



CITY OF WACO  
TEXAS

FISCAL YEAR BUDGET  
2020 - 2021



INVEST  
IN PEOPLE

PROVIDE  
EXCELLENT  
& INNOVATIVE  
SERVICES

OUR  
VALUES

FOCUS  
ON TEAMWORK

DO THE  
RIGHT THING

EQUITY  
& INCLUSION



CITY OF WACO  
TEXAS



## STRATEGIC GOALS

Build a High Performing  
City Government

Create a Culture of Equity

Enhance Quality of Life

Facilitate Economic  
Development

Improve Infrastructure

Provide a Safe and  
Vibrant City

Support Sustainability  
and Resiliency

**City of Waco, Texas**  
**Annual Operating Budget and Capital Improvements Program**  
**Fiscal Year October 1, 2020 – September 30, 2021**

**City Council**

Mayor Kyle Deaver  
 Mayor Pro Tem Andrea J. Barefield, District I  
 Council Member Hector Sabido, District II  
 Council Member John Kinnaird, District III  
 Council Member Darius Ewing, District IV  
 Council Member Jim Holmes, District V

City Manager  
 Bradley Ford

\*\*\*\*\*

**Budget Vote: FOR: Deaver, Barefield, Sabido, Kinnaird, Ewing, Holmes**  
**AGAINST:**

\*\*\*\*\*

	<b>FY 2020-2021</b>		<b>FY 2019-2020</b>
<b>Property Tax Rate:</b>	\$0.776232/\$100	<b>Property Tax Rate:</b>	\$0.776232/\$100
<b>No-New-Revenue Tax Rate:</b>	\$0.783485/\$100	<b>Effective Tax Rate:</b>	\$0.741636/\$100
<b>No-New-Revenue M&amp;O Tax Rate:</b>	\$0.676247/\$100	<b>Effective M/O Tax Rate:</b>	\$0.645934/\$100
<b>Voter-Approval Tax Rate:</b>	\$0.834000/\$100	<b>Rollback Tax Rate:</b>	\$0.818587/\$100
<b>Debt Rate:</b>	\$0.129503/\$100	<b>Debt Rate:</b>	\$0.110576/\$100

\*\*\*\*\*

**Total debt obligation for City of Waco secured by property taxes: \$151,406,201**

\*\*\*\*\*

This budget will raise less revenue from property taxes than last year's budget by an amount of -\$3,479,028, which is a -4.16 percent decrease from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,462,740.

In accordance with Section 140.0045 of the Local Government Code, which requires the itemization of certain expenditures by a political subdivision, the City of Waco is expected to expend for fiscal year 2020 and has budgeted for fiscal year 2021 the following amounts, respectively: Notices required by law to be published in a newspaper: \$65,534 and \$52,032. Lobbying activities: \$254,613 and \$252,000



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Waco**

**Texas**

For the Fiscal Year Beginning

**October 1, 2019**

Executive Director

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October 1, 2020

Honorable Mayor and Members of Council,

In accordance with Texas Statutes and the City of Waco Charter, Article VII, Section 4, the proposed budget for the fiscal year beginning October 1, 2020 is hereby presented. The proposed budget for Fiscal Year 2021 complies with the City Council adopted Financial Management Policy Statements (FMPS), and acts as a policy document highlighting the financial responsibilities of the organization to City Council and residents. The proposed budget ensures the financial strength of the organization by providing a balanced budget, including the structural balance of the General Fund. This year's proposed budget addresses the Council's strategic goals:



## Acknowledgements

I want to thank City Council for their continued support and leadership particularly during the global pandemic of COVID-19. Council's clear direction on priorities has provided myself and staff with the critical information and direction necessary to create a resilient budget package that benefits our great Citizens.

It's important to highlight that the development of this budget and the operations of this City would not be possible without our great employees. Their tireless efforts allow our City to thrive and grow. I want to thank each and every employee for all of their hard work and their willingness to operate as a team. It is their commitment that makes Waco a great place to live.

## Financial Position

Prior to the impact of COVID-19, Waco was experiencing continued strong growth in terms of assessed value, sales tax collections, and tourism revenue. Following the pandemic, Council took quick and decisive action to amend the City's Budget to brace for the unknown impact of the virus.

Entering the FY21 Budget Development, the uncertainty surrounding the on-going impact of COVID-19 required staff to examine City resources very closely. Overall, staff approached this budget with the



City of Waco  
City Manager's Office

goals of limiting growth in expenses, identifying savings across the organization, and ensuring our budget aligns to the best practices in local government.

I am pleased to bring forward a budget that is conservative with its assumptions on revenues and thoughtful with its recommendations for new services and staff.

## **Economic Development**

The development outlook for Waco was very positive prior to the pandemic. Residential, commercial, and industrial development saw strong increases across the City. The City's efforts to redevelop Downtown were also showing strong outcomes. Additionally, new hotels to accommodate the City's growing tourism market were being constructed. The City focused on downtown hotels to help bolster conferences at the convention center and provide more rooms closer to downtown attractions like the Magnolia Silos and Baylor University. The long-awaited Riverfront development started construction prior to the pandemic. While these efforts continue, COVID 19 did have a negative effect on our tourism industry.

The tourism industry suffered a dramatic halt in activity following the outbreak of the virus. The Convention Center and Hotels were closed for several weeks and conferences were cancelled. The pandemic negatively impacted our smaller retailers and restaurants across the board. In response, the City of Waco and McLennan County partnered to provide more than 175 grants to small businesses impacted by COVID-19. Thankfully, the large commercial and industrial projects planned prior to COVID 19 have not slowed at all. Despite the uncertainties, construction projects are pressing ahead.

The City is committed to continuing to assist development projects interested in building or expanding in our market. We have more than \$500 million of industrial projects as well as downtown projects still moving forward in our development pipeline. Staff is committed to ensuring capital investment and job creation happens in Waco. We are impressed and proud of the resilient and entrepreneurial spirit of our local business owners.

## **FY21 Budget Preparation and Priorities**

### **Challenges and Approach**

As we approached the FY21 Budget Development, we have the unique and unprecedented challenge of budgeting during a global pandemic. With uncertainty surrounding core revenues streams like sales tax and HOT tax, as well as minimal growth in property tax, the challenge of this budget is how to deliver services with limited resources.

As our City continues to grow, so do the demands on our core services of public safety, streets, and utilities. The FY21 Budget seeks to address these issues in several ways. First, the overall tax rate for the city is proposed to remain flat. However, staff is proposing to shift more of the tax rate to the Interest and Sinking (I&S) portion of the rate. This will open the city's debt capacity over the next five years to allow major improvement of the City's road network. Additionally, this budget invests in replacing aging



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City Manager's Office

infrastructure in both fleet and facilities. This year we are replacing 7 fire vehicles with an average age of 18 years as well as budgeting for facilities improvements throughout the City. This budget also brings forward new rates in the utility that not only allow the City to invest in necessary improvements but also brings equity to the ratepayers.

## **New Positions**

This year's budget includes 13 new FTEs. The new positions include 7 police officers for the City's Community Policing Initiative, 2 FTEs in Information Technology for Open Data and Performance, and 2 FTEs in the Management Development Program. Additionally, one FTE is being added for the Neighborhood Development Initiative, one FTE is being added for the Equity Initiative, and existing staff will be reorganized to create the Office of Management and Budget. These positions are critical as the City grows and staff strives to accomplish the goals of Council.

## **Employee Compensation and Benefits**

The City's outstanding workforce understands that public service is a career dedicated to serving others. As a personnel driven service provider, over 70% of the General Fund operating budget is dedicated to employee compensation and benefits. Due to the COVID 19 pandemic, the City has not budgeted a general salary increase in the proposed budget. This represents the first time in nine years this has not been part of the annual budget. The City has budgeted for a potential mid-year salary adjustment which is contingent upon sales tax recovery, as well as long-term budget savings identified by the City staff.

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

The City participates in the Texas Municipal Retirement System (TMRS) for full-time employees. TMRS calculates the City's required contributions based on an actuarial formula that looks at the City's pension liabilities compared to its pension assets. The City has budgeted a 15.00% contribution for FY21 to help reduce the overall liability and maintain financial stability. The City's participation in the TMRS system provides a financially sound pension for employees, which is very different from self-funded pensions for some major cities.

## **Tax Rate and User Fees**

### **Tax Year 2020 Tax Rate (Fiscal Year 21)**

There are no planned increases in the City's property tax rate for FY21, which is anticipated to remain flat at \$0.776232.

### **Major Fee Changes**



City of Waco  
City Manager's Office

In the Utility Fund, fees are anticipated to adjust in January of 2021. These fee adjustments are necessary so that improvements to the City's water and wastewater system can be made. As the City continues to age, it's critical to invest in needed improvements to infrastructure that will lower the overall cost in the future. The continued maintenance of these systems helps ensure the functionality and safety of them for years to come. The new rate structure also aligns with the Council's goal of creating a culture of equity. With the new rate structure, thousands of customers with below average consumption will see their bills decrease.

In the Zoo Fund, a 50 cent admissions increase across all customer classes is in the FY21 Budget. The new fee increase is expected to raise over \$100,000 of new revenue in the fund. Smaller fee adjustments in Parks, Traffic, and the Airport are also included in the FY21 Budget. A comprehensive list of these changes is provided in the appendix of the budget.

### **Financial Summary**

Based on the priorities addressed, identified and discussed above, the FY21 adopted budget totals \$500.4 million. Of the total, \$366.4 million is for operations and \$134 million is for capital projects and debt service.

The FY21 adopted budget has been developed with the Council's priorities in mind. I encourage you to read further into the information describing the FY21 budget and contact us with requests for additional information. We are grateful for the opportunity to serve the citizens of Waco.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'BF'.

Bradley Ford

City Manager

# STRATEGIC MAP



## VISION :

What do we aspire to become?



## MISSION :

What do we do?



## CORE VALUES:

What do we believe in?



## STRATEGIC GOALS:

What do we need to accomplish?



## VISION



Our home: where everyone belongs and thrives while moving forward together.



## MISSION



To provide exemplary municipal services for citizens and visitors in a collaborative and transparent manner while honoring the public's trust.

# VALUES

- Provide excellent and innovative services.
- Promote equity and inclusion in all we do.
- Focus on teamwork.
- Invest in people.
- Do the right thing.

# STRATEGIC GOALS



MAYOR & CITY COUNCIL  
**POLICY**  
 Mayor Kyle Deaver  
 Mayor Pro Tem Andrea J. Barefield (District 1)  
 Hector Sabido (District 2)  
 John Kinnaird (District 3)  
 Darius Ewing (District 4)  
 Jim Holmes (District 5)

CITY ATTORNEY  
 Jennifer Richie

CITY MANAGER  
 Bradley Ford  
 General Administration

CITY SECRETARY  
 Esmeralda Hudson

MUNICIPAL COURT JUDGE  
 Chris Taylor

FINANCE/BUDGET  
 HUMAN RESOURCES  
 MUNICIPAL INFORMATION

Economic Development  
 Planning / Inspection

ASSISTANT CITY MANAGER  
 Deidra Emerson  
 Convention & Visitors Bureau  
 Health  
 Housing / Code Enforcement  
 Waco Regional Airport  
 Waco Transit

ASSISTANT CITY MANAGER  
 Ryan Holt  
 Animal Services  
 Cameron Park Zoo  
 Fire  
 Information Technology  
 Parks & Recreation  
 Police

ASSISTANT CITY MANAGER  
 Paul Cain  
 General Services  
 Library  
 Public Works  
 Solid Waste  
 Texas Ranger Hall of Fame & Museum  
 Water Utilities



# Profile



Welcome to our profile of the City of Waco! Although the budget for fiscal year 2019-20 is necessarily a financial document, we also wish to acquaint you with some of the history, highlights, and facilities of Waco so that you will appreciate the unique and beautiful City in which we work and live. Waco is a terrific hometown and a distinctive travel destination. Waco is also the home of Chip and Joanna Gaines, of HGTV's former hit show, "Fixer Upper." The Gaineses have created a tourist attraction in downtown Waco at and Magnolia Market at the Silos; a destination for over 27,000 visitors each week.

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

## History of Waco

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

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

## Waco Today

Waco is the 25th largest city in Texas and is the county seat of McLennan County, which has an area of more than 1,000 square miles. Efforts by the community's leadership over the past several years led to diversification in the regional economy; a major factor contributing to significant improvement in growth and development.

Waco 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 the world.

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

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



literacy training to executive MBA programs.

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

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

Designated a Tree City USA by the National Arbor Day Foundation for the 28th consecutive year, Waco provides an environment of beauty, cleanliness, culture, convenience, and opportunity that’s hard to beat.

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

Population	(2019 Estimate) 139,236
Area	
Land	88.96 square miles
Water	12.3 square miles

## City Facilities

### Fire Protection

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



<b>Police Protection</b>	Number of Stations	1
	Number of Staffed Police Facilities	3
	Number of Sworn Personnel	259*
	* One Officer is assigned to Municipal Court	
	Personnel per 1,000 population	1.83

## Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	628 miles
Unpaved Streets	1.5 miles
Paved Alleys	16 miles
Sidewalks	336 miles
Storm Sewers	373 miles

## Air Service

Municipal Airport	1
Scheduled airplane flights per day	3
Passengers enplaning/deplaning per year	(approximately) 131,318

## Municipal Utilities

### Municipal Water System

Average Daily Water Production (gallons)	26,453,000
Maximum Daily Water Production (gallons)	47,996,000
Maximum Daily Capacity of Plants	90,000,000
Water Mains (all lines)	1,106 miles
Meters in Service	47,998
Sanitary Sewer Mains	889 miles
Sewer Connections	41,690
Sewer Manholes	13,711

### Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Citizen Convenience Centers	2
Number of Residential Customers	39,472
Number of Commercial Customers	5,154

## 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)	71,684
Public Commons / Event Spaces	5
Event Permits (past year)	145
Metropolitan Trails:	13.2 miles
Unpaved/Rustic Trail:	20 miles
Specialty Athletic Facilities:	16
Archery Range	1
Ballfield Complex	5
Disc Golf Course	3
Football Complex	1
Golf Course	1 / 40,884 (past year rounds)
Horseshoe Complex	1
Skate Park	1
Soccer Complex	2
Tennis Center	1
Track & Field Complex	1
League Participants (past year)	1,800
Tournaments/Camps/Clinics Hosted (past year)	4
Attraction Parks:	3
Hawaiian Falls Water Park	99,947 (2019 attendance)
Lion's Park	15,000 (past year attendance)
Waco Mammoth National Monument	104,497 (past year attendance)
Total Park Land:	1,686.75 acres
Total Recreational Waters:	16.5 sq. miles

## Waco – McLennan County Library System

Number of Branches	4
Number of Materials	337,512
Circulation	688,070
Public Computer Use	65,344
Library Cardholders	77,271
Reference Questions Answered	74,484
Library Visits	377,801
Programs offered	1,075
Total attendance at programs	33,985

## 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 2019 was 139,236, which reflects a 10.7% growth. The Waco population of 139,236,



is approximately 42.6% white, 32.4% are Hispanic, 21.6% black, and 3.4% other racial groups. About 71% of Wacoans are below age 45 and the median household income for the Waco in 2018 was \$37,735.

## Economy and Industry

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

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

A city of diverse industrial and economic interests, Waco is not tied to the fortunes of the oil and gas industry, nor was it plagued by the real estate crisis of the 1980's. As a result, economic experts predict a bright future for Waco because of the diversification of the manufacturing industry, the influx of high technology companies, the rise of tourism in the area, the diversity of higher education opportunities available and the steady population growth. A recent report ranked Waco as the number 4 area in Texas for economic growth in the next few years. Waco will continue to attract new industry because it provides a high quality labor force, attractive real estate opportunities, favorable tax treatment and abundant natural resources (especially water). The tourism sector of Waco's economy is on the rise for several years, with more than 2 million visitors each year drawn by Waco's changing image and new attractions, including Magnolia Market at the Silos, the Cameron Park Zoo, Mayborn Museum, the Texas Ranger Hall of Fame, and others. TripAdvisor, the nation's top tourism website, rated Waco #2 on the list of "U.S. Destinations on the Rise" for 2018, based on traveler searches, bookings, and ratings.

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

The Waco, TX Metropolitan Statistical Area (MSA) labor force decreased from 125,126 in 2019 to 118,029 as of May 2020. The labor force reflected a 5.67% increase from 2019 through 2019. As of May 2020, total civilian employment was 106,265, which is a 12.54% decrease from May 2019. The unemployment rate increased from 2.9% in 2019 to 10.0% in 2020.

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
- H-E-B – Retail Grocery Chain
- Baylor Scott & White Hillcrest Health System – Medical–Hospital
- Texas State Technical College Waco – Post Secondary Education
- Ascension Providence Healthcare Network – Medical– Hospital
- City of Waco – Municipal Government
- McLennan County – County Government
- Sanderson Farms, Inc. – Poultry Processing
- Wal-Mart – Retail
- Midway Independent School District – Public Education

## Over 700 Employees:

- Veterans Administration Medical Center – Medical–Hospital
- Examination Management Services, Inc. (EMSI) – Insurance Inspection Audit
- Veterans Affairs Regional Office – Federal Government
- AbbVie/Allergan, Inc. – Eye Products Manufacturing
- L-3Harris – Aerospace/Aviation
- McLennan Community College – Post Secondary Education

## Over 500 Employees:

- Mars Wrigley Confectionery – Candy Manufacturing
- Aramark – Professional Services
- American Income Life – Insurance
- Magnolia – Retail
- Texas Materials – Manufacturing
- Cargill Value Added Meats – Dressed/Packed Turkey Products
- SpaceX – Aerospace
- Texas Department of Human Services – State Government
- Versalift – Aerial Lifts Manufacturing
- Family Health Center – Healthcare

## The top ten taxpayers are:

**\*\*\*CHART WILL BE ADDED AFTER CERTIFIED TAX ROLL IS RECEIVED FROM McLENNAN COUNTY APPRAISAL DISTRICT \*\*\***



## Health Care

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

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

## Tourism and Leisure

Located on I-35 between Dallas/Fort Worth and Austin, Waco marks the population center of the state of Texas. Not many other locations can boast to being within a 3-hour drive of 80 percent of the state. According to Texas Tourism, Office of the Governor, Texas Economic Development & Tourism, Waco's tourism sector produced the following in 2019:

- Total direct travel spending in the McLennan County/Waco area has increased to \$629.9 million, an 1.6% increase over 2018
- Total direct earnings by those employed in the travel industry locally increased to \$170.0 million, a 6.4% increase over 2018
- Total direct employment is at 6,000 jobs, which is up by 3.1% over 2018
- Local direct tax receipts from travelers totaled \$59.0 million in 2019, an increase of 2.9% over 2018

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

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

The historic Waco Suspension Bridge, a pedestrian bridge across Lake Brazos bordered with beautiful parks on each side, is a timeless symbol of Waco's role in the historic cattle drives which helped shape the frontier Texas economy. A scenic river walk extends along the west side of the Brazos River from McLennan Community College to Baylor University. The river walk extends on the east side of the Brazos River from McLane Stadium to Brazos Park East. The Suspension Bridge, Lake Brazos and the parks adjacent to them provide great venues for riverside musical programs throughout the summer, world



championship drag boat racing, nationally recognized mountain biking, the TriWaco - triathlon event and various community events and festivals.

The Texas Ranger Hall of Fame & Museum, located on the banks of the Brazos River, is the official State historical center of the legendary Texas Rangers law enforcement agency. It consists of the museum, Texas Ranger Hall of Fame State memorial and the Tobin and Anne Armstrong Texas Ranger Research Center. The complex is known worldwide for its collections of firearms, badges, historical artwork and Ranger memorabilia, and its research library and archives. Texas Rangers Company "F", the largest Ranger Company in Texas, is stationed on-site. The historical center is the steward of the upcoming 200<sup>th</sup> anniversary of the Texas Rangers in 2023.

The award-winning, natural habitat Cameron Park Zoo ranks as Waco's second most visited tourism attraction with a record attendance of 359,992 visitors in 2019. The Zoo also celebrates the spirit of wild animals with its freeform surroundings; lush grasses, peaceful ponds, and natural shelters that create an at-home feel for species from around the globe. The Brazos River Country signature exhibit showcases the ever-evolving ecosystem of the Brazos River from the Gulf Coast to the Caprock Region, covering seven different vegetation zones including 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 is 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 and 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 Park Service and Baylor University. The Parks and Recreation Department maintains 1,500 acres of park property and strives to keep these treasures in pristine condition. In addition to these opportunities, three community centers offer non-stop activities and programs throughout the year. The department sponsors Brazos Nights/Fourth on the Brazos, Pints in the Park and Waco Wonderland. Parks also provides support for approximately 150-200 public events per year.

The City operates the Cottonwood Creek Golf Course, a par 72, 174-acre municipal 18-hole golf course designed by Joseph Finger of Houston. Other amenities include a 9-hole junior course, driving range, practice putting green/chipping area, club fitting/ repair lab, pro shop and snack bar. The Dallas Morning News consistently ranks Cottonwood Creek as one of the top twenty affordable municipal courses in



Texas. Golf Digest ranked Waco as the best city for golf in Texas and the eleventh best in the nation. The Junior Course was awarded the Golf Digest 2009 Junior Course Award. Waco is fortunate to have five public, semi-public and private golf courses in and around the city.

Lake Waco, with 60 miles of shoreline and approximately more than 8,900 surface acres of water, is a major public recreation area attracting thousands of visitors each year. Power boats and sail boats may be launched at any of eight parks surrounding the Lake and stored in or out of the water at two marinas, one public and one private.

Other cultural and tourism attractions include the Dr Pepper Museum and Free Enterprise Institute, which showcases this popular soft drink's historic creation in Waco to the modern-day pop icon of today's popular culture. The museum also completed a third expansion into a nearby historic building. The Texas Sports Hall of Fame, 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 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. McLane Stadium is a state-of-the-art multifunctional facility that hosts world class music, family and sporting events throughout the year, in addition to Baylor University football. The \$266 million stadium contributed to the growth of downtown Waco and development along the Brazos Riverfront.

Also, on the waterfront and under active construction is the new Brazos Riverfront. This is being developed as an active mixed-use waterfront district along the Brazos River in downtown Waco, Texas and adjacent to Baylor University. The development combines new investment in residential, retail, restaurant, small office and hotel uses along walkable streetscapes and open spaces. The buildings are designed with a Texas loft architecture to expand the excitement of the nearby Magnolia district while creating a distinct identity for the community itself. Major public improvements including a riverfront promenade, farmers market park with large mature trees, a gated community dog park, children's play park, and exciting urban streetscapes are being delivered to provide a memorable civic experience.

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

The Waco Convention Center is central Texas' premier event venue and is just blocks from I-35, minutes from Waco Regional Airport, and within walking distance of great restaurants, quality shopping, world-



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



# Budget Process

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

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

- Communicates to the citizens what the City Council has interpreted from citizen input to be the community's desires and goals for future direction.
- Defines our departmental objectives and allocates the resources to assure that they are met.
- Develops a financial plan, which balances expenditure levels with available funds.
- Provides City management with an accounting and fiscal control mechanism.
- Outlines a performance and monitoring mechanism for the policy makers and the City's management staff.

The 2020-2021 operating budget for the City of Waco is submitted in accordance with the City Charter and all applicable State laws. The budget for the City of Waco is based on separate funds and sets forth the anticipated appropriations for the upcoming fiscal year.

## Budget Roles

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

- Operating Department Managers

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

- Staff Support

The Budget Office and the Finance Department work to combine the personnel, employee benefits and revenue projections that are required to support the departmental budgets. When Department Managers have completed their departmental budgets, they submit them to the Budget Office. The Budget Office then compiles all the budget requests for review by City Management. Prior to submitting a proposed budget to Council, City Management reviews the requests and constrains the budget based on Council priorities and the needs of the City.

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

- City Council

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

## Budget Process

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

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

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

A copy of the proposed budget is filed with the City Secretary at least fifteen days before the public hearing and is available for public inspection. The City Manager presents the budget to the Council in a series of work sessions. The tax rate is adopted by ordinance and the vote is separate from the vote on the budget. The adopted tax rate for the City of Waco is \$0.776232 for fiscal year 2019-20. A public hearing is conducted to obtain citizen input and the budget is adopted by resolution prior to October 1. The adopted budget is then filed with the City Secretary. A copy of the budget is placed on the City’s website for public access.

## Basis of Budgeting

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

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

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

## Budget Basis of Presentation

### Governmental and Fiduciary Funds

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

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

### Proprietary and Internal Service Funds

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

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

## Basis of Accounting

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

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

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

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

## Budget Amendments

The resolution approving and adopting the budget appropriates spending limits at the fund (agency) level. Expenditures may not legally exceed appropriations at the fund level for each legally adopted annual operating budget. Any change to the budget, which reallocates money from one fund to another, requires City Council action by resolution approving the budget amendment. Budget amendments are taken to the Council on a quarterly basis or as necessary.

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

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

## Month/Activity

### January

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

### March

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

### April

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

### May

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

### June

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



## July

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

## August

- Budget Filing Presentation
- Effective Tax Rate Calculated
- Certified Tax Roll Presentation
- Notice On Public Hearing On Tax Rate Published
- Review Any Changes From Proposed Budget Based On Certified Roll
- Budget Update Based on Certified Roll

## September

- Public Hearing On Tax Rate
- Budget Adoption for Following Fiscal Year Budget & CIP
- Public Hearing On Proposed Budget (After 15 Days From Filing)
- Amending Current Fiscal Year Budget to Projections
- First & Final Reading Of Tax Rate Ordinance

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

## **Governmental Funds**

### **General Fund**

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

### **Special Revenue Funds**

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

### **Debt Service Fund**

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

### **Capital Project Funds**

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

## **Proprietary Funds**

### **Enterprise Funds**

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

### **Internal Services Funds**

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

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

## Governmental

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

### *Special Revenue Funds*

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

## Proprietary Funds

### Enterprise

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

### *Internal Service Funds*

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



## By Fund

Fund	FY19 Actual	FY20 Adopted	FY 21 Proposed
<b>Enterprise - Utility Funds</b>	197.0000	197.0000	199.0000
<b>General Fund</b>	1,030.2526	1,039.2526	1,067.1226
<b>Grants</b>	69.1300	69.1300	66.1400
<b>Internal Service Funds</b>	65.1333	65.1333	64.5667
<b>Other Enterprise Funds</b>	224.8379	227.7744	230.3410
<b>Special Revenue Funds</b>	36.0500	37.0500	40.0000
<b>Grand Total</b>	1,622.4038	1,635.3403	1,667.1703

General fund personnel changes from FY20 adopted to FY21 proposed include 13 new FTE's for new City initiatives, reallocation of personnel from other funds, and mid-year adjustments. General fund personnel changes are explained in detail within each departmental section found in the following pages.



## By Fund and Department

Fund	Department	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Enterprise - Utility Funds</b>	Environmental Services	3.0000	3.0000	
	Utilities Laboratory	11.0000	11.0000	
	Wastewater - Collection			38.1800
	Wastewater - Environmental			3.0000
	Wastewater - General & Admin			3.6600
	Wastewater Collection	38.6700	38.6700	
	Wastewater General & Admin	3.6600	3.6600	
	Water - Customer Account Exp			23.0000
	Water - General & Administratn			3.6600
	Water - Lab			10.0000
	Water - Meter Shop	16.3300	16.3300	16.3300
	Water - Transmissn & Distribut			32.1600
	Water - Treatment			36.8300
	Water - Wetlands			1.0000
	Water Distribution	32.6700	32.6700	
	Water General & Admin	3.6600	3.6600	
	Water Office	20.0000	20.0000	
	Water Treatment	36.8300	36.8300	
	WMARSS	31.1800	31.1800	
	WMARSS Bull Hide Plant			2.0000
	WMARSS Central Plant Operation			28.5000
WMARSS General Administration			0.6800	
<b>General Fund</b>	Administration - Admin			18.7500
	Administration - City Council			
	Administration - Economic Development			3.3000
	Animal Shelter	20.4750	20.4750	
	City Manager's Office	8.0000	8.0000	
	City Secretary	7.0000	7.0000	
	City Secretary - Admin			7.0000

# Personnel Summary



Fund	Department	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>General Fund (cont.)</b>	Economic Development	3.3000	3.3000	
	Emerg Mgmt - Administration			3.0000
	Emerg Mgmt - Radio Operations			3.0000
	Emergency Management	6.0000	6.0000	
	Facilities	27.5000	27.5000	
	Facilities Maintenance			24.5000
	Finance	23.6750	23.6750	
	Finance - Administration			27.6750
	Fire	209.0000	209.0000	
	Fire Administration			5.0000
	Fire Communications			7.0000
	Fire Prevention Services			6.0000
	Fire Suppression Services			189.0000
	Fire Training Services			2.0000
	Housing	4.2000	4.2000	
	Housing Administration			3.5000
	Human Resources	13.9500	13.9500	
	Human Resources - Admin			14.9500
	Information Technology	29.0000	29.0000	
	Information Technology - Admin			31.0000
	Inspec-Animal Welfare-Care			5.0000
	Inspec-Animal Welfare-Shelter			16.4750
	Inspection - Code Enforcement			28.9600
	Inspections	26.2200	26.2200	
	Legal	10.0000	10.0000	
	Legal Services			10.0000
	Library	47.6000	47.6000	
	Library Administration			4.4750
	Library Circulation			15.8750
	Library East Waco Branch			4.4250
	Library Periodicals/Genealogy			3.0000
	Library South Waco Branch			3.9500
	Library Technical Services			6.4750
	Library West Waco Branch			9.4250
	Mun Info - Govt Access Channel			3.0000
	Municipal Court	14.0000	14.0000	
	Municipal Court - Admin			14.0000
	Municipal Info - Graphics			3.0000
	Municipal Information	9.0000	9.0000	3.0000
	Park Development			3.0000
	Parks - Mammoth Site Park			8.6000
Parks - Park Rangers			11.2250	
Parks Administration			10.1500	
Parks and Recreation	142.2576	142.2576		
Parks Creek Maintenance			3.0000	
Parks Operations			57.9500	

# Personnel Summary



Fund	Department	FY19 Actual	FY20 Adopted	FY21 Proposed	
<b>General Fund (cont.)</b>	Parks Right Of Way			15.0000	
	Planning	8.3000	8.3000		
	Planning Services - Admin			7.3000	
	Police	352.2000	359.2000		
	Police Chief's Office			15.9500	
	Police Community Services			5.0000	
	Police Crime Scene			10.9500	
	Police Criminal Investigation			31.4750	
	Police Drug Enforcement Unit			13.0000	
	Police McLennan Cty Dispatch			6.0000	
	Police Neighborhood Engagement			7.0000	
	Police Neighborhood Services			30.0000	
	Police Patrol			177.0000	
	Police Support Services			69.8000	
	Police Victim Services			3.0000	
	Purchasing	8.0000	8.0000		
	Purchasing - Admin			8.0000	
	Recreation - Athletics			5.1696	
	Recreation - Bledsoe Miller			7.6770	
	Recreation - Dewey Center			7.5740	
	Recreation - South Waco Center			7.9920	
	Recreation - Special Events			3.0000	
	Streets & Drainage	39.0500	41.0500		
	Streets Administration			44.0500	
	Traffic	21.5250	21.5250		
	Traffic Administration			21.5250	
	<b>Grants</b>	CDBG Administration			3.1000
		CDBG Downpayment Delivery			0.8000
		CDBG Housing Code Enforcement			4.0400
		CDBG Housing Rehab Admin			0.6000
Community Development		4.2000	4.2000		
Community Development Code Enforcement		4.7800	4.7800		
Community Development Housing Rehab		0.6000	0.6000		
Environmental Health-Grants		8.0000	8.0000		
Health Grants - Bt Haz Fy16				1.0000	
Health Grants - But Haz Fy16				1.0000	
Health Grants - Hivprev 17 14				2.5000	
Health Grants - Imm/Fy16				5.0000	
Health Grants - Rlss Fy16				7.0000	
Health Grants - Rwyhite Fy 09				4.7000	
Health Grants - St Serv 17 15				0.7500	
Health Grants - Tbfed Fy16				0.2500	
Health Grants - Tbstate 17 15				0.2500	
Health Grants - White Fy 15				3.4000	
Health Grants - WIC				20.0000	
Health Grants -Epi Inf Disease				1.0000	

# Personnel Summary



Fund	Department	FY19 Actual	FY20 Adopted	FY21 Proposed	
<b>Grants (cont.)</b>	Health Grants -Hbaby 18 & 16			1.0000	
	Health Grants -HIV Hopwa 15-16			0.3500	
	HIV / AIDS Services	7.2000	7.2000		
	Home Administration			0.7000	
	Homeless Management Information System (HMIS)	2.0000	2.0000		
	Housing - COC Planning 2014			1.0000	
	Housing - Lead Rehab			2.2000	
	Housing & Urban Development (HOME)	0.7000	0.7000		
	Housing Administration			1.8000	
	Metropolitan Planning Org. (MPO)	3.7000	3.7000		
	Planning Data Analysis			1.1000	
	Planning MPO Administration			0.8500	
	Planning Short Range Planning			0.7500	
	Planning Transportation Planng			1.0000	
	Public Health Nursing-Grants	14.9500	14.9500		
	State Police Grants	2.0000	2.0000		
	WIC	21.0000	21.0000		
	<b>Internal Service Funds</b>	Engineering	32.1833	32.1833	
		Engineering Administration			32.6167
		Equipment Services			28.9500
Fleet Services		28.9500	28.9500		
Health Insurance Administra				1.0000	
Health Insurance Fund		1.0000	1.0000		
Insurance (Risk Management)		3.0000	3.0000		
Risk Management				2.0000	
<b>Other Enterprise Funds</b>	Airport Administration			12.4000	
	Cameron Park Zoo	58.6462	61.5827		
	Cameron Park Zoo Operations			61.5827	
	Conv & Vistr - Catering			3.0000	
	Conv & Vistr - General Admin			5.0000	
	Conv & Vistr - Marketing/Tour			5.9500	
	Conv & Vistr - Operations Exp			15.0000	
	Conv & Vistr - Sales			6.0000	
	Convention Center & Visitors' Services	34.9500	34.9500		
	Cottonwood Creek Golf Course	13.0000	13.0000		
	Golf - Course Customer Service			4.4000	
	Golf - Course Maintenance			5.2000	
	Golf - Food And Beverage			2.2000	
	Golf - Merchandise For Resale			1.2000	
	Solid Waste	90.7167	90.7167		
	Solid Waste - Administration			12.2833	
	Solid Waste - Commerc Containr			15.0000	
	Solid Waste - Landfill			22.0000	
	Solid Waste - Recycling			7.0000	
	Solid Waste - Repair			6.0000	
	Solid Waste - Residential Coll			29.0000	

# Personnel Summary



Fund	Department	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Other Enterprise Funds (cont.)</b>	Texas Ranger Hall of Fame	15.1250	15.1250	
	TRHOF Administration			17.1250
	Waco Regional Airport	12.4000	12.4000	
<b>Special Revenue Funds</b>	Environmental Health	1.7500	2.7500	
	Environmental Health - OSSF	4.2500	4.2500	
	Health - Administration			5.0000
	Health - Environmental Adm			3.7500
	Health - Health Educa/Comm Srv			12.0000
	Health - HIV/Aids Adm - City			2.2500
	Health - Immunizations - City			1.0000
	Health - Septic System			4.2500
	Health - Sexually Trans Disease			5.2500
	Health - Tb Control - City			1.5000
	Health - Vital Statistics			5.0000
	Health Administration	10.0000	10.0000	
	HIV/AIDS	2.0500	2.0500	
	Public Health Nursing	12.7500	12.7500	
	Sexually Transmitted Diseases	5.2500	5.2500	
<b>Grand Total</b>		1,622.4038	1,635.3403	1,667.1703



# Budget Message

The budget is organized to be useful for our citizens, members of the City Council, and staff. The document provides information that meets the criteria necessary to receive the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. The budget is designed to take on several roles as recommended by GFOA. The budget serves as:

## **A Policy Document**

The budget represents Council's policy related to services provided by the City. 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 appropriates expenditures for specific purposes and identifies anticipated revenue streams.

## **An Operations Guide**

Numbers are obviously an important aspect of the budget, but the annual budget is much more. The Annual Budget includes mission statements, accomplishments in the current year, departmental goals that span a broad range of service areas. The Operations Guide aspect of the budget focuses our financial planning on achieving results. As such, the budget is the funding document for the values and strategic intents of the Council.

## **A Communications Device**

Through the budget, we communicate City priorities to our citizens. The budget contains graphics, tables, summaries and directions that are designed to assist citizens, Council members, staff and others in getting needed information quickly and easily. These four emphases guide us in preparing a proposed and final document that balances the requirements of law with the needs and desires of citizens. And like our other services, we will continuously improve the budget to make it more useful and functional.

## **Format of the Budget**

The budget is presented in the following format:

- Budget message describes the most important elements and emphases of the budget as a convenient overview
- Financial statements and summaries give an overview and provide revenues, expenditures and transfers for all City funds recommended for appropriation
- Personnel/staffing section by department
- Capital improvements program section
- Budget glossary explains terms used in the document
- Fee schedule

## How the Budget was Developed

The budget shows departmental accomplishments and what the organizational 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

- Provide excellent and innovative service
- Promote equity and inclusion in all we do.
- Focus on teamwork.
- Invest in people.
- Do the right thing.

### Fee Revenues

User fees were reviewed and subsequently revised, added or deleted for nine of the City's service areas including Cameron Park Zoo, Inspection Services, and the Waco Regional Airport. Utility service rates will increase to address infrastructure needs. The budget reflects these revisions to user fees.

### Utility Rates

In keeping with the Waco City Council's goals, we have restructured the water rates to provide a lower cost for customer's with minimal use. One of the significant factors contributing to water and wastewater rates are our continued commitment to improving and maintaining the City of Waco's water system's infrastructure. We continue to improve and add to our water storage and transmission lines as well as working towards redundancy in our critical infrastructure.

### Salary and Wage Increases

For FY 21, we are recommending a salary package without a pay adjustment for all employees due to the unknown impact of COVID 19. Civil service employees will 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 2021 increased slightly from the 2020 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. Our funded ratio increased slightly and is currently 87.5% while the unfunded liability increased to \$66.5 million. There is no increase in health insurance.

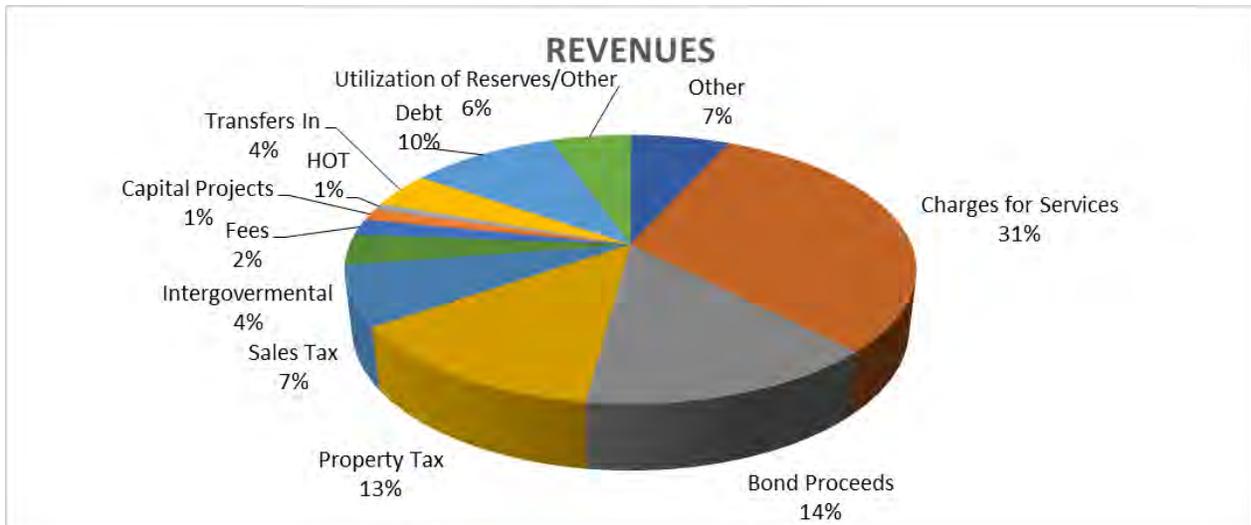


## Conclusion

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.

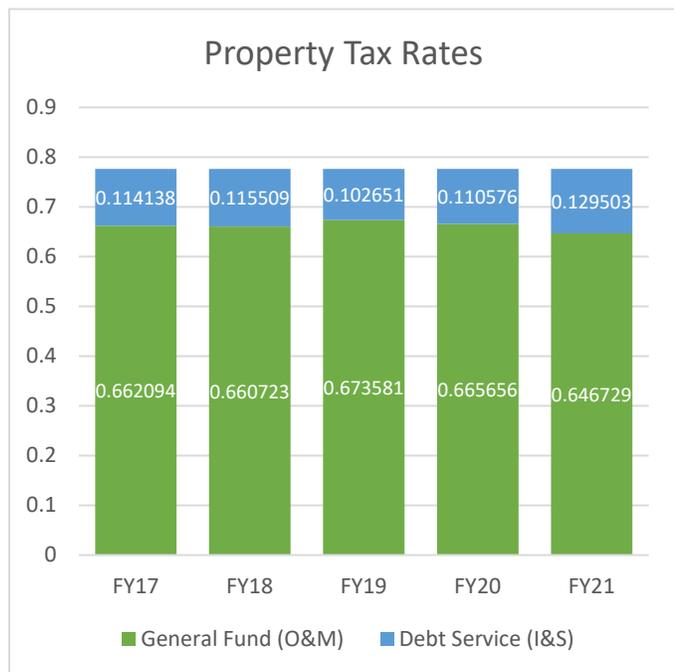


The City of Waco’s revenue stream for FY21 is illustrated in the graph below and explained on the following pages.



## General Property Taxes

Property taxes include the current year’s levy, prior year levies/penalties, and interest collected on payment of delinquent taxes. The proposed tax rate of \$0.776232 per hundred dollars of valuation includes \$0.129503 for debt service. The Property Tax Rates the same rate as last year’s rate and has remained the same over past 7 years. Annexations and increased property values have contributed to the steady increase in property taxes over the past five years. Property tax revenue is typically one of the most reliable revenue streams for the City.



## Sales Tax

The City receives one and one-half percent sales tax on all retail sales, leases and rentals of most goods. Sales tax is budgeted at \$36 million, which is significantly less than what the City has



received in the past few years. The low budget number is in reaction to the unknown continuing impact of COVID 19.

The City of Waco uses detailed, confidential, Waco-specific sales tax information from the State, as well as permitting data, and aggregate sales tax information from all Texas cities to produce a sector based, multiple regression predictive model. The model is reviewed, analyzed, and updated monthly.

### Business and Occupation Fees

Included in this revenue category are Gross Receipts and Occupation taxes. Gross Receipts represent those revenues collected on the gross receipts of utilities operating within the City and using the City's rights-of-way to

conduct their business. The City Council has authorized a 4% charge on water, wastewater and solid waste; 5% charge on natural gas and cable TV receipts; a 1% charge on bingo receipts; a per kilowatt hour charge on electricity receipts and a per line charge on telephone and telecommunications receipts. Business and Occupation fees are projected to increase by 5.1% over this year's adopted budget. The weather can greatly affect the amounts received from electricity, natural gas, water and wastewater fees and varies from year to year.

### Permits, Licenses and Fees

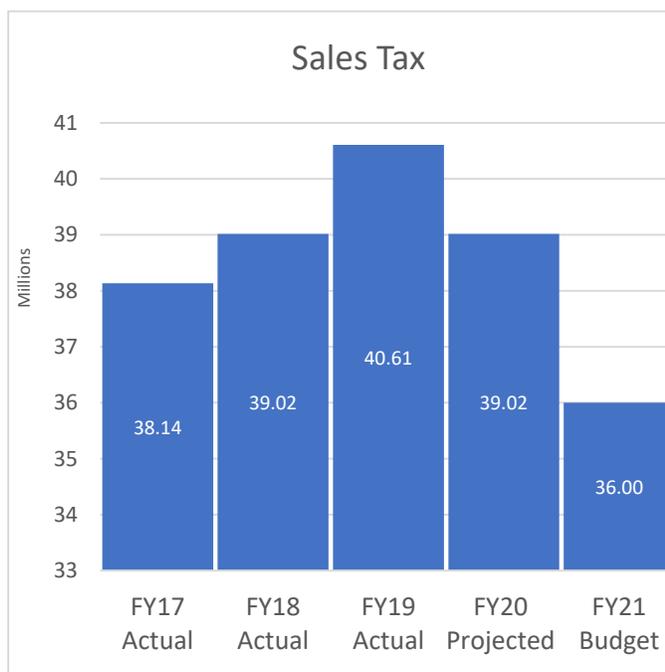
License and permit revenues include fees charged by the City for certain types of operator licenses, permits for construction, and other items regulated by City ordinances.

### Fines and Fees

Fines and Fees include items like court fees, auto impound fees, and false alarm fines. The Municipal Court judge periodically reviews the amounts of all fines and determines if any need changing. This review takes place after the legislature determines if any of the state fines will change. The U.S. Department of Justice continues to focus on equal justice and due process for all who come before local courts and an effort on non-monetary settlement of fines has resulted. Auto impound fees and false alarm fines continue to be stable sources of revenue.

### Charges for Services

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



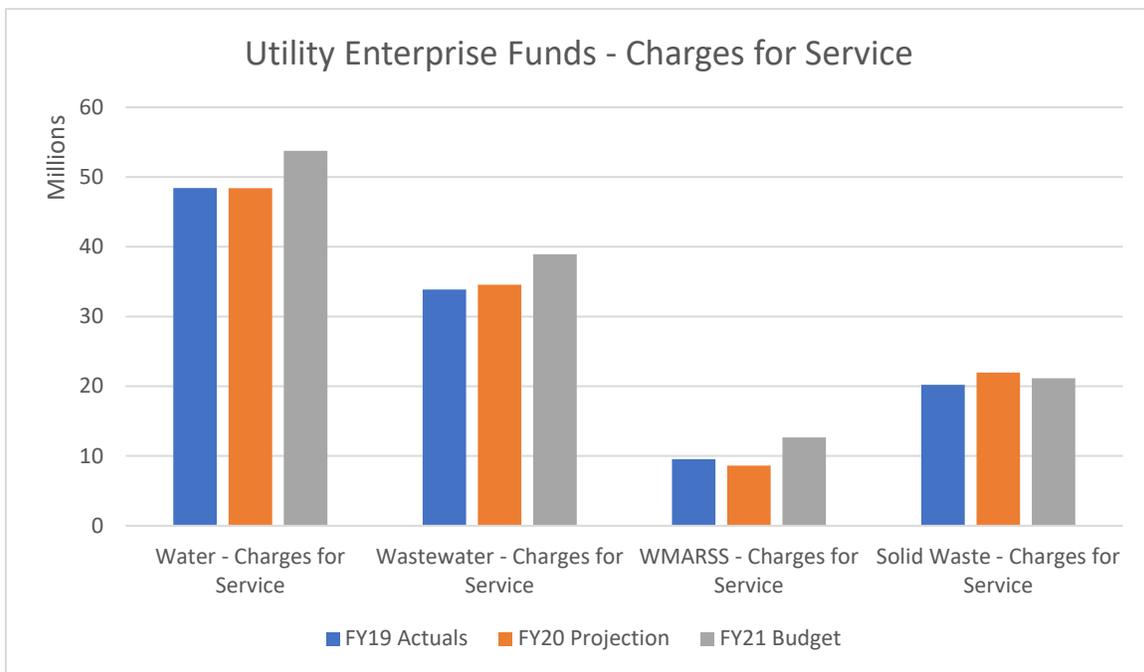


## Health Services

Health fees are collected for services based on the amount of actual costs to the City or the client’s ability to pay. These fees include death and birth certificates, environmental, septic system, immunization and other health fees. The City receives fees from other McLennan County governments for participation in the Health District. Private pay revenues for Immunizations can fluctuate from year to year.

## Enterprise Fund Revenues

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



## Water Services

Water revenues are budgeted to increase due to growth in the system. Additionally, the City will be implementing a new rate structure that focuses on equity for the rate payers. Aside from the stated Council goal of equity, the new rates will account for increased operational expenses, debt service requirements for major infrastructure projects, and regulatory mandates.

## Wastewater Services

The City charges both residential and commercial customers for wastewater. Residential customers consumption billed during November, December, January, and February determines the customer’s max sewer charge for the rest of the year.



Instead of charging residential customers a sewer rate for every gallon of water used, the City of Waco uses what is known as Winter Averaging. This means sewer charges are capped by the average of the customer's water consumption billed during the winter months.

## WMARSS

Revenues include charges to wholesale city customers and Waco's Wastewater Fund to recover operation and maintenance expenses and debt service for capital improvement. 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. Revenue fluctuates based on established rates, actual sewer flows, and debt service requirements.

## Solid Waste Services

The City of Waco operates a Type I Municipal Solid Waste landfill that receives over 290,000 tons of waste per year for disposal. Residential and commercial service fees were last increased in FY20. Prior to this adjustment, the last residential service fee increase was in March 2008. Commercial service rates were last increased in FY17.

## Waco Regional Airport

Airport revenues consist of hangar rentals, passenger facility charges, commissions on rental cars, space rentals, flowage fees, concessions and landing fees. Security costs are mandated, but are not totally reimbursed by the federal government. The FY21 Budget features an increase in two fees at the Airport.

## Convention Center and Visitors' Services

Convention Services revenues are dependent on the usage and catering/concessions operations of the Convention Center and the hotel/motel taxes generated from occupancy in our local accommodations. Aggressive marketing and sales strategies are implemented each year to convert convention and meeting leads into new business for the Waco Convention Center, area hotels, and venues. These marketing efforts have paid off which is reflected in rental revenues increasing steadily every year since FY15. However, the pandemic dramatically effected HOT revenues in this fund in FY20. Staff is budgeting revenues conservatively in FY21 due to the unknown on-going impact of COVID-19.

## Ranger Hall of Fame

Revenues at the Hall of Fame include admissions, sale of merchandise, and room rentals. Many licensing agreements have been signed over the past years, but it takes several years to see the fruits of these efforts. Revenues have steadily increased since FY15. However, the pandemic dramatically effected revenues in this fund in FY20. Staff is budgeting revenues conservatively in FY21 due to the unknown on-going impact of COVID-19. Donations to the Ranger Hall of Fame fluctuate annually, so contributions revenue is also budgeted conservatively.

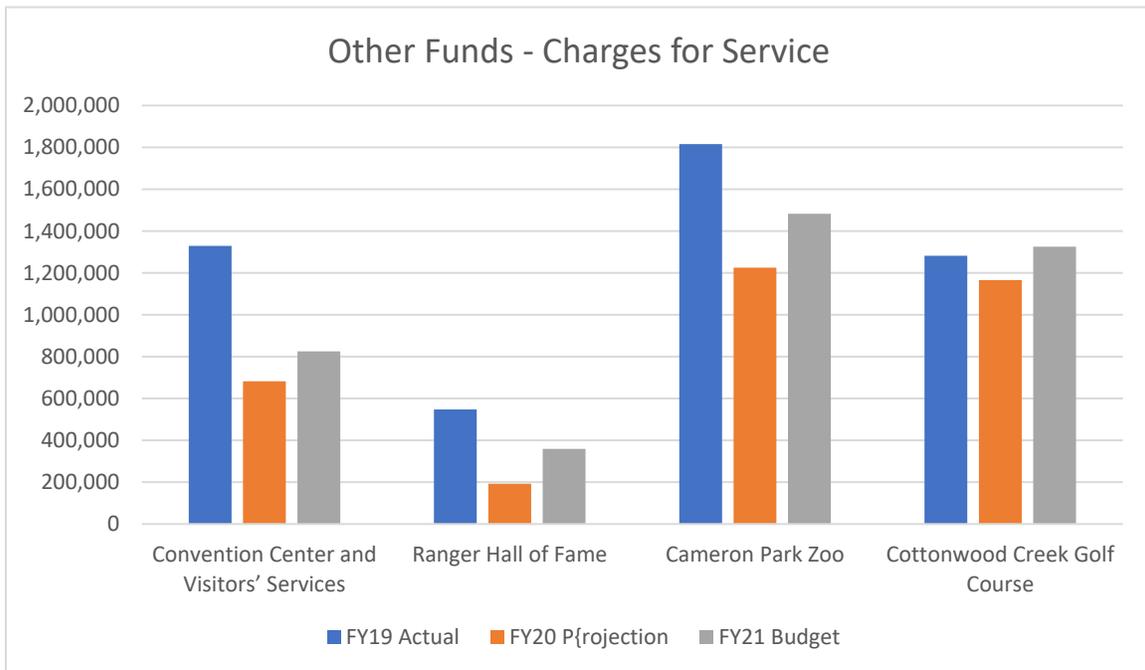


## Cameron Park Zoo

The base admission price for adults and children is budgeted to increase by 50 cents in FY21. The rate increases have generated more in admission revenue, but over the years increasing operating expenses have required the fund to receive more General Fund support.

## Cottonwood Creek Golf Course

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



## Waco Transit

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

## Investment Earnings

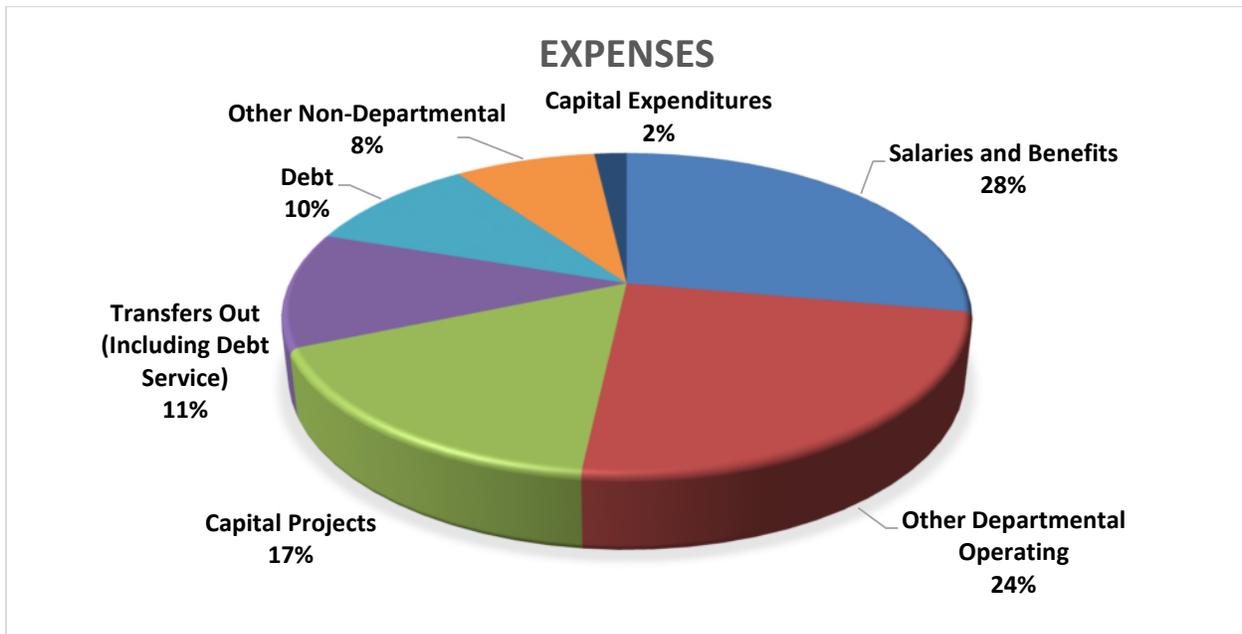
Investment earnings is dependent on prevailing short-term interest rates and available fund balances.



## Non-Operating Revenues

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

The City of Waco's expenditures for FY21 is illustrated in the graph below and explained on the following pages.



## Salaries & Wages

Authorized staffing for all funds includes 1668 full time employees (FTEs) for FY21. Salaries and benefits is the largest category of expenditures. 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. Included in this budget is a conservative amount of salary savings.

## Employee Benefits

Employee benefits covers health insurance, life insurance, and Medicare. The City also participates in Social Security taxes, and the Texas Municipal Retirement System (TMRS). TMRS plan's unfunded actuarial liabilities are calculated at the full contribution rate. These steps allow the City to fund TMRS at 15%, which is slightly above the full contribution rate.

## Purchased Professional/Technical Services

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

## **Purchased Property Services and Maintenance**

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

## **Other Purchased Services**

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

## **Supplies**

Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, natural gas, electricity and fuel. This category also includes the purchase of minor equipment with an individual cost per item below the City's capitalization threshold of \$5,000. The amount of these non-expendable supplies can vary from year to year depending on the departments' needs.

## **Other Expenses**

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

## **Contracts with Others**

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

## **Capital Expenditures**

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



## **Non-Operating Expenditures**

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

## **Debt Service**

This category provides for the payment of principal and interest on the City’s debt. A detailed debt service section is included in this document.

## **Capital Improvements Program (CIP)**

These funds are for the acquisition and development of the City’s physical assets. The CIP includes those items typically thought of as “infrastructure”—streets, water and wastewater lines as well as facilities through which City government provides services directly to citizens or in support of City operations. Details of the Capital Improvement Program are included in this document.

## Revenue Budget By Fund

Fund Type	Fund	Fund Description	Proposed Budget
<b>Governmental</b>	<b>1000</b>	General	\$ 145,726,733
	<b>1002</b>	EcoDev Incentive	2,761,000
	<b>1007</b>	Cable PEG	145,000
	<b>2030</b>	Building Demo & Lot Clearance	350
	<b>4008</b>	Rolling Stock	1,730,000
<b>Governmental Total</b>			<b>150,363,083</b>
<b>Internal Service</b>	<b>6001</b>	Insurance	4,591,532
	<b>6002</b>	Health Insurance	15,061,087
	<b>6003</b>	Engineering	3,096,361
	<b>6004</b>	Fleet Services	2,025,669
<b>Internal Service Total</b>			<b>24,774,649</b>
<b>Special Revenue</b>	<b>2001</b>	Health Services	5,715,686
	<b>2101</b>	Court Security	30,000
	<b>2102</b>	Court Technology	34,000
	<b>2103</b>	State CH59 Police Forfeiture	24,905
	<b>2104</b>	Federal Justice Police Forfeiture	50
	<b>2105</b>	Federal Treasury Police Forfeiture	20
	<b>2106</b>	State CH18 Police Forfeiture	40
	<b>2110</b>	Abandoned Motor Vehicles	253,825
	<b>2759</b>	Public Improvement District	682,203
<b>Special Revenue Total</b>			<b>6,740,729</b>
<b>Enterprise</b>	<b>5000</b>	Water	55,693,798
	<b>5100</b>	WasteWater	39,397,819
	<b>5160</b>	WMARSS	12,837,030
	<b>5200</b>	Solid Waste	21,379,151
	<b>5300</b>	Airport Fund	2,967,938
	<b>5400</b>	Convention Services	5,223,258
	<b>5500</b>	Ranger Hall Of Fame	1,289,955
	<b>5600</b>	Waco Transit System	9,081,260
	<b>5601</b>	Rural Transit Services	1,985,199
	<b>5700</b>	Cameron Park Zoo	4,743,820
	<b>5800</b>	Cottonwood Creek Golf Course	2,676,574
<b>Enterprise Total</b>			<b>157,275,802</b>
<b>Capital Projects</b>	<b>Multiple</b>	Capital Projects	84,252,119
<b>Capital Projects Total</b>			<b>84,252,119</b>
<b>Debt</b>	<b>Multiple</b>	Debt	49,971,897
<b>Debt Total</b>			<b>49,971,897</b>
			<b>\$ 473,378,278</b>
<b>Utilization of Reserves/Other</b>			27,053,979
			<b>\$ 500,432,257</b>

## Expenditure Budget By Fund

Fund Type	Fund	Fund Description	Proposed Budget
<b>Governmental</b>	<b>1000</b>	General	\$ 153,706,267
	<b>1002</b>	EcoDev Incentive	16,378,436
	<b>1007</b>	Cable PEG	145,000
	<b>2030</b>	Building Demo & Lot Clearance	75,000
	<b>4008</b>	Rolling Stock	1,730,000
<b>Governmental Total</b>			<b>172,034,703</b>
<b>Internal Service</b>	<b>6001</b>	Insurance	6,965,794
	<b>6002</b>	Health Insurance	15,124,976
	<b>6003</b>	Engineering	4,321,602
	<b>6004</b>	Fleet Services	2,243,193
<b>Internal Service Total</b>			<b>28,655,566</b>
<b>Special Revenue</b>	<b>2001</b>	Health Services	5,897,609
	<b>2101</b>	Court Security	117,835
	<b>2102</b>	Court Technology	36,374
	<b>2103</b>	State CH59 Police Forfeiture	150,000
	<b>2110</b>	Abandoned Motor Vehicles	98,900
	<b>2759</b>	Public Improvement District	1,850,466
<b>Special Revenue Total</b>			<b>8,151,184</b>
<b>Enterprise</b>	<b>5000</b>	Water	55,693,798
	<b>5100</b>	WasteWater	39,397,818
	<b>5160</b>	WMARSS	12,837,030
	<b>5200</b>	Solid Waste	21,109,048
	<b>5300</b>	Airport Fund	2,331,882
	<b>5400</b>	Convention Services	5,731,260
	<b>5500</b>	Ranger Hall Of Fame	1,520,900
	<b>5600</b>	Waco Transit System	9,081,260
	<b>5601</b>	Rural Transit Services	1,985,199
	<b>5700</b>	Cameron Park Zoo	5,342,303
<b>5800</b>	Cottonwood Creek Golf Course	2,551,691	
<b>Enterprise Total</b>			<b>157,582,189</b>
<b>Capital Projects</b>	<b>Multiple</b>	Capital Projects	84,252,119
<b>Capital Projects Total</b>			<b>84,252,119</b>
<b>Debt</b>	<b>Multiple</b>	Debt	49,756,497
<b>Debt Total</b>			<b>49,756,497</b>
			<b>\$ 500,432,257</b>

## Summary of Funds - Revenues and Expenditures

	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Budget
<b>Revenue Account</b>	<b>Operating</b>			
Property Tax	74,038,039	78,541,961	77,841,961	79,617,989
Sales Tax	40,610,169	37,547,803	39,017,000	36,000,000
Hotel - Motel Tax	4,617,066	4,898,833	3,045,856	4,017,792
Special Assessment	560,431	607,006	624,759	646,403
Business and occupation Fees	10,145,657	10,261,045	9,857,517	9,733,045
Licenses and Permits	2,238,757	1,808,001	2,160,501	2,182,929
Fines	1,702,460	1,653,080	1,389,373	1,006,373
Intergovernmental	8,416,957	9,463,175	14,550,017	12,378,093
Interest on Investments	5,092,818	2,540,903	1,765,172	263,412
Contributions	1,716,879	1,482,343	1,419,053	1,388,449
Other	7,790,854	7,428,737	5,514,270	5,820,773
Charges for Services	141,847,425	144,922,119	141,317,002	155,458,870
Net Merchandise Sale	2,057,530	2,252,673	1,415,753	1,631,774
Bond Proceeds	622,530	-	-	-
<b>Operating Total</b>	<b>301,457,573</b>	<b>303,407,679</b>	<b>299,918,234</b>	<b>310,145,901</b>
Interdepartmental Billing	4,165,007	7,285,430	7,332,137	6,976,874
Indirect - Cost Allocation Overhead	9,158,873	8,597,290	8,597,290	9,341,069
Taxes (PILOT)	4,800,961	5,084,754	5,084,754	5,353,541
Business and occupation Fees (Enterprise Funds)	4,474,009	4,127,814	4,127,814	4,517,204
Transfers In	46,058,463	54,388,016	53,168,459	52,791,570
<b>Non-Operating Total</b>	<b>68,657,313</b>	<b>79,483,304</b>	<b>78,310,454</b>	<b>78,980,258</b>
Capital Projects Funding	73,428,852	76,092,910	76,092,910	84,252,119
<b>Other Total</b>	<b>73,428,852</b>	<b>76,092,910</b>	<b>76,092,910</b>	<b>84,252,119</b>
<b>Revenue Account Total</b>	<b>443,543,738</b>	<b>458,983,893</b>	<b>454,321,598</b>	<b>473,378,278</b>
<b>Expenditure Account</b>	<b>Operating</b>			
Salaries and Wages	88,560,089	99,096,265	94,674,160	101,565,976
Employee Benefits	34,104,551	37,041,995	34,960,971	37,767,613
Purchased Professional Technical Services	16,561,582	22,860,751	21,772,099	20,547,191
Purchased Property Services	2,397,911	2,697,343	2,502,878	2,922,026
Maintenance	18,467,820	19,532,110	19,357,882	19,986,308
Other Purchased Services	11,537,564	11,165,423	10,270,451	12,090,281
Supplies	18,729,514	21,927,089	20,830,840	21,365,306
Other	24,740,780	38,450,901	24,794,252	42,721,656
Contracts with Others	3,999,032	5,049,826	5,546,326	7,219,512
Capital Expenditures	11,015,441	18,034,645	16,935,614	9,135,758
<b>Operating Total</b>	<b>230,114,285</b>	<b>275,856,347</b>	<b>251,645,472</b>	<b>275,321,627</b>
Interdepartmental Billing	2,965,142	7,085,430	7,332,137	6,976,833
Indirect - Cost Allocation Overhead	8,658,873	8,331,301	8,295,512	9,075,081
Taxes (PILOT)	4,800,961	5,084,754	5,084,754	5,353,541
Business and occupation Fees (Enterprise Funds)	4,100,325	4,127,814	4,127,814	4,517,204
Transfers Out	11,776,153	14,475,253	15,181,122	17,616,700
Transfers Out - Cash CIP	9,423,951	20,641,920	21,852,480	4,982,119
Transfers Out - Debt Service	31,070,196	34,392,137	34,392,137	35,772,963
Debt Service Coverage				6,807,574
<b>Non-Operating Total</b>	<b>72,795,600</b>	<b>94,138,609</b>	<b>96,265,956</b>	<b>91,102,015</b>
Capital Projects	73,428,852	76,092,910	76,092,910	84,252,119
Debt	42,318,334	46,545,860	46,545,860	49,756,497
<b>Other Total</b>	<b>115,747,186</b>	<b>122,638,770</b>	<b>122,638,770</b>	<b>134,008,616</b>
<b>Expenditure Account Total</b>	<b>418,657,071</b>	<b>492,633,726</b>	<b>470,550,198</b>	<b>500,432,258</b>
<b>Grand Total</b>	<b>24,886,667</b>	<b>(33,649,833)</b>	<b>(16,228,600)</b>	<b>(27,053,980)</b>
Utilization of Assignments				
RiverFront				2,750,000
CIP Assignments				1,662,311
Reserved CIP Funding				3,190,083
Utilization of Reserves/Increase to Fund Balance				19,451,587
<b>Reconciliation Total</b>				<b>(0.00)</b>

## Fiscal Year 2021 Summary of Funds

		General Fund	Economic Development	Cable PEG	Health	Bldg Demo & Lot Clearance	Court Security	Court Technology	State Forfeiture Ch 59	Fed Forfeiture	Fed Treasury Forfeiture
Revenue Account	Operating										
	Property Tax	66,297,422	-	-	-	-	-	-	-	-	-
	Sales Tax	36,000,000	-	-	-	-	-	-	-	-	-
	Hotel - Motel Tax	-	-	-	-	-	-	-	-	-	-
	Special Assessment	-	-	-	-	-	-	-	-	-	-
	Business and occupation Fees	9,561,776	-	145,000	-	-	-	-	-	-	-
	Licenses and Permits	1,927,949	-	-	210,910	-	-	-	-	-	-
	Fines	942,373	-	-	-	-	30,000	34,000	-	-	-
	Intergovernmental	3,021,417	-	-	316,781	-	-	-	-	-	-
	Interest on Investments	125,030	11,000	-	2,000	350	-	-	300	50	20
	Contributions	627,782	-	-	639,243	-	-	-	-	-	-
	Other	2,396,542	-	-	12,100	-	-	-	24,605	-	-
	Charges for Services	1,190,519	-	-	641,709	-	-	-	-	-	-
	Net Merchandise Sale	116,490	-	-	-	-	-	-	-	-	-
	<b>Operating Total</b>	<b>122,207,300</b>	<b>11,000</b>	<b>145,000</b>	<b>1,822,743</b>	<b>350</b>	<b>30,000</b>	<b>34,000</b>	<b>24,905</b>	<b>50</b>	<b>20</b>
	Interdepartmental Billing	2,510,153	-	-	-	-	-	-	-	-	-
	Indirect - Cost Allocation Overhead	9,341,069	-	-	-	-	-	-	-	-	-
	Taxes (PILOT)	5,353,541	-	-	-	-	-	-	-	-	-
	Business and occupation Fees (Enterprise Funds)	4,517,204	-	-	-	-	-	-	-	-	-
	Transfers In	1,797,466	2,750,000	-	3,892,943	-	-	-	-	-	-
	<b>Non-Operating Total</b>	<b>23,519,433</b>	<b>2,750,000</b>	<b>-</b>	<b>3,892,943</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Capital Projects Funding	-	-	-	-	-	-	-	-	-	-
	<b>Other Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenue Account Total</b>	<b>145,726,733</b>	<b>2,761,000</b>	<b>145,000</b>	<b>5,715,686</b>	<b>350</b>	<b>30,000</b>	<b>34,000</b>	<b>24,905</b>	<b>50</b>	<b>20</b>	
Expenditure Account	Operating										
	Salaries and Wages	71,312,375	-	-	2,226,875	-	-	-	-	-	-
	Employee Benefits	26,030,578	-	-	820,657	-	-	-	-	-	-
	Purchased Professional Technical Services	6,339,618	2,750,000	10,000	112,491	75,000	11,760	5,000	-	-	-
	Purchased Property Services	1,517,317	-	-	3,145	-	-	-	-	-	-
	Maintenance	8,987,781	-	35,000	19,276	-	-	18,174	-	-	-
	Other Purchased Services	4,945,119	-	-	224,827	-	1,200	-	50,000	-	-
	Supplies	7,494,909	-	50,000	415,239	-	-	13,200	100,000	-	-
	Other	1,704,336	13,628,436	-	5,700	-	-	-	-	-	-
	Contracts with Others	5,658,984	-	-	1,176,736	-	-	-	-	-	-
	Capital Expenditures	1,075,256	-	50,000	100,000	-	-	-	-	-	-
	<b>Operating Total</b>	<b>135,066,273</b>	<b>16,378,436</b>	<b>145,000</b>	<b>5,104,946</b>	<b>75,000</b>	<b>12,960</b>	<b>36,374</b>	<b>150,000</b>	<b>-</b>	<b>-</b>
	Interdepartmental Billing	1,510,822	-	-	-	-	-	-	-	-	-
	Indirect - Cost Allocation Overhead	78,233	-	-	792,663	-	-	-	-	-	-
	Taxes (PILOT)	-	-	-	-	-	-	-	-	-	-
	Business and occupation Fees (Enterprise Funds)	-	-	-	-	-	-	-	-	-	-
	Transfers Out	14,568,820	-	-	-	-	104,875	-	-	-	-
	Transfers Out - Cash CIP	2,482,119	-	-	-	-	-	-	-	-	-
	Transfers Out - Debt Service	-	-	-	-	-	-	-	-	-	-
	Debt Service Coverage	-	-	-	-	-	-	-	-	-	-
	<b>Non-Operating Total</b>	<b>18,639,994</b>	<b>-</b>	<b>-</b>	<b>792,663</b>	<b>-</b>	<b>104,875</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Capital Projects	-	-	-	-	-	-	-	-	-	-
	Debt	-	-	-	-	-	-	-	-	-	-
<b>Other Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditure Account Total</b>	<b>153,706,267</b>	<b>16,378,436</b>	<b>145,000</b>	<b>5,897,609</b>	<b>75,000</b>	<b>117,835</b>	<b>36,374</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	
<b>Grand Total</b>	<b>(7,979,534)</b>	<b>(13,617,436)</b>	<b>-</b>	<b>(181,923)</b>	<b>(74,650)</b>	<b>(87,835)</b>	<b>(2,374)</b>	<b>(125,095)</b>	<b>50</b>	<b>20</b>	
Utilization of Assignments											
RiverFront	2,750,000										
CIP Assignments	1,662,311										
Reserved CIP Funding	3,190,083										
Utilization of Reserves/Increase to Fund Balance	(377,140)	(13,617,436)	-	(181,923)	(74,650)	(87,835)	(2,374)	(125,095)	50	20	
<b>Reconciliation Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## Fiscal Year 2021 Summary of Funds

		State Forfeiture Ch 18	Abandoned Motor Vehicles	PID	Capital Equipment Replacement	Rolling Stock	Water Fund	Wastewater Fund	WMARSS Fund	Solid Waste Fund	Airport Fund
Revenue Account	Operating										
	Property Tax	-	-	-	-	-	-	-	-	-	-
	Sales Tax	-	-	-	-	-	-	-	-	-	-
	Hotel - Motel Tax	-	-	-	-	-	-	-	-	-	-
	Special Assessment	-	-	646,403	-	-	-	-	-	-	-
	Business and occupation Fees	-	-	-	-	-	-	-	-	26,269	-
	Licenses and Permits	-	-	-	-	-	-	-	-	-	-
	Fines	-	-	-	-	-	-	-	-	-	-
	Intergovernmental	-	-	-	-	-	-	-	-	-	2,124,762
	Interest on Investments	40	-	800	-	-	48,000	23,000	9,000	10,000	1,400
	Contributions	-	-	-	-	-	-	-	-	-	-
	Other	-	253,825	35,000	-	-	292,393	-	14,876	111,137	158,636
	Charges for Services	-	-	-	-	-	53,761,060	38,933,133	12,652,702	21,134,815	606,351
	Net Merchandise Sale	-	-	-	-	-	-	-	-	-	22,115
	<b>Operating Total</b>	<b>40</b>	<b>253,825</b>	<b>682,203</b>	<b>-</b>	<b>-</b>	<b>54,101,453</b>	<b>38,956,133</b>	<b>12,676,578</b>	<b>21,282,221</b>	<b>2,913,264</b>
	Interdepartmental Billing	-	-	-	-	-	1,447,303	-	-	-	-
	Indirect - Cost Allocation Overhead	-	-	-	-	-	-	-	-	-	-
	Taxes (PILOT)	-	-	-	-	-	-	-	-	-	-
	Business and occupation Fees (Enterprise Funds)	-	-	-	-	-	-	-	-	-	-
	Transfers In	-	-	-	-	1,730,000	145,042	441,686	160,452	96,930	54,674
	<b>Non-Operating Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,730,000</b>	<b>1,592,345</b>	<b>441,686</b>	<b>160,452</b>	<b>96,930</b>	<b>54,674</b>
	Capital Projects Funding	-	-	-	-	-	-	-	-	-	-
<b>Other Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Revenue Account Total</b>	<b>40</b>	<b>253,825</b>	<b>682,203</b>	<b>-</b>	<b>1,730,000</b>	<b>55,693,798</b>	<b>39,397,819</b>	<b>12,837,030</b>	<b>21,379,151</b>	<b>2,967,938</b>	
Expenditure Account	Operating										
	Salaries and Wages	-	-	-	-	-	6,012,050	2,273,301	1,749,129	4,291,902	558,330
	Employee Benefits	-	-	-	-	-	2,504,470	934,526	685,942	1,935,216	244,999
	Purchased Professional Technical Services	-	-	451,903	-	-	1,613,865	398,600	1,010,000	3,019,056	53,759
	Purchased Property Services	-	-	-	-	-	177,080	21,188	74,415	25,924	22,716
	Maintenance	-	31,500	-	-	-	3,517,049	1,363,817	1,822,236	2,476,510	88,146
	Other Purchased Services	-	7,500	15,000	-	-	1,792,462	188,393	245,052	207,925	85,117
	Supplies	-	9,900	5,500	-	-	4,845,542	551,611	2,309,016	2,400,152	137,616
	Other	-	-	-	-	-	613,600	9,556,927	-	362,000	49,200
	Contracts with Others	-	-	214,000	-	-	7,123	-	-	62,669	-
	Capital Expenditures	-	-	1,164,063	-	1,730,000	700,000	640,000	1,550,000	1,010,000	-
	<b>Operating Total</b>	<b>-</b>	<b>48,900</b>	<b>1,850,466</b>	<b>-</b>	<b>1,730,000</b>	<b>21,783,241</b>	<b>15,928,363</b>	<b>9,445,790</b>	<b>15,791,355</b>	<b>1,239,882</b>
	Interdepartmental Billing	-	-	-	-	-	1,254,855	2,071,627	301	1,047,228	1,092,000
	Indirect - Cost Allocation Overhead	-	-	-	-	-	2,660,936	1,359,038	731,665	1,643,271	-
	Taxes (PILOT)	-	-	-	-	-	3,808,039	1,057,215	-	488,287	-
	Business and occupation Fees (Enterprise Funds)	-	-	-	-	-	2,150,442	1,557,325	-	809,437	-
	Transfers Out	-	50,000	-	-	-	-	-	368,743	-	-
	Transfers Out - Cash CIP	-	-	-	-	-	1,500,000	1,000,000	-	-	-
	Transfers Out - Debt Service	-	-	-	-	-	19,748,478	14,357,675	337,340	1,329,470	-
	Debt Service Coverage	-	-	-	-	-	2,787,808	2,066,575	1,953,191	-	-
	<b>Non-Operating Total</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,910,558</b>	<b>23,469,455</b>	<b>3,391,240</b>	<b>5,317,693</b>	<b>1,092,000</b>
	Capital Projects	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-	
<b>Other Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditure Account Total</b>	<b>-</b>	<b>98,900</b>	<b>1,850,466</b>	<b>-</b>	<b>1,730,000</b>	<b>55,693,798</b>	<b>39,397,818</b>	<b>12,837,030</b>	<b>21,109,048</b>	<b>2,331,882</b>	
<b>Grand Total</b>	<b>40</b>	<b>154,925</b>	<b>(1,168,263)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>270,103</b>	<b>636,056</b>	
Utilization of Assignments											
RiverFront											
CIP Assignments											
Reserved CIP Funding											
Utilization of Reserves/Increase to Fund Balance	40	154,925	(1,168,263)	-	-	-	-	-	270,103	636,056	
<b>Reconciliation Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Fiscal Year 2021 Summary of Funds

	Convention Center	RHOF Fund	Transit Fund	Rural Transit Fund	Zoo Fund	Golf Fund	Insurance Risk Fund	Health Insurance Fund	Engineering Fund	Fleet Fund
<b>Revenue Account</b>	<b>Operating</b>									
Property Tax	-	-	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-	-	-
Hotel - Motel Tax	4,017,792	-	-	-	-	-	-	-	-	-
Special Assessment	-	-	-	-	-	-	-	-	-	-
Business and occupation Fees	-	-	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-	44,070	-
Fines	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	5,209,089	1,706,044	-	-	-	-	-	-
Interest on Investments	2,000	1,500	-	400	500	1,200	8,082	3,500	1,500	400
Contributions	40,343	1,000	-	80,000	81	-	-	-	-	-
Other	19,700	7,517	2,248,549	83,995	713	6,424	-	132,000	15,951	6,810
Charges for Services	825,000	359,595	921,894	114,760	1,483,052	1,325,243	4,583,450	14,925,587	-	2,000,000
Net Merchandise Sale	276,125	212,939	-	-	351,105	653,000	-	-	-	-
<b>Operating Total</b>	<b>5,180,960</b>	<b>582,551</b>	<b>8,379,532</b>	<b>1,985,199</b>	<b>1,835,451</b>	<b>1,985,867</b>	<b>4,591,532</b>	<b>15,061,087</b>	<b>61,521</b>	<b>2,007,210</b>
Interdepartmental Billing	-	-	-	-	-	-	-	-	3,019,418	-
Indirect - Cost Allocation Overhead	-	-	-	-	-	-	-	-	-	-
Taxes (PILOT)	-	-	-	-	-	-	-	-	-	-
Business and occupation Fees (Enterprise Funds)	-	-	-	-	-	-	-	-	-	-
Transfers In	42,298	707,404	701,728	-	2,908,369	690,707	-	-	15,422	18,459
<b>Non-Operating Total</b>	<b>42,298</b>	<b>707,404</b>	<b>701,728</b>	<b>-</b>	<b>2,908,369</b>	<b>690,707</b>	<b>-</b>	<b>-</b>	<b>3,034,840</b>	<b>18,459</b>
Capital Projects Funding	-	-	-	-	-	-	-	-	-	-
<b>Other Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenue Account Total</b>	<b>5,223,258</b>	<b>1,289,955</b>	<b>9,081,260</b>	<b>1,985,199</b>	<b>4,743,820</b>	<b>2,676,574</b>	<b>4,591,532</b>	<b>15,061,087</b>	<b>3,096,361</b>	<b>2,025,669</b>
<b>Expenditure Account</b>	<b>Operating</b>									
Salaries and Wages	1,679,785	768,568	3,518,277	863,316	2,119,960	616,930	116,916	68,357	2,203,076	1,186,830
Employee Benefits	662,551	289,314	891,990	170,571	999,097	259,245	42,228	23,380	760,222	512,626
Purchased Professional Technical Services	481,030	36,059	687,474	219,474	98,500	397,497	832,520	1,253,668	675,000	14,917
Purchased Property Services	39,650	11,037	28,555	-	646,455	290,864	-	4,000	52,611	7,069
Maintenance	251,359	20,481	769,940	125,100	159,493	121,219	65,501	12,900	28,438	72,387
Other Purchased Services	1,603,461	60,297	617,916	202,779	133,491	155,975	1,455,011	2,880	58,413	37,463
Supplies	412,924	105,963	1,170,463	213,908	755,307	259,461	8,504	4,300	39,526	62,266
Other	250,500	154,180	3,535	-	330,000	450,500	1,857,250	13,755,492	-	-
Contracts with Others	-	-	-	-	100,000	-	-	-	-	-
Capital Expenditures	-	75,000	888,424	153,015	-	-	-	-	-	-
<b>Operating Total</b>	<b>5,381,260</b>	<b>1,520,900</b>	<b>8,576,574</b>	<b>1,948,163</b>	<b>5,342,303</b>	<b>2,551,691</b>	<b>4,377,930</b>	<b>15,124,976</b>	<b>3,817,286</b>	<b>1,893,558</b>
Interdepartmental Billing	-	-	-	-	-	-	-	-	-	-
Indirect - Cost Allocation Overhead	200,000	-	504,686	37,036	-	-	213,602	-	504,316	349,635
Taxes (PILOT)	-	-	-	-	-	-	-	-	-	-
Business and occupation Fees (Enterprise Funds)	-	-	-	-	-	-	-	-	-	-
Transfers Out	150,000	-	-	-	-	-	2,374,262	-	-	-
Transfers Out - Cash CIP	-	-	-	-	-	-	-	-	-	-
Transfers Out - Debt Service	-	-	-	-	-	-	-	-	-	-
Debt Service Coverage	-	-	-	-	-	-	-	-	-	-
<b>Non-Operating Total</b>	<b>350,000</b>	<b>-</b>	<b>504,686</b>	<b>37,036</b>	<b>-</b>	<b>-</b>	<b>2,587,864</b>	<b>-</b>	<b>504,316</b>	<b>349,635</b>
Capital Projects	-	-	-	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-	-	-	-
<b>Other Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure Account Total</b>	<b>5,731,260</b>	<b>1,520,900</b>	<b>9,081,260</b>	<b>1,985,199</b>	<b>5,342,303</b>	<b>2,551,691</b>	<b>6,965,794</b>	<b>15,124,976</b>	<b>4,321,602</b>	<b>2,243,193</b>
<b>Grand Total</b>	<b>(508,002)</b>	<b>(230,945)</b>	<b>-</b>	<b>-</b>	<b>(598,484)</b>	<b>124,883</b>	<b>(2,374,262)</b>	<b>(63,889)</b>	<b>(1,225,241)</b>	<b>(217,524)</b>
Utilization of Assignments										
RiverFront										
CIP Assignments										
Reserved CIP Funding										
Utilization of Reserves/Increase to Fund Balance	(508,002)	(230,945)	-	-	(598,484)	124,883	(2,374,262)	(63,889)	(1,225,241)	(217,524)
<b>Reconciliation Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Fiscal Year 2021 Summary of Funds

		Capital Projects	General Debt Fund	Solid Waste Debt Fund	TIF Debt Fund	Wastewater Debt Fund	Water Debt und	WMARSS Debt Fund	Grand Total	
Revenue Account	Operating									
	Property Tax	-	13,320,567	-	-	-	-	-	79,617,989	
	Sales Tax	-	-	-	-	-	-	-	36,000,000	
	Hotel - Motel Tax	-	-	-	-	-	-	-	4,017,792	
	Special Assessment	-	-	-	-	-	-	-	646,403	
	Business and occupation Fees	-	-	-	-	-	-	-	9,733,045	
	Licenses and Permits	-	-	-	-	-	-	-	2,182,929	
	Fines	-	-	-	-	-	-	-	1,006,373	
	Intergovernmental	-	-	-	-	-	-	-	12,378,093	
	Interest on Investments	-	13,340	-	-	-	-	-	263,412	
	Contributions	-	-	-	-	-	-	-	1,388,449	
	Other	-	-	-	-	-	-	-	5,820,773	
	Charges for Services	-	-	-	-	-	-	-	155,458,870	
	Net Merchandise Sale	-	-	-	-	-	-	-	1,631,774	
	<b>Operating Total</b>		-	<b>13,333,907</b>	-	-	-	-	<b>310,145,901</b>	
	Interdepartmental Billing	-	-	-	-	-	-	-	6,976,874	
	Indirect - Cost Allocation Overhead	-	-	-	-	-	-	-	9,341,069	
	Taxes (PILOT)	-	-	-	-	-	-	-	5,353,541	
	Business and occupation Fees (Enterprise Funds)	-	-	-	-	-	-	-	4,517,204	
	Transfers In	-	-	1,329,470	865,027	14,357,675	19,748,478	337,340	52,791,570	
	<b>Non-Operating Total</b>		-	-	<b>1,329,470</b>	<b>865,027</b>	<b>14,357,675</b>	<b>19,748,478</b>	<b>337,340</b>	<b>78,980,258</b>
	Capital Projects Funding	84,252,119	-	-	-	-	-	-	-	84,252,119
	<b>Other Total</b>	<b>84,252,119</b>	-	-	-	-	-	-	-	<b>84,252,119</b>
<b>Revenue Account Total</b>		<b>84,252,119</b>	<b>13,333,907</b>	<b>1,329,470</b>	<b>865,027</b>	<b>14,357,675</b>	<b>19,748,478</b>	<b>337,340</b>	<b>473,378,278</b>	
Expenditure Account	Operating									
	Salaries and Wages	-	-	-	-	-	-	-	101,565,976	
	Employee Benefits	-	-	-	-	-	-	-	37,767,613	
	Purchased Professional Technical Services	-	-	-	-	-	-	-	20,547,191	
	Purchased Property Services	-	-	-	-	-	-	-	2,922,026	
	Maintenance	-	-	-	-	-	-	-	19,986,308	
	Other Purchased Services	-	-	-	-	-	-	-	12,090,281	
	Supplies	-	-	-	-	-	-	-	21,365,306	
	Other	-	-	-	-	-	-	-	42,721,656	
	Contracts with Others	-	-	-	-	-	-	-	7,219,512	
	Capital Expenditures	-	-	-	-	-	-	-	9,135,758	
	<b>Operating Total</b>		-	-	-	-	-	-	<b>275,321,627</b>	
	Interdepartmental Billing	-	-	-	-	-	-	-	6,976,833	
	Indirect - Cost Allocation Overhead	-	-	-	-	-	-	-	9,075,081	
	Taxes (PILOT)	-	-	-	-	-	-	-	5,353,541	
	Business and occupation Fees (Enterprise Funds)	-	-	-	-	-	-	-	4,517,204	
	Transfers Out	-	-	-	-	-	-	-	17,616,700	
	Transfers Out - Cash CIP	-	-	-	-	-	-	-	4,982,119	
	Transfers Out - Debt Service	-	-	-	-	-	-	-	35,772,963	
	Debt Service Coverage	-	-	-	-	-	-	-	6,807,574	
	<b>Non-Operating Total</b>		-	-	-	-	-	-	<b>91,102,015</b>	
	Capital Projects	84,252,119	-	-	-	-	-	-	-	84,252,119
	Debt	-	13,118,507	1,329,470	865,027	14,357,675	19,748,478	337,340	-	49,756,497
<b>Other Total</b>	<b>84,252,119</b>	<b>13,118,507</b>	<b>1,329,470</b>	<b>865,027</b>	<b>14,357,675</b>	<b>19,748,478</b>	<b>337,340</b>	-	<b>134,008,616</b>	
<b>Expenditure Account Total</b>		<b>84,252,119</b>	<b>13,118,507</b>	<b>1,329,470</b>	<b>865,027</b>	<b>14,357,675</b>	<b>19,748,478</b>	<b>337,340</b>	<b>500,432,258</b>	
<b>Grand Total</b>		-	<b>215,400</b>	-	-	-	-	-	<b>(27,053,980)</b>	
Utilization of Assignments										
RiverFront									2,750,000	
CIP Assignments									1,662,311	
Reserved CIP Funding									3,190,083	
Utilization of Reserves/Increase to Fund Balance	-	215,400	-	-	-	-	-	-	(19,451,586)	
<b>Reconciliation Total</b>	-	-	-	-	-	-	-	-	-	



# General Fund

**CITY OF WACO  
GENERAL FUND  
INCOME STATEMENT**

	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	Budget
<b>REVENUES</b>						
Sales Tax	\$ 40,610,169	\$ 37,547,803	\$ 39,017,000	\$ 36,000,000	\$ -	\$ 36,000,000
Property Tax	64,227,342	67,326,605	66,626,605	66,297,422	-	66,297,422
Business and Occupation Fees	9,833,471	10,089,776	9,561,776	9,561,776	-	9,561,776
Licenses and Permits	1,946,187	1,553,021	1,909,521	1,927,949	-	1,927,949
Fines	1,622,125	1,567,373	1,342,373	942,373	-	942,373
Intergovernmental	2,408,984	2,309,669	4,059,669	2,376,732	644,685	3,021,417
Interest on Investments	2,160,136	1,086,259	625,259	125,030	-	125,030
Contributions	677,457	772,782	772,782	627,782	-	627,782
Other	3,486,069	2,822,742	2,330,242	2,396,542	-	2,396,542
Charges for Services	1,756,353	1,767,891	1,062,391	1,190,519	-	1,190,519
Net Merchandise Sale	240,740	236,490	116,490	116,490	-	116,490
Operating Revenues	128,969,032	127,080,411	127,424,108	121,562,615	644,685	122,207,300
Interdepartmental Billing	345,589	2,075,493	2,522,200	1,782,153	728,000	2,510,153
Indirect - Cost Allocation Overhead	9,156,922	8,597,290	8,597,290	9,341,069	-	9,341,069
Taxes (PILOT)	4,800,961	5,084,754	5,084,754	5,353,541	-	5,353,541
Business and Occupation Fees (Enterprise Funds)	4,474,009	4,127,814	4,127,814	4,517,204	-	4,517,204
Transfers In	310,707	2,123,145	2,097,813	151,838	1,645,628	1,797,466
Non-operating Revenues	19,088,188	22,008,496	22,429,871	21,145,805	2,373,628	23,519,433
Total Revenues	148,057,220	149,088,907	149,853,979	142,708,420	3,018,313	145,726,733
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 63,135,311	\$ 68,194,144	\$ 67,159,144	\$ 70,896,900	\$ 415,475	\$ 71,312,375
Employee Benefits	23,610,079	25,331,747	24,406,747	25,892,086	138,492	26,030,578
Purchased Professional Technical Services	5,931,735	7,708,592	7,386,793	5,670,118	669,500	6,339,618
Purchased Property Services	1,239,836	1,419,634	1,417,634	1,517,317	-	1,517,317
Maintenance	7,422,536	8,879,480	8,932,480	8,766,209	221,572	8,987,781
Other Purchased Services	3,915,530	4,225,572	4,033,045	4,905,119	40,000	4,945,119
Supplies	6,439,388	8,187,029	8,124,169	7,377,362	117,547	7,494,909
Other	1,556,646	2,345,265	1,595,265	1,704,336	-	1,704,336
Contracts with Others	2,336,586	3,425,279	3,472,779	2,908,984	2,750,000	5,658,984
Capital Expenditures	1,976,372	3,947,424	4,709,424	-	1,075,256	1,075,256
Departmental Expenditures	117,564,019	133,664,166	131,237,480	129,638,431	5,427,842	135,066,273
Interdepartmental Billing	196,483	1,711,654	1,711,654	1,510,822	-	1,510,822
Indirect - Cost Allocation Overhead	116,164	138,390	138,390	78,233	-	78,233
Transfers Out - Cash CIP	4,405,406	14,732,920	16,101,480	1,569,808	912,311	2,482,119
Transfers Out	11,341,864	11,607,635	12,564,262	11,378,737	3,190,083	14,568,820
Non-departmental Expenditures	16,059,917	28,190,599	30,515,786	14,537,600	4,102,394	18,639,994
Total Expenditures	133,623,936	161,854,765	161,753,266	144,176,031	9,530,236	153,706,267
Revenues Over/(Under) Expenditures	14,433,284	(12,765,858)	(11,899,287)	(1,467,612)	(6,511,923)	(7,979,534)
Assigned Fund Balance	(10,858,851)	15,894,132	19,325,192	-	-	7,602,394
Unassigned Fund Balance						377,140
Unassigned Fund Balance - Beginning	26,964,901	30,539,334	30,539,334	37,965,239	-	37,965,239
Unassigned Fund Balance - Ending	\$ 30,539,334	\$ 33,667,608	\$ 37,965,239	\$ 36,497,627	\$ (6,511,923)	\$ 37,588,099

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY20		FY21		FY21 Changes	FY21 Budget
	FY19 Actuals	Current Budget	FY20 Projections	FY21 Base Budget		
Property Taxes - Current	\$ 63,297,296	\$ 66,541,605	\$ 65,841,605	\$ 65,512,422	-	\$ 65,512,422
Property Taxes -Delinquent	439,827	350,000	350,000	350,000	-	350,000
Property Taxes - Int & Penalty	490,219	435,000	435,000	435,000	-	435,000
Sales Taxes	40,610,169	37,547,803	39,017,000	36,000,000	-	36,000,000
<b>Sales Tax</b>	<b>104,837,510</b>	<b>104,874,408</b>	<b>105,643,605</b>	<b>102,297,422</b>	<b>-</b>	<b>102,297,422</b>
Business Licenses And Permits	69,898	94,979	116,979	116,979	-	116,979
Franchise Taxes-Phone Row Fees	823,872	508,097	708,097	708,097	-	708,097
Franchise Taxes - Cable Tv	1,414,686	1,460,281	1,360,281	1,360,281	-	1,360,281
Franchise Tax-Peg Capital Fees	-	-	-	-	-	-
Franchise Taxes - Electricity	6,043,541	6,224,542	5,924,542	5,924,542	-	5,924,542
Franchise Taxes - Natural Gas	1,481,475	1,801,877	1,451,877	1,451,877	-	1,451,877
<b>Business and Occupation Fees</b>	<b>9,833,471</b>	<b>10,089,776</b>	<b>9,561,776</b>	<b>9,561,776</b>	<b>-</b>	<b>9,561,776</b>
Permits - Building	958,069	670,896	970,896	970,896	-	970,896
Permits - Open Air Vending	6,850	6,720	6,720	6,720	-	6,720
Permits - Street Furnishings	25	-	-	-	-	-
Permits - Plumbing	283,236	241,886	276,886	276,886	-	276,886
Permits - Electrical	392,890	351,513	361,513	361,513	-	361,513
Permits - Heating And A/C	115,063	112,093	127,093	127,093	-	127,093
Permits - Signs	40,475	30,299	31,799	31,799	-	31,799
Permits - House Moving	55	165	165	165	-	165
Permits - Garage Sale	16,630	18,150	6,150	18,850	-	18,850
Permits - Subdivision Fees	35,318	42,123	36,623	36,623	-	36,623
Permits - Zoning Applications	53,775	39,675	52,175	52,175	-	52,175
Permits - Fire Inspection Fees	43,251	38,851	38,851	44,579	-	44,579
Permits - Cab Registration Fee	550	650	650	650	-	650
<b>Licenses and Permits</b>	<b>1,946,187</b>	<b>1,553,021</b>	<b>1,909,521</b>	<b>1,927,949</b>	<b>-</b>	<b>1,927,949</b>
Court Fines	850,656	721,467	726,467	326,467	-	326,467
Court Fines - Child Safety	-	-	-	-	-	-
Court Fines - Title Vii	426,961	453,614	328,614	328,614	-	328,614
Court Fines - Time Payment	31,846	25,874	20,874	20,874	-	20,874
Court Fines-Time P Efficiency	-	12,804	2,804	2,804	-	2,804
Court Fines - Arrest Fee	55,683	58,793	38,793	38,793	-	38,793
Court Fines - Warrant Fee	153,150	133,646	138,646	138,646	-	138,646
Court Fines - Dps Prgm W/Omni	7,881	6,989	6,989	6,989	-	6,989
Auto Impound Fines	81,198	131,166	66,166	66,166	-	66,166
False Alarm Fines	14,750	15,250	10,250	10,250	-	10,250
BSC Civil Penalties	-	7,770	2,770	2,770	-	2,770
<b>Fines</b>	<b>1,622,125</b>	<b>1,567,373</b>	<b>1,342,373</b>	<b>942,373</b>	<b>-</b>	<b>942,373</b>
Intergovernmental - Federal	37,324	9,478	9,478	9,478	-	9,478
Intergovernmental - State	74,843	58,000	1,808,000	58,000	370,000	428,000
Intgvmntal- State So Waco Ctr	-	-	-	-	-	-
Intgvmntal- St Bledsoe Miller	24,062	-	-	-	-	-
Intrgvnmntal-State Dewey Ctr	16,272	-	-	-	-	-
Intgvrnmntal-St Smoking Grants	-	-	-	-	-	-
Intgvrnmntal - County Library	928,576	866,401	866,401	933,464	-	933,464
Intergovernmental-County Health	-	-	-	-	-	-
Intgvrnmntl-Cnty E Mgmt/Dsptch	858,004	715,790	715,790	715,790	-	715,790
Intgvrnmntl -Cnty Child Safety	182,212	160,000	160,000	160,000	274,685	434,685
Indirect Exp Reimb - Outside	287,692	500,000	500,000	500,000	-	500,000
<b>Intergovernmental</b>	<b>2,408,984</b>	<b>2,309,669</b>	<b>4,059,669</b>	<b>2,376,732</b>	<b>644,685</b>	<b>3,021,417</b>
Investment Earnings	2,160,136	1,086,259	625,259	125,030	-	125,030
<b>Interest on Investments</b>	<b>2,160,136</b>	<b>1,086,259</b>	<b>625,259</b>	<b>125,030</b>	<b>-</b>	<b>125,030</b>

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	Budget
Contributions - Miscellaneous	620,444	716,251	716,251	571,251	-	571,251
Contributions - Parks & Rec Dp	-	-	-	-	-	-
Contributions - South Waco Ctr	1,470	2,750	2,750	2,750	-	2,750
Contrib - Bledsoe Miller Ctr	1,000	-	-	-	-	-
Contributions - Dewey Center	250	-	-	-	-	-
Contributions - Athletics	14,375	10,000	10,000	10,000	-	10,000
Contributions - Special Events	39,750	43,500	43,500	43,500	-	43,500
Contributions- Central Library	82	204	204	204	-	204
Contributions - East Library	8	26	26	26	-	26
Contributions - South Library	4	27	27	27	-	27
Contributions - West Library	73	24	24	24	-	24
<b>Contributions</b>	<b>677,457</b>	<b>772,782</b>	<b>772,782</b>	<b>627,782</b>	<b>-</b>	<b>627,782</b>
Rent From Real Estate	70,348	133,374	78,374	78,374	-	78,374
Rent -Real Estate -Parks Admin	82,062	5,162	7,162	7,162	-	7,162
Rnt Frm Real Estate-S Waco Ctr	16,155	14,345	3,345	3,345	-	3,345
Rnt Real Est-Bledsoe Millerctr	14,845	13,300	1,300	1,300	-	1,300
Rent Frm Real Estate-Dewey Ctr	11,260	7,000	3,500	3,500	-	3,500
Rent From Real Estate-Aquatics	-	-	-	-	-	-
Rent Frm Real Estate-Athletics	25,400	29,130	14,130	14,130	-	14,130
Rent Frm Real Estate-Spec Evnt	22,850	30,000	24,000	24,000	-	24,000
Rent From Real Estate- Rentals	94,427	107,438	42,438	54,638	-	54,638
Rent Frm R/E Facil Improvement	73,994	61,962	36,962	36,962	-	36,962
Rent From Real Estate - Police	16,318	5,000	15,000	15,000	-	15,000
Sale Of Real Estate	519,130	100,000	-	-	-	-
Impounded Livestock Sales	-	-	-	-	-	-
Sale Of Scrap	8,686	9,592	6,592	6,592	-	6,592
Other Sales	35,775	25,432	40,432	40,432	-	40,432
Other Sales - South Waco Ctr	125	81	81	81	-	81
Other Sales - Athletics	-	-	-	-	-	-
Other Sales - Special Events	-	-	-	-	-	-
Commissions - Mixed Drink Sales	707,292	614,759	689,759	689,759	-	689,759
Concessions - Municipal Court	53,957	55,078	50,078	50,078	-	50,078
Concessions	574	807	807	807	-	807
Concessions- South Waco Center	-	117	117	117	-	117
Concessions-Bledsoe Miller Ctr	549	1,142	642	642	-	642
Concessions -Dewey Center	938	815	815	815	-	815
Concession - Athletics	25,004	26,094	11,094	11,094	-	11,094
Concessions - Special Events	-	-	-	-	-	-
Concessions Mammoth Site	1,991	2,506	2,506	2,506	-	2,506
Cash Over/Short	(220)	526	526	526	-	526
Cash Over/Short-South Waco Ctr	-	1	1	1	-	1
Cash Over/Short -Bledsoe Mille	-	16	16	16	-	16
Cash Over/Short - Dewey Ctr	-	62	62	62	-	62
Cash Over/Short - Mammoth Site	85	509	509	509	-	509
Petition Paving Collections	790	1,315	1,315	1,315	-	1,315
Miscellaneous	93,022	193,919	98,919	419,848	-	419,848
Misc Rev -Radio Billings	217,500	154,762	166,762	166,762	-	166,762
Misc Rev -Rebates	199,689	181,351	181,351	181,351	-	181,351
Misc Rev Effluent	695,481	695,000	695,000	329,987	-	329,987
Misc Rev -Oncor Comm Load Mgt	-	-	-	-	-	-
Misc Rev Sex Orient Bus Permit	300	1,300	1,300	1,300	-	1,300
Mis Rev Taxi Cab Fees	1,250	657	657	657	-	657
Misc Rev Lib Erates	92,363	104,321	104,321	104,321	-	104,321
Misc Rev Pol Unclaimed Propert	-	-	-	-	-	-
Misc Rev -Adult Probation	1,224	4,269	269	269	-	269

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	Budget
Misc Rev - Auction Proceeds	277,517	126,296	16,296	126,296	-	126,296
Miscellaneous-Signs & Markings	18,577	21,056	11,056	11,056	-	11,056
Misc Inspection Lf Fee - Demos	5,477	150	10,150	10,150	-	10,150
Misc Rev South Waco Rec	652	502	502	502	-	502
Misc Rev Bledsoe Miller Rec	1	-	-	-	-	-
Misc Rev Dewey Rec	45	1,657	157	157	-	157
Misc Rev Athletics	-	2,098	98	98	-	98
Misc Rev Special Events	-	25	25	25	-	25
Misc Rev Sane Reimbursement	100,635	89,816	11,816	-	-	-
<b>Other</b>	<b>3,486,069</b>	<b>2,822,742</b>	<b>2,330,242</b>	<b>2,396,542</b>	<b>-</b>	<b>2,396,542</b>
Chgs Svcs- Rec Fee So Waco Ctr	114,150	99,735	34,735	34,735	-	34,735
Chgs Svcs-Rec Fee Bled Mil Ctr	58,954	59,458	17,458	17,458	-	17,458
Chgs For Svc-Rec Fee Dewey Ctr	102,299	105,068	23,068	23,068	-	23,068
Chgs For Svc-Rec Fee Athletics	155,866	168,420	35,420	35,420	-	35,420
Chgs Svc-Rec Fee Special Event	24,370	20,095	4,095	58,225	-	58,225
Chgs For Svc-Rec Fee Park Rngr	-	-	-	-	-	-
Chgs Svc-Rec Fee-Facility Impr	28,436	36,484	10,484	10,484	-	10,484
Chrg For Serv Admiss So Waco	-	-	-	-	-	-
Chrg For Serv Admiss Dewey	1,264	1,105	105	105	-	105
Chrg For Serv Admiss Athletics	41,101	57,083	33,083	33,083	-	33,083
Chrg For Serv Admiss Spec Evnt	25,290	24,340	340	340	-	340
Chrg For Serv Admiss Mammoth	387,225	414,336	153,336	153,336	-	153,336
Chgs Svcs-Weed Mow Collections	46,541	74,009	39,009	42,759	-	42,759
Chgs Svc-Library Fines Central	28,459	29,685	14,685	14,685	-	14,685
Chg Svc-Library Fine East Waco	5,152	6,197	3,697	3,697	-	3,697
Chg Svc-Library Fine West Waco	26,289	24,992	11,492	11,492	-	11,492
Chgs Svc-Library Fines So Waco	5,378	6,314	3,314	3,314	-	3,314
Chg Svc-Lib Lost/Dmgd Mat Ctrl	11,053	9,488	8,488	8,488	-	8,488
Chg Svc-Lib Lost/Dmgd Mat East	2,238	1,941	1,441	1,441	-	1,441
Chg Svc-Lib Lost/Dmgd Mat West	8,334	6,711	6,211	6,211	-	6,211
Chg Svc-Lib Lst/Dmgd Mat South	1,884	1,978	1,478	1,478	-	1,478
Chgs Svcs - Lib Copies Central	12,547	13,366	6,866	6,866	-	6,866
Chg For Svcs - Lib Copies East	6,757	6,808	4,808	4,808	-	4,808
Chg For Svcs - Lib Copies West	13,396	13,638	6,138	6,138	-	6,138
Chg For Svc - Lib Copies South	4,413	3,853	2,853	2,853	-	2,853
Chg Svcs-Interlib Loan Postage	1,950	1,449	1,449	1,449	-	1,449
Chg For Svc - Lib Non Resident	-	-	3,500	3,500	-	3,500
Chg For Svcs-Animal Pickup Chg	20,525	13,710	10,210	10,210	-	10,210
Chg For Serv Ashel Outsde Cty	324,975	280,658	345,658	415,906	-	415,906
Chrg For Serv Ashel Surrender	37,890	35,770	34,770	34,770	-	34,770
Chrg For Serv Ashel Vaccination	3,969	4,287	3,787	3,787	-	3,787
Chrg For Serv Ashel Boarding	850	1,260	760	760	-	760
Chrg For Serv Ashel Bite Quara	20,440	18,488	17,488	17,488	-	17,488
Chrg For Serv Ashel Pickup	17,945	16,685	11,685	11,685	-	11,685
Chg For Srv Ashel Own Req Euth	245	305	305	305	-	305
Chrg For Serv Reclaim Fee	17,925	14,082	9,082	9,082	-	9,082
Chrg For Serv Rabies Testing	325	190	190	190	-	190
Charges For Svcs- Ground Maint	58,453	56,750	56,750	56,750	-	56,750
Charges For Services- Graphics	88,867	76,034	81,034	81,034	-	81,034
Chrgs For Svcs-Police Security	50,598	63,119	63,119	63,119	-	63,119
<b>Charges for Services</b>	<b>1,756,353</b>	<b>1,767,891</b>	<b>1,062,391</b>	<b>1,190,519</b>	<b>-</b>	<b>1,190,519</b>

GENERAL FUND

SCHEDULE OF REVENUES

Description	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	Budget
Net Merch Sale Concess So Waco	8,343	7,978	7,978	7,978	-	7,978
Net Merch Sale Concess Bledsoe	615	357	357	357	-	357
Net Merch Sale Concess Dewey	2,624	4,088	4,088	4,088	-	4,088
Net Merch Sale Concess Athleti	-	3,277	3,277	3,277	-	3,277
Net Merch Sale Concess Mammoth	229,117	220,751	100,751	100,751	-	100,751
Net Merch Sale Ship&Handlng	40	39	39	39	-	39
<b>Net Merchandise Sale</b>	<b>240,740</b>	<b>236,490</b>	<b>116,490</b>	<b>116,490</b>	<b>-</b>	<b>116,490</b>
Interdepartmental Billings	-	1,725,293	1,725,293	1,418,153	-	1,418,153
Chrges For Svcs - Airport Svcs	345,589	350,200	796,907	364,000	728,000	1,092,000
<b>Interdepartmental Billing</b>	<b>345,589</b>	<b>2,075,493</b>	<b>2,522,200</b>	<b>1,782,153</b>	<b>728,000</b>	<b>2,510,153</b>
Overhead Cost Allocation	9,156,922	8,597,290	8,597,290	9,341,069	-	9,341,069
<b>Indirect - Cost Allocation Overhead</b>	<b>9,156,922</b>	<b>8,597,290</b>	<b>8,597,290</b>	<b>9,341,069</b>	<b>-</b>	<b>9,341,069</b>
Payments In Lieu Of Taxes	4,800,961	5,084,754	5,084,754	5,353,541	-	5,353,541
<b>Taxes (PILOT)</b>	<b>4,800,961</b>	<b>5,084,754</b>	<b>5,084,754</b>	<b>5,353,541</b>	<b>-</b>	<b>5,353,541</b>
Gross Receipts Tax-Water,WW,SW	4,474,009	4,127,814	4,127,814	4,517,204	-	4,517,204
<b>Business and Occupation Fees (Enterprise Funds)</b>	<b>4,474,009</b>	<b>4,127,814</b>	<b>4,127,814</b>	<b>4,517,204</b>	<b>-</b>	<b>4,517,204</b>
Trans Court Security	83,781	104,686	79,354	101,838	-	101,838
Transfer Aband Motor Vehicle	200,508	418,459	418,459	50,000	-	50,000
Transfer From Equipment Replacement	-	600,000	600,000	-	-	-
Transfer From Risk Management	-	-	-	-	1,645,628	1,645,628
Transfer From TXDOT Grant	26,419	-	-	-	-	-
Transfer From Rolling Stock	-	1,000,000	1,000,000	-	-	-
<b>Transfers In</b>	<b>310,707</b>	<b>2,123,145</b>	<b>2,097,813</b>	<b>151,838</b>	<b>1,645,628</b>	<b>1,797,466</b>
<b>Non-operating Revenues</b>	<b>18,742,599</b>	<b>19,933,003</b>	<b>19,907,671</b>	<b>19,363,652</b>	<b>1,645,628</b>	<b>21,009,280</b>
<b>GRAND TOTAL</b>	<b>\$ 148,057,220</b>	<b>\$ 149,088,907</b>	<b>\$ 149,853,979</b>	<b>\$ 142,708,420</b>	<b>\$ 3,018,313</b>	<b>\$ 145,726,733</b>

**GENERAL FUND  
SUMMARY OF EXPENDITURES**

Description	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	Budget
Administration - Admin	1,939,351	2,474,121	2,474,121	3,195,715	-	3,195,715
Administration - City Council	228,943	266,417	266,417	240,007	-	240,007
Administration -Internal Audit	270	630	630	-	-	-
Administration - Economic Deve	414,057	464,909	438,813	470,008	-	470,008
Administration - Budget	687	-	-	-	-	-
Administration - Neighborhood Vitality	-	-	-	193,750	-	193,750
<b>Administrative Services</b>	<b>2,583,308</b>	<b>3,206,077</b>	<b>3,179,981</b>	<b>4,099,480</b>	<b>-</b>	<b>4,099,480</b>
City Secretary - Admin	598,240	838,196	838,196	706,479	-	706,479
<b>City Secretary</b>	<b>598,240</b>	<b>838,196</b>	<b>838,196</b>	<b>706,479</b>	<b>-</b>	<b>706,479</b>
Finance - Administration	2,313,855	3,206,257	1,236,257	2,955,804	150,000	3,105,804
<b>Finance</b>	<b>2,313,855</b>	<b>3,206,257</b>	<b>1,236,257</b>	<b>2,955,804</b>	<b>150,000</b>	<b>3,105,804</b>
Legal Services - Admin	1,236,592	1,298,083	1,298,083	1,325,633	9,105	1,334,738
<b>Legal Services</b>	<b>1,236,592</b>	<b>1,298,083</b>	<b>1,298,083</b>	<b>1,325,633</b>	<b>9,105</b>	<b>1,334,738</b>
Planning Services - Admin	890,820	1,065,947	1,065,947	2,438,854	-	2,438,854
<b>Planning Services</b>	<b>890,820</b>	<b>1,065,947</b>	<b>1,065,947</b>	<b>2,438,854</b>	<b>-</b>	<b>2,438,854</b>
Human Resources - Admin	1,256,708	1,383,612	1,377,612	1,523,908	-	1,523,908
<b>Human Resources</b>	<b>1,256,708</b>	<b>1,383,612</b>	<b>1,377,612</b>	<b>1,523,908</b>	<b>-</b>	<b>1,523,908</b>
Municipal Information	344,068	366,393	366,393	382,127	-	382,127
Mun Info - Govt Access Channel	247,675	257,838	257,838	258,645	-	258,645
Municipal Info - Graphics	231,276	237,865	237,865	254,518	-	254,518
<b>Municipal Information</b>	<b>823,020</b>	<b>862,096</b>	<b>862,096</b>	<b>895,290</b>	<b>-</b>	<b>895,290</b>
Information Technology - Admin	4,586,262	6,329,667	6,329,667	4,921,523	786,552	5,708,075
<b>Information Technology</b>	<b>4,586,262</b>	<b>6,329,667</b>	<b>6,329,667</b>	<b>4,921,523</b>	<b>786,552</b>	<b>5,708,075</b>
Purchasing - Admin	715,521	743,977	743,977	745,523	-	745,523
<b>Purchasing</b>	<b>715,521</b>	<b>743,977</b>	<b>743,977</b>	<b>745,523</b>	<b>-</b>	<b>745,523</b>
Facilities Maintenance	3,791,175	4,738,805	4,738,805	4,214,379	-	4,214,379
<b>Facilities</b>	<b>3,791,175</b>	<b>4,738,805</b>	<b>4,738,805</b>	<b>4,214,379</b>	<b>-</b>	<b>4,214,379</b>
Streets Administration	4,703,498	6,076,747	6,076,747	5,331,458	-	5,331,458
Traffic Administration	2,883,431	4,299,575	4,299,575	3,221,198	250,000	3,471,198
<b>Public Works</b>	<b>7,586,928</b>	<b>10,376,322</b>	<b>10,376,322</b>	<b>8,552,656</b>	<b>250,000</b>	<b>8,802,656</b>
Municipal Court - Admin	1,248,904	1,265,773	1,227,791	1,314,761	-	1,314,761
<b>Municipal Court</b>	<b>1,248,904</b>	<b>1,265,773</b>	<b>1,227,791</b>	<b>1,314,761</b>	<b>-</b>	<b>1,314,761</b>
Inspection - Code Enforcement	2,233,558	2,431,892	2,431,892	(0)	-	(0)
Inspec-Animal Welfare-Shelter	1,481,662	1,918,246	1,918,246	1,811,592	-	1,811,592
Inspec-Animal Welfare-Care	334,586	346,309	346,309	350,117	-	350,117
<b>Inspection Services</b>	<b>4,049,806</b>	<b>4,696,448</b>	<b>4,696,448</b>	<b>2,161,708</b>	<b>-</b>	<b>2,161,708</b>
Emerg Mgmt - Administration	509,504	586,869	586,869	591,904	-	591,904
Emerg Mgmt - Radio Operations	632,282	870,493	870,493	508,359	-	508,359
<b>Emergency Management</b>	<b>1,141,787</b>	<b>1,457,362</b>	<b>1,457,362</b>	<b>1,100,263</b>	<b>-</b>	<b>1,100,263</b>
Fire Administration	1,439,567	1,313,107	1,366,107	1,786,099	-	1,786,099
Fire Suppression Services	21,806,750	22,317,903	22,317,903	22,917,387	7,500	22,924,887
Fire Prevention Services	786,755	772,903	772,903	760,589	-	760,589
Fire Communications	834,244	683,068	683,068	678,878	-	678,878
Fire Training Services	340,076	485,522	485,522	516,710	-	516,710
Fire Maintenance Services	664,214	932,658	932,658	867,889	-	867,889
Retirement Benefits - Fire	18,444	18,446	18,446	18,446	-	18,446
Ret Benefits - Payoffs-Fire	249,003	367,950	367,950	383,673	-	383,673
<b>Fire Services</b>	<b>26,139,052</b>	<b>26,891,558</b>	<b>26,944,558</b>	<b>27,929,672</b>	<b>7,500</b>	<b>27,937,172</b>

**GENERAL FUND  
SUMMARY OF EXPENDITURES**

Description	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	Budget
Police Chief'S Office	3,157,324	3,573,912	3,559,361	3,606,006	10,000	3,616,006
Police Drug Enforcement Unit	1,901,749	1,847,962	1,847,962	1,842,728	-	1,842,728
Police Neighborhood Services	3,294,463	3,405,764	3,405,764	3,547,148	-	3,547,148
Police Support Services	4,527,983	5,074,681	5,074,681	5,054,510	-	5,054,510
Police Criminal Investigation	3,253,532	3,635,274	3,635,274	3,974,444	-	3,974,444
Police Community Services	493,213	515,778	515,778	509,789	-	509,789
Police Patrol	21,036,463	21,863,316	21,863,316	21,500,515	-	21,500,515
Police Neighborhood Engagement Team	-	-	-	-	1,024,685	1,024,685
Police Lake Waco Park Patrol	-	65,636	65,636	65,631	-	65,631
Police McLennan Cty Dispatch	359,401	387,452	387,452	393,187	-	393,187
Police Crime Scene	924,730	978,180	978,180	1,055,660	-	1,055,660
Police Victim Services	200,736	204,617	204,617	212,780	-	212,780
Police Airport Security	-	473,302	473,302	473,301	-	473,301
Retirement Benefits - Police	-	6,604	6,604	-	-	-
Ret Benefits - Payoffs-Police	288,431	337,286	337,286	347,090	-	347,090
<b>Police Services</b>	<b>39,438,023</b>	<b>42,369,764</b>	<b>42,355,213</b>	<b>42,582,790</b>	<b>1,034,685</b>	<b>43,617,474</b>
Library Administration	769,234	749,808	749,808	759,787	-	759,787
Library Periodicals/Genealogy	210,306	213,930	212,919	217,564	-	217,564
Library Reference	-	-	-	-	-	-
Library Childrens Services	-	-	-	-	-	-
Library Circulation	905,801	1,059,321	1,055,041	975,245	-	975,245
Library West Waco Branch	557,593	656,772	653,357	603,904	-	603,904
Library East Waco Branch	233,445	242,678	241,298	275,030	-	275,030
Library South Waco Branch	259,603	286,126	284,668	275,569	-	275,569
Library Technical Services	936,301	1,014,443	1,012,713	1,042,473	-	1,042,473
<b>Library Services</b>	<b>3,872,283</b>	<b>4,223,078</b>	<b>4,209,804</b>	<b>4,149,571</b>	<b>-</b>	<b>4,149,571</b>
Parks Administration	1,859,106	2,681,471	3,427,044	2,620,920	440,000	3,060,920
Parks Operations	4,113,992	4,475,840	4,461,718	4,096,746	-	4,096,746
Parks Right Of Way	867,860	988,035	985,155	979,218	-	979,218
Parks Creek Maintenance	226,264	241,150	240,930	263,930	-	263,930
Parks - Park Rangers	658,532	829,068	818,606	702,890	-	702,890
Parks - Mammoth Site Park	653,251	724,204	706,780	679,076	-	679,076
Park Development	296,114	246,018	242,518	243,427	-	243,427
Recreation - South Waco Center	488,094	517,155	492,323	495,226	-	495,226
Recreation - Bledsoe Miller	393,143	465,338	441,001	459,948	-	459,948
Recreation - Dewey Center	402,425	505,781	460,329	457,245	-	457,245
Recreation - Athletics	632,712	679,116	567,984	663,318	-	663,318
Recreation - Special Events	534,665	620,623	420,128	556,659	-	556,659
<b>Parks &amp; Recreation</b>	<b>11,126,158</b>	<b>12,973,799</b>	<b>13,264,516</b>	<b>12,218,603</b>	<b>440,000</b>	<b>12,658,603</b>
Housing Administration	315,545	812,260	812,260	1,410,727	-	1,410,727
Housing - Economic Development	-	-	-	-	-	-
<b>Housing Services</b>	<b>315,545</b>	<b>812,260</b>	<b>812,260</b>	<b>1,410,727</b>	<b>-</b>	<b>1,410,727</b>
Miscellaneous	875,900	704,519	704,519	1,436,537	-	1,436,537
Contributions	2,974,132	4,220,568	3,518,068	2,954,271	2,750,000	5,704,271
<b>Misc</b>	<b>3,850,031</b>	<b>4,925,087</b>	<b>4,222,587</b>	<b>4,390,808</b>	<b>2,750,000</b>	<b>7,140,808</b>
<b>Total Operating Expenditures</b>	<b>117,564,019</b>	<b>133,664,166</b>	<b>131,237,480</b>	<b>129,638,431</b>	<b>5,427,842</b>	<b>135,066,273</b>
Indirect - Cost Allocation Overhead	116,164	138,390	138,390	78,233	-	78,233
Interdepartmental Billing	196,483	1,711,654	1,711,654	1,510,822	-	1,510,822
Transfers Out	11,341,864	11,607,635	12,564,262	11,378,737	3,190,083	14,568,820
Transfers Out - Cash CIP	4,405,406	14,732,920	16,101,480	1,569,808	912,311	2,482,119
<b>Total Non-Operating</b>	<b>15,747,270</b>	<b>26,340,555</b>	<b>28,665,742</b>	<b>12,948,545</b>	<b>4,102,394</b>	<b>17,050,939</b>
<b>Total Expenditures</b>	<b>133,623,936</b>	<b>161,854,765</b>	<b>161,753,266</b>	<b>144,176,031</b>	<b>9,530,236</b>	<b>153,706,267</b>

**GENERAL FUND  
SUMMARY OF EXPENDITURES**

Description	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	Budget
<b>Category Summary</b>						
Salaries and Wages	63,135,311	68,194,144	67,159,144	70,896,900	415,475	71,312,375
Employee Benefits	23,610,079	25,331,747	24,406,747	25,892,086	138,492	26,030,578
Purchased Professional Technical Services	5,931,735	7,708,592	7,386,793	5,670,118	669,500	6,339,618
Purchased Property Services	1,239,836	1,419,634	1,417,634	1,517,317	-	1,517,317
Other Purchased Services	3,915,530	4,225,572	4,033,045	4,905,119	40,000	4,945,119
Supplies	6,439,388	8,187,029	8,124,169	7,377,362	117,547	7,494,909
Other	1,556,646	2,345,265	1,595,265	1,704,336	-	1,704,336
Contracts with Others	2,336,586	3,425,279	3,472,779	2,908,984	2,750,000	5,658,984
Capital Expenditures	1,976,372	3,947,424	4,709,424	-	1,075,256	1,075,256
Maintenance	7,422,536	8,879,480	8,932,480	8,766,209	221,572	8,987,781
<b>Total Category Expenditures</b>	<b>117,564,019</b>	<b>133,664,166</b>	<b>131,237,480</b>	<b>129,638,431</b>	<b>5,427,842</b>	<b>135,066,273</b>
Indirect - Cost Allocation Overhead	116,164	138,390	138,390	78,233	-	78,233
Interdepartmental Billing	196,483	1,711,654	1,711,654	1,510,822	-	1,510,822
Transfer to Surplus	-	-	-	-	-	-
Transfers Out	11,341,864	11,607,635	12,564,262	11,378,737	3,190,083	14,568,820
Transfers Out - Cash CIP	4,405,406	14,732,920	16,101,480	1,569,808	912,311	2,482,119
<b>Total Non-Operating</b>	<b>16,059,917</b>	<b>28,190,599</b>	<b>30,515,786</b>	<b>14,537,600</b>	<b>4,102,394</b>	<b>18,639,994</b>
<b>Total Expenditures</b>	<b>\$ 133,623,936</b>	<b>\$ 161,854,765</b>	<b>\$ 161,753,266</b>	<b>\$ 144,176,031</b>	<b>\$ 9,530,236</b>	<b>\$ 153,706,267</b>

**GENERAL FUND  
SUMMARY OF NON-DEPARTMENTAL**

Description	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
Special Svcs - Engineering	1,909,709	1,709,709	1,709,709	1,509,709	-	1,509,709
Billings - From Others	173,392	1,945	1,945	1,113	-	1,113
Billings - From Others	134	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Interdepartmental Billing</b>	<b>2,083,101</b>	<b>1,711,654</b>	<b>1,711,654</b>	<b>1,510,822</b>	<b>-</b>	<b>1,510,822</b>
Other Expenses-Indirect	116,164	138,390	138,390	78,233	-	78,233
Billings To Others	(1,886,752)	-	-	-	-	-
<b>Indirect - Cost Allocation Overhead</b>	<b>(1,770,588)</b>	<b>138,390</b>	<b>138,390</b>	<b>78,233</b>	<b>-</b>	<b>78,233</b>
Transfer To - StormWater Cash CIP	352,898	-	300,000	-	-	-
Transfer To - Parks Cash CIP	-	7,930,975	7,930,975	-	-	-
Transfer To - Streets Cash CIP	-	6,801,945	7,870,505	1,569,808	912,311	2,482,119
Transfer To - Facil Cash CIP	116,000	-	-	-	-	-
Transfer - To Streets Cash CIP	3,936,508	-	-	-	-	-
<b>Transfers Out - Cash CIP</b>	<b>4,405,406</b>	<b>14,732,920</b>	<b>16,101,480</b>	<b>1,569,808</b>	<b>912,311</b>	<b>2,482,119</b>
Transfer To - Health Services	3,837,160	3,863,148	3,863,148	3,863,148	-	3,863,148
Transfer To- Demo/Lot Clearanc	175,000	175,000	175,000	-	-	-
Transfer To- CJD Violence	3,288	-	-	-	-	-
Transfer To - Equip Replace	-	-	-	-	-	-
Transfer To - Rolling Stock	-	-	-	-	-	-
Transfer To - Airport Fund	453,898	453,898	153,898	-	-	-
Transfer To - Ranger Hof	538,787	538,787	538,787	538,787	-	538,787
Transfer To - Transit Services	482,408	701,728	1,258,355	701,728	-	701,728
Transfer To - Cameron Park Zoo	2,758,019	2,696,770	3,396,770	2,846,770	-	2,846,770
Transfer To - EcoDev	2,250,000	2,500,000	2,500,000	2,750,000	-	2,750,000
Transfer To - Cottonwd CR Golf	843,304	678,304	678,304	678,304	-	678,304
Capital Reserve	-	-	-	-	3,190,083	3,190,083
<b>Transfers Out</b>	<b>11,341,864</b>	<b>11,607,635</b>	<b>12,564,262</b>	<b>11,378,737</b>	<b>3,190,083</b>	<b>14,568,820</b>
<b>Total Expenditures</b>	<b>16,059,917</b>	<b>28,190,599</b>	<b>30,515,786</b>	<b>14,537,600</b>	<b>4,102,394</b>	<b>18,639,994</b>



## Mission Statement

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

## Departmental Overview

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

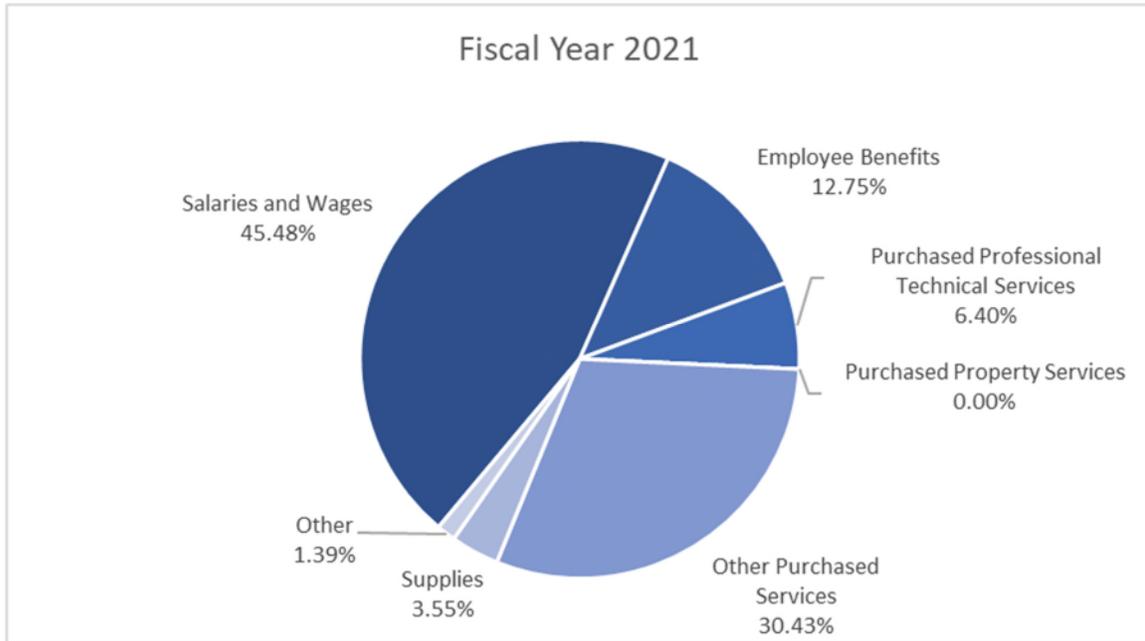
## FY21 Objectives

- Monitor and maintain a balanced budget
- Maintain high regard for ethics and responsible government
- Continue development of equitable practices, policies, and procedures
- Develop and maintain organization-wide performance measurements and key performance indicators
- Develop and enhance employee recruitment and retention initiatives
- Continue investment in Better Streets Waco and Building Waco Capital Improvement Program projects
- Identify and implement long-term plan for waste disposal
- Support development of a Rapid Transit Corridor
- Continue analysis of high growth areas and the ongoing development process improvements
- Support critical erosion and infrastructure improvements in Lake Brazos

## FY21 Budget Changes

There are no recurring or one-time requests for FY21. New personnel includes two Management Development positions, one Small Business Equity Support position, and one Neighborhood Vitality position. A new division will be created in FY21 for the new Neighborhood Vitality division. Changes to personnel also include, mid-year adjustments for a Deputy City Manager, Business Support Manager, and 4.75 Full Time Equivalents (FTE) for Interns.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	882,481	1,066,886	1,066,886	1,781,591	-	1,781,591
Employee Benefits	247,331	289,586	289,586	470,532	-	470,532
Purchased Professional Technical Services	124,200	284,000	284,000	85,000	-	85,000
Purchased Property Services	-	3,000	3,000	3,000	-	3,000
Other Purchased Services	590,342	636,875	636,875	638,024	-	638,024
Supplies	68,900	72,700	72,700	72,700	-	72,700
Other	27,055	121,704	121,704	465,618	-	465,618
Transfers Out	2,250,000	-	-	-	-	-
<b>Total</b>	<b>4,190,308</b>	<b>2,474,751</b>	<b>2,474,751</b>	<b>3,516,465</b>	<b>-</b>	<b>3,516,465</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Supervision</b>	1010-555	CITY MANAGER	1.0000	1.0000	
<b>Supervision</b>	1020-150	DEPUTY CITY MANAGER			1.0000
<b>Supervision</b>	1030-148	ASSISTANT CITY MANAGER	3.0000	3.0000	3.0000
<b>Supervision</b>	2020-126	EXECUTIVE ASSISTANT TO CITY MANAGER			1.0000
<b>Professional Technical</b>	1012-127	EXECUTIVE COORDINATOR			1.0000
<b>Professional Technical</b>	1012-127	NEIGHBORHOOD VITALITY PERSONNEL			1.0000
<b>Professional Technical</b>	1046-137	BUSINESS SUPPORT MANAGER			1.0000
<b>Professional Technical</b>	1046-137	SMALL BUSINESS EQUITY SUPPORT PERSONNEL			1.0000
<b>Office Clerical</b>	1540-220	MANAGEMENT DEVELOPEMENT PERSONNEL			2.0000
<b>Office Clerical</b>	2025-220	EXECUTIVE ASSISTANT TO CITY MANAGER'S OFFICE			2.0000
<b>Office Clerical</b>	2100-210	INTERN-PT			4.7500
<b>Council Appointed</b>	1010-555	CITY MANAGER			1.0000
<b>Clerical and Professional</b>	1012-127	EXECUTIVE COORDINATOR	1.0000	1.0000	
<b>Clerical and Professional</b>	2020-125	EXECUTIVE ASSISTANT TO CITY MANAGER	1.0000	1.0000	
<b>Clerical and Professional</b>	2025-220	EXECUTIVE ASSISTANT TO CITY MANAGER'S OFFICE	2.0000	2.0000	
<b>Grand Total</b>			8.0000	8.0000	18.7500



## Mission Statement

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

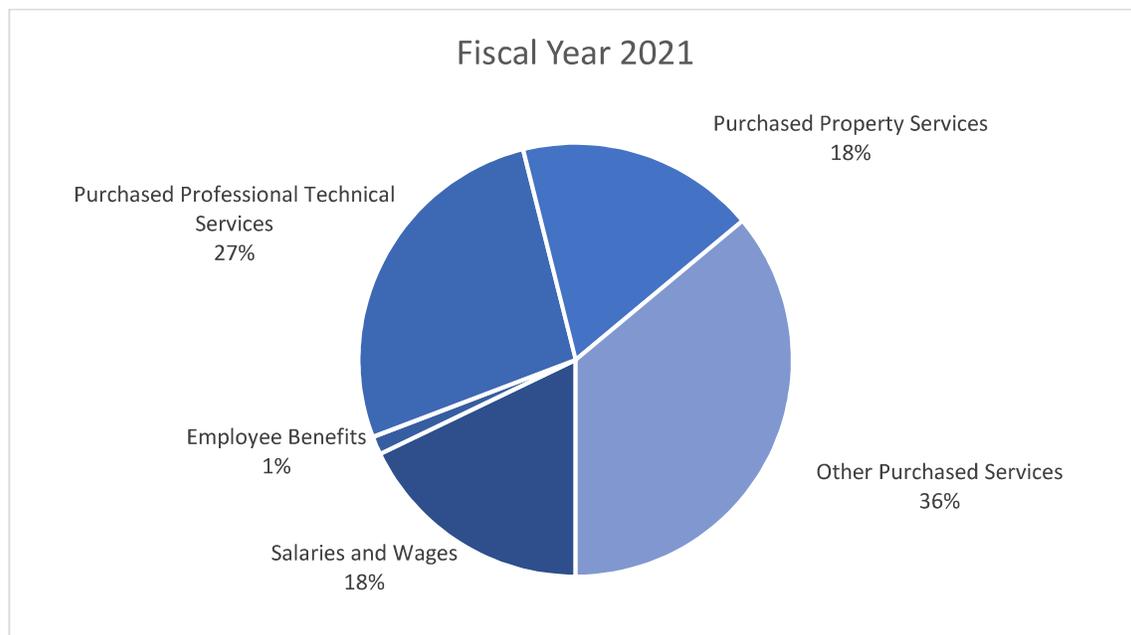
## Departmental Overview

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

- Build a High Performing City Government;
- Create a Culture of Equity;
- Enhance Quality of Life;
- Facilitate Economic Development;
- Improve Infrastructure;
- Provide a Safe & Vibrant City; and
- Support Sustainability and Resiliency

## FY21 Budget Changes

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	30,500	35,998	35,998	36,000	-	36,000
Employee Benefits	2,333	2,756	2,756	2,754	-	2,754
Purchased Professional Technical Services	30,057	46,258	46,258	54,264	-	54,264
Purchased Property Services	23,112	36,000	36,000	36,000	-	36,000
Other Purchased Services	105,856	102,373	102,373	72,739	-	72,739
Supplies	37,085	43,032	43,032	38,250	-	38,250
<b>Total</b>	<b>228,943</b>	<b>266,417</b>	<b>266,417</b>	<b>240,007</b>	<b>-</b>	<b>240,007</b>



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

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

## FY21 Objectives

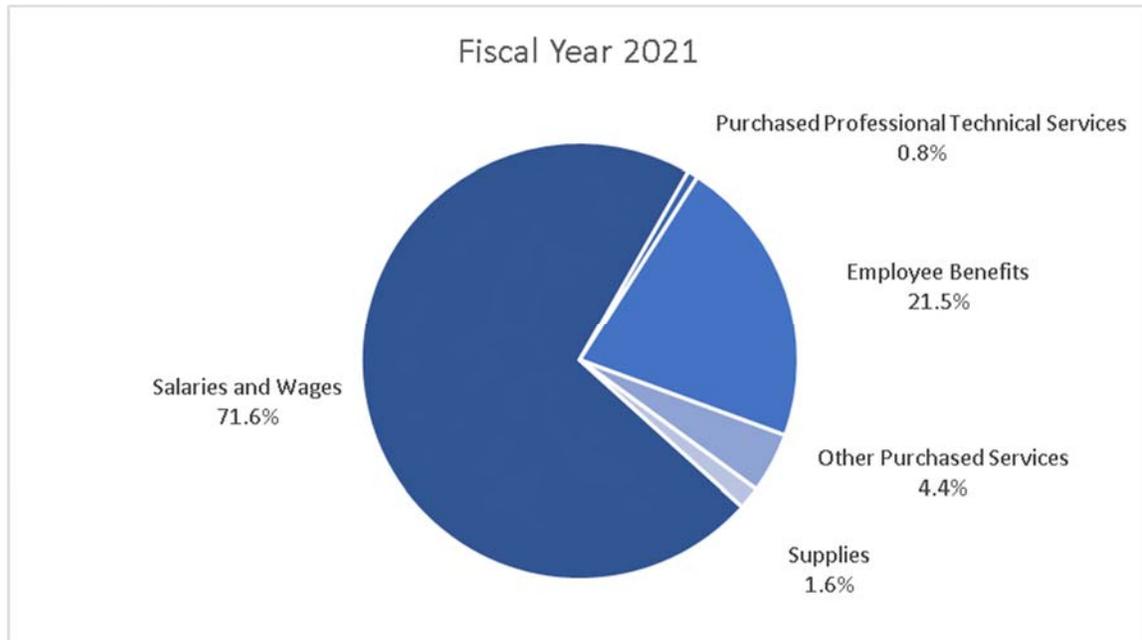
- Recruit new business; retain and expand existing business
- Foster a business-friendly community where it makes sense for businesses to invest and grow
- Grow and diversify the City's economy through innovation, technology, and entrepreneurship whenever possible
- Make investments that foster the young professional ecosystem and enable the City as a healthy, safe, and inclusive community that provides high quality of life for people of all ages
- Promote land use patterns that provide for the economic and responsible use of infrastructure

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.



Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	296,531	317,356	317,356	315,458	-	315,458
Employee Benefits	89,176	96,764	96,764	97,101	-	97,101
Purchased Professional Technical Services	3,190	5,500	1,500	9,175	-	9,175
Purchased Property Services	-	2,500	500	3,150	-	3,150
Other Purchased Services	18,399	33,414	16,843	35,049	-	35,049
Supplies	6,760	9,375	5,850	10,075	-	10,075
<b>Total</b>	<b>414,057</b>	<b>464,909</b>	<b>438,813</b>	<b>470,008</b>	<b>-</b>	<b>470,008</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	1040-146	EXECUTIVE DIRECTOR OF ECONOMIC DEVELOPMENT	1.0000	1.0000	
Supervision	1040-146	EXECUTIVE DIRECTOR OF ECONOMIC DEVELOPMENT			1.0000
Supervision	4312-132	ECONOMIC DEVELOPMENT MANAGER	1.0000	1.0000	
Supervision	4312-132	ECONOMIC DEVELOPMENT MANAGER			1.0000
Supervision	4315-127	HOUSING & ECONOMIC DEVELOPMENT FINANCE SUPERVISOR			0.3000
Supervision	4315-127	HOUSING & ECONOMIC DEVELOPMENT FINANCE SUPERVISOR	0.3000	0.3000	
Office Clerical	4355-123	ECONOMIC DEVELOPMENT COORDINATOR			1.0000
Clerical and Professional	4355-123	ECONOMIC DEVELOPMENT COORDINATOR	1.0000	1.0000	
<b>Grand Total</b>			<b>3.3000</b>	<b>3.3000</b>	<b>3.3000</b>



## Mission Statement

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

## Departmental Overview

The City Secretary is a public official appointed by the Waco City Council and is responsible for the maintenance of all official records of the City and all duties assigned by the Waco Charter, Council, and the State of Texas. The City Secretary is the designated Election Administrator for municipal elections and provides highly responsible and involved administrative support to the Mayor, City Council, and City Staff.

## Programs of Service

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

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

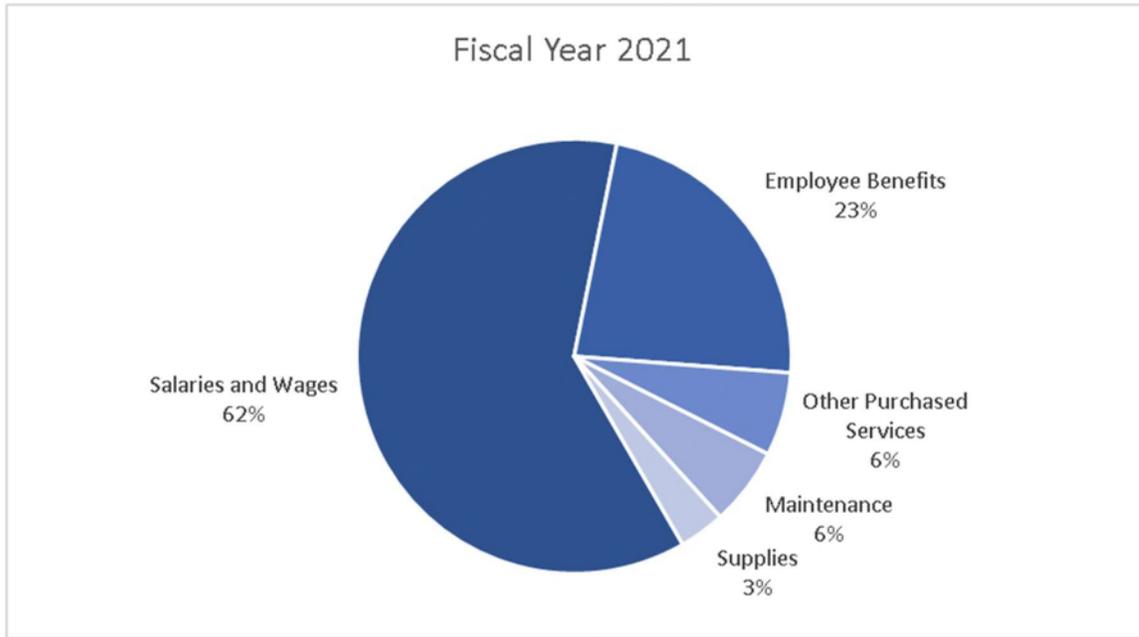
## FY21 Objectives

- Support the Visions, Missions, Values, Strategic Goals, and Initiatives of the City of Waco
- Evaluate and implement updated records management policy and records control scheduled
- Preserve official city records in electronic format
- Engage in proactive and formal community outreach to the citizens of Waco

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	329,939	369,448	369,448	370,909	-	370,909
Employee Benefits	128,289	137,536	137,536	139,018	-	139,018
Purchased Professional Technical Services	47,777	234,577	234,577	103,357	-	103,357
Purchased Property Services	230	-	-	-	-	-
Other Purchased Services	27,783	36,443	36,443	37,518	-	37,518
Maintenance	33,813	31,182	31,182	35,065	-	35,065
Supplies	30,408	29,010	29,010	20,612	-	20,612
<b>Total</b>	<b>598,240</b>	<b>838,196</b>	<b>838,196</b>	<b>706,479</b>	<b>-</b>	<b>706,479</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Supervision</b>	1310-555	CITY SECRETARY	1.0000	1.0000	
<b>Supervision</b>	1320-124	ASSISTANT CITY SECRETARY			1.0000
<b>Supervision</b>	1320-124	ASSISTANT CITY SECRETARY	1.0000	1.0000	
<b>Professional Technical</b>	1330-120	PUBLIC RECORDS SPECIALIST			2.0000
<b>Office Clerical</b>	1350-216	CITY SECRETARY ADMINISTRATIVE SPECIALIST			3.0000
<b>Council Appointed</b>	1310-555	CITY SECRETARY			1.0000
<b>Clerical and Professional</b>	1330-120	PUBLIC RECORDS SPECIALIST	1.0000	1.0000	
<b>Clerical and Professional</b>	1340-218	RECORDS COORDINATOR	1.0000	1.0000	
<b>Clerical and Professional</b>	1350-216	CITY SECRETARY ADMINISTRATIVE SPECIALIST	3.0000	3.0000	
<b>Grand Total</b>			7.0000	7.0000	7.0000

## Mission Statement

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

## Departmental Overview

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

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

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

## Programs of Service

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

## FY21 Objectives

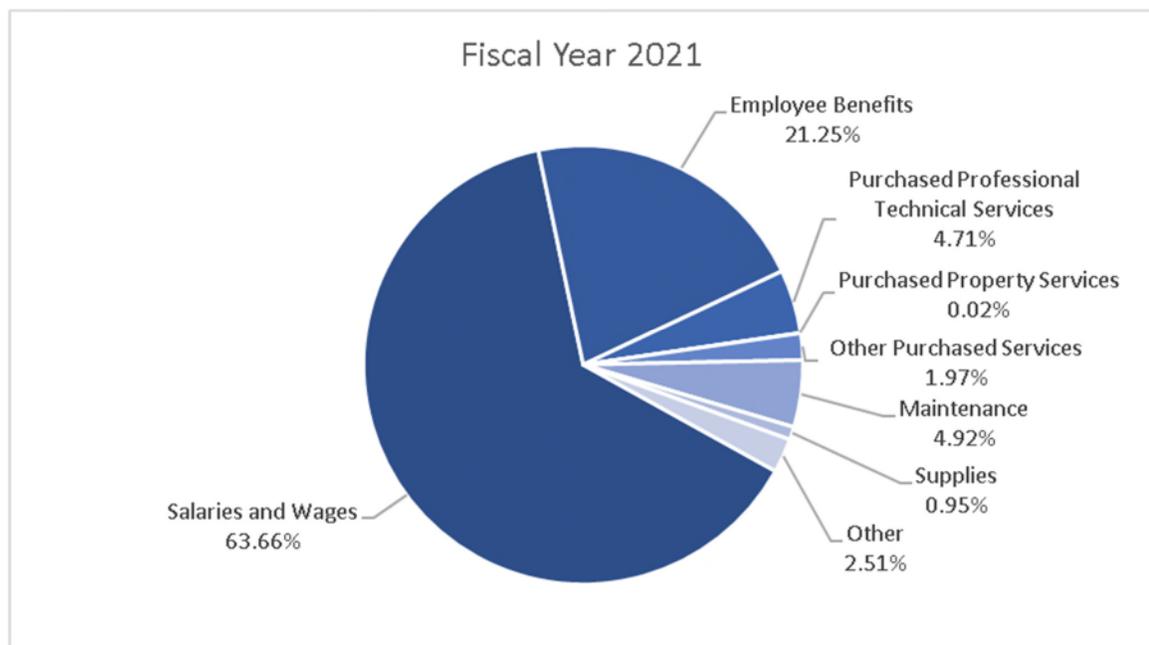
- Monitor and maintain a balanced budget
- Coordinate the planned bond issue for Capital Improvements Program.
- Complete the annual audit for FY21
- Improve financial transparency to stakeholders via OpenGov software
- Create internal financial tools, such as SharePoint dashboards, to improve financial management

## FY21 Budget Changes

One-time funds of \$150,000 are included for the new OpenGov software. During FY21, the Office of Budget and Management will be created and presented as a separate General Fund division under the City Manager's Department. New personnel include mid-year adjustments for three additional Budget Analysts and one additional Payroll Specialist.



Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,515,370	1,902,512	867,512	1,977,098	-	1,977,098
Employee Benefits	506,450	616,820	(308,180)	660,116	-	660,116
Purchased Professional Technical Services	140,338	246,386	246,386	146,240	-	146,240
Purchased Property Services	500	1,000	1,000	750	-	750
Other Purchased Services	43,005	60,344	50,344	61,048	-	61,048
Maintenance	159	7,310	7,310	2,952	150,000	2,952
Supplies	39,361	293,885	293,885	29,600	-	29,600
Other	59,369	78,000	78,000	78,000	-	78,000
Capital Expenditures	9,304	-	-	-	-	-
Interdepartmental Billing	-	881	881	49	-	49
Indirect - Cost Allocation Overhead	410	-	-	-	-	-
<b>Total</b>	<b>2,314,265</b>	<b>3,207,138</b>	<b>1,237,138</b>	<b>2,955,853</b>	<b>150,000</b>	<b>2,955,853</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	1410-146	CHIEF FINANCIAL OFFICER	1.0000	1.0000	1.0000
Supervision	1420-136	ASSISTANT DIRECTOR OF FINANCE	2.0000	2.0000	2.0000
Supervision	1430-130	FINANCE SUPERVISOR	2.0000	2.0000	
Supervision	1430-132	FINANCE SUPERVISOR			2.0000
Supervision	1435-127	FINANCE ACCOUNTS PAYABLE SUPERVISOR	1.0000	1.0000	1.0000
Supervision	1440-130	GRANTS COORDINATOR	1.0000	1.0000	
Supervision	1510-133	BUDGET MANAGER	1.0000	1.0000	1.0000
Supervision	1530-130	PAYROLL SUPERVISOR	1.0000	1.0000	
Supervision	1530-132	PAYROLL SUPERVISOR			1.0000
Professional Technical	1440-132	GRANTS COORDINATOR			1.0000
Professional Technical	1450-125	SENIOR FINANCIAL ANALYST			4.0000
Professional Technical	1485-233	SENIOR FINANCIAL PROFESSIONAL-PT			0.2250
Professional Technical	1490-224	FINANCIAL PROFESSIONAL-PT			0.4500
Professional Technical	1520-127	BUDGET ANALYST			4.0000
Part Time	1485-233	SENIOR FINANCIAL PROFESSIONAL-PT	0.2250	0.2250	
Part Time	1490-224	FINANCIAL PROFESSIONAL-PT	0.4500	0.4500	
Office Clerical	1470-217	ACCOUNTING SPECIALIST			5.0000
Office Clerical	1540-220	PAYROLL SPECIALIST			4.0000
Office Clerical	2040-215	ADMINISTRATIVE ASSISTANT			1.0000
Clerical and Professional	1450-125	SENIOR FINANCIAL ANALYST	4.0000	4.0000	
Clerical and Professional	1470-217	ACCOUNTING SPECIALIST	5.0000	5.0000	
Clerical and Professional	1520-127	BUDGET ANALYST	1.0000	1.0000	
Clerical and Professional	1540-220	PAYROLL SPECIALIST	3.0000	3.0000	
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
<b>Grand Total</b>			<b>23.6750</b>	<b>23.6750</b>	<b>27.6750</b>

## Mission Statement

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

## Departmental Overview

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

## Programs of Service

The office is responsible for the review and/or drafting of resolutions, ordinances, contracts, agreements, deeds, and other legal documents in which the City has an interest. The office also prosecutes violations of City of Waco ordinances and Class C misdemeanors in the Waco Municipal Court.

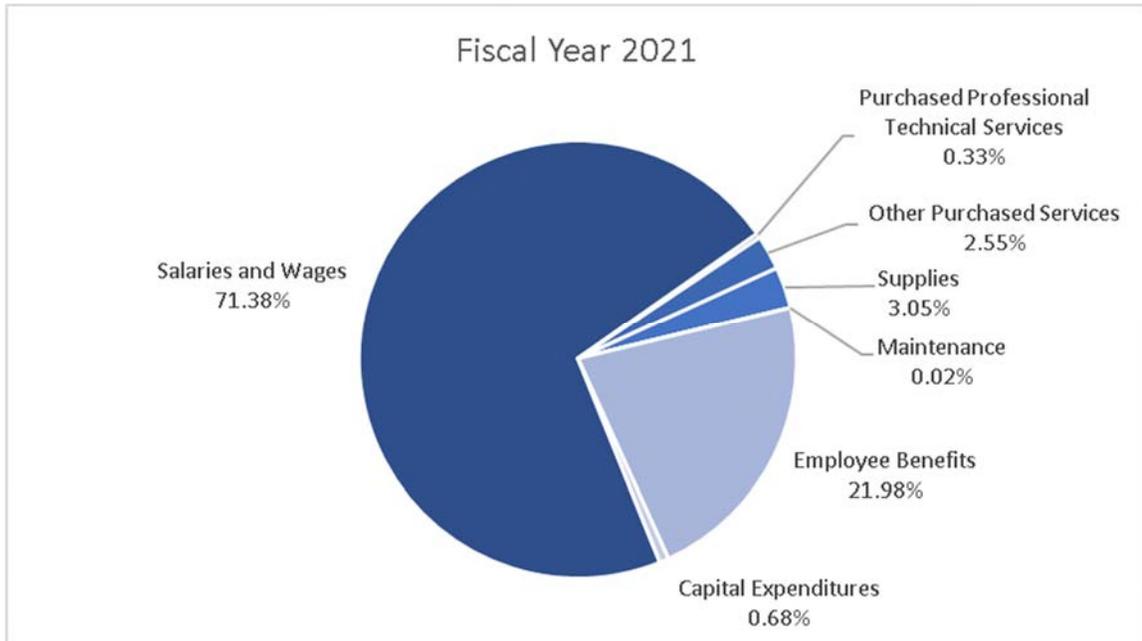
## FY21 Objectives

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

## FY21 Budget Changes

One-time funds of \$8,145 are included for security system equipment and recurring funds of \$960 for a equipment maintenance service plan associated with security system equipment.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	895,484	939,578	939,578	952,751	-	952,751
Employee Benefits	273,800	284,656	284,656	293,392	-	293,392
Purchased Professional Technical Services	67	4,450	4,450	4,450	-	4,450
Other Purchased Services	30,251	33,974	33,974	33,974	-	33,974
Maintenance	-	300	300	300	960	300
Supplies	36,991	35,125	35,125	40,765		40,765
Other	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	8,145	9,105
<b>Total</b>	<b>1,236,592</b>	<b>1,298,083</b>	<b>1,298,083</b>	<b>1,325,633</b>	<b>9,105</b>	<b>1,334,738</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Supervision</b>	1110-555	CITY ATTORNEY	1.0000	1.0000	
<b>Professional Technical</b>	1120-137	SENIOR ASSISTANT CITY ATTORNEY			2.0000
<b>Professional Technical</b>	1130-134	ASSISTANT CITY ATTORNEY			4.0000
<b>Professional Technical</b>	1150-221	PARALEGAL			1.0000
<b>Office Clerical</b>	1140-218	LEGAL SECRETARY			2.0000
<b>Council Appointed</b>	1110-555	CITY ATTORNEY			1.0000
<b>Clerical and Professional</b>	1120-137	SENIOR ASSISTANT CITY ATTORNEY	2.0000	2.0000	
<b>Clerical and Professional</b>	1130-134	ASSISTANT CITY ATTORNEY	4.0000	4.0000	
<b>Clerical and Professional</b>	1140-218	LEGAL SECRETARY	2.0000	2.0000	
<b>Clerical and Professional</b>	1150-221	PARALEGAL	1.0000	1.0000	
<b>Grand Total</b>			10.0000	10.0000	10.0000

## Mission Statement

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

## Departmental Overview

The Planning/ Inspection Services Department supports the efforts of the City Council, Plan Commission, Metropolitan Planning Organization's Policy Board and Technical Committee, Building Inspections Advisory & Appeals Board, Historic Landmark Preservation Commission and Board of Adjustment to ensure the orderly, safe, and responsible development of Waco.

## Programs of Service

Planning/Inspection Services is responsible for administrating and enforcing the adopted building, plumbing, electrical, gas and mechanical codes, zoning and subdivision ordinances, and other ordinances for the city of Waco. The department processes the following development requests: plan review and inspections requests for remodeling of existing buildings or construction of new buildings, zone changes, special permits, subdivision plats, zoning and building code variances, annexations, encroachment agreements, street name changes, abandonments, short term rental, open air vending, alcohol, indoor amusement facility, credit access business, night club, and sexually oriented business licenses, historic landmark designations and incentives. Planning/ Inspections Services also provides support for long range planning efforts such as the comprehensive plan and transportation plans as well as technical assistance to builders, architects, planners, engineers and developers. Planning Services provides information to both internal & external customers such as demographics, maps, addresses, studies, plans and other relevant planning/ building data. Finally, the Department manages all the City's excess property which includes tax foreclosure property for the City of Waco, McLennan County and Waco Independent School District.

## FY21 Objectives

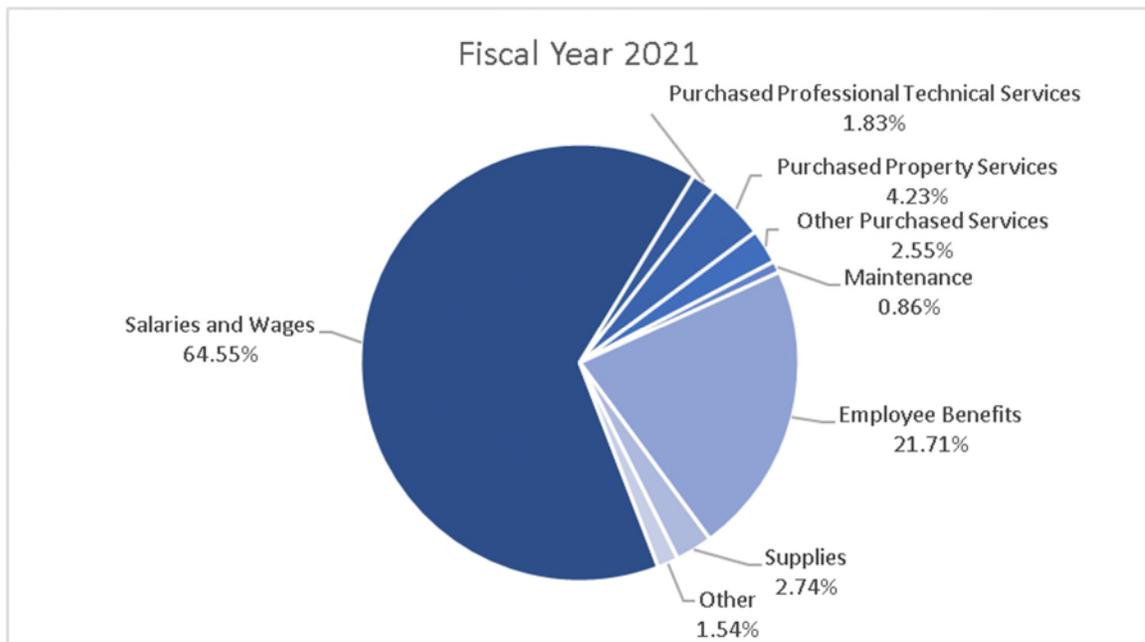
- Continue to educate the general public on department operations which include the use of Energov in submitting applications for permitting, inspections, plats and zoning requests.
- Adopt the 2018 International Family of Codes, new zoning and subdivision ordinances.
- Implement impact fees for Roadway, Water and Wastewater.

## FY21 Budget Changes

For FY21 Inspection Services and Code Enforcement were reorganized to between Planning and Housing to better align with the departments business needs. Personnel changes include an additional 19.0 FTE due to the reallocation of the Code division. A Zoning Inspector will be reallocated to the Housing division in FY21.



Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	530,550	541,570	541,570	1,574,223	-	1,574,223
Employee Benefits	175,826	186,732	186,732	529,423	-	529,423
Purchased Professional Technical Services	48,205	210,229	210,229	44,555	-	44,555
Purchased Property Services	67,284	65,784	65,784	103,266	-	103,266
Other Purchased Services	23,359	20,042	20,042	62,111	-	62,111
Maintenance	455	4,100	4,100	21,052	-	21,052
Supplies	45,141	37,490	37,490	66,723	-	66,723
Other	-	-	-	37,500	-	37,500
Interdepartmental Billing	-	-	-	1,064	-	1,064
<b>Total</b>	<b>890,820</b>	<b>1,065,947</b>	<b>1,065,947</b>	<b>2,439,918</b>	<b>-</b>	<b>2,439,918</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Supervision</b>	2311-138	BUILDING OFFICIAL			1.0000
<b>Supervision</b>	2317-130	NEW CONSTRUCTION SUPERVISOR			1.0000
<b>Supervision</b>	6005-144	DIRECTOR OF PLANNING	1.0000	1.0000	1.0000
<b>Supervision</b>	6015-126	PROPERTY ASSET MANAGER			1.0000
<b>Supervision</b>	6042-126	PLANNING/INSPECTIONS SUPERVISOR			1.0000
<b>Professional Technical</b>	2325-125	PLANNING/INSPECTIONS PUBLIC INFORMATION SPECIALIST			1.0000
<b>Professional Technical</b>	2330-220	BUILDING INSPECTOR			2.0000
<b>Professional Technical</b>	2331-220	ELECTRICAL INSPECTOR			2.0000
<b>Professional Technical</b>	2332-220	PLUMBING/MECHANICAL INSPECTOR			2.0000
<b>Professional Technical</b>	2335-222	COMBINATION INSPEC			1.0000
<b>Professional Technical</b>	6025-126	SENIOR PLANNER			1.0000
<b>Professional Technical</b>	6035-222	PLANNER			2.8000
<b>Professional Technical</b>	6045-222	PLANS EXAMINER			3.0000
<b>Office Clerical</b>	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
<b>Office Clerical</b>	2040-215	ADMINISTRATIVE ASSISTANT			1.5000
<b>Office Clerical</b>	6055-218	SENIOR PERMIT TECHNICIAN			2.0000
<b>Office Clerical</b>	6060-215	PERMIT TECHNICIAN			2.0000
<b>Labor Operations</b>	2370-220	ZONING INSPECTOR	1.0000	1.0000	
<b>Clerical and Professional</b>	2040-215	ADMINISTRATIVE ASSISTANT	1.5000	1.5000	
<b>Clerical and Professional</b>	6015-126	PROPERTY ASSET MANAGER	1.0000	1.0000	
<b>Clerical and Professional</b>	6025-126	SENIOR PLANNER	1.0000	1.0000	
<b>Clerical and Professional</b>	6035-222	PLANNER	2.8000	2.8000	
<b>Grand Total</b>			8.3000	8.3000	26.3000



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

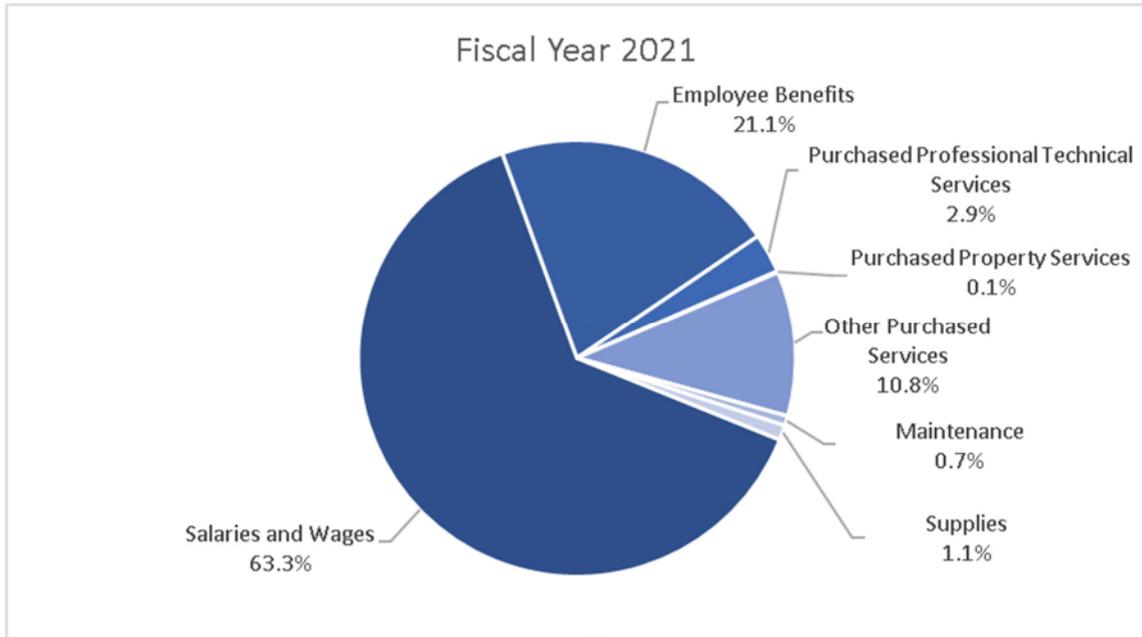
## FY21 Objectives

- Attract, develop and support a diverse community of employees who are engaged in their work, and motivated to perform at their full potential
- Administer Human Resources policies and programs effectively and efficiently, while maintaining internal and external customer satisfaction
- Analyze, enhance and administer an innovative and diverse array of programs to support employee development
- Provide tools and programs to reward and recognize employees for their work contributions
- Strive to use technology to optimize business processes and enhance the employment experience for employees and provide resources for managers

## FY21 Budget Changes

There are no recurring or one-time requests for FY21. Personnel changes include one additional Employee Relations Coordinator which was a mid-year reallocation of FTE from the Risk fund.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	795,761	887,692	887,692	965,276	-	965,276
Employee Benefits	271,457	290,368	290,368	320,823	-	320,823
Purchased Professional Technical Services	54,059	53,495	53,495	44,588	-	44,588
Purchased Property Services	-	1,500	1,500	1,500	-	1,500
Other Purchased Services	112,854	125,967	119,967	163,969	-	163,969
Maintenance	4,266	2,553	2,553	11,053	-	11,053
Supplies	18,310	22,037	22,037	16,700	-	16,700
<b>Total</b>	<b>1,256,708</b>	<b>1,383,612</b>	<b>1,377,612</b>	<b>1,523,908</b>	<b>-</b>	<b>1,523,908</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	1610-144	DIRECTOR OF HUMAN RESOURCES	1.0000	1.0000	1.0000
Supervision	1620-132	ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.0000	1.0000	
Supervision	1620-134	ASSISTANT DIRECTOR OF HUMAN RESOURCES			1.0000
Supervision	1621-132	TRAINING MANAGER			1.0000
Supervision	1625-130	EMPLOYEE RELATIONS MANAGER	1.0000	1.0000	1.0000
Supervision	1630-127	HUMAN RESOURCES SUPERVISOR	1.0000	1.0000	1.0000
Supervision	1640-127	TRAINING SUPERVISOR	1.0000	1.0000	
Supervision	1650-124	HUMAN RESOURCES GENERALIST	1.0000	1.0000	
Professional Technical	1626-124	EMPLOYEE RELATIONS SPECIALIST			1.0000
Professional Technical	1627-125	EMPLOYEE RELATIONS COORDINATOR			1.0000
Professional Technical	1650-124	HUMAN RESOURCES GENERALIST			2.0000
Professional Technical	1685-230	SENIOR HUMAN RESOURCES PROFESSIONAL-PT			0.4750
Part Time	1685-230	SENIOR HUMAN RESOURCES PROFESSIONAL-PT	0.4750	0.4750	
Part Time	1690-210	HUMAN RESOURCES INTERN-PT	0.4750	0.4750	
Office Clerical	1660-217	HUMAN RESOURCES SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	1670-219	HUMAN RESOURCES SPECIALIST			3.0000
Office Clerical	1680-215	HUMAN RESOURCES ASSISTANT			1.0000
Office Clerical	1690-210	HUMAN RESOURCES INTERN-PT			0.4750
Clerical and Professional	1626-124	EMPLOYEE RELATIONS SPECIALIST	1.0000	1.0000	
Clerical and Professional	1660-217	HUMAN RESOURCES SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	1670-219	HUMAN RESOURCES SPECIALIST	4.0000	4.0000	
Clerical and Professional	1680-215	HUMAN RESOURCES ASSISTANT	1.0000	1.0000	
<b>Grand Total</b>			<b>13.9500</b>	<b>13.9500</b>	<b>14.9500</b>

## Mission Statement

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

## Departmental Overview

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

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

## Programs of Service

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

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

Our Media/Communications Division provides complete design, hosting and maintenance for more than 30 internal city websites representing 27 departments and several city related non-profits. We maintain social media communications including Twitter, Facebook, Instagram and YouTube where more and more citizens access for information. We also provide and maintain an internal Intranet for the City's 1,560 employees keeping them up to date on information and resources they need to perform their jobs more effectively. Unlike many cities, the City of Waco does not contract out the majority of website design and/or maintenance. Everything is done in-house with the exception of specialized feature coding. We continue to work closely with all news media outlets by issuing regular press releases, facilitating interviews and hosting any needed press conferences and/or special events. This division also provides support for several other software and web-based functions including agenda management software, design programs, and other apps departments may be using. We also produce, design and layout two major publications (all in-house) including the *City Limits* monthly citizen newsletter, and the *City's Annual Report*.



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

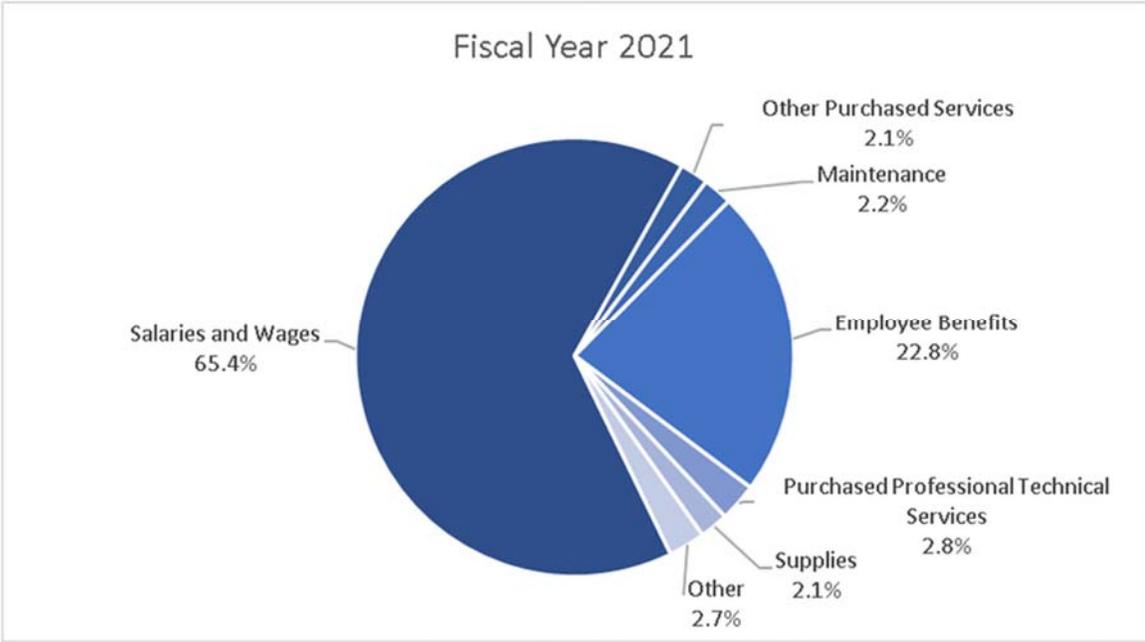
### FY21 Objectives

- Maintain or increase the level of communication with the public and city staff with no new requests or increased costs.

### FY21 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	550,096	564,486	564,486	585,134	-	585,134
Employee Benefits	194,751	198,892	198,892	204,070	-	204,070
Purchased Professional Technical Services	15,618	18,890	18,890	25,040	-	25,040





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Supervision</b>	1905-130	ASSISTANT DIRECTOR OF MUNICIPAL INFORMATION			1.0000
<b>Supervision</b>	1905-130	ASSISTANT DIRECTOR OF MUNICIPAL INFORMATION	1.0000	1.0000	
<b>Supervision</b>	1910-141	DIRECTOR OF MUNICIPAL INFORMATION	1.0000	1.0000	
<b>Supervision</b>	1910-141	DIRECTOR OF MUNICIPAL INFORMATION			1.0000
<b>Supervision</b>	1920-128	PUBLIC INFORMATION/COMMUNICATION SUPERVISOR			1.0000
<b>Supervision</b>	1930-124	MUNICIPAL TV SUPERVISOR	1.0000	1.0000	
<b>Supervision</b>	1930-124	MUNICIPAL TV SUPERVISOR			1.0000
<b>Professional Technical</b>	1940-122	VIDEO PRODUCTION SPECIALIST			1.0000
<b>Professional Technical</b>	1950-119	VIDEO PRODUCTION TECHNICIAN			1.0000
<b>Professional Technical</b>	1970-219	GRAPHICS/PRINT SHOP COORDINATOR			1.0000
<b>Professional Technical</b>	1980-222	PUBLIC INFORMATION AND COMMUNICATIONS SPECIALIST			1.0000
<b>Office Clerical</b>	2070-208	COURIER			1.0000
<b>Clerical and Professional</b>	1940-122	VIDEO PRODUCTION SPECIALIST	1.0000	1.0000	
<b>Clerical and Professional</b>	1950-119	VIDEO PRODUCTION TECHNICIAN	1.0000	1.0000	
<b>Clerical and Professional</b>	1960-123	GRAPHICS/PRINT SHOP SUPERVISOR	1.0000	1.0000	
<b>Clerical and Professional</b>	1970-219	GRAPHICS/PRINT SHOP COORDINATOR	1.0000	1.0000	
<b>Clerical and Professional</b>	1980-222	PUBLIC INFORMATION AND COMMUNICATIONS SPECIALIST	1.0000	1.0000	
<b>Clerical and Professional</b>	2070-208	COURIER	1.0000	1.0000	
<b>Grand Total</b>			9.0000	9.0000	9.0000

## Mission Statement

To engage in a partnership with the Departments to provide technical guidance in an effective, strategic, and fiscally responsible manner for all technology initiatives.

## Departmental Overview

To enact our mission, the Information Technology Department pledges to:

Provide exceptional customer service.

Provide a secure infrastructure that promotes the integrity and security of electronic data collected, stored, retrieved, and reported by Departments, and improve the City's ability to recover from a technical interruption. Adopt enterprise standards that reduce technical complexity and overall support costs without compromising service quality. Seek opportunities for business transparency by providing citizens with self-service access to information and services.

Maintain a well-trained and knowledgeable staff that's proficient with City operating systems, applications, and hardware. Promote technical competency through continuous training and exposure to emerging technology solutions.

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

## Programs of Service

**IT Administration** provides the strategic vision for technology planning and project management services. The **Support Services Division** is responsible for the operation of the IT Help Desk with over 1,300 calls for service annually and overall support of 1,600 desktop computers citywide. **Public Safety Division** is responsible for providing 24/7 support to Fire, Police and Emergency Management. **Infrastructure Services Division** is responsible for managing a data and voice network of over 100 servers and 63 locations across the city, as well as a security plan to protect the City's IT assets. **Enterprise Application Division** is responsible for implementing and maintaining critical applications that span the organization, primarily Tyler Munis and EnerGov, and HTE. The **GIS Division** is responsible for developing and maintaining our robust Geographical Information System for all citywide applications including Public Safety.

## FY21 Objectives

- Renew Microsoft EA to provide access to M365 apps and associated security tools.
- Upgrade infrastructure assets that are approaching end of support or estimated useful life.
- Upgrade the email filtering security suite to protect our M365 Cloud resources.
- Upgrade firewall and VPN solutions to protect IT assets from external threats and enable a remote workforce.
- Partner with an M365 security consultant for periodic technology health checks and implementation of security best practices.
- Partner with a security consultant to help us achieve compliance with NIST 800-53 controls, as well as provide penetration testing, best practice consultations, and an annual IT audit.

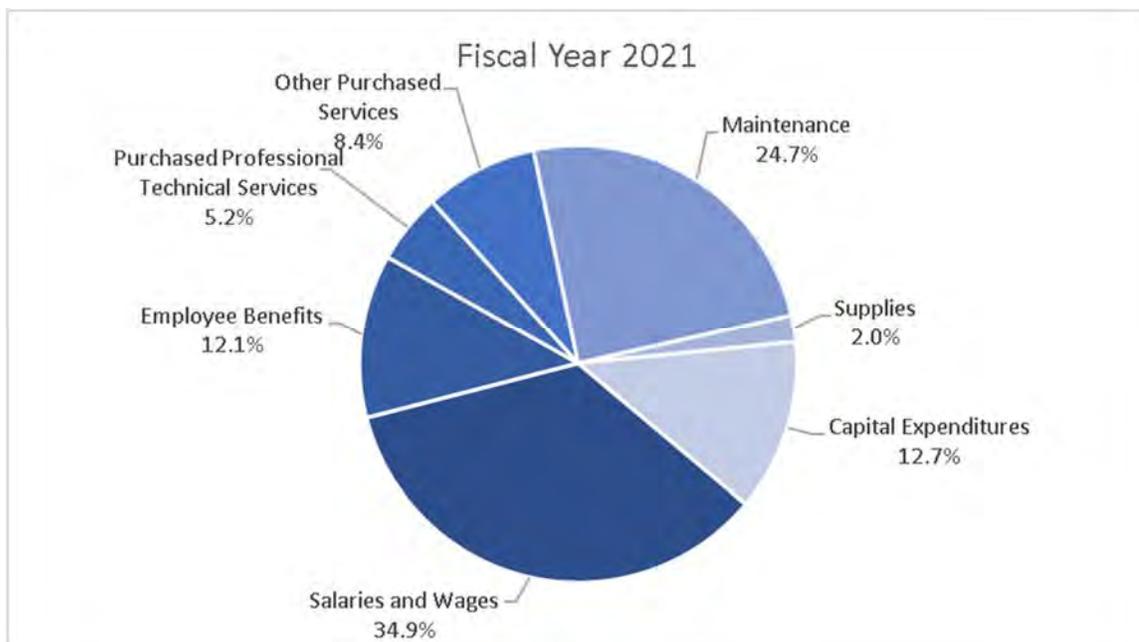


- Partner with City of Waco Departments and Information Technology Industry Partners to enable a mobile and innovative user experience for the entire user community.
- Enhance and improve the Information Technology Business Continuity Plan and the Disaster Recovery plan.
- Enable innovative and enterprise online collaboration tools to enhance IT communication systems for the entire user community at the City of Waco.

## FY21 Budget Changes

One-time funding of \$786,552 is included for replacement of Cisco POE network switches, fiber optics cabling, replacement of aging network switches, barracuda email filter, firewall, routers, consulting, replacement of database servers, and crystal reports.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,721,159	1,884,676	1,884,676	1,991,193	-	1,991,193
Employee Benefits	610,148	648,556	648,556	693,422	-	693,422
Purchased Professional Technical Services	174,039	336,922	336,922	235,108	62,000	297,108
Other Purchased Services	395,251	498,810	498,810	477,745	-	477,745
Maintenance	1,336,366	1,366,334	1,366,334	1,411,577	-	1,411,577
Supplies	102,672	137,911	137,911	112,478	-	112,478
Capital Expenditures	246,627	1,456,457	1,456,457	-	724,552	724,552
Interdepartmental Billing	(128,434)	-	-	-	-	-
<b>Total</b>	<b>4,457,828</b>	<b>6,329,667</b>	<b>6,329,667</b>	<b>4,921,523</b>	<b>786,552</b>	<b>5,708,075</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	1810-146	DIRECTOR OF INFORMATION TECHNOLOGY	1.0000	1.0000	
Supervision	1810-146	CHIEF INFORMATION OFFICER			1.0000
Supervision	1815-134	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY			1.0000
Supervision	1815-134	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.0000	1.0000	
Supervision	1820-132	INFORMATION TECHNOLOGY MANAGER			4.0000
Supervision	1820-132	INFORMATION TECHNOLOGY MANAGER	4.0000	4.0000	
Supervision	1821-132	INFORMATION TECHNOLOGY MANAGER - ENTERPRISE APPLICATIONS			1.0000
Supervision	1821-132	INFORMATION TECHNOLOGY MANAGER - ENTERPRISE APPLICATIONS	1.0000	1.0000	
Professional Technical	1830-130	SENIOR APPLICATION ANALYST			1.0000
Professional Technical	1840-127	SENIOR INFORMATION TECHNOLOGY ANALYST			4.0000
Professional Technical	1845-127	SENIOR INFORMATION TECHNOLOGY ANALYST - SECURITY			1.0000
Professional Technical	1850-125	INFORMATION TECHNOLOGY ANALYST			8.0000
Professional Technical	1870-222	INFORMATION TECHNOLOGY TECHNICIAN			9.0000
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Clerical and Professional	1830-130	SENIOR APPLICATION ANALYST	1.0000	1.0000	
Clerical and Professional	1840-127	SENIOR INFORMATION TECHNOLOGY ANALYST	2.0000	2.0000	
Clerical and Professional	1845-127	SENIOR INFORMATION TECHNOLOGY ANALYST - SECURITY	1.0000	1.0000	
Clerical and Professional	1850-125	INFORMATION TECHNOLOGY ANALYST	8.0000	8.0000	
Clerical and Professional	1870-222	INFORMATION TECHNOLOGY TECHNICIAN	9.0000	9.0000	
Clerical and Professional	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
<b>Grand Total</b>			<b>29.0000</b>	<b>29.0000</b>	<b>31.0000</b>



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

## FY21 Objectives

- Strive to provide excellent and timely service to the department's internal and external customers
- Eliminate monetary waste to gain a lean operating budget caused by COVID-19
- Utilize more online services to adjust to the changes caused by COVID-19
- Continue the City's movement towards inclusion/equity of the City's vendor base by reaching out to broader audiences through additional advertisement avenues and by making the Purchasing department available to the local Chambers.
- Complete a "How to Do Business with The City" video available in English and Spanish.
- Purchase additional reserve personal protective equipment for the City staff in preparation for future disasters/epidemics.
- Continue to review purchases and identify items that are required to follow a formal bidding process and resulting Council approval.
- Purchasing will maintain current operations.

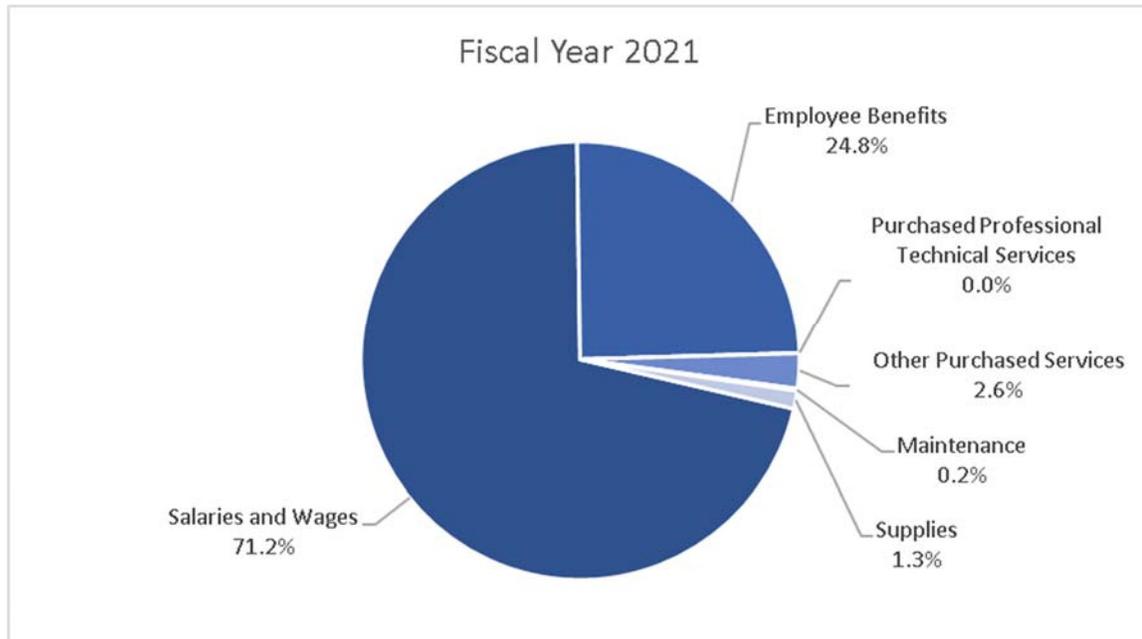
## FY21 Budget Changes

There are no recurring or one-time requests for FY21.

# General Services – Purchasing Services



Category	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projection	Base Budget	Changes	Budget
Salaries and Wages	507,251	526,590	526,590	530,532	-	530,532
Employee Benefits	176,559	181,128	181,128	184,574	-	184,574
Purchased Professional Technical Services	-	200	200	200	-	200
Other Purchased Services	21,369	25,043	25,043	19,188	-	19,188
Maintenance	284	360	360	1,226	-	1,226
Supplies	10,058	10,656	10,656	9,803	-	9,803
<b>Total</b>	<b>715,521</b>	<b>743,977</b>	<b>743,977</b>	<b>745,523</b>	<b>-</b>	<b>745,523</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Supervision</b>	4205-144	DIRECTOR OF GENERAL SERVICES	1.0000	1.0000	
<b>Supervision</b>	4205-144	DIRECTOR OF GENERAL SERVICES			1.0000
<b>Supervision</b>	4210-130	PURCHASING MANAGER	1.0000	1.0000	1.0000
<b>Professional Technical</b>	4215-124	PURCHASING AGENT			4.0000
<b>Office Clerical</b>	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
<b>Labor Operations</b>	4260-213	MATERIAL & INVENTORY TECHNICIAN	1.0000	1.0000	
<b>Labor Maintenance</b>	4260-213	MATERIAL & INVENTORY TECHNICIAN			1.0000
<b>Clerical and Professional</b>	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
<b>Clerical and Professional</b>	4215-124	PURCHASING AGENT	4.0000	4.0000	
<b>Grand Total</b>			<b>8.0000</b>	<b>8.0000</b>	<b>8.0000</b>



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

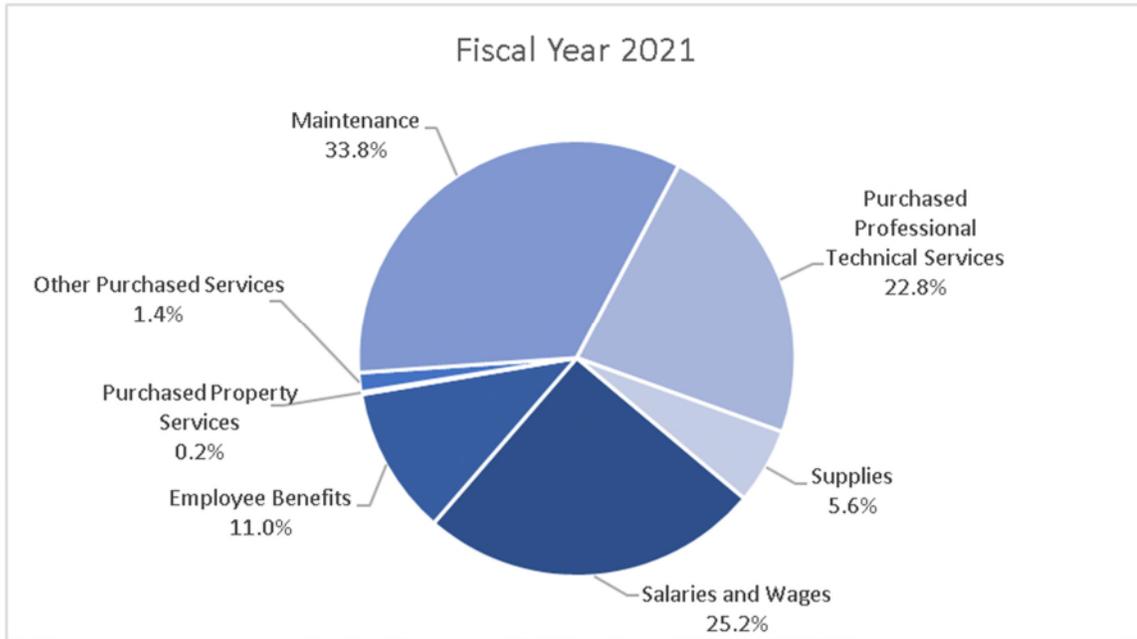
## FY21 Objectives

- Modernization of elevator equipment at the Police Tower Garage
- Replacement of flat roof areas at the Texas Ranger Museum
- Replacement of roof at the Health Building
- Replacement of roofs
- Replacement of curtain wall glass at the Police Tower
- Replacement of lower floor carpet at Central Library
- Replacement of second floor HVAC system at the Health Building
- Completion of Fire Station #6 and Fire Administration Building
- Completion of Chisolm Hall HVAC replacement at Convention Center

## FY21 Budget Changes

There are no recurring or one-time requests for FY21. Personnel changes include three less Building Attendants, which was a mid-year reduction of vacant FTEs.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	988,707	1,174,902	1,174,902	1,063,840	-	1,063,840
Employee Benefits	465,857	513,392	513,392	462,373	-	462,373
Purchased Professional Technical Services	902,806	1,023,078	1,023,078	959,838	-	959,838
Purchased Property Services	10,309	6,420	6,420	7,062	-	7,062
Other Purchased Services	64,194	57,142	57,142	60,215	-	60,215
Maintenance	1,117,597	1,562,693	1,562,693	1,424,721	-	1,424,721
Supplies	228,414	257,622	257,622	236,330	-	236,330
Capital Expenditures	13,290	143,556	143,556	-	-	-
Interdepartmental Billing	(173,392)	-	-	-	-	-
<b>Total</b>	<b>3,617,783</b>	<b>4,738,805</b>	<b>4,738,805</b>	<b>4,214,379</b>	<b>-</b>	<b>4,214,379</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2810-131	FACILITIES MANAGER	1.0000	1.0000	1.0000
Supervision	2812-130	FACILITIES PROJECT MANAGER	1.0000	1.0000	1.0000
Supervision	2845-215	CUSTODIAL SUPERVISOR			2.0000
Supervision	4206-133	ASSISTANT DIRECTOR OF GENERAL SERVICES	1.0000	1.0000	1.0000
Professional Technical	2816-222	MASTER ELECTRICIAN			2.0000
Professional Technical	2825-222	MASTER HVAC MECHANIC			2.0000
Part Time	2855-209	FACILITIES BUILDING ATTENDANT-PT	0.5000	0.5000	
Office Clerical	2040-215	ADMINISTRATIVE ASSISTANT			2.0000
Labor Operations	2815-222	MASTER ELECTRICIAN-CDL	2.0000	2.0000	
Labor Operations	2825-222	MASTER HVAC MECHANIC	2.0000	2.0000	
Labor Operations	2836-217	FACILITIES MAINTENANCE TECHNICIAN	4.0000	4.0000	
Labor Operations	2837-219	FACILITIES MAINTENANCE COORDINATOR	1.0000	1.0000	
Labor Operations	2845-215	CUSTODIAL SUPERVISOR	2.0000	2.0000	
Labor Operations	2850-209	BUILDING ATTENDANT	11.0000	11.0000	
Labor Maintenance	2836-217	FACILITIES MAINTENANCE TECHNICIAN			4.0000
Labor Maintenance	2837-219	FACILITIES MAINTENANCE COORDINATOR			1.0000
Labor Maintenance	2850-209	BUILDING ATTENDANT			8.0000
Labor Maintenance	2855-209	FACILITIES BUILDING ATTENDANT-PT			0.5000
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	2.0000	2.0000	
<b>Grand Total</b>			<b>27.5000</b>	<b>27.5000</b>	<b>24.5000</b>

## Mission Statement

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

## Departmental Overview

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

## Programs of Service

Core services include administration of street operations, concrete repair and construction, gravel street maintenance, emergency response, alley maintenance where essential City Services are provided, street sweeping and storm drain maintenance which includes gutter and inlet cleaning along with ditch grading and cleaning.

## FY21 Objectives

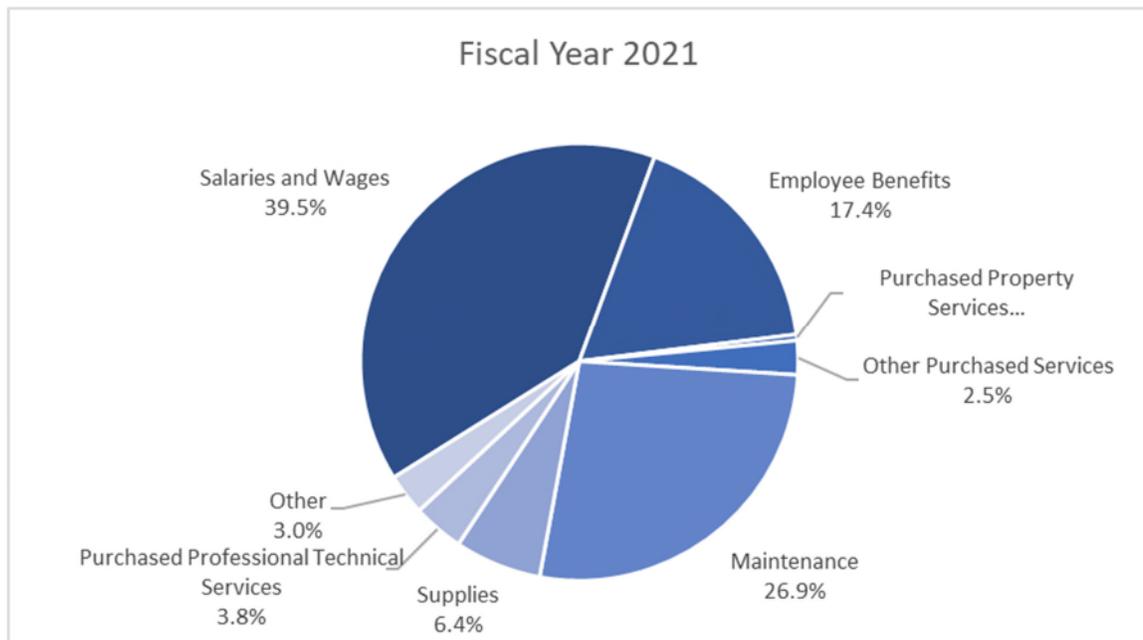
- Continue the analysis of pavement management data through the Public Works analytical software to evaluate and prioritize network preservation and maintenance related actions needed. Target goal is to achieve a comprehensive network score of 70.
- Implement an annual crack sealing program to extend the life of asphalt and concrete streets. An average of 400,000 pounds of material is applied annually to approximately 86 centerline miles of streets. Planning is done through the pavement management software.
- Repair and maintain concrete and asphalt streets. Repairs include concrete panel replacement, sidewalk repair, curb and gutter repair, pothole repairs, asphalt rehabilitation projects, asphalt surface patching, maintenance overlays, utility cut repairs, etc.
- Continue the green practice of utilizing recycled materials as deemed practical.
- Continue to develop on-call services program for addressing isolated street construction and maintenance.
- Encourage collaborative design, construction and operation planning to prevent premature deterioration of asphalt and concrete streets.
- Ensure clean streets and alleys through our in-house sweeping program.
- Maintain storm drain inlets which includes performing routine visual outfall inspections.
- Perform winter snow/ice control on designated routes and support all emergency service requests.
- Enhance employee safety through education opportunities.

## FY21 Budget Changes

There are no recurring or one-time requests for FY21. Personnel changes include three new FTEs reallocated from the Engineering fund. Those positions are one Street Division Manager, one Engineering Manager and Engineering Construction Manager.



Category	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projection	Base Budget	Changes	Budget
Salaries and Wages	1,211,822	1,746,616	1,746,616	2,104,692	-	2,104,692
Employee Benefits	681,146	841,982	841,982	930,008	-	930,008
Purchased Professional Technical Services	961,386	1,160,918	1,160,918	201,000	-	201,000
Purchased Property Services	19,236	23,544	23,544	24,288	-	24,288
Other Purchased Services	106,247	110,653	110,653	133,573	-	133,573
Maintenance	1,131,977	1,440,480	1,440,480	1,435,032	-	1,435,032
Supplies	250,299	309,124	309,124	341,442	-	341,442
Other	221,392	161,422	161,422	161,422	-	161,422
Capital Expenditures	119,993	282,008	282,008	-	-	-
Interdepartmental Billing	709,709	1,709,709	1,709,709	1,509,709	-	1,509,709
<b>Total</b>	<b>5,413,207</b>	<b>7,786,456</b>	<b>7,786,456</b>	<b>6,841,167</b>	<b>-</b>	<b>6,841,167</b>



# Public Works - Streets & Drainage



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	8112-138	STREET DIVISION MANAGER			1.0000
Supervision	8114-136	ENGINEERING MANAGER			1.0000
Supervision	8115-129	PROJECT MANAGER			1.0000
Supervision	8116-131	STREETS SUPERINTENDENT			1.0000
Supervision	8116-131	STREETS SUPERINTENDENT	1.0000	1.0000	
Supervision	8119-125	ASSISTANT STREETS SUPERINTENDENT			1.0000
Supervision	8290-136	ASSISTANT DIRECTOR OF PUBLIC WORKS OPERATIONS	1.0000	1.0000	
Professional Technical	2611-135	SENIOR ENGINEER			1.0000
Professional Technical	2621-130	ENGINEERING CONSTRUCTN MANAGER			1.0000
Professional Technical	8025-127	PUBLIC WORKS FINANCE OFFICER			0.0500
Professional Technical	8031-123	COMMUNITY OUTREACH COORDINATOR			1.0000
Professional Technical	8118-129	STRATEGIC RESOURCE ANALYST			1.0000
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	2050-213	OFFICE SPECIALIST			2.0000
Labor Operations	8130-220	PUBLIC WORKS OPERATIONS CREW LEAD	4.0000	4.0000	
Labor Operations	8140-217	SENIOR HEAVY EQUIPMENT OPERATOR-CDL	11.0000	13.0000	
Labor Operations	8150-215	HEAVY EQUIPMENT OPERATOR-CDL	16.0000	16.0000	
Labor Operations	8165-212	STREET MAINTENANCE WORKER	2.0000	2.0000	
Labor Maintenance	8130-222	PUBLIC WORKS OPERATIONS CREW LEADER-CDL			4.0000
Labor Maintenance	8140-217	SENIOR HEAVY EQUIPMENT OPERATOR-CDL			12.0000
Labor Maintenance	8150-215	HEAVY EQUIPMENT OPERATOR-CDL			10.0000
Labor Maintenance	8165-212	STREET MAINTENANCE WORKER			6.0000
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2050-213	OFFICE SPECIALIST	2.0000	2.0000	
Clerical and Professional	8025-127	PUBLIC WORKS FINANCE OFFICER	0.0500	0.0500	
Clerical and Professional	8030-123	PUBLIC WORKS SAFETY & TRAINING COORDINATOR	1.0000	1.0000	
<b>Grand Total</b>			<b>39.0500</b>	<b>41.0500</b>	<b>44.0500</b>

## Mission Statement

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

## Departmental Overview

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

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

## Programs of Service

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

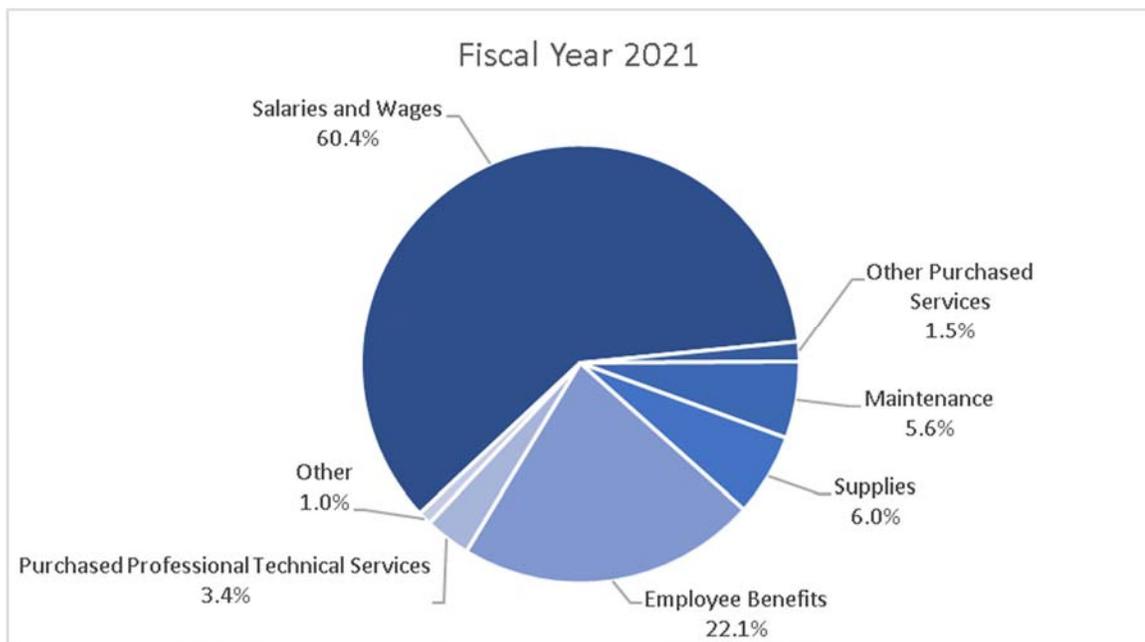
## FY21 Objectives

- Upgrade the court's document imaging system, Tyler Content Management (TCM) application.
- Adhere the court's developed operational plan to conduct court proceedings within guidelines set by the Office of Court Administration due to COVID-19.
- Continue to send all delinquent accounts to McCreary, Veselka, Bragg & Allen P.C. (MVBA) for collections as accounts become 61 days delinquent and 30 days after court opening due to COVID-19.
- Continue to send notice of Defendants in warrant status to the Texas Department of Public Safety Failure to Appear Program for denial of driver's license renewal.
- Continue efforts to cross train all Deputy Court Clerks in Tyler court applications, court processes and procedures .
- Continue to perform at or under budgeted operational expenditures.

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	790,970	799,872	799,872	793,835	-	793,835
Employee Benefits	296,163	289,178	289,178	290,571	-	290,571
Purchased Professional Technical Services	46,187	45,560	37,160	44,375	-	44,375
Other Purchased Services	19,601	26,238	13,904	19,202	-	19,202
Maintenance	12,682	6,471	6,471	74,275	-	74,275
Supplies	73,238	84,526	67,278	79,503	-	79,503
Other	10,064	13,928	13,928	13,000	-	13,000
<b>Total</b>	<b>1,248,904</b>	<b>1,265,773</b>	<b>1,227,791</b>	<b>1,314,761</b>	<b>-</b>	<b>1,314,761</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2410-555	MUNICIPAL COURT JUDGE	1.0000	1.0000	
Supervision	2430-130	MUNICIPAL COURT MANAGER			1.0000
Supervision	2430-130	MUNICIPAL COURT MANAGER	1.0000	1.0000	
Supervision	2435-128	ASSISTANT COURT MANAGER			1.0000
Office Clerical	2440-121	CHIEF DEPUTY COURT CLERK			1.0000
Office Clerical	2450-217	DEPUTY COURT CLERK			10.0000
Council Appointed	2410-555	MUNICIPAL COURT JUDGE			1.0000
Clerical and Professional	1450-125	SENIOR FINANCIAL ANALYST	1.0000	1.0000	
Clerical and Professional	2440-121	CHIEF DEPUTY COURT CLERK	1.0000	1.0000	
Clerical and Professional	2450-217	DEPUTY COURT CLERK	10.0000	10.0000	
<b>Grand Total</b>			<b>14.0000</b>	<b>14.0000</b>	<b>14.0000</b>

## Mission Statement

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

## Departmental Overview

Animals are an integral part of our lives. They provide comfort, relaxation, entertainment, assist in relieving our stress and improving our medical conditions. The Animal Services Department provides animal control, veterinarian care, and an animal shelter with rabies quarantine and boarding facilities for McLennan County and partner cities within McLennan County. The animal shelter facility currently has a capacity of 272 animals. All animals are handled in a compassionate manner and the shelter staff strives to improve and maintain animal health by providing a clean and well-maintained facility. Through a contract with the Humane Society of Central Texas, adoption and redemption services are provided to all contracting cities and McLennan County.

The Animal Services Department actively enforces state and local animal control laws, promotes responsible pet ownership and animal welfare, and strives to eliminate the need to euthanize healthy or unwanted animals.

## Programs of Service

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

## FY21 Objectives

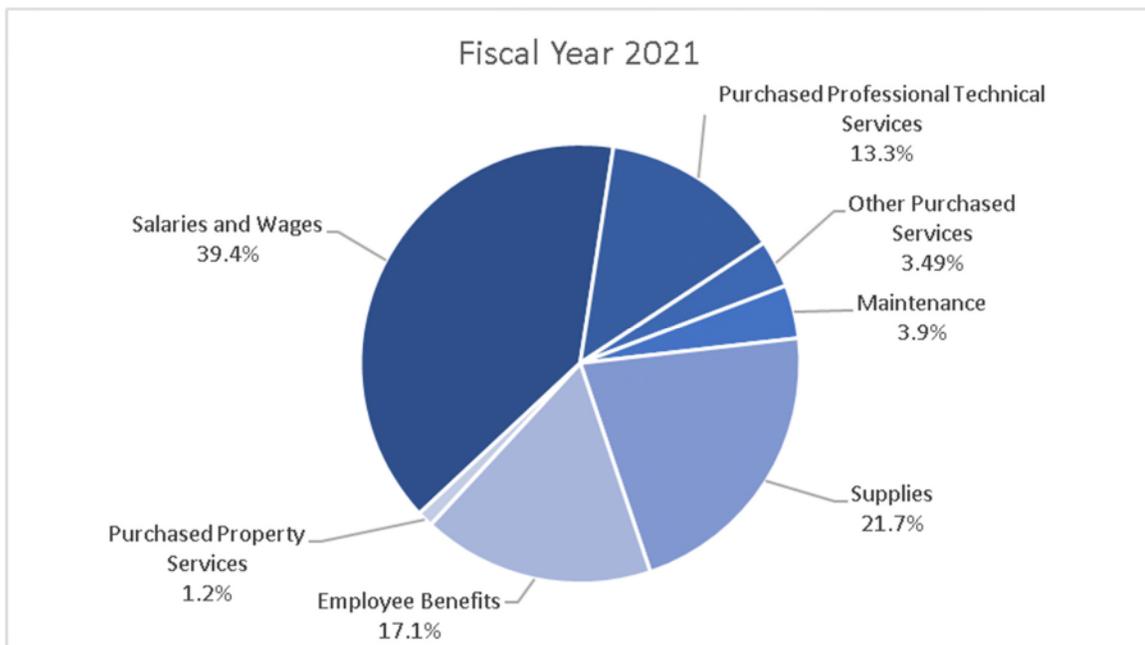
- Promote daily safe work practices and sound animal handling techniques.
- Evaluate operational practices to improve overall efficiency.
- Successfully implement Department Programs of Service.
- Perform medical and surgical procedures, provide proper nutrition, and maintain clean facilities that improve the health and quality of life for the animal shelter population. Work with Humane Society of Central Texas to increase animal adoptions and redemption services.

## FY21 Budget Changes

There are no recurring or one-time requests for FY21. Personnel includes one mid-year addition for Senior Animal Services Technician.



Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	711,239	895,024	895,024	850,946	-	850,946
Employee Benefits	318,194	367,836	367,836	369,036	-	369,036
Purchased Professional Technical Services	282,052	327,974	327,974	287,974	-	287,974
Purchased Property Services	20,224	21,900	21,900	23,880	-	23,880
Other Purchased Services	78,147	73,804	73,804	75,454	-	75,454
Maintenance	52,095	69,787	69,787	85,339	-	85,339
Supplies	345,166	464,532	464,532	468,080	-	468,080
Other	-	1,000	1,000	1,000	-	1,000
Capital Expenditures	9,130	42,698	42,698	-	-	-
<b>Total</b>	<b>1,816,247</b>	<b>2,264,555</b>	<b>2,264,555</b>	<b>2,161,708</b>	<b>-</b>	<b>2,161,708</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2200-134	ANIMAL SHELTER ADMINISTRATOR	1.0000	1.0000	1.0000
Supervision	2210-124	ANIMAL SERVICES MANAGER	1.0000	1.0000	
Supervision	2220-218	ANIMAL SERVICES SUPERVISOR	1.0000	1.0000	1.0000
Supervision	2230-124	ANIMAL CONTROL MANAGER	1.0000	1.0000	
Supervision	2235-217	ANIMAL SERVICES SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Supervision	2240-218	ANIMAL CONTROL SUPERVISOR	1.0000	1.0000	1.0000
Supervision	2290-132	ANIMAL SERVICES VETERINARIAN	1.0000	1.0000	1.0000
Professional Technical	2271-211	ANIMAL SERVICES TECHNICIAN-PT			0.4750
Professional Technical	2280-217	ANIMAL SERVICES VETERINARIAN TECHNICIAN			2.0000
Part Time	2271-211	ANIMAL SERVICES TECHNICIAN-PT	0.4750	0.4750	
Office Clerical	2235-217	ANIMAL SERVICES SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Labor Operations	2260-215	SENIOR ANIMAL SERVICES TECHNICIAN	4.0000	4.0000	
Labor Operations	2270-211	ANIMAL SERVICES TECHNICIAN	4.0000	4.0000	
Labor Operations	2280-217	ANIMAL SERVICES VETERINARIAN TECHNICIAN	2.0000	2.0000	
Labor Maintenance	2250-215	ANIMAL CONTROL OFFICER	3.0000	3.0000	4.0000
Labor Maintenance	2260-215	SENIOR ANIMAL SERVICES TECHNICIAN			6.0000
Labor Maintenance	2270-211	ANIMAL SERVICES TECHNICIAN			4.0000
<b>Grand Total</b>			20.4750	20.4750	21.4750

## Mission Statement

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

## Departmental Overview

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

## Programs of Service

Emergency Management maintains the Waco-McLennan County Emergency Management Plan, which includes all cities within the county. The management of emergencies, planning, mitigation efforts, response, and recovery are critical responsibilities of local government. Local government and the public must be prepared to take appropriate actions in disaster situations. OEM serves all of McLennan County and is the liaison between local, state, and federal agencies. The office interacts with the Texas Division of Emergency Management. Severe weather and hazardous materials incidents are the most significant disaster potentials in the county. The OEM coordinates disaster preparedness activities between public and private industries as well as nonprofit organizations in an effort to mitigate, prepare, respond, and recover from human-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.

## FY21 Objectives

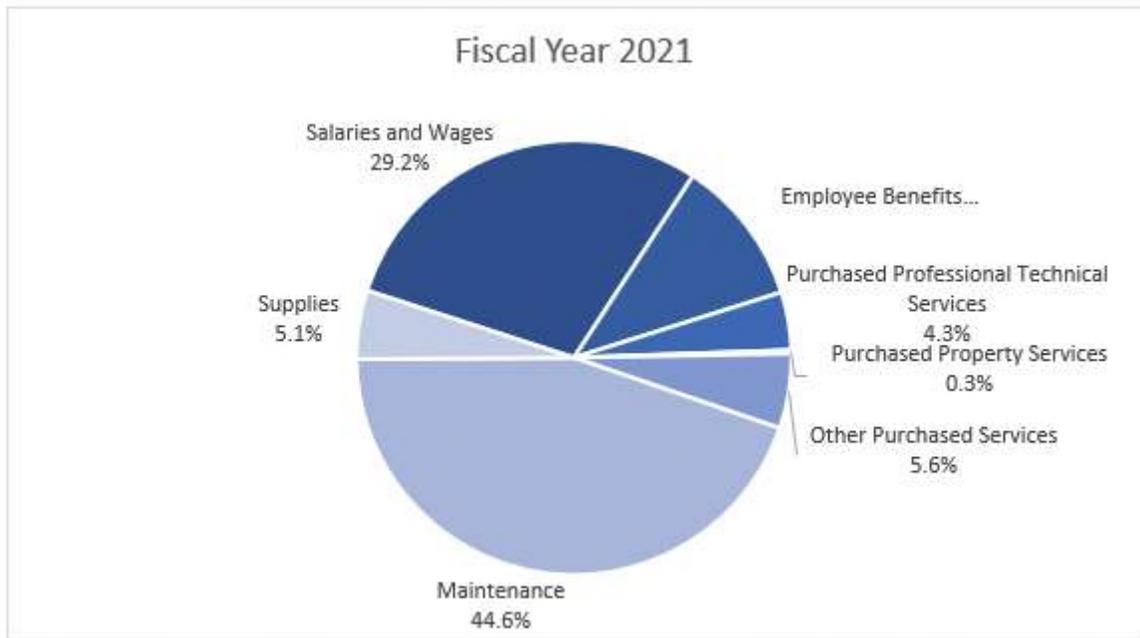
- Conduct a minimum one tabletop exercise
- Continue to host trainings to build and sustain relationships with local, state, and federal partners
- Continue working on Business Continuity Plans for the City and County
- Provide ongoing Community Emergency Response Team training (CERT)
- Update annexes to the Waco-McLennan County Emergency Management Plan as necessary
- Continue to upgrade the radio system
- Sustain work with county agencies on the expansion of the 800 MHz radio system
- Apply for grants for equipment and training that would assist the priorities of the City and County
- Maintain involvement with various committees including Local Emergency Planning Committee (LEPC), Animal Issues Committee, Independent School Districts Safety Committee, and Volunteer Organizations Active in Disaster (VOAD)

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.



Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	315,941	325,158	325,158	321,552	-	321,552
Employee Benefits	118,088	120,438	120,438	119,991	-	119,991
Purchased Professional Technical Services	15,058	28,528	28,528	47,428	-	47,428
Purchased Property Services	550	2,900	2,900	3,000	-	3,000
Other Purchased Services	39,264	60,705	60,705	61,075	-	61,075
Maintenance	325,849	587,375	587,375	491,072	-	491,072
Supplies	42,887	332,258	332,258	56,144	-	56,144
Capital Expenditures	284,149	-	-	-	-	-
Indirect - Cost Allocation Overhead	114,600	138,390	138,390	78,233	-	78,233
<b>Total</b>	<b>1,256,386</b>	<b>1,595,752</b>	<b>1,595,752</b>	<b>1,178,496</b>	<b>-</b>	<b>1,178,496</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2510-130	EMERGENCY MANAGEMENT COORDINATOR	1.0000	1.0000	
Supervision	2510-130	EMERGENCY MANAGEMENT COORDINATOR			1.0000
Supervision	2530-121	RADIO COMMUNICATION SUPERVISOR	1.0000	1.0000	
Supervision	2530-121	RADIO COMMUNICATION SUPERVISOR			1.0000
Professional Technical	2520-123	ASSISTANT EMERGENCY MANAGEMENT COORDINATOR			1.0000
Professional Technical	2540-214	RADIO COMMUNICATION TECHNICIAN			2.0000
Office Clerical	2040-215	ADMINISTRATIVE ASSISTANT			1.0000
Labor Operations	2540-214	RADIO COMMUNICATION TECHNICIAN	2.0000	2.0000	
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2520-123	ASSISTANT EMERGENCY MANAGEMENT COORDINATOR	1.0000	1.0000	
<b>Grand Total</b>			<b>6.0000</b>	<b>6.0000</b>	<b>6.0000</b>

## Mission Statement

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

## Departmental Overview

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

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

## Programs of Service

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

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

## FY21 Objectives

- Improve the current footprint of Community Involvement by establishing an annual "Fire Safety Day"

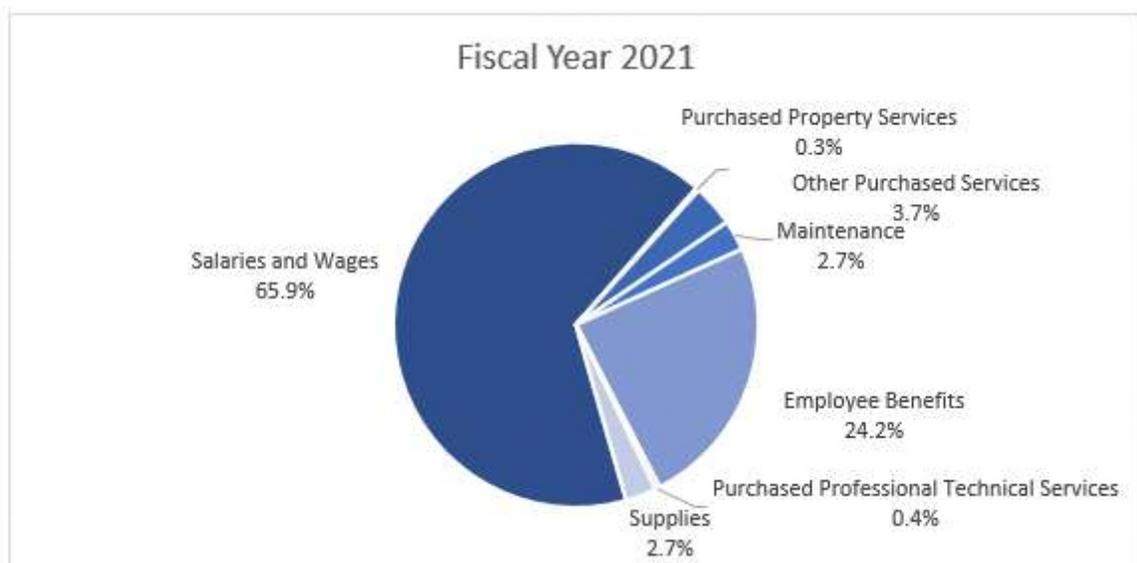


- Emphasize the need to address Apparatus Replacement.
- Establish Rapid Response Vehicles to reduce wear & tear on front line apparatus.
- Create a Recruitment Campaign to address the lack of ethnic and gender diversity.
- Establish Battalion Chief Academy to develop next generation of fire service leaders.
- Continue to improve the technology capabilities, focusing on data analysis.
- Establish 1st annual "Citizens Fire Academy" to provide participants with a greater knowledge of our core job functions with classroom instruction, hands-on participation and live demonstrations.
- Fire Extinguisher Training for Targeted Occupancies.
- Complete an Extensive Annual Report, it is important to highlight performance and accomplishments yearly. This professionally prepared document will be the catalyst for determining how we performed and improve upon any short comings within the organization. Once completed this document will be available for distribution to constituent stakeholders.

## FY21 Budget Changes

One-time funding of \$7,500 is included for SCBA bottle hydrostatic testing.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	17,562,937	17,964,710	17,964,710	18,422,789	-	18,422,789
Employee Benefits	6,332,222	6,566,548	6,566,548	6,768,123	-	6,768,123
Purchased Professional Technical Services	94,841	134,230	134,230	112,197	7,500	119,697
Purchased Property Services	63,440	70,020	70,020	75,567	-	75,567
Other Purchased Services	391,258	415,073	415,073	1,042,321	-	1,042,321
Maintenance	588,781	836,315	889,315	752,082	-	752,082
Supplies	776,056	848,662	848,662	756,593	-	756,593
Capital Expenditures	329,517	56,000	56,000	-	-	-
<b>Total</b>	<b>26,139,052</b>	<b>26,891,558</b>	<b>26,944,558</b>	<b>27,929,672</b>	<b>7,500</b>	<b>27,937,172</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Supervision</b>	3010-146	FIRE CHIEF	1.0000	1.0000	1.0000
<b>Office Clerical</b>	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
<b>Office Clerical</b>	2050-213	OFFICE SPECIALIST			2.0000
<b>Office Clerical</b>	3040-217	FIRE ALARM CUSTOMER SERVICE REPRESENTATIVE			2.0000
<b>Labor Operations</b>	2003-801	FIREFIGHTER	78.0000	78.0000	78.0000
<b>Labor Operations</b>	2004-802	FIRE EQUIPMENT ENGINEER	54.0000	54.0000	
<b>Labor Operations</b>	2004-802	FIRE EQUIPMENT ENGINEER			54.0000
<b>Labor Operations</b>	2005-803	FIRE PREVENTION SPECIALIST	1.0000	1.0000	
<b>Labor Operations</b>	2005-803	FIRE PREVENTION SPECIALIST			1.0000
<b>Labor Operations</b>	2006-812	FIRE LIEUTENANT ALARM OFFICE			5.0000
<b>Labor Operations</b>	2006-812	FIRE LIEUTENANT ALARM OFFICE	5.0000	5.0000	
<b>Labor Operations</b>	2007-804	FIRE LIEUTENANT - STATION			37.0000
<b>Labor Operations</b>	2007-804	FIRE LIEUTENANT - STATION	37.0000	37.0000	
<b>Labor Operations</b>	2010-808	BATTALION CHIEF	6.0000	6.0000	6.0000
<b>Labor Operations</b>	2012-805	FIRE CAPTAIN - SUPPRESSION			14.0000
<b>Labor Operations</b>	2012-805	FIRE CAPTAIN - SUPPRESSION	14.0000	14.0000	
<b>Labor Operations</b>	2013-811	DEPUTY FIRE CHIEF	3.0000	3.0000	3.0000
<b>Labor Operations</b>	2015-812	FIRE LIEUTENANT - PREVENTION			3.0000
<b>Labor Operations</b>	2015-812	FIRE LIEUTENANT - PREVENTION	3.0000	3.0000	
<b>Labor Operations</b>	2017-813	FIRE CAPTAIN - TRAINING			1.0000
<b>Labor Operations</b>	2017-813	FIRE CAPTAIN - TRAINING	1.0000	1.0000	
<b>Labor Operations</b>	2018-813	FIRE CAPTAIN - PREVENTION			1.0000
<b>Labor Operations</b>	2018-813	FIRE CAPTAIN - PREVENTION	1.0000	1.0000	
<b>Clerical and Professional</b>	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
<b>Clerical and Professional</b>	2050-213	OFFICE SPECIALIST	2.0000	2.0000	
<b>Clerical and Professional</b>	3040-217	FIRE ALARM CUSTOMER SERVICE REPRESENTATIVE	2.0000	2.0000	
<b>Grand Total</b>			209.0000	209.0000	209.0000

## Mission Statement

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

## Departmental Overview

The Police Department is a leader in policing while working in partnership with the citizens of Waco to provide innovative and proactive services that enhance the safety and quality of life in our community that has a population of approximately 131,413 residents, 608 miles of paved road, 8 lake parks, and a minimum of 160 public events each year.

Its purpose is to suppress crime, preserve order, and maintain the safe and orderly flow of traffic. Approximately 345 employees, composed of 236 sworn officers, 12 recruits, and 97 civilians, within three departmental programs provide policing services that are essential to the community. These services are the Community Service Division, the Criminal Investigative Division, the Support Service Division and the Management Service Division. These areas strive to aid the City in meeting its strategic intents, specifically focusing on providing high quality services, a safe, pedestrian friendly community, and an enviable quality of life to its residents.

The Community Services Division provides patrol services in the form of three patrol shifts, and an administrative service section which supervises the Patrol Office, the Warrant Officer, the K-9 Unit, the Traffic Unit, the Street Crimes Unit and a newly formed unit of 6 officers, the Career Criminal Apprehension and Supervision Team (CCAST), which has been organized to identify, apprehend and supervise career criminals within the City and surrounding areas, who by the repeated nature of their crimes, generate the most time, resources and effort by our Department and surrounding agencies. The division also serves to coordinate division training and other special projects. Officers assigned to field operations, in this division, respond to calls for service, provide traffic direction, enforcement, and assist citizens in solving neighborhood problems.

The Criminal Investigative Division provides Investigative Services with several units of detectives that investigate family violence, crimes against children, burglary, theft, assaults, financial crimes, drug crimes, as well as providing victim services to the community. Additionally, the Special Crimes Unit investigates violent crimes and is responsible for screening and re-opening any "cold homicide case" based on new evidence or credible information. Special Crimes personnel are on call around the clock to respond and assist Patrol with investigations that are specific to the Unit's responsibilities. It is also responsible for investigating any officer involved use of deadly force incident that results in serious injury, or the death of a person. The Unit works closely with the Victim Services Unit, and the Advocacy Center, to provide resources for victims of violent crimes. Special Crimes has formed a partnership with Adult Probation and the State Parole Board to monitor sex offenders living in our community. The Special Crimes Unit strives to stay abreast of violent crime trends in our community and takes the necessary steps to address and decrease occurrences. The Victim Services Unit provides immediate intervention at crime scenes, as well as follow up services for the victims. It also assists the department in meeting the many law enforcement related needs of the victims, thereby freeing up police officers to respond to other calls. The Family Violence Unit has a continuing partnership with the Family Abuse Center and works with the Family

Violence Task Force made up of judges, district attorneys, other law enforcement officials, and most social service agencies in McLennan County.

The Crimes Against Children Unit works in conjunction with the Children's Advocacy Center and the Child Protective Services Agency. This unit is closely aligned with the McLennan County Child Fatality Review Team as well as with area law enforcement agencies on child abuse cases that cross jurisdictional boundaries. SAFE stands for Support, Abatement, Forfeiture, and Enforcement. This unit's mission is to reduce crime and increase our citizen's quality of life, by denying criminals the use of real property, as a base of operations. The Neighborhood Investigators follow up on all criminal offenses not assigned to a specialized unit. The Drug Enforcement Section focuses on eliminating mid and upper level sources of supply of illegal substances, along with vice and gambling within the city.

The Support Services Division provides special services such as dispatch, record keeping, community outreach, crime scene processing, computer forensics, and public information. The Communication Section is the largest public safety answering point within McLennan County receiving all emergency calls to the department including 911 dispatch calls for the City and the County, 6 smaller departments within the county, calls for animal control, and countywide calls of 14 volunteer fire departments. The unit partners with the McLennan County 911 District for dispatch training. The Crime Scene Unit provides forensic support to police investigations. The Computer Forensics Lab focuses on the forensic examination of digital media. The Records Section processes warrants, issues accident reports, prepares police reports, is responsible for the sale of abandoned motor vehicles, answers open records requests, and works with the media in the absence of the Public Information Officer. The Community Outreach and Support Section includes crime prevention programs, coordinates the Citizens on Patrol program, the Citizens Police Academy, Crime Stoppers, police chaplains, Explorers and cadets. The Intelligence/Media Unit includes analysis of criminal activities, serves as news media liaison and gathers intelligence information. This unit works closely with the news media to insure accurate information is relayed to the public and good tips are received for our investigations and programs. Support Services Division also provides internal personnel management and training, planning, and budget work, open records inquiries, and internal investigations. The Personnel Unit is charged with the recruitment and selection of police officers and civilian personnel. The Training Unit conducts and coordinates training for the department to include new officer training, in-service training, and firearms and emergency vehicle training. The Planning and Budget Unit prepares short and long term planning reports, applies for and administers grants, coordinates the purchase of uniforms, equipment, and supplies, oversees policy updates, prepares payroll and administers the Department's budget. The Professional Standards and Conduct Unit investigates allegations of employee misconduct and reports directly to the Police Chief.

## Programs of Service

- Community Service is responsible for patrol services
- Criminal Investigation Service is responsible for investigative services regarding family violence, crimes against children, burglary, theft, white collar crime, and misuse of drugs, as well as providing victim services to the community
- Special Service is responsible for supportive services such as dispatch, record keeping, community outreach, crime scene processing, computer forensics and public information as well as personnel management and training, planning, and budget work, open records inquiries, and internal investigations

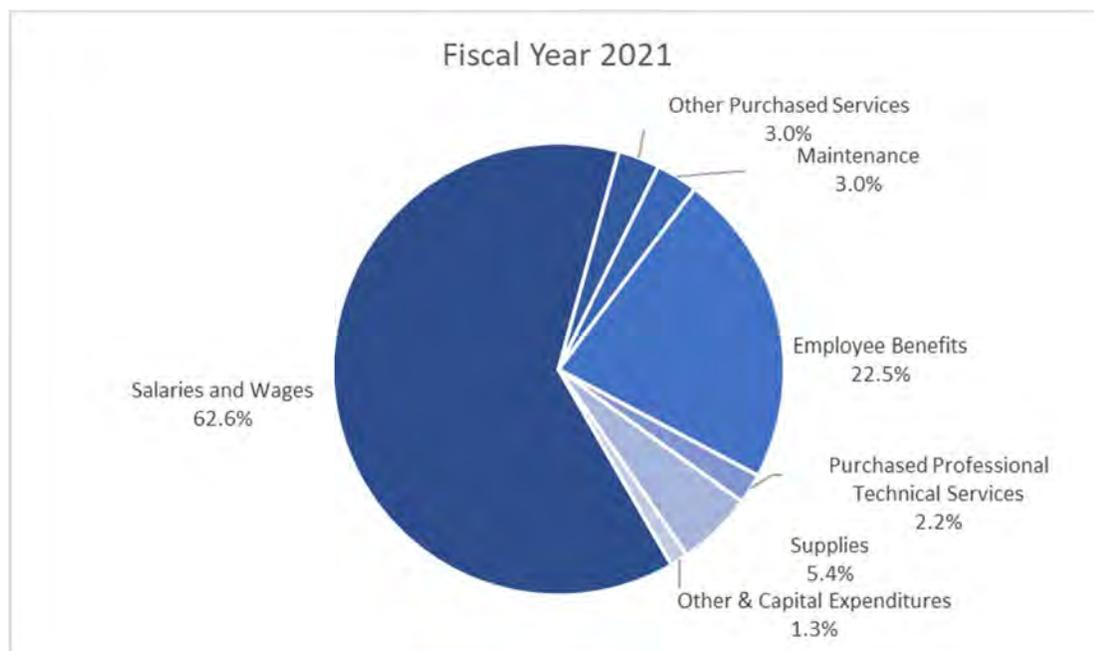
## FY21 Objectives

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

## FY21 Budget Changes

Recurring and one-time funding of \$1,024,685 is included for the new Neighborhood Engagement Team (NET) that will lead the community policing initiative. The new NET division will include seven new FTE, which includes one Commander, once Sergeant, and five Officers. There is also one-time funding of \$10,000 for a SQL server upgrade.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	25,213,403	26,442,282	26,442,282	26,909,945	415,475	27,325,421
Employee Benefits	9,075,327	9,444,011	9,444,011	9,666,268	138,492	9,804,760
Purchased Professional Technical Services	615,254	859,031	859,031	939,704	-	939,704
Purchased Property Services	141,481	116,166	116,166	120,270	-	120,270
Other Purchased Services	1,111,848	1,120,012	1,105,461	1,143,373	40,000	1,183,373
Maintenance	1,008,614	1,213,078	1,213,078	1,243,202	70,612	1,313,814
Supplies	1,804,254	2,548,048	2,548,048	2,343,128	27,547	2,370,674
Other	108,247	216,900	216,900	216,900	-	216,900
Capital Expenditures	359,594	410,236	410,236	-	342,559	342,559
Transfers Out	3,288	-	-	-	-	-
<b>Total</b>	<b>39,441,312</b>	<b>42,369,764</b>	<b>42,355,213</b>	<b>42,582,790</b>	<b>1,034,685</b>	<b>43,617,475</b>



# Police Department Fund



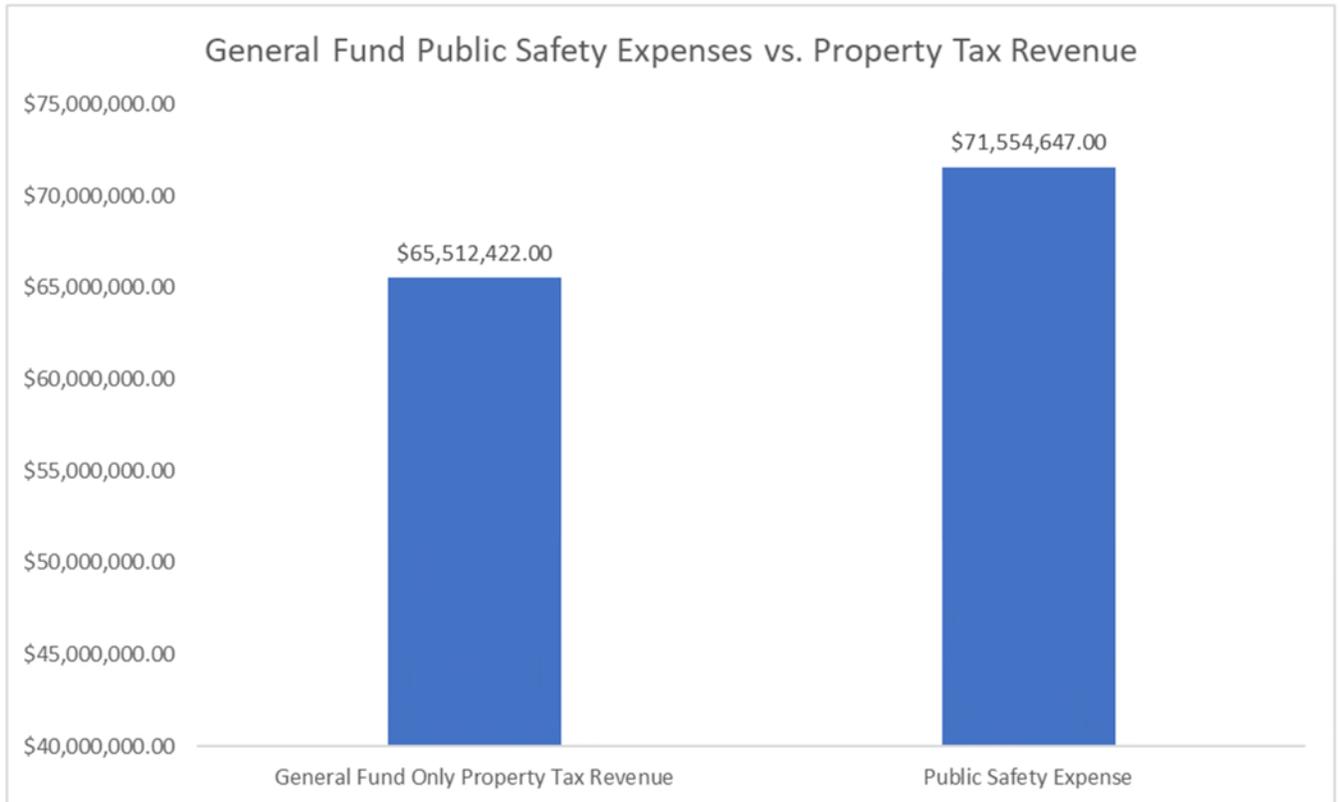
Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	4005-146	POLICE CHIEF	1.0000	1.0000	1.0000
Supervision	4020-130	EMERGENCY COMMUNICATIONS MANAGER/911	1.0000	1.0000	
Supervision	4020-130	EMERGENCY COMMUNICATIONS MANAGER/911			1.0000
Supervision	4025-223	911 TELECOMMUNICATOR SUPERVISOR			7.0000
Supervision	4045-130	POLICE RECORDS MANAGER	1.0000	1.0000	
Supervision	4045-130	POLICE RECORDS MANAGER			1.0000
Supervision	4050-221	POLICE RECORDS SUPERVISOR	8.0000	8.0000	
Supervision	4050-221	POLICE RECORDS SUPERVISOR			8.0000
Supervision	4110-127	POLICE PLANNING & BUDGET MANAGER	1.0000	1.0000	
Supervision	4110-127	POLICE PLANNING & BUDGET MANAGER			1.0000
Supervision	4170-223	VICTIM SERVICES MANAGER			1.0000
Supervision	4190-225	POLICE DIGITAL MEDIA SUPERVISOR			1.0000
Professional Technical	4058-217	POLICE OPEN RECORDS REPRESENTATIVE			2.0000
Professional Technical	4065-215	PROPERTY ROOM TECHNICIAN			2.0000
Professional Technical	4105-131	PUBLIC INFORMATION OFFICER			1.0000
Professional Technical	4125-224	POLICE CERTIFIED CRIME ANALYST			2.0000
Professional Technical	4135-221	BACKGROUND INVESTIGATOR-PT			0.9500
Professional Technical	4150-221	LABORATORY/CRIME SCENE TECHNICIAN			1.0000
Professional Technical	4155-221	LATENT PRINT EXAMINER			1.0000
Professional Technical	4160-219	LATENT PRINT/CRIME SCENE TECHNICIAN			5.0000
Professional Technical	4161-219	LATENT PRINT/CRIME SCENE TECHNICIAN-PT			0.9500
Professional Technical	4198-222	POLICE DIGITAL MEDIA TECHNICIAN			1.0000
Part Time	4036-218	911 TELECOMMUNICATOR-PT	1.9000	1.9000	
Part Time	4056-215	POLICE RECORDS REPRESENTATIVE-PT	1.9250	1.9250	
Part Time	4135-221	BACKGROUND INVESTIGATOR-PT	0.9500	0.9500	
Part Time	4145-217	ASSISTANT SEX OFFENDER REGISTRATION COORDINATOR-PT	0.4750	0.4750	
Part Time	4161-219	LATENT PRINT/CRIME SCENE TECHNICIAN-PT	0.9500	0.9500	
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	2040-215	ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	2050-213	OFFICE SPECIALIST			6.0000
Office Clerical	4035-218	911 TELECOMMUNICATOR			28.0000
Office Clerical	4036-218	911 TELECOMMUNICATOR-PT			1.9000
Office Clerical	4040-218	WARRANTS COORDINATOR			1.0000
Office Clerical	4055-215	POLICE RECORDS REPRESENTATIVE			16.0000
Office Clerical	4056-215	POLICE RECORDS REPRESENTATIVE-PT			1.9000
Office Clerical	4120-222	POLICE PLANNER			3.0000
Office Clerical	4127-217	POLICE STAFF SPECIALIST			1.0000
Office Clerical	4140-220	SEX OFFENDER REGISTRATION COORDINATOR			1.0000
Office Clerical	4145-217	ASSISTANT SEX OFFENDER REGISTRATION COORDINATOR-PT			0.4750
Office Clerical	4180-218	VICTIM SERVICES COORDINATOR			2.0000
Labor Operations	1911-901	POLICE OFFICER	201.0000	208.0000	215.0000
Labor Operations	1912-902	POLICE SERGEANT	36.0000	36.0000	37.0000
Labor Operations	1913-903	POLICE COMMANDER	10.0000	10.0000	11.0000
Labor Operations	1914-904	ASSISTANT POLICE CHIEF			3.0000
Labor Operations	1914-904	ASSISTANT POLICE CHIEF	3.0000	3.0000	
Labor Maintenance	4130-221	CRIME PREVENTION SPECIALIST (CIVILIAN)			1.0000
Clerical and Professional	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2050-213	OFFICE SPECIALIST	6.0000	6.0000	
Clerical and Professional	4025-223	911 TELECOMMUNICATOR SUPERVISOR	7.0000	7.0000	
Clerical and Professional	4035-218	911 TELECOMMUNICATOR	28.0000	28.0000	
Clerical and Professional	4040-217	WARRANTS COORDINATOR	1.0000	1.0000	
Clerical and Professional	4055-215	POLICE RECORDS REPRESENTATIVE	16.0000	16.0000	

# Police Department Fund



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Clerical and Professional	4058-217	POLICE OPEN RECORDS REPRESENTATIVE	2.0000	2.0000	
Clerical and Professional	4065-215	PROPERTY ROOM TECHNICIAN	2.0000	2.0000	
Clerical and Professional	4120-222	POLICE PLANNER	3.0000	3.0000	
Clerical and Professional	4125-224	POLICE CERTIFIED CRIME ANALYST	2.0000	2.0000	
Clerical and Professional	4127-217	POLICE STAFF SPECIALIST	1.0000	1.0000	
Clerical and Professional	4130-221	CRIME PREVENTION SPECIALIST (CIVILIAN)	1.0000	1.0000	
Clerical and Professional	4140-220	SEX OFFENDER REGISTRATION COORDINATOR	1.0000	1.0000	
Clerical and Professional	4150-221	LABORATORY/CRIME SCENE TECHNICIAN	1.0000	1.0000	
Clerical and Professional	4155-221	LATENT PRINT EXAMINER	1.0000	1.0000	
Clerical and Professional	4160-219	LATENT PRINT/CRIME SCENE TECHNICIAN	5.0000	5.0000	
Clerical and Professional	4170-223	VICTIM SERVICES MANAGER	1.0000	1.0000	
Clerical and Professional	4180-218	VICTIM SERVICES COORDINATOR	2.0000	2.0000	
Clerical and Professional	4190-225	POLICE DIGITAL MEDIA SUPERVISOR	1.0000	1.0000	
Clerical and Professional	4198-222	POLICE DIGITAL MEDIA TECHNICIAN	1.0000	1.0000	
<b>Grand Total</b>			352.2000	359.2000	369.1750

The visualization below illustrates the General Fund current property tax revenue compared to the General Fund Public Safety expenditure budget. The FY21 budget Public Safety expenditures are \$6 M higher than the General Fund current property tax. As a result, the current property tax revenue does not cover the Public Safety expenditures.



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

The Traffic Engineering group supports new developments providing review and guidance on traffic related issues including traffic impact analysis, access management review, Americans with Disabilities Act (ADA) compliance of public improvements and adherence with current traffic and parking related City ordinances. Traffic Engineering also supports all modes of transportation including pedestrian and bicycle facilities.

The group permits small cell installations, addresses citizen traffic related concerns, develops and reviews traffic control plans for both special events and construction activities. In addition, the Traffic Division develops plans and specification for new signal installation and existing signal modifications. Lastly, the traffic engineering group develops and manages the traffic engineering division budget.

The Traffic Operations consists of a Traffic Signs and Markings group and a Traffic Signals Group.

The Traffic Signs and Markings group maintains all signage and striping within the City. This includes assuring regulatory compliance, sign maintenance, addressing work orders for new sign installations, and administration of the annual pavement striping program. In addition to these duties, the Signs and Marking group assists with traffic control for more than two hundred special events every year.

The Traffic Signals group is responsible for the installation and maintenance of the City's 184 traffic signals and more than 4,000 streetlights. In addition, the group maintains all electric related infrastructure within the right of way, such as permanently mounted radar signs, school zone signage and pedestrian crossing signals.

The Traffic Operations group responds after hours for incidents that require traffic control and repair of traffic signal malfunctions.

## FY21 Objectives

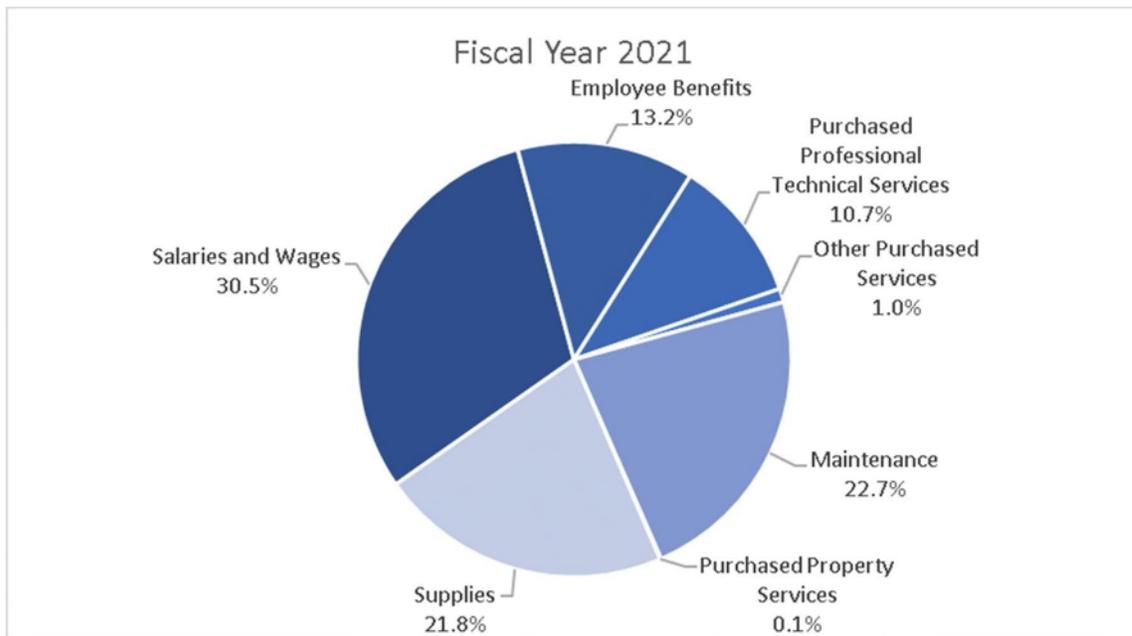
- Increase efficiency in provision of legal services;
- Maintain traffic signs, striping, and traffic signals to ensure proper functioning.
- Perform studies to develop long range plans for the timely maintenance and replacement of traffic infrastructure.
- Respond to requests from the public about traffic issues in a timely manner.
- Work with the Texas Department of Transportation on the feasibility of a joint traffic operations center to improve mobility throughout the area.



## FY21 Budget Changes

One-time funding of \$250,000 is included for a Traffic master plan.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	766,133	1,084,318	1,084,318	1,060,429	-	1,060,429
Employee Benefits	368,181	454,590	454,590	456,817	-	456,817
Purchased Professional Technical Services	124,568	198,884	198,884	122,761	250,000	372,761
Purchased Property Services	2,231	2,664	2,664	2,787	-	2,787
Other Purchased Services	33,010	34,456	34,456	34,956	-	34,956
Maintenance	675,426	821,513	821,513	788,062	-	788,062
Supplies	661,161	752,228	752,228	755,386	-	755,386
Capital Expenditures	252,722	950,922	950,922	-	-	-
<b>Total</b>	<b>2,883,431</b>	<b>4,299,575</b>	<b>4,299,575</b>	<b>3,221,198</b>	<b>250,000</b>	<b>3,471,198</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY 21 Proposed
Supervision	2615-136	TRAFFIC ENGINEERING MANAGER	1.0000	1.0000	
Supervision	2615-136	TRAFFIC ENG MGR			1.0000
Supervision	8205-131	TRAFFIC SUPERINTENDENT-CDL			1.0000
Supervision	8210-122	TRAFFIC SUPERVISOR-CDL	1.0000	1.0000	
Supervision	8210-122	TRAFFIC SPVR-CDL			1.0000
Supervision	8215-122	TRAFFIC SIGNAL SPVR-CDL			1.0000
Professional Technical	2620-132	TRAFFIC ENGINEER			1.0000
Professional Technical	2625-129	TRFC ENG IN TRAINING			1.0000
Professional Technical	8025-127	PW FINANCE OFFICER			0.0500
Professional Technical	8230-220	TRAFFIC ANALYST			2.0000
Part Time	2100-210	INTERN-PT	0.4750	0.4750	
Office Clerical	2100-210	INTERN-PT			0.4750
Labor Operations	8140-217	SENIOR HEAVY EQUIPMENT OPERATOR-CDL	2.0000	2.0000	
Labor Operations	8220-221	TRAFFIC SIGNS & MARKINGS TECHNICIAN LEAD-CDL	1.0000	1.0000	
Labor Operations	8240-220	SIGN SHOP FABRICATOR-CDL	1.0000	1.0000	
Labor Operations	8250-221	TRAFFIC SIGNAL TECHNICIAN LEAD-CDL	1.0000	1.0000	
Labor Operations	8260-217	TRAFFIC SIGNAL TECHNICIAN-CDL	5.0000	5.0000	
Labor Operations	8280-214	TRAFFIC SIGNS & MARKINGS TECHNICIAN-CDL	5.0000	5.0000	
Labor Maintenance	8140-217	SR HVY EQUIP OPR-CDL			2.0000
Labor Maintenance	8240-220	SIGN SHOP FABR-CDL			1.0000
Labor Maintenance	8260-217	TRFC SIGNAL TECH-CDL			5.0000
Labor Maintenance	8280-214	TRAFFIC SIGNS & MARKINGS TECHNICIAN-CDL			5.0000
Clerical and Professional	2620-132	DEVELOPMENT ENGINEER	1.0000	1.0000	
Clerical and Professional	2625-129	TRAFFIC ENGINEER IN TRAINING	1.0000	1.0000	
Clerical and Professional	8025-127	PUBLIC WORKS FINANCE OFFICER	0.0500	0.0500	
Clerical and Professional	8230-220	TRAFFIC ANALYST	2.0000	2.0000	
<b>Grand Total</b>			<b>21.5250</b>	<b>21.5250</b>	<b>21.5250</b>

## Mission Statement

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

## Departmental Overview

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

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

## Programs of Service

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

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

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

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



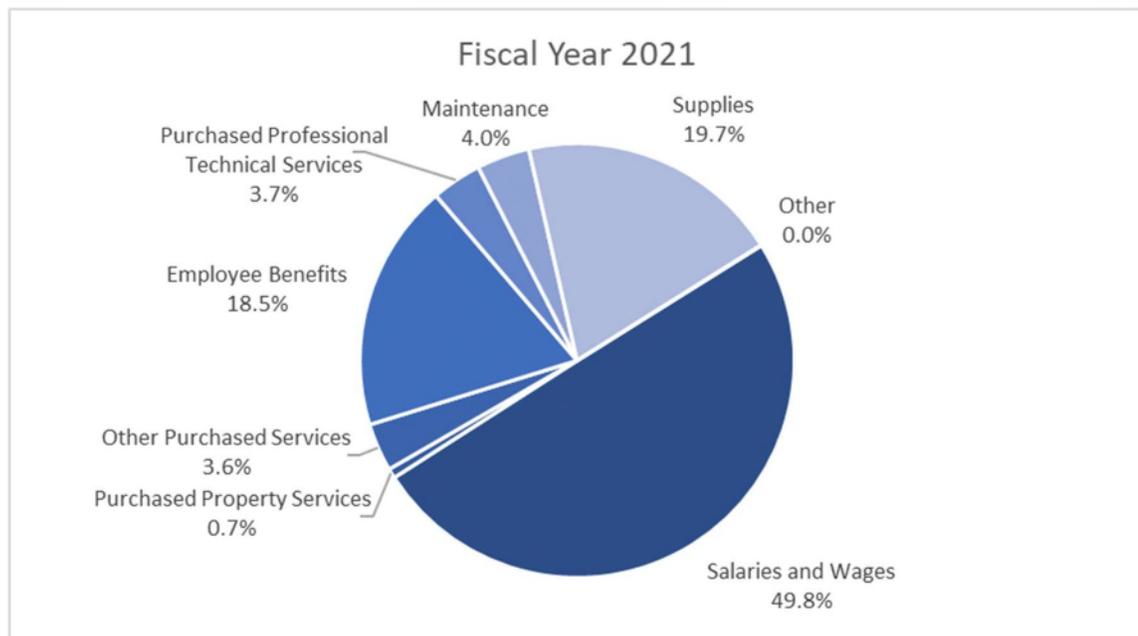
## FY21 Objectives

- Continue to provide excellent customer service to library visitors
- Expand online resources and services
- Increase awareness of library services to county residents
- Increase the size and scope of the collection
- Increase and expand outreach services

## FY2 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,891,544	2,104,390	2,104,390	2,067,286	-	2,067,286
Employee Benefits	726,927	769,718	769,718	767,914	-	767,914
Purchased Professional Technical Services	174,979	188,598	188,598	155,235	-	155,235
Purchased Property Services	19,971	27,816	27,816	30,139	-	30,139
Other Purchased Services	142,633	152,081	138,807	148,240	-	148,240
Maintenance	147,605	168,010	168,010	163,912	-	163,912
Supplies	745,461	783,312	783,312	815,537	-	815,537
Other	1,539	1,308	1,308	1,308	-	1,308
Capital Expenditures	21,625	27,845	27,845	-	-	-
Interdepartmental Billing	173,392	-	-	-	-	-
<b>Total</b>	<b>4,045,675</b>	<b>4,223,078</b>	<b>4,209,804</b>	<b>4,149,571</b>	<b>-</b>	<b>4,149,571</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY 21 Proposed
<b>Supervision</b>	4405-141	DIRECTOR OF LIBRARY SERVICES	1.0000	1.0000	
<b>Supervision</b>	4405-141	DIR WPL SRVCS			1.0000
<b>Supervision</b>	4415-124	WPL TECH SRVCS SPVR			1.0000
<b>Supervision</b>	4415-124	LIBRARY TECHNICAL SERVICES SUPERVISOR	1.0000	1.0000	
<b>Supervision</b>	4425-128	WPL BRANCH MGR			4.0000
<b>Supervision</b>	4425-128	LIBRARY BRANCH MANAGER	4.0000	4.0000	
<b>Supervision</b>	4435-124	WPL CIRCULATION SPVR			1.0000
<b>Supervision</b>	4435-124	LIBRARY CIRCULATION SUPERVISOR	1.0000	1.0000	
<b>Supervision</b>	4440-124	WPL G & P SPVR			1.0000
<b>Supervision</b>	4440-124	LIBRARY GENEALOGY & PERIODICALS SUPERVISOR	1.0000	1.0000	
<b>Supervision</b>	4445-124	WPL COMTY SRVC SPVR			1.0000
<b>Supervision</b>	4458-121	LIBRARY CIRCULATION COORDINATOR			1.0000
<b>Professional Technical</b>	1450-125	SR FINANCIAL ANALYST			1.0000
<b>Professional Technical</b>	4450-122	WPL CHILDRENS LIBRAR			3.0000
<b>Professional Technical</b>	4454-122	WPL LIBRARIAN			8.0000
<b>Part Time</b>	4465-211	LIBRARY ASSISTANT-PT	7.6000	7.6000	
<b>Office Clerical</b>	2030-217	SR ADMIN ASST			1.0000
<b>Office Clerical</b>	4460-214	WPL ASSOCIATE			17.0000
<b>Office Clerical</b>	4465-211	WPL ASSISTANT-PT			7.6250
<b>Clerical and Professional</b>	1450-125	SENIOR FINANCIAL ANALYST	1.0000	1.0000	
<b>Clerical and Professional</b>	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
<b>Clerical and Professional</b>	4445-124	LIBRARY COMMUNITY SERVICES SUPERVISOR	1.0000	1.0000	
<b>Clerical and Professional</b>	4450-122	CHILDREN'S LIBRARIAN	3.0000	3.0000	
<b>Clerical and Professional</b>	4455-222	LIBRARIAN	8.0000	8.0000	
<b>Clerical and Professional</b>	4460-214	LIBRARY ASSOCIATE	18.0000	18.0000	
<b>Grand Total</b>			47.6000	47.6000	47.6250

## **Mission Statement**

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

## **Departmental Overview**

The Parks and Recreation Department provides services that sustain and actively enhance the livability and quality of life for citizens of Waco and the surrounding region.

## **Programs of Service**

The Parks and Recreation Department consists of five primary divisions, which include 11 areas of service for the community of Waco. The department's administrative staff oversees budgeting, human resource and purchasing activities, along with contractual agreements, facility rentals and the City of Waco Youth Council.

### **Park Planning and Assets**

This division includes Park Development and the Waco Mammoth National Monument. Park Development utilizes the Parks, Recreation and Open Space Master Plan to guide activities such as project management, property acquisition and development, park construction and renovation, trail management and landscape architecture. Current priorities include the Waco Suspension Bridge Rehabilitation Project, strategic trail planning, along with neighborhood park development and enhancements. In cooperation with the National Park Service, Baylor University and the Waco Mammoth Foundation, staff manages the Waco Mammoth National Monument. This park attracts more than 100,000 visitors from across the world annually, while focusing on education and preservation through guided tours, fields trips, distance learning and community events.

### **Parks Maintenance and Operations**

The Parks Maintenance and Operations Division consists of three primary sections that include Mowing/Litter Collections, Trees and Landscaping and Irrigation/Construction/Events. The division maintains approximately 3,400 acres of parkland and open spaces, which includes more than 80 parks and sports venues, municipal building landscapes, medians, right-of-ways and creeks. The Lake Brazos corridor maintenance program continues to focus on an improved appearance throughout the downtown corridor that enhances the image that the community presents to visitors and local residents.

## **Community Engagement**

The Community Engagement Division includes the department's activities in regards to community events and partnerships, marketing and media relations and Park Ranger operations. Staff oversees the city's Events Committee and ordinances, the department's promotions and social media accounts. It also produces the popular Brazos Nights concert series in Downtown Waco, Fourth on the Brazos Celebration at McLane Stadium's Touchdown Alley, Pints in the Park and Waco Wonderland. Staff also facilitates more than 200 community events each year such as the Magnolia Silo District Marathon and Silobration, Ironman Waco 70.3 and the Waco Cultural Arts Festival. The city's Park Rangers focus on Brazos River Corridor land, trail and water patrols, along with departmental safety programs. Rangers act as ambassadors for the City and promote park stewardship through outdoor programming and service projects with volunteers. Rangers also provide security for neighborhood parks, special events and the Texas Ranger Hall of Fame & Museum.

## **Recreation Facilities and Programs**

This division features the department's athletic programs, sports venues and community centers. The Athletics staff provides youth and adult programs such as basketball, flag football, softball, soccer and track and field. Responsibilities also include the management of all city sports fields, Hart-Patterson Track and Field Complex, HOT Soccer Fields and Riverbend Park, which has a significant economic impact by hosting baseball and girls' fast pitch softball tournaments as well as private rentals. The city's community centers service a wide range of age groups with equitable programming and recreational opportunities. Locations include Bledsoe-Miller, Dewey and South Waco. These facilities operate afterschool programs and summer camps, and also include meeting rooms, computer labs, fitness areas and gyms. The department also collaborates with Central Texas Senior Ministries to offer senior programming at the Harrison Center and Sul Ross Center.

## **Cottonwood Creek Golf Course**

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



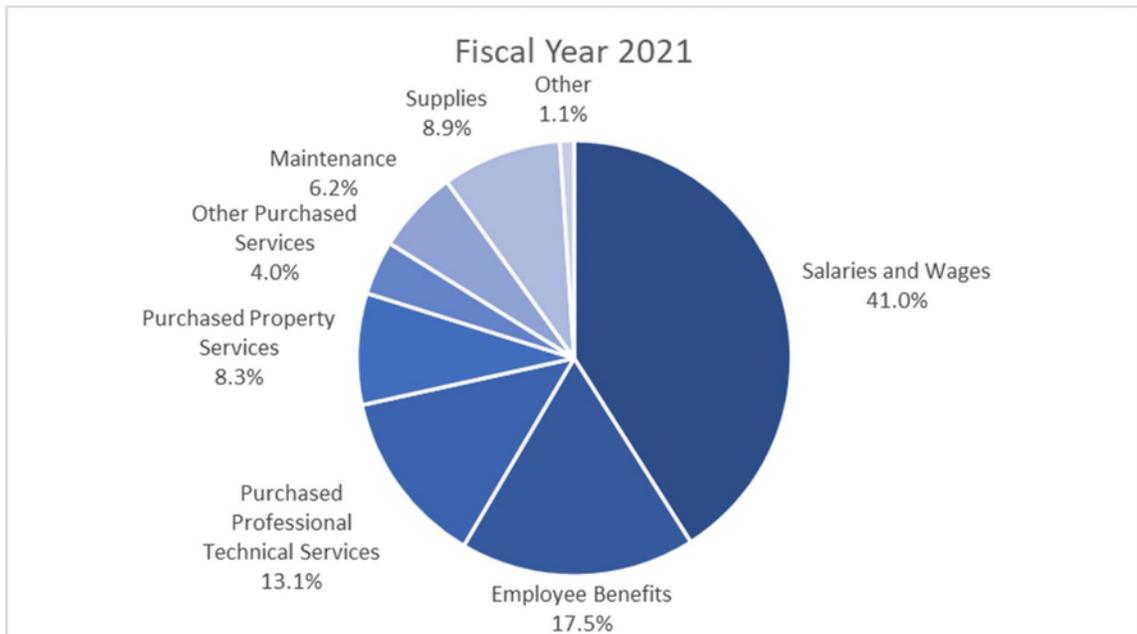
## FY21 Objectives

- Provide efficient and exceptional customer service, clear communication, targeted promotions and transparent operations with both internal and external customers.
- Develop and enhance Waco’s park system through natural attractions, recreational amenities, trails and property acquisitions.
- Create a clean, green and safe environment for visitors to our parks system and residents of the City of Waco.
- Offer equitable recreational opportunities to all citizens to impact community health and the physical and mental well being of individuals.

## FY21 Budget Changes

One-time funding of \$440,000 is included for a Parks master plan and facility improvements.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	4,176,876	5,552,512	5,552,512	5,188,196	-	5,188,196
Employee Benefits	1,960,294	2,272,134	2,272,134	2,214,952	-	2,214,952
Purchased Professional Technical Services	1,460,848	1,243,933	934,534	1,304,977	350,000	1,654,977
Purchased Property Services	801,427	963,276	963,276	1,047,996	-	1,047,996
Other Purchased Services	463,024	499,163	379,366	508,828	-	508,828
Maintenance	920,714	698,270	698,270	783,262	-	783,262
Supplies	1,014,755	1,034,073	991,987	1,036,955	90,000	1,126,955
Other	121,606	132,736	132,736	133,436	-	133,436
Capital Expenditures	206,615	577,702	1,339,702	-	-	-
Interdepartmental Billing	(384,926)	-	-	-	-	-
<b>Total</b>	<b>10,741,232</b>	<b>12,973,799</b>	<b>13,264,516</b>	<b>12,218,603</b>	<b>440,000</b>	<b>12,658,603</b>





Job Classification	Job/Grade	Description	FY19	FY20	FY 21
			Actual	Adopted	Proposed
Supervision	4610-126	PARK RANGER SUPERVISOR	1.0000	1.0000	
Supervision	4610-126	PARK RANGER SUPERVISOR			1.0000
Supervision	5005-144	DIRECTOR OF PARKS & RECREATION	1.0000	1.0000	
Supervision	5005-144	DIRECTOR OF PARKS & RECREATION			1.0000
Supervision	5008-132	PARKS & RECREATION MANAGER			4.0000
Supervision	5010-127	PARK & RECREATION FINANCE SUPERVISOR	1.0000	1.0000	
Supervision	5010-127	PARK & RECREATION FINANCE SUPERVISOR			1.0000
Supervision	5015-128	RECREATION SUPERINTENDENT	1.0000	1.0000	
Supervision	5030-121	ATHLETIC PROGRAM COORDINATOR			1.0000
Supervision	5035-219	RECREATION PROGRAMMER			5.0000
Supervision	5050-121	HISTORIC SITE MANAGER			1.0000
Supervision	5070-121	COMMUNITY CENTER SUPERVISOR			3.0000
Supervision	5110-128	PARKS SUPERINTENDENT	1.0000	1.0000	
Supervision	5120-123	PARKS MAINTENANCE SUPERVISOR	3.0000	3.0000	
Supervision	5120-123	PARKS MAINTENANCE SUPERVISOR			2.0000
Supervision	5130-220	PARKS FIELD SUPERVISOR-CDL	3.0000	3.0000	
Supervision	5130-220	PARKS FIELD SUPERVISOR-CDL			2.0000
Supervision	5135-220	PARKS FIELD SUPERVISOR	1.0000	1.0000	2.0000
Professional Technical	2730-128	EVENTS & PROMOTIONS COORDINATOR			1.0000
Professional Technical	2735-123	EVENTS & PROMOTIONS SPECIALIST			1.0000
Professional Technical	2815-222	MASTER ELECTRICIAN-CDL			1.0000
Professional Technical	5020-124	PARK & RECREATION FINANCE ANALYST			1.0000
Professional Technical	5025-219	PROMOTIONS SPECIALIST			1.0000
Professional Technical	6020-126	SENIOR PARK PLANNER			1.0000
Professional Technical	6030-222	PARK PLANNER			1.0000
Professional Technical	6032-220	PARK DEVELOPMENT INSPECTOR			1.0000
Part Time	4631-216	PARK RANGER-PT	3.1250	3.1250	
Part Time	5036-219	RECREATION PROGRAMMER-SEASONAL	0.4000	0.4000	
Part Time	5036-219	RECREATION PROGRAMMER-SEASONAL			0.4000
Part Time	5045-209	RECREATION AIDE-PT	8.5650	8.5650	
Part Time	5046-209	RECREATION AIDE-SEASONAL	4.6176	4.6176	
Part Time	5046-209	RECREATION AIDE-SEASONAL			4.6176
Part Time	5056-210	HISTORIC SITE ASSISTANT-PT	3.6000	3.6000	
Part Time	5185-208	PARKS LABORER-PT	0.9500	0.9500	
Office Clerical	2040-215	ADMINISTRATIVE ASSISTANT			2.0000
Office Clerical	2050-213	OFFICE SPECIALIST			1.0000
Office Clerical	5022-218	BUSINESS SUPPORT SPECIALIST			1.0000
Office Clerical	5055-210	HISTORIC SITE ASSISTANT			4.0000
Office Clerical	5056-210	HISTORIC SITE ASSISTANT-PT			3.6000
Labor Operations	2815-222	MASTER ELECTRICIAN-CDL	1.0000	1.0000	
Labor Operations	2835-217	FACILITIES MAINTENANCE TECHNICIAN-CDL	1.0000	1.0000	
Labor Operations	4246-216	EQUIPMENT MECHANIC	1.0000	1.0000	
Labor Operations	4630-216	PARK RANGER	8.0000	8.0000	
Labor Operations	5140-217	PARKS CREW LEADER-CDL	1.0000	1.0000	
Labor Operations	5145-217	PARKS CREW LEADER	3.0000	3.0000	
Labor Operations	5150-217	LANDSCAPING TECHNICIAN-CDL	1.0000	1.0000	
Labor Operations	5160-212	SENIOR PARKS MAINTENANCE WORKER-CDL	13.0000	13.0000	
Labor Operations	5165-212	SENIOR PARKS MAINTENANCE WORKER	16.0000	16.0000	
Labor Operations	5170-210	PARKS MAINTENANCE WORKER	5.0000	5.0000	
Labor Operations	5180-208	PARKS LABORER	24.0000	24.0000	
Labor Operations	5190-216	PARKS MAINTENANCE TECHNICIAN-CDL	3.0000	3.0000	



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY 21 Proposed
Labor Maintenance	2836-217	FAC MNT TECH			1.0000
Labor Maintenance	4246-216	EQUIPMENT MECHANIC			1.0000
Labor Maintenance	4620-121	PARK RANGER LEAD			1.0000
Labor Maintenance	4630-216	PARK RANGER			7.0000
Labor Maintenance	4630-218	PARK RANGER			1.0000
Labor Maintenance	4631-216	PARK RANGER-PT			1.2250
Labor Maintenance	5040-217	RECREATION LEAD			5.0000
Labor Maintenance	5045-209	RECREATION AIDE-PT			8.5450
Labor Maintenance	5140-217	PARKS CREW LEADER-CDL			1.0000
Labor Maintenance	5145-217	PARKS CREW LEADER			3.0000
Labor Maintenance	5151-217	LANDSCAPING TECHNICIAN			1.0000
Labor Maintenance	5160-215	SENIOR PARKS MAINTENANCE WORKER-CDL			9.0000
Labor Maintenance	5165-212	SENIOR PARKS MAINTENANCE WORKER			16.0000
Labor Maintenance	5165-212	SENIOR PARKS MAINTENANCE WORKER			4.0000
Labor Maintenance	5170-210	PARKS MAINTENANCE WORKER			5.0000
Labor Maintenance	5180-208	PARKS LABORER			24.0000
Labor Maintenance	5185-208	PARKS LABORER-PT			0.9500
Labor Maintenance	5190-216	PARKS MAINTENANCE TECHNICIAN-CDL			1.0000
Labor Maintenance	5191-216	PARKS MAINTENANCE TECHNICIAN			2.0000
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	2.0000	2.0000	
Clerical and Professional	2050-213	OFFICE SPECIALIST	1.0000	1.0000	
Clerical and Professional	2730-128	EVENTS & PROMOTIONS COORDINATOR	1.0000	1.0000	
Clerical and Professional	2735-123	EVENTS & PROMOTIONS SPECIALIST	1.0000	1.0000	
Clerical and Professional	4620-121	PARK RANGER LEAD	1.0000	1.0000	
Clerical and Professional	5020-124	PARK & RECREATION FINANCE ANALYST	1.0000	1.0000	
Clerical and Professional	5024-218	EVENTS SPECIALIST	1.0000	1.0000	
Clerical and Professional	5025-219	PROMOTIONS SPECIALIST	1.0000	1.0000	
Clerical and Professional	5030-121	ATHLETIC PROGRAM COORDINATOR	1.0000	1.0000	
Clerical and Professional	5035-219	RECREATION PROGRAMMER	5.0000	5.0000	
Clerical and Professional	5040-217	RECREATION LEAD	5.0000	5.0000	
Clerical and Professional	5050-121	HISTORIC SITE MANAGER	1.0000	1.0000	
Clerical and Professional	5055-210	HISTORIC SITE ASSISTANT	4.0000	4.0000	
Clerical and Professional	5065-126	COMMUNITY CENTER MANAGER	1.0000	1.0000	
Clerical and Professional	5070-121	COMMUNITY CENTER SUPERVISOR	3.0000	3.0000	
Clerical and Professional	6020-126	SENIOR PARK PLANNER	1.0000	1.0000	
Clerical and Professional	6030-222	PARK PLANNER	1.0000	1.0000	
Clerical and Professional	6032-220	PARK DEVELOPMENT INSPECTOR	1.0000	1.0000	
<b>Grand Total</b>			142.2576	142.2576	140.3376

## Mission Statement

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

## Departmental Overview

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

Code Enforcement is responsible for ensuring basic minimum housing standards deemed essential for safe and healthful living are met for approximately 47,000 living units and 3,500 commercial structures. Code Enforcement is also responsible for grass, nuisance, zoning, junked vehicles and boarding of structures.

The staff is divided into inspection areas to maximize resources. The department is responsible for the demolition program of primarily buildings and structures which have been before the Building Standards Commission (BSC) in which staff provides support.

## Programs of Service

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

## FY21 Objectives

- The City of Waco’s Housing and Code Enforcement Department will act to help stabilize and revitalize our neighborhoods through housing programs and improve the quality of life for residents through assistance provided to community partners. The department will inspect and issue code violations in accordance with local substandard building code ordinances to ensure the health, safety and protection of the citizens.
- Continue to educate the general public on the use of EnerGov for department operations.
- Solicit applications for a Code Enforcement Administrator.
- Housing opportunities will be created through housing-assisted programs to holistically address housing needs, including but not limited to homelessness, special needs, and affordable housing.
- The City of Waco will maintain and establish local, state and national partnerships to ensure continuous success and stimulate private investment in housing development.
- Community partners will increase services levels to assist in the improvement of the quality of



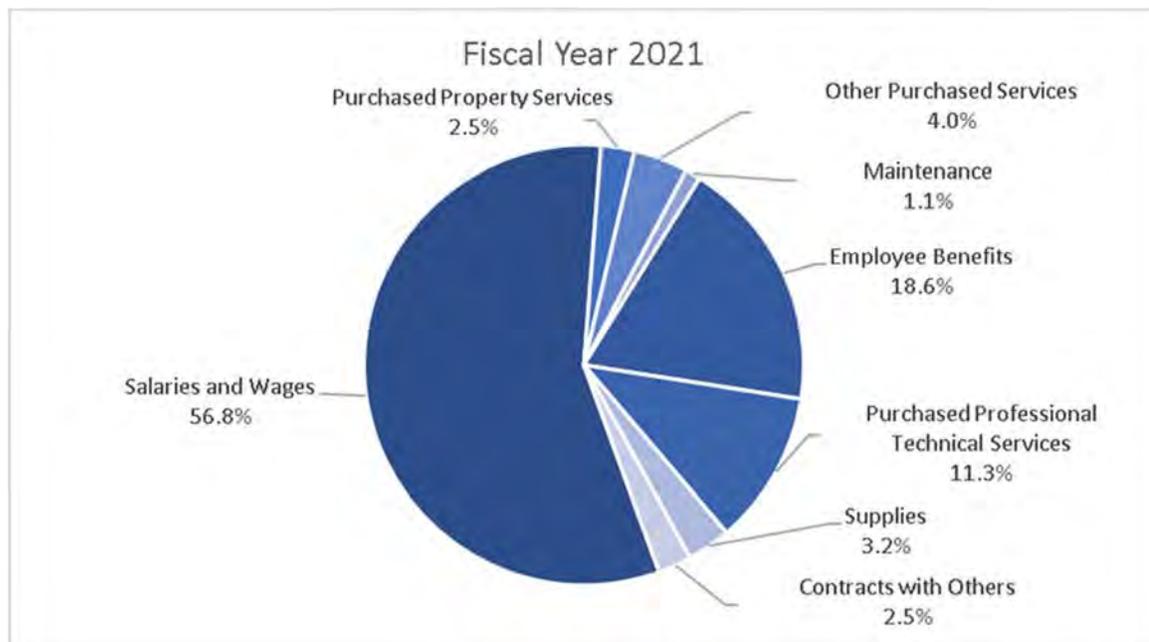
life for residents through the various programs offered, including decreasing the number of chronic homeless persons in Waco, offering job skills training, and additional services for residents that may eliminate barriers to improve their quality of life.

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

## FY21 Budget Changes

For FY21 Inspection Services and Code Enforcement were reorganized to between Planning and Housing to better align with the departments business needs.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	175,849	469,898	469,898	801,296	-	801,296
Employee Benefits	72,281	135,492	135,492	263,055	-	263,055
Purchased Professional Technical Services	48,643	148,130	148,130	159,152	-	159,152
Purchased Property Services	201	3,000	3,000	34,662	-	34,662
Other Purchased Services	14,333	17,780	17,780	56,329	-	56,329
Maintenance	-	-	-	16,078	-	16,078
Supplies	4,238	2,960	2,960	45,155	-	45,155
Contracts with Others	-	35,000	35,000	35,000	-	35,000
<b>Total</b>	<b>315,545</b>	<b>812,260</b>	<b>812,260</b>	<b>1,410,727</b>	<b>-</b>	<b>1,410,727</b>



# Housing & Code Enforcement



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY 21 Proposed
Supervision	2338-132	CODE ENFORCEMENT MANAGER			1.0000
Supervision	2340-125	CODE ENF SPVR			0.4800
Supervision	4305-144	DIRECTOR OF HOUSING	1.0000	1.0000	1.0000
Supervision	4310-135	ASSISTANT DIRECTOR OF HOUSING	0.7000	0.7000	
Supervision	4315-127	HOUSING & ECONOMIC DEVELOPMENT FINANCE SUPERVISOR			0.7000
Supervision	4315-127	HOUSING & ECONOMIC DEVELOPMENT FINANCE SUPERVISOR	0.7000	0.7000	
Supervision	4318-130	COMPLIANCE MANAGER	0.6000	0.6000	
Supervision	4318-132	COMPLIANCE MANAGER			0.6000
Professional Technical	2360-220	CODE ENF INSP			6.0500
Professional Technical	2370-220	ZONING INSPECTOR			1.0000
Professional Technical	4350-216	HOUSING FINANCE SPECIALIST			0.2000
Office Clerical	4330-122	HOMELESS PROGRAM COORDINATOR			1.0000
Office Clerical	6065-215	SR DEV CNTR REP			1.4300
Clerical and Professional	4330-122	HOMELESS PROGRAM COORDINATOR	1.0000	1.0000	
Clerical and Professional	4350-216	HOUSING FINANCE SPECIALIST	0.2000	0.2000	
<b>Grand Total</b>			<b>4.2000</b>	<b>4.2000</b>	<b>13.4600</b>



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

**Contracts with Others** accounts for contracts with outside agencies.

## FY21 Objectives

- Provide an accurate accounting of payments paid to outside agencies

<b>GENERAL FUND</b>				
<b>SUMMARY OF CONTRACTS WITH OTHERS</b>				
<b>Description</b>	FY19	FY20	FY20	FY21
	Actuals	Current Budget	Projections	Budget
Advocacy Center	84,419	84,419	84,419	84,419
Arts & Historic	29,250	29,250	29,250	29,250
Caritas	45,163	50,000	50,000	-
Centex African American Chamber	93,000	93,000	93,000	125,000
Centex Hispanic Chamber	118,000	118,000	165,500	125,000
Centex Sr Ministry	28,000	35,000	35,000	35,000
Owner Occupay Rehab	-	35,000	35,000	35,000
Creative Waco	406,915	408,325	408,325	427,000
Downtown Dev Corp	239,000	234,000	234,000	164,000
Economic Development Grant	(26,228)	635,000	635,000	535,000
Greater Waco Chamber	165,000	165,000	165,000	175,000
Greater Waco Sports Commission	-	-	-	75,000
HOT Goodwill Industries	65,461	77,363	77,363	-
HOTCOG	11,652	12,000	12,000	12,000
MCCAD	729,845	852,100	852,100	742,263
McLennan County	158,746	166,250	166,250	176,730
MHMR	39,322	119,322	119,322	39,322
Prosper Waco Collective Impact	75,000	275,000	275,000	100,000
The Cove	52,291	-	-	-
Baylor Campustown	21,750	36,250	36,250	29,000
RiverFront	-	-	-	2,750,000
<b>Total Expenditures</b>	<b>2,336,586</b>	<b>3,425,279</b>	<b>3,472,779</b>	<b>5,658,984</b>



## Mission Statement

To provide accounting of non-departmental expenditures.

## Departmental Overview

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

## FY21 Objectives

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

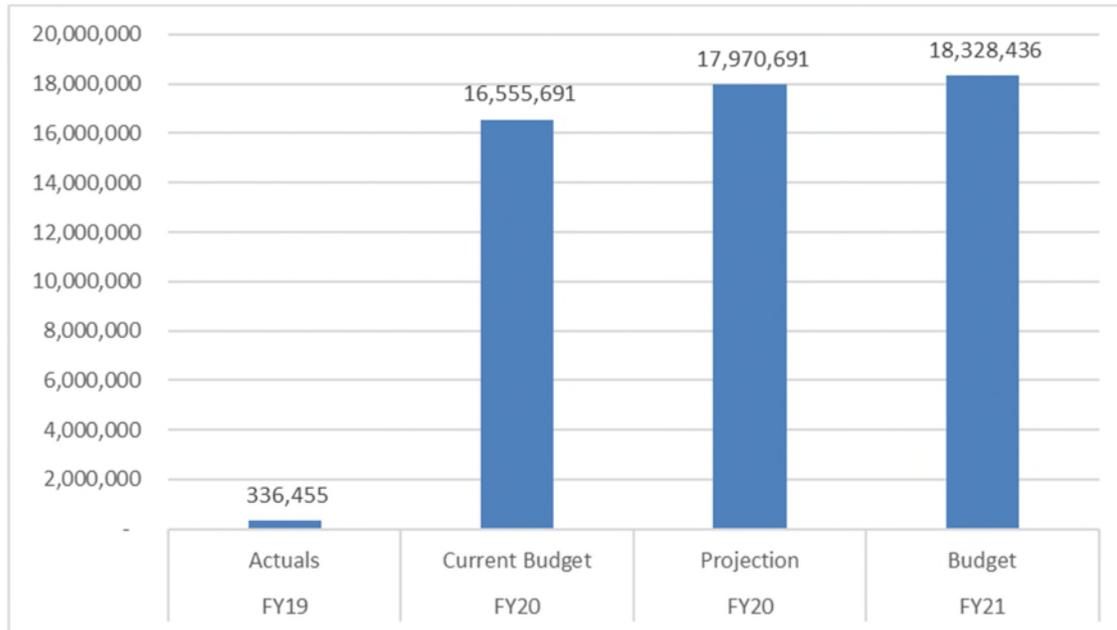
<b>GENERAL FUND</b>						
<b>SUMMARY OF NON-DEPARTMENTAL</b>						
<b>Description</b>	<b>FY19 Actuals</b>	<b>FY20 Current Budget</b>	<b>FY20 Projections</b>	<b>FY21 Base Budget</b>	<b>FY21 Changes</b>	<b>FY21 Budget</b>
Special Svcs - Engineering	1,909,709	1,709,709	1,709,709	1,509,709	-	1,509,709
Billings - From Others	173,392	1,945	1,945	1,113	-	1,113
Billings - From Others	134	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
<b>Interdepartmental Billing</b>	<b>2,083,101</b>	<b>1,711,654</b>	<b>1,711,654</b>	<b>1,510,822</b>	<b>-</b>	<b>1,510,822</b>
Other Expenses-Indirect	116,164	138,390	138,390	78,233	-	78,233
Billings To Others	(1,886,752)	-	-	-	-	-
<b>Indirect - Cost Allocation Overhead</b>	<b>(1,770,588)</b>	<b>138,390</b>	<b>138,390</b>	<b>78,233</b>	<b>-</b>	<b>78,233</b>
Transfer To - StormWater Cash CIP	352,898	-	300,000	-	-	-
Transfer To - Parks Cash CIP	-	7,930,975	7,930,975	-	-	-
Transfer To - Streets Cash CIP	-	6,801,945	7,870,505	1,569,808	912,311	2,482,119
Transfer To - Facil Cash CIP	116,000	-	-	-	-	-
Transfer - To Streets Cash CIP	3,936,508	-	-	-	-	-
<b>Transfers Out - Cash CIP</b>	<b>4,405,406</b>	<b>14,732,920</b>	<b>16,101,480</b>	<b>1,569,808</b>	<b>912,311</b>	<b>2,482,119</b>
Transfer To - Health Services	3,837,160	3,863,148	3,863,148	3,863,148	-	3,863,148
Transfer To- Demo/Lot Clearanc	175,000	175,000	175,000	-	-	-
Transfer To- CJD Violence	3,288	-	-	-	-	-
Transfer To - Equip Replace	-	-	-	-	-	-
Transfer To - Rolling Stock	-	-	-	-	-	-
Transfer To - Airport Fund	453,898	453,898	153,898	-	-	-
Transfer To - Ranger Hof	538,787	538,787	538,787	538,787	-	538,787
Transfer To - Transit Services	482,408	701,728	1,258,355	701,728	-	701,728
Transfer To - Cameron Park Zoo	2,758,019	2,696,770	3,396,770	2,846,770	-	2,846,770
Transfer To - EcoDev	2,250,000	2,500,000	2,500,000	2,750,000	-	2,750,000
Transfer To - Cottonwd CR Golf	843,304	678,304	678,304	678,304	-	678,304
Capital Reserve	-	-	-	-	3,190,083	3,190,083
<b>Transfers Out</b>	<b>11,341,864</b>	<b>11,607,635</b>	<b>12,564,262</b>	<b>11,378,737</b>	<b>3,190,083</b>	<b>14,568,820</b>
<b>Total Expenditures</b>	<b>16,059,917</b>	<b>28,190,599</b>	<b>30,515,786</b>	<b>14,537,600</b>	<b>4,102,394</b>	<b>18,639,994</b>

# Other Governmental Funds

# Other Governmental Funds



Fund/Department/Division	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
10021501-ECONOMIC DEV INCENTIVE FUND	(195,000)	13,902,191	14,317,191	16,378,436	-	16,378,436
10071003-CABLE PEG 1% FUND	236,036	145,000	145,000	145,000	-	145,000
20303401-BLDG DEMO & LOT CLEARANCE	295,418	178,500	178,500	75,000	-	75,000
40020101-CASH CIP-CAPITAL EQUIP REPLACEMENT	-	600,000	600,000	-	-	-
40081299-CASH CIP-ROLLING STOCK	-	1,730,000	2,730,000	1,730,000	-	1,730,000
<b>Total</b>	<b>336,455</b>	<b>16,555,691</b>	<b>17,970,691</b>	<b>18,328,436</b>	<b>-</b>	<b>18,328,436</b>



## **Economic Development Incentive Fund**

The City has established an Economic Development Incentive Fund to account for the transfer of funds to the Waco-McLennan County Economic Development Corporation (WMCEDC). WMCEDC is a partnership between the City of Waco and McLennan County, which provides grants for qualified capital investment that creates new full-time jobs with specified wages and health benefits for local residents. \$2,750,000 for WEDMC is included within the budget, and \$13,628,436 is committed for Economic Development Uses.

## **Cable PEG Fund**

The Cable, Public, Education and Governmental (PEG) fees are collected pursuant to the Texas Utility Code, section 66.006. The revenue collected for PEG is restricted for use on specific purposes pursuant to State and Federal law. \$145,000 is budgeted for PEG eligible expenditures.

## **Building Demo & Lot Clearance Fund**

The Building Demo & Lot Clearance Fund is established to account for the demotion of building and lot clearance within the City. Inspection services draws upon these funds throughout the year in order to manage code and compliance needs. \$75,000 is budgeted for building demos and lot clearance.

## **Capital Equipment Replacement Fund**

The City has established a capital equipment replacement fund to help stabilize cash flows associated the replacement of large capital assets. The General Fund contributes a portion of available reserves each year to build adequate capacity to manage capital replacement needs. There is no planned Capital equipment replacement fund transfer to the General Fund for FY21.

## **Rolling Stock Fund**

To maintain a quality fleet of equipment and vehicles that is cost effective and efficient, enabling the individual departments to perform the responsibilities and services for the citizens of Waco in a timely manner. Fleet condition based on age, mileage and maintenance costs is used to determine equipment replacement items. The Rolling Stock Fund is used to account for the purchase of General Fund related vehicle replacements. Rolling stock is funded with bond interest. The total anticipated replacement is \$1,730,000.

**CITY OF WACO  
ECONOMIC DEVELOPMENT INCENTIVE FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 310,818	\$ 163,073	\$ 136,000	\$ 11,000	\$ -	\$ 11,000
Other	-	-	207,500	-	-	-
Operating Revenues	310,818	163,073	343,500	11,000	-	11,000
Transfers In	2,250,000	2,500,000	2,500,000	2,750,000	-	2,750,000
Non-operating Revenues	2,250,000	2,500,000	2,500,000	2,750,000	-	2,750,000
Total Revenues	2,560,818	2,663,073	2,843,500	2,761,000	-	2,761,000
<b>EXPENDITURES</b>						
Purchased Professional Technical Services	\$ (195,000)	\$ 2,500,000	\$ 2,500,000	\$ 2,750,000	\$ -	\$ 2,750,000
Contracts With Others	-	-	415,000	-	-	-
Committed for Economic Development Uses	-	11,402,191	-	13,628,436	-	13,628,436
Departmental Expenditures	(195,000)	13,902,191	2,915,000	16,378,436	-	16,378,436
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	(195,000)	13,902,191	2,915,000	16,378,436	-	16,378,436
Revenues Over/(Under) Expenditures	2,755,818	(11,239,118)	(71,500)	(13,617,436)	-	(13,617,436)
Cash Equivalent Fund Balance - Beginning	10,933,118	13,688,936	13,688,936	13,617,436	-	13,617,436
Cash Equivalent Fund Balance - Ending	\$ 13,688,936	\$ 2,449,818	\$ 13,617,436	\$ -	\$ -	\$ -

**CITY OF WACO  
CABLE PEG 1% FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Business and occupation Fees	\$ 282,937	\$ 145,000	\$ 269,472	\$ 145,000	\$ -	\$ 145,000
Operating Revenues	282,937	145,000	269,472	145,000	-	145,000
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	282,937	145,000	269,472	145,000	-	145,000
<b>EXPENDITURES</b>						
Purchased Professional Technical Services	\$ 20,570	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 10,000
Maintenance	17,307	35,000	35,000	35,000	-	35,000
Supplies	25,689	50,000	50,000	50,000	-	50,000
Capital Expenditures	172,470	50,000	50,000	50,000	-	50,000
Departmental Expenditures	236,036	145,000	145,000	145,000	-	145,000
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	236,036	145,000	145,000	145,000	-	145,000
Revenues Over/(Under) Expenditures	46,900	-	124,472	-	-	-
Cash Equivalent Fund Balance - Beginning	1,271,408	1,318,308	1,318,308	1,442,780	-	1,442,780
Cash Equivalent Fund Balance - Ending	\$ 1,318,308	\$ 1,318,308	\$ 1,442,780	\$ 1,442,780	\$ -	\$ 1,442,780

**CITY OF WACO**  
**BLDG DEMO & LOT CLEARANCE**  
**INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 5,132	\$ 3,500	\$ 2,059	\$ 350	\$ -	\$ 350
Other	48,462	-	186,549	-	-	-
Operating Revenues	53,595	3,500	188,608	350	-	350
Transfers In	175,000	175,000	175,000	-	-	-
Non-operating Revenues	175,000	175,000	175,000	-	-	-
Total Revenues	228,595	178,500	363,608	350	-	350
<b>EXPENDITURES</b>						
Purchased Professional Technical Services	\$ 294,530	\$ 178,500	\$ 178,500	\$ 75,000	\$ -	\$ 75,000
Purchased Property Services	332	-	-	-	-	-
Other Purchased Services	140	-	-	-	-	-
Supplies	416	-	-	-	-	-
Departmental Expenditures	295,418	178,500	178,500	75,000	-	75,000
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	295,418	178,500	178,500	75,000	-	75,000
Revenues Over/(Under) Expenditures	(66,824)	-	185,108	(74,650)	-	(74,650)
Cash Equivalent Fund Balance - Beginning	242,504	175,680	175,680	360,788	-	360,788
Cash Equivalent Fund Balance - Ending	\$ 175,680	\$ 175,680	\$ 360,788	\$ 286,138	\$ -	\$ 286,138

**CITY OF WACO  
CAPITAL EQUIPMENT REPLACEMENT  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenues	-	-	-	-	-	-
Transfers In	600,000	700,000	-	-	-	-
Non-operating Revenues	600,000	700,000	-	-	-	-
Total Revenues	600,000	700,000	-	-	-	-
<b>EXPENDITURES</b>						
Departmental Expenditures	-	-	-	-	-	-
Transfers Out	-	600,000	600,000	-	-	-
Non-departmental Expenditures	-	600,000	600,000	-	-	-
Total Expenditures	-	600,000	600,000	-	-	-
Revenues Over/(Under) Expenditures	600,000	100,000	(600,000)	-	-	-
Cash Equivalent Fund Balance - Beginning	1,500,000	2,100,000	2,100,000	1,500,000	-	1,500,000
Cash Equivalent Fund Balance - Ending	\$ 2,100,000	\$ 2,200,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,500,000

**CITY OF WACO  
CASH CIP - ROLLING STOCK  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenues	-	-	-	-	-	-
Transfers In	1,730,000	1,730,000	2,730,000	1,730,000	-	1,730,000
Non-operating Revenues	1,730,000	1,730,000	2,730,000	1,730,000	-	1,730,000
Total Revenues	1,730,000	1,730,000	2,730,000	1,730,000	-	1,730,000
<b>EXPENDITURES</b>						
Capital Expenditures	\$ 1,698,517	\$ 1,730,000	\$ 1,730,000	\$ 1,730,000	\$ -	\$ 1,730,000
Departmental Expenditures	1,698,517	1,730,000	1,730,000	1,730,000	-	1,730,000
Transfers Out	-	-	1,000,000	-	-	-
Non-departmental Expenditures	-	-	1,000,000	-	-	-
Total Expenditures	1,698,517	1,730,000	2,730,000	1,730,000	-	1,730,000
Revenues Over/(Under) Expenditures	31,483	-	-	-	-	-
Cash Equivalent Fund Balance - Beginning	973,270	1,004,753	1,004,753	1,004,753	-	1,004,753
Cash Equivalent Fund Balance - Ending	\$ 1,004,753	\$ 1,004,753	\$ 1,004,753	\$ 1,004,753	\$ -	\$ 1,004,753



# Special Revenue Funds

## **Mission Statement**

Create the healthiest county in Texas where all people can live, play, work and thrive. In partnership with the community, the PHD advances a new paradigm, Public Health 3.0. We endeavor to improve the health and well-being of the citizens and environment of our county by advancing health equity through: 1) Bridging the gap between public health and primary care, 2) Building a culture of health both internally & community-wide, and 3) Being a voice to champion health equity.

Core Values: Excellence, Equity, Empowerment, Accountability & Commitment

## **Departmental Overview**

The Waco-McLennan County Public Health District provides various services to residents of McLennan County with the overarching goal of promoting and protecting the public's health through prevention, education, and engaging community partners in advancing health equity. The PHD will advance Public Health 3.0 while continuing to play a vital role in the education and support of healthier lifestyle choices for citizens. This is accomplished through the provision of public health services, partner collaborations which are under girded by four key strategic priorities: 1) Effective Communication, 2) Meaningful Engagement, 3) Strong Leadership and 4) Intentional Synergy.

## **Programs of Service**

Health Administration provides strategic direction for overall operations including comprehensive community and population-based health services which includes Public Health Nursing, Environmental Health, Community Health & Wellness (formerly HIV/STD/Lab), Maternal, Child, & Adolescent Health (formerly WIC) and Population Health (includes Vital Statistics).

Public Health Nursing operates the Immunizations & Tuberculosis Clinics, oversees Epidemiology, Public Health Emergency Preparedness, Health Education and Health Intervention Outreach. This team is composed of a variety of public health professionals that all work toward the common goal of making McLennan County a place where everyone can live, play, work and thrive.

Population Health (includes Vital Statistics) builds increased capacity of the Health District to utilize an analytical approach to understanding the health of the community and to align improvement initiatives. Vital Statistics maintains an effective and secure system for collection, recording, filing, storage and issuance of birth and death records occurring in the City of Waco in accordance with state statutory requirements.

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

Community Health & Wellness (formerly HIV/STD/Lab) advances a comprehensive approach to health promotion & education, community wellness as well as enhances capacity to implement community health promotion approaches; provides HIV/AIDS education, testing and case management services; testing and treatment for sexually transmitted infections; pregnancy testing; community education and lab testing on a limited basis to support the HIV/STD/TB clinics.

Maternal Child, & Adolescent Health (formerly Women, Infants, and Children) advances a comprehensive approach to Maternal, Child & Adolescent Health and provides nutrition education, nutritious foods, health care referrals and breastfeeding support to eligible clients. This program is funded 100% by the United States Department of Agriculture (USDA).

## FY21 Objectives

Health Administration Objectives:

- To control, mitigate, and suppress the spread of COVID-19 while reducing the threat and impact on our community
- To reduce the disparate health burden of COVID-19 on vulnerable populations through increased testing, strategic communications, and public health education campaign
- Advance public health leadership Knowledge, Skills & Abilities (KSA) throughout Health District
- Advance the understanding and perceived value of the Health District
- Advance community collaboration & partnership to improve overall health and well-being

Population Health (includes Vital Statistics) Objectives:

- Advance the Health District's capacity to take an analytical approach to understanding the health needs, disparities and outcomes of the community and to align improvement initiatives
- Led, facilitate and implement electronic provision of vital records request and other related services

Environmental Health Objectives:

- Led, facilitate and develop health initiatives that enhance Health District's capacity to address the impacts of environment on health

Community Health & Wellness (formerly HIV/STD/Lab) Objectives:

- Led, facilitate and implement initiatives that increase the quality, availability, and effectiveness of educational and community-based programs designed to, improve health, and enhance quality of life

Public Health Nursing Objectives:

- Led, facilitate and provide community-based care and self-care management initiatives for individuals and families who are members of vulnerable populations and high-risk groups that include efforts such as addressing social determinants of health, screening, testing, and referral as appropriate.

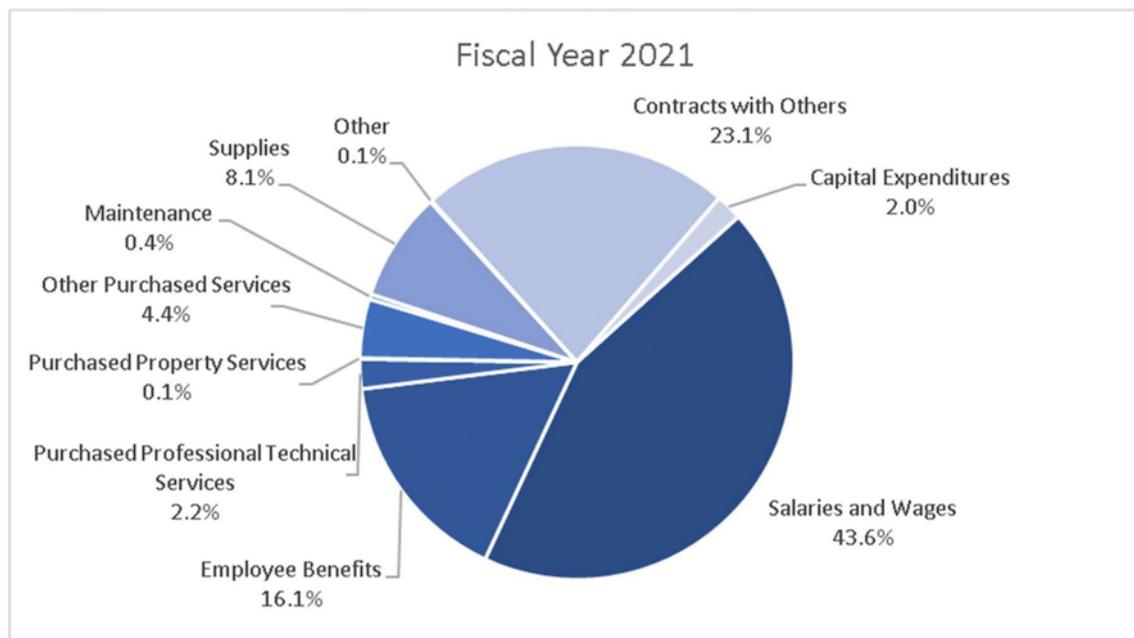
## FY21 Budget Changes

One-time funds of \$30,000 are included for the purchase of a vehicle and \$70,000 for building roof overlay.



Fund/Department/Division	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
20015101-HEALTH-ADMINISTRATION	1,792,041	1,296,033	1,296,033	1,409,563	70,000	1,479,563
20015102-HEALTH-CONTRACTS WITH OTHERS	1,129,942	1,155,930	1,155,930	1,176,736		1,176,736
20015105-ENVIRONMENTAL ADM	426,086	380,409	380,409	374,230		374,230
20015109-HEALTH-SEPTIC SYSTEM	292,314	302,761	302,761	309,965	30,000	339,965
20015112-HEALTH-VITAL STATISTICS	348,665	327,855	327,855	304,897		304,897
20015142-HEALTH EDUCAT/COMM SRV	777,980	1,089,761	701,750	1,136,044		1,136,044
20015152-HEALTH-IMMUNIZATIONS-CITY	241,017	326,289	326,289	326,515		326,515
20015156-HEALTH-TB CONTROL-CITY	61,114	75,517	75,517	126,118		126,118
20015160-HEALTH-SEXUALLY TRAN DISEASE	377,599	406,009	406,009	418,604		418,604
20015165-HEALTH-HIV/AIDS ADM-CITY	196,345	197,653	197,653	214,938		214,938
<b>Total</b>	<b>5,643,103</b>	<b>5,558,217</b>	<b>5,170,206</b>	<b>5,797,609</b>	<b>100,000</b>	<b>5,897,609</b>

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,972,662	2,159,074	1,860,885	2,226,875	-	2,226,875
Employee Benefits	663,502	767,350	677,528	820,657	-	820,657
Purchased Professional Technical Services	151,977	124,194	124,194	112,491	-	112,491
Purchased Property Services	2,671	2,676	2,676	3,145	-	3,145
Other Purchased Services	128,400	211,786	211,786	224,827	-	224,827
Maintenance	51,799	21,984	21,984	19,276	-	19,276
Supplies	340,812	418,823	418,823	415,239	-	415,239
Other	6,070	5,700	5,700	5,700	-	5,700
Contracts with Others	1,129,942	1,155,930	1,155,930	1,176,736	-	1,176,736
Capital Expenditures	-	25,000	25,000	-	100,000	100,000
Transfers Out - Cash CIP	250,000	-	-	-	-	-
Indirect - Cost Allocation Overhead	945,268	665,700	665,700	792,663	-	792,663
<b>Total</b>	<b>5,643,103</b>	<b>5,558,217</b>	<b>5,170,206</b>	<b>5,797,609</b>	<b>100,000</b>	<b>5,897,609</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	7001-144	DIRECTOR OF PUBLIC HEALTH	1.0000	1.0000	1.0000
Supervision	7002-135	ASSISTANT DIRECTOR OF PUBLIC HEALTH	1.0000	1.0000	1.0000
Supervision	7003-131	ENVIRONMENTAL HEALTH MANAGER	1.0000	1.0000	1.0000
Supervision	7005-131	PUBLIC HEALTH NURSING MANAGER (RN)	1.0000	1.0000	1.0000
Supervision	7009-131	PUBLIC HEALTH PROGRAM MANAGER	1.0000	1.0000	1.0000
Supervision	7010-129	PUBLIC HEALTH CLINICAL NURSE SUPERVISOR			1.0000
Supervision	7012-129	SENIOR EPIDEMIOLOGIST	1.0000	1.0000	
Supervision	7013-127	HEALTH FINANCIAL SUPERVISOR	1.0000	1.0000	1.0000
Supervision	7015-128	REGISTERED NURSE SUPERVISOR	2.2500	2.2500	1.0000
Supervision	7022-126	MCAH INITIATIVES SUPERVISOR			1.0000
Supervision	7023-126	HLTH ED SPEC LEAD			1.0000
Supervision	7029-124	PUBLIC HEALTH CASE WORKER SUPERVISOR	0.0500	0.0500	0.2500
Supervision	7035-124	PUBLIC HEALTH INTERVENTION & OUTREACH SUPERVISOR	1.0000	1.0000	1.0000
Supervision	7039-224	HEALTH INSPECTION SUPERVISOR	1.0000	1.0000	1.0000
Supervision	7045-126	SENIOR SANITARIAN			1.0000
Supervision	7057-124	VITAL STATISTICS SUPERVISOR	1.0000	1.0000	1.0000
Professional Technical	7011-127	EPIDEMIOLOGIST			1.0000
Professional Technical	7012-129	SENIOR EPIDEMIOLOGIST			1.0000
Professional Technical	7021-126	HLTH ED SPEC LEAD			1.0000
Professional Technical	7024-124	TPI PROGRAM SPECIALIST			1.0000
Professional Technical	7025-124	PUBLIC HEALTH EDUCATION SPECIALIST			2.0000
Professional Technical	7032-124	PUBLIC HEALTH INFORMATION & COMMUNICATION LEAD			1.0000
Professional Technical	7037-218	PUBLIC HEALTH INTERVENTION & OUTREACH SPECIALIST			1.0000
Professional Technical	7041-220	HEALTH INSPECTOR			2.0000
Professional Technical	7047-222	SANITARIAN			1.0000
Professional Technical	7067-213	PUBLIC HEALTH LAB TECHNICIAN			1.0000
Professional Technical	7068-221	HLTH LVN			2.0000
Part Time	2051-213	OFFICE SPECIALIST-PT	0.5000	0.5000	
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	2040-215	ADMINISTRATIVE ASSISTANT			2.0000
Office Clerical	2050-213	OFFICE SPECIALIST			1.0000
Office Clerical	2051-213	OFFICE SPECIALIST-PT			0.5000
Office Clerical	2055-213	HEALTH OFFICE SPECIALIST			4.2500
Office Clerical	7018-124	COMMUNITY HEALTH WORKER COORDINATOR			1.0000
Office Clerical	7058-213	VITAL STATISTICS DEPUTY REGISTRAR			2.0000
Labor Operations	7041-220	HEALTH INSPECTOR	2.0000	2.0000	
Labor Operations	7045-126	SENIOR SANITARIAN	1.0000	1.0000	
Labor Operations	7047-222	SANITARIAN		1.0000	
Clerical and Professional	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	2.0000	2.0000	
Clerical and Professional	2055-213	HEALTH OFFICE SPECIALIST	4.2500	4.2500	
Clerical and Professional	7011-127	EPIDEMIOLOGIST	1.0000	1.0000	
Clerical and Professional	7018-124	COMMUNITY HEALTH WORKER COORDINATOR	1.0000	1.0000	
Clerical and Professional	7021-126	REGISTERED NURSE	2.0000	2.0000	
Clerical and Professional	7023-126	PUBLIC HEALTH EDUCATION SPECIALIST LEAD	1.0000	1.0000	
Clerical and Professional	7025-124	PUBLIC HEALTH EDUCATION SPECIALIST	3.0000	3.0000	
Clerical and Professional	7033-224	PUBLIC HEALTH INFORMATION AND COMMUNICATION SPECIAL	1.0000	1.0000	
Clerical and Professional	7037-218	PUBLIC HEALTH INTERVENTION & OUTREACH SPECIALIST	1.0000	1.0000	
Clerical and Professional	7058-213	VITAL STATISTICS DEPUTY REGISTRAR	2.0000	2.0000	
Clerical and Professional	7067-213	PUBLIC HEALTH LAB TECHNICIAN	1.0000	1.0000	
<b>Grand Total</b>			<b>36.0500</b>	<b>37.0500</b>	<b>40.0000</b>

**CITY OF WACO  
HEALTH SERVICES FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Charges for Services	\$ 838,411	\$ 666,209	\$ 666,209	\$ 641,709	\$ -	\$ 641,709
Contributions	544,358	556,033	556,033	639,243	-	639,243
General Fund Contribution	-	-	-	-	-	-
Intergovernmental	215,997	273,267	428,350	316,781	-	316,781
Interest on Investments	50,252	22,669	22,669	2,000	-	2,000
Licenses and Permits	242,835	210,910	210,910	210,910	-	210,910
Other	10,748	12,100	12,100	12,100	-	12,100
Operating Revenues	1,902,601	1,741,188	1,896,271	1,822,743	-	1,822,743
Transfers In	3,837,160	3,863,148	3,863,148	3,863,148	29,795	3,892,943
Non-operating Revenues	3,837,160	3,863,148	3,863,148	3,863,148	29,795	3,892,943
Total Revenues	5,739,761	5,604,336	5,759,419	5,685,891	29,795	5,715,686
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 1,972,662	\$ 2,159,074	\$ 1,860,885	\$ 2,226,875	\$ -	\$ 2,226,875
Employee Benefits	663,502	767,350	677,528	820,657	-	820,657
Purchased Professional Technical Services	151,977	124,194	124,194	112,491	-	112,491
Purchased Property Services	2,671	2,676	2,676	3,145	-	3,145
Maintenance	51,799	21,984	21,984	19,276	-	19,276
Other Purchased Services	128,400	211,786	211,786	224,827	-	224,827
Supplies	340,812	418,823	418,823	415,239	-	415,239
Other	6,070	5,700	5,700	5,700	-	5,700
Contracts with Others	1,129,942	1,155,930	1,155,930	1,176,736	-	1,176,736
Capital Expenditures	-	25,000	25,000	-	100,000	100,000
Departmental Expenditures	4,447,835	4,892,517	4,504,506	5,004,946	100,000	5,104,946
Transfers Out	-	-	-	-	-	-
Transfers Out - Cash CIP	250,000	-	-	-	-	-
Indirect - Cost Allocation Overhead	945,268	665,700	665,700	792,663	-	792,663
Non-departmental Expenditures	1,195,268	665,700	665,700	792,663	-	792,663
Total Expenditures	5,643,103	5,558,217	5,170,206	5,797,609	100,000	5,897,609
Revenues Over/(Under) Expenditures	96,658	46,119	589,213	(111,718)	(70,205)	(181,923)
Cash Equivalent Fund Balance - Beginning	2,414,454	2,511,112	2,511,112	3,100,325	-	3,100,325
Cash Equivalent Fund Balance - Ending	\$ 2,511,112	\$ 2,557,231	\$ 3,100,325	\$ 2,988,607	\$ (70,205)	\$ 2,918,402



## Mission Statement

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

## Departmental Overview

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

## State Forfeiture Fund

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

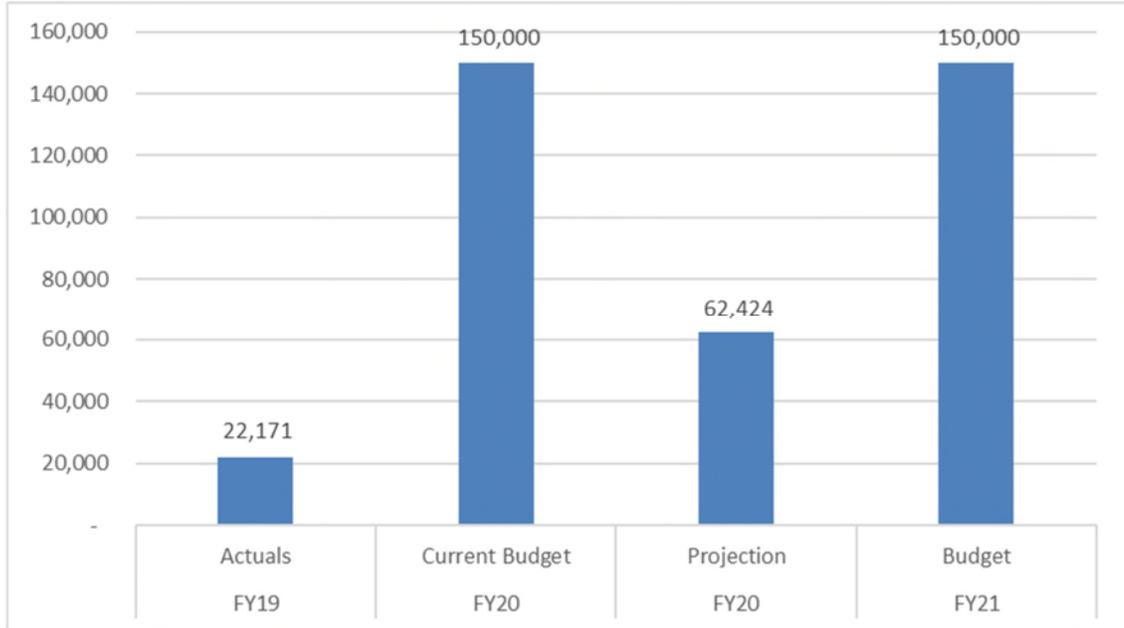
## Federal Forfeiture Fund

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

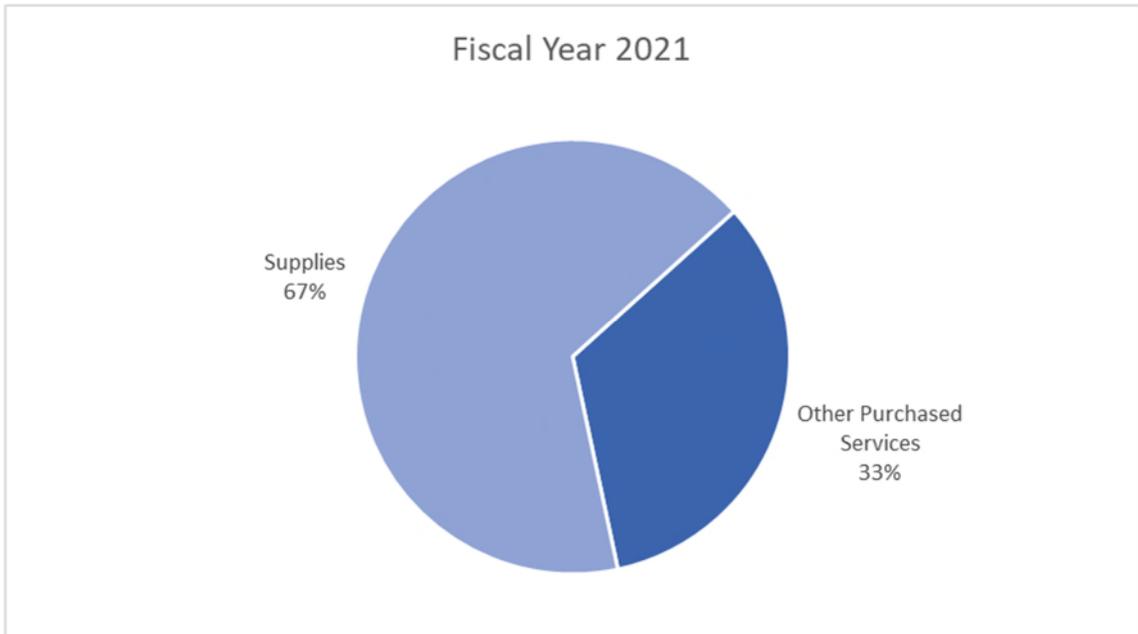
## FY2 Budget Changes

There are no recurring or one-time requests for FY21.

Fund/Department/Division	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
21032301-STATE CH59 POLICE FORFEITURE	14,898	150,000	62,424	150,000	-	150,000
21043201-FED JUSTICE POLICE FORFEITURE	-	-	-	-	-	-
21053201-FED TREASURY POLICE FORFEITURE	-	-	-	-	-	-
21063201-STATE CH18 POLICE FORFEITURE	7,273	-	-	-	-	-
<b>Total</b>	<b>22,171</b>	<b>150,000</b>	<b>62,424</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>



Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Purchased Professional Technical Services	74	-	-	-	-	-
Other Purchased Services	11,924	50,000	8,860	50,000	-	50,000
Supplies	-	100,000	38,400	100,000	-	100,000
Other	10,172	-	664	-	-	-
Capital Expenditures	-	-	14,500	-	-	-
<b>Total</b>	<b>22,171</b>	<b>150,000</b>	<b>62,424</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>



CITY OF WACO  
STATE CH59 POLICE FORFEITURE  
INCOME STATEMENT

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 5,722	\$ 2,979	\$ 2,128	\$ 300	\$ -	\$ 300
Other	34,792	-	24,561	24,605	-	24,605
Operating Revenues	40,514	2,979	26,689	24,905	-	24,905
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	40,514	2,979	26,689	24,905	-	24,905
<b>EXPENDITURES</b>						
Purchased Professional Technical Services	\$ 74	\$ -	\$ -	\$ -	\$ -	\$ -
Other Purchased Services	4,651	50,000	8,860	50,000	-	50,000
Supplies	-	100,000	38,400	100,000	-	100,000
Other	10,172	-	664	-	-	-
Capital Expenditures	-	-	14,500	-	-	-
Departmental Expenditures	14,898	150,000	62,424	150,000	-	150,000
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	14,898	150,000	62,424	150,000	-	150,000
Revenues Over/(Under) Expenditures	25,616	(147,021)	(35,735)	(125,095)	-	(125,095)
Cash Equivalent Fund Balance - Beginning	220,884	246,500	246,500	210,765	-	210,765
Cash Equivalent Fund Balance - Ending	\$ 246,500	\$ 99,479	\$ 210,765	\$ 85,670	\$ -	\$ 85,670

CITY OF WACO  
 FED JUSTICE POLICE FORFEITURE  
 INCOME STATEMENT

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 1,131	\$ 574	\$ 410	\$ 50	\$ -	\$ 50
Other	802	-	-	-	-	-
Operating Revenues	1,933	574	410	50	-	50
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	1,933	574	410	50	-	50
<b>EXPENDITURES</b>						
Departmental Expenditures	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditures	1,933	574	410	50	-	50
Cash Equivalent Fund Balance - Beginning	45,888	47,821	47,821	48,231	-	48,231
Cash Equivalent Fund Balance - Ending	\$ 47,821	\$ 48,395	\$ 48,231	\$ 48,281	\$ -	\$ 48,281

**CITY OF WACO  
 FED TREASURY POLICE FORFEITURE  
 INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 333	\$ 189	\$ 119	\$ 20	\$ -	\$ 20
Operating Revenues	333	189	119	20	-	20
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	333	189	119	20	-	20
<b>EXPENDITURES</b>						
Departmental Expenditures	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Revenues Over/(Under) Expenditures	333	189	119	20	-	20
Cash Equivalent Fund Balance - Beginning	13,590	13,922	13,922	14,041	-	14,041
Cash Equivalent Fund Balance - Ending	\$ 13,922	\$ 14,111	\$ 14,041	\$ 14,061	\$ -	\$ 14,061

CITY OF WACO  
STATE CH18 POLICE FORFEITURE  
INCOME STATEMENT

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 391	\$ 408	\$ 148	\$ 40	\$ -	\$ 40
Other	2,666	-	-	-	-	-
Operating Revenues	3,057	408	148	40	-	40
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	3,057	408	148	40	-	40
<b>EXPENDITURES</b>						
Other Purchased Services	\$ 7,273	\$ -	\$ -	\$ -	\$ -	\$ -
Departmental Expenditures	7,273	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	7,273	-	-	-	-	-
Revenues Over/(Under) Expenditures	(4,216)	408	148	40	-	40
Cash Equivalent Fund Balance - Beginning	21,495	17,279	17,279	17,427	-	17,427
Cash Equivalent Fund Balance - Ending	\$ 17,279	\$ 17,687	\$ 17,427	\$ 17,467	\$ -	\$ 17,467



## Mission Statement

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

## Departmental Overview

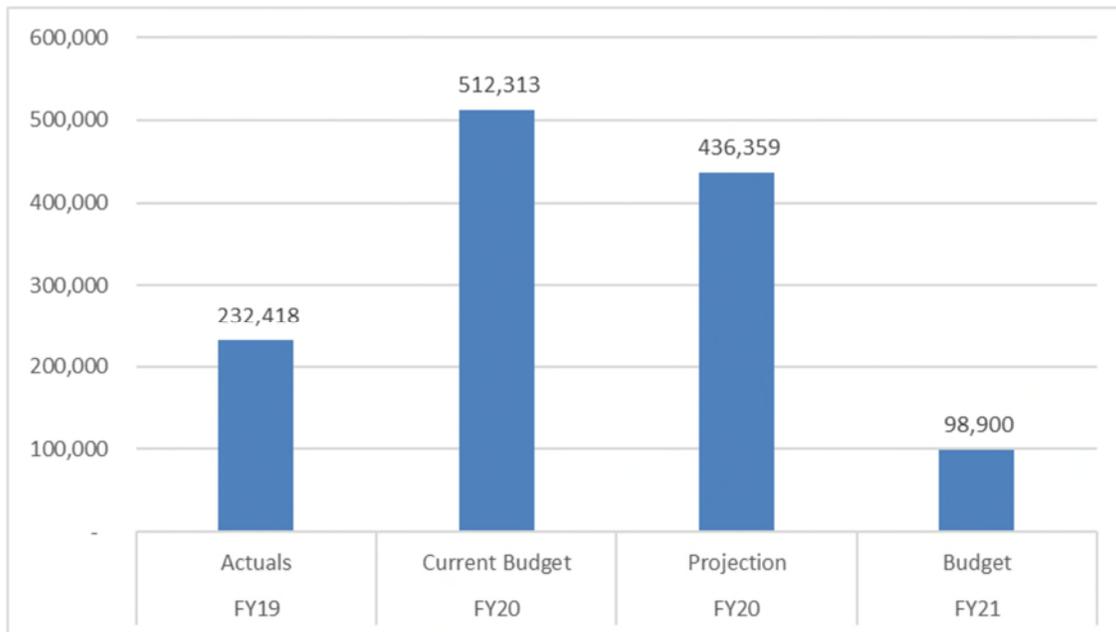
The revenue collected in the Abandoned Motor Vehicles Fund accumulates from auction proceeds collected from the sale of abandoned vehicles that have been impounded by the Police Department. Officers impound vehicles for different circumstances including abandonment, for an investigative purpose, because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

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

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Other Purchased Services	8,086	7,500	7,500	7,500	-	7,500
Maintenance	-	500	500	31,500	-	31,500
Supplies	15,383	9,900	9,900	9,900	-	9,900
Transfers Out	200,508	418,459	418,459	50,000	-	50,000
Capital Expenditures	8,441	75,954	-	-	-	-
<b>Total</b>	<b>232,418</b>	<b>512,313</b>	<b>436,359</b>	<b>98,900</b>	<b>-</b>	<b>98,900</b>



**CITY OF WACO  
 ABANDONED MOTOR VEHICLES  
 INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Other	\$ 367,919	\$ 253,825	\$ 253,825	\$ 253,825	\$ -	\$ 253,825
Operating Revenues	367,919	253,825	253,825	253,825	-	253,825
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	367,919	253,825	253,825	253,825	-	253,825
<b>EXPENDITURES</b>						
Maintenance	\$ -	\$ 500	\$ 500	\$ 31,500	\$ -	\$ 31,500
Other Purchased Services	8,086	7,500	7,500	7,500	-	7,500
Supplies	15,383	9,900	9,900	9,900	-	9,900
Capital Expenditures	8,441	75,954	-	-	-	-
Departmental Expenditures	31,910	93,854	17,900	48,900	-	48,900
Transfers Out	200,508	418,459	418,459	50,000	-	50,000
Non-departmental Expenditures	200,508	418,459	418,459	50,000	-	50,000
Total Expenditures	232,418	512,313	436,359	98,900	-	98,900
Revenues Over/(Under) Expenditures	135,501	(258,488)	(182,534)	154,925	-	154,925
Cash Equivalent Fund Balance - Beginning	626,342	761,842	761,842	579,308	-	579,308
Cash Equivalent Fund Balance - Ending	\$ 761,842	\$ 503,354	\$ 579,308	\$ 734,233	\$ -	\$ 734,233

## Mission Statement

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

## Programs of Service

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

The Waco Public Improvement District Number One (PID1) was formed by a petition of the property owners that was authorized by City Council in October 2012 for fifteen years under municipal management. The general nature of the proposed improvements and/or enhanced services in the PID1 are over seen by the PID1 Advisory board and recommendations on those services typically come forward to the board through the efforts of three main committees:

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

The proposed services are supplemental to the existing level of city services and/or improvements and constitute an added increment to improvements and/or services offered to taxpayers generally. The City continues to provide standard services and improvements in the District as they are currently provided throughout the city. The assessment on real property (including structures or other improvements) located within the PID1 is \$0.10 per \$100 valuation as determined by McLennan County Appraisal District. Assessment notices and payments are made via the McLennan County Tax Office. The PID1 Advisory Board consists primarily of property owners from the PID1 district (as required by statute) and this board makes recommendations to City Council on the expenditures of the PID assessments for improvements in the PID1 district. The PID1 Board must annually recommend a service plan and budget for the fiscal year which must be approved by City Council. That plan and budget are adopted after a public hearing at which anyone can speak. PID1 Board meetings are held monthly (except for December, March, and July) and are open to the public as well

## Programs of Service and Fiscal Year 21 Objectives

PID1's services are delivered through three divisions. Each is guided by a committee of Board members and other volunteers. The programs of service and fiscal year 2021 objects are organized below by division:

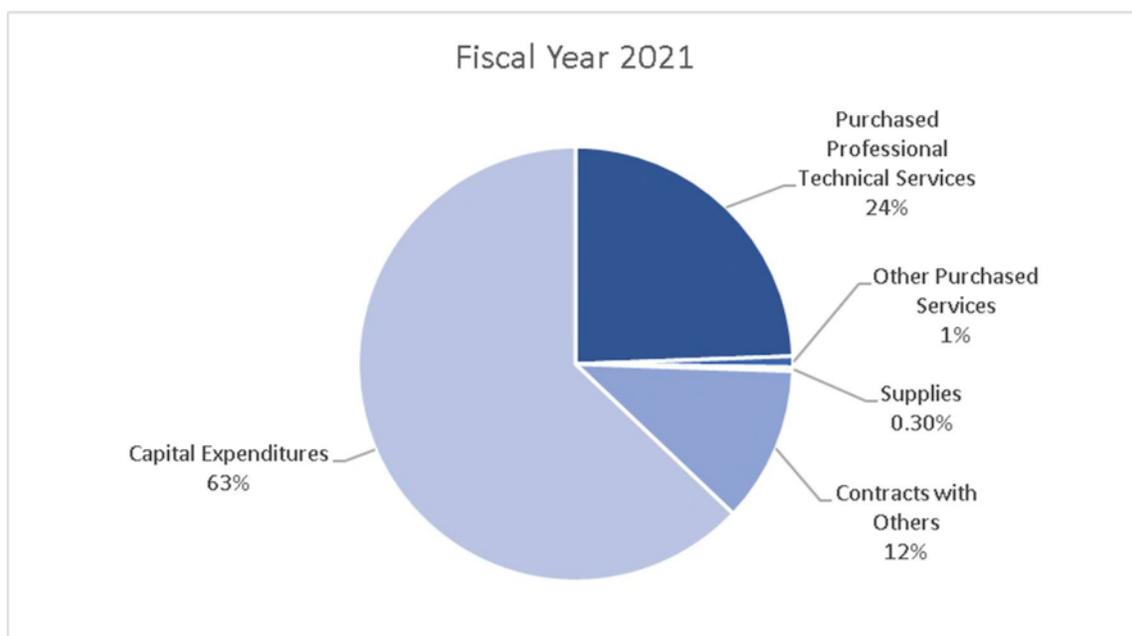
- Design and Service Delivery
  - Clean and Safe - Provide landscaping/maintenance services, nightly security services, bird abatement services, reporting services, and graffiti remediation services using an improved work order management system
  - Clean and Safe – Identify blocks for acceptance into the sidewalk maintenance program and provide service on sidewalks already identified
  - Parking and Wayfinding – Secure updated parking demand model
  - Parking and Wayfinding – Investigate parking enforcement models and make a recommendation regarding which model to pursue
  - Transportation – Advocate for PID stakeholders in the development of transportation systems downtown



- Planning – Provide input that is integrated into the process of planning and designing public improvements
- Beautification and Enhancement – Work with partners to implement expanded holiday décor program
- Marketing and Merchant Support
  - Marketing – Operate staffed downtown website and robust social media accounts
  - Marketing – Increase advertising efforts to focus on wooing locals into Downtown Waco
  - Merchant Support – Develop and execute new business retentions strategy, including retention assessments, various merchant input options, and data/statistical development
  - Merchant Support – Identify additional merchant support programs based upon business retention strategy outcomes
  - Programming – Identify and pursue supporting programming that increases diversity, reduces gaps in offerings, and/or increases positive impacts to businesses by advising or financially supporting entities who create programming
  - Single Point of Contact - Resolve calls for service while reaching or exceeding resolution/satisfaction benchmarks
- Organization Leadership and Planning
  - Manage PID1 Operations

## FY21 Budget Changes

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Purchased Professional Technical Services	389,172	500,006	280,367	451,903	-	451,903
Other Purchased Services	20,456	51,000	300	15,000	-	15,000
Supplies	3,680	11,000	-	5,500	-	5,500
Contracts with Others	147,000	173,000	207,000	214,000	-	214,000
Capital Expenditures	20,060	777,833	-	1,164,063	-	1,164,063
<b>Total</b>	<b>580,367</b>	<b>1,512,839</b>	<b>487,667</b>	<b>1,850,466</b>	<b>-</b>	<b>1,850,466</b>



CITY OF WACO  
PUBLIC IMPROVEMENT DISTRICT #1 FUND  
INCOME STATEMENT

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Special Assessment	\$ 560,431	\$ 607,006	\$ 624,759	\$ 646,403	\$ -	\$ 646,403
Interest on Investments	26,032	10,000	15,000	800	-	800
Contributions	-	-	57	-	-	-
Other	93,768	35,000	9,873	35,000	-	35,000
Operating Revenues	680,231	652,006	649,689	682,203	-	682,203
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	680,231	652,006	649,689	682,203	-	682,203
<b>EXPENDITURES</b>						
Purchased Professional Technical Services	\$ 389,172	\$ 500,006	\$ 280,367	\$ 451,903	\$ -	\$ 451,903
Other Purchased Services	20,456	51,000	300	15,000	-	15,000
Supplies	3,680	11,000	-	5,500	-	5,500
Contracts with Others	147,000	173,000	207,000	214,000	-	214,000
Capital Expenditures	20,060	777,833	-	1,164,063	-	1,164,063
Departmental Expenditures	580,367	1,512,839	487,667	1,850,466	-	1,850,466
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	580,367	1,512,839	487,667	1,850,466	-	1,850,466
Revenues Over/(Under) Expenditures	99,864	(860,833)	162,022	(1,168,263)	-	(1,168,263)
Cash Equivalent Fund Balance - Beginning	906,376	1,006,241	1,006,241	1,168,263	-	1,168,263
Cash Equivalent Fund Balance - Ending	\$ 1,006,241	\$ 145,408	\$ 1,168,263	\$ (0)	\$ -	\$ (0)

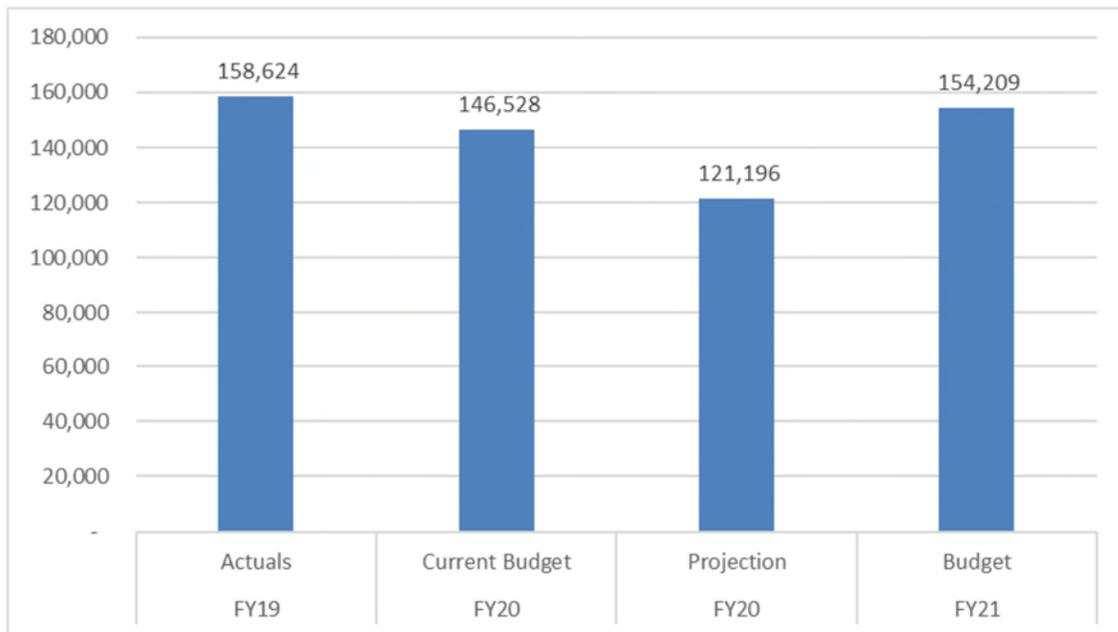
## Court Security Fund

The City collects a \$4.90 fee from each defendant found guilty of a misdemeanor. Pursuant to Article 102.017 of the Texas Code of Criminal Procedure, revenues generated from this fee must be deposited into a special revenue fund. The money collected may be used only to fund court security and, security personnel, or other security measures.

## Court Technology Fund

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

Fund/Department/Division	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
21011901-COURT SECURITY	143,789	116,446	91,114	117,835	-	117,835
21021901-COURT TECHNOLOGY	14,835	30,082	30,082	36,374	-	36,374
<b>Total</b>	<b>158,624</b>	<b>146,528</b>	<b>121,196</b>	<b>154,209</b>	<b>-</b>	<b>154,209</b>



**CITY OF WACO  
COURT SECURITY  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Fines	\$ 34,432	\$ 37,707	\$ 22,000	\$ 30,000	\$ -	\$ 30,000
Operating Revenues	34,432	37,707	22,000	30,000	-	30,000
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	34,432	37,707	22,000	30,000	-	30,000
<b>EXPENDITURES</b>						
Purchased Professional Technical Services	\$ 9,338	\$ 10,260	\$ 10,260	\$ 11,760	\$ -	\$ 11,760
Other Purchased Services	-	-	-	1,200	-	1,200
Supplies	960	1,500	1,500	-	-	-
Capital Expenditures	49,710	-	-	-	-	-
Departmental Expenditures	60,008	11,760	11,760	12,960	-	12,960
Transfers Out	83,781	104,686	79,354	104,875	-	104,875
Non-departmental Expenditures	83,781	104,686	79,354	104,875	-	104,875
Total Expenditures	143,789	116,446	91,114	117,835	-	117,835
Revenues Over/(Under) Expenditures	(109,356)	(78,739)	(69,114)	(87,835)	-	(87,835)
Cash Equivalent Fund Balance - Beginning	306,980	197,623	197,623	128,509	-	128,509
Unassigned Fund Balance - Ending	\$ 197,623	\$ 118,884	\$ 128,509	\$ 40,674	\$ -	\$ 40,674

**CITY OF WACO  
COURT TECHNOLOGY  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Fines	\$ 45,903	\$ 48,000	\$ 25,000	\$ 34,000	\$ -	\$ 34,000
Operating Revenues	45,903	48,000	25,000	34,000	-	34,000
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	45,903	48,000	25,000	34,000	-	34,000
<b>EXPENDITURES</b>						
Purchased Professional Technical Services	\$ 2,278	\$ 5,229	\$ 5,229	\$ 5,000	\$ -	\$ 5,000
Maintenance	172	17,353	17,353	18,174	-	18,174
Supplies	5,180	7,500	7,500	13,200	-	13,200
Capital Expenditures	7,207	-	-	-	-	-
Departmental Expenditures	14,835	30,082	30,082	36,374	-	36,374
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	14,835	30,082	30,082	36,374	-	36,374
Revenues Over/(Under) Expenditures	31,068	17,918	(5,082)	(2,374)	-	(2,374)
Cash Equivalents Fund Balance - Beginning	67,807	98,875	98,875	93,793	-	93,793
Cash Equivalents Fund Balance - Ending	\$ 98,875	\$ 116,793	\$ 93,793	\$ 91,419	\$ -	\$ 91,419



# Enterprise Funds



Fund	Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
60-WATER DEPARTMENT	50006003-WATER - TRANSMISSN & DISTRIBUT	7,761,023	7,224,402	6,225,145	6,043,319	415,000	6,458,319
60-WATER DEPARTMENT	50006004-WATER - TREATMENT	8,164,797	8,314,094	8,314,094	8,137,391	130,000	8,267,391
60-WATER DEPARTMENT	50006005-WATER - LAB	(118,171)	1,161,939	1,161,939	1,064,689	50,000	1,114,689
60-WATER DEPARTMENT	50006006-WATER - SOURCE OF SUPPLY	812,191	1,151,979	1,151,979	1,257,800	-	1,257,800
60-WATER DEPARTMENT	50006007-WATER - METER SHOP	1,370,694	1,510,029	1,510,029	1,610,052	30,000	1,640,052
60-WATER DEPARTMENT	50006008-WATER - WETLANDS	-	-	-	280,465	-	280,465
60-WATER DEPARTMENT	50006010-WATER - GENERAL & ADMINISTRATN	28,227,953	30,664,222	29,438,796	31,006,250	-	31,006,250
60-WATER DEPARTMENT	50006011-WATER - CUSTOMER ACCOUNT EXP	1,178,091	2,608,607	2,608,607	2,806,025	75,000	2,881,025
60-WATER DEPARTMENT	DEBT SERVICE COVERAGE	-	-	-	2,787,808	-	2,787,808
<b>60-WATER DEPARTMENT TOTAL</b>		<b>47,396,578</b>	<b>52,635,272</b>	<b>50,410,589</b>	<b>54,993,798</b>	<b>700,000</b>	<b>55,693,798</b>
61-WASTEWATER DEPARTMENT	51006103-WASTEWATER - COLLECTION	6,341,265	7,555,673	6,984,730	5,663,828	640,000	6,303,828
61-WASTEWATER DEPARTMENT	51006104-WASTEWATER - TREATMT & DISPSL	7,132,188	6,970,212	6,498,278	9,496,712	-	9,496,712
61-WASTEWATER DEPARTMENT	51006105-WASTEWATER - ENVIRONMENTAL	395,081	413,116	413,116	434,631	-	434,631
61-WASTEWATER DEPARTMENT	51006110-WASTEWATER - GENERAL & ADMIN	19,121,596	20,784,276	20,784,276	21,096,072	-	21,096,072
61-WASTEWATER DEPARTMENT	DEBT SERVICE COVERAGE	-	-	-	2,066,575	-	2,066,575
<b>61-WASTEWATER DEPARTMENT TOTAL</b>		<b>32,990,130</b>	<b>35,723,277</b>	<b>34,680,400</b>	<b>38,757,818</b>	<b>640,000</b>	<b>39,397,818</b>
62-WACO METRO AREA SEWER SYS	51606204-WMARSS CENTRAL PLANT OPERATION	7,570,229	7,648,001	7,372,004	6,922,051	1,550,000	8,472,051
62-WACO METRO AREA SEWER SYS	51606205-WMARSS BULL HIDE PLANT	510,691	614,128	614,128	792,265	-	792,265
62-WACO METRO AREA SEWER SYS	51606210-WMARSS GENERAL ADMINISTRATION	1,020,690	2,058,464	1,119,809	1,619,523	-	1,619,523
62-WACO METRO AREA SEWER SYS	BUDGETED CAPITAL	-	-	-	1,953,191	-	1,953,191
<b>62-WACO METRO AREA SEWER SYS TOTAL</b>		<b>9,101,610</b>	<b>10,320,593</b>	<b>9,105,941</b>	<b>11,287,030</b>	<b>1,550,000</b>	<b>12,837,030</b>
<b>Grand Total</b>		<b>89,488,318</b>	<b>98,679,142</b>	<b>94,196,930</b>	<b>105,038,647</b>	<b>2,890,000</b>	<b>107,928,647</b>



## Mission Statement

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

## Departmental Overview

Water Utility Services provides water services to the citizens of Waco and surrounding communities and water supply corporations. There are seven divisions on the water side: Water Office, Water Distribution, Water Treatment, Water Quality Laboratory, Source of Supply/Watershed, Lake Waco Wetlands, 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 196 highly skilled employees with most operational staff holding professional licenses. The department is recognized for its training and innovation in maximizing personnel, equipment, and other resources.

## Programs of Service

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

## FY21 Objectives

- Completion of Ritchie Road Water Tower
- Completion of the new Riverside Pump Station
- Completion of Advanced Metering Infrastructure Project

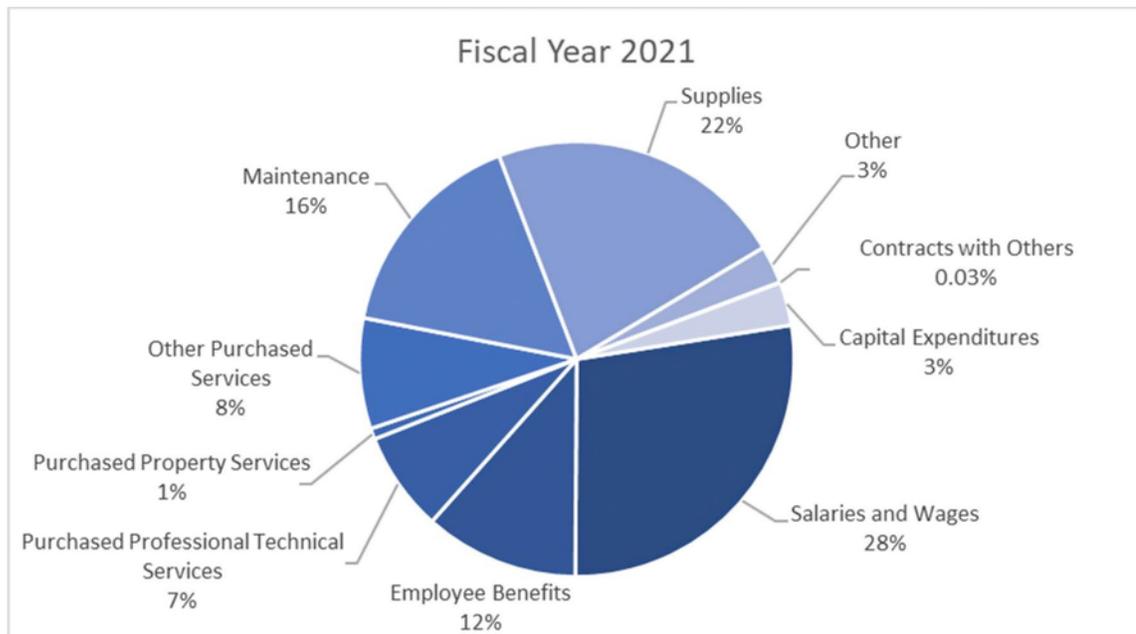
## FY21 Budget Changes

One-time funds of \$700,000 are included for four vehicles, freightliners (dump), sytea discrete analyzer, pneumatic tube upgrades, backhoe, miscellaneous tools, valves and pumps, camera upgrades, and chlorinator and analyzer.

# Water Utility Services Fund



Category	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projection	Base Budget	Changes	Budget
Salaries and Wages	5,030,485	6,086,212	5,372,500	6,012,050	-	6,012,050
Employee Benefits	2,490,205	2,489,411	2,303,866	2,504,470	-	2,504,470
Purchased Professional Technical Services	1,278,605	1,715,285	1,715,285	1,613,865	-	1,613,865
Purchased Property Services	164,182	160,800	160,800	177,080	-	177,080
Other Purchased Services	1,399,729	1,676,092	1,676,092	1,792,462	-	1,792,462
Maintenance	3,434,946	3,342,918	3,342,918	3,517,049	-	3,517,049
Supplies	4,282,287	4,730,777	4,730,777	4,845,542	-	4,845,542
Other	594,260	538,600	538,600	613,600	-	613,600
Contracts with Others	7,123	7,123	7,123	7,123	-	7,123
Capital Expenditures	2,229,251	2,180,536	955,110	-	700,000	700,000
Interdepartmental Billing	(314,706)	1,519,265	1,419,265	1,254,855	-	1,254,855
Indirect - Cost Allocation Overhead	2,264,764	2,260,136	2,260,136	2,660,936	-	2,660,936
Taxes (PILOT)	3,451,820	3,635,062	3,635,062	3,808,039	-	3,808,039
Business and occupation Fees (Enterprise Funds)	1,937,017	1,936,185	1,936,185	2,150,442	-	2,150,442
Transfers Out - Cash CIP	1,500,000	1,500,000	1,500,000	1,500,000	-	1,500,000
Transfers Out - Debt Service	17,646,610	18,856,870	18,856,870	19,748,478	-	19,748,478
Debt Service Coverage	-	-	-	2,787,808	-	2,787,808
<b>Total</b>	<b>47,396,578</b>	<b>52,635,272</b>	<b>50,410,589</b>	<b>54,993,798</b>	<b>700,000</b>	<b>55,693,798</b>



# Water Utility Services Fund



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	8510-146	DIRECTOR OF UTILITIES	0.5000	0.5000	
Supervision	8510-146	DIRECTOR OF UTILITIES			0.5000
Supervision	8515-134	UTILITIES OPERATIONS MANAGER	0.6700	0.6700	
Supervision	8515-134	UTILITIES OPERATIONS MANAGER			0.6600
Supervision	8516-133	UTILITIES PLANT OPERATIONS MANAGER	0.5000	0.5000	
Supervision	8516-133	UTILITIES PLANT OPERATIONS MANAGER			0.5000
Supervision	8517-130	UTILITIES CONSTRUCTION PROJECT MANAGER			0.5000
Supervision	8520-131	UTILITIES PROJECT ADMINISTRATOR			0.5000
Supervision	8610-138	DEPUTY DIRECTOR OF UTILITIES	0.3300	0.3300	
Supervision	8610-138	DEPUTY DIRECTOR OF UTILITIES			0.3300
Supervision	8620-130	UTILITIES CUSTOMER SERVICE MANAGER	1.0000	1.0000	
Supervision	8620-130	UTILITIES CUSTOMER SERVICE MANAGER			1.0000
Supervision	8630-123	UTILITIES CUSTOMER SERVICE SUPERVISOR	3.5000	3.5000	
Supervision	8630-123	UTILITIES CUSTOMER SERVICE SUPERVISOR			3.5000
Supervision	8670-123	UTILITIES SAFETY/RMG SUPERVISOR	0.5000	0.5000	
Supervision	8670-123	UTILITIES SAFETY/RMG SUPERVISOR			0.5000
Supervision	8720-124	WATER/WASTEWATER TREATMENT PLANT SUPERVISOR	1.0000	1.0000	
Supervision	8720-124	WATER/WASTEWATER TREATMENT PLANT SUPERVISOR			1.0000
Supervision	8920-131	WATER TREATMENT PLANT SUPERINTENDENT			1.0000
Supervision	8920-131	WATER TREATMENT PLANT SUPERINTENDENT	1.0000	1.0000	
Supervision	8930-124	WATER/WASTEWATER PLANT MAINTENANCE SUPERVISOR-CDL	1.0000	1.0000	
Supervision	8930-124	WATER/WASTEWATER PLANT MAINTENANCE SUPERVISOR-CDL			1.0000
Supervision	9010-131	DISTRIBUTION/COLLECTION SUPERINTENDENT	0.5000	0.5000	
Supervision	9010-131	DISTRIBUTION/COLLECTION SUPERINTENDENT			0.5000
Supervision	9020-124	DISTRIBUTION/COLLECTION SUPERVISOR-CDL	3.0000	3.0000	
Supervision	9020-124	DISTRIBUTION/COLLECTION SUPERVISOR-CDL			3.0000
Supervision	9110-123	METER SERVICES SUPERVISOR			1.0000
Supervision	9110-123	METER SERVICES SUPERVISOR	1.0000	1.0000	
Supervision	9220-124	UTILITIES LAB SUPERVISOR	1.0000	1.0000	
Supervision	9220-124	UTILITIES LAB SUPERVISOR			1.0000
Professional Technical	2606-136	PROJECT ENGINEER			1.5000
Professional Technical	2616-132	ENGINEER			0.5000
Professional Technical	2624-127	ENGINEER IN TRAINING			0.6600
Professional Technical	8530-127	UTILITIES FINANCE OFFICER			0.5000
Professional Technical	8535-125	UTILITIES DATA ANALYST			0.5000
Professional Technical	8550-126	WATERSHED/ENVIRONMENTAL COMPLIANCE COORDINATOR			0.3300
Professional Technical	8660-123	UTILITIES PUBLIC INFORMATION & COMMUNICATIONS COORDINATOR			0.5000
Professional Technical	8680-123	WETLANDS PROGRAM COORDINATOR			1.0000
Professional Technical	8990-218	SCADA TECHNICIAN			1.0000
Professional Technical	9225-123	LABORATORY PROGRAM COORDINATOR			1.0000
Professional Technical	9230-220	ENVIRONMENTAL LAB ANALYST			7.0000
Office Clerical	8640-217	UTILITIES CSR			21.5000
Office Clerical	8690-215	BACKFLOW/CCP COORD			0.5000
Office Clerical	9240-215	UTILITIES LAB ADMIN			1.0000
Labor Operations	8760-217	PLANT MAINTENANCE OPERATOR-CDL	9.0000	9.0000	
Labor Operations	8770-222	PLANT MAINTENANCE CREW LEADER-CDL	2.0000	2.0000	
Labor Operations	8960-222	WATER TREATMENT PLANT OPERATOR LEAD	2.0000	2.0000	
Labor Operations	8970-217	WATER TREATMENT PLANT OPERATOR	17.0000	17.0000	
Labor Operations	9030-222	DISTRIBUTION/COLLECTION CREW LEAD-CDL	8.0000	8.0000	
Labor Operations	9050-218	DISTRIBUTION/COLLECTION OPERATOR-CDL	17.5000	17.5000	
Labor Operations	9060-215	UTILITIES MAINTENANCE WORKER-CDL	10.0000	10.0000	
Labor Operations	9130-213	METER SERVICES TECHNICIAN-CDL	3.0000	3.0000	
Labor Operations	9140-208	UTILITIES COURIER	0.5000	0.5000	
Labor Operations	9230-220	ENVIRONMENTAL LAB ANALYST	8.0000	8.0000	



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Labor Maintenance	8760-217	PLANT MAINTENANCE OPERATOR-CDL			9.0000
Labor Maintenance	8770-222	PLANT MAINTENANCE CREW LEADER-CDL			2.0000
Labor Maintenance	8960-222	WATER TREATMENT PLANT OPERATOR LEAD			2.0000
Labor Maintenance	8970-217	WATER TREATMENT PLANT OPERATOR			18.0000
Labor Maintenance	8990-218	SCADA TECHNICIAN	2.0000	2.0000	
Labor Maintenance	9030-222	DISTRIBUTION/COLLECTION CREW LEAD-CDL			8.0000
Labor Maintenance	9050-218	DISTRIBUTION/COLLECTION OPERATOR-CDL			16.5000
Labor Maintenance	9060-215	UTILITIES MAINTENANCE WORKER-CDL			11.0000
Labor Maintenance	9130-213	METER SERVICES TECHNICIAN-CDL			2.0000
Labor Maintenance	9140-208	UTILITIES COURIER			0.5000
Clerical and Professional	2606-136	PROJECT ENGINEER	1.5000	1.5000	
Clerical and Professional	8115-129	PROJECT MANAGER	0.6600	0.6600	
Clerical and Professional	8517-130	UTILITIES CONSTRUCTION PROJECT MANAGER	0.5000	0.5000	
Clerical and Professional	8520-131	UTILITIES PROJECT ADMINISTRATOR	0.5000	0.5000	
Clerical and Professional	8530-127	UTILITIES FINANCE OFFICER	0.5000	0.5000	
Clerical and Professional	8535-125	UTILITIES DATA ANALYST	0.5000	0.5000	
Clerical and Professional	8550-126	WATERSHED/ENVIRONMENTAL COMPLIANCE COORDINATOR	0.3300	0.3300	
Clerical and Professional	8640-217	UTILITIES CUSTOMER SERVICE REPRESENTATIVE	18.5000	18.5000	
Clerical and Professional	8660-123	UTILITIES PUBLIC INFORMATION AND COMMUNICATIONS COORDINATOR	0.5000	0.5000	
Clerical and Professional	8680-123	WETLANDS PROGRAM COORDINATOR	1.0000	1.0000	
Clerical and Professional	8690-215	BACKFLOW PREVENTION/CCP PROGRAM COORDINATOR	0.5000	0.5000	
Clerical and Professional	9240-215	UTILITIES LAB ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
<b>Grand Total</b>			<b>120.4900</b>	<b>120.4900</b>	<b>122.9800</b>

**CITY OF WACO  
WATER FUND O&M  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 921,115	\$ 468,802	\$ 333,927	\$ 48,000	\$ -	\$ 48,000
Contributions	100,043	-	-	-	-	-
Charges for Services	48,425,414	48,404,625	48,404,625	53,761,060	-	53,761,060
Other	590,427	292,393	363,393	292,393	-	292,393
Operating Revenues	50,036,998	49,165,820	49,101,945	54,101,453	-	54,101,453
Interdepartmental Billing	-	1,390,519	1,390,519	1,447,303	-	1,447,303
Transfers In	-	1,225,426	-	-	145,042	145,042
Indirect - Cost Allocation Overhead	1,951	-	-	-	-	-
Non-operating Revenues	1,951	-	-	-	-	-
Total Revenues	50,038,949	51,781,765	50,492,464	55,548,756	145,042	55,693,798
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 5,030,485	\$ 6,086,212	\$ 5,372,500	\$ 6,012,050	\$ -	\$ 6,012,050
Employee Benefits	2,490,205	2,489,411	2,303,866	2,504,470	-	2,504,470
Purchased Professional Technical Services	1,278,605	1,715,285	1,715,285	1,613,865	-	1,613,865
Purchased Property Services	164,182	160,800	160,800	177,080	-	177,080
Maintenance	3,434,946	3,342,918	3,342,918	3,517,049	-	3,517,049
Other Purchased Services	1,399,729	1,676,092	1,676,092	1,792,462	-	1,792,462
Supplies	4,282,287	4,730,777	4,730,777	4,845,542	-	4,845,542
Other	594,260	538,600	538,600	613,600	-	613,600
Contracts with Others	7,123	7,123	7,123	7,123	-	7,123
Capital Expenditures	2,229,251	2,180,536	955,110	-	700,000	700,000
Departmental Expenditures	20,911,073	22,927,754	20,803,071	21,083,241	700,000	21,783,241
Business and occupation Fees (Enterprise Funds)	1,937,017	1,936,185	1,936,185	2,150,442	-	2,150,442
Indirect - Cost Allocation Overhead	2,264,764	2,260,136	2,260,136	2,660,936	-	2,660,936
Interdepartmental Billing	(314,706)	1,519,265	1,419,265	1,254,855	-	1,254,855
Taxes (PILOT)	3,451,820	3,635,062	3,635,062	3,808,039	-	3,808,039
Transfers Out - Cash CIP	1,500,000	1,500,000	1,500,000	1,500,000	-	1,500,000
Transfers Out - Debt Service	17,646,610	18,856,870	18,856,870	19,748,478	-	19,748,478
Debt Service Coverage	-	-	-	2,787,808	-	2,787,808
Non-departmental Expenditures	26,485,505	29,707,518	29,607,518	33,910,558	-	33,910,558
Total Expenditures	47,396,578	52,635,272	50,410,589	54,993,798	700,000	55,693,798
Revenues Over/(Under) Expenditures	2,642,371	(853,507)	81,875	554,958	(554,958)	(0)
Cash Equivalent Fund Balance - Beginning	35,203,479	37,845,850	37,845,850	37,927,725	-	37,927,725
Cash Equivalent Fund Balance - Ending	\$ 37,845,850	\$ 36,992,343	\$ 37,927,725	\$ 38,482,683	\$ (554,958)	\$ 37,927,725



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

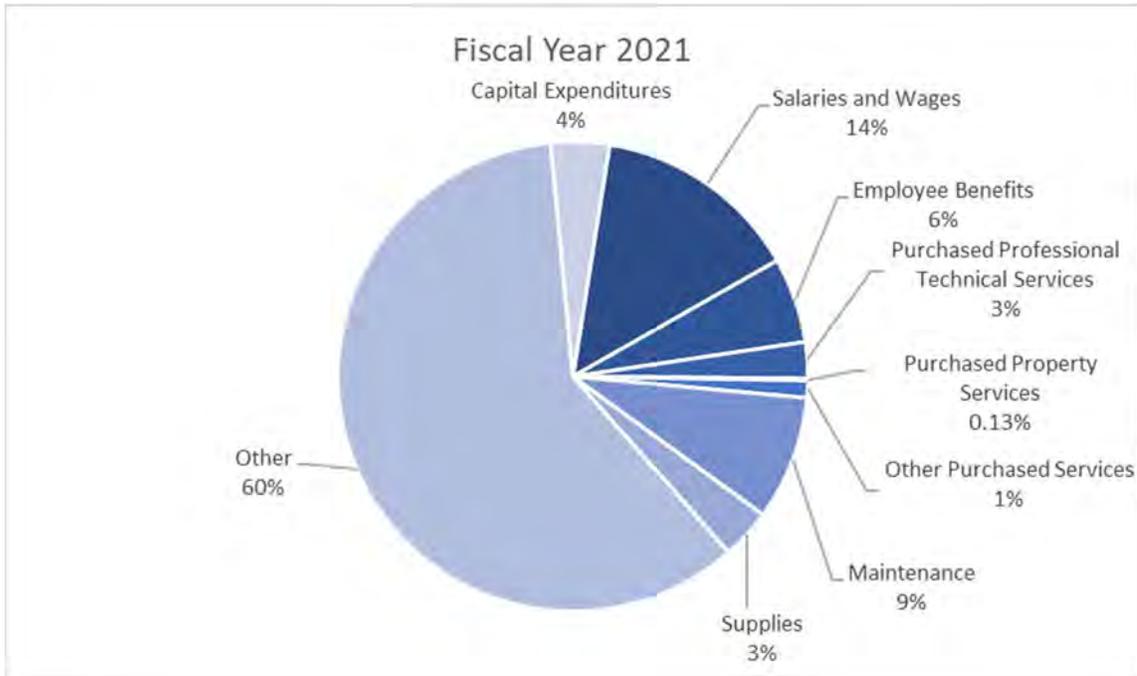
## FY21 Objective

- Complete Hwy 84 sewer line from Harris Creek Rd. to Val Verde Rd. (Project 3A)
- Begin construction on Church Rd. lift station, force main, and Cloice Creek lift station (Project 2A)
- Begin design on the first phase of China Spring sewer project

## FY21 Budget Changes

One-time funds of \$640,000 are included for freightliners, one vehicle, backhoe, bypass pump replacement, and miscellaneous equipment.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,795,356	2,352,592	1,974,541	2,273,301	-	2,273,301
Employee Benefits	1,010,114	953,563	860,671	934,526	-	934,526
Purchased Professional Technical Services	485,867	515,773	515,773	398,600	-	398,600
Purchased Property Services	24,644	19,125	19,125	21,188	-	21,188
Other Purchased Services	186,653	171,002	171,002	188,393	-	188,393
Maintenance	2,199,607	1,349,186	1,349,186	1,363,817	-	1,363,817
Supplies	454,072	433,029	433,029	551,611	-	551,611
Other	7,182,620	7,030,427	6,558,493	9,556,927	-	9,556,927
Capital Expenditures	230,693	1,582,300	1,582,300	-	640,000	640,000
Interdepartmental Billing	1,757,038	2,307,706	2,207,706	2,071,627	-	2,071,627
Indirect - Cost Allocation Overhead	1,556,504	1,319,748	1,319,748	1,359,038	-	1,359,038
Taxes (PILOT)	960,784	1,029,531	1,029,531	1,057,215	-	1,057,215
Business and occupation Fees (Enterprise Funds)	1,354,757	1,382,192	1,382,192	1,557,325	-	1,557,325
Transfers Out - Cash CIP	1,000,000	1,000,000	1,000,000	1,000,000	-	1,000,000
Transfers Out - Debt Service	12,791,421	14,277,103	14,277,103	14,357,675	-	14,357,675
Debt Service Coverage	-	-	-	2,066,575	-	2,066,575
<b>Total</b>	<b>32,990,130</b>	<b>35,723,277</b>	<b>34,680,400</b>	<b>38,757,818</b>	<b>640,000</b>	<b>39,397,818</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	8510-146	DIRECTOR OF UTILITIES	0.5000	0.5000	0.5000
Supervision	8515-134	UTILITIES OPERATIONS MANAGER	0.3300	0.3300	0.3400
Supervision	8517-130	UTILITIES CONSTRUCTION PROJECT MANAGER			0.2500
Supervision	8520-131	UTILITIES PROJECT ADMINISTRATOR			0.2500
Supervision	8560-124	PRETREATMENT/ENVIRONMENTAL COMPLIANCE COORDINATOR	1.0000	1.0000	
Supervision	8610-138	DEPUTY DIRECTOR OF UTILITIES	0.3300	0.3300	0.3300
Supervision	8630-123	UTILITIES CUSTOMER SERVICE SUPERVISOR	0.5000	0.5000	0.5000
Supervision	8670-123	UTILITIES SAFETY/RMG SUPERVISOR	0.2500	0.2500	0.2500
Supervision	9010-131	DISTRIBUTION/COLLECTION SUPERINTENDENT	0.5000	0.5000	0.5000
Supervision	9020-124	DISTRIBUTION/COLLECTION SUPERVISOR-CDL	1.0000	1.0000	1.0000
Professional Technical	2606-136	PROJECT ENGINEER			0.2500
Professional Technical	2616-132	ENGINEER			0.5000
Professional Technical	2624-127	ENGINEER IN TRAINING			0.3400
Professional Technical	7043-220	ENVIRONMENTAL INSPECTOR			2.0000
Professional Technical	8530-127	UTILITIES FINANCE OFFICER			0.5000
Professional Technical	8535-125	UTILITIES DATA ANALYST			0.5000
Professional Technical	8550-126	WATERSHED/ENVIRONMENTAL COMPLIANCE COORDINATOR			0.3300
Professional Technical	8560-124	PRETREATMENT/ENVIRONMENTAL COMPLIANCE COORDINATOR			1.0000
Professional Technical	8660-123	UTILITIES PUBLIC INFORMATION AND COMMUNICATIONS COORDINATOR			0.5000
Professional Technical	8990-218	SCADA TECHNICIAN			1.0000
Office Clerical	8640-217	UTILITIES CUSTOMER SERVICE REPRESENTATIVE			2.5000
Office Clerical	8690-215	BACKFLOW PREVENTION/CCP PROGRAM COORDINATOR			0.5000
Labor Operations	7043-220	ENVIRONMENTAL INSPECTOR	2.0000	2.0000	
Labor Operations	8760-217	PLANT MAINTENANCE OPERATOR-CDL	6.0000	6.0000	
Labor Operations	9030-222	DISTRIBUTION/COLLECTION CREW LEAD-CDL	6.0000	6.0000	
Labor Operations	9050-218	DISTRIBUTION/COLLECTION OPERATOR-CDL	12.5000	12.5000	
Labor Operations	9060-215	UTILITIES MAINTENANCE WORKER-CDL	7.0000	7.0000	
Labor Operations	9140-208	UTILITIES COURIER	0.5000	0.5000	
Labor Maintenance	8760-217	PLANT MAINTENANCE OPERATOR-CDL			6.0000
Labor Maintenance	8990-218	SCADA TECHNICIAN	1.0000	1.0000	
Labor Maintenance	9030-222	DISTRIBUTION/COLLECTION CREW LEAD-CDL			6.0000
Labor Maintenance	9050-218	DISTRIBUTION/COLLECTION OPERATOR-CDL			12.5000
Labor Maintenance	9060-215	UTILITIES MAINTENANCE WORKER-CDL			6.0000
Labor Maintenance	9140-208	UTILITIES COURIER			0.5000
Clerical and Professional	2606-136	PROJECT ENGINEER	0.2500	0.2500	
Clerical and Professional	8115-129	PROJECT MANAGER	0.3400	0.3400	
Clerical and Professional	8517-130	UTILITIES CONSTRUCTION PROJECT MANAGER	0.2500	0.2500	
Clerical and Professional	8520-131	UTILITIES PROJECT ADMINISTRATOR	0.2500	0.2500	
Clerical and Professional	8530-127	UTILITIES FINANCE OFFICER	0.5000	0.5000	
Clerical and Professional	8535-125	UTILITIES DATA ANALYST	0.5000	0.5000	
Clerical and Professional	8550-126	WATERSHED/ENVIRONMENTAL COMPLIANCE COORDINATOR	0.3300	0.3300	
Clerical and Professional	8640-217	UTILITIES CUSTOMER SERVICE REPRESENTATIVE	2.5000	2.5000	
Clerical and Professional	8660-123	UTILITIES PUBLIC INFORMATION AND COMMUNICATIONS COORDINATOR	0.5000	0.5000	
Clerical and Professional	8690-215	BACKFLOW PREVENTION/CCP PROGRAM COORDINATOR	0.5000	0.5000	
<b>Grand Total</b>			<b>45.3300</b>	<b>45.3300</b>	<b>44.8400</b>

**CITY OF WACO  
WASTEWATER FUND O&M  
INCOME STATEMENT**

	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projections	Base Budget	Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 330,760	\$ 57,529	\$ 138,390	\$ 23,000	\$ -	\$ 23,000
Other	8,650	-	-	-	-	-
Charges for Services	33,868,919	34,554,809	34,554,809	38,933,133	-	38,933,133
Operating Revenues	34,208,328	34,612,338	34,693,199	38,956,133	-	38,956,133
Transfers In	-	369,047	369,047	368,743	72,943	441,686
Non-operating Revenues	-	369,047	369,047	368,743	72,943	441,686
Total Revenues	34,208,328	34,981,385	35,062,246	39,324,876	72,943	39,397,819
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 1,795,356	\$ 2,352,592	\$ 1,974,541	\$ 2,273,301	\$ -	\$ 2,273,301
Employee Benefits	1,010,114	953,563	860,671	934,526	-	934,526
Purchased Professional Technical Services	485,867	515,773	515,773	398,600	-	398,600
Purchased Property Services	24,644	19,125	19,125	21,188	-	21,188
Maintenance	2,199,607	1,349,186	1,349,186	1,363,817	-	1,363,817
Other Purchased Services	186,653	171,002	171,002	188,393	-	188,393
Supplies	454,072	433,029	433,029	551,611	-	551,611
Other	7,182,620	7,030,427	6,558,493	9,556,927	-	9,556,927
Capital Expenditures	230,693	1,582,300	1,582,300	-	640,000	640,000
Departmental Expenditures	13,569,626	14,406,997	13,464,120	15,288,363	640,000	15,928,363
Interdepartmental Billing	1,757,038	2,307,706	2,207,706	2,071,627	-	2,071,627
Indirect - Cost Allocation Overhead	1,556,504	1,319,748	1,319,748	1,359,038	-	1,359,038
Business and occupation Fees (Enterprise Funds)	1,354,757	1,382,192	1,382,192	1,557,325	-	1,557,325
Taxes (PILOT)	960,784	1,029,531	1,029,531	1,057,215	-	1,057,215
Transfers Out - Cash CIP	1,000,000	1,000,000	1,000,000	1,000,000	-	1,000,000
Transfers Out - Debt Service	12,791,421	14,277,103	14,277,103	14,357,675	-	14,357,675
Debt Service Coverage	-	-	-	2,066,575	-	2,066,575
Non-departmental Expenditures	19,420,504	21,316,280	21,216,280	23,469,455	-	23,469,455
Total Expenditures	32,990,130	35,723,277	34,680,400	38,757,818	640,000	39,397,818
Revenues Over/(Under) Expenditures	1,218,199	(741,892)	381,846	567,058	(567,057)	-
Cash Equivalent Fund Balance - Beginning	11,783,518	22,501,716	22,501,716	22,883,563	-	22,883,563
Cash Equivalent Fund Balance - Beginning	\$ 13,001,716	\$ 21,759,825	\$ 22,883,563	\$ 23,450,620	\$ (567,057)	\$ 22,883,563

## Mission Statement

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

## Departmental Overview

WMARSS was 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 assets of WMARSS were transferred to the City of Waco on October 1, 2019. The City of Waco operates and maintains all 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.

WMARSS is comprised of three divisions; Central Wastewater Treatment Plant (Central Plant), Bull Hide Creek Wastewater Treatment Plant (Bull Hide Plant), and Administration. The Central Plant treats an average daily inflow of 25 million gallons and has a permitted treatment capacity of 45 million gallons a day. 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. The Bull Hide Plant treats an average daily inflow of 800,000 gallons and has a permitted treatment capacity of 1.5 million gallons a day.

## Programs of Service

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

## FY21 Objectives

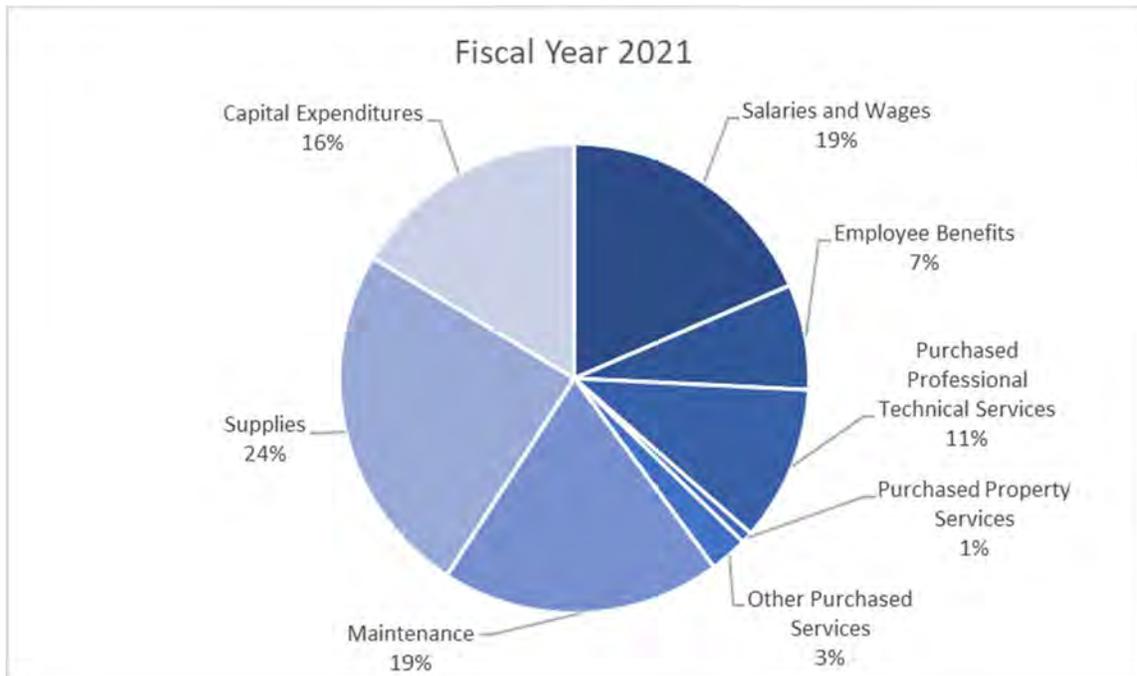
- Completion of Transfer Lift Station, Force Main, and Gravity Lines
- Completion of Rotary Drum Building
- Completion of Central Plant Blower Electrical Improvements

## FY21 Budget Changes

One-time funds of \$1,550,000 are included for a dryer drum replacement, fine screen, Woodway LS suction piping and slide gates, carver LS pump replacement, non-potable effluent pump replacement, and UTV.



Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,561,590	1,868,053	1,659,375	1,749,129	-	1,749,129
Employee Benefits	589,407	715,730	648,411	685,942	-	685,942
Purchased Professional Technical Services	1,023,016	1,110,441	1,110,441	1,010,000	-	1,010,000
Purchased Property Services	78,716	62,417	62,417	74,415	-	74,415
Other Purchased Services	459,346	228,058	228,058	245,052	-	245,052
Maintenance	1,577,917	1,528,082	1,528,082	1,822,236	-	1,822,236
Supplies	2,296,477	2,111,900	2,111,900	2,309,016	-	2,309,016
Other	173,690	-	-	-	-	-
Capital Expenditures	744,983	1,711,312	772,657	-	1,550,000	1,550,000
Indirect - Cost Allocation Overhead	596,469	615,280	615,280	731,665	-	731,665
Interdepartmental Billing	-	272	272	301	-	301
Transfers Out	-	369,047	369,047	368,743	-	368,743
Transfers Out - Debt Service	-	-	-	337,340	-	337,340
Budgeted Capital	-	-	-	1,953,191	-	1,953,191
<b>Total</b>	<b>9,101,610</b>	<b>10,320,593</b>	<b>9,105,941</b>	<b>11,287,030</b>	<b>1,550,000</b>	<b>12,837,030</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	8516-133	UTILITIES PLANT OPERATIONS MANAGER	0.5000	0.5000	0.5000
Supervision	8517-130	UTILITIES CONSTRUCTION PROJECT MANAGER			0.2500
Supervision	8520-131	UTILITIES PROJECT ADMINISTRATOR			0.2500
Supervision	8610-138	DEPUTY DIRECTOR OF UTILITIES	0.3400	0.3400	0.3400
Supervision	8670-123	UTILITIES SAFETY/RMG SUPERVISOR	0.2500	0.2500	0.2500
Supervision	8705-131	WASTEWATER TREATMENT PLANT ADMINISTRATOR	1.0000	1.0000	1.0000
Supervision	8710-131	WASTEWATER TREATMENT PLANT SUPERINTENDENT	1.0000	1.0000	1.0000
Supervision	8720-124	WATER/WASTEWATER TREATMENT PLANT SUPERVISOR	1.0000	1.0000	1.0000
Supervision	8930-124	WATER/WASTEWATE PLANT MAINTENANCE SUPERVISOR-CDL			1.0000
Professional Technical	2606-136	PROJECT ENGINEER			0.2500
Professional Technical	7043-220	ENVIRONMENTAL INSPECTOR			2.0000
Professional Technical	8550-126	WATERSHED/ENVIRONMENTAL COMPLIANCE COORDINATOR			0.3400
Professional Technical	8730-222	WASTEWATER TREATMENT PLANT OPERATOR LEAD-CDL			1.0000
Professional Technical	8735-222	WW TRT PLT OP LD			1.0000
Office Clerical	8640-217	UTILITIES CUSTOMER SERVICE REPRESENTATIVE			1.0000
Labor Operations	7043-220	ENVIRONMENTAL INSPECTOR	2.0000	2.0000	
Labor Operations	8730-222	WASTEWATER TREATMENT PLANT OPERATOR LEAD-CDL	2.0000	2.0000	
Labor Operations	8740-220	SENIOR WASTEWATER TREATMENT PLANT OPERATOR-CDL	5.0000	5.0000	
Labor Operations	8750-217	WASTEWATER TREATMENT PLANT OPERATOR	16.0000	16.0000	
Labor Maintenance	8740-220	SENIOR WASTEWATER TREATMENT PLANT OPERATOR-CDL			2.0000
Labor Maintenance	8745-220	SR WW TRT PLT OPER			3.0000
Labor Maintenance	8750-217	WASTEWATER TREATMENT PLANT OPERATOR			15.0000
Clerical and Professional	2606-136	PROJECT ENGINEER	0.2500	0.2500	
Clerical and Professional	8517-130	UTILITIES CONSTRUCTION PROJECT MANAGER	0.2500	0.2500	
Clerical and Professional	8520-131	UTILITIES PROJECT ADMINISTRATOR	0.2500	0.2500	
Clerical and Professional	8550-126	WATERSHED/ENVIRONMENTAL COMPLIANCE COORDINATOR	0.3400	0.3400	
Clerical and Professional	8640-217	UTILITIES CUSTOMER SERVICE REPRESENTATIVE	1.0000	1.0000	
<b>Grand Total</b>			<b>31.1800</b>	<b>31.1800</b>	<b>31.1800</b>

**CITY OF WACO  
WMARSS FUND O&M  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 307,928	\$ 186,570	\$ 105,778	\$ 9,000	\$ -	\$ 9,000
Other	22,808	14,876	6,750	14,876	-	14,876
Charges for Services	9,534,913	9,212,332	8,622,414	12,652,702	-	12,652,702
Operating Revenues	9,865,650	9,413,778	8,734,942	12,676,578	-	12,676,578
Transfers In	-	-	-	-	160,452	160,452
Non-operating Revenues	-	-	-	-	160,452	160,452
Total Revenues	9,865,650	9,413,778	8,734,942	12,676,578	160,452	12,837,030
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 1,561,590	\$ 1,868,053	\$ 1,659,375	\$ 1,749,129	\$ -	\$ 1,749,129
Employee Benefits	589,407	715,730	648,411	685,942	-	685,942
Purchased Professional Technical Services	1,023,016	1,110,441	1,110,441	1,010,000	-	1,010,000
Purchased Property Services	78,716	62,417	62,417	74,415	-	74,415
Maintenance	1,577,917	1,528,082	1,528,082	1,822,236	-	1,822,236
Other Purchased Services	459,346	228,058	228,058	245,052	-	245,052
Supplies	2,296,477	2,111,900	2,111,900	2,309,016	-	2,309,016
Other	173,690	-	-	-	-	-
Capital Expenditures	744,983	1,711,312	772,657	-	1,550,000	1,550,000
Departmental Expenditures	8,505,141	9,335,994	8,121,342	7,895,790	1,550,000	9,445,790
Indirect - Cost Allocation Overhead	596,469	615,280	615,280	731,665	-	731,665
Transfers Out	-	369,047	369,047	368,743	-	368,743
Transfers Out - Debt Service	-	-	-	337,340	-	337,340
Interdepartmental Billing	-	272	272	301	-	301
Budgeted Capital	-	-	-	1,953,191	-	1,953,191
Non-departmental Expenditures	596,469	984,599	984,599	3,391,240	-	3,391,240
Total Expenditures	9,101,610	10,320,593	9,105,941	11,287,030	1,550,000	12,837,030
Revenues Over/(Under) Expenditures	764,040	(906,815)	(370,999)	1,389,548	(1,389,548)	-
Cash Equivalent Fund Balance - Beginning	12,536,098	13,300,138	13,300,138	12,929,139	-	12,929,139
Cash Equivalent Fund Balance - Ending	\$ 13,300,138	\$ 12,393,323	\$ 12,929,139	\$ 14,318,687	\$ (1,389,548)	\$ 12,929,139

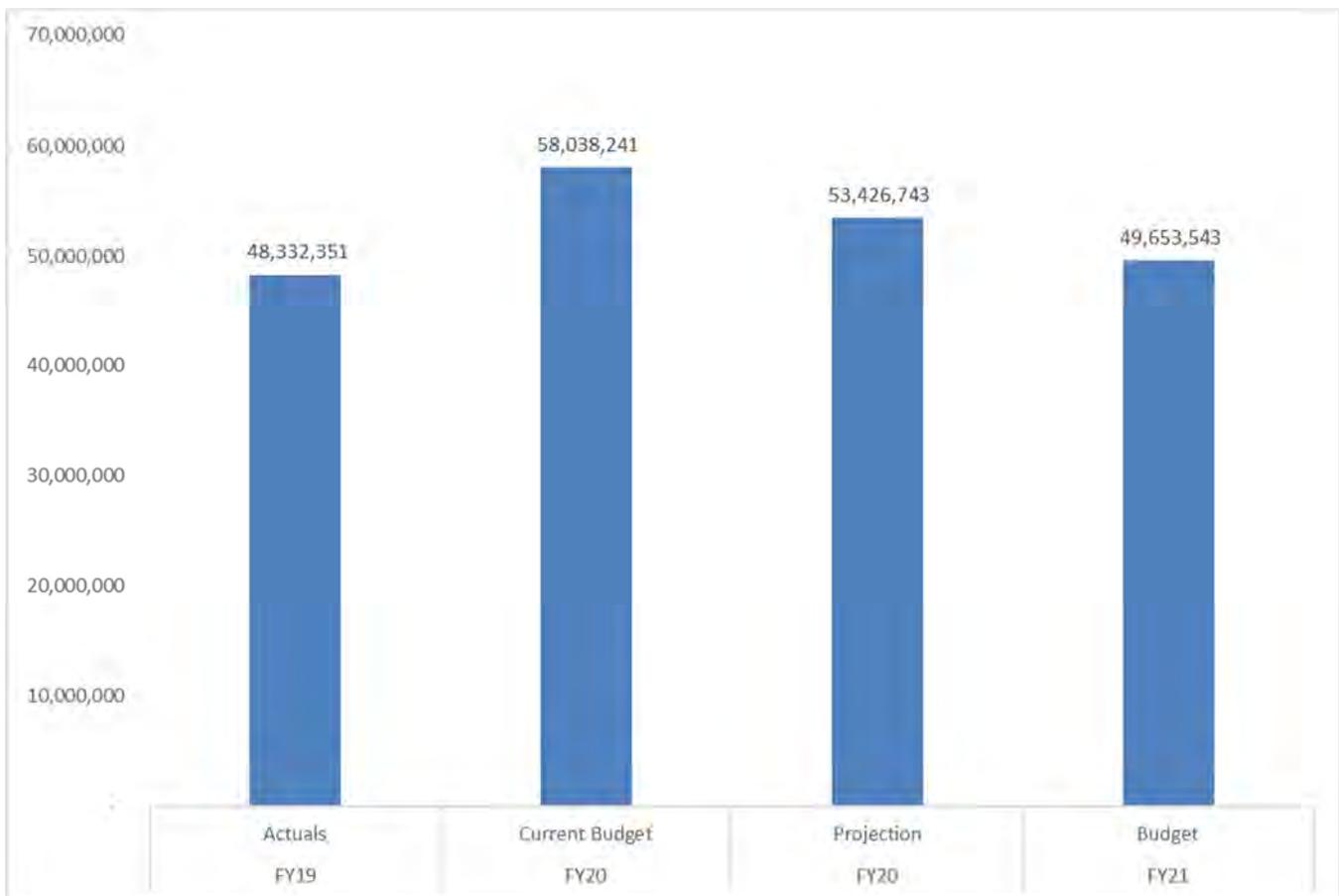


# Other Enterprise Funds

# Other Enterprise Funds



Fund	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
5200-SOLID WASTE FUND O&M	23,211,010	24,437,394	23,884,251	20,099,048	1,010,000	21,109,048
5300-AIRPORT FUND O&M	1,532,371	1,977,831	2,378,865	1,603,882	728,000	2,331,882
5400-CONVENTION SERVICES FUND	6,126,710	8,234,210	6,248,617	5,451,260	280,000	5,731,260
5500-RANGER HALL OF FAME O&M	1,388,462	1,770,347	1,577,060	1,445,900	75,000	1,520,900
5600-WACO TRANSIT SYSTEM	8,007,265	9,525,676	9,716,769	8,917,710	163,550	9,081,260
5601-RURAL TRANSIT SERVICES	1,412,365	2,469,559	1,992,319	1,985,199	-	1,985,199
5700-CAMERON PARK ZOO FUND	4,468,153	5,708,287	5,336,024	5,342,303	-	5,342,303
5800-COTTONWOOD CREEK GOLF COURSE	2,186,016	3,914,937	2,292,838	2,551,691	-	2,551,691
<b>Total</b>	<b>48,332,351</b>	<b>58,038,241</b>	<b>53,426,743</b>	<b>47,396,993</b>	<b>2,256,550</b>	<b>49,653,543</b>



## Mission Statement

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

## Departmental Overview

The Solid Waste Department provides environmentally sound and cost effective waste management services in the form of residential, commercial, industrial, and institutional garbage collection and disposal that are an essential need of the community. These services are provided to approximately 41,000 residential and 5,000 commercial customers. A city owned and operated 237-acre landfill is managed for the end disposal of wastes originating in Waco and surrounding region.

In order to preserve the life of the landfill and promote the recovery of natural resources, the department has developed a comprehensive portfolio of recycling services and diversion programs. These services include the residential curbside recycling program, residential curbside yard waste program, brush and bulky waste pick-up, operation of the Cobbs Citizen's Collection Station, apartment and multi-unit complex recycling and commercial recycling programs. In addition, the Waco landfill operates a Citizen Convenience Center that diverts white goods, metal, tires and brush for resource recovery and recycling. To further encourage waste diversion and proper waste management among the communities it serves, the department participates in many educational and outreach programs, including the Texas Product Stewardship Council/State of Texas Alliance for Recycling (STAR), Keep Waco Beautiful, and the Heart of Texas Council of Governments Solid Waste Advisory Committee. Solid Waste Services will continue its successful partnerships and alliances with community leadership such as Keep Waco Beautiful and Neighborhood Services to organize special events, such as the Brazos River Clean-Up, Neighborhood and Baylor Steppin' Out Clean-Ups and Earth Day celebrations. The Department will host and participate with surrounding communities to provide Household Hazardous Waste and Scrap Tire Collection events. Solid Waste Services will maintain its partnership with the McLennan County Sheriff's Department through the funding of officers to enforce illegal dumping laws throughout Greater Waco and the County; and fund Goodwill Services for alleys and Highway 84 litter abatement.

## Programs of Service

**Solid Waste Administration** is responsible for the following:

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

**Residential Solid Waste** is responsible for the following:

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

**Commercial Solid Waste** is responsible for the following:

- Provide cost effective, environmentally sound solid waste collection services to local, state, and national businesses in the City of Waco.

- Promote recycling and diversion
- Practice sound container management

**Landfill Solid Waste** is responsible for the following:

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

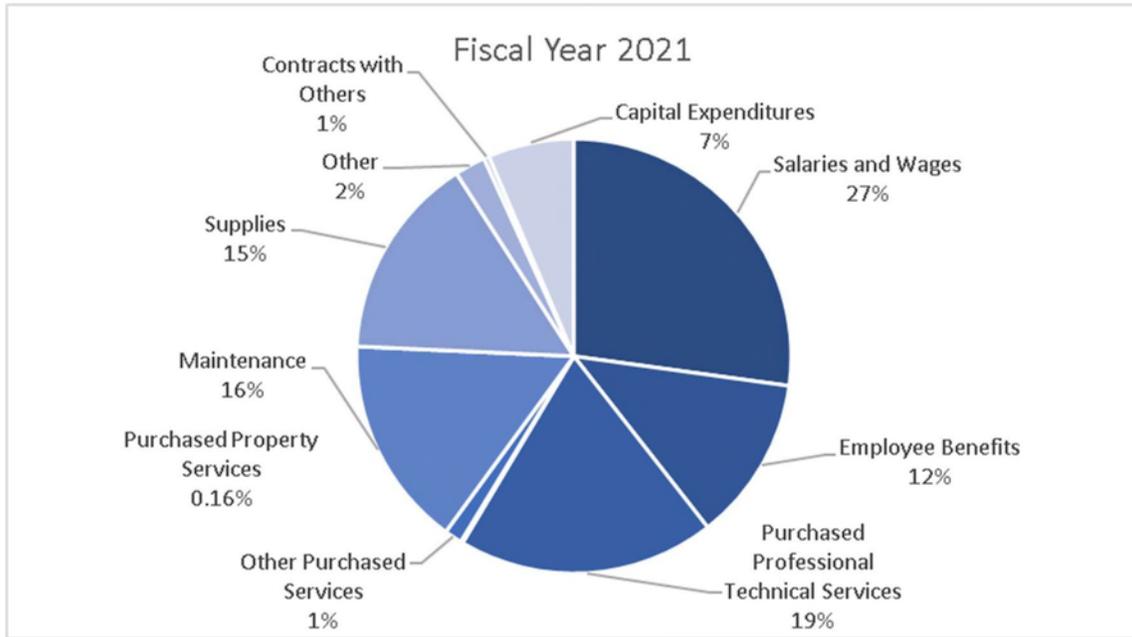
## FY21 Objective

- Implement installation and operation of new routing and service delivery software and equipment.
- Strengthen partnerships with Keep Waco Beautiful, Goodwill Services and McLennan County and City Center Waco to maintain a clean city
- Develop Downtown Community Waste Collection Program
- Continue existing and develop new diversion of waste programs to conserve landfill
- Continue public Outreach and Education
- Promote Outreach through Social Media
- Implement a real-time smartphone App for customer contacts and service requests
- Hold Household Hazard Waste Collection event
- Continue design and implementation of a Citizen Convenience Center to replace the Cobbs Drive facility

## FY21 Budget Changes

One-time funds of \$1,010,000 are included for the purchase of four heavy duty Solid Waste trucks.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	3,407,141	4,210,800	3,977,720	4,291,902	-	4,291,902
Employee Benefits	1,815,115	1,897,318	1,803,060	1,935,216	-	1,935,216
Purchased Professional Technical Services	3,042,407	3,456,573	3,237,573	3,019,056	-	3,019,056
Purchased Property Services	22,143	24,044	24,044	25,924	-	25,924
Other Purchased Services	1,596,277	208,175	201,370	207,925	-	207,925
Maintenance	2,296,240	2,532,680	2,532,680	2,476,510	-	2,476,510
Supplies	1,757,989	2,270,981	2,270,981	2,400,152	-	2,400,152
Other	504,331	362,000	362,000	362,000	-	362,000
Contracts with Others	62,669	62,669	62,669	62,669	-	62,669
Capital Expenditures	2,788,947	2,683,868	2,683,868	-	1,010,000	1,010,000
Indirect - Cost Allocation Overhead	1,590,925	1,497,514	1,497,514	1,643,271	-	1,643,271
Transfers Out - Cash CIP	1,690,145	1,725,000	1,725,000	-	-	-
Transfers Out - Debt Service	632,165	1,258,164	1,258,164	1,329,470	-	1,329,470
Interdepartmental Billing	807,609	1,018,011	1,018,011	1,047,228	-	1,047,228
Taxes (PILOT)	388,357	420,161	420,161	488,287	-	488,287
Business and occupation Fees (Enterprise Funds)	808,551	809,437	809,437	809,437	-	809,437
<b>Total</b>	<b>23,211,010</b>	<b>24,437,394</b>	<b>23,884,251</b>	<b>20,099,048</b>	<b>1,010,000</b>	<b>21,109,048</b>



# Solid Waste Fund



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	1045-146	EXECUTIVE DIRECTOR OF SPECIAL PROJECTS	1.0000	1.0000	
Supervision	8010-146	DIRECTOR OF PUBLIC WORKS	0.0500	0.0500	0.0500
Supervision	8295-146	DIRECTOR OF SOLID WASTE			1.0000
Supervision	8297-138	ASSISTANT DIRECTOR OF SOLID WASTE			1.0000
Supervision	8301-130	ENVIRONMENTAL PROGRAM MANAGER	1.0000	1.0000	
Supervision	8305-129	SOLID WASTE OPERATIONS MANAGER	1.0000	1.0000	1.0000
Supervision	8320-123	LANDFILL ENVIRONMENTAL ANALYST	1.0000	1.0000	
Supervision	8325-222	SOLID WASTE CUSTOMER SERVICE SUPERVISOR	1.0000	1.0000	1.0000
Supervision	8345-124	SOLID WASTE OPERATIONS SUPERVISOR	2.0000	2.0000	2.0000
Supervision	8410-129	LANDFILL MANAGER	1.0000	1.0000	1.0000
Supervision	8420-125	LANDFILL SUPERVISOR	1.0000	1.0000	1.0000
Professional Technical	8025-127	PUBLIC WORKS FINANCE OFFICER			0.2333
Professional Technical	8030-123	PUBLIC WORKS SAFETY & TRAINING COORDINATOR			1.0000
Professional Technical	8307-127	SOLID WASTE PURCHASING & DEVELOPMENT COORDINATOR			1.0000
Professional Technical	8308-125	SOLID WASTE ADMINISTRATOR			1.0000
Office Clerical	2050-213	OFFICE SPECIALIST			1.0000
Office Clerical	8330-217	SOLID WASTE CUSTOMER SERVICE REPRESENTATIVE			6.0000
Office Clerical	8425-218	LANDFILL SPECIALIST			1.0000
Labor Operations	4260-213	MATERIAL & INVENTORY TECHNICIAN	1.0000	1.0000	
Labor Operations	7043-220	ENVIRONMENTAL INSPECTOR	1.0000	1.0000	
Labor Operations	8335-220	SOLID WASTE FLEET SERVICE COORDINATOR	1.0000	1.0000	
Labor Operations	8340-220	SOLID WASTE WELDER/MECHANIC	3.0000	3.0000	
Labor Operations	8350-220	SOLID WASTE OPERATIONS CREW LEAD-CDL	2.0000	2.0000	
Labor Operations	8351-220	SOLID WASTE OPERATIONS CREW LEAD	3.0000	3.0000	
Labor Operations	8355-217	SENIOR SOLID WASTE OPERATOR-CDL	32.0000	32.0000	
Labor Operations	8360-215	SOLID WASTE OPERATOR-CDL	13.0000	13.0000	
Labor Operations	8365-215	SOLID WASTE OPERATOR	1.0000	1.0000	
Labor Operations	8370-211	SOLID WASTE MAINTENANCE WORKER	4.0000	4.0000	
Labor Operations	8430-217	SOLID WASTE WEIGH MASTER	1.0000	1.0000	
Labor Operations	8450-217	SENIOR LANDFILL OPERATOR	3.0000	3.0000	
Labor Operations	8460-215	LANDFILL OPERATOR	6.0000	6.0000	
Labor Maintenance	4260-213	MATERIAL & INVENTORY TECHNICIAN			1.0000
Labor Maintenance	8335-220	SOLID WASTE FLEET SERVICE COORDINATOR			1.0000
Labor Maintenance	8340-220	SOLID WASTE WELDER/MECHANIC			3.0000
Labor Maintenance	8350-220	SOLID WASTE OPERATIONS CREW LEAD-CDL			2.0000
Labor Maintenance	8351-220	SOLID WASTE OPERATIONS CREW LEAD			3.0000
Labor Maintenance	8355-217	SENIOR SOLID WASTE OPERATOR-CDL			32.0000
Labor Maintenance	8360-215	SOLID WASTE OPERATOR-CDL			12.0000
Labor Maintenance	8365-215	SOLID WASTE OPERATOR			1.0000
Labor Maintenance	8370-211	SOLID WASTE MAINTENANCE WORKER			4.0000
Labor Maintenance	8430-217	SOLID WASTE WEIGH MASTER			1.0000
Labor Maintenance	8450-217	SENIOR LANDFILL OPERATOR			3.0000
Labor Maintenance	8460-215	LANDFILL OPERATOR			9.0000
Clerical and Professional	2050-213	OFFICE SPECIALIST	1.0000	1.0000	
Clerical and Professional	8025-127	PUBLIC WORKS FINANCE OFFICER	0.6667	0.6667	
Clerical and Professional	8030-123	PUBLIC WORKS SAFETY & TRAINING COORDINATOR	1.0000	1.0000	
Clerical and Professional	8307-127	SOLID WASTE PURCHASING & DEVELOPMENT COORDINATOR	1.0000	1.0000	
Clerical and Professional	8330-217	SOLID WASTE CUSTOMER SERVICE REPRESENTATIVE	7.0000	7.0000	
<b>Grand Total</b>			<b>90.7167</b>	<b>90.7167</b>	<b>91.2833</b>

**CITY OF WACO**  
**SOLID WASTE FUND O&M**  
**INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Business and occupation Fees	\$ 29,249	\$ 26,269	\$ 26,269	\$ 26,269	\$ -	\$ 26,269
Interest on Investments	406,788	287,359	132,000	10,000	-	10,000
Other	192,893	111,137	111,137	111,137	-	111,137
Charges for Services	20,213,771	21,134,815	21,963,130	21,134,815	-	21,134,815
Operating Revenues	20,842,702	21,559,580	22,232,536	21,282,221	-	21,282,221
Transfers In	-	-	-	-	96,930	96,930
Non-operating Revenues	-	-	-	-	96,930	96,930
Total Revenues	20,842,702	21,559,580	22,232,536	21,282,221	96,930	21,379,151
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 3,407,141	\$ 4,210,800	\$ 3,977,720	\$ 4,291,902	\$ -	\$ 4,291,902
Employee Benefits	1,815,115	1,897,318	1,803,060	1,935,216	-	1,935,216
Purchased Professional Technical Services	3,042,407	3,456,573	3,237,573	3,019,056	-	3,019,056
Purchased Property Services	22,143	24,044	24,044	25,924	-	25,924
Maintenance	2,296,240	2,532,680	2,532,680	2,476,510	-	2,476,510
Other Purchased Services	1,596,277	208,175	201,370	207,925	-	207,925
Supplies	1,757,989	2,270,981	2,270,981	2,400,152	-	2,400,152
Other	504,331	362,000	362,000	362,000	-	362,000
Contracts with Others	62,669	62,669	62,669	62,669	-	62,669
Capital Expenditures	2,788,947	2,683,868	2,683,868	-	1,010,000	1,010,000
Departmental Expenditures	17,293,258	17,709,107	17,155,964	14,781,355	1,010,000	15,791,355
Interdepartmental Billing	807,609	1,018,011	1,018,011	1,047,228	-	1,047,228
Indirect - Cost Allocation Overhead	1,590,925	1,497,514	1,497,514	1,643,271	-	1,643,271
Transfers Out - Cash CIP	1,690,145	1,725,000	1,725,000	-	-	-
Transfers Out - Debt Service	632,165	1,258,164	1,258,164	1,329,470	-	1,329,470
Transfers Out	-	-	-	-	-	-
Taxes (PILOT)	388,357	420,161	420,161	488,287	-	488,287
Business and occupation Fees (Enterprise Funds)	808,551	809,437	809,437	809,437	-	809,437
Non-departmental Expenditures	5,917,752	6,728,287	6,728,287	5,317,693	-	5,317,693
Total Expenditures	23,211,010	24,437,394	23,884,251	20,099,048	1,010,000	21,109,048
Revenues Over/(Under) Expenditures	(2,368,308)	(2,877,814)	(1,651,715)	1,183,173	(913,070)	270,103
Cash Equivalent Fund Balance - Beginning	16,949,074	14,580,766	14,580,766	12,929,051	-	12,929,051
Cash Equivalent Fund Balance - Ending	\$ 14,580,766	\$ 11,702,952	\$ 12,929,051	\$ 14,112,224	\$ (913,070)	\$ 13,199,154



## Mission Statement

Strive to provide services that reflect the community’s values and exceeds the customer’s expectations. To continue to grow as a factor in economic development by creating and maintaining an environment that promotes reliable air service.

## Departmental Overview

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

## Programs of Service

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

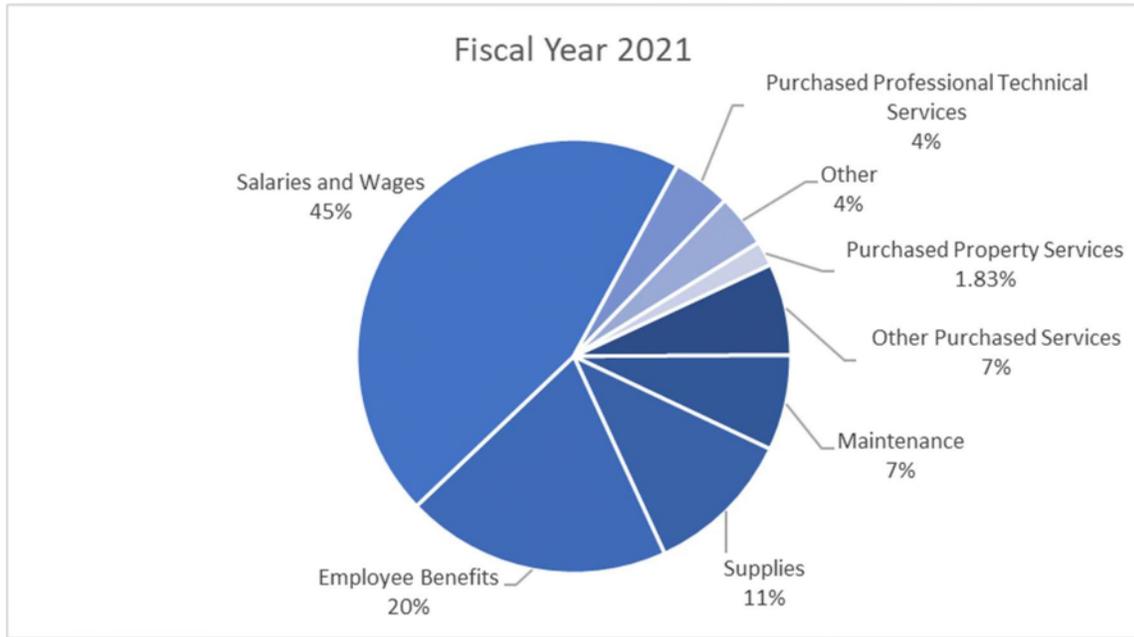
## FY21 Objectives

- Complete the Taxiway Charlie Construction Project, implement strategic plan to utilize the FAA CARES ACT funding for capital improvements and operations.

## FY21 Budget Changes

One-time funds of \$728,000 are included for ARFF General Fund billings. These funds are reimbursed by Airport FAA CARES Act funding. FY21 also includes CIP projects covered by FAA CARES Act funding. These projects are presented within the CIP section.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	460,561	571,546	526,161	558,330	-	558,330
Employee Benefits	197,813	250,847	237,861	244,999	-	244,999
Purchased Professional Technical Services	57,984	56,684	135,344	53,759	-	53,759
Purchased Property Services	17,795	20,987	20,987	22,716	-	22,716
Other Purchased Services	79,973	85,117	85,117	85,117	-	85,117
Maintenance	108,745	85,050	197,000	88,146	-	88,146
Supplies	118,636	136,225	136,225	137,616	-	137,616
Other	39,202	49,200	18,200	49,200	-	49,200
Capital Expenditures	57,673	63,975	75,063	-	-	-
Transfers Out - Cash CIP	48,400	308,000	150,000	-	-	-
Interdepartmental Billing	345,589	350,200	796,907	364,000	728,000	1,092,000
<b>Total</b>	<b>1,532,371</b>	<b>1,977,831</b>	<b>2,378,865</b>	<b>1,603,882</b>	<b>728,000</b>	<b>2,331,882</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2110-136	DIRECTOR AVIATION	1.0000	1.0000	1.0000
Supervision	2115-127	AIRPORT OPERATIONS MANAGER	1.0000	1.0000	1.0000
Supervision	2116-122	AIRPORT SECURITY SUPERVISOR	1.0000	1.0000	1.0000
Supervision	2120-220	AIRFIELD MAINTENANCE SUPERVISOR			1.0000
Professional Technical	2130-213	AIRFIELD MAINTENANCE TECHNICIAN			2.0000
Part Time	2141-215	SECURITY GUARD-PT	0.4000	0.4000	
Office Clerical	2050-213	OFFICE SPECIALIST			1.0000
Office Clerical	2150-209	CASHIER/FOOD SERVICE ASSISTANT			2.0000
Labor Operations	2120-220	AIRFIELD MAINTENANCE SUPERVISOR	1.0000	1.0000	
Labor Operations	2130-213	AIRFIELD MAINTENANCE TECHNICIAN	2.0000	2.0000	
Labor Operations	2140-215	SECURITY GUARD	1.0000	1.0000	1.0000
Labor Operations	2836-217	FACILITIES MAINTENANCE TECHNICIAN	2.0000	2.0000	
Labor Maintenance	2141-215	SECURITY GUARD-PT			0.4000
Labor Maintenance	2836-217	FACILITIES MAINTENANCE TECHNICIAN			2.0000
Clerical and Professional	2050-213	OFFICE SPECIALIST	1.0000	1.0000	
Clerical and Professional	2150-209	CASHIER/FOOD SERVICE ASSISTANT	2.0000	2.0000	
<b>Grand Total</b>			<b>12.4000</b>	<b>12.4000</b>	<b>12.4000</b>

**CITY OF WACO  
AIRPORT FUND O&M  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Intergovernmental	\$ 96,080	\$ 95,430	\$ 1,586,330	\$ 95,000	\$ 2,029,762	\$ 2,124,762
Interest on Investments	39,937	18,918	13,355	1,400	-	1,400
Other	279,311	255,594	161,990	158,636	-	158,636
Charges for Services	1,033,280	700,198	745,910	606,351	-	606,351
Net Merchandise Sale	36,859	46,982	21,670	22,115	-	22,115
Operating Revenues	1,485,466	1,117,122	2,529,255	883,502	2,029,762	2,913,264
Transfers In	453,898	453,898	153,898	-	54,674	54,674
Non-operating Revenues	453,898	453,898	153,898	-	54,674	54,674
Total Revenues	1,939,364	1,571,020	2,683,153	883,502	2,084,436	2,967,938
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 460,561	\$ 571,546	\$ 526,161	\$ 558,330	\$ -	\$ 558,330
Employee Benefits	197,813	250,847	237,861	244,999	-	244,999
Purchased Professional Technical Services	57,984	56,684	135,344	53,759	-	53,759
Purchased Property Services	17,795	20,987	20,987	22,716	-	22,716
Maintenance	108,745	85,050	197,000	88,146	-	88,146
Other Purchased Services	79,973	85,117	85,117	85,117	-	85,117
Supplies	118,636	136,225	136,225	137,616	-	137,616
Other	39,202	49,200	18,200	49,200	-	49,200
Capital Expenditures	57,673	63,975	75,063	-	-	-
Departmental Expenditures	1,138,382	1,319,631	1,431,958	1,239,882	-	1,239,882
Interdepartmental Billing	345,589	350,200	796,907	364,000	728,000	1,092,000
Transfers Out - Cash CIP	48,400	308,000	150,000	-	-	-
Non-departmental Expenditures	393,989	658,200	946,907	364,000	728,000	1,092,000
Total Expenditures	1,532,371	1,977,831	2,378,865	1,603,882	728,000	2,331,882
Revenues Over/(Under) Expenditures	406,993	(406,811)	304,288	(720,380)	1,356,436	636,056
Cash Equivalent Fund Balance - Beginning	990,948	1,397,941	1,397,941	1,702,230	-	1,702,230
Cash Equivalent Fund Balance - Ending	\$ 1,397,941	\$ 991,131	\$ 1,702,230	\$ 981,850	\$ 1,356,436	\$ 2,338,286

## Mission Statement

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

## Departmental Overview

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

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

- Convention Center & Visitors Bureau Commission – Consisting of tourism industry representatives
- Visitor Industry – visitors, hoteliers, and others who serve visitors
- Government officials – Partner cities, those who regulate aspects of the visitor industry at the local, county, and the state level
- Partner/ Stakeholder Organizations – City Center Waco, Public Improvement District, Area Chambers of Commerce, Museum Association of Waco, Texas Brazos Trail, Greater Waco Hotel & Lodging Association, Baylor University
- Our partner city, the City of Hewitt, which has opted into our regional marketing program
- Community residents - who influence traveler perceptions of Waco and are who we ultimately serve
- The Media – whose stories can influence Waco’s image

## Programs of Service

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

## FY21 Objective

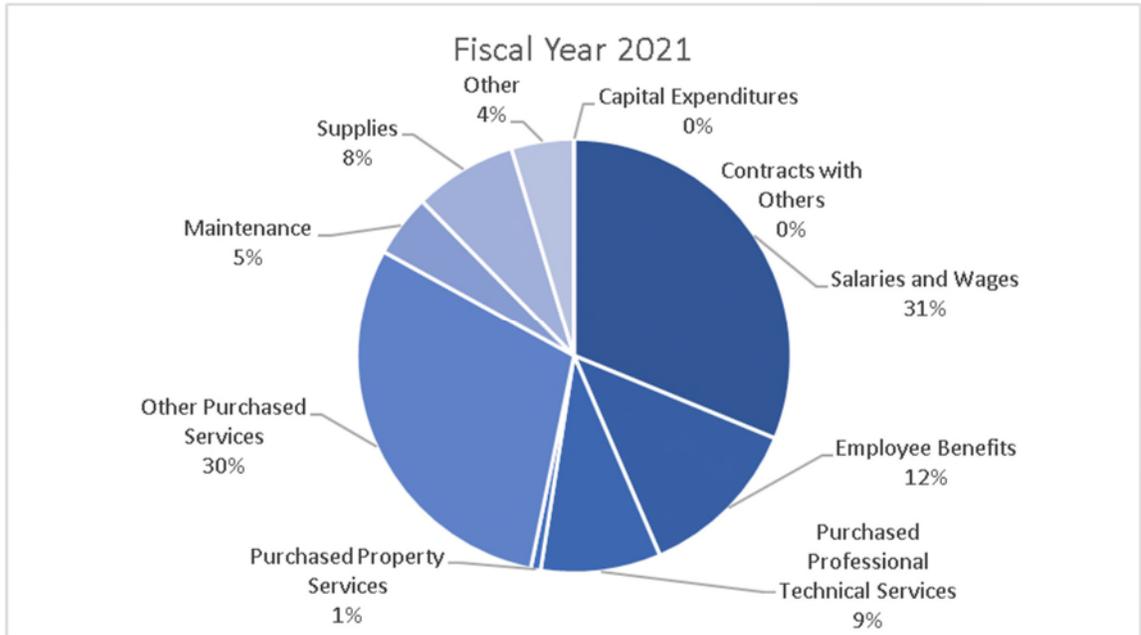
- The goal is to recover economically from the effects of the pandemic during FY 21, with safety and caution being paramount. Both the local tourism market and the Waco Convention Center have experienced major downturns in overall revenues due to the pause in travel. We expect 2021 to be a year that we begin the return to our former levels of revenues in both hotel tax and building revenues.

## FY21 Budget Changes

One-time funds of \$280,000 are included for Magnolia Sponsorship. Due to COVID, the Convention Center fund is anticipated to have a drawdown of fund balance of \$508,002. This drawdown is driven by the COVID impact on Hotel Occupancy Tax, which is the major revenue source for this fund.



Category	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projection	Base Budget	Changes	Budget
Salaries and Wages	1,261,020	1,641,650	1,262,052	1,679,785	-	1,679,785
Employee Benefits	494,637	657,730	496,413	662,551	-	662,551
Purchased Professional Technical Services	644,415	639,626	355,759	481,030	-	481,030
Purchased Property Services	41,297	36,600	31,600	39,650	-	39,650
Other Purchased Services	1,560,389	1,644,240	1,316,806	1,323,461	280,000	1,603,461
Maintenance	225,959	315,445	223,319	251,359	-	251,359
Supplies	712,964	746,001	314,808	412,924	-	412,924
Other	206,383	262,500	316,750	250,500	-	250,500
Contracts with Others	125,000	125,000	125,000	-	-	-
Capital Expenditures	174,551	439,418	80,110	-	-	-
Indirect - Cost Allocation Overhead	95	200,000	200,000	200,000	-	200,000
Transfers Out	150,000	150,000	150,000	150,000	-	150,000
Transfers Out - Cash CIP	530,000	1,376,000	1,376,000	-	-	-
Interdepartmental Billing	-	-	-	-	-	-
<b>Total</b>	<b>6,126,710</b>	<b>8,234,210</b>	<b>6,248,617</b>	<b>5,451,260</b>	<b>280,000</b>	<b>5,731,260</b>



# Waco Convention Center & Visitors Bureau



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2705-141	DIRECTOR OF CONVENTION CENTER & VISITOR BUREAU	1.0000	1.0000	1.0000
Supervision	2710-132	CC MKTG & COMM MGR			1.0000
Supervision	2715-130	CONVENTION CENTER MEETING & SALES MANAGER	1.0000	1.0000	
Supervision	2715-132	CC MTG SALES MGR			1.0000
Supervision	2720-128	CC SERVICES SPVR			1.0000
Supervision	2755-123	TOURISM SALES SUPERVISOR			1.0000
Supervision	2765-123	CONVENTION CENTER & VISITOR BUREAU BUSINESS MANAGER			1.0000
Supervision	2770-123	CONVENTION CENTER OPERATIONS MANAGER	1.0000	1.0000	
Supervision	2770-127	CC OPER MGR			1.0000
Supervision	2775-220	CONVENTION CENTER OPERATIONS SUPERVISOR LEAD			1.0000
Supervision	2780-218	CONVENTION CENTER OPERATIONS SUPERVISOR			2.0000
Professional Technical	2739-125	CC VISITOR SALES REPRESENTATIVE			4.0000
Part Time	2761-215	CONVENTION CENTER & VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE-PT	0.4750	0.4750	
Part Time	2793-215	VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE-PT	0.4750	0.4750	
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			2.0000
Office Clerical	2745-223	CCVB REPRESENTATIVE			1.0000
Office Clerical	2760-215	CONVENTION CENTER & VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE			1.0000
Office Clerical	2785-216	VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE LEAD			1.0000
Office Clerical	2791-215	VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE			1.0000
Office Clerical	2793-215	VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE-PT			0.9500
Labor Operations	2775-220	CONVENTION CENTER OPERATIONS SUPERVISOR LEAD	1.0000	1.0000	
Labor Operations	2780-218	CONVENTION CENTER OPERATIONS SUPERVISOR	3.0000	3.0000	
Labor Operations	2792-212	SENIOR CATERING ASSISTANT/COOK	1.0000	1.0000	
Labor Operations	2794-210	CONVENTION CENTER EVENTS ASSISTANT	11.0000	11.0000	
Labor Operations	2836-217	FACILITIES MAINTENANCE TECHNICIAN	1.0000	1.0000	1.0000
Labor Maintenance	2792-212	SENIOR CATERING ASSISTANT/COOK			1.0000
Labor Maintenance	2794-210	CONVENTION CENTER EVENTS ASSISTANT			10.0000
Labor Maintenance	2796-208	CATERING ASSISTANT			2.0000
Clerical and Professional	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2710-129	MARKETING & COMMUNICATION MANAGER	1.0000	1.0000	
Clerical and Professional	2720-126	CONVENTION CENTER SERVICES SUPERVISOR	1.0000	1.0000	
Clerical and Professional	2740-223	CONVENTION CENTER & VISITOR SALES REPRESENTATIVE	4.0000	4.0000	
Clerical and Professional	2755-123	TOURISM SALES SUPERVISOR	1.0000	1.0000	
Clerical and Professional	2760-215	CONVENTION CENTER & VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE	1.0000	1.0000	
Clerical and Professional	2765-123	CONVENTION CENTER & VISITOR BUREAU BUSINESS MANAGER	1.0000	1.0000	
Clerical and Professional	2785-216	VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE LEAD	1.0000	1.0000	
Clerical and Professional	2791-215	VISITOR BUREAU CUSTOMER SERVICE REPRESENTATIVE	1.0000	1.0000	
Clerical and Professional	2796-208	CATERING ASSISTANT	2.0000	2.0000	
<b>Grand Total</b>			<b>34.9500</b>	<b>34.9500</b>	<b>34.9500</b>

**CITY OF WACO  
CONVENTION SERVICES FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Hotel - Motel Tax	\$ 4,617,066	\$ 4,898,833	\$ 3,045,856	\$ 4,017,792	\$ -	\$ 4,017,792
Interest on Investments	84,558	2,060	38,203	2,000	-	2,000
Contributions	206,466	55,423	-	40,343	-	40,343
Other	30,899	19,700	19,700	19,700	-	19,700
Charges for Services	1,329,186	1,180,000	682,047	825,000	-	825,000
Net Merchandise Sale	443,866	296,125	188,351	276,125	-	276,125
Operating Revenues	6,712,041	6,452,141	3,974,157	5,180,960	-	5,180,960
Transfers In	-	-	-	-	42,298	42,298
Non-operating Revenues	-	-	-	-	42,298	42,298
Total Revenues	6,712,041	6,452,141	3,974,157	5,180,960	42,298	5,223,258
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 1,261,020	\$ 1,641,650	\$ 1,262,052	\$ 1,679,785	\$ -	\$ 1,679,785
Employee Benefits	494,637	657,730	496,413	662,551	-	662,551
Purchased Professional Technical Services	644,415	639,626	355,759	481,030	-	481,030
Purchased Property Services	41,297	36,600	31,600	39,650	-	39,650
Maintenance	225,959	315,445	223,319	251,359	-	251,359
Other Purchased Services	1,560,389	1,644,240	1,316,806	1,323,461	280,000	1,603,461
Supplies	712,964	746,001	314,808	412,924	-	412,924
Other	206,383	262,500	316,750	250,500	-	250,500
Contracts with Others	125,000	125,000	125,000	-	-	-
Capital Expenditures	174,551	439,418	80,110	-	-	-
Departmental Expenditures	5,446,615	6,508,210	4,522,617	5,101,260	280,000	5,381,260
Indirect - Cost Allocation Overhead	95	200,000	200,000	200,000	-	200,000
Transfers Out - Cash CIP	530,000	1,376,000	1,376,000	-	-	-
Transfers Out	150,000	150,000	150,000	150,000	-	150,000
Non-departmental Expenditures	680,095	1,726,000	1,726,000	350,000	-	350,000
Total Expenditures	6,126,710	8,234,210	6,248,617	5,451,260	280,000	5,731,260
Revenues Over/(Under) Expenditures	585,330	(1,782,069)	(2,274,460)	(270,300)	(237,702)	(508,002)
Utilization of Reserves	-	-	-	-	-	508,002
Cash Equivalent Fund Balance - Beginning	3,754,032	4,339,362	4,339,362	2,064,902	-	2,064,902
Cash Equivalent Fund Balance - Ending	\$ 4,339,362	\$ 2,557,293	\$ 2,064,902	\$ 1,794,603	\$ (237,702)	\$ 1,556,901

## Mission Statement

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

## Departmental Overview

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

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

The historical center is comprised of seven educational **(E)**, service **(S)** and earned revenue **(R)** components. It is operated 362 days a year by a small full and part-time staff of 17:

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

## Programs of Service

### Administration

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

### Marketing & Communications

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

### Educational Programs and Services

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

### Collections Management

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

### Armstrong Texas Ranger Research Center

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

### Visitor Services

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

## Exhibits Team

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

## Rental Services Team

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

## Building and Systems Maintenance

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

## FY21 Objectives

- Fulfill core services and management functions
- Develop consensus, secure active involvement and resource commitments from the City, Texas DPS /Texas Rangers Board and advisors necessary to meet institutional challenges
- Work with contractor on finalizing the Comprehensive Plan
- Work to finalize ongoing plans with Bicentennial events partners and cultivate additional Bicentennial events partners
- Develop and coordinate both fundraising and bicentennial focused events and an awareness campaign within post-COVID parameters
- Develop and implement collections acquisitions strategies for firearms collection
- Develop new exhibits for the Garrison, Morris, Brownfield and HOF galleries
- Update select older exhibits
- Expand and redesign collection storage to increase efficiency and collection safety
- Expand the communications program to apprise visitors of I-35 construction and access
- Expand *Texas Ranger Talks* and educational programs with reenactors
- Develop, coordinate and deliver educational programs including tour and programs for students and adults
- Adapt applicable education programs for transition to virtual
- Expand in-person and virtual outreach to schools and community organizations
- Expand and update online resources for educators
- Develop a plan to reach out to additional nonprofit organizations regarding the availability of the Education Center
- Continue to expand custom merchandise selection
- Redesign museum store counter area
- Work on marketing materials to attract additional monthly rentals for Knox Center
- Expand the presence of the Armstrong Research Center in social media accounts
- Develop new exhibits for the Spindletop Tower Exhibit Gallery

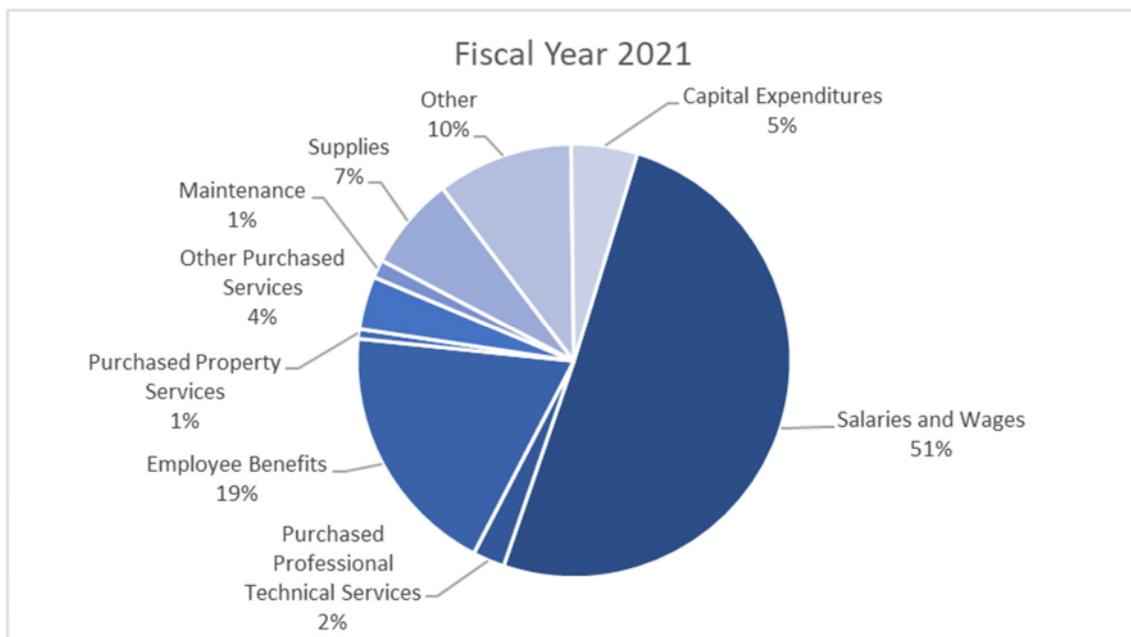


- Map outside security lights, security cameras, HVAC units, utility shut offs, etc.
- Replace / upgrade the audio / visual equipment for Knox Center
- Upgrade the HVAC systems in the collections storage to include dehumidification

## FY21 Budget Changes

Includes one-time funding of \$75,000 for replacement of flat roofs due to age of current roofing. Due to COVID, the Texas Ranger Hall of Fame and Museum fund is anticipated to have a drawdown of fund balance of \$230,945. This drawdown is driven by the COVID impact on attendance for both admissions and rentals.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	645,207	689,842	684,139	768,568	-	768,568
Employee Benefits	244,090	255,917	255,050	289,314	-	289,314
Purchased Professional Technical Services	40,583	233,915	233,915	36,059	-	36,059
Purchased Property Services	8,986	10,284	10,284	11,037	-	11,037
Other Purchased Services	49,258	59,597	45,345	60,297	-	60,297
Maintenance	8,859	20,800	8,998	20,481	-	20,481
Supplies	77,287	107,555	63,802	105,963	-	105,963
Other	139,530	154,180	94,103	154,180	-	154,180
Capital Expenditures	1,534	59,935	3,102	-	75,000	75,000
Interdepartmental Billing	173,128	178,322	178,322	-	-	-
<b>Total</b>	<b>1,388,462</b>	<b>1,770,347</b>	<b>1,577,060</b>	<b>1,445,900</b>	<b>75,000</b>	<b>1,520,900</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2820-220	TRHF MAINTENANCE COORDINATOR	1.0000	1.0000	
Supervision	4510-141	DIRECTOR OF TRHF AND MUSEUM	1.0000	1.0000	1.0000
Supervision	4520-129	ASSISTANT DIRECTOR OF TRHF AND MUSEUM	1.0000	1.0000	1.0000
Supervision	4540-222	TRHF COLLECTION MANAGER			1.0000
Supervision	4560-122	TRHF VISITOR SERVICES MANAGER			1.0000
Professional Technical	4531-122	TRHF EDU PROG MGR			1.0000
Professional Technical	4548-122	TRHF MKTG & DEV SPEC			1.0000
Professional Technical	4575-214	TRHF COLLECTION ASST			1.0000
Professional Technical	4579-122	TRHF LIBRARIAN			1.0000
Part Time	4571-214	TRHF CUSTOMER SERVICE REPRESENTATIVE-PT	1.6500	1.6500	
Part Time	4591-211	TRHF EVENTS ASSISTANT-PT	0.4750	0.4750	
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	4570-215	TRHF CUSTOMER SERVICE REPRESENTATIVE			2.0000
Office Clerical	4571-214	TRHF CUSTOMER SERVICE REPRESENTATIVE-PT			1.6500
Labor Operations	4590-211	TRHF EVENTS ASSISTANT	1.0000	1.0000	
Labor Maintenance	2820-219	TRHF MAINTENANCE COORDINATOR			1.0000
Labor Maintenance	4545-216	TRHF SECURITY			2.0000
Labor Maintenance	4590-211	TRHF EVENTS ASSISTANT			1.0000
Labor Maintenance	4591-211	TRHF EVENTS ASSISTANT-PT			0.4750
Clerical and Professional	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	4530-222	TRHF EDUCATION PROGRAMS MANAGER	1.0000	1.0000	
Clerical and Professional	4540-222	TRHF COLLECTION MANAGER	1.0000	1.0000	
Clerical and Professional	4550-222	TRHF MARKETING & DEVELOPMENT SPECIALIST	1.0000	1.0000	
Clerical and Professional	4560-122	TRHF VISITOR SERVICES MANAGER	1.0000	1.0000	
Clerical and Professional	4570-215	TRHF CUSTOMER SERVICE REPRESENTATIVE	2.0000	2.0000	
Clerical and Professional	4575-212	TRHF COLLECTIONS ASSISTANT	1.0000	1.0000	
Clerical and Professional	4580-222	TRHF LIBRARIAN	1.0000	1.0000	
<b>Grand Total</b>			<b>15.1250</b>	<b>15.1250</b>	<b>17.1250</b>

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

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 27,470	\$ 15,796	\$ 11,373	\$ 1,500	\$ -	\$ 1,500
Contributions	225	1,000	100	1,000	-	1,000
Other	7,318	7,517	8,187	7,517	-	7,517
Charges for Services	547,886	544,839	192,514	359,595	-	359,595
Net Merchandise Sale	342,964	322,606	150,000	212,939	-	212,939
Operating Revenues	925,863	891,758	362,174	582,551	-	582,551
Transfers In	688,787	688,787	688,787	688,787	18,617	707,404
Non-operating Revenues	688,787	688,787	688,787	688,787	18,617	707,404
Total Revenues	1,614,650	1,580,545	1,050,961	1,271,338	18,617	1,289,955
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 645,207	\$ 689,842	\$ 684,139	\$ 768,568	\$ -	\$ 768,568
Employee Benefits	244,090	255,917	255,050	289,314	-	289,314
Purchased Professional Technical Services	40,583	233,915	233,915	36,059	-	36,059
Purchased Property Services	8,986	10,284	10,284	11,037	-	11,037
Maintenance	8,859	20,800	8,998	20,481	-	20,481
Other Purchased Services	49,258	59,597	45,345	60,297	-	60,297
Supplies	77,287	107,555	63,802	105,963	-	105,963
Other	139,530	154,180	94,103	154,180	-	154,180
Capital Expenditures	1,534	59,935	3,102	-	75,000	75,000
Departmental Expenditures	1,215,334	1,592,025	1,398,738	1,445,900	75,000	1,520,900
Interdepartmental Billing	173,128	178,322	178,322	-	-	-
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	173,128	178,322	178,322	-	-	-
Total Expenditures	1,388,462	1,770,347	1,577,060	1,445,900	75,000	1,520,900
Revenues Over/(Under) Expenditures	226,189	(189,802)	(526,099)	(174,562)	(56,383)	(230,945)
Utilization of Reserves						230,945
Cash Equivalent Fund Balance - Beginning	891,300	1,117,489	1,117,489	591,390	-	591,390
Cash Equivalent Fund Balance - Ending	\$ 1,117,489	\$ 927,687	\$ 591,390	\$ 416,828	\$ (56,383)	\$ 360,445

## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

## FY21 Objective

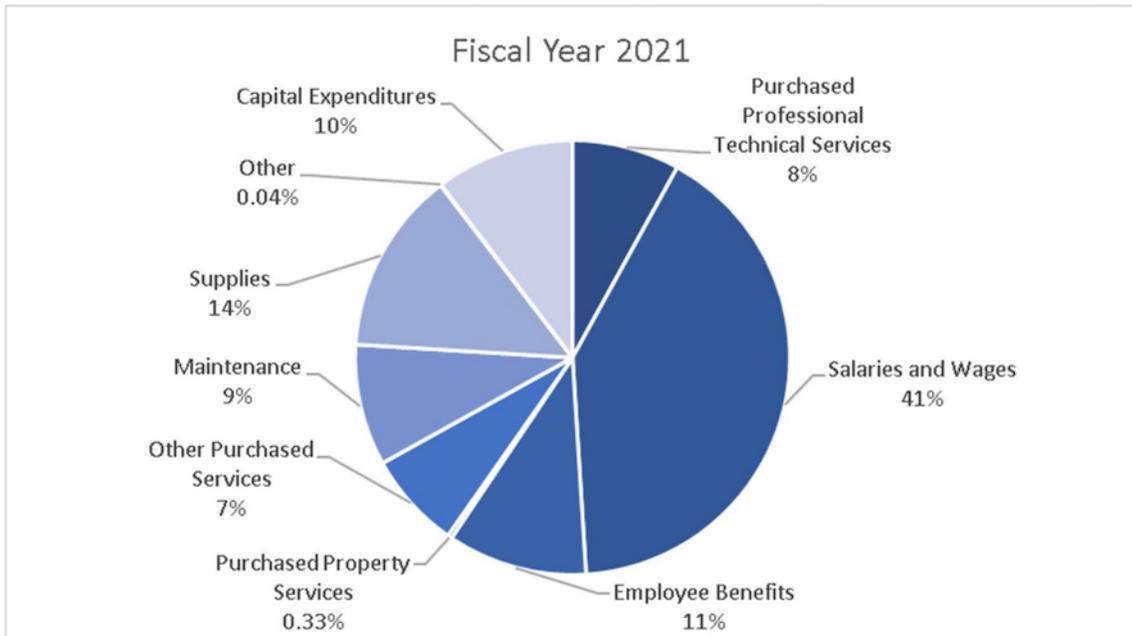
- To provide cost effective, efficient transportation options to the citizens of Waco and McLennan County.
- To create equity amongst citizens by providing seamless travel options that enhance economic and social development.
- To continue to create relationships with community partners that secure support for transit's critical social service function and serve the needs of its core demographic.

## FY21 Budget Changes

One-time funds of \$163,550 are included for a new payroll system and run cutting software.



Category	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projection	Base Budget	Changes	Budget
Salaries and Wages	3,573,439	3,524,461	3,460,322	3,518,277	-	3,518,277
Employee Benefits	866,191	880,636	800,932	891,990	-	891,990
Purchased Professional Technical Services	480,203	664,654	583,024	687,474	-	687,474
Purchased Property Services	25,384	25,227	26,211	28,555	-	28,555
Other Purchased Services	458,194	574,515	412,869	617,916	-	617,916
Maintenance	687,256	779,228	585,380	769,940	-	769,940
Supplies	882,623	1,140,495	711,571	1,006,913	163,550	1,170,463
Other	(1,219)	3,535	3,535	3,535	-	3,535
Capital Expenditures	512,106	1,318,297	2,518,297	888,424	-	888,424
Indirect - Cost Allocation Overhead	523,088	614,628	614,628	504,686	-	504,686
<b>Total</b>	<b>8,007,265</b>	<b>9,525,676</b>	<b>9,716,769</b>	<b>8,917,710</b>	<b>163,550</b>	<b>9,081,260</b>



**CITY OF WACO  
WACO TRANSIT SYSTEM  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Intergovernmental	4,417,810	4,869,897	6,189,483	5,209,089	-	5,209,089
Other	2,249,433	2,849,682	1,570,054	2,248,549	-	2,248,549
Charges for Services	857,614	944,092	525,097	921,894	-	921,894
Operating Revenues	7,524,857	8,663,671	8,284,634	8,379,532	-	8,379,532
Transfers In	482,408	701,728	1,258,355	701,728	-	701,728
Non-operating Revenues	482,408	701,728	1,258,355	701,728	-	701,728
Total Revenues	8,007,265	9,365,399	9,542,989	9,081,260	-	9,081,260
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 3,573,439	\$ 3,524,461	\$ 3,460,322	\$ 3,518,277	\$ -	\$ 3,518,277
Employee Benefits	866,191	880,636	800,932	891,990	-	891,990
Purchased Professional Technical Services	480,203	664,654	583,024	687,474	-	687,474
Purchased Property Services	25,384	25,227	26,211	28,555	-	28,555
Maintenance	687,256	779,228	585,380	769,940	-	769,940
Other Purchased Services	458,194	574,515	412,869	617,916	-	617,916
Supplies	882,623	1,140,495	711,571	1,006,913	163,550	1,170,463
Other	(1,219)	3,535	3,535	3,535	-	3,535
Capital Expenditures	512,106	1,318,297	2,518,297	888,424	-	888,424
Departmental Expenditures	7,484,177	8,911,048	9,102,141	8,413,024	163,550	8,576,574
Interdepartmental Billing	-	-	-	-	-	-
Indirect - Cost Allocation Overhead	523,088	614,628	614,628	504,686	-	504,686
Non-departmental Expenditures	523,088	614,628	614,628	504,686	-	504,686
Total Expenditures	8,007,265	9,525,676	9,716,769	8,917,710	163,550	9,081,260
Revenues Over/(Under) Expenditures	-	(160,277)	(173,780)	163,550	(163,550)	-
Cash Equivalent Fund Balance - Beginning	910,729	910,729	910,729	736,949	-	736,949
Cash Equivalent Fund Balance - Ending	\$ 910,729	\$ 750,452	\$ 736,949	\$ 900,499	\$ (163,550)	\$ 736,949

## Mission Statement

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

## Departmental Overview

Funding for the operation of McLennan County Rural Transit District (MCRTD) is provided from the Federal Transit Administration (FTA) flowing through TxDOT. Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model, as well as a commuter route that connects the City of Marlin to the Fixed Route system within the urbanized Waco area. In addition to operation expenses, FTA Rural 5311 funds are used for capital and administration assistance. Funding assistance is provided at an 80% match for capital and admin projects, and a 50% match for operating expenses. Grant funding is based upon a formula process administered by TxDOT, which includes census information for the McLennan County Rural area. State Rural funding is provided by TxDOT to assist with the operation of Rural Public Transportation within McLennan County as part of an Interlocal Agreement between the City of Waco, Waco Transit System, and McLennan County Rural Transit District. State funds are considered a local funding source and may be used as local match for the Federal 5311 Grant. Both Federal and State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

## Programs of Service

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

## FY21 Objectives

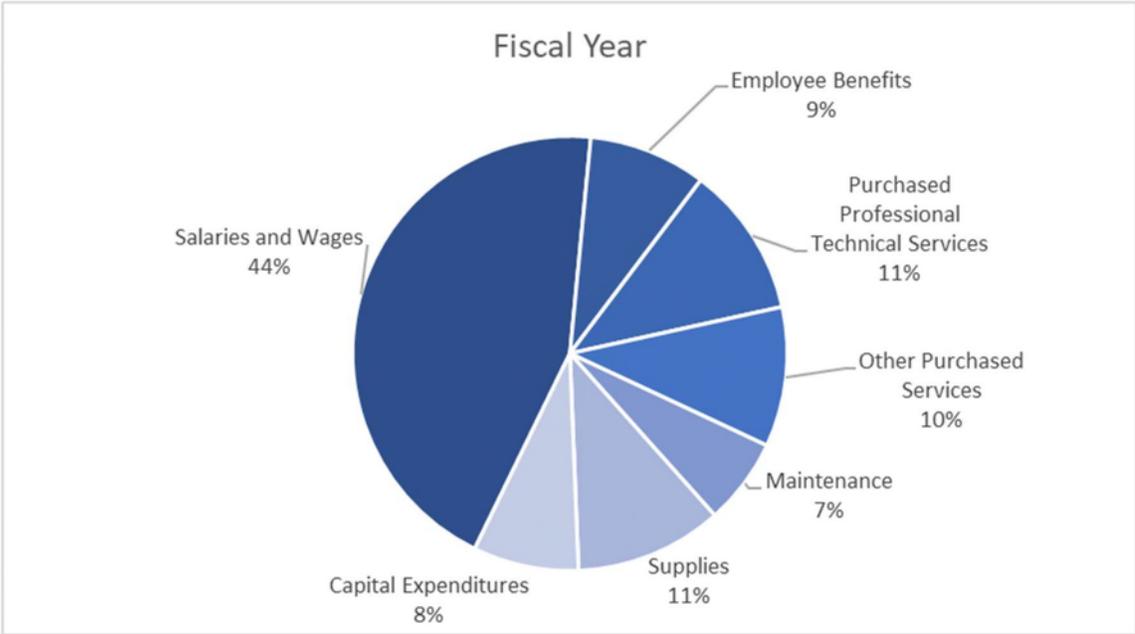
- Work towards identifying new opportunities and areas in need of public transportation services, that will connect McLennan County rural communities to the urbanized Waco area.
- Work towards replacement vehicles for the remaining eligible assets that have exceeded or are near their useful life, allowing more energy efficient and reliable transportation services. As well as continuous improvement of fleet management.

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.



Category	FY19	FY20	FY20	FY21	FY21	FY21
	Actuals	Current Budget	Projection	Base Budget	Changes	Budget
Salaries and Wages	655,436	992,344	800,879	863,316	-	863,316
Employee Benefits	106,996	173,042	132,361	170,571	-	170,571
Purchased Professional Technical Services	210,283	213,740	200,159	219,474	-	219,474
Other Purchased Services	91,469	207,337	106,757	202,779	-	202,779
Maintenance	99,348	123,632	62,456	125,100	-	125,100
Supplies	158,775	180,175	146,227	213,908	-	213,908
Capital Expenditures	90,058	543,500	543,480	153,015	-	153,015
Indirect - Cost Allocation Overhead	-	35,789	-	37,036	-	37,036
<b>Total</b>	<b>1,412,365</b>	<b>2,469,559</b>	<b>1,992,319</b>	<b>1,985,199</b>	<b>-</b>	<b>1,985,199</b>



**CITY OF WACO  
RURAL TRANSIT SERVICES  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Intergovernmental	\$ 1,278,086	\$ 1,914,912	\$ 1,752,654	\$ 1,706,044	\$ -	\$ 1,706,044
Interest on Investments	13,052	3,089	6,097	400	-	400
Contributions	142,209	97,024	90,000	80,000	-	80,000
Other	330,362	338,273	65,250	83,995	-	83,995
Charges for Services	113,246	116,261	80,347	114,760	-	114,760
Operating Revenues	1,876,955	2,469,559	1,994,348	1,985,199	-	1,985,199
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	1,876,955	2,469,559	1,994,348	1,985,199	-	1,985,199
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 655,436	\$ 992,344	\$ 800,879	\$ 863,316	\$ -	\$ 863,316
Employee Benefits	106,996	173,042	132,361	170,571	-	170,571
Purchased Professional Technical Services	210,283	213,740	200,159	219,474	-	219,474
Maintenance	99,348	123,632	62,456	125,100	-	125,100
Other Purchased Services	91,469	207,337	106,757	202,779	-	202,779
Supplies	158,775	180,175	146,227	213,908	-	213,908
Capital Expenditures	90,058	543,500	543,480	153,015	-	153,015
Departmental Expenditures	1,412,365	2,433,770	1,992,319	1,948,163	-	1,948,163
Transfers Out	-	-	-	-	-	-
Indirect - Cost Allocation Overhead	-	35,789	-	37,036	-	37,036
Non-departmental Expenditures	-	35,789	-	37,036	-	37,036
Total Expenditures	1,412,365	2,469,559	1,992,319	1,985,199	-	1,985,199
Revenues Over/(Under) Expenditures	464,590	-	2,029	-	-	-
Cash Equivalent Fund Balance - Beginning	448,120	912,710	912,710	914,739	-	914,739
Cash Equivalent Fund Balance - Ending	\$ 912,710	\$ 912,710	\$ 914,739	\$ 914,739	\$ -	\$ 914,739

## Mission Statement

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

## Departmental Overview

The Cameron Park Zoo continues to be a major component in improving the quality of life in Waco and Central Texas. It provides a safe and beautiful natural setting for displaying native and exotic animals as well as a sanctuary for endangered species from around the world. Cameron Park Zoo serves as a partner in education for the entire community, providing programming and curriculum development for pre-K through college level and adults. As an anchor in the Brazos River Corridor, and the second most visited tourism attraction in Waco, the Zoo provides an important ingredient for economic development.

Cameron Park Zoo is accredited by the Association of Zoos and Aquariums, and a member of the World Association of Zoos and Aquariums. The Zoo has a robust global presence in conservation initiatives and animal health and welfare. In 2019-2020 Zoo staff members have worked contributed to conservation programs both in situ and ex situ impacting numerous endangered species and their habitats.

## Programs of Service

- Care and conservation of endangered and threatened species:
  - Partners with other zoos and NGO's to provide in-situ and ex-situ conservation initiatives
  - Partners with other zoos and veterinary medical facilities to advance health and welfare of exotic animals
  - Participates breeding programs for threatened and endangered species
  - Manages an enrichment program to enhance the welfare of CPZ animals
  - Manages a training program to teach behaviors that allow for better health management of the animals at Cameron Park Zoo
  - Member of the Texas Exotic Response Coalition providing emergency aid to Texas zoos, wildlife ranches, sanctuaries, and licensed exotic animal holders.
- Education programming for all ages, including:
  - Staging 60 education days at the zoo during 2019
  - Providing story time for pre-K students
  - Internship program provides pre-professional, experiential learning opportunities for individuals
  - Zoo Camps – the Zoo Education Department presents 17 summer camps in June and July serving children age 3 through 14. All of our Zoo Camps include: Zoo hikes, classroom lessons with pictures and artifacts, animal encounters and enrichments, theme-based activities, arts and crafts projects, animal shows and feedings, and keeper talks
  - Zoo Mobile programs at area schools and other locations
  - Lectures at universities and Professional/Community Leadership organizations.
- Professional Development
  - Hosted 54 Zoo professionals from 27 International institutions at the Zoo's 4th Annual Great

- Ape Cardiac Health Workshop in April 2019 and will host the 5th Annual Great Ape Cardiac Health Workshop in October 2020.
- Zoo staff regularly attends conferences and workshops designed to further skills and methodologies in animal care and other aspects of zoo management.
- Hosted COOP (Continuing of Operations) planning workshop for exotic wildlife holders in Texas with USDA, Texas Animal Health Commission, FEMA, and the ZAHP (Zoo All Hazards Prevention Fusion Center).
- Hosted visiting veterinarians and zookeepers from Borneo and China to share knowledge about orangutan husbandry, training, and healthcare.
- Visitor Engagement
  - Provides rental space for private parties and corporate events managed by the Cameron Park Zoological & Botanical Society.
  - Provides Birthday party packages through the Cameron Park Zoological & Botanical Society.
  - Operates café, gift shop, and snack shop
  - Provides behind the scenes tours, animal art encounters, and animal adoption packages, managed in part by the Cameron Park Zoological Society.
  - Mermaids swim in the BRC marine aquarium monthly and during special events. Funded by the Cameron Park Zoological Society
  - Operates a giraffe feeding deck, tortoise encounters, and shore bird feeding managed by the Cameron Park Zoological & Botanical Society.
  - Zookeepers provides training sessions and keeper talks for the public.
  - Education Day events scheduled throughout the year featuring presentations, activities and games.
  - Provides educational programming via social media which is managed by the Cameron Park Zoological & Botanical Society.
  - McLennan County voters passed a \$14.5 million bond referendum to build a new Education/Veterinary complex, remodel and expand the hoofstock barn and existing commissary building, and add a new black-footed penguin exhibit.
- Volunteer opportunities for adults and teens:
  - Education volunteers donated 8,200 hours teaching zoo guest through programs and special events These hours are the same as 4.25 paid staff for the Zoo to improve the Zoo guest experience
  - The Cameron Park Zoo internship program supports Zoo Departments and provides pre-professional, experiential learning opportunities for individuals who volunteer their time working towards the Zoo's mission

## FY21 Objectives

- Design and begin construction of the African penguin exhibit, education building and veterinary hospital
- Pass the AZA accreditation inspection
- Repair gibbon lake and add a pump system to recirculate water from the Brazos river to conserve water
- Host the fifth annual Great Ape Cardiac Health Workshop
- Replace netting in the BRC aviary
- Renovate Treetops Café to enhance visitor services
- Upgrade veterinary equipment to continue to provide the best in veterinary care for our animals
- Continue to enhance and expand our Green initiatives throughout the zoo
- Replace flooring and paint the administrative offices
- Upgrade the Zootique by painting, replacing floors and upgrading display fixtures.
- Continue working with the Zoological Society to improve zoo operations and enhance visitor services
- Continue to add new animals to our collection

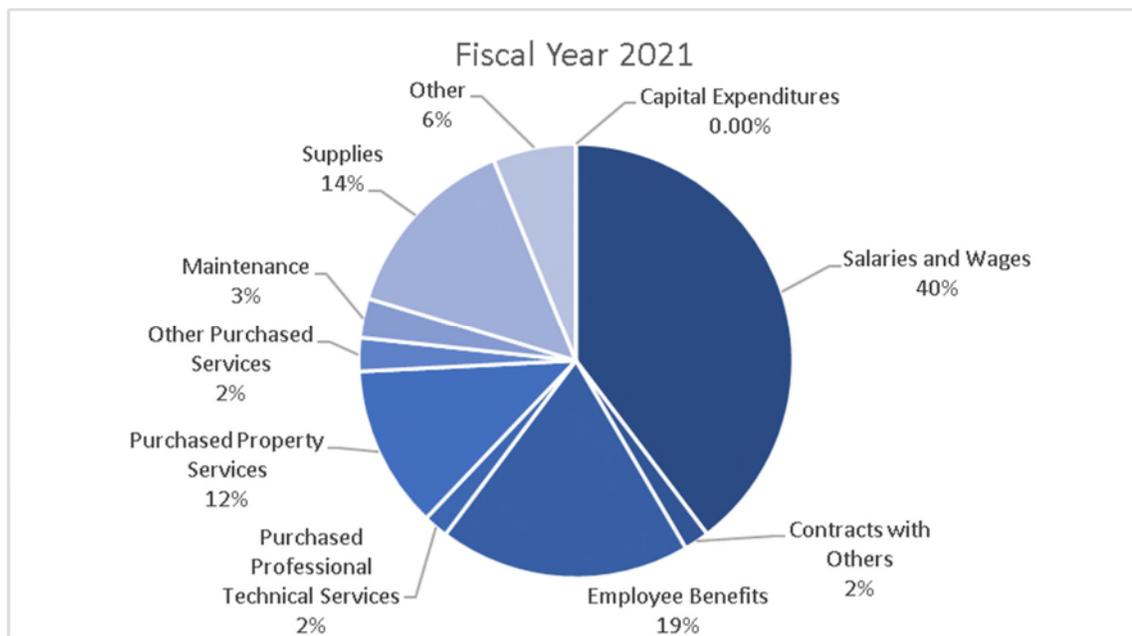


- Continue to work with the Zoological Society expand our global conservation programs
- Successfully breed and raise lesser flamingos
- Successfully breed and raise river otters
- Successfully breed and raise White rhinoceros

## FY21 Budget Changes

There are no recurring or one-time requests for FY21. Due to COVID, the Zoo fund is anticipated to have a drawdown of fund balance of \$598,484. This drawdown is driven by the COVID impact on Zoo admissions.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,641,658	2,266,512	2,049,415	2,119,960	-	2,119,960
Employee Benefits	748,656	1,000,876	900,876	999,097	-	999,097
Purchased Professional Technical Services	112,676	59,497	74,181	98,500	-	98,500
Purchased Property Services	643,878	588,905	588,905	646,455	-	646,455
Other Purchased Services	128,960	123,910	123,910	133,491	-	133,491
Maintenance	70,770	140,514	140,514	159,493	-	159,493
Supplies	794,941	856,732	847,532	755,307	-	755,307
Other	128,410	330,200	330,200	330,000	-	330,000
Contracts with Others	190,712	100,825	100,825	100,000	-	100,000
Capital Expenditures	7,492	240,317	179,667	-	-	-
<b>Total</b>	<b>4,468,153</b>	<b>5,708,287</b>	<b>5,336,024</b>	<b>5,342,303</b>	<b>-</b>	<b>5,342,303</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	5500-144	ZOO DIRECTOR	1.0000	1.0000	1.0000
Supervision	5505-133	DEPUTY ZOO DIRECTOR			1.0000
Supervision	5510-128	ASSISTANT ZOO DIRECTOR	1.0000	1.0000	
Supervision	5530-122	GENERAL CURATOR		1.0000	1.0000
Supervision	5531-122	ZOO GUEST SERVICES MANAGER		1.0000	1.0000
Supervision	5533-218	ZOO ADMINISTRATIVE OPERATIONS COORDINATOR	1.0000	1.0000	1.0000
Supervision	5535-216	ANIMAL CARE SUPERVISOR			4.0000
Supervision	5549-117	ZOO RETAIL SALES COORDINATOR	1.0000	1.0000	
Supervision	5550-117	FOOD SERVICE COORDINATOR	1.0000	1.0000	
Supervision	5555-117	ZOO FACILITIES AND SECURITY SUPERVISOR	1.0000	1.0000	
Supervision	5555-119	ZOO SECURITY SPVR			1.0000
Supervision	5560-117	ZOO GROUNDS MAINTENANCE SUPERVISOR	1.0000	1.0000	
Supervision	5560-119	ZOO GROUNDS MNT SPVR			1.0000
Professional Technical	5515-132	ZOO VETERINARIAN			1.0000
Professional Technical	5520-217	VETERINARIAN TECHNICIAN			1.0000
Professional Technical	5525-122	EDUCATION CURATOR			1.0000
Professional Technical	5540-216	EDUCATION COORDINATOR			1.0000
Professional Technical	5549-119	ZOO RETAIL SALES COORDINATOR			1.0000
Professional Technical	5550-119	FOOD SERVICE COORD			1.0000
Part Time	2151-209	CASHIER/FOOD SERVICE ASSISTANT-PT	2.3750	2.3750	
Part Time	5551-208	SUMMER WORKER-SEASONAL	0.4617	0.4617	0.4617
Part Time	5568-208	ZOO LABORER-SEASONAL		0.4750	
Part Time	5571-209	CASHIER/ZOO RETAIL ASSISTANT-PT	0.9500	0.9500	
Part Time	5572-209	CASHIER/ZOO RETAIL ASSISTANT-SEASONAL	1.3845	1.8460	1.8460
Part Time	5581-209	COMMISSARY TECHNICIAN-PT	0.4750	0.4750	
Office Clerical	2151-209	CASHIER/FOOD SERVICE ASSISTANT-PT			2.3750
Office Clerical	5570-209	CASHIER/ZOO RETAIL ASSISTANT			4.0000
Office Clerical	5571-209	CASHIER/ZOO RETAIL ASSISTANT-PT			0.9500
Labor Operations	4630-216	PARK RANGER	3.0000	3.0000	
Labor Operations	5520-217	VETERINARIAN TECHNICIAN	1.0000	1.0000	
Labor Operations	5535-216	ANIMAL CARE SUPERVISOR	4.0000	4.0000	
Labor Operations	5545-212	ZOOKEEPER	19.0000	20.0000	
Labor Operations	5565-209	ZOO MAINTENANCE WORKER	9.0000	9.0000	
Labor Operations	5567-208	ZOO LABORER	1.0000	1.0000	
Labor Operations	5580-209	COMMISSARY TECHNICIAN	1.0000	1.0000	
Labor Maintenance	4630-216	PARK RANGER			3.0000
Labor Maintenance	5545-212	ZOOKEEPER			20.0000
Labor Maintenance	5565-209	ZOO MAINTENANCE WORKER			9.0000
Labor Maintenance	5567-208	ZOO LABORER			1.0000
Labor Maintenance	5568-208	ZOO LABORER-SEASONAL			0.4750
Labor Maintenance	5580-209	COMMISSARY TECHNICIAN			1.0000
Labor Maintenance	5581-209	COMMISSARY TECHNICIAN-PT			0.4750
Clerical and Professional	5515-132	ZOO VETERINARIAN	1.0000	1.0000	
Clerical and Professional	5525-122	EDUCATION CURATOR	1.0000	1.0000	
Clerical and Professional	5530-122	GENERAL CURATOR	1.0000		
Clerical and Professional	5540-216	EDUCATION COORDINATOR	1.0000	1.0000	
Clerical and Professional	5570-209	CASHIER/ZOO RETAIL ASSISTANT	4.0000	4.0000	
<b>Grand Total</b>			<b>58.6462</b>	<b>61.5827</b>	<b>61.5827</b>

**CITY OF WACO  
CAMERON PARK ZOO FUND  
PRELIMINARY INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 21,039	\$ 6,099	\$ 9,281	\$ 500	\$ -	\$ 500
Contributions	46,121	81	81	81	-	81
Other	4,179	713	7,010	713	-	713
Charges for Services	1,816,095	2,202,695	1,225,435	1,483,052	-	1,483,052
Net Merchandise Sale	357,774	697,470	444,492	351,105	-	351,105
Operating Revenues	2,245,208	2,907,058	1,686,299	1,835,451	-	1,835,451
Transfers In	2,758,019	2,696,770	3,396,770	2,846,770	61,599	2,908,369
Non-operating Revenues	2,758,019	2,696,770	3,396,770	2,846,770	61,599	2,908,369
Total Revenues	5,003,227	5,603,828	5,083,069	4,682,221	61,599	4,743,820
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 1,641,658	\$ 2,266,512	\$ 2,049,415	\$ 2,119,960	\$ -	\$ 2,119,960
Employee Benefits	748,656	1,000,876	900,876	999,097	-	999,097
Purchased Professional Technical Services	112,676	59,497	74,181	98,500	-	98,500
Purchased Property Services	643,878	588,905	588,905	646,455	-	646,455
Maintenance	70,770	140,514	140,514	159,493	-	159,493
Other Purchased Services	128,960	123,910	123,910	133,491	-	133,491
Supplies	794,941	856,732	847,532	755,307	-	755,307
Other	128,410	330,200	330,200	330,000	-	330,000
Contracts with Others	190,712	100,825	100,825	100,000	-	100,000
Capital Expenditures	7,492	240,317	179,667	-	-	-
Total Expenditures	4,468,153	5,708,287	5,336,024	5,342,303	-	5,342,303
Revenues Over/(Under) Expenditures	535,074	(104,459)	(252,955)	(660,083)	61,599	(598,484)
Utilization of Reserves						598,484
Cash Equivalent Fund Balance - Beginning	490,117	1,025,191	1,025,191	772,236	-	772,236
Cash Equivalent Fund Balance - Ending	\$ 1,025,191	\$ 920,732	\$ 772,236	\$ 112,153	\$ 61,599	\$ 173,752



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

Cottonwood has a women’s golf league, men’s golf league, and the largest senior league in Texas. Cottonwood Creek offers several junior golf programs, hosts over 30 junior golf tournaments annually, and is the home course for 17 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Tournament and hosts over 90 local, regional, and state tournaments annually that have economic impacts for local businesses.

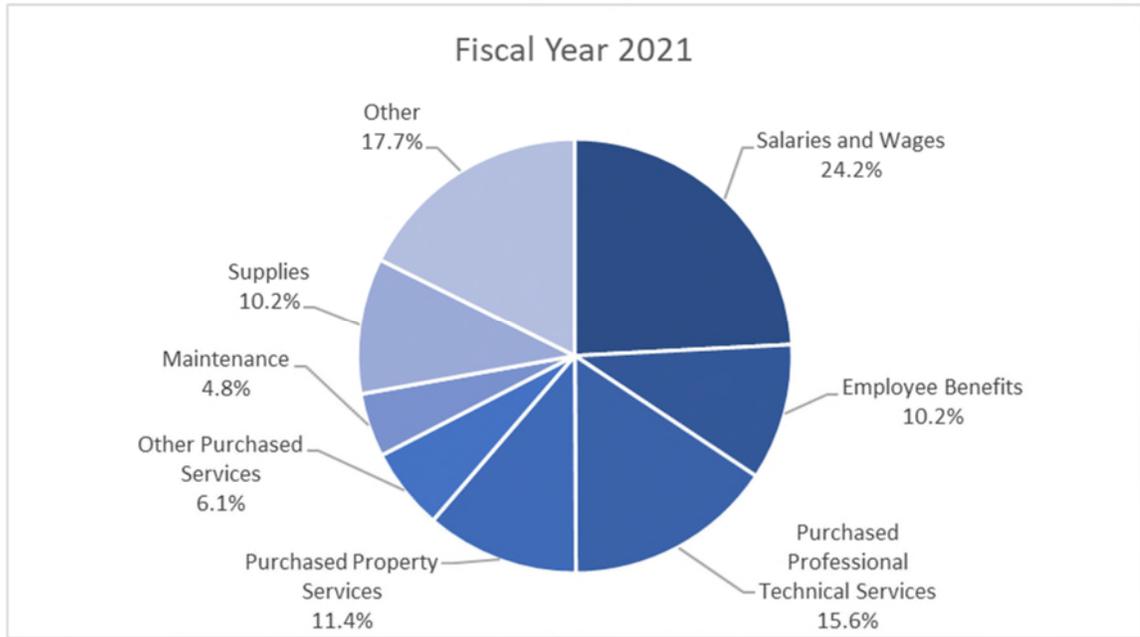
## FY21 Objectives

- Address Drainage Issues
- Expand native areas to conserve resources (Labor cost, water conservation, equipment costs)
- Continue to have a positive economic impact for the community by hosting local, regional, and state golf tournaments and other events

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	528,680	662,382	608,608	616,930	-	616,930
Employee Benefits	208,512	265,151	242,462	259,245	-	259,245
Purchased Professional Technical Services	467,235	412,676	370,196	397,497	-	397,497
Purchased Property Services	66,758	263,449	75,000	290,864	-	290,864
Other Purchased Services	127,990	145,101	174,613	155,975	-	155,975
Maintenance	108,850	111,046	130,820	121,219	-	121,219
Supplies	215,822	255,206	241,434	259,461	-	259,461
Other	378,492	464,500	339,705	450,500	-	450,500
Capital Expenditures	83,677	110,000	110,000	-	-	-
Transfers Out	-	1,225,426	-	-	-	-
<b>Total</b>	<b>2,186,016</b>	<b>3,914,937</b>	<b>2,292,838</b>	<b>2,551,691</b>	<b>-</b>	<b>2,551,691</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	5210-130	GOLF COURSE GENERAL MANAGER	1.0000	1.0000	1.0000
Supervision	5240-126	GOLF COURSE SUPERINTENDENT	1.0000	1.0000	1.0000
Supervision	5250-121	GOLF COURSE ASSISTANT SUPERINTENDENT	1.0000	1.0000	1.0000
Supervision	5280-214	GOLF COURSE RESTAURANT SUPERVISOR			1.0000
Professional Technical	5230-218	ASSISTANT GOLF PROFESSIONAL			4.0000
Professional Technical	5255-122	GOLF SHOP COORDINATOR			1.0000
Professional Technical	5270-213	GOLF COURSE MAINTENANCE/IRRIGATION TECHNICIAN			2.0000
Office Clerical	2150-209	CASHIER/FOOD SERVICE ASSISTANT			1.0000
Labor Operations	5260-217	GOLF COURSE EQUIPMENT MECHANIC	1.0000	1.0000	
Labor Operations	5270-213	GOLF COURSE MAINTENANCE/IRRIGATION TECHNICIAN	2.0000	2.0000	
Labor Maintenance	5260-217	GOLF COURSE EQUIPMENT MECHANIC			1.0000
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2150-209	CASHIER/FOOD SERVICE ASSISTANT	1.0000	1.0000	
Clerical and Professional	5230-218	ASSISTANT GOLF PROFESSIONAL	4.0000	4.0000	
Clerical and Professional	5280-214	GOLF COURSE RESTAURANT SUPERVISOR	1.0000	1.0000	
<b>Grand Total</b>			<b>13.0000</b>	<b>13.0000</b>	<b>13.0000</b>

**CITY OF WACO  
COTTONWOOD CREEK GOLF COURSE  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 8,020	\$ 1,737	\$ 6,548	\$ 1,200	\$ -	\$ 1,200
Other	15,456	6,424	4,601	6,424	-	6,424
Charges for Services	1,282,258	1,325,243	1,166,214	1,325,243	-	1,325,243
Net Merchandise Sale	635,327	653,000	494,750	653,000	-	653,000
Operating Revenues	1,941,062	1,986,404	1,672,113	1,985,867	-	1,985,867
Transfers In	428,304	1,903,730	678,304	678,304	12,403	690,707
Non-operating Revenues	428,304	1,903,730	678,304	678,304	12,403	690,707
Total Revenues	2,369,366	3,890,134	2,350,417	2,664,171	12,403	2,676,574
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 528,680	\$ 662,382	\$ 608,608	\$ 616,930	\$ -	\$ 616,930
Employee Benefits	208,512	265,151	242,462	259,245	-	259,245
Purchased Professional Technical Services	467,235	412,676	370,196	397,497	-	397,497
Purchased Property Services	66,758	263,449	75,000	290,864	-	290,864
Maintenance	108,850	111,046	130,820	121,219	-	121,219
Other Purchased Services	127,990	145,101	174,613	155,975	-	155,975
Supplies	215,822	255,206	241,434	259,461	-	259,461
Other	378,492	464,500	339,705	450,500	-	450,500
Capital Expenditures	83,677	110,000	110,000	-	-	-
Departmental Expenditures	2,186,016	2,689,511	2,292,838	2,551,691	-	2,551,691
Transfers Out	-	1,225,426	-	-	-	-
Non-departmental Expenditures	-	1,225,426	-	-	-	-
Total Expenditures	2,186,016	3,914,937	2,292,838	2,551,691	-	2,551,691
Revenues Over/(Under) Expenditures	183,351	(24,803)	57,579	112,480	12,403	124,883
Cash Equivalent Fund Balance - Beginning	(102,598)	80,753	80,753	138,332	-	138,332
Cash Equivalent Fund Balance - Ending	\$ 80,753	\$ 55,950	\$ 138,332	\$ 250,812	\$ 12,403	\$ 263,215

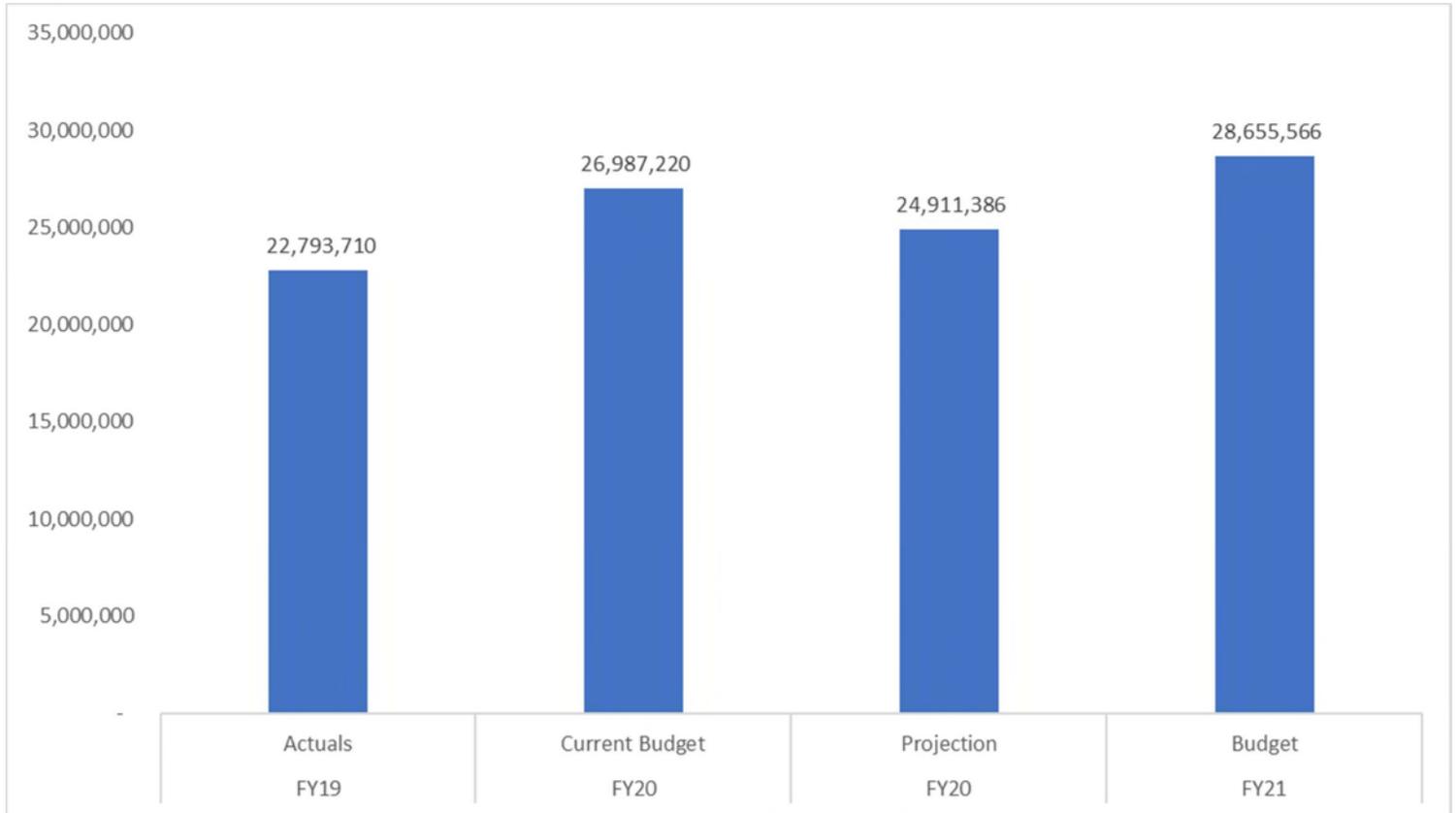


# Internal Service Funds

# Internal Service Funds



Fund	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
6001-INSURANCE FUND	3,721,386	4,994,723	4,375,051	4,591,532	2,374,262	6,965,794
6002-HEALTH INSURANCE FUND	13,828,461	15,059,857	14,368,254	15,124,976	-	15,124,976
6003-ENGINEERING FUND	3,399,755	4,622,295	4,092,895	3,771,602	550,000	4,321,602
6004-FLEET SERVICES FUND	1,844,109	2,310,345	2,075,186	2,243,193	-	2,243,193
<b>Total</b>	<b>22,793,710</b>	<b>26,987,220</b>	<b>24,911,386</b>	<b>25,731,304</b>	<b>2,924,262</b>	<b>28,655,566</b>





## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

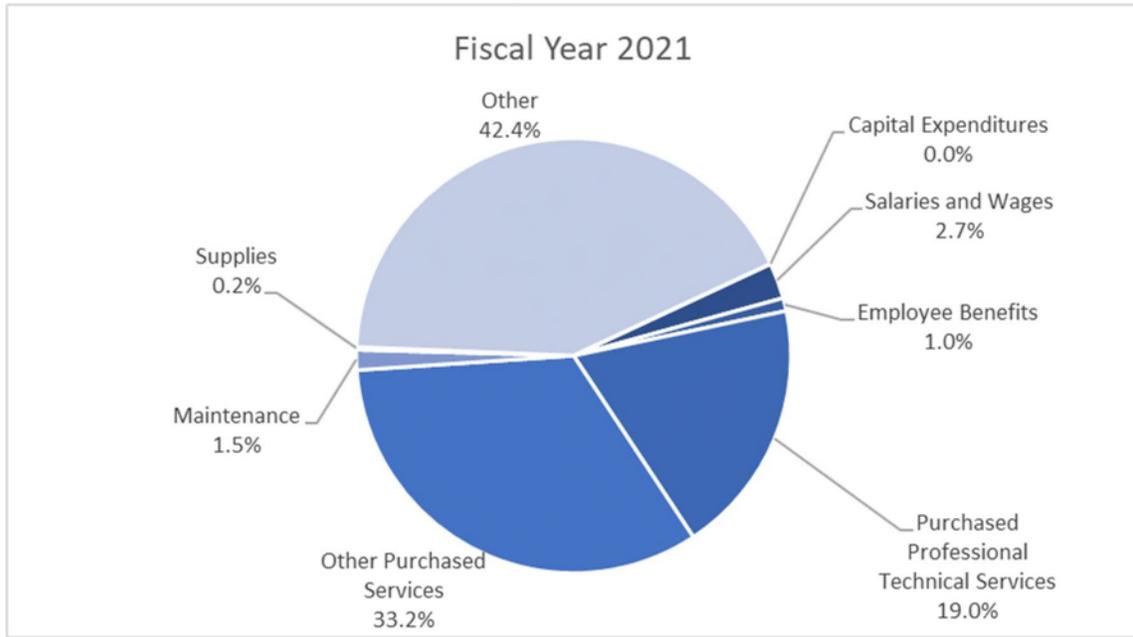
## FY21 Objectives

- Monitor and control liability claims and costs through loss prevention, mitigation, subrogation and contractual means
- Review and analyze City operations to assess risk and exposures
- Negotiate an appropriate risk transfer program including budget forecasting
- Continue to enhance and promote the City's safety program to prevent injuries

## FY21 Budget Changes

As part of the strategy to support COVID impacted funds, the insurance risk fund includes transfers out to multiple funds for fund balance support. The \$2.37 M transfers will reduce the risk insurance risk fund balance; however, the risk insurance risk fund will remain above reserve requirement.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	178,445	184,303	126,823	116,917	-	116,917
Employee Benefits	63,718	65,210	51,671	42,227	-	42,227
Purchased Professional Technical Services	1,008,514	949,195	949,195	832,520	-	832,520
Other Purchased Services	1,206,658	1,362,260	1,362,260	1,455,011	-	1,455,011
Maintenance	409	65,600	65,600	65,502	-	65,502
Supplies	3,012	8,541	8,541	8,504	-	8,504
Other	1,134,851	1,811,000	1,603,537	1,857,250	-	1,857,250
Capital Expenditures	-	341,190	-	-	-	-
Transfers Out	-	-	-	-	2,374,262	2,374,262
Indirect - Cost Allocation Overhead	125,780	207,424	207,424	213,602	-	213,602
<b>Total</b>	<b>3,721,386</b>	<b>4,994,723</b>	<b>4,375,051</b>	<b>4,591,532</b>	<b>2,374,262</b>	<b>6,965,794</b>



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Professional Technical	1720-125	SAFETY COORDINATOR			1.0000
Office Clerical	1740-219	CLAIMS SPECIALIST			1.0000
Clerical and Professional	1720-125	SAFETY COORDINATOR	1.0000	1.0000	
Clerical and Professional	1740-219	CLAIMS SPECIALIST	1.0000	1.0000	
Clerical and Professional	1755-125	CLINIC COORDINATOR	1.0000	1.0000	
<b>Grand Total</b>			3.0000	3.0000	2.0000

**CITY OF WACO  
INSURANCE FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 203,550	\$ 105,328	\$ 74,543	\$ 8,082	\$ -	\$ 8,082
Other	-	254,000	-	-	-	-
Charges for Services	4,126,923	4,583,450	4,432,506	4,583,450	-	4,583,450
Operating Revenues	4,330,473	4,942,778	4,507,049	4,591,532	-	4,591,532
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	4,330,473	4,942,778	4,507,049	4,591,532	-	4,591,532
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 178,445	\$ 184,303	\$ 126,823	\$ 116,916	\$ -	\$ 116,916
Employee Benefits	63,718	65,210	51,671	42,228	-	42,228
Purchased Professional Technical Services	1,008,514	949,195	949,195	832,520	-	832,520
Maintenance	409	65,600	65,600	65,501	-	65,501
Other Purchased Services	1,206,658	1,362,260	1,362,260	1,455,011	-	1,455,011
Supplies	3,012	8,541	8,541	8,504	-	8,504
Other	1,134,851	1,811,000	1,603,537	1,857,250	-	1,857,250
Capital Expenditures	-	341,190	-	-	-	-
Departmental Expenditures	3,595,606	4,787,299	4,167,627	4,377,930	-	4,377,930
Indirect - Cost Allocation Overhead	125,780	207,424	207,424	213,602	-	213,602
Transfers Out	-	-	-	-	2,374,262	2,374,262
Non-departmental Expenditures	125,780	207,424	207,424	213,602	2,374,262	2,587,864
Total Expenditures	3,721,386	4,994,723	4,375,051	4,591,532	2,374,262	6,965,794
Revenues Over/(Under) Expenditures	609,087	(51,945)	131,998	-	(2,374,262)	(2,374,262)
Utilization of Reserves						2,374,262
Cash Equivalent Fund Balance - Beginning	5,857,347	6,466,434	6,466,434	6,598,432	-	6,598,432
Cash Equivalent Fund Balance - Ending	\$ 6,466,434	\$ 6,414,489	\$ 6,598,432	\$ 6,598,432	\$ (2,374,262)	\$ 4,224,170



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

Through the Health Insurance Fund the City provides health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing the administrative services of a third party administrator. Self-funding provides the City of Waco with long-term plan cost containment, plan control, and flexibility. Administrative services include claim processing, utilization review and disease management, network access, subrogation, medical services cost and quality comparison information for employees, stop loss coverage and prescription administration. Also, included in the budget is a web-based, Health Insurance Portability and Accountability Act (HIPAA) compliant, health engagement tool. This tool allows the City of Waco to track employee engagement and involvement in health and wellness initiatives and activities that are coordinated by a Wellness Coordinator. The Wellness Coordinator creates and promotes wellness programs that benefit all City employees.

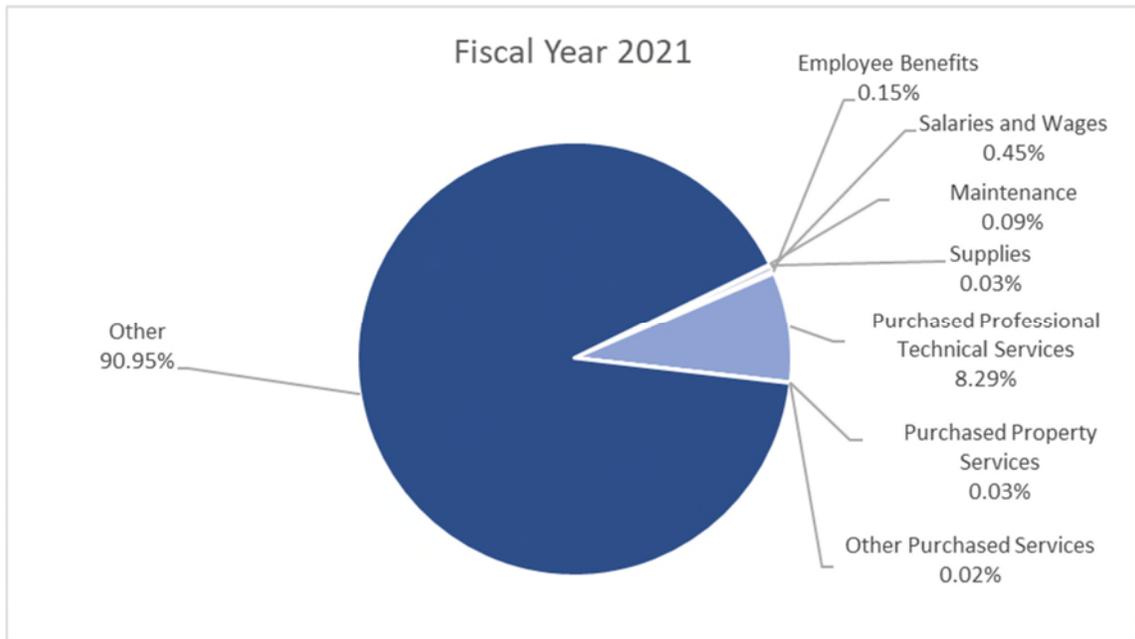
## FY21 Objectives

- Provide market competitive benefits at an affordable price to both the City and our employees
- Continue to enhance and promote the City’s wellness program

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	66,290	68,562	68,562	68,357	-	68,357
Employee Benefits	22,297	22,862	22,862	23,380	-	23,380
Purchased Professional Technical Services	965,821	1,237,750	1,237,750	1,253,668	-	1,253,668
Purchased Property Services	2,230	4,000	4,000	4,000	-	4,000
Other Purchased Services	2,827	2,880	2,880	2,880	-	2,880
Maintenance	1,063	12,900	12,900	12,900	-	12,900
Supplies	29,937	19,300	19,300	4,300	-	4,300
Other	12,737,996	13,691,603	13,000,000	13,755,492	-	13,755,492
<b>Total</b>	<b>13,828,461</b>	<b>15,059,857</b>	<b>14,368,254</b>	<b>15,124,976</b>	<b>-</b>	<b>15,124,976</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
<b>Professional Technical</b>	1730-125	WELLNESS COORDINATOR	1.0000	1.0000	1.0000
<b>Grand Total</b>			1.0000	1.0000	1.0000

**CITY OF WACO  
HEALTH INSURANCE FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Interest on Investments	\$ 82,346	\$ 43,457	\$ 37,261	\$ 3,500	\$ -	\$ 3,500
Other	20	132,000	132,000	132,000	-	132,000
Charges for Services	14,657,213	15,274,315	14,498,993	14,925,587	-	14,925,587
Operating Revenues	14,739,579	15,449,772	14,668,254	15,061,087	-	15,061,087
Transfers In	-	-	-	-	-	-
Non-operating Revenues	-	-	-	-	-	-
Total Revenues	14,739,579	15,449,772	14,668,254	15,061,087	-	15,061,087
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 66,290	\$ 68,562	\$ 68,562	\$ 68,357	\$ -	\$ 68,357
Employee Benefits	22,297	22,862	22,862	23,380	-	23,380
Purchased Professional Technical Services	965,821	1,237,750	1,237,750	1,253,668	-	1,253,668
Purchased Property Services	2,230	4,000	4,000	4,000	-	4,000
Maintenance	1,063	12,900	12,900	12,900	-	12,900
Other Purchased Services	2,827	2,880	2,880	2,880	-	2,880
Supplies	29,937	19,300	19,300	4,300	-	4,300
Other	12,737,996	13,691,603	13,000,000	13,755,492	-	13,755,492
Departmental Expenditures	13,828,461	15,059,857	14,368,254	15,124,976	-	15,124,976
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	-	-	-	-	-	-
Total Expenditures	13,828,461	15,059,857	14,368,254	15,124,976	-	15,124,976
Revenues Over/(Under) Expenditures	911,119	389,915	300,000	(63,889)	-	(63,889)
Utilization of Reserves						63,889
Cash Equivalent Fund Balance - Beginning	2,605,395	3,516,513	3,516,513	3,816,513	-	3,816,513
Cash Equivalent Fund Balance - Ending	\$ 3,516,513	\$ 3,906,428	\$ 3,816,513	\$ 3,752,624	\$ -	\$ 3,752,624

## Mission Statement

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

## Departmental Overview

The Engineering Division serves the community through respectful, professional customer service delivering major capital improvement program projects for City funded and privately funded infrastructure projects. Engineering provides design, project management, construction contract administration, floodplain management, site development plan review, permit issuance, engineering construction inspection. Engineering also performs Geographic Information System analyses, mapping services and keeps the Standard Specifications and Construction Details up to date.

## Programs of Service

The Engineering team supports multiple City Departments, private developers and local citizens with professional services that provide technical products to construct and maintain City infrastructure.

Engineering supports capital projects and manages the activities and personnel engaged in planning, developing and monitoring various citywide programs. General services include program management, design management, budget administration, program evaluation and delivery, technical and logistical assistance, and communication of project and program status with the public, media, and elected officials.

Survey provides essential information for various departments for development of plans as well as verification of construction contractor compliance for various features such as the correct location and grade of utility lines.

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

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

Development Engineering provides comprehensive review of plans for new development as well as rehabilitation of existing property to ensure compliance with code of ordinances for drainage, grading, roadway design, pavement design, stormwater design and coordinates with other City departments. This group also provides review of proposed subdivisions, abandonment of easements and right-of-way, and zoning cases and technical support for the Board of Adjustments and Plan Commission. Development Engineering administers the Flood Prevention and Protection Code of Ordinance, Stormwater Management Regulations, and Escarpment Regulations Code of Ordinance.

Geographic Information System provides analyses and mapping services for the City of Waco. Engineering maintains feature classes (layers) such as streets, public utility infrastructure, street sweeping routes, hydrology, addresses, economic development boundaries, City Council districts, aerial photography, and more. Geographic Information Systems also provides an interactive on-line map available through the



City's website public infrastructure, political boundaries, parcel information, overlay districts, and many other features for viewing and querying city information.

Engineering maintains and updates the Standard Specifications for Construction, the Manual of Standard Details, record drawings and ensures all work within the City's right-of-way is constructed in accordance with Standards and City ordinances.

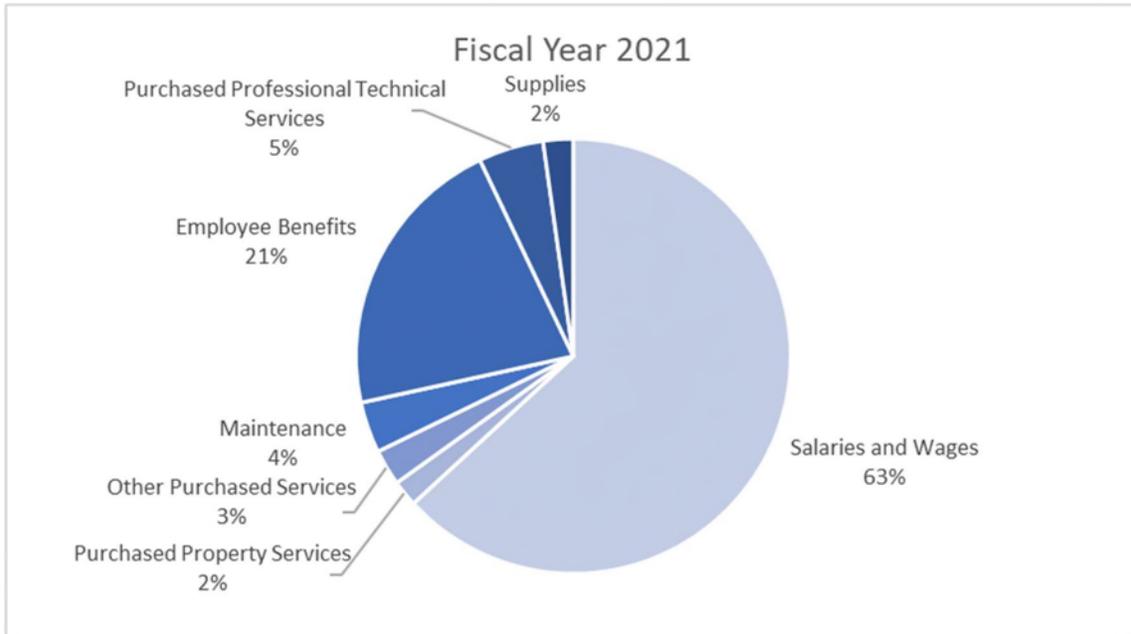
## FY21 Objectives

- Continue enhanced interdepartmental collaboration on projects.
- Continue diligent public outreach effort for projects and provide timely information.
- Continue to provide comprehensive, integrated street improvement and infrastructure management delivery including in-house preparation of construction plans.
- Complete the thirteen city funded construction projects currently in progress with a total value of \$32 million as well as provide engineering inspection for 45 developer projects including 13 subdivisions as well as projects to be added during the fiscal year.
- Continue to provide excellence in respectful, professional customer service for citizens, developers and their engineers, contractors, various City departments, City staff, through incremental changes for improvement including continuing the mastering and expanding use of EnerGov software for enhanced streamlined efficiency in development review process and two-way communication with developers and their engineers.
- Promote a multi-modal transportation system providing the City with varied transportation alternatives and improved connectivity necessary to ensure the safe and efficient movement of people and goods associated with an enhanced quality of life.

## FY21 Budget Changes

One-time funds of \$550,000 are included for a stormwater mater plan, stormwater remote monitoring, and MS4 consulting.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	1,717,997	2,371,810	1,996,810	2,203,076	-	2,203,076
Employee Benefits	581,170	787,629	662,629	760,222	-	760,222
Purchased Professional Technical Services	131,700	542,167	542,167	125,000	550,000	675,000
Purchased Property Services	52,611	52,611	52,611	52,611	-	52,611
Other Purchased Services	73,060	95,411	66,011	58,413	-	58,413
Maintenance	102,894	98,325	98,325	28,438	-	28,438
Supplies	60,530	75,929	75,929	39,526	-	39,526
Other	(27,317)	-	-	-	-	-
Capital Expenditures	85,329	153,786	153,786	-	-	-
Indirect - Cost Allocation Overhead	621,782	444,627	444,627	504,316	-	504,316
<b>Total</b>	<b>3,399,755</b>	<b>4,622,295</b>	<b>4,092,895</b>	<b>3,771,602</b>	<b>550,000</b>	<b>4,321,602</b>



# Engineering



Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	2590-138	ENGINEERING DIVISION MANAGER	1.0000	1.0000	1.0000
Supervision	2605-136	CITY ENGINEER	1.0000	1.0000	1.0000
Supervision	2608-134	DEPUTY CITY ENGINEER	1.0000	1.0000	1.0000
Supervision	2610-133	CAPITAL PROGRAM MANAGER	1.0000	1.0000	
Supervision	2617-133	DEVELOPMENT ENGINEER			1.0000
Supervision	2619-133	SENIOR ENGINEER	1.0000	1.0000	
Supervision	2650-127	ENGINEERING INSPECTION SUPERVISOR	1.0000	1.0000	1.0000
Supervision	8010-146	DIRECTOR OF PUBLIC WORKS	0.9500	0.9500	0.9500
Professional Technical	2606-136	PROJECT ENGINEER			1.0000
Professional Technical	2618-134	DEPUTY DEVELOPMENT ENGINEER			1.0000
Professional Technical	2619-133	SENIOR ENGINEER			1.0000
Professional Technical	2624-127	ENGINEER IN TRAINING			2.0000
Professional Technical	2645-219	ENGINEERING DESIGN TECHNICIAN			4.0000
Professional Technical	2655-220	ENGINEERING INSPECTOR			8.0000
Professional Technical	2660-125	GEOGRAPHIC INFORMATION SYSTEM ANALYST			1.0000
Professional Technical	2665-220	GEOGRAPHIC INFORMATION SYSTEM TECHNICIAN			1.0000
Professional Technical	2670-218	SENIOR SURVEY TECHNICIAN			2.0000
Professional Technical	2675-215	SURVEY TECHNICIAN			1.0000
Professional Technical	7043-220	ENVIRONMENTAL INSP			1.0000
Professional Technical	8025-127	PUBLIC WORKS FINANCE OFFICER			0.6667
Professional Technical	8320-123	LANDFILL ENV ANALYST			1.0000
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	2040-215	ADMINISTRATIVE ASSISTANT			1.0000
Labor Operations	2645-219	ENGINEERING DESIGN TECHNICIAN	4.0000	4.0000	
Labor Operations	2655-220	ENGINEERING INSPECTOR	7.0000	7.0000	
Labor Operations	2665-220	GEOGRAPHIC INFORMATION SYSTEM TECHNICIAN	1.0000	1.0000	
Labor Operations	2670-218	SENIOR SURVEY TECHNICIAN	2.0000	2.0000	
Labor Operations	2675-215	SURVEY TECHNICIAN	1.0000	1.0000	
Clerical and Professional	2030-217	SENIOR ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2040-215	ADMINISTRATIVE ASSISTANT	1.0000	1.0000	
Clerical and Professional	2606-136	PROJECT ENGINEER	2.0000	2.0000	
Clerical and Professional	2617-133	DEVELOPMENT ENGINEER	1.0000	1.0000	
Clerical and Professional	2618-134	DEPUTY DEVELOPMENT ENGINEER	1.0000	1.0000	
Clerical and Professional	2621-130	ENGINEERING CONSTRUCTION MANAGER	1.0000	1.0000	
Clerical and Professional	2624-127	ENGINEER IN TRAINING	1.0000	1.0000	
Clerical and Professional	2660-125	GEOGRAPHIC INFORMATION SYSTEM ANALYST	1.0000	1.0000	
Clerical and Professional	8025-127	PUBLIC WORKS FINANCE OFFICER	0.2333	0.2333	
Clerical and Professional	8115-129	PROJECT MANAGER	1.0000	1.0000	
<b>Grand Total</b>			<b>32.1833</b>	<b>32.1833</b>	<b>32.6167</b>

**CITY OF WACO  
ENGINEERING FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Licenses and Permits	\$ 49,735	\$ 44,070	\$ 40,070	\$ 44,070	\$ -	\$ 44,070
Interest on Investments	43,236	16,892	17,940	1,500	-	1,500
Other	7,447	15,951	9,951	15,951	-	15,951
Operating Revenues	100,417	76,913	67,961	61,521	-	61,521
Transfers In	-	-	-	-	15,422	15,422
Interdepartmental Billing	3,819,418	3,819,418	3,419,418	3,019,418	-	3,019,418
Non-operating Revenues	3,819,418	3,819,418	3,419,418	3,019,418	15,422	3,034,840
Total Revenues	3,919,835	3,896,331	3,487,379	3,080,939	15,422	3,096,361
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 1,717,997	\$ 2,371,810	\$ 1,996,810	\$ 2,203,076	\$ -	\$ 2,203,076
Employee Benefits	581,170	787,629	662,629	760,222	-	760,222
Purchased Professional Technical Services	131,700	542,167	542,167	125,000	550,000	675,000
Purchased Property Services	52,611	52,611	52,611	52,611	-	52,611
Maintenance	102,894	98,325	98,325	28,438	-	28,438
Other Purchased Services	73,060	95,411	66,011	58,413	-	58,413
Supplies	60,530	75,929	75,929	39,526	-	39,526
Other	(27,317)	-	-	-	-	-
Capital Expenditures	85,329	153,786	153,786	-	-	-
Departmental Expenditures	2,777,973	4,177,668	3,648,268	3,267,286	550,000	3,817,286
Indirect - Cost Allocation Overhead	621,782	444,627	444,627	504,316	-	504,316
Non-departmental Expenditures	621,782	444,627	444,627	504,316	-	504,316
Total Expenditures	3,999,755	4,622,295	4,092,895	3,771,602	550,000	4,321,602
Revenues Over/(Under) Expenditures	520,081	(725,964)	(605,516)	(690,663)	(534,578)	(1,225,241)
Utilization of Reserves						1,225,241
Cash Equivalent Fund Balance - Beginning	1,349,618	1,869,699	1,869,699	1,264,183	-	1,264,183
Cash Equivalent Fund Balance - Ending	\$ 1,869,699	\$ 1,143,735	\$ 1,264,183	\$ 573,520	\$ (534,578)	\$ 38,942



## Mission Statement

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

## Departmental Overview

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

## Programs of Service

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

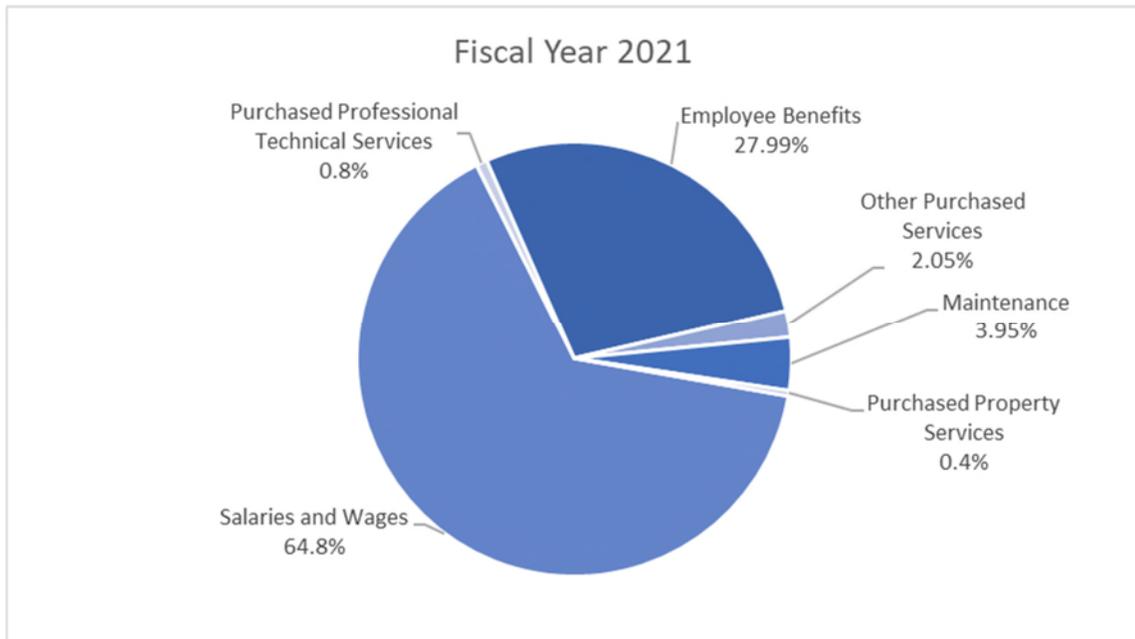
## FY21 Objectives

- Continue to seek ways to reduce maintenance and operating costs for City vehicles and equipment while maintaining reliability and service levels.

## FY21 Budget Changes

There are no recurring or one-time requests for FY21.

Category	FY19 Actuals	FY20 Current Budget	FY20 Projection	FY21 Base Budget	FY21 Changes	FY21 Budget
Salaries and Wages	928,812	1,251,978	1,086,224	1,186,830	-	1,186,830
Employee Benefits	392,050	526,976	457,571	512,626	-	512,626
Purchased Professional Technical Services	7,599	15,993	15,993	14,917	-	14,917
Purchased Property Services	6,449	6,584	6,584	7,069	-	7,069
Other Purchased Services	32,247	35,871	35,871	37,463	-	37,463
Maintenance	53,143	72,387	72,387	72,387	-	72,387
Supplies	52,654	68,491	68,491	62,266	-	62,266
Other	(23,252)	-	-	-	-	-
Capital Expenditures	76,371	-	-	-	-	-
Indirect - Cost Allocation Overhead	318,034	332,065	332,065	349,635	-	349,635
<b>Total</b>	<b>1,844,109</b>	<b>2,310,345</b>	<b>2,075,186</b>	<b>2,243,193</b>	<b>-</b>	<b>2,243,193</b>





Job Classification	Job/Grade	Description	FY19 Actual	FY20 Adopted	FY21 Proposed
Supervision	4225-130	FLEET MANAGER	1.0000	1.0000	1.0000
Supervision	4230-124	FLEET/ASSET REC SPVR			1.0000
Supervision	4235-123	FLEET SPVR-CDL	2.0000	2.0000	2.0000
Supervision	4236-123	FLEET SPVR	1.0000	1.0000	1.0000
Part Time	4247-216	EQUIPMENT MECHANIC-PT	0.9500	0.9500	
Office Clerical	2030-217	SENIOR ADMINISTRATIVE ASSISTANT			1.0000
Office Clerical	4250-216	FLEET SERVICE WRITER			1.0000
Labor Operations	4232-212	FLEET ASSET RECOVERY TECHNICIAN	1.0000	1.0000	
Labor Operations	4240-220	SENIOR EQUIPMENT MECHANIC-CDL	3.0000	3.0000	
Labor Operations	4241-220	SENIOR EQUIPMENT MECHANIC	2.0000	2.0000	
Labor Operations	4245-216	EQUIPMENT MECHANIC-CDL	6.0000	6.0000	
Labor Operations	4246-216	EQUIPMENT MECHANIC	4.0000	4.0000	
Labor Operations	4260-213	MATERIAL & INVENTORY TECHNICIAN	2.0000	2.0000	
Labor Operations	4270-208	FLEET COURIER	2.0000	2.0000	
Labor Maintenance	4231-218	FLEET ASST RCVY COOR	1.0000	1.0000	1.0000
Labor Maintenance	4232-212	FLEET ASST RCVY TECH			1.0000
Labor Maintenance	4240-220	SR EQUIP MECH-CDL			3.0000
Labor Maintenance	4241-220	SR EQUIP MECH			2.0000
Labor Maintenance	4245-216	EQUIP MECHANIC-CDL			3.0000
Labor Maintenance	4246-216	EQUIP MECHANIC			7.0000
Labor Maintenance	4247-216	EQUIP MECHANIC-PT			0.9500
Labor Maintenance	4260-213	MATERIAL & INV TECH			2.0000
Labor Maintenance	4270-208	FLEET COURIER			2.0000
Clerical and Professional	4230-124	FLEET/ASSET RECOVERY SUPERVISOR	1.0000	1.0000	
Clerical and Professional	4250-216	FLEET SERVICE WRITER	2.0000	2.0000	
<b>Grand Total</b>			<b>28.9500</b>	<b>28.9500</b>	<b>28.9500</b>

**CITY OF WACO  
FLEET SERVICES FUND  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Charges for Services	\$ 1,445,942	\$ 2,310,345	\$ 2,244,300	\$ 2,000,000	\$ -	\$ 2,000,000
Other	6,510	6,810	2,097	6,810	-	6,810
Interest on Investments	372	1,661	729	400	-	400
Operating Revenues	1,452,824	2,318,816	2,247,126	2,007,210	-	2,007,210
Transfers In	415,000	-	-	-	18,459	18,459
Non-operating Revenues	415,000	-	-	-	18,459	18,459
Total Revenues	1,867,824	2,318,816	2,247,126	2,007,210	18,459	2,025,669
<b>EXPENDITURES</b>						
Salaries and Wages	\$ 928,812	\$ 1,251,978	\$ 1,086,224	\$ 1,186,830	\$ -	\$ 1,186,830
Employee Benefits	392,050	526,976	457,571	512,626	-	512,626
Purchased Professional Technical Services	7,599	15,993	15,993	14,917	-	14,917
Purchased Property Services	6,449	6,584	6,584	7,069	-	7,069
Maintenance	53,143	72,387	72,387	72,387	-	72,387
Other Purchased Services	32,247	35,871	35,871	37,463	-	37,463
Supplies	52,654	68,491	68,491	62,266	-	62,266
Other	(23,252)	-	-	-	-	-
Capital Expenditures	76,371	-	-	-	-	-
Departmental Expenditures	1,526,075	1,978,280	1,743,121	1,893,558	-	1,893,558
Indirect - Cost Allocation Overhead	318,034	332,065	332,065	349,635	-	349,635
Transfers Out	-	-	-	-	-	-
Non-departmental Expenditures	318,034	332,065	332,065	349,635	-	349,635
Total Expenditures	1,844,109	2,310,345	2,075,186	2,243,193	-	2,243,193
Revenues Over/(Under) Expenditures	23,715	8,471	171,940	(235,983)	18,459	(217,524)
Cash Equivalent Fund Balance - Beginning	254,703	278,418	278,418	450,358	-	450,358
Cash Equivalent Fund Balance - Ending	\$ 278,418	\$ 286,889	\$ 450,358	\$ 214,375	\$ 18,459	\$ 232,834



# Debt Service



The City typically issues debt by General Obligation Bonds or Combination Certificates of Obligation. General Obligation Bonds are payable from the proceeds of annual property tax, levied within the limitations of the law. The full faith and credit of the City guarantees the payment of General Obligation Bonds, which are authorized by a vote of the citizens. Combination Certificates of Obligation are guaranteed from the proceeds of an annual property tax, levied within the limitations of the law, and most are payable from and secured by the surplus revenues of the City's Enterprise Funds. The City adheres to the guidelines for debt financing from Section V of the Financial Management Policy Statements. These policies state that property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. Guidelines for amortization of debt and affordability targets can be found in the Financial Management Policy Statements that are included in this document.

There is no specific maximum debt limit for General Obligation debt established by law. In a practical sense, the limit is imposed by the City's ability to levy and collect taxes. There is, however, a maximum tax rate established by law. That maximum rate is \$1.85 per \$100 of valuation. The current adopted rate is \$0.776232.

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

The City of Waco currently has a net debt-to-assessed valuation ratio of 1.10%. The 2019 median net debt-to-assessed valuation for Texas cities with comparable Moody's bond ratings is 1.7%. Waco's emphasis on economic development to encourage industrial and commercial investment by new companies and expansion by existing companies plus increased housing and tourism activity has promoted job growth and created value in this area.

Overlapping debt is general obligation debt payable from the tax levies of all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 3.82%. The 2019 median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 5.7%.

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

General Obligation Debt	Moody's Aa1/Stable	Standard & Poor's AA+/Stable
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In its rating report dated February 7, 2020, Moody's maintained the City's general obligation limited tax debt rating of Aa1 with a stable outlook for previously issued bonds and assigned this rating to the City's Combination Tax and Revenue Certificates of Obligation, Series 2020. Moody's report cited Waco's expanding economy, solid gains in assessed valuation, consistent history of strong operating performance, and ample reserves. In a report dated January 31, 2020, Standard & Poor's (S&P) assigned its AA+/Stable long-term rating to the City's Combination Tax and Revenue Certificates of Obligation, Series 2020, and affirmed its long-term rating of AA+/Stable on the City's previously issued certificates and GO debt. S&P's overview cited management's proactive efforts to spur economic growth and diversification, resiliency of the City's tax base which fosters a healthy revenue environment, strong budget monitoring and budgetary performance, strong and longstanding financial policies and practices,



strong reserve and liquidity position, and Baylor's stabilizing influence. These ratings take into consideration the financial performance of the City's water and sewer enterprise system, given the utility supports a significant portion of outstanding general obligation debt.

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

**CITY OF WACO  
GENERAL DEBT SERVICE  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Property Taxes - Current	\$ 9,647,569	\$ 11,053,636	\$ 11,053,636	\$ 13,118,507	\$ -	\$ 13,118,507
Property Taxes -Delinquent	80,015	109,900	109,900	130,500	-	130,500
Property Taxes - Int & Penalty	83,114	51,820	51,820	71,560	-	71,560
Bond Proceeds	205,859	-	-	-	-	-
Investment Earnings	36,443	35,955	35,955	13,340	-	13,340
<b>Total Operating Revenues</b>	<b>10,052,999</b>	<b>11,251,311</b>	<b>11,251,311</b>	<b>13,333,907</b>	<b>-</b>	<b>13,333,907</b>
<b>Total Revenues</b>	<b>10,052,999</b>	<b>11,251,311</b>	<b>11,251,311</b>	<b>13,333,907</b>	<b>-</b>	<b>13,333,907</b>
<b>EXPENDITURES</b>						
Debt Service-Principal Retired	\$ 6,150,000	\$ 7,050,000	\$ 7,050,000	\$ 8,220,000	\$ -	\$ 8,220,000
Debt Service-Interest Retired	3,559,665	4,225,588	4,225,588	4,895,866	-	4,895,866
Current Outstanding Debt	9,709,665	11,275,588	11,275,588	13,115,866	-	13,115,866
Fiscal Fees/Other	207,162	3,632	3,632	2,641	-	2,641
<b>Total Debt Service</b>	<b>9,916,827</b>	<b>11,279,220</b>	<b>11,279,220</b>	<b>13,118,507</b>	<b>-</b>	<b>13,118,507</b>
<b>Total Expenditures</b>	<b>9,916,827</b>	<b>11,279,220</b>	<b>11,279,220</b>	<b>13,118,507</b>	<b>-</b>	<b>13,118,507</b>

**CITY OF WACO  
WATER DEBT SERVICE  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Bond Proceeds	\$ 217,925	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	6,258	-	-	-	-	-
Total Operating Revenues	224,183	-	-	-	-	-
Transfer From Water	17,646,610	18,856,870	18,856,870	19,748,478	-	19,748,478
Total Revenues	17,870,793	18,856,870	18,856,870	19,748,478	-	19,748,478
<b>EXPENDITURES</b>						
Debt Service-Principal Retired	\$ 10,680,000	\$ 11,495,000	\$ 11,495,000	\$ 12,235,000	\$ -	\$ 12,235,000
Debt Service-Interest Retired	6,983,948	7,361,867	7,361,867	7,509,288	-	7,509,288
Current Outstanding Debt	17,663,948	18,856,867	18,856,867	19,744,288	-	19,744,288
Special Services	215,706	-	-	-	-	-
Debt Service-Fiscal Charges	4,409	5,409	5,409	4,190	-	4,190
Total Debt Service	17,884,063	18,862,276	18,862,276	19,748,478	-	19,748,478
Total Expenditures	17,884,063	18,862,276	18,862,276	19,748,478	-	19,748,478

**CITY OF WACO  
WASTEWATER DEBT SERVICE  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Bond Proceeds	\$ 198,746	\$ -	-	\$ -	\$ -	\$ -
Investment Earnings	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>198,746</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfer From Wastewater	12,791,421	14,277,103	14,277,103	14,357,675	-	14,357,675
<b>Total Revenues</b>	<b>12,990,168</b>	<b>14,277,103</b>	<b>14,277,103</b>	<b>14,357,675</b>	<b>-</b>	<b>14,357,675</b>
<b>EXPENDITURES</b>						
Debt Service-Principal Retired	\$ 7,220,000	\$ 8,120,000	\$ 8,120,000	\$ 8,440,000	\$ -	\$ 8,440,000
Debt Service-Interest Retired	5,552,355	6,157,102	6,157,102	5,914,733	-	5,914,733
Current Outstanding Debt	12,772,355	14,277,102	14,277,102	14,354,733	-	14,354,733
Special Services	198,071	-	-	-	-	-
Debt Service-Fiscal Charges	3,388	3,438	3,438	2,942	-	2,942
<b>Total Debt Service</b>	<b>12,973,814</b>	<b>14,280,540</b>	<b>14,280,540</b>	<b>14,357,675</b>	<b>-</b>	<b>14,357,675</b>
<b>Total Expenditures</b>	<b>12,973,814</b>	<b>14,280,540</b>	<b>14,280,540</b>	<b>14,357,675</b>	<b>-</b>	<b>14,357,675</b>

**CITY OF WACO  
WMARSS DEBT SERVICE  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Bond Proceeds	\$ -	\$ -	-	\$ -	\$ -	\$ -
Investment Earnings	-	-	-	-	-	-
Total Operating Revenues	-	-	-	-	-	-
Transfer From WMARSS	-	-	-	337,340	-	337,340
Total Revenues	-	-	-	337,340	-	337,340
<b>EXPENDITURES</b>						
Debt Service-Principal Retired	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
Debt Service-Interest Retired	-	-	-	237,271	-	237,271
Current Outstanding Debt	-	-	-	337,271	-	337,271
Special Services	-	-	-	-	-	-
Debt Service-Fiscal Charges	-	-	-	69	-	69
Total Debt Service	-	-	-	337,340	-	337,340
Total Expenditures	-	-	-	337,340	-	337,340

**CITY OF WACO  
SOLID WASTE DEBT SERVICE  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	-	-	-	-	-	-
Total Operating Revenues	-	-	-	-	-	-
Transfer From Solid Waste	632,165	1,258,164	1,258,164	1,329,470	-	1,329,470
Total Revenues	632,165	1,258,164	1,258,164	1,329,470	-	1,329,470
<b>EXPENDITURES</b>						
Debt Service-Principal Retired	\$ 535,000	\$ 1,035,000	\$ 1,035,000	\$ 1,195,000	\$ -	\$ 1,195,000
Debt Service-Interest Retired	149,347	223,164	223,164	134,325	-	134,325
Current Outstanding Debt	684,347	1,258,164	1,258,164	1,329,325	-	1,329,325
Special Services	-	-	-	-	-	-
Debt Service-Fiscal Charges	299	309	309	145	-	145
Total Debt Service	684,646	1,258,473	1,258,473	1,329,470	-	1,329,470
Total Expenditures	684,646	1,258,473	1,258,473	1,329,470	-	1,329,470

**CITY OF WACO  
TIF DEBT SERVICE  
INCOME STATEMENT**

	FY19 Actuals	FY20 Current Budget	FY20 Projections	FY21 Base Budget	FY21 Changes	FY21 Budget
<b>REVENUES</b>						
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	-	-	-	-	-	-
Total Operating Revenues	-	-	-	-	-	-
Transfer In	858,984	865,200	865,200	865,027	-	865,027
Total Revenues	858,984	865,200	865,200	865,027	-	865,027
<b>EXPENDITURES</b>						
Debt Service-Principal Retired	\$ 405,000	\$ 540,000	\$ 540,000	\$ 560,000	\$ -	\$ 560,000
Debt Service-Interest Retired	453,852	325,200	325,200	304,900	-	304,900
Current Outstanding Debt	858,852	865,200	865,200	864,900	-	864,900
Special Services	-	-	-	-	-	-
Debt Service-Fiscal Charges	132	151	151	127	-	127
Total Debt Service	858,984	865,351	865,351	865,027	-	865,027
Total Expenditures	858,984	865,351	865,351	865,027	-	865,027

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2020-2021**  
**Certificate of Obligation / GO Bonds**

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/20	Transfers	Current Taxes	Delinquent Taxes	Penalties & Interest	Interest Earnings	Other Financing Sources/Uses	Principal Retired	Interest Payments	Exchange & Commissions	Ending Balance 9/30/21
3002	Contingency	\$ 390,288	\$ -	\$ -	\$ -	\$ -	\$ 3,400	\$ -	\$ -	\$ -	\$ -	\$ 393,688
3121	Certificate of Obligation, 2012	8,361	-	228,906	2,200	1,330	210	-	165,000	63,406	500	12,101
3122	GO Refunding, 2012	21,052	-	476,500	4,700	3,840	590	-	415,000	61,425	75	30,182
3131	Certificate of Obligation, 2013	6,546	-	152,033	1,500	850	140	-	95,000	56,938	95	9,037
3132	GO Refunding, 2013	7,564	-	213,776	2,100	1,190	420	-	180,000	33,750	26	11,274
3141	Certificate of Obligation , 2014	3,032	-	116,412	1,100	710	100	-	75,000	41,325	87	4,942
3151	Certificate of Obligation , 2015	15,608	-	118,179	1,100	630	180	-	75,000	43,081	98	17,518
3152	GO Refunding, 2015	-	-	4,952,500	49,500	25,430	3,630	-	3,610,000	1,342,100	400	78,560
3154	Certificate of Obligation , 2016	2,564	-	273,269	2,700	1,480	240	-	150,000	123,231	38	6,984
3155	GO Refunding, 2016	25,887	-	276,744	2,700	310	240	-	225,000	51,700	44	29,137
3156	Certificate of Obligation, 2017	3,975	-	811,917	8,100	4,480	690	-	440,000	371,669	248	17,245
3157	Certificate of Obligation, 2018	-	-	822,105	8,200	4,880	620	-	415,000	406,975	130	13,700
3159	Certificate of Obligation, 2019	-	-	1,343,688	13,400	7,750	1,010	-	620,000	723,438	250	22,160
3160	GO Refunding, 2019	-	-	1,572,575	15,700	8,680	920	-	1,230,000	342,375	200	25,300
3199	Certificate of Obligation, 2020	-	-	1,759,903	17,500	10,000	950	-	525,000	1,234,453	450	28,450
<b>Total</b>		<b>\$ 484,877</b>	<b>\$ -</b>	<b>\$ 13,118,507</b>	<b>\$ 130,500</b>	<b>\$ 71,560</b>	<b>\$ 13,340</b>	<b>\$ -</b>	<b>\$ 8,220,000</b>	<b>\$ 4,895,866</b>	<b>\$ 2,641</b>	<b>\$ 700,277</b>

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2020-2021**  
**Water Revenue Supported Obligations**

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/20	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/21
5018	GO Refunding, 2012	\$ -	\$ 3,104,821	\$ -	\$ -	\$ 3,104,821	\$ 2,340,000	764,163	\$ 659	\$ 3,104,821	\$ -
5019	GO Refunding, 2013	-	2,817,335	-	-	2,817,335	1,990,000	826,738	598	2,817,335	-
5020	Certificate of Obligation, 2013	-	340,991	-	-	340,991	215,000	125,919	72	340,991	-
5021	Certificate of Obligation, 2014	-	142,430	-	-	142,430	90,000	52,400	30	142,430	-
5022	Certificate of Obligation, 2015	-	412,431	-	-	412,431	260,000	152,344	88	412,431	-
5023	GO Refunding, 2015	-	2,313,841	-	-	2,313,841	1,380,000	933,350	491	2,313,841	-
5024	Certificate of Obligation, 2016	-	1,972,125	-	-	1,972,125	1,075,000	896,706	418	1,972,125	-
5025	GO Refunding, 2016	-	1,066,514	-	-	1,066,514	540,000	526,288	226	1,066,514	-
5026	Certificate of Obligation, 2016A	-	712,344	625	-	712,969	550,000	162,818	151	712,969	-
5027	Certificate of Obligation, 2017	-	840,266	-	-	840,266	455,000	385,088	178	840,266	-
5028	Certificate of Obligation, 2018	-	1,342,816	-	-	1,342,816	675,000	667,531	285	1,342,816	-
5001	GO Refunding, 2019	-	2,000,725	-	-	2,000,725	1,635,000	365,300	425	2,000,725	-
5029	Certificate of Obligation, 2019	-	1,422,189	-	-	1,422,189	655,000	766,888	302	1,422,189	-
5099	Certificate of Obligation, 2020	-	1,259,024	-	-	1,259,024	375,000	883,757	267	1,259,024	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 19,747,853</b>	<b>\$ 625</b>	<b>\$ -</b>	<b>\$ 19,748,478</b>	<b>\$ 12,235,000</b>	<b>\$ 7,509,288</b>	<b>\$ 4,190</b>	<b>\$ 19,748,478</b>	<b>\$ -</b>

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2020-2021**  
**Wastewater Revenue Supported Obligations**

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/20	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/21
5117	GO Refunding, 2012	\$ -	\$ 316,240	\$ -	\$ -	\$ 316,240	\$ 265,000	\$ 51,175	\$ 65	\$ 316,240	\$ -
5118	Certificate of Obligation, 2013	-	342,195	-	-	342,195	215,000	127,125	70	342,195	-
5119	GO Refunding, 2013	-	978,200	-	-	978,200	850,000	128,000	200	978,200	-
5120	Certificate of Obligation, 2014	-	414,685	-	-	414,685	265,000	149,600	85	414,685	-
5121	Certificate of Obligation, 2015	-	380,447	-	-	380,447	240,000	140,369	78	380,447	-
5122	GO Refunding, 2015	-	2,011,337	-	-	2,011,337	1,465,000	545,925	412	2,011,337	-
5123	Certificate of Obligation, 2016	-	3,650,886	-	-	3,650,886	1,990,000	1,660,138	748	3,650,886	-
5124	GO Refunding, 2016	-	340,620	-	-	340,620	-	340,550	70	340,620	-
5125	Certificate of Obligation, 2017	-	795,007	-	-	795,007	430,000	364,844	163	795,007	-
5126	Certificate of Obligation, 2018	-	1,987,276	-	-	1,987,276	1,000,000	986,869	407	1,987,276	-
5127	Certificate of Obligation, 2019	-	1,679,719	-	-	1,679,719	775,000	904,375	344	1,679,719	-
5128	GO Refunding, 2019	-	876,730	-	-	876,730	770,000	106,550	180	876,730	-
5199	Certificate of Obligation, 2020	-	584,334	-	-	584,334	175,000	409,215	120	584,334	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 14,357,675</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,357,675</b>	<b>\$ 8,440,000</b>	<b>\$ 5,914,733</b>	<b>\$ 2,942</b>	<b>\$ 14,357,675</b>	<b>\$ -</b>

Statement of Reserve for Bond Interest and Redemption  
 Adopted 2020-2021  
 WMARSS Revenue Supported Obligations

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/20	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/21
5199	Certificate of Obligation, 2020	-	337,340	-	-	337,340	100,000	237,271	69	337,340	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ 337,340</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 337,340</b>	<b>\$ 100,000</b>	<b>\$ 237,271</b>	<b>\$ 69</b>	<b>\$ 337,340</b>	<b>\$ -</b>

**Statement of Reserve for Bond Interest and Redemption**  
**Adopted 2020-2021**  
**Solid Waste Revenue Supported Obligations**

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/20	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/21
5213	GO Refunding, 2013	\$ -	\$ 309,784	\$ -	\$ -	\$ 309,784	\$ 260,000	\$ 49,750	\$ 34	\$ 309,784	\$ -
5214	GO Refunding, 2016	-	323,235	-	-	323,235	320,000	3,200	35	323,235	-
5215	Certificate of Obligation, 2019	-	696,451	-	-	696,451	615,000	81,375	76	696,451	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 1,329,470</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,329,470</b>	<b>\$ 1,195,000</b>	<b>\$ 134,325</b>	<b>\$ 145</b>	<b>\$ 1,329,470</b>	<b>\$ -</b>

Statement of Reserve for Bond Interest and Redemption  
 Adopted 2020-2021  
 Tax Increment Financing Supported Obligations

Issue No.	Bond Interest and Redemption	Beginning Balance 10/1/19	Revenue Transfer	Interest on Investments	Other Financing Sources / Uses	Total Receipts & Balances	Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/20
3153	GO Refunding, 2015	\$ -	\$ 82,012	\$ -	\$ -	\$ 82,012	\$ 80,000	\$ 2,000	\$ 12	\$ 82,012	\$ -
3158	Certificate of Obligation, 2018	-	783,015	-	-	783,015	480,000	302,900	115	783,015	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 865,027</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 865,027</b>	<b>\$ 560,000</b>	<b>\$ 304,900</b>	<b>\$ 127</b>	<b>\$ 865,027</b>	<b>\$ -</b>

**Certificates of Obligation / GO Bonds**

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3121	Certificate of Obligation, 2012	2.00-3.50	2012	2032	3,480,000	3,480,000	2,300,000	451,016	2,751,016
3122	Obligation Refunding, 2012	2.00-5.00	2012	2025	6,465,000	6,465,000	1,795,000	156,425	1,951,425
3131	Certificate of Obligation, 2013	2.00-4.00	2013	2033	2,175,000	2,175,000	1,610,000	390,919	2,000,919
3132	Obligation Refunding, 2013	2.00-5.00	2013	2024	1,700,000	1,700,000	765,000	78,625	843,625
3141	Certificate of Obligation, 2014	2.00-4.00	2014	2034	1,645,000	1,645,000	1,255,000	342,863	1,597,863
3151	Certificate of Obligation, 2015	2.00-4.00	2015	2035	1,695,000	1,695,000	1,375,000	370,466	1,745,466
3152	Obligation Refunding, 2015	2.00-5.00	2015	2027	33,755,000	33,755,000	29,555,000	5,134,525	34,689,525
3154	Certificate of Obligation, 2016	2.00-5.00	2016	2036	3,805,000	3,805,000	3,335,000	1,003,810	4,338,810
3155	Obligation Refunding, 2016	2.00-4.00	2016	2027	1,945,000	1,945,000	1,945,000	232,475	2,177,475
3156	Certificate of Obligation, 2017	2.50-5.00	2017	2037	11,465,000	11,465,000	10,350,000	3,423,653	13,773,653
3157	Certificate of Obligation, 2018	2.00-5.00	2018	2038	11,555,000	11,555,000	10,905,000	3,851,131	14,756,131
3159	Certificate of Obligation, 2019	2.00-5.00	2019	2039	18,560,000	18,560,000	18,195,000	7,327,619	25,522,619
3160	Obligation Refunding, 2019	2.00-5.00	2019	2031	9,365,000	9,365,000	8,270,000	1,842,063	10,112,063
3199	Certificate of Obligation, 2020	2.00-5.00	2020	2040	26,210,000	26,210,000	26,210,000	8,935,613	35,145,613
<b>Total Certificates of Obligation / GO Bonds</b>					<b>\$ 133,820,000</b>	<b>\$ 133,820,000</b>	<b>\$ 117,865,000</b>	<b>\$ 33,541,201</b>	<b>\$ 151,406,201</b>

**Water Revenue Bonds**

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5018	Water Revenue Refunding, 2012	2.00-5.00	2012	2035	40,945,000	40,945,000	22,220,000	4,503,581	26,723,581
5019	Water Revenue Refunding, 2013	2.00-5.00	2013	2036	32,055,000	32,055,000	21,715,000	5,416,850	27,131,850
5020	Certificate of Obligation, 2013	2.00-4.00	2013	2033	4,830,000	4,830,000	3,565,000	864,235	4,429,235
5021	Certificate of Obligation, 2014	2.00-4.00	2014	2034	2,075,000	2,075,000	1,590,000	433,950	2,023,950
5022	Certificate of Obligation, 2015	2.00-4.00	2015	2035	6,005,000	6,005,000	4,860,000	1,311,397	6,171,397
5023	Water Revenue Refunding, 2015	2.00-5.00	2015	2036	25,115,000	25,115,000	21,855,000	7,143,225	28,998,225
5024	Certificate of Obligation, 2016	2.00-5.00	2016	2036	27,670,000	27,670,000	24,260,000	7,311,310	31,571,310
5025	Water Revenue Refunding, 2016	2.00-4.00	2016	2037	17,200,000	17,200,000	17,200,000	5,394,206	22,594,206
5026	Certificate of Obligation, 2016	2.00-5.00	2016	2037	12,000,000	12,000,000	10,370,000	1,714,007	12,084,007
5027	Certificate of Obligation, 2017	2.50-5.00	2017	2037	11,890,000	11,890,000	10,725,000	3,547,606	14,272,606
5028	Certificate of Obligation, 2018	2.00-5.00	2018	2038	18,945,000	18,945,000	17,880,000	6,315,953	24,195,953
5029	Certificate of Obligation, 2019	2.00-5.00	2019	2039	19,670,000	19,670,000	19,285,000	7,765,069	27,050,069
5001	Water Revenue Refunding, 2019	2.00-5.00	2019	2030	10,105,000	10,105,000	8,735,000	1,817,038	10,552,038
5099	Certificate of Obligation, 2020	2.00-5.00	2020	2040	18,770,000	18,770,000	18,770,000	6,400,210	25,170,210
<b>Total Water Revenue Bonds</b>					<b>\$ 247,275,000</b>	<b>\$ 247,275,000</b>	<b>\$ 203,030,000</b>	<b>\$ 59,938,637</b>	<b>\$ 262,968,637</b>

**Wastewater Revenue Bonds**

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5117	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025	6,690,000	6,690,000	1,445,000	148,975	1,593,975
5118	Certificate of Obligation, 2013	2.00-4.00	2013	2033	4,875,000	4,875,000	3,600,000	874,613	4,474,613
5119	Wastewater Revenue Refunding, 2013	2.00-5.00	2013	2024	7,410,000	7,410,000	2,985,000	291,625	3,276,625
5120	Certificate of Obligation, 2014	2.00-4.00	2014	2034	5,930,000	5,930,000	4,540,000	1,239,950	5,779,950
5121	Certificate of Obligation, 2015	2.00-4.00	2015	2035	5,535,000	5,535,000	4,480,000	1,208,497	5,688,497
5122	Wastewater Revenue Refunding, 2015	2.00-5.00	2015	2032	14,070,000	14,070,000	12,080,000	2,546,075	14,626,075
5123	Certificate of Obligation, 2016	2.00-5.00	2016	2036	51,215,000	51,215,000	44,910,000	13,532,357	58,442,357
5124	Wastewater Revenue Refunding, 2016	2.00-4.00	2016	2031	10,005,000	10,005,000	10,005,000	2,935,525	12,940,525
5125	Certificate of Obligation, 2017	2.50-5.00	2017	2037	11,265,000	11,265,000	10,160,000	3,361,603	13,521,603
5126	Certificate of Obligation, 2018	2.00-5.00	2018	2038	28,000,000	28,000,000	26,435,000	9,338,741	35,773,741
5127	Certificate of Obligation, 2019	2.00-5.00	2019	2039	23,200,000	23,200,000	22,745,000	9,157,750	31,902,750
5128	Wastewater Revenue Refunding, 2019	2.00-5.00	2019	2030	3,075,000	3,075,000	2,670,000	434,350	3,104,350
5199	Certificate of Obligation, 2020	2.00-5.00	2020	2040	8,695,000	8,695,000	8,695,000	2,964,668	11,659,668
<b>Total Wastewater Revenue Bonds</b>					<b>\$ 179,965,000</b>	<b>\$ 179,965,000</b>	<b>\$ 154,750,000</b>	<b>\$ 48,034,728</b>	<b>\$ 202,784,728</b>

**WMARSS Revenue Bonds**

<b>Issue No.</b>	<b>Series</b>	<b>Interest Rate</b>	<b>Date of Issue</b>	<b>Date of Maturity</b>	<b>Bonds Authorized</b>	<b>Bonds Issued</b>	<b>Bonds Outstanding</b>	<b>Interest Outstanding</b>	<b>Total Outstanding</b>
5199WM	Certificate of Obligation, 2020	2.00-5.00	2020	2040	5,035,000	5,035,000	5,035,000	1,715,887	6,750,887
<b>Total WMARSS Revenue Bonds</b>					<b>\$ 5,035,000</b>	<b>\$ 5,035,000</b>	<b>\$ 5,035,000</b>	<b>\$ 1,715,887</b>	<b>\$ 6,750,887</b>

**Solid Waste Revenue Bonds**

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
5213	Solid Waste Revenue Refunding, 2013	2.00-5.00	2013	2024	2,495,000	2,495,000	1,125,000	116,125	1,241,125
5214	Solid Waste Revenue Refunding, 2016	2.00-4.00	2016	2021	320,000	320,000	320,000	3,200	323,200
5215	Certificate of Obligation, 2019	2.00-5.00	2019	2023	2,480,000	2,480,000	1,935,000	148,125	2,083,125
<b>Total Solid Waste Revenue Bonds</b>					<b>\$ 5,295,000</b>	<b>\$ 5,295,000</b>	<b>\$ 3,380,000</b>	<b>\$ 267,450</b>	<b>\$ 3,647,450</b>

**Tax Increment Financing Zone**

Issue No.	Series	Interest Rate	Date of Issue	Date of Maturity	Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3153	Obligation Refunding, 2015	2.00-5.00	2015	2021	\$ 370,000	\$ 370,000	\$ 80,000	\$ 2,000	\$ 82,000
3158	Certificate of Obligation, 2018	2.00-5.00	2018	2032	8,285,000	8,285,000	7,480,000	1,904,700	9,384,700
<b>Total Tax Increment Financing Zone</b>					<b>\$ 8,655,000</b>	<b>\$ 8,655,000</b>	<b>\$ 7,560,000</b>	<b>\$ 1,906,700</b>	<b>\$ 9,466,700</b>
<b>Total All Debt</b>					<b>\$ 580,045,000</b>	<b>\$ 580,045,000</b>	<b>\$ 491,620,000</b>	<b>\$ 145,404,602</b>	<b>\$ 637,024,602</b>

**Retirement Schedule to Maturity  
Property Tax Supported Obligations**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	\$ 8,220,000	\$ 4,895,866	\$ 13,115,866
2022	8,495,000	4,171,094	12,666,094
2023	8,640,000	3,769,500	12,409,500
2024	8,855,000	3,351,069	12,206,069
2025	9,100,000	2,924,031	12,024,031
2026	9,305,000	2,483,963	11,788,963
2027	9,545,000	2,052,819	11,597,819
2028	4,980,000	1,734,219	6,714,219
2029	4,930,000	1,526,941	6,456,941
2030	5,110,000	1,343,038	6,453,038
2031	4,950,000	1,165,472	6,115,472
2032	4,620,000	994,481	5,614,481
2033	4,545,000	842,431	5,387,431
2034	4,520,000	705,316	5,225,316
2035	4,555,000	566,497	5,121,497
2036	4,570,000	430,659	5,000,659
2037	4,435,000	299,544	4,734,544
2038	3,740,000	180,050	3,920,050
2039	3,015,000	83,609	3,098,609
2040	1,735,000	20,603	1,755,603
<b>Total</b>	<b>\$ 117,865,000</b>	<b>\$ 33,541,201</b>	<b>\$ 151,406,201</b>

**Retirement Schedule to Maturity**  
**Wastewater Revenue Supported Obligations**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	\$ 8,440,000	\$ 5,914,733	\$ 14,354,733
2022	8,430,000	5,423,800	13,853,800
2023	8,440,000	5,025,550	13,465,550
2024	8,850,000	4,611,875	13,461,875
2025	8,500,000	4,196,475	12,696,475
2026	8,580,000	3,784,125	12,364,125
2027	8,845,000	3,404,925	12,249,925
2028	9,345,000	3,046,750	12,391,750
2029	9,625,000	2,675,088	12,300,088
2030	9,990,000	2,305,488	12,295,488
2031	10,130,000	1,957,175	12,087,175
2032	10,410,000	1,616,150	12,026,150
2033	8,535,000	1,301,050	9,836,050
2034	8,465,000	1,027,234	9,492,234
2035	8,325,000	756,000	9,081,000
2036	8,195,000	494,513	8,689,513
2037	4,750,000	290,475	5,040,475
2038	4,105,000	148,284	4,253,284
2039	2,215,000	48,209	2,263,209
2040	575,000	6,828	581,828
<b>Total</b>	<b>\$ 154,750,000</b>	<b>\$ 48,034,728</b>	<b>\$ 202,784,728</b>

**Retirement Schedule to Maturity  
WMARSS Revenue Supported Obligations**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	\$ 100,000	\$ 237,271	\$ 337,271
2022	175,000	163,606	338,606
2023	185,000	154,606	339,606
2024	195,000	145,106	340,106
2025	200,000	135,231	335,231
2026	215,000	124,856	339,856
2027	225,000	113,856	338,856
2028	235,000	102,356	337,356
2029	245,000	91,581	336,581
2030	255,000	81,581	336,581
2031	265,000	71,181	336,181
2032	275,000	60,381	335,381
2033	285,000	52,031	337,031
2034	290,000	46,281	336,281
2035	295,000	40,247	335,247
2036	305,000	33,681	338,681
2037	310,000	26,763	336,763
2038	320,000	19,475	339,475
2039	325,000	11,816	336,816
2040	335,000	3,978	338,978
<b>Total</b>	<b>\$ 5,035,000</b>	<b>\$ 1,715,887</b>	<b>\$ 6,750,887</b>

**Retirement Schedule to Maturity  
Water Revenue Supported Obligations**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	\$ 12,235,000	\$ 7,509,288	\$ 19,744,288
2022	12,375,000	6,754,906	19,129,906
2023	12,345,000	6,220,589	18,565,589
2024	12,905,000	5,665,785	18,570,785
2025	12,090,000	5,121,791	17,211,791
2026	10,545,000	4,635,482	15,180,482
2027	10,890,000	4,197,689	15,087,689
2028	11,530,000	3,754,081	15,284,081
2029	11,375,000	3,313,591	14,688,591
2030	11,780,000	2,906,740	14,686,740
2031	11,350,000	2,515,550	13,865,550
2032	11,780,000	2,124,619	13,904,619
2033	12,195,000	1,731,809	13,926,809
2034	11,960,000	1,348,389	13,308,389
2035	12,020,000	965,987	12,985,987
2036	11,100,000	600,828	11,700,828
2037	6,835,000	325,066	7,160,066
2038	3,860,000	164,041	4,024,041
2039	2,615,000	67,622	2,682,622
2040	1,245,000	14,784	1,259,784
<b>Total</b>	<b>\$ 203,030,000</b>	<b>\$ 59,938,637</b>	<b>\$ 262,968,637</b>

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

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	\$ 1,195,000	\$ 134,325	\$ 1,329,325
2022	920,000	86,250	1,006,250
2023	960,000	39,250	999,250
2024	305,000	7,625	312,625
<b>Total</b>	<b>\$ 3,380,000</b>	<b>\$ 267,450</b>	<b>\$ 3,647,450</b>

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

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	\$ 560,000	\$ 304,900	\$ 864,900
2022	495,000	285,725	780,725
2023	520,000	260,350	780,350
2024	550,000	233,600	783,600
2025	575,000	205,475	780,475
2026	605,000	175,975	780,975
2027	640,000	144,850	784,850
2028	670,000	112,100	782,100
2029	700,000	81,350	781,350
2030	725,000	56,475	781,475
2031	750,000	34,350	784,350
2032	770,000	11,550	781,550
<b>Total</b>	<b>\$ 7,560,000</b>	<b>\$ 1,906,700</b>	<b>\$ 9,466,700</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**TOTAL SUMMARY**

<b>PROJECT TYPE</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
AIRPORT	\$ 7,595,000	\$ 1,402,500	\$ 3,522,000	\$ 862,322	\$ 11,572,589	\$ 24,954,411
FACILITIES	246,600	1,000,000	-	-	-	1,246,600
PARKS	2,100,000	1,100,000	200,000	-	200,000	3,600,000
PUBLIC WORKS	23,635,519	24,610,000	26,410,000	29,110,000	29,110,000	132,875,519
SOLID WASTE	3,375,000	7,841,250	4,000,000	300,000	-	15,516,250
WASTE WATER	4,500,000	4,000,000	5,000,000	7,000,000	7,000,000	27,500,000
WATER	24,000,000	25,500,000	20,000,000	18,500,000	15,202,025	103,202,025
WMARSS	18,800,000	17,500,000	10,250,000	8,000,000	4,000,000	58,550,000
<b>TOTAL</b>	<b>\$ 84,252,119</b>	<b>\$ 82,953,750</b>	<b>\$ 69,382,000</b>	<b>\$ 63,772,322</b>	<b>\$ 67,084,614</b>	<b>\$ 367,444,805</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
CO'S	\$ 23,500,000	\$ 24,210,000	\$ 24,110,000	\$ 26,610,000	\$ 26,810,000	\$ 125,240,000
Enterprise Solid Waste CO'S	3,375,000	7,841,250	4,000,000	300,000	-	15,516,250
Enterprise System Revenues	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Enterprise Utility CO'S	44,800,000	44,500,000	32,750,000	31,000,000	23,702,025	176,752,025
General Revenue	2,482,119	2,500,000	2,500,000	2,500,000	2,500,000	12,482,119
Other Funding Sources	7,595,000	1,402,500	3,522,000	862,322	11,572,589	24,954,411
<b>TOTAL</b>	<b>\$ 84,252,119</b>	<b>\$ 82,953,750</b>	<b>\$ 69,382,000</b>	<b>\$ 63,772,322</b>	<b>\$ 67,084,614</b>	<b>\$ 367,444,805</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**TOTAL SUMMARY**

<b>PROJECT TYPE</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
FACILITIES	\$ 246,600	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,246,600
PARKS	2,100,000	1,100,000	200,000	-	200,000	3,600,000
PUBLIC WORKS	21,153,400	22,110,000	23,910,000	26,610,000	26,610,000	120,393,400
<b>CO'S</b>	<b>\$ 23,500,000</b>	<b>\$ 24,210,000</b>	<b>\$ 24,110,000</b>	<b>\$ 26,610,000</b>	<b>\$ 26,810,000</b>	<b>\$ 125,240,000</b>

<b>PROJECT TYPE</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
SOLID WASTE	\$ 3,375,000	\$ 7,841,250	\$ 4,000,000	\$ 300,000	\$ -	\$ 15,516,250
<b>ENTERPRISE SOLID WASTE CO'S</b>	<b>\$ 3,375,000</b>	<b>\$ 7,841,250</b>	<b>\$ 4,000,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 15,516,250</b>

<b>PROJECT TYPE</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
WASTE WATER	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
WATER	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
<b>ENTERPRISE SYSTEM REVENUES</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 12,500,000</b>

<b>PROJECT TYPE</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
WASTE WATER	\$ 3,500,000	\$ 3,000,000	\$ 4,000,000	\$ 6,000,000	\$ 6,000,000	\$ 22,500,000
WATER	22,500,000	24,000,000	18,500,000	17,000,000	13,702,025	95,702,025
WMARSS	18,800,000	17,500,000	10,250,000	8,000,000	4,000,000	58,550,000
<b>ENTERPRISE UTILITY CO'S</b>	<b>\$ 44,800,000</b>	<b>\$ 44,500,000</b>	<b>\$ 32,750,000</b>	<b>\$ 31,000,000</b>	<b>\$ 23,702,025</b>	<b>\$ 176,752,025</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**TOTAL SUMMARY**

<b>PROJECT TYPE</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
PUBLIC WORKS	\$ 2,482,119	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 12,482,119
<b>GENERAL REVENUE</b>	<b>\$ 2,482,119</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 12,482,119</b>

<b>PROJECT TYPE</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
AIRPORT	\$ 7,595,000	\$ 1,402,500	\$ 3,522,000	\$ 862,322	\$ 11,572,589	\$ 24,954,411
<b>OTHER FUNDING SOURCES</b>	<b>\$ 7,595,000</b>	<b>\$ 1,402,500</b>	<b>\$ 3,522,000</b>	<b>\$ 862,322</b>	<b>\$ 11,572,589</b>	<b>\$ 24,954,411</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**SUMMARY BY FUNDING SOURCE**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Police Tower Garage Elevator Modernization	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Zoo Admin Roof Replacement	50,000	-	-	-	-	50,000
Crime Scene Lab	96,600	1,000,000	-	-	-	1,096,600
Cemetery Improvement Program	150,000	-	-	-	-	150,000
China Spring Neighborhood Park Development	550,000	1,100,000	-	-	-	1,650,000
Community Center Improvement Program	550,000	-	200,000	-	200,000	950,000
Cotton Palace Park Redevelopment	200,000	-	-	-	-	200,000
General Park Improvement Program	650,000	-	-	-	-	650,000
Engineering - Bridge	2,000,000	-	-	-	-	2,000,000
Engineering - Infrastructure Leverage	1,000,000	-	-	-	-	1,000,000
Streets - Pavement Program Mill & Overlay	13,400,000	17,860,000	19,660,000	22,360,000	22,360,000	95,640,000
Streets - Pavement Program Reclamation	4,253,400	4,250,000	4,250,000	4,250,000	4,250,000	21,253,400
Traffic - Traffic Signal Modification and Management Center	500,000	-	-	-	-	500,000
<b>CO S</b>	<b>\$ 23,500,000</b>	<b>\$ 24,210,000</b>	<b>\$ 24,110,000</b>	<b>\$ 26,610,000</b>	<b>\$ 26,810,000</b>	<b>\$ 125,240,000</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**SUMMARY BY FUNDING SOURCE**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
MSW 2400	\$ 750,000	\$ 7,841,250	\$ 4,000,000	\$ -	\$ -	\$ 12,591,250
Solid Waste Facilities	2,625,000	-	-	-	-	2,625,000
Future Service Facility	-	-	-	300,000	-	300,000
<b>Enterprise Solid Waste CO'S</b>	<b>\$ 3,375,000</b>	<b>\$ 7,841,250</b>	<b>\$ 4,000,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 15,516,250</b>

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Water System Improvements (Cash)	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 6,000,000
Master Plan (Cash)	-	-	-	-	1,500,000	1,500,000
WW System Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Enterprise System Revenues</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 12,500,000</b>

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Water System Improvements	\$ 6,500,000	\$ 4,500,000	\$ 10,500,000	\$ 10,500,000	\$ 8,502,025	\$ 40,502,025
Plant Improvements	4,000,000	-	-	-	-	4,000,000
Pumps & Storages	1,500,000	-	1,500,000	-	1,700,000	4,700,000
Downtown	-	-	-	2,000,000	-	2,000,000
Building	6,000,000	-	-	500,000	500,000	7,000,000
Raw Water Line	-	7,000,000	-	-	-	7,000,000
Water Transmission Improvements	-	6,500,000	4,000,000	4,000,000	-	14,500,000
TSTC Tower	-	-	2,500,000	-	-	2,500,000
Old McGregor Ground Storage	-	6,000,000	-	-	-	6,000,000
State Highway 6 Utility Improvements TXDoT	4,500,000	-	-	-	-	4,500,000
Airport Ground Storage	-	-	-	-	3,000,000	3,000,000
Central Plant Improvements	2,500,000	2,000,000	7,000,000	2,000,000	4,000,000	17,500,000
Bull Hide Improvements	2,000,000	15,000,000	-	-	-	17,000,000
Interceptors & Lift Stations	8,000,000	500,000	3,250,000	6,000,000	-	17,750,000
State Highway 6 Utility Improvements TXDOT	4,800,000	-	-	-	-	4,800,000
WMARSS Erosion	1,500,000	-	-	-	-	1,500,000
WW System Improvements	3,500,000	3,000,000	4,000,000	6,000,000	6,000,000	22,500,000
<b>Enterprise Utility CO'S</b>	<b>\$ 44,800,000</b>	<b>\$ 44,500,000</b>	<b>\$ 32,750,000</b>	<b>\$ 31,000,000</b>	<b>\$ 23,702,025</b>	<b>\$ 176,752,025</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**SUMMARY BY FUNDING SOURCE**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Streets - Pavement Program Preservation	\$ 2,482,119	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 12,482,119
<b>General Revenue</b>	<b>\$ 2,482,119</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 12,482,119</b>

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Hangar Complex Development	\$ 1,850,000	\$ -	\$ -	\$ -	\$ -	\$ 1,850,000
Terminal Building Modernization	1,380,000	-	-	-	-	1,380,000
Airport Paving	1,200,000	-	-	-	-	1,200,000
Security System Replacement	100,000	-	-	-	-	100,000
Storm Water Line Relocation	750,000	-	-	-	-	750,000
Passenger Loading Bridge	750,000	-	-	-	-	750,000
Vacuum Truck Replacement	130,000	-	-	-	-	130,000
Elevator Modernization	32,500	-	-	-	-	32,500
HVAC Roof and Electrical	1,402,500	1,402,500	-	-	-	2,805,000
Reconstruct Apron, Phase III	-	-	3,347,000	-	-	3,347,000
Extend Service Road	-	-	175,000	-	-	175,000
Rehabilitate Runway 1/19 and 14/32	-	-	-	862,322	10,347,589	11,209,911
Improve Airport Drainage (WHA Mitigation), Phase 1 (Construction)	-	-	-	-	1,225,000	1,225,000
<b>Grants &amp; Other</b>	<b>\$ 7,595,000</b>	<b>\$ 1,402,500</b>	<b>\$ 3,522,000</b>	<b>\$ 862,322</b>	<b>\$ 11,572,589</b>	<b>\$ 24,954,411</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**AIRPORT**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Hangar Complex Development	\$ 1,850,000	\$ -	\$ -	\$ -	\$ -	\$ 1,850,000
Terminal Building Modernization	1,380,000	-	-	-	-	1,380,000
Airport Paving	1,200,000	-	-	-	-	1,200,000
Security System Replacement	100,000	-	-	-	-	100,000
Storm Water Line Relocation	750,000	-	-	-	-	750,000
Passenger Loading Bridge	750,000	-	-	-	-	750,000
Vacuum Truck Replacement	130,000	-	-	-	-	130,000
Elevator Modernization	32,500	-	-	-	-	32,500
HVAC Roof and Electrical	1,402,500	1,402,500	-	-	-	2,805,000
Reconstruct Apron, Phase III	-	-	3,347,000	-	-	3,347,000
Extend Service Road	-	-	175,000	-	-	175,000
Rehabilitate Runway 1/19 and 14/32	-	-	-	862,322	10,347,589	11,209,911
Improve Airport Drainage (WHA Mitigation), Phase 1 (Construction)	-	-	-	-	1,225,000	1,225,000
<b>TOTAL</b>	<b>\$ 7,595,000</b>	<b>\$ 1,402,500</b>	<b>\$ 3,522,000</b>	<b>\$ 862,322</b>	<b>\$ 11,572,589</b>	<b>\$ 24,954,411</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
INTERGOVERNMENTAL - FEDERAL (CARES Act)	\$ 6,192,500	\$ -	\$ -	\$ -	\$ -	\$ 6,192,500
OTHER	1,402,500	1,402,500	3,522,000	862,322	11,572,589	\$ 18,761,911
<b>TOTAL</b>	<b>\$ 7,595,000</b>	<b>\$ 1,402,500</b>	<b>\$ 3,522,000</b>	<b>\$ 862,322</b>	<b>\$ 11,572,589</b>	<b>\$ 24,954,411</b>

# Hangar Complex Development

## Description

Build additional small and executive hangars for aircraft storage.

## Justification

This project was identified in the Airport Master Plan, there is currently a waiting list for both types of hangars.

## Project Information

**Project Type:** Airport  
**Project Code:** 68  
**Managing Dept:** Airport  
**Project Type:** AP  
**City Goal:** Infrastructure

**Priority:** 1  
**Location Name:** Airport  
**Location Address:** Waco, TX 76708  
**Start Date:** 10 / 01 / 2020  
**Estimated Completion Date:** 05 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
DESIGN	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	1,750,000	0	0	0	0
<b>Total</b>	<b>\$ 1,850,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
INTERGOVERNMENTAL - FEDERAL	\$ 1,850,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 1,850,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Terminal Building Modernization

## Description

Airport Terminal requires improvements to seating, bathrooms and general aesthetics of the lobby.

## Justification

The Terminal Building is a forward-facing facility needs to be updated to better represent our community.

## Project Information

**Project Type:** Airport

**Project Code:** 68

**Managing Dept:** Airport

**Project Type:** AP

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:** Airport

**Location Address:** Waco, TX 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 05 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>CONSTRUCTION</b>	1,280,000	0	0	0	0
<b>Total</b>	\$ 1,380,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Intergovernmental	\$ 1,380,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 1,380,000	\$ 0	\$ 0	\$ 0	\$ 0

# Airport Paving

## Description

Several areas of roadway have been identified as needing improvement and an overflow parking lot needs to be constructed.

## Justification

The access roads to several gates are need of repair and the overflow parking that has been utilized in its current state should be paved to better serve airport passengers.

## Project Information

**Project Type:** Airport  
**Project Code:** 68  
**Managing Dept:** Airport  
**Project Type:** AP  
**City Goal:** Infrastructure

**Priority:** 1  
**Location Name:** Airport  
**Location Address:** Waco, TX 76708  
**Start Date:** 10 / 01 / 2020  
**Estimated Completion Date:** 05 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 1,200,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 1,200,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>INTERGOVERNMENTAL - FEDERAL</b>	\$ 1,200,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 1,200,000	\$ 0	\$ 0	\$ 0	\$ 0

# Security System Replacement

## Description

Replace the current security software system and data access points.

## Justification

Replacement of this system will allow the airport maintain compliance with Airport Security Requirements set forth by TSA.

## Project Information

**Project Type:** Airport

**Project Code:** 68

**Managing Dept:** Airport

**Project Type:** AP

**City Goal:** Safety

**Priority:** 1

**Location Name:** Airport

**Location Address:** Waco, TX 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 05 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Intergovernmental	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0

# Storm Water Line Relocation

## Description

Relocation of a storm water line to create two sites for corporate hangars

## Justification

The sites were identified in the Airport Master Plan (2017) there is an existing tenant seeking additional space to store larger cooperate aircraft.

## Project Information

**Project Type:** Airport

**Project Code:** 68

**Managing Dept:** Airport

**Project Type:** AP

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:** Airport

**Location Address:** Waco, TX 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 05 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Intergovernmental	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0

# Passenger Loading Bridge

## Description

Update the software systems in place and refresh the existing bridges.

## Justification

An assessment has been completed and identified the components that should be replaced to extend the overall use of the existing Passenger Boarding Bridges. This is also a forward-facing component of the airport that should be updated.

## Project Information

**Project Type:** Airport

**Project Code:** 68

**Managing Dept:** Airport

**Project Type:** AP

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:** Airport

**Location Address:** Waco, TX 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 12 / 01 / 2020

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Intergovernmental	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 750,000	\$ 0	\$ 0	\$ 0	\$ 0

# Vacuum Truck Replacement

## Description

Replacement of Vacuum Truck.

## Justification

The vacuum truck performs an important function at the airport to remove Foreign Object Debris (FOD) from aircraft movement areas and reduces the risk of damage of such debris.

## Project Information

**Project Type:** Airport

**Project Code:** 68

**Managing Dept:** Airport

**Project Type:** AP

**City Goal:**

**Priority:** 1

**Location Name:** Airport

**Location Address:** Waco, TX 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 05 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 130,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 130,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Intergovernmental	\$ 130,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 130,000	\$ 0	\$ 0	\$ 0	\$ 0

# Elevator Modernization

## Description

Replace outdated software systems and hardware on the existing elevator.

## Justification

An assessment has been completed and the elevator requires upgrades to both mechanical elements as well as software systems to extend the useful life of the existing elevator.

## Project Information

**Project Type:** Airport

**Project Code:** 68

**Managing Dept:** Airport

**Project Type:** AP

**City Goal:**

**Priority:** 1

**Location Name:** Airport

**Location Address:** Waco, TX 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 04 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 32,500	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 32,500	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Intergovernmental	\$ 32,500	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 32,500	\$ 0	\$ 0	\$ 0	\$ 0

# Rehabilitation of Terminal Electrical Systems, HVAC and Roof Replacement

## Description

This project addresses the Terminal Building's aging Electrical Systems, replaces the HVAC and Roof.

## Justification

Maintenance of the roof and HVAC systems has increased in recent years and after an assessment was completed it has been determined that replacement is necessary. The terminal building electrical system has been constructed over the life of the building and this project will update all components to current electrical standard.

## Project Information

**Project Type:** Airport  
**Project Code:** 68  
**Managing Dept:** Airport  
**Project Type:** AP  
**City Goal:** Infrastructure

**Priority:** 1  
**Location Name:** Airport  
**Location Address:** Waco, TX 76708  
**Start Date:** 10 / 01 / 2020  
**Estimated Completion Date:** 12 / 01 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 1,402,500	\$ 1,402,500	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 1,402,500	\$ 1,402,500	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Intergovernmental	\$ 1,402,500	\$ 1,402,500	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 1,402,500	\$ 1,402,500	\$ 0	\$ 0	\$ 0

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**FACILITIES**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Police Tower Garage Elevator Modernization	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Zoo Admin Roof Replacement	50,000	-	-	-	-	50,000
Crime Scene Lab	96,600	1,000,000	-	-	-	1,096,600
<b>TOTAL</b>	<b>\$ 246,600</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,246,600</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
CO'S	\$ 246,600	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,246,600
<b>TOTAL</b>	<b>\$ 246,600</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,246,600</b>

# Police Tower Garage Elevator Modernization

## Description

Police Tower Garage Elevator Modernization  
Modernization of elevator controls equipment at the Police Tower Garage

## Justification

The garage elevator controls were last modernized in 1995. Since existing components are out of date, the reliability is affected and repair times may be extended since replacement parts are harder to source and the older technology is more difficult to troubleshoot and repair.

## Project Information

**Project Type:** Facilities  
**Project Code:** 13  
**Managing Dept:** Facilities Services  
**Project Type:** FA  
**City Goal:** Public Safety

**Priority:** 1  
**Location Name:** Police Tower Garage  
**Location Address:** Waco, TX 76711  
**Start Date:** 10 / 01 / 2020  
**Estimated Completion Date:** 09 / 30 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 85,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>CONTINGENCY</b>	15,000	0	0	0	0
<b>Total</b>	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0

# Zoo Admin Roof Replacement

## Description

Zoo Admin Roof Replacement

Overlay or replace roofs on Zoo administration buildings, repair roof paver walkway system.

## Justification

Existing roofs are original to building, installed in 1993. Current walkway between administration buildings is exposed to and worn from weather, new canopy would add protection to the exist doors and roof above ticket counters.

## Project Information

**Project Type:** Facilities

**Project Code:** 13

**Managing Dept:** Facilities Services

**Project Type:** FA

**City Goal:** Public Safety

**Priority:** 2

**Location Name:** Cameron Park Zoo

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
DESIGN	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	45,000	0	0	0	0
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
► Other Financing	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Crime Scene Lab

## Description

Construction of a new Crime Scene Facility at 32nd Street. Support costs to include office furniture, IT equipment, intrusion detection, video surveillance, fiber cabling and card access system.

## Justification

The existing Crime Scene Facility is inadequate in size and is outdated for the number of cases to be processed. In 2019, the Crime Scene unit processed 1,924 crime scene, 1,867 pieces of evidence and took 91,289 photographs. Forensic technicians examined 5,986 finger prints for over 900 cases.

## Project Information

**Project Type:** Police

**Project Code:** 23

**Managing Dept:** Police Services

**Project Type:** PD

**City Goal:** Public Safety

**Priority:** 1

**Location Name:** Crime Scene Facility

**Location Address:** 32nd Street, Waco TX, 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2022

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
ANALYSIS/STUDY/DESIGN	\$ 96,600	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	0	1,000,000	0	0	0
<b>Total</b>	<b>\$ 96,600</b>	<b>\$ 1,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
► Other Financing	\$ 96,600	\$ 1,000,000	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 96,600</b>	<b>\$ 1,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**PARKS**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Cemetery Improvement Program	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
China Spring Neighborhood Park Development	550,000	1,100,000	-	-	-	1,650,000
Community Center Improvement Program	550,000	-	200,000	-	200,000	950,000
Cotton Palace Park Redevelopment	200,000	-	-	-	-	200,000
General Park Improvement Program	650,000	-	-	-	-	650,000
<b>TOTAL</b>	<b>\$ 2,100,000</b>	<b>\$ 1,100,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 3,600,000</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
CO'S	\$ 2,100,000	\$ 1,100,000	\$ 200,000	\$ -	\$ 200,000	\$ 3,600,000
<b>TOTAL</b>	<b>\$ 2,100,000</b>	<b>\$ 1,100,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 3,600,000</b>

# Cemetery Improvement Program

## Description

Improvements needed at Rosemound cemetery include remodel or replacement of the existing public restroom building to replaced aged infrastructure and bring up to current accessibility standards.

## Justification

This program addresses facility and site needs among Waco's municipally-owned cemeteries to ensure standards and the essential infrastructure of these public -facing facilities are kept up. This occurs through improvements, renovation, or replacements intended to last 25+ years. Priority funding is recommended to address these areas of needed cemetery investment.

## Project Information

**Project Type:** Parks

**Project Code:** 32

**Managing Dept:** Parks Services

**Project Type:** PK

**Priority:** 5

**Location Name:** Rosemound Cemetery

**Location Address:** 3201 S 12th Street, Waco TX, 76706

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 0

# New China Spring Park

## Description

Land for neighborhood park development (~3-15 acres) in Waco's under-served areas is a high priority that was identified in the 2017 Parks, Recreation, and Open Space Master Plan. Among these areas of need, one of the most significantly under-served is the China Spring community. The requested funds allow the City of Waco to pursue land acquisition that will best serve the existing residents, while also considering future growth. Design development is included in this initial project phase, to be followed by construction with FY 22 CIP.

## Justification

Supports goals outlined in 2017 Parks, Recreation & Open Space Master Plan  
Supports Council goal to provide high quality economical city services  
Priority funding is recommended to address these areas of needed park investment.

## Project Information

**Project Type:** Parks

**Project Code:** 32

**Managing Dept:** Parks Services

**Project Type:** PK

**Priority:** 1

**Location Name:** TBD - in China Spring

**Location Address:** Waco TX, 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2022

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
DESIGN	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	0	1,000,000	0	0	0
LAND/ROW	400,000	0	0	0	0
CONTINGENCY	50,000	100,000	0	0	0
<b>Total</b>	<b>\$ 550,000</b>	<b>\$ 1,100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 550,000	\$ 1,100,000	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 550,000	\$ 1,100,000	\$ 0	\$ 0	\$ 0

# Community Center Improvement Program

## Description

FY 21 funds are requested for sound control improvements at Dewey, South Waco, and Bledsoe-Miller, gymnasium painting at Bledsoe-Miller, floors and fixtures at the Multi-Purpose Center and Sul Ross Senior Center, as well as security system upgrades.

## Justification

This program addresses facility needs among Waco's existing Community Centers to ensure each of these public-facing facilities meets quality and content standards. This occurs through improvements, renovation, or replacements intended to last 25+ years. Priority funding is recommended to address these areas of needed community center investment.

## Project Information

**Project Type:** Parks

**Project Code:** 32

**Managing Dept:** Parks Services

**Project Type:** PK

**Priority:** 4

**Location Name:** Various Community Centers

**Location Address:** Waco TX, 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
DESIGN	\$ 20,000	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	530,000	0	200,000	0	200,000
<b>Total</b>	<b>\$ 550,000</b>	<b>\$ 0</b>	<b>\$ 200,000</b>	<b>\$ 0</b>	<b>\$ 200,000</b>

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
► Other Financing	\$ 550,000	\$ 0	\$ 200,000	\$ 0	\$ 200,000
<b>Total</b>	<b>\$ 550,000</b>	<b>\$ 0</b>	<b>\$ 200,000</b>	<b>\$ 0</b>	<b>\$ 200,000</b>

# Cotton Palace Park Redevelopment

## Description

Cotton Palace Park is a vital neighborhood park in Waco's city center that is overdue for much needed reinvestment. Now is the time to reimagine its fundamental layout and features, to maximize the community benefits for all. The master planning process is essential prior to redevelopment of Cotton Palace Park to highlight the park's deep vibrant history, to ensure strategic partnership and to prepare achievable phases of development.

## Justification

Supports goals outlined in 2017 Parks, Recreation & Open Space Master Plan  
Supports Council goal to provide high quality economical city services  
Priority funding is recommended to address these areas of needed park investment.

## Project Information

**Project Type:** Parks

**Project Code:** 32

**Managing Dept:** Parks Services

**Project Type:** PK

**Priority:** 3

**Location Name:** Cotton Palace Park

**Location Address:** 1300 Clay Ave, Waco TX,  
76706

**Start Date:** 10 / 01 / 2021

**Estimated Completion Date:** 09 / 30 / 2023

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0

# General Park Improvement Program

## Description

Continue the annual park redevelopment & enhancement program using the basic amenity standards established in the Parks, Recreation and Open Space Master Plan as a guideline. Typical projects include playgrounds, benches, picnic tables and grills, fencing, shelter renovation and construction, walkways, irrigation system modification & construction, and related park amenity enhancement. Most of the development items in the park system have a 10 to 15 year life span generating about \$1,500,000 of annual replacement cost. FY 2020-21 Improvements will include projects to address multi-sport court needs (including futsal), as well as improvements at Buena Vista Park.

## Justification

Supports goals outlined in 2017 Parks, Recreation & Open Space Master Plan  
Supports Council goal to provide high quality economical city services  
Priority funding is recommended to address these areas of needed park investment.

## Project Information

**Project Type:** Parks

**Project Code:** 32

**Managing Dept:** Parks

**Project Type:** PK

**City Goal:**

**Priority:** 2

**Location Name:**

**Location Address:**

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:**

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
DESIGN	\$ 60,000	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	590,000	0	0	0	0
<b>Total</b>	<b>\$ 650,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
PROCEEDS FROM DEBT ISSUES	\$ 650,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 650,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**SOLID WASTE**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
MSW 2400	\$ 750,000	\$ 7,841,250	\$ 4,000,000	\$ -	\$ -	\$ 12,591,250
Solid Waste Facilities	2,625,000	-	-	-	-	2,625,000
Future Service Facility	-	-	-	300,000	-	300,000
<b>TOTAL</b>	<b>\$ 3,375,000</b>	<b>\$ 7,841,250</b>	<b>\$ 4,000,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 15,516,250</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Enterprise Solid Waste CO'S	\$ 3,375,000	\$ 7,841,250	\$ 4,000,000	\$ 300,000	\$ -	\$ 15,516,250
<b>TOTAL</b>	<b>\$ 3,375,000</b>	<b>\$ 7,841,250</b>	<b>\$ 4,000,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ 15,516,250</b>

# MSW 2400

## Description

New Landfill planning and construction, due to the current landfill approaching capacity, a new disposal site must be created and constructed. Includes all services surrounding the purchase, permitting and design of a new landfill and dirt work and building construction for new landfill facility.

## Justification

Required for continued Solid Waste services to continue.

## Project Information

**Project Type:** Solid Waste

**Project Code:** 65

**Managing Dept:** Solid Waste Services

**Project Type:** SW

**City Goal:** Infrastructure

**Priority:** 3

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2025

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 750,000	\$ 2,600,000	\$ 500,000	\$ 0	\$ 0
<b>CONSTRUCTION</b>	0	2,350,250	3,500,000	0	0
<b>LAND/ROW</b>	0	2,891,500	0	0	0
<b>Total</b>	\$ 750,000	\$ 7,841,750	\$ 4,000,000	\$ 0	\$ 0

## Project Funding

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>PROCEEDS FROM DEBT ISSUES</b>	\$ 750,000	\$ 7,841,250	\$ 4,000,000	\$ 0	\$ 0
<b>Total</b>	\$ 750,000	\$ 7,841,250	\$ 4,000,000	\$ 0	\$ 0

# Solid Waste - Facilities

## Description

These are expenses associated Solid Waste Facilities. This projection is for special services related to TCEQ Registration, design, and other related costs.

## Justification

This is a site that will provide necessary recycling and diversion options for the City of Waco.

## Project Information

**Project Type:** Solid Waste

**Project Code:** 65

**Managing Dept:** Solid Waste Services

**Project Type:** SW

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2025

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 125,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>CONSTRUCTION</b>	2,500,000	0	0	0	0
<b>Total</b>	\$ 2,625,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 2,625,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 2,625,000	\$ 0	\$ 0	\$ 0	\$ 0

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**Public Works**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Engineering - Bridge	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Engineering - Infrastructure Leverage	1,000,000	-	-	-	-	1,000,000
Streets - Pavement Program Preservation	2,482,119	2,500,000	2,500,000	2,500,000	2,500,000	12,482,119
Streets - Pavement Program Mill & Overlay	13,400,000	17,860,000	19,660,000	22,360,000	22,360,000	95,640,000
Streets - Pavement Program Reclamation	4,253,400	4,250,000	4,250,000	4,250,000	4,250,000	21,253,400
Traffic - Traffic Signal Modification and Management Center	500,000	-	-	-	-	500,000
<b>TOTAL</b>	<b>\$ 23,635,519</b>	<b>\$ 24,610,000</b>	<b>\$ 26,410,000</b>	<b>\$ 29,110,000</b>	<b>\$ 29,110,000</b>	<b>\$ 132,875,519</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
CO'S	\$ 21,153,400	\$ 22,110,000	\$ 23,910,000	\$ 26,610,000	\$ 26,610,000	\$ 120,393,400
General Revenue	2,482,119	2,500,000	2,500,000	2,500,000	2,500,000	12,482,119
<b>TOTAL</b>	<b>\$ 23,635,519</b>	<b>\$ 24,610,000</b>	<b>\$ 26,410,000</b>	<b>\$ 29,110,000</b>	<b>\$ 29,110,000</b>	<b>\$ 132,875,519</b>

# Bridge

## Description

Bridge

## Justification

Correct issues to the City's Bridge Infrastructure System identified by staff and TxDOT's bridge reports. Federally mandated bridge inspection reports are performed by TxDOT every two years. Needs are identified in these inspections along with a timeline for the repair work. Some issues must be fixed immediately, some within 6 months, some a year and some longer. There are outstanding needs identified in the last inspection cycle which were not fixed and this summer a new inspection cycle will be initiated by TxDOT. Funds must be dedicated to ensure that bridge deterioration does not accelerate causing the need for load posting or closing.

## Project Information

**Project Type:** Engineering

**Project Code:** 81

**Managing Dept:** Engineering Services

**Project Type:** EG

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 12 / 31 / 2020

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
ANALYSIS/STUDY/DESIGN	\$ 195,000	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	1,565,000	0	0	0	0
CONTINGENCY	240,000	0	0	0	0
<b>Total</b>	<b>\$ 2,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 2,000,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 2,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Infrastructure Leverage

## Description

Funding to partner with private developers or other government units (i.e. grants) to construct infrastructure projects.

## Justification

Dedicated funding source would leverage city funding with investment from private or governmental partners to facilitate infrastructure construction at less cost to the City.

## Project Information

**Project Type:** Engineering

**Project Code:** 81

**Managing Dept:** Engineering Services

**Project Type:** EG

**City Goal:** Infrastructure

**Priority:** 2

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 12 / 31 / 2020

## Project Expenses

...

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
ANALYSIS/STUDY/DESIGN	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0
DESIGN	160,000	0	0	0	0
CONSTRUCTION	635,000	0	0	0	0
LAND/ROW	80,000	0	0	0	0
CONTINGENCY	80,000	0	0	0	0
<b>Total</b>	<b>\$ 1,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

.....

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 1,000,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 1,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Pavement Program Preservation

## Description

Streets Pavement Program - Preservation

## Justification

Sealing the surface of the existing asphalt roadways; maintain the existing asphalt roadways with the emphasis on not having to rehabilitate the roadways in the future.

## Project Information

**Project Type:** Street

**Project Code:** 18

**Managing Dept:** Street

**Project Type:** ST

**City Goal:** Infrastructure

**Priority:** 3

**Location Name:**

**Location Address:** Waco, TX 76708

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09 / 30 / 2021

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 2,233,907	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
<b>CONTINGENCY</b>	248,212	250,000	250,000	250,000	250,000
<b>Total</b>	\$ 2,482,119	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

## Project Funding

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>TRANSFER FROM GENERAL FUND</b>	\$ 2,482,119	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
<b>Total</b>	\$ 2,482,119	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

# Pavement Program Mill & Overlay

## Description

Streets Pavement Program - Mill & Overlay

## Justification

Mill the existing roadways to a depth of 2 inches and replace with 2" of HMAC Asphalt; replace the surface of a roadway that has deteriorated to a point that the Street Preservation is not applicable due to lack of past maintenance.

## Project Information

**Project Type:** Streets

**Project Code:** 18

**Managing Dept:** Streets Services

**Project Type:** ST

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09/30/21

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 13,400,000	\$ 17,860,000	\$ 19,660,000	\$ 22,360,000	\$ 22,360,000
<b>Total</b>	\$ 13,400,000	\$ 17,860,000	\$ 19,660,000	\$ 22,360,000	\$ 22,360,000

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 13,400,000	\$ 17,860,000	\$ 19,660,000	\$ 22,360,000	\$ 22,360,000
<b>Total</b>	\$ 13,400,000	\$ 17,860,000	\$ 19,660,000	\$ 22,360,000	\$ 22,360,000

# Pavement Program Reclamation

## Description

Streets Pavement Program - Reclamation

## Justification

Remove the existing asphalt material, re-establish a firm/strong long lasting subgrade and build the road back with cement treated base and asphalt surfacing; work is essential to have the road restored back to its original or better condition than its original placement.

## Project Information

**Project Type:** Streets

**Project Code:** 18

**Managing Dept:** Streets Services

**Project Type:** ST

**City Goal:** Infrastructure

**Priority:** 2

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 09/30/21

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 390,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>CONSTRUCTION</b>	3,473,400	4,250,000	4,250,000	4,250,000	4,250,000
<b>CONTINGENCY</b>	390,000	0	0	0	0
<b>Total</b>	\$ 4,253,400	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 4,253,400	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000
<b>Total</b>	\$ 4,253,400	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000

# Traffic Signal Modification and Traffic Management Center

## Description

Traffic Signal Modification and Traffic Management Center

## Justification

Funds needed to work toward implementation of a Traffic Management Center (TMC) in conjunction with TxDot and to upgrade signal systems in order to enable the City's signal systems to communicate with the TMC.

## Project Information

**Project Type:** Traffic

**Project Code:** 24

**Managing Dept:** Traffic Services

**Project Type:** TR

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 12 / 31 / 2025

## Project Expenses

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>CONSTRUCTION</b>	385,000	0	0	0	0
<b>CONTINGENCY</b>	40,000	0	0	0	0
<b>Total</b>	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 0

**CITY OF WACO  
2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM  
WASTEWATER**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
WW System Improvements	\$ 4,500,000	\$ 4,000,000	\$ 5,000,000	\$ 7,000,000	\$ 7,000,000	\$ 27,500,000
<b>TOTAL</b>	<b>\$ 4,500,000</b>	<b>\$ 4,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 7,000,000</b>	<b>\$ 7,000,000</b>	<b>\$ 27,500,000</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Enterprise System Revenues	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
Enterprise Utility CO'S	3,500,000	3,000,000	4,000,000	6,000,000	6,000,000	22,500,000
<b>TOTAL</b>	<b>\$ 4,500,000</b>	<b>\$ 4,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 7,000,000</b>	<b>\$ 7,000,000</b>	<b>\$ 27,500,000</b>

# Wastewater System Improvements

## Description

Various sewer system infrastructure improvements.

## Justification

Replace aging infrastructure.

## Project Information

**Project Type:**

**Project Code:** 61

**Managing Dept:** Wastewater Services

**Project Type:** WW

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 2021

**Estimated Completion Date:** 2025

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 4,500,000	\$ 4,000,000	\$ 5,000,000	\$ 7,000,000	\$ 7,000,000
<b>Total</b>	\$ 4,500,000	\$ 4,000,000	\$ 5,000,000	\$ 7,000,000	\$ 7,000,000

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 3,500,000	\$ 3,000,000	\$ 4,000,000	\$ 6,000,000	\$ 6,000,000
▶ Transfers In	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total</b>	\$ 4,500,000	\$ 4,000,000	\$ 5,000,000	\$ 7,000,000	\$ 7,000,000

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**WATER**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Water System Improvements	\$ 8,000,000	\$ 6,000,000	\$ 12,000,000	\$ 12,000,000	\$ 8,502,025	\$ 46,502,025
Plant Improvements	4,000,000	-	-	-	-	4,000,000
Pumps & Storages	1,500,000	-	1,500,000	-	1,700,000	4,700,000
Downtown	-	-	-	2,000,000	-	2,000,000
Master Plan (Cash)	-	-	-	-	1,500,000	1,500,000
Building	6,000,000	-	-	500,000	500,000	7,000,000
Raw Water Line	-	7,000,000	-	-	-	7,000,000
Water Transmission Improvements	-	6,500,000	4,000,000	4,000,000	-	14,500,000
TSTC Tower	-	-	2,500,000	-	-	2,500,000
Old McGregor Ground Storage	-	6,000,000	-	-	-	6,000,000
State Highway 6 Utility Improvements TXDoT	4,500,000	-	-	-	-	4,500,000
Airport Ground Storage	-	-	-	-	3,000,000	3,000,000
<b>TOTAL</b>	<b>\$ 24,000,000</b>	<b>\$ 25,500,000</b>	<b>\$ 20,000,000</b>	<b>\$ 18,500,000</b>	<b>\$ 15,202,025</b>	<b>\$ 103,202,025</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Enterprise System Revenues	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 7,500,000
Enterprise Utility CO'S	22,500,000	24,000,000	18,500,000	17,000,000	13,702,025	95,702,025
<b>TOTAL</b>	<b>\$ 24,000,000</b>	<b>\$ 25,500,000</b>	<b>\$ 20,000,000</b>	<b>\$ 18,500,000</b>	<b>\$ 15,202,025</b>	<b>\$ 103,202,025</b>

# Water System Improvements

## Description

Various water system infrastructure improvements.

## Justification

Replace aging infrastructure.

## Project Information

**Project Type:** Water

**Project Code:** 60

**Managing Dept:** Water Services

**Project Type:** WA

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 2021

**Estimated Completion Date:** 2026

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 1,000,000	\$ 900,000	\$ 1,800,000	\$ 1,800,000	\$ 1,275,000
<b>CONSTRUCTION</b>	6,500,000	5,000,000	10,150,000	50,000	0
<b>LAND/ROW</b>	500,000	100,000	50,000	10,150,000	7,227,025
<b>Total</b>	\$ 8,000,000	\$ 6,000,000	\$ 12,000,000	\$ 12,000,000	\$ 8,502,025

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 6,500,000	\$ 4,500,000	\$ 10,500,000	\$ 10,500,000	\$ 8,502,025
▶ <b>Transfers In</b>	1,500,000	1,500,000	1,500,000	1,500,000	0
<b>Total</b>	\$ 8,000,000	\$ 6,000,000	\$ 12,000,000	\$ 12,000,000	\$ 8,502,025

# Plant Improvements

## Description

Various water treatment plant improvements.

## Justification

Necessary improvements to maintain treatment capacity.

## Project Information

**Project Type:** Water

**Project Code:** 60

**Managing Dept:** Water Services

**Project Type:** WTR

**City Goal:** Infrastructure

**Priority:** 2

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 2021

**Estimated Completion Date:** 2023

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
DESIGN	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 0
CONSTRUCTION	3,500,000	0	0	0	0
<b>Total</b>	<b>\$ 4,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 4,000,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	<b>\$ 4,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Pump & Storage Improvements

## Description

Rehabilitate water storage infrastructure.

## Justification

Preserve water storage assets.

## Project Information

**Project Type:** Water

**Project Code:** 60

**Managing Dept:** Water Services

**Project Type:** WTR

**City Goal:** Infrastructure

**Priority:** 3

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 10 / 01 / 2020

**Estimated Completion Date:** 12 / 31 / 2023

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 75,000	\$ 0	\$ 25,000	\$ 0	\$ 0
<b>CONSTRUCTION</b>	1,425,000	0	1,400,000	0	1,700,000
<b>CONTINGENCY</b>	0	0	75,000	0	0
<b>Total</b>	\$ 1,500,000	\$ 0	\$ 1,500,000	\$ 0	\$ 1,700,000

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 1,500,000	\$ 0	\$ 1,500,000	\$ 0	\$ 1,700,000
<b>Total</b>	\$ 1,500,000	\$ 0	\$ 1,500,000	\$ 0	\$ 1,700,000

# Water Administration Building

## Description

Construct unified office for Water Utility Services.

## Justification

Consolidate multiple water facilities into one.

## Project Information

**Project Type:** Water

**Project Code:** 60

**Managing Dept:** Water Services

**Project Type:** WTR

**City Goal:** Infrastructure

**Priority:** 4

**Location Name:**

**Location Address:** Waco, TX 76711

**Start Date:** 2021

**Estimated Completion Date:** 2025

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 500,000	\$ 0	\$ 0	\$ 75,000	\$ 75,000
<b>CONSTRUCTION</b>	5,500,000	0	0	425,000	425,000
<b>Total</b>	\$ 6,000,000	\$ 0	\$ 0	\$ 500,000	\$ 500,000

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 6,000,000	\$ 0	\$ 0	\$ 500,000	\$ 500,000
<b>Total</b>	\$ 6,000,000	\$ 0	\$ 0	\$ 500,000	\$ 500,000

# State Highway 6 Utility Improvements TXDOT

## Description

Relocate water infrastructure to accommodate SH6 TXDOT Improvements.

## Justification

TXDOT roadwork requires utility relocation.

## Project Information

**Project Type:** Water  
**Project Code:** 60  
**Managing Dept:** Water Services  
**Project Type:** WA  
**City Goal:** Infrastructure

**Priority:** 5  
**Location Name:**  
**Location Address:** Waco, TX 76711  
**Start Date:** 2021  
**Estimated Completion Date:** 2022

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 4,500,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 4,500,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 4,500,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 4,500,000	\$ 0	\$ 0	\$ 0	\$ 0

**CITY OF WACO**  
**2021 - 2025 PROPOSED CAPITAL IMPROVEMENT PROGRAM**  
**WMARSS**

<b>PROJECT NAME</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Central Plant Improvements	\$ 2,500,000	\$ 2,000,000	\$ 7,000,000	\$ 2,000,000	\$ 4,000,000	\$ 17,500,000
Bull Hide Improvements	2,000,000	15,000,000				17,000,000
Interceptors & Lift Stations	8,000,000	500,000	3,250,000	6,000,000		17,750,000
State Highway 6 Utility Improvements TXDOT	4,800,000					4,800,000
WMARSS Erosion	1,500,000					1,500,000
<b>TOTAL</b>	<b>\$ 18,800,000</b>	<b>\$ 17,500,000</b>	<b>\$ 10,250,000</b>	<b>\$ 8,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 58,550,000</b>

<b>SOURCE OF FUNDS</b>	<b>2021 Budget</b>	<b>2022 Estimate</b>	<b>2023 Estimate</b>	<b>2024 Estimate</b>	<b>2025 Estimate</b>	<b>2021-2025 TOTAL</b>
Enterprise Utility CO'S	\$ 18,800,000	\$ 17,500,000	\$ 10,250,000	\$ 8,000,000	\$ 4,000,000	\$ 58,550,000
<b>TOTAL</b>	<b>\$ 18,800,000</b>	<b>\$ 17,500,000</b>	<b>\$ 10,250,000</b>	<b>\$ 8,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 58,550,000</b>

# WMARSS Central Plant Improvements

## Description

Improve electrical system.

## Justification

Replace original plant electrical system.

## Project Information

**Project Type:** WMARSS

**Project Code:** 61

**Managing Dept:** WMARSS Services

**Project Type:** WW

**City Goal:** Infrastructure

**Priority:** 1

**Location Name:**

**Location Address:** 1147 Treatment Plant Road

**Start Date:** 2021

**Estimated Completion Date:** 2023

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 2,500,000	\$ 2,000,000	\$ 7,000,000	\$ 2,000,000	\$ 4,000,000
<b>Total</b>	\$ 2,500,000	\$ 2,000,000	\$ 7,000,000	\$ 2,000,000	\$ 4,000,000

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 2,500,000	\$ 2,000,000	\$ 7,000,000	\$ 2,000,000	\$ 4,000,000
<b>Total</b>	\$ 2,500,000	\$ 2,000,000	\$ 7,000,000	\$ 2,000,000	\$ 4,000,000

# WMARSS Bull Hide Improvements

### Description

Increase capacity of wastewater treatment plant.

### Justification

Improve capacity to meet growth in Highway 84 Corridor.

### Project Information

**Project Type:** WMARSS  
**Project Code:** 61  
**Managing Dept:** WMARSS Services  
**Project Type:** WW  
**City Goal:** Infrastructure

**Priority:** 2  
**Location Name:**  
**Location Address:** 1646 Cooksey Lane  
**Start Date:** 2021  
**Estimated Completion Date:** 2024

### Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 2,000,000	\$ 15,000,000	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 2,000,000	\$ 15,000,000	\$ 0	\$ 0	\$ 0

### Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 2,000,000	\$ 15,000,000	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 2,000,000	\$ 15,000,000	\$ 0	\$ 0	\$ 0

# WMARSS Interceptor Improvements

## Description

Rehabilitate and replace sewer interceptors.

## Justification

Rehabilitation and replacement identified in 2015 Master Plan.

## Project Information

**Project Type:** WMARSS

**Project Code:** 61

**Managing Dept:** WMARSS Services

**Project Type:** WW

**City Goal:** Infrastructure

**Priority:** 3

**Location Name:**

**Location Address:**

**Start Date:** 2021

**Estimated Completion Date:** 2025

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 500,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>CONSTRUCTION</b>	7,500,000	500,000	3,250,000	6,000,000	0
<b>Total</b>	\$ 8,000,000	\$ 500,000	\$ 3,250,000	\$ 6,000,000	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 8,000,000	\$ 500,000	\$ 3,250,000	\$ 6,000,000	\$ 0
<b>Total</b>	\$ 8,000,000	\$ 500,000	\$ 3,250,000	\$ 6,000,000	\$ 0

# WMARSS Utility Improvements

## Description

Relocate sewer infrastructure to accommodate SH6 TXDOT Improvements.

## Justification

TXDOT roadwork requires utility relocation.

## Project Information

**Project Type:** WMARSS

**Project Code:** 61

**Managing Dept:** WMARSS Services

**Project Type:** WW

**City Goal:** Infrastructure

**Priority:** 4

**Location Name:**

**Location Address:**

**Start Date:** 2021

**Estimated Completion Date:** 2025

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>CONSTRUCTION</b>	\$ 4,800,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 4,800,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ Other Financing	\$ 4,800,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 4,800,000	\$ 0	\$ 0	\$ 0	\$ 0

# WMARSS Erosion

## Description

Repair Brazos River embankment in joint USACE project.

## Justification

Facility safety improvements.

## Project Information

**Project Type:** WMARSS

**Project Code:** 61

**Managing Dept:** WMARSS Services

**Project Type:** WW

**City Goal:** Infrastructure

**Priority:** 5

**Location Name:**

**Location Address:** 1147 Treatment Plant Road

**Start Date:** 2021

**Estimated Completion Date:** 2023

## Project Costs

	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
<b>DESIGN</b>	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>CONSTRUCTION</b>	1,470,000	0	0	0	0
<b>Total</b>	\$ 1,500,000	\$ 0	\$ 0	\$ 0	\$ 0

## Project Funding

Expand All	2020-21 Budget	2021-22 Budget	2022-23 Budget	2023-24 Budget	2024-25 Budget
▶ <b>Other Financing</b>	\$ 1,500,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 1,500,000	\$ 0	\$ 0	\$ 0	\$ 0



# 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 20 percent of current year budgeted expenditures.

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

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

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

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

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

The City shall not regularly maintain positive unrestricted net position in internal service funds used to account for fleet and engineering operations. When one of these internal service funds builds up

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

## **IV. Capital Expenditures and Improvements**

### **A. Capital Expenditures and Improvements**

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

### **B. Capital Improvements Planning Program**

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

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

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

### **D. Capital Expenditure Financing**

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

## **V. Debt**

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

## **A. Use of Debt Financing**

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

## **B. Amortization of Debt**

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

## **C. Affordability Targets**

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

## **D. Sale Process**

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

## **E. Rating Agencies Presentations**

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

## **F. Continuing Disclosure and Post-Issuance Compliance**

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

## **G. Debt Refunding**

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

## **VI. Investments**

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

## **VII. Intergovernmental Relations**

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

### **A. Interlocal Cooperation in Delivering Services**

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

### **B. Legislative Program**

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

## **VIII. Grants**

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

### **A. Grant Guidelines**

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



## **B. Indirect Costs**

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

## **C. Grant Review**

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

## **D. Grant Program Termination**

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

## **IX. Economic Development**

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

### **A. Commitment to Expansion and Diversification**

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

### **B. Tax Abatements**

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

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

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

### **D. Coordinate Efforts with Other Jurisdictions**

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



## **E. Use of Other Incentives**

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

## **X. Fiscal Monitoring**

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

### **A. Financial Status and Performance Reports**

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

### **B. Five-Year Forecast of Revenues and Expenditures**

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

## **XI. Accounting, Auditing and Financial Reporting**

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

## **XII. Risk Management**

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

## **XIII. Operating Budget**

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

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

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

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

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

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

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

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

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

These policies were amended by the Waco City Council on January 7, 2020.



# Investment Policy

This Investment Policy of the City of Waco, Texas is written in compliance with Chapter 2256 of the Texas Statutes otherwise known as the Public Funds Investment Act (the Act). This Investment Policy has been adopted by the City Council of the City of Waco by resolution on September 17, 2019.

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

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

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

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

## I. AUTHORIZED SECURITIES AND TRANSACTIONS

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

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

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

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

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

5. Money Market Mutual Funds: SEC registered under the Investment Company Act of 1940 which (1) are “no-load” (meaning no commission or fee shall be charged on purchases or sales of shares); (2) strive to maintain a daily net asset value of \$1.00; (3) limit assets of the fund to securities authorized by the Act; (4) are in compliance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAM by Standard and Poor's, Aaa by Moody's or AAA/V1+ by Fitch, or equivalent.
6. Depository Certificates of Deposit: issued by a depository institution having their main office or branch offices in Texas that are insured by the Federal Deposit Insurance Corporation (FDIC) or their successor. Depository certificates of deposit which exceed the FDIC insured amount shall be secured in accordance with Section IV of this policy. Maturities for Certificates of Deposit shall be limited to three years. This includes fully FDIC insured spread certificate of deposit program through the Promontory Network initiated through a Texas bank.
7. Local Government Investment Pools authorized under Section 2256.016 of the Texas Statutes which 1) are "no-load"; 2) have a daily net asset value of \$1.00; 3) limit assets of the fund to securities authorized by the Act; 4) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAM by Standard and Poor's, Aaa by Moody's or AAA/V1+ by Fitch, or equivalent. Furthermore, authorized Local Government Investment Pools must comply with the disclosure and reporting requirements set forth in Section 2256.016, Authorized Investments: Investment Pools.
8. Fully insured or collateralized depository Interest bearing banking accounts of any bank in Texas to include fully FDIC insured money market account spread programs through the Promontory Network.

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

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



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

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

## II. INVESTMENT DIVERSIFICATION AND LIQUIDITY

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

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

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

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

## III. SELECTION OF BROKERS/DEALERS

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

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

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

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

#### **IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES**

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

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

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

Securities pledged to secure deposits of the City shall be deposited with an eligible third-party custodian described in Texas Government Code Chapter 2257. The total market value of eligible securities pledged

to secure deposits of the City shall not be less than 102% of the amount of the City's deposits increased by accrued interest and reduced by applicable federal depository insurance.

## **V. COMPETITIVE BIDDING**

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

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

## **VI. DELIVERY OF SECURITIES**

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

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

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

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

## **VII. MONITORING**

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

## **VIII. INVESTMENT STRATEGY STATEMENT**

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

## A. Combined and Operating Funds

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

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

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

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

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

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

## B. Bond Proceeds/Capital Funds

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

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

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

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

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

**Yield** - Achieving the best possible yield, consistent with risk and arbitrage limitations is the

desired objective for bond proceeds.

## IX. AUTHORITY TO INVEST

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

- A. Training: Each Investment Officer of the City shall attend at least one training session containing at least 10 hours of instruction from an authorized, independent source approved by City Council relating to the officer's responsibilities described herein within 12 months after assuming duties; and on a continuing basis shall attend an investment training session not less than once in a two-year period that begins on the first day of the fiscal year and consists of the two consecutive fiscal years after that date and receive not less than eight(8) hours of instruction relating to investment responsibilities from an independent source. Training must include education in investment controls, security risks, strategy risks, market risks, diversification of investment portfolio and compliance with the Texas Public Funds Investment Act. Authorized independent sources of investment training include the Texas Municipal League, the University of North Texas Center for Public Management, the Texas State University Center for Public Service, the Government Finance Officers Association, the Government Finance Officers Association of Texas, the Texas Association of Counties, the Texas Association of School Business Officials, and the Government Treasurers Organization of Texas.
- B. Establishment of Internal Controls: The Investment Officers shall develop written administrative procedures and internal controls, consistent with this Policy, for the operation of the City's investment program. Such procedures shall be designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees of the City.

## X. PRUDENCE

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

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

security is in the best long-term interest of the City.

## XI. ETHICS

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

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

## XII. INVESTMENT ADVISORS

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

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

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

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

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

### **XIII. AUDITING**

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

### **XIV. REPORTING**

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

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

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

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



# Supplemental Grants Information

## Federal Grants

### Department of Housing and Urban Development

#### Community Development Block Grant (CDBG)

The Department of Housing and Urban Development (HUD) annually allocates funds by formula among eligible Cities/Communities. The funds are to be used for housing and community development activities within the designated area primarily to the benefit of low- and moderate-income persons. The City of Waco funding is being allocated toward the following activities:

#### CDBG Program Administration

The Housing and Community Development Program Administration's primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Community Development Block Grant funds effectively.

#### Housing Rehabilitation & Reconstruction Program

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures through a roof repair program, minor home repair program, or through the complete reconstruction of an existing home. These projects improve homes for income eligible persons in order to meet the requirements of the City's Building Code and the housing quality standards required by the Department of Housing and Urban Development.

#### Housing Code Enforcement

This grant funds the inspection and re-inspection of existing unoccupied and occupied structures for compliance with the City's Building Code to aid in the prevention of slum and blight areas. In order to accomplish these inspections, the City has been divided into seven (7) areas that follow the neighborhood association boundaries.

#### Park and City Infrastructure Improvements

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

#### All Other Community Development Block Grant Funding

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

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

This HUD funded grant is specialized through the Continuum of Care program. The Homeless Management Information System (HMIS) database tracks homeless persons through the various service agencies for services received and needed. The information is used to determine census of homeless persons, services received, and services needed. The Homeless Coalition is able to utilize the information for further



program development. Project management includes data base management, training, and coordination with the homeless service agencies within the Greater Waco area. Continuum of Care Planning funds are passed through the Heart of Texas Homeless Coalition and may be used for carrying out the Continuum of Care's planning activities.

## **HOME Investment Partnership Program**

The Department of Housing and Urban Development (HUD) allocates funds by formula among eligible state and local governments to expand the supply of decent, safe, and affordable housing. HOME funding makes new construction, rehabilitation, reconstruction, substantial rehabilitation, and acquisition of such housing feasible and promotes the development of partnerships between the Federal government, states, and units of general local government. The City of Waco directs its HOME funding toward low-income owner occupied rehabilitation and low-income first time homebuyer assistance through down payment/closing cost assistance loans, along with grants to Community Housing Development Organizations (CHDO) for new single family housing development.

## **HOME Program Administration**

The Housing and Community Development Program Administration's primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Home Investment Partnership funds effectively.

## **Tenant Based Rental Assistance (TBRA)**

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

## **Direct Homeownership Assistance**

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

## **Housing Rehabilitation / Reconstruction Programs**

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures. These structures, after rehabilitation or reconstruction, must meet the requirements of the City's Building Code and the housing quality standards required by HUD. The assistance is in the form of no-interest loans.

## **Community Housing Development Organization (CHDO) Allocation**

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



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

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

## **Housing Opportunities for People with AIDS (HOPWA)**

The Texas Department of State Health Services funds 100% of the HOPWA program with HUD HOPWA grant funds. This program provides eligible clients in a six county area with resources to have their rent and utilities paid to encourage independent living. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

## **Department of Transportation**

### **Federal Aviation Administration**

Waco Regional Airport is eligible to receive assistance under the Airport Improvement Program (AIP) as authorized by Title 49, U.S. Code. Allocations are limited and may only be used for development or improvement of Airport facilities that are considered vital to the Airport's operation. The amount of this annual entitlement is determined by the number of yearly aircraft enplanements and is only awarded to the Airport for projects deemed vital to the airport in meeting FAA guidelines. The Secretary of Transportation allocates discretionary funding for priority projects. The City requests funding separately for each priority project.

### **Coronavirus Aid, Relief, and Economic Security (CARES) Act**

The Coronavirus Aid, Relief, and Economic Security (CARES) Act provides funding as economic relief to U.S. airports affected by the prevention of, preparation for, and response to the COVID 19 pandemic. Funding may be used for any purpose for which airport revenues may be lawfully used including operation and maintenance and airport development. Funding may also be used to provide required match for airport improvement grants.

### **Federal Transit Administration (Urban 5307)**

Funding for the operation of Waco Transit System is provided from the Federal Transit Administration (FTA). Services provided by these grant funds include fixed route bus service, ADA demand response service, and other services to the community. In addition to operation expenses, FTA funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process, which includes census information for the Waco urbanized area.

### **Federal Transit Administration (Rural 5311)**

Funding for the operation of McLennan County Rural Transit District is provided from the Federal Transit Administration (FTA) flowing through Texas Department of Transportation (TxDOT). Services provided by these grant funds include general public transportation within the rural areas of McLennan County through a demand responsive transportation model. In addition to operating expenses, FTA Rural 5311

funds are also used for project administration assistance. Funding assistance is provided at an 80% match for project administration projects and a 50% match for operating expenses. Grant funding is based upon a formula process administered by TxDOT, which includes census information for the McLennan County Rural area.

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

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

## **Bus and Bus Facilities Program (5339)**

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

## **Rural Discretionary**

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

## **Federal Transit Administration**

### **Coronavirus Aid, Relief, and Economic Security (CARES) Act**

The Coronavirus Aid, Relief, and Economic Security (CARES) Act provides funding to transit agencies serving rural and urban areas to help to prevent, prepare for and respond to the COVID-19 pandemic. The funding may be used to support planning, capital (preventive maintenance, rolling stock, equipment, etc.) and operating expenses.

## **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 MPO is governed by a 20-member Policy Board whose membership is determined by the MPO bylaws. The City of Waco is designated as the fiscal agent for the MPO and provides the staff and resources to operate the program and is then reimbursed through federal planning funds. The federal planning funds are provided from the Federal Highway Administration and the Federal Transit Administration and total 80% of the funding for the MPO program. Similar to fiscal year 2020, the 20% match for fiscal year 2021 for both the Federal Highway funds and Federal Transit funds are provided by the Texas Department of Transportation in the form of Transportation Development Credits (TDC). As the TDCs are not cash, they only waive the match requirement for federal funds and do not add to the funds available for expenditures. For fiscal year 2021, the MPO program will not receive any other funds from other sources.

## **Comprehensive Selective Traffic Enforcement Program**

The Selective Traffic Enforcement Program (STEP) grant pays for overtime activities for law enforcement personnel to reduce the incidence of speeding, driving while intoxicated, failure to use occupant restraint systems, intersection traffic control violations, and enforcement of state and local ordinances on cellular and texting devices. The goal of the STEP program is to reduce the number of motor vehicle related crashes, injuries, and fatalities in Texas.

## **Federal Highway Administration**

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

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

## **Department of Justice**

### **Edward J. Byrne Memorial Justice Assistance Grant**

The Edward J. Byrne Memorial Justice Assistance Grant Program is provided by the U.S. Department of Justice for the purpose of preventing and reducing crime and violence. Funds may be used to provide additional personnel, equipment, supplies, contractual support, training, technical assistance, or information systems for criminal justice purposes. For fiscal year 2020, the proposed grant amount is \$61,749, which will be allocated between the City of Waco, McLennan County, and the City of Bellmead.

## **Bureau of Justice Assistance**

### **Criminal Justice Division**

### **Coronavirus Emergency Supplemental Funding Program FY 2020**

The Office of the Governor's Criminal Justice Division, funded by the Bureau of Justice Assistance of the U.S. Department of Justice, has offered a grant to the City for the purpose of responding to the present pandemic in connection with COVID-19. A joint grant application in the amount of \$204,151.00 has been

submitted, with \$106,248.00 set aside for the Police Department, and \$97,903.00, for the Fire Department. Both Departments intend to seek reimbursement for personal protection equipment and supplies for continued response during the next year. Funding will be used for personal protection equipment such as masks, shoe covers, respirators, gloves, safety glasses, face shields, protective coveralls, and thermometers as well as disinfectants and chemicals.

## **Violence Against Women Act**

The State Department Criminal Justice office administers grant programs authorized by the Violence Against Women Act. Its mission is to develop the nation's capacity to reduce domestic violence, dating violence, sexual assault, and stalking by strengthening services to victims and holding offenders accountable. The Family Violence Grant currently funds a percentage of two commissioned officers that work specifically as detectives on family violence cases.

## **Department of Homeland Security**

### **Federal Emergency Management Agency Emergency Management Performance Grant**

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

### **State Homeland Security Program 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 to prepare for the threats and hazards that pose the greatest risk to the security of Texas citizens.

## **Assistance to Firefighters Grant**

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

## **Staffing for Adequate Fire and Emergency Response**

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

## **Department of Health and Human Services**

### **Environmental Health**

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

The RLSS/LPHS funds (formerly known as Triple O) through the Texas Department of State Health Services are used to deliver one or more of the essential public health services. The Environmental Health Division uses these funds to protect the community from food borne illnesses associated with restaurants and other food establishments, educate the public concerning the prevention of food borne illnesses and other environmental health topics, and investigate health nuisance conditions in the community.

### **Public Health Nursing**

#### **Public Health Preparedness**

The Public Health Nursing Division has received a grant through the Texas Department of State Health Services that is designed to upgrade and integrate state and local public health jurisdiction's preparedness for and response to terrorism and other public health threats and emergencies to include Pandemic Influenza.

#### **Covid-19**

The Public Health Nursing Division has received a grant through the Texas Department of State Health Services for activities in support of Coronavirus 2019 response. This grant is to enhance the ability to aggressively identify Covid-19 cases, conduct contact tracing and implement recommended containment measures. It is also tasked with monitoring and reporting daily incidence rates, working with the healthcare systems to manage system capacity as well as expanding capacity to test symptomatic individuals and vulnerable high- risk populations.

### **Texas Healthy Babies**

The Texas Department of State Health Services affords funding that will provide support to the local Healthy Babies Coalition. The focus of activities will be to provide education on pre and inter-conception care to both women of childbearing age and healthcare providers with the goal of increasing favorable birth outcomes through healthy lifestyle changes, appropriate family planning, and identification of risk factors for potential adverse birth outcomes.

### **Tuberculosis Control**

The Federal Tuberculosis Prevention and Control funds account for approximately 20% of the total Tuberculosis (TB) program. The primary purpose of this program is to provide education to persons suspected or known to have a positive skin test for Tuberculosis and the community. Staff presents educational programs to community organizations since awareness is very important in halting the spread of this infection.

### **Texas Healthy Communities**

This Texas Department of State Health Services grant works to empower Texans to improve their health in all the places they live, work and play. It also 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 site wellness, comprehensive tobacco control, cardiac and stroke response, and access to quality health care.

## **Ryan White Part B and Ryan White Supplemental**

The Health District receives federal funds through the Texas Department of State Health Services to provide health and social services to individuals with HIV disease. These services include on-going case management, nutritional assistance, emergency medication assistance, insurance assistance, transportation assistance, dental assistance, health education, and assistance with vision services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

## **Department of Agriculture**

### **Women, Infants and Children (WIC)**

The WIC program is 100% federally funded through the Texas Health and Human Services Commission. WIC provides to its eligible participants nutrition education and counseling, special supplemental nutritious foods, breastfeeding support and linkage to other health and human resource services. There are four (4) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 6,800 eligible participants monthly.

### **Community and Clinical Health Bridge Project**

The Community and Clinical Health Bridge (CCHB) Project aims to reduce the impact of obesity and related chronic diseases by focusing on locally driven initiatives that create stronger partnerships between public, community and clinical health resources and systems. Initiatives may include facilitation of evidenced-based education and training to ensure consistent messaging of health information, implementation of team-based care between traditional and non-traditional health care professionals (e.g. CHWs, health educators), and development of bi-directional referral systems to unite patients with clinical diagnosis to community resources that enhance understanding, compliance and disease self-management. These efforts align with evidence-based models that demonstrate improved individual and population health outcomes, and reduced health care expenditures.

## **State Grants**

### **State Transportation Grants**

#### **State Transit Grants (Urban)**

Funding from the State is provided to assist with the operation of Waco Transit System. State funds are considered a local funding source and may be used to match federal grants. State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

#### **State Transit Grants (Rural)**

Rural State funding is provided by the State to assist with the operation of McLennan County Rural Transit District public transportation within McLennan County as part of the Interlocal Agreement between the City of Waco and McLennan County Rural Transit District. State funds are considered a local funding source and may be used to match Federal 5311 rural grants, as well as Rural Discretionary funding. Both Federal and State funding levels are derived through a formula process completed by TxDOT. Funding is allocated

for the two-year biennium.

## **Routine Airport Maintenance Program (RAMP) Grants**

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

## **State Law Enforcement Grants Texas Anti-Gang Program (TAG)**

The Texas Anti-Gang Program grant supports regional, multidisciplinary approaches to combat gang violence through the coordination of gang prevention, intervention, and suppression activities. The goal of the Texas Anti-Gang program is to reduce gangs and gang violence in collaboration with other law enforcement agencies in the region.

## **State Health Grants Public Health Nursing Infectious Disease**

The Emerging and Acute Infectious Disease Branch of the Department of State Health Services (DSHS) made available funding to enhance epidemiological capacity in infectious disease preparedness and response. Funds were awarded for two years and will expire August 31, 2021 (total amount awarded \$164,328 for two years).

## **Immunizations**

The Texas Department of State Health Services funds approximately 60% of the total Immunization program. The purpose of this program is to prevent the transmission of vaccine preventable diseases and to investigate and decrease the spread of communicable diseases in McLennan County. Services include childhood immunizations, immunizations to foreign travelers and communicable disease surveillance, investigation and control.

## **Tuberculosis Control**

The Texas Department of State Health Services funds approximately 27% of the total Tuberculosis (TB) program. This program identifies and treats persons who have an active case of TB or have had contact with a person with a case of TB, thus interrupting the transmission of the disease. The primary purpose of this program is to provide diagnosis, education and treatment to persons suspected or known to have a positive skin test for Tuberculosis. Services provided include tuberculosis skin testing, contact investigation, limited medical evaluation by physicians, appropriate referrals, education and monthly follow-up. Active cases are being placed on Directly Observed Therapy (DOT) as encouraged by the state as a method of TB control.



## **HIV/AIDS Services**

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

### **HIV Prevention**

This program provides individual prevention and risk reduction counseling to clients at risk for HIV infection in an attempt to reinforce behavior changes and create appropriate risk reduction plans and linkage to services following the determination of their HIV status. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

### **State Services, State Services R, and State R**

This program provides health and social services to individuals with HIV infection. Services include case management and early intervention services such as lab work, immunizations, complete physicals, TB testing, vaccine administration and other related health services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

## **Local Grants**

### **McLennan County Community Health Worker (CHW) Initiative**

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

## Supplementary Grant Information

	2019-20 Allocation	Proposed 2020-21 Allocation
<b>FEDERAL GRANTS</b>		
<b><u>Department of Housing &amp; Urban Development</u></b>		
Community Development Block Grant		
Administration	260,415	273,316
Housing Rehabilitation	348,934	250,000
Code Enforcement	275,000	250,000
Parks and Infrastructure Improvements	175,000	-
All Other	242,724	593,266
<b>Total Community Development Block Grant</b>	<b>1,302,073</b>	<b>1,366,582</b>
Continuum of Care		
Continuum of Care Planning Grant	49,923	47,598
Continuum of Care HMIS Grant	62,653	62,653
<b>Total Continuum of Care</b>	<b>112,576</b>	<b>110,251</b>
HOME Investment Partnerships Program (HOME)		
Administration	62,804	71,568
Housing Rehabilitation	200,000	200,000
Homeownership Assistance	171,033	-
Tenant Based Rental Assistance	100,000	100,000
Community Housing Development Organizations	94,206	-
All Other	-	344,111
<b>Total HOME Investment Partnerships Program</b>	<b>628,043</b>	<b>715,679</b>
Office of Lead Hazard Control & Healthy Homes		
Lead & Healthy Homes Grant	-	2,300,000
<b>Total Office of Lead Hazard Control &amp; Healthy Homes</b>	<b>-</b>	<b>2,300,000</b>
Housing Opportunities for People with AIDS		
HIV/AIDS-HOPWA	71,127	83,400
<b>Total Housing Opportunities for People with AIDS</b>	<b>71,127</b>	<b>83,400</b>
<b>Total Department of Housing &amp; Urban Development</b>	<b>2,113,819</b>	<b>4,575,912</b>
<b><u>Department of Transportation</u></b>		
Federal Aviation Administration		
Airport Improvement Program	1,000,000	1,402,500
CARES Act	-	8,222,262
<b>Total Federal Aviation Administration</b>	<b>1,000,000</b>	<b>9,624,762</b>
Federal Transit Administration		
Capital/Planning Grants (Urban) (Section 5307)	175,000	175,000
Operating Assistance (Urban) (Section 5307)	1,203,800	1,256,398
Preventive Maintenance (Urban) (Section 5307)	1,098,000	1,115,000
ADA Expense (Urban) (Section 5307)	275,200	280,911
Operating Assistance (Rural) (Section 5311)	677,421	744,738
Discretionary (Rural)	317,000	-
Capital (Urban) (Section 5339)	972,685	538,424
Capital (Rural) (Section 5339)	403,500	153,015
Enhanced Mobility (Urban) (Section 5310)	298,394	317,552
Enhanced Mobility (Rural) (Section 5310)	179,517	187,178
CARES Act (Urban)	-	419,374
CARES Act (Rural)	-	63,709
<b>Total Federal Transit Administration</b>	<b>5,600,517</b>	<b>5,251,299</b>
Metropolitan Planning Organization	500,000	613,000
<b>Total Metropolitan Planning Organization</b>	<b>500,000</b>	<b>613,000</b>
Selective Traffic Enforcement Program		
STEP Grant	130,000	117,000
<b>Total Selective Traffic Enforcement Program</b>	<b>130,000</b>	<b>117,000</b>

## Supplementary Grant Information

	2019-20	Proposed 2020-21
	Allocation	Allocation
Federal Highway Administration		
Transportation Alternative Set-Aside Grant	3,179,386	-
<b>Total Federal Highway Administration</b>	<b>3,179,386</b>	<b>-</b>
<b>Total Department of Transportation</b>	<b>10,409,903</b>	<b>15,606,061</b>
<b><u>Department of Justice</u></b>		
Edward Byrnes Memorial Justice Assistance Grant	27,775	28,084
Criminal Justice Division-CESF	-	204,151
VAWA/Family Violence Unit	34,596	34,596
<b>Total Department of Justice</b>	<b>62,371</b>	<b>266,831</b>
<b>FEDERAL GRANTS (cont.)</b>		
<b><u>Department of Homeland Security</u></b>		
Emergency Management Performance Grant	57,000	57,000
State Homeland Security Program - LETPA Projects	34,300	37,935
State Homeland Security Program - SHSP Regular Projects	30,211	44,856
Assistance to Firefighters Grant	596,982	1,737,956
Staffing for Adequate Fire And Emergency Response	455,418	-
<b>Total Department of Homeland Security</b>	<b>1,173,911</b>	<b>1,877,747</b>
<b><u>Department of Health and Human Services</u></b>		
RLSS/LPHS- Environmental	175,007	175,007
Public Health Preparedness	172,112	177,622
Covid-19	-	428,397
Healthy Texas Babies	67,500	117,000
Tuberculosis Control - Federal	33,065	33,065
Texas Healthy Communities	100,000	100,000
HIV/AIDS-Ryan White	319,577	318,577
HIV/AIDS - Ryan White Supplemental Part 1	20,000	-
HIV/AIDS - Ryan White Supplemental Part 2	20,623	-
<b>Total Department of Health and Human Services</b>	<b>907,884</b>	<b>1,349,668</b>
<b><u>Department of Agriculture</u></b>		
Women, Infants and Children (WIC)	1,641,884	1,539,977
Health Community and Clinical Health Bridge	-	125,000
<b>Total Department of Agriculture</b>	<b>1,641,884</b>	<b>1,664,977</b>
<b>Total Federal Grants</b>	<b>16,309,772</b>	<b>25,341,196</b>
<b>STATE GRANTS</b>		
<b><u>State Transportation Grants</u></b>		
Operating Assistance (Urban)	624,600	627,231
Operating Assistance (Rural)	319,978	320,102
Routine Airport Maintenance Program (RAMP) Grants	50,000	-
<b>Total State Transit Grants</b>	<b>994,578</b>	<b>947,333</b>
<b><u>State Police Grants</u></b>		
Texas Anti-Gang Program	1,400,000	891,418
<b>Total State Police Grants</b>	<b>1,400,000</b>	<b>891,418</b>

## Supplementary Grant Information

	2019-20 Allocation	Proposed 2020-21 Allocation
<b>State Health Grants</b>		
Immunizations	325,635	325,635
Tuberculosis Control - State	38,490	48,056
Infectious Disease Investigation	82,164	82,164
HIV/AIDS-Prevention	222,230	222,230
HIV/AIDS-State Services	90,908	90,908
HIV/AIDS - State Services Supplemental	93,354	-
HIV/AIDS - State R	65,000	140,000
<b>Total State Health Grants</b>	<b>917,781</b>	<b>908,993</b>
<b>LOCAL GRANTS</b>		
McLennan County Community Health Worker Initiative	150,000	-
<b>Total Local Grants</b>	<b>150,000</b>	<b>-</b>
<b>Total State and Local Grants</b>	<b>3,462,359</b>	<b>2,747,744</b>
<b>Total Federal, State and Local Grants</b>	<b>19,772,131</b>	<b>28,088,940</b>

# Appendix A – Fee Schedule

**Fee Schedule By Department**  
**FY21**  
**Adopted**

<b>DESCRIPTION</b>	<b>Adopted FY21</b>
<b>ANIMAL SHELTER</b>	
Boarding fees (after 72 hours)	15.00 per day
Boarding fees for bite quarantine (must be paid within 24 hours from time animal is quarantined)	20.00 per day
Vaccinations	20.00 per cat
	30.00 per dog
Rabies Vaccination	15.25 per animal
Heartworm Test	15.00
Spay/neuter surgery	Per cost basis
Male dog/female dog/female cat	65.00 per animal
Neuter male cat	35.00 per male cat
Surrender fee (non-compliant animal)	50.00 per animal
Surrender fee (compliant animal)	No Charge
Surrender fee (with offspring less than 4 months of age)	
Mother Dog and Puppies - Base Amount	50.00 plus
1-4 puppies	50.00 plus
5-8 puppies	50.00 additional
Mother Cat and Kittens - Base Amount	50.00 plus
1-6 kittens	50.00 plus
over 6 kittens	50.00 additional
Owner requested euthanasia	
0 - 25 lbs	45.00
26 lbs and over	65.00
Disposal fee	30.00
Rabies Testing Fee	100.00
Breeder Reclaim Fee	125.00
Impound Fees	
1st Impound for compliant pet (within 72 hours)	No Charge
1st Impound for Non-compliant pet	60.00
2nd Impound	75.00
3rd Impound and all subsequent impounds	150.00
Animal Control	Altered/Unaltered
All animals	60.00 1st Pickup
	75.00 2nd Pickup
	150.00 3rd and all subsequent Pickups
Livestock	75.00 minimum
Breeders	125.00 1st pickup
	75.00 2nd pickup (Animal gets altered)
<b>BUDGET</b>	
Ad Valorem Taxes (per Hundred)	0.776232
<b>CAMERON PARK ZOO</b>	
Base Admission Price	
Adult	12.50 per person
Children (3-12 yrs)	9.50 per person
Senior (over 60)	11.50 per person
Military (with ID)	11.50 per person
Military Child (3-12 yrs)	8.50 per person
Group Rates	
Group Size 21 - 100	
Adult	11.50 per person
Children (3-12 yrs)	8.50 per person
Group Size 101 - 500	
Adults	10.50 per person
Children (3-12 yrs)	7.50 per person
Group Size Over 500	
Adults	9.50 per person
Children (3-12 yrs)	6.50 per person
<b>EDUCATION</b>	
School and Group Educational Programs	
Animal Presentations	2.00 per person plus admission

**Fee Schedule By Department**  
**FY21**  
**Adopted**

	25.00	minimum
Behind-the-Scenes Tours	20.00	per person - Africa
	20.00	per person - Herpetarium
	20.00	per person - Brazos River Country
	20.00	per person - Asian Forest
Outreach Programs		
Zoomobile Trips (out of county)	2.00	per mile
Programs for groups of less than 35	30.00	1st program
	25.00	add'l program on same day
Auditorium Programs for groups greater than 35	125.00	1st program
	100.00	add'l program on same day
Zoo Adventure Camp		
Half Day camp	120.00	per week - member
	140.00	per week - non-member
Full Day camp	200.00	per week - member
	220.00	per week - non-member
Extended Care Option	25.00	per week for early a.m. care
	25.00	per week for late p.m. care
Cancellation Fee	20.00	
<b>CITY MANAGER</b>		
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	
<b>CITY SECRETARY</b>		
Permits		
Solicitation Permits	25.00	
Vehicle for Hire Application Fee	25.00	
Vehicle for Hire Permit Fee	100.00	per vehicle
Driver's Application and Permit Fee	25.00	
Duplicate Driver's Permit	10.00	
Duplicate permit fee	10.00	
Duplicate Cemetery Deeds	10.00	
Open Records		
Copying Charges (Outside requests)		
Oversized Paper (11" by 17", greenbar, bluebar)	0.50	per page
Standard Paper (8.5" by 11")	0.10	per page
Personnel Labor Charges	15.00	per hour
Personnel Labor Charges Overhead	0.20	percent of labor charge
Personnel Time CPU Programming	28.50	per hour
Personnel Time CPU Programming Overhead	0.20	percent of labor charge
Certification of Documents	2.50	
CD of records	1.00	
CD of Council Meetings	1.00	
Copy of a Recorded DVD	3.00	
Body Worn Camera Recording	10.00	per recording
Body Worn Camera Video or Audio Footage	1.00	per full minute of audio or video footage
Computer Generated Maps	30.00	
<b>CONVENTION SERVICES</b>		
Hotel/Motel Room Tax	7	percent
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	

**Fee Schedule By Department**  
**FY21**  
**Adopted**

Brazos Ballroom w/ Terrace	1,000.00	
1/2 Brazos Ballroom	700.00	
Bosque Theater	500.00	
DeCordova Room	200.00	
Event Office	50.00	per section
Texas Room North	450.00	
1/3 TX Room North	200.00	per section
Texas Room South	450.00	
1/3 TX Room South	200.00	per section
Ranger Room	300.00	
Waco Room	150.00	
Lone Star Room #105	100.00	
Lone Star Room #104	150.00	
Lone Star Room #103	200.00	
Upper Main Foyer	300.00	
Lower Main Foyer	300.00	
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
<b>EQUIPMENT SERVICES</b>		
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	
<b>AUDIO VISUAL SERVICES</b>		
Audio-Visual		Prices Negotiated
High-speed Internet access (hard wire connection)	75.00	per day
<b>ELECTRICAL SERVICES</b> All electrical charges are based on per day charge not per event.		
120 volt single - 20 amp	50.00	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
<b>FREIGHT RECEIVING/STORAGE*</b>		
* 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
<b>WATER CONNECTIONS</b>		
Initial connection	100.00	
Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.		
<b>FOOD AND BEVERAGE SERVICES</b>		
Catering Fee	25.00	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:

**Fee Schedule By Department**  
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Weekday	26.00
Weekend	34.00
Twilight & 9 - Hole (Weekday) & Tuesday Special	23.00
Twilight & 9 - Hole (Weekend)	28.00
Super Twilight (Weekdays)	16.00
Super Twilight (Weekends)	19.00
Leagues	24.00
Senior Non-Member (Monday-Friday)	20.00
Senior Member (Weekend)	14.00
Junior (Mon-Fri)	18.00
ISD & College, Tournaments	10.00
Junior Golf Facility	
Adults	5.00
Children (12 and under)	2.00
Combined Green Fee and Cart Fee for Senior Non-League Play (Monday - Friday)	33.00
Cart Fees:	
18 holes per person	17.00
9 holes per person	11.00
Twilight	11.00
Super Twilight	8.00
Regular Members (All Times)	12.00
Senior Members (Mon-Fri)	7.00
Senior Members (Weekends)	12.00
Range Fees:	
ISD & College, Baskets	
Small Basket	3.00
Medium Basket	5.00
Large Basket	6.00
Small Basket	5.00
Regular Basket	9.00
Large Basket	10.00
Member - Small Basket	3.00
Member - Regular Basket	6.00
Member - Large Basket	7.00
Rentals:	
Clubs	30.00
Tournaments and Promotions	Price Negotiated
Membership Fees	
Individual Membership	700.00
Couple/Family Membership	1,000.00
Senior Membership (55 & up)	600.00
<b>ENGINEERING</b>	
Inspection of Curb, Gutter and Drive Approach	
One (1) Drive Approach	105.00 per permit
One (1) Drive Approach with up to 50' Curb & Gutter and/or sidewalk	145.00 per permit
Two (2) Drive Approaches on the same lot	135.00 per permit
Curb and Gutter Only (Up to 50')	105.00 per permit
Each Additional 50' Increment of Curb & Gutter	40.00 per 50 foot increment
Sidewalks - up to 50'	105.00 per permit
Each additional 50' Increment of Sidewalk	40.00 per additional 50 foot
Alley Permits (every 50')	215.00 per 50 foot increment
Pedestrian Facilities Curb Ramp	325.00 per ramp
Street Opening Permits	865.00 per permit
Retaining Wall (every 100 Square Feet)	215.00 per 100 sq. ft.
Subdivision Plan Review and Construction Inspection	1.25 % of estimated cost of construction (1 and 1/4%)
Overtime Inspection (Saturday, Sunday or Holidays requires advance approval) less than four (4) hours	250.00 less than four (4) hours
Overtime Inspection (Saturday, Sunday, or Holiday requires advance approval) greater than four (4) hours	500.00 greater than four (4) hours
Right of Way License Agreement	
Right-of-Way Use License Agreement Fee for Linear Foot of Each Cable Initial Cost	1.50 per linear foot of each cable
Existing Right-of-Way Use License Agreement Annual Increase in Fee for Linear Foot of Each Cable	4.00 % annual increase per linear foot of each cable
Computer Generated Maps	30.00 base rate

**Fee Schedule By Department**

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	30.00	per hour after 1 hour
	0.50	per sq.ft. plotted map
Fee for large Xerox (24"x36") copies	3.00	per page
Data Transfer Fee	25.00	base rate
	25.00	per hour after 1 hour
Small Cell Infrastructure		
Application Fees		
Network node	500.00	per application for up to 5 network nodes, and 250.00 for each add'l network node on a single application; up to 30 network nodes are allowed on each application
Node support pole	1,000.00	per application for each pole
Transport Facility	500.00	up to 5 network nodes and 250.00 for each add'l network node on a single permit; up to 30 network nodes are allowed on each permit
Annual Public Rights-of Ways Use Rates		
Network node	250.00	per network node site
Node support pole		No separate rate from the network node annual fee (each support pole should have a network node attached)
Transport Facility	28.00	monthly for each network node site, unless an equal or greater amount is paid the city e.g., under Chapter 283, Tex. Loc. Gov. Code or Chapter 66, Tex.Util. Code
<b>FINANCE DEPARTMENT</b>		
Garage Sale Permits	10.00	
<b>FIRE SERVICES</b>		
Installation and Remodeling of Fire Protection System:		
Hood & Duct System	55.00	plus 3.00 per nozzle
Sprinkler System	75.00	plus 0.50 per head
Stand Pipe System	100.00	plus 5.00 per outlet
Fire Pump Installation	75.00	per permit
Fire Alarm System	75.00	plus 1.50 per device
Commercial Paint Spray Booth	75.00	plus 2.50 per head
Other Fire Suppression System	75.00	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
Installation and Removal of Underground or Above Ground Storage Tanks and/or Dispensers	75.00	for 1st tank, plus 50.00 per add'l tank at same location
Single Events or Activities		
Pyrotechnical Display or Fireworks Display	150.00	plus 250.00 for each hour of standby per Fire Company
Special Assembly Activities	150.00	plus 250.00 for each hour of standby per Fire Company
Controlled Burn	150.00	plus 250.00 for each hour of standby per Fire Company
<b>FACILITY INSPECTION PERMITS</b>		
Hospitals, nursing homes, retirement centers, MHMR homes, rehab centers, shelters (app. 40) Example: 300 bed hospital = \$350 fee (\$125 + (300 x \$0.75))	125.00	plus 0.75 per bed
Daycare centers, foster homes, pre-school centers (app. 60) Example: Daycare licensed for ten kids = \$60 (\$50 + (10 x \$1.00))	50.00	plus 1.00 per licensed child/adult
<b>OTHER OPERATIONAL PERMITS</b>		
Hazardous Operations or Storage, (service stations, flammable liquid storage – app. 75)	50.00	plus 1.00 per nozzle (per permit)
Installation of Underground Fire Mains	75.00	
Re-Inspection Fee for any failed testing	200.00	

**Fee Schedule By Department**  
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Emergency Inspection Fees (After Hours or Weekends)		250.00	
Environmental Impact Fee		500.00	
Tents		50.00	
<b>HEALTH SERVICES</b>			
<b>VITAL STATISTICS</b>			
	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
<b>ENVIRONMENTAL HEALTH</b>			
The following Septic System permits and fees are set and adopted by the County Commissioners Court			
Septic system permit & inspection			
Single family residences		410.00	410.00
All others except single family residences		610.00	610.00
Aerobic OSSF Maintenance		100.00	100.00
Septic System Minor Repairs			
Single family residences		160.00	160.00
All others except single family residences		160.00	160.00
Septic System Major Repairs			
Single family residences		410.00	410.00
All others except single family residences		610.00	610.00
Fee included on all permits, new or repairs, for the TCEQ		10.00	10.00
Design resubmittal fee		50.00	50.00
Annual aerobic unit maintenance fee		20.00 per unit	20.00 per unit
Maintenance provider administrative penalty fee		10.00 per contract	10.00 per contract
Septic system reinspection fees			
Single family residences		100.00	100.00
All others except single family residences		100.00	100.00
Subdivision plat review site evaluation		50.00	50.00
Records copy fee		0.50 per page	0.50 per page
The following fees for food and pools are for cities only. Unincorporated areas of the county are under a different fee schedule.			
Food Establishment Permit Fees:			
City of Waco Seating Capacity			
1 - 30		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)			
(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

**Fee Schedule By Department**

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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
<b>LABORATORY</b>		
Pregnancy Test	15.00 per test	15.00 per test
Rapid HIV Testing	40.00 per test	40.00 per test
Wet Mount	10.00 per test	10.00 per test
Gram Stain	10.00 per test	10.00 per test
Venipuncture	15.00	15.00
Syphilis Screening, RPR	10.00 per test	10.00 per test
Specimen Handling Fee	10.00	10.00
<b>PUBLIC HEALTH NURSING</b>		
Flu Shot	22.00 per dose	27.00 per dose
Flu Mist	25.00 per dose	30.00 per dose
Pneumococcal Vaccine 23'	93.00 per dose	98.00 per dose
Pneumococcal Vaccine 13'	230.00 per dose	235.00 per dose
Immunizations Administration Fee (except TVFC)	22.00 per dose	22.00 per dose
Typhoid vaccine	89.00 per dose	94.00 per dose
Oral typhoid vaccine	65.00 per dose	70.00 per dose
Cholera	250.00 per dose	255.00 per dose
Yellow-fever vaccine	165.00 per dose	170.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
Health card (TB Test)	20.00	25.00
Hepatitis A (Adult)	63.00 per dose	68.00 per dose
Hepatitis A (Pedi)	40.00 per dose	45.00 per dose
Hepatitis B (Adult)	54.00 per dose	59.00 per dose
Hepatitis B (Pedi)	30.00 per dose	35.00 per dose
Varicella Vaccine	133.00 per dose	138.00 per dose
Menomune/Meningococcal Polysaccharide Vaccine	147.00 per dose	152.00 per dose
Inactivated Polio Vaccine (IPV) Adult	47.00 per dose	52.00 per dose
Tetanus - Diphtheria (Td) Adult	42.00 per dose	47.00 per dose
Measles, Mumps, Rubella (MMR) Adult	80.00 per dose	85.00 per dose
Human Immune Globulin	117.00 per vial	122.00 per vial
Meningococcal Conjugate Vaccine	123.00 per dose	128.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	60.00 per dose	65.00 per dose
Twinrix (Combination Hepatitis A & Hepatitis B)	82.00 per dose	87.00 per dose
HPV vaccine (3 doses required over a 6 month period)	215.00 per dose	220.00 per dose
DTaP	44.00 per dose	49.00 per dose
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
<b>TB PREVENTION AND CARE</b>		
Radiologic exam, chest for TB screening purposes only	75.00	80.00
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

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Level 01, non-physician services only, client class 3 or 5	43.27	43.27
Level 06, non-physician and physician services, client class 3 or 5	73.51	73.51
Level 07, non-physician and physician services and prescribed medications (preventive treatment), class 3 or 5	253.99	253.99
Physician Exam		
Level 06, non-physician services, client class 1 or 2	37.48	37.48
Level 08, non-physician and physician services, and prescribed medications (preventive treatment), client class 1 or 2	38.69	38.69
Level 06, non-physician and physician services, client class 3 or 5	38.51	38.51
Level 07, non-physician and physician services and prescribed medications (initial treatment), client class 3 or 5	218.99	218.99
Follow-Up Exams		
Level 01, non-physician services only, client class 1 or 2	22.12	22.12
Level 06, non-physician and physician services, client class 1 or 2	46.37	46.37
Level 01, non-physician services only, client class 3 or 5	27.12	27.12
Level 06, non-physician and physician services, client class 3 or 5	57.59	57.59
Monthly Examination		
Level 03, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	13.54	13.54
Level 08, non-physician series and prescribed medications (preventative treatment), client class 1 or 2	47.57	47.57
Level 02, non-physician services and prescribed medications (initial treatment), client class 3 or 5	202.38	202.38
Level 04, non-physician services and prescribed medications (maintenance treatment), client class 3 or 5	45.30	45.30
Level 05, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	809.94	809.94
Level 07, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	212.27	212.27
Level 09, non-physician & physician services and prescribed medications (maintenance treatment), client class 3 or 5	55.19	55.19
Level 10, non-physician & physician services and prescribed medications (advanced treatment), client class 3 or 5	819.83	819.83
Directly Observed Therapy (DOT)/Directly Observed Preventative Therapy (DOPT)		
DOT/DOPT exam-level 01, non-physician services only, client class 1 or 2	9.69	9.69
DOT/DOPT exam-level 01, non-physician services only, client class 3 or 5	9.69	9.69
HEALTH EDUCATION		
On Site Health Education		25.00 per hour
SEXUALLY TRANSMITTED DISEASE		
Office Visit	20.00 per visit	20.00 per visit
Suprax 400 mg	5.00 per dose	5.00 per dose
Azithromycin 250 mc	5.00 per dose	5.00 per dose
Metronidazole 500 mg #4	4.00 per dose	4.00 per dose
Metronidazole 500 mg #14	9.00 per dose	9.00 per dose
Ceftriaxone 250 mg	5.00 per dose	5.00 per dose
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:		

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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)
<b>HOUSING</b>		
Homeless Management Information System (HMIS)	Activation Fee	Annual
Multiple licensed Agencies	250.00	150.00 per license
ART Report Licenses		100.00 per license
Call Point licenses		125.00 per user
ADHOC Reporting License		200.00 per user
Code Enforcement		
Lien Filing Fees		
1st page, 8.5 x 11		16.00
2nd and each subsequent page		4.00
Environmental Fees		
To Mow Lots		200.00 per property
Lots that requireing special bids for mowing & cleaning		150.00 plus contractor's bid
<b>ECONOMIC DEVELOPMENT</b>		
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	
<b>INSPECTION SERVICES</b>		
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	
Credit Access Business		
Non-refundable registration fee	50.00	
Alcoholic Beverage Permits (New & Renewal Permits are for a 2 year period)		
Beer - On Premise	150.00	
Off Premise	60.00	
Wholesale Distributor	300.00	
Package Store Permit	500.00	
Package Store Tasting Permit	25.00	
Brewer's Permit	1,500.00	
Wine Only Package Store Permit	75.00	
Wine and Beer Retailer's		
On Premise	175.00	
Off Premise	60.00	
Wine and Beer Late Hour Permit	250.00	
Winery Permit	75.00	
Mixed Beverage Permit		
Issuance (Original & Year 1)	-	
1st Renewal (Year 2 & 3)	1,125.00	
2nd Renewal (Year 4 & 5)	1,500.00	
3rd Renewal (Year 6 & after)	750.00	
Mixed Beverage Late Hours Permit		

**Fee Schedule By Department**

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Issuance (Year 1 & 2)	-
1st Renewal (Year 3 & 4)	75.00
2nd Renewal (Year 5 & after)	150.00
Mixed Beverage Restaurant Permit	
Issuance (Original & Year 1)	-
1st Renewal (Year 2 & 3)	1,125.00
2nd Renewal (Year 4 & 5)	1,500.00
3rd Renewal (Year 6 & after)	750.00
Mixed Beverage Late Hours Restaurant Permit	
Issuance (Year 1 & 2)	-
1st Renewal (Year 3 & 4)	75.00
2nd Renewal (Year 5 & after)	150.00
Caterer's Permit	
Issuance (Year 1 & 2)	-
1st Renewal (Year 3 & 4)	250.00
2nd Renewal (Year 5 and after)	500.00
Importer's License	20.00
Wholesaler's Permit	1,875.00
Local Class B Wholesaler	75.00
Local Distributor's Permit	100.00
Branch Distributor's License	75.00
General Class B Wholesaler	300.00
Bonded Warehouse Permit	150.00
Beverage Cartage Permit	20.00
License Inspection	75.00
Special Licenses	
Brew Pub License	500.00
Amusement Machine Tax	
Quarterly Rates	
January-February-March	15.00
April-May-June	11.25
July-August-September	7.50
October-November-December	3.75
To release a sealed machine	5.00
Night Club Application and License Fee	250.00
(New and Renewal Permits are for a 5-year period)	
Night Club License Transfer Fee	100.00
Night Club License Inspection	75.00
General Building Permit Fees:	
Technology fee	10.00
Residential structures	
Living area and non-living area and accessory structures	0.20
Residential structures - Green tagged	125.00
Commercial Buildings	
Occupancy groups: A) Assembly, B) Business, E) Educational, F) Factory-Industrial, H) Hazardous, M) Mercantile, R) Residential - Multifamily	
First 100,000 sq.ft.	0.20 per sq.ft.
Each additional sq.ft.	0.09 per sq.ft.
Occupancy group S) Storage and all shell buildings	
First 100,000 sq.ft.	0.15 per sq.ft.
Each additional sq.ft.	0.08 per sq.ft.
Parking Lot Only - No Structure	159.50
First 10,000 sq. ft.	212.00
10,000 to 20,000 sq. ft.	283.00
Over 20,000 sq. ft.	
Repairs & alterations to existing non-residential buildings & completion of shell buildings: First \$2,000 (Minimum)	50.00
2,001 to 50,000	5.50 per add'l 1,000
50,001 to 100,000	265.00 first 50,000
	4.50 per add'l 1,000
100,001 to 500,000	490.00 first 100,000
	3.50 per add'l 1,000

**Fee Schedule By Department**  
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500,001 and up	1,890.00	first 500,000
Repairs & alterations to existing residential structures:		
Leveling	75.00	per permit
Repairs & Alterations	200.00	per permit
Roofing	125.00	per permit
Siding	75.00	per permit
Window	75.00	per permit
Non-refundable Commercial Plan Review Fee - minimum of \$50 or 25% of total Building Permit Fee, whichever is greater (Deducted from final building permit fee)		
Non-Refundable Residential Plan Submittal Fee	50.00	
Demolition:		
Residential structure	50.00	
Commercial structure		
1-story	150.00	
Multi-story	500.00	
Accessory structure	36.00	
Structure relocation:		
Out of City	55.00	
Within City	112.00	
Temporary Certificate of Occupancy - 30 days	100.00	
1st 15 day extension	150.00	
2nd 15 day extension	200.00	
Reinspection Fee	55.00	
Appeals to Building Board of Adjustment & Appeals	100.00	
Code Compliance Letters	9.00	
Swimming Pools		
Residential	75.00	
Commercial	150.00	
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	
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,		

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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	
<b>Mechanical Building Permit Fees</b>		
For issuing each permit	40.00	per building
<b>Heating Systems</b>		
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	
<b>Refrigerated Air Systems</b>		
Installation of each refrigerated air system		
Each unit up to 5 tons	20.00	
Each unit over 5 tons	45.00	
Each air handler unit up to 10,000 CFM	5.00	
Each air handler unit over 10,000 CFM	8.00	
For each Terminal AC unit (PTAC or VTAC)	10.00	
<b>Exhaust/Ventilation systems</b>		
Installation of each blower or fan connected to duct system	5.00	
<b>Duct Type (Commercial only)</b>		
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.		
<b>LIBRARY SERVICES</b>		
Replace Lost Materials	5.00	Plus cost of item
Fine for Overdue Materials	0.20	per day up to up to max. of \$5.00 for books
Fine for Overdue Video recordings	1.00	per day up to max. of \$10.00 for audiovisuals
Replace Lost Library Cards	1.00	per card
Non-Resident Card	65.00	
<b>Public Copy Charges/Public Computer Printing</b>		
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
<b>MUNICIPAL COURT - Court costs and fees as set by the Texas State Legislature and fines as set by the Municipal Court Judge</b>		
<b>PARKS AND RECREATION</b>		
<b>FACILITY RENTALS</b>		
Cameron Park Clubhouse	1,100.00	all day
Clean up / Deposit	250.00	refundable
<b>Pavilion Rentals</b>		
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		

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Festival Areas		
Includes:	Brazos Park East, Indian Spring Park/Suspension Bridge, Heritage Square and Northern Gateway	1,000.00 500.00
Multi-Purpose Center		350.00 for 4 hours
	Multi-Purpose Center Deposit	100.00 refundable
	Multi-Purpose Center Additional Hour	50.00 per hour
Meeting Rooms		50.00 per hour
	Clean up / Deposit	100.00 refundable
Gymnasium/Auditorium		250.00 for 4 hours Non-Athletic
	Clean up / Deposit	50.00 per add'l hour Non-Athletic
Recreation Center Gym Rentals for Practice (during regular business hours)		100.00 refundable
		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	4.00 - 100.00 range per session
	After School Camp	25.00 - 200.00 range per month
	Summer Camp	100.00 - 300.00 range per month
		300.00 - 1,500.00 range-entire summer camp
	Registration Fee	25.00 - 100.00 range
	Park Ranger Classes	5.00 - 100.00 range
Athletics		
	Adult Athletic League (Team)	175.00 - 525.00 range
	Adult Individual	35.00 - 100.00 range
	Youth Athletic League (Team)	200.00 - 650.00 range
	Youth Individual	35.00 - 100.00 range
	Tournament Fee	150.00 - 2,500.00 range
	Field Rental:	
	4-Field Hub	600.00 non-commercial per day
		250.00 non-commercial clean-up deposit
		1,250.00 commercial per day
		500.00 commercial clean-up deposit
	Team Practice	25.00 per hour
	Team Practice with lights	50.00 per hour
	Game Fee	150.00-500.00 range
	Track/Swimming Per Event	5.00-15.00 range
Hart Patterson Track Complex		
	Practice	25.00 per hour
	Team Practice with lights	50.00 per hour
	Track Meets	1,250.00 +25% of gate
Special Events		
	Special Event Application	50.00
	Event Electricity Panel	100.00
Event Grounds/Parade Fee		500.00
	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

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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
<b>FILM COMMISSION</b>		
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
<b>PLANNING SERVICES</b>		
Documents/ Maps		
Zoning Ordinance with Maps (Color Maps)	100.00	
Subdivision Ordinance	25.00	
Zoning Ordinance Only	50.00	
Zoning Maps Only (Color)	75.00	
Zoning Compliance Letter	25.00	
Land Use Plan Map (Color)	75.00	
Metropolitan Transportation Plan	100.00	
Transportation Improvement Program (MPO)	50.00	
City Map with ETJ (36" x 48")	30.00	
Other Large Maps (36" x 48")	30.00	
Small Maps (11" x 17" or 8.5" x 11")	1st map free, Additional map 1.00	
Comprehensive Plan 2000	100.00	
Developer's Guide	25.00	
All other reports	Varies	
Any document or map may be burned to a CD-ROM	25.00	
Processes		
Zoning/Board of Adjustment		
Zone Change Applications	300.00	
Special Permits	300.00	
Board of Adjustment Applications	300.00	
Administrative Appeal	225.00	
Subdivisions		
Preliminary Subdivision Plat	150.00	
Final, Replat, or Amended Subdivision Plat	300.00	
Subdivision Plat Vacation	100.00	
Minor Plat (4 lots or less w/o improvements)	250.00	
Abandonment Fee	300.00	
Encroachment	300.00	
Planned Unit Developments (PUD)		
PUD Concept Plan (Zoning)	350.00	
PUD Final Plan	300.00	
Historic Landmark Commission		
Historic Landmark Medallion	50.00	includes tax
Historic Landmark Designation	50.00	
Historic District Designation	200.00	
Historic Landmark Certificate of Appropriateness	25.00	
Historic Landmark Tax Abatement	200.00	
Other Processes		
Street Name Change	300.00	
Land Use Plan Change	150.00	
Affidavit Preparation and Filing	30.00	
Copy Charges		
Copying Black & White	0.10	per page
Copying Color or Color Print	1.00	per page

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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
<b>POLICE SERVICES</b>	
Vehicle Towing	
Under 10,000 GVW	60.00
10,000 GVW or over	175.00
Vehicle Storage	20.00 per day
Impound Notification Fee	15.00
Copying Charges	0.10 per page
	No charge less than 10 pages
Produce a Business Record Affidavit	10.00
Sign/Stamp a Business Record Affidavit	5.00
Certify Records	2.50
Immigration Letter	15.00
Fingerprinting	20.00
Individual Background Checks	15.00
Texas Peace Officers Accident Report	6.00 per report
Certified copy of accident report	8.00 per report
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)	
5 - 49 units	77.00 per year
50 - 99 units	103.00 per year
100 or more units	155.00 per year
Crime Free Landlords/Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)	
1 - 4 units	52.00 per year
5 - 49 units	77.00 per year
50 - 99 units	103.00 per year
100 or more units	155.00 per year
Crime Free Hotel/Motel Fees (charged after they complete third phase of becoming a Crime Free Member)	
1 - 24 units	52.00 per year
25 - 74 units	77.00 per year
75 or more units	103.00 per year
Crime Free Books	11.00 each

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**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

Residential Collection Fees do not include applicable sales tax

Curbside Garbage - gray cart (1 cart up to 95 gals)

Curbside Recycling - blue cart (1 or 2 carts up to 95 gals)

Curbside Yard Waste - green cart (1 or 2 carts up to 95 gals)

Extra Container (garbage, recycle or yard waste cart up to 95 gals)

Special Pickup for Carts

Residential Curbside Bulky Waste

Large Bulky Waste Service - Scheduled after payment arrangements have been made.

	12.50		
	16.10	per month	1x/wk
Included in monthly rate		1x/wk	
Included in monthly rate		Bi-weekly	
Included in monthly rate		Bi-weekly	
	4.00	per month	
	10.00		
Included in monthly rate		5'x4'x4'	1x/wk
	35.00	Up to 7 cu. yds.	
	75.00	8 to 15 cu. yds.	
	150.00	16 to 30 cu. yds.	
	10.00	per event (after 1 warning)	
	10.00	per event (after 1 warning)	
	10.00	per event (after 1 warning)	
	10.00	per event (after 1 warning)	

Fee for Carts Left at Curb

Fee for Unbagged Solid Waste (per Section 21-23 (d))

Fee for Use of Non City Provided Cart (per Section 21-23 (a))

Fee for Overfilled or Waste Out of Cart (per Section 21-23 (b))

Animal Collection

Small Animal (at curb) 35lbs or less

Small Animal 35lbs or less

Medium Animal 36lbs - 75lbs

Large Animal 75lbs & over

Shelters/Veterinarians/Taxidermists

All Animals Must Be Frozen, Double Bagged & Placed In Cart.

Multiple Residential Dwelling Office/Laundry (limit one charge per complex)

Collection/Drop-Off Stations Fees do not include applicable sales tax

Current Water Bill & Photo ID Required

Refrigerant Removal From Refrigerant Containing Device (residential only)

E-Waste Recycling (drop off only)

Most electronics accepted

Not accepted - scrapped-out electronics, smoke detectors, large appliances, gas-powered equipment and any PCB, liquid fuel or radioactive containing equipment or devices

Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit

15" or smaller

20" or smaller

Commercial Collection Fees do not include applicable sales tax

Curbside Bulky Waste

Roll-off, Per Service Fee (open-top)

10 cubic yard

13 cubic yard

20 cubic yard

30 cubic yard

40 cubic yard

50 cubic yard

Roll-off, Per Service Fee (compactor)

20 cubic yard

30 cubic yard

40 cubic yard

Pack Roll-off

Small Generator Containerized Service Fee

95 gallon Cart Service Fee # of containers 1

2

Commercial Container Collection - Front, Side and Rear Load Monthly Fee

Shared Fee Applicable To Two (2) Or More Active Customers Accounts Only

3 cubic yards	Standard Per Container Fee	<u>1X/WK</u>	<u>2X/WK</u>	<u>3X/WK</u>	<u>4X/WK</u>	<u>5X/WK</u>	<u>6X/WK</u>
		80.10	127.83	181.03	235.02	289.01	418.48

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	Shared Fee (per customer)	43.00	65.02	90.52	117.51	144.51	209.24
4 cubic yards	Standard Per Container Fee	92.50	148.93	210.90	273.80	336.70	458.39
	Shared Fee (per customer)	46.26	74.46	105.46	136.91	168.36	229.20
6 cubic yards	Standard Per Container Fee	124.42	200.31	283.68	368.29	452.89	617.55
	Shared Fee (per customer)	62.22	100.16	141.85	184.15	226.45	308.78
8 cubic yards	Standard Per Container Fee	152.09	244.86	346.75	450.18	553.60	753.69
	Shared Fee (per customer)	76.04	122.43	173.38	225.09	276.80	376.85
10 cubic yards	Standard Per Container Fee	190.50	306.70	434.34	563.87	728.09	945.10
	Shared Fee (per customer)	95.25	153.35	217.17	281.94	364.05	472.55
6 cy Compactor front load	Standard Per Container Fee	198.18	283.67	370.68	457.99	544.40	599.10
	Shared Fee (per customer)	99.09	141.83	185.34	229.00	272.21	299.55
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK							
Extra Service Fee Must Be Paid Prior To Service When Container Is Shared							
Container Lock (prevents unwanted usage) Monthly Fee				2.58			
Shared Container Lock Monthly Fee				1.29	per customer		
Commercial Recycling	<u>Fees do not include applicable sales tax</u>						
				<u>1X/WK</u>	<u>2X/WK</u>	<u>3X/WK</u>	
Commercial Recycling Monthly Fee (no shared containers) per container				41.20	66.95	72.82	
Extra Service Fee is a standard fee of \$72.82 per service at 1X/WK							
A contaminated recycle container shall be charged as an extra service fee of \$72.82 per container							
Commercial & Non-Profit Recycle Carts (Available to garbage carted customers only)					<u>1 Cart/1X/WK</u>	<u>2 Carts/1X/WK</u>	
	Commercial Recycling Cart Monthly Fee (no shared carts)			5.00	7.00		
	Non-Profit Recycling Cart Monthly Fee (no shared carts)			2.50	3.50		
Landfill	<u>Fees do not include applicable sales tax</u>						
Residential, Current Water bill &-Photo ID required				No Charge	4X/Yr Limit	1 ton per deposit	
Residential				35.25	per ton		
Self Hauling Entities				35.25	per ton		
Outside County				43.01	per ton		
Special Waste							
	Special Handling (meat products, etc...)			45.00	plus landfill fees		
	Dead Animals			45.00	handling fee/ plus tonnage		
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit							
	15" or smaller			3.00	per tire		
	20" or smaller			5.50	per tire		
Mobile Home Disposal							
	Less that 60 feet in length			350.00	per unit		
	60 feet or greater in length			450.00	per unit		
Weight Ticket				15.00	per vehicle or item		
Unsecured Load				20.00	per visit		
Special Event Service	<u>Fees do not include applicable sales tax</u>						
Cart Service Fee				17.51	per cart per service		
Recycle Cart Service Fee				8.75	per cart per service		
Recycle Container Service Fee				41.20	per cart per service		
<b>STREET SERVICES</b>							
Clean up fee for spills (construction materials)				550.00	per hour		
<b>TEXAS RANGER HALL OF FAME &amp; MUSEUM</b>							
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		

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	550.00	Fri-Sun
Move Out Day (after 10:00 a.m.)	275.00	Mon-Thurs
	550.00	Fri-Sun
<b>Serial Rentals</b>		
Monthly Rental (Time of Use Restrictions Apply)	4,800.00	annually
<b>Miscellaneous Rentals</b>		
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)		
<b>Audio/Visual Equipment Rental</b>		
Podium	No Charge	
Audio/Visual Equipment	150.00	per day
<b>Membership Fees</b>		
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
<b>Educational Fees</b>		
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
<b>Library Fees</b>		
Genealogy Research	25.00	one ancestor
Per Hour Research Fee	35.00	
Photo Reproductions		Based on Usage
Product Licensing Royalties		5% to 10% of sales
<b>TRAFFIC SERVICES</b>		
Signal Repairman to Escort House mover (Damage Avoidance Repair)		
One Signal Technician and Truck	105.00	per hour
Each Additional Signal Technician	55.00	per hour
Each Additional Truck	50.00	per hour
Review house mover route plan	55.00	per hour
Approved Special Events		
Approved Special Events - Traffic Control Plan Design and/or Review by professional engineer	75.00	per hour
Standard delivery/pickup {during normal working hours}	250.00	per event
On-call assistance for closure on day of event:		
Non-business hours	155.00	per hour per staff
Business hours	105.00	per hour per staff (no minimum)
Pickup of barricades and cones by customer during business hours	105.00	per hour per staff
Events will be charged for missing or damaged materials		
Traffic control plan inspection fee	155.00	per hour
New Street (Public or Private) name sign (per intersection)	290.00	per sign
<b>WACO REGIONAL AIRPORT</b>		
Aircraft Hangars:		
Damage/Security Deposit		One month's rental

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T-Hangars #1 - 10	170.00	per month
T-Hangars #11 - 50	190.00	per month
Executive T-Hangars (exc. # 7, 13, 16)	230.00	per month
Executive T-Hangars # 7, 13, 16	250.00	per month
Overnight Aircraft Tiedown/Parking		
Overnight fees for Commercial Aircraft		
Scheduled Carriers	Negotiated in Lease Agreement	
Non-scheduled Carriers		
Less than 50,000 MGLW	50	per night
50,000 to 100,000 MGLW	100	per night
Over 100,000 MGLW	150	per night
General Aviation (may be waived with purchase of fuel)		
Less than 12,500 Maximum Gross Landing Weight (MGLW)	10.00	per night
12,500 to 50,000 Maximum Gross Landing Weight (MGLW)	20.00	per night
Over 50,000 Maximum Gross Landing Weight (MGLW)	50.00	per night
Long-Term Aircraft Tiedown/Parking:		
Single Engine	75.00	per month
Light Twin	125.00	per month
After hours Service Fee	50.00	per call
Landing Fees (Commercial Operators)	0.40	per 1,000 pounds maximum allowable gross landing weight
	3.25	per landing - Minimum
Non Signatory Landing Fee	0.55	per 1,000 pounds maximum allowable gross landing weight
Airline Terminal Charges		
Ticket Counter (Each)	2.85	per sq. ft.
Administrative Operation Space	1.50	per sq. ft.
Baggage Makeup Area	0.15	per sq. ft.
Non Signatory Security Fee	0.50	per enplaned passenger
Miscellaneous Storage Space	27.00	per month
Land for Billboard Site	300.00	per year
Land Lease		
Unimproved Land	0.10	per sq.ft. per year
Improved Land	0.15	per sq.ft. per year
Aircraft Fuel Flowage Fee	0.12	per gallon
Conference Room Fee	40.00	per day
Rental Car - Customer Facility Charge	1.95	per day (per contract)
Passenger Facility Charge	4.50	
Fingerprinting Fee	45.00	per individual
Identification Media		
ID Badge fee	5.00	per individual
Vehicle Hang tag	2.50	per vehicle
RAM Parking Sticker Fee	10.00	per sticker
Motorcycle Sticker Fee	2.50	
Replacement Fees		
Employee Parking Permit	15.00	per permit
1st Lost Identification Media	25.00	per media
2nd Lost Identification Media	50.00	per media
3rd Lost Identification Media	100.00	per media & approval of director
Air Stairs Usage Fee		
Signatory Carriers	100.00	per use
Non Signatory Carriers	100.00	per use
Office Charges		
Fax	2.00	first page/ 1.00 extra pages
Copies	0.10	per copy
Passenger Loading Bridge Fee		
Signatory/Non-Signatory Carriers		
0-200 uses	350.00	per month
201-400 uses	450.00	per month
over 400 uses	550.00	per month

WACO TRANSIT SYSTEM

**Fee Schedule By Department**  
**FY21**  
**Adopted**

Base Adult Cash Fare	1.50	
Day Pass	3.00	
Student/Child	1.00	
Elderly/Handicapped	0.50	
Day Pass (Elderly/Handicapped)	1.25	
Monthly Pass	40.00	
Monthly Pass (Student)	20.00	
Summer Student Pass (June, July, August)	30.00	
ADA Van Fare	3.00	
Rural Demand Response Fare	3.00	
Rural Demand Response Fare (adjacent Counties)	5.00	
Transfers	No Transfers	
Bus Charter	140.00	per hour
Bus Charter - non-profit	115.00	per hour
Exterior Bus Advertising		
Street Side Window - 45" x 28.5"		
1 Window	150.00	per month
2 or more Window	125.00	per month
All 4 Windows	400.00	per month
Curb Side Window - 45" x 28.5"		
1 Window	150.00	per month
2 or more Window	125.00	per month
All 3 Windows	300.00	per month
Small Side Window - 45" x 20.5"		
1 Window	100.00	per month
2 Windows	175.00	per month
Rear Window - 71.5" x 30"		
1 Bus	300.00	per month
Head Sign	50.00	per month per bus
	400.00	per month for all buses
	800.00	per month per bus
Full Bus Advertising (any length of time)		
Kong Wrap - 40.5" x 14.5 ft		
1 bus	350.00	per month
2 or more buses	300.00	per month
King Wrap - 30" x 12 ft		
1 bus	350.00	per month
2 or more buses	300.00	per month
Interior Bus Advertising (any length of time)		
Fixed Route		
Small Interior Cards (28" x 11")	50.00	per month per vehicle
All 5 Vehicles	200.00	per month
Large Interior Cards (42" x 11")	75.00	per month per vehicle
All 5 Vehicles	300.00	per month
Behind Driver Seat Cards (18" x 24")	75.00	per month per vehicle
All 5 Vehicles	325.00	per month
Baylor Route		
Small Interior Cards (28" x 11")	50.00	per month per vehicle
All 5 Vehicles	200.00	per month
Large Interior Cards (42" x 11")	75.00	per month per vehicle
All 5 Vehicles	300.00	per month
Behind Driver Seat Cards (18" x 24")	75.00	per month per vehicle
All 5 Vehicles	325.00	per month
Bus Bench Advertising		
1 -5 Benches	80.00	per month (1-5 months)
	75.00	per month (6-12+ months)
6+ Benches	70.00	per month (1-5 months)
	60.00	per month (6-12+ months)
Bus Shelters		
1 Shelter 1 - 5 months	250.00	per month
1 Shelter 6 -12 months	225.00	per month
2 or more Shelters 1 -5 months	225.00	per month
2 or more Shelters 6 -12 months	200.00	per month

**Fee Schedule By Department**  
**FY21**  
**Adopted**

Digital Media (All Buses)			300.00	per 30 second spot
Digital Media (Baylor Routes)			350.00	per 30 second spot
Minivans				
Side Window				
1 Window			125.00	per month
2 Windows			200.00	per month
Back Window				
1 Window			150.00	per month per minivan
Full Minivan Advertising (Any length of time)			500.00	per month
<b>WATER FUND</b>				
Residential Water Rate	<i>Rate Changes highlighted in yellow will become effective 1/1/2021</i>			
Inside City				
Base			22.21	
0 - 3,000 gallons			2.66	per 1000
3,001 - 8,000 gallons			3.33	per 1000
8,001 - 15,000 gallons			4.16	per 1000
15,001 - 25,000 gallons			5.2	per 1000
25,000+ gallons			6.5	per 1000
Outside City				
Base			25.54	
0 - 3,000 gallons			3.06	per 1000
3,001 - 8,000 gallons			3.83	per 1000
8,001 - 15,000 gallons			4.78	per 1000
15,001 - 25,000 gallons			5.98	per 1000
25,000+ gallons			7.48	per 1000
Residential Domestic Demand Rates				
Inside City				
3/4 inch meter (also referred to as 5/8 inch)			22.21	
1 inch meter			35.89	
1.5 inch meter			51.68	
2 inch meter			71.22	
3 inch meter			112.44	
Outside City				
3/4 inch meter (also referred to as 5/8 inch)			25.54	
1 inch meter			41.27	
1.5 inch meter			59.43	
2 inch meter			81.90	
3 inch meter			129.31	
Nonresidential/Irrigation Demand Rates				
Inside City				
3/4 inch meter (also referred to as 5/8 inch)			22.21	
1 inch meter			61.56	
1.5 inch meter			110.49	
2 inch meter			169.17	
3 inch meter			292.95	
4 inch meter			428.16	
6 inch meter			644.10	
8 inch meter			909.05	
10 inch meter			1,391.10	
Irrigation				
0 - 25,000 gallons			5.20	per 1000
Over 25,000 gallons			6.50	per 1000
All other Classes (Commercial/Industrial)				
Volumetric Rate			3.53	per 1000
Reclaimed Water Rate (Purple Pipe)				
Pretreated Irrigation				
All Classes				
Volumetric Rate			1.41	per 1000
Outside City				
3/4 inch meter (also referred to as 5/8 inch)			25.54	

To be determined

**Fee Schedule By Department**  
**FY21**  
**Adopted**

	1 inch meter	70.79	
	1.5 inch meter	127.06	
	2 inch meter	194.55	
	3 inch meter	336.89	
	4 inch meter	492.38	
	6 inch meter	740.72	
	8 inch meter	1,045.41	
	10 inch meter	1,599.77	
Irrigation			
	0 - 25,000 gallons	5.98	per 1000
	Over 25,000 gallons	7.48	per 1000
All other Classes (Commercial/Industrial)			
	Volumetric Rate	4.06	per 1000
Reclaimed Water Rate (Purple Pipe)			
Pretreated Irrigation			
	All Classes		
	Volumetric Rate	1.67	per 1000
Raw Water		125.00	per acre foot minimum subject to contract revisions
Raw Water Administration Fee		25.00	per month
Emergency Wholesale Water Supply Agreement	1.5 times Waco non-residential rates		per 1000
Residential Deposit		75.00	minimum
	Additional deposit may be required based on periodic history review		
Commercial Deposit		150.00	Min or two months average or greater
	Additional deposit may be required based on periodic history review		
Apartment/Multi-Family Deposits			
	1-10 units	750.00	minimum
	11-30 units	1,000.00	minimum
	31-50 units	1,500.00	minimum
	Over 50 units	3,000.00	minimum
Tagging		25.00	
Fire Flows		120.00	
Basic Service Call			
	8am to 12pm	50.00	
	After 12pm	100.00	
Water tap investigation (basic service fee)		50.00	
Customer Requested Meter Test (plus Service Call Fee)			
	In Shop: Meter 1" or smaller	50.00	
	Meter 1.5" and 2"	75.00	
	Field: Meter 1.5" or larger	150.00	
Meter Testing outside the city limits		400.00	minimum - includes 2 tests
		50.00	service fee per meter
	Each additional test	200.00	
		50.00	service fee per meter
Tampering / Obstructed / Damaged Meter / Pull Meter Charge/Unauthorized Usage		150.00	minimum
Fire Hydrant Installation / Monthly Service Charge		100.00	
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	
Residential 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" (not including meter and meter box or vault)		Quoted on per cost basis
	Each larger size main		Quoted on per cost basis
	All meters above 1" - Meter, meter box or vault, meeting City of Waco specifications, will be furnished by the owner.		
	4" Main with 4" Tap		Quoted on per cost basis
	6" Main with 4" Tap		Quoted on per cost basis
	6" Main with 6" Tap		Quoted on per cost basis

**Fee Schedule By Department**  
**FY21**  
**Adopted**

<p>8" Main with 4" Tap  8" Main with 6" Tap  8" Main with 8" Tap  10" Main with 4" Tap  10" Main with 6" Tap  10" Main with 8" Tap  10" Main with 10" Tap  12" Main with 4" Tap  12" Main with 6" Tap  12" Main with 8" Tap  12" Main with 10" Tap  12" Main with 12" Tap</p> <p>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.</p> <p>Existing 1" Residential service tap (Bullhead)  City will furnish and install additional 5/8" or 3/4" meter setting</p> <p>Existing 2" Residential service tap (Bullhead)  City will install additional 1 1/2" meter setting or furnish and install additional 1" meter setting. Service will not support more than one 1 1/2" meter and one 1" meter.</p> <p>On other combinations, price will be calculated on individual basis.  Retire Existing Water Tap (3/4" - 2")</p> <p>Unauthorized tampering to the water or wastewater system and its appurtenances</p> <p>Customer Requested Report</p> <p>Burglar Alarm</p> <p>Hold-up Alarm</p> <p>Returned Check Charge/Bank Draft</p> <p>Water Office Training Room Rental</p> <p>Water Office Conference Room Rental</p> <p>Educational Training Services</p> <p style="padding-left: 20px;">License Certification Training</p> <p style="padding-left: 20px;">Late Registration Fee</p> <p style="padding-left: 20px;">Class Withdrawal Fee</p> <p>Parking Garage Charges</p> <p>Lake Waco Wetlands Research and Education Center Rentals</p> <p style="padding-left: 20px;">Lake Waco Wetlands and Education Center (occupancy 100)</p> <p style="padding-left: 20px;">Rental Deposit (required for reservation, applied to rental)</p> <p style="padding-left: 20px;">Cleanup Deposit (forfeited if building is not cleaned after rental)</p> <p>Caterer</p> <p>Security (required for rentals involving alcohol, dancing or student events)</p> <p>Tables &amp; Chairs</p> <p>Classroom Only (occupancy 30)</p> <p>Water Laboratory Analyses Fees</p> <p style="padding-left: 20px;">Shipping Charge</p> <p style="padding-left: 20px;">Handling Charge</p> <p>General Chemistry</p> <p style="padding-left: 20px;">Algae</p> <p style="padding-left: 20px;">Alkalinity (ALK)</p> <p style="padding-left: 20px;">Bromate</p> <p style="padding-left: 20px;">Bromide (Br)</p> <p style="padding-left: 20px;">BOD5</p> <p style="padding-left: 20px;">CBOD5</p> <p style="padding-left: 20px;">Chlorate</p> <p style="padding-left: 20px;">Chloride (Cl)</p> <p style="padding-left: 20px;">Residual Chlorine-Free (Cl2-F)</p> <p style="padding-left: 20px;">Residual Chlorine-Total (Cl2-T)</p> <p style="padding-left: 20px;">Chlorite</p> <p style="padding-left: 20px;">Conductivity (COND)</p> <p style="padding-left: 20px;">Dissolved organic carbon (DOC)</p> <p style="padding-left: 20px;">Dissolved Oxygen (DO)</p>	<p>Quoted on per cost basis  Quoted on per cost basis  All other sizes required to file survey to set fee</p> <p>425.00 for first meter  300.00 for each additional  550.00 includes meter &amp; composite box</p> <p>Quoted on per cost basis  2,000.00 minimum  Quoted per report (includes any programming costs)</p> <p>50.00 after 5 incidents  50.00 after 3 incidents  30.00  400.00  100.00</p> <p>100.00 - 250.00 per person  25.00  50.00  30.00 plus sales tax per month</p> <p>300.00 per day (8 am to 12 midnight)  150.00 per half day (minimum time frame)  150.00  50.00  Caterer catering cost paid by caterer  Price Negotiated</p> <p>50.00 per day plus 50.00 deposit</p> <p>2.50 per sample  10.00 for &lt;5 samples shipped</p> <p>110.00  20.00  50.00  20.00  25.00  25.00  50.00  20.00  15.00  15.00  50.00  15.00  30.00  15.00</p>
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**Fee Schedule By Department**  
**FY21**  
**Adopted**

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
<b>Metals</b>	
Aluminum (Al)	20.00
Antimony (Sb)	20.00
Arsenic (As)	20.00
Barium (Ba)	20.00
Beryllium (Be)	20.00
Boron (B)	20.00
Cadmium (Cd)	20.00
Calcium (Ca)	20.00
Chromium (Cr)	20.00
Cobalt (Co)	20.00
Copper (Cu)	20.00
Iron (Fe)	20.00
Lead (Pb)	20.00
Magnesium (Mg)	20.00
Manganese (Mn)	20.00
Molybdenum (Mo)	20.00
Nickel (Ni)	20.00
Potassium (K)	20.00
Selenium (Se)	20.00
Silver (Ag)	20.00
Sodium (Na)	20.00
Strontium (Sr)	20.00
Thallium (Tl)	20.00
Tin (Sn)	20.00
Vanadium (V)	20.00
Zinc (Zn)	20.00
<b>Biological</b>	
Total coliform/E. coli (P/A)	15.00
Total coliform/E. coli (quantitative)	18.00
Chlorophyll	40.00
Heterotrophic Plate Count (HPC)	20.00
<b>Group Analyses</b>	
Anion scan (F, Cl, Br, NO2, NO3, PO4, SO4)	120.00
Cation Scan (Ca, Mg, Na, K, Li, NH4)	120.00
WetChems (ALK, Total Hardness, pH, COND, TDS-P, Temperature, DO)	75.00
DBP Anions (Bromate, Chlorate, Chlorite)	135.00
Primary Drinking Water Metals (As, Ag, Ba, Cd, Cr, Pb, Se)	125.00
Secondary Drinking Water Metals (Cu, Fe, Mn, Zn)	72.00
Non-potable Water Metals Scan (As, Cu, Fe, Mn, Pb, Zn)	110.00
Well Water Characterization (TDS-P, ALK, COND, Cl, NO2, NO3, Fe, Mn, Ca, Mg, Na, K)	200.00

**Fee Schedule By Department**  
 FY21  
 Adopted

Sample Preparation			
Acid digestion			30.00
After hours bacteriological analysis (additional charge per sample)			20.00
Rush Analysis (1 - 2 day turn around) (additional charge per sample)			50.00
Carnivals			250.00
Sound Cars or Trucks			
Per Annum			25.00
After 6/30, prorated fee			12.50
Thirty Days			10.00
<b>WASTEWATER FUND</b>			
Residential Sewer Rate	<i>Rate Changes highlighted in yellow will become effective 1/1/2021</i>		
Inside City			
Base			22.57
Volumetric Rate			5.42 per 1000
Outside City			
Base			25.96
Volumetric Rate			6.23 per 1000
Non-Residential Sewer Rate			
Inside City			
3/4 inch meter			22.57
1 inch meter			32.73
1.5 inch meter			49.71
2 inch meter			70.08
3 inch meter			97.22
4 inch meter			124.38
6 inch meter			185.44
8 inch meter			287.28
10 inch meter			359.72
Volumetric Rate			5.42 per 1000
Outside City			
3/4 inch meter			25.96
1 inch meter			37.64
1.5 inch meter			57.17
2 inch meter			80.59
3 inch meter			111.80
4 inch meter			143.04
6 inch meter			213.26
8 inch meter			330.37
10 inch meter			413.68
Volumetric Rate			6.23 per 1000
Sewer Tap 4"			Quoted on per cost basis
Sewer Tap 6"			Quoted on per cost basis
Sewer Tap Investigation via CCTV			350.00
Retire Existing Sewer Tap			Quoted on per cost basis
Commercial Sewer Taps:			
All commercial sewer services shall be tapped into a manhole			Quoted on per cost basis
Surcharge Rate for BOD (\$/lb)			
Conc. Range (mg/L) Maximum Conc. Allowed - BOD (5,000 mg/L)			
Tier 0 0-240			- per pound
Tier 1 240-1,000			0.072 per pound
Tier 2 1,000-1,550			0.141 per pound
Tier 3 1,550-5,000			0.282 per pound
Surcharge Rate for TSS (\$/lb)			
Conc. Range (mg/L) Maximum Conc. Allowed - TSS (4,000 mg/L)			
Tier 0 0 - 307			- per pound
Tier 1 307 - 1,850			0.044 per pound
Tier 2 1,850 - 3,000			0.085 per pound
Tier 3 3,000 - 4,000			0.170 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

**Fee Schedule By Department**  
**FY21**  
**Adopted**

Tier 1	35 - 80	0.386	per pound
Tier 2	80 - 130	0.753	per pound
Tier 3	130 - 1,250	1.505	per pound
<b>Charges for Industrial Pretreatment</b>			
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.			
<b>WMARSS FUND</b>			
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
<b>Laboratory Analyses Fees</b>			
BOD		20.00	
CBOD		20.00	
VSS		20.00	
Ammonia		22.00	
TSS		15.00	
Solids (Group-TSS/VSS)		28.00	
<b>Tipping Fees</b>			
Fats/Oils/Grease (FOG)		0.15	per gallon or seasonal markets & treatability
Industrial Organic Waste		0.10	per gallon or seasonal markets & treatability
Significant industrial users		0.01	per gallon or seasonal markets & treatability



# Glossary of Terms & Acronyms



## A

**Accrual Accounting** – A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

**Ad Valorem Tax** – A tax computed from the assessed valuation of land and improvements.

**Amortization** – The gradual elimination of a liability in regular payments over a specified period of time. These payments must cover both principal and interest.

**Appropriation** – An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund/agency level and are granted for a one-year period.

**ARRA** – The American Recovery and Reinvestment Act was signed into law in 2009 to provide stimulus funding.

**Assessed Valuation** – A valuation set on real estate or other property by the McLennan County Appraisal District as a basis of levying taxes.

**Assets** – Resources owned or held by the City, which have monetary value.

## B

**Balanced Budget** – A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

**BRIC** – Baylor Research and Innovation Collaboration

**Budget** – A plan of financial operation embodying an estimate of proposed means of financing it. The "operating budget" is the financial plan adopted for a single fiscal year. The "proposed budget" designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

**Budget Document** – The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

## C

**CAFR** – Comprehensive Annual Financial Report  
**CDBG** – Community Development Block Grant  
**CIP** – Capital Improvement Program

**COW** – City of Waco

**Capital Improvements Program** – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.



Capital Outlay – An expenditure that results in the acquisition of or addition to fixed assets.

Certificates of Obligation – Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

Contingency Fund – A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost Center – A section of the total organization having a specialized function or activity and segregated cost and revenue data.

Credit Rating – The credit worthiness of a government unit as determined by an independent ratings agency. The City of Waco is rated by Moody's Investors Service and Standard and Poor's.

## D

Debt Service Fund – A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's certificates of obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Delinquent Taxes – Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Depreciation – (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

DRS – Demand Response Service (i.e. door-to-door)

DSHS – Department of State Health Services

## E

EHS – Employee Health Services

EMS – Emergency Medical Service

Effective Tax Rate – A tax rate that when applied to the taxable assessed valuation would produce the same total taxes as last year when compared to properties taxed in both years.

Encumbrances – Obligations in the form of purchase orders, contracts, or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.



Enterprise Fund – A fund established to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures – The cost of goods received or services rendered recognized through cash payments or encumbrance.

## F

FTE – Full-time equivalent

Fiscal Year – A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operation. For the City of Waco, the fiscal year is October 1 to September 30.

Full Time Equivalent (FTE) – A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal, or temporary employees into hours worked by full time employees. Full time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .50 FTE.

Fund/agency – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or to attain certain objectives. Each fund/agency is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance (Equity) – The excess of a fund’s assets over its liabilities; accumulated balances are the result of continual excess of revenues over expenditures. A negative fund balance is often referred to as a deficit.

Funding – Provides budgetary resources to cover total costs of a program or project at the time it is undertaken.

## G

GAAP – Generally Accepted Accounting Principles

General Fund – The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.

Generally Accepted Accounting Principles (GAAP) – Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

Goals – Statement of direction for accomplishing the department’s mission.

Governmental Funds – Funds that are often referred to as “source and use” funds. Most governmental functions are typically financed through these types of funds. Included in this category are general, special revenue, debt service, capital projects and special assessment funds.



Grant – A contribution by one government unit to another unit. The contribution is usually made to aid in the support of a specified function, but it can also be for general purposes.

Gross Receipts Taxes – Fees paid by public service businesses for use of City property in conducting their business. These fees are also referred to as franchise fees. Waco collects electric, natural gas, telephone, cable TV, bingo, water, wastewater and solid waste gross receipts taxes.

## H

HSCT – Humane Society of Central Texas

HTE – HTE Sungard is the City of Waco’s mainframe software provider.

HUD - Housing & Urban Development

HIV – Human Immunodeficiency Virus

HVAC – Heating, Ventilation & Air Conditioning

Home Rule City – A Texas municipality that operates under a municipal charter that has been adopted or amended as authorized by Article XII, Section 5, of the Texas Constitution. A home rule City must have a population of more than 5,000 people and is governed by the State Constitution of Texas as opposed to the state laws of Texas.

## I

Independent Auditor – An auditor who is independent of the governmental unit whose accounts are being audited.

Infrastructure – That portion of a City’s assets located at or below ground level, including the water and wastewater systems and streets.

Interfund Transfer – Amounts transferred from one fund to another.

Internal Service Fund – A fund used to account for the financing of goods or services provided by one City department or cost center to other departments, on a cost-reimbursement basis.

Investment – Securities purchased and held for the production of income in the form of interest or dividends.

## L

Liabilities – Debt or other legal obligations arising out of transactions in the past that must be liquidated, reviewed, or refunded at some future date. This term does not include encumbrances.

## M

MCC – McLennan Community College

MPO – Metropolitan Planning Organization



Mission Statement – The fundamental purpose of a department or division.

Modified Accrual Basis – The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “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.

## N

Narrative – General description of the programs within each department or division.

Operating Budget – Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the City are controlled. State law requires the use of annual operating budgets.

## O

OSSF – On-site sewage facilities

## P

PEG – Public, educational and governmental programming.

Performance Measures – Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

PID – Public Improvement District

## R

ROW – Right of Way

Reimbursement – Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

Reserve – An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

Reserve Fund – A backup fund for payment of matured bonds and interest should the Water/Wastewater Debt Service Fund fall short of required amounts.

Revenue Bonds – Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Revenues – All amounts of money received by a government from external sources other than expense refunds, capital contributions and residual equity transfers.



Rolling Stock – Those capital items such as motor vehicles, heavy equipment and other apparatus, which are maintained by the Fleet Services Fund.

## S

SCADA – Supervisory Control and Data Acquisition

Special Revenue Funds – Funds that account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose.

STD – Sexually Transmitted Diseases

## T

TB – Tuberculosis

TIF – Tax Increment Financing

Tax Rate – A percentage applied to all taxable property to raise general revenues. It is stated in terms of a unit of the tax base.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TCEQ – Texas Commission on Environmental Quality is a state regulatory agency.

TSTC – Texas State Technical College

TxDOT – Texas Department of Transportation

## W

WIC – Women, Infants and Children

WISD – Waco Independent School District

WMARSS – Waco Metropolitan Area Regional Sewage System is a regional sewage treatment plant owned by the City of Waco.

Working Capital – Current assets less current liabilities.