from June 2017. The unemployment rate increased from 4.8% in 2017 to 4.1% in 2018.

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

Over 1000 Employees:

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

Over 700 Employees:

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



Over 500 Employees:

- ◆ McLennan Community College – Post Secondary Education
- ◆ Texas Youth Commission – McLennan County
- ◆ Juvenile Correction Facility – Youth Correctional Facility
- ◆ Texas State Technical College – Post

Secondary Education

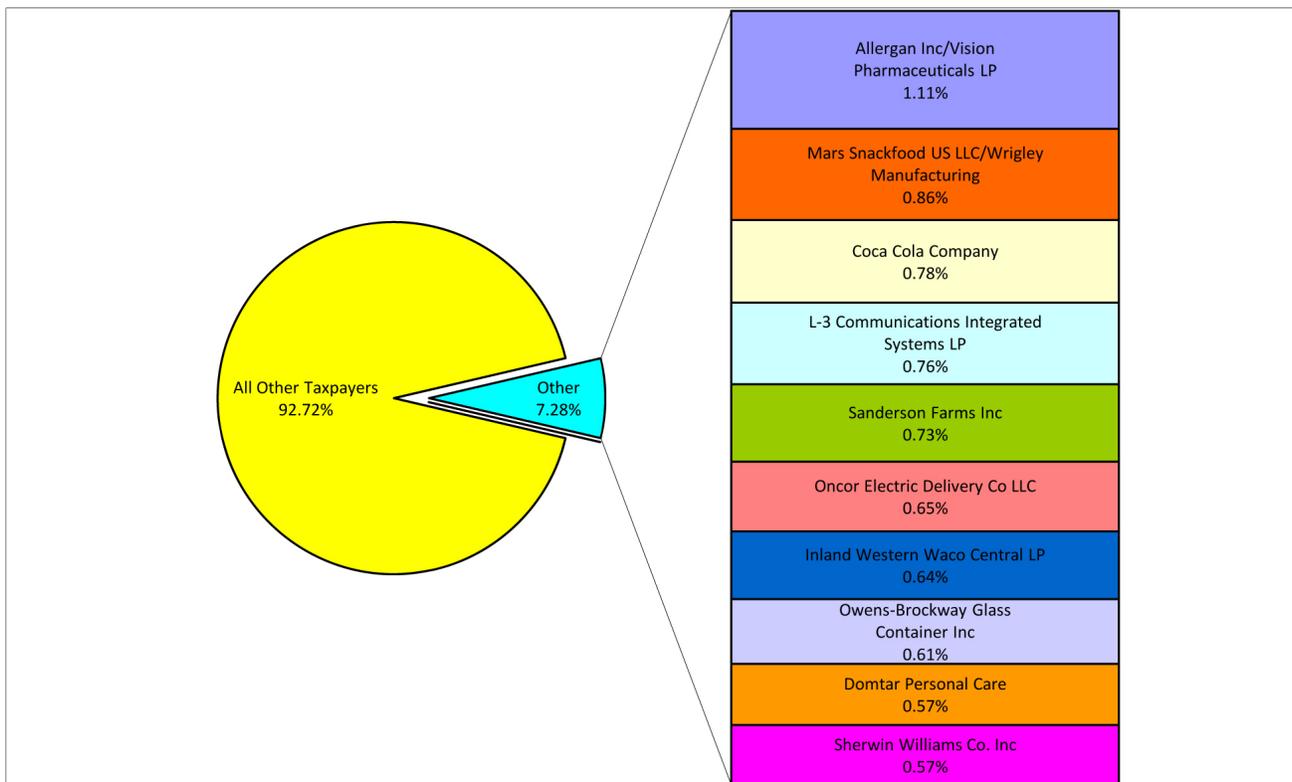
- ◆ Pilgrims Pride – Poultry Processing
- ◆ Mars Chocolate – North America – Candy Manufacturing
- ◆ Big Creek Construction – Construction

The top ten taxpayers are:

Allergan Inc/Vision Pharmaceuticals LP	Optical Products/Generic Drugs	\$	105,614,651	1.11%
Mars Snackfood US LLC/Wrigley Manufacturing	Confectionary Products		81,748,639	0.86%
Coca Cola Company	Production of Soft Drinks/Juices		74,003,623	0.78%
L-3 Communications Integrated Systems LP	Aircraft Modification		72,802,430	0.76%
Sanderson Farms Inc	Poultry processing		69,497,754	0.73%
Oncor Electric Delivery Co LLC	Electric and Gas Utilities		62,160,190	0.65%
Inland Western Waco Central LP	Retail Real Estate Investment		60,803,546	0.64%
Owens-Brockway Glass Container Inc	Glass Containers		58,072,048	0.61%
Domtar Personal Care	Disposable Diapers		54,753,094	0.57%
Sherwin Williams Co. Inc	Production of Paints and Coatings		53,968,440	0.57%
			693,424,415	7.28%
All Other Taxpayers			8,836,730,003	92.72%
Total Taxable Value		\$	9,530,154,418	100.00%

Health Care

Waco offers its citizens and those in surrounding areas a selection of superb health care facilities.



Source: McLennan County Appraisal District

There are two major hospitals, Baylor Scott & White Hillcrest Medical Center and Providence Health Center, as well as The Waco Department of Veterans Affairs Medical Center, several psychiatric centers, numerous health clinics, a nationally recognized family practice teaching clinic, and a progressive health district program.

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

Tourism and Leisure

Located on I-35 between Dallas/Fort Worth and Austin, Waco marks the population center of the state of Texas. Not many other locations can boast to being within a 3-hour drive of 80 percent of the state. According to Texas Tourism, Office of the Governor, Texas Economic Development & Tourism, Waco's tourism sector produced the following in 2017:

- ◆ Total direct travel spending in the McLennan County/Waco area has increased to \$572.9 million, an 8% increase over 2016
- ◆ Total direct earnings by those employed in the travel industry locally increased to \$144.3 million, a 3.8% increase over 2016
- ◆ Total direct employment is at 5,700 jobs, which is unchanged since 2016
- ◆ Local tax receipts from travelers totaled \$9.4 million in 2017, an increase of 15.9% over 2016

In response to the growth in tourism, several new hotels are under construction, including the La Quinta Del Sol, Hilton Garden Inn, Aloft, Springhill Suites, and others.

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 McLane Stadium to Brazos Park East. The Suspension Bridge, Lake Brazos and the parks adjacent to them provide great venues for riverside musical programs throughout the summer, world championship drag boat racing, nationally recognized mountain biking, the TriWaco - triathlon event and various community events and festivals.

The Texas Ranger Hall of Fame & Museum, located on the banks of the Brazos River, is the official State 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 its 25th Anniversary this year with a record attendance of over 350,000 visitors. The Zoo also 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 ecosys-



tem of the Brazos River from the Gulf Coast to the Caprock Region, covering seven different vegetation zones such as marsh, swamp, upper woodlands, and prairie and is packed with Texas animals— black bears, river otters, mountain lions, jaguars, bobcats, and hundreds of fresh and saltwater fish. The Mysteries of the Asian Forest exhibit features orangutans and Komodo dragons in and around an old abandoned temple ruin similar to the ruins at Angkor Wat. Along this ruin is a jungle play area with ground chimes and the Wild Wash, an interactive feature that allows the orangutans to shower the public from inside their enclosure by pushing a button. In addition to the spectacular animal exhibits, Cameron Park Zoo provides innovative educational programs for students of all ages. The Zoo also participates in conservation programs worldwide and is renowned for excellence in animal care and husbandry.

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

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

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

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

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

Located on the Brazos River and directly adjacent to the I-35 Corridor, McLane Stadium serves not only as the front door to Baylor University but also as the East anchor of downtown Waco. The \$266 million stadium is a once in a lifetime opportunity for Baylor Univer-

sity to bring football back to campus and also contribute to the growth of downtown Waco and development along the Brazos Riverfront. Managed by SMG, the worldwide leader in venue management, McLane Stadium is a state-of-the-art multifunctional facility that will host world class music, family and sporting events throughout the year in addition to Baylor University football.

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

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



Budget Overview



Financial Management Policy Statements

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

I. Revenues

Design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

II. Expenditures

Identify priority services, establish and define appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

III. Fund Balance/Working Capital/ Net Position

Maintain the fund balance, working capital and net position of the various operating funds at levels sufficient to protect the City's credit worthiness as well as its financial position from emergencies.

IV. Capital Expenditures and Improvements

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

V. Debt

Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.

VI. Investments

Invest the City's operating cash to ensure its safety, provide for necessary liquidity and optimize yield.

VII. Intergovernmental Relations

Coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support appropriate favorable legislation at the state and federal level.

VIII. Grants

Aggressively investigate, pursue and effectively administer federal, state and foundation grants-in-aid, which address the City's current priorities and policy objectives.

IX. Economic Development

Initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base.

X. Fiscal Monitoring

Prepare and present reports for the current and multi-year periods that analyze, evaluate and forecast the City's financial performance and economic condition.

XI. Accounting, Auditing and Financial Reporting

Comply with prevailing federal, state and local statutes and regulations. Conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA) and the Government Finance Officers Association (GFOA).

XII. Risk Management

Prevent and/or reduce the financial impact to the City due to claims and losses through prevention, transfer of liability and/or a program of self-insurance of the liability.

XIII. Operating Budget

Develop and maintain a balanced budget that presents a clear understanding of the goals of the City Council.

I. Revenues

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

A. Balance and Diversification in Revenue Sources

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

B. User Fees

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

C. Property Tax Revenues/Tax Rate

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

D. Utility/Enterprise Funds User Fees

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

E. Administrative Services Charges

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

F. Revenue Estimates for Budgeting

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

G. Revenue Collection and Administration

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

II. Expenditures

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

A. Current Funding Basis

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

B. Avoidance of Operating Deficits

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

C. Maintenance of Capital Assets

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

D. Purchasing

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

E. Funding for Outside Agencies from City Revenue

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

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

III. Fund Balance / Working Capital / Net Position

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

A. General Fund Unassigned Fund Balance

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

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

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

C. Use of Fund Balance / Net Position

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

D. Net Position of Internal Service Funds

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

IV. Capital Expenditures and Improvements

A. Capital Expenditures and Improvements

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

B. Capital Improvements Planning Program

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

C. Replacement of Capital Assets on a Regular Schedule

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

D. Capital Expenditure Financing

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

V. Debt

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

A. Use of Debt Financing

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

use of derivatives related to debt such as interest rate swaps is not permitted.

B. Amortization of Debt

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

C. Affordability Targets

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

D. Sale Process

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

E. Rating Agencies Presentations

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

F. Continuing Disclosure and Post-Issuance Compliance

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

G. Debt Refunding

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

VI. Investments

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

VII. Intergovernmental Relations

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

A. Interlocal Cooperation in Delivering Services

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

B. Legislative Program

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

VIII. Grants

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

A. Grant Guidelines

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

B. Indirect Costs

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

C. Grant Review

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

D. Grant Program Termination

The City shall terminate grant-funded programs and associated positions as directed by

the City Council when grant funds are no longer available unless alternate funding is identified.

IX. Economic Development

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

A. Commitment to Expansion and Diversification

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

B. Tax Abatements

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

C. Increase Non-Residential Share of Tax Base

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

D. Coordinate Efforts with Other Jurisdictions

The City's economic development program shall encourage close cooperation with other

local jurisdictions to promote the economic well being of this area.

E. Use of Other Incentives

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

X. Fiscal Monitoring

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

A. Financial Status and Performance Reports

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

B. Five-Year Forecast of Revenues and Expenditures

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

XI. Accounting, Auditing and Financial Reporting

The City shall comply with prevailing local, state and federal regulations. Its accounting practices and financial reporting shall conform to generally accepted accounting principles promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants

(AICPA) and the Government Finance Officers Association (GFOA). The City Council shall select an independent firm of certified public accountants to perform an annual audit of all operations. The City shall continue to participate in the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting program. The City shall comply with state regulations to report unclaimed property.

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.

This Investment Policy of the City of Waco, Texas is written in compliance with Chapter 2256 of the Texas Statutes otherwise known as the Public Funds Investment Act (the Act). This Investment Policy has been adopted by the City Council of the City of Waco by resolution on September 19, 2017.

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

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

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

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

I. AUTHORIZED SECURITIES AND TRANSACTIONS

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

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

1. Obligations of the US Treasury with stated maturities not exceeding three years from the date of purchase. In addition, State and Local Government Series Securities (SLGS) purchased directly from the Treasury Department's Bureau of the Public Debt.
2. Other obligations of the U.S. government, including obligations fully guaranteed or insured by the Federal Deposit Insurance Corporation (FDIC) or by the explicit full-faith-and-credit of the United States.
3. Federal Agency Securities: Non-subordinated debt securities of US agencies and instrumentalities excluding all mortgage-backed securities, with stated maturities not exceeding three years from the date of purchase.
4. Repurchase Agreements and Flexible Repurchase Agreements: Collateralized by cash or non-subordinated debt of the U.S. Government, its agencies and instrumentalities including mortgage-backed securities and CMO passing the Federal Reserve bank test, issued by federal

agencies. For the purpose of this section, the term collateral shall mean purchased/sold securities under the terms of the City's approved Master Repurchase Agreement. Further, for purposes of this section, the term mortgage-backed securities" shall not include interest-only mortgage-backed securities, inverse or principal-only mortgage-backed securities. The collateral shall maintain an original minimum market value including accrued interest of 102 percent of the dollar value of the transaction and the collateral maintenance level shall be 102 percent. Collateral shall be maintained in the City's name and held by a third-party custodian approved by the City. Collateral shall be marked-to-market on a daily basis. The maximum maturity for each repurchase agreement transaction shall be thirty (30) days with the exception of bond proceeds which may be invested into flexible repurchase agreements with maturities not to exceed the expected construction draw schedule of the related bonds.

Repurchase Agreements shall be entered into only with primary dealers or financial institutions doing business in the State of Texas. Financial institutions approved as Repurchase Agreement counterparties shall have a short-term credit rating of not less than A-1 or the equivalent and a long-term credit rating of not less than A- or the equivalent. Repurchase agreements may not be used as a sweep vehicle in a depository unless the underlying agreement confirms it as a buy-sell transaction.

5. Money Market Mutual Funds: SEC registered under the Investment Company Act of 1940 which (1) are "no-load" (meaning no commission or fee shall be charged on purchases or sales of shares); (2) strive to maintain a daily net asset value of \$1.00; (3) limit assets of the fund to securities authorized herein; (4) are in compliance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAM by Standard and Poor's, Aaa by Moody's or AAA/V1+ by Fitch, or equivalent.
6. Depository Certificates of Deposit: issued by a depository institution having their main office or

branch offices in Texas that are insured by the Federal Deposit Insurance Corporation (FDIC) or their successor. Depository certificates of deposit which exceed the FDIC insured amount shall be secured in accordance with Section IV of this policy. Maturities for Certificates of Deposit shall be limited to three years. Fully FDIC insured spread certificate of deposit program through the Promontory Network initiated through a Texas bank.

7. Local Government Investment Pools authorized under Section 2256.016 of the Texas Statutes which 1) are "no-load"; 2) have a daily net asset value of \$1.00; 3) limit assets of the fund to securities authorized 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, or equivalent. Furthermore, authorized Local Government Investment Pools must comply with the disclosure and reporting requirements set forth in Section 2256.016, Authorized Investments: Investment Pools.
8. Fully insured or collateralized depository Interest bearing banking accounts of any bank in Texas to include fully FDIC insured money market account spread programs through the Promontory Network.

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

Any security donated to or received by the City which is not authorized as an investment may be maintained or liquidated but at maturity or liquidation proceeds must be invested in authorized investments.

The City recognizes that bond proceeds may, from time to time, be subject to the provisions of the Tax Reform Act of 1986, Federal Arbitrage Regulations, as amended. Due to the legal complexities of arbitrage

law and the necessary immunization of yield levels to correspond to anticipated cash flow schedules, the reinvestment of such debt issuance may, upon the advice of Bond Counsel or financial advisors, deviate from the maturity limitation provisions of this Policy with approval of the City Council.

II. INVESTMENT DIVERSIFICATION AND LIQUIDITY

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

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

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

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

III. SELECTION OF BROKERS/DEALERS

The City Council shall at least annually review, revise, and adopt a list of qualified broker/dealers that are authorized to engage in investment transactions with the City. Adoption of this Investment Policy shall also be considered as approval to conduct business with any broker/dealer on the Authorized Broker/Dealer List (Exhibit 1 of this Policy) or those recognized as a Primary Dealer by the Federal Reserve Bank of New York.

The City shall do business only with broker/dealers that have been individually evaluated. The City may authorize regional broker/dealer firms if it can be demonstrated that such firms are experienced in dealing with local governments in the state of Texas. If the City chooses to contract with an Investment Advisor pursuant to Section XII of this Investment Policy, the Investment Advisor shall evaluate and recommend to the City a pool of qualified brokers/dealers (Exhibit 1). If the City chooses to contract with an Investment Advisor pursuant to Section XII of this Investment Policy, the Advisor, not the broker/dealer, shall be solely responsible for reading and abiding by the Investment Policy. As such, the Advisor shall sign the written certification statement on an annual basis and will assume full responsibility for deviations from Policy guidelines.

All broker/dealers will be sent a copy of this Investment Policy. If material changes are made to the Policy a copy will be sent to each broker/dealer.

Any pool in which the City participates will be sent a copy of this Investment Policy and certify in writing that it has implemented reasonable procedures and controls in an effort to preclude investment transactions that are not authorized by this Investment Policy, except to the extent that this authorization is dependent on an analysis of the makeup of the city's entire portfolio or requires an interpretation of subjective investment standards. (Exhibit 2) The City shall not enter into an investment transaction with a broker/dealer prior to sending a copy of the policy to that broker/dealer.

IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES

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

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

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

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

V. COMPETITIVE BIDDING

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

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

VI. DELIVERY OF SECURITIES

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

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

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

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

VII. MONITORING

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

VIII. INVESTMENT STRATEGY STATEMENT

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

Combined and Operating Funds

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

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

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

Liquidity - The Combined Funds require short-term liquidity to meet anticipated and unanticipated liabilities. A liquidity buffer shall be maintained to enhance liquidity. Short-term investment pools, money market mutual funds, and repurchase agreements shall be utilized to the extent necessary to provide adequate liquidity.

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

Yield - The investment portfolio shall be designed to attain a market value yield throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The portfolio's performance shall be compared to the yield on the six-month US Treasury Bill and the one year U.S. Treasury

Bill which most closely matches the portfolio's maximum weighted average maturity of one year.

Bond Proceeds/Capital Funds

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

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

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

Liquidity - The City's funds used for construction and capital improvement programs have reasonably predictable draw down schedules. Therefore investment maturities shall generally follow the anticipated cash flow requirements. Investment pools, money market funds, and repurchase agreements shall be used to provide readily available funds to meet anticipated cash flow needs. A flexible repurchase agreement may be utilized to aide liquidity needs.

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

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

IX. AUTHORITY TO INVEST

In accordance with state law, the Director of Finance, Assistant Finance Director and other professional Finance staff as designated by the Director of Finance are hereby named as the Investment Officers with the responsibility to invest all funds including operating, bond and other reserve funds.

- A. Training: Each Investment Officer of the City shall attend at least one training session containing at least 10 hours of instruction from an authorized, independent source approved by City Council relating to the officer's responsibilities described herein within 12 months after assuming duties; and on a continuing basis

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

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

X. PRUDENCE

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

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

XI. ETHICS

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

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

XII. INVESTMENT ADVISORS

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

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

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

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

prior to receiving the written document described in this paragraph.

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

XIII. AUDITING

At least annually, the independent auditor shall audit the investments of the City for compliance with the provisions of these guidelines and state law. Reports prepared by the Investment Officers under Section XIV shall be formally reviewed and the results of that review shall be reported to the City Council. In addition, the Investment Officers and Investment advisor shall, in compliance with the annual audit, perform a compliance audit of management controls on investments and adherence to the City's Investment Policy (2256.005(m)).

XIV. REPORTING

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

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

XV. Review by City Council

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

EXHIBIT 1**SCHEDULE OF APPROVED BROKER/
DEALERS FOR THE CITY OF WACO**

- ◆ Barclays Capital Inc.
- ◆ Cantor Fitzgerald
- ◆ Nomura Securities
- ◆ Bank of America/Merrill Lynch
- ◆ Mizuho Securities
- ◆ Morgan Stanley
- ◆ RBC Capital Markets
- ◆ Intl FC Stone
- ◆ FTN Financial
- ◆ Piper Jaffray & Co.
- ◆ BOK Financial
- ◆ Raymond James
- ◆ Vining Sparks
- ◆ Stifel Nicolaus
- ◆ Wells Fargo (as depository this will authorize sweep vehicles only)
- ◆ Williams Capital Group

In the case of possible use of a “flex repurchase agreement” for bond proceeds the Council authorizes use of any primary dealer as designated by the New York Federal Reserve.

**City of Waco, Texas
Policy Certification**

In accordance with the Public Funds Investment Act of the State of Texas, this pool acknowledges that the pool has received and reviewed the Investment Policy of the City of Waco, Texas and has implemented reasonable procedures and controls in an effort to preclude investments not authorized by the City’s 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.

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 2018-19 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, 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 Chief Financial Officer (CFO) advises the City Manager on accounting matters, financing strategies and long range planning implications related to the budget. The Budget Office provides technical assistance to all departments in the budget process and is responsible for compiling the budget for review by the entire Budget Team.

◆ City Council

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

Budget Process

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

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

The CIP defines the City’s investment and reinvestment plans for allocating resources, assigning priori-

ties 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 2018-19. A public hearing is conducted to obtain citizen input and the budget is adopted by resolution prior to October 1. The adopted budget is then filed with the City Secretary and with the County Clerk. A copy of the budget is placed in all library facilities and on the City’s website for public access.

Basis of Budgeting

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

- ◆ Encumbrance accounting is used for governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported in the appropriate fund balance category. They do not constitute expenditures or liabilities because the commitments will be re-appropriated and honored during the subsequent fiscal year.

- ◆ Depreciation is not appropriated as non-cash expenditure but is subtracted from asset value using a straight-line method.

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

Basis of Accounting

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

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

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

Budget Amendments

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

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

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

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

Operating and CIP Budget Calendar Fiscal Year Ended September 30, 2019

Date	Responsibility	Action Required
Nov 2017-Jan 2018	Budget Office/City Manager	Budget Planning
January 29	Budget Office, City Manager's Office Department Heads	Distribute CIP budget forms
February	Budget Office	Begin budget preparation
February 13	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
February 26	Department Heads	Submit CIP requests to Budget Office
Feb 26 – March 16	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
March 13	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
March 16	Budget Team, All Departments	Distribute departmental budgets Bosque Theater – 9:30 a.m. & 3:00 p.m.
April 2	City Manager, Budget, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information, Animal Services	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 9	Human Resources, Risk Management, Purchasing, Facilities, Fleet Services	Final date to return completed budget to Budget Office
April 10	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
April 13	Library, Health, Convention Services	Final date to return completed budget to Budget Office

Operating and CIP Budget Calendar Fiscal Year Ended September 30, 2019

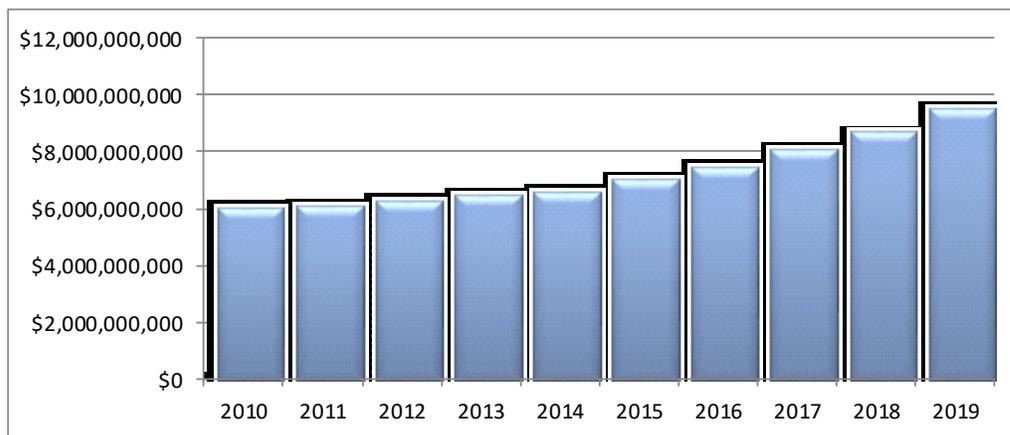
Date	Responsibility	Action Required
April 16	Streets, Traffic, Solid Waste, Engineering, Parks & Recreation/Golf Course	Final date to return completed budget to Budget Office
April 23	Emergency Management, Fire, Police, Utilities, Transit	Final date to return completed budget to Budget Office
April 23 – May 1	Budget Team, All Departments	Prepare budgets for review
April 27	Outside Agencies	Final date to return completed budget packet to Budget Office
May 2 – May 4	Budget Team, City Manager's Office	Budget Review Discuss proposed funding levels with Department Managers
May 29	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
June	Plan Commission	Distribute CIP for review/public hearing
June	Budget Team	Finish reviews and balance Finalize City Manager's proposed budget
June 12	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
July 10	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget/Audit Meeting
July 13	City Manager	File proposed budget with City Secretary
July 17	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 21	City Council	Adopt 2018-19 Budget
August 28	City Council	Special Meeting – Public hearing on tax rate
September 4	City Council	Adopt 2018-19 Tax Rate
Sept - Oct	Budget Office	Complete adopted budget according to GFOA criteria and distribute

Property Tax Structure

Fiscal Year Ended September 30, 2019

Total Assessed Value	\$ 13,688,278,482	
Captured Value for TIF	(521,588,931)	
Exemptions		
Over 65	(36,987,654)	
Homestead	(324,048,273)	
Agricultural Use	(91,397,570)	
Veterans	(104,799,824)	
Tax Abatement	(85,888,489)	
Freeport	(378,980,153)	
Pollution Control Abatement	(25,550,455)	
Limited Value	(201,928,249)	
Totally Exempt	(2,386,954,466)	
Less Exemptions	(3,636,535,133)	
Total Value after Exemptions	\$ 9,530,154,418	
Proposed Tax Rate per \$100 Valuation	\$ 0.776232	
Estimated Gross Revenues	\$ 73,976,108	
Percent (%) of Collection	98.00	
Estimated Collections for 2018-19	\$ 72,496,586	

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 2017-18 to FY 2018-19 of \$829,547,407 or 9.53%.

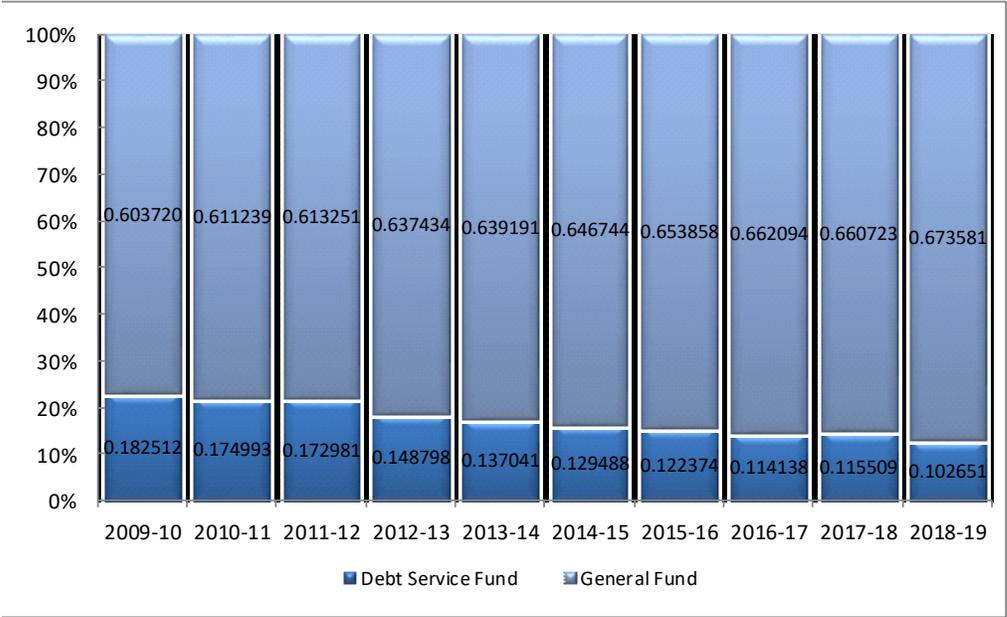
Distribution of Current Tax Rate

Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	86.78%	\$0.673581	\$62,909,430
Debt Service Fund	13.22%	\$0.102651	\$9,587,156
Total	100.00%	\$0.776232	\$72,496,586

Each \$1,000,000 of Valuation at % Collection Produces	\$	7,607
Each \$0.01 of the Adopted Levy at % Collection Produces	\$	933,955

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 23.21% in FY 2009-10 to the current 13.22% in FY 2018-19.

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

Governmental Funds

General Fund

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

Special Revenue Funds

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

Debt Service Fund

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

streets, utilities, parks, and buildings.

Capital Project Funds

Accounts for the accumulation of resources designated to construct or acquire capital facilities and improvements. Resources include proceeds from sales of general obligation bonds.

Proprietary Funds Enterprise Funds

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

Internal Services Funds

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

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

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
 - ◆ Water Fund
 - ◆ Wastewater Fund
 - ◆ WMARSS Fund
 - ◆ Solid Waste Fund
 - ◆ Waco Regional Airport Fund
 - ◆ Convention Center & Visitors' Services Fund
 - ◆ Texas Ranger Hall of Fame Fund
 - ◆ Waco Transit Fund
 - ◆ Rural Transit Fund
 - ◆ Cameron Park Zoo Fund
 - ◆ Cottonwood Creek Golf Course Fund
- ◆ Internal Service Funds
 - ◆ Risk Management Fund
 - ◆ Health Insurance Fund
 - ◆ Engineering Fund
 - ◆ Fleet Services Fund

Departments by Funding Source



Departments by Funding Sources

Department	General Fund	Health Fund	Forfeiture Fund	Abandoned Motor Vehicles	PID #1	Water Fund	Wastewater Fund
City Manager's Office	4,611,904						
City Council	240,439						
City Secretary	690,706						
Finance	2,411,455						
Legal	1,303,718						
Planning	886,626						
Human Resources	1,358,281						
Municipal Information	840,367						
Information Technology	4,989,919						
Purchasing	716,973						
Facilities	4,095,937						
Streets & Drainage	6,302,288						
Municipal Court	1,363,838						
Inspections	2,286,948						
Animal Shelter	2,041,227						
Emergency Management	1,538,197						
Fire	26,083,690						
Police	40,496,301						
Traffic	3,881,014						
Library	4,329,805						
Parks and Recreation	11,605,176						
Housing & Eco Development	776,784						
Contributions	17,489,285						
Miscellaneous	849,369						
Retirement Benefits	730,282						
Health Services		5,659,872					
Forfeiture Funds			100,000				
Abandoned Motor Vehicles				200,000			
Public Improvement District #1					1,418,869		
Water Utilities						46,854,057	
Wastewater Utilities							32,924,926
WMARSS							
Solid Waste							
Waco Regional Airport							
Convention & Visitors' Services							
Texas Ranger Hall of Fame							
Waco Transit							
Rural Transit							
Cameron Park Zoo							
Cottonwood Creek Golf Course							
Risk Management							
Health Insurance							
Engineering Services							
Fleet Services							
TOTAL	141,920,529	5,659,872	100,000	200,000	1,418,869	46,854,057	32,924,926



Departments by Funding Sources

Department	WMARSS	Solid Waste Fund	Airport Fund	Convention Services	Ranger Hall of Fame	Transit Fund	Rural Transit
City Manager's Office							
City Council							
City Secretary							
Finance							
Legal							
Planning							
Human Resources							
Municipal Information							
Information Technology							
Purchasing							
Facilities							
Streets & Drainage							
Municipal Court							
Inspections							
Animal Shelter							
Emergency Management							
Fire							
Police							
Traffic							
Library							
Parks and Recreation							
Housing & Eco Development							
Contributions							
Miscellaneous							
Retirement Benefits							
Health Services							
Forfeiture Funds							
Abandoned Motor Vehicles							
Public Improvement District #1							
Water Utilities							
Wastewater Utilities							
WMARSS	9,348,814						
Solid Waste		20,442,984					
Waco Regional Airport			1,561,946				
Convention & Visitors' Services				6,069,268			
Texas Ranger Hall of Fame					1,475,487		
Waco Transit						10,483,836	
Rural Transit							1,212,504
Cameron Park Zoo							
Cottonwood Creek Golf Course							
Risk Management							
Health Insurance							
Engineering Services							
Fleet Services							
TOTAL	9,348,814	20,442,984	1,561,946	6,069,268	1,475,487	10,483,836	1,212,504



Departments by Funding Sources

Department	Zoo Fund	Golf Course Fund	Risk Management	Health Insurance	Engineering Fund	Fleet Services	TOTAL
City Manager's Office							4,611,904
City Council							240,439
City Secretary							690,706
Finance							2,411,455
Legal							1,303,718
Planning							886,626
Human Resources							1,358,281
Municipal Information							840,367
Information Technology							4,989,919
Purchasing							716,973
Facilities							4,095,937
Streets & Drainage							6,302,288
Municipal Court							1,363,838
Inspections							2,286,948
Animal Shelter							2,041,227
Emergency Management							1,538,197
Fire							26,083,690
Police							40,496,301
Traffic							3,881,014
Library							4,329,805
Parks and Recreation							11,605,176
Housing & Eco Development							776,784
Contributions							17,489,285
Miscellaneous							849,369
Retirement Benefits							730,282
Health Services							5,659,872
Forfeiture Funds							100,000
Abandoned Motor Vehicles							200,000
Public Improvement District #1							1,418,869
Water Utilities							46,854,057
Wastewater Utilities							32,924,926
WMARSS							9,348,814
Solid Waste							20,442,984
Waco Regional Airport							1,561,946
Convention & Visitors' Services							6,069,268
Texas Ranger Hall of Fame							1,475,487
Waco Transit							10,483,836
Rural Transit							1,212,504
Cameron Park Zoo	4,795,369						4,795,369
Cottonwood Creek Golf Course		2,279,104					2,279,104
Risk Management			4,727,994				4,727,994
Health Insurance				15,122,683			15,122,683
Engineering Services					3,947,976		3,947,976
Fleet Services						2,264,836	2,264,836
TOTAL	4,795,369	2,279,104	4,727,994	15,122,683	3,947,976	2,264,836	312,811,054

Net Fund Balance Change



Net Fund Balance Change Estimated FY 2017-18

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
General Fund	60,822,672	133,189,410	132,602,160	61,409,923	587,251	Utilization of fund balance was budgeted at \$2.9 million; however, several major revenues are more than budgeted. Ending balance exceeds City's policy of 18% required reserves.
Health Fund	1,741,422	4,967,311	4,614,763	2,093,971	352,548	Vacancies and turnover during the year created underruns in expenses that contributed to increase in fund balance.
PID #1	888,323	1,235,856	1,205,079	919,100	30,777	Funds not used will carry forward to next year.
Street Reconstruction Fund	3,485,795	-	435,396	3,050,399	(435,396)	Remaining funds will be carried into the 2018-19 fiscal year to be used for street projects.
Water Fund	120,621,332	45,894,567	43,333,259	123,182,640	2,561,308	Revenues over budget. Ending balance exceeds City's policy of 30% required reserves.
Wastewater Fund	76,393,092	29,579,413	29,032,602	76,939,903	546,811	Revenues over budget. Ending balance exceeds City's policy of 30% required reserves.
WMARSS Fund	2,647,201	9,463,872	11,049,653	1,061,420	(1,585,781)	Reduction in fund balance primarily due to \$2.6 million of encumbrances that rolled from prior year.
Solid Waste Fund	22,229,678	19,808,609	20,851,834	21,186,453	(1,043,225)	\$2.4 million of rolled encumbrances contributed to decrease in fund balance. Ending balance exceeds City's policy of 30% required reserves.
Ranger Hall of Fame Fund	6,811,364	1,701,228	1,454,478	7,058,114	246,750	Excess revenues contributed to increase in fund balance.
Waco Regional Airport Fund	35,889,110	1,418,756	1,473,147	35,834,719	(54,391)	Underrun in revenue contributed to decrease in fund balance.
Convention Center & Visitors' Fund	18,617,060	5,991,785	5,528,198	19,080,647	463,588	Increased hotel-motel tax collections contributed to increase in fund balance.
Cameron Park Zoo Fund	10,444,236	4,818,899	4,845,575	10,417,560	(26,676)	Increased expenses contributed to decrease in fund balance.
Cottonwood Creek Golf Course Fund	(283,131)	2,164,875	2,212,861	(331,117)	(47,986)	Operating revenues under budget and expense overruns both contributed to decrease in fund balance.
Waco Transit Fund	8,359,529	8,589,772	7,540,616	9,408,685	1,049,156	Underrun in expenses contributed to increase in fund balance.
Risk Management Fund	6,035,459	4,306,991	4,181,187	6,161,263	125,804	Increase to fund balance due mainly to underrun in expenses.
Engineering Fund	1,067,145	3,148,277	3,113,645	1,101,777	34,632	Underrun in expenses contributed to increase in fund balance.
Fleet Services Fund	940,556	1,670,916	1,852,094	759,379	(181,178)	Underruns in revenues outpaced underruns in expenses that contributed to decrease in fund balance.
Health Insurance Fund	2,540,025	14,392,926	14,357,125	2,575,826	35,801	Increase in fund balance with overruns in expenses offset by revenues.
Total Funds	379,250,869	292,343,464	289,683,671	381,910,662	2,659,793	

This discussion on the net change to the fund balance is based on the Estimated 2017-18 budget. While we know that there will be changes to the fund balance for Fiscal Year 2018-19, 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 2018-19. Summary excludes Abandoned Motor Vehicles, Police Forfeiture Fund and Rural Transit.

Summary of Estimated Revenues, Expenditures & Changes in Fund Balances-Governmental Funds



**2017-2019 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	General Fund			Police Forfeiture Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2016-2017	2017-18	2018-19	2016-2017	2017-18	2018-19
Beginning Fund Balance	56,071,930	60,822,672	61,409,923	264,529	266,649	327,427
Revenues						
Taxes	110,287,941	114,521,330	118,433,290	-	-	-
Permits, Licenses & Fees	1,629,998	1,573,026	1,608,362	-	-	-
Intergovernmental Revenues	1,921,435	1,703,346	1,706,401	-	-	-
Charges for Services	1,052,861	1,042,240	986,486	-	-	-
Fines	1,802,902	1,327,610	1,111,026	-	-	-
Interest	452,024	782,000	800,000	1,546	-	-
Other Revenue	3,937,780	2,913,818	3,925,379	49,112	70,000	40,000
Miscellaneous	7,344,140	8,328,000	8,846,555	-	-	-
General Fund Transfer	-	-	-	-	-	-
Charges for Services/Sale of Merch	1,035,890	998,041	914,819	-	-	-
	129,464,971	133,189,410	138,332,318	50,657	70,000	40,000
Expenditures						
Salaries and Wages	58,178,804	62,620,327	65,565,274	-	-	-
Employee Benefits	20,584,280	23,148,800	24,749,663	-	-	-
Purchased Prof/Tech Services	4,462,515	7,636,040	8,784,955	2,261	-	-
Purchased Property Services	1,147,575	1,162,900	1,419,734	-	-	-
Maintenance	6,231,359	7,209,303	8,664,898	-	-	-
Other Purchased Services	3,525,282	3,812,482	4,307,203	5,002	9,222	50,000
Supplies	5,467,518	6,704,835	7,019,775	-	-	50,000
Other Operating Expenses	945,553	1,072,480	1,389,652	11,566	-	-
Contracts with Others	3,385,897	3,367,113	3,436,250	-	-	-
Operating Expenditures	103,928,784	116,734,280	125,337,404	18,828	9,222	100,000
Billings	(1,164,845)	(1,098,406)	(1,713,360)	-	-	-
Capital Outlay	2,433,629	1,776,020	1,678,490	31,255	-	-
Transfers to Other Funds	19,918,941	15,190,266	16,617,995	-	-	-
Total Expenditures	125,116,509	132,602,160	141,920,529	50,083	9,222	100,000
Net Increase (Decrease) in Fund Balance	4,348,462	587,251	(3,588,211)	574	60,778	(60,000)
Utilization of Fund Balance/Net Position	-	-	3,588,211	-	-	60,000
Adjustments to Balance to CAFR	402,280	-	-	1,546	-	-
Ending Fund Balance	60,822,672	61,409,923	57,821,712	266,649	327,427	267,427



**2017-2019 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

Health Fund			Abandoned Motor Vehicles Fund			Public Improvement District #1		
Actual 2016-2017	Estimated 2017-18	Adopted 2018-19	Actual 2016-2017	Estimated 2017-18	Adopted 2018-19	Actual 2016-2017	Estimated 2017-18	Adopted 2018-19
1,050,924	1,741,422	2,093,971	457,239	441,777	469,251	755,292	888,323	919,100
-	-	-	-	-	-	482,959	520,000	549,599
214,587	211,818	204,050	-	-	-	-	-	-
188,896	80,000	187,671	-	-	-	-	-	-
829,532	728,832	651,418	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
6,762	23,535	-	-	-	-	5,719	2,000	10,000
406,092	427,738	529,573	176,255	175,000	175,000	52,011	35,000	35,000
-	-	-	-	-	-	-	678,856	824,270
3,235,270	3,495,389	3,837,160	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
4,881,138	4,967,311	5,409,872	176,255	175,000	175,000	540,689	1,235,856	1,418,869
1,585,844	1,623,275	1,920,552	-	-	-	-	-	-
533,854	608,555	720,268	-	-	-	-	-	-
128,705	145,799	99,309	-	-	-	308,538	373,250	400,548
3,059	2,671	2,676	-	-	-	3	-	-
22,757	26,248	38,251	-	-	31,500	-	-	-
103,959	122,927	152,243	4,863	11,481	7,500	44,975	47,835	20,000
349,087	339,778	395,663	5,205	8,625	9,900	4,144	4,888	8,500
392,547	623,235	950,968	-	-	-	-	-	-
1,070,793	1,102,275	1,129,942	-	-	-	50,000	81,000	155,000
4,190,603	4,594,763	5,409,872	10,068	20,106	48,900	407,659	506,973	584,048
-	-	-	-	-	-	-	-	-
-	20,000	-	-	77,420	101,100	-	698,106	834,821
-	-	250,000	181,649	50,000	50,000	-	-	-
4,190,603	4,614,763	5,659,872	191,717	147,526	200,000	407,659	1,205,079	1,418,869
690,535	352,548	(250,000)	(15,462)	27,474	(25,000)	133,030	30,777	-
-	-	250,000	-	-	25,000	-	-	-
(37)	-	-	-	-	-	1	-	-
1,741,422	2,093,971	1,843,970	441,777	469,251	444,251	888,323	919,100	919,100



**2017-2019 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	Street Reconstruction Fund			Total Governmental Funds		
	Actual 2016-2017	Estimated 2017-18	Adopted 2018-19	Actual 2016-2017	Estimated 2017-18	Adopted 2018-19
Beginning Fund Balance	3,277,556	3,485,795	3,050,399	61,877,470	67,646,638	68,270,071
Revenues						
Taxes	-	-	-	110,770,899	115,041,330	118,982,889
Permits, Licenses & Fees	-	-	-	1,844,585	1,784,844	1,812,412
Intergovernmental Revenues	-	-	-	2,110,331	1,783,346	1,894,072
Charges for Services	-	-	-	1,882,393	1,771,071	1,637,904
Fines	-	-	-	1,802,902	1,327,610	1,111,026
Interest	17,588	-	-	483,639	807,535	810,000
Other Revenue	-	-	-	4,621,250	3,621,556	4,704,952
Miscellaneous	-	-	-	7,344,140	9,006,856	9,670,825
General Fund Transfer	3,885,972	-	-	7,121,242	3,495,389	3,837,160
Charges for Services/Sale of Merch	-	-	-	1,035,890	998,041	914,819
	3,903,560	-	-	139,017,271	139,637,578	145,376,059
Expenditures						
Salaries and Wages	390,884	-	-	60,155,532	64,243,602	67,485,826
Employee Benefits	259,849	-	-	21,377,983	23,757,355	25,469,931
Purchased Prof/Tech Services	1,368,165	3,904	-	6,270,182	8,158,993	9,284,812
Purchased Property Services	-	-	-	1,150,636	1,165,571	1,422,410
Maintenance	1,088,716	431,491	-	7,342,832	7,667,043	8,734,649
Other Purchased Services	37,065	-	-	3,711,145	4,003,947	4,536,946
Supplies	54,769	-	-	5,880,724	7,058,126	7,483,838
Other Expenses	-	-	-	1,349,665	1,695,715	2,340,620
Contracts with Others	-	-	-	4,506,690	4,550,388	4,721,192
Operating Expenditures	3,199,448	435,396	-	111,755,390	122,300,740	131,480,224
Billings	81,022	-	-	(1,083,822)	(1,098,406)	(1,713,360)
Capital Outlay	95,846	-	-	2,560,730	2,571,546	2,614,411
Transfers to Other Funds	-	-	-	20,100,590	15,240,266	16,917,995
Total Expenditures	3,376,316	435,396	-	133,332,888	139,014,145	149,299,270
Net Increase (Decrease) in Fund Balance	527,244	(435,396)	-	5,684,383	623,433	(3,923,211)
Utilization of Fund Balance/Net Position	-	-	-	-	-	3,923,211
Adjustments to Balance to CAFR	(319,005)	-	-	84,785	-	-
Ending Fund Balance	3,485,795	3,050,399	3,050,399	67,646,638	68,270,071	64,346,860

Summary of Estimated Revenues, Expenditures & Changes in Fund Balances-Enterprise Funds



**2017-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Enterprise Funds**

	Water Fund			WMARSS Fund		
	Actual 2016-17	Estimated 2017-18	Adopted 2018-19	Actual 2016-17	Estimated 2017-18	Adopted 2018-19
Beginning Total Net Position	116,197,942	120,621,332	123,182,640	-	2,647,201	1,061,420
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	164,532	-	-	-	-	-
Interest	182,566	513,835	100,000	71,594	162,871	25,000
Other Revenue	444,743	628,666	287,957	24,075	11,004	9,000
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Convention Center Transfer	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	42,114,769	44,752,066	46,466,100	10,310,455	9,289,996	9,314,814
Sale of Merchandise	-	-	-	-	-	-
	42,906,610	45,894,567	46,854,057	10,406,125	9,463,872	9,348,814
Expenditures						
Salaries and Wages	4,819,154	5,007,943	5,452,327	1,518,204	1,499,920	1,643,140
Employee Benefits	1,908,843	2,165,841	2,254,415	540,001	565,329	638,348
Purchased Prof/Tech Services	1,767,851	2,572,010	2,266,355	1,328,070	1,258,247	1,025,000
Purchased Property Services	333,008	142,290	160,800	61,064	79,745	62,150
Maintenance	3,222,574	2,468,445	3,036,386	863,641	1,051,222	2,001,580
Other Purchased Services	850,065	1,127,924	2,317,058	224,885	276,877	267,377
Supplies	4,157,166	4,602,689	4,875,650	1,957,253	2,188,750	2,194,750
Other Operating Expenses	7,477,540	7,781,246	8,117,662	351,327	547,249	596,469
Contracts with Others	6,000	6,000	7,123	-	-	-
Operating Expenditures	24,542,201	25,874,389	28,487,776	6,844,446	7,467,340	8,428,814
Billings	(992,616)	(1,181,158)	(1,242,796)	-	-	-
Capital Outlay	1,205,005	906,126	460,000	914,478	3,582,313	920,000
Transfers to Other Funds	16,951,295	17,733,902	19,149,077	-	-	-
Total Expenditures	41,705,885	43,333,259	46,854,057	7,758,924	11,049,653	9,348,814
Net Increase (Decrease) in Net Position	1,200,725	2,561,309	-	2,647,201	(1,585,781)	-
Utilization of Fund Balance/Net Position	-	-	-	-	-	-
Adjustments to Balance to CAFR	3,222,664	-	-	-	-	-
Ending Total Net Position	120,621,332	123,182,640	123,182,640	2,647,201	1,061,420	1,061,420



**2017-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Enterprise Funds**

	Wastewater Fund			Solid Waste Fund		
	Actual 2016-17	Estimated 2017-18	Adopted 2018-19	Actual 2016-17	Estimated 2017-18	Adopted 2018-19
Beginning Total Net Position	71,940,928	76,393,092	76,939,903	19,833,470	22,229,678	21,186,453
Revenues						
Taxes	-	-	-	23,883	20,422	25,000
Intergovernmental Revenues	14,878	-	-	16,108	-	-
Interest	71,596	133,818	52,645	120,348	250,679	100,000
Other Revenue	507	1,323	-	187,022	49,650	178,500
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Convention Center Transfer	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	27,361,802	29,444,271	32,872,281	18,841,960	19,487,859	19,464,140
Sale of Merchandise	-	-	-	-	-	-
	27,448,783	29,579,413	32,924,926	19,189,320	19,808,609	19,767,640
Expenditures						
Salaries and Wages	1,764,504	1,873,801	2,363,104	3,184,855	3,336,547	3,742,224
Employee Benefits	698,738	815,597	971,667	1,470,079	1,586,181	1,779,079
Purchased Prof/Tech Services	1,027,728	1,208,340	1,279,854	2,050,598	2,997,605	2,729,690
Purchased Property Services	15,877	17,591	19,125	17,064	19,007	23,485
Maintenance	1,072,274	1,066,841	1,474,800	2,075,152	2,271,922	2,679,765
Other Purchased Services	173,683	157,479	190,508	167,365	190,623	218,125
Supplies	361,648	406,095	433,240	1,263,362	1,679,928	2,307,443
Other Expenses	11,209,395	10,582,447	11,018,297	2,749,454	2,795,972	3,119,848
Contracts with Others	-	-	-	39,000	39,000	62,669
Operating Expenditures	16,323,848	16,128,191	17,750,595	13,016,928	14,916,784	16,662,328
Billings	660,646	767,269	802,184	652,670	744,211	807,609
Capital Outlay	227,312	333,235	580,000	838,366	4,313,589	2,340,819
Transfers to Other Funds	11,017,837	11,803,907	13,792,147	2,880,959	877,250	632,228
Total Expenditures	28,229,642	29,032,602	32,924,926	17,388,924	20,851,835	20,442,984
Net Increase (Decrease) in Net Position	(780,859)	546,811	-	1,800,396	(1,043,226)	(675,344)
Utilization of Fund Balance/Net Position	-	-	-	-	-	675,344
Adjustments to Balance to CAFR	5,233,024	-	-	595,812	-	-
Ending Total Net Position	76,393,092	76,939,903	76,939,903	22,229,678	21,186,453	20,511,109



**2017-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position**

Enterprise Funds

Texas Ranger Hall of Fame Fund			Waco Regional Airport Fund			Convention Center & Visitors' Services		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
6,227,012	6,811,364	7,058,114	36,921,382	35,889,110	35,834,719	18,508,735	18,617,060	19,080,647
-	-	-	-	-	-	-	-	-
-	-	-	102,960	87,600	87,600	-	-	-
6,101	13,383	1,500	6,371	19,867	2,000	13,406	33,290	2,000
36,128	9,115	9,200	258,703	245,929	233,500	197,096	221,880	226,166
-	-	-	-	-	-	-	-	-
609,619	711,895	538,787	354,363	338,071	453,898	-	-	-
150,000	150,000	150,000	-	-	-	-	-	-
-	-	-	-	-	-	3,724,543	4,003,771	4,364,977
472,362	508,784	474,000	857,460	685,582	747,448	1,225,606	1,389,076	1,180,000
304,635	308,052	302,000	45,565	41,707	37,500	368,418	343,768	296,125
1,578,846	1,701,228	1,475,487	1,625,423	1,418,756	1,561,946	5,529,068	5,991,785	6,069,268
613,206	647,972	664,460	443,520	460,026	531,611	1,196,977	1,214,624	1,470,774
224,425	245,495	244,012	181,932	211,386	237,847	471,210	520,970	610,550
25,596	37,574	39,135	29,999	132,000	25,000	677,171	856,923	797,165
7,276	7,213	10,284	18,515	16,787	20,987	31,545	33,221	36,600
13,385	25,424	21,155	125,986	45,011	84,050	108,006	191,247	246,185
46,139	45,229	57,555	70,648	80,212	78,426	722,616	976,041	1,235,978
75,845	85,443	91,578	121,438	125,467	146,425	385,590	517,916	530,225
153,732	177,042	154,180	38,762	33,259	49,200	281,643	247,853	262,595
-	-	-	-	-	-	-	-	125,000
1,159,603	1,271,393	1,282,359	1,030,799	1,104,147	1,173,546	3,874,758	4,558,794	5,315,072
163,189	168,085	173,128	334,795	295,000	340,000	-	-	-
232,201	15,000	20,000	-	-	-	15,996	319,404	74,196
-	-	-	111,000	74,000	48,400	800,000	650,000	680,000
1,554,993	1,454,478	1,475,487	1,476,594	1,473,147	1,561,946	4,690,754	5,528,198	6,069,268
23,853	246,750	-	148,829	(54,391)	-	838,315	463,588	-
-	-	-	-	-	-	-	-	-
560,499	-	-	(1,181,101)	-	-	(729,990)	-	-
6,811,364	7,058,114	7,058,114	35,889,110	35,834,719	35,834,719	18,617,060	19,080,647	19,080,647



2017-2018 Summary of Estimated Revenues, Expenditures and Changes in Fund Net Position

Enterprise Funds

	Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Beginning Total Net Position	11,512,213	10,444,236	10,417,560	(360,661)	(283,131)	(331,117)
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Interest	2,995	5,505	-	127	800	-
Other Revenue	36,850	473	15,100	10,142	5,011	4,750
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	1,937,223	2,579,674	2,758,019	285,639	297,387	428,304
Convention Center Transfer	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Funds	1,949,140	1,912,046	1,712,250	1,210,310	1,234,174	1,224,550
Sale of Merchandise	375,226	321,200	310,000	624,569	627,504	621,500
	4,301,435	4,818,899	4,795,369	2,130,788	2,164,875	2,279,104
Expenditures						
Salaries and Wages	1,583,443	1,660,543	1,635,776	392,795	483,940	573,867
Employee Benefits	685,472	769,405	782,596	147,527	218,558	224,464
Purchased Prof/Tech Services	60,463	57,422	44,964	495,985	546,872	388,116
Purchased Property Services	527,760	588,648	588,905	244,896	13,302	10,860
Maintenace	90,953	173,286	139,207	62,318	54,936	108,851
Other Purchased Services	124,558	129,059	128,212	127,146	138,078	156,841
Supplies	744,061	764,653	826,184	190,046	231,540	267,605
Other Expenses	214,916	174,610	155,200	403,096	414,636	464,500
Contracts with Others	234,416	323,885	321,825	-	-	-
Operating Expenditures	4,266,043	4,641,510	4,622,869	2,063,809	2,101,861	2,195,104
Billings	-	-	-	-	-	-
Capital Outlay	10,583	204,065	172,500	145,508	111,000	84,000
Transfers to Other Funds	-	-	-	-	-	-
Total Expenditures	4,276,625	4,845,575	4,795,369	2,209,316	2,212,861	2,279,104
Net Increase (Decrease)	24,809	(26,676)	-	(78,529)	(47,986)	-
in Net Position						
Utilization of Fund Balance/Net Position	-	-	-	-	-	-
Adjustments to Balance to CAFR	(1,092,786)	-	-	156,059	-	-
Ending Total Net Position	10,444,236	10,417,560	10,417,560	(283,131)	(331,117)	(331,117)



**2017-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Enterprise Funds**

Waco Transit Fund			Rural Transit Fund			Total Enterprise Funds		
Actual 2016-17	Estimated 2017-18	Adopted 2018-19	Actual 2016-17	Estimated 2017-18	Adopted 2018-19	Actual 2016-17	Estimated 2017-18	Adopted 2018-19
7,213,215	8,359,529	9,408,685	-	253,362	220,300	287,994,236	301,982,833	304,059,326
-	-	-	-	-	-	23,883	20,422	25,000
5,734,030	3,587,298	4,155,395	1,340,438	1,020,129	962,833	7,372,945	4,695,027	5,205,828
89	-	-	356	-	-	475,550	1,134,049	283,145
2,895,762	3,342,905	3,494,032	153,854	89,677	138,701	4,244,883	4,605,633	4,596,906
-	-	-	-	-	-	-	-	-
88,333	824,949	1,901,728	-	-	-	3,275,177	4,751,976	6,080,736
-	-	-	-	-	-	150,000	150,000	150,000
-	-	-	-	-	-	3,724,543	4,003,771	4,364,977
788,589	834,620	932,681	99,048	74,318	110,970	105,231,504	109,612,792	114,499,234
-	-	-	-	-	-	1,718,414	1,642,231	1,567,125
9,506,803	8,589,772	10,483,836	1,593,696	1,184,124	1,212,504	126,216,897	130,615,900	136,772,951
3,555,775	3,382,634	3,785,365	563,131	536,475	505,731	19,635,564	20,104,425	22,368,379
872,563	882,958	1,007,512	116,542	142,134	112,393	7,317,331	8,123,851	8,862,883
872,059	1,089,303	1,982,640	98,830	147,258	167,661	8,434,349	10,903,554	10,745,580
22,039	23,687	25,227	-	-	-	1,279,045	941,492	958,423
684,602	576,217	801,512	57,823	97,038	75,524	8,376,714	8,021,589	10,669,015
265,796	501,862	627,899	35,948	97,372	218,082	2,808,848	3,720,756	5,496,061
667,840	697,769	1,213,800	177,026	80,909	103,963	10,101,276	11,381,159	12,990,863
339,183	386,186	526,623	-	-	-	23,219,047	23,140,500	24,464,574
13,688	-	-	-	-	-	293,104	368,885	516,617
7,293,545	7,540,616	9,970,578	1,049,300	1,101,185	1,183,354	81,465,279	86,706,210	97,072,395
-	-	-	-	-	-	818,684	793,407	880,125
2,136,362	-	513,258	291,034	116,000	29,150	6,016,844	9,900,732	5,193,923
-	-	-	-	-	-	31,761,091	31,139,059	34,301,852
9,429,907	7,540,616	10,483,836	1,340,334	1,217,185	1,212,504	120,061,898	128,539,408	137,448,295
76,897	1,049,156	-	253,362	(33,061)	-	6,154,999	2,076,493	(675,344)
-	-	-	-	-	-	-	-	675,344
1,069,417	-	-	-	-	-	7,833,598	-	-
8,359,529	9,408,685	9,408,685	253,362	220,300	220,300	301,982,833	304,059,326	303,383,982

Summary of Estimated Revenues, Expenditures & Changes in Fund Net Position-Internal Services



**2017-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Internal Service Funds**

	Risk Management Fund			Engineering Fund		
	Actual 2016-17	Estimated 2017-18	Adopted 2018-19	Actual 2016-17	Estimated 2017-18	Adopted 2018-19
Beginning Total Net Position	5,198,525	6,035,459	6,161,263	837,977	1,067,145	1,101,777
Revenues						
Permits, Licenses & Fees	-	-	-	34,700	45,409	24,000
Intergovernmental Revenues	-	-	-	-	-	-
Interest	46,317	91,395	12,000	5,028	17,641	1,000
Other Revenue	279,072	-	-	4,594	10,527	4,700
Charges for Services-Internal Services	3,457,115	4,215,596	4,358,535	2,606,550	3,074,700	3,819,418
	3,782,504	4,306,991	4,370,535	2,650,872	3,148,277	3,849,118
Expenditures						
Salaries and Wages	269,413	219,188	267,447	1,215,934	1,477,385	1,919,786
Employee Benefits	93,200	82,095	92,908	445,817	500,504	677,972
Purchased Prof/Tech Services	275,270	837,947	1,123,397	107,636	335,000	338,362
Purchased Property Services	-	-	-	52,611	52,611	52,611
Maintenance	2,639	362	81,600	68,907	110,108	74,725
Other Purchased Services	989,152	1,130,840	1,224,516	34,399	53,526	96,711
Supplies	51,269	13,395	8,346	60,634	48,497	80,241
Other Operating Expenses	1,143,159	1,897,361	1,929,780	393,131	461,821	621,782
Contracts with Others	-	-	-	-	-	-
Operating Expenditures	2,824,101	4,181,187	4,727,994	2,379,068	3,039,452	3,862,190
Billings	-	-	-	-	-	-
Capital Outlay	-	-	-	53,050	74,193	85,786
Transfers to Other Funds	118,784	-	-	-	-	-
Total Expenditures	2,942,885	4,181,187	4,727,994	2,432,118	3,113,645	3,947,976
Net Increase (Decrease) in Net Position	839,619	125,804	(357,459)	218,754	34,632	(98,858)
Utilization of Fund Balance/Net Position	-	-	357,459	-	-	98,858
Adjustments to Balance to CAFR	(2,685)	-	-	10,414	-	-
Ending Total Net Position	6,035,459	6,161,263	5,803,804	1,067,145	1,101,777	1,002,919



**2017-2018 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Position
Internal Service Funds**

Fleet Services Fund			Health Insurance Fund			Total Internal Service Funds		
Actual 2016-17	Estimated 2017-18	Adopted 2018-19	Actual 2016-17	Estimated 2017-18	Adopted 2018-19	Actual 2016-17	Estimated 2017-18	Adopted 2018-19
999,828	940,556	759,379	2,780,419	2,540,025	2,575,826	9,816,749	10,583,185	10,598,244
-	-	-	-	-	-	34,700	45,409	24,000
-	-	-	-	-	-	-	-	-
921	1,678	300	16,504	34,806	9,000	68,770	145,520	22,300
10,897	3,057	-	90,725	-	-	385,288	13,584	4,700
<u>1,801,567</u>	<u>1,666,181</u>	<u>2,187,536</u>	<u>13,600,086</u>	<u>14,358,120</u>	<u>15,113,683</u>	<u>21,465,318</u>	<u>23,314,597</u>	<u>25,479,172</u>
<u>1,813,385</u>	<u>1,670,916</u>	<u>2,187,836</u>	<u>13,707,315</u>	<u>14,392,926</u>	<u>15,122,683</u>	<u>21,954,076</u>	<u>23,519,110</u>	<u>25,530,172</u>
936,019	948,152	1,167,499	60,644	64,068	66,283	2,482,010	2,708,792	3,421,015
412,076	450,509	477,847	19,801	21,920	22,968	970,893	1,055,029	1,271,695
16,681	28,624	27,160	1,200,919	1,276,583	1,255,000	1,600,506	2,478,155	2,743,919
5,461	5,443	6,584	1,581	1,581	2,000	59,653	59,635	61,195
58,875	42,808	75,594	1,043	3,408	12,900	131,463	156,687	244,819
29,566	34,057	36,975	2,892	2,181	3,128	1,056,009	1,220,604	1,361,330
92,547	65,994	78,143	15,469	14,802	3,150	219,920	142,688	169,880
236,735	276,506	318,034	12,645,360	12,972,582	13,757,254	14,418,385	15,608,270	16,626,850
-	-	-	-	-	-	-	-	-
1,787,960	1,852,094	2,187,836	13,947,709	14,357,125	15,122,683	20,938,839	23,429,858	25,900,703
-	-	-	-	-	-	-	-	-
15,240	-	77,000	-	-	-	68,290	74,193	162,786
-	-	-	-	-	-	118,784	-	-
<u>1,803,200</u>	<u>1,852,094</u>	<u>2,264,836</u>	<u>13,947,709</u>	<u>14,357,125</u>	<u>15,122,683</u>	<u>21,125,912</u>	<u>23,504,051</u>	<u>26,063,489</u>
10,184	(181,178)	(77,000)	(240,394)	35,801	-	828,163	15,059	(533,317)
-	-	77,000	-	-	-	-	-	533,317
(69,456)	-	-	-	-	-	(61,727)	-	-
940,556	759,379	682,379	2,540,025	2,575,826	2,575,826	10,583,185	10,598,244	10,064,927

Summary of Estimated Revenues, Expenditures & Changes in Fund Net Position-Total of All Funds

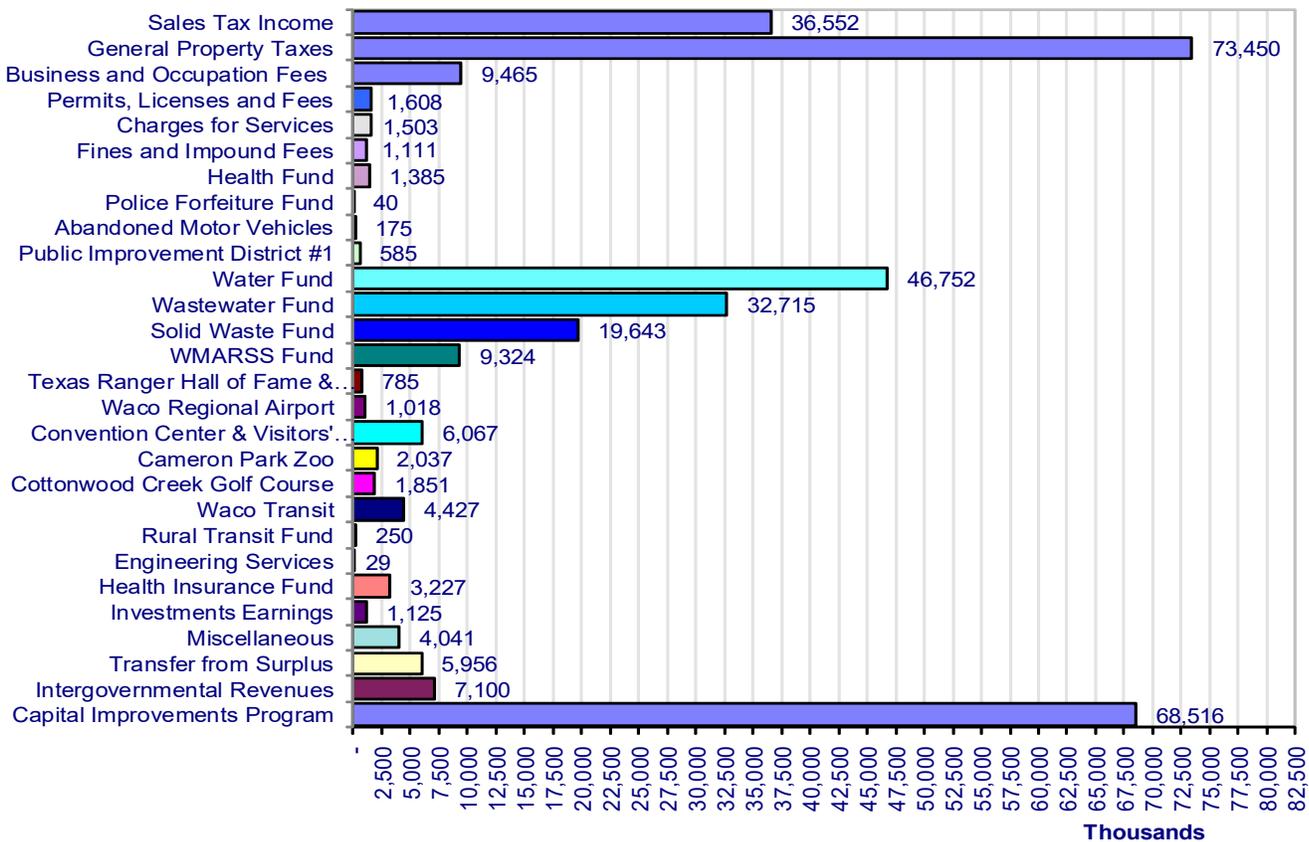


**2017-2019 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balance / Net Position
Total of All Funds**

	Actual 2015-16	Total Funds Estimated 2016-17	Adopted 2017-18
Beginning Total Net Position	359,688,455	380,212,656	382,927,641
Revenues			
Taxes	110,794,782	115,061,752	119,007,889
Permits, Licenses & Fees	1,879,285	1,830,253	1,836,412
Intergovernmental Revenues	9,483,276	6,478,373	7,099,900
Charges for Services/Sales of Merchandise	2,754,304	2,640,271	2,481,944
Fines	1,802,902	1,327,610	1,111,026
Interest	1,027,958	2,087,104	1,115,445
Other Revenue	9,251,421	8,240,774	9,306,558
Miscellaneous	7,344,140	9,006,856	9,670,825
General Fund Transfer	10,396,419	8,247,365	9,917,896
Convention Center Transfer	150,000	150,000	150,000
Hotel-Motel Tax	3,724,543	4,003,771	4,364,977
Charges for Services	128,579,215	134,698,460	141,616,310
Total Revenues	287,188,244	293,772,588	307,679,182
Expenditures			
Salaries and Wages	82,273,106	87,056,818	93,275,220
Employee Benefits	29,666,207	32,936,235	35,604,509
Purchased Professional/Technical Services	16,305,038	21,540,702	22,774,311
Purchased Property Services	2,489,334	2,166,698	2,442,028
Maintenance	15,851,009	15,845,319	19,648,483
Other Purchased Services	7,586,002	8,945,306	11,394,337
Supplies	16,201,920	18,581,973	20,644,581
Other Operating Expenses	38,987,098	40,444,485	43,432,044
Contracts with Others	4,799,795	4,919,273	5,237,809
Operating Expenditures	214,159,507	232,436,808	254,453,322
Billings	(265,138)	(304,999)	(833,235)
Capital Outlay	8,645,864	12,546,470	7,971,120
Transfers to Other Funds	51,980,465	46,379,325	51,219,847
Total Expenditures	274,520,698	291,057,604	312,811,054
Net Increase (Decrease) in Net Position	12,667,545	2,714,985	(5,131,872)
Adjustments to Balance to CAFR	7,856,656	-	-
Utilization of Fund Balance/Net Position	-	-	4,821,872
Ending Total Net Position	380,212,656	382,927,641	377,795,769

Explanation of Revenues

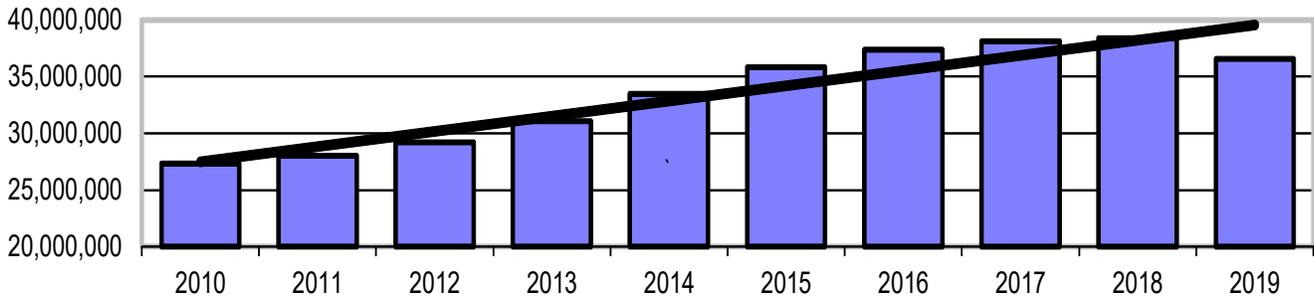
The City of Waco’s revenue stream for FY 2018-19 is illustrated in this graph and explained on the following pages.



Sales Tax

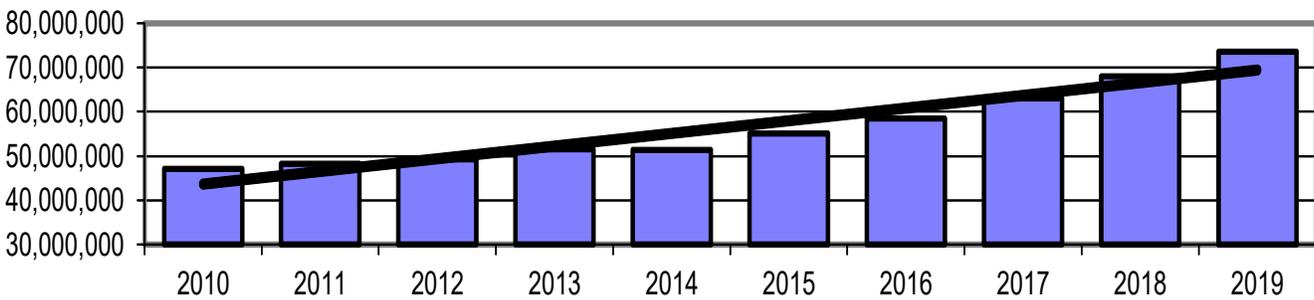
The City receives one and one-half percent sales tax on all retail sales, leases and rentals of most goods, as well as taxable services within the corporate city limits. Major exemptions from sales tax include: food, drugs (both prescription and non-prescription, non-taxable services, clothing and school 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 forty-eight months was led by the retail and wholesale trade sectors and the services sector. This trend of solid rebates together with employment gains gives us confidence in proposing an increase for

sales tax revenue. We are expecting to end the current year significantly over budget, so we have budgeted this revenue at a 2.8% increase over the current adopted budget for FY 2018-19.



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 \$0.102651 of debt service. Property tax receipts are budgeted to increase 9.8% over the current year’s budgeted amount due mainly to new construction and increased appraisal valuations. Annexations and increased property values have contributed to the steady increase in property taxes over the past ten years. The tax rate has remained relatively steady during the last ten years. In FY 2013-14, the tax rate decreased to \$0.776232, which is the same rate that is proposed for FY 2018-19.

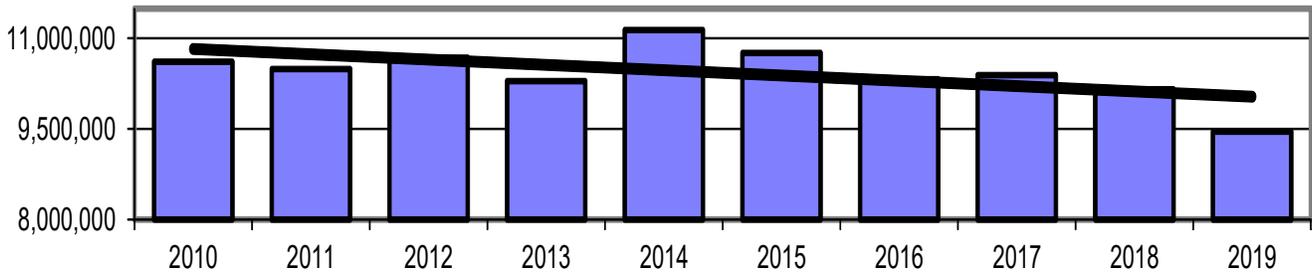


Business and Occupation Fees

Included in this revenue category are Gross Receipts and Occupation taxes. Gross Receipts represent those revenues collected on the gross receipts of utilities operating within the City and using the City’s rights-of-way to conduct their business. The City Council has authorized a 4% charge on water, wastewater, and solid waste; 5% charge on natural gas and cable TV receipts; a 1% charge on bingo receipts; a per kilowatt hour charge on electricity receipts and a per line charge on telephone and telecommunications receipts. Business and Occupation fees are projected to decrease by 1.0% over this year’s adopted budget. The percent for natural gas receipts

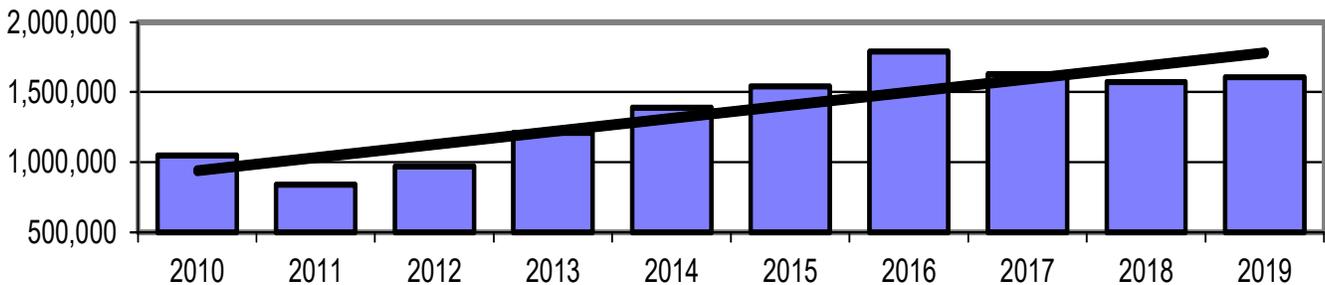


changed from 4% to 5% during FY 2007-08. The weather can greatly affect the amounts received from electricity and natural gas and varies from year to year.



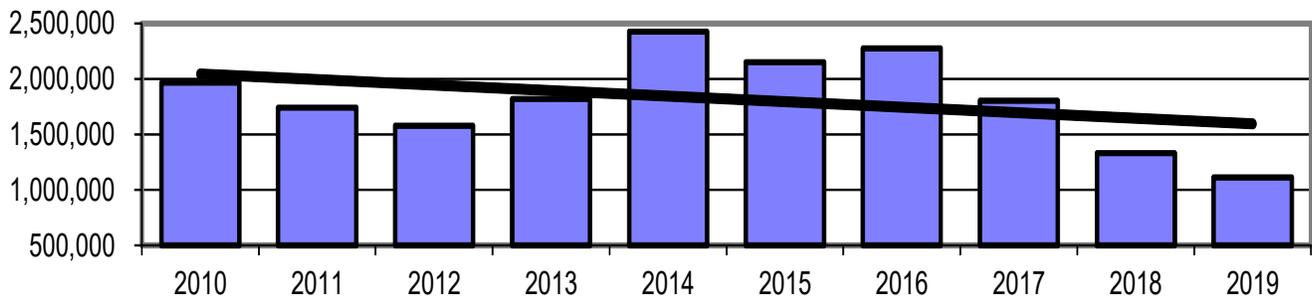
Permits, Licenses and Fees

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



Fines and Fees

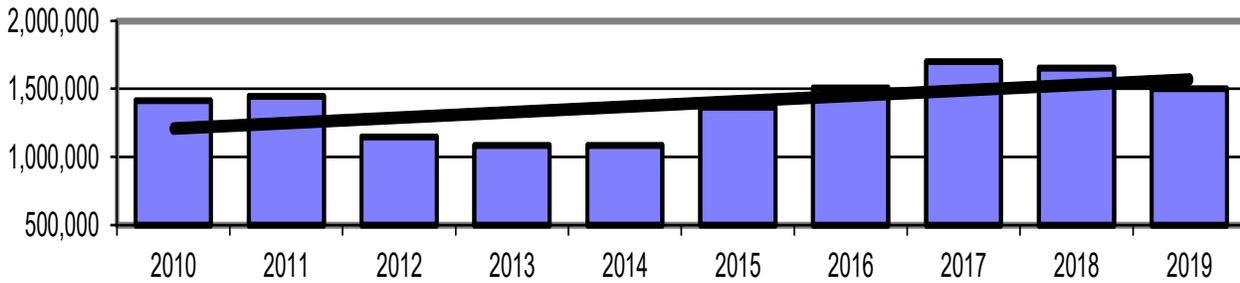
Fines and Fees include court, auto impound and false alarm fines. The Municipal Court judge periodically reviews the amounts of all fines and determines if any need changing. This review takes place after the legislature determines if any of the state fines will change. The U.S. Department of Justice continues to focus on equal justice and due process for all who come before local courts and an effort on non-monetary settlement of fines has resulted. Auto impound fees increased notably in FY 2011-12 and continue to be a stable source of revenue. False alarm fines are budgeted at about the same amount as budgeted for the current year.



Charges for Services

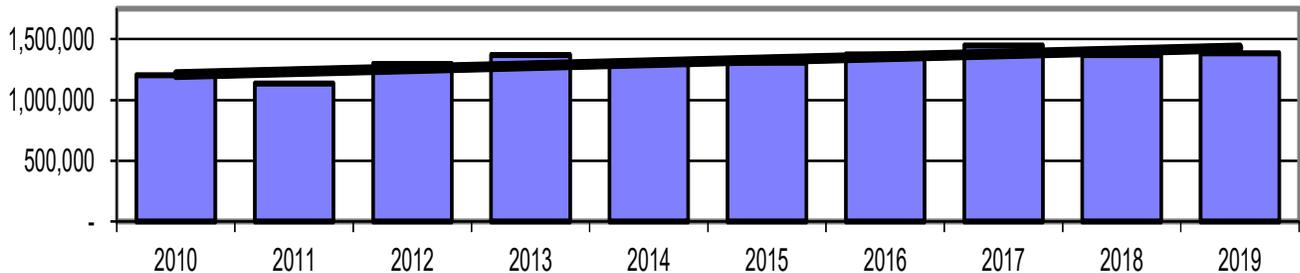
Charges for Services are funds earned by the City in exchange for specific types of services provided including weed mowing, library fees and fines, recreation fees, concessions for special events, reimbursement for police security, animal pick-up charges and animal shelter fees. The opening of the Mammoth National Monument

and the City hosting the Games of Texas contributed to the increase in FY 2009-10 and FY 2010-11. Aquatic admissions were eliminated in FY 2011-12 with the privatization of the water park. Animal shelter fees were added in December 2012 when the City took over shelter operations from the Humane Society.



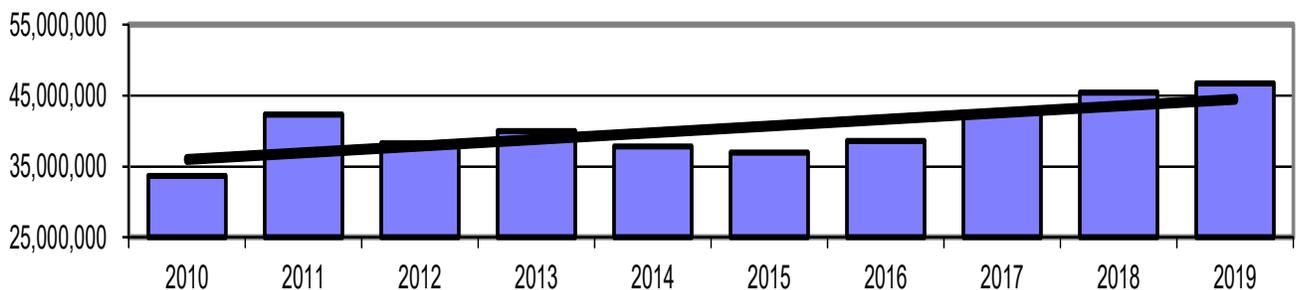
Health Services

Health fees are collected for services based on the amount of actual costs to the City or the client’s ability to pay. These fees include death and birth certificates, environmental, septic system, immunization, and other health fees. Immunization fees are normally amended during the year when costs for vaccines increase. The City receives fees from other McLennan County governments for participation in the Health District. 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.



Water Services

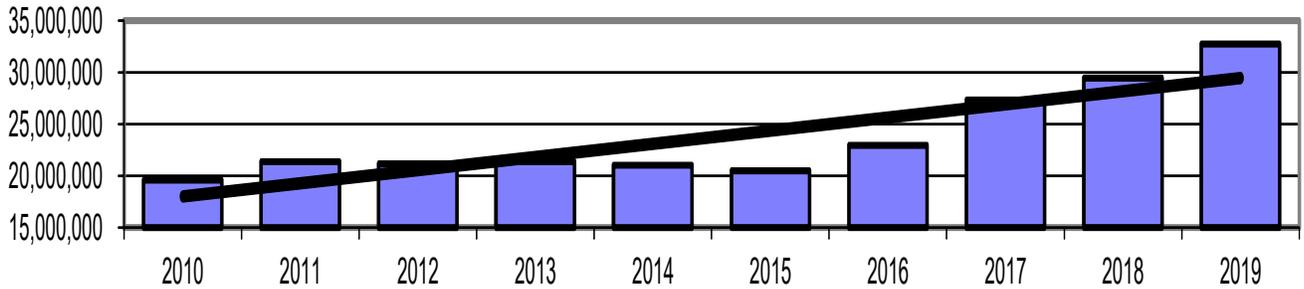
Water revenues are budgeted to increase due to rate increases. The graph below reflects the volatility of water revenues due to fluctuations in the weather. Rate increases were necessary because of increasing operational expenses, debt service requirements for major infrastructure projects and regulatory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





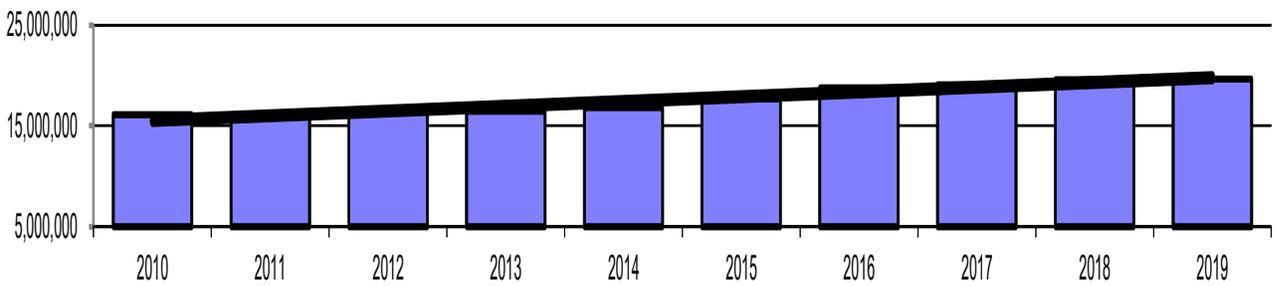
Wastewater Services

Residential, commercial and industrial wastewater customers will continue to see rate increases in FY 2018-19. Increases have been necessary due to aging infrastructure, higher operational expenses, debt service requirements for major infrastructure improvements and regulatory mandates.



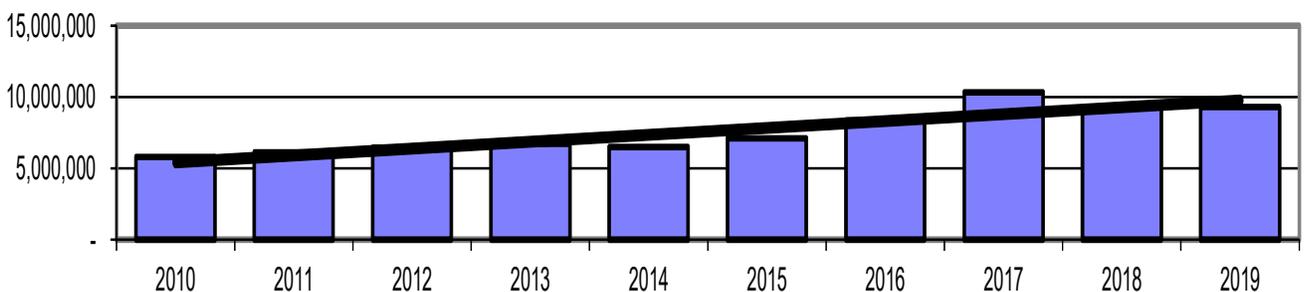
Solid Waste Services

Solid Waste residential service fees are not budgeted to increase in FY 2017-18. The last residential service fee increase of \$0.50 was in March 2008. In FY 2014-15, a 5-year plan to increase the landfill fee 5% annually began and is budgeted to increase to \$33.16 in FY 2018-19. Commercial service rates last increased in FY 2016-17.



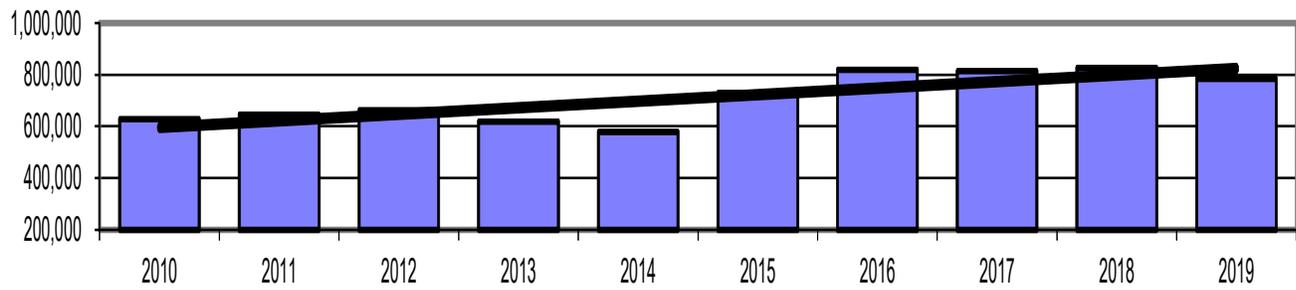
WMARSS

Revenues include charges to the owner cities based on their contributing flow into the regional wastewater system expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operating the Waco Metropolitan Area Regional Sewage System (WMARSS). Other revenue includes the sale of sludge to outside customers, septic hauler fees and a tipping fee for fats/oil/grease and industrial organic waste. The 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.



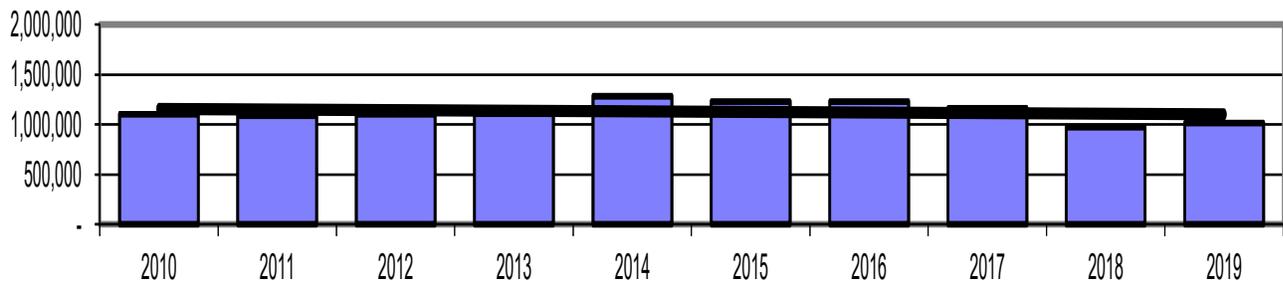
Ranger Hall of Fame

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



Waco Regional Airport

Airport revenues consist of commissions on rental cars, flowage fees, rents, landing fees, concessions and passenger facility charges. SkyWest Airlines began serving the area as the Continental Connection to Houston's Bush Intercontinental Airport in August 2003; however, this service was discontinued during 2012. A significant capital project was approved at the end of FY 2014-15, which resulted in the utilization of net position in FY 2015-16. Security costs are mandated, but are not totally reimbursed by the federal government.

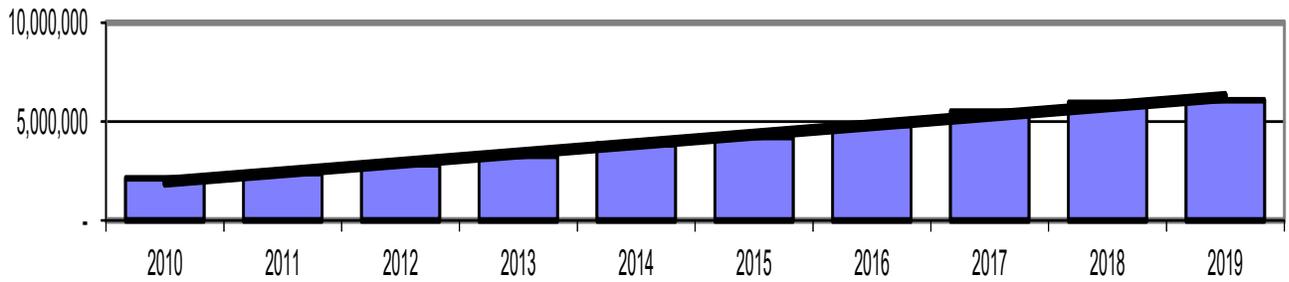


Convention Center and Visitors' Services

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 2009-10. Rental revenues decreased in FY 2009-10 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

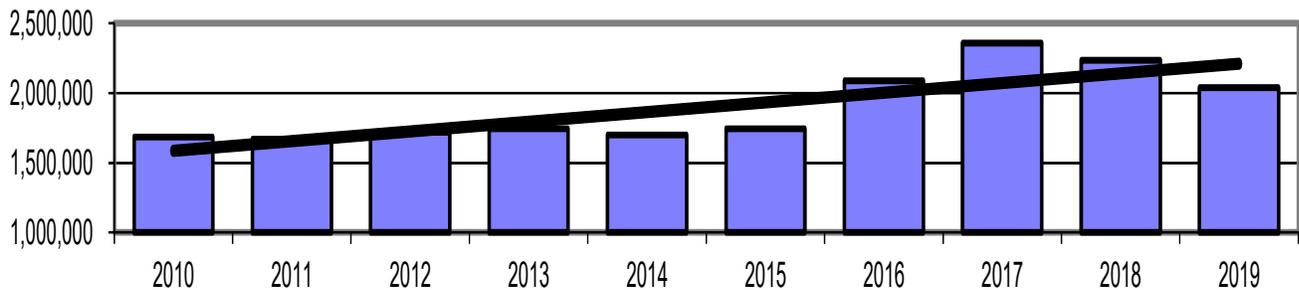


FY 2011-12 and all revenue categories for FY 2012-13 through FY 2018-19 reflect the increased bookings generated from the renovated facility. This is the seventh year that no funding from the General Fund is required.



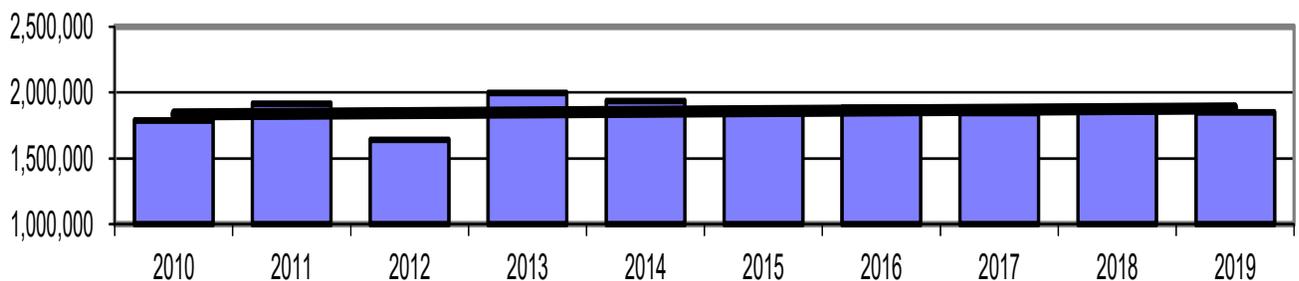
Cameron Park Zoo

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



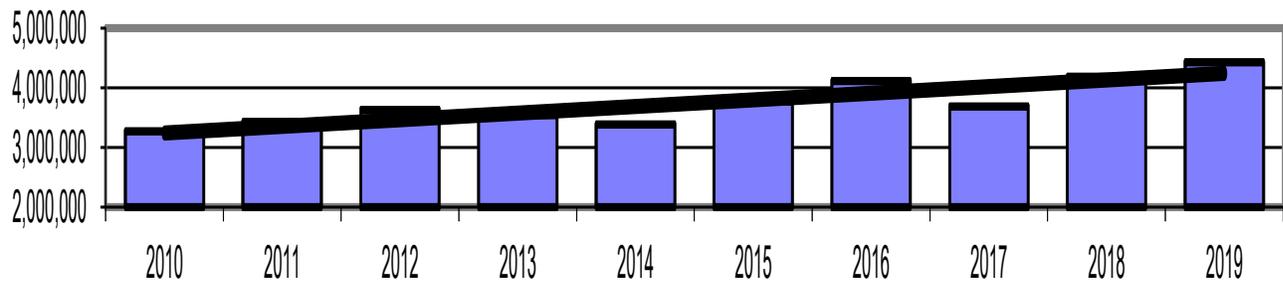
Cottonwood Creek Golf Course

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



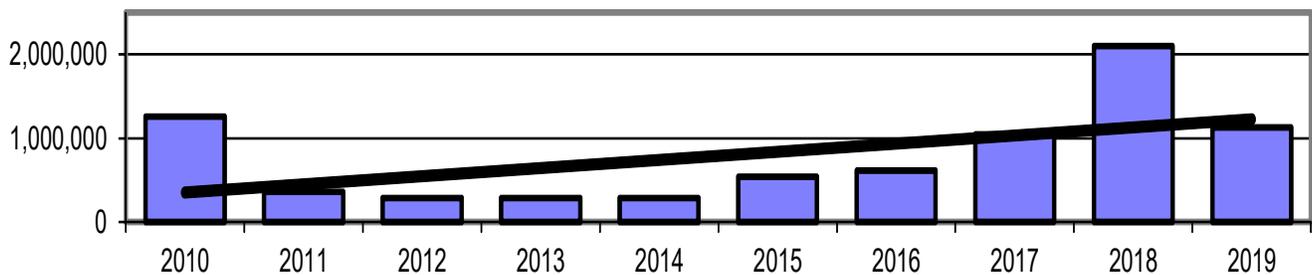
Waco Transit

Waco Transit system provides public professional transportation services within the City limits. Revenues consist of regular and charter bus fares, van and trolley fares, and miscellaneous revenues. Transit receives funds from the Federal Transit Administration and the Texas Department of Transportation. Waco Transit is a provider of non-emergency transportation for Transportation Service Area Eleven (11 by TxDOT. Waco Transit provides non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. Elderly and disabled transportation services are also provided by Waco Transit. Ridership has continued to remain steady.



Investment Earnings

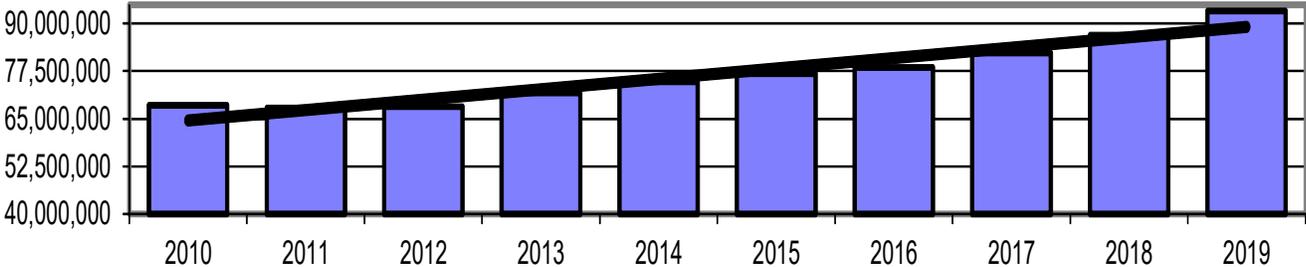
Investment earnings is dependent on prevailing short term interest rates and available fund balances. Interest rates have gradually increased since FY 2015-16 as the Federal Reserve has raised the federal funds rate by 1.5% between December 2016 and June 2018.



Explanation of Expenditures

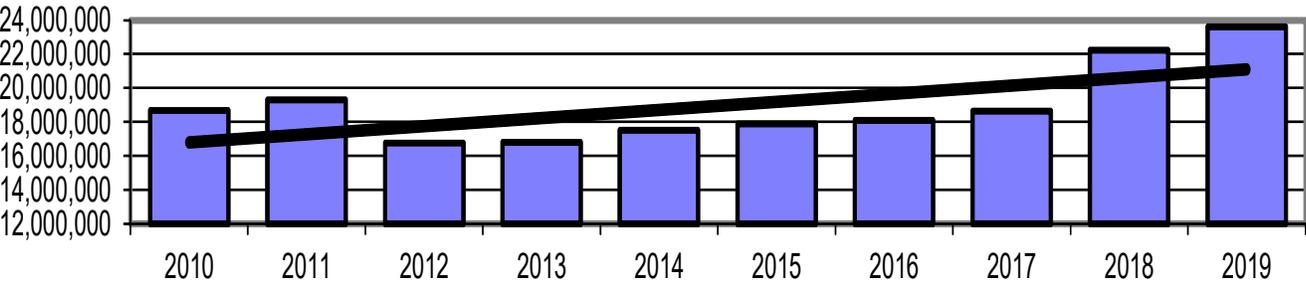
Salaries & Wages

Authorized staffing for all funds includes 1,556 full time employees and 44.3976 part time employees (FTEs for FY 2018-19). Salaries and benefits, which are the largest category of expenditures, are 34% of the total budget. In order to keep these costs from growing exponentially, City management and staff continually analyze areas for increased efficiencies in operations to determine staffing needs. Consequently, various positions transfers between departments resulted to meet service demands and citizens' needs.



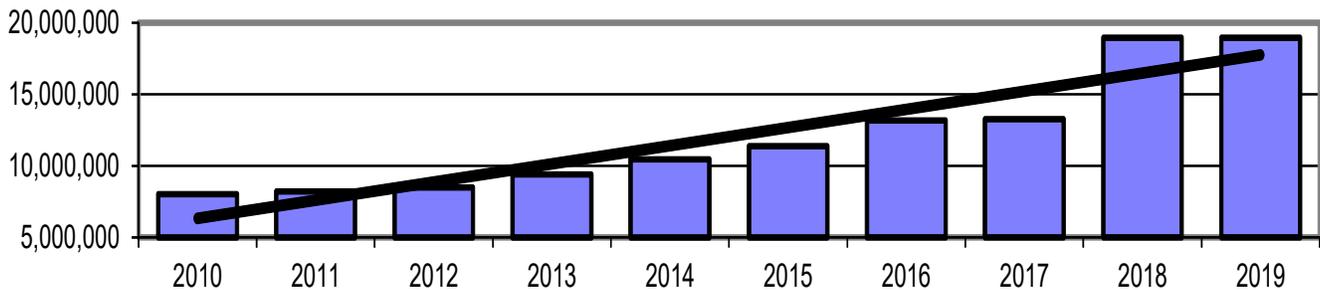
Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. In FY 2005-06, the City became self-funded. Health insurance costs have continued to increase year after year. The City's contribution rate for health insurance per employee increased by 13.6% in FY 2015-16 and 7.9% in FY 2018-19. The Texas Municipal Retirement System (TMRS) 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. The City's plan change as well as TMRS's fund restructuring that was approved by Senate Bill 350 legislation, enacted in June 2011, increased our funded ratio. The City's current funded ratio under the plan is 87.2%.



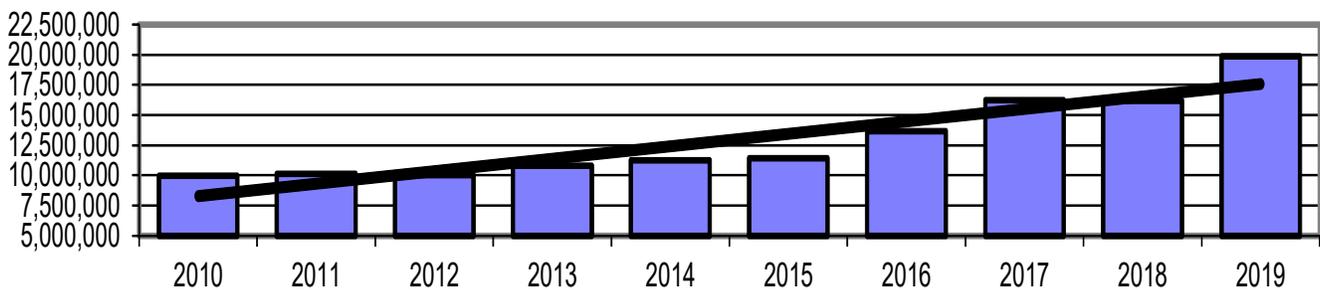
Purchased Professional/Technical Services

This category contains services that by their nature can be performed only by persons or firms with specialized skills and knowledge. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Included are the services of architects, engineers, auditors, physicians, lawyers, consultants, temporary employees, election expenses, etc. As an effort is made to maintain total FTEs and perform services more efficiently, temporary labor and contracted services have increased to allow the City to continue to meet the needs of our citizens. These expenses can vary from year to year depending on departments' needs.



Purchased Property Services and Maintenance

These expenses are for services purchased to operate, repair, maintain and rent property owned or used by the City. Although a product may or may not result from the transaction, the primary reason for the expenditure is the service provided. City departments are charged for water, wastewater and solid waste collection and landfill charges. These charges, especially water and wastewater, have had large rate increases in past years because of the vast infrastructure projects that were necessary to insure the quality and quantity of our water supply and replacement of an aging sewage system to conform to the latest federal regulations. We have also included more maintenance dollars in the operating budget since FY 2012-13, particularly in Facilities, to fund projects that had previously been included in the capital improvements program budget. This additional funding has been included due to the increase in projects that are not eligible for debt funding.

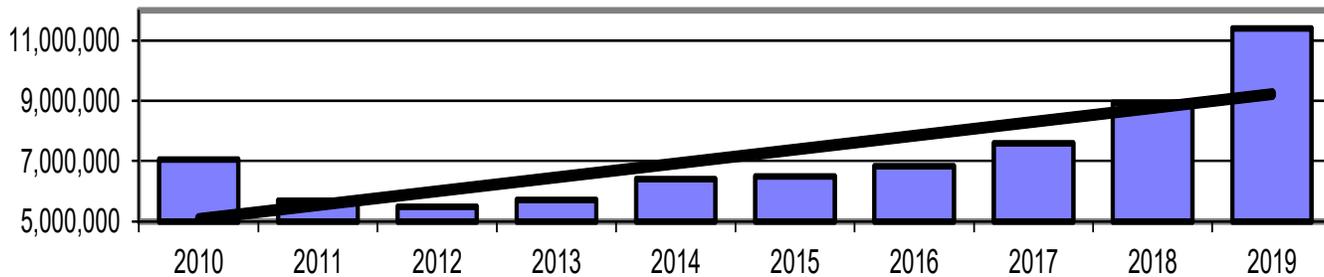


Other Purchased Services

This expense category is for services rendered by organizations or personnel not on the payroll of the City (separate from professional and technical services or property services). Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Property, auto and general

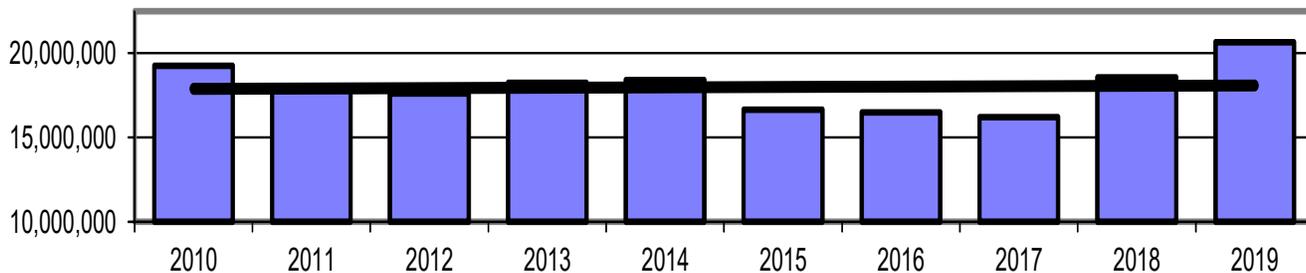


liability insurance charges are the largest items included here along with a wide variety of expenses such as communications, advertising and promotions, travel/training, and leasing of equipment and computers.



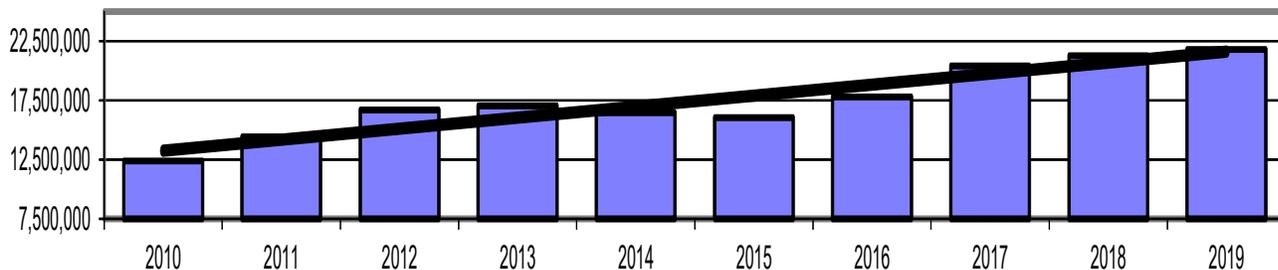
Supplies

Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, natural gas, electricity, and fuel. The volatility of fuel prices from year to year and has to potential to strain all budgets. A total of \$4.3 million is budgeted for fuel and lubricants in FY 2018-19, which is approximately the same amount as the current year since consumption is trending relatively steady and fuel prices are expected to remain relatively stable through at least the end of FY 2018-19. This category also includes the purchase of minor equipment with an individual cost per item below the City’s capitalization threshold of \$5,000. The amount of these non-expendable supplies can vary from year to year depending on the departments’ needs.



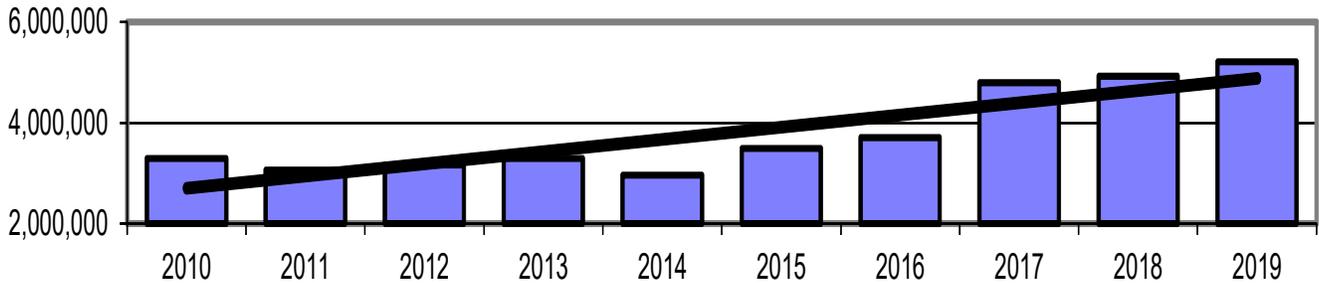
Other Expenses

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



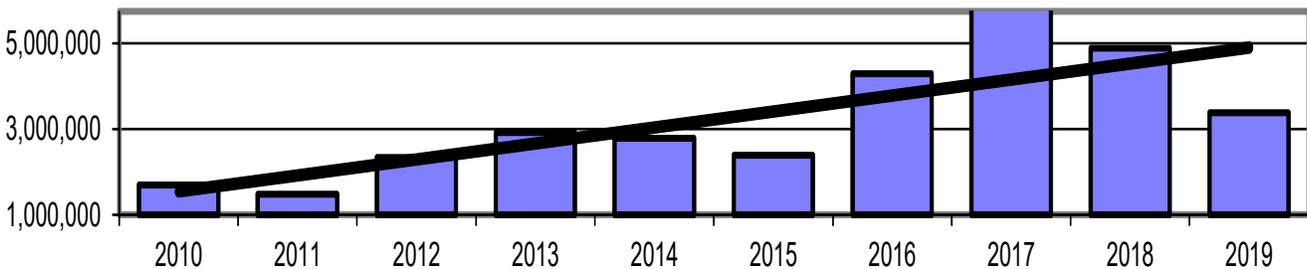
Contracts with Others

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



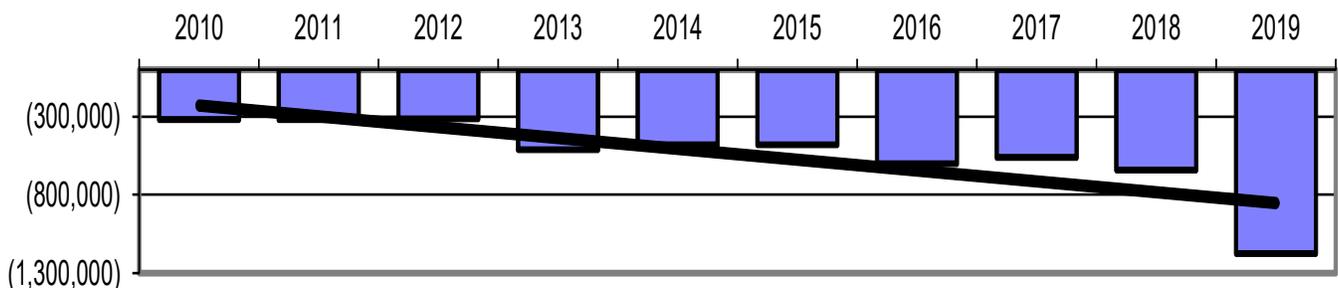
Transfers to Other Funds

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



Billings

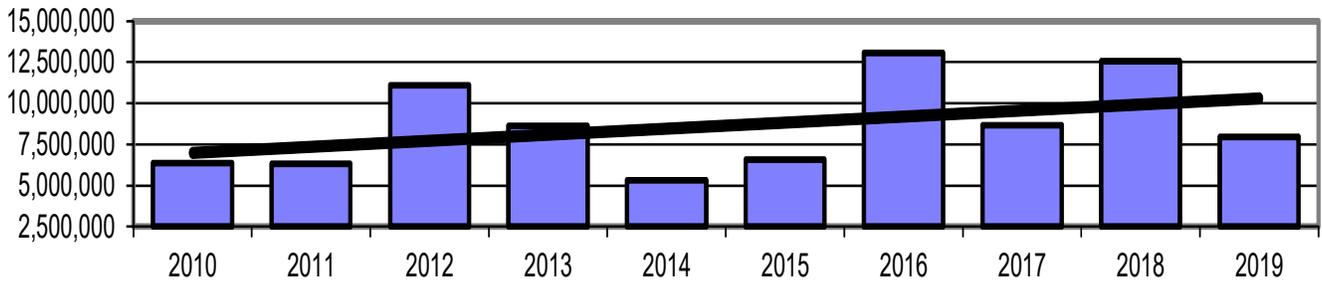
Billings are internal charges for goods and services provided by one department to another. Amounts can fluctuate year to year.





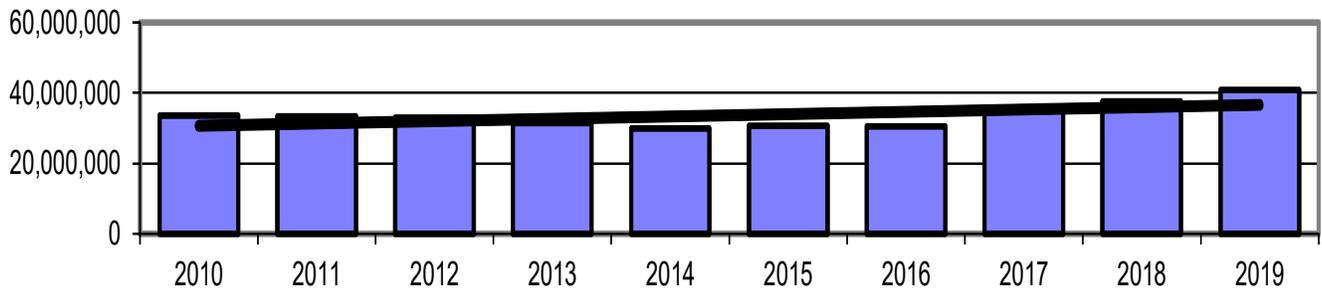
Capital Expenditures

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



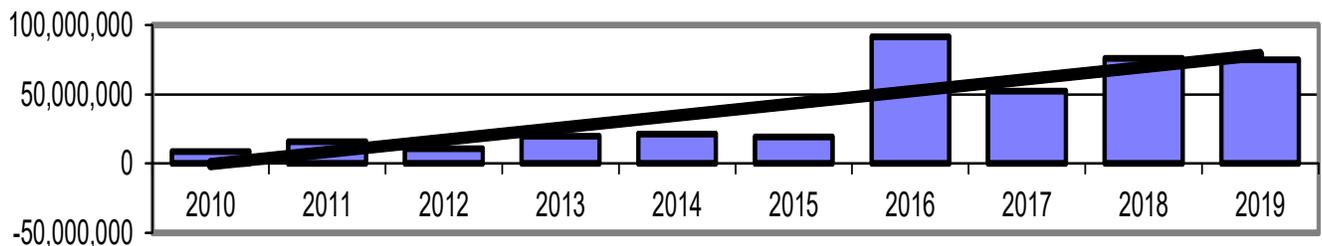
Debt Service

This category provides for the payment of principal and interest on the City’s debt. A total of \$37,700,453 or 12% of the total budget has been budgeted in debt service for FY 2017-18. A detailed debt service section can be found beginning on page 229.



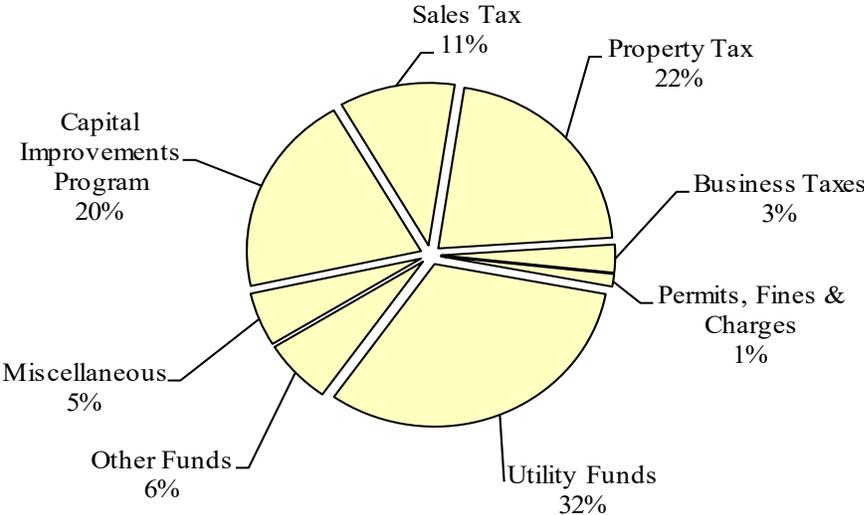
Capital Improvements Program (CIP)

These funds are for the acquisition and development of the City’s physical assets. The CIP includes those items typically thought of as “infrastructure”—streets, water and wastewater lines as well as facilities through which City government provides services directly to citizens or in support of City operations. Total expenditures for this category are budgeted at \$75,158,852 or 22% of the total budget. Details of the Capital Improvement Program can be found beginning on page 255.

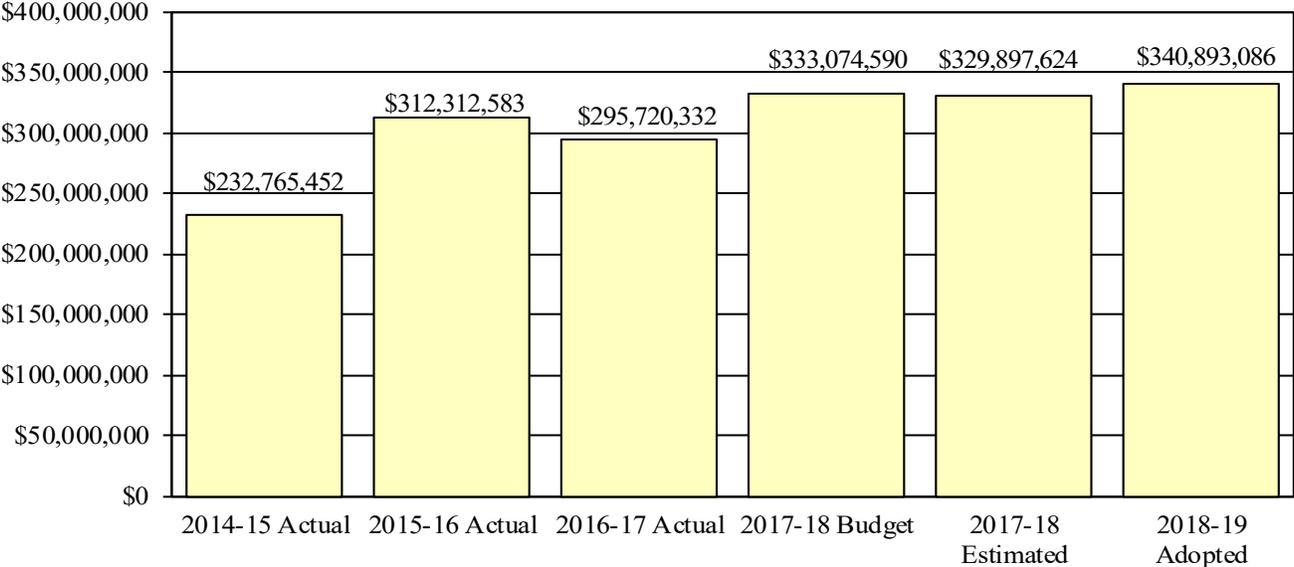


Revenue Summary

\$340,893,086



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

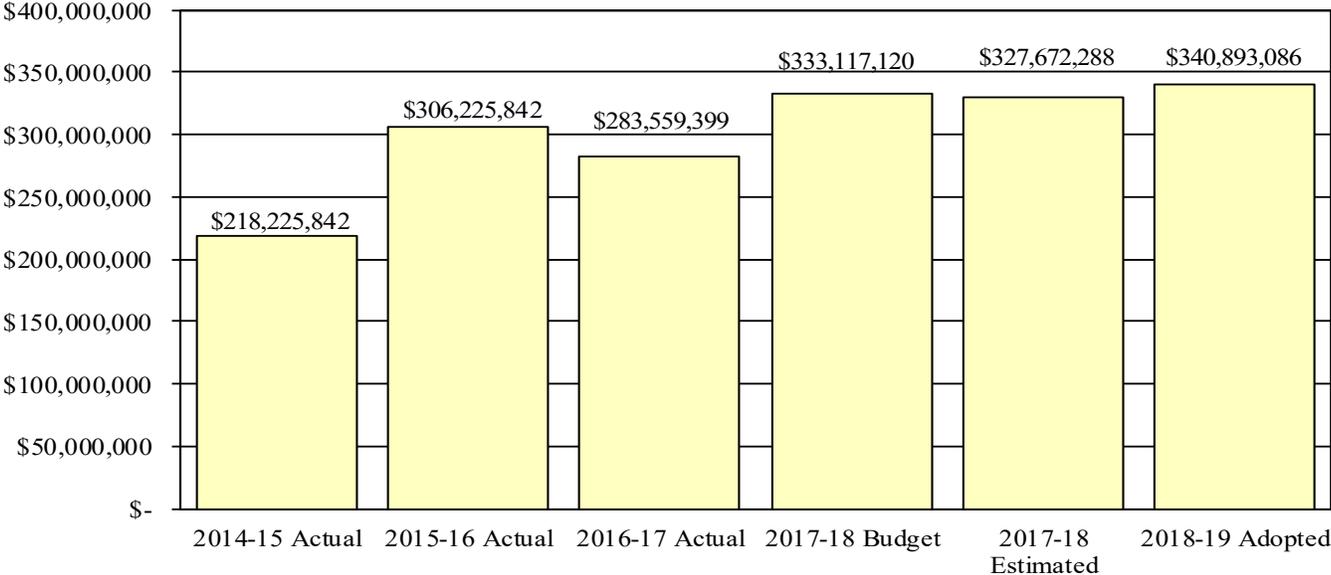
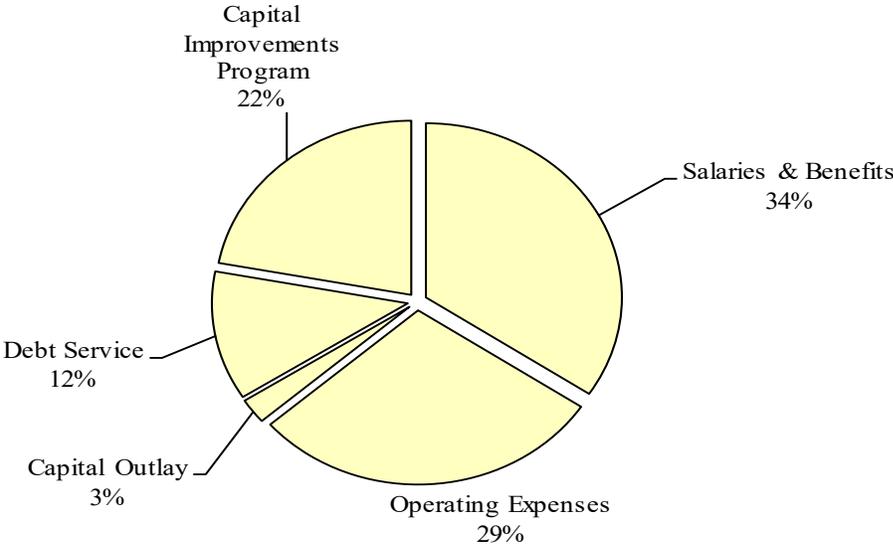


	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
Sales Tax Income	38,135,659	35,745,469	38,374,408	36,552,310
General Property Taxes	63,003,017	67,119,488	68,034,588	73,449,555
Business and Occupation Fees	10,459,482	9,577,751	10,097,029	9,464,773
Permits, Licenses and Fees	1,629,998	1,446,925	1,573,026	1,608,362
Charges for Services	1,698,834	1,391,162	1,653,167	1,502,852
Fines and Impound Fees	1,802,902	1,903,779	1,327,610	1,111,026
Health Fund	1,450,211	1,295,114	1,368,387	1,385,041
Fofeiture Fund	49,112	70,000	70,000	40,000
Abandoned Motor Vehicles	176,255	175,000	175,000	175,000
Public Improvement District #1	534,970	555,000	555,000	584,599
Water Fund	42,557,841	43,868,439	45,378,847	46,752,106
Wastewater Fund	27,362,309	29,379,658	29,445,595	32,872,281
Solid Waste Fund	19,028,981	17,685,644	19,537,508	19,642,640
WMARSS Fund	10,334,530	9,178,779	9,301,001	9,323,814
Texas Ranger Hall of Fame & Museum	813,150	589,923	825,950	785,200
Waco Regional Airport	1,161,729	1,033,870	973,218	1,018,448
Convention Center & Visitors' Services	5,515,663	5,312,538	5,958,495	6,067,268
Cameron Park Zoo	2,361,217	2,008,370	2,233,720	2,037,350
Cottonwood Creek Golf Course	1,845,022	1,868,104	1,866,688	1,850,800
Waco Transit	3,684,352	4,177,525	4,177,525	4,426,713
Rural Transit Fund	252,903	163,995	163,995	249,671
Engineering Fund	39,294	22,700	55,936	28,700
Health Insurance Fund	2,962,103	3,252,898	3,358,120	3,227,090
Investment Earnings	1,046,826	358,510	2,100,774	1,124,905
Miscellaneous	5,023,005	3,952,063	3,707,086	4,040,940
Intergovernmental Revenues				
Federal	3,848,022	4,057,674	3,954,783	4,334,314
State	4,041,951	1,078,997	901,984	1,029,514
County	1,593,303	1,720,684	1,621,606	1,736,072
Total Revenues	252,412,640	248,990,059	258,791,045	266,421,344
Utilization of Fund Balance/Net Position	-	12,977,952	-	5,956,142
Capital Improvements Program	43,307,692	71,106,579	71,106,579	68,515,600
Summary Total	295,720,332	333,074,590	329,897,624	340,893,086



Expenditure Summary

\$340,893,086





	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
Salaries and Wages	82,240,792	86,981,740	87,045,669	93,365,728
Employee Benefits	18,927,848	21,518,949	21,936,235	23,622,904
Purchased Professional/ Technical Services	13,698,488	18,489,508	18,466,002	18,954,893
Purchased Property Services	2,489,334	2,236,236	2,166,698	2,442,028
Maintenance	13,994,345	17,600,948	14,122,389	17,402,494
Other Purchased Services	7,586,002	9,167,573	8,945,306	11,394,337
Supplies	16,201,920	20,542,675	18,581,973	20,644,581
Other Operating Expenses	21,164,189	20,893,667	20,529,339	21,630,064
Contracts with Others	4,799,795	5,019,775	4,919,273	5,237,809
Operating Expenditures	181,102,711	202,451,071	196,712,884	214,694,838
Transfers to Other Funds	5,949,827	4,735,311	4,735,311	3,385,247
Billings	(599,933)	(599,999)	(635,363)	(1,173,235)
Capital Expenditures	8,645,864	12,191,615	12,546,470	7,971,120
Total	193,364,643	218,777,998	213,359,302	224,877,970
Debt Service				
Principal Retired	20,830,000	23,060,000	23,060,000	24,585,000
Interest Retired	15,104,457	14,627,591	14,602,091	16,258,160
Exchange & Commission	11,021	12,862	12,226	13,104
Total Debt Service	35,945,478	37,700,453	37,674,317	40,856,264
Total Expenditures	231,043,946	256,478,451	251,033,619	265,734,234
Capital Improvements Program	52,515,453	76,638,669	76,638,669	75,158,852
Summary Total	283,559,399	333,117,120	327,672,288	340,893,086

Expenditures by Department

	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
General Fund				
City Manager's Office	4,489,968	4,847,183	4,785,051	4,611,904
City Council	196,648	195,880	183,390	240,439
City Secretary	546,404	664,814	657,144	690,706
Finance	1,810,684	1,931,869	1,890,734	2,411,455
Legal	1,184,219	1,397,783	1,244,853	1,303,718
Planning	802,251	840,411	838,364	886,626
Human Resources	931,024	1,365,960	1,321,206	1,358,281
Municipal Information	770,049	846,194	780,179	840,367
Information Technology	3,378,177	4,321,542	4,241,773	4,989,919
Purchasing	577,606	673,954	655,130	716,973
Facilities	3,628,349	3,756,660	3,843,486	4,095,937
Streets & Drainage	1,643,939	6,788,819	5,295,848	6,302,288
Municipal Court	1,318,384	1,392,469	1,335,605	1,363,838
Inspections	1,733,365	2,179,477	1,990,762	2,286,948
Animal Shelter	1,650,813	1,829,708	1,872,270	2,041,227
Emergency Management	1,416,210	1,385,753	1,257,561	1,538,197
Fire Services	23,937,107	23,373,042	24,834,063	26,083,690
Police Services	35,589,140	38,457,031	40,427,347	40,496,301
Traffic	3,164,158	3,719,644	3,004,563	3,881,014
Library Services	3,719,127	4,224,040	4,083,238	4,329,805
Parks and Recreation	9,545,439	11,346,180	9,949,703	11,605,176
Housing and Economic Development	695,794	778,902	493,726	776,784
Contributions & Contracts	21,216,466	16,487,168	16,306,666	17,489,285
Miscellaneous	747,133	692,764	749,579	849,369
Retirement Benefits	424,052	730,282	559,918	730,282
	125,116,509	134,227,529	132,602,160	141,920,529
Special Revenue Funds				
Health Administration	2,128,950	2,512,182	2,502,445	3,138,261
Environmental Health	318,583	308,719	363,975	288,831
Environmental Health - OSSF	264,230	306,578	304,488	303,171
Public Health Nursing	983,047	1,271,150	941,619	1,324,271
Sexually Transmitted Diseases	323,119	373,623	307,786	395,158
HIV/AIDS	172,712	197,357	194,451	210,180
Police Forfeiture Fund	50,083	70,000	9,222	100,000
Abandoned Motor Vehicles	191,717	175,000	147,526	200,000
Public Improvement District #1	407,659	1,235,856	1,205,079	1,418,869
	4,840,101	6,450,465	5,976,590	7,378,741
Street Reconstruction	3,376,316	21,480	435,396	-



	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
Utility Funds				
Water Distribution	5,259,773	5,103,358	5,026,479	5,954,630
Water Treatment	8,367,384	9,652,664	9,115,596	9,061,832
Utilities Laboratory	(40,840)	25,002	40,475	-
Source of Supply	1,111,357	694,000	762,232	1,713,750
Water - Meter Shop	1,136,298	1,488,613	1,169,577	1,195,497
Water General & Admin	24,441,679	26,328,596	26,107,021	27,790,255
Water Office	1,430,233	1,276,325	1,111,879	1,138,093
Wastewater Collection	5,079,614	5,625,880	5,320,509	6,683,143
Wastewater General & Admin	14,723,459	16,364,288	16,257,090	18,681,089
Environmental Services	458,042	495,398	442,601	428,507
Wastewater Treatment	7,968,528	7,012,402	7,012,402	7,132,187
WMARSS	7,758,924	11,847,888	11,049,653	9,348,814
	77,694,451	85,914,414	83,415,514	89,127,797
Other Enterprise Funds				
Solid Waste	17,388,924	21,242,825	20,851,834	20,442,984
Waco Regional Airport	1,476,594	1,461,541	1,473,147	1,561,946
Convention Center & Visitors' Services	4,690,754	5,423,769	5,528,198	6,069,268
Texas Ranger Hall of Fame	1,554,993	1,455,668	1,454,478	1,475,487
Waco Transit	9,429,907	8,742,917	7,540,616	10,483,836
Rural Transit	1,340,334	1,287,015	1,217,185	1,212,504
Cameron Park Zoo	4,276,625	4,607,964	4,845,575	4,795,369
Cottonwood Creek Golf Course	2,209,316	2,165,491	2,212,861	2,279,104
	42,367,447	46,387,189	45,123,893	48,320,498
Internal Service Funds				
Risk Management	2,942,885	4,227,596	4,181,187	4,727,994
Health Insurance Fund	13,947,709	14,262,373	14,357,125	15,122,683
Engineering	2,432,118	3,283,411	3,113,645	3,947,976
Fleet Services	1,803,200	2,077,564	1,852,094	2,264,836
	21,125,912	23,850,944	23,504,051	26,063,489
	274,520,736	296,852,020	291,057,603	312,811,054
Less: Interfund Transfers	(43,476,790)	(40,373,569)	(40,023,984)	(47,076,820)
	231,043,946	256,478,451	251,033,619	265,734,234
Capital Improvements Program	52,515,453	76,638,669	76,638,669	75,158,852
Summary Total	283,559,399	333,117,120	327,672,288	340,893,086

General Fund

Revenues

	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
Taxes				
Sales Tax Income	38,135,659	35,745,469	38,374,408	36,552,310
Ad Valorem Taxes - Current	52,909,120	56,337,119	56,990,441	62,909,430
Ad Valorem Taxes - Delinquent	347,212	350,000	395,940	350,000
Interest and Penalty	463,462	435,000	474,059	435,000
Revenue in Lieu of Taxes	4,473,449	4,620,447	4,620,447	4,800,961
Occupation Taxes	50,694	100,000	100,000	35,000
Gross Receipts Tax	13,908,345	13,046,758	13,566,036	13,350,589
	72,152,281	74,889,324	76,146,922	81,880,980
Licenses and Permits				
Building Permits	653,197	632,029	683,136	795,409
Open Air Vending	7,530	5,400	6,994	5,400
Farmer's Market	150	200	-	150
Street Furnishings	25	-	-	-
Plumbing Permits	268,530	225,000	241,961	225,000
Electrical Permits	389,693	321,680	356,762	321,680
Heating and A/C Permits	137,153	120,000	120,797	120,000
Sign Permits	30,210	32,668	36,360	32,668
House Moving Permits	167	-	189	-
Garage Sale Permits	20,320	18,725	18,022	17,750
Subdivision Fees	39,431	35,805	38,857	35,805
Zoning Applications	35,175	15,000	30,525	20,000
Fire Inspection Fees	47,768	40,418	39,323	34,500
Cab Registration Fees	650	-	100	-
	1,629,998	1,446,925	1,573,026	1,608,362
Intergovernmental				
Federal	3,691	-	-	-
State	327,104	258,753	81,740	58,000
County	1,590,640	1,621,606	1,621,606	1,648,401
	1,921,435	1,880,359	1,703,346	1,706,401
Charges for Services				
Recreation Fees	430,699	388,907	401,595	387,838
Weed Mowing Collections	50,402	80,000	74,663	50,000
Library Fees & Fines	133,995	109,969	131,057	117,100
Animal Pick Up Charge	12,570	10,325	13,110	10,325
Convention Center	55,097	56,750	56,750	58,453
Graphics	64,667	62,182	67,860	60,000
Airport Services	334,795	295,000	330,364	340,000
Police Security	35,303	22,770	34,701	22,770
	1,117,528	1,025,903	1,110,099	1,046,486

**Revenues**

	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
Fines				
Court Fines	1,656,378	1,753,753	1,185,440	980,000
Auto Impound Fees	130,224	139,000	118,899	120,000
False Alarm Fines	15,800	11,026	16,100	11,026
BSC - Civil Penalties	500	-	7,170	-
	1,802,902	1,903,779	1,327,610	1,111,026
Investment Earnings	452,024	150,000	782,000	800,000
Other Revenues				
Contributions	683,968	640,213	615,840	610,501
Indirect Exp. Reimbursement	7,069,233	8,265,788	8,186,304	9,541,988
Rent From Real Estate	267,724	182,989	390,463	280,979
Sale of Real Estate	101,893	100,000	50,768	100,000
Sale of Other Scrap	13,140	10,000	6,900	10,000
Sale of Other	26,035	28,732	24,966	24,000
Comm from Sale of Mixed Drinks	581,837	560,000	560,000	560,000
Commission on Municipal Court	64,859	72,000	40,733	35,000
Commission on Concessions	15,126	22,616	14,709	13,716
Cash - Over or Short	251	-	-	-
Collection of Receivables	973	-	-	-
Miscellaneous Revenues	2,117,308	1,409,032	1,141,581	1,383,912
	10,942,346	11,291,370	11,032,262	12,560,096
Other Financing Sources				
Court Security Fund	93,258	86,300	91,696	101,838
Abandoned Motor Vehicles	181,649	50,000	50,000	50,000
Solid Waste Fund	-	-	-	-
	274,907	136,300	141,696	151,838
Charges of Other Services				
Admissions	430,429	295,000	429,460	384,000
Animal Shelter Fees	391,208	333,519	349,269	338,819
Concessions	214,253	150,672	219,312	192,000
	1,035,890	779,191	998,041	914,819
Transfer from Surplus	-	3,681,548	-	3,588,211
Total Revenues	129,464,971	132,930,168	133,189,410	141,920,529

Expenditures

	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
Salaries and Wages	58,178,804	61,876,779	62,620,327	65,565,274
Employee Benefits	20,584,280	22,752,858	23,148,800	24,749,663
Purchased Professional/Technical Services	4,462,515	7,885,329	7,636,040	8,784,955
Purchased Property Services	1,147,575	1,195,948	1,162,900	1,419,734
Maintenance	6,231,359	8,489,528	7,209,303	8,664,898
Other Purchased Services	3,525,282	3,924,337	3,812,482	4,307,203
Supplies	5,467,518	7,238,772	6,704,835	7,019,775
Other Operating Expenses	945,553	1,377,697	1,072,480	1,389,652
Contracts with Others	3,385,897	3,467,615	3,367,113	3,436,250
Operating Expenditures	103,928,784	118,208,863	116,734,280	125,337,404
Billings	(1,164,845)	(1,098,406)	(1,098,406)	(1,713,360)
Capital Expenditures	2,433,629	1,926,806	1,776,020	1,678,490
Transfers to Other Funds	9,522,522	6,942,901	6,942,901	6,700,099
Total	114,720,090	125,980,164	124,354,795	132,002,633
Health Services	3,235,270	3,495,389	3,495,389	3,837,160
Street Reconstruction Fund	3,885,972	-	-	-
Ranger Hall of Fame	609,619	711,895	711,895	538,787
Airport Services	354,363	338,071	338,071	453,898
Cameron Park Zoo	1,937,223	2,579,674	2,579,674	2,758,019
Cottonwood Creek Golf Course	285,639	297,387	297,387	428,304
Waco Transit	88,333	824,949	824,949	1,901,728
Total Interfund Transfers	10,396,419	8,247,365	8,247,365	9,917,896
Total Expenditures	125,116,509	134,227,529	132,602,160	141,920,529

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 pro-

grams. The Texas Department of State Health Services provides \$3,356,262 in additional funding for numerous health services such as the Women, Infants and Children (WIC) Program, Public Health Preparedness, TB and Immunization clinics, and several HIV/AIDS services. These programs and others are detailed in the Supplementary Grant Information section of the budget.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Licenses and Permits	214,587	197,520	211,818	204,050
Intergovernmental	188,896	179,078	80,000	187,671
Charges for Services	829,532	734,730	728,832	651,418
Interest	6,762	—	23,535	—
Contributions	400,151	349,964	419,528	517,073
Other	5,941	12,900	8,210	12,500
Transfers from Other/General Fund/Surplus	3,235,270	3,495,389	3,495,389	4,087,160
Total	4,881,138	4,969,581	4,967,311	5,659,872

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Expenditures				
Salaries and Wages	1,585,882	1,754,081	1,623,275	1,920,552
Employee Benefits	533,854	626,502	608,555	720,268
Purchased Professional/Technical Services	128,705	245,188	145,799	99,309
Purchased Property Services	3,059	2,700	2,671	2,676
Maintenance	22,757	48,881	26,248	38,251
Other Purchased Services	103,959	128,940	122,927	152,243
Supplies	349,087	417,807	339,778	395,663
Other Operating Expenses	392,547	623,235	623,235	950,968
Contracts with Other	1,070,793	1,102,275	1,102,275	1,129,942
Capital Expenditures	—	20,000	20,000	—
Transfers	—	—	—	250,000
Total	4,190,641	4,969,609	4,614,763	5,659,872
Difference	690,497	(28)	352,548	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	1,546	—	—	—
Other	49,112	70,000	70,000	40,000
Transfers from Other/General Fund/Surplus	—	—	—	60,000
Total	50,657	70,000	70,000	100,000
Expenditures				
Purchased Professional/Technical Services	2,261	—	—	—
Maintenance	—	—	—	—
Other Purchased Services	5,002	30,000	9,222	50,000
Supplies	—	40,000	—	50,000
Other Operating Expenses	11,566	—	—	—
Capital Expenditures	31,255	—	—	—
Total	50,083	70,000	9,222	100,000
Difference	574	—	60,778	—

Abandoned Motor Vehicles

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Other	176,255	175,000	175,000	175,000
Transfers from Other/General Fund/Surplus	—	—	—	25,000
Total	176,255	175,000	175,000	200,000
Expenditures				
Maintenance	—	31,500	—	31,500
Other Purchased Services	4,863	8,080	11,481	7,500
Supplies	5,205	8,000	8,625	9,900
Capital Expenditures	—	77,420	77,420	101,100
Transfers	181,649	50,000	50,000	50,000
Total	191,717	175,000	147,526	200,000
Difference	(15,462)	—	27,474	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Taxes	482,959	520,000	520,000	549,599
Interest	5,719	2,000	2,000	10,000
Contributions	—	—	—	—
Other	52,011	35,000	35,000	35,000
Transfers from Other/General Fund/Surplus	—	678,856	678,856	824,270
Total	540,689	1,235,856	1,235,856	1,418,869
Expenditures				
Salaries and Wages	—	—	—	—
Employee Benefits	—	—	—	—
Purchased Professional/Technical Services	308,538	373,250	373,250	400,548
Purchased Property Services	3	—	—	—
Maintenance	—	—	—	—
Other Purchased Services	44,975	78,000	47,835	20,000
Supplies	4,144	5,500	4,888	8,500
Other Operating Expenses	—	—	—	—
Contracts with Other	50,000	81,000	81,000	155,000
Capital Expenditures	—	698,106	698,106	834,821
Total	407,659	1,235,856	1,205,079	1,418,869
Difference	133,030	—	30,777	—

Street Reconstruction Fund

The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988, the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. In 2016-17, this fund was combined with the General Fund. For 2016-17, the contri-

bution is \$3,885,972. These funds provided for approximately 80 miles of street improvements divided among reconstruction, reclamation, overlays, and slurry seals. Arterial improvement needs are addressed in the Capital Improvements Program.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Intergovernmental	—	—	—	—
Interest	17,588	—	—	—
Contributions	—	—	—	—
Other	—	—	—	—
Transfers from Other/General Fund/Surplus	3,885,972	—	—	—
Total	3,903,560	—	—	—
Expenditures				
Salaries and Wages	390,884	—	—	—
Employee Benefits	259,849	—	—	—
Purchased Professional/Technical Services	1,368,165	3,880	3,904	—
Maintenance	1,088,716	17,600	431,491	—
Other Purchased Services	37,065	—	—	—
Supplies	54,769	—	—	—
Other Operating Expenses	—	—	—	—
Billings	81,022	—	—	—
Capital Expenditures	95,846	—	—	—
Transfers	—	—	—	—
Total	3,376,316	21,480	435,396	—
Difference	527,244	(21,480)	(435,396)	—

Water Fund

The Water Fund is an enterprise fund that accounts for the provision of water services to the residents of the City and Industrial District. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, billing, collection, operations, maintenance and debt service. Waco obtains its domestic and industrial water supply from the Law Waco reservoir. Lake Waco was constructed by the Corps of Engineers to provide flood control and water conservation storage. The City received 39,000 acre-feet of storage in the lake in exchange for the like amount of storage capacity of the old lake. The City also contracted with the Brazos River Authority (BRA), the official agent for the State of Texas in the project, for the purchase of the

remainder of the 104,100 acre-feet of water supply storage. The City is presently authorized to store 191,962 acre-feet of water in Lake Waco since raising the pool evacuation 7 feet in 2001 and to divert 79,100 acre-feet of water per year at a maximum rate of 110 cubic feet per second. All payments for such water diverted from the reservoir under contracts with BRA are made solely from the City water sales revenues. In addition to the supply contracted from Lake Waco, the City also has a certified filing to obtain water from the Brazos River. The primary source of revenue is from user charges levied on utility customers.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Intergovernmental	164,532	—	—	—
Interest	182,566	75,000	513,835	100,000
Contributions	85,453	—	53,632	—
Other	359,290	292,891	575,034	287,957
Charges for Services	42,114,769	43,577,433	44,752,066	46,466,100
Transfers from Other/General Fund/Surplus	—	—	—	—
Total	42,906,610	43,945,324	45,894,567	46,854,057

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Expenditures				
Salaries and Wages	4,819,154	5,119,708	5,007,943	5,452,327
Employee Benefits	1,908,843	2,078,054	2,165,841	2,254,415
Purchased Professional/Technical Services	1,767,851	2,446,164	2,572,010	2,266,355
Purchased Property Services	333,008	169,265	142,290	160,800
Maintenance	3,222,574	3,812,325	2,468,445	3,036,386
Other Purchased Services	850,065	1,173,152	1,127,924	2,317,058
Supplies	4,157,166	4,954,011	4,602,689	4,875,650
Other Operating Expenses	7,402,920	7,710,140	7,710,140	8,050,227
Contracts with Other	6,000	6,000	6,000	7,123
Billings	(992,616)	(1,181,158)	(1,181,158)	(1,242,796)
Capital Expenditures	1,205,005	475,889	906,126	460,000
Debt Service	74,620	71,106	71,106	67,435
Transfers	16,951,295	17,733,902	17,733,902	19,149,077
Total	41,705,885	44,568,558	43,333,258	46,854,057
Difference	1,200,725	(623,234)	2,561,309	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Intergovernmental	14,878	—	—	—
Interest	71,596	28,590	133,818	52,645
Contributions	—	—	—	—
Other	507	—	1,323	—
Charges for Services	27,361,802	29,379,658	29,444,271	32,872,281
Transfers from Other/General Fund/Surplus	—	—	—	—
Total	27,448,783	29,408,248	29,579,413	32,924,926
Expenditures				
Salaries and Wages	1,764,504	1,902,763	1,873,801	2,363,104
Employee Benefits	698,738	748,097	815,597	971,667
Purchased Professional/Technical Services	1,027,728	1,297,561	1,208,340	1,279,854
Purchased Property Services	15,877	20,475	17,591	19,125
Maintenance	1,072,274	1,438,717	1,066,841	1,474,800
Other Purchased Services	173,683	199,233	157,479	190,508
Supplies	361,648	430,420	406,095	433,240
Other Operating Expenses	11,209,395	10,582,447	10,582,447	11,018,297
Billings	660,646	767,269	767,269	802,184
Capital Expenditures	227,312	307,080	333,235	580,000
Transfers	11,017,837	11,803,907	11,803,907	13,792,147
Total	28,229,642	29,497,969	29,032,602	32,924,926
Difference	(780,859)	(89,721)	546,811	—

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 canceled the contract. Through

an inter-local agreement, the cities have chosen the City of Waco to be the entity that will manage, operate and maintain the facilities. Charges to the owner cities are based on its contributing flow into the system, expressed as a percentage of the total flow of the system and multiplied by the annual requirement in maintaining and operation the Waco Metropolitan Area Regional Sewage System (WMARSS).

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	71,594	25,000	162,871	25,000
Contributions	—	—	—	—
Other	24,075	9,000	11,004	9,000
Charges for Services	10,310,455	9,169,779	9,289,996	9,314,814
Transfers from Other/General Fund/Surplus	—	—	—	—
Total	10,406,125	9,203,779	9,463,872	9,348,814
Expenditures				
Salaries and Wages	1,518,204	1,606,315	1,499,920	1,643,140
Employee Benefits	540,001	585,118	565,329	638,348
Purchased Professional/Technical Services	1,328,070	1,101,272	1,258,247	1,025,000
Purchased Property Services	61,064	110,081	79,745	62,150
Maintenance	863,641	1,534,062	1,051,222	2,001,580
Other Purchased Services	224,885	368,784	276,877	267,377
Supplies	1,957,253	2,412,140	2,188,750	2,194,750
Other Operating Expenses	351,327	547,249	547,249	596,469
Capital Expenditures	914,478	3,581,617	3,582,313	920,000
Total	7,758,924	11,846,638	11,049,653	9,348,814
Difference	2,647,201	(2,642,859)	(1,585,781)	—

Solid Waste Fund

The Solid Waste Fund is an enterprise fund that accounts for the provision of solid waste services to the residents of the City and Industrial District. All activities necessary to provide such services are accounted for in this fund, including, but not limited

to, administration, billing, collection, operations, maintenance and debt services. The City is the holder of one of the only two Type I landfill permits within fifty miles of Waco.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Taxes	23,883	20,422	20,422	25,000
Intergovernmental	16,108	—	—	—
Interest	120,348	45,000	250,679	100,000
Contributions	—	—	—	—
Other	187,022	72,006	49,650	178,500
Charges for Services	18,841,960	17,613,638	19,487,859	19,464,140
Transfers from Other/General Fund/Surplus	—	1,122,807	—	675,344
Total	19,189,320	18,873,873	19,808,609	20,442,984
Expenditures				
Salaries and Wages	3,184,855	3,216,382	3,336,547	3,742,224
Employee Benefits	1,470,079	1,585,157	1,586,181	1,779,079
Purchased Professional/Technical Services	2,050,598	2,987,862	2,997,605	2,729,690
Purchased Property Services	17,064	20,245	19,007	23,485
Maintenance	2,075,152	2,547,447	2,271,922	2,679,765
Other Purchased Services	167,365	187,095	190,623	218,125
Supplies	1,263,362	1,975,015	1,679,928	2,307,443
Other Operating Expenses	2,749,454	2,795,972	2,795,972	3,119,848
Contracts with Other	39,000	39,000	39,000	62,669
Billings	652,670	744,211	744,211	807,609
Capital Expenditures	838,366	4,267,189	4,313,589	2,340,819
Transfers	2,880,959	877,250	877,250	632,228
Total	17,388,924	21,242,825	20,851,835	20,442,984
Difference	1,800,396	(2,368,952)	(1,043,226)	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	6,101	1,500	13,383	1,500
Contributions	26,768	1,000	1,000	1,000
Other	9,360	8,200	8,115	8,200
Charges for Services	472,362	323,027	508,784	474,000
Net Merchandise Sale	304,635	257,696	308,052	302,000
Transfers from Other/General Fund/Surplus	759,619	861,895	861,895	688,787
Total	1,578,846	1,453,318	1,701,228	1,475,487
Expenditures				
Salaries and Wages	613,206	641,605	647,972	664,460
Employee Benefits	224,425	238,309	245,495	244,012
Purchased Professional/Technical Services	25,596	36,271	37,574	39,135
Purchased Property Services	7,276	7,728	7,213	10,284
Maintenance	13,385	19,932	25,424	21,155
Other Purchased Services	46,139	56,986	45,229	57,555
Supplies	75,845	117,752	85,443	91,578
Other Operating Expenses	153,732	154,000	177,042	154,180
Billings	163,189	168,085	168,085	173,128
Capital Expenditures	232,201	15,000	15,000	20,000
Total	1,554,993	1,455,668	1,454,478	1,475,487
Difference	23,853	(2,350)	246,750	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Intergovernmental	102,960	87,600	87,600	87,600
Interest	6,371	2,000	19,867	2,000
Contributions	—	—	—	—
Other	258,703	235,700	245,929	233,500
Charges for Services	857,460	768,170	685,582	747,448
Net Merchandise Sale	45,565	30,000	41,707	37,500
Transfers from Other/General Fund/Surplus	354,363	338,071	338,071	453,898
Total	1,625,423	1,461,541	1,418,756	1,561,946
Expenditures				
Salaries and Wages	443,520	487,042	460,026	531,611
Employee Benefits	181,932	217,218	211,386	237,847
Purchased Professional/Technical Services	29,999	20,000	132,000	25,000
Purchased Property Services	18,515	20,488	16,787	20,987
Maintenance	125,986	79,700	45,011	84,050
Other Purchased Services	70,648	73,124	80,212	78,426
Supplies	121,438	141,769	125,467	146,425
Other Operating Expenses	38,762	53,200	33,259	49,200
Billings	334,795	295,000	295,000	340,000
Capital Expenditures	—	—	—	—
Transfers	111,000	74,000	74,000	48,400
Total	1,476,594	1,461,541	1,473,147	1,561,946
Difference	148,829	—	(54,391)	—

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 Bra-

zos corridor makes the facility the focal point for the community. City Council and City department meetings are held in the facility as well as concerts, trade shows, conventions, banquets and business seminars. Also included in this fund is Waco's Tourist Information Center, which is located in Fort Fisher Park adjacent to the Texas Ranger Hall of Fame.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	13,406	2,000	33,290	2,000
Contributions	179,728	194,404	196,404	206,466
Other	17,368	6,820	25,476	19,700
Charges for Services	1,225,606	1,129,214	1,389,076	1,180,000
Net Merchandise Sale	368,418	278,035	343,768	296,125
Hotel-Motel Tax	3,724,543	3,704,065	4,003,771	4,364,977
Transfers from Other/General Fund/Surplus	—	86,355	—	—
Total	5,529,068	5,400,893	5,991,785	6,069,268
Expenditures				
Salaries and Wages	1,196,977	1,258,286	1,214,624	1,470,774
Employee Benefits	471,210	526,851	520,970	610,550
Purchased Professional/Technical Services	677,171	788,235	856,923	797,165
Purchased Property Services	31,545	34,431	33,221	36,600
Maintenance	108,006	267,949	191,247	246,185
Other Purchased Services	722,616	805,273	976,041	1,235,978
Supplies	385,590	505,186	517,916	530,225
Other Operating Expenses	281,643	268,154	247,853	262,595
Contracts with Other	—	—	—	125,000
Capital Expenditures	15,996	319,404	319,404	74,196
Transfers	800,000	650,000	650,000	680,000
Total	4,690,754	5,423,769	5,528,198	6,069,268
Difference	838,315	(22,876)	463,588	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	2,995	—	5,505	—
Contributions	288	—	30	—
Other	36,562	15,100	443	15,100
Charges for Services	1,949,140	1,660,020	1,912,046	1,712,250
Net Merchandise Sale	375,226	333,250	321,200	310,000
Transfers from Other/General Fund/Surplus	1,937,223	2,579,674	2,579,674	2,758,019
Total	4,301,435	4,588,044	4,818,899	4,795,369
Expenditures				
Salaries and Wages	1,583,443	1,520,973	1,660,543	1,635,776
Employee Benefits	685,472	733,225	769,405	782,596
Purchased Professional/Technical Services	60,463	44,424	57,422	44,964
Purchased Property Services	527,760	554,254	588,648	588,905
Maintenance	90,953	159,913	173,286	139,207
Other Purchased Services	124,558	123,265	129,059	128,212
Supplies	744,061	785,260	764,653	826,184
Other Operating Expenses	214,916	158,700	174,610	155,200
Contracts with Other	234,416	323,885	323,885	321,825
Capital Expenditures	10,583	204,065	204,065	172,500
Total	4,276,625	4,607,964	4,845,575	4,795,369
Difference	24,809	(19,920)	(26,676)	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Charges for Services	73,900	65,000	65,000	65,000
Interest	127	—	800	—
Contributions	—	—	—	—
Other	10,142	3,250	5,011	4,750
Charges for Services	1,136,410	1,140,721	1,169,174	1,159,550
Net Merchandise Sale	624,569	659,133	627,504	621,500
Transfers from Other/General Fund/Surplus	285,639	297,387	297,387	428,304
Total	2,130,788	2,165,491	2,164,875	2,279,104
Expenditures				
Salaries and Wages	392,795	414,666	483,940	573,867
Employee Benefits	147,527	178,522	218,558	224,464
Purchased Professional/Technical Services	495,985	530,183	546,872	388,116
Purchased Property Services	244,896	12,760	13,302	10,860
Maintenance	62,318	80,919	54,936	108,851
Other Purchased Services	127,146	145,962	138,078	156,841
Supplies	190,046	234,575	231,540	267,605
Other Operating Expenses	403,096	459,057	414,636	464,500
Capital Expenditures	145,508	108,847	111,000	84,000
Total	2,209,316	2,165,491	2,212,861	2,279,104
Difference	(78,529)	—	(47,986)	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Intergovernmental	5,734,030	3,587,298	3,587,298	4,155,395
Interest	89	—	—	—
Contributions	1,614	—	—	—
Other	2,894,148	3,342,905	3,342,905	3,494,032
Charges for Services	788,589	834,620	834,620	932,681
Transfers from Other/General Fund/Surplus	88,333	824,949	824,949	1,901,728
Total	9,506,803	8,589,772	8,589,772	10,483,836
Expenditures				
Salaries and Wages	3,555,775	3,636,865	3,382,634	3,785,365
Employee Benefits	872,563	1,102,184	882,958	1,007,512
Purchased Professional/Technical Services	872,059	1,089,303	1,089,303	1,982,640
Purchased Property Services	22,039	24,883	23,687	25,227
Maintenance	684,602	925,097	576,217	801,512
Other Purchased Services	265,796	501,370	501,862	627,899
Supplies	667,840	1,077,029	697,769	1,213,800
Other Operating Expenses	339,183	386,186	386,186	526,623
Contracts with Other	13,688	—	—	—
Capital Expenditures	2,136,362	—	—	513,258
Total	9,429,907	8,742,917	7,540,616	10,483,836
Difference	76,896	(153,145)	1,049,156	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Intergovernmental	1,340,438	1,123,020	1,020,129	962,833
Interest	356	—	—	—
Contributions	99,675	64,328	64,328	60,000
Other	54,180	25,349	25,349	78,701
Charges for Services	99,048	74,318	74,318	110,970
Transfers from Other/General Fund/Surplus	—	—	—	—
Total	1,593,696	1,287,015	1,184,124	1,212,504
Expenditures				
Salaries and Wages	563,131	588,625	536,475	505,731
Employee Benefits	116,542	144,057	142,134	112,393
Purchased Professional/Technical Services	98,830	147,258	147,258	167,661
Purchased Property Services	—	—	—	—
Maintenance	57,823	59,923	97,038	75,524
Other Purchased Services	35,948	131,966	97,372	218,082
Supplies	177,026	99,186	80,909	103,963
Other Operating Expenses	—	—	—	—
Contracts with Other	—	—	—	—
Capital Expenditures	291,034	116,000	116,000	29,150
Total	1,340,334	1,287,015	1,217,185	1,212,504
Difference	253,362	—	(33,061)	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	46,317	12,000	91,395	12,000
Contributions	—	—	—	—
Other	279,072	—	—	—
Charges for Services	3,457,115	4,215,596	4,215,596	4,358,535
Transfers from Other/General Fund/Surplus	—	—	—	357,459
Total	3,782,504	4,227,596	4,306,991	4,727,994
Expenditures				
Salaries and Wages	269,413	259,527	219,188	267,447
Employee Benefits	93,200	88,806	82,095	92,908
Purchased Professional/Technical Services	275,270	770,900	837,947	1,123,397
Maintenance	2,639	600	362	81,600
Other Purchased Services	989,152	1,180,703	1,130,840	1,224,516
Supplies	51,269	16,299	13,395	8,346
Other Operating Expenses	1,143,159	1,910,761	1,897,361	1,929,780
Transfers	118,784	—	—	—
Total	2,942,885	4,227,596	4,181,187	4,727,994
Difference	839,619	—	125,804	—

Engineering Fund

The Engineering Fund is an internal service fund that accounts for engineering and design services provided in-house by the Engineering department.

Water, Wastewater and General Funds provide funding.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Licenses and Permits	34,700	18,000	45,409	24,000
Interest	5,028	1,000	17,641	1,000
Contributions	—	—	—	—
Other	4,594	4,700	10,527	4,700
Charges for Services	2,606,550	3,074,700	3,074,700	3,819,418
Transfers from Other/General Fund/Surplus	—	141,577	—	98,858
Total	2,650,872	3,239,977	3,148,277	3,947,976
Expenditures				
Salaries and Wages	1,215,934	1,474,506	1,477,385	1,919,786
Employee Benefits	445,817	493,699	500,504	677,972
Purchased Professional/Technical Services	107,636	518,450	335,000	338,362
Purchased Property Services	52,611	52,611	52,611	52,611
Maintenance	68,907	54,025	110,108	74,725
Other Purchased Services	34,399	88,525	53,526	96,711
Supplies	60,634	65,581	48,497	80,241
Other Operating Expenses	393,131	461,821	461,821	621,782
Capital Expenditures	53,050	74,193	74,193	85,786
Total	2,432,118	3,283,411	3,113,645	3,947,976
Difference	218,754	(43,434)	34,632	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	921	300	1,678	300
Other	10,897	—	3,057	—
Charges for Services	1,801,567	2,077,264	1,666,181	2,187,536
Transfers from Other/General Fund/Surplus	—	—	—	77,000
Total	1,813,385	2,077,564	1,670,916	2,264,836
Expenditures				
Salaries and Wages	936,019	1,088,698	948,152	1,167,499
Employee Benefits	412,076	480,401	450,509	477,847
Purchased Professional/Technical Services	16,681	25,807	28,624	27,160
Purchased Property Services	5,461	6,867	5,443	6,584
Maintenance	58,875	81,089	42,808	75,594
Other Purchased Services	29,566	40,039	34,057	36,975
Supplies	92,547	78,157	65,994	78,143
Other Operating Expenses	236,735	276,506	276,506	318,034
Capital Expenditures	15,240	—	—	77,000
Total	1,803,200	2,077,564	1,852,094	2,264,836
Difference	10,184	—	(181,178)	—

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.

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Revenues				
Interest	16,504	9,000	34,806	9,000
Other	90,725	—	—	—
Charges for Services	13,600,086	14,252,898	14,358,120	15,113,683
Transfers from Other/General Fund/Surplus	—	—	—	—
Total	13,707,315	14,261,898	14,392,926	15,122,683
Expenditures				
Salaries and Wages	60,644	64,068	64,068	66,283
Employee Benefits	19,801	21,891	21,920	22,968
Purchased Professional/Technical Services	1,200,919	1,179,367	1,276,583	1,255,000
Purchased Property Services	1,581	3,500	1,581	2,000
Maintenance	1,043	2,380	3,408	12,900
Other Purchased Services	2,892	2,740	2,181	3,128
Supplies	15,469	15,845	14,802	3,150
Other Operating Expenses	12,645,360	12,972,582	12,972,582	13,757,254
Total	13,947,709	14,262,373	14,357,125	15,122,683
Difference	(240,394)	(475)	35,801	—

Personnel Summary

	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19	Percent Change
Full Time Employees					
General Fund	959.41	997.57	988.47	991.13	-0.65%
Special Revenue Funds	32.75	33.50	35.00	35.00	4.48%
Street Reconstruction Fund	20.00	-	-	-	0.00%
Utility Funds	197.66	197.66	195.66	195.66	-1.01%
Other Enterprise Funds	212.39	212.39	210.0767	208.0567	-2.04%
Internal Service Funds	60.90	59.90	63.1133	63.1833	5.48%
Grants	65.89	65.98	65.08	62.92	-4.64%
					0.00%
Total Full Time Employees	1,549.00	1,567.00	1,557.40	1,555.95	-0.71%
Part Time Employees (FTEs)					
General Fund	38.55	39.45	37.5726	37.5726	-4.76%
Special Revenue Funds	1.00	1.00	0.500	0.500	-50.00%
Street Reconstruction Fund	20.00	-	-	-	0.00%
Utility Funds	0.48	0.48	0.475	0.475	0.00%
Other Enterprise Funds	6.32	4.48	4.425	4.425	-1.23%
Internal Service Funds	-	-	0.95	0.95	0.00%
Grants	0.50	0.50	-	-	-100.00%
					0.00%
Total Part Time Employees (FTEs)	66.85	45.91	43.9226	43.9226	-4.32%
Total Full Time Equivalent	1,615.85	1,612.91	1,601.3226	1,599.8726	-0.81%

Personnel Summary by Fund

Full Time Employees	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
General Fund				
City Manager's Office	12.00	12.00	10.00	8.00
City Secretary	8.00	7.00	7.00	7.00
Finance	19.00	19.00	20.00	22.00
Legal	10.00	10.00	10.00	10.00
Planning	8.00	8.00	8.30	8.30
Human Resources	11.00	13.00	13.00	13.00
Municipal Information	9.00	9.00	9.00	9.00
Information Technology	25.00	29.00	29.00	29.00
Purchasing	7.00	8.00	8.00	8.00
Facilities	31.00	31.00	27.00	27.00
Streets & Drainage	26.00	46.00	42.05	42.05
Municipal Court	15.00	15.00	15.00	15.00
Inspections	21.96	24.02	24.02	24.23
Animal Shelter	18.00	18.00	19.00	19.00
Emergency Management	6.00	6.00	6.00	6.00
Fire	209.00	209.00	209.00	209.00
Police	335.00	344.00	344.00	346.00
Traffic	21.05	21.05	21.10	21.05
Library Services	39.00	39.00	40.00	40.00
Parks and Recreation	122.00	122.00	121.00	121.00
Housing	6.40	6.50	6.00	6.50
	959.41	996.57	988.47	991.13
Special Revenue Funds				
Health Administration	8.00	9.00	9.00	9.00
Environmental Health	1.75	1.75	1.75	1.75
Environmental Health - OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	12.00	11.50	13.00	13.00
Sexually Transmitted Diseases	4.75	4.75	4.75	4.75
HIV/ AIDS	2.00	2.25	2.25	2.25
	32.75	33.50	35.00	35.00
Street Reconstruction	20.00	-	-	-
Utility Funds				
Water Distribution	33.75	34.25	32.75	31.50
Water Treatment	39.08	37.08	37.08	37.33
Utilities Laboratory	11.00	11.00	11.00	11.00
Water - Meter Shop	16.00	16.33	14.33	14.33



Full Time Employees	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
Utility Funds (cont)				
Water General & Admin	-	3.16	3.16	3.16
Water Office	23.00	21.00	21.00	20.00
Wastewater Collection	41.75	39.25	41.75	43.50
Environmental Services	4.00	3.00	3.00	3.00
Wastewater General & Admin	-	3.16	3.16	3.16
WMARSS	29.08	29.43	28.43	28.68
	197.66	197.66	195.66	195.66
Other Enterprise Funds				
Solid Waste	91.39	91.39	90.08	90.0567
Waco Regional Airport	13.00	13.00	12.00	12.00
Convention Center & Visitors' Services	34.00	34.00	34.00	34.00
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Cameron Park Zoo	48.00	48.00	48.00	47.00
Cottonwood Creek Golf Course	13.00	13.00	13.00	12.00
	212.39	212.39	210.0767	208.0567
Internal Service Funds				
Risk Management	5.00	4.00	4.00	4.00
Health Insurance Fund	1.00	1.00	1.00	1.00
Engineering	25.90	25.90	30.11	30.1833
Fleet Services	29.00	29.00	28.00	28.00
	60.90	59.90	63.1133	63.1833
Grants				
Community Development	3.70	4.10	4.70	3.60
Community Development Code Enforcement	5.04	4.98	4.98	5.37
Community Development Housing Rehab	0.80	0.65	0.60	0.60
Housing & Urban Development (HOME)	1.10	0.75	0.10	0.70
Continuum of Care Planning	1.00	1.00	-	-
Homeless Management Information System (HMIS)	1.00	1.00	2.00	2.00
Metropolitan Planning Org. (MPO)	3.00	4.00	3.70	3.65
State Police Grants	3.00	3.00	3.00	1.00
WIC Program	23.00	23.00	22.00	22.00
Environmental Health	10.00	9.50	8.00	8.00
Public Health Nursing	10.00	9.50	9.00	9.00
HIV/ AIDS Services	7.25	7.00	7.00	7.00
	68.89	68.48	65.08	62.92
Total Full Time Employees	1,552.00	1,568.50	1,557.40	1,555.95

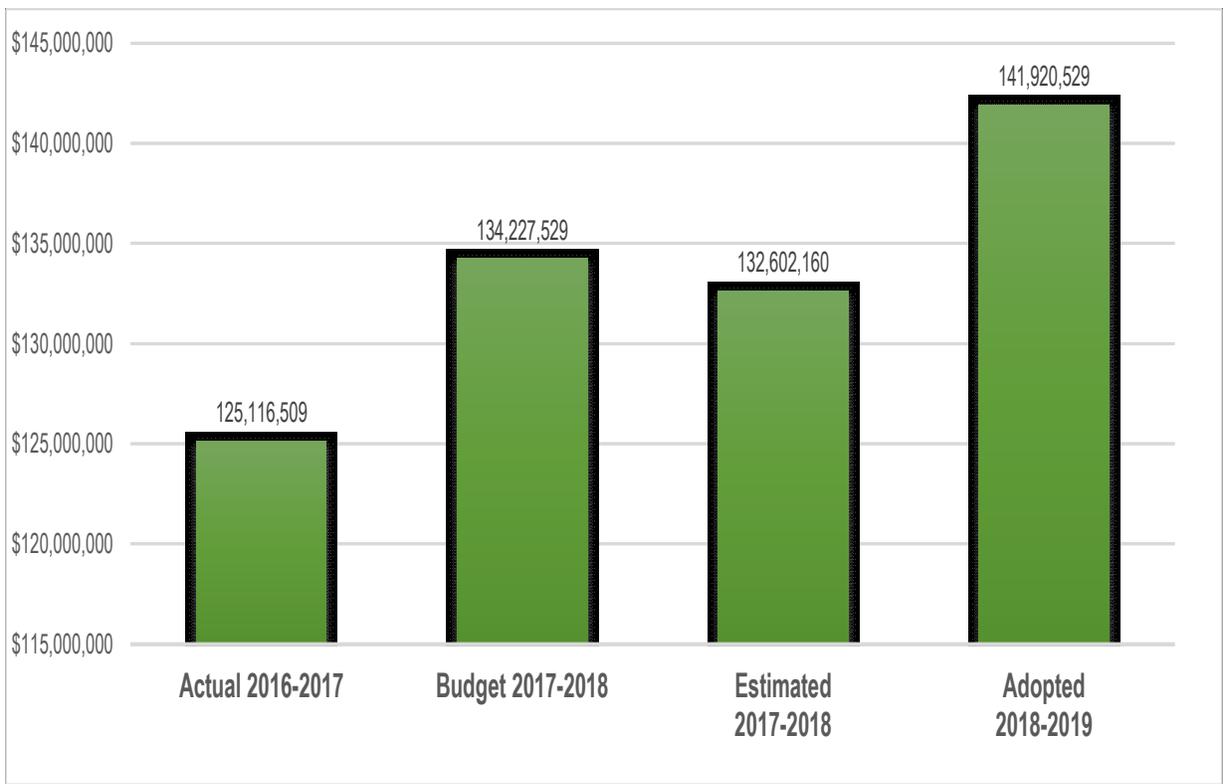
Part Time Employees (FTEs)	Actual 2016-17	Budget 2017-18	Estimated 2017-18	Adopted 2018-19
General Fund				
Finance	1.18	1.18	1.15	1.15
Facilities	0.75	0.75	0.50	0.50
Animal Shelter	0.50	0.50	0.50	0.50
Police	6.26	6.26	6.20	6.20
Traffic	0.96	0.96	-	-
Library	8.99	8.99	7.675	7.675
Parks and Recreation	19.91	20.81	21.5476	21.5476
	38.55	39.45	37.5726	37.5726
Special Revenue Funds				
Health Administration	0.50	0.50	-	-
Sexually Transmitted Diseases	0.50	0.50	0.50	0.50
	1.00	1.00	0.500	0.500
Utility Funds				
Water Treatment	0.48	0.48	0.475	0.475
	0.48	0.48	0.475	0.475
Other Enterprise Funds				
Waco Regional Airport	0.40	0.40	0.40	0.40
Convention Center & Visitors' Services	0.96	0.96	0.95	0.95
Texas Ranger Hall of Fame	2.14	2.14	2.125	2.125
Cameron Park Zoo	2.82	0.98	0.95	0.95
	6.32	4.48	4.425	4.425
Internal Service Funds				
Fleet Services	-	-	0.95	0.95
	-	-	0.95	0.95
Grants				
Environmental Health	0.50	0.50	-	-
	0.50	0.50	-	-
Total Part Time Employees (FTEs)	46.85	45.91	43.9226	43.9226

General Fund





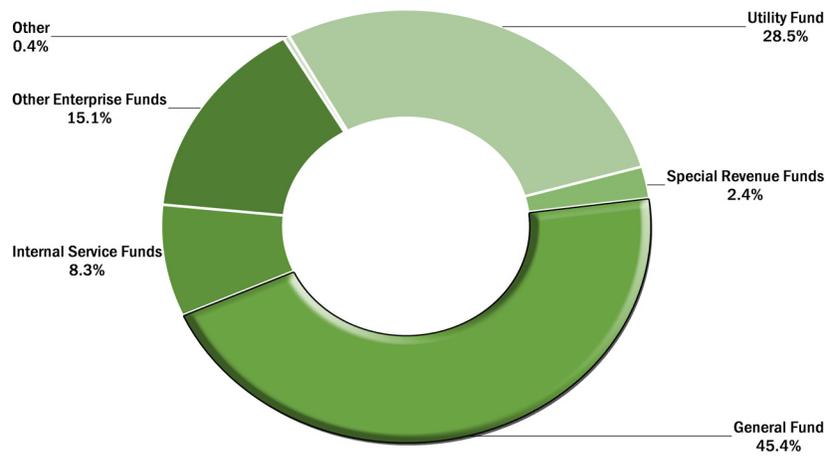
	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
City Manager's Office	4,489,968	4,847,183	4,785,051	4,611,904
City Council	196,648	195,880	183,390	240,439
City Secretary	546,404	664,814	657,144	690,706
Finance	1,810,684	1,931,869	1,890,734	2,411,455
Legal	1,184,219	1,397,783	1,244,853	1,303,718
Planning	802,251	840,411	838,364	886,626
Human Resources	931,024	1,365,960	1,321,206	1,358,281
Municipal Information	770,049	846,194	780,179	840,367
Information Technology	3,378,177	4,321,542	4,241,773	4,989,919
Purchasing	577,606	673,954	655,130	716,973
Facilities	3,628,349	3,756,660	3,843,486	4,095,937
Streets & Drainage	1,643,939	6,788,819	5,295,848	6,302,288
Municipal Court	1,318,384	1,392,469	1,335,605	1,363,838
Inspections	1,733,365	2,179,477	1,990,762	2,286,948
Animal Shelter	1,650,813	1,829,708	1,872,270	2,041,227
Emergency Management	1,416,210	1,385,753	1,257,561	1,538,197
Fire Services	23,937,107	23,373,042	24,834,063	26,083,690
Police Services	35,589,140	38,457,031	40,427,347	40,496,301
Traffic	3,164,158	3,719,644	3,004,563	3,881,014
Library Services	3,719,127	4,224,040	4,083,238	4,329,805
Parks & Recreation	9,545,439	11,346,180	9,949,703	11,605,176
Housing and Economic Development	695,794	778,902	493,726	776,784
Contributions & Contracts	21,216,466	16,487,168	16,306,666	17,489,285
Miscellaneous	747,133	692,764	749,579	849,369
Retirement Benefits	424,052	730,282	559,918	730,282
Total	125,116,509	134,227,529	132,602,160	141,920,529





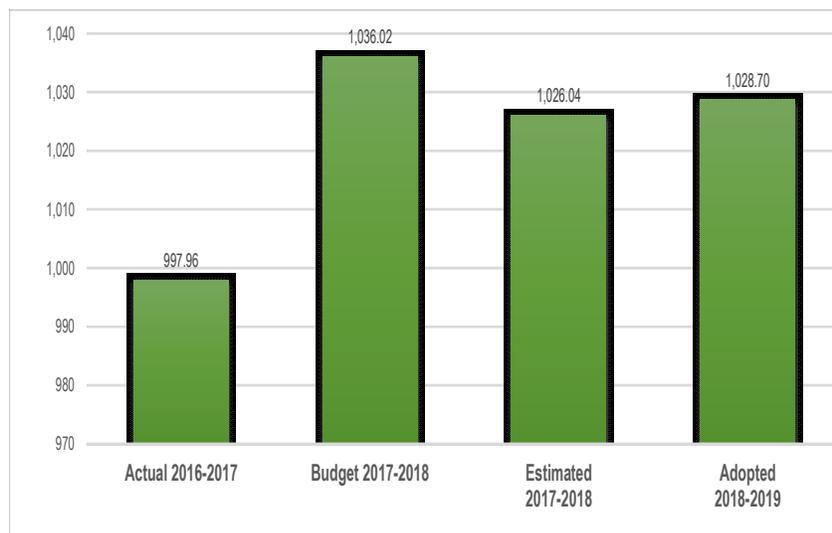
	Adopted 2018-2019
General Fund	141,920,529
Special Revenue Funds	7,378,741
Utility Fund	89,127,797
Other Enterprise Funds	48,320,498
Internal Service Funds	26,063,489
	312,811,054

General Fund as a percent of Total Budget



May not sum to 100% due to rounding

General Fund Personnel Summary



Mission Statement

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

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.

Accomplishments for FY 2017-18

- ◆ Maintained a balanced budget
- ◆ Met financial policy goal of 18% for General Fund assigned fund balance
- ◆ Implemented payroll and financial management modules of the city's enterprise management software
- ◆ Participated in High School Internship Program in support of Prosper Waco goals
- ◆ Implemented Community Health Worker Program
- ◆ Continued support of the City's Economic Development efforts and partnerships
- ◆ Continued partnerships with animal welfare groups to promote a No Kill Animal Shelter
- ◆ Represented Brazos River Basin Municipalities on the State Water Planning Group
- ◆ Continued joint planning effort with Southern Trinity Groundwater Districts
- ◆ Continued a county wide water resource group to develop a sustainable water plan for the region
- ◆ Selection of new operator and ensuring continuous operations of Hawaiian Falls Water Park
- ◆ Completion of Bus Rapid Transit Study

Priorities for FY 2018-19

- ◆ Monitor and maintain a balanced budget
- ◆ Develop renewable energy plan
- ◆ Continue implementation process to upgrade the city's enterprise management software
- ◆ Continue support of Prosper Waco initiatives
- ◆ Continue review of Cameron Park Zoo governance structure
- ◆ Continue monitoring water quality issues in the Lake Waco Watershed
- ◆ Execute a development agreement and land lease for the riverfront project
- ◆ Implement Recommendations on the Convention Center/CVB
- ◆ Identify and implement long-term plan for waste disposal
- ◆ Begin construction on two fire stations to support more efficient service delivery
- ◆ Implement development process improvements, including revisions to subdivision regulations and creation of impact fees to support infrastructure improvements

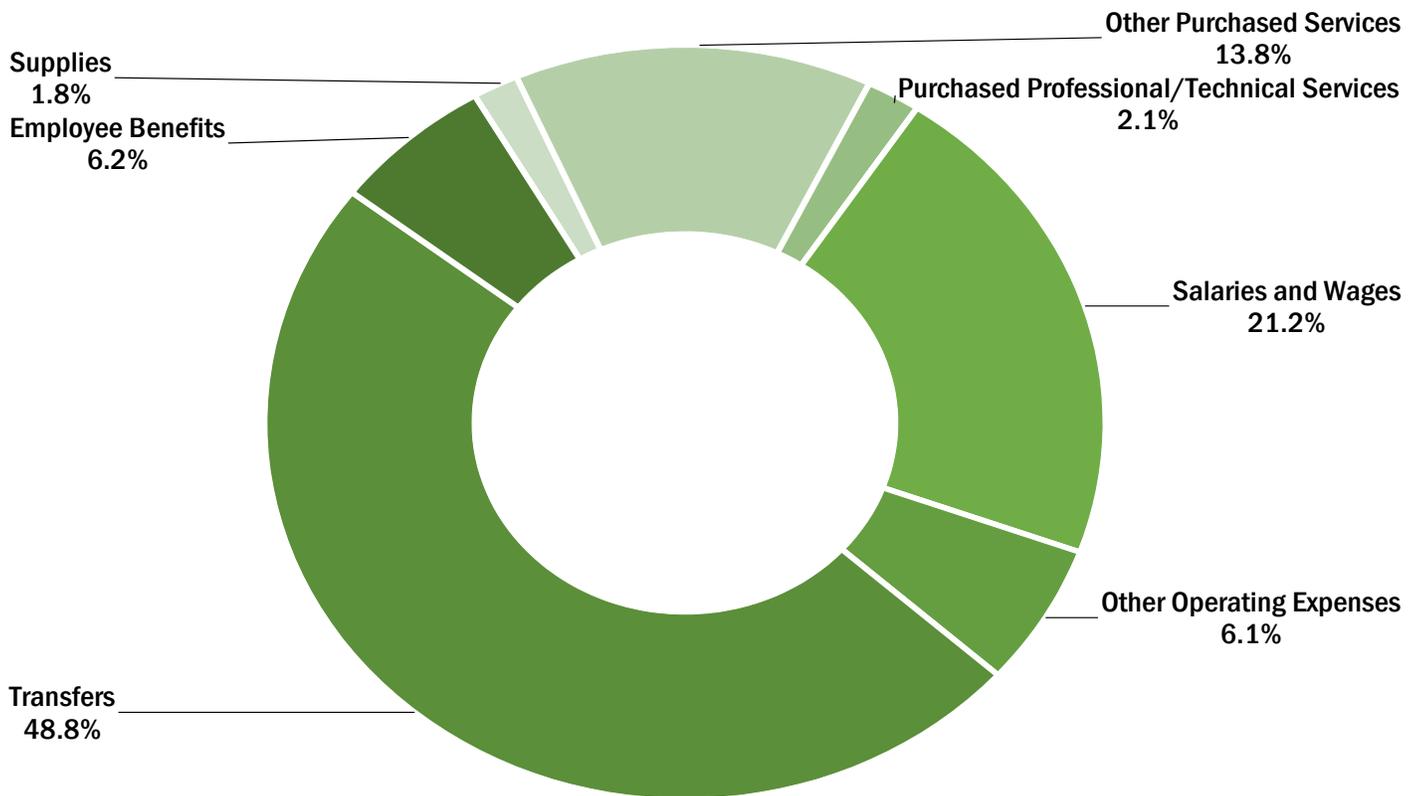
Budget Highlights

Funding for the Economic Incentive Fund is \$2,250,000 for FY 2018-19.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,332,997	1,378,638	1,204,130	979,317
Employee Benefits	359,658	402,248	336,010	286,468
Purchased Professional/Technical Services	286,360	108,000	227,845	96,000
Purchased Property Services	2,442	4,000	10,383	3,000
Maintenance	324	1,000	—	—
Other Purchased Services	578,365	411,394	688,878	635,569
Supplies	66,839	132,438	130,265	81,550
Other Operating Expenses	112,983	409,465	187,540	280,000
Contracts with Other	—	—	—	—
Capital Expenditures	—	—	—	—
Transfers	1,750,000	2,000,000	2,000,000	2,250,000
Total	4,489,968	4,847,183	4,785,051	4,611,904



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
City Manager	555	1.000	1.000	1.000	1.000
Deputy City Manager	144	1.000	1.000	—	—
Asst City Manager	143	3.000	3.000	3.000	2.000
City Auditor	133	1.000	1.000	—	—
Budget Manager	133	1.000	1.000	1.000	—
		7.000	7.000	5.000	3.000
Clerical and Professional					
Exec Asst to CMO	219	2.000	2.000	2.000	2.000
Exec Director of ED	137	—	—	—	1.000
Exec Coord	127	—	—	1.000	1.000
Budget Analyst	127	1.000	1.000	1.000	—
Internal Auditor	126	1.000	1.000	—	—
Exec Asst to CM	124	1.000	1.000	1.000	1.000
		5.000	5.000	5.000	5.000
Total Employees					
		12.000	12.000	10.000	8.000

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

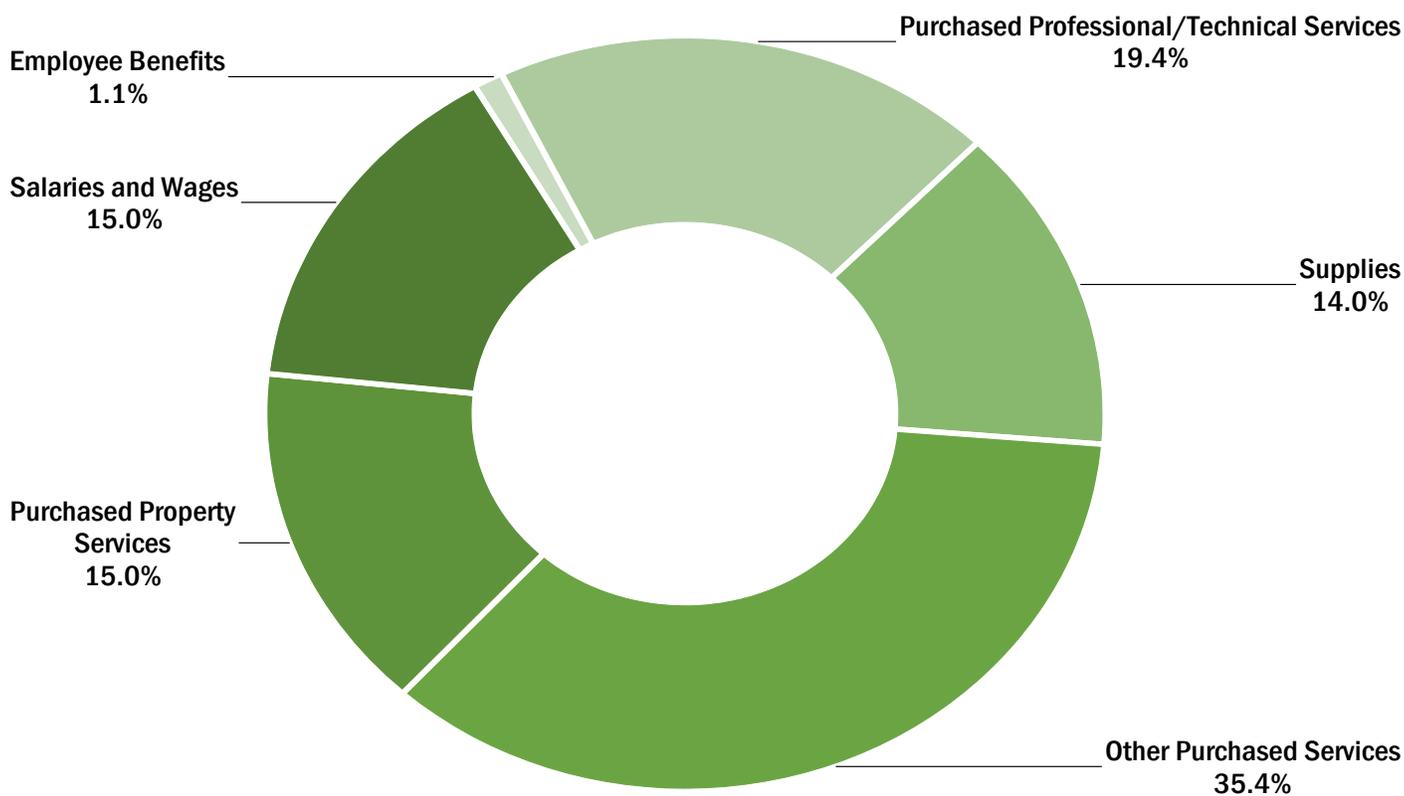
The City Council is committed to tackling some tough issues of significant importance to our community and for generations to come. Among the various key issues, significant focus is being placed on major capital needs including street maintenance, public safety, environmental quality including water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

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	32,500	36,000	28,636	36,000
Employee Benefits	2,488	2,760	2,193	2,760
Purchased Professional/Technical Services	30,128	30,103	55,942	46,758
Purchased Property Services	33,291	30,098	18,254	36,000
Other Purchased Services	73,011	63,179	47,363	85,181
Supplies	25,229	33,740	31,001	33,740
Other Operating Expenses	—	—	—	—
Contracts with Other	—	—	—	—
Total	196,648	195,880	183,390	240,439



May not sum to 100% due to rounding

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

- ◆ Completed a City Wide Records Study to provide a comprehensive review of records management practices and developed a plan to implement recommendations
- ◆ Conducted successful Council Election which included adding the City of Waco Multi-Purpose Center as an Early Voting Location
- ◆ Implemented e-signature for Council Meeting documents

Priorities for FY 2018-19

- ◆ Transfer the storage of Inactive Records to an Off-Site Storage Center
- ◆ Evaluate existing document imaging retention system
- ◆ Continue implementation of Record Study recommendations

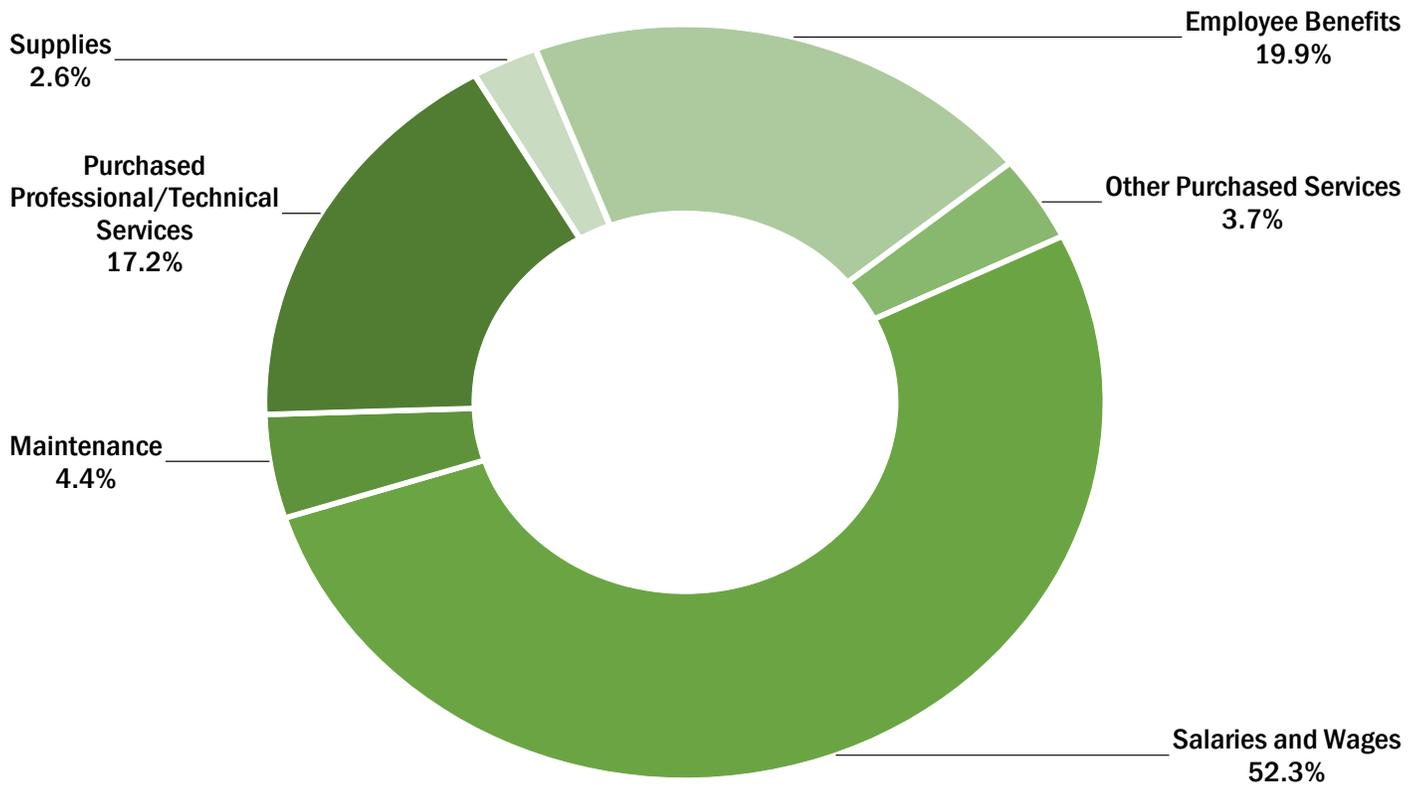
Budget Highlights

The City Secretary's Office continues to research and utilize technology to meet our mission. The budget includes funding for off-site record storage and transfer in the amount of \$48,300 for FY 2018-19.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	307,289	344,429	341,689	361,186
Employee Benefits	115,298	129,282	126,687	137,127
Purchased Professional/Technical Services	51,769	113,515	92,753	118,650
Maintenance	23,003	22,671	22,046	30,682
Other Purchased Services	25,503	30,361	47,139	25,443
Supplies	23,544	24,556	26,830	17,618
Capital Expenditures	—	—	—	—
Total	546,404	664,814	657,144	690,706



May not sum to 100% due to rounding

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
City Secretary	555	1.000	1.000	1.000	1.000
Asst City Secretary	123	1.000	1.000	1.000	1.000
		2.000	2.000	2.000	2.000
Clerical and Professional					
Records Coordinator	217	1.000	1.000	1.000	1.000
CS Admin Asst	215	3.000	3.000	3.000	3.000
Open Records Coord	120	1.000	1.000	1.000	1.000
		5.000	5.000	5.000	5.000
Total Employees					
		7.000	7.000	7.000	7.000

Mission Statement

The Finance Department develops and implements sound financial policies and provides customer service and quality information in a timely, efficient, and courteous manner in a safe and secure work environment. The Budget Office, which coordinates, monitors and assists in the development of the City's budget, is now a part of the Finance Department.

Narrative

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

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

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

Accomplishments for FY 2017-18

- ◆ Completed the year-end closing process and annual audit for FY 2016-17
- ◆ Coordinated the bond issue for Capital Improvements Program
- ◆ Continued implementation of the City's enterprise management software

Priorities for FY 2018-19

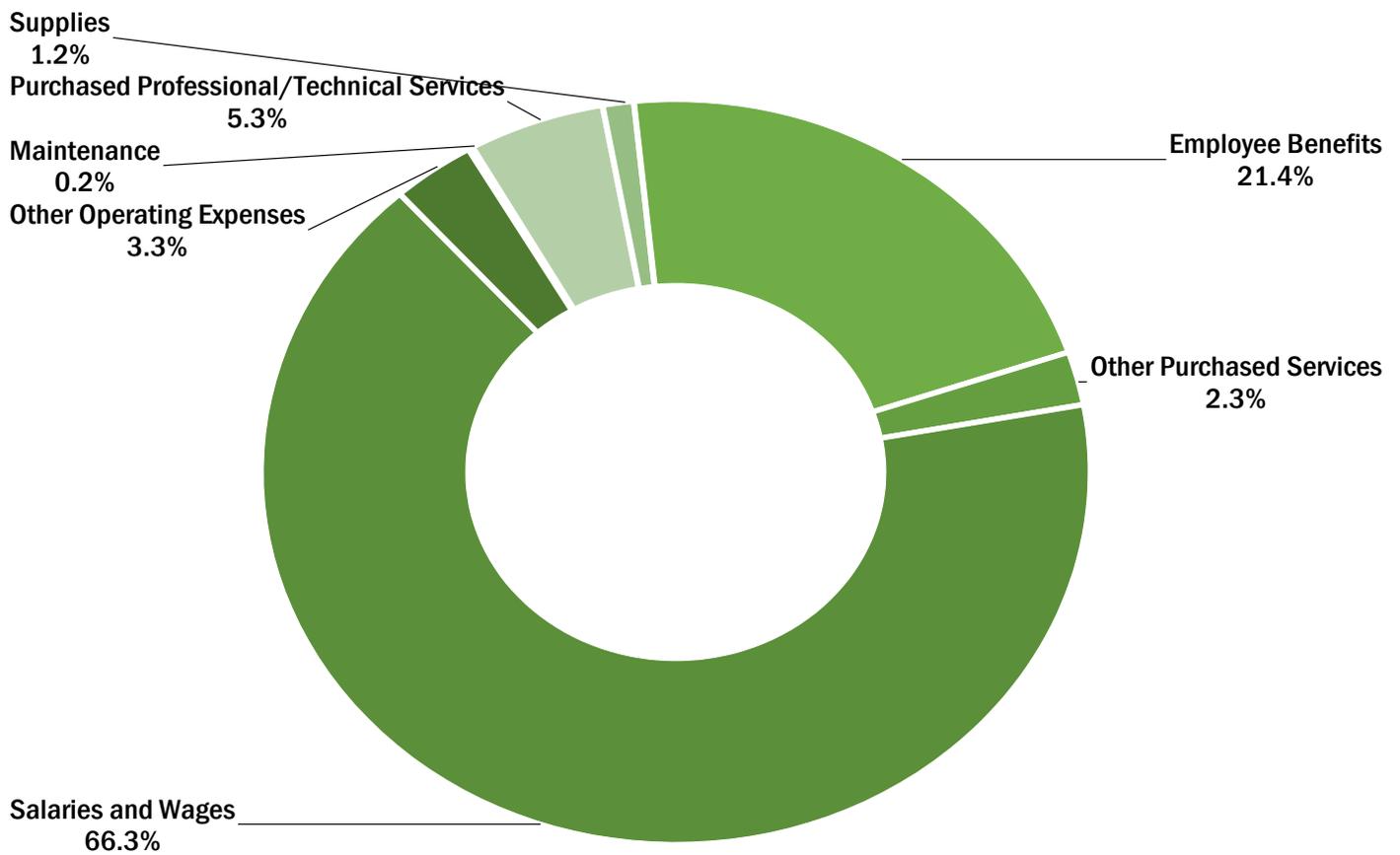
- ◆ Complete the year-end closing process and annual audit for FY 2017-18
- ◆ Coordinate the planned bond issue for Capital Improvements Program
- ◆ Monitor and maintain a balanced budget

Budget Highlights

The budget for Finance will maintain current operations with no new additions in personnel or equipment other than the transfer of the Budget Office from the City Manager's Office. No new services are planned for the coming year.

Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,239,682	1,273,132	1,219,877	1,598,440
Employee Benefits	396,760	409,739	406,087	515,729
Purchased Professional/Technical Services	100,022	124,485	122,443	128,186
Purchased Property Services	—	—	—	1,000
Maintenance	680	1,000	—	4,496
Other Purchased Services	27,553	31,860	43,407	55,844
Supplies	34,494	27,640	34,907	29,350
Other Operating Expenses	11,493	64,013	64,013	78,410
Total	1,810,684	1,931,869	1,890,734	2,411,455



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director Finance	138	1.000	1.000	—	—
Chief Financial Officer	140	—	—	1.000	1.000
Asst Director Finance	133	1.000	1.000	2.000	2.000
Budget Manager	133	—	—	—	1.000
Finance Supervisor	130	2.000	2.000	2.000	2.000
Grants Coordinator	130	1.000	1.000	1.000	1.000
Payroll Supervisor	130	1.000	1.000	1.000	1.000
Accounts Payable Supervisor	127	—	—	1.000	1.000
		6.000	6.000	8.000	9.000
Clerical and Professional					
Payroll Specialist	218	3.000	3.000	3.000	3.000
Accounting Specialist	215	4.000	4.000	4.000	4.000
Admin Asst	215	1.000	1.000	1.000	1.000
Budget Analyst	127	—	—	—	1.000
Sr Financial Analyst	124	5.000	5.000	4.000	4.000
		13.000	13.000	12.000	13.000
Total Full Time		19.000	19.000	20.000	22.000
Part Time Employees (shown as FTE's)					
Sr Fin Prof-PT	233	0.480	0.480	0.475	0.475
Accounting Specialist-PT	215	0.500	0.500	0.475	0.475
Financial Prof-PT	224	0.200	0.200	0.200	0.200
Total Part Time (FTE's)		1.180	1.180	1.150	1.150
Total Employees					
		20.180	20.180	21.150	23.150

Mission Statement

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

Narrative

The City Attorney's 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 2017-18

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

- ◆ Creation of municipal court of record;
- ◆ 2 year collective bargaining agreement with Local 478 of the International Association of Firefighters;
- ◆ Change in state law for network nodes;
- ◆ Capital Improvement Projects;
- ◆ Transition of ambulance services and water park management services to new companies;
- ◆ Public Art project near the Cameron Park Zoo;
- ◆ Greenwood Cemetery;
- ◆ Purchase of the 25th Street Theater;
- ◆ Body worn cameras;
- ◆ Awarding of new contract for Waco Transit services; and

- ◆ Legislative/case law update to Waco Police Department (9, 4-hour sessions)

Priorities for FY 2018-19

Continue to:

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

Budget Highlights

The budget for Legal includes the addition of one Senior Assistant City Attorney. No new services are planned for the coming year.

Outside legal services are included in the following budgets:

Water \$55,000

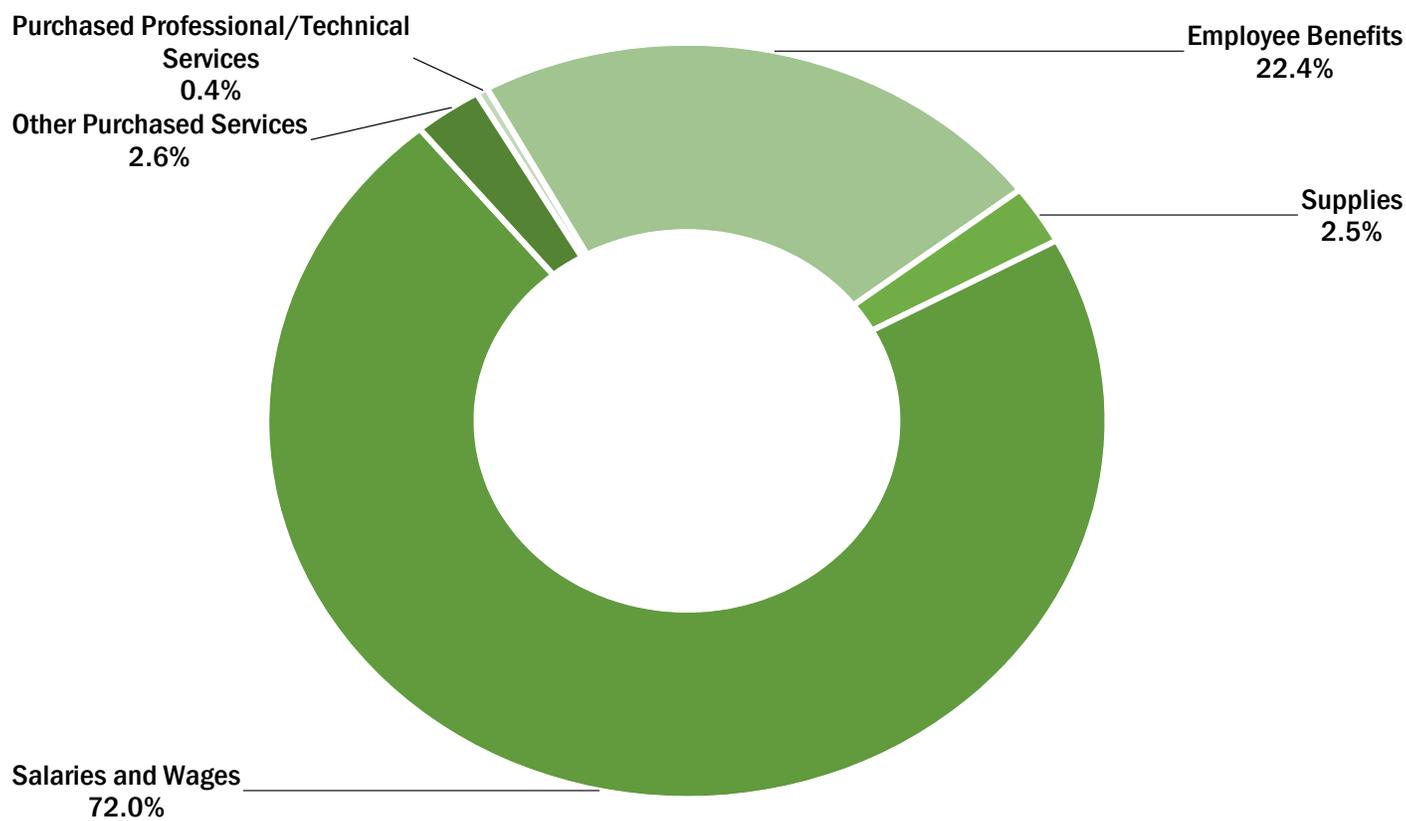
Risk Management \$300,000

Solid Waste \$275,000



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	865,378	1,014,363	898,590	938,021
Employee Benefits	253,503	310,961	276,896	292,163
Purchased Professional/Technical Services	3,274	2,237	3,099	5,850
Maintenance	—	300	—	300
Other Purchased Services	23,714	34,128	30,291	34,154
Supplies	38,349	35,793	35,976	33,230
Total	1,184,219	1,397,783	1,244,853	1,303,718



May not sum to 100% due to rounding

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
City Attorney	555	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Clerical and Professional					
Paralegal	220	1.000	1.000	1.000	1.000
Legal Secretary	217	2.000	2.000	2.000	2.000
Deputy City Attorney	140	—	1.000	—	—
Sr Asst City Attorney	136	—	—	1.000	2.000
Asst City Attorney	133	6.000	5.000	5.000	4.000
		9.000	9.000	9.000	9.000
Total Employees		10.000	10.000	10.000	10.000

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, as well as 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 2017-18

- ◆ Staff processed over 70 rezoning or special requests and 50 major subdivision plats in FY 2017-18
- ◆ Property Management staff sold more than 150 excess properties evaluated at approximately \$370,000 dollars during FY 2017-18

Priorities for FY 2018-19

- ◆ Staff will work on implementation of the City Plan's recommendations through subdivision and zoning ordinance reviews and updates and Impact Fee Studies
- ◆ Development of the Riverfront, Heritage Square, Floyd Casey Stadium Site & Sanger Ave. School properties will be a priority
- ◆ Implementation of a Bike Share Program

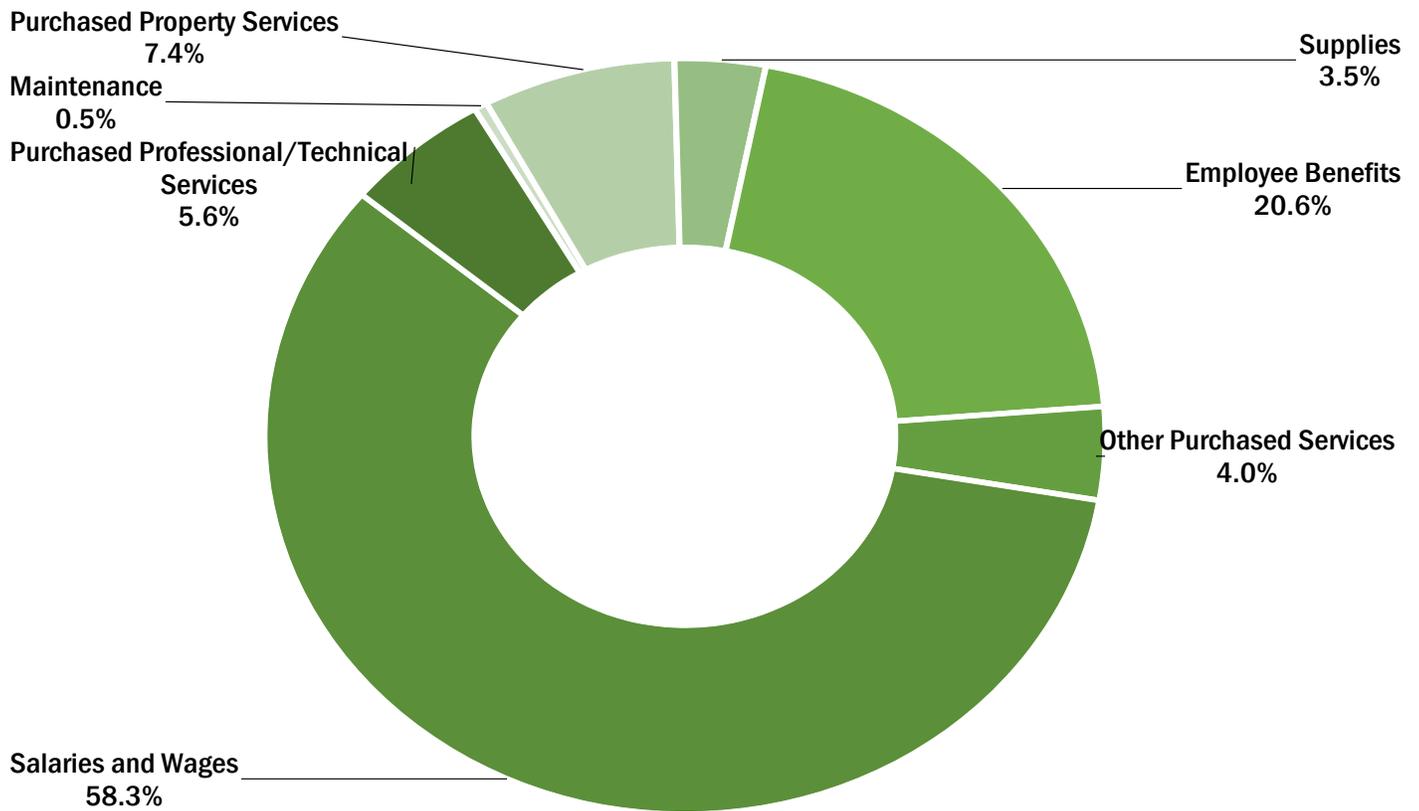
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	492,339	489,155	503,780	517,204
Employee Benefits	153,404	169,750	157,536	183,043
Purchased Professional/Technical Services	27,761	52,707	40,790	49,800
Purchased Property Services	65,800	68,408	65,840	65,784
Maintenance	3,354	1,430	2,650	4,550
Other Purchased Services	23,646	26,764	18,955	35,297
Supplies	35,948	32,197	48,814	30,948
Total	802,251	840,411	838,364	886,626



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director Planning	138	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Clerical and Professional					
Planner	222	2.700	2.700	2.800	2.800
Admin Asst	215	1.300	1.300	1.500	1.500
Property Asset Mgr	125	1.000	1.000	1.000	1.000
Sr Planner	125	1.000	1.000	1.000	1.000
		6.000	6.000	6.300	6.300
Labor Operations					
Zoning Inspector	220	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Total Employees		8.000	8.000	8.300	8.300

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

- ◆ Coordinated with Strategic Government Resources (SGR to conduct national searches for several engineering positions
- ◆ Revised several City policies and issued several new City policies
- ◆ Coordinated internship placement through WISD internship program
- ◆ Coordinated externship placement through Connally ISD program

- ◆ Conducted individualized training programs for several internal departments
- ◆ Implemented Munis HR module as a part of the enterprise-wide information system
- ◆ Trained employees on the Munis HR module to include applicant tracking and employee self-service
- ◆ Selected Learning Management System to effectively track training attendance and compliance
- ◆ Implemented leadership training
- ◆ Implemented standards associated with the use of external temporary labor services
- ◆ Implemented Fraud Hotline for employees to report violations of policies and procedures
- ◆ Developed civility training plan for City staff

Priorities for FY 2018-19

- ◆ Implement new life insurance provider
- ◆ Develop recruiting strategies to increase minority applicants
- ◆ Evaluate and revise several administrative policies
- ◆ Evaluate deferred compensation providers
- ◆ Conduct City policy training
- ◆ Develop and assign training requirements for all City Positions
- ◆ Complete civility training plan
- ◆ Instruct all department training administrators on the new Learning Management System



- ◆ Continue to enhance and promote employee wellness initiatives
- ◆ Analyze employee progress review process for possible improvements
- ◆ Continue to review HR statistics to improve HR processes

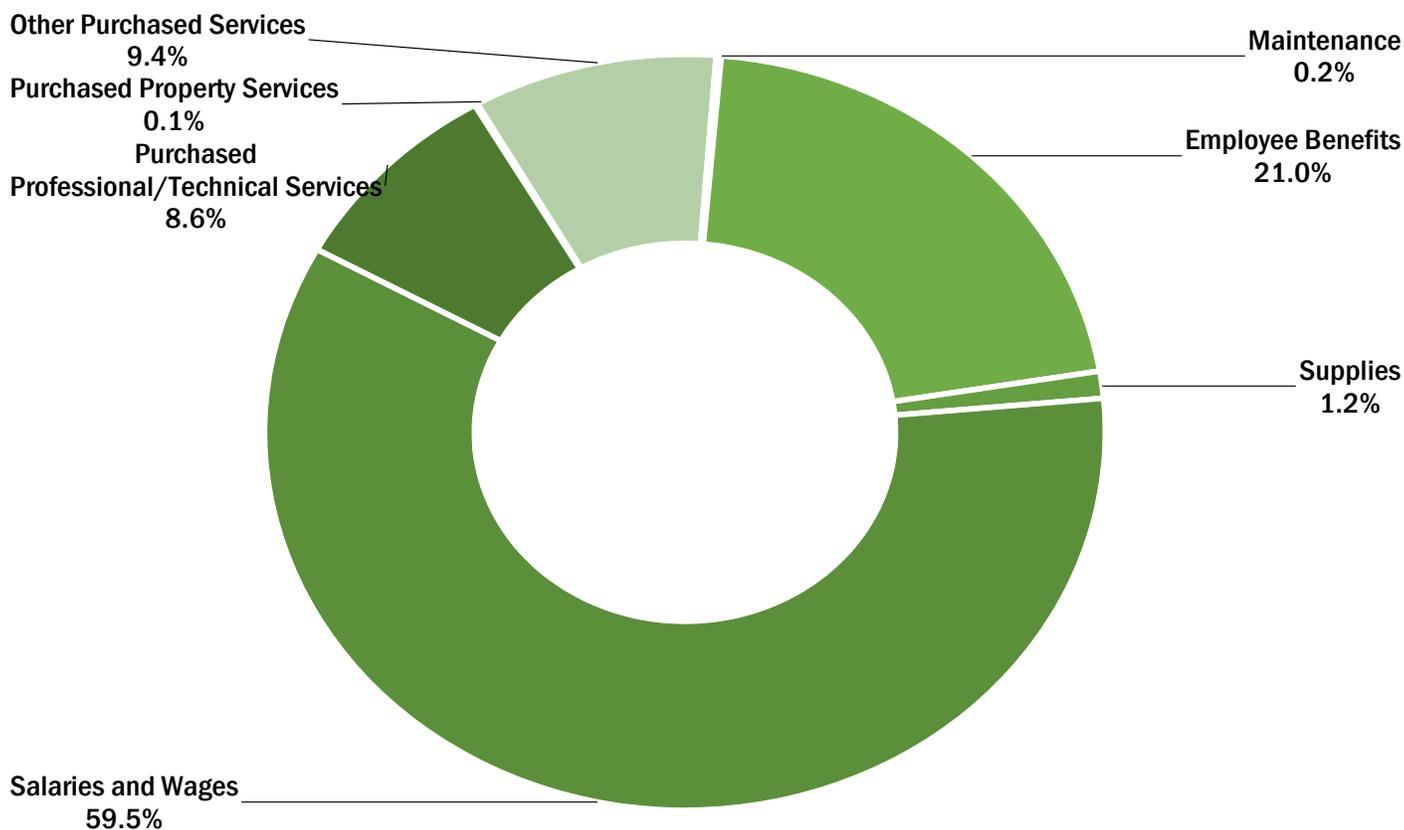
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	596,872	839,103	834,004	807,977
Employee Benefits	199,029	285,974	280,439	285,709
Purchased Professional/Technical Services	28,304	125,016	94,048	117,105
Purchased Property Services	550	—	—	1,500
Maintenance	1,549	2,363	2,731	2,365
Other Purchased Services	84,204	89,314	88,246	127,975
Supplies	20,517	24,190	21,737	15,650
Total	931,024	1,365,960	1,321,206	1,358,281





Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director HR	138	1.000	1.000	1.000	1.000
Asst Director HR	132	1.000	1.000	1.000	1.000
HR Manager	130	—	1.000	1.000	1.000
Sr Employee Relations Specialist	127	1.000	1.000	1.000	1.000
HR Supervisor	125	2.000	1.000	1.000	1.000
Training Supervisor	125	1.000	1.000	1.000	1.000
		6.000	6.000	6.000	6.000
Clerical and Professional					
HR Sr Admin Asst	217	—	1.000	1.000	1.000
HR Specialist	217	4.000	4.000	4.000	4.000
HR Assistant	215	1.000	1.000	1.000	1.000
Employee Relations Specialist	124	—	1.000	1.000	1.000
		5.000	7.000	7.000	7.000
Total Employees		11.000	13.000	13.000	13.000

Mission Statement

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

Narrative

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

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

The Broadcast Division continues to produce award winning programming that in 2008 earned us the distinction of being the first City in the nation to be offered an HD PEG channel. We continue to be one of the only cities in Texas airing programming on an HD channel. Additionally, all of our programs are viewable by anyone in the world on our website and on most mobile devices via a free mobile app. We also facilitate broadcast functions for Baylor, MCC and

TSTC, for the College Channel 18, generating \$1,350 a month in revenue for the General Fund. All capital equipment purchases for WCCC.TV are funded by cable fees, not General Funds.

Our Media/Communications Division provides complete design, hosting and maintenance for more than 30 internal City websites representing 27 departments and several City related non-profits. We maintain social media communications including Twitter, Facebook, Instagram and YouTube that 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. The division 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. Staff also provide graphic design support for WCCC.TV, our website and social media designs.

Accomplishments for FY 2017-18

- ◆ Produced over 170 television Talk Shows and 52 weekly City Beat News Report programs
- ◆ Produced 9th consecutive live coverage of Veterans Day Parade and broadcast it worldwide on the web. Also brought Live coverage of HOT Fair, Waco Wonderland, Cultural Arts Fest and Police Memorial to citizens who couldn't attend these events
- ◆ Continued to write, produce and create original programming, PSA's, and features for WCCC.TV
- ◆ Photographed over 220 City events and posted to free online photo gallery
- ◆ Designed and created numerous materials for the Animal Shelter and helped implement 8-downtown Informational Kiosks, downtown maps and supported the free Silo Trolley service with marketing, permanent signage and onboard recordings for Waco Transit
- ◆ Continued to improve the Building Waco website highlighting Waco's Capital Improvement Program with an interactive map of construction around town as well as coordinated promotion of projects
- ◆ Won three American Advertising Federation (ADDY Awards and two Telly Awards for TV production
- ◆ Launched LostPetsWaco.com, a real-time way for residents to see if their animals were picked up by Animal Care Officers in an effort to keep animals out of the shelter
- ◆ Continued to increase interactions with citizens through social media campaigns and archive all accounts and communicate with city-wide administrators
- ◆ Continued to add features and content to "The Bridge", the City's intranet for employees.
- ◆ City of Waco website reached over 3 million page views and increased mobile users

Priorities for FY 2018-19

- ◆ To continue to provide efficient, accurate and timely information to our citizens and the media

in the most accurate, efficient and innovative ways possible

- ◆ Continue to monitor and explore the ever-changing communication technologies to inform our citizens and the world about the City of Waco

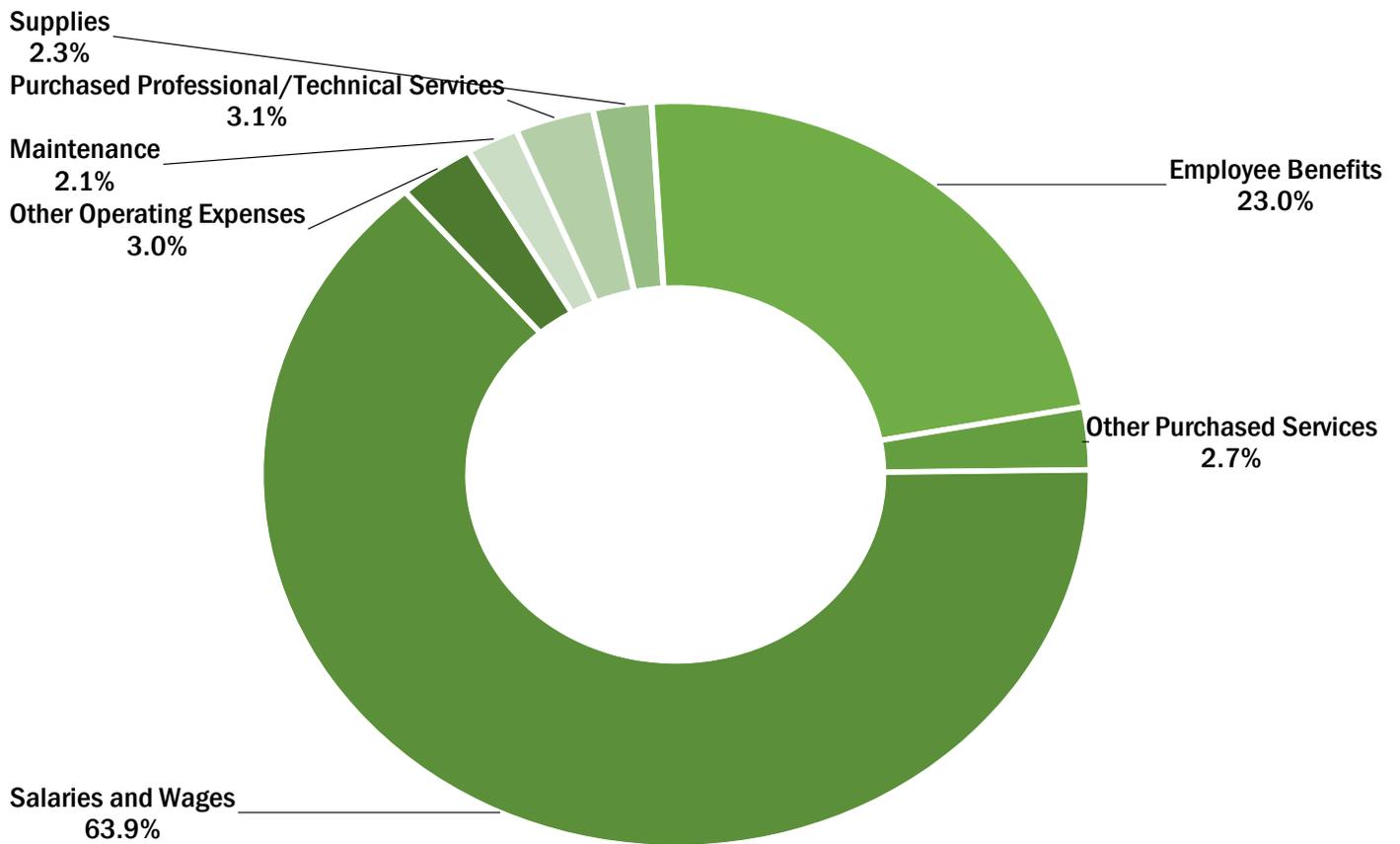
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	505,037	514,644	512,858	536,903
Employee Benefits	173,511	183,307	180,774	193,474
Purchased Professional/Technical Services	15,475	19,723	14,240	25,802
Maintenance	20,416	38,291	14,172	17,258
Other Purchased Services	24,087	22,993	22,614	22,804
Supplies	12,475	19,176	14,106	19,126
Other Operating Expenses	19,046	48,060	21,415	25,000
Capital Expenditures	—	—	—	—
Total	770,049	846,194	780,179	840,367



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director Municipal Information	133	1.000	1.000	1.000	1.000
Public Info/Comm Coord	128	1.000	1.000	1.000	1.000
Municipal TV Spvr	123	1.000	1.000	1.000	1.000
		3.000	3.000	3.000	3.000
Clerical and Professional					
Public Info/Comm Specialist	222	1.000	1.000	1.000	1.000
Graphics/Print Tech	215	1.000	1.000	1.000	1.000
Courier	208	1.000	1.000	1.000	1.000
Graphics/Print Spvr	121	1.000	1.000	1.000	1.000
Video Production Specialist	120	1.000	1.000	1.000	1.000
Video Production Tech	117	1.000	1.000	1.000	1.000
		6.000	6.000	6.000	6.000
Total Employees					
		9.000	9.000	9.000	9.000

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 2017-18

- ◆ Continued development of a customer service culture within the department while decreasing overall response times
- ◆ Provided implementation support to bring the Human Resources and Payroll departments live on the Tyler ERP suite of products

- ◆ Upgraded 25% of the City's virtual server infrastructure
- ◆ Converted aging T-1 network connections with new high bandwidth, highly reliable fiber optic connection for data and voice services for 19 locations including all Fire Stations, Mammoth National Monument and landfill
- ◆ Completed new wireless data systems for Health, Airport and WIC departments
- ◆ Completed a departmental move to a new facility and data center
- ◆ Completed multiple enhancements and upgrades to the Humane Society and Animal Shelter's applications, systems and the addition of public Wi-Fi
- ◆ Created an internal group to focus on supporting our Public Safety providers
- ◆ Updated the 5 year IT Strategic Plan

Priorities for FY 2018-19

- ◆ Continue to focus on providing high quality customer services and process improvements
- ◆ Continue the migration of technology based services to the new data center
- ◆ Implement Cyber security awareness training for all employees
- ◆ Conduct security vulnerability studies to enhance the City's overall security posture
- ◆ Upgrade the virtual server infrastructure that supports Public Safety

- ◆ Continue implementation of the Tyler suite of ERP products for Community Development, Utility Billing and Enterprise Asset Management

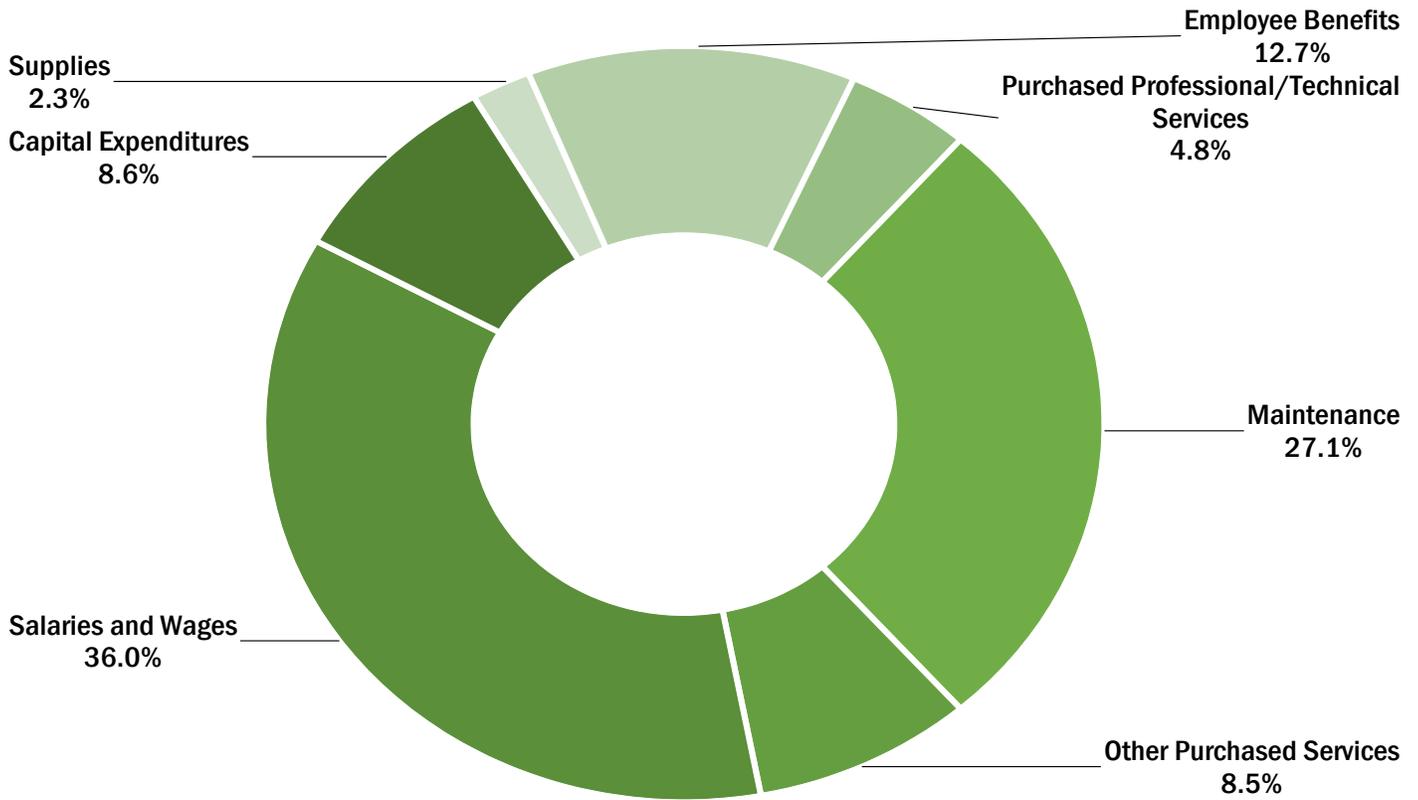
Budget Highlights

The budget for Information Technology includes the upgrade of the City's email and Microsoft Office environment to the cloud based Microsoft 365 platform. The budget also includes additional capital outlay needed to fund the first year of a four year plan to replace and upgrade the City owned fiber optic network used to support both voice and data services citywide.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,355,893	1,701,542	1,640,624	1,842,041
Employee Benefits	466,513	586,888	536,696	647,605
Purchased Professional/Technical Services	131,386	227,838	200,000	245,833
Maintenance	1,048,857	1,030,515	1,241,914	1,389,441
Other Purchased Services	349,896	502,131	371,079	434,721
Supplies	112,377	122,020	100,853	117,992
Billings	(121,060)	(124,692)	(124,692)	(128,434)
Capital Expenditures	34,316	275,300	275,300	440,720
Transfers	—	—	—	—
Total	3,378,177	4,321,542	4,241,773	4,989,919



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director IT	138	1.000	1.000	1.000	1.000
Asst Director IT	133	1.000	1.000	1.000	1.000
IT Manager	132	4.000	5.000	5.000	5.000
Sr. Applications Analyst	129	1.000	1.000	1.000	1.000
		7.000	8.000	8.000	8.000
Clerical and Professional					
IT Technician	220	7.000	9.000	9.000	9.000
Sr Admin Asst	217	1.000	1.000	1.000	1.000
Sr IT Analyst	126	3.000	2.000	2.000	2.000
IT Analyst	123	7.000	8.000	8.000	8.000
Sr. Applications Analyst Security		—	1.000	1.000	1.000
		18.000	21.000	21.000	21.000
Total Employees					
		25.000	29.000	29.000	29.000

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

- ◆ Active management of, and participation in, the P-Card program could result in a rebate of \$113,129
- ◆ Replaced 37 vehicles and/or pieces of equipment listed on the City's approved equipment replacement list
- ◆ Participation in various purchasing cooperatives resulted in \$35,185 in rebates

- ◆ Purchasing continued training on the Munis system on processing requisition and purchase orders and P-cards
- ◆ An estimated 50 formal Requests for Bids or Proposals were administered through the Purchasing Department
- ◆ Participated in Oncor's Demand Response summer program, where the City is paid to switch to a portion of generator power during peak demand times. Our second test curtailment in 2016 resulted in a revenue of \$103,136 to the City

Priorities for FY 2018-19

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

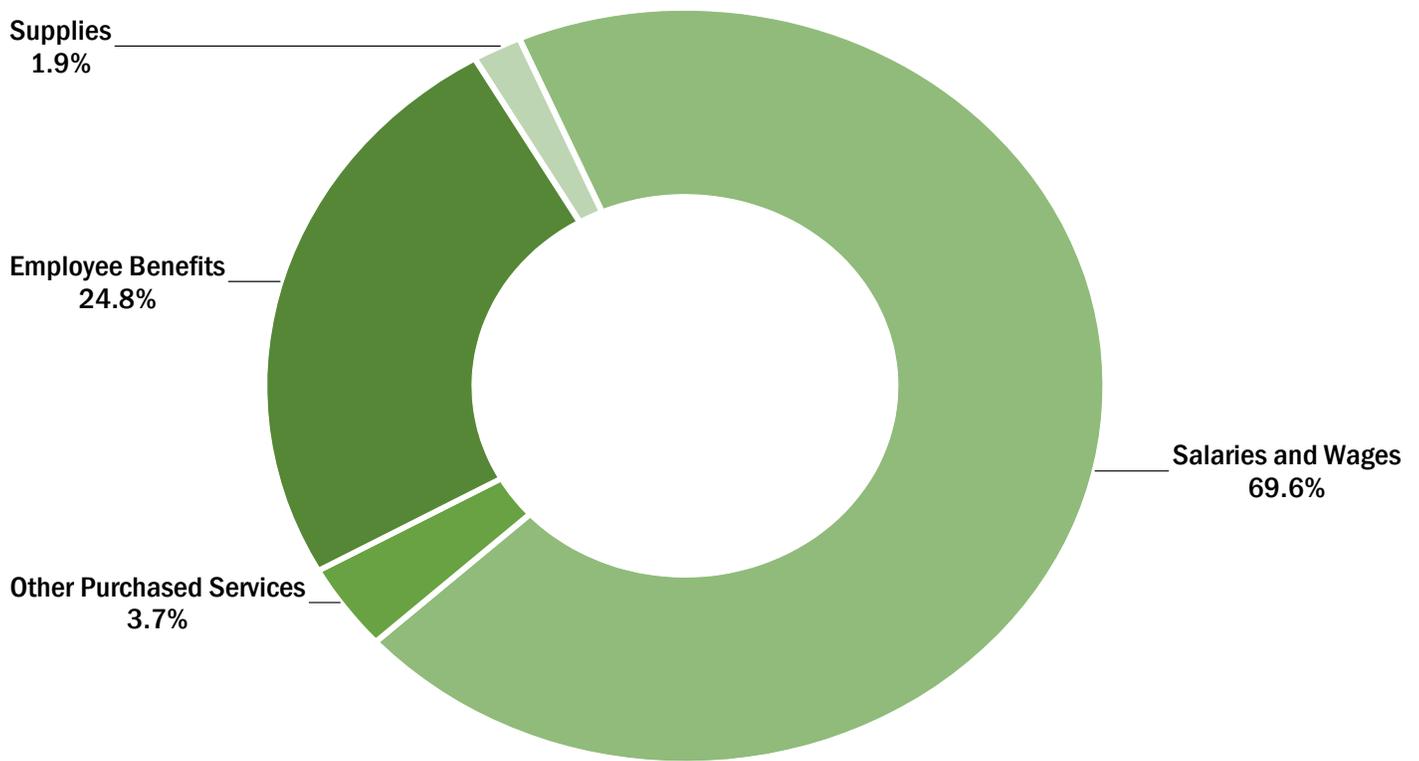
Budget Highlights

Purchasing is fully staffed and will continue to service the City departments with the purchasing of items, services, and bidding out large projects.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	412,627	474,791	461,491	498,390
Employee Benefits	138,800	167,606	162,034	177,641
Purchased Professional/Technical Services	—	400	141	400
Maintenance	—	370	—	375
Other Purchased Services	16,826	22,224	22,290	26,599
Supplies	9,353	8,563	9,175	13,568
Total	577,606	673,954	655,130	716,973



May not sum to 100% due to rounding

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director General Services	135	1.000	1.000	1.000	1.000
Purchasing Manager	127	1.000	1.000	1.000	1.000
		2.000	2.000	2.000	2.000
Clerical and Professional					
Sr Admin Asst	217	1.000	1.000	1.000	1.000
Purchasing Agent	124	4.000	4.000	4.000	4.000
		5.000	5.000	5.000	5.000
Labor Operations					
Material & Inv Tech	212	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Total Employees		8.000	8.000	8.000	8.000

Mission Statement

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

Narrative

Facilities is responsible for the maintenance, repair and renovation functions for over 180 City-owned and leased facilities and for custodial services at key facilities throughout the City. Building maintenance coordinates and/or completes actions required for the safe and efficient operation of facilities, for the accommodation of organizational changes and relocations, for preventative maintenance and phased replacement/modernization of aging infrastructure and equipment, and for support of renovation and new construction. Custodial services provide regular cleaning services for key facilities, assistance on furniture moves, and periodic heavy floor cleaning services.

Accomplishments for FY 2017-18

- ◆ Outsourcing custodial services at 19 City facilities
- ◆ Contracted HVAC filter changes for all City facilities
- ◆ Renovation of Old Police Building for Relocation of Information Technology and Emergency Management
- ◆ Demolition of 6th and 7th floor interiors of Police Department Headquarters
- ◆ Completion of modification of Police Department basement heating
- ◆ Carpet replacement in Main Library
- ◆ Design and construction for new Fire Station #5
- ◆ Replacement of Lighting System at Waco Police Department Parking Garage
- ◆ Replacement of Upper Lobby roof, Brazos Room roof and restoration of Chisholm Hall roof at Waco Convention Center
- ◆ HVAC replacement of main cooling system at City Hall
- ◆ Renovation of TB clinic at the Health Department
- ◆ Elephant house roof replacement
- ◆ Replacement of stairway rails and 2nd floor lobby safety railing Health District
- ◆ Community Service elevator upgrades
- ◆ Replace stairway at Mt. Carmel
- ◆ Exterior repairs and paint at the Texas Ranger Hall Museum
- ◆ Multiple HVAC system cleaning at City facilities
- ◆ Police Tower hot water tank replacement
- ◆ Exterior painting of the Water office
- ◆ Roof replacement at the Herpetarium House in the Zoo
- ◆ HR renovation 2nd floor of City Hall
- ◆ City Hall ADA/security entrance addition

Priorities for FY 2018-19

- ◆ Continue expanding custodial janitorial services
- ◆ Design and begin construction for new Fire Station #6
- ◆ Replace HVAC units at Convention Center
- ◆ Elevator modification at Convention Center
- ◆ City Hall exterior repairs
- ◆ Replace roof at fire station #8
- ◆ Replace HVAC system at the Health District building
- ◆ Zoo entrance remodel

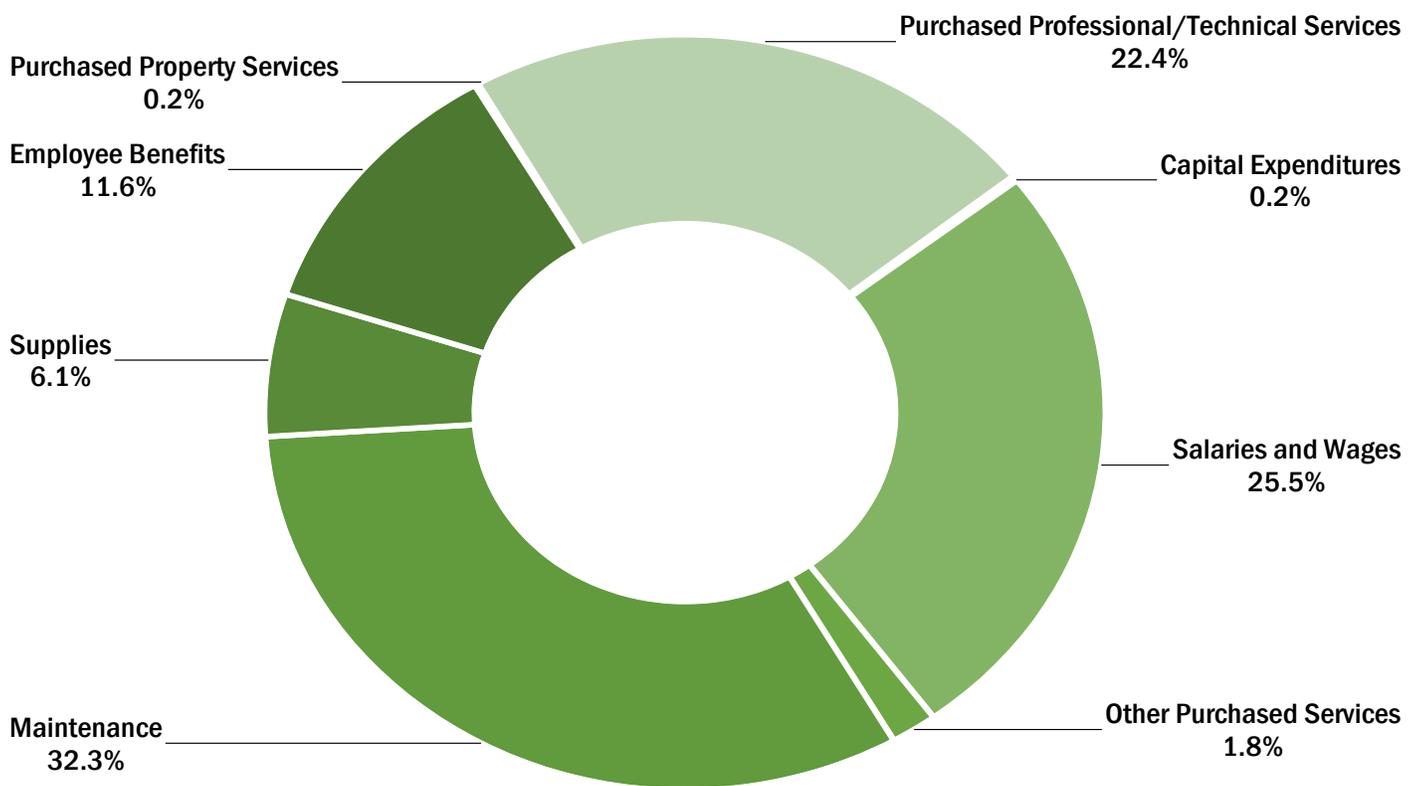
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,066,054	1,128,004	1,167,584	1,086,740
Employee Benefits	495,127	530,172	508,276	494,726
Purchased Professional/Technical Services	548,397	487,023	876,007	957,751
Purchased Property Services	7,931	10,161	7,797	6,420
Maintenance	1,128,745	1,423,288	1,136,406	1,377,309
Other Purchased Services	45,522	57,496	57,349	76,696
Supplies	257,270	288,857	258,407	260,187
Billings	(163,438)	(168,341)	(168,341)	(173,392)
Capital Expenditures	87,741	—	—	9,500
Transfers	155,000	—	—	—
Total	3,628,349	3,756,660	3,843,486	4,095,937



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Facilities Engineer	133	1.000	1.000	—	—
Facilities Manager	130	1.000	1.000	1.000	1.000
Facilities Project Mgr	129	1.000	1.000	1.000	1.000
		3.000	3.000	2.000	2.000
Clerical and Professional					
Admin Asst	215	1.000	1.000	1.000	1.000
Facilities Project Engineer	133	—	—	1.000	1.000
		1.000	1.000	1.000	1.000
Labor Operations					
Master Electrician-CDL	220	2.000	2.000	2.000	2.000
Master HVAC Mechanic	220	2.000	2.000	2.000	2.000
Facilities Mnt Coord	218	1.000	1.000	1.000	1.000
Facilities Mnt Tech	216	4.000	4.000	4.000	4.000
Custodial Spvr	213	2.000	2.000	2.000	2.000
Building Attendant	208	16.000	16.000	12.000	12.000
		27.000	27.000	23.000	23.000
Total Full Time		31.000	31.000	27.000	27.000
Part Time Employees (shown as FTE's)					
Building Att-PT	208	0.750	0.750	0.500	0.500
Total Part Time (FTE's)		0.750	0.750	0.500	0.500
Total Employees					
		31.750	31.750	27.500	27.500

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

- ◆ Completed several special projects for other departments including Golf Course, Animal Shelter, Utilities and Parks
- ◆ Completed 95,278 square feet of utility cut repairs through June 2017
- ◆ Completed 264,619 square feet of base/surface repairs through June 2017
- ◆ Repaired 39,766 square feet of potholes through June 2017
- ◆ Repaired 7,946 square feet of alleys used for City provided services through June 2017
- ◆ Crack sealed 23,778 feet through June 2017
- ◆ Sprayed 127 curb miles of Aqua herbicide to prevent vegetation along edge of roadways
- ◆ Inspected and cleaned 49,624 feet of curb and gutter
- ◆ Cleaned and inspected 1,023 storm drain inlets
- ◆ Performed in-house sweeping of 2,987 curb miles
- ◆ Cleaned and removed 2,764 tons of debris from creeks and 24,567 feet from drainages
- ◆ Accomplished Tree Lake project by applying over 890 tons of asphalt in less than a week
- ◆ Completed training and acquisition of Commercial Drivers Licenses for 8 new employees
- ◆ Upgraded from standard barricades to pre-ordered panels

Priorities for FY 2018-19

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

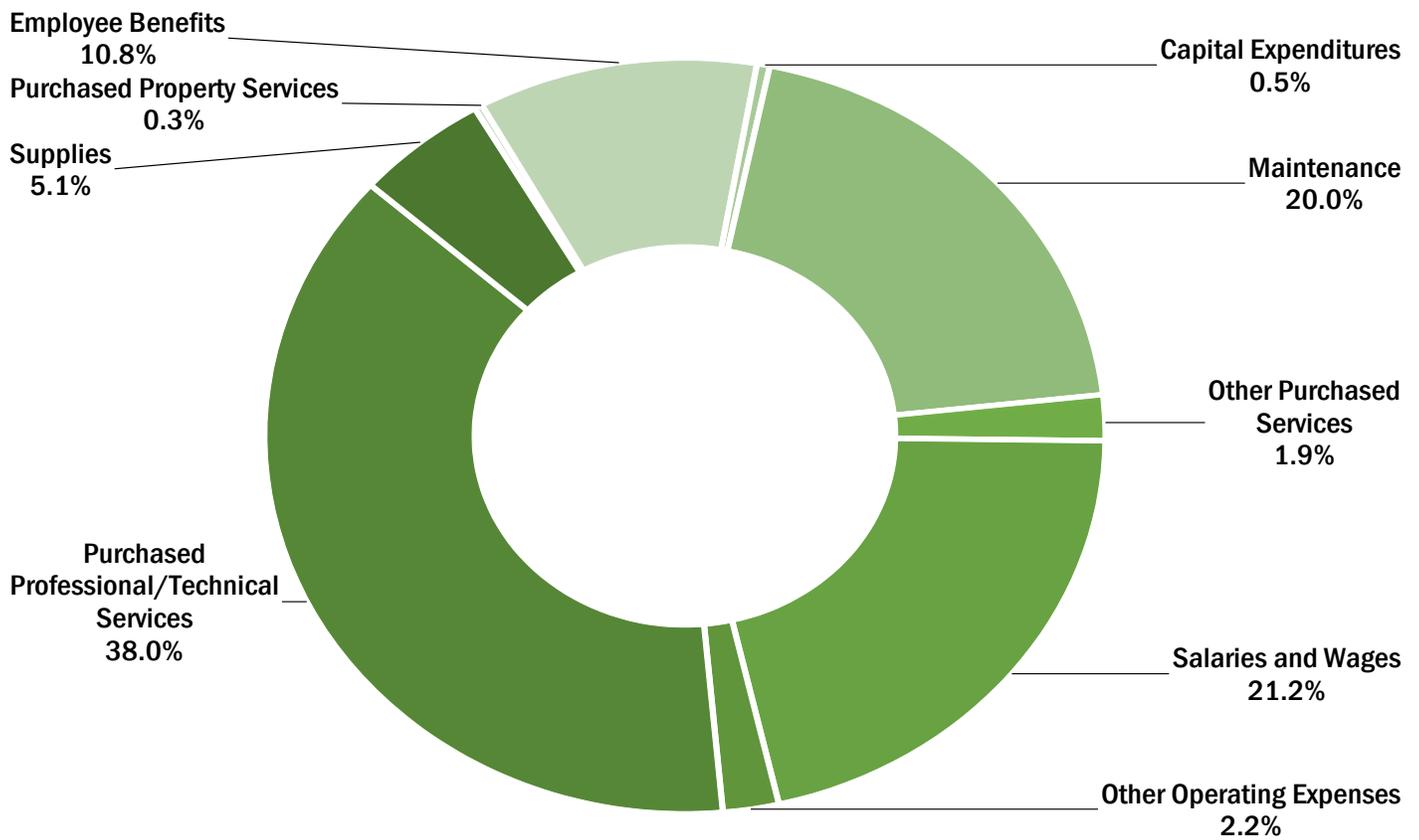
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	792,282	1,525,967	1,279,348	1,590,969
Employee Benefits	398,810	798,147	699,620	807,746
Purchased Professional/Technical Services	169,374	2,705,938	2,139,366	2,850,709
Purchased Property Services	37,810	31,276	22,160	23,544
Maintenance	443,200	1,460,334	1,151,599	1,501,825
Other Purchased Services	72,065	146,592	104,887	146,269
Supplies	155,100	357,778	236,083	382,994
Other Operating Expenses	161,422	161,422	161,422	161,422
Billings	(681,022)	(600,000)	(600,000)	(1,200,000)
Capital Expenditures	94,898	201,365	101,365	36,810
Transfers	—	—	—	—
Total	1,643,939	6,788,819	5,295,848	6,302,288



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Asst Director PW Operations	136	—	—	1.000	1.000
PW Oper Mgr	128	1.000	1.000	1.000	1.000
Public Works Spvr	121	1.000	2.000	2.000	2.000
		2.000	3.000	4.000	4.000
Clerical and Professional					
Admin Asst	215	1.000	1.000	1.000	1.000
Office Specialist	213	2.000	2.000	2.000	2.000
PW Finance Officer	127	—	—	0.050	0.050
PW Safety & Training Coord	121	1.000	1.000	1.000	1.000
		4.000	4.000	4.050	4.050
Labor Operations					
PW Oper Crew Lead	218	2.000	4.000	4.000	4.000
Sr Heavy Equip Oper-CDL	215	3.000	11.000	11.000	11.000
Heavy Equip Oper-CDL	213	12.000	16.000	16.000	16.000
Street Maint Worker-CDL	210	3.000	8.000	1.000	1.000
Street Maint Worker	210	—	—	2.000	2.000
		20.000	39.000	34.000	34.000
Total Employees		26.000	46.000	42.050	42.050

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

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

All court activities include: court appearances by defendants; arraignments; pre-trials and trials; court processes within legislative guidelines, including the Office of Court Administration Collection Improvement Program criteria; collections of court fines and court costs; and timely setting of court dockets. These activities interact with each other to reach final disposition of filed cases and collection of court costs, fees and fines.

Accomplishments for FY 2017-18

- ◆ On January 1, 2018, the City of Waco Municipal Court became a Court of Record
- ◆ Implementation of an upgrade of the Tyler Incode court application from version 9.0 to 9.1.
- ◆ Implementation of Tyler Content Management (TCM), the court's document imaging system
- ◆ Continued staff training of the Tyler Incode court application and Tyler Content Management
- ◆ Continued Inter-local Cooperation Agreement with McLennan County, Texas for incarceration of certain persons convicted of Class C Misdemeanors in accordance with the Texas Code of Criminal Procedure
- ◆ Sent approximately \$2,448,081 additional accounts receivables to McCreary, Veselka, Bragg & Allen, P.C. (MVBA), the court collection agency; this is all eligible delinquent accounts sixty-one (61) days past due
- ◆ Sent approximately 2,490 defendants' denial of driver's license renewal, due to warrant status, in the approximate amount of \$1,053,547.00 to the Texas Department of Public Safety Failure to Appear Program
- ◆ Courtroom media expansion with updated equipment for more efficient visibility of court proceedings

Priorities for FY 2018-19

- ◆ Implementation of online processes on the Municipal Court's website through the Tyler Insite product

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

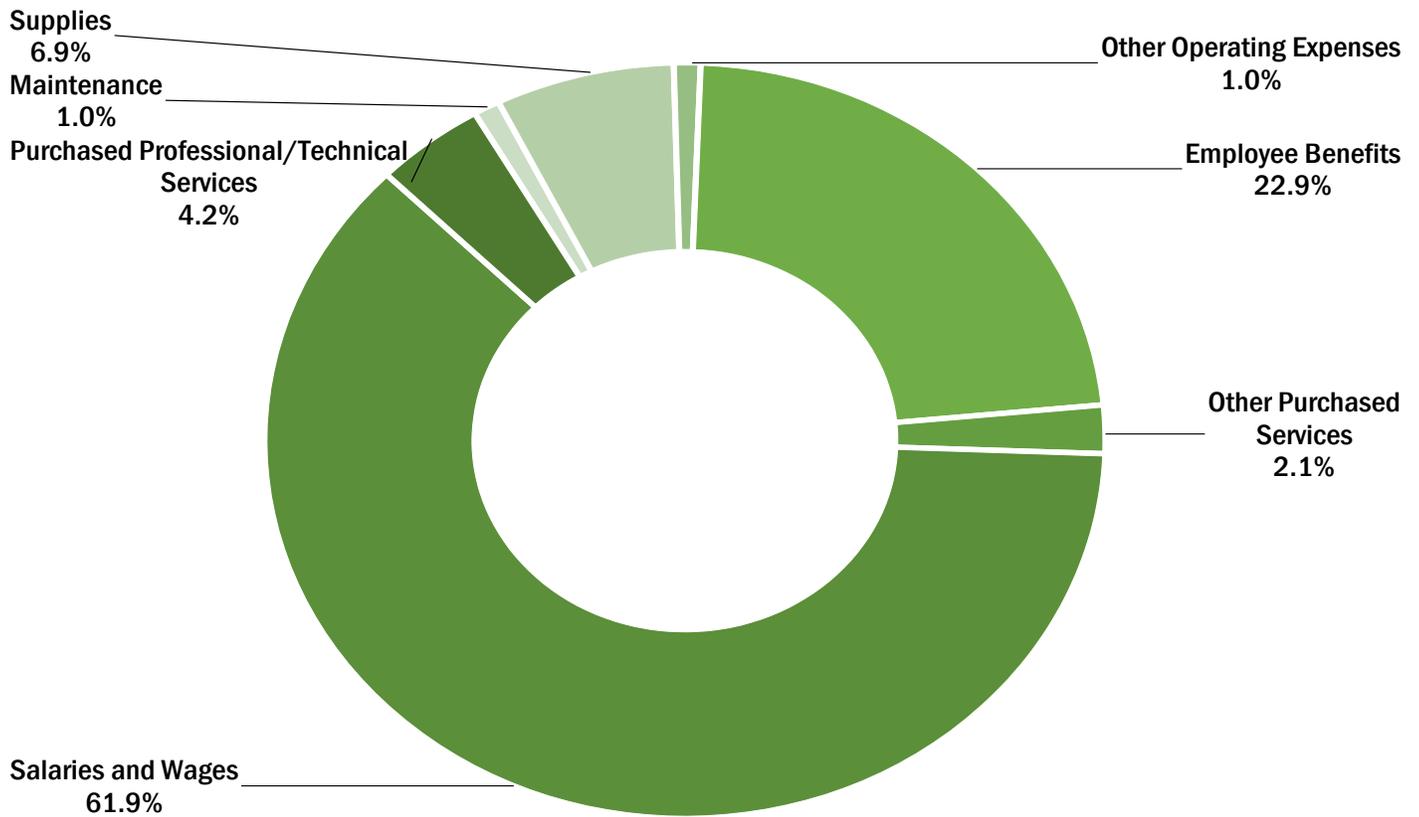
Budget Highlights

The budget for Municipal Court will maintain current operations without filling one Deputy Court Clerk vacancy during this fiscal year budget. The Bailiff position is funded from the Municipal Court Building Security Fund. The Tyler Incode court software application and the Tyler Content Management system brings up-to-date technology for Municipal Court processes.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	805,730	826,900	791,566	844,085
Employee Benefits	280,792	299,654	286,867	312,151
Purchased Professional/Technical Services	120,175	116,755	121,311	57,617
Maintenance	147	1,000	687	13,890
Other Purchased Services	24,392	38,900	25,185	28,170
Supplies	75,231	83,268	83,997	93,997
Other Operating Expenses	11,916	13,928	13,928	13,928
Capital Expenditures	—	12,064	12,064	—
Total	1,318,384	1,392,469	1,335,605	1,363,838



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Mun Court Judge	555	1.000	1.000	1.000	1.000
Municipal Court Mgr	130	1.000	1.000	1.000	1.000
		2.000	2.000	2.000	2.000
Clerical and Professional					
Deputy Court Clerk	217	10.000	10.000	10.000	10.000
Sr Financial Analyst	124	1.000	1.000	1.000	1.000
Chief Deputy Court Clerk	121	1.000	1.000	1.000	1.000
		12.000	12.000	12.000	12.000
Labor Operations					
Police Officer	901	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Total Employees		15.000	15.000	15.000	15.000

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, which do not respond to the requirements of the Building Standards Commission.

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

Accomplishments for FY 2017-18

- ◆ Hired an Electrical Plans Examiner
- ◆ Hired a Combination Inspector
- ◆ Hired an Assistant Building Official
- ◆ Continued to move toward an implementation with Tyler Technologies on converting our plan review, permit, inspection and code enforcement operations to EnerGov.

Priorities for FY 2018-19

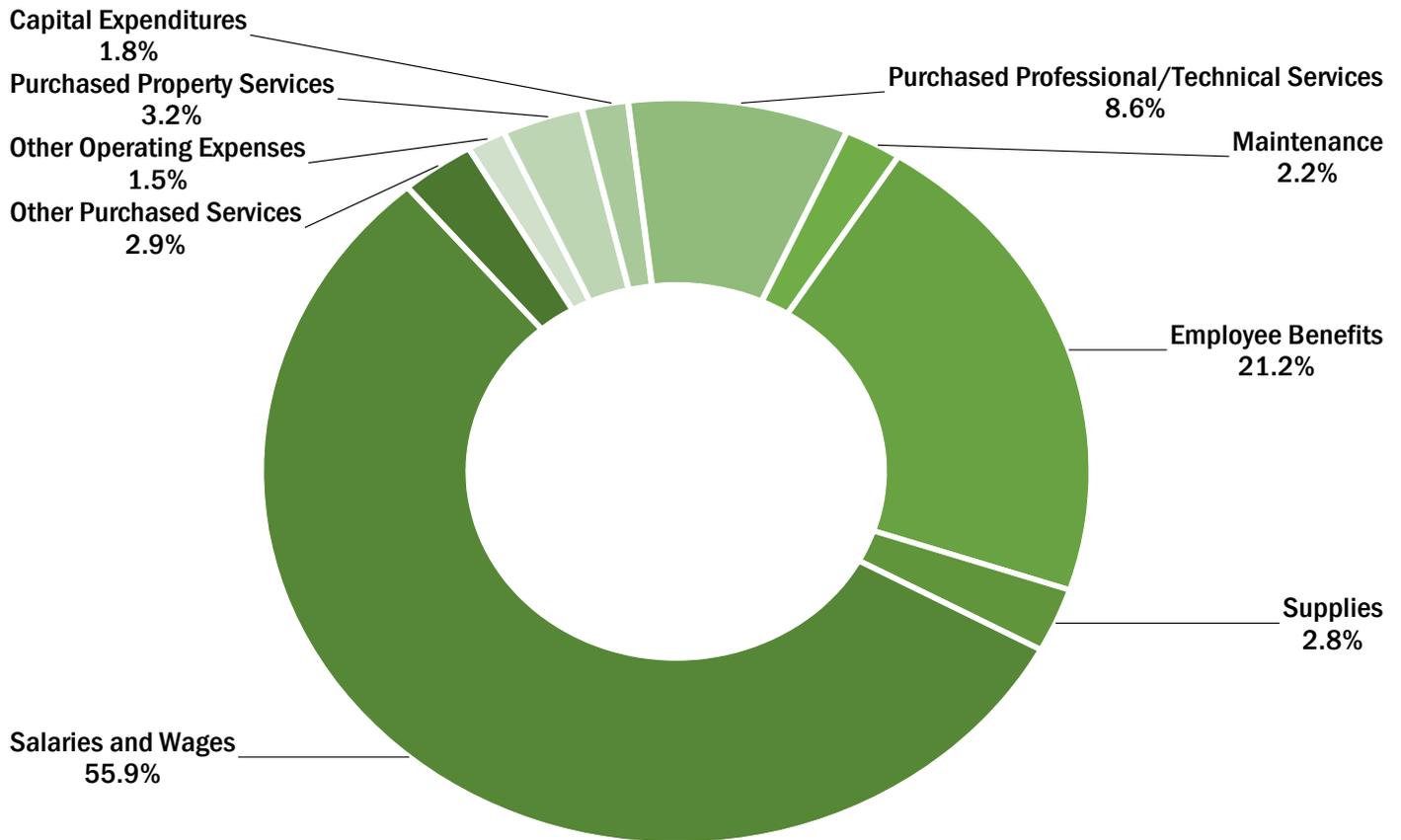
- ◆ Hiring an Electrical Inspector
- ◆ Discuss adopting the 2018 International Family of Codes
- ◆ Installing a kiosk for the EnerGov Citizen Self-Serve (CSS in the Development Center

Budget Highlights

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$320,000 for FY 2018-19. For FY 2018-19, there will be 24.12 full-time equivalents (FTEs) shown here and there are 4.88 FTEs budgeted in Community Development Code Enforcement.

Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	953,270	1,213,289	1,058,421	1,277,366
Employee Benefits	361,686	458,409	411,228	483,999
Purchased Professional/Technical Services	171,640	213,264	224,951	196,740
Purchased Property Services	64,206	72,142	66,841	72,144
Maintenance	46,034	44,947	58,424	51,240
Other Purchased Services	59,309	62,404	64,158	65,755
Supplies	44,282	88,592	80,309	63,705
Other Operating Expenses	32,937	26,430	26,430	34,754
Capital Expenditures	—	—	—	41,245
Transfers	—	—	—	—
Total	1,733,365	2,179,477	1,990,762	2,286,948



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Chief Building Official	135	0.730	0.790	0.790	1.000
Asst Building Official	130	0.710	0.710	0.710	0.710
Plans Examiner Spvr	125	1.000	1.000	1.000	1.000
Building Inspector Spvr	123	1.000	1.000	1.000	1.000
Code Enforcement Spvr	123	0.480	0.480	0.480	0.480
		3.920	3.980	3.980	4.190
Clerical and Professional					
Sr Permit Tech	218	2.000	2.000	2.000	2.000
Sr Admin Asst	217	0.470	0.470	0.470	0.470
Permit Tech	215	1.000	2.000	2.000	2.000
Sr Dev Center Rep	215	1.460	1.460	1.460	1.460
		4.930	5.930	5.930	5.930
Labor Operations					
Combination Inspector	222	—	1.000	1.000	1.000
Plans Examiner	222	3.000	3.000	3.000	3.000
Building Inspector	220	2.000	2.000	2.000	2.000
Electrical Inspector	220	2.000	2.000	2.000	2.000
Plumbing/Mech Inspector	220	2.000	2.000	2.000	2.000
Code Enforcement Inspector	220	4.110	4.110	4.110	4.110
		13.110	14.110	14.110	14.110
Total Employees					
		21.960	24.020	24.020	24.230

Mission Statement

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

Narrative

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

The Waco Animal Shelter provides animal intake, rabies quarantine and boarding for McLennan County and the city of Marlin in Falls County. During FY 2017, we received 5,798 animals, 327 animals more than the previous year. Through May 2018, we have had an intake of 3,732 animals. The facility currently has a capacity of 272 animals. All animals are handled in a compassionate manner and the shelter staff strives to ensure animal health by providing a clean, well-maintained facility to potential pet owners. Through a contract with the Humane Society of Central Texas, adoption and redemption services are provided to all contracting cities.

Accomplishments for FY 2017-18

- ◆ Finished FY 2016-17 with a euthanasia rate of 5.46% and a live exit rate of 94.54%. Through May 2018, there is currently a live exit rate of 93.80%
- ◆ Performed 1,217 spays and neuters and 33 additional surgeries that improved the quality of life for these animals through May 2018
- ◆ The shelter director left her position in the late fall and Dr. Ron Epps moved from Shelter Veterinarian to Administrator of Animal Services. In this

position he oversees the Animal Shelter, Animal Care Officers and the City's relationship with Humane Society of Central Texas.

- ◆ Dr. Cary Bielamowicz joined the shelter staff in May and replaced Dr. Epps as Shelter Veterinarian

Priorities for FY 2018-19

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

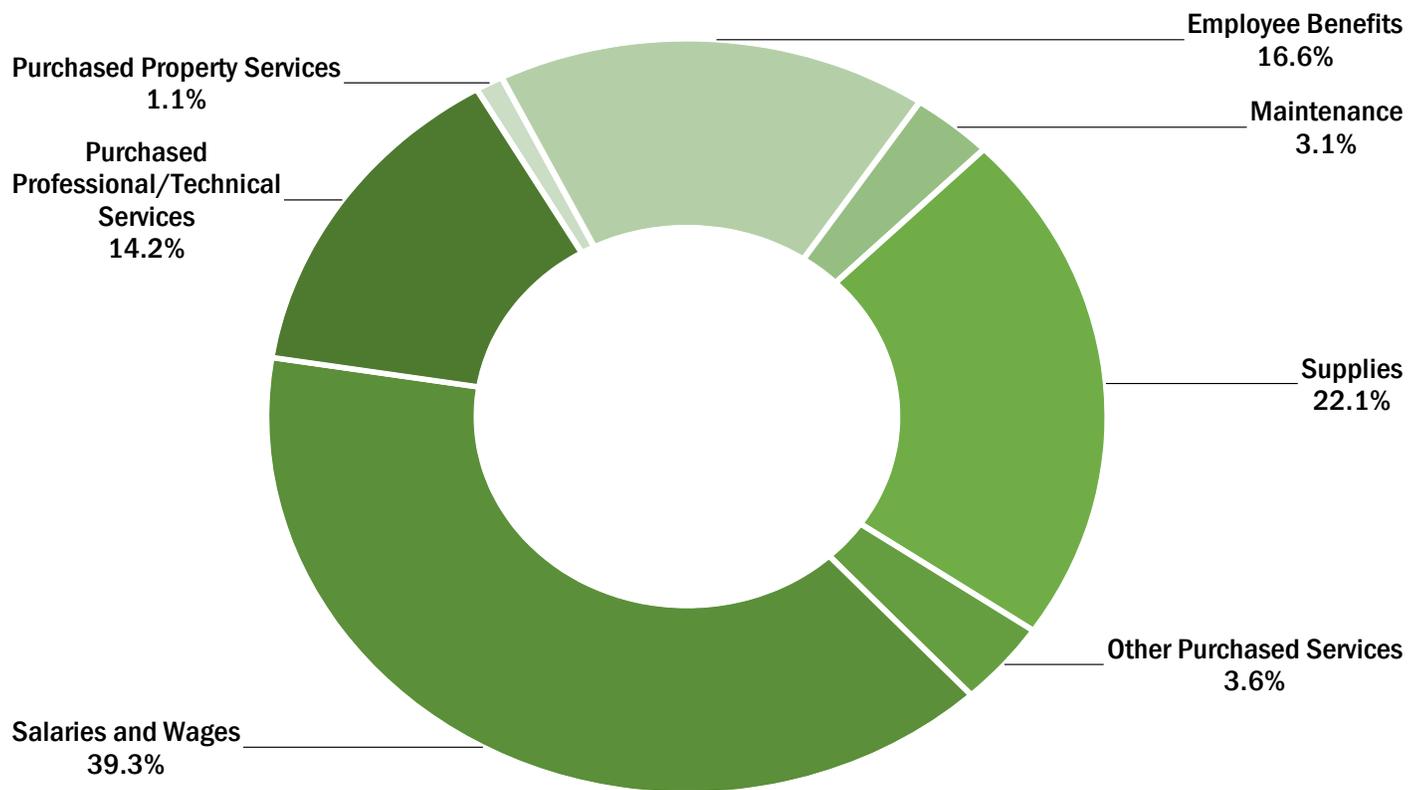
Budget Highlights

The budget for 2018-19 includes an increase in funds to allow the shelter medical staff to increase the number of spays and neuters performed.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	699,188	697,415	700,146	802,091
Employee Benefits	286,095	290,850	284,535	338,687
Purchased Professional/Technical Services	207,272	307,236	375,694	288,985
Purchased Property Services	17,667	17,700	23,495	21,900
Maintenance	32,720	73,353	44,283	64,107
Other Purchased Services	57,898	69,399	66,914	73,444
Supplies	330,116	330,110	342,689	451,013
Other Operating Expenses	—	1,000	1,000	1,000
Capital Expenditures	19,857	42,645	33,515	—
Transfers	—	—	—	—
Total	1,650,813	1,829,708	1,872,270	2,041,227



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Animal Control Lead	216	1.000	1.000	1.000	1.000
Animal Services Spvr	216	1.000	1.000	1.000	1.000
Animal Shelter Admin	134	—	—	1.000	1.000
Animal Shelter Director	130	1.000	1.000	—	—
Animal Services Vet	130	1.000	1.000	1.000	1.000
Animal Services Mgr	121	1.000	1.000	1.000	1.000
Animal Control Mgr	121	1.000	1.000	1.000	1.000
		6.000	6.000	6.000	6.000
Labor Operations					
Animal Services Vet Tech	215	1.000	1.000	2.000	2.000
Sr Animal Services Tech	213	4.000	4.000	4.000	4.000
Animal Services Tech	210	4.000	4.000	4.000	4.000
		9.000	9.000	10.000	10.000
Labor Maintenance					
Animal Control Officer	213	3.000	3.000	3.000	3.000
		3.000	3.000	3.000	3.000
Total Full Time		18.000	18.000	19.000	19.000
Part Time Employees (shown as FTE's)					
Animal Services Tech-PT	210	0.500	0.500	0.500	0.500
Total Part Time (FTE's)		0.500	0.500	0.500	0.500
Total Employees		18.500	18.500	19.500	19.500

Emergency Management

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

- ◆ Moved into a brand new state of the art Emergency Operations Center
- ◆ Provided a functional Emergency Operations Center Exercise for City of Waco and McLennan County employees
- ◆ Updated annexes to the Waco-McLennan County Emergency Management Plan
- ◆ Increased public education efforts in the community through various mediums including presentations, videos, and social media
Hosted three exercises including one operational based and two discussion based exercises.
- ◆ Upgraded the Radio system to the most current version
- ◆ Continued to work with county agencies on expansion of the 800 MHz radio system
- ◆ Continued coordinating and hosting various committees, LEPC, Animal Issues Committee, Volunteer Organizations Active in Disaster
- ◆ Applied for grants for equipment and training that would assist the city and county
- ◆ Hosted EMI/FEMA classes in the new EOC
- ◆ Assisted local partners with special events in the city by activating the EOC and providing resources as necessary
- ◆ Negotiated EMS contract for unincorporated areas

Priorities for FY 2018-19

- ◆ Update annexes to the Waco-McLennan County Emergency Management Plan as necessary

- ◆ Provide Community Emergency Response Team trainings (CERT)
- ◆ Increase public outreach on hazard awareness through various platforms
- ◆ Increase volunteer program participation
- ◆ Host two discussion based exercises
- ◆ Conduct one operations based exercise
- ◆ Continue to upgrade the radio system
- ◆ Sustain work with county agencies on expansion of the 800 MHz radio system
- ◆ Maintain involvement with various committees including: Local Emergency Planning Committee (LEPC, Animal Issues Committee, and Volunteer Organizations Active in Disaster (VOAD
- ◆ Apply for grants for equipment and training that would assist the priorities of the city and county
- ◆ Offer city and County employees monthly NIMS training
- ◆ Host EMI/FEMA trainings
- ◆ Update City and County Hazard Mitigation Plan

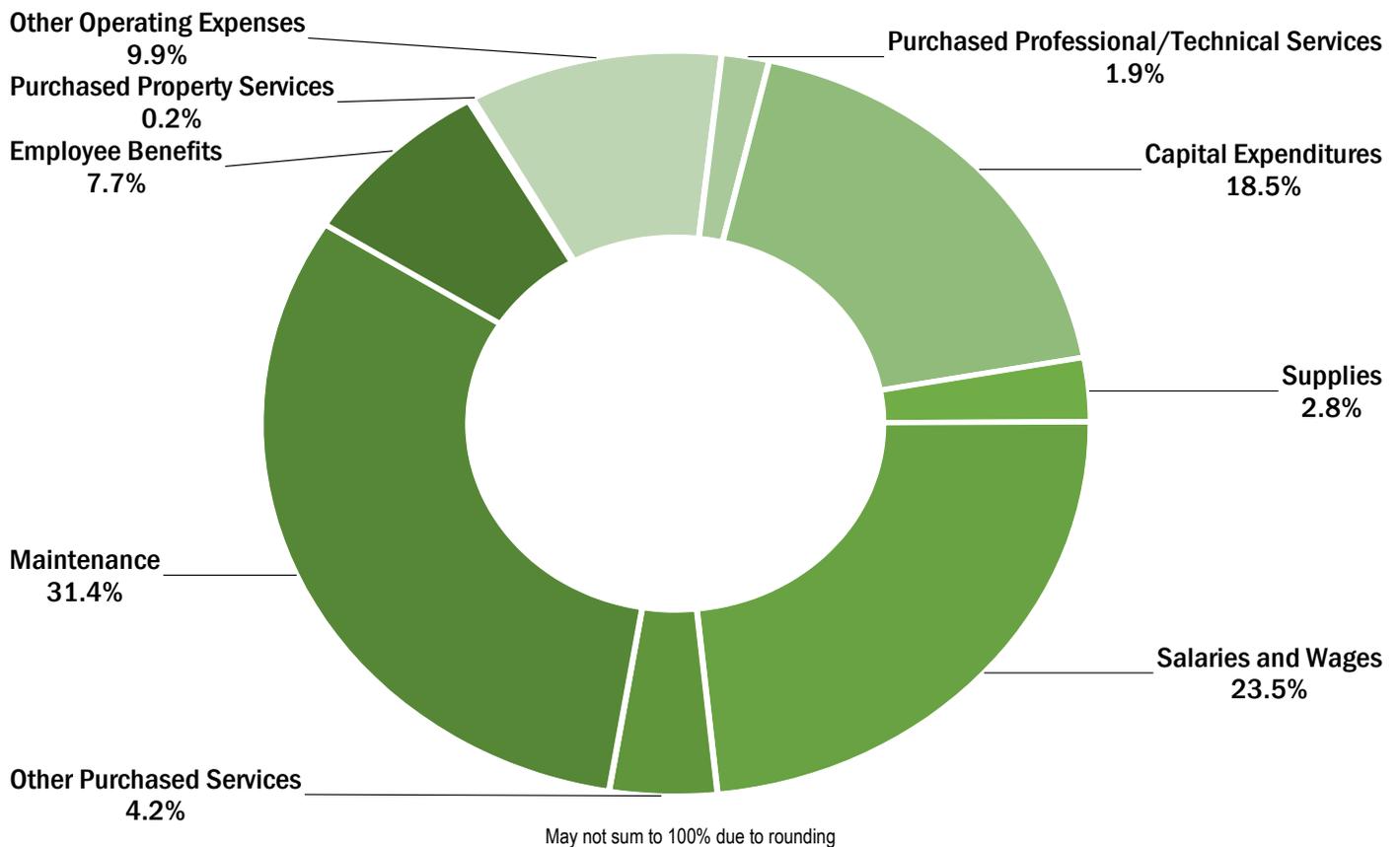
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	282,799	290,841	284,117	360,987
Employee Benefits	100,236	112,737	108,237	118,315
Purchased Professional/Technical Services	11,508	25,374	13,294	28,504
Purchased Property Services	1,020	1,550	2,657	3,000
Maintenance	250,760	428,974	337,211	482,972
Other Purchased Services	26,122	31,059	21,682	64,399
Supplies	12,326	43,071	38,216	42,625
Other Operating Expenses	139,504	83,965	83,965	152,395
Capital Expenditures	591,935	368,182	368,182	285,000
Transfers	—	—	—	—
Total	1,416,210	1,385,753	1,257,561	1,538,197



**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Emer Mgt Coord	130	1.000	1.000	1.000	1.000
Radio Comm Spvr	121	1.000	1.000	1.000	1.000
		2.000	2.000	2.000	2.000
Clerical and Professional					
Admin Asst	215	1.000	1.000	1.000	1.000
Asst Emer Mgt Coord	121	1.000	1.000	1.000	1.000
		2.000	2.000	2.000	2.000
Labor Operations					
Radio Comm Tech	214	2.000	2.000	2.000	2.000
		2.000	2.000	2.000	2.000
Total Employees					
		6.000	6.000	6.000	6.000

Mission Statement

The mission of the Waco Fire Department is to protect life and property through effective fire, rescue, and other emergency services with dedicated service to the community.

The vision of the Waco Fire Department is to be a progressive organization dedicated to delivering consistent, quality, service with the earned trust and support of the community.

Narrative

The Waco Fire Department (WFD) is committed to delivering the highest quality of fire, emergency medical, and other related services to citizens and visitors alike in a professional, efficient, and effective manner. WFD consists of 203 civil service employees and 5 civilian administrative/ support staff. To achieve organizational efficiency WFD is divided into three branches: Fire Administration and Support Services, Community Risk Reduction, and Emergency Operations. The Waco-McLennan County Office of Emergency Management is also under the Fire department.

Last year, the Waco Fire Department responded to over 14,400 emergency calls. WFD has a Class 2 ISO rating (Less than 1% of fire departments across the country have a rating of 2 or better). This rating allows residents and businesses to receive lower insurance premiums. WFD provides the following services from 13 strategically located fire stations: fire, emergency medical, aircraft rescue firefighting (ARFF), hazardous materials, swift water rescue, and technical rescue (high angle and confined space).

Additionally, WFD is a regional member of the Heart of Texas Council of Government (HOTCOG) and pro-

vides regional HazMat and Swift Water Rescue Team response to 5 neighboring counties. Other important services provided by WFD under the direction of the Fire Marshal are fire investigation, life safety education, technical fire inspections, plan reviews, pre-fire planning. The Fire Marshal's office has certified fire investigators who are licensed peace officers. These officers are responsible for investigating all fire related crimes and have the lawful power to arrest.

Accomplishments for FY 2017-18

- ◆ Reorganized Waco Fire Department into three branches (Fire Administration & Support Services, Community Risk Reduction, and Emergency Operations for better efficiency and management
- ◆ Upgraded Fire Marshal and Training Chief to Deputy Chief position assigned branch level supervision responsibilities
- ◆ Reorganized Special Operations (HazMat and Technical Rescue) under one battalion for more consistent and focused management
- ◆ Implemented Training Planning and Training Delivery Groups from Operations Division personnel to allow subject matter experts to deliver training
- ◆ Installed Active 911 program to Dispatch CAD system to improve incident response notification including visual monitors in all fire stations and smart devices throughout the department
- ◆ Conducted leadership/mentoring training for all members of the department
- ◆ Reinforced fire incident command training with all members of the department



- ◆ Accepted delivery of new fire engines at Fire Stations 4 and 8
- ◆ Conducted 6931 building inspections or pre-plans
- ◆ Designed and ordered new fire/rescue boat for Fire Station 2 to better respond to emergencies on Lake Waco and the Brazos River
- ◆ Began participation in the Texas Intrastate Mutual Aid System (TIFMAS) for major disaster response statewide
- ◆ Completed design and entering construction phase on new Fire Station 5 at 4515 Bagby Ave.
- ◆ Implemented Recovery Dive Team for the first time in WFD’s existence
- ◆ Changes uniform duty shirts to polo style shirts for comfort and over 25% cost savings
- ◆ Installed new leased Mobile Data Terminals in all vehicles

Priorities for FY 2018-19

Communications:

- ◆ Develop plan to maintain a minimum of two personnel in Dispatch at all times

Organization:

- ◆ Continuous review and updating of all department standard operating procedures
- ◆ Develop a 5-Year Strategic Plan
- ◆ Begin self-evaluation process toward Texas Fire Chiefs Association Best Practices recognition

Facilities:

- ◆ Complete construction of new Fire Station 5 located at 4515 Bagby Ave.
- ◆ Continue design work and plans for building new Fire Station 6 and Fire Administration at site of old 25th St. Theater

Training:

- ◆ Continue Fire Officer training and certification at multiple levels
- ◆ Continue professional development at all levels

Equipment:

- ◆ Take delivery of new fire/rescue boat for Fire Station 2
- ◆ Purchase and take delivery of Utility Task Vehicle (UTV) for stand-by at special events enhancing ability to respond in crowds and maintain a highly visible presence.

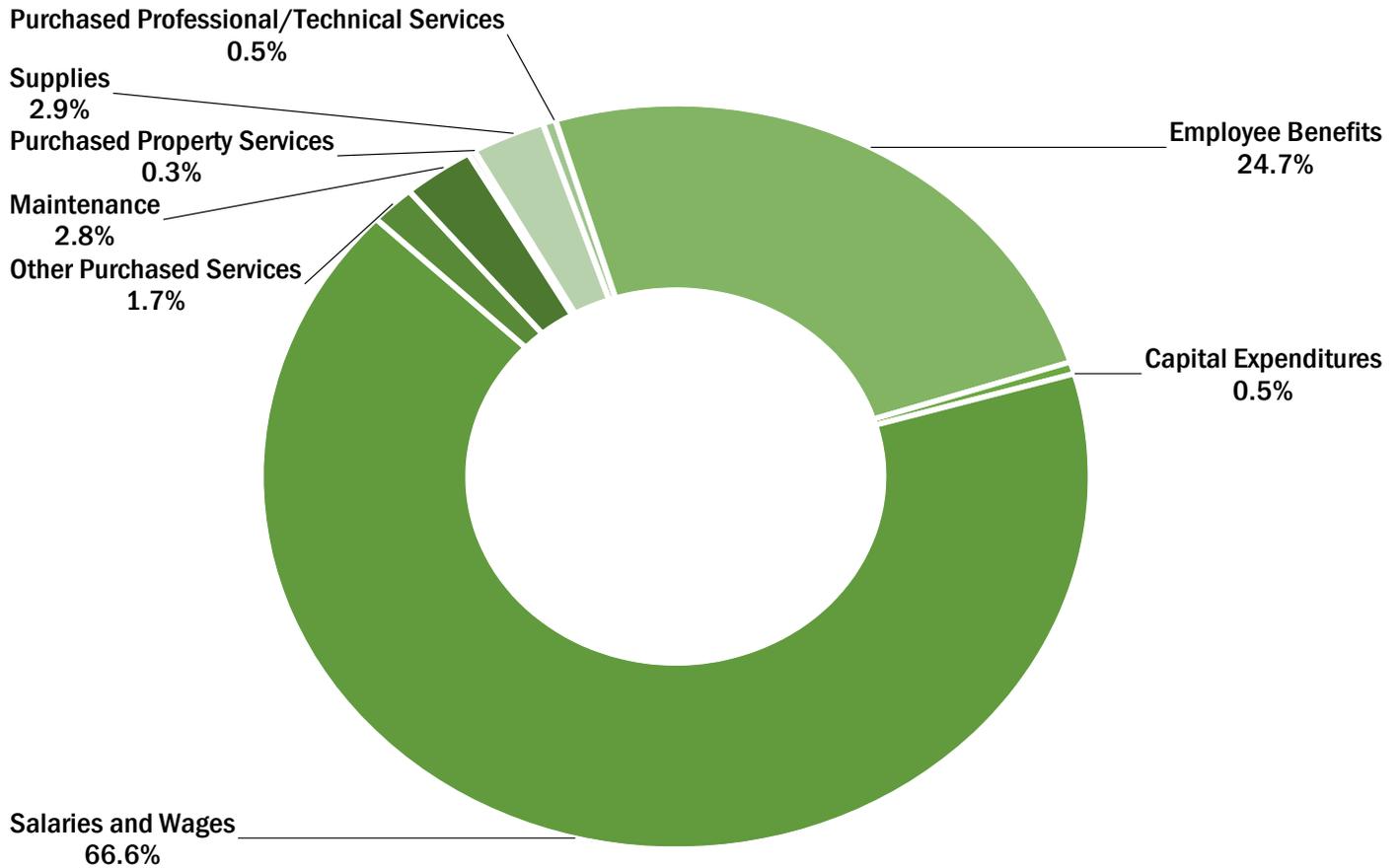
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	16,181,624	15,704,707	16,873,764	17,373,260
Employee Benefits	5,560,070	5,637,390	6,196,482	6,447,013
Purchased Professional/Technical Services	62,562	71,724	72,735	130,820
Purchased Property Services	55,469	62,952	61,714	70,020
Maintenance	560,912	763,047	535,038	724,074
Other Purchased Services	387,861	415,319	377,127	453,126
Supplies	650,132	688,927	600,226	749,467
Capital Expenditures	478,476	28,976	116,976	135,910
Transfers	—	—	—	—
Total	23,937,107	23,373,042	24,834,063	26,083,690



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Fire Chief	138	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Clerical and Professional					
Sr Admin Asst	217	1.000	1.000	1.000	1.000
Fire Alarm CSR	215	2.000	2.000	2.000	2.000
Office Specialist	213	2.000	2.000	2.000	2.000
		5.000	5.000	5.000	5.000
Labor Operations					
Fire Captain Training	813	1.000	1.000	1.000	1.000
Fire Captain Prevention	813	1.000	1.000	1.000	1.000
Fire Lieutenant Prevention	812	3.000	3.000	3.000	3.000
Fire Lieutenant Alarm Office	812	5.000	5.000	5.000	5.000
Deputy Fire Chief	811	1.000	1.000	3.000	3.000
Battalion Chief	808	6.000	6.000	6.000	6.000
Fire Training Officer	807	1.000	1.000	—	—
Fire Marshal	806	1.000	1.000	—	—
Fire Captain Suppression	805	14.000	14.000	14.000	14.000
Fire Lieutenant	804	37.000	37.000	37.000	37.000
Fire Prevention Specialist	803	1.000	1.000	1.000	1.000
Fire Equipment Engineer	802	54.000	54.000	54.000	54.000
Firefighter	801	78.000	78.000	78.000	78.000
		203.000	203.000	203.000	203.000
Total Employees					
		209.000	209.000	209.000	209.000

Mission Statement

Our Mission is to provide police services to the Waco Community with integrity, professionalism, accountability, 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, enforcement, and assist citizens in solving neighborhood problems
- ◆ 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 incident that results in serious injury or the death of a person. The Unit works closely with the Victim Services Unit and the Advocacy Center to provide resources for victims of violent crimes. Special Crimes has formed a partnership with Adult Probation and 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 department 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 in conjunction with the Children's Advocacy Center and the Child Protective Services Agency. This unit is closely aligned with the McLennan County Child Fatality Review Team as well as with area law enforcement agencies on child abuse cases that cross jurisdictional boundaries
- ◆ S.A.F.E. stands for Support, Abatement, Forfeiture, and Enforcement. Its mission is to reduce crime and increase our citizen's quality of life by denying criminals the use of real property as a base of operations. The Neighborhood Investigators follow up on all criminal offenses not assigned to a specialized unit
- ◆ The Drug Enforcement Section focuses on eliminating mid and upper level sources of supply of illegal substances, along with vice and gambling within the city

The Support Services Division includes the Communication Section, Records, Property Room, Community Outreach and Support Section, Crime Scene Unit, Computer Forensics Lab, 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, the County, 7 smaller departments, animal control, and 13 volunteer fire departments. The unit partners with the McLennan County 911 District for training. In addition, McLennan County provides partial funding for staffing and operating costs

- ◆ The Crime Scene Unit provides forensic support to police investigations
- ◆ The Computer Forensics Lab focuses on the forensic examination of digital media
- ◆ The Records Section processes warrants, issues accident reports, provides the typing pool for police reports, is responsible for the sale of abandoned motor vehicles, open records requests for the Police Department, and works with the media in the absence of the Public Information Officer
- ◆ The Community Outreach and Support Section includes crime prevention programs and coordinates the Citizens on Patrol program, the Citizens Police Academy, Crime Stoppers, police chaplains, explorers and cadets
- ◆ The Intelligence/Media Unit includes analysis of criminal activities, serves as news media liaison and gathers intelligence information. This unit works closely with the news media to insure accurate information is relayed to the public and good tips are received for our investigations and programs

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

- ◆ The Management Services Section consists of the Personnel, Training, and Planning and Budget Units
- ◆ The Personnel Unit is charged with the recruitment and selection of police officers and civilian personnel
- ◆ The Training Unit conducts and/or coordinates training for the department to include new officer training, in-service training, firearms and emergency vehicle training
- ◆ The Planning and Budget Unit prepares short and long term planning reports, applies for and administers grants, coordinates uniforms, equipment, and supplies, oversees policy updates, prepares payroll and administers the Department's budget

- ◆ The Professional Standards and Conduct Unit investigate allegations of employee misconduct

agencies in the pursuit of convictions against offenders who prey upon the citizens and visitors of our community

Accomplishments for FY 2017-18

- ◆ City Council approved an increase to Authorized Strength from 247 to 253; the first increase in approximately 10 years
- ◆ The Community Outreach Section conducted 234 crime prevention programs in the community covering different safety, education and crime prevention topics during 2017, educating approximately 23,635 citizens
- ◆ The Family Violence Unit investigated 2046 new cases, issued 254 arrest warrants, transferred 558 cases to the District Attorney for prosecution and obtained 94 Emergency Protective Orders in 2017
- ◆ The Crimes Against Children Unit investigated 998 criminal offense reports and 1234 Child Protection Services referrals in 2017
- ◆ The S.A.F.E. Unit reported 32% of the rental units in Waco participate in crime-free housing resulting in a 52% reduction in reported crime and a 79% reduction in arrests
- ◆ Neighborhood Detectives continue to have success recovering stolen property using “Leads Online”. There were 19,820 on-line searches conducted for stolen property; resulting in the recovery of \$82,740 in stolen property. Detectives worked 8,100 cases and of those 2,764 cases were sent to the DA’s office for prosecution. The Accident reconstruction team investigated 25 crashes, 16 were fatalities. The burglary and auto theft unit obtained 130 felony warrants and 81 misdemeanor warrants resulting in 80 arrests

The Support Services Division will strive to provide the best possible customer service to the citizens of Waco and will support the mission of the department through efficient management of police operations.

Budget Highlights

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

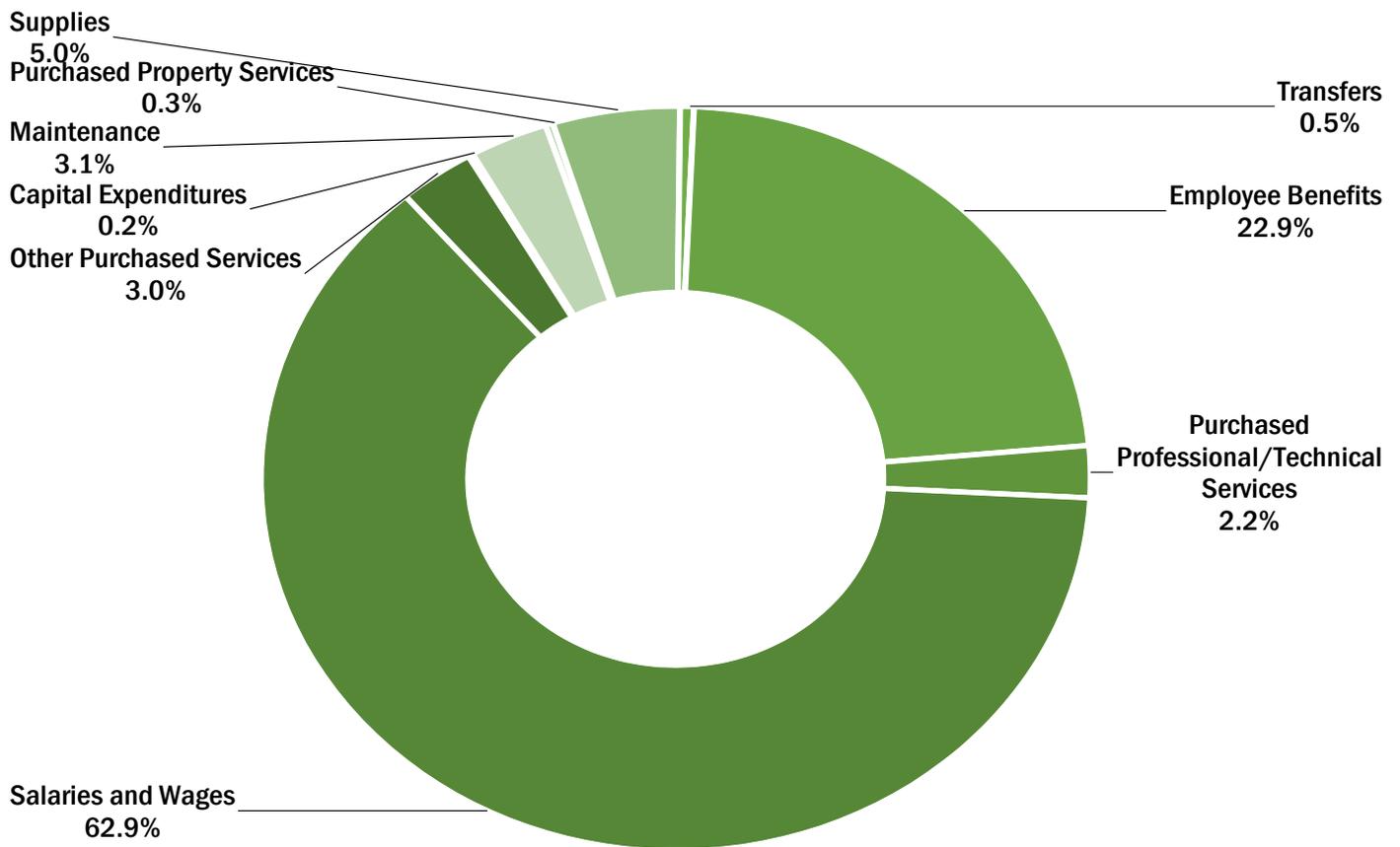
Priorities for FY 2018-19

- ◆ 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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	23,102,183	23,646,501	25,385,815	25,469,305
Employee Benefits	7,856,183	8,384,785	9,108,251	9,261,905
Purchased Professional/Technical Services	649,062	901,143	754,051	909,288
Purchased Property Services	42,827	63,792	40,384	116,166
Maintenance	1,064,759	1,485,974	1,437,299	1,239,436
Other Purchased Services	1,005,334	1,164,710	1,112,191	1,196,893
Supplies	1,521,439	2,335,399	2,234,629	2,009,103
Other Operating Expenses	792	909	909	900
Capital Expenditures	308,227	257,818	137,818	77,305
Transfers	38,333	216,000	216,000	216,000
Total	35,589,140	38,457,031	40,427,347	40,496,301



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Police Records Spvr	220	8.000	8.000	8.000	8.000
Police Chief	138	1.000	1.000	1.000	1.000
Emer Comm Mgr/911	130	1.000	1.000	1.000	1.000
PD Records Manager	130	1.000	1.000	1.000	1.000
PD Planning/Budget Mgr	127	1.000	1.000	1.000	1.000
		12.000	12.000	12.000	12.000
Clerical and Professional					
PD Digital Media Spvr	225	—	1.000	1.000	1.000
PD Certified Crime Analyst	224	2.000	2.000	2.000	2.000
Victim Services Mgr	223	1.000	1.000	1.000	1.000
Digital Media Tech	222	—	1.000	1.000	1.000
Police Planner	222	3.000	3.000	3.000	3.000
Crime Prev Specialist	221	1.000	1.000	1.000	1.000
911 Telecom Spvr	220	7.000	7.000	7.000	7.000
Sex Offender Registration Coord	219	1.000	1.000	1.000	1.000
Latent Prt/CS Tech	218	7.000	7.000	7.000	7.000
Victim Services Coord	218	1.000	1.000	1.000	1.000
911 Telecommunicator	217	28.000	28.000	28.000	28.000
Sr Admin Asst	217	1.000	1.000	1.000	1.000
Warrants Coordinator	217	1.000	1.000	1.000	1.000
Police Staff Specialist	216	1.000	1.000	1.000	1.000
Admin Asst	215	1.000	1.000	1.000	1.000
Police Open Records Rep	215	—	1.000	2.000	2.000
Police Records Rep	215	17.000	17.000	16.000	16.000
Office Specialist	213	6.000	6.000	6.000	6.000
Property Room Tech	213	2.000	2.000	2.000	2.000
		80.000	83.000	83.000	83.000
Labor Operations					
Assistant Police Chief	904	3.000	3.000	3.000	3.000

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Police Commander	903	10.000	10.000	10.000	10.000
Police Sergeant	902	36.000	36.000	36.000	36.000
Police Officer	901	194.000	200.000	200.000	202.000
		243.000	249.000	249.000	251.000
Total Full Time		335.000	344.000	344.000	346.000
Part Time Employees (shown as FTE's)					
Background Investigator-PT	221	0.960	0.960	0.950	0.950
Latent Prt/CS Tech-PT	218	0.960	0.960	0.950	0.950
911 Telecom-PT	217	1.920	1.920	1.900	1.900
Asst Sex Offdr Reg Coord-PT	216	0.480	0.480	0.475	0.475
Police Record Rep-PT	215	1.940	1.940	1.925	1.925
Total Part Time (FTE's)		6.260	6.260	6.200	6.200
Total Employees		341.260	350.260	350.200	352.200

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 2017-18

- ◆ Reviewed and approved approximately 53 Traffic Control Plans
- ◆ Reviewed and completed 116 Citizen Request (Average Completion in Under 2 weeks)
- ◆ Processed 14 street light request
- ◆ Provided Traffic Control Support for 72 special events
- ◆ Reviewed and commented on 72 commercial development plans
- ◆ Reviewed and commented on 12 residential subdivision plans
- ◆ Completed Application for Bicycle Friendly Community Designation
- ◆ Completed Preliminary Design and Traffic Modeling on One-Way Conversion of Franklin Ave. and Washington Ave.
- ◆ Worked with TxDOT to complete LaSalle Circle restriping

- ◆ Completed safety improvements on 4 of 5 identified locations
- ◆ Completed feasibility Study for Downtown Quiet Zone and initiated final design
- ◆ Completed five year signal maintenance/upgrade plan

Priorities for FY 2018-19

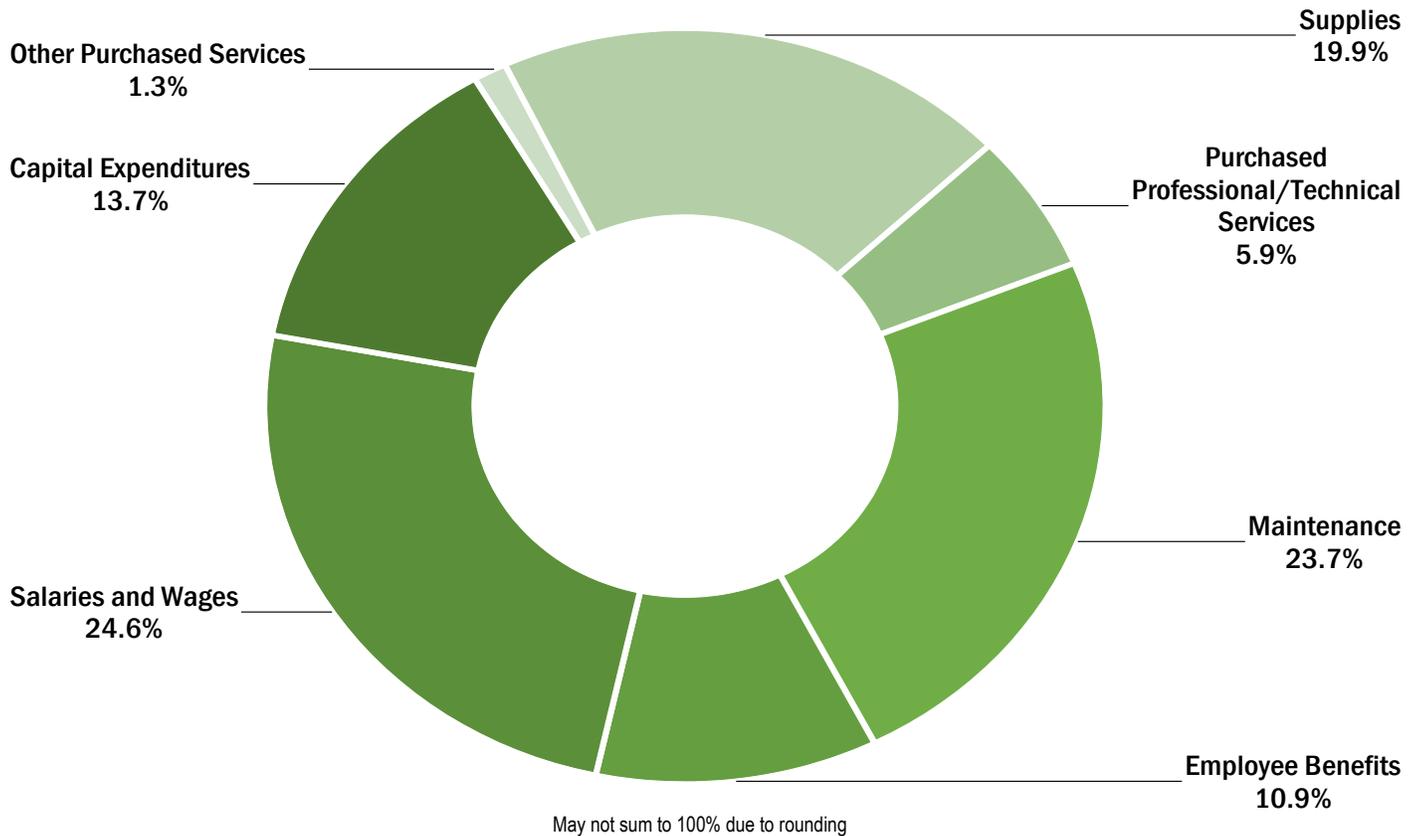
- ◆ Continue timely completion of citizen requests
- ◆ 80% of new citizen requests completed within two weeks and 100% addressed within 4 weeks
- ◆ Identify and address five intersections for safety improvements to achieve a 25% crash reduction based on historical annual crash statistics
- ◆ Utilize bike friendly designation feedback and establish a two year plan to Bronze designation
- ◆ Continue efforts toward establishing a Downtown Quiet Zone. Have Quiet Zone construction contracted per Council direction
- ◆ Complete work of year one on 5 year signal maintenance/upgrade plan
- ◆ Work with MPO and Planning to establish a detailed ETJ Transportation Plan

Budget Highlights

The budget for Traffic Services will enhance current operations and response times with no new additions in personnel. The signal/controller replacement program is \$525,000 for FY 2018-19. The Traffic Engineering section will complete various projects funded through other departments including, but not limited to Downtown Quiet Zone establishment, Webster Avenue Corridor Study, Bridge Street Concept Plan and two new Bicycle Corridors.

Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	720,417	879,333	829,510	954,411
Employee Benefits	327,497	378,553	351,717	421,036
Purchased Professional/Technical Services	192,360	234,306	180,145	230,685
Purchased Property Services	1,807	2,711	2,472	2,664
Maintenance	788,932	914,455	386,636	920,045
Other Purchased Services	32,438	46,101	30,297	50,174
Supplies	617,559	729,235	694,836	772,499
Capital Expenditures	483,149	534,950	528,950	529,500
Transfers	—	—	—	—
Total	3,164,158	3,719,644	3,004,563	3,881,014



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
City Engineer	134	0.050	0.050	0.050	—
Traffic Eng Mgr	134	1.000	1.000	1.000	1.000
Traffic Spvr-CDL	121	1.000	1.000	1.000	1.000
		2.050	2.050	2.050	2.000
Clerical and Professional					
Traffic Analyst	219	2.000	2.000	2.000	2.000
Traffic Engineer	132	1.000	1.000	1.000	1.000
PW Finance Officer	127	—	—	0.050	0.050
Traffic Eng in Training	127	1.000	1.000	1.000	1.000
		4.000	4.000	4.050	4.050
Labor Operations					
Traffic Signs/Mark Lead-CDL	220	1.000	1.000	1.000	1.000
Traffic Signal Tech Lead-CDL	220	1.000	1.000	1.000	1.000
Sign Shop Fabricator-CDL	219	1.000	1.000	1.000	1.000
Traffic Signal Tech-CDL	216	5.000	5.000	5.000	5.000
Sr Heavy Equip Oper-CDL	215	2.000	2.000	2.000	2.000
Traffic Signs/Mark Tech-CDL	213	5.000	5.000	5.000	5.000
		15.000	15.000	15.000	15.000
Total Full Time		21.050	21.050	21.100	21.050
Part Time Employees (shown as FTE's)					
Intern-PT	210	0.960	0.960	—	—
Total Part Time (FTE's)		0.960	0.960	—	—
Total Employees					
Total Employees		22.010	22.010	21.100	21.050

Mission Statement

The Waco-McLennan County Library is committed to improving the community by connecting the public to resources for information, education and recreation.

Narrative

Through its main library, three branches, physical collections, and online resources the Waco-McLennan County Library system seeks to educate, inform, and entertain the community. The Library provides services to residents of McLennan County, circulating over 632,000 items annually.

The library system owns over 314,410 items in a variety of formats including books, magazines, audiobooks, music CDs, and DVDs. An additional 10,072 eBooks and eAudiobooks are available through the library's website, www.wacolibrary.org. The Library's website also provides access to a growing collection of online resources including reference materials, research databases, and homework assistance.

A variety of programs for all ages are offered as a compliment to the library's materials collection and reference services. Weekly storytimes for children and monthly programs for teens are provided at all branches. Special programs of interest are offered to adults throughout the year.

The Central Library, open seven days a week, is the main library in the system and offers the largest variety of library services and materials including reference, magazines, and special interest collections. The Local History Room is located at the Central Library.

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

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

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

Accomplishments for FY 2017-18

- ◆ Increased adult and teen programming
- ◆ Increased children's programming throughout the community
- ◆ Increased partnerships with community organizations
- ◆ Installed new circulation desk at the Central Library
- ◆ Installed new circulation desk and carpet at the West Waco Library
- ◆ Installed a new Integrated Library System
- ◆ Increased the size and scope of the collections

Priorities for FY 2018-19

- ◆ Increase awareness of library services to county residents
- ◆ Participate in American Library Association Libraries Transform campaign
- ◆ Implement strategies to become a Learning Organization
- ◆ Install new carpet at the Central Library
- ◆ Increase partnerships with community organizations

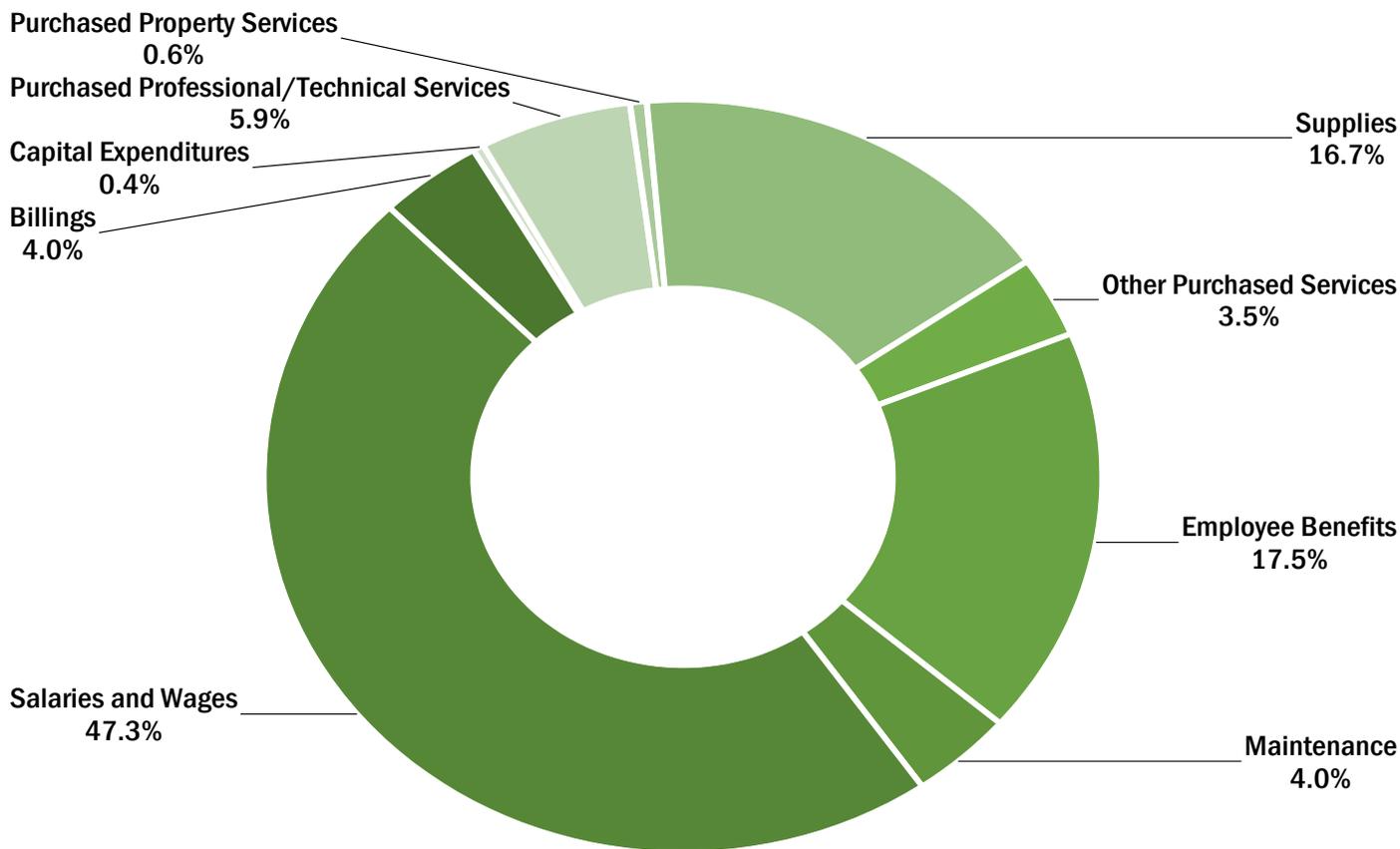
Budget Highlights

There are no anticipated increases in operational services. McLennan County funds 1/6 of the library budget.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,778,454	1,896,188	1,886,900	2,048,379
Employee Benefits	648,453	680,633	645,182	759,380
Purchased Professional/Technical Services	165,737	325,159	292,555	254,820
Purchased Property Services	23,348	21,999	18,880	27,816
Maintenance	170,428	168,564	160,308	172,637
Other Purchased Services	154,651	150,100	134,311	151,039
Supplies	606,898	780,564	744,268	722,534
Other Operating Expenses	1,228	1,117	1,117	1,308
Billings	163,438	168,341	168,341	173,392
Capital Expenditures	6,492	31,375	31,375	18,500
Transfers	—	—	—	—
Total	3,719,127	4,224,040	4,083,238	4,329,805



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director WPL Services	133	1.000	1.000	1.000	1.000
WPL Branch Mgr	127	4.000	4.000	4.000	4.000
WPL Tech Services Spvr	123	1.000	1.000	1.000	1.000
WPL Circulation Spvr	123	1.000	1.000	1.000	1.000
WPL G & P Spvr	123	1.000	1.000	1.000	1.000
		8.000	8.000	8.000	8.000
Clerical and Professional					
WPL Librarian	221	7.000	7.000	8.000	8.000
Sr Admin Asst	217	1.000	1.000	1.000	1.000
WPL Associate	214	18.000	18.000	18.000	18.000
Sr Financial Analyst	124	1.000	1.000	1.000	1.000
WPL Community Services Spvr	123	1.000	1.000	1.000	1.000
WPL Children's Librarian	121	3.000	3.000	3.000	3.000
		31.000	31.000	32.000	32.000
Total Full Time		39.000	39.000	40.000	40.000
Part Time Employees (shown as FTE's)					
WPL Librarian-PT	221	0.550	0.550	—	—
WPL Page-PT	211	0.550	0.550	—	—
WPL Assistant-PT	211	7.890	7.890	7.675	7.675
Total Part Time (FTE's)		8.990	8.990	7.675	7.675
Total Employees					
		47.990	47.990	47.675	47.675

Mission Statement

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

Narrative

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

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

The Parks Maintenance Division maintains over 3,376 acres of City parks and open spaces, municipal building landscapes, medians, right-of-ways, and creeks. The Lake Brazos corridor maintenance program has created an aesthetically improved appearance throughout the corridor enhancing the image that the community presents to visitors and local residents.

The Recreation Division provides affordable programming with activities at each Community Center geared towards youth, teens, young adults, and continued development of outdoor activities and nature programming. The Athletics Section provides adult

athletics including flag football, softball, soccer, volleyball and basketball while offering youth sports leagues in flag football, track & field, futsal and youth basketball. Dubl-R Fields at Riverbend Park has a significant economic impact by hosting baseball & girls' fast pitch softball tournaments as well as private rentals. The Waco Mammoth National Monument was designated by President Obama in July of 2015. The National Monument continues to experience an unprecedented growth in the number of visitors to the site. The Special Events/Marketing division oversees the department's promotions, online/social media marketing and media relations. It also produces the popular Brazos Nights concert series in Downtown Waco, Fourth on the Brazos Celebration at McLane Stadium's Touchdown Alley, Pints in the Park and Waco Wonderland. Staff also facilitates more than 250 community events each year such as the Magnolia Silo District Marathon and Silobration, the Texas Food Truck Showdown and the Waco Cultural Arts Festival.

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

Accomplishments for FY 2017-18

- ◆ Completed East Riverwalk Extension project along Brazos River directly upstream from McLane Stadium

- ◆ Completed survey and archaeology review for Greenwood Cemetery perimeter fencing project and continued planning for installation of new fencing
- ◆ Completed construction of Kendrick Park improvements
- ◆ Completed construction of East Waco Park Improvements
- ◆ Advanced through budgeting and design/permitting for Suspension Bridge Rehabilitation Project
- ◆ Completed construction of 9-hole disc golf course at Dewey Community Park
- ◆ Completed construction of Rosemound Cemetery rededication space for First Street Cemetery Committee
- ◆ Supported ongoing construction of Doris Miller Memorial by Waco Cultural Arts
- ◆ Supported Cameron Park Zoo Sculpture Trail project planning by Creative Waco
- ◆ Continued emphasis on Brazos River litter abatement program
- ◆ Expanded maintenance and operation at Hart-Patterson Track and the Multi-Purpose Center on the Paul Quinn Campus
- ◆ Continued maintenance of Ritchie Road right-of-way
- ◆ Assisted Gameday Waco with river patrol, Riverwalk lighting and downtown event support during Baylor home games
- ◆ Produced the annual Brazos Nights concert series with an average attendance of 5,000 people per concert. Organized the annual Fourth on the Brazos celebration at Touchdown Alley at Baylor University's McLane Stadium with 15,000 people in attendance
- ◆ Organized the annual Waco Wonderland event during the month of December. The event included three weekends of holiday activities and brought more than 25,000 people to downtown
- ◆ Received 8 Gold Medal awards from the Texas Festivals and Events Association for event marketing projects for Brazos Nights, Pints in the Park and Waco Wonderland
- ◆ Hosted the annual Texas Recreation and Parks Society Expo and Institute, which brought 1,500 parks and recreation professionals to Waco
- ◆ Increased social media activity and marketing through four Facebook and three Instagram accounts and maintained websites for all Parks and Recreation areas
- ◆ Hosted NAACP Tutoring program for Waco ISD Students at Dewey Center
- ◆ Collaborated with Waco ISD and V.O.I.C.E to improve the afterschool program
- ◆ Hosted a back-to-school rally, distributing school supplies to a number of elementary aged students
- ◆ Hosted four back-to-school events providing school supplies, uniforms and haircuts to students at Dewey, Bledsoe-Miller and South Waco
- ◆ Hosted the annual public safety fair at Dewey Center, attracting more than 400 participants
- ◆ Continued free meal program during after school hours and summer hours for children 18 and under
- ◆ Worked with Waco Youth Council to replace 10 graduating seniors, interviewing 56 candidates
- ◆ Developed and implemented a new senior program at Dewey Center
- ◆ Dewey Center served as a polling location for City, County, State and Federal elections
- ◆ Developed new Zumba classes at Dewey and Bledsoe Miller Centers
- ◆ Successfully programmed indoor and outdoor soccer leagues for youth and adults
- ◆ Hosted numerous tournaments at the Dubl-R Fields at Riverbend Park which included the Texas Association of Independent Athletic Organizations State Tournament and a Quidditch Tournament
- ◆ Assisted with Camp LaDainian Tomlinson Combine
- ◆ Continued the expanded operation of the Waco Mammoth National Monument to seven day operation

- ◆ Continued the Fall Fossil Festival and Mammoths on the March events
- ◆ Continued Neighborhood Fishing Program at Buena Vista Park
- ◆ Continued Ranger Patrol of Brazos River Corridor and water patrols on Lake Brazos
- ◆ Ongoing trail maintenance projects with the community, park user groups, Eagle Scouts, and service group cleanup projects
- ◆ Implemented new education programming in parks called Wild Wednesdays, Cameron Park Junior Ranger Program, and Park Patrons after school program to promote park stewardship
- ◆ Included Park Ranger golf cart patrol of the new River Walk extension and Brazos River corridor areas
- ◆ Provided CPR/First Aid/AED Classes and certification for multiple City departments
- ◆ Provided Departmental Driver's Safety programs and other safety related training
- ◆ Hosted annual Halloween Festival at South Waco Community Center serving over 2,500 citizens
- ◆ Co-Sponsored annual National Night Out Crime Prevention Party with the Brook Oaks Neighborhood Association at Dewey
- ◆ Hosted three back to school events providing school supplies, uniforms and haircuts to students at Dewey and Bledsoe Miller
- ◆ Begin study and planning for additional metropolitan trail corridors
- ◆ Continue to expand events like Pints in the Park, Waco Wonderland and Brazos Nights into regional tourism events
- ◆ Implement event ordinances and streamline event operations for the city
- ◆ Expand revenue streams for department events
- ◆ Expand on department promotions and build on social media presence
- ◆ Establish the WebTrac registration and booking software and incorporate in the current marketing strategies
- ◆ Increase teen programs with a focus on volunteerism and fitness
- ◆ Develop a summer camp program for teens ages 13-15
- ◆ Continue Ranger patrol of Brazos River Corridor, Cameron Park and City recreation facilities
- ◆ Continue focus on park stewardship through leave-no-trace programming
- ◆ Increase community volunteer trail projects using new downtown businesses to promote interest
- ◆ Develop programs designed to encourage better fitness and health including City of Waco employees
- ◆ Continue emphasis on Lake Brazos litter abatement program

Priorities for FY 2018-19

- ◆ Complete installation of outdoor fitness equipment at 7 parks
- ◆ Complete perimeter fence install at Greenwood Cemetery
- ◆ Support completion of Cameron Park Zoo Sculpture Trail project by Creative Waco
- ◆ Advance through bidding and begin construction on Suspension Bridge Rehabilitation Project
- ◆ Advance planning and design of an all-inclusive park
- ◆ Begin planning and design of expanded facilities at the Waco Mammoth National Monument to address increased visitation and guest amenities
- ◆ Work with Prosper Waco's Community Engagement Group to develop Teen Voice program through community centers
- ◆ Work with Waco ISD on supporting learning during out of school time by incorporating fun learning activities in youth programs
- ◆ Youth Council partnering with Prosper Waco's Community Engagement group to address social issues such as hunger, bullying, and sexually transmitted diseases

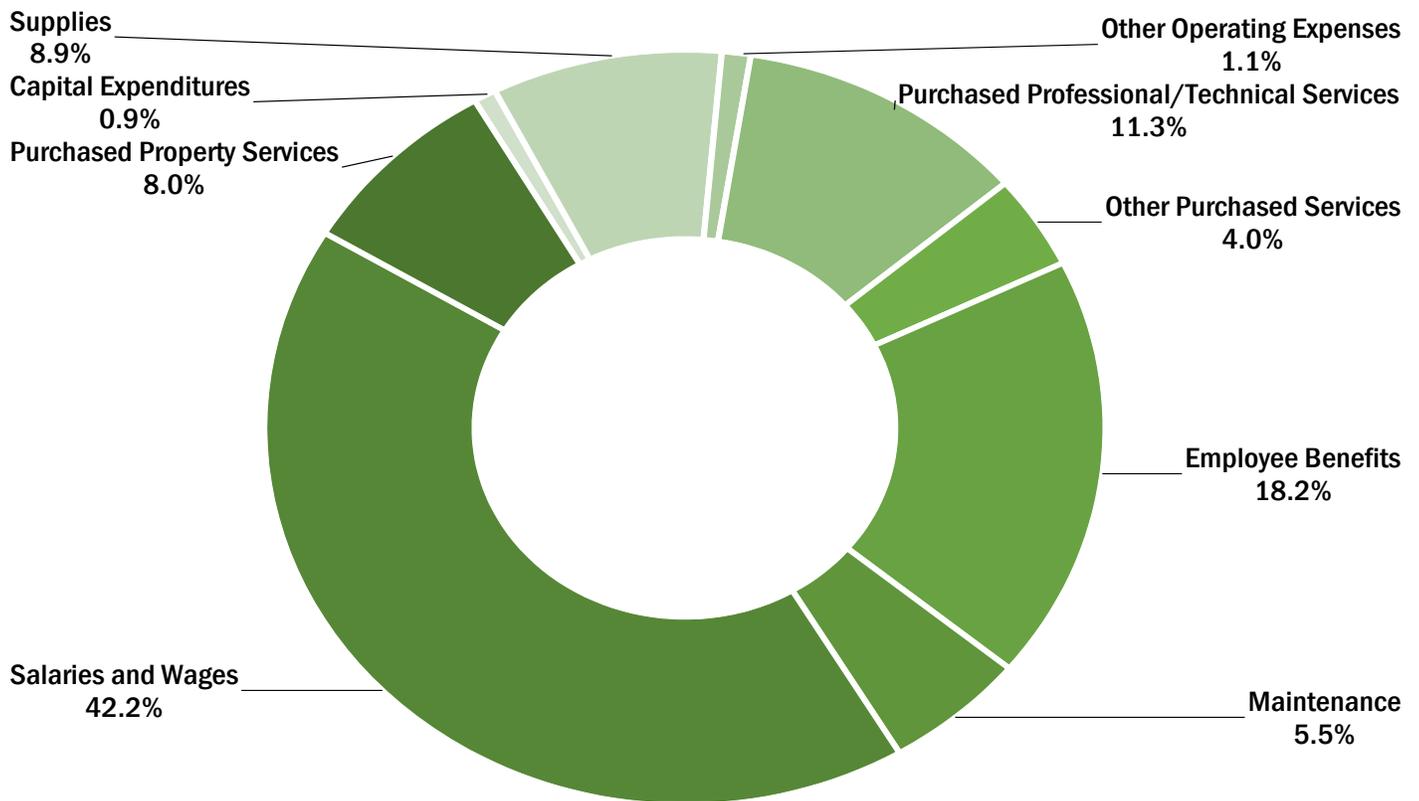
**Budget Highlights**

The Parks & Recreation budget reflects the continued focus on maintenance of playgrounds throughout the park system, the cleaning up of creeks and waterways, and development of indoor and outdoor programming. It also reflects the continued growth and use of facility improvement funds to supplement resources needed for equipment and supply purchases that would typically come from the General Fund.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	4,021,343	4,933,809	4,008,015	5,054,204
Employee Benefits	1,797,583	2,137,936	1,818,463	2,179,614
Purchased Professional/Technical Services	1,155,876	1,395,049	1,342,059	1,351,192
Purchased Property Services	791,373	804,659	809,161	963,276
Maintenance	626,220	638,888	665,716	659,131
Other Purchased Services	418,132	472,549	421,223	482,433
Supplies	800,347	1,031,985	922,430	1,063,516
Other Operating Expenses	114,258	130,888	165,876	132,736
Billings	(362,829)	(373,714)	(373,714)	(384,926)
Capital Expenditures	183,135	174,131	170,475	104,000
Transfers	—	—	—	—
Total	9,545,439	11,346,180	9,949,703	11,605,176



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Parks Field Spvr	219	4.000	4.000	4.000	4.000
Director of Parks & Recreation	138	1.000	1.000	1.000	1.000
Recreation Superintendent	128	1.000	1.000	1.000	1.000
Parks Superintendent	128	1.000	1.000	1.000	1.000
Parks & Recreation Finance Spvr	127	1.000	1.000	1.000	1.000
Park Ranger Spvr	125	1.000	1.000	1.000	1.000
Parks Maint Spvr	123	3.000	3.000	3.000	3.000
		12.000	12.000	12.000	12.000
Clerical and Professional					
Park Planner	222	1.000	1.000	1.000	1.000
Events Specialist	218	—	1.000	1.000	1.000
Promotions Specialist	219	—	1.000	1.000	1.000
Recreation Programmer	217	5.000	5.000	5.000	5.000
Admin Asst	215	2.000	2.000	2.000	2.000
Recreation Lead	215	5.000	5.000	5.000	5.000
Office Specialist	213	1.000	1.000	1.000	1.000
Historic Site Asst	208	2.000	4.000	4.000	4.000
Sr Park Planner	125	1.000	1.000	1.000	1.000
P&R Sr Finance Analyst	124	1.000	1.000	1.000	1.000
Community Center Mgr	124	1.000	1.000	1.000	1.000
Event/Promotions Coord	128	1.000	1.000	1.000	1.000
Event/Promotions Specialist	122	1.000	1.000	1.000	1.000
Athletic Program Coord	121	1.000	1.000	1.000	1.000
Historic Site Mgr	121	1.000	1.000	1.000	1.000
Park Development Inspector	220	—	1.000	1.000	1.000
Park Ranger Lead	120	1.000	1.000	1.000	1.000
Community Center Spvr	119	3.000	3.000	3.000	3.000
		27.000	32.000	32.000	32.000
Labor Operations					
Master Electrician-CDL	220	1.000	1.000	1.000	1.000
Facilities Maintenance Tech-CDL	216	2.000	2.000	2.000	2.000
Parks Crew Leader	216	5.000	4.000	4.000	4.000
Landscaping Tech	216	4.000	4.000	4.000	4.000
Equipment Mechanic	215	1.000	1.000	1.000	1.000
Park Ranger	215	7.000	7.000	7.000	7.000

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Sr Parks Maint Worker	212	29.000	29.000	29.000	29.000
Parks Maint Worker	210	5.000	5.000	5.000	5.000
Parks Laborer	208	29.000	25.000	24.000	24.000
		83.000	78.000	77.000	77.000
Total Full Time		122.000	122.000	121.000	121.000
Part Time Employees (shown as FTE's)					
Recreation Prog-SEASONAL	217	0.400	0.400	0.400	0.400
Park Ranger-PT	215	3.710	3.710	3.350	3.350
Parks Laborer-PT	208	—	—	0.950	0.950
Historic Site Asst-PT	208	2.700	3.600	3.600	3.600
Recreation Aide-PT	207	8.540	8.540	8.630	8.630
Recreation Aide-SEASONAL	207	4.560	4.560	4.618	4.618
Total Part Time (FTE's)		19.910	20.810	21.548	21.548
Total Employees		141.910	142.810	142.548	142.548

Housing and Economic Development

Mission Statement

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

Narrative

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

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

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

economic development – industrial, regional, small business, and downtown. The guiding principles of the City of Waco’s economic development are the City’s Comprehensive Plan, The Upjohn Research Institute data, and the Imagine Waco downtown master plan. McLennan County and the City of Waco have each contributed \$1,250,000 to the Waco McLennan County Economic Development Corporation (WMCEDC) every year since FY 2009-10. The City increased its level of contribution to \$1,500,000 in FY 2015-16, to \$1,750,000, and will increase to \$2,000,000 in FY 2017-18.

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

Accomplishments for FY 2017-18

- ◆ Rehabilitated/Reconstructed 5 owner-occupied homes
- ◆ Performed 13,180 inspections by code-compliance
- ◆ Provided Job training for 26 adult and 24 youth unemployed persons
- ◆ Provided Childcare or summer enrichment classes for 60 youth
- ◆ Provided Transitional or emergency housing for 1,238 homeless persons
- ◆ Provided Down payment assistance for 7 new homeowners
- ◆ Provided Individual Development Account (IDA) assistance was provided to 6 individuals

- ◆ Provided rental assistance for 11 families.

- ◆ \$62 million in new capital investment

Priorities for FY 2018-19

- ◆ Provide Housing rehabilitation for up to 35 housing units through a roof repair program and up to 15 housing units through a home repair program
- ◆ Provide Down Payment / Closing Cost assistance to 10 homebuyers
- ◆ Provide Individual Development Account (IDA) assistance up to 10 homebuyers
- ◆ Provide assistance for 4 new single-family homes for owner occupied home ownership
- ◆ Tenant Based Rental Assistance for up to 25 households
- ◆ Provide assistance to Public service agencies that will serve 400 domestic violence victims, 410 persons in homeless shelters, 25 families in transitional housing, 6 children, 72 families with childhood and adult education, and 150 substance abuse persons
- ◆ Serve CDBG target areas through Code Enforcement activities and provide homeowners education on programs that will assist them with home repairs
- ◆ Provide assistance to job training and employment opportunities to 60 low to moderate income persons.

City of Waco's economic development incentives helped create 1,048 new jobs and encouraged \$87.8 million in new private sector capital investments.

- ◆ Industrial Growth:
 - ◆ 4 expansion projects
 - ◆ 929 new jobs (531 retained jobs)
 - ◆ \$25 million in new capital investment
- ◆ Downtown Growth:
 - ◆ 3 new construction projects (including 6 new buildings)
 - ◆ 12 building renovation projects
 - ◆ 119 new jobs

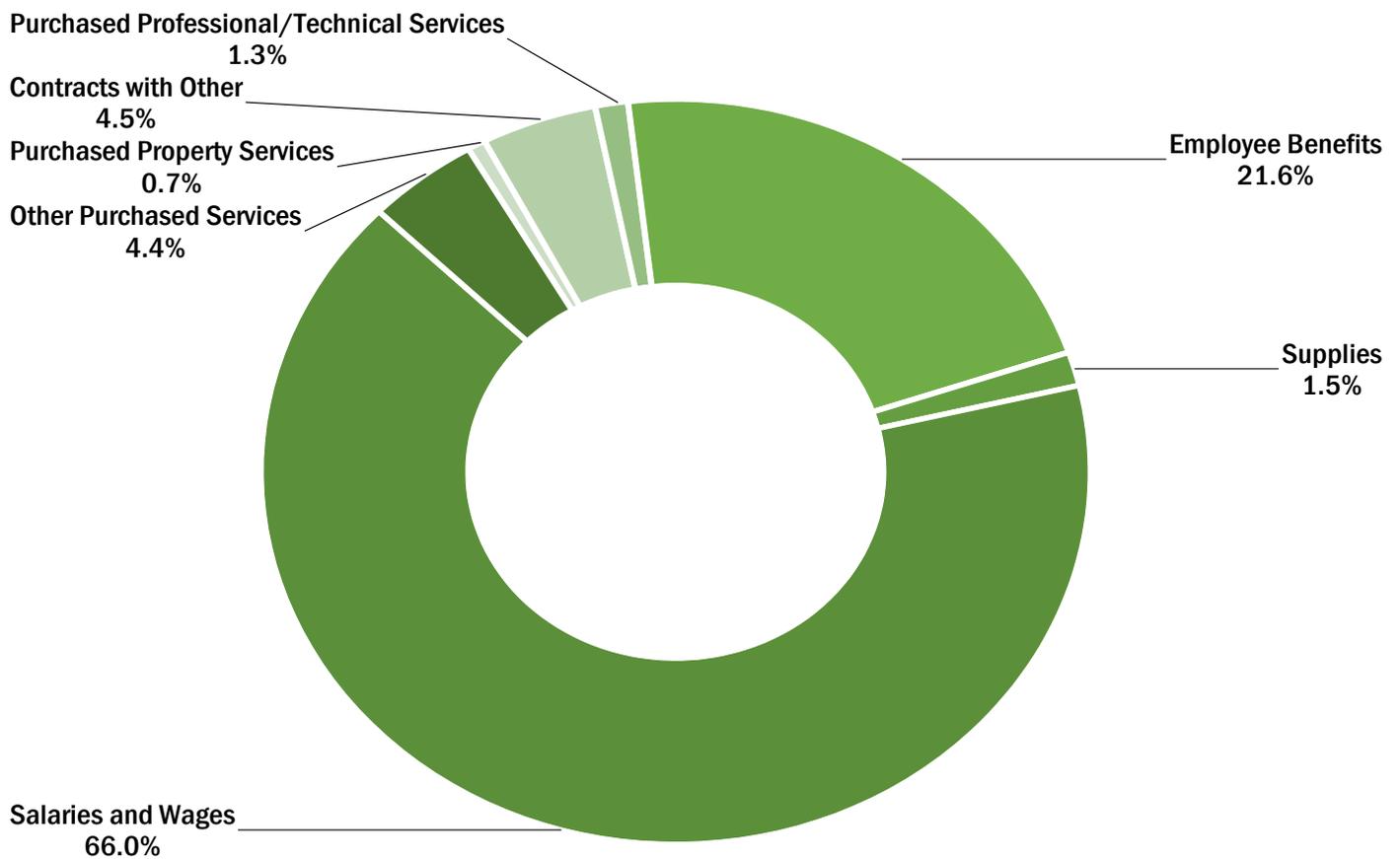
Budget Highlights

The Housing and Economic Development Department uses Federal funds and City General Funds for operations. There are 14 total full time employees in the Department. Four positions are funded 100% by the City's General Fund and of the remaining ten employees, four are partially funded with the City's General Fund and partially with grant funds. The remaining six employees are entirely funded by CDBG, HOME, and Continuum of Care Program grant funds.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	283,935	493,028	306,913	512,998
Employee Benefits	107,541	159,795	107,221	168,090
Purchased Professional/Technical Services	100,619	35,000	19,570	9,960
Purchased Property Services	2,035	4,500	434	5,500
Other Purchased Services	14,203	34,517	15,829	33,806
Supplies	10,037	17,062	8,759	11,430
Contracts with Other	177,424	35,000	35,000	35,000
Total	695,794	778,902	493,726	776,784



May not sum to 100% due to rounding

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director Housing/ED	135	1.000	1.000	1.000	1.000
Asst Director Housing/ED	132	1.000	0.700	0.700	0.700
Economic Development Mgr	130	1.000	1.000	1.000	1.000
Compliance Mgr	128	0.600	0.600	0.600	0.600
Housing/ED Finance Spvr	127	1.000	1.000	0.500	1.000
		4.600	4.300	3.800	4.300
Clerical and Professional					
Housing Finance Specialist	214	—	0.200	0.200	0.200
Economic Development Coord	122	1.000	1.000	1.000	1.000
Homeless Program Coord	121	0.800	1.000	1.000	1.000
		1.800	2.200	2.200	2.200
Total Employees		6.400	6.500	6.000	6.500

Narrative

This department contains contributions made from the General Fund to support other funds within the City organization and accounts for contracts with outside agencies. Additional funding is included for rolling stock replacement, previously funded by bond interest, as well as future capital projects not included in the CIP. MCAD expenses increased in FY 2018-19 due mainly to cover the City's share of legal fees and audit services in their budget.



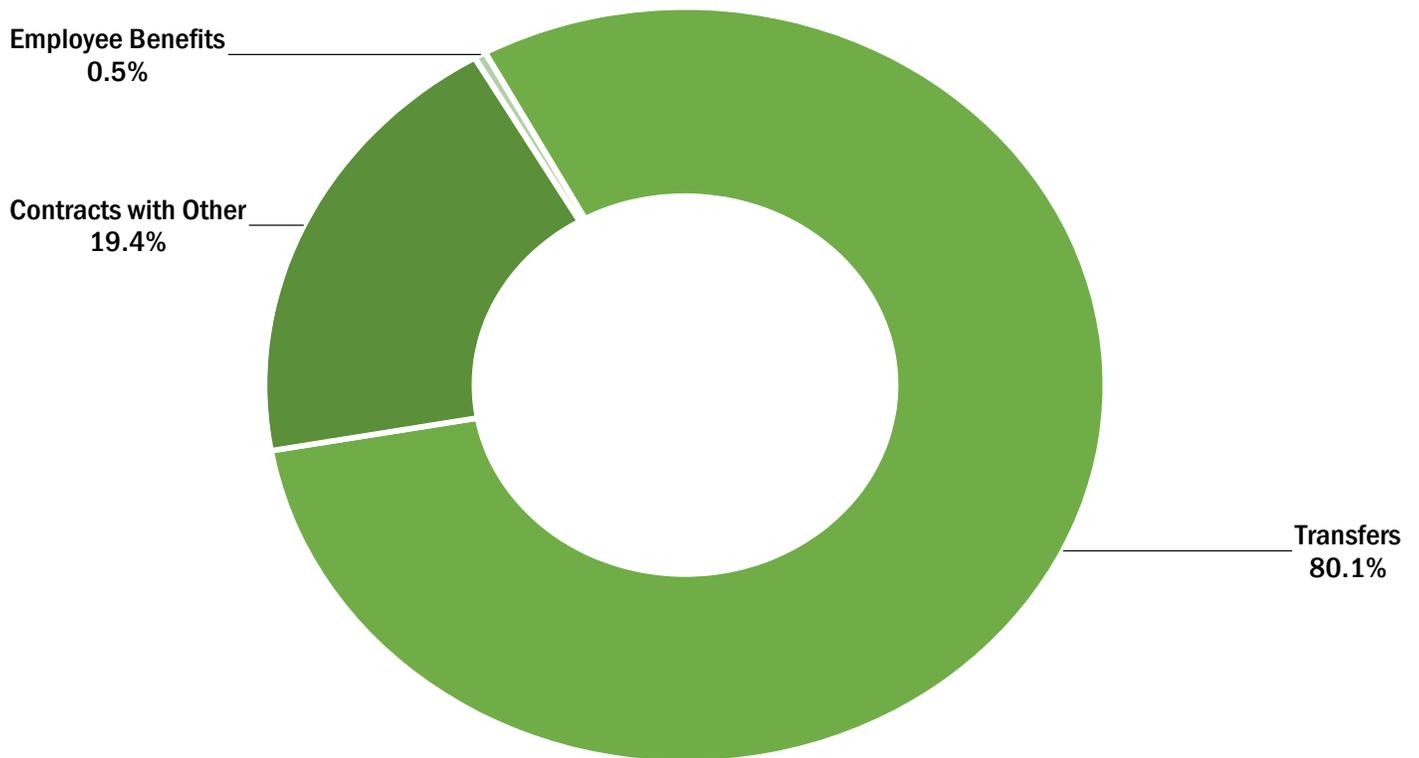
Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Unemployment Compensations	32,099	80,000	—	80,000
Property Insurance	287	287	287	287
Other Operating Expenses	32,386	80,287	287	80,287
Historic Waco Foundation	29,250	29,250	29,250	29,250
Creative Waco	334,675	435,325	435,325	515,000
HOT Council of Governments	11,652	10,000	11,652	12,000
Cen-Tex Senior Ministry	28,000	28,000	28,000	28,000
Community Loan Center of Texas	200,000	—	—	—
HOT Region MHMR	39,322	40,000	39,322	39,322
Advocacy Center	91,645	131,419	131,419	84,419
Greater Waco Chamber of Commerce	165,000	165,000	165,000	165,000
MCAD	672,839	800,000	729,872	852,100
HOT Goodwill	11,902	71,412	71,412	71,412
Mission Waco	20,000	—	—	—
Greater Waco Sports Commission	75,000	75,000	75,000	—
Contracts with Others	—	33,500	33,500	—
McLennan County	147,504	156,472	155,364	166,250
Cen-Tex African-American Chamber	73,667	68,000	68,000	68,000
CHDO Projects	54,146	—	—	—
City Center Waco	300,250	246,401	246,401	246,401
Cen-Tex Hispanic Chamber	118,000	118,000	118,000	118,000
Economic Development Grants	569,592	635,000	635,000	635,000
The Cove	2,254	52,291	52,291	52,291
Rosemound Cemetery	125,000	125,000	125,000	166,500
Greater Waco Collective Impact Initiative	130,250	160,240	130,000	100,000
Caritas	8,526	52,305	52,305	52,305
Total Contracts	3,208,473	3,432,615	3,332,113	3,401,250
Health Services	3,235,270	3,495,389	3,495,389	3,837,160
Housing Demo/Lot Clearance	175,000	175,000	175,000	175,000
Brazos Riverwalk Grant	1,941,343	114,311	114,311	—
Stormwater Cash CIP	346,900	—	—	—
Equipment Replacement	400,000	500,000	500,000	600,000
Rolling Stock	1,526,367	1,730,000	1,730,000	—
Street Reconstruction Fund	3,885,972	—	—	—
Facilities Cash CIP	601,425	500,000	500,000	—
Parks Cash CIP	350,000	300,000	300,000	—
Street Cash CIP	2,238,154	1,407,590	1,407,590	3,314,852
Waco Regional Airport	354,363	338,071	338,071	453,898
Texas Ranger Hall of Fame	609,619	711,895	711,895	538,787



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Waco Transit	88,333	824,949	824,949	1,901,728
Cameron Park Zoo	1,937,223	2,579,674	2,579,674	2,758,019
Cottonwood Creek Golf Course	285,639	297,387	297,387	428,304
Total Transfer to Other Funds	17,975,608	12,974,266	12,974,266	14,007,748
Total	21,216,466	16,487,168	16,306,666	17,489,285



May not sum to 100% due to rounding

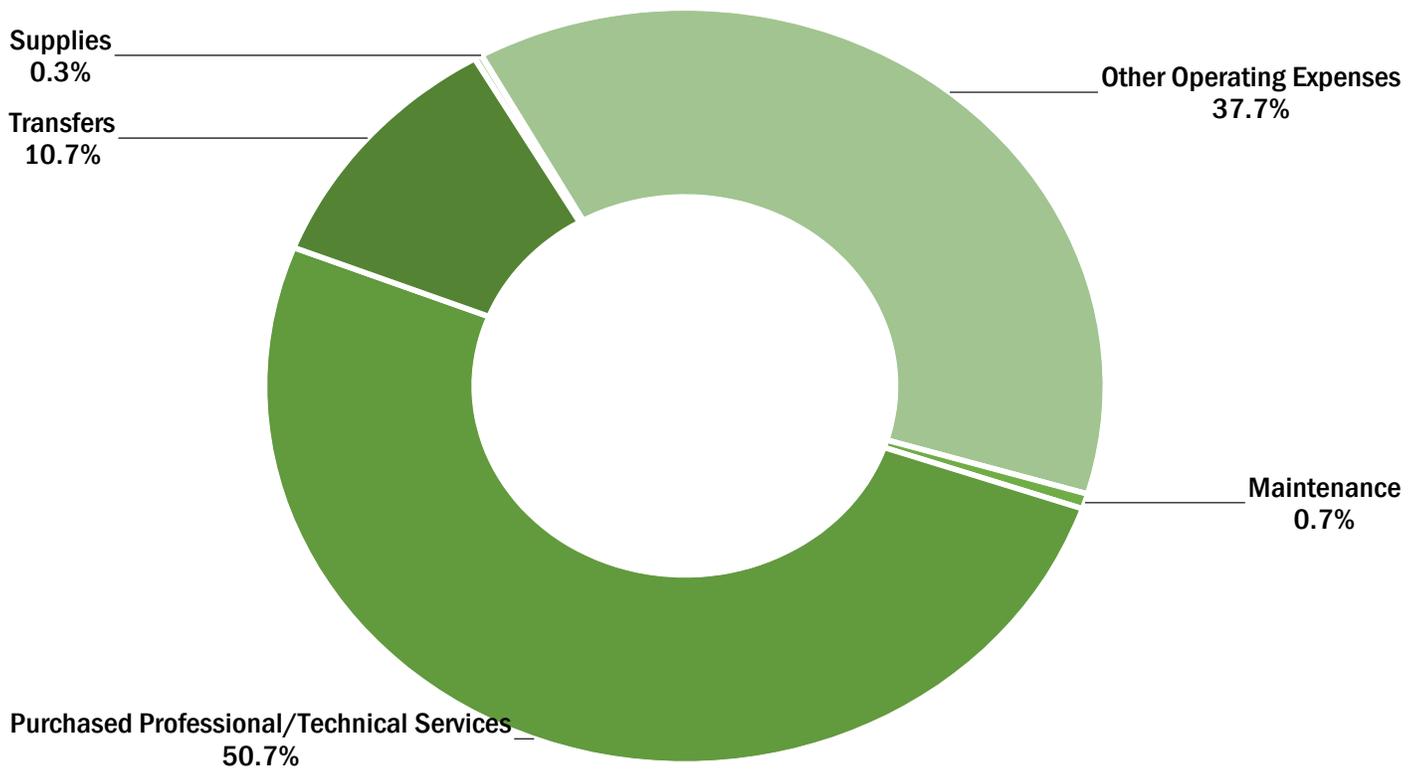
Narrative

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	—	—	—	(500,000)
Employee Benefits	—	—	—	—
Purchased Professional/Technical Services	233,455	243,334	373,000	683,500
Purchased Property Services	—	—	12,429	—
Maintenance	20,319	8,765	12,183	8,765
Other Purchased Services	260	555	780	1,125
Supplies	7,656	3,610	6,323	3,933
Other Operating Expenses	339,974	436,500	344,865	507,799
Billings	67	—	—	—
Capital Expenditures	145,403	—	—	—
Transfers	—	—	—	144,247
Total	747,133	692,764	749,579	849,369



May not sum to 100% due to rounding

Retirement Benefits

Narrative

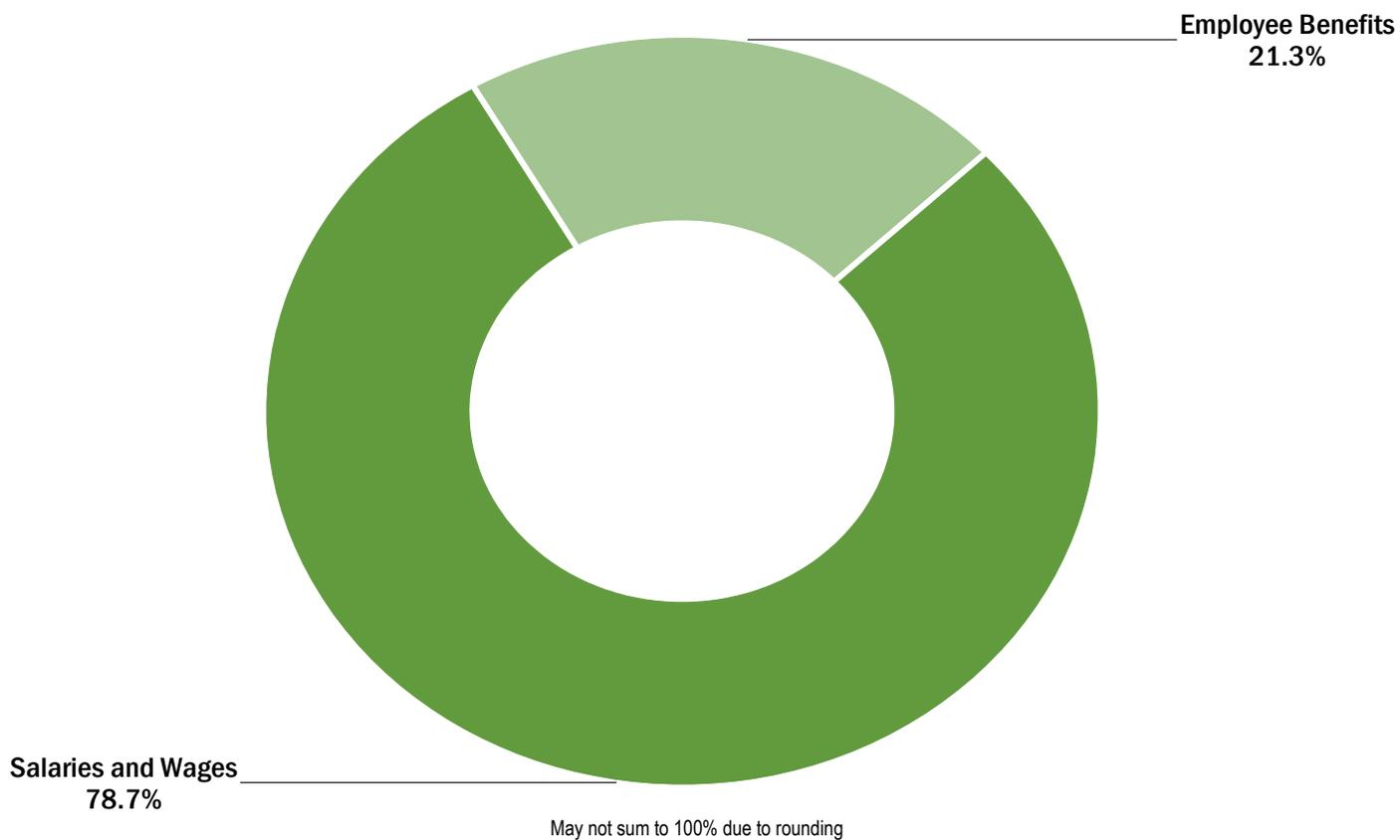
Several retired Fire Fighters and Police Officers remain on the old City pension plan. The annual contribution is included in this fund.

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	328,461	575,000	402,550	575,000
Employee Benefits	95,591	155,282	157,369	155,282
Total	424,052	730,282	559,918	730,282

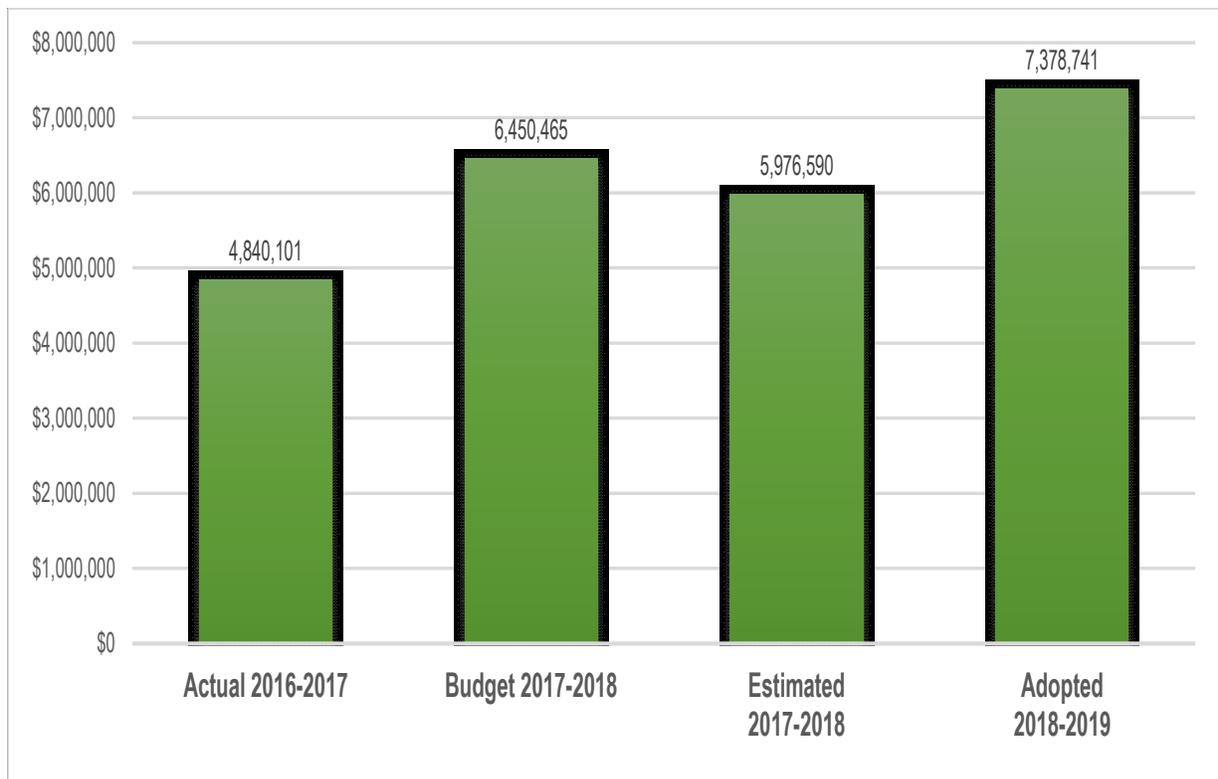


Special Revenue Funds



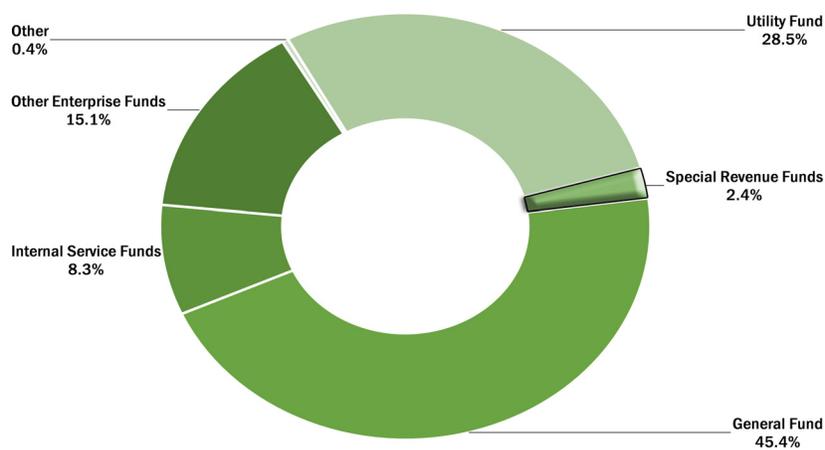


	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Health Administration	2,128,950	2,512,182	2,502,445	3,138,261
Health Services - Environmental Administration	318,583	308,719	363,975	288,831
Health Services - Septic Systems - OSSF	264,230	306,578	304,488	303,171
Public Health Nursing	983,047	1,271,150	941,619	1,324,271
Health Services - STD - City	323,119	373,623	307,786	395,158
Health Services - HIV/AIDS Administration - City	172,712	197,357	194,451	210,180
Police Forfeiture Fund	50,083	70,000	9,222	100,000
Abandoned Motor Vehicles Fund	191,717	175,000	147,526	200,000
Public Improvement District #1 Fund	407,659	1,235,856	1,205,079	1,418,869
Total	4,840,101	6,450,465	5,976,590	7,378,741



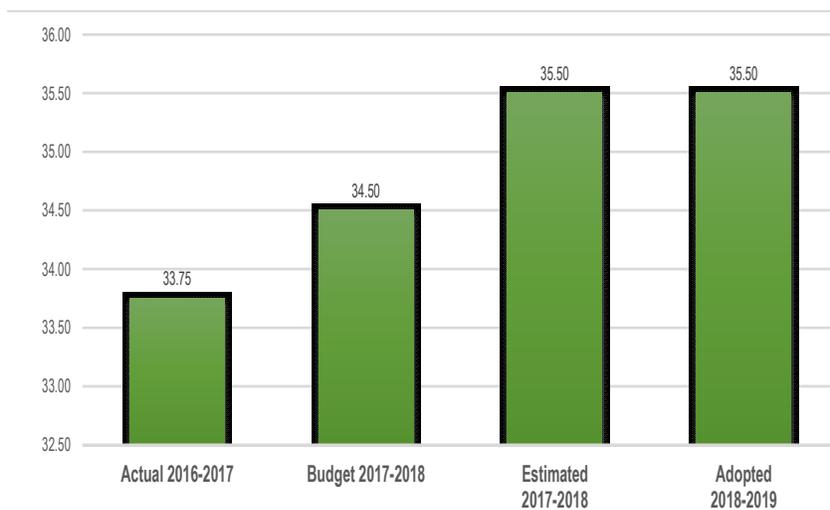
	Adopted 2018-2019
General Fund	141,920,529
Special Revenue Funds	7,378,741
Utility Fund	89,127,797
Other Enterprise Funds	48,320,498
Internal Service Funds	26,063,489
	312,811,054

Special Revenue Funds as a percent of Total Budget



May not sum to 100% due to rounding

Special Revenue Funds Personnel Summary



Vision Statement

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

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2017-18

- ◆ Continued working in collaboration with local partners and Prosper Waco to address priority community health issues
- ◆ Worked in collaboration with community partners to implement the Community Health Worker Initiative
- ◆ Implemented the strategic plan for the Health District to include mandatory health equity training for all staff

- ◆ Continued to generate funds through Medicaid Administrative Claiming
- ◆ Initiated the purchased an Electronic Health Record for clinical services areas of the Health District
- ◆ Completed renovations of the TB Clinic as a CIP project
- ◆ Received 2017 Five Star Award from the Department of State Health Services for excellence in recording and processing of birth and death records
- ◆ Assisted hospitals, funeral homes, physicians and justices of the peace with electronic filing of birth and death records
- ◆ Assisted with Medicare Re-validation for the Health District
- ◆ Provided efficient collection of revenues and proficient billing for services provided to customers
- ◆ Continued with the implementation of the Vital Statistics Records Automation and Preservation Project

Priorities for FY 2018-19

- ◆ Review and revise the strategic plan for the Health District
- ◆ Continue to collaborate with local partners to address priority community health issues
- ◆ Continue to identify new sources of revenue and ensure all revenues are collected and deposited in accordance with City of Waco cash handling policies

- ◆ Continue to work with billing specialist to ensure credentialing processes and correct billing in an efficient manner.
- ◆ Assist appropriate partners with the electronic filing of birth and death certificates.
- ◆ Participate in the Heart of Texas Child Fatality Review Committee.
- ◆ Work with the Department of State Health Services on the implementation of the TxEVER electronic vital registration system.

Budget Highlights

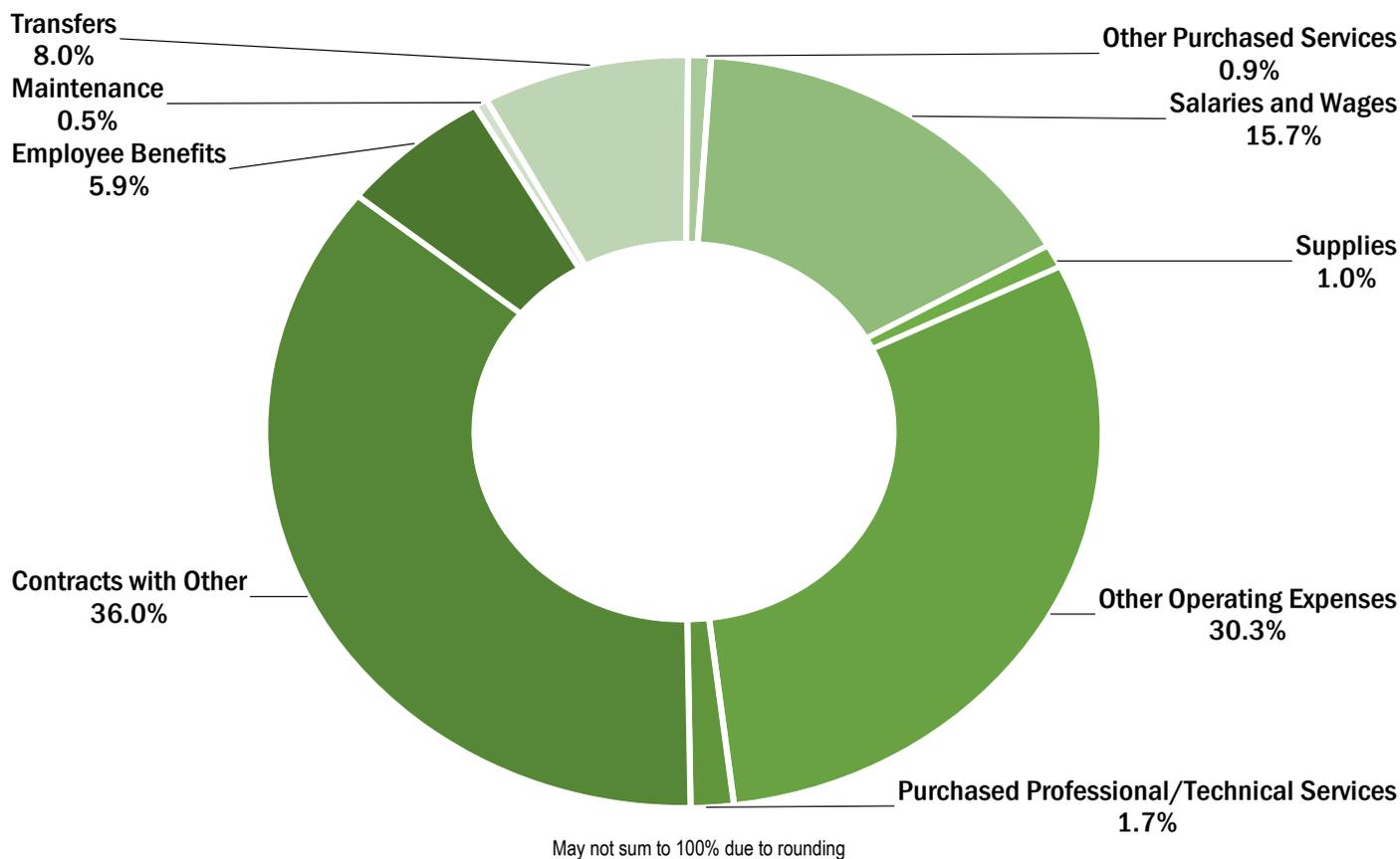
The Waco-McLennan County Public Health District will continue to play a major role in education and supporting healthier lifestyle choices for citizens. This will be accomplished through the provision of health district services, partner collaborations, health fairs and presentations to the communities 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 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	397,695	471,372	477,593	493,096
Employee Benefits	137,775	164,949	165,174	184,412
Purchased Professional/Technical Services	66,995	54,214	58,771	51,919
Purchased Property Services	3,059	2,700	2,671	2,676
Maintenance	—	28,663	10,245	16,287
Other Purchased Services	23,136	30,085	29,212	27,591
Supplies	36,951	34,689	33,270	31,370
Other Operating Expenses	392,547	623,235	623,235	950,968
Contracts with Other	1,070,793	1,102,275	1,102,275	1,129,942
Transfers	—	—	—	250,000
Total	2,128,950	2,512,182	2,502,445	3,138,261



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director of Public Health	138	1.000	1.000	1.000	1.000
Health Finance Spvr	127	1.000	1.000	1.000	1.000
Health Vital Statistics Spvr	123	1.000	1.000	1.000	1.000
		3.000	3.000	3.000	3.000
Clerical and Professional					
Health Info/Comm Specialist	223	—	1.000	1.000	1.000
Sr Admin Asst	217	1.000	1.000	1.000	1.000
Health Office Specialist	213	2.000	2.000	2.000	2.000
Vital Statistics Deputy Registrar	213	2.000	2.000	2.000	2.000
		5.000	6.000	6.000	6.000
Total Full Time		8.000	9.000	9.000	9.000
Part Time Employees (shown as FTE's)					
Office Specialist-PT	213	0.500	0.500	—	—
Total Part Time (FTE's)		0.500	0.500	—	—
Total Employees					
		8.500	9.500	9.000	9.000

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, on-site 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 classes, inspection of childcare facilities, investigating consumer complaints and health nuisance conditions, inspecting public/semipublic swimming pools and spas, inspecting on-site sewage facilities and responding to emergency situations.

Accomplishments for FY 2017-18

- ◆ Maintained inspection frequencies to prevent increases of disease, nuisances, and violations
- ◆ Provided food safety education to approximately 600 food handlers and food managers
- ◆ Prevented and minimized disease outbreaks associated with food, swimming pools, sanitation, and disease vectors
- ◆ Administered all components of the West Nile Virus and Mosquito Control plan. The plan was expanded to include other mosquito species and mosquito borne illnesses

Priorities for FY 2018-19

- ◆ Provide food safety education to approximately 500 food handlers

- ◆ 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.
- ◆ Coordinate inspection efforts with other city departments to improve property conditions and abate health nuisances

Budget Highlights

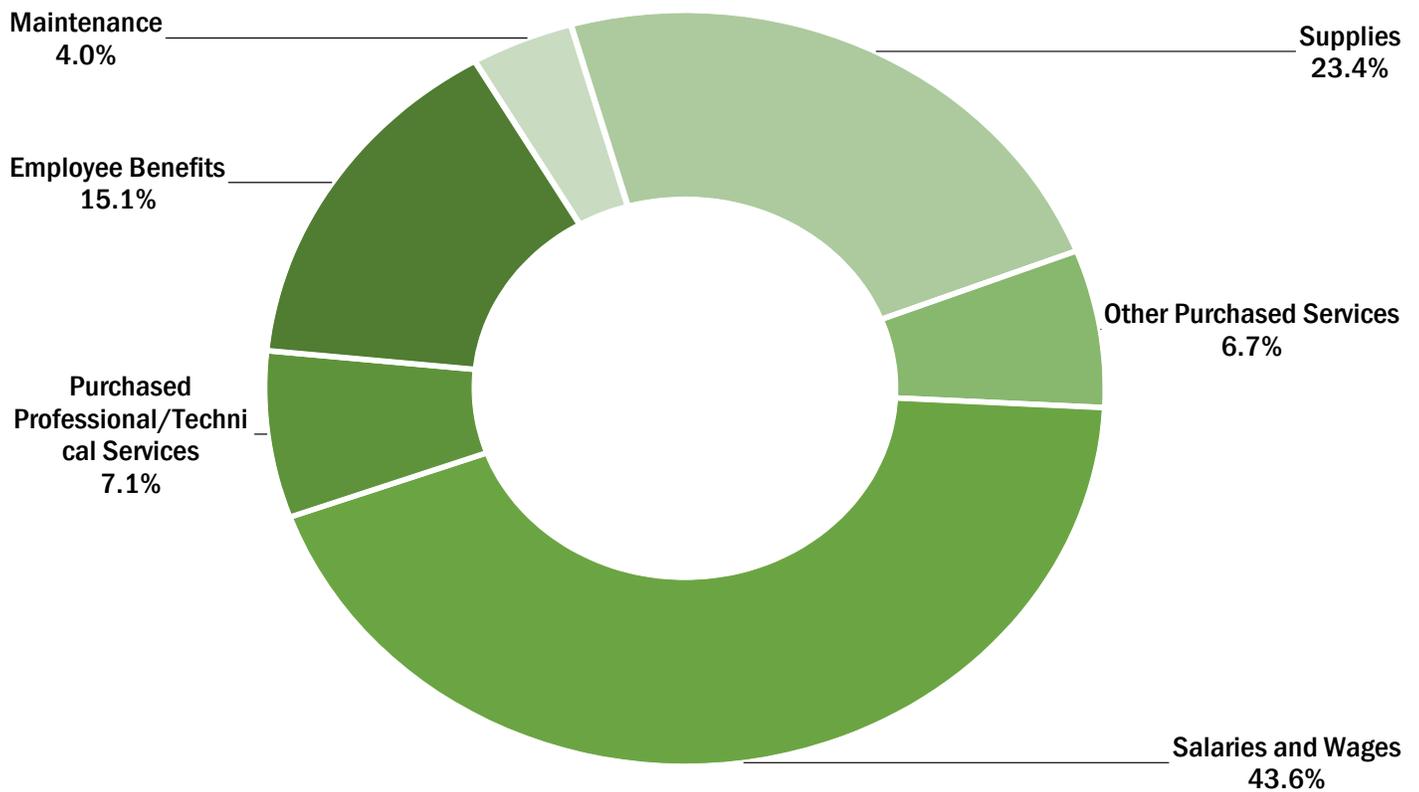
The Division will use established interdepartmental and interagency cooperation with multidisciplinary approaches to provide effective services to the public. By continuing partnerships already established, efficiency is achieved by coordinating efforts and reducing time and labor necessary to achieve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

Existing services and inspections provided by Environmental Health will continue with minimal reductions. This ensures the community is protected from health and safety hazards within the local environment.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	188,366	121,869	173,253	126,070
Employee Benefits	42,483	41,549	43,625	43,534
Purchased Professional/Technical Services	20,000	22,175	31,341	20,600
Maintenance	9,865	14,000	9,396	11,444
Other Purchased Services	5,862	15,208	5,115	19,465
Supplies	52,006	93,918	101,245	67,718
Capital Expenditures	—	—	—	—
Total	318,583	308,719	363,975	288,831





Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Environmental Health Mgr	130	0.750	0.750	0.750	0.750
		0.750	0.750	0.750	0.750
Labor Operations					
Sr. Sanitarian	124	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Total Employees		1.750	1.750	1.750	1.750

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 2017-18

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

Priorities for FY 2018-19

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

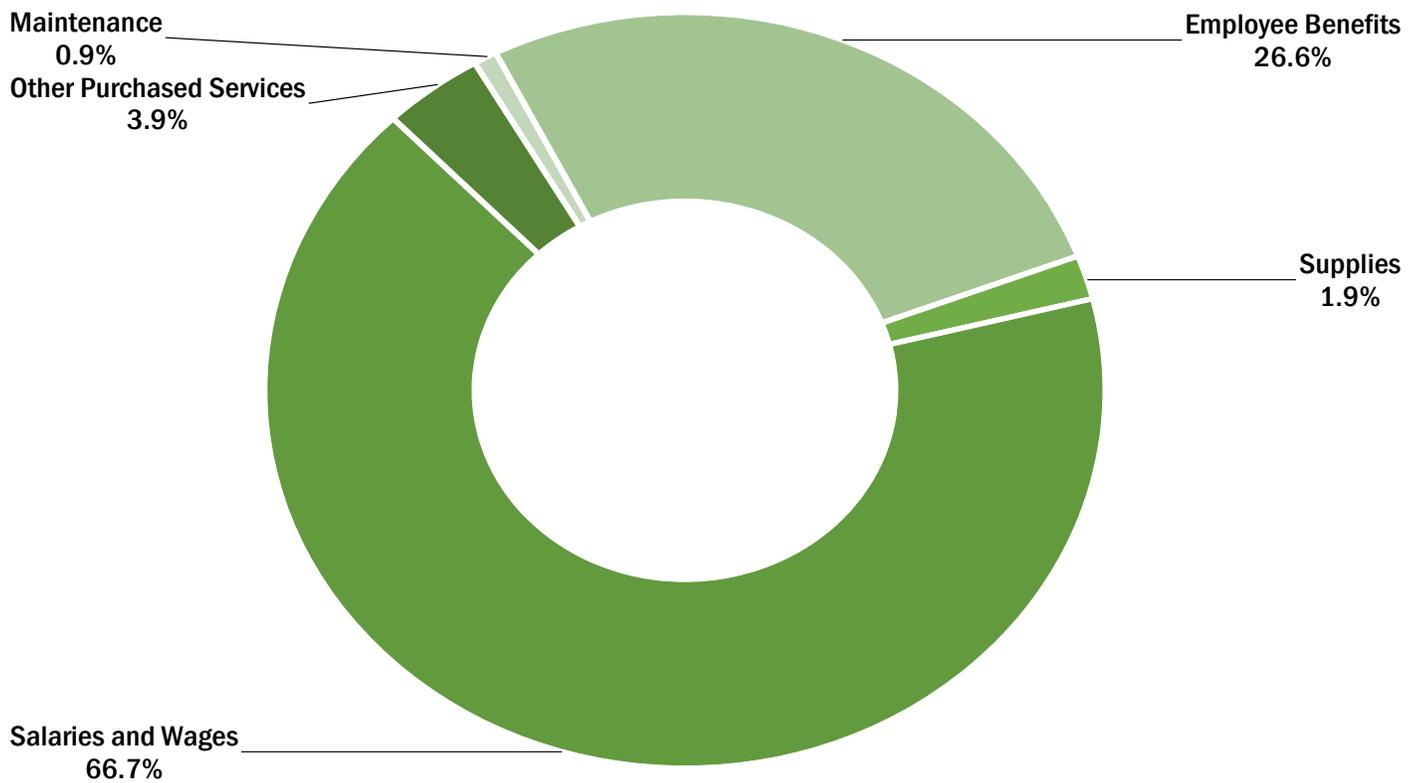
Budget Highlights

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 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	183,885	186,170	191,848	202,196
Employee Benefits	63,287	76,010	75,348	80,762
Purchased Professional/Technical Services	—	6,264	1,408	—
Maintenance	3,271	2,720	1,557	2,750
Other Purchased Services	7,978	9,988	8,468	11,745
Supplies	5,810	5,426	5,859	5,718
Capital Expenditures	—	20,000	20,000	—
Total	264,230	306,578	304,488	303,171



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Health Inspector Spvr	223	1.000	1.000	1.000	1.000
Environmental Health Mgr	130	0.250	0.250	0.250	0.250
		1.250	1.250	1.250	1.250
Clerical and Professional					
Health Office Specialist	213	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Labor Operations					
Health Inspector	220	2.000	2.000	2.000	2.000
		2.000	2.000	2.000	2.000
Total Employees		4.250	4.250	4.250	4.250

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 targeted clinical services. Programs provided are health education on disease prevention, health promotion and access to care, public health preparedness, immunizations, communicable disease surveillance, and tuberculosis control.

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

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

Accomplishments for FY 2017-18

- ◆ Decreased the transmission of tuberculosis in the community by ensuring that clients with active disease complete adequate therapy within the designated time frame and conducting thorough contact investigations
- ◆ Led a complex Legionnaire's disease outbreak in Waco, TX; established Memorandums of Understanding with the Texas Department of State Health Services to receive local data on lead, opioids use, and suicide rates; and completed Community Assessments for Public Health Emergency Response (CASPER) in three zip codes
- ◆ Successfully launched the McLennan County Community Health Worker Initiative (MCCHWI); installation of Q.R. FIT Trail System (An active lifestyle campaign in 11 City of Waco Parks), and received a cash award of \$25,000 from Healthiest Cities & Counties Challenge to continue efforts of our community partners
- ◆ Represented the Health District in the Emergency Operations Center (EOC) for two planned events and the Hurricane Harvey Response

Priorities for FY 2018-19

- ◆ Continue to bring a positive impact to pre-identified communities with our Community Health Worker Initiative
- ◆ Work on the Community Health Needs Assessment (CHNA) for 2019 that addresses topics such as obesity, mental health, women's health, and access to care. That data will be used to identify areas of opportunity to improve community programs



- ◆ Continue to increase awareness, through education in regards to TB, Immunizations, Public Health Emergency Preparedness, infant mortality rates, teen pregnancy, chronic disease and work/school site wellness
- ◆ Work to identify and address lead issues in identified households

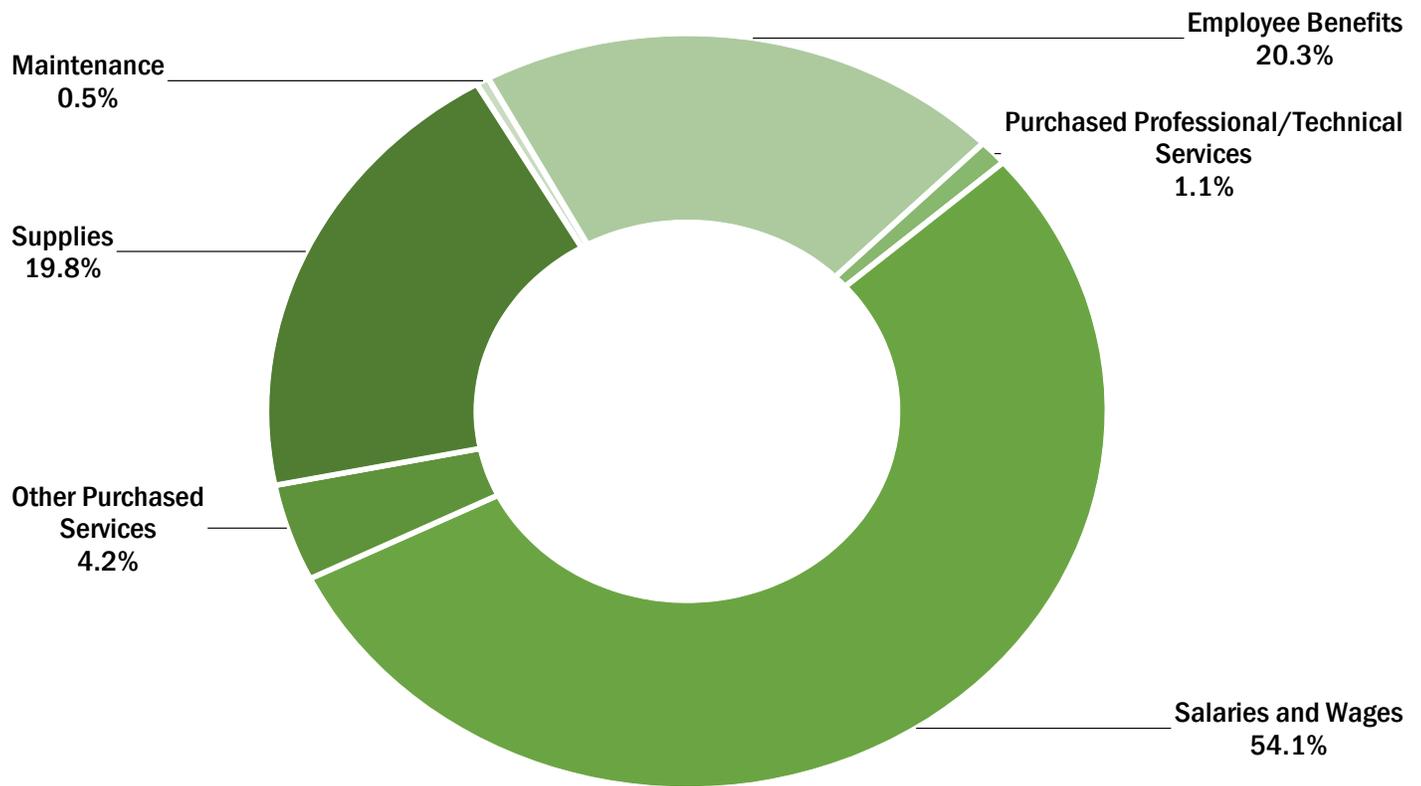
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	491,064	608,443	461,095	717,077
Employee Benefits	176,041	208,559	196,605	268,479
Purchased Professional/Technical Services	30,182	148,035	43,767	14,650
Maintenance	8,786	3,298	4,345	6,600
Other Purchased Services	49,190	45,187	58,045	55,140
Supplies	227,784	257,628	177,761	262,325
Capital Expenditures	—	—	—	—
Total	983,047	1,271,150	941,619	1,324,271



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Health RN Mgr	130	1.000	1.000	1.000	1.000
Sr. Epidemiologist	128	1.000	1.000	1.000	1.000
Health RN Spvr	127	—	—	—	1.500
		2.000	2.000	3.500	3.500
Clerical and Professional					
Health Info/Comm Specialist	223	1.000	—	—	—
Health LVN	220	1.000	1.000	—	—
Admin Asst	215	1.000	1.000	1.000	1.000
Health Office Specialist	213	1.000	1.000	1.000	1.000
Health RN Spvr	127	2.500	3.000	1.500	—
Epidemiologist	126	1.000	1.000	1.000	1.000
Health Ed Specialist Lead	125	1.000	1.000	1.000	1.000
Community Health Wrk Coord	123	1.000	1.000	1.000	1.000
Health Education Specialist	123	0.500	0.500	3.000	3.000
		10.000	9.500	9.500	9.500
Total Employees		12.000	11.500	13.000	13.000

Sexually Transmitted Diseases (STD)

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 2017-18

- ◆ Implemented a new fee schedule
- ◆ Continues to see an increase in the number of self-pay patients which increased overall program income

Priorities for FY 2018-19

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

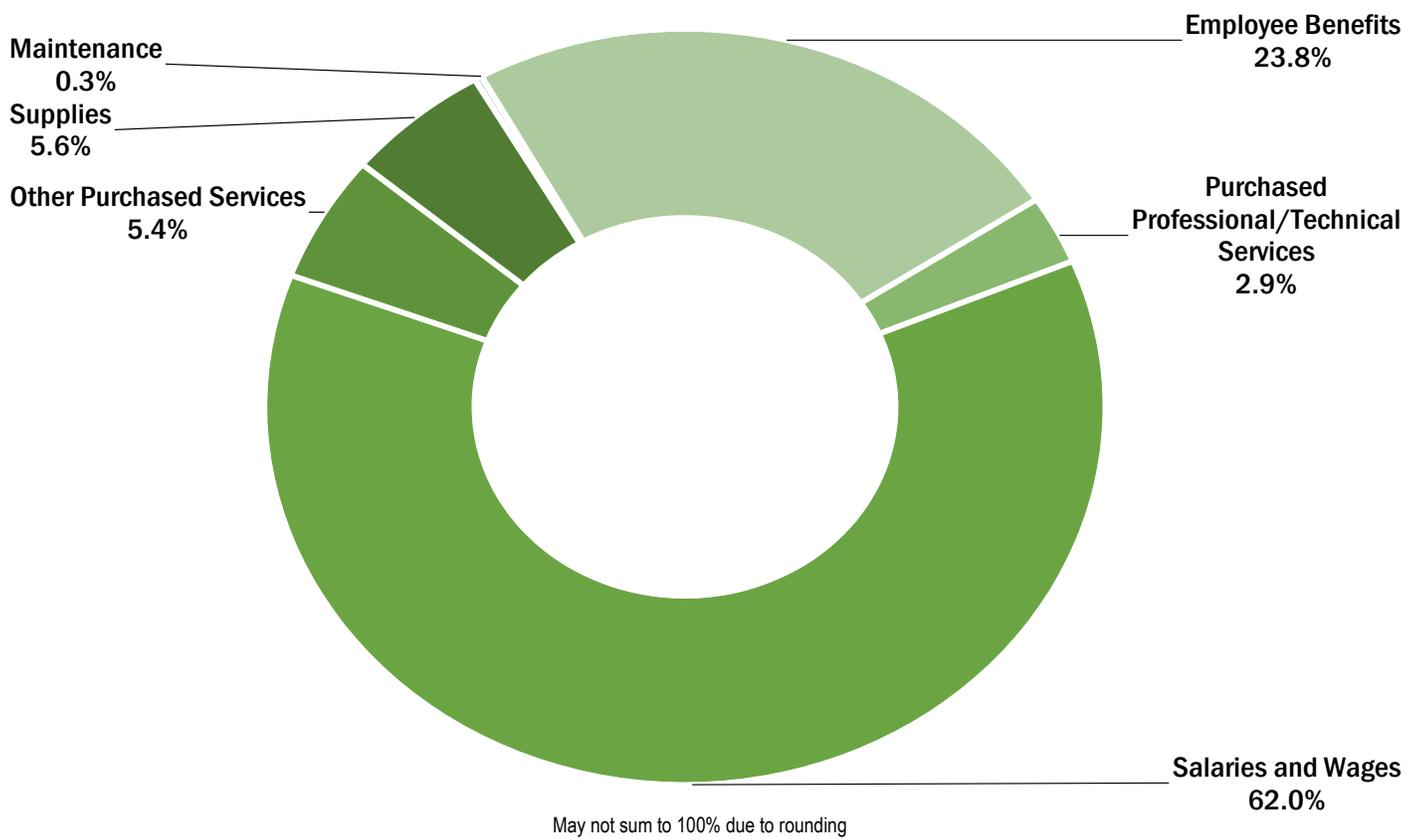
Budget Highlights

There are no significant changes to the STD budget.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	204,659	233,526	185,215	244,892
Employee Benefits	73,174	88,663	80,987	93,997
Purchased Professional/Technical Services	10,603	14,000	9,974	11,640
Maintenance	835	200	705	1,170
Other Purchased Services	11,427	15,473	12,723	21,439
Supplies	22,420	21,761	18,181	22,020
Total	323,119	373,623	307,786	395,158



**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Health RN Spvr	127	—	—	—	0.500
Health I&O Spvr	123	—	—	1.000	1.000
		—	—	1.500	1.500
Clerical and Professional					
Health I&O Specialist	218	2.000	2.000	1.000	1.000
Health Office Specialist	213	0.250	0.250	0.250	0.250
Health Lab Tech	213	1.000	1.000	1.000	1.000
Health RN Spvr	127	0.500	0.500	0.500	—
Health RN	125	1.000	1.000	1.000	1.000
		4.750	4.750	3.250	3.250
Total Full Time		4.750	4.750	4.750	4.750
Part Time Employees (shown as FTE's)					
Office Specialist-PT	213	0.500	0.500	0.500	0.500
Total Part Time (FTE's)		0.500	0.500	0.500	0.500
Total Employees					
		5.250	5.250	5.250	5.250

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, services are provided 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. This helps 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 Housing Opportunities for Persons With AIDS (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 2017-18

- ◆ Identified previously undiagnosed HIV positive clients, through outreach
- ◆ Exceeded several of the State standards for services provided (number of tests and community condom distribution)
- ◆ Increased number of testing sites in the 6 county area

Priorities for FY 2018-19

- ◆ Link HIV positive individuals to ongoing HIV medical care
- ◆ Continue to increase the number of newly diagnosed individuals
- ◆ Continue to provide direct client services to the case management clients despite the decreased funding.

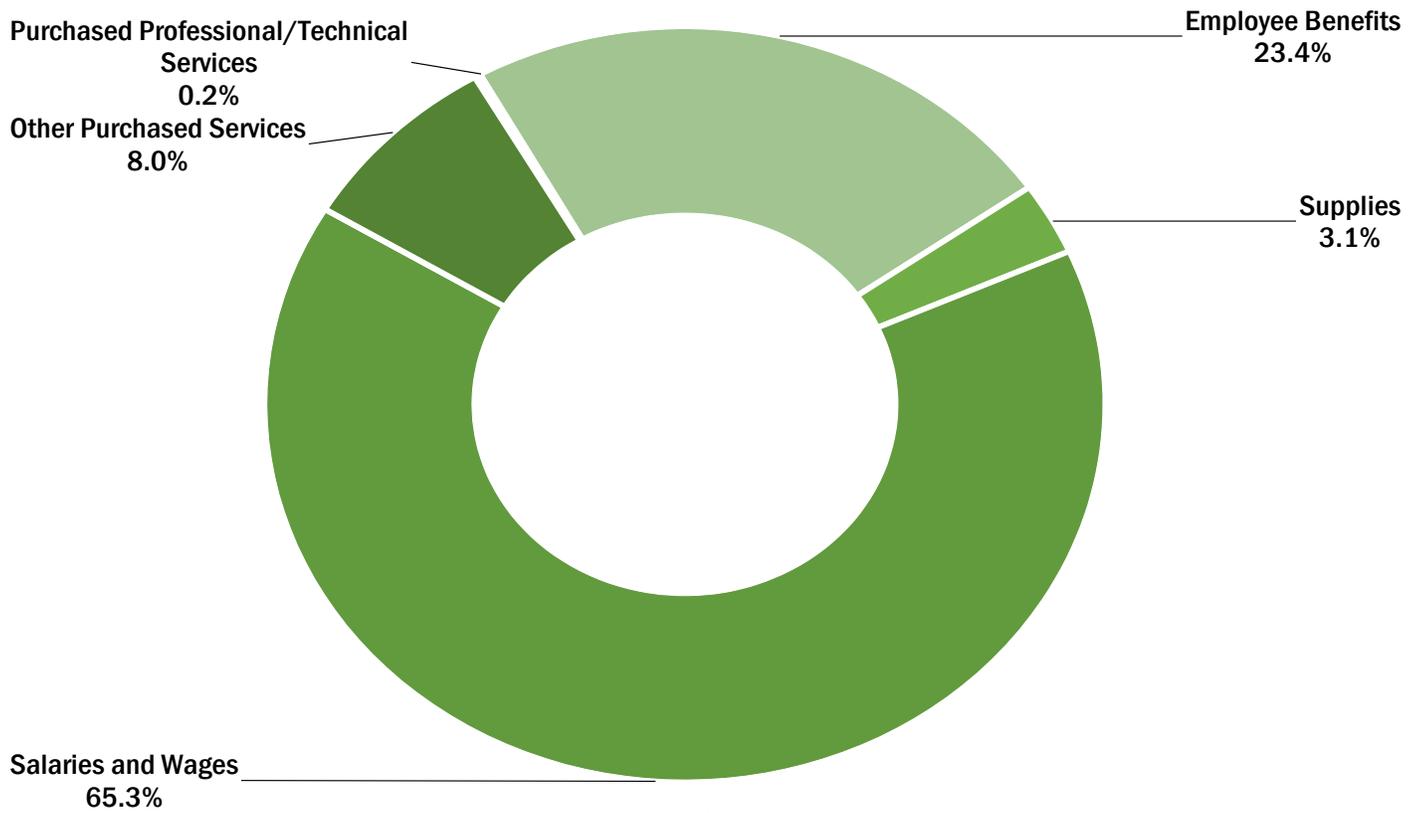
Budget Highlights

There have been slight decreases in the amount of funds received for the HIV grants.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	120,212	132,701	134,272	137,221
Employee Benefits	41,093	46,772	46,815	49,084
Purchased Professional/Technical Services	925	500	537	500
Other Purchased Services	6,366	12,999	9,364	16,863
Supplies	4,116	4,385	3,463	6,512
Total	172,712	197,357	194,451	210,180



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Health Program Mgr	130	1.000	1.000	1.000	1.000
Health Case Wrkr Spvr	123	—	—	—	0.250
		1.000	1.000	1.250	1.250
Clerical and Professional					
Admin Asst	215	1.000	1.000	1.000	1.000
Health Case Wrkr Spvr	123	—	0.250	0.250	—
		1.000	1.250	1.000	1.000
Total Employees		2.000	2.250	2.250	2.250

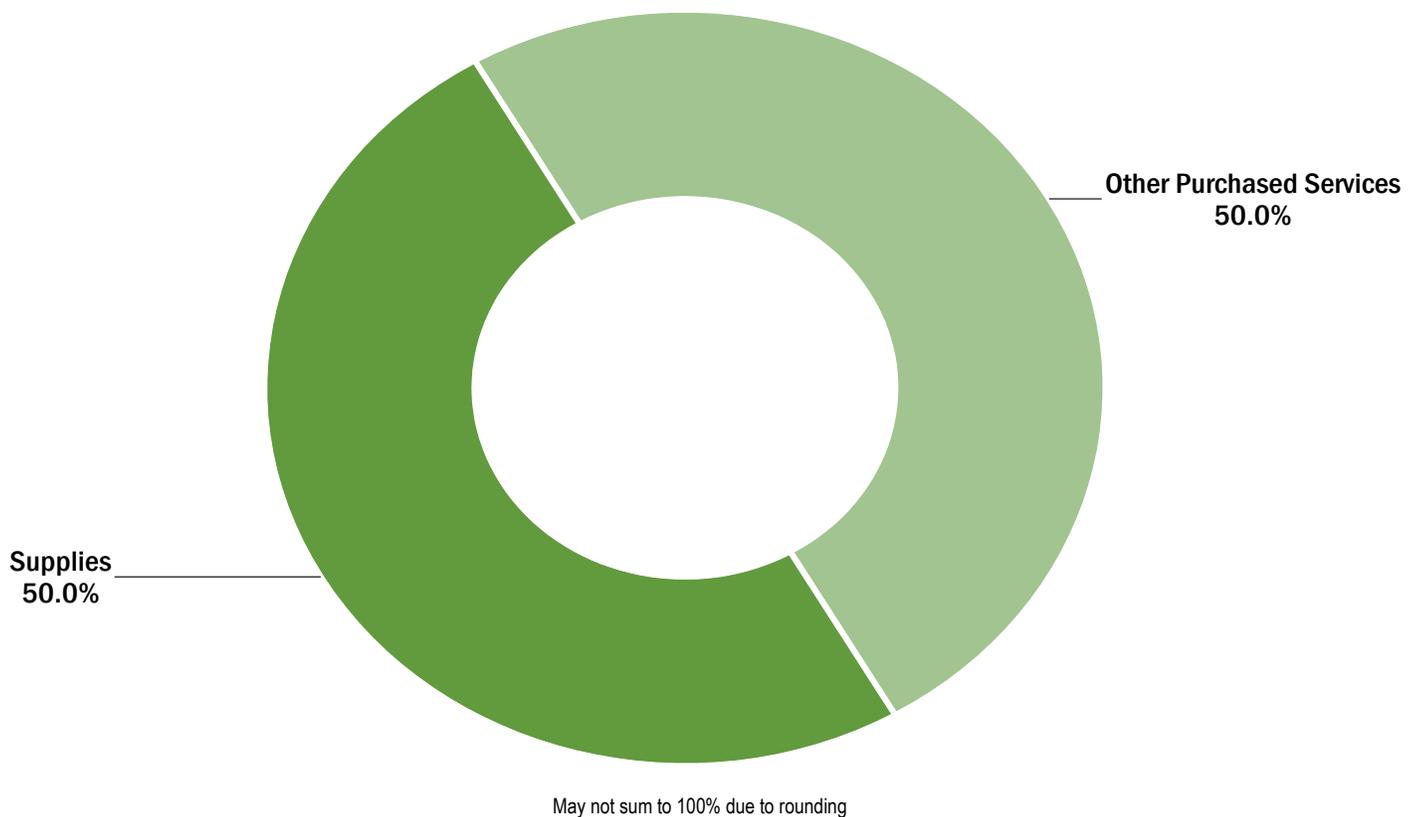
Narrative

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 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Purchased Professional/Technical Services	2,261	—	—	—
Maintenance	—	—	—	—
Other Purchased Services	5,002	30,000	9,222	50,000
Supplies	—	40,000	—	50,000
Other Operating Expenses	11,566	—	—	—
Capital Expenditures	31,255	—	—	—
Total	50,083	70,000	9,222	100,000



Abandoned Motor Vehicles

Narrative

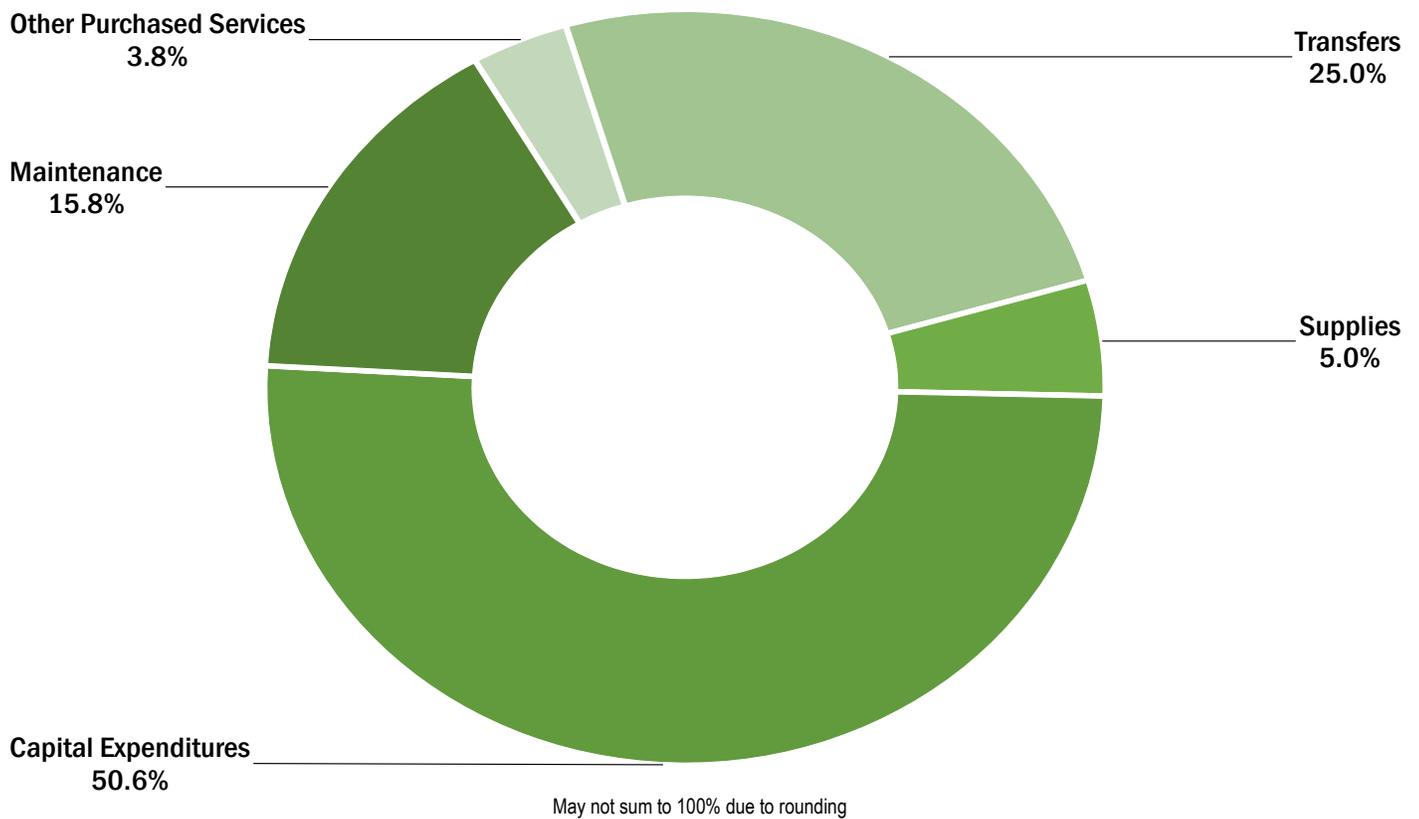
The revenue collected in the Abandoned Motor Vehicles Fund accumulates from auction proceeds collected from the sale of abandoned vehicles that have been impounded by the Police Department. Officers impound vehicles for different circumstances including abandonment, for an investigative purpose, because 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 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Maintenance	—	31,500	—	31,500
Other Purchased Services	4,863	8,080	11,481	7,500
Supplies	5,205	8,000	8,625	9,900
Capital Expenditures	—	77,420	77,420	101,100
Transfers	181,649	50,000	50,000	50,000
Total	191,717	175,000	147,526	200,000



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.

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.

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

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

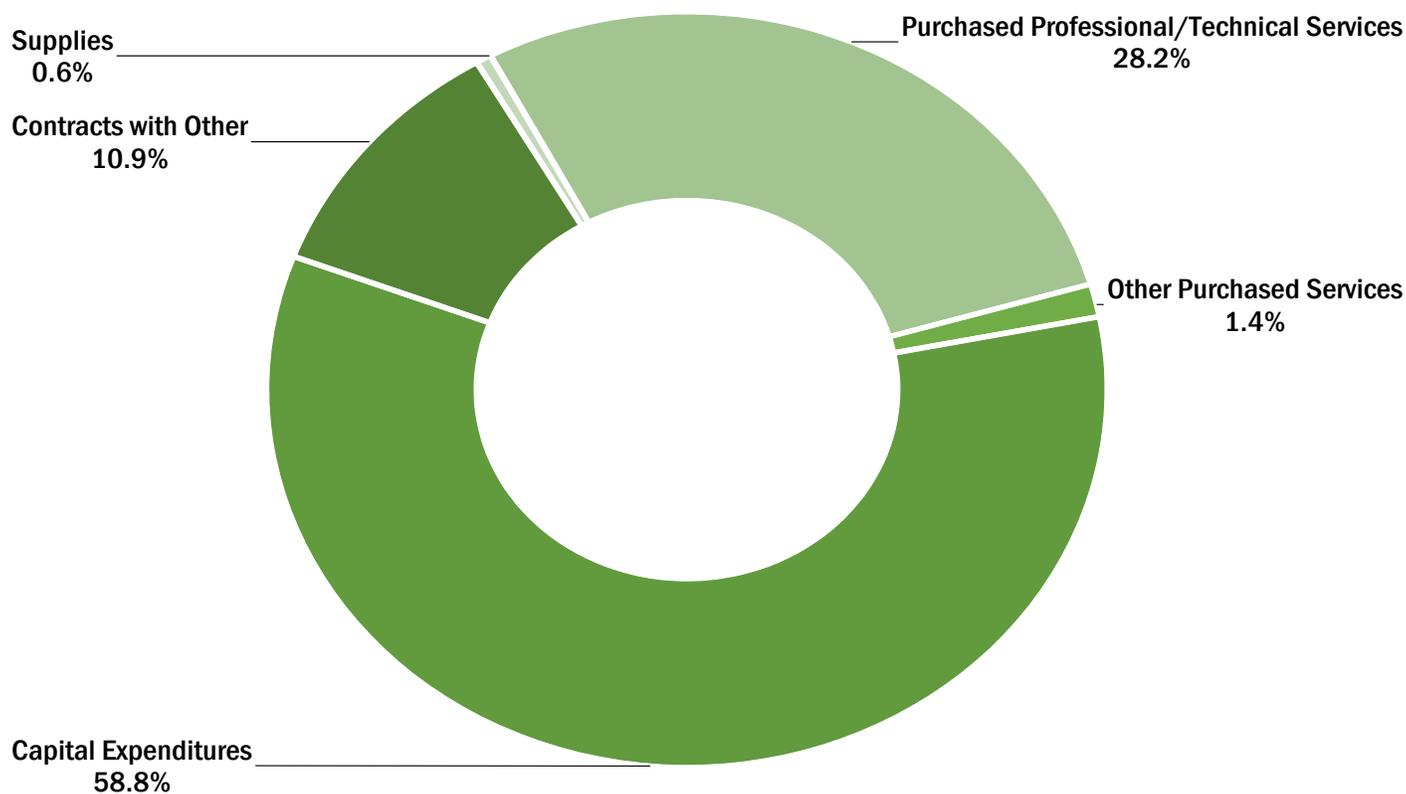
The proposed services are supplemental to the existing level of city services and/or improvements and constitute an added increment to improvements and/or services offered to taxpayers generally. The City will continue to provide standard services and improvements in the District as they are currently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

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	—	—	—	—
Employee Benefits	—	—	—	—
Purchased Professional/Technical Services	308,538	373,250	373,250	400,548
Purchased Property Services	3	—	—	—
Maintenance	—	—	—	—
Other Purchased Services	44,975	78,000	47,835	20,000
Supplies	4,144	5,500	4,888	8,500
Other Operating Expenses	—	—	—	—
Contracts with Other	50,000	81,000	81,000	155,000
Capital Expenditures	—	698,106	698,106	834,821
Total	407,659	1,235,856	1,205,079	1,418,869

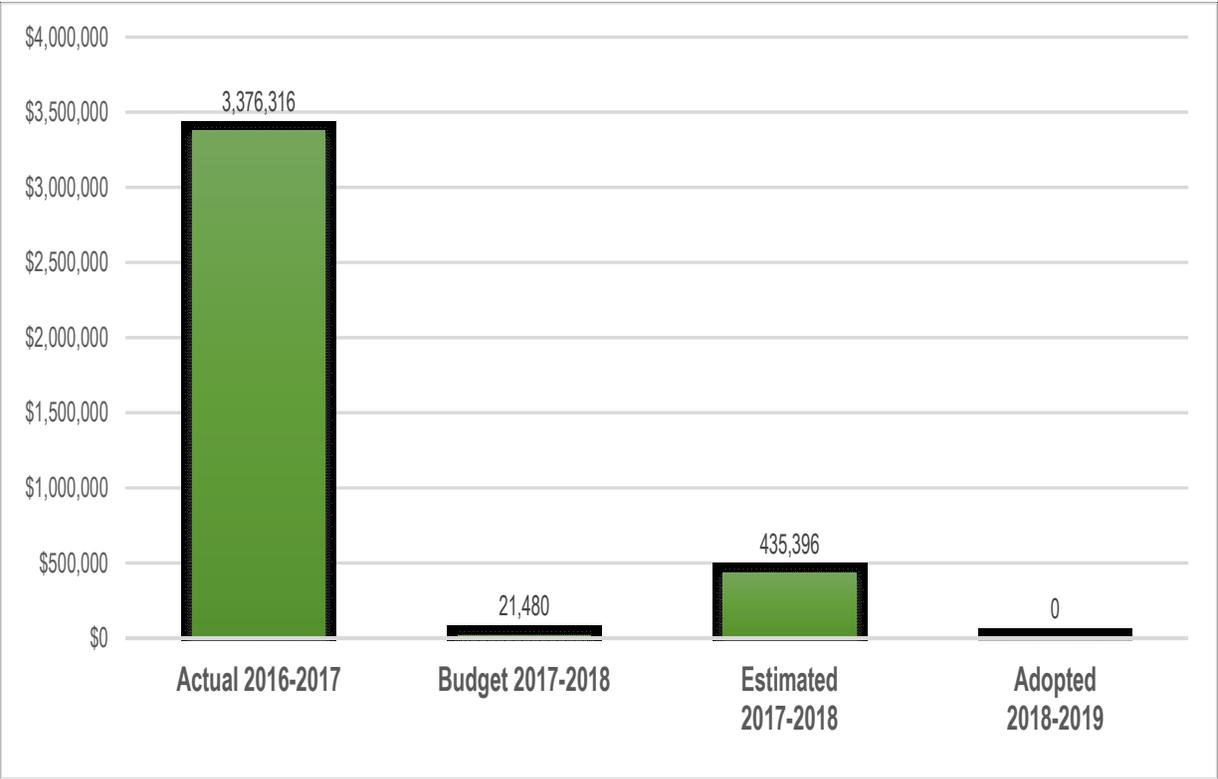


Street Reconstruction Fund



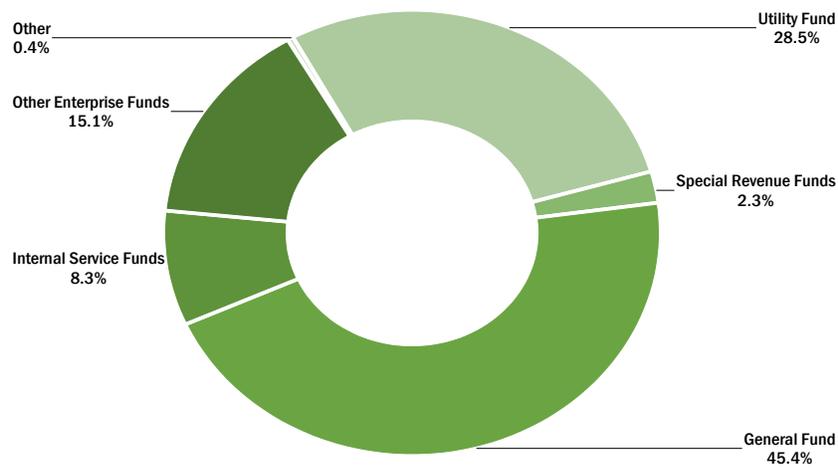


	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Street Reconstruction	3,376,316	21,480	435,396	—
Total	3,376,316	21,480	435,396	—



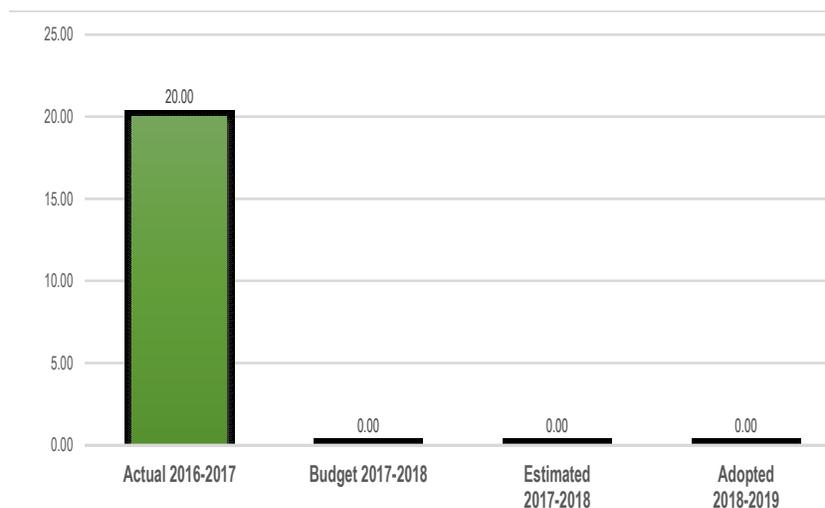
	Adopted 2018-2019
General Fund	141,920,529
Special Revenue Funds	7,378,741
Utility Fund	89,127,797
Other Enterprise Funds	48,320,498
Internal Service Funds	26,063,489
	312,811,054

Street Reconstruction Fund as a percent of Total Budget



May not sum to 100% due to rounding

Street Reconstruction Fund Personnel Summary



Mission Statement

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

Narrative

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

Budget Highlights

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

Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	390,884	—	—	—
Employee Benefits	259,849	—	—	—
Purchased Professional/Technical Services	1,368,165	3,880	3,904	—
Maintenance	1,088,716	17,600	431,491	—
Other Purchased Services	37,065	—	—	—
Supplies	54,769	—	—	—
Other Operating Expenses	—	—	—	—
Billings	81,022	—	—	—
Capital Expenditures	95,846	—	—	—
Transfers	—	—	—	—
Total	3,376,316	21,480	435,396	—

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Public Works Spvr	121	1.000	—	—	—
		1.000	—	—	—
Labor Operations					
PW Oper Crew Ld	218	2.000	—	—	—
Sr Heavy Equip Oper-CDL	215	8.000	—	—	—
Heavy Equip Oper-CDL	213	4.000	—	—	—
Street Maint Wrkr-CDL	210	5.000	—	—	—
		19.000	—	—	—
Total Employees					
		20.000	—	—	—

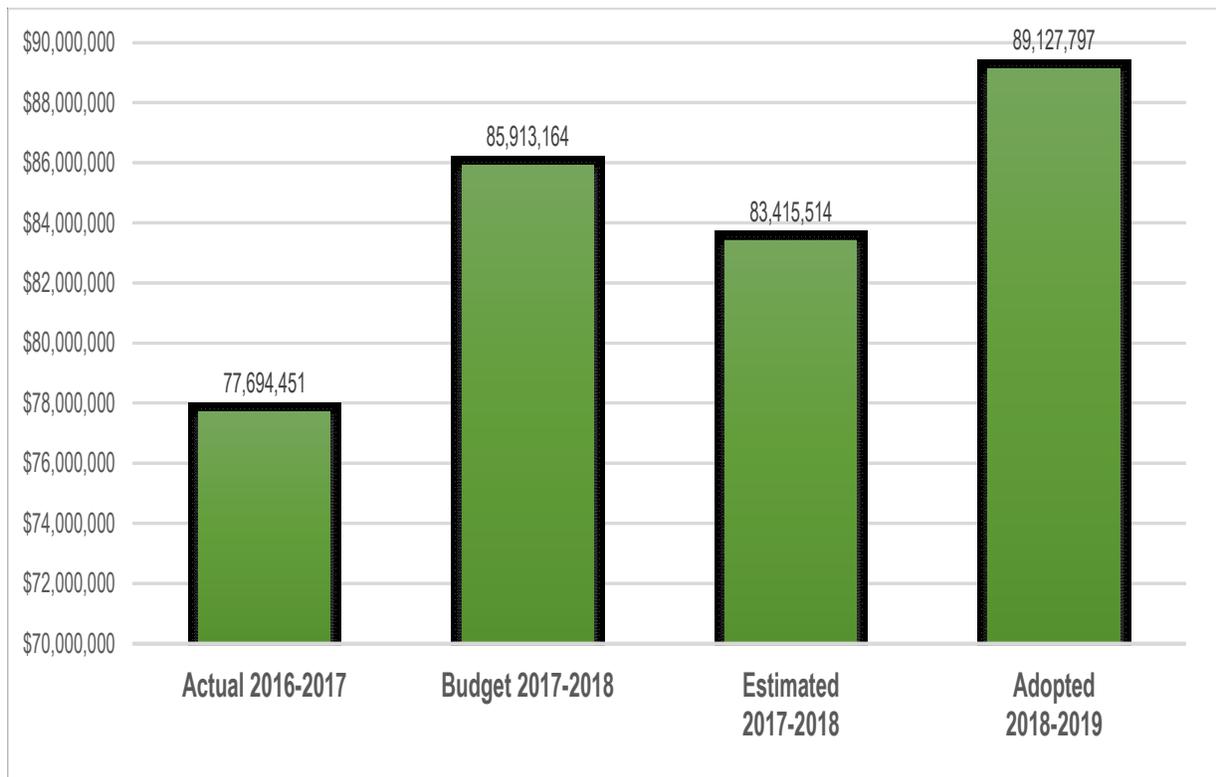


Utility Fund



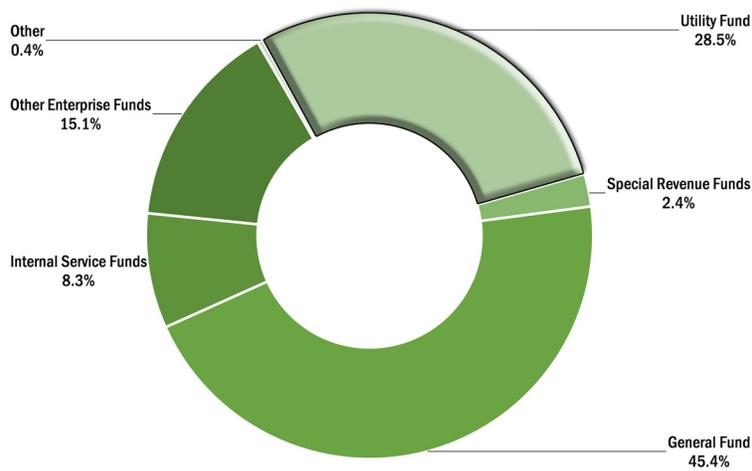


	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Water - Distribution	5,259,773	5,103,358	5,026,479	5,954,630
Water - General & Administration	24,441,679	26,328,596	26,107,021	27,790,255
Water - Laboratory	(40,840)	25,002	40,475	—
Water - Meter Shop	1,136,298	1,488,613	1,169,577	1,195,497
Water - Source of Supply	1,111,357	694,000	762,232	1,713,750
Water - Treatment	8,367,384	9,652,664	9,115,596	9,061,832
Water - Water Office	1,430,233	1,276,325	1,111,879	1,138,093
Water Total	41,705,884	44,568,557	43,333,259	46,854,057
Wastewater - Collection	5,079,614	5,625,880	5,320,509	6,683,143
Wastewater - Environmental	458,042	495,398	442,601	428,507
Wastewater - General & Administration	14,723,459	16,364,288	16,257,090	18,681,089
Wastewater - Treatment	7,968,528	7,012,402	7,012,402	7,132,187
Wastewater Total	28,229,643	29,497,969	29,032,602	32,924,926
WMARSS	7,758,924	11,846,638	11,049,653	9,348,814
Total	77,694,451	85,913,164	83,415,514	89,127,797



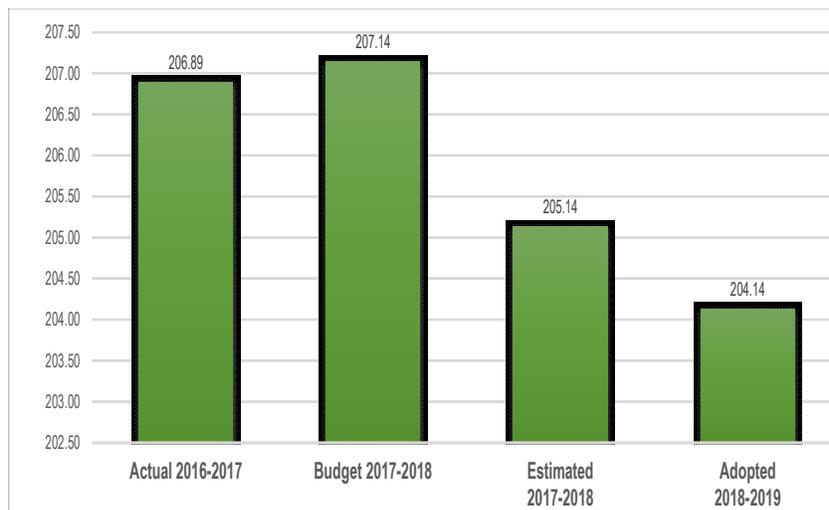
	Adopted 2018-2019
General Fund	141,920,529
Special Revenue Funds	7,378,741
Utility Fund	89,127,797
Other Enterprise Funds	48,320,498
Internal Service Funds	26,063,489
	312,811,054

Utility Funds as a percent of Total Budget



May not sum to 100% due to rounding

Utility Funds Personnel Summary



Mission Statement

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

Statistics

- ◆ 1,068 Miles of Water Main
- ◆ 875 Miles of Sewer Main
- ◆ 46,691 Water Meters
- ◆ 18,311 Water Valves
- ◆ 5,673 Fire Hydrants
- ◆ 39,908 Sewer Connections
- ◆ 13,172 Sewer Manholes
- ◆ 99.7 Service Area Covered (miles)
- ◆ 3 Water Treatment Plants
- ◆ 1 Water Quality Laboratory
- ◆ 2 Wastewater Treatment Plant
- ◆ 30,290,300 Daily Avg. Water Production (gallons)
- ◆ 46,555,700 Daily Max Avg. Water Production (gallons)
- ◆ 13 Ground Storage Tanks
- ◆ 6 Elevated Storage Tanks
- ◆ 11 Pump Stations
- ◆ 66 Sewer Lifts Stations
- ◆ 6 Pressure Planes
- ◆ 122,763 Calls Handled by the Call Center
- ◆ 82,255 Customers Served at Water Office
- ◆ 189,089 Online Payments

Narrative

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

The department strives to exceed state and federal regulatory standards. The Water Quality Laboratory meets EPA certifications and in several analytical methods. The Water Utility Services Department consists of over 190 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. Both Mt. Carmel Water Treatment Plant and Riverside Water Treatment Plant and staff have been recognized under the Texas Optimization Program Operations or TOP OPS for producing the safest drinking water possible through performance targets, monitoring, and analysis of data.

Accomplishments for FY 2017-18

- ◆ Began construction of several large projects including:
 - ◆ \$10M Riverside to Gholson water line
 - ◆ \$12M Advanced Metering Infrastructure (AMI)
 - ◆ \$3.3M Owen Lane Elevated Storage Tank

- ◆ Completed several large projects including:
 - ◆ \$2.5M Airport Pump Station
 - ◆ Demolition of old Owen Lane Elevated Storage

Priorities for FY 2018-19

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

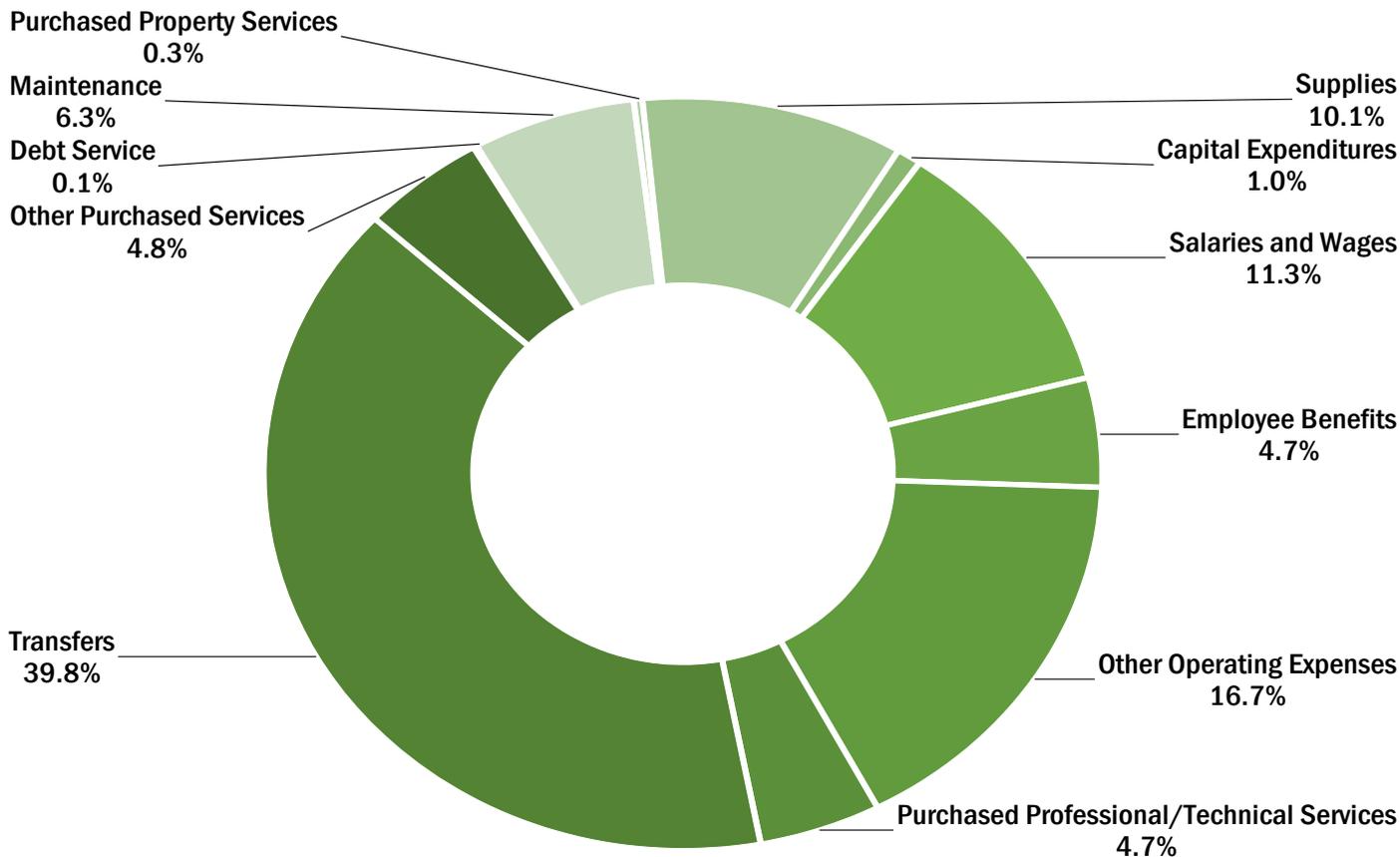
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	4,819,154	5,119,708	5,007,943	5,452,327
Employee Benefits	1,908,843	2,078,054	2,165,841	2,254,415
Purchased Professional/Technical Services	1,767,851	2,446,164	2,572,010	2,266,355
Purchased Property Services	333,008	169,265	142,290	160,800
Maintenance	3,222,574	3,812,325	2,468,445	3,036,386
Other Purchased Services	850,065	1,173,152	1,127,924	2,317,058
Supplies	4,157,166	4,954,011	4,602,689	4,875,650
Other Operating Expenses	7,402,920	7,710,140	7,710,140	8,050,227
Contracts with Other	6,000	6,000	6,000	7,123
Billings	(992,616)	(1,181,158)	(1,181,158)	(1,242,796)
Capital Expenditures	1,205,005	475,889	906,126	460,000
Debt Service	74,620	71,106	71,106	67,435
Transfers	16,951,295	17,733,902	17,733,902	19,149,077
Total	41,705,884	44,568,557	43,333,259	46,854,057



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director of Utilities	138	0.500	0.500	0.500	0.500
Deputy Director of Utilities	138	1.000	0.330	0.330	0.330
Project Engineer	134	1.500	1.000	1.500	—
Utilities Operations Mgr	133	0.340	0.670	0.670	0.670
Dist/Coll Superintendent	130	0.500	0.500	0.500	0.500
Wtr Treat Plant Superintendent	130	1.000	1.000	1.000	1.000
Utilities Project Admin	130	0.500	1.000	0.500	—
SCADA Analyst	128	0.500	0.500	0.500	0.500
Utilities CS Mgr	128	—	—	—	1.000
Watershed/Env Cmpl Coord	126	1.000	0.330	0.330	—
Dist/Coll Spvr-CDL	123	2.000	2.000	2.000	2.000
W/WW Treat Plant Spvr	123	1.000	1.000	1.000	1.000
W/WW Plant Maint Spvr	123	1.000	1.000	1.000	1.000
Lab Supervisor	123	1.000	1.000	1.000	1.000
Meter Services Spvr	123	1.000	1.000	1.000	1.000
Utilities CS Spvr	121	3.500	3.500	3.500	3.500
Utilities Safety/RMG Spvr	121	0.500	0.500	0.500	0.500
		16.840	15.830	15.830	14.500
Clerical and Professional					
Utilities CSR	215	19.000	18.500	18.500	18.500
Backflow/CCP Coord	215	0.500	0.500	0.500	0.500
Utilities Lab Admin Asst	215	1.000	1.000	1.000	1.000
Project Engineer	134	—	—	—	1.000
Utilities Project Admin	130	—	—	—	0.500
Utilities CS Mgr	128	1.000	1.000	1.000	—
Project Mgr	127	0.660	0.660	0.660	0.660
Utilities Finance Officer	127	0.500	0.500	0.500	0.500
Watershed/Env Cmpl Coord	126	—	—	—	0.330
Environmental Regulations Analyst	124	0.330	0.330	0.330	0.330
Utilities PI/Comm Coord	121	1.000	0.500	0.500	0.500
Wetlands Prog Coord	121	1.000	1.000	1.000	1.000
		24.990	23.990	23.990	24.820
Labor Operations					
Dist/Coll Crew Lead-CDL	221	8.500	9.000	9.000	8.000
Wtr Treat Plant Oper Lead	221	2.000	2.000	2.000	2.000
Plant Maint Crew Lead	221	2.000	2.000	2.000	2.000
Environmental Lab Analyst	220	8.000	8.000	8.000	8.000
Plant Maint Oper	217	9.000	9.000	9.000	9.000
Wtr Treat Plant Oper	217	17.000	17.000	17.000	17.000



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Dist/Coll Operator-CDL	217	16.500	18.000	17.500	17.500
Utilities Maint Wrkr-CDL	215	7.000	7.000	7.000	7.000
Meter Services Tech-CDL	212	6.000	6.000	4.000	4.000
Utilities Courier	208	—	—	1.000	0.500
Building Attendant	208	2.000	2.000	—	—
		78.000	80.000	76.500	75.000
Labor Maintenance					
Master Electrician	220	1.000	1.000	1.000	1.000
SCADA Tech	218	2.000	2.000	2.000	2.000
		3.000	3.000	3.000	3.000
Total Full Time		122.830	122.820	119.320	117.320
Part Time Employees (shown as FTE's)					
Inter-PT	210	0.480	0.480	0.475	0.475
Total Part Time (FTE's)		0.480	0.480	0.475	0.475
Total Employees		123.310	123.300	119.795	117.795

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

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

Priorities for FY 2018-19

- ◆ Continue progress on 10-year Capital Improvements Program
- ◆ Continue small and medium scope projects throughout the collection system to improve overall service, reduce stop-ups, and reduce infiltration and inflow.

- ◆ Complete several large projects including:
 - ◆ \$5M FM1637 Phase II sewer line
 - ◆ HWY 84 sewer assessment and study
 - ◆ Crestwood Sewer Replacement
 - ◆ Village Lake lift station design
 - ◆ \$3M wastewater line rehabilitation
 - ◆ Implement new Technically Based Local Limits (TBLLs) upon receipt of approval from the Texas Commission on Environmental Quality

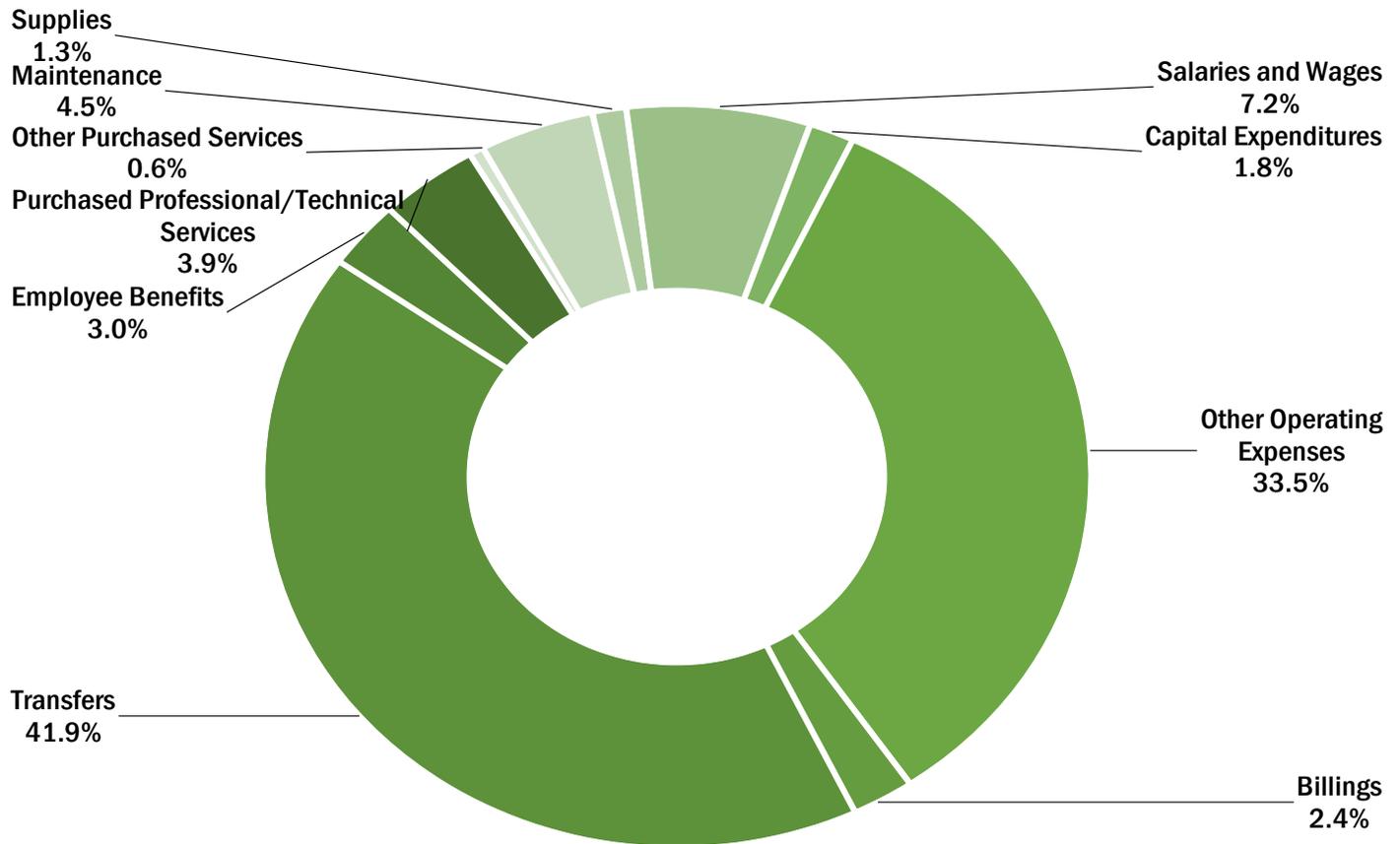
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,764,504	1,902,763	1,873,801	2,363,104
Employee Benefits	698,738	748,097	815,597	971,667
Purchased Professional/Technical Services	1,027,728	1,297,561	1,208,340	1,279,854
Purchased Property Services	15,877	20,475	17,591	19,125
Maintenance	1,072,274	1,438,717	1,066,841	1,474,800
Other Purchased Services	173,683	199,233	157,479	190,508
Supplies	361,648	430,420	406,095	433,240
Other Operating Expenses	11,209,395	10,582,447	10,582,447	11,018,297
Billings	660,646	767,269	767,269	802,184
Capital Expenditures	227,312	307,080	333,235	580,000
Transfers	11,017,837	11,803,907	11,803,907	13,792,147
Total	28,229,643	29,497,969	29,032,602	32,924,926



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director of Utilities	138	0.500	0.500	0.500	0.500
Deputy Director of Utilities	138	—	0.330	0.330	0.330
Project Engineer	134	—	—	0.250	—
Utilities Operations Mgr	133	0.330	0.330	0.330	0.330
Dist/Coll Superintendent	130	0.500	0.500	0.500	0.500
Utilities Project Admin	130	0.250	0.500	0.250	—
SCADA Analyst	128	0.500	0.500	0.500	0.500
Watershed/Env Cmpl Coord	126	—	0.330	0.330	—
Pretrmt Cmpl Coord	123	1.000	1.000	1.000	1.000
Dist/Coll Spvr-CDL	123	2.000	2.000	2.000	2.000
Utilities CS Spvr	121	0.500	0.500	0.500	0.500
Utilities Safety/RMG Spvr	121	0.250	0.250	0.250	0.250
		5.830	6.740	6.740	5.910
Clerical and Professional					
Utilities CSR	215	2.000	2.500	2.500	2.500
Backflow/CCP Coord	215	0.500	0.500	0.500	0.500
Project Engineer	134	—	—	—	0.500
Utilities Project Admin	130	—	—	—	0.250
Project Mgr	127	0.340	0.340	0.340	0.340
Utilities Finance Officer	127	0.500	0.500	0.500	0.500
Watershed/Env Cmpl Coord	126	—	—	—	0.330
Environmental Regulations Analyst	124	0.330	0.330	0.330	0.330
Utilities PI/Comm Coord	121	—	0.500	0.500	0.500
		3.670	4.670	4.670	5.750
Labor Operations					
Dist/Coll Crew Lead-CDL	221	5.500	5.000	5.000	6.000
Environmental Inspector	220	2.000	2.000	2.000	2.000
Plant Maint Oper	217	6.000	6.000	6.000	6.000
Dist/Coll Operator-CDL	217	14.500	13.000	13.500	13.500
Utilities Maint Wrkr-CDL	215	7.000	7.000	9.000	9.000
Utilities Courier	208	—	—	—	0.500
		35.000	33.000	35.500	37.000
Labor Maintenance					
SCADA Tech	218	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Total Employees		45.500	45.410	47.910	49.660

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 plants and staff have also been awarded the platinum level award from The National Biosolids Partnership for their biosolids management practices.

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 2017-18

- ◆ Belt press rehabilitation
- ◆ Dryer building wall and roof replacement
- ◆ Dryer building SCADA improvements
- ◆ Completed 1400 LF of 24" cured in placed sanitary sewer lining

Priorities for FY 2018-19

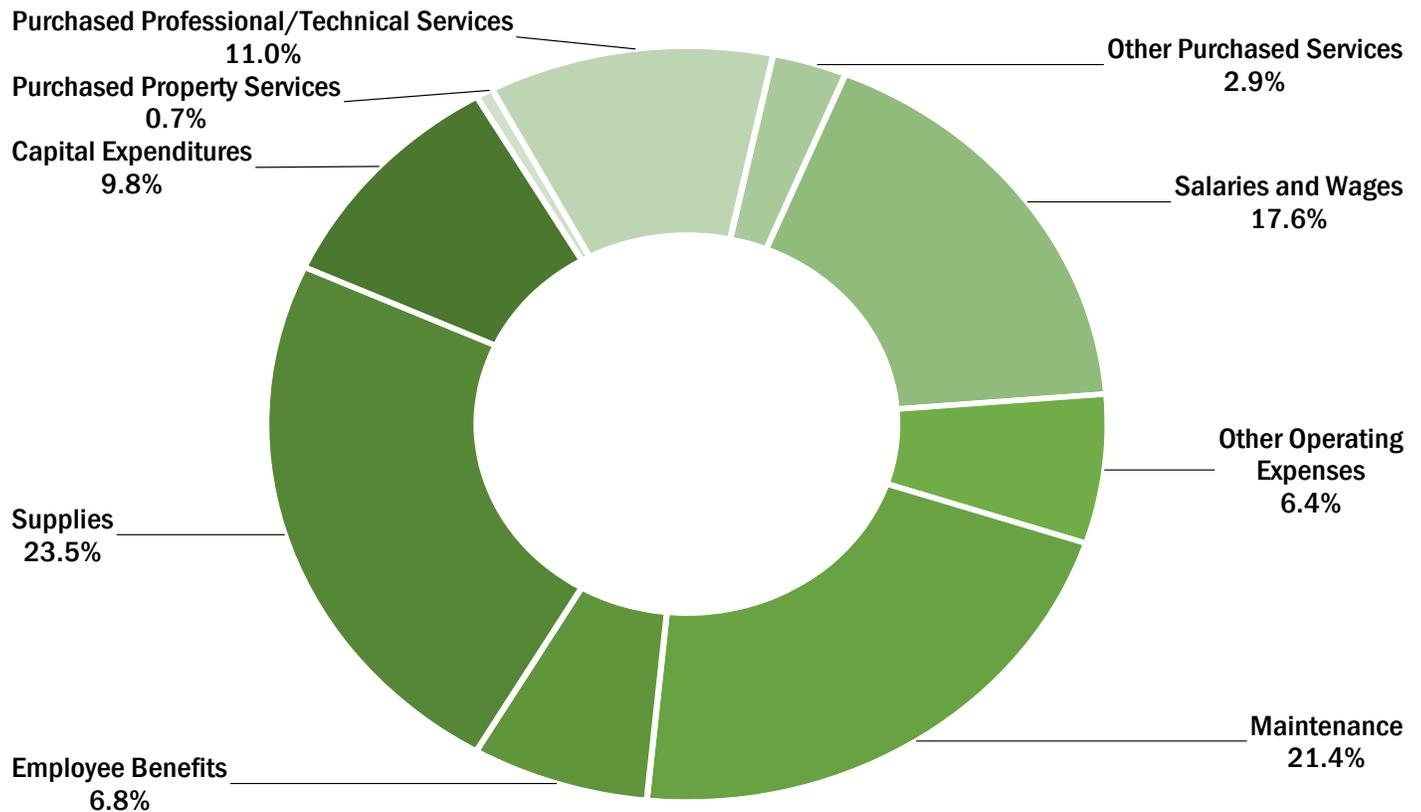
- ◆ Continue progress on 10-year Capital Improvements Program
- ◆ Implement new Technically Based Local Limits (TBLLs) upon receipt of approval from the Texas Commission on Environmental Quality
- ◆ Monitor Brazos River bank erosion control at Central Plant Facility and continue to work with the Corps' for Continuing Authorities Program (CAP) funding
- ◆ Design and begin construction on plant electrical improvements
- ◆ Continue Central Plant Improvements project including replacement of rotary drum thickeners and upgrading chemical feed facilities.

Budget Highlights

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

Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,518,204	1,606,315	1,499,920	1,643,140
Employee Benefits	540,001	585,118	565,329	638,348
Purchased Professional/Technical Services	1,328,070	1,101,272	1,258,247	1,025,000
Purchased Property Services	61,064	110,081	79,745	62,150
Maintenance	863,641	1,534,062	1,051,222	2,001,580
Other Purchased Services	224,885	368,784	276,877	267,377
Supplies	1,957,253	2,412,140	2,188,750	2,194,750
Other Operating Expenses	351,327	547,249	547,249	596,469
Capital Expenditures	914,478	3,581,617	3,582,313	920,000
Total	7,758,924	11,846,638	11,049,653	9,348,814



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Deputy Director of Utilities	138	—	0.340	0.340	0.340
Project Engineer	134	0.250	—	0.250	—
Utilities Operations Mgr	133	0.330	—	—	—
Utilities Project Admin	130	0.250	0.500	0.250	—
WW Treat Plant Admin	130	1.000	1.000	1.000	1.000
WW Treat Plant Superintendent	130	1.000	1.000	1.000	1.000
Watershed/Env Cmpl Coord	126	—	0.340	0.340	—
W/WW Treat Plant Spvr	123	1.000	1.000	1.000	1.000
Utilities Safety/RMG Spvr	121	0.250	0.250	0.250	0.250
		4.080	4.430	4.430	3.590
Clerical and Professional					
Utilities CSR	215	1.000	1.000	1.000	1.000
Project Engineer	134	—	—	—	0.500
Utilities Project Admin	130	—	—	—	0.250
Watershed/Env Cmpl Coord	126	—	—	—	0.340
		1.000	1.000	1.000	2.090
Labor Operations					
WW Treat Plant Oper Lead-CDL	221	2.000	2.000	2.000	2.000
Environmental Inspector	220	2.000	2.000	2.000	2.000
Sr WW Treat Plant Oper-CDL	219	5.000	5.000	5.000	5.000
WW Treat Plant Oper-CDL	217	14.000	14.000	14.000	14.000
Building Attendant	208	1.000	1.000	—	—
		24.000	24.000	23.000	23.000
Total Employees		29.080	29.430	28.430	28.680

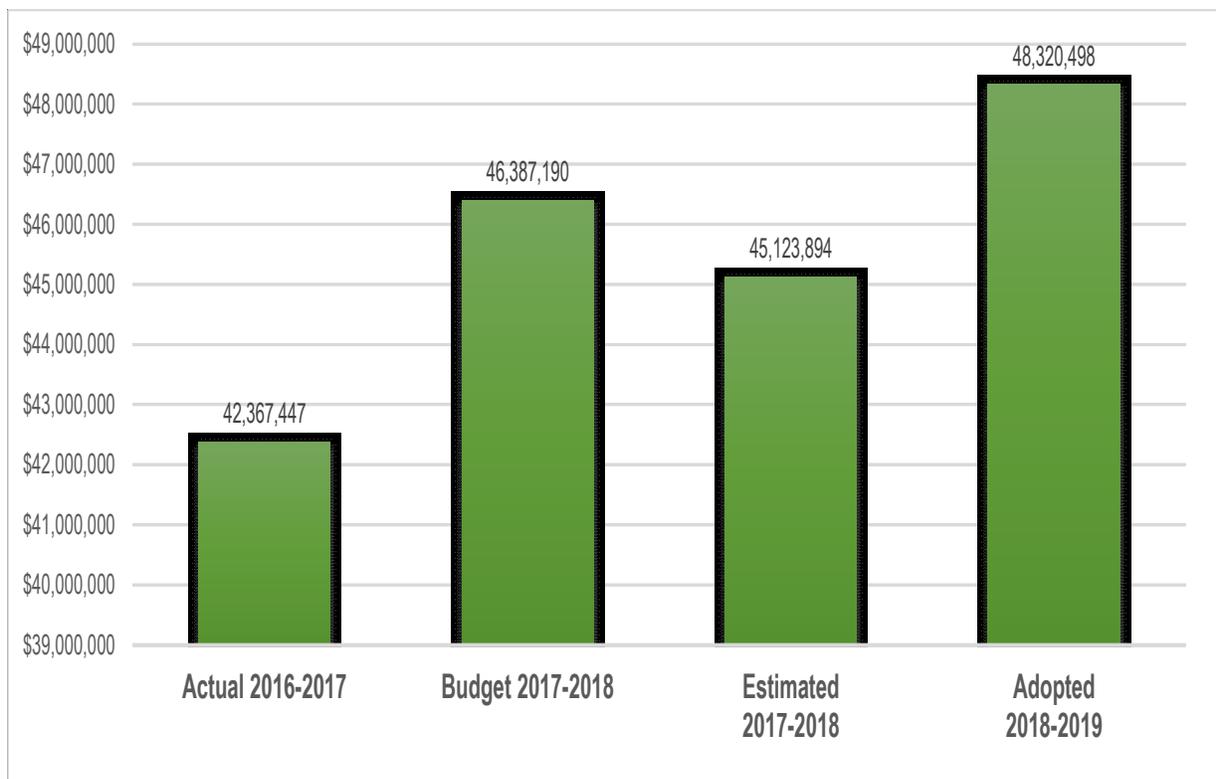


Other Enterprise Funds



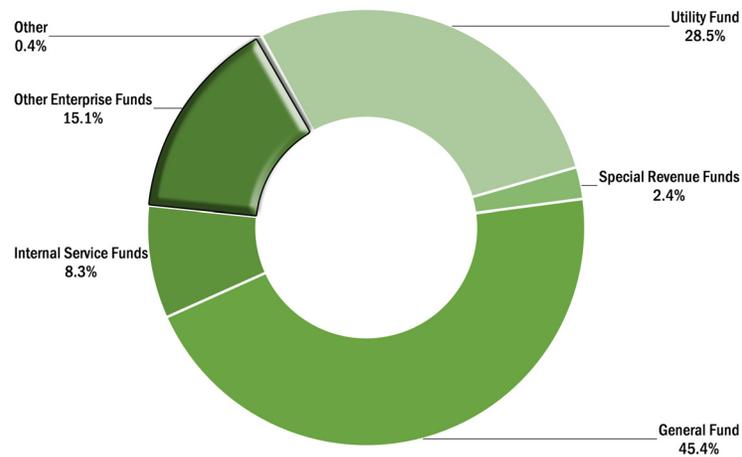


	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Solid Waste	17,388,924	21,242,825	20,851,834	20,442,984
Waco Regional Airport	1,476,594	1,461,541	1,473,147	1,561,946
Convention Center and Visitors' Services	4,690,754	5,423,769	5,528,198	6,069,268
Texas Ranger Hall of Fame	1,554,993	1,455,668	1,454,478	1,475,487
Waco Transit	9,429,907	8,742,917	7,540,616	10,483,836
Rural Transit	1,340,334	1,287,015	1,217,185	1,212,504
Cameron Park Zoo	4,276,625	4,607,964	4,845,575	4,795,369
Cottonwood Creek Golf Course	2,209,316	2,165,491	2,212,861	2,279,104
Total	42,367,447	46,387,190	45,123,894	48,320,498



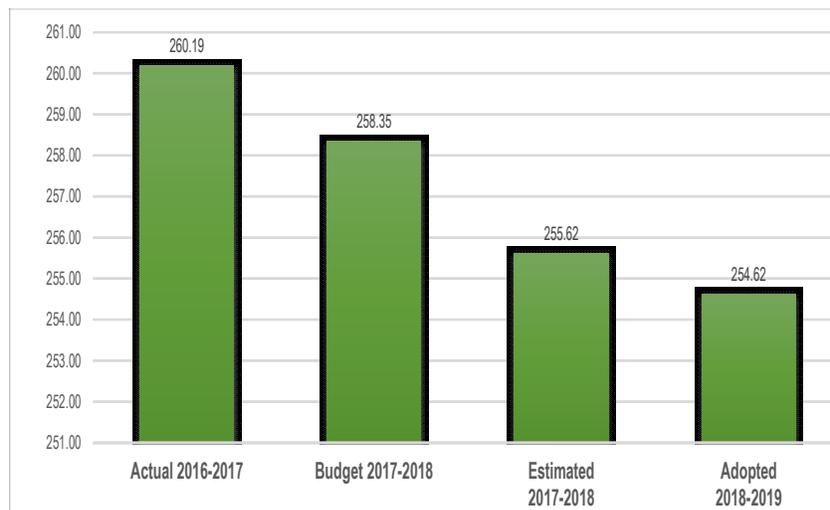
	Adopted 2018-2019
General Fund	141,920,529
Special Revenue Funds	7,378,741
Utility Fund	89,127,797
Other Enterprise Funds	48,320,498
Internal Service Funds	26,063,489
	312,811,054

Other Enterprise Funds as a percent of Total Budget



May not sum to 100% due to rounding

Other Enterprise Funds Personnel Summary



Mission Statement

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

Narrative

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

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

Heart of Texas Council of Governments Solid Waste Advisory Committee.

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

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

Accomplishments for FY 2017-18

- ◆ Continued the Solid Waste Master Planning process
- ◆ Continued E-Waste recycling drop-off at the Cobbs Citizens Convenience Center
- ◆ Held a Household Waste Day event with participating cities that collected 138,757 lbs. of material from 805 households
- ◆ Continued standardization of the residential collections fleet through replacement with multi-purpose fully-automated trucks
- ◆ Continued public outreach and education in English and Spanish through printed distribution, website content, media outreach and face-to-face meetings

- ◆ Continued litter abatement through the Clean City initiative through an Interlocal Agreement with the McLennan County Sheriff's Department and Goodwill Contract services
- ◆ Continued cardboard recycling and a Freon recovery program at the landfill that offers a convenient collection point to process Freon appliances for our customers
- ◆ Council District Clean up events

Priorities for FY 2018-19

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

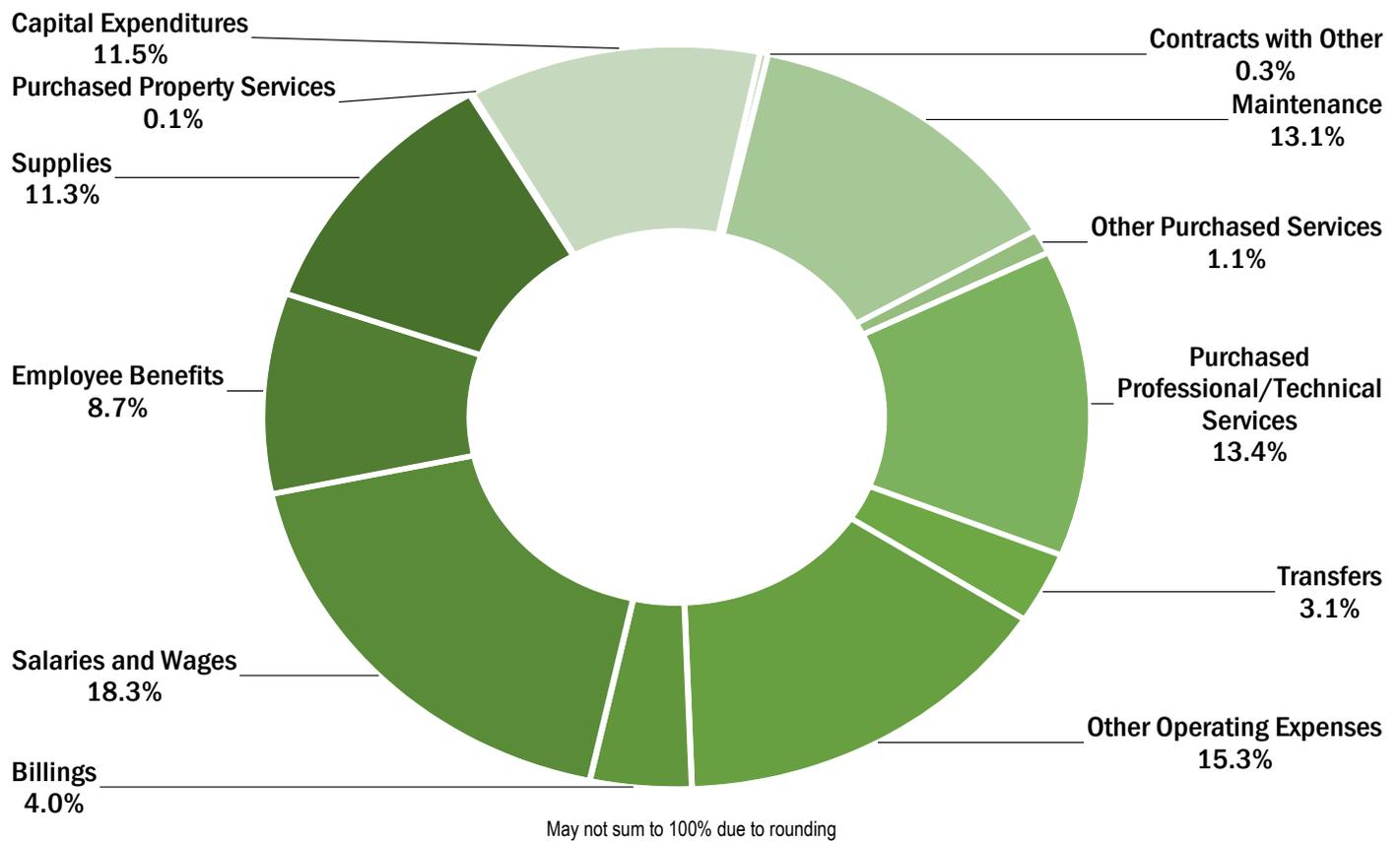
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	3,184,855	3,216,382	3,336,547	3,742,224
Employee Benefits	1,470,079	1,585,157	1,586,181	1,779,079
Purchased Professional/Technical Services	2,050,598	2,987,862	2,997,605	2,729,690
Purchased Property Services	17,064	20,245	19,007	23,485
Maintenance	2,075,152	2,547,447	2,271,922	2,679,765
Other Purchased Services	167,365	187,095	190,623	218,125
Supplies	1,263,362	1,975,015	1,679,928	2,307,443
Other Operating Expenses	2,749,454	2,795,972	2,795,972	3,119,848
Contracts with Other	39,000	39,000	39,000	62,669
Billings	652,670	744,211	744,211	807,609
Capital Expenditures	838,366	4,267,189	4,313,589	2,340,819
Transfers	2,880,959	877,250	877,250	632,228
Total	17,388,924	21,242,825	20,851,834	20,442,984



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
SW Cust Srvc Spvr	220	1.000	1.000	1.000	1.000
Director of Public Works	138	0.050	0.050	0.050	0.050
Solid Waste Mgr	135	1.000	1.000	—	—
Capital Program Mgr	133	1.000	1.000	—	—
Environmental Program Mgr	130	—	—	1.000	1.000
SW Operations Mgr	128	1.000	1.000	1.000	1.000
Landfill Manager	128	1.000	1.000	1.000	1.000
SW EC Administrator	125	1.000	1.000	—	—
SW Operations Spvr	123	2.000	2.000	2.000	2.000
Landfill Spvr	123	1.000	1.000	1.000	1.000
Landfill Environmental Analyst	121	1.000	1.000	1.000	1.000
		10.050	10.050	8.050	8.050
Clerical and Professional					
SW EC Admin Asst	215	1.000	1.000	—	—
SW CSR	215	7.000	7.000	7.000	7.000
Office Specialist	213	—	—	1.000	1.000
PW Finance Officer	127	—	—	0.667	0.667
SW Purchase & Dev Coord	127	—	—	1.000	1.000
Environmental Regulations Analyst	124	0.340	0.340	0.340	0.340
PW Safety & Trng Coord	121	1.000	1.000	1.000	1.000
		9.340	9.340	11.007	11.007
Labor Operations					
Environmental Inspector	220	1.000	1.000	1.000	1.000
SW Fleet Srvc Coord	218	1.000	1.000	1.000	1.000
SW Welder/Mechanic	218	3.000	3.000	3.000	3.000
SW Oper Crew Lead-CDL	218	2.000	2.000	2.000	2.000
SW Oper Crew Lead	218	2.000	2.000	3.000	3.000
Sr SW Operator-CDL	215	—	—	32.000	32.000
Sr SW Operator	215	32.000	32.000	—	—
SW Weighmaster	215	1.000	1.000	1.000	1.000
Sr Landfill Oper	215	3.000	3.000	3.000	3.000
SW Operator-CDL	213	14.000	1.000	13.000	13.000
SW Operator	213	—	13.000	1.000	1.000
Landfill Oper	213	7.000	7.000	6.000	6.000
Material & Inv Tech	212	1.000	1.000	1.000	1.000
SW Maint Wrkr	209	5.000	5.000	4.000	4.000
		72.000	72.000	71.000	71.000
Total Employees		91.390	91.390	90.057	90.057

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 2017-18

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

Priorities for FY 2018-19

- ◆ Begin Land Acquisition as recommended in the Airport Master Plan

- ◆ Acquire a new Aircraft Rescue and Firefighting (ARFF) truck

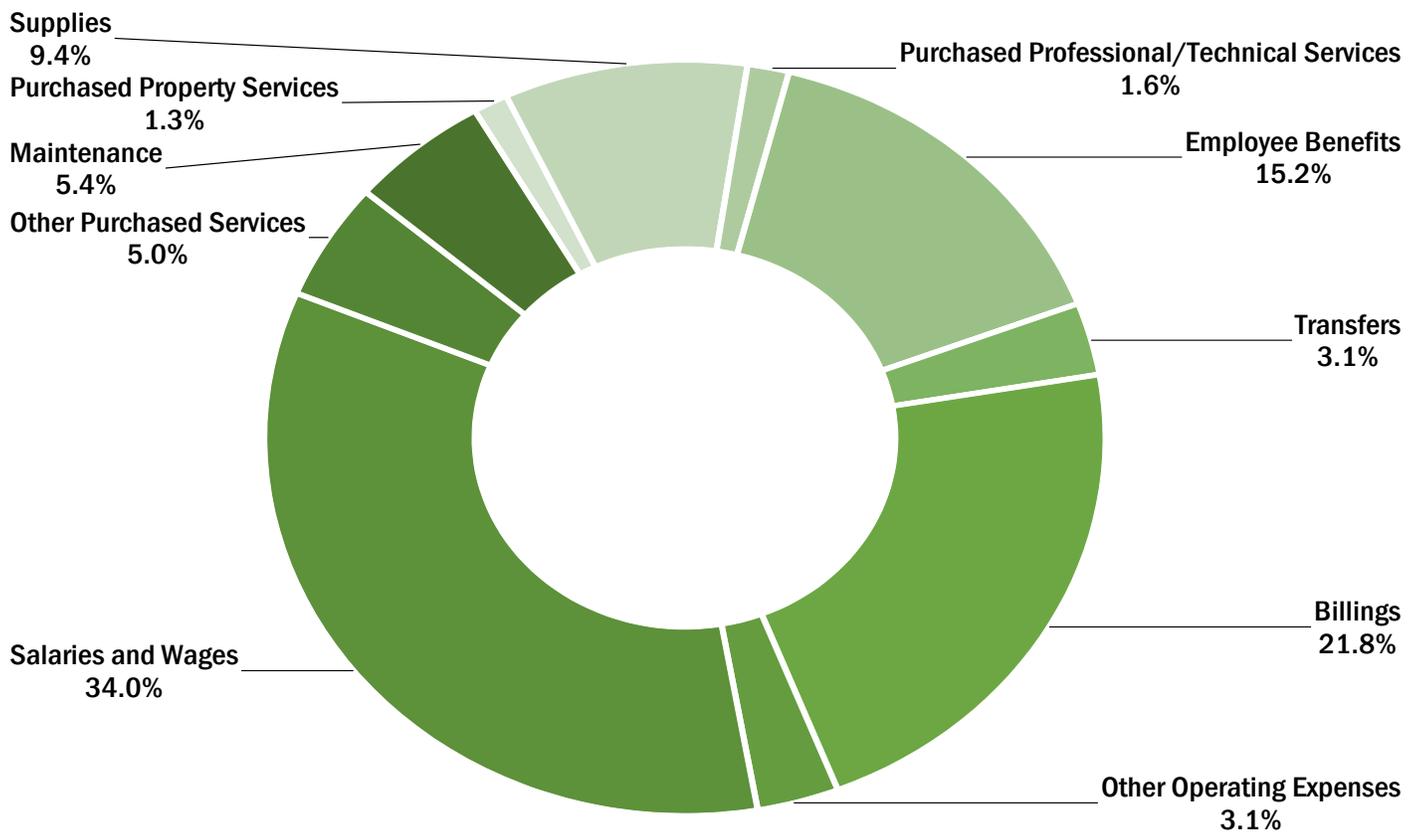
Budget Highlights

Despite current trends Waco Regional Airport has maintained frequency of service for customers to utilize. This can be attributed to the ease of use, free parking and anticipated rise in enplanements. Planned airport improvements for 2018-19 is estimated at \$435,600 and the city's 10% share of \$48,400 is budgeted in the operating budget.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	443,520	487,042	460,026	531,611
Employee Benefits	181,932	217,218	211,386	237,847
Purchased Professional/Technical Services	29,999	20,000	132,000	25,000
Purchased Property Services	18,515	20,488	16,787	20,987
Maintenance	125,986	79,700	45,011	84,050
Other Purchased Services	70,648	73,124	80,212	78,426
Supplies	121,438	141,769	125,467	146,425
Other Operating Expenses	38,762	53,200	33,259	49,200
Billings	334,795	295,000	295,000	340,000
Capital Expenditures	—	—	—	—
Transfers	111,000	74,000	74,000	48,400
Total	1,476,594	1,461,541	1,473,147	1,561,946





Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director Aviation	133	1.000	1.000	1.000	1.000
Airport Operations Mgr	127	—	—	1.000	1.000
		1.000	1.000	2.000	2.000
Clerical and Professional					
Sr Admin Asst	217	1.000	1.000	1.000	1.000
Office Specialist	213	1.000	1.000	1.000	1.000
Cash/Food Srvc Asst	208	2.000	2.000	2.000	2.000
		4.000	4.000	4.000	4.000
Labor Operations					
Airfield Maint Spvr	218	1.000	1.000	1.000	1.000
Facilities Maint Tech	216	2.000	2.000	2.000	2.000
Security Guard	215	1.000	1.000	1.000	1.000
Airfield Maint Tech	213	2.000	2.000	2.000	2.000
Building Attendant	208	2.000	2.000	—	—
		8.000	8.000	6.000	6.000
Total Full Time		13.000	13.000	12.000	12.000
Part Time Employees (shown as FTE's)					
Security Guard-PT	215	0.400	0.400	0.400	0.400
Total Part Time (FTE's)		0.400	0.400	0.400	0.400
Total Employees		13.400	13.400	12.400	12.400

Convention Center and Visitors' Services Fund

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2017-18

- ◆ Assisted in executing the vision of the Waco City Council in regards to the governance model for this department, including the formation of a new Waco Convention Center & Visitors Bureau Commission
- ◆ Continued to enhance Standard Operating Procedures (SOP)
- ◆ Updated in-house catering service levels
- ◆ Began execution of plan to enhance Waco's destination marketing efforts
- ◆ Made significant building improvements, including directional signs throughout the building and individual video monitors

- ◆ Revised and updated the Capital Improvements Plan for the Convention Center

Priorities for FY 2018-19

- ◆ Major priorities include continuing the momentum in booking large citywide conventions, developing a detailed strategic plan with input and guidance from the new Commission, and ensuring new hotels opening in the city are promoted to enhance their success
- ◆ Other priorities include maintaining the Waco Convention Center at the highest level of cleanliness and in good repair; decreasing costs where possible; and referring customers to countywide facilities such as Extraco Events Center, McLane Stadium/Baylor

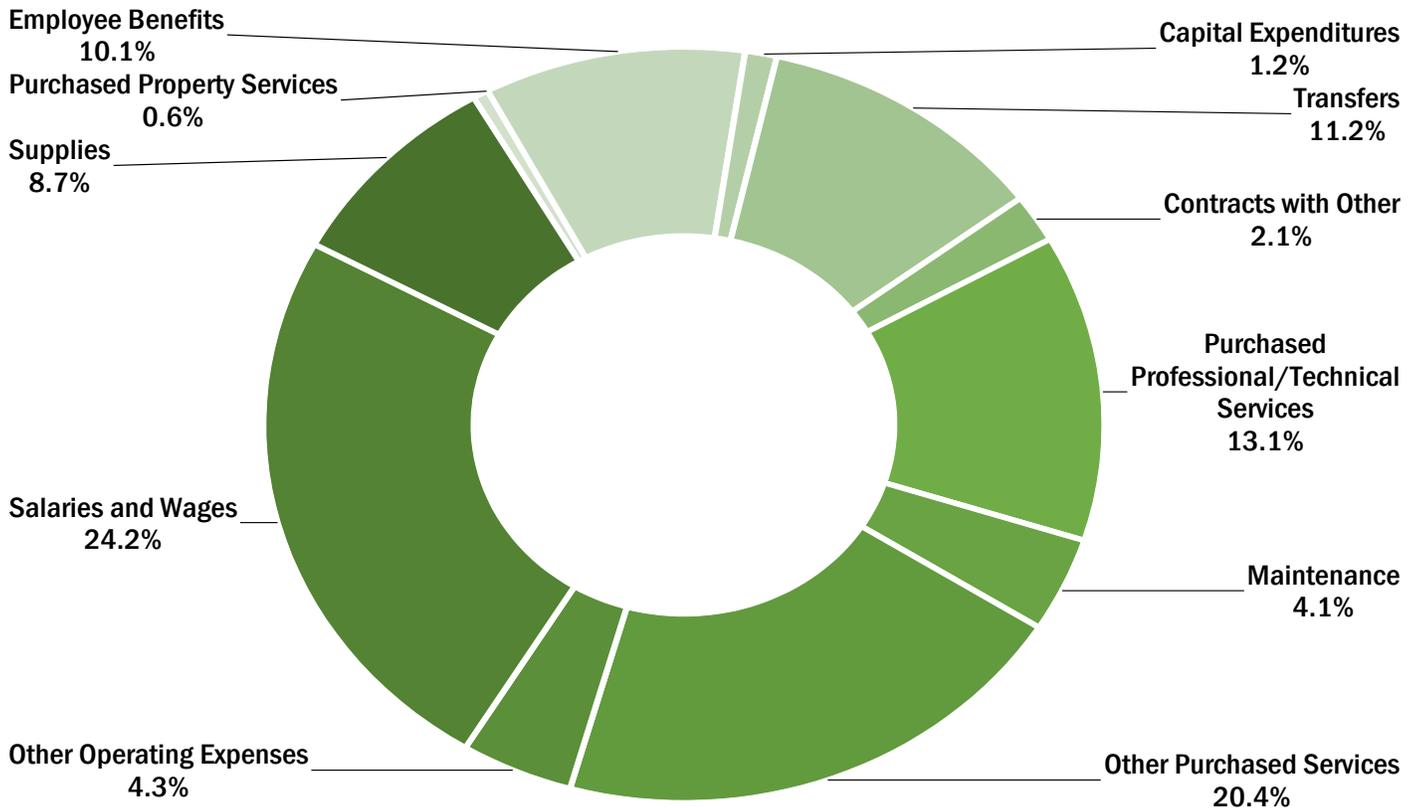
Budget Highlights

The budget for this department will maintain current operations emphasizing ways to save money through contracting services, and 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 – convention sales, convention center rentals, marketing, and tourism.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,196,977	1,258,286	1,214,624	1,470,774
Employee Benefits	471,210	526,851	520,970	610,550
Purchased Professional/Technical Services	677,171	788,235	856,923	797,165
Purchased Property Services	31,545	34,431	33,221	36,600
Maintenance	108,006	267,949	191,247	246,185
Other Purchased Services	722,616	805,273	976,041	1,235,978
Supplies	385,590	505,186	517,916	530,225
Other Operating Expenses	281,643	268,154	247,853	262,595
Contracts with Other	—	—	—	125,000
Capital Expenditures	15,996	319,404	319,404	74,196
Transfers	800,000	650,000	650,000	680,000
Total	4,690,754	5,423,769	5,528,198	6,069,268



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director CCVB	133	1.000	1.000	1.000	1.000
CC Mktg Sales Mgr	129	1.000	1.000	1.000	1.000
CC Oper Mgr	123	1.000	1.000	1.000	1.000
		3.000	3.000	3.000	3.000
Clerical and Professional					
CC Visitor Sales Rep	222	4.000	4.000	4.000	4.000
Sr Admin Asst	217	1.000	1.000	1.000	1.000
VB CSR Lead	215	1.000	1.000	1.000	1.000
CCVB CSR	213	1.000	1.000	1.000	1.000
VB CSR	213	1.000	1.000	1.000	1.000
Catering Asst	208	2.000	2.000	2.000	2.000
CC Mktg & Comm Mgr	128	1.000	1.000	1.000	1.000
CC Services Spvr	125	1.000	1.000	1.000	1.000
CCVB Bus Mgr	123	1.000	1.000	1.000	1.000
Tourism Sales Spvr	122	1.000	1.000	1.000	1.000
		14.000	14.000	14.000	14.000
Labor Operations					
CC Oper Spvr-Lead	220	1.000	1.000	1.000	1.000
CC Oper Spvr	218	3.000	3.000	3.000	3.000
Facilities Maint Tech	216	1.000	1.000	1.000	1.000
Sr Cater Asst/Cook	212	1.000	1.000	1.000	1.000
CC Event Asst	210	11.000	11.000	11.000	11.000
		17.000	17.000	17.000	17.000
Total Full Time		34.000	34.000	34.000	34.000
Part Time Employees (shown as FTE's)					
CCVB CSR-PT	210	0.480	0.480	0.475	0.475
VB CSR-PT	213	—	—	0.475	0.475
Office Spec-PT	213	0.480	0.480	—	—
Total Part Time (FTE's)		0.960	0.960	0.950	0.950
Total Employees		34.960	34.960	34.950	34.950

Ranger Hall of Fame Fund

Mission Statement

The mission of the Texas Ranger Hall of Fame and Museum (TRHFM) is to: disseminate knowledge and inspire appreciation of the Texas Rangers, a legendary symbol of Texas; serve as the State designated repository for artifacts and archives relating to the Texas Rangers; promote the economic development of Waco and McLennan County by serving as a high-quality educational tourism attraction; and contribute to the positive identity of Waco.

Narrative

The TRHFM is a nonprofit historical center portraying the history of the world-famous Texas Rangers law enforcement agency. The City of Waco was selected as its sponsor and trustee from a field of four cities in 1964 by the Texas Department of Public Safety and State of Texas.

It consists of: the Col. Homer Garrison Museum; the Texas Ranger Hall of Fame a State memorial; the Tobin and Anne Armstrong Texas Ranger Research Center; a library and archives; the Texas Rangers Company F Headquarters; the Knox Center banquet hall; the Capt. Bob Mitchell Education Center; and the Quartermaster Depot museum store.

It holds State designations as Official Museum of the Texas Rangers (1964), Official State Hall of Fame of the Texas Rangers (1976) and Official State Repository, Library and Archives (1997). Each year the facility has an economic development impact of \$3M to \$4M (without multipliers on the local economy. It has welcomed 4.5M visitors on site worth more than \$120M to the area economy. Historically it has self-generated 50% to 70% of its budget. The majority of capital improvements have been funded by donors and the State. Organized as an enterprise depart-

ment, the City of Waco provides annual operating subsidies.

Accomplishments for FY 2017-18

- ◆ Reported largest annual attendance on record at 93,444
- ◆ In-house redesign of new Texasranger.org at estimated \$100,000 savings
- ◆ 93% *Trip Advisor* “Good-to-Excellent” rating in visitor experience
- ◆ Named one of British Travel Award’s top three area attractions
- ◆ Production of three Texas Ranger Bicentennial™ books from University North Texas, University of Oklahoma Presses
- ◆ 6,500 disadvantaged students visited from Dallas Metroplex as a part of the Education in Action Program
- ◆ Completion of restoration of historic 1851 painting of Sam Houston by Edward Schnabel
- ◆ Gifts including c.1838 Rezin Bowie presentation Bowie Knife, JFK Assassination papers, painting by State artist Lee Herring
- ◆ Completion of 26th episode of WCCTV *Discovering the Legend TV Show*
- ◆ 247 Knox Center banquets and Education Center meetings serviced
- ◆ New Education Center audiovisual system and PA system installed
- ◆ Installation of new lobby visitor desk/information center

Priorities for FY 2018-19

- ◆ Improvements to museum exhibits and galleries
- ◆ Texas Ranger Bicentennial™ planning and initiatives
- ◆ Expansion of collections vault space
- ◆ Improvement or maintenance of effort of educational, tour, collections, research retail and banquet service programs
- ◆ Stakeholder consensus and engagement on the future and development of the facility
- ◆ Planning for I-35 disruptions and closures

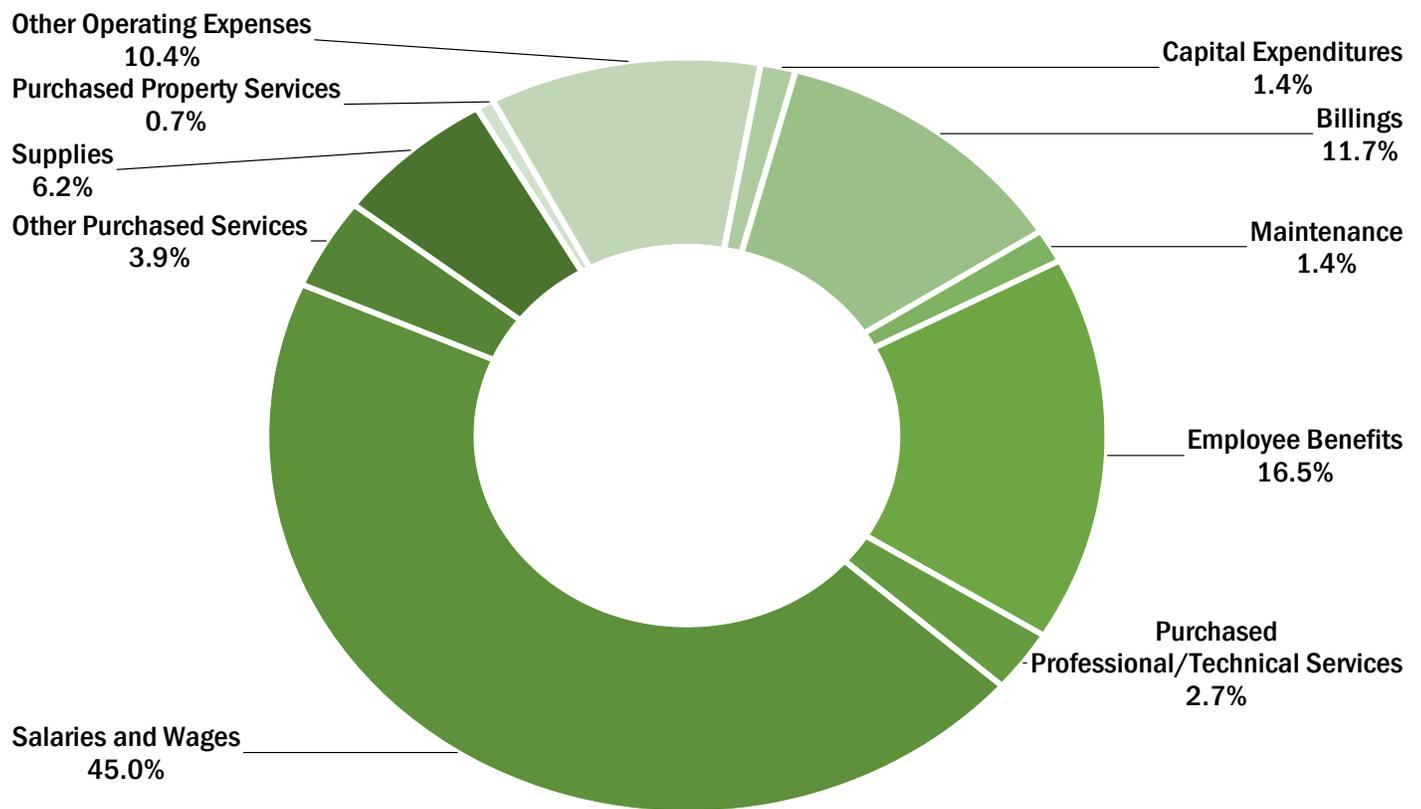
Budget Highlights

The budget for the Ranger Hall of Fame maintains current operations with no changes or additions to personnel or services.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	613,206	641,605	647,972	664,460
Employee Benefits	224,425	238,309	245,495	244,012
Purchased Professional/Technical Services	25,596	36,271	37,574	39,135
Purchased Property Services	7,276	7,728	7,213	10,284
Maintenance	13,385	19,932	25,424	21,155
Other Purchased Services	46,139	56,986	45,229	57,555
Supplies	75,845	117,752	85,443	91,578
Other Operating Expenses	153,732	154,000	177,042	154,180
Billings	163,189	168,085	168,085	173,128
Capital Expenditures	232,201	15,000	15,000	20,000
Total	1,554,993	1,455,668	1,454,478	1,475,487



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
TRHF Mnt Coord	219	1.000	1.000	1.000	1.000
Director TRHFM	133	1.000	1.000	1.000	1.000
Asst Director TRHFM	128	1.000	1.000	1.000	1.000
		3.000	3.000	3.000	3.000
Clerical and Professional					
TRHF Edu Prog Mgr	221	1.000	1.000	1.000	1.000
TRHF Collection Mgr	221	1.000	1.000	1.000	1.000
TRHF Mktg & Dev Spec	221	1.000	1.000	1.000	1.000
TRHF Librarian	221	1.000	1.000	1.000	1.000
Sr Admin Asst	217	1.000	1.000	1.000	1.000
TRHF CSR	213	2.000	2.000	2.000	2.000
TRHF Collection Asst	211	1.000	1.000	1.000	1.000
TRHF Visitors Mgr	121	1.000	1.000	1.000	1.000
		9.000	9.000	9.000	9.000
Labor Operations					
TRHF Events Asst	210	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Total Full Time		13.000	13.000	13.000	13.000
Part Time Employees (shown as FTE's)					
TRHF CSR-PT	213	1.660	1.660	1.650	1.650
TRHF Events Asst-PT	210	0.480	0.480	0.475	0.475
Total Part Time (FTE's)		2.140	2.140	2.125	2.125
Total Employees					
Total Employees		15.140	15.140	15.125	15.125

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

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

Priorities for FY 2018-19

- ◆ Completing Rapid Transit Corridor Study
- ◆ Establish and maintain Commuter Service in McLennan County
- ◆ Waco Transit established a new Fixed Route to service the LaSalle corridor
- ◆ Increase ridership through enhanced customer service and passenger experiences for both urban and rural systems
- ◆ Continue to promote and educate the general public population on public transportation services available to the community through



Waco Transit System and McLennan County Rural
Transit District

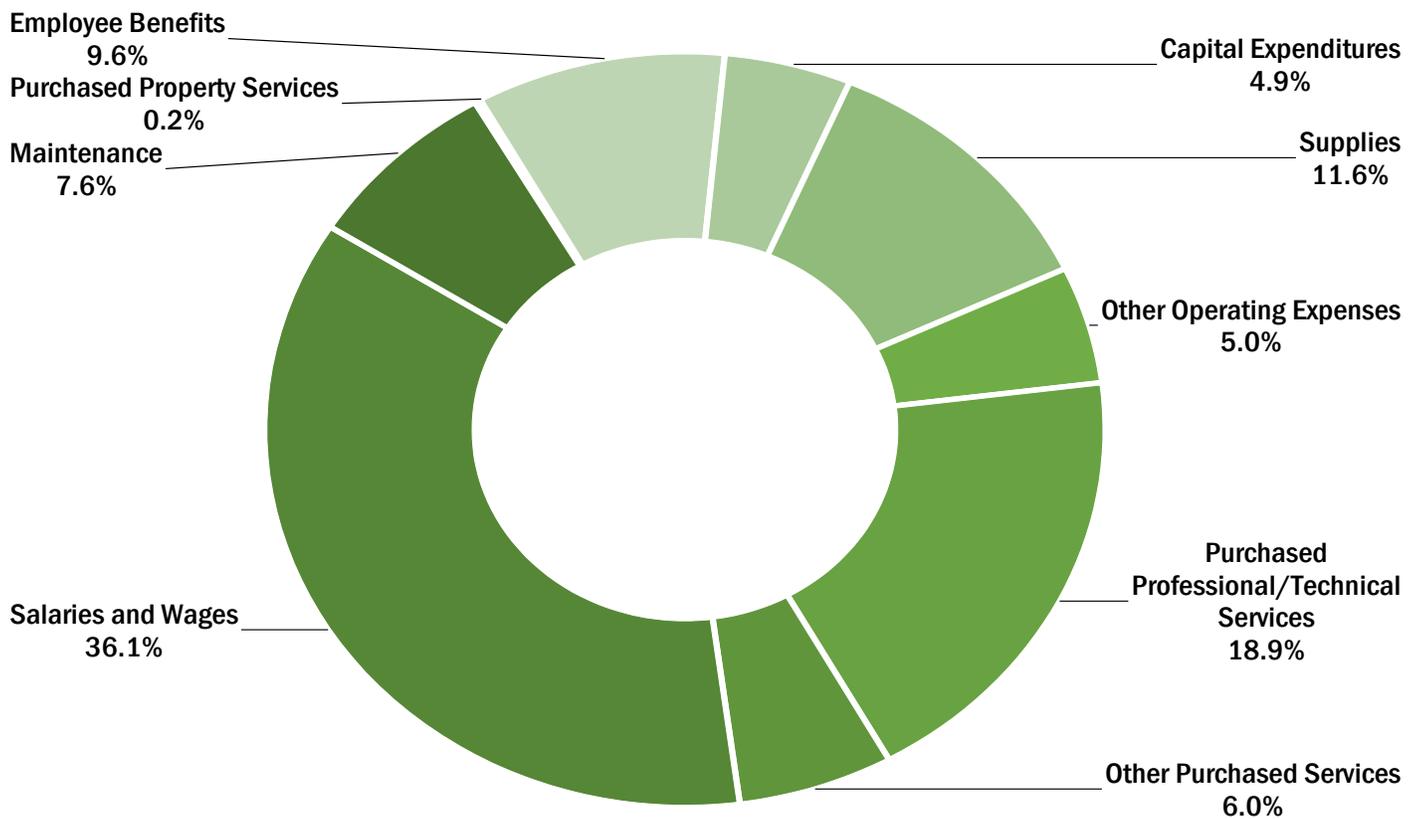
Budget Highlights

Waco Transit procured and will be receiving ten (10) additional vans during the 2018-2019 fiscal years by way of 5339 grant funds. Waco Transit System continues to expect consistent funding at both the state and federal levels for FY 2018-19, but will require a transfer from the General Fund this year. Waco Transit System will continue to develop and grow contract and advertising revenues to help support transportation services provided to the community and McLennan County.



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	3,555,775	3,636,865	3,382,634	3,785,365
Employee Benefits	872,563	1,102,184	882,958	1,007,512
Purchased Professional/Technical Services	872,059	1,089,303	1,089,303	1,982,640
Purchased Property Services	22,039	24,883	23,687	25,227
Maintenance	684,602	925,097	576,217	801,512
Other Purchased Services	265,796	501,370	501,862	627,899
Supplies	667,840	1,077,029	697,769	1,213,800
Other Operating Expenses	339,183	386,186	386,186	526,623
Contracts with Other	13,688	—	—	—
Capital Expenditures	2,136,362	—	—	513,258
Total	9,429,907	8,742,917	7,540,616	10,483,836



May not sum to 100% due to rounding

Narrative

Funding for the operation of McLennan County Rural Transit District (MCRTD) is provided from the Federal Transit Administration (FTA) flowing through TxDOT. Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to operation expenses, FTA Rural 5311 funds are 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 is provided by the State to assist with the operation of Rural Public Transportation within McLennan County as part of an 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.

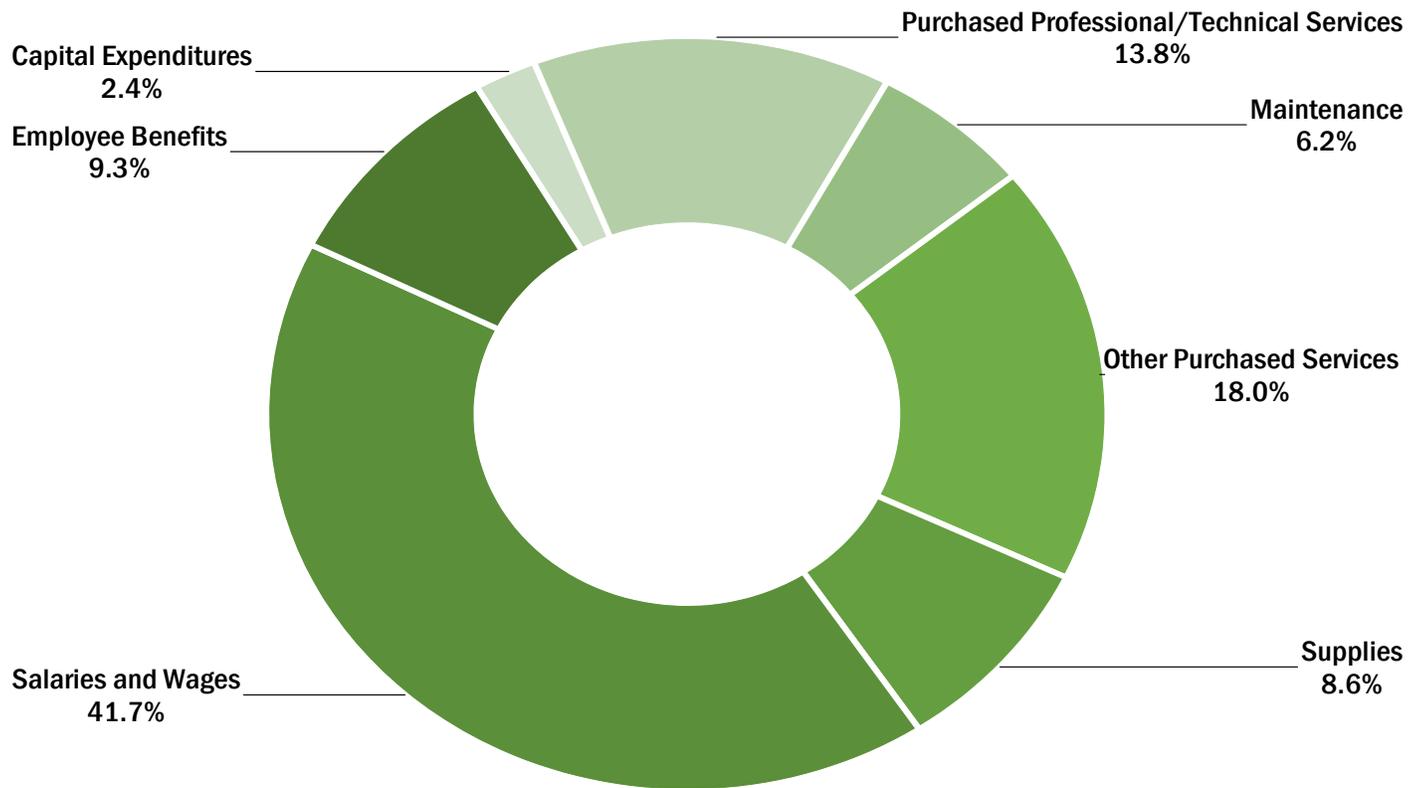
Accomplishments for FY 2017-18

- ◆ MCRTD was recognized by Texas Transit Association (TTA) as the Outstanding Rural Transit System
 - ◆ Continue to promote and educate the general public population on public transportation services available to the community through Waco Transit System and McLennan County Rural Transit District
- ◆ Expanded current MCRTD van fleet by two (2) ADA Accessible vehicles
 - ◆ Established and maintaining Commuter Service in McLennan County
 - ◆ MCRTD won the American Public Transportation Association (APTA) 2018 AdWheel Award competition



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	563,131	588,625	536,475	505,731
Employee Benefits	116,542	144,057	142,134	112,393
Purchased Professional/Technical Services	98,830	147,258	147,258	167,661
Purchased Property Services	—	—	—	—
Maintenance	57,823	59,923	97,038	75,524
Other Purchased Services	35,948	131,966	97,372	218,082
Supplies	177,026	99,186	80,909	103,963
Other Operating Expenses	—	—	—	—
Capital Expenditures	291,034	116,000	116,000	29,150
Total	1,340,334	1,287,015	1,217,185	1,212,504



May not sum to 100% due to rounding

Cameron Park Zoo Fund

Mission Statement

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

Narrative

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

Accomplishments for FY 2017-18

- ◆ Increased attendance
 - ◆ 2017 January-December 360,874 (fiscal year Oct. 16-Sept. 17—354,690)
- ◆ Celebrated Cameron Park Zoo's 25th anniversary by hosting a Silver Jubilee Zoobilee
- ◆ Continued to grow our Brew at the Zoo and Zoo Stampede events
- ◆ Successfully completed surrogate training with one of our female orangutans
- ◆ Hand reared baby Bornean orangutan for 8 months and then successfully reintroduced baby to mother and then introduced father to the family group
- ◆ Completed construction in the white-tailed deer yard
- ◆ Imported roseate spoonbill eggs from another institution and successfully hatched eggs and raised chicks, continuing to breed roseate spoonbills
- ◆ Completely rebuilt and plumbed marine 5 aquarium and plumbed marine 1 and 3 aquariums
- ◆ Tied into saltwater reservoir line to get saltwater upstairs
- ◆ Transported large paddlefish to fisheries in Athens, Texas and received small paddlefish and shovelnose sturgeon from Osage Fisheries in Missouri
- ◆ Successfully bred and raised a greater kudu calf as a recommendation from the Species Survival Plan (SSP) program
- ◆ Successfully bred African lions and raised a female cub as a recommendation from the SSP program
- ◆ Successfully bred squirrel monkeys and are raising the infant as a recommendation from the SSP program
- ◆ Transported a male gerenuk from facility in Florida as recommended by SSP program
- ◆ Purchased a digital x-ray system for veterinary purposes improving diagnostic capabilities
- ◆ Added new bird species (crested screamer and curl-crested aracari) to the African Aviary
- ◆ Built a tortoise exhibit for African spur-thigh tortoises next to the African Aviary
- ◆ Received a female flamingo from another facility to start a breeding program
- ◆ Rebuilt meerkat pool
- ◆ Built and installed a scale for white rhinoceros

- ◆ Assisted with hurricane relief efforts with the Texas Zoo in Victoria, Texas. This included capture and transport of dangerous species
- ◆ Assisted in the formation of the Texas Exotic Response Coalition along with several Texas zoos and Association of Zoos and Aquariums (AZA) as a result of the hurricane relief efforts
- ◆ Partnered with Fossil Rim, Texas A&M School of Veterinary Medicine and the Conservation and Research of Endangered Wildlife (CREW) during an immobilization of our male white rhinoceros for removal of eye tumor and semen collection
- ◆ Staff certified as Visual Cylinder Inspector so we can inspect air tanks for SCUBA program on-site
- ◆ Resurfaced dik dik night house
- ◆ Participating in a breeding program of Pecos pupfish, a species listed as vulnerable on the International Union for Conservation of Nature (IUCN)
- ◆ Education volunteers donated 9,959 hours teaching zoo guest through programs and special events. These hours are the same as 4.75 paid staff for the Zoo to improve the Zoo guest experience
- ◆ Finished second year as a Latina Sci-Girls partner location. Sci-girls staff came from Minnesota to observe our Latina Sci-Girls zoo camp. We are the only partner to offer the program as a camp
- ◆ Renovate the herpetarium aviary to house endangered blue iguanas (*Cyclura lewisi*). Funding has been raised through the Zoological Society
- ◆ Complete boardwalk refurbishing
- ◆ Continue to bring in new animals to our collection
- ◆ Train staff member as a Professional Association of Diving Instructors (PADI) dive instructor to comply with AZA accreditation standards
- ◆ Complete gibbon lake repairs

Budget Highlights

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

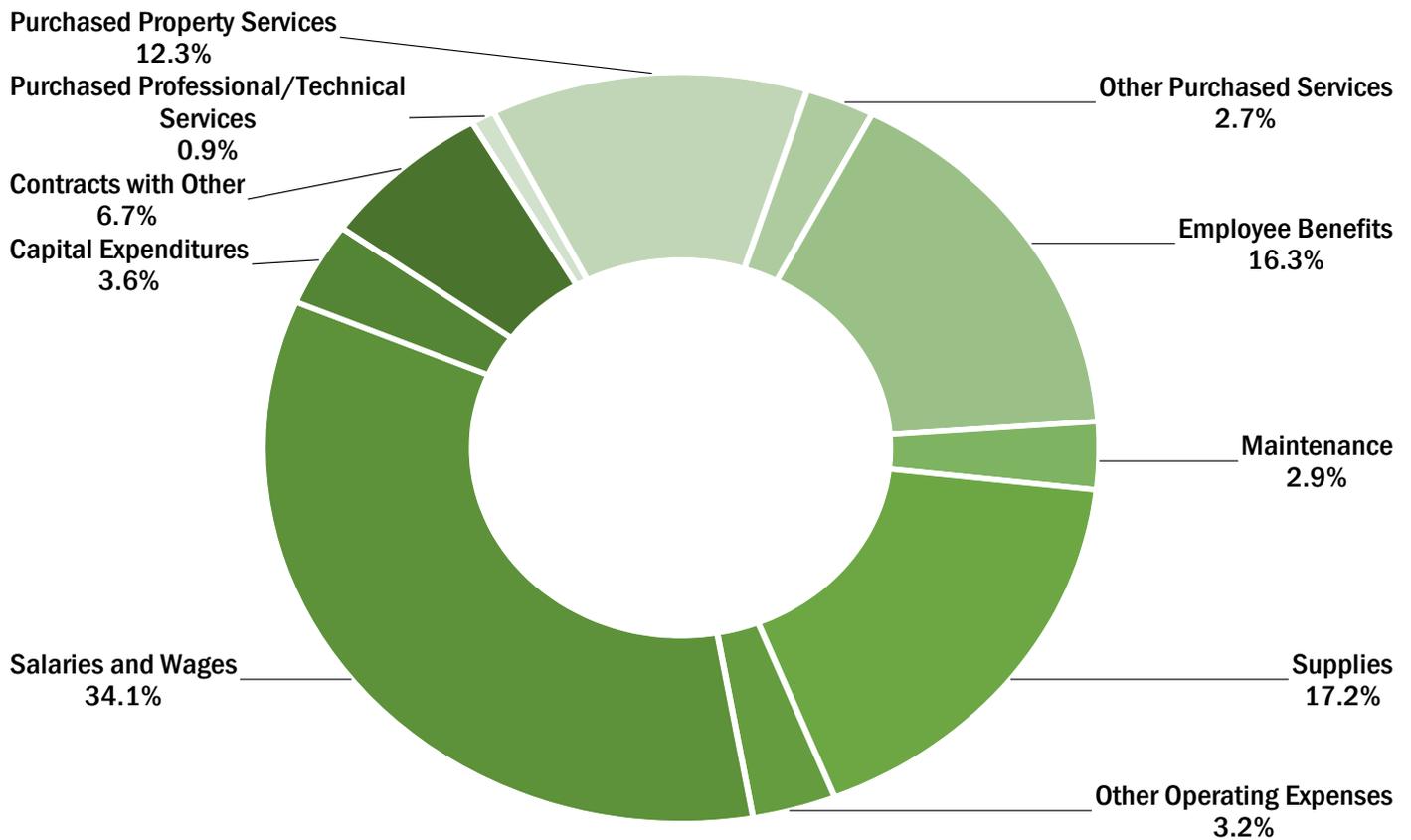
Priorities for FY 2018-19

- ◆ Pass a bond issue for funds to build an African penguin exhibit, education building and veterinary hospital
- ◆ Successfully breed and raise lesser flamingo chicks
- ◆ Fund a big cat trail system for jaguars and tigers
- ◆ Successfully breed and raise river otter pups
- ◆ Continue improving special events
- ◆ Construct a new restroom in the Asian Forest expansion
- ◆ Continue working with the Zoological Society to improve zoo operations
- ◆ Build elephant enrichment training pole



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,583,443	1,520,973	1,660,543	1,635,776
Employee Benefits	685,472	733,225	769,405	782,596
Purchased Professional/Technical Services	60,463	44,424	57,422	44,964
Purchased Property Services	527,760	554,254	588,648	588,905
Maintenance	90,953	159,913	173,286	139,207
Other Purchased Services	124,558	123,265	129,059	128,212
Supplies	744,061	785,260	764,653	826,184
Other Operating Expenses	214,916	158,700	174,610	155,200
Contracts with Other	234,416	323,885	323,885	321,825
Capital Expenditures	10,583	204,065	204,065	172,500
Total	4,276,625	4,607,964	4,845,575	4,795,369





Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Asst Zoo Director	127	1.000	1.000	1.000	1.000
Zoo Security Spvr	116	1.000	1.000	1.000	1.000
Food Service Coord	116	—	—	—	1.000
Zoo Grounds Maint Spvr	116	1.000	1.000	1.000	1.000
Zoo Admin Oper Coord	218	—	—	1.000	1.000
		3.000	3.000	4.000	5.000
Clerical and Professional					
Admin Asst	215	1.000	1.000	—	—
Cash/Zoo Asst	208	3.000	3.000	3.000	3.000
Zoo Veterinarian	130	1.000	1.000	1.000	1.000
Education Curator	121	1.000	1.000	1.000	1.000
Prog/Exhibit Curator	119	1.000	1.000	1.000	1.000
Food Service Coord	116	1.000	1.000	1.000	—
		8.000	8.000	7.000	6.000
Labor Operations					
Animal Care Spvr	216	4.000	4.000	4.000	4.000
Park Ranger	215	3.000	3.000	3.000	3.000
Veterinarian Tech	215	1.000	1.000	—	—
Zookeeper	211	19.000	19.000	19.000	19.000
Zoo Events Asst	208	—	—	1.000	1.000
Building Attendant	208	1.000	1.000	—	—
Zoo Maint Worker	208	9.000	9.000	9.000	9.000
		37.000	37.000	36.000	36.000
Total Full Time		48.000	48.000	47.000	47.000
Part Time Employees (shown as FTEs)					
Zoo Maint Wrkr-SEASONAL	208	0.480	—	—	—
Cash/Zoo Asst-PT	208	0.980	0.980	0.950	0.950
Cash/Zoo Asst-SEASONAL	208	0.910	—	—	—
Summer Wrkr-SEASONAL	207	0.450	—	—	—
Total Part Time (FTE's)		2.820	0.980	0.950	0.950
Total Employees		50.820	48.980	47.950	47.950

Cottonwood Creek Golf Course Fund

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2017-18

- ◆ Have the largest Senior League in Texas (over 200 members)
- ◆ Home golf course for the Starburst Junior Golf Championship

- ◆ Host golf course for Boys & Girls Regional Golf Championships
- ◆ Host golf course for Boys & Girls Texas Association of Private and Parochial Schools (TAPPS) 1A and 4A State Championships
- ◆ Host site for TAPPS Boys & Girls State Cross Country Meet (October 30, 2017 over 1,200 athletes from around the state)
- ◆ Converted 25 acres of land into native areas in conjunction with the Lady Bird Johnson Foundation and the United States Golf Association

Priorities for FY 2018-19

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

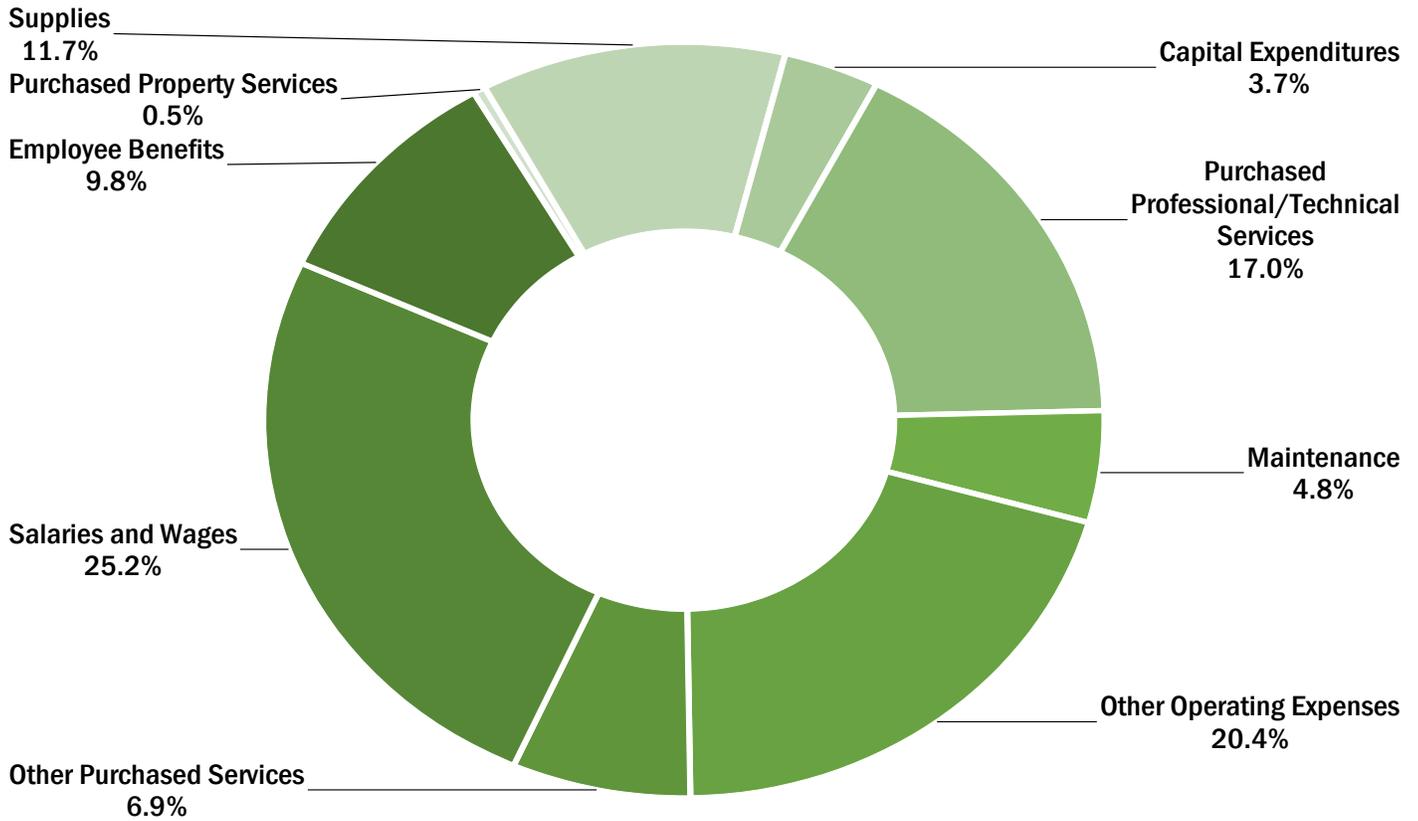
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	392,795	414,666	483,940	573,867
Employee Benefits	147,527	178,522	218,558	224,464
Purchased Professional/Technical Services	495,985	530,183	546,872	388,116
Purchased Property Services	244,896	12,760	13,302	10,860
Maintenance	62,318	80,919	54,936	108,851
Other Purchased Services	127,146	145,962	138,078	156,841
Supplies	190,046	234,575	231,540	267,605
Other Operating Expenses	403,096	459,057	414,636	464,500
Capital Expenditures	145,508	108,847	111,000	84,000
Total	2,209,316	2,165,491	2,212,861	2,279,104



Personnel Summary

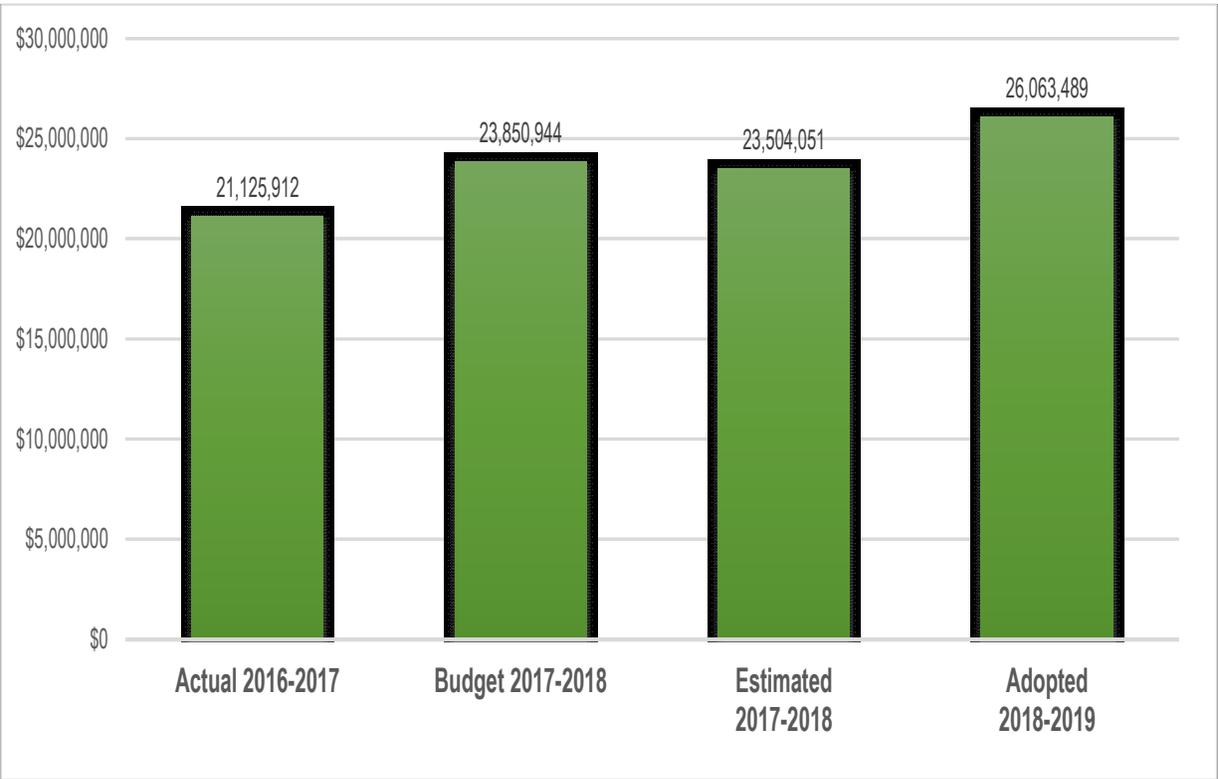
	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
CCGC General Mgr	128	1.000	1.000	1.000	1.000
CCGC Superintendent	125	1.000	1.000	1.000	1.000
CCGC Asst Supt	120	1.000	1.000	1.000	1.000
		3.000	3.000	3.000	3.000
Clerical and Professional					
Asst Golf Prof	217	3.000	3.000	4.000	4.000
Admin Asst	215	1.000	1.000	1.000	1.000
CCGC Restaurant Spvr	213	1.000	1.000	1.000	1.000
Cash/Food Svc Asst	208	1.000	1.000	1.000	1.000
CCGC Head Golf Prof	122	1.000	1.000	—	—
		7.000	7.000	7.000	7.000
Labor Operations					
CCGC Equip Mech	215	1.000	1.000	1.000	1.000
CCGC Maint/Irr Tech	211	2.000	2.000	2.000	1.000
		3.000	3.000	3.000	2.000
Total Employees		13.000	13.000	13.000	12.000

Internal Service Funds



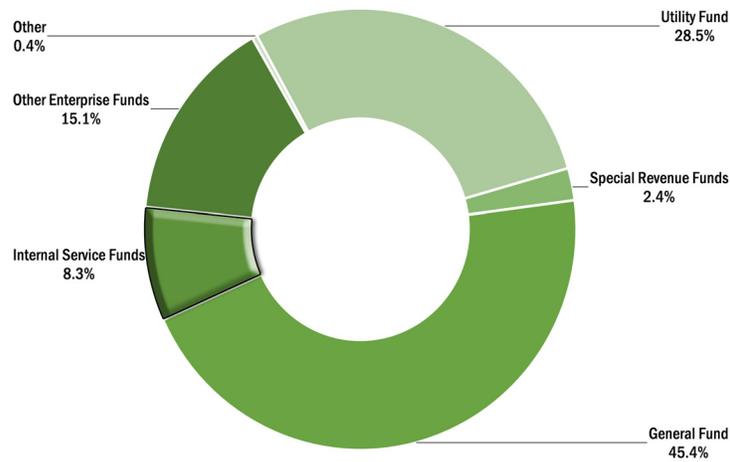


	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Risk Management	2,942,885	4,227,596	4,181,187	4,727,994
Health Insurance	13,947,709	14,262,373	14,357,125	15,122,683
Engineering	2,432,118	3,283,411	3,113,645	3,947,976
Fleet Services	1,803,200	2,077,564	1,852,094	2,264,836
Total	21,125,912	23,850,944	23,504,051	26,063,489



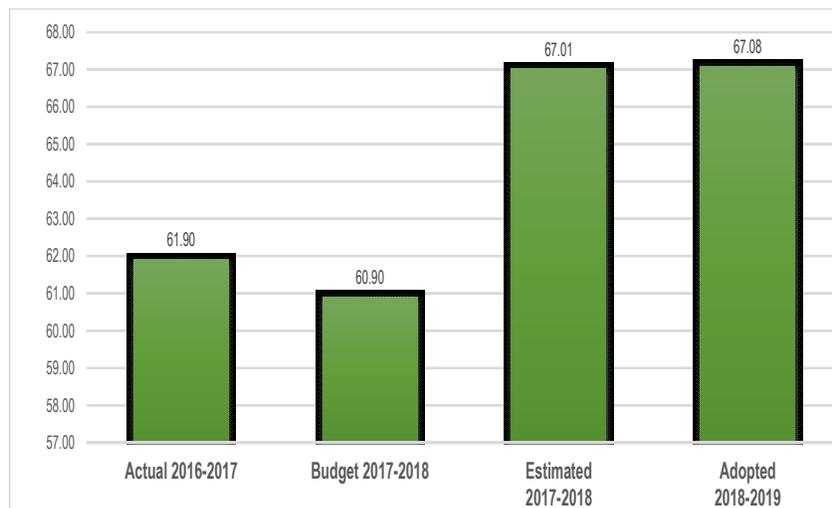
	Adopted 2018-2019
General Fund	141,920,529
Special Revenue Funds	7,378,741
Utility Fund	89,127,797
Other Enterprise Funds	48,320,498
Internal Service Funds	26,063,489
	312,811,054

Internal Service Funds as a percent of Total Budget



May not sum to 100% due to rounding

Internal Service Fund Personnel Summary



Mission Statement

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

Narrative

Risk Management evaluates risk, implements loss control procedures, and manages the financing of risk consistent with total financial resources. The costs of the Department are appropriated to all funds through workers' compensation, general, property and auto liability insurance assessments. The Employee Health Clinic is also funded by Risk Management and provides services to employees for job-related and non job-related injuries, illnesses, examinations, health screenings, immunizations, health hazard analysis and primary care services to help minimize work downtime.

Accomplishments for FY 2017-18

- ◆ Completed Evacuation/Emergency Preparedness plans for all City buildings
- ◆ Recognized by National Safety Council for the "Our Driving Concerns Program" for third year in a row
- ◆ Implemented new Incident Investigation Policy
- ◆ Implemented Safety Awareness Campaign
- ◆ Completed Risk Audit
- ◆ Implemented Risk Management module as a part of enterprise-wide information system

Priorities for FY 2018-19

- ◆ Monitor and control the liability claims and costs through loss prevention, mitigation, subrogation and contractual means
- ◆ Evaluate City liability rates by performing a market study
- ◆ Develop an inspection/audit program to focus on accident prevention
- ◆ Identify safety sensitive positions
- ◆ Evaluate vendor insurance certificate process for opportunities for improvement
- ◆ Continue to enhance and promote the employee health clinic

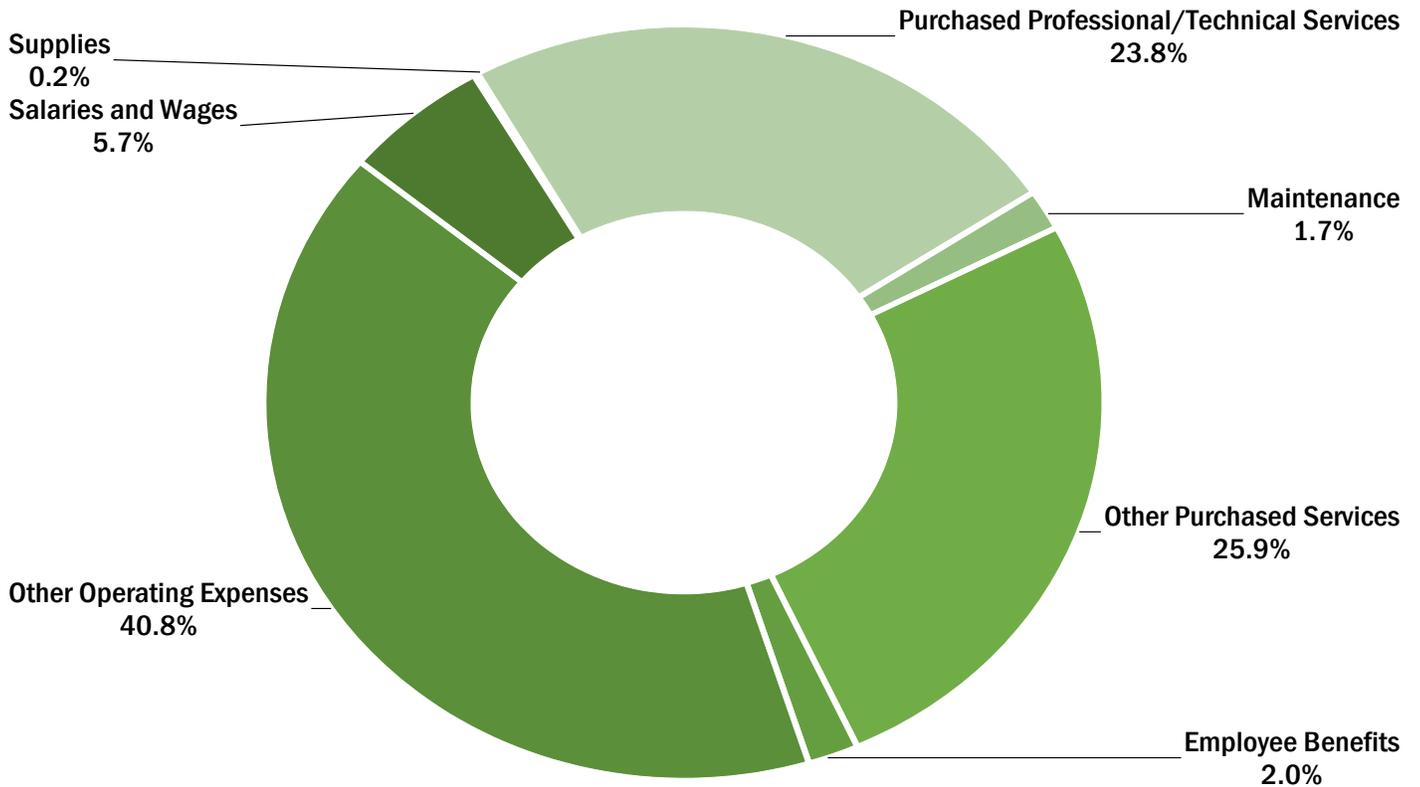
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	269,413	259,527	219,188	267,447
Employee Benefits	93,200	88,806	82,095	92,908
Purchased Professional/Technical Services	275,270	770,900	837,947	1,123,397
Maintenance	2,639	600	362	81,600
Other Purchased Services	989,152	1,180,703	1,130,840	1,224,516
Supplies	51,269	16,299	13,395	8,346
Other Operating Expenses	1,143,159	1,910,761	1,897,361	1,929,780
Transfers	118,784	—	—	—
Total	2,942,885	4,227,596	4,181,187	4,727,994



May not sum to 100% due to rounding

**Personnel Summary**

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Risk Manager	130	1.000	1.000	1.000	1.000
		1.000	1.000	1.000	1.000
Clerical and Professional					
Claims Specialist	217	1.000	1.000	1.000	1.000
HR Assistant	215	1.000	—	—	—
Clinic Coordinator	124	—	—	1.000	1.000
Safety Coordinator	124	1.000	1.000	1.000	1.000
EHS Nurse Supervisor	124	1.000	1.000	—	—
		4.000	3.000	3.000	3.000
Total Employees		5.000	4.000	4.000	4.000

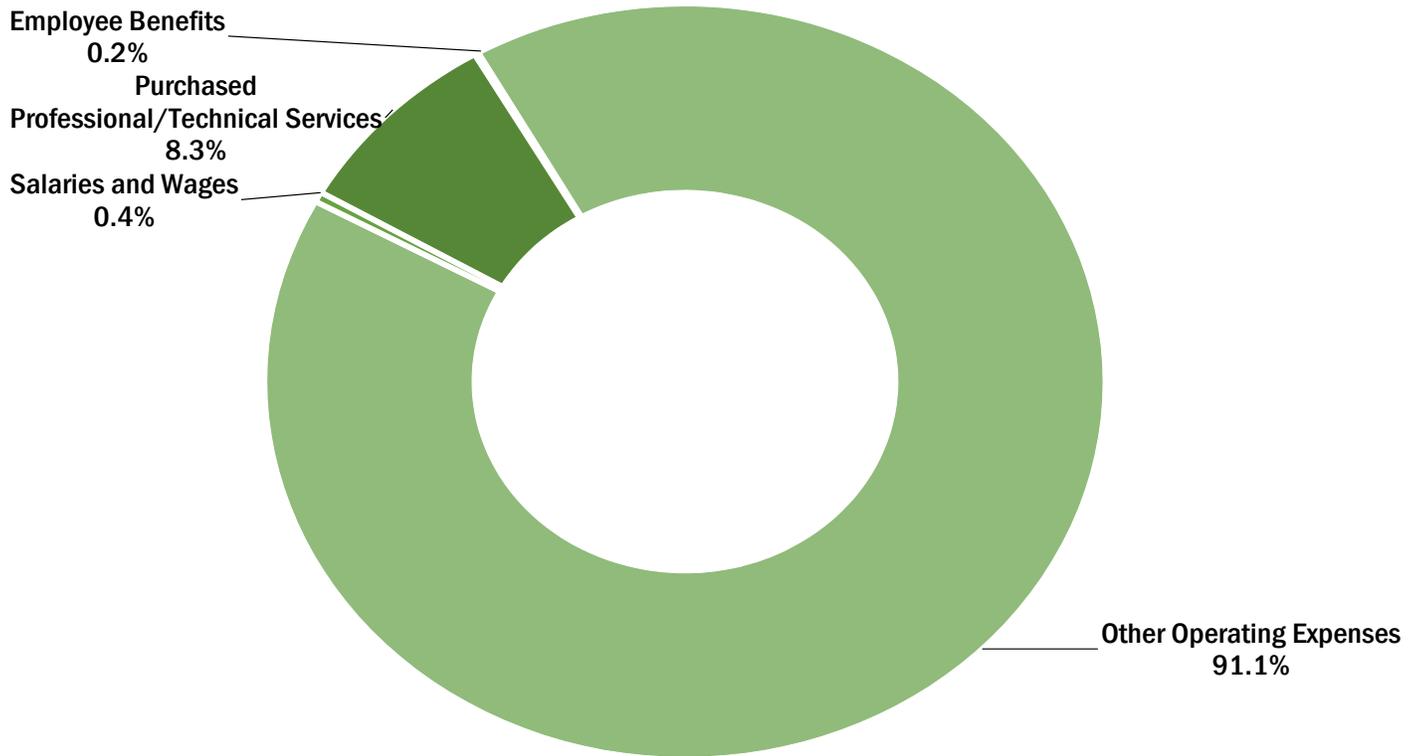
Narrative

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	60,644	64,068	64,068	66,283
Employee Benefits	19,801	21,891	21,920	22,968
Purchased Professional/Technical Services	1,200,919	1,179,367	1,276,583	1,255,000
Purchased Property Services	1,581	3,500	1,581	2,000
Maintenance	1,043	2,380	3,408	12,900
Other Purchased Services	2,892	2,740	2,181	3,128
Supplies	15,469	15,845	14,802	3,150
Other Operating Expenses	12,645,360	12,972,582	12,972,582	13,757,254
Total	13,947,709	14,262,373	14,357,125	15,122,683



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Wellness Coordinator	124	1.000	1.000	1.000	—
		1.000	1.000	1.000	—
Clerical and Professional					
Wellness Coordinator	124	—	—	—	1.000
		—	—	—	1.000
Total Employees		1.000	1.000	1.000	1.000

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

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

Accomplishments for FY 2017-18

- ◆ Participated in 4 Neighborhood Association Meetings and afforded opportunity for public

involvement in projects by hosting 8 public meetings

- ◆ Designed 15 projects with a total estimated construction cost of \$12 million
- ◆ Administered 14 City funded construction projects through completion for a total of \$16 million and provided engineering inspection through completion for 25 developer projects including 13 subdivisions
- ◆ In the area of development provided engineering review for 67 subdivision plats, 55 zoning cases, 97 building site plans, 27 subdivision construction plans, 11 Board of Adjustment cases, 7 abandonment cases, and 3 encroachment cases. Responded to over 500 phone calls and 200 walk-ins
- ◆ Issued over 600 permits for concrete construction within the right-of-way
- ◆ The survey crew provided the data collection needs of the Public Works Department, Waco Metropolitan Area Regional Sewerage System, the Water Utilities Department, the Planning Department, and the Parks & Recreation Department
- ◆ Produced maps for multiple departments, citizens, and businesses
- ◆ Completed flight for new aerial imagery with Capital Area Council of Governments for the area of McLennan County
- ◆ Established "Development Tracking" layer and interface for future utility needs, such as water and wastewater needs
- ◆ Worked with several departments to collaborate and consolidate mowing efforts and contracts to

develop a map for tracking mowing sites across the City

- ◆ Through a cooperative partnership agreement with McLennan County and the City of Hewitt completed construction plans to address mobility and capacity expansion along 1.5 miles of Ritchie Road
- ◆ Partnered with Region 12 Education Service Center and various City departments to host area students at the annual STEAM (Science Technology Engineering Architecture Mathematics) day event

Priorities for FY 2018-19

- ◆ Continue enhanced interdepartmental collaboration on projects
- ◆ Continue diligent public outreach effort in projects and provide timely project public meetings
- ◆ Continue to provide comprehensive, integrated street improvement and maintenance program delivery including in-house preparation of construction plans
- ◆ Complete the present administering of 19 city funded construction projects with a total value of \$25 million and present providing of inspection for 21 developer projects including 11 subdivisions in addition to projects to be added during the fiscal year including Ritchie Road reconstruction (\$4 million) and Chimney Hill drainage improvements (\$4 million)
- ◆ Continue to provide excellence in customer service for citizens, developers and their engineers, contractors, various City departments, City staff, through incremental changes for improvement including mastering EnerGov software for developers and engineers
- ◆ Provide excellence in customer service regarding upcoming FEMA Floodplain rezoning
- ◆ Promote a multi-modal transportation system providing the City with varied transportation alternatives and improved connectivity necessary to ensure the safe and efficient movement of people and goods associated with an enhanced quality of life

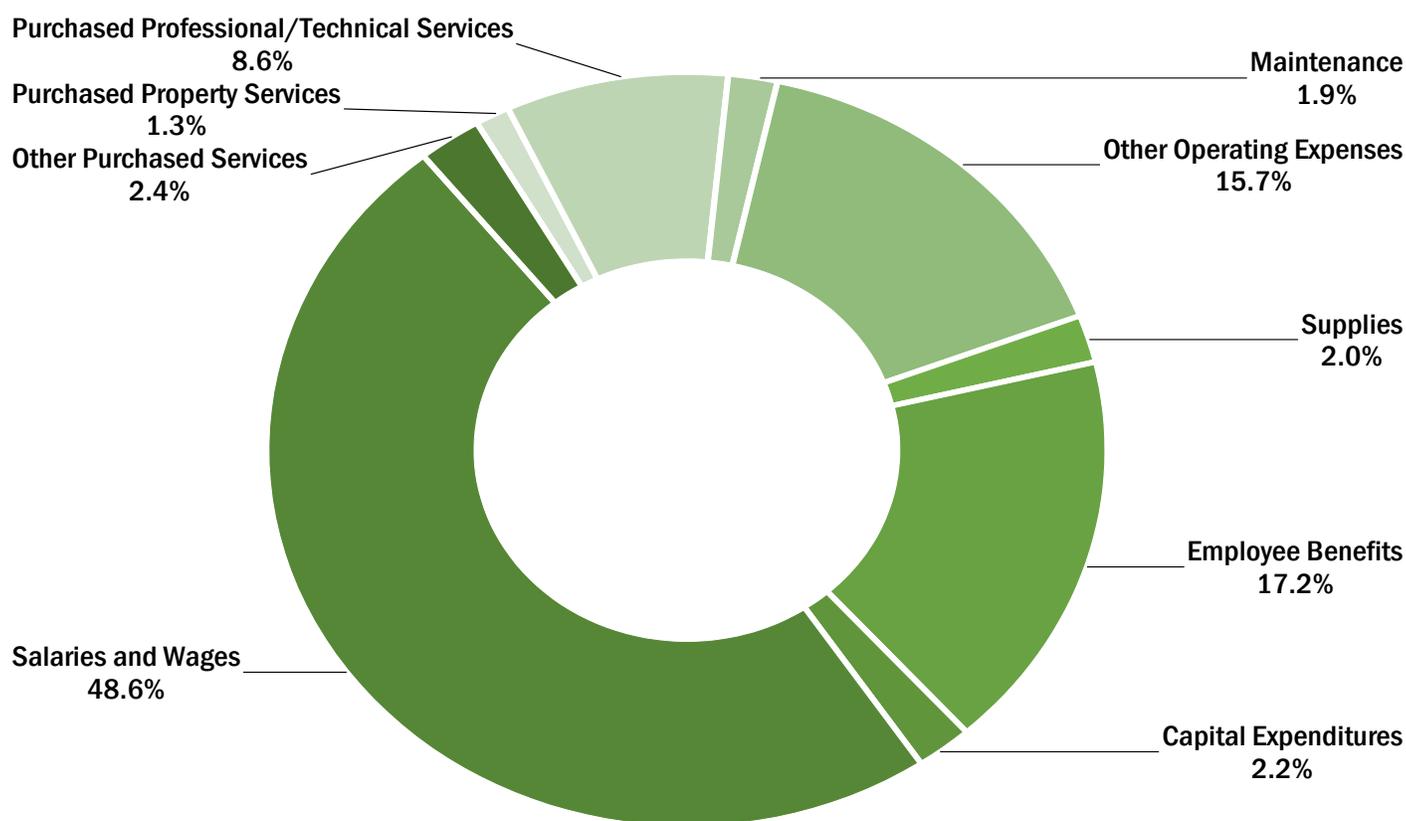
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	1,215,934	1,474,506	1,477,385	1,919,786
Employee Benefits	445,817	493,699	500,504	677,972
Purchased Professional/Technical Services	107,636	518,450	335,000	338,362
Purchased Property Services	52,611	52,611	52,611	52,611
Maintenance	68,907	54,025	110,108	74,725
Other Purchased Services	34,399	88,525	53,526	96,711
Supplies	60,634	65,581	48,497	80,241
Other Operating Expenses	393,131	461,821	461,821	621,782
Capital Expenditures	53,050	74,193	74,193	85,786
Total	2,432,118	3,283,411	3,113,645	3,947,976



May not sum to 100% due to rounding

Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Director of Public Works	138	0.950	0.950	0.950	0.950
Asst Dir of PW-Eng & CIP	138	—	—	1.000	1.000
City Engineer	134	0.950	0.950	0.950	1.000
Deputy City Engineer	134	—	—	1.000	1.000
Project Engineer	134	2.000	2.000	2.000	2.000
Sr Engineer	133	—	—	1.000	1.000
Capital Program Mgr	133	—	—	0.980	1.000
Eng Insp Spvr	125	1.000	1.000	1.000	1.000
		4.900	4.900	8.880	8.950
Clerical and Professional					
Sr Admin Asst	217	1.000	1.000	1.000	1.000
Admin Asst	215	1.000	1.000	1.000	1.000
Deputy Development Engineer	134	—	—	1.000	1.000
Asst City Engineer	133	1.000	1.000	—	—
Development Engineer	133	1.000	1.000	1.000	1.000
PW Finance Officer	127	—	—	0.233	0.233
Project Mgr	127	2.000	2.000	2.000	2.000
GIS Analyst	123	1.000	1.000	1.000	1.000
		7.000	7.000	7.233	7.233
Labor Operations					
Engineering Inspector	220	7.000	7.000	7.000	7.000
GIS Technician	220	1.000	1.000	1.000	1.000
Eng Design Tech	218	3.000	3.000	3.000	3.000
Sr Survey Tech	217	2.000	2.000	2.000	2.000
Survey Tech	214	1.000	1.000	1.000	1.000
		14.000	14.000	14.000	14.000
Total Employees		25.900	25.900	30.113	30.183

Mission Statement

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

Narrative

Fleet Services, a division of the General Services Department, performs repairs and preventive maintenance services on cars, trucks and heavy equipment. Tire repair service is provided, as well as 24 hour fueling services. We have completed over 4,500 work orders from 10/1/2017 to 6/21/2018. Warranty activities are coordinated and repair service activities arranged. The division is responsible for ordering, maintaining, and accounting for all parts and commodities utilized in daily activities; a monthly warehouse inventory of approximately \$172,097 is maintained. Management and user departments are provided with management information reports.

Accomplishments for FY 2017-18

- ◆ Added two positions to aid in the management of the City auction and Purchasing warehouse operations
- ◆ Recovered approximately \$400,000 for the City through the auction process

Priorities for FY 2018-19

- ◆ Replace existing fuel pumps to increase reliability
- ◆ Continue to provide quality service for the City

- ◆ Continue to seek ways to improve efficiency of the maintenance process for the supported departments
- ◆ Continue to maximize the recovery of funds through the auction process

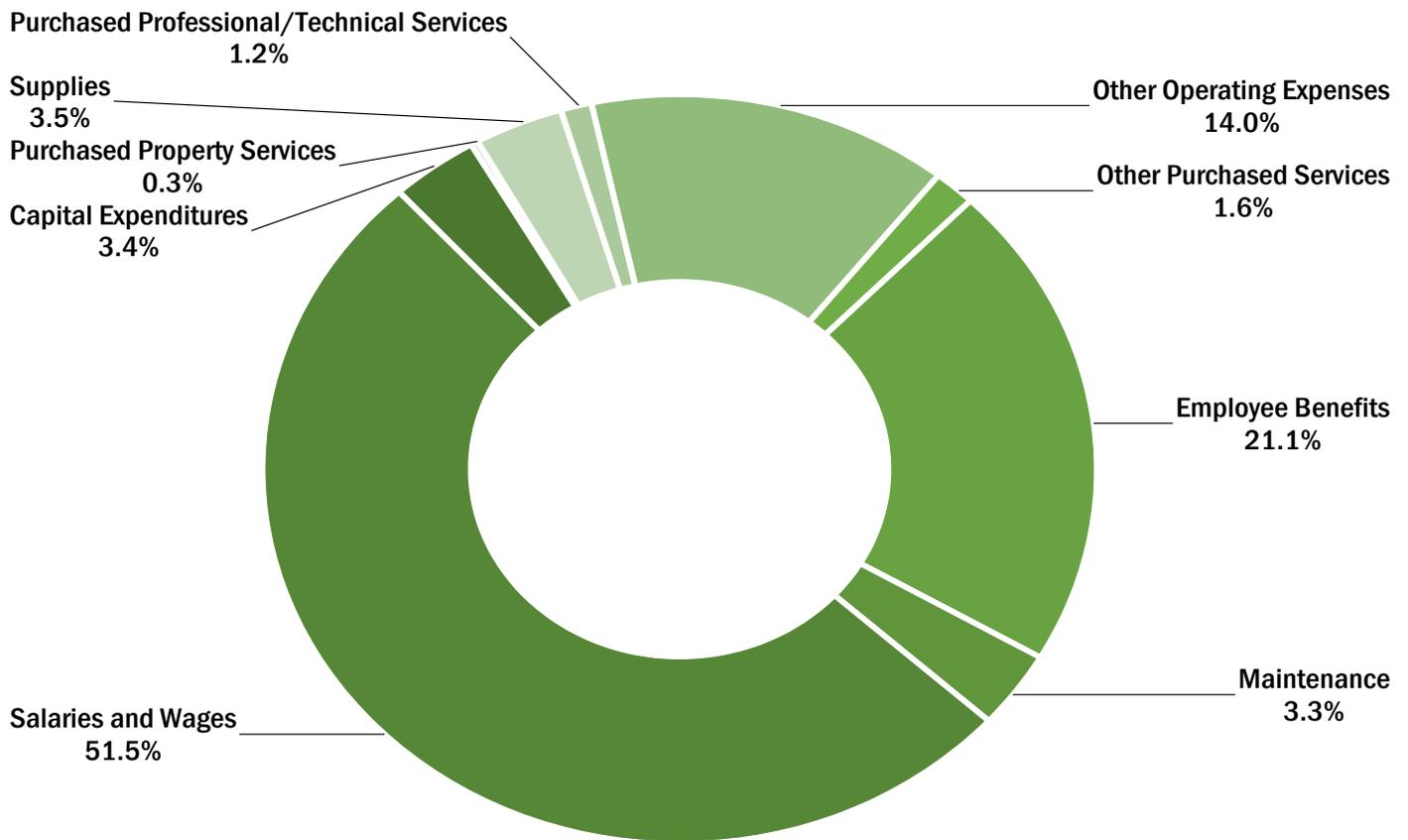
Budget Highlights

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



Expenditures

	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Salaries and Wages	936,019	1,088,698	948,152	1,167,499
Employee Benefits	412,076	480,401	450,509	477,847
Purchased Professional/Technical Services	16,681	25,807	28,624	27,160
Purchased Property Services	5,461	6,867	5,443	6,584
Maintenance	58,875	81,089	42,808	75,594
Other Purchased Services	29,566	40,039	34,057	36,975
Supplies	92,547	78,157	65,994	78,143
Other Operating Expenses	236,735	276,506	276,506	318,034
Capital Expenditures	15,240	—	—	77,000
Total	1,803,200	2,077,564	1,852,094	2,264,836



May not sum to 100% due to rounding



Personnel Summary

	Range	Actual 2016-2017	Budget 2017-2018	Estimated 2017-2018	Adopted 2018-2019
Supervision					
Fleet Manager	127	1.000	1.000	1.000	1.000
Fleet Spvr-CDL	121	2.000	2.000	2.000	2.000
Fleet Spvr	121	1.000	1.000	1.000	1.000
		4.000	4.000	4.000	4.000
Clerical and Professional					
Auction Coord	215	1.000	1.000	—	—
Fleet Service Writer	215	2.000	2.000	2.000	2.000
Fleet/Asset Rec Spvr	122	1.000	1.000	1.000	1.000
		4.000	4.000	3.000	3.000
Labor Operations					
Sr Equip Mechanic-CDL	218	3.000	3.000	3.000	3.000
Sr Equip Mechanic	218	1.000	1.000	2.000	2.000
Fleet Asst Recovery Coord	218	—	—	1.000	1.000
Equipment Mechanic-CDL	215	7.000	7.000	6.000	6.000
Equipment Mechanic	215	5.000	5.000	4.000	4.000
Invent/Auction Tech	212	1.000	1.000	—	—
Material & Inv Tech	212	2.000	2.000	2.000	2.000
Fleet Asst Recovery Tech	212	—	—	1.000	1.000
Fleet Courier	208	—	—	2.000	2.000
Bldg Att/Flt Courier	208	2.000	2.000	—	—
		21.000	21.000	21.000	21.000
Total Full Time		29.000	29.000	28.000	28.000
Part Time Employees (shown as FTEs)					
Equipment Mechanic-PT	215	—	—	0.950	0.950
Total Part Time (FTE's)		—	—	0.950	0.950
Total Employees		29.000	29.000	28.950	28.950



Debt Service



The City typically issues debt by General Obligation Bonds or Combination Certificates of Obligation. General Obligation Bonds are payable from the proceeds of annual property tax, levied within the limitations of the law. The full faith and credit of the City guarantees the payment of General Obligation Bonds, which are authorized by a vote of the citizens. Combination Certificates of Obligation are guaranteed from the proceeds of an annual property tax, levied within the limitations of the law, and most are payable from and secured by the surplus revenues of the City's Enterprise Funds. The City adheres to the guidelines for debt financing from Section V of the Financial Management Policy Statements. These policies state that property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. Guidelines for amortization of debt and affordability targets are also included in these policies found on page.

There is no specific maximum debt limit for General Obligation debt established by law. In a practical sense, the limit is imposed by the City's ability to levy and collect taxes. There is, however, a maximum tax rate established by law. That maximum rate is \$1.85 per \$100 of valuation. The current adopted rate is \$0.776232.

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

The City of Waco currently has a net debt-to-assessed valuation ratio of 0.95%. The 2017 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 1.5%. Waco's emphasis on economic development through new plants and plant additions plus increased housing activity due to new jobs has created value in this area.

Overlapping debt is general obligation debt payable from the tax levies of all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 4.19%. The 2017 median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 6.3%.

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

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

In its rating report dated March 2, 2018, Moody's affirmed the City's general obligation limited tax debt rating of Aa2 with stable outlook for previously issued bonds and assigned this rating to the City's 2018 combination tax and revenue certificates of obligation. Moody's report indicated that the upgrade reflected an expanding economy supporting solid gains in assessed values and a history of solid operating performance. In a report dated March 1, 2018, Standard & Poor's (S&P) assigned its AA+/Stable long-term rating to the City's 2018 combination tax and revenue certificates of obligation and affirmed its long-term rating of AA+/Stable on the City's outstanding general obligation debt. In S&P's view the ratings reflect Waco's adequate economy, very strong management, strong budgetary performance, and very strong budgetary flexibility and liquidity. 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.

Statement of Bonds Principal and Interest Payable

Statement of Bonds Principal and Interest Payable				
September 30, 2018				
Issue No.		Interest Rate	Date of Issue	Date of Maturity
Certificates of Obligation / GO Bonds				
3071	Obligation Refunding, 2007	4.00-4.50	2007	2021
3072	Certificate of Obligation, 2007	4.00-5.00	2007	2027
3073	GO Bond, 2007	4.00-5.00	2007	2024
3081	Certificate of Obligation, 2008	3.50-4.50	2008	2028
3101	Certificate of Obligation, 2010	2.75-4.00	2010	2030
3102	Obligation Refunding, 2010	3.00-4.125	2010	2030
3111	Certificate of Obligation, 2011	2.50-4.35	2011	2031
3121	Certificate of Obligation, 2012	2.00-3.50	2012	2032
3122	Obligation Refunding, 2012	2.00-5.00	2012	2025
3131	Certificate of Obligation, 2013	2.00-4.00	2013	2033
3132	Obligation Refunding, 2013	2.00-5.00	2013	2024
3141	Certificate of Obligation, 2014	2.00-4.00	2014	2034
3151	Certificate of Obligation, 2015	2.00-4.00	2015	2035
3152	Obligation Refunding, 2015	2.00-5.00	2015	2036
3154	Certificate of Obligation, 2016	2.00-5.00	2016	2036
3155	Obligation Refunding, 2016	2.00-4.00	2016	2037
3156	Certificate of Obligation, 2017	2.50-5.00	2017	2037
3157	Certificate of Obligation, 2018	2.00-5.00	2018	2038
	Total Certificates of Obligation / GO Bonds			
Water Revenue Bonds				
5012	Water Revenue Refunding, 2007	4.00-4.50	2007	2026
5013	Certificate of Obligation, 2007	4.00-5.00	2007	2037
5014	Certificate of Obligation, 2008	3.50-4.50	2008	2028
5017	Water Revenue Refunding, 2010	3.00-4.00	2010	2030
5016	Certificate of Obligation, 2010	2.75-3.50	2010	2030
5018	Water Revenue Refunding, 2012	2.00-5.00	2012	2030
5019	Water Revenue Refunding, 2013	2.00-5.00	2013	2036
5020	Certificate of Obligation, 2013	2.00-4.00	2013	2033
5021	Certificate of Obligation, 2014	2.00-4.00	2014	2034
5022	Certificate of Obligation, 2015	2.00-4.00	2015	2035
5023	Water Revenue Refunding, 2015	2.00-5.00	2015	2036
5024	Certificate of Obligation, 2016	2.00-5.00	2016	2036
5025	Water Revenue Refunding, 2016	2.00-4.00	2016	2037
5026	Certificate of Obligation, 2016A	2.00-5.00	2016	2036
5027	Certificate of Obligation, 2017	2.50-5.00	2017	2037
5028	Certificate of Obligation, 2018	2.00-5.00	2018	2038
	Total Water Revenue Bonds			



Bonds	Bonds	Bonds	Interest	Total
Authorized	Issued	Outstanding	Outstanding	Outstanding
5,220,000	5,220,000	1,340,000	85,675	1,425,675
3,380,000	3,380,000	180,000	3,690	183,690
63,000,000	63,000,000	2,650,000	56,313	2,706,313
3,775,000	3,775,000	665,000	124,256	789,256
4,925,000	4,925,000	3,400,000	873,238	4,273,238
2,900,000	2,900,000	845,000	65,997	910,997
7,285,000	7,285,000	5,410,000	1,575,991	6,985,991
3,480,000	3,480,000	2,625,000	587,678	3,212,678
6,465,000	6,465,000	2,820,000	346,400	3,166,400
2,175,000	2,175,000	1,795,000	514,219	2,309,219
1,700,000	1,700,000	1,100,000	171,175	1,271,175
1,645,000	1,645,000	1,395,000	429,813	1,824,813
1,695,000	1,695,000	1,515,000	460,928	1,975,928
33,755,000	33,755,000	33,125,000	8,257,900	41,382,900
3,805,000	3,805,000	3,610,000	1,271,646	4,881,646
1,945,000	1,945,000	1,945,000	340,375	2,285,375
11,465,000	11,465,000	11,190,000	4,200,153	15,390,153
11,555,000	11,555,000	11,555,000	4,843,951	16,398,951
170,170,000	170,170,000	87,165,000	24,209,398	111,374,398
8,400,000	8,400,000	3,450,000	412,086	3,862,086
27,705,000	27,705,000	740,000	15,170	755,170
6,870,000	6,870,000	1,215,000	226,572	1,441,572
6,805,000	6,805,000	2,795,000	571,556	3,366,556
8,250,000	8,250,000	5,700,000	1,464,913	7,164,913
40,945,000	40,945,000	28,185,000	6,394,633	34,579,633
32,055,000	32,055,000	25,415,000	7,348,050	32,763,050
4,830,000	4,830,000	3,975,000	1,137,124	5,112,124
2,075,000	2,075,000	1,775,000	544,300	2,319,300
6,005,000	6,005,000	5,365,000	1,631,434	6,996,434
25,115,000	25,115,000	23,720,000	9,188,275	32,908,275
27,670,000	27,670,000	26,260,000	9,259,721	35,519,721
17,200,000	17,200,000	17,200,000	6,457,580	23,657,580
12,000,000	12,000,000	11,460,000	2,051,374	13,511,374
11,890,000	11,890,000	11,600,000	4,352,294	15,952,294
18,945,000	18,945,000	18,945,000	7,944,171	26,889,171
256,760,000	256,760,000	187,800,000	58,999,253	246,799,253

Statement of Bonds Principal and Interest Payable				
September 30, 2018				
Issue No.		Interest Rate	Date of Issue	Date of Maturity
Wastewater Revenue Bonds				
5113	Wastewater Revenue Refunding, 2007	4.00-4.50	2007	2021
5112	Certificate of Obligation, 2007	4.00-5.00	2007	2032
5115	Wastewater Revenue Refunding, 2010	3.00-4.00	2010	2030
5116	Certificate of Obligation, 2010	2.75-3.50	2010	2030
5117	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025
5118	Certificate of Obligation, 2013	2.00-4.00	2013	2033
5119	Wastewater Revenue Refunding, 2013	2.00-5.00	2013	2024
5120	Certificate of Obligation, 2014	2.00-4.00	2014	2034
5121	Certificate of Obligation, 2015	2.00-4.00	2015	2035
5122	Wastewater Revenue Refunding, 2015	2.00-5.00	2015	2036
5123	Certificate of Obligation, 2016	2.00-5.00	2016	2036
5124	Wastewater Revenue Refunding, 2016	2.00-4.00	2016	2037
5125	Certificate of Obligation, 2017	2.50-5.00	2017	2037
5126	Certificate of Obligation, 2018	2.00-5.00	2018	2038
Total Wastewater Revenue Bonds				
Solid Waste Revenue Bonds				
5211	Certificate of Obligation, 2008	3.50-4.50	2008	2021
5213	Solid Waste Revenue Refunding, 2013	2.00-5.00	2013	2024
5214	Solid Waste Revenue Refunding, 2016	2.00-4.00	2016	2037
Total Solid Waste Revenue Bonds				
Tax Increment Financing Zone				
3153	Obligation Refunding, 2015	2.00-5.00	2015	2036
3158	Certificate of Obligation, 2018	2.00-5.00	2018	2038
Total Tax Increment Financing Zone				
Total All Debt				



Bonds	Bonds	Bonds	Interest	Total
Authorized	Issued	Outstanding	Outstanding	Outstanding
3,245,000	3,245,000	930,000	59,280	989,280
35,670,000	35,670,000	1,315,000	26,957	1,341,957
3,190,000	3,190,000	1,230,000	95,713	1,325,713
3,020,000	3,020,000	2,090,000	536,775	2,626,775
6,690,000	6,690,000	3,185,000	350,300	3,535,300
4,875,000	4,875,000	4,015,000	1,149,988	5,164,988
7,410,000	7,410,000	4,565,000	666,275	5,231,275
5,930,000	5,930,000	5,045,000	1,554,601	6,599,601
5,535,000	5,535,000	4,945,000	1,503,384	6,448,384
14,070,000	14,070,000	13,630,000	3,819,175	17,449,175
51,215,000	51,215,000	48,605,000	17,139,257	65,744,257
10,005,000	10,005,000	10,005,000	3,616,625	13,621,625
11,265,000	11,265,000	10,990,000	4,123,941	15,113,941
28,000,000	28,000,000	28,000,000	11,745,375	39,745,375
190,120,000	190,120,000	138,550,000	46,387,646	184,937,646
3,230,000	3,230,000	600,000	22,688	622,688
2,495,000	2,495,000	1,615,000	252,175	1,867,175
320,000	320,000	320,000	16,000	336,000
6,045,000	6,045,000	2,535,000	290,863	2,825,863
370,000	370,000	220,000	16,925	236,925
8,285,000	8,285,000	8,285,000	2,668,827	10,953,827
8,655,000	8,655,000	8,505,000	2,685,752	11,190,752
631,750,000	631,750,000	424,555,000	132,572,911	557,127,911

Statement of Changes in Revenues as Compared with Budget



Statement of Changes in Revenues as Compared with Budget				
Property Tax Supported Obligations				
	Actual	Budget	Estimated	Adopted
	2016-17	2017-18	2017-18	2018-19
Beginning Reserve Balance	593,941	524,841	524,503	688,522
Additions				
Property Tax	9,283,223	9,997,369	10,174,149	9,755,125
Interest on Investments	38,002	5,120	13,670	9,460
Other Financing Sources	<u>461,128</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Balance and Additions	10,376,294	10,527,330	10,712,322	10,453,107
Payments				
Principal Retired	6,625,000	6,595,000	6,595,000	6,150,000
Interest Expense	3,222,909	3,450,436	3,424,936	3,628,864
Exchange and Commission	<u>3,881</u>	<u>4,604</u>	<u>3,865</u>	<u>3,948</u>
Total Payments	9,851,791	10,050,040	10,023,800	9,782,812
Ending Reserve Balance	524,503	477,290	688,522	670,295

Statement of Changes in Revenues as Compared with Budget				
Water Revenue Supported Obligations				
	Actual	Budget	Estimated	Adopted
	2016-17	2017-18	2017-18	2018-19
Beginning Reserve Balance	500	-	502	3,002
Additions				
Transfer From Water	15,451,294	16,238,713	16,238,405	17,649,077
Interest on Investments	2	-	3,000	3,000
Other Financing Sources	-	-	-	-
Total Balance and Additions	15,451,796	16,238,713	16,241,907	17,655,079
Payments				
Principal Retired	8,745,000	9,715,000	9,715,000	10,680,000
Interest Expense	6,702,269	6,518,899	6,518,899	6,963,668
Exchange and Commission	4,025	4,814	5,006	5,409
Total Payments	15,451,294	16,238,713	16,238,905	17,649,077
Ending Reserve Balance	502	-	3,002	6,002



Statement of Changes in Revenues as Compared with Budget				
Wastewater Revenue Supported Obligations				
	Actual	Budget	Estimated	Adopted
	2016-17	2017-18	2017-18	2018-19
Beginning Reserve Balance	500	-	500	-
Additions				
Transfer From Wastewater	10,016,717	10,784,645	10,784,057	12,792,147
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	10,017,217	10,784,645	10,784,557	12,792,147
Payments				
Principal Retired	4,970,000	6,240,000	6,240,000	7,220,000
Interest Expense	5,043,899	4,541,506	4,541,506	5,568,709
Exchange and Commission	2,818	3,139	3,051	3,438
Total Payments	10,016,717	10,784,645	10,784,557	12,792,147
Ending Reserve Balance	500	-	-	-

Statement of Changes in Revenues as Compared with Budget				
Solid Waste Revenue Supported Obligations				
	Actual	Budget	Estimated	Adopted
	2016-17	2017-18	2017-18	2018-19
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer From Sanitation	625,677	627,055	627,054	632,228
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	625,677	627,055	627,054	632,228
Payments				
Principal Retired	490,000	510,000	510,000	535,000
Interest Expense	135,380	116,750	116,750	96,919
Exchange and Commission	297	305	304	309
Total Payments	625,677	627,055	627,054	632,228
Ending Reserve Balance	-	-	-	-



Statement of Changes in Revenues as Compared with Budget				
Tax Increment Financing Supported Obligations				
	Actual	Budget	Estimated	Adopted
	2016-17	2017-18	2017-18	2018-19
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer	74,170	76,665	76,671	859,003
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	74,170	76,665	76,671	859,003
Payments				
Principal Retired	60,000	65,000	65,000	405,000
Interest Expense	14,150	11,650	11,650	453,852
Exchange and Commission	20	15	21	151
Total Payments	74,170	76,665	76,671	859,003
Ending Reserve Balance	-	-	-	-

Statement of Cash Receipts and Disbursements

Statement of Cash Receipts and Disbursements					
Adopted 2018-2019					
Certificates of Obligation / GO Bonds					
Issue		Beginning		Current	Delinquent
No.		Balance	Transfers	Taxes	Taxes
		10/1/18			
3002	Contingency	155,572	(8,437)	-	-
3071	GO Refunding, 2007	30,128	-	467,705	4,600
3072	Certificate of Obligation, 2007	17,120	-	180,075	1,800
3073	G O Bond, 2007	162,490	-	2,652,922	26,500
3081	Certificate of Obligation, 2008	19,447	-	208,346	2,000
3101	Certificate of Obligation, 2010	16,148	-	345,468	3,400
3102	GO Refunding, 2010	42,770	-	279,774	2,700
3111	Certificate of Obligation, 2011	24,823	-	514,378	5,100
3121	Certificate of Obligation, 2012	11,080	-	225,847	2,200
3122	GO Refunding, 2012	34,096	-	472,042	4,700
3131	Certificate of Obligation, 2013	6,303	-	150,065	1,500
3132	GO Refunding, 2013	11,201	-	210,774	2,100
3141	Certificate of Obligation , 2014	4,941	-	111,977	1,100
3151	Certificate of Obligation , 2015	15,403	-	113,709	1,100
3152	GO Refunding, 2015	76,623	-	1,735,754	17,300
3154	Certificate of Obligation , 2016	7,225	-	266,946	2,600
3155	GO Refunding, 2016	24,174	-	52,914	500
3156	Certificate of Obligation, 2017	28,978	-	793,081	7,900
3157	Certificate of Obligation, 2018		8,437	805,379	7,999
Total		688,522	-	9,587,156	95,099

Statement of Reserve for Bond Interest and Redemption

Statement of Reserve for Bond Interest and Redemption					
Adopted 2018-2019					
Water Revenue Supported Obligations					
		Beginning			Other
Issue		Balance	Revenue	Interest on	Financing
No.		10/1/18	Transfer	Investments	Sources
Bond Interest and Redemption					
5012	GO Refunding, 2007	-	895,379	-	-
5013	Certificate of Obligation, 2007	-	755,420	-	-
5014	Certificate of Obligation, 2008	-	386,326	-	-
5017	GO Refunding, 2010	-	625,350	-	-
5016	Certificate of Obligation, 2010	-	593,760	-	-
5018	GO Refunding, 2012	-	3,672,363	-	-
5019	GO Refunding, 2013	-	2,812,658	-	-
5020	Certificate of Obligation, 2013	-	339,724	-	-
5021	Certificate of Obligation, 2014	-	146,215	-	-
5022	Certificate of Obligation, 2015	-	412,889	-	-
5023	GO Refunding, 2015	-	1,599,765	-	-
5024	Certificate of Obligation, 2016	-	1,974,461	-	-
5025	GO Refunding, 2016	-	532,118	-	-
5026	Certificate of Obligation, 2016A	3,002	716,272	3,000	-
5027	Certificate of Obligation, 2017	-	838,610	-	-
5028	Certificate of Obligation, 2018	-	1,347,767	-	-
Total		3,002	17,649,077	3,000	-



Total					Ending
Receipts &	Bonds	Interest	Exchange	Total	Balance
Balances	Retired	Payments	Fees	Disbursements	9/30/19
895,379	765,000	129,929	450	895,379	-
755,420	740,000	15,170	250	755,420	-
386,326	345,000	41,006	320	386,326	-
625,350	530,000	94,900	450	625,350	-
593,760	380,000	213,375	385	593,760	-
3,672,363	2,660,000	1,012,012	351	3,672,363	-
2,812,658	1,805,000	1,007,337	321	2,812,658	-
339,724	200,000	139,519	205	339,724	-
146,215	90,000	56,100	115	146,215	-
412,889	250,000	162,542	347	412,889	-
1,599,765	555,000	1,044,450	315	1,599,765	-
1,974,461	975,000	999,206	255	1,974,461	-
532,118		531,688	430	532,118	-
722,274	545,000	170,522	750	716,272	6,002
838,610	430,000	408,350	260	838,610	-
1,347,767	410,000	937,562	205	1,347,767	-
17,655,079	10,680,000	6,963,668	5,409	17,649,077	6,002



Statement of Reserve for Bond Interest and Redemption					
Adopted 2018-2019					
Wastewater Revenue Supported Obligations					
		Beginning			Other
Issue		Balance	Revenue	Interest on	Financing
No.		10/1/18	Transfer	Investments	Sources
	Bond Interest and Redemption				
5113	GO Refunding, 2007	-	332,735	-	-
5112	Certificate of Obligation, 2007	-	1,342,403	-	-
5115	GO Refunding, 2010	-	417,075	-	-
5116	Certificate of Obligation, 2010	-	218,342	-	-
5117	GO Refunding, 2012	-	790,396	-	-
5118	Certificate of Obligation, 2013	-	346,006	-	-
5119	GO Refunding, 2013	-	975,275	-	-
5120	Certificate of Obligation, 2014	-	410,155	-	-
5121	Certificate of Obligation, 2015	-	380,083	-	-
5122	GO Refunding, 2015	-	805,690	-	-
5123	Certificate of Obligation, 2016	-	3,650,103	-	-
5124	GO Refunding, 2016	-	340,824	-	-
5125	Certificate of Obligation, 2017	-	797,119	-	-
5126	Certificate of Obligation, 2018	-	1,985,941	-	-
Total		-	12,792,147	-	-

Statement of Reserve for Bond Interest and Redemption					
Adopted 2018-2019					
Solid Waste Revenue Supported Obligations					
		Beginning			Other
Issue		Balance	Revenue	Interest on	Financing
No.		10/1/18	Transfer	Investments	Sources
Bond Interest and Redemption					
5211	Certificate of Obligation, 2008	-	312,234	-	-
5213	GO Refunding, 2013	-	313,588	-	-
5214	GO Refunding, 2016	-	6,406	-	-
Total		-	632,228	-	-
Statement of Reserve for Bond Interest and Redemption					
Adopted 2018-2019					
Tax Increment Financing Supported Obligations					
		Beginning			Other
Issue		Balance	Revenue	Interest on	Financing
No.		10/1/18	Transfer	Investments	Sources
Bond Interest and Redemption					
3153	GO Refunding, 2015	-	74,073	-	-
3158	Certificate of Obligation, 2018	-	784,930	-	-
Total			859,003	-	-

Retirement Schedule to Maturity

Retirement Schedule to Maturity			
Property Tax Supported Obligations			
Budget Year	Principal	Interest	Total
2018-19	6,150,000	3,628,864	9,778,864
2019-20	6,795,000	3,223,310	10,018,310
2020-21	7,180,000	2,926,631	10,106,631
2021-22	7,030,000	2,627,869	9,657,869
2022-23	7,065,000	2,313,043	9,378,043
2023-24	7,195,000	1,983,189	9,178,189
2024-25	7,355,000	1,641,682	8,996,682
2025-26	7,475,000	1,291,181	8,766,181
2026-27	7,610,000	961,338	8,571,338
2027-28	2,960,000	749,918	3,709,918
2028-29	2,790,000	639,376	3,429,376
2029-30	2,890,000	536,557	3,426,557
2030-31	2,620,000	441,725	3,061,725
2031-32	2,150,000	363,288	2,513,288
2032-33	1,990,000	296,888	2,286,888
2033-34	1,890,000	233,473	2,123,473
2034-35	1,845,000	171,772	2,016,772
2035-36	1,790,000	111,379	1,901,379
2036-37	1,580,000	54,331	1,634,331
2037-38	805,000	13,584	818,584
	87,165,000	24,209,398	111,374,398



Wastewater Revenue Supported Obligations			
Budget Year	Principal	Interest	Total
2018-19	7,220,000	5,568,709	12,788,709
2019-20	7,715,000	4,919,233	12,634,233
2020-21	7,610,000	4,591,503	12,201,503
2021-22	7,375,000	4,273,106	11,648,106
2022-23	7,285,000	3,935,294	11,220,294
2023-24	7,635,000	3,582,494	11,217,494
2024-25	7,220,000	3,229,368	10,449,368
2025-26	7,240,000	2,882,494	10,122,494
2026-27	7,430,000	2,574,020	10,004,020
2027-28	7,855,000	2,290,419	10,145,419
2028-29	8,070,000	1,983,357	10,053,357
2029-30	8,380,000	1,671,282	10,051,282
2030-31	8,435,000	1,388,045	9,823,045
2031-32	8,645,000	1,116,220	9,761,220
2032-33	6,705,000	868,068	7,573,068
2033-34	6,570,000	658,753	7,228,753
2034-35	6,365,000	454,741	6,819,741
2035-36	6,170,000	256,032	6,426,032
2036-37	2,670,000	111,525	2,781,525
2037-38	1,955,000	32,991	1,987,991
	138,550,000	46,387,646	184,937,646

Retirement Schedule to Maturity			
Water Revenue Supported Obligations			
Budget Year	Principal	Interest	Total
2018-19	10,680,000	6,963,668	17,643,668
2019-20	11,280,000	6,292,986	17,572,986
2020-21	11,390,000	5,838,430	17,228,430
2021-22	11,155,000	5,403,957	16,558,957
2022-23	11,010,000	4,944,795	15,954,795
2023-24	11,490,000	4,464,623	15,954,623
2024-25	10,600,000	3,992,229	14,592,229
2025-26	8,980,000	3,581,489	12,561,489
2026-27	9,240,000	3,231,153	12,471,153
2027-28	9,825,000	2,881,576	12,706,576
2028-29	9,545,000	2,525,689	12,070,689
2029-30	9,880,000	2,188,264	12,068,264
2030-31	9,315,000	1,871,493	11,186,493
2031-32	9,655,000	1,563,765	11,218,765
2032-33	9,995,000	1,246,802	11,241,802
2033-34	9,695,000	931,187	10,626,187
2034-35	9,685,000	619,525	10,304,525
2035-36	8,695,000	322,477	9,017,477
2036-37	4,365,000	112,873	4,477,873
2037-38	1,320,000	22,275	1,342,275
	187,800,000	58,999,253	246,799,253



Retirement Schedule to Maturity			
Solid Waste Revenue Supported Obligations			
Budget Year	Principal	Interest	Total
2018-19	535,000	96,919	631,919
2019-20	555,000	74,619	629,619
2020-21	580,000	52,950	632,950
2021-22	275,000	36,375	311,375
2022-23	285,000	22,375	307,375
2023-24	305,000	7,625	312,625
2024-25	-	-	-
	2,535,000	290,863	2,825,863
Tax Increment Financing Supported Obligations			
Budget Year	Principal	Interest	Total
2018-19	405,000	453,852	858,852
2019-20	540,000	325,200	865,200
2020-21	560,000	304,900	864,900
2021-22	495,000	285,725	780,725
2022-23	520,000	260,350	780,350
2023-24	550,000	233,600	783,600
2024-25	575,000	205,475	780,475
2025-26	605,000	175,975	780,975
2026-27	640,000	144,850	784,850
2027-28	670,000	112,100	782,100
2028-29	700,000	81,350	781,350
2029-30	725,000	56,475	781,475
2030-31	750,000	34,350	784,350
2031-32	770,000	11,550	781,550
	8,505,000	2,685,752	11,190,752



Capital Improvement Plan



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 Com-

prehensive 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 5 years, and
- ◆ Results in either the creation or rehabilitation of a capital asset

Capital assets are resources owned by the City of Waco that have monetary value, long-term character and will be held or used. Examples are:

- ◆ Purchase, improvement and development of land
- ◆ Construction of new facilities for the delivery of City services
- ◆ Remodeling or expansion of existing facilities
- ◆ Planning/engineering costs related to specific improvements of the type listed above
- ◆ Infrastructure assets such as streets, water, and wastewater systems

Capital equipment asset replacement items and rolling stock replacement items are not considered as part of the capital improvement program capital assets for reporting or funding. These are reported in separate sections of the Capital Improvement Program budget.

The CIP is a five-year plan and the first year is adopted annually as part of the operating budget. This timing

is intended to provide better direction to the CIP from the Comprehensive Development Plan and better linkage with the annual budget by giving more timely input into the budget adoption process. The first year of the plan becomes the capital budget for the approved fiscal year and is presented in this document. Although only one year of the CIP is adopted and shown in this document, the full five-year plan is reviewed by the Budget and Audit Committee and presented to the full Council during the budget presentation. The City Manager and Council use this program as a working document in their long-term assessment of future development and financing needs.

Since capital projects result in assets that need continuing maintenance and care, operating budgets are often affected. We have attempted to quantify additional operating costs associated with the completion of capital projects. As part of the capital planning process, departments submit capital projects and estimate the operating costs associated with the project. Annual operating costs can include personnel, scheduled repair and maintenance and utilities in the case of buildings. These costs are or will be included in the department's operating budget for the year the project is scheduled for completion and the facilities are put into operation.

Capital Asset Equipment Replacement – General Government

The City Council recently adopted Financial Management Policy Statements to include funding for capital asset equipment replacement items with a minimum value of \$800,000 and an average life of at least 5 years in the annual operating budget to spread the cost of the replacement evenly over the life of the asset.

The General Fund operating budget will provide necessary future replacement items (with debt financing utilized for Fire apparatus equipment, if needed) until adequate replacement reserves are available.

Rolling Stock Replacement – General Government

The Rolling Stock replacement budget is presented in this sub-section. Funding is provided by bond interest and the General Fund operating budget. Funding is

budgeted in respective General Fund departments based on proposed replacements for FY 2018-19. Fleet Services administers this program.

Summary of Projects

Capital Improvements Program

Fiscal Year 2018-19

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

Summary of CIP Projects:

	2017-18	2018-19
General Government		
Airport Services	740,000	484,000
Facilities	1,000,000	1,300,000
Fire Services	3,975,000	5,200,000
Parks and Recreation	300,000	455,852
General Government	6,015,000	7,439,852
Street Improvements	10,000,739	17,289,000
Tax Increment Financing Improvements	8,909,102	-
Sidewalk Program	401,851	-
Solid Waste Improvements	250,500	-
Wastewater Improvements	29,961,477	26,000,000
Water Improvements	21,100,000	22,700,000
Total Capital Improvements Program	76,638,669	73,428,852

Summary of Funding Sources:

Debt Financing *	69,420,579	66,200,000
FAA Grant	666,000	435,600
Public Improvement District (PID)	250,000	-
Tax Increment Financing (TIF)	520,000	150,000
Texas Department of Transportation Grant (TxDOT)	250,000	-
Subtotal - CIP Revenues	71,106,579	66,785,600
General Fund Operating Revenues	2,281,590	3,363,252
General Fund Transfer from Surplus	-	-
Convention Services & Visitors' Bureau Operating Revenues	500,000	530,000
Health Operating Revenues	-	250,000
Solid Waste Transfer from Surplus	250,500	-
Wastewater Fund Operating Revenues	1,000,000	1,000,000
Water Fund Operating Revenues	1,500,000	1,500,000
Total CIP Funding	76,638,669	73,428,852

* 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	-	-
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Rolling Stock Replacement - General Government

Fleet Services	1,730,000	1,730,000
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Capital Improvements Program Fiscal Year 2018-19

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

General Government

Department	Project Description	Funding	2018-19
Airport	Airport Improvements	FAA/Cash	484,000
Facilities	Various Facilities Projects	GD/Cash	770,000
Facilities	Convention Center Building Renovations	Cash	530,000
Fire	Rebuild and Relocate Fire Station 6	GD	5,200,000
Parks and Recreation	General Amenity Replacements & Improvements	GD	455,852
Total General Government			7,439,852

Federal Aviation Administration (FAA)	435,600
Airport Fund Operating Budget (Cash)	48,400
General Fund Operating Budget (Cash)	-
Convention Services & Visitors' Bureau Operating Budget (Cash)	530,000
Health Operating Budget (Cash)	250,000
Debt Financing - General (GD)	6,175,852
	7,439,852

Street Improvements

Project Description	Funding	2018-19
Street Improvement Program	GD/Cash	16,039,000
Speegleville Road Reclamation Project	GD	1,100,000
Elm Avenue Streetscape	TIF	150,000
Total Street Improvements		17,289,000

Debt Financing - General (GD)	13,824,148
Public Improvement District (PID)	-
Tax Increment Financing (TIF)	150,000
Texas Department of Transportation Grant (TxDOT)	-
General Fund Operating Budget (Cash)	3,314,852
	17,289,000

Utilities Improvements and Rolling Stock

Capital Improvements Program

Fiscal Year 2018-19

(Including Reporting for Capital Asset Equipment Replacement and Rolling Stock Replacement)

Wastewater Improvements

Project Description	Funding	2018-19
HWY 84 Sewer Line Improvements	WWD	10,200,000
Lift Station Improvements	WWD	6,000,000
Sewer System Improvements	WWD	3,300,000
Master Plan	Cash	1,000,000
WMARSS Plant Improvements	WWD	4,000,000
WMARSS Bull Hide Improvements	WWD	1,500,000
Total Wastewater Improvements		26,000,000
Debt Financing - Wastewater (WWD)	25,000,000	
Wastewater Operating Budget (Cash)	1,000,000	
	26,000,000	

Water Improvements

Project Description	Funding	2018-19
Water System Improvements	WD/Cash	7,500,000
HWY 84 Pump & Storage Improvements	WD	5,000,000
Lake Brazos Dam Erosion	WD	4,500,000
Westview Ground Storage	WD	3,200,000
Water Tower & Ground Storage Rehab	WD	1,500,000
Master Plan	Cash	1,000,000
Total Water Improvements		22,700,000
Debt Financing - Water (WD)	21,200,000	
Water Operating Budget (Cash)	1,500,000	
	22,700,000	

Rolling Stock Replacement - General Government

Project Description	Funding	2018-19
Rolling Stock Replacement	Interest	1,730,000
Total Rolling Stock Replacement - General Government		1,730,000

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.) Reconstruction Apron Phase III Design, 2.) Pavement Management Program, 3) Extend Service Road Design. The Federal Aviation Administration funds 90% and requires a 10% match from the City	
Cost:	\$484,000	
Funding:	Federal Aviation Administration (FAA)	\$435,600
	Airport Fund Operating Budget (Cash)	\$48,400
Budget Impact:	Will have no impact on current maintenance.	

Facilities

Project:	Building Renovation Projects	
Description:	The Facilities Department manages over 1.3 million SF of buildings throughout the city of Waco for repairs and renovations that support City personnel and citizens. The varied buildings need attention as HVAC replacement due to age or wear and tear (Convention Center, Zoo and Health), major replacement of roofs from City roof assessment (Fire Station #8) to preserve and protect the structure and interior assets. Elevator modernizations are needed at Convention Center to replace elevator controls and equipment. There is also an exterior restoration of City Hall	
Cost:	\$1,300,000	
Funding:	Convention Center Fund Operating Budget (Cash)	\$530,000
	Health Fund Operating Budget (Cash)	\$250,000
	Debt Financing - General (GD)	\$520,000
Budget Impact:	Will reduce current maintenance and utility costs	

Fire

Project:	Rebuild and Relocate Fire Station 6
Description:	Fire Station # 6 at 2800 Bosque Blvd was built in 1940 using building materials that were originally used for a fire station built in 1907 and formerly located at North 18th and Colonial. The brick is decaying on the outside. It has a flat roof and requires frequent repairs due to rain. The property on which the current Fire Station # 6 is located is very small. Engine 6 barely fits into the bay and cannot fully pull out on the apron for cleaning and changing hose because it protrudes into the lane of traffic facing Bosque Blvd. Only certain size apparatus (fire trucks) will fit in this station due to its size.



Additionally, the station is located on the crest of a hill and it is very difficult to safely exit or reenter the station after a call for service. Because of the high call volume in this area of town it is recommended that the station be built close to its same location. The new station needs to be large enough to accommodate 6 to 9 firefighters. The current site is not large enough for a new station unless several homes are acquired and demolished. Consequently, a 1.6 acre site was purchased at the intersection of 25th St. and Grim. This would allow Fire Station 6 to continue to serve the current community.

Cost: \$5,200,000

Funding: Debt Financing - General (GD)

Budget Impact: Increased utility costs will be associated with the new building.

Parks and Recreation

Project: General Amenity Replacement & Improvement

Description: Continue the park redevelopment & enhancement program using the basic amenity standards established in the Parks, Recreation and Opens Space Master Plan as a guideline. Typical projects include playgrounds, picnic shelters, walkways, and associated amenities. Capital improvements of this nature strive to attain a useful lifespan exceeding 20 years. Throughout the park system, these existing assets generate approximately \$1,500,000 of replacement cost. Historically, replacement and redevelopment costs have primarily been funded through CDBG and CIP funding. Replacement and redevelopment projects typically pose no additional maintenance cost. Based on anticipated funding and typical construction pricing, project priorities for FY 2018-19 include Trail Blazer Park playground and picnic shelter development, and Pioneer Park picnic shelter and trail enhancements, as well as any other similar activities throughout the park system, all as funding allows.

Cost: \$455,852

Funding: Debt Financing - General (GD)

Budget Impact: Do not anticipate an increase or decrease in maintenance costs

Street Improvements

Project: Street Improvement Program

Description: This program involves various approaches to managing the reconstruction, reclamation, seal, and overlay of existing and proposed assets in public right-of-way.

Cost: \$16,139,000

Funding: Debt Financing - General (GD)

\$12,824,148

General Fund Operating Budget (Cash)

\$3,314,852

Budget Impact: Will have little impact on current maintenance.

Project: Speegleville Road Reclamation Project

Description: Reclaim the existing pavement and substructure between Hwy 84 and Middle Bosque River Bridge

Cost: \$1,000,000

Funding: Debt Financing - General (GD)

Budget Impact: No significant change in current maintenance program.

Project: Elm Avenue Streetscape

Description: Construct historic downtown streetscape mobility improvements; includes bike lanes and sidewalks

Cost: \$150,000

Funding: Tax Increment Financing (TIF)

Budget Impact: Will have little impact on current maintenance.

Wastewater Improvements

Project: HWY 84 Sewer Line Improvements



Description:	Provide wastewater infrastructure along Highway 84 corridor in order to provide service to Waco's ETJ.	
Cost:	\$10,200,000	
Funding:	Debt Financing - Wastewater (WWD)	
Budget Impact:	None	
Project:	Lift Station Improvements	
Description:	Phase I - The first project will be to add pumping capacity at Village Lake Lift Station.	
	Phase II - Reroute flows from Church Rd. Lift Station.	
Cost:	\$6,000,000	
Funding:	Debt Financing - Wastewater (WWD)	
Budget Impact:	None	
Project:	Sewer System Improvements	
Description:	Improvements and enhancements to wastewater infrastructure.	
Cost:	\$3,300,000	
Funding:	Debt Financing - Wastewater (WWD)	
Budget Impact:	None	
Project:	Master Plan Update	
Description:	Provide the City with a guide for operating, maintaining, and constructing its wastewater distribution system into the future.	
Cost:	\$1,000,000	
Funding:	Wastewater Operating Budget (Cash)	
Budget Impact:	None	
Project:	WMARSS Plant Improvements	
Description:	Electrical, generator, and digester equipment replacement at WMARSS plant.	
Cost:	\$4,000,000	
Funding:	Debt Financing - Wastewater (WWD)	
Budget Impact:	None	
Project:	WMARSS Bull Hide Improvements	
Description:	Improvements at Bull Hide plant.	
Cost:	\$1,500,000	
Funding:	Debt Financing - Wastewater (WWD)	
Budget Impact:	None	
Water Improvements		
Project:	Water System Improvements	
Description:	Improvements and enhancements to water infrastructure at various locations within the system.	
Cost:	\$7,500,000	
Funding:	Debt Financing - Water (WD)	\$7,000,000
	Water Operating Budget (Cash)	\$ 500,000
Budget Impact:	None	
Project:	Highway 84 Pump & Storage Improvements	
Description:	Separation of pressure plane 4 & 6 to better serve the Highway 84 corridor.	
Cost:	\$5,000,000	
Funding:	Debt Financing - Water (WD)	
Budget Impact:	None	
Project:	Lake Brazos Dam Erosion	



- Description: Stabilize erosion caused by flooding at the Lake Brazos Dam.
- Cost: \$4,500,000
- Funding: Debt Financing - Water (WD)
- Budget Impact: None
- Project: Water Tower & Ground Storage Rehab
- Description: This project repairs and paints water towers and ground storage tanks
- Cost: \$1,500,000
- Funding: Debt Financing - Water (WD)
- Budget Impact: None
- Project: Westview Ground Storage
- Description: Replacement of Westview Ground Storage Facility
- Cost: \$3,200,000
- Funding: Debt Financing - Water (WD)
- Budget Impact: None
- Project: Master Plan Update
- Description: Provide the City with a guide for operating, maintaining, and constructing its water distribution system into the future.
- Cost: \$1,000,000
- Funding: Water Operating Budget (Cash)
- Budget Impact: None

Rolling Stock Replacement - General Government Fleet Services

- Project: Rolling Stock Replacement
- Description: To maintain a quality fleet of equipment/vehicles that is cost effective and efficient, enabling the individual departments to perform the responsibilities and services for the citizens of Waco in a timely manner. Fleet condition based on age, mileage, and maintenance costs is used to determine equipment replacement items.
- Cost: \$1,730,000
- Funding: Interest
- Budget Impact: None



Supplementary Grant Information



Federal Grants

Department of Housing and Urban Development

Community Development Block Grant (CDBG)

The Department of Housing and Urban Development annually allocates funds by formula among eligible Cities/Communities. The funds are to be used for housing and community development activities within the designated area primarily to the benefit of low- and moderate-income persons. The City of Waco funding is being allocated toward the following activities:

CDBG Program Administration

The Housing and Community Development Program Administration's primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Community Development Block Grant funds effectively.

Housing Rehabilitation & Reconstruction Program

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures through a roof repair program, minor home repair program, or through the complete reconstruction of an existing home. These projects improve homes for income eligible persons in order to meet the requirements of the City's Building Code and the housing quality standards required by the Department of Housing and Urban Development.

Housing Code Enforcement

This grant funds the inspection and re-inspection of existing unoccupied and occupied structures for compliance with the City's Building Code to aid in the prevention of slum and blight areas. In order to accomplish

these inspections, the City has been divided into seven (7) areas that follow the neighborhood association boundaries.

Park and City Infrastructure Improvements

This grant funds selected park improvements and City infrastructure improvements within qualifying areas of the City. Parks improvements can include accessibility, playground and fitness equipment; infrastructure improvements can include walking paths, lighting, etc. The 2017-2018 allocations will be used for improvements at Dewey, Bledsoe-Miller, Sul Ross, Cotton Palace, Bell's Hill, Mitchell, Council Acres, Brooklyn, North Waco, and Oakwood parks. The improvements in process are for Wilbert H. Austin Sr. and Kendrick parks; these should be completed by fall 2018.

All Other Community Development Block Grant Funding

These grant funds are executed through community organizations that have successfully applied for projects, services, community needs or through City programs. Current Community projects include pre-K and parenting education, substance abuse counseling, homeless shelter services, summer education, and job-skill training. The City coordinates multifamily housing rehabilitation program which are targeted for homeless and/or low-income persons.

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

This HUD funded grant is specialized through the Continuum of Care program. The Homeless Management Information System (HMIS) database tracks homeless persons through the various service agencies for services received and needed. The information is used to determine census of homeless persons, services received, and services needed. The Homeless Coalition is able to utilize the information for further program

development. Project management includes data base management, training, and coordination with the homeless service agencies within the Greater Waco area. Continuum of Care Planning funds are passed through the Heart of Texas Homeless Coalition and may be used for carrying out the Continuum of Care's planning activities.

HOME Investment Partnership Program

The Department of Housing and Urban Development allocates funds by formula among eligible state and local governments to expand the supply of decent, safe, and affordable housing. HOME funding makes new construction, rehabilitation, reconstruction, substantial rehabilitation, and acquisition of such housing feasible and promotes the development of partnerships between the Federal government, states, and units of general local government. The City of Waco directs its HOME funding toward low-income owner occupied rehabilitation and low-income first time homebuyer assistance through down payment/closing cost assistance loans, along with grants to Community Housing Development Organizations (CHDO) for the new single family housing development.

HOME Program Administration

The Housing and Economic Development Program Administration's primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Home Investment Partnership funds effectively.

Direct Homeownership Assistance

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

Housing Rehabilitation / Reconstruction Programs

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures. These structures, after rehabilitation or reconstruction, must meet the requirements of the City's Building Code and the housing quality standards required by the Department of Housing and

Urban Development. The assistance is in the form of no-interest loans.

CHDO (Community Development Housing Organization) Allocation

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

Department of Transportation Federal Aviation Administration

Waco Regional Airport is eligible to receive assistance under the Airport Improvement Program (AIP) as authorized by Title 49, U.S. Code. Allocations are limited and may only be used for development or improvement of Airport facilities that are considered vital to the Airport's operation. The amount of this annual entitlement is determined by the number of yearly aircraft enplanements and is only awarded to the Airport for projects deemed vital to the airport in meeting FAA guidelines. The Secretary of Transportation allocates discretionary funding for priority projects. The City has to request funding separately for each priority project.

Federal Transit Administration (Urban 5307)

Funding for the operation of Waco Transit System is provided from the Federal Transit Administration (FTA). Services provided by these grant funds include fixed route bus service, ADA demand response service, and other services to the community. In addition to operation expenses, FTA funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process, which includes census information for the Waco urbanized area.

Federal Transit Administration (Rural 5311)

Funding for the operation of McLennan County Rural Transit District is provided from the Federal Transit Administration (FTA) flowing through Texas Department of Transportation (TxDOT). Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to

operating expenses, FTA Rural 5311 funds are also used for project administration assistance. Funding assistance is provided at an 80% match for project administration projects and a 50% match for operating expenses. Grant funding is based upon a formula process administered by TxDOT, which includes census information for the McLennan County Rural area.

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

Federal Program 5310 grants are awarded to nonprofit organizations and local public entities serving rural and urban areas promoting the availability of cost effective, efficient, coordinated passenger transportation services planned, designed, and carried out to meet the needs of seniors and individuals with disabilities when public transportation is insufficient, unavailable, or inappropriate. Funding may be allocated for eligible capital and/or operating expenses, and will be utilized for the acquisition of transportation services under a contract, as well as mobility management expenses as accrued by the agency. No local match is required because TxDOT awarded Transportation Development Credits (TDC's) for FY2019 for Waco Transit Services and McLennan County Rural Transit District.

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 2018, the 20% match for FY 2019 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.

Department of Justice

Edward J. Byrne Competitive Justice Assistance Grant (JAG), Office of Justice Programs, Bureau of Justice Assistance

Since 1996, the City of Waco has been awarded a Local Law Enforcement Block Grant each year for the purpose of reducing crime and improving public safety. The U.S. Department of Justice, Bureau of Justice Assistance has now combined the Byrne Formula Grant and the Local Law Enforcement Block Grant into the Edward J. Byrne Justice Assistance Grant to be used for the purpose of law enforcement programs; prosecution and court programs; prevention and education programs; corrections and community corrections programs; drug treatment programs; or planning, evaluation, and technology improvement programs. For FY18, the proposed grant amount is \$56,812, which will be allocated between the City of Waco, McLennan County, and the City of Bellmead. The City of Waco's share of approximately \$25,765 will be used to expand law enforcement equipment and technology.

Federal Emergency Management Agency Emergency Management Performance Grant

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

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

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

Assistance to Firefighters Grant

The primary goal of the Assistance to Firefighters Grants (AFG) is to enhance the safety of the public and firefighters with respect to fire-related hazards by providing direct financial assistance to eligible fire departments, nonaffiliated Emergency Medical Services

(EMS) organizations, and State Fire Training Academies (SFTA). This funding is for critically needed resources to equip and train emergency personnel to recognized standards, enhance operations efficiencies, foster interoperability, and support community resilience.

intercity/urban areas. This partnership will promote the expansion of mobility options for the residents of the rural areas of the state by connecting them to Waco Transit Service's urban intercity fixed route system, numerous medical and health facilities, as well as places of employment and higher levels of education.

State Grants

State Transportation Grant

The Transportation Enhancement Grant, awarded September 2013 for \$2,704,800, provides funding for transportation enhancements including hike/bike/walk trails and funds the construction of up to .6 miles of trail along the Brazos River immediately upstream from McLane Stadium. Funding is provided with 80% from the Transportation Enhancement Grant in combination with a 20% local match. Construction began February 2017 and estimated to be completed in early 2018.

State Transit Grants (Urban)

Funding from the State is provided to assist with the operation of Waco Transit System. State funds are considered a local funding source and may be used to match federal grants. State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

State Transit Grants (Rural)

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

Rural Discretionary

TxDOT awards funding in a competitive allocation process for projects that cannot reasonably be funded through FTA and State Program formula allocations or local resources. McLennan County Rural Transit District's LINK Project will support the efforts of providers to regionally link the network of public transportation services and facilities between the rural areas and

State Police Grants

Violence Against Women Act (VAWA)

The State Department Criminal Justice office administers grant programs authorized by the Violence against Women Act (VAWA). Its mission is to develop the nation's capacity to reduce domestic violence, dating violence, sexual assault, and stalking by strengthening services to victims and holding offenders accountable. The Family Violence Grant currently funds a percentage of two commissioned officers that work specifically as detectives on family violence cases.

Comprehensive Selective Traffic Enforcement Program (STEP)

The Selective Traffic Enforcement Program (STEP) grant pays for overtime activities for law enforcement personnel to reduce the incidence of speeding, driving while intoxicated, failure to use occupant restraint systems, intersection traffic control violations, and enforcement of state and local ordinances on cellular and texting devices. The goal of the STEP program is to reduce the number of motor vehicle related crashes, injuries, and fatalities in Texas.

Victim Services

The purpose of the Other Victim Assistance Grant (OVAG) Program is to provide funds to meet the needs of victims by maintaining or increasing their access to quality services. The Victim Services Unit responds to the immediate needs of victims, witnesses, officers, and bystanders who are affected by crimes, which are usually serious or violent in nature. Victim Services provides a two-tier program that includes on-scene crisis intervention and on-going services 24-hours a day.

National Incident-Based Reporting System

The purpose of the National Incident-Based Reporting System (NIBRS) is to provide funds to upgrade our agency's technology infrastructure to allow for and support incident-based reporting to the Texas Department of Public Safety. NIBRS will provide a deeper and richer data set allowing our law enforcement personnel



access to more comprehensive data to conduct research, planning and training.

State Health Grants

Women, Infants and Children (WIC)

The WIC program is 100% federally funded through the Texas Health and Human Services Commission. WIC provides to its eligible participants nutrition education and counseling, special supplemental nutritious foods, breastfeeding support and linkage to other health and human resource services. There are six (5) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 6,800 eligible participants monthly.

Environmental Health

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

The RLSS/LPHS funds (formerly known as Triple O) through the Texas Department of State Health Services are used to deliver one or more of the essential public health services. The Environmental Health Division uses these funds to protect the community from food borne illnesses associated with restaurants and other food establishments, educate the public concerning the prevention of food borne illnesses and other environmental health topics, and investigate health nuisance conditions in the community.

Public Health Nursing

Public Health Preparedness

The Public Health Nursing Division has received a grant from the Texas Department of State Health Services that is designed to upgrade and integrate state and local public health jurisdiction's preparedness for and response to terrorism and other public health threats and emergencies to include Pandemic Influenza.

National Association of County and City Health Officials

This Grant provides support to Medical Reserve Corps units and to encourage these units to provide certain information to the Office of the Surgeon General's Office of the Civilian Volunteer Medical Reserve Corps. NACCHO funds are awarded at varying intervals and do not expire (total amount \$13,615).

Infectious Disease

The Emerging and Acute Infectious Disease Branch of the Department of State Health Services (DSHS) made available funding to enhance epidemiological capacity in infectious disease preparedness and response.

Funds were awarded for two years and will expire August 31, 2019 (total amount awarded \$165,000 for two years).

Immunizations

The Texas Department of State Health Services funds approximately 70% of the total Immunization program. The purpose of this program is to prevent the transmission of vaccine preventable diseases and to investigate and decrease the spread of communicable diseases in McLennan County. Services include childhood immunizations, immunizations to foreign travelers and communicable disease surveillance, investigation and control.

Nursing Grants (cont)

Tuberculosis Control

The Texas Department of State Health Services funds approximately 27% of the total Tuberculosis (TB) program. This program identifies and treats persons who have an active case of TB or have had contact with a person with a case of TB, thus interrupting the transmission of the disease. The primary purpose of this program is to provide diagnosis, education and treatment to persons suspected or known to have a positive skin test for Tuberculosis. Services provided include tuberculosis skin testing, contact investigation, limited medical evaluation by physicians, appropriate referrals, education and monthly follow-up. Active cases are being placed on Directly Observed Therapy (DOT) as encouraged by the state as a method of TB control.

The Federal Tuberculosis Prevention and Control funds account for approximately 20% of the total Tuberculosis (TB) program. The primary purpose of this program is to provide education to persons suspected or known to have a positive skin test for Tuberculosis and the community. Staff presents educational programs to community organizations since awareness is very important in halting the spread of this infection.

Texas Healthy Babies

The Texas Department of State Health Services affords funding that will provide support to the local Healthy Babies Coalition. The focus of activities will be

to provide education on pre and inter-conception care to both women of childbearing age and healthcare providers with the goal of increasing favorable birth outcomes through healthy lifestyle changes, appropriate family planning, and identification of risk factors for potential adverse birth outcomes.

Texas Healthy Communities

This Texas Department of State Health Services grant focuses on developing and implementing targeted, evidence-based community systems and environmental change strategies that address one or more of the following Texas Healthy Communities (TXHC) priority indicators: physical activity, nutrition, breastfeeding, schools, work sites, comprehensive tobacco control, cardiac and stroke response, and health care quality.

McLennan County Community Health Worker Initiative

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

HIV/AIDS Services

The Texas Department of State Health Services 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

	2017-18 Allocation	Adopted 2018-19 Allocation
FEDERAL GRANTS		
<u>Department of Housing & Urban Development</u>		
Community Development Block Grant		
Administration	243,442	265,751
Housing Rehabilitation	-	440,052
Code Enforcement	341,208	320,000
Parks and Infrastructure Improvements	211,400	-
All Other	421,161	302,954
Total Community Development Block Grant	1,217,211	1,328,757
Continuum of Care Planning Grant	44,000	46,379
Supportive Housing Program	62,653	62,653
HOME		
Administration	49,250	69,289
Housing Rehabilitation	-	223,599
Homeownership Assistance C	270,001	-
H D O	173,253	400,000
Total HOME	492,504	692,888
Total Department of Housing & Urban Development	1,816,368	2,130,677
<u>Department of Transportation</u>		
Federal Aviation Administration	1,110,000	1,110,000
Discretionary Funds	1,110,000	1,110,000
Total Federal Aviation Administration		
Federal Transit Administration (Section 5307)	137,280	137,280
Operating Assistance (Section 5307)	1,184,000	1,196,956
Preventive Maintenance (Section 5307) ADA	1,100,000	1,095,000
Expense (Section 5307)	264,000	270,767
Rural (Section 5311)	487,625	292,039
Miscellaneous Capital	116,000	-
Enhanced Mobility (Urban) (Section 5310)	275,431	298,394
Enhanced Mobility (Rural) (Section 5310)	102,558	179,517
Total Federal Transit Administration	3,666,894	3,469,953
Metropolitan Planning Organization	566,000	563,350
Total Department of Transportation	5,342,894	5,143,303
<u>Department of Justice</u>		
Edward Byrnes Memorial Justice Assistance Grant	26,085	25,765
Total Department of Justice	26,085	25,765
<u>Federal Emergency Management Agency</u>		
Emergency Management Performance Grant	62,369	57,000
Police-Emergency Management Performance Grant	36,000	-
Assistance to Firefighters Grant	48,006	-
Total Federal Emergency Management Agency	146,375	57,000
Total Federal Grants	7,331,722	7,356,745



	-	Adopted
	2017-18	2018-19
	Allocation	Allocation
STATE GRANTS		
<u>State Homeland Security</u>		
State Homeland Security Grant	71,789	-
Total State Homeland Security	71,789	-
<u>State Transit Grants</u>		
Operating Assistance	427,028	557,428
Rural State	284,956	311,630
Rural Discretionary	296,000	177,000
Total State Transit Grants	1,007,984	1,046,058
<u>State Police Grants</u>		
VAWA/Family Violence Unit	25,785	25,865
Step Grant	156,250	156,250
OVAG/Victim Services	42,000	-
NIBRS	64,000	-
Total State Police Grants	288,035	182,115
<u>State Health Grants</u>		
Women, Infants and Children (WIC)	1,519,627	1,647,163
RLSS/LPHS- Environmental	175,007	175,007
Public Health Preparedness	170,023	172,112
Healthy Texas Babies	65,000	67,500
Immunizations	325,635	325,635
Tuberculosis Control - State	38,490	38,490
Tuberculosis Control - Federal	23,512	33,065
National Assoc of County & City Health Officials	13,615	13,615
Texas Healthy Communities	50,000	50,000
Infectious Disease Investigation	77,465	82,164
HIV/AIDS-Ryan White	412,749	296,016
HIV/AIDS-Prevention	170,300	182,995
HIV/AIDS-State Services	167,429	184,246
HIV/AIDS-HOPWA	73,614	71,127
Total State Health Grants	3,282,466	3,339,135
LOCAL GRANTS		
McLennan County Community Health Worker Initiative	73,796	220,452
Total Local Grants	73,796	220,452
Total State and Local Grants	4,724,070	4,787,760
Total Federal, State and Local Grants	12,055,792	12,144,505



Appendix A



Glossary of Terms

Accrual Accounting – A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax – A tax computed from the assessed valuation of land and improvements.

Amortization – The gradual elimination of a liability in regular payments over a specified period of time. These payments must cover both principal and interest.

Appropriation – An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

ARRA – The American Recovery and Reinvestment Act was signed into law in 2009 to provide stimulus funding.

Assessed Valuation – A valuation set on real estate or other property by the McLennan County Appraisal District as a basis of levying taxes.

Assets – Resources owned or held by the City, which have monetary value.

Balanced Budget – A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

BRIC – Baylor Research and Innovation Collaboration

Budget – A plan of financial operation embodying an estimate of proposed means of financing it. The "operating budget" is the financial plan adopted for a single fiscal year. The "proposed budget" designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

Budget Document – The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

COW – City of Waco

Capital Improvements Program – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay – An expenditure that results in the acquisition of or addition to fixed assets.

Certificates of Obligation – Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable

from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

Contingency Fund – A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

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.

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 pop-

ulation of more than 5,000 people and is governed by the State Constitution of Texas as opposed to the state laws of Texas.

Independent Auditor – An auditor who is independent of the governmental unit whose accounts are being audited.

Infrastructure – That portion of a City’s assets located at or below ground level, including the water and wastewater systems and streets.

Interfund Transfer – Amounts transferred from one fund to another.

Internal Service Fund – A fund used to account for the financing of goods or services provided by one City department or cost center to other departments, on a cost-reimbursement basis.

Investment – Securities purchased and held for the production of income in the form of interest or dividends.

Liabilities – Debt or other legal obligations arising out of transactions in the past that must be liquidated, reviewed, or refunded at some future date. This term does not include encumbrances.

MCC – McLennan Community College

MPO – Metropolitan Planning Organization

Mission Statement – The fundamental purpose of a department or division.

Modified Accrual Basis – The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Narrative – General description of the programs within each department or division.

Operating Budget – Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the City are controlled. State law requires the use of annual operating budgets.

OSSF – On-site sewage facilities

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

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. 2018-712

WHEREAS, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2018-2019 with the City Secretary on July 13, 2018; and

WHEREAS, the City Manager submitted a copy of the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2018-2019 to the City Council on July 13, 2018 and presented it in a work session on August 7, 2018; and

WHEREAS, the City Council set the date and time for a public hearing on said proposed Operating Budget and Capital Improvement Program (by Resolution No. 2018-650 approved on July 17, 2018), and the notice for said public hearing was published as required by law on August 10, 2018; and

WHEREAS, said public hearing was held on August 21, 2018, 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 City of Waco City Council by separate, record vote approves and adopts the portion of the Operating Budget to provide funding to the City Center Waco, regarding which Council member Andrea J. Barefield 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 2018-2019, 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 FY2018-2019, and to execute all documents in connection therewith, without further action by the Council:

- (1) Salaries, compensation, and benefits for employees, including TMRS, Social Security, Medicare, health insurance, life insurance, health claims payments, and workers compensation;
- (2) Temporary employment services;
- (3) Regulatory fees required by the State of Texas, including fees to TCEQ for water utilities, waste water, and solid waste permits and operations;
- (4) Various utility services for City operations, including telephones, electricity, natural gas, water, waste water, and solid waste;
- (5) Refund Contracts approved by the City Council;
- (6) Debt service, bond payments, bank fees, investment fees, and collection fees;
- (7) Various support services, upgrades, rental fees, lease and installment payments, and supplies for City computers, copiers and telephones;
- (8) Expenditures for cell phone and wireless devices under an existing contract with

- AT&T Mobility National Accounts LLC and an existing contract with Verizon Wireless and its Related Entities, as long as each vendor renews its Texas Department of Information Resources contract with the same terms and conditions;
- (9) Vendor expenditures for mowing services on privately-owned lots and City-owned lots even in the case of a single vendor who earns more than \$50,000 in a single fiscal year, as long as said vendor has competitively bid to mow said lots and the total amount in the Budget for Mowing Services (for privately-owned and City-owned lots) is not exceeded;
 - (10) Expenditures under an existing 25-year lease with Allen Samuel Sports, Inc. for the operation and management of the Waco Regional Tennis and Fitness Center;
 - (11) Amounts collected for remission to the State of Texas, including municipal court fees, sales tax, and mixed beverage fees;
 - (12) Expenditures up to the budgeted amount for legal services to be performed in connection with water permitting, watershed protection, and water supply matters;
 - (13) Expenditures for services provided by McLennan County Appraisal District and McLennan County Tax Office;
 - (14) Expenditures for existing management service contracts with Cameron Park Zoological Society and RATP Dev USA, Inc.;
 - (15) Expenditures under an Interlocal Cooperation Agreement with McLennan County, Texas, to house certain persons convicted of Class C misdemeanors;
 - (16) Expenditures authorized for business grants; and
 - (17) Professional Auditing/Financial Consulting Services.

That pursuant to Section 102.007 of the Texas Local Government Code, the City of Waco City Council by separate, record vote ratifies “the property tax increase” reflected in the Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2018-2019.

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.

DocuSign Envelope ID: D62C743F-B1FA-49EB-8EAD-4810056C7DBD

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 21st day of August, 2018.

DocuSigned by:

Kyle Deaver, Mayor
City of Waco, Texas

ATTEST:

DocuSigned by:

Esmeralda Hudson, City Secretary



APPROVED:

DocuSigned by:

Laura Chiota, Budget Manager

APPROVED AS TO FORM & LEGALITY:

DocuSigned by:

Jennifer Richie, City Attorney

AS OF OCTOBER 1, 2018

- ◆ Building Inspections/Code Enforcement
- ◆ Cameron Park Zoo
- ◆ City Manager's Office
- ◆ City Secretary's Office
- ◆ Convention Center & Visitors' Services
- ◆ Finance
- ◆ Fire
- ◆ Health Services
- ◆ Housing & Economic Development
- ◆ Human Resources/ Risk Management/Employee Health Services
- ◆ Information Technology
- ◆ Legal
- ◆ Library
- ◆ Municipal Court
- ◆ Municipal Information
- ◆ Parks & Recreation
- ◆ Planning/Metropolitan Planning Organization
- ◆ Police Department
- ◆ Public Works
- ◆ General Services
- ◆ Texas Ranger Hall of Fame and Museum
- ◆ Water Utilities
- ◆ Waco Regional Airport





Fee Schedule By Department
 FY 2018-19
 Effective October 1, 2018

<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
Male dog/female dog/female cat	65.00 per animal
Neuter male cat	35.00 per male cat
Surrender fee (non-compliant animal)	50.00 per animal
Surrender fee (compliant animal)	No Charge
Surrender fee (with offspring less than 4 months of age)	
Mother Dog and Puppies - Base Amount	50.00 plus
0-4 puppies	50.00 plus
4-8 puppies	50.00 additional
Mother Cat and Kittens - Base Amount	50.00 plus
0-6 kittens	50.00 plus
over 6 kittens	50.00 additional
Owner requested euthanasia	
0 - 25 lbs	45.00
26 lbs and over	65.00
Disposal fee	30.00
Rabies Testing Fee	100.00
Breeder Reclaim Fee	125.00
Pickup Fees	
1st Pickup fee for compliant pet (within 24 hours)	No Charge
1st Pickup fee for non-compliant pet	60.00
2nd Pickup fee for compliant pet	75.00
3rd Pickup fee and all subsequent pickup fees	150.00
Animal Control	Altered/Unaltered
All animals	60.00 1st pickup
	75.00 2nd pickup
	150.00 3 & over
Livestock	75.00 minimum
Breeders	125.00 1st pickup
	75.00 2nd pickup (Animal gets altered)
BUDGET	
Ad Valorem Taxes (per Hundred)	0.776232
CAMERON PARK ZOO	
Base Admission Price	
Adult	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



Fee Schedule By Department
FY 2018-19
Effective October 1, 2018

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Behind-the-Scenes Tours	20.00 per person - Africa 20.00 per person - Herpetarium 20.00 per person - Brazos River Country 20.00 per person - Asian Forest
Outreach Programs	
Zoomobile Trips (out of county)	2.00 per mile
Programs for groups of less than 35	30.00 1st program 25.00 add'l program on same day
Auditorium Programs for groups greater than 35	125.00 1st program 100.00 add'l program on same day
Zoo Adventure Camp	
Half Day camp	100.00 per week - member 120.00 per week - non-member
Full Day camp	180.00 per week - member 200.00 per week - non-member
Extended Care Option	25.00 per week for early a.m. care 25.00 per week for late p.m. care
Cancellation Fee	20.00
Special Events	
Zoo Snoozes	45.00 per person 150.00 per group
Nonrefundable deposit	
Birthday Parties	
1 to 15 party guests	175.00 member 200.00 non-member
16 - 30 party guests	275.00 member 300.00 non-member
Extra guest	12.00 each
CITY MANAGER	
Administrative fee for bond issuance for other organizations	1,000.00
Administrative fee for changing corporation name on documents previously approved By Council	250.00
CITY SECRETARY	
Solicitation Permits	25.00
Vehicle for Hire Application Fee	25.00
Vehicle for Hire Permit Fee	100.00 per vehicle
Driver's Application and Permit Fee	25.00
Duplicate Driver's Permit	10.00
Copying Charges (Outside requests; Electronically received)	0.10 per page
Copies of Microfilm	1.50 plus 0.10 per page
Certification of Documents	2.50
CD of Council Meetings	1.00
Duplicate permit fee	10.00
Duplicate Cemetery Deeds	10.00
Copy of a Recorded DVD	3.00
CD of Maps/Plans	3.00
Computer Generated Maps	30.00
CONVENTION SERVICES	
Hotel/Motel Room Tax	7.00 %
All Day Rental	
Rental of Entire Building (excludes Business Office and back-of-house areas) - Allows Lessee control of lobbies and entrances	
Rental	4,000.00
Rental of Single Floor -- Meeting/Event Rooms only, does not include lobbies or entrances	
Upper Level	2,500.00
Lower Level	2,000.00
Individual Rooms:	
Chisholm Hall	1,600.00
McLennan Hall	800.00
1/3 McLennan Hall	350.00
2/3 McLennan Hall	550.00
Brazos Ballroom w/ Terrace	1,000.00
1/2 Brazos Ballroom	700.00
Bosque Theater	500.00
DeCordova Room	200.00
Event Office	50.00 per section
Texas Room North	450.00
1/3 TX Room North	200.00
Texas Room South	450.00
1/3 TX Room South	200.00



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Ranger Room	300.00
Waco Room	150.00
Lone Star Room #105	100.00
Lone Star Room #104	150.00
Lone Star Room #103	200.00
Upper Main Foyer	300.00
Lower Main Foyer	300.00
Move In/Decorator/Set Up Day	1/2 of daily room rental for respective room (2 days max.)
Move Out Day	1/2 of daily room rental for respective room (1 day max.)
Additional Move In/Move Out Days	Full Day Room Rental
After Midnight charge (1:00 a.m. maximum)	200.00 per hour
Early Open - No Show	200.00
Early opening before 7:00 am	200.00 per hour
EQUIPMENT SERVICES	
Skirted Table	20.00
Table Linen Change	6.00
Tables - Standard = all tables will be covered with white cloth (lap length)	
5 ft (60") Round Tables	8.00
8 ft Rectangle Tables	8.00
Cocktail Tables	10.00
Chairs	0.75
Pipe & Drape - limited supply - one color only, charged per linear foot	
3 foot pipe & drape	5.00
8 foot pipe & drape	5.00
14 foot pipe & drape	8.00
Reset Fees (After room is set originally, cost per chair or table)	Standard Rental times 2
Stages (per section)	
Stage Sections	35.00 per section
Removal Chisholm Hall master stage	1,000.00
AUDIO VISUAL SERVICES	
Audio-Visual	Prices Negotiated
High-speed Internet access (hard wire connection)	75.00 per day
ELECTRICAL SERVICES All electrical charges are based on per day charge not per event.	
120 volt single - 20 amp	30.00 per day
Customers needing electrical service greater than 20 amp will need to contact Waco Convention Center for specifications, availability and cost.	
Extension cords and power strips	25.00 per each cord
FREIGHT RECEIVING/STORAGE*	
* WCC has limited onsite storage. All freight shipments should be sent to contracted decorator service or other freight receiving and storage contractor. Freight received at the WCC will be charged according to listed prices.	
Bulk storage	75.00 per pallet
WATER CONNECTIONS	
Initial connection	100.00
Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.	
FOOD AND BEVERAGE SERVICES	
Catering Fee	15 percent
* Fee is charged to the Outside Caterer; all Outside Caterers must sign an agreement explaining rules and requirements.	
Food and Beverages	Prices Negotiated
* Waco Convention Center is the exclusive provider of beer, wine and liquor services.	
Miscellaneous Charges (i.e. cleaning fees, damaged plant fees, damage fees, piano tuning, faxes, key card replacment, etc.)	Based on cost of services
COTTONWOOD CREEK GOLF COURSE	
Green Fees:	
Weekday	24.00
Weekend	32.00
Twilight & 9 - Hole (Weekday) & Tuesday Special	21.00
Twilight & 9 - Hole (Weekend)	26.00
Super Twilight (Weekdays)	14.00
Super Twilight (Weekends)	17.00
Senior League (Monday)	22.00
Senior Non-Member (Monday-Friday)	18.00
Senior Member (Monday-Friday)	10.00
Senior Member (Weekend)	13.00
Junior (Mon-Fri)	16.00
Regular Member (Weekdays)	13.00
Regular Member (Weekends)	14.00
Junior Golf Facility	
Adults	5.00
Children (12 and under)	2.00



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
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
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
Computer Generated Maps	30.00 base rate
	30.00 per hour after 1 hour
	0.50 per sq.ft. plotted map
Fee for large Xerox (24"x36") copies	3.00 per page
Data Transfer Fee	25.00 base rate
	25.00 per hour after 1 hour
Small Cell Infrastructure	
Application Fees	
Network node	500.00 per application for up to 5 network nodes, and 250.00 for each add'l network node on a single application; up to 30 network nodes are allowed on each application
Node support pole	1,000.00 per application for each pole
Transport Facility	500.00 up to 5 network nodes and 250.00 for each add'l network node on a single permit; up to 30 network nodes are allowed on each permit
Annual Public Rights-of Ways Use Rates	
Network node	250.00 per network node site



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Node support pole	No separate rate from the network node annual fee (each support pole should have a network node attached)	
Transport Facility	28.00 monthly for each network node site, unless an equal or greater amount is paid the city e.g., under Chapter 283, Tex. Loc. Gov. Code or Chapter 66, Tex.Util. Code	
FINANCE DEPARTMENT		
Garage Sale Permits	10.00	
FIRE SERVICES		
Installation and Remodeling of Fire Protection System:		
Hood and duct suppression systems	40.00 plus 2.50 per head	
Sprinkler systems	65.00 plus 0.30 per head	
Standpipe systems	65.00 plus 5.00 per outlet	
Fire pump installation	65.00	
Fire alarm system	65.00 plus 1.00 per device	
Commercial paint booth systems	55.00 plus 2.50 per head	
Other Fire Suppression System	35.00 plus 2.50 per head	
Installation and Removal of Fuel Storage Tanks and Dispensing Systems		
Installation of underground or above ground storage tanks and/or dispensers	80.00 for 1st tank, plus 25.00 per add'l tank at same location and 2.00 per nozzle on dispensers	
Removal of underground storage tanks	65.00 for 1st tank, plus 25.00 per add'l tank at same location	
Single Events or Activities		
Pyrotechnical display or fireworks display	125.00 plus 250.00 for each hour of standby per Fire Company	
Special Assembly Activities	125.00 plus 250.00 for each hour of standby per Fire Company	
Controlled Burn	125.00 plus 250.00 for each hour of standby per Fire Company	
FACILITY INSPECTION PERMITS		
Hospitals, nursing homes, retirement centers, MHMR homes, rehab centers, shelters (app. 40)	100.00 plus 0.50 per bed	
Example: 300 bed hospital = \$250 fee (\$100 + (300 x \$0.50))		
Daycare centers, foster homes, pre-school centers (app. 60)	35.00 plus 0.50 per licensed child	
Example: Daycare licensed for ten kids = \$40 (\$35 + (10 x \$0.50))		
OTHER OPERATIONAL PERMITS		
Hazardous operations or storage, (service stations, flammable liquid storage – app. 75)	35.00 plus 1.00 per nozzle (per year)	
Installation of underground fire mains	65.00	
Re-Inspection fee for any failed testing	165.00	
Emergency (after Hours or Weekends) inspection fees	200.00	
Environmental Impact Fee	500.00	
HEALTH SERVICES		
VITAL STATISTICS		
	Funding Member	Non Funding Member
Certified copies of birth certificate	23.00	23.00
Search Fee for birth certificate	22.00	22.00
Certified copies of death certificate	21.00	21.00
Search Fee for death certificate	20.00	20.00
Additional copies of death certificate (at time of initial request)	4.00	4.00
Expedited Service Fee	10.00	10.00
ENVIRONMENTAL HEALTH		
The following Septic System permits and fees are set and adopted by the County Commissioners Court		
Septic system permit & inspection		
Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Aerobic OSSF Maintenance	100.00	100.00
Septic System Minor Repairs		
Single family residences	160.00	160.00
All others except single family residences	160.00	160.00
Septic System Major Repairs		
Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Fee included on all permits, new or repairs, for the TCEQ	10.00	10.00
Design resubmittal fee	50.00	50.00
Annual aerobic unit maintenance fee	20.00 per unit	20.00 per unit



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<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Maintenance provider administrative penalty fee	10.00	10.00
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	165.00	220.00
31 - 100	248.00	330.00
101 or more	385.00	495.00
City of Waco with No Seating Fee Based on Square Footage		
Less than 2,500 sq. ft.	165.00	220.00
2,501 - 10,000 sq. ft.	248.00	330.00
10,001 or more sq. ft.	385.00	495.00
Non Profit food establishments (any type or size)		45.00
(501(C) (3) or church under section 170 (b)(1)(A)(I) IRS code)		
Additional preopening inspection or consultation (one free each per establishment)	85.00	110.00
Mobile Food Vendor	165.00 per unit	220.00 per unit
School Food Service	Based on sq.ft. of kitchen/food op area only	
Adult or Child Care food services included with facility inspection	22.00	55.00
Late Payment Fee (per month past due) - Activates 1st day of the month	25.00 per month	25.00 per month
Reinspection Fee	85.00	110.00
Reinstatement of Suspended Permit (separate from reinspection fee)	85.00	110.00
Temporary food establishment permit		
Events 1 to 14 days	45.00	55.00
Late Payment Fee (for temporary permit)	Double normal fee	Double normal fee
Late Payment Fee Non profit organizations and churches		35.00
Food Safety Classes (for food employees)	20.00 per student	20.00 per student
Copy of Texas Food Establishment Rules (TFER) (One complimentary copy)	11.00	16.50
Refrigerator/Freezer Thermometer	2.50	4.50
Handwash sign	1.50	2.50
Adult or Child Care, foster or adoptive home Inspections		
1-12 individuals	35.00	55.00
13-99 individuals	110.00	110.00
100+ individuals	137.00	137.00
Public or semi-public swimming pool/spa permit	137.00 each	165.00 each
Fee is charge for each separate circulation system. A wading pool or spa connected to pool that operates off the same circulation system does not require a separate fee. However, if the wading pool or spa has a separate circulation system, a separate permit is required		
Reinspection of pool/spa	85.00	110.00
Reprint/additional copy of a permit	5.50 per copy	7.50 per copy
Late Payment Fee (per month past due) - Activates 1st day of the month	25.00 per month	25.00 per month
Copy of TDH Standards for Public Swimming Pool and Spa (1 free copy per permit)	5.50	8.00
LABORATORY		
Pregnancy Test	15.00	15.00
Rapid HIV Testing	40.00 per test	40.00 per test
Wet Mount	10.00 per test	10.00 per test
Gram Stain	10.00 per test	10.00 per test
Venipuncture	15.00	15.00
Syphilis Screening, RPR	10.00 per test	10.00 per test
Specimen Handling Fee	10.00	10.00
PUBLIC HEALTH NURSING		
Flu Shot	22.00 per dose	27.00 per dose
Flu Mist	25.00 per dose	30.00 per dose
Pneumococcal Vaccine 23'	93.00 per dose	98.00 per dose
Pneumococcal Vaccine 13'	230.00 per dose	235.00 per dose
Immunizations Administration Fee (except TVFC)	22.00 per dose	22.00 per dose
Typhoid vaccine	89.00 per dose	94.00 per dose
Oral typhoid vaccine	65.00 per dose	70.00 per dose
Cholera	250.00 per dose	255.00 per dose
Yellow-fever vaccine	165.00 per dose	170.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
Health card (TB Test)	20.00	25.00
Hepatitis A (Adult)	63.00 per dose	68.00 per dose
Hepatitis A (Pedi)	40.00 per dose	45.00 per dose
Hepatitis B (Adult)	54.00 per dose	59.00 per dose
Hepatitis B (Pedi)	30.00 per dose	35.00 per dose
Varicella Vaccine	133.00 per dose	138.00 per dose
Menomune/Meningococcal Polysaccharide Vaccine	147.00 per dose	152.00 per dose



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<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Inactivated Polio Vaccine (IPV) Adult	47.00 per dose	52.00 per dose
Tetanus - Diphtheria (Td) Adult	42.00 per dose	47.00 per dose
Measles, Mumps, Rubella (MMR) Adult	80.00 per dose	85.00 per dose
Human Immune Globulin	117.00 per vial	122.00 per vial
Meningococcal Conjugate Vaccine	123.00 per dose	128.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	60.00 per dose	65.00 per dose
Twinrix (Combination Hepatitis A & Hepatitis B)	82.00 per dose	87.00 per dose
HPV vaccine (3 doses required over a 6 month period)	215.00 per dose	220.00 per dose
DTaP	44.00 per dose	49.00 per dose
HIB	40.00 per dose	45.00 per dose
Pediarix(Dtap, IPV,Hep B)	85.00 per dose	90.00 per dose
Pentacel (Dtap,IPV,Hib)	104.00 per dose	109.00 per dose
Kinrix (Dtap, IPV)	65.00 per dose	70.00 per dose
DT	57.00 per dose	62.00 per dose
MMRV	200.00 per dose	205.00 per dose
Rotavirus	95.00 per dose	100.00 per dose
Zoster (Shingrix)	159.00 per dose	164.00 per dose
Influenza (6 mos to 35 mos)	26.00 per dose	31.00 per dose
Yellow fever (group of 5)	135.00 per dose	140.00 per dose
Meningococcal B	184.00 per dose	189.00 per dose
TB CONTROL		
Chest X-Rays		
Radiological exam, chest; single view, frontal	75.00	80.00
Radiological exam, chest; two views, frontal & lateral	45.00	50.00
With apical lordotic procedure	32.52	32.52
With oblique projections	34.13	34.13
Radiological exam, chest, special view (e.g., lateral decubitus, Bucky studies)	22.57	22.57
Chest X-Ray plus Report	65.00	70.00
Initial Examination		
Level 01, non-physician services only, client class 1 or 2	26.53	26.53
Level 06, non-physician and physician services, client class 1 or 2	52.90	52.90
Level 08, non-physician and physician services and prescribed medications (preventive treatment), class 1 or 2	54.10	54.10
Level 01, non-physician services only, client class 3 or 5	43.27	43.27
Level 06, non-physician and physician services, client class 3 or 5	73.51	73.51
Level 07, non-physician and physician services and prescribed medications (preventive treatment), class 3 or 5	253.99	253.99
Physician Exam		
Level 06, non-physician services, client class 1 or 2	37.48	37.48
Level 08, non-physician and physician services, and prescribed medications (preventive treatment), client class 1 or 2	38.69	38.69
Level 06, non-physician and physician services, client class 3 or 5	38.51	38.51
Level 07, non-physician and physician services and prescribed medications (initial treatment), client class 3 or 5	218.99	218.99
Follow-Up Exams		
Level 01, non-physician services only, client class 1 or 2	22.12	22.12
Level 06, non-physician and physician services, client class 1 or 2	46.37	46.37
Level 01, non-physician services only, client class 3 or 5	27.12	27.12
Level 06, non-physician and physician services, client class 3 or 5	57.59	57.59
Monthly Examination		
Level 03, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	13.54	13.54
Level 08, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	47.57	47.57
Level 02, non-physician services and prescribed medications (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



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<u>DESCRIPTION</u>	<u>ADOPTED</u>	
HEALTH EDUCATION		
On Site Health Education		25.00 per hour
SEXUALLY TRANSMITTED DISEASE		
Office Visit	20.00 per visit	20.00 per visit
Suprax 400 mg	5.00 per dose	5.00 per dose
Azithromycin 250 mc	5.00 per dose	5.00 per dose
Metronidazole 500 mg #4	4.00 per dose	4.00 per dose
Metronidazole 500 mg #14	9.00 per dose	9.00 per dose
Ceftriaxone 250 mg	5.00 per dose	5.00 per dose
Doxycycline 100 mg	5.00 per dose	5.00 per dose
Bicillin LA 2.4 mu	5.00 per dose	5.00 per dose
Gentamicin 80 mg	5.00 per dose	5.00 per dose
Moxifloxacin 400 mg	5.00 per dose	5.00 per dose
Valacyclovir 1 gm #14	9.00 per dose	9.00 per dose
Valacyclovir 1 gm #5	5.00 per dose	5.00 per dose
Diflucan 150 mg	5.00 per dose	5.00 per dose
HIV CASE MANAGEMENT		
Ambulatory Outpatient Medical Care Co-pay:		
Equal to or below the official poverty line	No Charge	No Charge
101 to 200 percent of the official poverty line	Actual cost x 5% (Total charge not to exceed 5% of annual income per year)	Actual cost x 5% (Total charge not to exceed 5% of annual income per year)
201 to 300 percent of the official poverty line	Actual cost x 7% (Total charge not to exceed 7% of annual income per year)	Actual cost x 7% Total charge not to exceed 7% of annual income per year
More than 300 percent of the official poverty line	Actual cost x 10% (Total charge not to exceed 10% of annual income per year)	Actual cost x 10% (Total charge not to exceed 10% of annual income per year)
Health Insurance Co-pay:		
Equal to or below the official poverty line	No Charge	No Charge
101 to 200 percent of the official poverty line	Actual cost x 5% (Total charge not to exceed 5% of annual income per year)	Actual cost x 5% (Total charge not to exceed 5% of annual income per year)
201 to 300 percent of the official poverty line	Actual cost x 7% (Total charge not to exceed 7% of annual income per year)	Actual cost x 7% (Total charge not to exceed 7% of annual income per year)
More than 300 percent of the official poverty line	Actual cost x 10% (Total charge not to exceed 10% of annual income per year)	Actual cost x 10% (Total charge not to exceed 10% of annual income per year)
HOUSING AND ECONOMIC DEVELOPMENT		
Homeless Management Information System (HMIS)		
Multiple licensed Agencies	Activation Fee 250.00	Annual 150.00 per license
ART Licenses		96.00 per license
Eligibility Point		125.00 per user
Business Tax Abatement Application		
Project located within the State Enterprise Zone	500.00	
Project located outside the State Enterprise Zone	1,000.00	
Residential Tax Abatement Application		
All Others	150.00	
Business Grant Application		
Project located within the State Enterprise Zone	500.00	
Project located outside the State Enterprise Zone	1,000.00	
INSPECTION SERVICES		
Sexually Oriented Businesses		
Non-refundable renewal fee	150.00	
Annual License fee	350.00	
License Inspection	75.00	
Indoor Amusement Facilities		
Initial Application Fee	100.00	
License Fee	100.00	
Renewal Application Fee	50.00	
Lien Filing Fees		
1st page, 8.5 x 11	16.00	
2nd and each subsequent page	4.00	
Credit Access Business		
Non-refundable registration fee	50.00	
Alcoholic Beverage Permits (New & Renewal Permits are for a 2 year period)		
Beer - On Premise	150.00	
Off Premise	60.00	
Wholesale Distributor	300.00	
Package Store Permit	500.00	
Package Store Tasting Permit	25.00	
Brewer's Permit	1,500.00	
Wine Only Package Store Permit	75.00	



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Wine and Beer Retailer's	
On Premise	175.00
Off Premise	60.00
Wine and Beer Late Hour Permit	250.00
Winery Permit	75.00
Mixed Beverage Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Mixed Beverage Restaurant Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Caterer's Permit Third year in Business	500.00
Importer's License	20.00
Wholesaler's Permit	1,875.00
Local Class B Wholesaler	75.00
Local Distributor's Permit	100.00
Branch Distributor's License	75.00
General Class B Wholesaler	300.00
Bonded Warehouse Permit	150.00
Beverage Cartage Permit	20.00
License Inspection	75.00
Special Licenses	
Brew Pub License	500.00
Amusement Machine Tax	
Quarterly Rates	
January-February-March	15.00
April-May-June	11.25
July-August-September	7.50
October-November-December	3.75
To release a sealed machine	5.00
Night Club Application and License Fee	250.00
(New and Renewal Permits are for a 5-year period)	
Night Club License Transfer Fee	100.00
Night Club License Inspection	75.00
General Building Permit Fees:	
Minimum fee	50.00
Residential structures	
Living area and non-living area and accessory structures	0.20
Residential structures - Green tagged	125.00
Commercial Buildings	
Occupancy groups: A) Assembly, B) Business, E) Educational, F) Factory-Industrial, H) Hazardous, M) Mercantile, R) Residential - Multifamily	
First 100,000 sq.ft.	0.20 per sq.ft.
Each additional sq.ft.	0.09 per sq.ft.
Occupancy group S) Storage and all shell buildings	
First 100,000 sq.ft.	0.15 per sq.ft.
Each additional sq.ft.	0.08 per sq.ft.
Parking Lot Only - No Structure	159.50
First 10,000 sq. ft.	212.00
10,000 to 20,000 sq. ft.	283.00
Over 20,000 sq. ft.	
Repairs & alterations to existing structures & completion of shell buildings: First \$2,000 (Minimum)	50.00
2,001 to 50,000	5.50 per add'l 1,000
50,001 to 100,000	265.00 first 50,000
4.50 per add'l 1,000	
100,001 to 500,000	490.00 first 100,000
3.50 per add'l 1,000	
500,001 and up	1,890.00 first 500,000
2.50 per add'l 1,000	
Non-refundable Commercial Plan Review Fee - minimum of \$50 or 25% of total Building Permit Fee, whichever is greater (Deducted from final building permit fee)	
Non-Refundable Residential Plan Submittal Fee	50.00
Demolition:	
Residential structure	50.00
Commercial structure	
1-story	150.00
Multi-story	500.00
Accessory structure	36.00



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Structure relocation:	
Out of City	55.00
Within City	112.00
Temporary Certificate of Occupancy - 30 days	100.00
1st 15 day extension	150.00
2nd 15 day extension	200.00
Reinspection Fee	55.00
Appeals to Building Board of Adjustment & Appeals	100.00
Code Compliance Letters	9.00
Swimming Pools	
Residential	75.00
Commercial	150.00
Tents	37.50
Temporary Stands	37.50
Microwave Towers, Wind Turbine Generators, Communication Towers	495.00
Site Grading	50.00
Site Grading plan review	50.00
Foundation Only	1/3 cost of Permit
Roof Drain System Permit Fees	
To issue the permit	40.00
Discharge Line and Roof Drain Fee	10.00
Issuing fee if roof drain permit is separate from plumbing permit.	40.00
Environmental Fee	
To Mow lots	150.00
Lots that require special bids for mowing & cleaning	125.00 Plus contractor's bid
Electrical Building Permit Fees	
For issuing the following permits:	40.00
Up to 400 amps	12.00
401 - 1,000 amps	26.50
Over 1,000 amps	40.00
110 branch circuits	6.50
220 branch circuits	7.50
3 phase circuits	8.50
1/2 H.P. to 50 H.P.	12.00
Over 50 H.P.	26.50
Up to 50 KVA	12.00
Over 50 KVA	26.50
Meter bank base fee (commercial-multifamily only)	25.00
per meter charge (structures with 3 or more meters per bank)	3.00
Signs	40.00
Temporary service inspection	34.00
Construction service pole	40.00
Commercial Check	75.00
Reinspection Fee	55.00
Appeals to Building Inspections Advisory & Appeals Board	100.00
Plumbing and Lawn Sprinkler Building Permit Fees	
For issuing each permit	40.00
For each house sewer, water service and gas service (yard lines installation or repair)	10.00
For each plumbing fixture, trap, grease and sand trap, hot water heater, and gas fired appliance	8.00
For the first vacuum breaker or back flow protective device installed subsequent to the installation of a lawn sprinkler system	40.00
For each sump pump, grinder pump or lift station	10.00
Each additional back flow protective device	10.00
Trip fee for lawn sprinkler inspections in the ETJ	60.00
Reinspection Fee	55.00
Appeals to Building Inspections Advisory & Appeals Board	100.00
Mechanical Building Permit Fees	
For issuing each permit	40.00 per building
Heating Systems	
Installation of each direct-fired unit heater, boiler hot air furnace or central heating plant	
Each unit up to 250,000 BTU	20.00
Each unit over 250,000 BTU	45.00
Refrigerated Air Systems	
Installation of each refrigerated air system	
Each unit up to 5 tons	20.00
Each unit over 5 tons	45.00
Each air handler unit up to 10,000 CFM	5.00
Each air handler unit over 10,000 CFM	8.00



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
For each Terminal AC unit (PTAC or VTAC)	10.00
Exhaust/Ventilation systems	
Installation of each blower or fan connected to duct system	5.00
Duct Type (Commercial only)	
For issuing each permit (only charged if permit is strictly for ductwork)	40.00
Flex Duct	25.00
Metal Duct	50.00
Reinspection Fee	55.00
Appeals to Building Inspections Advisory & Appeals Board	100.00
Penalty. In case any work, for which a permit is required by this chapter, is started prior to obtaining said permit, the fee above shall be doubled. The payment of such doubled fee shall not relieve any person from complying with the requirements of this chapter in execution of work nor from other penalties prescribed herein.	
LIBRARY SERVICES	
Replace Lost Materials	5.00 Plus cost of item
Fine for Overdue Materials	0.20 per day up to up to max. of \$5.00 for books
Fine for Overdue Video recordings	1.00 per day up to max. of \$10.00 for audiovisuals
Replace Lost Library Cards	1.00 per card
Public Access Computer Printing	0.20 per page
Public Copy Charges	
Black and White	0.20 per page
Color	0.50 per page
Scan	0.20 per page
Fax	1.00 per page
11 x 17 Copies	0.50 per page - black & white
	1.00 per page - color
Inter-Library Loan Postage Fee (Includes postage for microfilm)	1.00 per item
Damages to Library Material	1.00 up to cost of the item
MUNICIPAL COURT - Court costs and fees as set by the Texas State Legislature and fines as set by the Municipal Court Judge	
PARKS AND RECREATION	
FACILITY RENTALS	
Cameron Park Clubhouse	100.00 per hour
	1,000.00 all day
Clean up / Deposit	250.00 refundable
Pavilion Rentals (3 hour minimum)	
Large	200.00 all day
	Redwood, Pecan Bottoms, Bledsoe-Miller, Anniversary, South Waco, Oscar DuConge, Northern Gateway, Brazos Park East Horseshoe Pits/Pavilion, Brazos Park East Band Pavilion, Sul Ross Pavilion
Small	100.00 all day
	Alta Vista, Crestview, East Waco, Kendrick, North Waco, S. J. Guthrie, Dewey, Proctor Springs, Rock Shelter, Mouth of the Bosque, Lovers Leap, Brazos Park East Pavilion, Seley Pavilion, Lawson's Point, Circle Point
Festival Areas	
Includes:	1,000.00
	Brazos Park East, Indian Spring Park/Suspension Bridge, Heritage Square and Northern Gateway
Meeting Rooms	50.00 per hour
Clean up / Deposit	100.00 refundable
Gymnasium/Auditorium	250.00 for 4 hours Non-Athletic
	50.00 per add'l hour Non-Athletic
Clean up / Deposit	100.00 refundable
Recreation Center Gym Rentals for Practice (during regular business hours)	30.00 per hour 1/2 court
	40.00 per hour full court
Facility & Grounds	Price Negotiated
Damage Deposit	Price Negotiated refundable
Cleaning Fee	Price Negotiated
Downtown Banner Installation	45.00 Per pole. Minimum 10 poles, Maximum 70 poles
RECREATIONAL ACTIVITIES	
Daily Drop-In Activity Fee	2.00 - 10.00 per visit
Recreation Classes	5.00 - 100.00 range per session
After School Camp	25.00 - 200.00 range per month
Summer Camp	100.00 - 300.00 range per month
	300.00 - 1,500.00 range-entire summer camp
Registration Fee	25.00 - 100.00 range
Park Ranger Classes	5.00 - 100.00 range
Athletics	
Adult Athletic League (Team)	175.00 - 525.00 range
	35.00 - 100.00 range



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<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Youth Athletic League (Team)	200.00 - 650.00	range
Tournament Fee	35.00 - 100.00	range
Field Rental:	150.00 - 2,500.00	range
4-Field Hub	600.00	non-commercial per day
	250.00	non-commercial clean-up deposit
	1,250.00	commercial per day
	500.00	commercial clean-up deposit
Team Practice	25.00	per hour
Team Practice with lights	50.00	per hour
Game Fee	150.00-500.00	range
Track/Swimming Per Event	5.00-15.00	range
Hart Patterson Track Complex		
Practice	25.00	per hour
Team Practice with lights	50.00	per hour
Track Meets	1,250.00	+25% of gate
Special Events		
Special Event Application	35.00	
Event Electricity Panel	100.00	
Event Grounds/Parade Fee	250.00	
Events held in non-festival areas or parks that will require city services	100.00	deposit
WACO MAMMOTH NATIONAL MONUMENT		
Tour Price		
Adult	5.00	each
Children (4-12 yrs)	3.00	each
Senior (over 60)	4.00	each
Student (with student ID)	4.00	each
Military Rate (with ID)	4.00	each
Educator Rate (with ID)	4.00	each
Group Rates (Over 20 people)		
Adult	4.00	each
Children (4-12 yrs)	2.00	each
Senior (over 60)	3.00	each
Student (with student ID)	3.00	each
Educational/Interpretive Programs		
Educational Program Add-ons	0.50 - 20.00	Range per person
	5.00 - 150.00	Special Event Admission
Facility Use Rate	100.00 - 150.00	Filming Permit (Fed Reg)
FILM COMMISSION		
Film Permit Application Fee	35.00	
Total or disruptive use (regular operating hours) of a public building, park, right-of-way, or public area	500.00	per day
Partial, non-disruptive use of a public building, park, right-of-way, or public area	250.00	per day
Total closure or obstruction of public street or right-of-way, including parking lots and on-street parking	50.00	per block, per day
Partial closure or obstruction of public street or right-of-way, including parking lots and on-street parking	25.00	per block, per day
Use of City parking lots, parking areas, and City streets (for the purpose of parking film trailers, buses, catering trucks, and other large vehicles)	50.00	per block or lot, per day
PLANNING SERVICES		
Documents/ Maps		
Zoning Ordinance with Maps (Color Maps)	100.00	
Subdivision Ordinance	25.00	
Zoning Ordinance Only	50.00	
Zoning Maps Only (Color)	75.00	
Zoning Compliance Letter	25.00	
Land Use Plan Map (Color)	75.00	
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	



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Processes	
Zoning/Board of Adjustment	
Zone Change Applications	300.00
Special Permits	300.00
Board of Adjustment Applications	300.00
Administrative Appeal	225.00
Subdivisions	
Preliminary Subdivision Plat	150.00
Final, Replat, or Amended Subdivision Plat	300.00
Subdivision Plat Vacation	100.00
Minor Plat (4 lots or less w/o improvements)	250.00
Abandonment Fee	300.00
Encroachment	300.00
Planned Unit Developments (PUD)	
PUD Concept Plan (Zoning)	350.00
PUD Final Plan	300.00
Historic Landmark Commission	
Historic Landmark Medallion	50.00 includes tax
Historic Landmark Designation	50.00
Historic District Designation	200.00
Historic Landmark Certificate of Appropriateness	25.00
Historic Landmark Tax Abatement	200.00
Other Processes	
Street Name Change	300.00
Land Use Plan Change	150.00
Affidavit Preparation and Filing	30.00
Copy Charges	
Copying Black & White	0.10 per page
Copying Color or Color Print	1.00 per page
Copying CD for data or documents	1.00
Property for Sale List	5.00 each
Open Air Vending	150.00
Temporary for Non-Profits	10.00
Seasonal for 3 consecutive days	45.00
Open Air Vending Renewal	50.00
Farmer's Market Permit Fee	150.00
Farmer's Market Renewal	50.00
Short Term Rental License	150.00
License Renewal	50.00
Street Furnishings Fee	25.00
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	
Under 10,000 GVW	60.00
10,000 GVW or over	175.00
Vehicle Storage	20.00 per day
Impound Notification Fee	15.00
Copying Charges	0.10 per page
	No charge less than 10 pages



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<u>DESCRIPTION</u>	<u>ADOPTED</u>		
Produce a Business Record Affidavit	10.00		
Sign/Stamp a Business Record Affidavit	5.00		
Certify Records	2.50		
Immigration Letter	15.00		
Fingerprinting	20.00		
Individual Background Checks	15.00		
Texas Peace Officers Accident Report (ST-3)	6.00	per report	
Certified copy of accident report	8.00	per report	
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)			
5 - 49 units	77.00	per year	
50 - 99 units	103.00	per year	
100 or more units	155.00	per year	
Crime Free Landlords/Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)			
1 - 4 units	52.00	per year	
5 - 49 units	77.00	per year	
50 - 99 units	103.00	per year	
100 or more units	155.00	per year	
Crime Free Hotel/Motel Fees (charged after they complete third phase of becoming a Crime Free Member)			
1 - 24 units	52.00	per year	
25 - 74 units	77.00	per year	
75 or more units	103.00	per year	
Crime Free Books	11.00	each	
SOLID WASTE SERVICES			
Residential Solid Waste Collection:			
Residential Collection means the collection of solid waste from premises used as residential or living units and includes but is not limited to: single family dwellings, duplexes (2 living units), tri-plexes (3 living units), four-plexes (4 living units), apartment units (number of living units depends on density of complex), and mobile homes. Each occupied living unit will be billed as a separate unit. The City will assume all living units are occupied. It is up to property owner/manager to provide the City with information on the number of occupied living units.			
Solid Waste Administration fee	12.50		
Residential Collection	14.20	per month	1x/wk
<u>Fees do not include applicable sales tax</u>			
Curbside Garbage - gray cart (1 cart up to 95 gals)	Included in monthly rate	1x/wk	
Curbside Recycling - blue cart (1 or 2 carts up to 95 gals)	Included in monthly rate	Bi-weekly	
Curbside Yard Waste - green cart (1 cart up to 95 gals)	Included in monthly rate	Bi-weekly	
Extra Container (garbage, recycle or yard waste cart up to 95 gals)	4.00	per month	
Special Pickup for Carts	10.00		
Residential Curbside Bulky Waste	Included in monthly rate	5'x4'x4'	1x/wk
Large Bulky Waste Service - Scheduled after payment arrangements have been made.	35.00	Up to 7 cu. yds.	
	75.00	8 to 15 cu. yds.	
	150.00	16 to 30 cu. yds.	
Fee for Carts Left at Curb	10.00	per event (after 1 warning)	
Fee for Unbagged Solid Waste (per Section 21-23 (d))	10.00	per event (after 1 warning)	
Fee for Use of Non City Provided Cart (per Section 21-23 (a))	10.00	per event (after 1 warning)	
Fee for Overfilled or Waste Out of Cart (per Section 21-23 (b))	10.00	per event (after 1 warning)	
Animal Collection			
Small Animal (at curb) 35lbs or less	Call-in only	1x per yr. per household	
Small Animal 35lbs or less	45.00		
Medium Animal 36lbs - 75lbs	75.00		
Large Animal 75lbs & over	150.00	minimum	
Shelters/Veterinarians/Taxidermists	18.33	per cart	
All Animals Must Be Frozen, Double Bagged & Placed In Cart.	45.00	handling fee per trip	
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)	34.89	per month	
Collection/Drop-Off Fees do not include applicable sales tax			
Current Water Bill & Drivers License Required (no copies)	No Charge	2x/mo	
Refrigerant Removal From Refrigerant Containing Device (residential only)	15.00	per unit	
E-Waste Recycling (drop off only)			
Most electronics accepted	No Charge		
Not accepted - scrapped-out electronics, smoke detectors, large appliances, gas-powered equipment and any PCB, liquid fuel or radioactive containing equipment or devises			
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			
Curbside Bulky Waste	150.00	Minimum, per load	



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<u>DESCRIPTION</u>	<u>ADOPTED</u>							
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)				<u>Share2+</u>	<u>Share4+</u>			
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				<u>1X/WK</u>	<u>2X/WK</u>			
95 gallon Cart Service Fee	# of containers	1	18.88	18.88	34.90			
		2		31.93	56.11			
Commercial Container Collection - Front, Side and Rear Load Monthly Fee								
Shared Fee Applicable To Two (2) Or More Active Customers Accounts Only								
			<u>1X/WK</u>	<u>2X/WK</u>	<u>3X/WK</u>	<u>4X/WK</u>	<u>5X/WK</u>	<u>6X/WK</u>
3 cubic yards	Standard Per Container Fee	72.82	116.21	164.57	213.65	262.74	380.44	
	Shared Fee (per customer)	36.09	59.11	82.29	106.83	131.37	190.22	
4 cubic yards	Standard Per Container Fee	84.09	135.39	191.73	248.91	306.09	416.72	
	Shared Fee (per customer)	42.05	67.69	95.87	124.46	153.05	208.36	
6 cubic yards	Standard Per Container Fee	113.11	182.10	257.89	334.81	411.72	561.41	
	Shared Fee (per customer)	56.56	91.05	128.95	167.41	205.86	280.71	
8 cubic yards	Standard Per Container Fee	138.26	222.60	315.23	409.25	503.27	685.17	
	Shared Fee (per customer)	69.13	111.30	157.62	204.63	251.64	342.59	
10 cubic yards	Standard Per Container Fee	173.18	278.82	394.85	512.61	661.90	859.18	
	Shared Fee (per customer)	86.59	139.41	197.43	256.31	330.95	429.59	
6 cy Compactor front load	Standard Per Container Fee	180.16	257.88	336.98	416.35	494.91	544.64	
	Shared Fee (per customer)	90.08	128.94	168.49	208.18	247.46	272.32	
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK								
Extra Service Fee Must Be Paid Prior To Service When Container Is Shared								
Container Lock (prevents unwanted usage) Monthly Fee				2.58				
Shared Container Lock Monthly Fee				1.29	per customer			
Commercial Recycling	<u>Fees do not include applicable sales tax</u>							
Commercial Recycling Monthly Fee (no shared containers) per container				<u>1X/WK</u>	<u>2X/WK</u>			
				41.20	66.95			
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK								
A contaminated recycle container shall be charged as an extra service fee of \$72.82 per container								
Commercial & Non-Profit Recycle Carts (Available to garbage carted customers only)				<u>1 Cart/1X/WK</u>	<u>2 Carts/1X/WK</u>			
Commercial Recycling Cart Monthly Fee (no shared carts)				5.00	7.00			
Non-Profit Recycling Cart Monthly Fee (no shared carts)				2.50	3.50			
Landfill	<u>Fees do not include applicable sales tax</u>							
Residential, Current Water bill & Drivers License required (no copies)				No Charge	2X/MO Limit 1 ton per month			
Residential				33.16	per ton			
Self Hauling Entities				33.16	per ton			
Outside County				40.92	per ton			
Special Waste								
Asbestos				40.00	per yard/ 2 yard minimum			
Special Handling (meat products, etc...)				45.00	plus landfill fees			
Dead Animals				45.00	handling fee/ plus tonnage			
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit								
15" or smaller				3.00	per tire			
20" or smaller				5.50	per tire			
Mobile Home Disposal								
Less than 60 feet in length				350.00	per unit			
60 feet or greater in length				450.00	per unit			
Weight Ticket				15.00	per vehicle or item			
Unsecured Load				20.00	per visit			
Special Event Service	<u>Fees do not include applicable sales tax</u>							
Cart Service Fee				17.51	per cart per service			
Recycle Cart Service Fee				8.75	per cart per service			
Recycle Container Service Fee				41.20	per cart per service			
STREET SERVICES								
Clean up fee for spills (construction materials)				550.00	per hour			



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<u>DESCRIPTION</u>	<u>ADOPTED</u>	
TEXAS RANGER HALL OF FAME & MUSEUM		
Adult Admission	8.00	
Child Admission (ages 0-5)	Free	
Child Admission (ages 6-12)	4.00	
Senior (60 and over) Admission	7.00	
Military (with ID) Admission	7.00	
Law Enforcement (Active with ID) Admission	4.00	
Adult Group Rate (10 or more)	6.00	
Child Group Rate (10 or more)	3.00	
School Group Admission Fee	2.50	
John Knox Texas Ranger Memorial Center		
Facility Rental Fee	750.00	Mon-Thurs
	1,000.00	Fri-Sun
Move In / Decorate / Set Up Day	275.00	Mon-Thurs
	550.00	Fri-Sun
Move Out Day (after 10:00 a.m.)	275.00	Mon-Thurs
	550.00	Fri-Sun
Serial Rentals		
Monthly Rental (Time of Use Restrictions Apply)	4,800.00	annually
Miscellaneous Rentals		
Tables/Chairs		
Up to 200 guests	400.00	
Up to 400 guests	700.00	
Catering/Kitchen Fee		
Up to 200 guests	200.00	
Up to 400 guests	300.00	
Banner Hanging Fee	25.00	per pre-approved item
Clean-up Fee	150.00	
Knox Center Early Opening before 8:00 a.m.	200.00	per hour
After Midnight Fee	200.00	per hour
(rental facilities will close no later than 1:00 a.m. nightly)		
Audio/Visual Equipment Rental		
Podium	No Charge	
Audio/Visual Equipment	150.00	per day
Membership Fees		
Individuals and Families		
Silver Star	55.00	
Gold Star	250.00	renewable at \$55.00
Captain's Circle	5,000.00	one time for life
Corporate		
Traditions	500.00	
Heritage	1,500.00	
Legacy	2,500.00	
Trailblazer	5,000.00	
Third Century Club	10,000.00	one time for life
Educational Fees		
Education Center Facility Application Fee	50.00	per application
Mystery Kit - Experiential Education Resource	2.00	per student
	20 student minimum plus shipping	
Summer Camp	25.00	per student
Library Fees		
Genealogy Research	25.00	one ancestor
Per Hour Research Fee	35.00	
Photo Reproductions	Based on Usage	
Product Licensing Royalties	5% to 10% of sales	
TRAFFIC SERVICES		
Signal Repairman to Escort House mover (Damage Avoidance Repair)		
One Signal Technician and Truck	85.00	per hour
Each Additional Signal Technician	30.00	per hour
Each Additional Truck	55.00	per hour
Review house mover route plan	30.00	per hour
Approved Special Events		
Approved Special Events - Traffic Control Plan Design and/or Review	30.00	per hour
Standard delivery/pickup (during normal working hours)	115.00	one time charge
On-call assistance for closure on day of event:		
Non-business hours	30.00	per hour per employee
Business hours	25.00	per hour per employee (no minimum)
Pickup of barricades and cones by customer (Mon-Fri) (8am - 11am and 1pm - 2pm)	55.00	flat fee
Events will be charged for missing or damaged materials		
Traffic control plan inspection fee	30.00	



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
New Street (Public or Private) name sign (per intersection)	275.00
WACO REGIONAL AIRPORT	
Aircraft Hangars:	One month's rental
Damage/Security Deposit	
T-Hangars #1 - 10	150.00 per month
T-Hangars #11 - 50	165.00 per month
Executive T-Hangars (exc. # 7, 13, 16)	200.00 per month
Executive T-Hangars # 7, 13, 16	225.00 per month
Overnight Aircraft Tiedown/Parking	
General Aviation (may be waived with purchase of fuel)	
Less than 12,500 Maximum Gross Landing Weight (MGLW)	10.00 per night
12,500 to 50,000 Maximum Gross Landing Weight (MGLW)	20.00 per night
Over 50,000 Maximum Gross Landing Weight (MGLW)	50.00 per night
Long-Term Aircraft Tiedown/Parking:	
Single Engine	75.00 per month
Light Twin	125.00 per month
After hours Service Fee	50.00 per call
Landing Fees (Commercial Operators)	0.40 per 1,000 pounds maximum allowable gross landing weight
Non Signatory Landing Fee	3.25 per landing - Minimum
Airline Terminal Charges	0.55 per 1,000 pounds maximum allowable gross landing weight
Ticket Counter (Each)	2.85 per sq. ft.
Administrative Operation Space	1.50 per sq. ft.
Baggage Makeup Area	0.15 per sq. ft.
Non Signatory Security Fee	0.50 per enplaned passenger
Miscellaneous Storage Space	27.00 per month
Land for Billboard Site	300.00 per year
Land Lease	
Unimproved Land	0.10 per sq.ft. per year
Improved Land	0.15 per sq.ft. per year
Aircraft Fuel Flowage Fee	0.09 per gallon
Conference Room Fee	40.00 per day
Rental Car - Customer Facility Charge	1.95
Passenger Facility Charge	4.50
Fingerprinting Fee	45.00 per individual
Identification Media	
ID Badge fee	5.00 per individual
Vehicle Hang tag	2.50 per vehicle
RAM Parking Sticker Fee	10.00 per sticker
Motorcycle Sticker Fee	2.50
Replacement Fees	
Employee Parking Permit	15.00 per permit
1st Lost Identification Media	25.00 per media
2nd Lost Identification Media	50.00 per media
3rd Lost Identification Media	100.00 per media & approval of director
Air Stairs Usage Fee	
Signatory Carriers	100.00 per use
Non Signatory Carriers	100.00 per use
Office Charges	
Fax	2.00 first page/ 1.00 extra pages
Copies	0.10 per copy
Passenger Loading Bridge Fee	
Signatory/Non-Signatory Carriers	
0-200 uses	350.00 per month
201-400 uses	450.00 per month
over 400 uses	550.00 per month
WACO TRANSIT SYSTEM	
Base Adult Cash Fare	1.50
Day Pass	3.00
Student/Child	1.00
Elderly/Handicapped	0.50
Day Pass (Elderly/Handicapped)	1.25
Monthly Pass	40.00
Monthly Pass (Student)	20.00
Summer Student Pass (June, July, August)	30.00



Fee Schedule By Department
FY 2018-19
Effective October 1, 2018

Table with columns: DESCRIPTION, ADOPTED. Lists various services like ADA Van Fare, Rural Demand Response Fare, Transfers, Bus Charter, and advertising rates.

WATER FUND

Table with columns: Residential Water Rate, Inside City, Base, Rate Changes highlighted in yellow will become effective 1/1/2019. Lists water rates for different gallon amounts.



Fee Schedule By Department

FY 2018-19
Effective October 1, 2018

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Outside City	
Base	21.24
0 - 15,000 gallons	3.32 per 1000
15,001 - 25,000 gallons	3.90 per 1000
Over 25,000 gallons	5.00 per 1000
Residential Domestic Demand Rates	
Inside City	
3/4 inch meter (also referred to as 5/8 inch)	18.47
1 inch meter	29.84
1.5 inch meter	42.97
2 inch meter	59.22
3 inch meter	93.49
Outside City	
3/4 inch meter (also referred to as 5/8 inch)	21.24
1 inch meter	34.31
1.5 inch meter	49.42
2 inch meter	68.10
3 inch meter	107.51
Nonresidential/Irrigation Demand Rates	
Inside City	
3/4 inch meter (also referred to as 5/8 inch)	18.47
1 inch meter	51.19
1.5 inch meter	91.87
2 inch meter	140.65
3 inch meter	243.57
4 inch meter	355.99
6 inch meter	535.52
8 inch meter	755.82
10 inch meter	1,156.61
Irrigation	
0 - 25,000 gallons	3.39 per 1000
Over 25,000 gallons	4.35 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	3.06 per 1000
Reclaimed Water Rate (Purple Pipe)	To be determined
Pretreated Irrigation	To be determined
All Classes	
Volumetric Rate	1.41 per 1000
Outside City	
3/4 inch meter (also referred to as 5/8 inch)	21.24
1 inch meter	58.87
1.5 inch meter	105.65
2 inch meter	161.75
3 inch meter	280.11
4 inch meter	409.39
6 inch meter	615.85
8 inch meter	869.19
10 inch meter	1,330.10
Irrigation	
0 - 25,000 gallons	3.90 per 1000
Over 25,000 gallons	5.00 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	3.52 per 1000
Reclaimed Water Rate (Purple Pipe)	To be determined
Pretreated Irrigation	To be determined
All Classes	
Volumetric Rate	1.67 per 1000
Raw Water	125.00 per acre foot minimum
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



Fee Schedule By Department
FY 2018-19
Effective October 1, 2018

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Tagging	25.00	
Fire Flows	120.00	
Basic Service Call		
8am to 12pm	50.00	
After 12pm	100.00	
Water tap investigation (basic service fee)	50.00	
Customer Requested Meter Test (plus Service Call Fee)		
In Shop: Meter 1" or smaller	50.00	
Meter 1.5" and 2"	75.00	
Field: Meter 1.5" or larger	150.00	
Meter Testing outside the city limits	400.00	minimum - includes 2 tests
	50.00	service fee per meter
Each additional test	200.00	
	50.00	service fee per meter
Tampering / Obstructed / Damaged Meter / Pull Meter Charge/Unauthorized Usage	150.00	minimum
Fire Hydrant Installation / Monthly Service Charge	100.00	
Annual water tank backflow inspection	30.00	per inspection
Meter Charge	300.00	minimum
Backflow prevention violation fee	250.00	minimum
Backflow inspection/test fee	200.00	
Backflow Inspector Annual Registration Fee	25.00	
Water Tap Charges:		
1" taps on main sizes up to and including 8"		Quoted on per cost basis
Each larger size main		Quoted on per cost basis
2" taps on main sizes up to and including 8"		Quoted on per cost basis
(not including meter and meter box or vault)		
Each larger size main		Quoted on per cost basis
All meters above 1" - Meter, meter box or vault, meeting City of Waco specifications, will be furnished by the owner.		
4" Main with 4" Tap		Quoted on per cost basis
6" Main with 4" Tap		Quoted on per cost basis
6" Main with 6" Tap		Quoted on per cost basis
8" Main with 4" Tap		Quoted on per cost basis
8" Main with 6" Tap		Quoted on per cost basis
8" Main with 8" Tap		Quoted on per cost basis
10" Main with 4" Tap		Quoted on per cost basis
10" Main with 6" Tap		Quoted on per cost basis
10" Main with 8" Tap		Quoted on per cost basis
10" Main with 10" Tap		Quoted on per cost basis
12" Main with 4" Tap		Quoted on per cost basis
12" Main with 6" Tap		Quoted on per cost basis
12" Main with 8" Tap		Quoted on per cost basis
12" Main with 10" Tap		Quoted on per cost basis
12" Main with 12" Tap		Quoted on per cost basis
		All other sizes required to file survey to set fee
These prices above are only approximates and the exact cost will have to be approved based on location of tap.		
No multiple connections will be made on a 3/4" service.		
Existing 1" Residential service tap (Bullhead)	425.00	includes meter & composite box
City will furnish and install additional 5/8" or 3/4" meter setting		
Existing 1 1/2" Residential service tap (Bullhead)	535.00	includes meter & composite box
City will furnish and install additional meter setting up to 1"		
Existing 2" Residential service tap (Bullhead)	550.00	includes meter & composite box
City will install additional 1 1/2" meter setting or furnish and install additional 1" meter setting. Service will not support more than one 1 1/2" meter and one 1" meter.		
On other combinations, price will be calculated on individual basis.		
Retire Existing Water Tap (3/4" - 2")		Quoted on per cost basis
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00	minimum
Customer Requested Report		Quoted per report (includes any programming costs)
Burglar Alarm	50.00	after 5 incidents
Hold-up Alarm	50.00	after 3 incidents
Returned Check Charge/Bank Draft	30.00	
Water Office Training Room Rental	400.00	
Water Office Conference Room Rental	100.00	
Educational Training Services		
License Certification Training	100.00 - 250.00	per person
Late Registration Fee	25.00	
Class Withdrawal Fee	50.00	
Parking Garage Charges	30.00	plus sales tax per month



Fee Schedule By Department
FY 2018-19
Effective October 1, 2018

<u>DESCRIPTION</u>	<u>ADOPTED</u>	
Lake Waco Wetlands Research and Education Center Rentals		
Lake Waco Wetlands and Education Center (occupancy 100)	300.00	per day (8 am to 12 midnight)
	150.00	per half day (minimum time frame)
Rental Deposit (required for reservation, applied to rental)	150.00	
Cleanup Deposit (forfeited if building is not cleaned after rental)	50.00	
Caterer	Caterer	catering cost paid by caterer
Security (required for rentals involving alcohol, dancing or student events)	Price Negotiated	
Tables & Chairs		
Classroom Only (occupancy 30)	50.00	per day plus 50.00 deposit
Water Laboratory Analyses Fees		
Shipping Charge	2.50	per sample
Handling Charge	10.00	for <5 samples shipped
General Chemistry		
Algae	110.00	
Alkalinity (ALK)	20.00	
Bromate	50.00	
Bromide (Br)	20.00	
BOD5	25.00	
CBOD5	25.00	
Chlorate	50.00	
Chloride (Cl)	20.00	
Residual Chlorine-Free (Cl2-F)	15.00	
Residual Chlorine-Total (Cl2-T)	15.00	
Chlorite	50.00	
Conductivity (COND)	15.00	
Dissolved organic carbon (DOC)	30.00	
Dissolved Oxygen (DO)	15.00	
Fluoride (F)	20.00	
Geosmin	150.00	
Haloacetic Acids (HAA5)	110.00	
Total Hardness	20.00	
Ammonia Nitrogen (NH3-N)	30.00	
Total Kjeldahl Nitrogen (TKN)	35.00	
Nitrate Nitrogen (NO3-N)	20.00	
Nitrite Nitrogen (NO2-N)	20.00	
Perchlorate	65.00	
pH	15.00	
Orthophosphate (PO4-P)	20.00	
Total Phosphorus (TP)	35.00	
Sulfate (SO4)	20.00	
Total Dissolved Solids-Probe (TDS-P)	15.00	
Total Dissolved Solids-Gravimetric (TDS-G)	30.00	
Total Organic Carbon (TOC)	30.00	
Total Suspended Solids (TSS)	20.00	
Total Trihalomethanes (TTHM)	80.00	
Turbidity	15.00	
UV 254 Absorbance (UV254)	20.00	
Volatile Suspended Solids (VSS)	20.00	
Metals		
Aluminum (Al)	20.00	
Antimony (Sb)	20.00	
Arsenic (As)	20.00	
Barium (Ba)	20.00	
Beryllium (Be)	20.00	
Boron (B)	20.00	
Cadmium (Cd)	20.00	
Calcium (Ca)	20.00	
Chromium (Cr)	20.00	
Cobalt (Co)	20.00	
Copper (Cu)	20.00	
Iron (Fe)	20.00	
Lead (Pb)	20.00	
Magnesium (Mg)	20.00	
Manganese (Mn)	20.00	
Molybdenum (Mo)	20.00	
Nickel (Ni)	20.00	
Potassium (K)	20.00	
Selenium (Se)	20.00	
Silver (Ag)	20.00	
Sodium (Na)	20.00	
Strontium (Sr)	20.00	



Fee Schedule By Department
FY 2018-19
Effective October 1, 2018

Table with 2 columns: DESCRIPTION and ADOPTED. Lists various services and their fees, including Thallium, Tin, Vanadium, Zinc, Biological, Group Analyses, Sample Preparation, Carnivals, and Sound Cars or Trucks.

WASTEWATER FUND

Residential Sewer Rate Rate Changes highlighted in yellow will become effective 1/1/2019

Table detailing wastewater rates for Residential and Non-Residential Sewer Rates, Sewer Tap rates, and Surcharge Rate for BOD. Includes columns for description, current rate, and new rate (highlighted in yellow).



Fee Schedule By Department
 FY 2018-19
 Effective October 1, 2018

DESCRIPTION	ADOPTED
Surcharge Rate for TSS (\$/lb) TSS (4,000 mg/L)	
Conc. Range (mg/L) Maximum Conc. Allowed - TSS (4,000 mg/L)	
Tier 0 0 - 307	- per pound
Tier 1 307 - 1,850	0.044 per pound
Tier 2 1,850 - 3,000	0.080 per pound
Tier 3 3,000 - 4,000	0.144 per pound
Surcharge Rate for TKN (\$/lb)	
Conc. Range (mg/L) Maximum Conc. Allowed - TKN (1,250 mg/L)	
Tier 0 0 - 35	- per pound
Tier 1 35 - 80	0.290 per pound
Tier 2 80 - 130	0.564 per pound
Tier 3 130 - 1,250	1.129 per pound
Charges for Industrial Pretreatment	
Non-contract Batch Discharge	Quoted on per cost basis
Emergency Non-contract Batch Discharge	Quoted on per cost basis
Permit Formulation & Issuance	
SUC Application Review & Facility Inspection	
Small - < 25,000 GPD	155.00
Medium - > 25,000 < 100,000 GPD	240.00
Large - > 100,000 GPD	340.00
Formulation & Issuance (charged annually for 5 year permits)	
Small - < 25,000 GPD	260.00
Medium - > 25,000 < 100,000 GPD	385.00
Large - > 100,000 GPD	560.00
Permit Renewal & Administration (charged annually for 5 year permits)	
Small - < 25,000 GPD	375.00
Medium - > 25,000 < 100,000 GPD	510.00
Large - > 100,000 GPD	735.00
Compliance Sampling (subject to prices set by outside laboratories)	
Administration Fee	35.00 minimum
Lab Fees	Cost plus Administration Fee
Sampling Fees	Actual Cost Recovery
Shipping Cost (avg.)	Actual Cost Recovery
Material ID Test	Actual Cost Recovery
Sewer Deposit (Non Water Customers)	150.00 minimum
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00 minimum
Rates are established as follows:	
Residential - Annually, the average of the actual water consumption from the billing statements for the months of November, December, January and February with consumption, up to 20,000 gallons per month, is the maximum monthly consumption that will be charged. If no consumption during these months, the winter usage defaults to 6,000 gallons. For new residences and new turn-ons that do not have adequate consumption statistics during the months stated above, a maximum monthly consumption figure of 6,000 gallons shall be utilized.	
The monthly service charge is the lesser between the actual monthly consumption shown by the water meter or the four months average consumption (November-February), capped at 20,000 gallons times the use rate plus the minimum charge.	
Non-residential - 100% of metered water volumes times use rate.	
WMARSS FUND	
Septic Hauler Permit/1st Truck	25.00
Additional Truck	15.00
Septic Truck Tank Cleaning Charge	100.00
Septage Charge	0.075 per gallon
Septage with Trash & Debris Charge	0.50 per gallon
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)	500.00
Pellet Sales	30.00 per ton or Seasonal Market Value depending on storage capacity
Laboratory Analyses Fees	
BOD	20.00
CBOD	20.00
VSS	20.00
Ammonia	22.00
TSS	15.00
Solids (Group-TSS/VSS)	28.00
Tipping Fees	
Fats/Oils/Grease (FOG)	0.15 per gallon or seasonal markets & treatability
Industrial Organic Waste	0.10 per gallon or seasonal markets & treatability
Significant industrial users	0.01 per gallon or seasonal markets & treatability