



City of Waco, Texas
Adopted
Annual Operating Budget
and
Capital Improvements Program

Fiscal Year
October 1, 2012 – September 30, 2013

City Council

Mayor Malcolm P. Duncan, Jr.

Mayor Pro Tem Alice Rodriguez
District II

Council Member Wilbert Austin
District I

Council Member John Kinnaird
District III

Council Member Toni Herbert
District IV

Council Member Kyle Deaver
District V

City Manager
Larry D. Groth, P.E.

This budget will raise more total property taxes than last year's budget by \$192,769 or 0.38%, and of that amount, \$640,193.28 is tax revenue to be raised from new property added to the tax roll this year.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Waco
Texas**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Dawson *Jeffrey P. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the **City of Waco, Texas** for its annual budget for the fiscal year beginning **October 1, 2011**.

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

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



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October 1, 2012

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

It is my honor to present to you the operating and capital improvement budgets for the fiscal year beginning October 1, 2012 and ending September 30, 2013 in accordance with requirements of the Constitution and Laws of the State of Texas and the City Charter of the City of Waco.

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

This year we were committed to a balanced budget that provides the desired services our citizens expect while at the same time continuing our economic development efforts throughout the city. This budget uses the Financial Management Policies originally adopted by Council in 1993 as one of the main guiding principles to ensure the continued financial health of the City. Of primary importance was to develop and bring this budget to you with no tax rate increase.

Our managers have made tough decisions the last several years and again this year they have been steadfast in keeping expenditures in line with revenues. The state of the economy greatly influences our ad valorem tax and sales tax revenue projections for this budget as well as salary and benefit considerations. Although we have a healthy increase of \$82 million in new construction assessments for next year, the projected 2.97% growth in the property tax base is one of the smallest percentage increases in over fifteen years. Our sales tax revenues are conservatively budgeted at a 1.7% increase over the current budget.

This budget proposes a 3% pay adjustment for all employees. One major challenge this year was funding health insurance. Claims for the past twelve months were much higher than normal and were negatively impacting the financial condition of the Health Insurance Fund. To improve this shortfall the city is increasing its contribution by 10%; all employees will now pay a monthly premium; dependent premiums will increase; and the plan design will change. These steps and the continuation of our wellness program initiatives should stabilize the costs of this important employee benefit.

The price of fuel and fuel related expenses was a key issue again this year. We have budgeted these expenses as rational as possible at the levels of pricing that we feel the trends are showing us. Our in-house fuel committee has worked hard to make recommendations over the past several years to curtail consumption. Those efforts have made it possible for us to reduce our fuel budget by 2% even though we are budgeting the same price per gallon as the current year.

Although the state of the economy and the very flat nature of most revenues this year prohibited the addition of very many of our departments' worthy requests, we are including the addition of some equipment purchases for safety related items. Fleet replacement for utility operations and for residential and commercial solid waste operations are included as well as water and sewer capital improvements. An overall reduction in staff of 3.87 FTE's is possible even though we are recommending adding 12 positions in areas of expanded operations.

The emphasis on economic development is funded with the continued financial support of our current partnerships and with funding for marketing our city and its amenities. The Capital Improvements Program includes continued improvements for the airport, streets, sidewalks, building renovations, fire, radio operations, parks, water and wastewater as we provide for the future needs of our citizens. The initiative of funding capital programs in operations that are normally bonded is continued in General Government operations and expanded to include Water and Wastewater with the long term goal of totally funding the CIP with cash.

The progress the City of Waco has made this past year is exciting. Voters' historic approval of the \$63 million bond election in 2007 provided much needed funds to make improvements to many City facilities. All construction of these projects should be complete by the end of FY 2012-13.

Specifics of the budget follow in the Budget Message. I am confident that this budget provides the necessary framework for another successful year for the City of Waco. Every effort was made to ensure quality customer service to our citizens at all levels of our organization and to promote a safe and positive environment to improve the culture and quality of life for everyone in our City. I want to express my appreciation to the City Council, department directors and other staff members who participated in the budget preparation process for FY 2012-13.

Sincerely,



Larry D. Groth, P.E.
City Manager



Budget Message

The fiscal year 2012-13 budget is organized to be useful for our citizens, members of the City Council and staff. The organization of the document and the information provided is consistent with the criteria necessary to receive the Government Finance Officers Association Distinguished Budget Presentation Award. The budget is designed to take on a number of roles as recommended by the Government Finance Officers Association. The budget serves as:

A Policy Document

The budget is an expression of council policy. Indeed, it is the most comprehensive compilation of council policy that is produced on an annual basis. Council policy is implemented by the appropriations made along with the projects and programs funded.

A Financial Plan

The financial planning emphasis of the budget is the most familiar aspect. The budget lays out how expenditures are to be made and specifies anticipated revenues and other resources to fund those expenditures.

The budget is balanced in all funds, meaning that total resources in each fund are equal to or greater than total expenditures.

An Operations Guide

Numbers are obviously an important aspect of the budget, but the FY 2012-13 budget is much more. Also included are missions, highlights and accomplishments of programs and departments that provide a balanced perspective of the broad range of services we provide to our very deserving citizens. We want to demonstrate to our fellow Wacoans not only how much is being recommended for programs and departments, but also the return on their investment of tax, fee and rate dollars in our programs that they can expect to receive.

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

A Communications Device

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

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

Budget Message

Format of the Budget

The budget is presented in the following format:

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

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

Personnel/staffing section by department.

Capital improvement program section and a project-funding matrix show how projects are to be funded in FY 2012-13.

Budget glossary explains terms used in the document.

Fee schedule.

How the Budget Was Developed

The FY 2012-13 budget shows what we have accomplished and what our priorities are for the next fiscal year. The budget provides the financial framework to deliver first class services to citizens.

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

Values and Goals

The City Council adopted seven strategic intents and three strong values. Our values of equal access to all services and benefits; customer/regulation friendly in all actions and interactions by the city of Waco and building a healthy community by thinking and acting systemically are consistently and constantly reviewed. They are reviewed on a departmental basis for customer services, when we do projects, in looking at our complaints and our compliments. The Council annually reviews the values and goals to update, add or delete them. This year we will continue our efforts on Council's major issues developed out of these Strategic Intents.

Fee Revenues

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

Budget Message

Utility Rates

No service rate increase is necessary for water or wastewater customers for FY 2012-13. Residential, commercial, and industrial water and wastewater customers have only had one rate increase in the last five years.

Solid Waste residential, commercial, roll-off and landfill rates will remain the same for FY 2012-13. No changes for any solid waste fees are included.

Employees

Departments continually evaluate their staffing needs as positions become vacant during the year, review positions that have been vacant for a considerable amount of time and assess operations for efficiencies in the workforce. This budget reflects a net decrease of 3.87 full time equivalent positions over last year's budget due partly to the outcome of those evaluations. This reduction in total workforce was achieved even though 12 full time additional employees are included for FY 2012-13 in Audit, Streets, Water, Wastewater, Solid Waste and WMARSS due to expanded operations. The elimination of our Rosemound Cemetery and Aquatics operations offset most of the positions that were added. We will continue to do the things that get the citizens better customer service and quality city services in a proactive manner.

Salary and Wage Increases

For FY 2012-13, we are recommending a salary package with a 3% pay adjustment for all employees. Civil service employees will also receive a job class step increase, if eligible. Salary is only one aspect of compensation. Employee benefits include health insurance, longevity pay, a 2-1 match for the Texas Municipal Retirement System (TMRS), disability coverage and life insurance.

The TMRS made significant changes in the actuarial assumptions and funding methodology used in calculating cities' contribution rates for 2009. These changes were intended to prevent the rising unfunded actuarial liabilities and declining funding ratios that some cities had experienced in recent years. The phase-in rate necessary to fund that plan was becoming a tremendous fiscal burden each year. Last year staff requested TMRS to perform a plan change study so we could analyze the costs of each provision. That study resulted in the City turning off annually repeating COLAs and changing to an ad hoc basis. Consequently, we got to the full rate, reduced our unfunded actuarial liability by more than half, increased our funded ratio to approximately 84% and freed up resources to fund operations.

Challenges

The state of the economy is always a driving force that dictates most of the challenges we face each year when starting the budget process. Our current fiscal condition is stable and improving in many areas which is encouraging. However, the uncertainty about funding levels for some of our existing federal and state grants; ever increasing expenses, especially fuel and health insurance; employee compensation; staffing needs due to expanded operations and departmental capital needs loomed large as we started "crunching the numbers". Early indications suggested that property tax valuations would be higher due to new property and increased appraisals. Sales tax is trending over budget for the current year which gives us some comfort in projecting a 1.7% increase for next year. Although

Budget Message

fuel prices were increasing weekly at the beginning of the fiscal year, we were still well within the amounts we had budgeted per gallon. Those prices began bumping the amounts budgeted per gallon as the budget process began and leveled off about the time we were making decisions to balance the budget. Because oil prices are so volatile, we are keeping fuel costs at \$4.25 per gallon for both diesel and unleaded. Consumption over the past twelve months was down slightly resulting in an overall decrease in our budget from \$5.1 M to \$5 M.

All departments are responsible for monitoring operations and scrutinizing every expenditure no matter how slim the savings potential. This mission of conscientiousness is not just an exercise we do once a year at budget time, but a day-in-day-out department wide initiative that strives for productivity, efficiency and immediate and long term benefits. As discussed earlier, a net reduction in staff of 3.87 FTEs is included even though we are budgeting additional staff in areas of expanded operations. Overtime in all departments is carefully monitored and the end result has been significant savings for all areas compared to recent years. Our self-funded health insurance for employees has had higher than normal claims experience this year. To address this shortfall and protect the financial integrity of this fund, the city is increasing its contribution by 10%; all employees will now pay a monthly premium; dependent premiums will increase; and the plan design will change. Another area that provided savings for next year is a more favorable electricity contract that begins at the start of the new fiscal year.

Last year we incorporated the strategy of reducing bonded debt as much as possible each year to ultimately be able to fund our General Government and Street Improvements Capital Improvements Program with cash by including \$900,000 in operations rather than issuing debt. This was a bold undertaking, but the timing was right since we had not used all of our bond capacity in the prior year. Using this approach in developing the CIP and operating budget for FY 2012-13, we increased our cash funding to \$1,679,500 for Street, Facilities and Airport projects in operations rather than issuing debt. In addition, we started this same initiative in Water by funding \$900,000 of capital projects with cash and in Wastewater by funding \$850,000 of capital projects with cash. These are small but crucial steps to keeping our city financially sound and staying in compliance with our financial policies.

Most expenditures are proposed very flat with only modest growth included in a few areas. Providing affordable health insurance for our employees and funding salary increases were high priorities in determining expenditure levels. We knew that departments would need to hold the line on other operating expenditures to help offset these funding requirements. Departments were asked to recoup savings in any area possible—no matter how small—as long as core city services are not compromised. Even in a better economy, the budget cannot ever fund all the requests made by city staff. General Fund supported departments submitted a total of \$8.7 million in new programs and services requests and equipment replacement needs. We approved \$1,695,000 of these service and equipment replacement requests to be purchased before the end of this fiscal year. This was possible due to excess revenues and underruns in expenses in the current year. Only \$730,000 of the other requests are funded in the FY 2012-13 budget. While the remaining departmental requests of \$6.3 million may be justified and desired, funding is unavailable. The proposed fund balances for FY 2012-13 are in compliance with the city's adopted policy for minimum levels and reserves.

Budget Message

The General Fund

Summary

The General Fund revenue budget of \$98,991,150 is based on a modest increase in revenues of 2.6% over last year's adopted budget, due mainly to the increase from ad valorem and sales taxes which offset a decline in some fines and admission charges.

No tax rate adjustment is included for FY 2012-13. Some of the revenue decreases and health insurance increases are equalized by a reduction in some key expenses that normally require significant increases such as electricity.

Revenues

The General Fund is balanced principally through the following factors:

Growth in property tax assessments – New construction and increased valuations contributed to the 2.97% growth in the property tax base. New construction assessments are budgeted at a healthy increase of \$82 million for FY 2012-13.

Sales Taxes – The volatility of retail sales makes it extremely hard to project this revenue with confidence. In a normal year, sales tax revenues are expected to be at least slightly higher than the previous year and be a fundamental source for balancing the budget. Even though we are expecting to end the year significantly over budget, we have chosen to project this revenue with only a 1.7% increase over the current adopted budget. This revenue is extremely volatile and is effected by so many factors that we have no control over. Our preference is to be conservative in this area of the budget and use any excess receipts for one-time purchases towards the end of the fiscal year.

Other factors had to come into play to get the budget balanced. Fortunately, our decision for the past two years to not use the full amount of our bonding capacity as allowed by the city's financial policies has paid off. This choice, combined with having a significant refunding bond issue this year, freed up about \$1 M in ad valorem tax revenues that were no longer needed for debt service. General liability insurance remained the same as the current year which is another area that sometimes requires considerable increases. The management of vacancies and overtime continues to play a key role in funding our needs for next year.

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

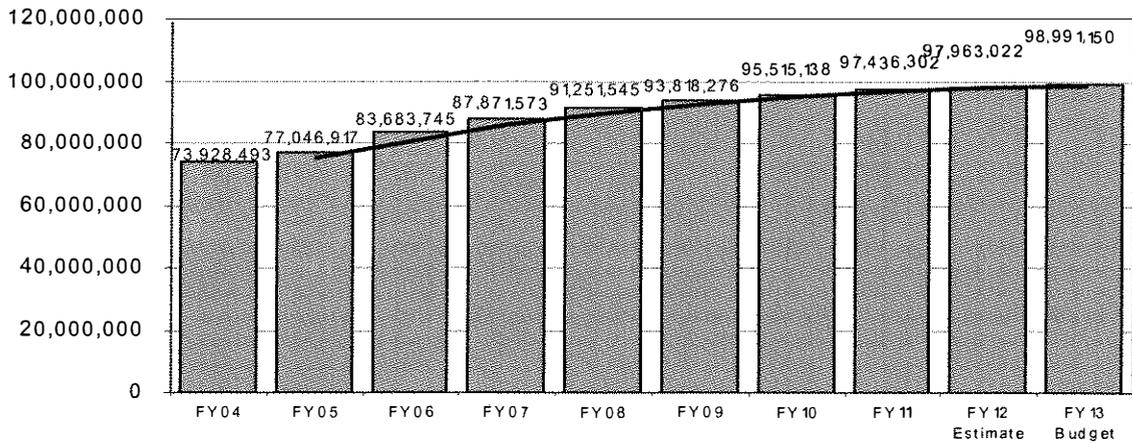
Budget Message

Expenditures

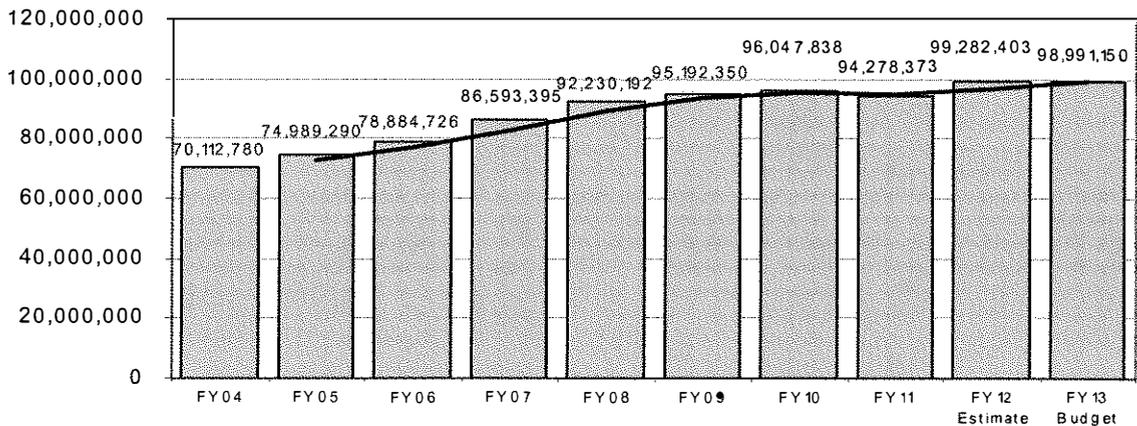
The largest increase in General Fund expenditures is about \$1.8 million for the salary adjustment discussed earlier. Although there are few additions included for FY2012-13, the major changes in the General Fund are:

- Increased funds for capital projects in Streets, Facilities and other General Fund supported departments - \$780,000
- Added a street crew for base failure maintenance – \$170,000
- Added funds for the dispatch microwave relocation/reconfiguration project - \$130,000
- Added funds for mowing city lots - \$100,000
- Added funds for updating the Comprehensive Plan - \$100,000
- Added staff for audits of city operations – \$69,000
- Added replacement equipment for Police and Fire- \$62,000
- Reduced electricity expense for General Fund departments – (\$300,000)

General Fund Revenues



General Fund Expenditures





Budget Message

City Utilities Operations

Our utilities provide an excellent value to our customers while meeting the many complex and expensive federal and state regulatory requirements. The FY 2012-13 budget seeks to enhance this value while preparing to meet some important challenges in each utility. Those challenges are described here.

Water Operations

The State of Texas recognizes the importance of water to the viability of economic growth and standard of living of Texans. With the increasing demand in many large cities and the dwindling supply in various aquifers, it is anticipated that water management and conservation will become increasingly more important. We are very fortunate to have an adequate water supply in our area, but as the drought of 2011 showed, we must be responsible stewards of this important and limited resource. Water quality and quantity continue to be the focus of projects in the Utilities Department. Many improvements have recently been made to the water system, the most important of which was increasing daily capacity for drinking water from 66 million gallons per day to 90 million gallons per day. Treatment processes have also been improved, addressing potential or emerging contaminants and providing the city with a consistently high quality of water while reducing annual chemical costs.

Wastewater Operations

Wastewater services include collection, laboratory analysis and environmental services. Connecting all residents to the sewer system is a vital and achievable goal. With ongoing completion of new sewer lines and development of un-served areas, the number of areas not connected to the collection system continues to dwindle. Replacement of sewer lines in older neighborhoods continues to be a priority, as this significantly reduces the number of sewer stop-up and maintenance calls. Progress continues in correcting the inflow and infiltration problem areas in the city and recent rainfalls have shown a substantial reduction of rainfall related overflows. Sewer basin studies are ongoing and are providing vital information that will result in reducing the number of rainfall related overflows further. Additionally, the successful in-house root treatment program, initiated two years ago, continues to hold outsourcing costs down, maintaining the level of service while keeping costs as low as possible.

Solid Waste Operations

The Solid Waste Services Department will operate during FY 2012-2013 without additional residential rate increases. This budget also allows for continued update of the worn fleet, which should further enhance fleet operational efficiency and customer service. The department has implemented service and equipment-type changes that have reduced the residential fleet replacement costs while increasing collection efficiencies. The department will continue efforts to increase recycling and resource conservation through evaluation of the potential use of emerging recycling technologies while reducing landfill consumption; promote public education and awareness of solid waste programs and initiatives through communication planning and outreach; participate in regional and local solid waste and recycling planning; and continue to assess residential commercial and landfill customer service needs in search of ways to improve its services. The Solid Waste Department is optimistic about the future and looks forward to providing continued waste management services to the residents and businesses of the City of Waco and surrounding areas in this upcoming FY 2012-13.

Budget Message

Waco Metropolitan Area Regional Sewerage System (WMARSS)

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

Other City Operations

Economic Development

The City coordinates with the State and Federal government to provide programs for new and expanding businesses, ranging from tax abatements to foreign trade zones. The City continues to seek additional resources and partnerships that can be utilized to facilitate economic development. Waco continues emphasis on the redevelopment of downtown through the Public Improvement District, the Tax Increment Finance Zones and the "Imagine Waco" downtown master plan. The City is contributing to the establishment of the new Downtown Development Corporation and looking forward to their work on many exciting new projects downtown. Additionally, Waco continues to work on the development of major industrial projects.

Waco McLennan County Economic Development Corporation (WMCEDC) received from McLennan County and the City of Waco a contribution of \$1,250,000 each for FY 2009-10, FY 2010-11, and FY 2011-12. The City will maintain that same level of contribution for FY 2012-13.

Housing

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

Budget Message

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

Waco-McLennan County Public Health District

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

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

The Health District Board recommends the FY 2012-13 budget to the Waco City Council, which includes financial support from McLennan County for Health District operations. Priority issues for the coming year include health care reform impacts to local public health, Medicaid, the Children’s Health Insurance Program (CHIP), federal/state funding to sustain basic services, 1115 Waiver and adequate office space to house employees.

The Health District is working with other community partners on the 1115 Waiver which has the potential to expand program activities and draw down additional federal funding. Staff also applied for and received two new grants that will continue into FY 2012-13. One addresses the issue of infant mortality in our community and the other addresses reducing death and disability due to chronic diseases.

Budget Message

Texas Ranger Hall of Fame and Museum

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

In addition to its mission of education and preservation, the TRHFM has been Waco and Central Texas' best-known tourism attraction for four decades. It has drawn \$60 to \$100 million in tourism dollars into the Waco economy. The department generates operating revenues through admissions, sale of merchandise, banquet rentals, and fund raising. It currently averages 50,000 to 60,000 general admission visitors a year, about 20,000 persons attend banquet and educational functions, and more than 700,000 visit the Internet site. Magazines such as *Texas Highways*, *USA Today* and *True West* have consistently ranked it among the most popular museums in Texas.

During the last budget cycle construction and dedication of the Tobin and Anne Armstrong Texas Ranger Research Center was completed. The Texas Ranger Education Center hosted 189 programs promoting public safety, community wellness and education initiatives. More than 7,500 persons attended these programs. The John Knox Center banquet hall continued to show an increase in use with 226 events from January 2011 through December 2012.

Priorities for FY 2012-13 include completion of a fundraising effort to upgrade four exhibit galleries. Other issues include mitigating the impact I-35 construction will potentially have on museum visitation and revenues from 2012 through 2015. Planning for the expansion of exhibition space and long-term replacement of Hall of Fame building is also underway.

Waco Regional Airport

The Waco Regional Airport experienced the effects from the economic downturn and continues to see slight decreases of passengers. A total of 121,113 passengers traveled through the facility in calendar year 2011.

American Eagle operates a CRJ 145, a 54-seat regional jet and has increased the daily frequency from four to five flights daily. The Apron Rehabilitation Phase II project that expands the concrete apron adjacent to the terminal building will start in late summer 2012 and is scheduled to be completed by summer 2013. The Taxiway Rehabilitation Phase II project that rehabilitates the taxiway paving and updates taxiway lighting will begin in late summer 2012 and be completed by summer 2013.



Budget Message

Waco Convention Center & Visitors' Bureau (CVB)

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

The Waco Convention Center (WCC) serves as the primary meeting facility for central Texas and has done so since 1972. The Waco Convention Center Renovation and Expansion Project, one of six bond-funded projects approved by voters in 2007, brought \$17.5 million in improvements to this important community economic revenue generator. The project, which will be completed in July 2012, includes the addition of more than 20,000 square foot of pre-function and meeting space, new interior finishes, improved technology, improved catering and back-of-the-house service capabilities all wrapped up in a modern exterior façade that brings natural light and openness into this 40+-year old facility.

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

The Waco CVB's marketing and sales efforts have been re-engineered to provide opportunities for cooperative partnering in sales, marketing and promotional activities. A new cooperative marketing initiative with area cities began in 2010 and continues into 2012 and beyond. This regional marketing effort, building on the Heart of Texas brand, will enable Waco to increase the reach of marketing and promotions efforts and create stronger partnerships with area communities and attractions. Direct selling and travel trade shows are the major methods used to directly reach wholesalers and group leaders in the group travel market. Creating opportunities and making connections between the market buyers and local tourism attractions, all the while bolstering support for arts and cultural activities in Waco, is another major focus for the regional Heart of Texas tourism efforts.

The Waco Tourist Information Center (TIC) at Fort Fisher continues each year to reach visitors seeking information about Waco and the Waco area, either in-person, via the mail or over the Internet.

Budget Message

Cameron Park Zoo

Cameron Park Zoo, for the fifth year in a row, posted attendance over 245,000. More than 100,000 or 44% of those visitors traveled from outside of McLennan County, creating an economic impact of approximately \$10.2 million in our community as determined by the Texas Department of Transportation's Tourism division. The Zoo isn't just a great family entertainment value; throughout each year the zoo provides numerous educational opportunities for all ages and has direct contact with over 36,684 school children annually through educational programming and outreach. Our education department is comprised of an Education Curator, employed by the City of Waco, and an Education Coordinator, employed by Cameron Park Zoological & Botanical Society as well as a very dedicated group of volunteers. This past year the Zoological and Botanical Society secured a Texas Parks & Wildlife grant to fund a part-time position to teach about Texas wildlife and habitats. Cameron Park Zoo volunteers conducted over 350 programs, donating a total of 7,021 hours. These donated hours equal out to a little more than three additional staff members. More than 116,000 children under the age of 12 visited Cameron Park Zoo last year.

Brazos River Country, which opened July 2, 2005, continues to be a huge success. Attendance figures continue to hold steady throughout its seventh year; most displays maintain their attraction for approximately eighteen months. This fiscal year our attendance is on track to once again top the 245,000 mark. That expansion allowed Cameron Park Zoo to be able to compete with other nationally recognized zoos in the United States. The zoo's second expansion opened August 15, 2009. This newest attraction is called *The Mysteries of the Asian Forest*. This realistic display immerses the public into a rainforest similar to those found in Southeast Asia. This region of the world is one of many conservation hotspots found around the globe. The key species highlighted in this addition are three critically endangered species, Orangutans, Sumatran Tigers and Komodo dragons. This year Cameron Park Zoo produced two litters of tigers cubs. These cubs will eventually go to other accredited zoos to assist in the survival of this species. The addition of great apes to the zoo's collection furthers our involvement and impact in educational programming focusing our efforts on conserving species and habitats around the globe.

Cottonwood Creek Golf Course

The Cottonwood Creek Golf Course excels in providing a high quality golf experience at an affordable cost for golfers. The fee schedule is structured so that golfers from every income level can afford to play. Cottonwood Creek Golf Course offers an 18-hole championship golf course, 9-hole junior course, practice putting green, practice chipping area, practice bunker, practice driving range, state of the art golf shop, "The Lab"--custom club fitting and club repairs, and Shank's 19th hole Snack Bar. Outstanding course conditions, continuing capital improvements and exemplary customer service make this municipal course a destination site. The professional staff has established a ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek hosts over 30 junior golf tournaments and is the home course for 17 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which has become one of the largest junior golf tournaments in the world. In addition, Cottonwood Creek hosts over 80 local, regional, and state tournaments annually. These efforts, along with marketing campaigns and exceptional customer service result in positive tourism and economic development outcomes in addition to providing outstanding quality of life amenities for area residents.

Budget Message

Transit Operations

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

Over the last five years, Waco Transit System has seen consistent funding received at the federal level. Waco Transit System continues to work to increase funding from all current sources while pursuing potential new funding sources and to develop advertising opportunities to help offset the cost of operating the system.

This year the Transit Fund budget will require a contribution from the General Fund. Waco Transit System will be adding an online function to our demand responsive scheduling system during FY 2012-13. The new scheduling feature will allow eligible customers to schedule their own trips online on a daily basis. This new software feature will allow for increased efficiencies and may create opportunities in the region to provide collaboration in scheduling and dispatching trips. In addition, the software will allow Waco Transit System to utilize resources for more efficient scheduling of its non-emergency transportation services throughout the Transportation Service Area Eleven (11). Waco Transit provides non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. Waco Transit will continue to operate as the regional maintenance center for the region. The current fleet and levels of service will continue with no increase in bus fares for FY 2012-13.

Internal Service Funds

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

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

Budget Message

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

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

The Health Insurance Fund is set up as an internal service fund to provide health and prescription coverage to employees, retirees and dependents through a self-funded arrangement utilizing a third party administrative service. Reimbursement to the fund comes from departmental health insurance budgets, from employee and dependent premiums and retiree premiums. Wellness initiatives such as our employee health services clinic, fitness center, Airrosti and Compass are available to all employees. Airrosti is a therapy for treating musculoskeletal conditions. The Compass program provides members with cost and quality comparisons for medical services allowing employees to obtain the care they need at a lower out-of-pocket cost to themselves and a lower overall cost to the health plan.

Conclusion

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

Waco Profile

City of Waco Values and Goals

Values

Equal Access to All Services and Benefits

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

Think and Act Systemically to Build a Healthy Community

Goals

Strategic Intent I

High Quality Economical City Services and Facilities

Strategic Intent II

Aggressively Competitive Economic and Community Development

Strategic Intent III

Safe, Environmentally Sound, Pedestrian Friendly Community

Strategic Intent IV

Improving Housing Options, Opportunities and Conditions

Strategic Intent V

Enviably Culture and Quality of Life

Strategic Intent VI

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

Strategic Intent VII

Market Waco Internally and Externally



CITY OF WACO
Citizens

Mayor & City Council

Policy

Mayor Malcolm P. Duncan, Jr.
Mayor Pro Tem Alice Rodriguez
Wilbert Austin, John Kinnaird,
Toni Herbert, Kyle Deaver

City Attorney

Jennifer Richie

City Manager

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

City Secretary

Patricia W. Ervin

**Municipal
Court Judge**

Chris Taylor

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

- Municipal Information
- Planning
- Building Inspection/
Code Enforcement
- Public Works
 - Engineering/GIS
 - Traffic
 - Streets
- Utilities
 - Water
 - Wastewater
 - WMARSS

**Wiley Stem, III
Assistant City Manager**

- General Services
 - Fleet
 - Purchasing
 - Facilities
 - Risk Management
- Human Resources
- Information Technology
- Parks & Recreation/Golf Course
- Police
- Fire
- Solid Waste
- Texas Ranger Museum

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

- Waco Regional Airport
- Cameron Park Zoo
- Economic Development
- Waco Transit
- Library
- Convention & Visitors' Services
- Health
- Housing

Profile of Waco, Texas

Welcome to our profile of the City of Waco! Although the budget for fiscal year 2012-13 is necessarily a financial document, we also wish to acquaint you with some of the history, highlights, and facilities of Waco so that you will appreciate the unique and beautiful city in which we work and live. Waco is the home of Texas hospitality and whether you live here or are visiting we want you to know why we are Wild About Waco! Let us show you more.

History of Waco

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

Waco Today

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

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

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

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

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

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

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



Profile of Waco, Texas

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	(2011 Estimate) 126,697
Area	
Land	84.2 square miles
Water	11.3 square miles

City Facilities

Fire Protection

Number of Stations	14
Number of Fire Hydrants	5,199
Number of Sworn Personnel	195
Personnel per 1,000 population	1.54

Police Protection

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

Streets, Sidewalks and Storm Sewers

(All figures approximate)

Paved Streets	599 miles
Unpaved Streets	1.6 miles
Paved Alleys	16 miles
Sidewalks	296.4 miles
Storm Sewers	346 miles

Air Service

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

Municipal Utilities

Municipal Water System

Number of Gallons of Water Pumped	11,826,573,000
Number of Gallons of Water Sold	10,236,888,400
Average Daily Consumption	32,350,752
Maximum Daily Capacity of Plants	90,000,000
Water Connections	46,938
Water Mains (all lines)	1,021 miles
Meters in Service	43,087

Profile of Waco, Texas

Municipal Wastewater System

Sanitary Sewer Mains	846 miles
Sewer Connections	36,636

Municipal Solid Waste Services

Number of active permitted Landfills	1
Number of Residential Customers	34,367
Number of Commercial Customers	4,715

Park and Recreation

Parks and Greenbelt Areas	60
Developed Acreage	1,168 acres
Pavilions/Picnic Shelters	57
Picnic Tables	406
BBQ Grills	94
Park Benches	235
Restrooms	25
Drinking Fountains	44
Recreation Centers	5
Splash Pads	6
Playgrounds	23
Softball/Baseball Fields	26
Basketball Courts	13
Tennis Courts	36
Football Fields	3
Disc Golf Courses (18 baskets each)	2
Hike/Bike/Walk Trails	32.55 miles

Waco – McLennan County Library System

Number of Public Libraries	4
Number of Materials	
Books	273,670
Microfilm	92,132
Videos/DVDs	18,475
Cassettes/CDs	13,046
Bound Periodicals	5,458
E-Books	31,395
Circulation (City/County)	644,460
Circulation per Capita (City/County)	3.362
Library Cards	83,636
Reference Questions	73,287
Patron Traffic	514,582

Demographic Characteristics

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

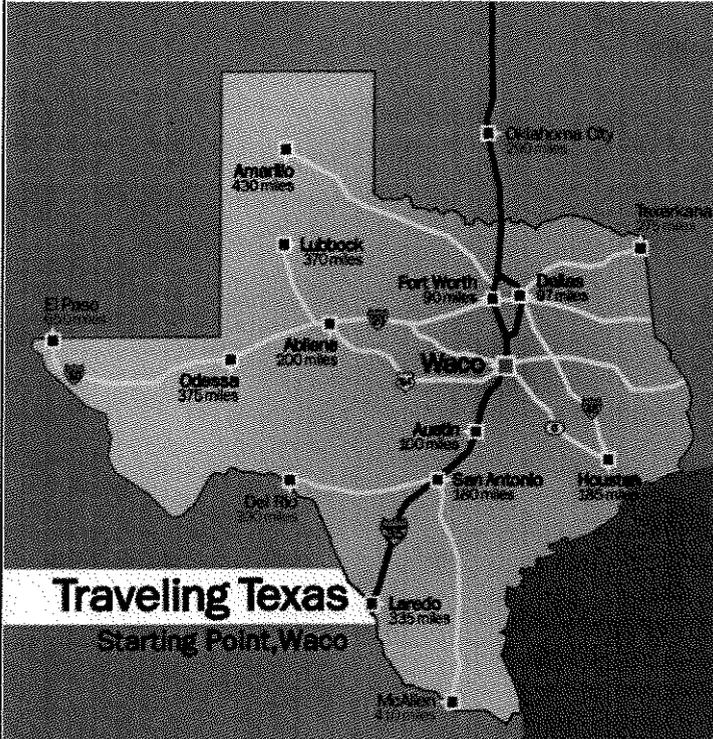


Profile of Waco, Texas

Economy and Industry

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

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



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

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

The Waco MSA labor force grew from 99,258 in 1995 to 117,613 as of June 2012. Labor force growth reflected a 3% increase from 1970 through 1980 and a 7.6% increase from 2003 through 2011. As of June 2012, total civilian employment was 108,920, which is a 0.8% increase from June 2011. The unemployment rate decreased from 8.1% in June 2011 to 7.4% in June 2012.

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

- Over 1000 Employees:
- Providence Healthcare Network - Medical-Hospital
- Baylor University – Post Secondary Education
- Waco Independent School District –Public Education
- L-3 Platform Integration - Aircraft Modification
- Hillcrest Health System - Medical-Hospital
- City of Waco – Municipal Government
- Midway Independent School District –Public Education
- Sanderson Farms, Inc. – Poultry Processing

Profile of Waco, Texas

Over 700 Employees:

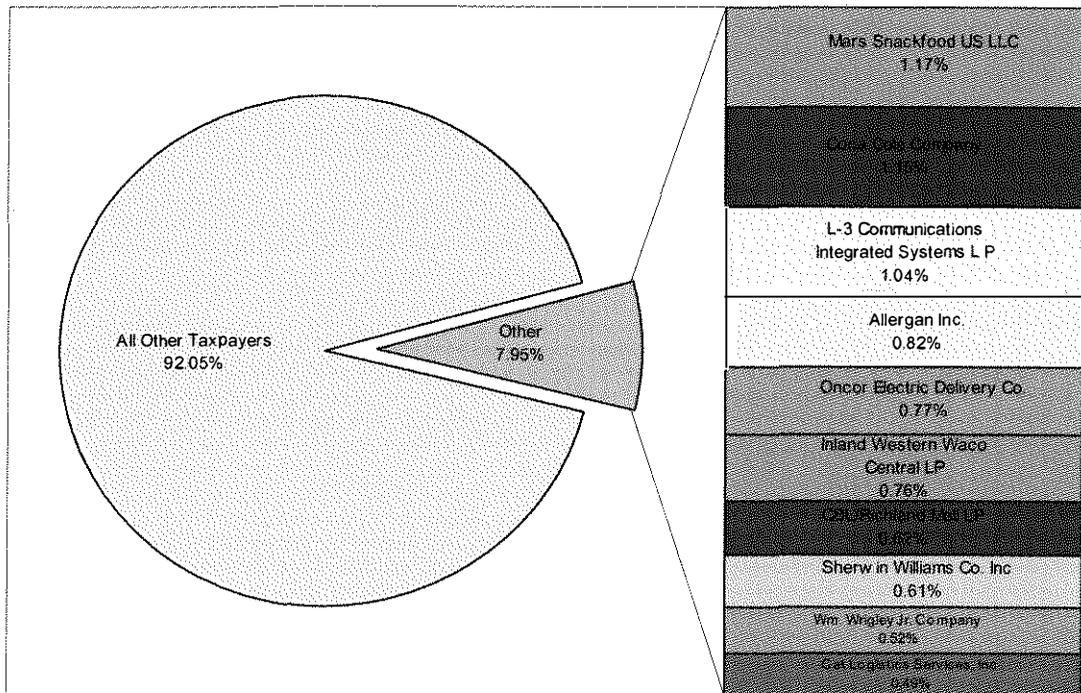
- Examination Management Services, Inc. – Insurance Inspection Audit
- McLennan County –County Government
- McLennan Community College – Post Secondary Education
- Veterans Administration Medical Center - Medical-Hospital

Over 500 Employees:

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

The top ten taxpayers are:

Mars Snackfood US LLC	Confectionary Products	77,680,964	1.17%
Coca Cola Company	Production of Soft Drinks/Juices	76,913,991	1.15%
L-3 Communications Integrated Systems L P	Aircraft Modification	69,209,402	1.04%
Allergan Inc.	Optical Products/Drugs	54,547,891	0.82%
Oncor Electric Delivery Co.	Electric and Gas Utilities	51,161,052	0.77%
Inland Western Waco Central LP	Retail Real Estate Investment	50,709,220	0.76%
CBL/Richland Mall LP	Regional Shopping Center	41,360,203	0.62%
Sherwin Williams Co. Inc	Production of Paints and Coatings	40,508,288	0.61%
Wm. Wrigley Jr. Company	Confectionary Products	34,624,734	0.52%
Cat Logistics Services, Inc	Logistics	32,767,298	0.49%
		529,483,043	7.95%
All Other Taxpayers		<u>6,134,457,600</u>	92.05%
Total Taxable Value		6,663,940,643	100.00%



Source: McLennan County Appraisal District



Profile of Waco, Texas

Health Care

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

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

Tourism and Leisure

The impact of travel and tourism spending on the McLennan County area in 2011 was \$461 million with \$27 million in state tax receipts, \$6.3 million in local tax receipts, supporting more than 4,840 jobs.

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

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

Waco's award-winning, natural habitat Cameron Park Zoo celebrates the spirit of wild animals with its free-form surroundings; lush grasses, peaceful ponds, and natural shelters that create an at-home feel for species from around the globe. The Brazos River Country signature exhibit showcases the ever-evolving ecosystem of the Brazos River from the Gulf Coast to the Caprock Regions, covering seven different vegetation zones such as marsh, swamp, upper woodlands, and prairie and is packed with Texas animals—black bears, river otters, mountain lions, jaguar, ocelot and hundreds of fresh and saltwater fish. The latest major exhibit opened August of 2009, Mysteries of the Asian Forest. This immersion style display features Orangutans and Komodo dragons in and around an old abandoned temple ruin similar to ruins at Angkor Wat. Along this ruin is a jungle playground with additional features of a ground chime and wild wash. Wild wash is an interactive feature that allows the orangutans to shower the public from inside their enclosure. In the orangutan outdoor exhibit is a button that the animals can push, and if zoo visitors are in the wild wash area they will get drenched. This is entertaining for both the public and the animals.

Waco has become a prime location for sporting events such as golf, tennis, baseball, softball, track and field, basketball, mountain biking, disc golf and rowing. Riverbend Park, with the Ball Field Complex, Regional Tennis and Fitness Center, and the new 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 kayaking, paddle boarding, rowing and powerboat racing.

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

Profile of Waco, Texas

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

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

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

Recognized as an international treasure, the Waco Mammoth Site is the largest known concentration of prehistoric mammoths dying from the same event. Twenty-four Columbian mammoths, one camel and one large cat have been found at the site, which was discovered in 1978. Due to generous donations by local citizens and organizations, Phase I development has been completed and the site opened to the public in December of 2009. Planning has started for the next phase which will be a Children's Discovery Area. Legislation has been introduced in both the U.S. Senate and U.S. House of Representatives to designate the Site as a National Monument within the National Park System. The designation is being supported through Congress by Representative Bill Flores and Senators Kay Bailey Hutchison and John Cornyn. Visitors are able to travel through time viewing the exposed bones and experience the story of catastrophic events that took place 70,000 years ago. The site is an outstanding tourist attraction and educational opportunity for all ages.

Parks and Recreation

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

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

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

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



Budget Overview

Financial Management Policy Statements

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

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



Financial Management Policy Statements

I. Revenues

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

A. Balance and Diversification in Revenue Sources

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

B. User Fees

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

C. Property Tax Revenues/Tax Rate

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

D. Utility/Enterprise Funds User Fees

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

E. Administrative Services Charges

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

F. Revenue Estimates for Budgeting

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

G. Revenue Collection and Administration

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

II. Expenditures

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

A. Current Funding Basis

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

B. Avoidance of Operating Deficits

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

Financial Management Policy Statements

C. **Maintenance of Capital Assets**

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

D. **Purchasing**

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

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

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

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

III. Fund Balance / Working Capital / Net Assets

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

A. **General Fund Unassigned Fund Balance**

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

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

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

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

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

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

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



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IV. Capital Expenditures and Improvements

A. Capital Expenditures and Improvements

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

B. Capital Improvements Planning Program

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

C. Replacement of Capital Assets on a Regular Schedule

The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets. Within the resources available each fiscal year, the City shall replace these assets according to this schedule.

D. Capital Expenditure Financing

The City recognizes that there are several methods of financing capital requirements. It can budget the funds from current revenues; it can take the funds from fund balance/net assets as allowed by the Fund Balance/ Net Assets Policy; it can utilize funds from grants and foundations or it can borrow money through debt. 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. Property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. The use of derivatives related to debt such as interest rate swaps is not permitted. Debt payments should be structured to provide that capital assets, which are funded by the debt, have a longer life than the debt associated with those assets.

B. Amortization of Debt

The City shall structure new debt issue payment schedules to utilize the City's declining debt payment schedules to keep tax and utility rate increases for debt to a minimum. Debt should only be issued for capital projects that, by their character, are for essential core service projects.

C. Affordability Targets

The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond the amount it retires each year or that will require additional debt service beyond the current annual amount. This process shall compare generally accepted standards of affordability to the current values for the City. These standards shall include debt per capita, debt as a percent of taxable value, debt service payments as a percent of current revenues and current expenditures and the level of overlapping net debt of all local taxing jurisdictions. For debt issues supported by the utility funds (Water, Wastewater, and Solid Waste), the City will strive to maintain a net revenue coverage ratio of 1.10 times. The process shall also examine the direct costs and benefits of the proposed expenditures as determined in the City's annual

Financial Management Policy Statements

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

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

G. Debt Refunding

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

VI. Investments

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

VII. Intergovernmental Relations

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

A. Interlocal Cooperation in Delivering Services

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

B. Legislative Program

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

VIII. Grants

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

A. Grant Guidelines

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



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B. Indirect Costs

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

C. Grant Review

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

D. Grant Program Termination

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

IX. Economic Development

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

A. Commitment to Expansion and Diversification

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

B. Tax Abatements

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

C. Increase Non-Residential Share of Tax Base

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

D. Coordinate Efforts with Other Jurisdictions

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

E. Use of Other Incentives

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

X. Fiscal Monitoring

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

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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.

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.



Investment Policy

This Investment Policy of the City of Waco, Texas is written in compliance with Chapter 2256 of the Texas Statutes otherwise known as the Public Funds Investment Act. This Investment Policy has been adopted by the City Council of the City of Waco by resolution on December 6, 2011.

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

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

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

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

I. AUTHORIZED SECURITIES AND TRANSACTIONS

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

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

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

Investment Policy

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

5. Money Market Mutual Funds: registered under the Investment Company Act of 1940 which (1) are “no-load” (meaning no commission or fee shall be charged on purchases or sales of shares); (2) have a constant daily net asset value per share of \$1.00; (3) limit assets of the fund to securities authorized herein; and (4) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAM by Standard and Poor’s, Aaa by Moody’s or AAA/V1+ by Fitch.
6. Time Certificates of Deposit: issued by depository institutions having their main offices or branch offices in Texas that are insured by the Federal Deposit Insurance Corporation (FDIC) or the National Credit Union Share Insurance Fund (NCUSIF) or their successors. Certificates of Deposit which exceed the insured amount shall be collateralized in accordance with Section 2256.010 of the Texas Statutes and Section IV of this policy. Maturities for Certificates of Deposit shall generally be limited to three years; however, investment of bond proceeds may exceed this maturity limit provided that maturity dates do not extend beyond forecasted spending needs.
7. Local Government Investment Pools authorized under Section 2256.016 of the Texas Statutes which 1) are “no-load” (i.e.: no commission fee shall be charged on purchases or sales of shares); 2) have a constant daily net asset value per share of \$1.00; 3) limit assets of the fund to securities authorized herein; 4) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2a-7; and 5) have a rating of not less than AAAM by Standard and Poor’s, Aaa by Moody’s or AAA/V1+ by Fitch. Furthermore, authorized Local Government Investment Pools must comply with the disclosure and reporting requirements set forth in Section 2256.016, Authorized Investments: Investment Pools.

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

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

II. INVESTMENT DIVERSIFICATION AND LIQUIDITY

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

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

Investment Policy

III. SELECTION OF BROKERS/DEALERS

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

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

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

IV. SAFEKEEPING, CUSTODY AND BANKING SERVICES

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

Demand or time deposits of the City shall be secured in accordance with Texas Government Code Chapter 2257 by letters of credit issued by the United States or its agencies and instrumentalities, or by the following securities in which a public entity may invest under Texas Government Code Chapter 2256:

- U.S. Treasury: Obligations of the U.S. Treasury including Treasury Bills, Treasury Notes, and Treasury Bonds.
- 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.
- Federal Agencies and Instrumentalities: Securities issued directly by Federal Home Loan Banks (FHLB), Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB) and Federal Home Loan Mortgage Corporation (FHLMC), that may include:
 - a. non-subordinated debt securities including debentures, discount notes, callable securities and step-up securities
 - b. pass-through mortgage-backed securities. Collateralized mortgage obligations are not authorized collateral for City deposits.

Investment Policy

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

V. COMPETITIVE BIDDING

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

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

VI. DELIVERY OF SECURITIES

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

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

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

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

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

VII. MONITORING

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

VIII. INVESTMENT STRATEGY STATEMENT

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

Investment Policy

A. Combined Funds

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

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

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

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

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

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

B. Bond Proceeds/Capital Funds

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

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

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

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

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

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

IX. AUTHORITY TO INVEST

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

- A. Training: Each Investment Officer of the City shall attend at least one training session containing at least 10 hours of instruction from an authorized, independent source relating to the officer's responsibilities described herein within 12 months after assuming duties; and on a continuing basis shall attend an investment training session not less than once in a two-year period that begins on the first day of the fiscal year and consists of the two consecutive fiscal years after that date and receive not less than 10 hours of instruction relating to investment responsibilities from an independent source. Training must include education in investment controls, security risks, strategy risks, market risks, diversifica

Investment Policy

tion of investment portfolio and compliance with the Texas Public Funds Investment Act. Authorized independent sources of investment training include the Texas Municipal League, the University of North Texas Center for Public Management, the Texas State University Center for Public Service, the Government Finance Officers Association, the Government Finance Officers Association of Texas, the Texas Association of Counties, the Texas Association of School Business Officials, and the Government Treasurers Organization of Texas.

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

X. PRUDENCE

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

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

XI. ETHICS

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

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

XII. INVESTMENT ADVISORS

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



Investment Policy

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

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

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

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

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

XIII. AUDITING

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

XIV. REPORTING

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

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

XV. REVIEW BY CITY COUNCIL

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

Investment Policy

EXHIBIT 1

SCHEDULE OF APPROVED BROKER/DEALERS FOR THE CITY OF WACO

Primary Government Securities Dealers:

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

List of Primary Dealers, effective October 31, 2011, obtained from <http://www.newyorkfed.org>.

Other Broker/Dealer Firms:

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

City of Waco, Texas Securities Dealer's Certification

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

Securities Firm

Signature of Qualified Representative

Date

Budget Process

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

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

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

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

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

Provides City management with an accounting and fiscal control mechanism.

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

The 2012-13 operating budget for the City of Waco is submitted in accordance with the City Charter and all applicable State laws. The budget for the City of Waco is based on separate funds and sets forth the anticipated revenues and expenditures for the fiscal year for the General Fund, Health Fund, Public Improvement District #1, Street Reconstruction Fund, Water Fund, Wastewater Fund, Solid Waste Fund, WMARSS Fund, Texas Ranger Hall of Fame Fund, Waco Regional Airport Fund, Convention Center and Visitors' Fund, Cameron Park Zoo Fund, Cottonwood Creek Golf Course Fund, Waco Transit Fund, Risk Management Fund, Engineering Fund, Fleet Services Fund, Health Insurance Fund and Debt Service Fund.

Budget Roles

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

➤ Operating Department Managers

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

➤ Staff Support

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

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

Budget Process

➤ **City Council**

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

Budget Process

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

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

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

A copy of the proposed budget is filed with the City Secretary at least fifteen days before the public hearing and is available for public inspection. The City Manager presents the budget to the Council in a series of work sessions. The tax rate is adopted by ordinance and the vote is separate from the vote on the budget. The proposed tax rate for the City of Waco is \$0.786232 for fiscal year 2012-13. A public hearing is conducted to obtain citizen input and the budget is adopted by resolution prior to October 1. The adopted budget is then filed with the City Secretary and with the County Clerk. A copy of the budget is placed in all library facilities for public access.

Basis of Budgeting

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

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



Budget Process

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

Basis of Accounting

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

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

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

Budget Amendments

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

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

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

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

Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2013

Date	Responsibility	Action Required
January 23	Budget Office/City Manager	Budget Planning – 2:00 p.m.
January 23	Budget Office, City Manager's Office Department Heads	Distribute CIP budget forms
February	Budget Office	Begin budget preparation
February 21	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
February 27	Department Heads	Submit CIP requests to Budget Office
March 1 - 20	Budget Office	Update budget manual and forms Finish salary projections and prepare preliminary budgets
March 12	CIP Budget Team	Review and rank CIP – 9:00 a.m.
March 20	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
March 21	Budget Team, All Departments	Distribute departmental budgets Bosque Theater - 9:00 a.m. & 2:30 p.m.
April 5	City Manager, Budget/Audit, City Secretary, Legal, Municipal Court, Planning, Inspections, Housing, Municipal Information	Final date to return completed budget folders to Budget Office
April 9	Finance, Information Technology, Hall of Fame, Airport, Cameron Park Zoo,	Final date to return completed budget folders to Budget Office
April 13	Purchasing, Facilities, Fleet Services	Final date to return completed budget folders to Budget Office
April 18	Human Resources, Risk Management, Library, Health, Convention Services	Final date to return completed budget folders to Budget Office
April 20	Traffic, Parks & Recreation/Golf Course, Solid Waste, Engineering	Final date to return completed budget folders to Budget Office
April 23	Streets, Emergency Management/Fire, Police, Utilities, Transit	Final date to return completed budget folders to Budget Office



Operating and CIP Budget Calendar

Fiscal Year Ended September 30, 2013

Date	Responsibility	Action Required
April 17	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
April 23 – May 4	Budget Team, All Departments	Prepare budgets for review
April 27	Outside Agencies	Final date to return completed budget packet to Budget Office
May	Plan Commission	Distribute CIP for review/public hearing
May 7 – 25	Budget Team, City Manager's Office	Budget Reviews Discuss proposed funding levels with Department Managers
May 15	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
June	Budget Team	Finish reviews and balance Finalize City Manager's proposed budget
June 5	City Council Budget/Audit Committee Budget Office, City Manager's Office	Budget Audit Meeting
July 13	City Manager	File proposed budget with City Secretary
July 17	City Manager	Budget presentation to City Council
July-August	City Council, City Manager, Budget Team	Extended work sessions(as needed) to discuss funding levels and priorities
July - August	Legal, Finance, Budget Office	Prepare and publish appropriate notices for public hearings
August 21	City Council	Adopt 2012-13 Budget
September 4	City Council	Adopt 2012-13 Tax Rate
September - October	Budget Office	Complete adopted budget according to GFOA criteria
October	Budget Office	Distribute printed budget

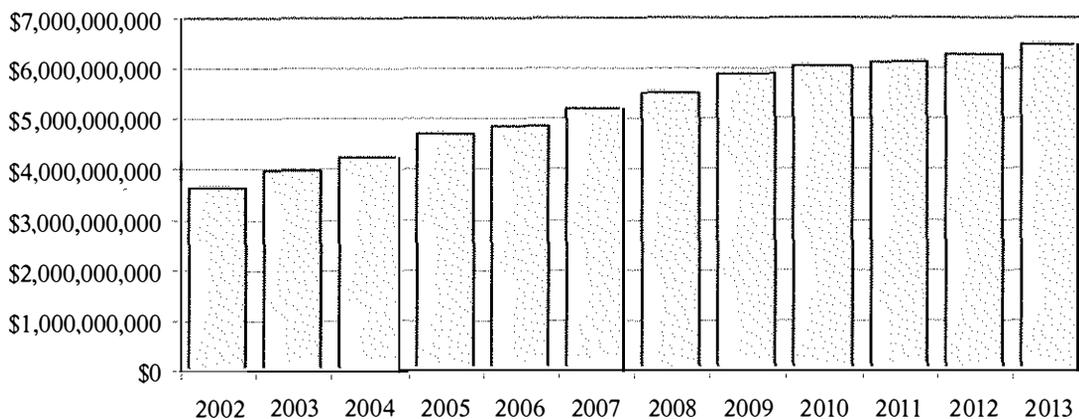


Summaries

Property Tax Structure for the Fiscal Year Ended September 30, 2013

Total Assessed Value	\$	8,938,164,332
Captured Value for TIF		(186,903,952)
Exemptions		
Over 65		(34,273,714)
Homestead		(245,648,065)
Agricultural Use		(60,027,494)
Veterans		(43,747,305)
Tax Abatement		(137,726,814)
Freeport		(335,147,535)
Pollution Control Abatement		(14,411,429)
Limited Value		(62,058,435)
Totally Exempt		(1,344,707,459)
Less Exemptions		(2,277,748,250)
Total Value after Exemptions	\$	6,473,512,130
Adopted Tax Rate per \$100 Valuation	\$	0.786232
Estimated Gross Revenues	\$	50,896,824
Percent (%) of Collection		98.00
Estimated Collections for 2012-13	\$	49,878,887

Assessed Property Valuation History



The chart above is a graphical representation of the assessed property valuations over a 10 year period. The City experienced an increase in the total value after exemptions from FY 2011-12 to FY 2012-13 of \$186,785,959 or 2.97%.

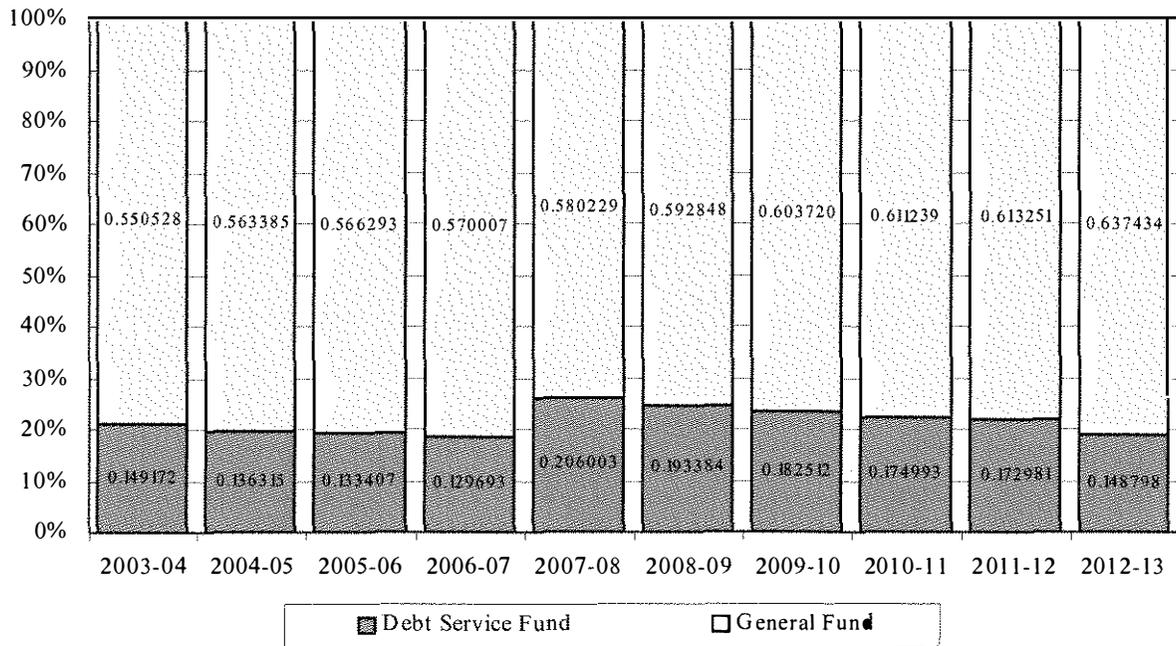


Distribution of Current Tax Rate

	% of Total	Rate Per \$100	Budgeted Revenues
General Fund	81.07%	\$0.637434	\$40,439,048
Debt Service Fund	18.93%	\$0.148798	\$9,439,839
Total	100.00%	\$0.786232	\$49,878,887

Each \$1,000,000 of Valuation at 98% Collection Produces \$ 7,705
 Each \$0.01 of the Adopted Levy at 98% Collection Produces \$ 634,404

Distribution of Property Tax Rate



This graph illustrates the percentage of the property tax rate that is used for General Fund operations and for repayment of debt through the Debt Service Fund. The percentage rate for the Debt Service Fund is continuing to decline from a high of 26.20% in FY 2007-08 to the current 18.93% in FY 2012-13.

Fund Structure

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

Governmental Funds

General Fund

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

Special Revenue Funds

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

Debt Service Fund

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

Capital Project Funds

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

Proprietary Funds

Enterprise Funds

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

Internal Services Funds

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

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



Fund Structure

Governmental

General Fund

Special Revenue Funds

Health Fund

Public Improvement District #1

Debt Service Fund

Capital Projects Funds

Street Reconstruction Fund

Proprietary Funds

Enterprise Funds

Water Fund

Wastewater Fund

Solid Waste Fund

WMARSS Fund

Texas Ranger Hall of Fame Fund

Waco Regional Airport Fund

Convention Center & Visitors' Services Fund

Cameron Park Zoo Fund

Cottonwood Creek Golf Course Fund

Waco Transit Fund

Internal Service Funds

Risk Management Fund

Engineering Fund

Fleet Services Fund

Health Insurance Fund

Departments by Funding Sources

Department	General Fund	PID#1	Health Fund	Street Reconstruction	Water Fund	Wastewater Fund
Budget/Audit	435,864					
Cameron Park Zoo						
City Council	142,851					
City Manager's Office	3,259,291					
City Secretary	458,339					
Contributions	11,940,094					
Convention & Visitors' Services						
Cottonwood Creek Golf Course						
Emergency Management	731,278					
Employee Benefits	373,582					
Engineering Services						
Facilities	3,074,457					
Finance	1,371,351					
Fire	19,297,072					
Fleet Services						
Health Services			3,791,071			
Health Insurance						
Housing	109,950					
Human Resources	713,995					
Information Technology	2,244,418					
Inspections	1,774,992					
Legal	1,213,984					
Library	3,377,310					
Miscellaneous	983,655					
Municipal Court	1,120,462					
Municipal Information	662,624					
Parks and Recreation	8,953,446					
Planning	531,240					
Police	30,413,571					
Public Improvement District #1		799,173				
Purchasing	446,088					
Risk Management						
Solid Waste						
Street Reconstruction				3,887,027		
Streets & Drainage	2,645,719					
Texas Ranger Hall of Fame						
Traffic	2,715,517					
Waco Regional Airport						
Waco Transit						
Wastewater Utilities						21,576,455
Water Utilities					39,461,411	
WMARSS						
TOTAL	98,991,150	799,173	3,791,071	3,887,027	39,461,411	21,576,455

Departments by Funding Sources

Department	Transit Fund	Risk Management	Engineering Fund	Fleet Services	Health Insurance	TOTAL
Budget/Audit						435,864
Cameron Park Zoo						3,352,005
City Council						142,851
City Manager's Office						3,259,291
City Secretary						458,339
Contributions						11,940,094
Convention & Visitors' Services						3,123,712
CottonwoodCreek Golf Course						1,891,394
Emergency Management						731,278
Employee Benefits						373,582
Engineering Services			2,028,950			2,028,950
Facilities						3,074,457
Finance						1,371,351
Fire						19,297,072
Fleet Services				1,609,458		1,609,458
Health Services						3,791,071
Health Insurance					11,671,871	11,671,871
Housing						109,950
Human Resources						713,995
Information Technology						2,244,418
Inspections						1,774,992
Legal						1,213,984
Library						3,377,310
Miscellaneous						983,655
Municipal Court						1,120,462
Municipal Information						662,624
Parks and Recreation						8,953,446
Planning						531,240
Police						30,413,571
Public Improvement District #1						799,173
Purchasing						446,088
Risk Management		3,489,324				3,489,324
Solid Waste						16,202,547
Street Reconstruction						3,887,027
Streets & Drainage						2,645,719
Texas Ranger Hall of Fame						1,312,704
Traffic						2,715,517
Waco Regional Airport						1,606,534
Waco Transit	6,935,380					6,935,380
Wastewater Utilities						21,576,455
Water Utilities						39,461,411
WMARSS						6,739,060
TOTAL	6,935,380	3,489,324	2,028,950	1,609,458	11,671,871	228,469,226

Net Fund Balance Change Estimated FY 2011-12

Fund	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Net Change	Comments
General Fund	34,720,577	97,963,022	99,282,403	33,401,196	(1,319,381)	Planned reduction of fund balance. Ending balance still exceeds City's policy of 18% required reserves.
Health Fund	(97,276)	3,669,409	3,608,973	(36,840)	60,436	Underrun in expenses, particularly salaries, contributed to increase in fund balance.
PID #1	413,153	709,061	209,896	912,318	499,165	Funds for major capital projects not used; will carry forward to next year.
Street Reconstruction Fund	9,075,486	3,889,965	4,277,934	8,687,517	(387,969)	Planned reduction of fund balance. Projects typically overlap fiscal years.
Water Fund	103,963,684	39,257,571	39,112,403	104,108,852	145,168	Water sales over budget due to dry weather. Ending balance exceeds City's policy of 30% required reserves.
Wastewater Fund	64,098,311	20,943,772	20,747,588	64,294,495	196,184	Revenues over budget. Ending balance exceeds City's policy of 30% required reserves.
WMARSS Fund	-	6,405,177	6,352,360	52,817	52,817	Underrun in expenses contributed to increase in fund balance.
Solid Waste Fund	14,329,601	15,663,097	17,663,872	12,328,826	(2,000,775)	Planned reduction of fund balance for landfill cell project.
Ranger Hall of Fame Fund	4,932,176	1,196,209	1,270,553	4,857,832	(74,344)	Underrun in revenues, attributed to construction around facility, was more than underrun in expenses which resulted in decrease to fund balance.
Waco Regional Airport Fund	26,680,687	1,570,958	1,550,787	26,700,858	20,171	Revenues slightly over budget in most areas were main factor for small increase to fund balance.
Convention Center & Visitors' Fund	17,965,197	2,876,538	3,128,679	17,713,056	(252,141)	Revenues and expenses did not work as budgeted due to delay in renovation of facility.
Cameron Park Zoo Fund	15,938,076	3,160,407	3,253,353	15,845,130	(92,946)	Revenues not at level needed to offset expenses resulted in negative change.
Cottonwood Creek Golf Course Fund	(678,940)	1,608,286	2,248,132	(1,318,786)	(639,846)	Mid-year approval of greens renovation project during prime revenue months resulted in large decrease to fund balance.
Waco Transit Fund	12,483,190	6,666,693	6,824,242	12,325,641	(157,549)	Less federal revenues than budgeted and fuel prices contributed to decrease in fund balance.
Risk Management Fund	3,939,137	2,719,842	3,410,002	3,248,977	(690,160)	Planned decrease to fund balance.
Engineering Fund	123,448	1,896,054	1,897,408	122,094	(1,354)	Approved year-end purchase of equipment resulted in minor decrease to fund balance.
Fleet Services Fund	689,566	1,555,500	1,595,161	649,905	(39,661)	Approved year-end purchase of equipment resulted in decrease to fund balance.
Health Insurance Fund	4,969,502	10,002,407	11,731,965	3,239,944	(1,729,558)	Increase in medical claims created decrease to fund balance.
Total Funds	313,545,575	221,753,968	228,165,711	307,133,832	(6,411,743)	

This discussion on the net change to the fund balance is based on the Estimated 2011-12 budget. While we know that there will be changes to the fund balance for Fiscal Year 2012-13 we are required by city charter to adopt a balanced budget. Therefore, we do not know at this time what actual changes will occur for FY 2012-13.

**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

	General Fund			Health Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13
Beginning Fund Balance	31,241,750	34,720,577	33,401,196	232,377	(97,276)	(36,840)
Revenues						
Taxes	83,075,732	84,263,518	85,759,988	-	-	-
Pennits, Licenses & Fees	837,252	782,869	764,322	171,056	153,613	180,101
Intergovernmental Revenues	1,390,686	1,450,056	1,477,526	93,237	123,058	126,669
Charges for Services	1,254,793	1,174,208	1,187,963	572,102	550,297	564,036
Fines	1,738,948	1,451,683	1,431,852	-	-	-
Interest	93,162	79,215	55,000	(32)	-	-
Other Revenue	8,422,043	8,382,231	7,928,710	383,453	382,448	384,915
Miscellaneous	50,000	50,000	50,000	-	-	-
General Fund Transfer	-	-	-	2,230,002	2,459,993	2,535,350
Transfer from Surplus	-	-	-	-	-	-
Charges for Services/Sale of Merch	573,686	329,242	335,789	-	-	-
	97,436,302	97,963,022	98,991,150	3,449,818	3,669,409	3,791,071
Expenditures						
Salaries and Wages	47,253,677	47,878,554	50,269,509	1,471,678	1,440,571	1,550,701
Employee Benefits	18,465,923	17,083,458	17,688,598	585,220	518,741	549,861
Purchased Prof/Tech Services	2,060,676	1,990,377	2,075,451	56,789	56,480	54,011
Purchased Property Services	4,865,852	5,219,718	5,895,871	21,657	19,450	19,689
Other Purchased Services	2,526,960	2,652,668	2,691,951	83,287	72,442	67,441
Supplies	5,371,287	6,093,635	5,547,061	251,557	249,247	243,124
Other Expenses	565,013	2,140,898	643,760	335,322	288,341	316,144
Contracts with Others	1,831,706	2,025,208	2,210,749	961,262	961,262	990,100
Operating Expenditures	82,941,094	85,084,516	87,022,950	3,766,772	3,606,534	3,791,071
Transfers to Other Funds	10,805,910	10,247,807	11,606,240	12,692	2,439	-
Billings	(680,902)	(688,057)	(857,978)	-	-	-
Capital Outlay	1,212,271	4,638,137	1,219,938	-	-	-
Total Expenditures	94,278,373	99,282,403	98,991,150	3,779,464	3,608,973	3,791,071
Net Increase (Decrease) in Fund Balance	3,157,929	(1,319,381)	-	(329,646)	60,436	-
Adjustments to Balance to CAFR	320,898	-	-	(7)	-	-
Ending Fund Balance	34,720,577	33,401,196	33,401,196	(97,276)	(36,840)	(36,840)



**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Balances
Governmental Funds**

Public Improvement District #1			Street Reconstruction Fund			Total Governmental Funds		
Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
2010-11	2011-12	2012-13	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13
347,093	413,153	912,318	5,471,012	9,075,486	8,687,517	37,292,232	44,111,940	42,964,191
279,322	294,710	297,000	-	-	-	83,355,054	84,558,228	86,056,988
-	-	-	-	-	-	1,008,308	936,482	944,423
-	-	-	459,009	2,368	-	1,942,932	1,575,482	1,604,195
-	-	-	-	-	-	1,826,895	1,724,505	1,751,999
-	-	-	-	-	-	1,738,948	1,451,683	1,431,852
1,321	1,198	800	1,519	1,625	1,055	95,970	82,038	56,855
-	-	-	-	-	-	8,805,496	8,764,679	8,313,625
-	-	-	-	-	-	50,000	50,000	50,000
-	-	-	3,885,972	3,885,972	3,885,972	6,115,974	6,345,965	6,421,322
-	413,153	501,373	-	-	-	-	413,153	501,373
-	-	-	-	-	-	573,686	329,242	335,789
280,643	709,061	799,173	4,346,500	3,889,965	3,887,027	105,513,263	106,231,457	107,468,421
20,867	27,735	28,510	753,915	794,227	827,494	49,500,137	50,141,087	52,676,214
1,657	2,208	2,270	392,817	387,771	406,053	19,445,617	17,992,178	18,646,782
176,726	174,465	301,648	1,447,829	1,073,281	945,473	3,742,020	3,294,603	3,376,583
1,747	1,713	1,700	484,946	535,545	546,248	5,374,202	5,776,426	6,463,508
2,871	1,500	2,150	29,829	34,729	34,729	2,642,947	2,761,339	2,796,271
10,714	1,275	3,450	147,605	187,706	173,320	5,781,163	6,531,863	5,966,955
-	1,000	25,000	-	-	-	900,335	2,430,239	984,904
-	-	-	-	-	-	2,792,968	2,986,470	3,200,849
214,582	209,896	364,728	3,256,941	3,013,259	2,933,317	90,179,389	91,914,205	94,112,066
-	-	-	-	-	-	10,818,602	10,250,246	11,606,240
-	-	-	104,934	112,300	114,331	(575,968)	(575,757)	(743,647)
-	-	434,445	934,386	1,152,375	839,379	2,146,657	5,790,512	2,493,762
214,582	209,896	799,173	4,296,261	4,277,934	3,887,027	102,568,680	107,379,206	107,468,421
66,061	499,165	-	50,239	(387,969)	-	2,944,583	(1,147,749)	-
(1)	-	-	3,554,235	-	-	3,875,125	-	-
413,153	912,318	912,318	9,075,486	8,687,517	8,687,517	44,111,940	42,964,191	42,964,191

**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

	Water Fund			WMARSS Fund		
	Actual 2010-11	Estimated 2011-12	Adopted 2012-13	Actual 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Year Total Net Assets	97,693,316	103,963,684	104,108,852	-	-	52,817
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	331	-	-	-	-	-
Interest	90,605	67,858	67,858	14,583	11,600	9,000
Other Revenue	643,986	364,190	366,735	26,220	23,000	23,140
Miscellaneous	926,000	-	-	-	-	-
General Fund Transfer	-	-	-	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	-	-	-
Charges for Services-Enterprise Fund	40,769,394	38,825,523	39,026,818	6,086,103	6,370,577	6,706,920
Sale of Merchandise	-	-	-	-	-	-
	42,429,316	39,257,571	39,461,411	6,126,906	6,405,177	6,739,060
Expenditures						
Salaries and Wages	4,402,349	4,619,322	4,994,055	1,009,240	1,114,038	1,226,757
Employee Benefits	1,942,581	1,878,256	2,050,604	411,374	415,845	456,178
Purchased Prof/Tech Services	1,308,533	1,529,488	1,570,168	206,405	443,000	648,000
Purchased Property Services	1,720,393	2,082,685	2,230,925	712,954	759,625	785,632
Other Purchased Services	851,462	997,885	1,032,134	128,246	132,651	169,217
Supplies	5,038,482	5,427,425	5,357,918	2,133,746	2,340,985	2,629,562
Other Expenses	6,729,542	6,951,551	7,068,094	327,270	316,420	313,714
Contracts with Others	6,000	6,000	6,000	-	-	-
Operating Expenditures	21,999,342	23,492,612	24,309,918	4,929,235	5,522,564	6,229,060
Transfers to Other Funds	13,954,848	14,799,484	13,658,820	(35,916)	-	-
Billings	(761,002)	(658,296)	(777,327)	-	-	-
Capital Outlay	321,887	1,476,603	2,270,000	78,605	829,796	510,000
Total Expenditures	35,514,875	39,112,403	39,461,411	4,971,924	6,352,360	6,739,060
Net Increase (Decrease) in Net Assets	6,914,441	145,168	-	1,154,982	52,817	-
Adjustments to Balance to CAFR	(644,073)	-	-	(1,154,982)	-	-
Ending Total Net Assets	103,963,684	104,108,852	104,108,852	-	52,817	52,817

**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

Wastewater Fund			Solid Waste Fund			Texas Ranger Hall of Fame Fund		
Actual 2010-11	Estimated 2011-12	Adopted 2012-13	Actual 2010-11	Estimated 2011-12	Adopted 2012-13	Actual 2010-11	Estimated 2011-12	Adopted 2012-13
60,588,624	64,098,311	64,294,495	14,834,056	14,329,601	12,328,826	3,988,855	4,932,176	4,857,832
-	-	-	16,720	17,979	17,979	-	-	-
72,238	2,324	-	(8,562)	3,760	-	-	-	-
23,888	17,809	14,000	27,111	20,000	10,000	401	406	250
46,053	24,216	22,313	293,805	34,503	26,566	67,746	60,841	25,841
20,113	-	-	-	-	-	-	-	-
-	-	-	-	-	-	666,900	624,396	776,047
-	-	640,719	-	-	561,129	-	-	-
-	-	-	-	-	-	-	-	-
21,319,764	20,899,423	20,899,423	15,646,321	15,586,855	15,586,673	290,100	278,028	278,028
-	-	-	-	-	-	286,666	232,538	232,538
21,482,056	20,943,772	21,576,455	15,975,395	15,663,097	16,202,547	1,311,813	1,196,209	1,312,704
1,683,928	1,855,927	1,815,184	2,706,515	2,807,469	3,156,356	547,145	559,973	591,971
733,345	666,926	729,591	1,372,429	1,353,173	1,524,609	218,336	204,118	211,622
528,091	566,299	418,406	1,372,259	1,624,370	1,698,458	26,804	26,991	26,061
953,659	938,521	1,008,155	1,627,985	1,703,032	1,739,323	19,818	23,720	23,878
125,557	131,085	131,647	134,871	128,478	144,962	37,129	50,451	50,234
416,492	513,422	514,745	1,805,616	2,172,279	2,250,070	104,810	107,598	107,038
7,472,866	7,852,046	8,179,680	2,188,912	2,336,171	2,479,987	160,735	153,811	153,692
-	-	-	30,000	39,000	39,000	-	-	-
11,923,938	12,326,226	12,797,378	11,238,587	12,162,972	13,032,755	1,114,777	1,126,662	1,164,496
7,374,554	6,810,669	6,397,192	1,189,802	1,194,213	1,184,031	-	-	-
572,077	568,586	561,885	301,002	303,129	310,881	143,891	143,891	148,208
422,577	1,042,107	1,800,000	3,023,375	4,003,558	1,674,880	-	-	-
20,293,146	20,747,588	21,576,455	15,752,766	17,663,872	16,202,547	1,258,668	1,270,553	1,312,704
1,188,910	196,184	-	222,629	(2,000,775)	-	53,145	(74,344)	-
2,320,777	-	-	(727,084)	-	-	890,176	-	-
64,098,311	64,294,495	64,294,495	14,329,601	12,328,826	12,328,826	4,932,176	4,857,832	4,857,832

**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

	Waco Regional Airport Fund			Convention Center & Visitors' Services Fund		
	Actual 2010-11	Estimated 2011-12	Adopted 2012-13	Actual 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Year Total Net Assets	23,926,219	26,680,687	26,700,858	12,648,418	17,965,197	17,713,056
Revenues						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	123,301	114,144	114,144	-	-	-
Interest	2,016	1,574	1,000	116	25	-
Other Revenue	192,661	199,640	197,010	(41)	25	-
Miscellaneous	-	-	-	-	-	-
General Fund Transfer	308,452	370,573	501,711	362,139	-	-
Transfer from Surplus	-	-	-	-	-	-
Hotel-Motel Tax	-	-	-	1,754,730	1,869,528	1,991,047
Charges for Services-Enterprise Fund	801,976	802,376	708,365	475,522	819,321	864,291
Sale of Merchandise	97,526	82,651	84,304	153,115	187,639	268,374
	1,525,932	1,570,958	1,606,534	2,745,581	2,876,538	3,123,712
Expenditures						
Salaries and Wages	395,614	402,145	430,629	986,083	1,061,438	1,179,394
Employee Benefits	181,600	169,590	181,344	445,887	440,476	484,231
Purchased Prof/Tech Services	10,438	5,568	5,059	148,952	218,953	139,388
Purchased Property Services	78,144	86,741	88,011	107,243	135,623	137,408
Other Purchased Services	62,824	121,109	61,268	438,178	501,143	508,088
Supplies	193,519	185,410	184,281	412,482	447,022	374,280
Other Expenses	99,759	101,916	95,279	116,039	166,524	150,943
Contracts with Others	-	-	-	117,000	150,000	150,000
Operating Expenditures	1,021,898	1,072,479	1,045,871	2,771,844	3,121,179	3,123,712
Transfers to Other Funds	163,530	184,645	-	-	-	-
Billings	274,186	281,163	281,163	-	-	-
Capital Outlay	-	12,500	279,500	11,785	7,500	-
Total Expenditures	1,459,614	1,550,787	1,606,534	2,783,629	3,128,679	3,123,712
Net Increase (Decrease) in Net Assets	66,318	20,171	-	(38,048)	(252,141)	-
Adjustments to Balance to CAFR	2,688,150	-	-	5,354,827	-	-
Ending Total Net Assets	26,680,687	26,700,858	26,700,858	17,965,197	17,713,056	17,713,056



**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

Cameron Park Zoo Fund			Cottonwood Creek Golf Course Fund			Waco Transit Fund		
Actual 2010-11	Estimated 2011-12	Adopted 2012-13	Actual 2010-11	Estimated 2011-12	Adopted 2012-13	Actual 2010-11	Estimated 2011-12	Adopted 2012-13
16,848,179	15,938,076	15,845,130	(708,526)	(678,940)	(1,318,786)	13,682,421	12,483,190	12,325,641
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	3,274,351	3,172,967	3,083,361
-	-	-	-	-	-	6	3	3
44,226	38,478	42,800	94,900	101,794	102,759	2,723,618	2,774,571	2,817,369
-	-	-	-	-	-	16,283	-	-
1,726,725	1,400,910	1,553,765	143,202	-	-	-	-	301,253
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,325,422	1,407,132	1,435,275	1,154,443	968,889	1,121,140	690,671	719,152	733,394
300,589	313,887	320,165	666,926	537,603	667,495	-	-	-
3,396,962	3,160,407	3,352,005	2,059,470	1,608,286	1,891,394	6,704,929	6,666,693	6,935,380
1,198,563	1,212,385	1,334,931	489,949	517,363	571,177	2,735,400	2,834,116	2,883,684
605,476	565,618	617,200	213,895	205,828	228,448	640,555	661,960	680,743
44,723	32,422	15,400	268,484	308,130	189,951	1,166,618	981,630	1,002,043
422,233	467,325	468,345	87,591	88,894	90,355	567,237	475,332	484,206
66,528	64,978	65,080	130,978	131,386	143,826	210,651	177,130	174,121
613,404	647,680	609,948	213,389	232,498	217,596	979,275	1,296,176	1,280,381
135,950	116,006	117,341	479,013	450,658	450,041	325,052	397,898	430,202
116,689	120,159	123,760	-	-	-	-	-	-
3,203,536	3,226,553	3,352,005	1,883,279	1,934,757	1,891,394	6,624,788	6,824,242	6,935,380
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	26,800	-	115,992	313,375	-	80,144	-	-
3,203,536	3,253,353	3,352,005	1,999,271	2,248,132	1,891,394	6,704,932	6,824,242	6,935,380
193,426	(92,946)	-	60,199	(639,846)	-	(3)	(157,549)	-
(1,103,529)	-	-	(30,613)	-	-	(1,199,228)	-	-
15,938,076	15,845,130	15,845,130	(678,940)	(1,318,786)	(1,318,786)	12,483,190	12,325,641	12,325,641

**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Enterprise Funds**

	Total Enterprise Funds		
	Actual 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Year Total Net Assets	243,501,562	259,711,982	256,908,721
Revenues			
Taxes	16,720	17,979	17,979
Intergovernmental Revenues	3,461,659	3,293,195	3,197,505
Interest	158,726	119,275	102,111
Other Revenue	4,133,174	3,621,258	3,624,533
Miscellaneous	961,396	-	-
General Fund Transfer	3,207,418	2,395,879	3,132,776
Transfer from Surplus	-	-	1,201,848
Hotel-Motel Tax	1,754,730	1,869,528	1,991,047
Charges for Services-Enterprise Funds	88,559,716	86,677,276	87,360,527
Sale of Merchandise	1,504,821	1,354,318	1,572,876
	103,758,360	99,348,708	102,201,202
Expenditures			
Salaries and Wages	16,164,786	16,784,176	18,184,138
Employee Benefits	6,765,478	6,563,790	7,164,570
Purchased Prof/Tech Services	5,081,287	5,736,851	5,712,934
Purchased Property Services	6,297,257	6,761,498	7,056,238
Other Purchased Services	2,186,424	2,436,296	2,480,567
Supplies	11,911,195	13,370,475	13,525,819
Other Expenses	18,035,138	18,842,001	19,438,943
Contracts with Others	269,659	315,159	318,760
Operating Expenditures	66,711,224	70,810,246	73,881,969
Transfers to Other Funds	22,646,818	22,989,011	21,240,043
Billings	530,154	640,473	544,810
Capital Outlay	4,054,165	7,712,239	6,534,380
Total Expenditures	93,942,361	102,151,969	102,201,202
Net Increase (Decrease) in Net Assets	9,815,999	(2,803,261)	-
Adjustments to Balance to CAFR	6,394,421	-	-
Ending Total Net Assets	259,711,982	256,908,721	256,908,721



**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Internal Service Funds**

	Risk Management Fund			Engineering Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13
Beginning Total Net Assets	3,904,611	3,939,137	3,248,977	66,514	123,448	122,094
Revenues						
Permits, Licenses & Fees	-	-	-	30,240	20,500	20,705
Intergovernmental Revenues	-	-	-	-	-	-
Interest	20,084	12,010	10,000	451	699	350
Other Revenue	-	-	-	6,016	4,775	4,775
Transfer from Surplus	-	-	557,509	-	-	57,466
Charges for Services-Internal Services	2,651,153	2,707,832	2,921,815	1,975,856	1,870,080	1,945,654
	2,671,237	2,719,842	3,489,324	2,012,563	1,896,054	2,028,950
Expenditures						
Salaries and Wages	341,834	363,324	385,239	1,059,981	1,080,269	1,130,121
Employee Benefits	133,244	125,737	131,822	431,117	396,919	411,684
Purchased Prof/Tech Services	271,370	155,175	181,040	70	849	-
Purchased Property Services	1,674	1,700	1,713	89,113	96,499	97,350
Other Purchased Services	773,654	761,434	811,864	62,272	59,687	63,077
Supplies	57,281	50,801	49,345	50,084	49,186	47,002
Other Expenses	996,972	1,951,831	1,928,301	187,338	178,201	222,250
Contracts with Others	-	-	-	-	-	-
Operating Expenditures	2,576,029	3,410,002	3,489,324	1,879,975	1,861,610	1,971,484
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	5,185	-	-	42,192	35,798	57,466
Total Expenditures	2,581,214	3,410,002	3,489,324	1,922,167	1,897,408	2,028,950
Net Increase (Decrease) in Net Assets	90,023	(690,160)	-	90,396	(1,354)	-
Adjustments to Balance to CAFR	(55,497)	-	-	(33,462)	-	-
Ending Total Net Assets	3,939,137	3,248,977	3,248,977	123,448	122,094	122,094

**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Internal Service Funds**

	Fleet Services Fund			Health Insurance Fund		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13
Beginning Total Net Assets	660,115	689,566	649,905	5,729,333	4,969,502	3,239,944
Revenues						
Permits, Licenses & Fees	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	9,171	-	-
Interest	888	435	300	19,231	11,000	8,500
Other Revenue	7,287	4,400	3,535	-	-	-
Transfer from Surplus	-	-	-	-	-	-
Charges for Services-Internal Services	1,620,020	1,550,665	1,605,623	9,919,848	9,991,407	11,663,371
	1,628,195	1,555,500	1,609,458	9,948,250	10,002,407	11,671,871
Expenditures						
Salaries and Wages	758,960	793,089	821,780	36,017	51,219	53,996
Employee Benefits	351,653	339,471	351,316	13,628	18,187	18,644
Purchased Prof/Tech Services	18,438	19,000	19,000	1,065,393	1,459,700	1,740,406
Purchased Property Services	47,590	64,203	54,703	-	5,295	6,180
Other Purchased Services	24,461	28,398	28,636	20	2,000	2,000
Supplies	87,220	100,375	109,721	-	2,425	5,118
Other Expenses	205,423	192,625	211,302	9,593,023	10,193,139	9,845,527
Contracts with Others	-	-	-	-	-	-
Operating Expenditures	1,493,745	1,537,161	1,596,458	10,708,081	11,731,965	11,671,871
Transfers to Other Funds	-	-	-	-	-	-
Billings	-	-	-	-	-	-
Capital Outlay	67,139	58,000	13,000	-	-	-
Total Expenditures	1,560,884	1,595,161	1,609,458	10,708,081	11,731,965	11,671,871
Net Increase (Decrease) in Net Assets	67,311	(39,661)	-	(759,831)	(1,729,558)	-
Adjustments to Balance to CAFR	(37,860)	-	-	-	-	-
Ending Total Net Assets	689,566	649,905	649,905	4,969,502	3,239,944	3,239,944



**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Internal Service Funds**

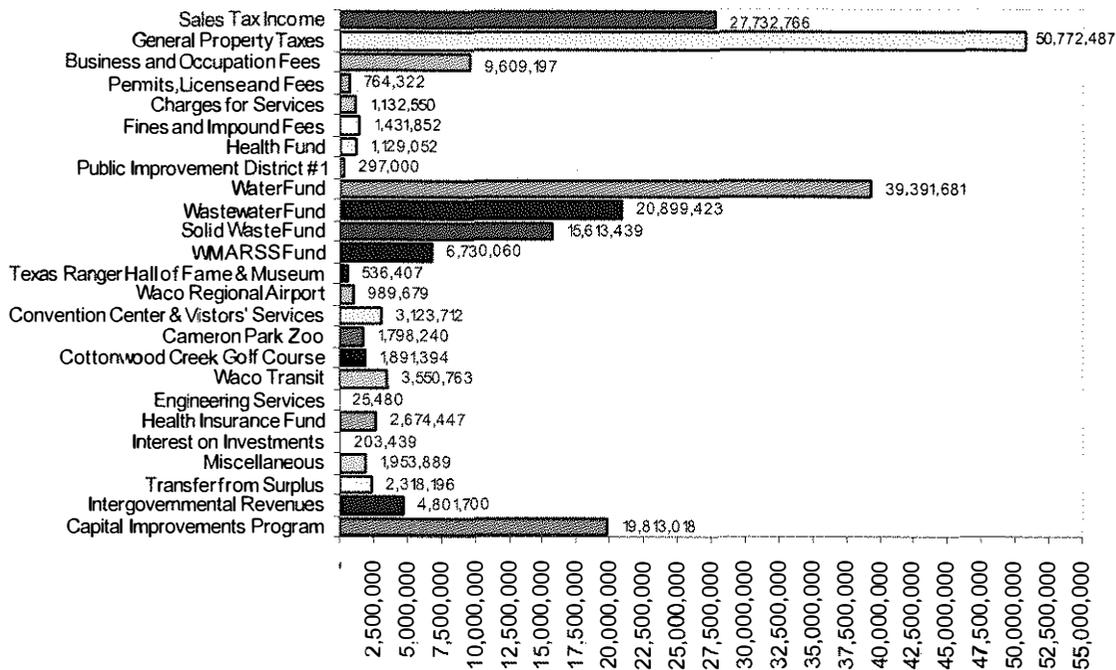
	Total Internal Service Funds		
	Actual	Estimated	Adopted
	2010-11	2011-12	2012-13
Beginning Total Net Assets	10,360,573	9,721,653	7,260,920
Revenues			
Permits, Licenses & Fees	30,240	20,500	20,705
Intergovernmental Revenues	9,171	-	-
Interest	40,654	24,144	19,150
Other Revenue	13,303	9,175	8,310
Transfer from Surplus	-	-	614,975
Charges for Services-Internal Services	16,166,877	16,119,984	18,136,463
	16,260,245	16,173,803	18,799,603
Expenditures			
Salaries and Wages	2,196,792	2,287,901	2,391,136
Employee Benefits	929,642	880,314	913,466
Purchased Prof/Tech Services	1,355,271	1,634,724	1,940,446
Purchased Property Services	138,377	167,697	159,946
Other Purchased Services	860,407	851,519	905,577
Supplies	194,585	202,787	211,186
Other Expenses	10,982,756	12,515,796	12,207,380
Contracts with Others	-	-	-
Operating Expenditures	16,657,830	18,540,738	18,729,137
Transfers to Other Funds	-	-	-
Billings	-	-	-
Capital Outlay	114,516	93,798	70,466
Total Expenditures	16,772,346	18,634,536	18,799,603
Net Increase (Decrease) in Net Assets	(512,101)	(2,460,733)	-
Adjustments to Balance to CAFR	(126,819)	-	-
Ending Total Net Assets	9,721,653	7,260,920	7,260,920

**2011-2013 Summary of Estimated Revenues, Expenditures
and Changes in Fund Net Assets
Total of All Funds**

	Total Funds		
	Actual 2010-11	Estimated 2011-12	Adopted 2012-13
Beginning Net Assets	291,154,367	313,545,575	307,133,832
Revenues			
Taxes	83,371,774	84,576,207	86,074,967
Permits, Licenses & Fees	1,038,548	956,982	965,128
Intergovernmental Revenues	5,413,762	4,868,677	4,801,700
Charges for Services	1,826,895	1,724,505	1,751,999
Fines	1,738,948	1,451,683	1,431,852
Interest	295,350	225,457	178,116
Other Revenue	12,951,973	12,395,112	11,946,468
Miscellaneous	1,011,396	50,000	50,000
General Fund Transfer	9,323,392	8,741,844	9,554,098
Transfer from Surplus	-	413,153	2,318,196
Hotel-Motel Tax	1,754,730	1,869,528	1,991,047
Charges for Services	105,300,279	103,126,502	105,832,779
Sale of Merchandise	1,504,821	1,354,318	1,572,876
Total Revenues	225,531,868	221,753,968	228,469,226
Expenditures			
Salaries and Wages	67,861,715	69,213,164	73,251,488
Employee Benefits	27,140,737	25,436,282	26,724,818
Purchased Professional/Technical Services	10,178,578	10,666,178	11,029,963
Purchased Property Services	11,809,836	12,705,621	13,679,692
Other Purchased Services	5,689,778	6,049,154	6,182,415
Supplies	17,886,943	20,105,125	19,703,960
Other Expenses	29,918,229	33,788,036	32,631,227
Contracts with Others	3,062,627	3,301,629	3,519,609
Operating Expenditures	173,548,443	181,265,189	186,723,172
Transfers to Other Funds	33,465,420	33,239,257	32,846,283
Billings	(45,814)	64,716	(198,837)
Capital Outlay	6,315,338	13,596,549	9,098,608
Total Expenditures	213,283,387	228,165,711	228,469,226
Net Increase (Decrease) in Net Assets	12,248,481	(6,411,743)	-
Adjustments to Balance to CAFR	10,142,727	-	-
Ending Total Net Assets	313,545,575	307,133,832	307,133,832

Explanation of Revenues

The City of Waco's revenue stream for FY 2012-13 is illustrated in this graph and explained on the following pages.



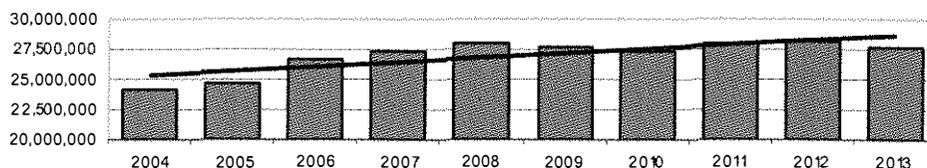
Sales Tax

The City receives one and one-half percent sales tax on sales within the corporate city limits. Major exemptions from sales tax include food, drugs (both prescription and non-prescription), services, clothing and school supplies (added in August 2009) purchased during an annual tax holiday, and equipment or materials used in manufacturing or for agricultural purposes. This revenue is directly affected by the amount of retail business activity including increases in the number of retail businesses, inflation, and the number of new living units. We have to be very guarded in budgeting sales tax since this revenue is so dependent on the state of the economy. Even though we are expecting to end the current year over budget, we have chosen to budget this revenue for FY 2012-13 at a modest 1.7% increase over the current adopted budget in anticipation of further reductions in state and federal programs in our local economy and the price of fuel remaining at higher levels than the past few years.

The first stores in a new 500,000 square foot regional retail center began opening in March 2004. Since that time, more stores have opened and the infrastructure is complete in the second phase of this center. New stores are currently in the construction phase and a new hotel in the center opened during FY 2007-08. The sales tax budget remains conservative since several of the stores are existing stores relocating to the new center and the price of fuel and unemployment rate effects consumers' discretionary income. The City has an agreement with the developer of the center to refund a percentage of local sales tax for a period of seven years. According to the contract, the time period for the seven-year rebate would begin upon the developer's request within ten years from the date of the agreement. The developer requested the rebate period to begin as of November 1, 2006. The amount in the FY 2012-13 budget is for the final year payment of this rebate.

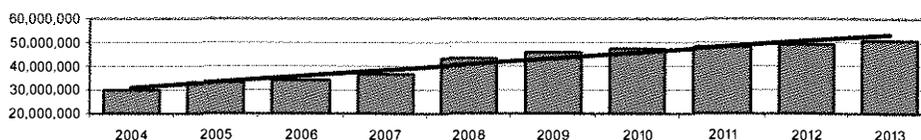
Explanation of Revenues

Prior to 2000 when the stock market boom kept unemployment low and consumers had more money to spend, sales tax enjoyed tremendous growth. Since that time, the state enacted an annual sales tax-free holiday just before school begins each year that is now three days long. Pressures from the economy and impending legislation that could change what items are exempted normally and during the sales tax holiday make it essential for us to keep this revenue projected as conservative as our budget will allow making sure that we will not have a problem funding our budgeted expenditures.



General Property Taxes

Property taxes include the current year's levy, prior year levies and penalty and interest collected on payment of delinquent taxes. Taxes attach as an enforceable lien on property as of January 1 and are levied on October 1. All unpaid taxes become delinquent if not paid before February 1 of the following year. The assessed value is 100% of the estimated actual value. The City has a charter limitation of \$1.85 per hundred dollars of valuation on the tax rate for debt service and operations. The tax rate of \$.786232 per hundred dollars of valuation includes \$.148798 of debt service that includes the \$63 million bond election passed in May 2007. Property tax receipts are budgeted to increase 6.6% over the current year's budgeted amount due partially to new construction. Our decision for the past two years to not use the full amount of bonding capacity as allowed by the city's financial policies combined with having a significant refunding bond issue this year freed up about \$1 M in ad valorem tax revenues that were no longer needed for debt service. Annexations and increased property values have also contributed to the steady increase in property taxes over the past ten years. The tax rate has fluctuated during the last ten years with a rate of \$.69970 for FY 2003-04 through FY 2006-07 and increased to \$.786232 for FY 2007-08 due to the bond election. No tax rate increase is necessary for FY 2012-13.



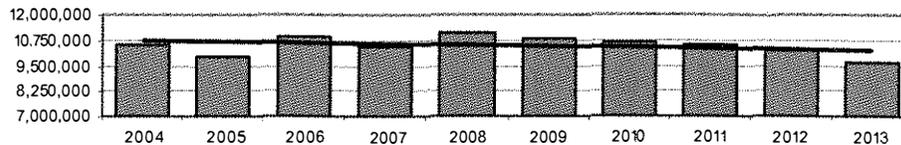
Business and Occupation Fees

Included in this revenue category are Gross Receipts and Occupation taxes. Gross Receipts represent those revenues collected on the gross receipts of utilities operating within the City and using the City's rights-of-way to conduct their business. The City Council has authorized a 4% charge on water, wastewater, and solid waste; 5% charge on natural gas and cable TV receipts; a 1% charge on bingo receipts; a per kilowatt hour charge on electricity receipts and a per line charge on telephone and telecommunications receipts. Business and Occupation fees are projected to decrease by 1.0% over this year's adopted budget because natural gas receipts are expected to be considerably less due to the sharp decrease in prices over this time last year. The percent for natural gas receipts changed from 4% to 5% during FY 2007-08.



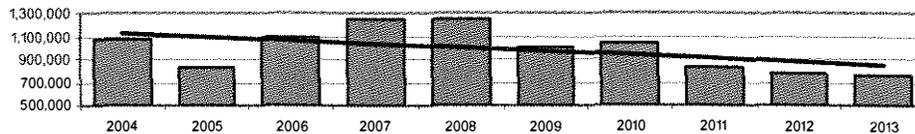
Explanation of Revenues

Electricity franchise fees declined in FY 2001-02 when franchise fees for electricity began being calculated on gross kilowatt-hours instead of 5% of gross receipts. In FY 2003-04 we received a one-time settlement from past years for natural gas receipts that was almost a million dollars. The city received proceeds from a settlement with the electricity provider that we receive gross receipts from in addition to their normal gross receipts payment during FY 2004-05. This settlement payment continued through FY 2008-09. The substantial increases in water and wastewater rates from FY 2005-06 through FY 2007-08 is another factor that has contributed to the growth in these revenues.



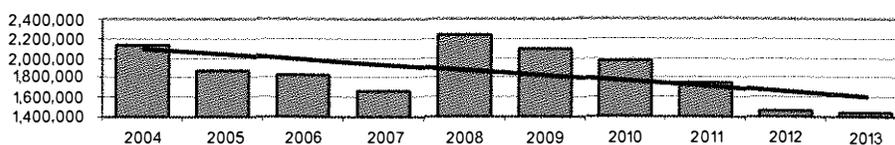
Permits, Licenses and Fees

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



Fines and Impound Fees

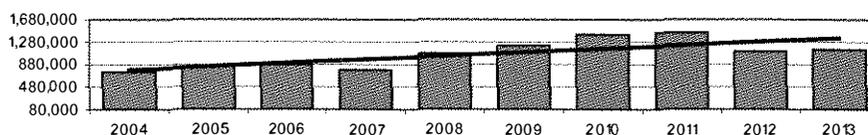
Fines and Impound Fees include court, auto impound, and false alarm fines. Many factors contribute to the realization of court fines revenue. In the past few years, this revenue was frequently under budget for a variety of reasons. Steps were taken during FY 2003-04 to make sure this trend would not continue. The City participated in a multi-jurisdictional Warrant Round-up with great success. The State of Texas Office of Court Administration reviewed our collection processes and made recommendations for improvement. Our staff Collections Task Force evaluated collection efforts in other jurisdictions and implemented the processes they judged to be the most effective for Waco. Because of the enormous success of the Warrant Round-up, a collection division was added to Municipal Court's budget in FY 2004-05. The Municipal Court judge periodically reviews the amounts of all fines and determines if any need changing. This review takes place after the legislature determines if any of the state fines will change. The number of tickets written this year has declined and we are expecting that trend to continue into FY 2012-13. Auto impound fees increased notably and false alarm fines are budgeted at about the same amount as estimated for the current year. Collection of fines is another area that has been affected by the economy.



Explanation of Revenues

Charges for Services

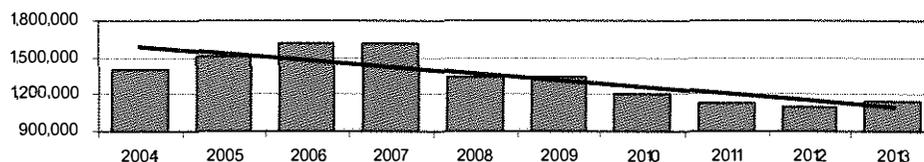
Charges for Services are funds earned by the City in exchange for specific types of services provided including weed mowing, library fees and fines, aquatic facilities, recreation fees, concessions for special events, reimbursement for police security at the Airport and for special programs, and animal pick-up charges. Additional revenues in FY 2004-05 were from hosting the Games of Texas and additional revenues in FY 2005-06 were from hosting the state youth basketball tournament. These charges increased in FY 2007-08 with the addition of one police officer that is partially reimbursed by Midway ISD. The opening of the Mammoth Site park and the city hosting the Games of Texas contributed to the increase in FY 2009-10 and FY 2010-11. Aquatic admissions were eliminated in FY 2011-12 with the privatization of the water park. These revenues fluctuate with the economy so we are proposing a slight decrease in Mammoth Site admissions.



Health Services

Health fees are collected for services based on the amount of actual costs to the City or the client's ability to pay. These fees include death and birth certificates, environmental, septic system, immunization, and other health fees. Immunization fees increased dramatically in FY 2004-05 because we funded additional clinic hours to provide this service and some of the vaccine fees were increased during the year. Immunization fees are normally amended during the year when costs for vaccines increase.

The State of Texas increased birth and death certificate rates significantly beginning December 2005. The City receives fees from other McLennan County governments for participation in the health district. Several cities in the district became non-funding members in FY 2006-07, but most became funding members again in FY 2008-09. Revenues decreased significantly for the FY 2007-08 budget due to an agreement with Family Health Center to take over the dental clinic at the beginning of that fiscal year. Revenues were down slightly in FY 2009-10 because some environmental health services can now be obtained through the state and in FY 2010-11 because we are seeing more birth and death certificates being obtained through the state. Revenues are expected to continue at about the same pace for FY 2012-13.



Enterprise Fund Revenues:

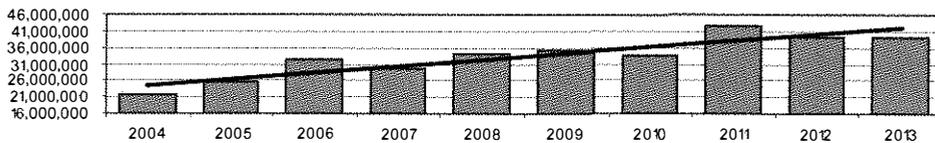
For services that benefit specific users, the City establishes and collects fees to recover the costs of those services. Where feasible and desirable, the City seeks to recover full direct and indirect costs. Department heads review user fees on a regular basis to calculate their full cost recovery levels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

Explanation of Revenues

Water Services

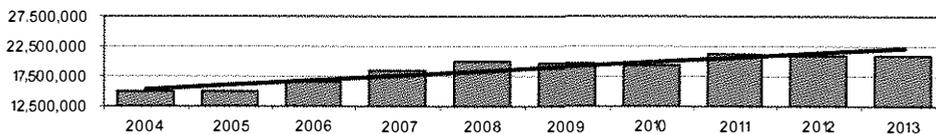
FY 2010-11 was the first time in three years that residential, commercial and industrial water customers dealt with increases. User fees increased significantly every year from FY 2003-04 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities.

Water revenues were budgeted to increase very little for FY 2011-12 since there was no rate increase. No rate increase is proposed for FY 2012-13. The graph below reflects the steady increase in water rates due to increasing operational expenses such as fuel and electricity, increasing debt service requirements for major infrastructure projects, regulatory mandates and the fluctuation in sales due to the weather.



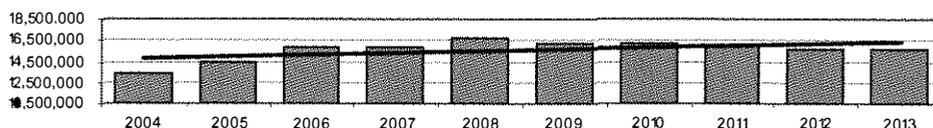
Wastewater Services

Like Water, FY 2010-11 was the first time in three years that residential, commercial and industrial wastewater customers dealt with increases. User fees have been increased significantly every year from FY 2005-06 through FY 2007-08 because of the large bond issues for improved infrastructure and treatment facilities. The residential maximum billing volume is determined by the four-month winter average from November through February up to 20,000 gallons per month. The non-residential wastewater billing volumes are based upon 100% of metered water volume times the use rate. Wastewater revenues were budgeted to increase very little for FY 2011-12 since no rate increase was included. No rate increase is proposed for FY 2012-13. Increases have been necessary due to higher operational expenses such as fuel and electricity, increasing debt service requirements for major infrastructure improvements, regulatory mandates and the fluctuation in sales due to the weather.



Solid Waste Services

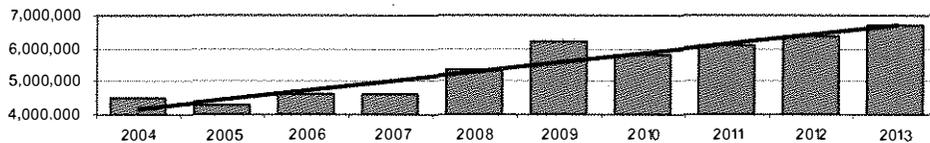
Solid Waste residential, commercial and landfill service fees are not budgeted to increase in FY 2012-13. The residential service fee increased \$0.75 in FY 2004-05, \$1.00 in FY 2005-06 and \$.50 in March 2008, but previously had not changed since FY 1995-96. In addition to the residential increase in FY 2005-06, landfill fees were increased from \$23.56 to \$27.28 per ton for residential and commercial customers. Commercial and roll-off rates were changed in FY 2007-08 to simplify billing and to address shared containers. Some customers saw an increase in their billing and some saw a decrease. Overall this change did not increase total commercial revenues. Revenues were somewhat higher in FY 2009-10 because of disposition of large equipment in the City's auction. Total revenues for FY 2012-13 are expected to be about the same as the current year's budget due to fluctuation in roll-off services and since no rate increases are included.



Explanation of Revenues

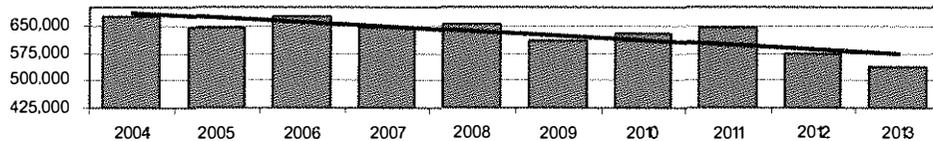
WMARSS

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



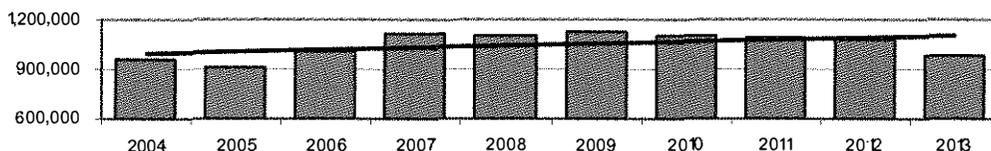
Ranger Hall of Fame

Revenues at the Hall of Fame include rents, admissions, merchandise licensing fees and sale of merchandise. Many licensing agreements have been signed over the past years, but it takes several years to see the fruits of these efforts. We started receiving rental revenue again in FY 2011-12 that was lost during the renovation of Knox Hall. Admission fees were increased in FY 2007-08 for the first time since FY 2000-01 and increased again in FY 2010-11 for adult admissions to bring that fee in line with other area attractions.



Waco Regional Airport

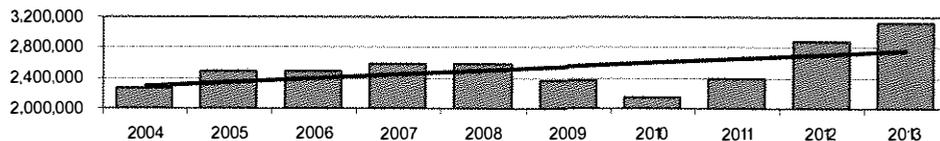
Airport revenues consist of commissions on rental cars, flowage fees, rents, landing fees, concessions and passenger facility charges. SkyWest Airlines began serving the area as the Continental Connection to Houston's Bush Intercontinental Airport in August 2003; however, this service is expected to be discontinued during 2012 which will have an adverse effect on revenues until another carrier can be added. City-operated concessions were added in mid-FY 2007-08 and helped decrease the General Fund support. Security costs are mandated, but are not totally reimbursed by the federal government. The economy has definitely had an effect on the number of passengers using our facility and we expect that level to decline in FY 2012-13 until a carrier is found to replace United (Continental).



Explanation of Revenues

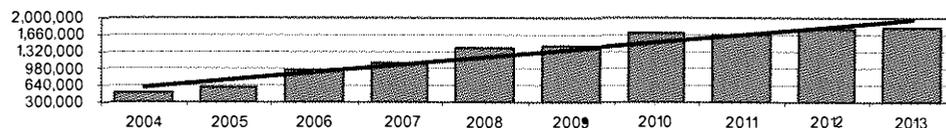
Convention Center and Visitors' Services

Convention Services revenues are dependent on the usage and concessions operations of the Convention Center and the hotel/motel taxes generated from occupancy in our local accommodations. Marketing efforts have been revamped in an effort to maximize what this facility has to offer. These marketing efforts have paid off which is reflected in rental revenues increasing steadily every year since FY 2003-04. Rental revenues decreased in FY 2008-09 because of the \$17.5 million renovation and expansion project that was expected to begin during the year. The project was delayed, but bookings for events were made with the expectation that the renovation would start in early to mid-FY 2008-09. Rentals for FY 2008-09 through FY 2010-11 are based on the renovation schedule. The project was completed during FY 2011-12 and revenues for FY 2012-13 reflect the increased bookings generated from the renovated facility.



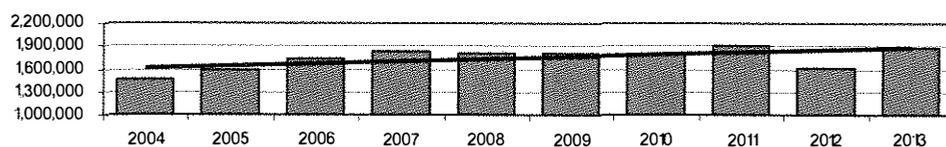
Cameron Park Zoo

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



Cottonwood Creek Golf Course

Several Golf Course fees were increased every year between FY 2003-04 and FY 2006-07. Green fees and most other operating revenues are very dependent on the weather. Almost all operating fees were increased in FY 2009-10 including eliminating new memberships. Membership fees were restructured during FY 2010-11 and had a positive effect on all revenues. Revenues for FY 2011-12 are greatly reduced due to the renovation of the greens during the prime revenue months. Fee increases are included for FY 2012-13 to offset the costs of the project.



Explanation of Revenues

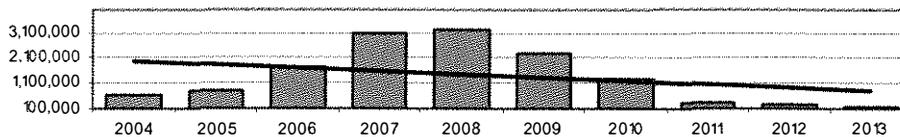
Waco Transit

Waco Transit system provides public professional transportation services within the city limits. Revenues consist of regular and charter bus fares, van and trolley fares, and miscellaneous revenues. Transit receives funds from the Federal Transit Administration, the U.S. Department of Transportation, and the Texas Department of Transportation. In late FY 2005-06, Waco Transit was selected as the non-emergency transportation provider for Transportation Service Area Eleven (11) by TxDOT. Waco Transit provides non-emergency medical transportation services to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. This program produces \$1.9 million in revenues. New buses added to the fleet during FY 2007-08 get better miles per gallon than the previous fleet. Waco Transit increased fares for all categories except elderly/handicapped base fare, day passes and for transfers and added fares for student/child monthly and summer passes in FY 2008-09. Ridership grew as the price of fuel increased and has continued to remain steady.



Interest on Investments

Investment income is dependent on prevailing short-term interest rates and available fund balances. Interest rates were lower in past years after the September 11th terrorists' attacks, but started to rise during FY 2004-05 and continued through FY 2007-08, but have leveled off every year since then. The decrease in revenues since FY 2010-11 and budgeted for FY 2012-13 are due to the drastic decrease in interest rates.



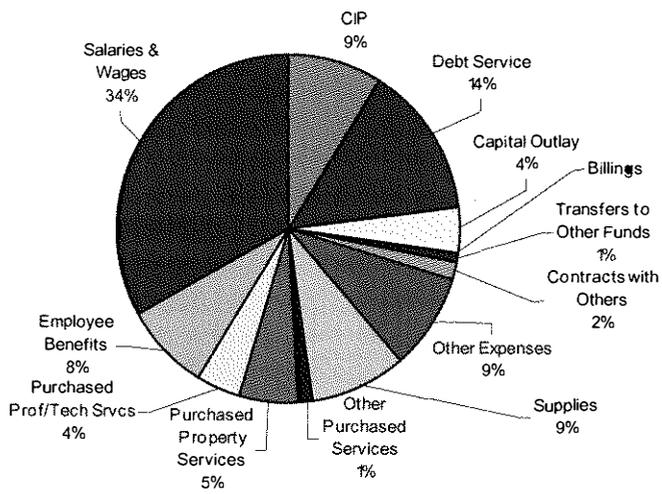
Other Revenues

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

Intergovernmental/Federal, State and County

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

Explanation of Expenditures



Salaries & Wages

Authorized staffing for all funds includes 1,509 full time employees and 61.41 part time employees (FTE's) for FY 2012-13. Salaries and benefits, which are the largest category of expenditures, are 42% of the total budget. Since FY 1997-98 the number of FTE's has grown from 1,491.28 to 1,570.41 for a total increase of 79.13 FTE's. However, we have added 110.73 employees in areas of expanded services including 17 in Fire, 42.25 in Police, 16.16 at the Zoo, 8.32 for the Mammoth Site park, 26 at WMARSS, and 1 for Health Insurance/Wellness initiatives. During this same period of time, we have consolidated services and found efficiencies so we could reduce 31.6 budgeted positions in other areas. Two major annexations happened during this 15-year period that put demands on the city's core services. The Highway 84 annexation occurred in late 1998 and the China Spring annexation occurred in 2001, which increased the city's land area by approximately 12 square miles.

FY 2012-13 Staffing Changes

General Fund

Reduced net of 5.6 FTE

Health Fund

Added .58 FTE

Utilities

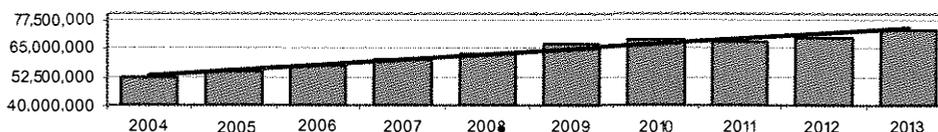
Added 7.0 FTE

Enterprise Funds

Reduced net of 1.0 FTE

Grants

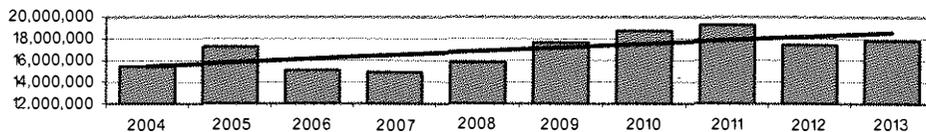
Reduced net of 4.85 FTE



Explanation of Expenditures

Employee Benefits

This category covers health insurance, life insurance, Medicare and Social Security taxes, retirement benefits, unemployment taxes, workers compensation, and dues and memberships. In FY 2004-05 the city made a change to the retirement system that increased employees' contributions to TMRS from 6% to 7% with the continued 2-1 match from the city. The City and its employees were faced with unusually high health insurance increases for FY 2005-06 and at that time decided to become self-funded. Unfortunately, we experienced high utilization of our plan's services and a large number of high dollar claims. These claims significantly impacted our overall plan costs resulting in a large deficit for FY 2005-06. The budget was amended during FY 2006-07 to cover the deficit from the prior year. The budget for FY 2012-13 increases the city's contribution rate for health insurance per employee by 10%. The Texas Municipal Retirement System made significant changes in the actuarial assumptions and funding methodology used in calculating cities' contribution rates in 2009. Our plan's unfunded actuarial liabilities were being amortized over a 30-year period with an 8-year phase-in period to get to the full contribution rate. A plan change in FY 2011-12 turned off annually repeating COLAs and changed that benefit to an ad hoc basis. This change reduced the contribution rate enough to get us to the full rate, reduced our unfunded actuarial liability by more than half, and increased our funded ratio to approximately 84%.



Purchased Professional/Technical Services

This category contains services that by their nature can be performed only by persons or firms with specialized skills and knowledge. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Included are the services of architects, engineers, auditors, physicians, lawyers, consultants, temporary employees, election expenses, etc. In FY 2001-02 these expenses rose sharply and peaked in FY 2006-07 due to legal expenses for the North Bosque River pollution case. These expenses decreased somewhat, but can vary from year to year depending on departments' needs.



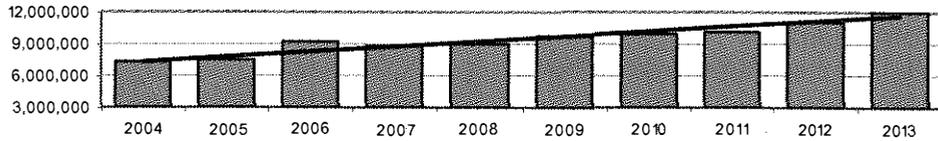
Purchased Property Services

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



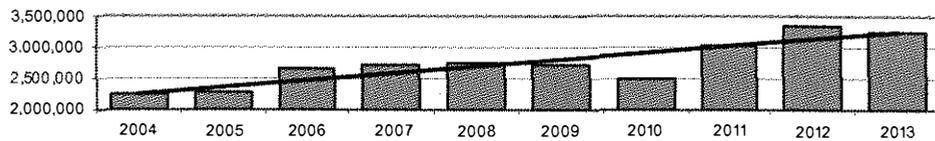
Explanation of Expenditures

Beginning in FY 2002-03 we have also included more maintenance dollars in the operating budget, particularly in Facilities, to fund projects that had previously been included in the capital improvements budget. Additional funding in Facilities for maintenance/capital improvements has been included for FY 2012-13 due to the initiative to fund these projects from operations rather than issuing debt.



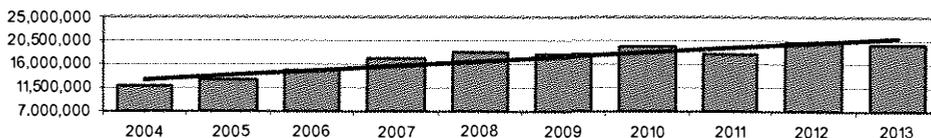
Other Purchased Services

This expense category is for services rendered by organizations or personnel not on the payroll of the City (separate from professional and technical services or property services). Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Property, auto and general liability insurance charges are the largest items included here along with a wide variety of expenses such as communications, advertising and promotions, travel/training, and leasing of equipment and computers. Our general liability insurance costs in FY 2012-13 are partially funded from a planned drawn down of the fund balance in Risk Management.



Supplies

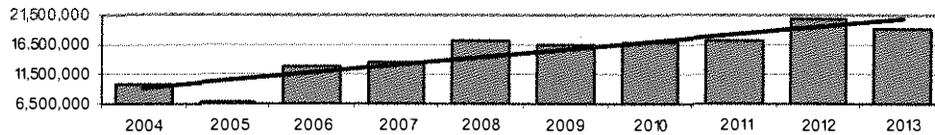
Supply accounts provide for articles of a nature which after use, are consumed or show a material change in or an appreciable impairment of their physical condition and articles liable to loss, theft and rapid depreciation. Major supply accounts in this category include office, chemical and medical, natural gas, electricity, and fuel. The trend since FY 2003-04 has been tremendous cost increases in natural gas, electricity, and fuel. This rise in costs also coincides with the expansion of services at the Zoo since FY 2004-05, the new Transit facility in FY 2004-05, adding the Waco Metropolitan Area Regional Sewage System in FY 2004-05, and addition of the Mammoth Site in FY 2009-10. Annexations during this 10-year period have contributed to increased use of gasoline and diesel for fire, police and solid waste services. The volatility of fuel prices in the past few years and especially since FY 2007-08 has strained all budgets. A total of \$5 million is budgeted for fuel in FY 2012-13, a slight reduction from the current year since consumption is trending downward. Our favorable electricity contracts for the current year and next year have helped to offset the fuel price increases. This category also includes the purchase of minor equipment with an individual cost per item below the City's capitalization threshold of \$5,000. The amount of these non-expendable supplies can vary from year to year depending on the departments' needs.



Explanation of Expenditures

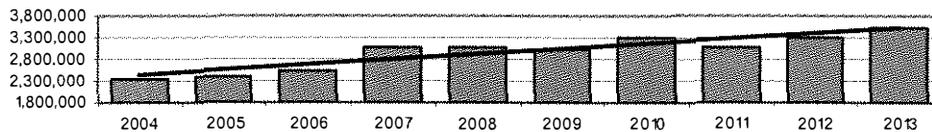
Other Expenses

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



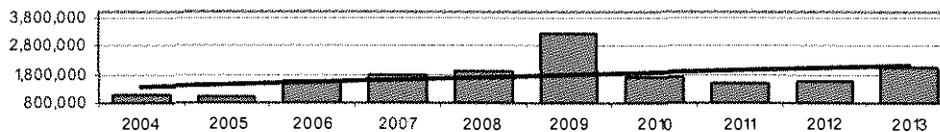
Contracts with Others

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



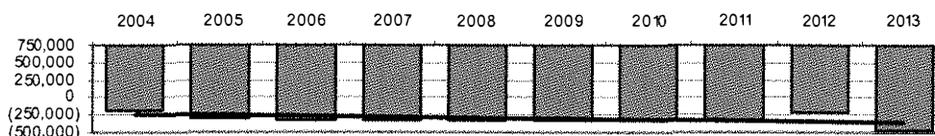
Transfers to Other Funds

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



Billings

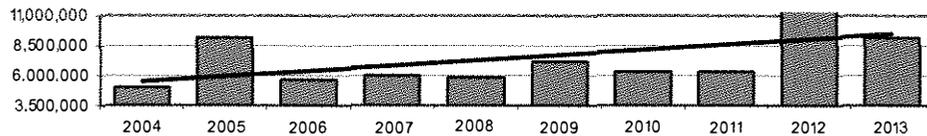
Billings are internal charges for goods and services provided by one department to another. Amounts can fluctuate year to year.



Explanation of Expenditures

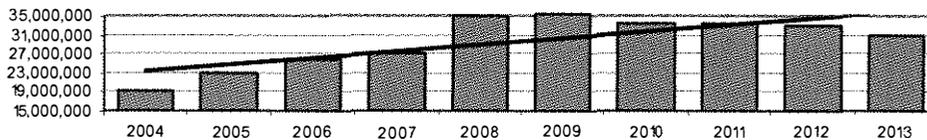
Capital Outlay

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



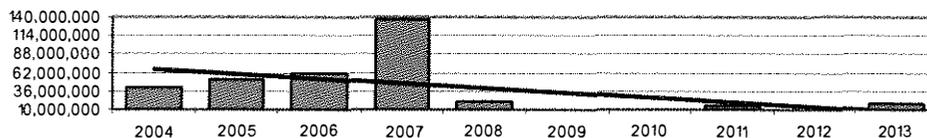
Debt Service

This category provides for the payment of principal and interest on the City's debt. A total of \$30,876,212 or 14% of the total budget has been budgeted in debt service for FY 2012-13. A detailed debt service section can be found beginning on page 227.



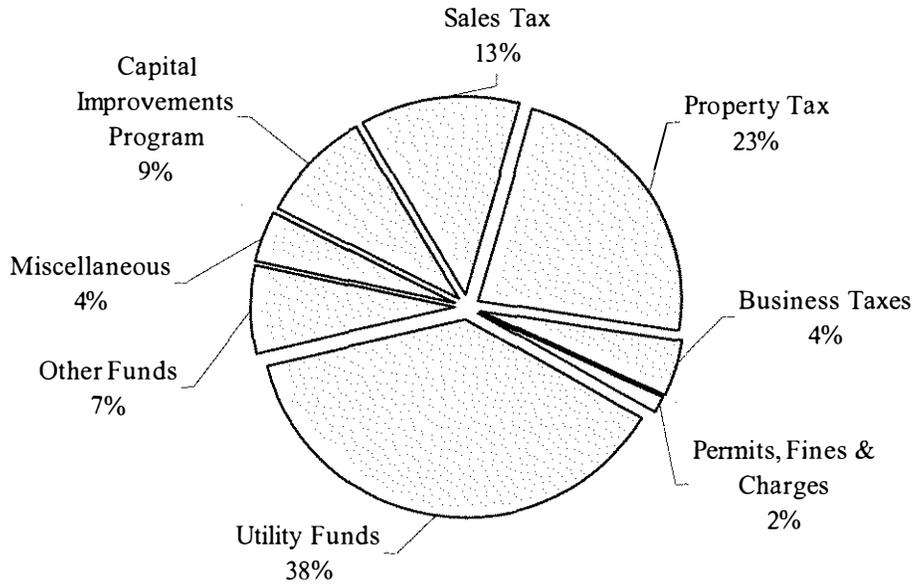
Capital Improvements Program

These funds are for the acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, water and wastewater lines as well as facilities through which City government provides services directly to citizens or in support of City operations. Total expenditures for this category are budgeted at \$19,813,018 or 9% of the total budget. Details of the Capital Improvement Program can be found beginning on page 255.

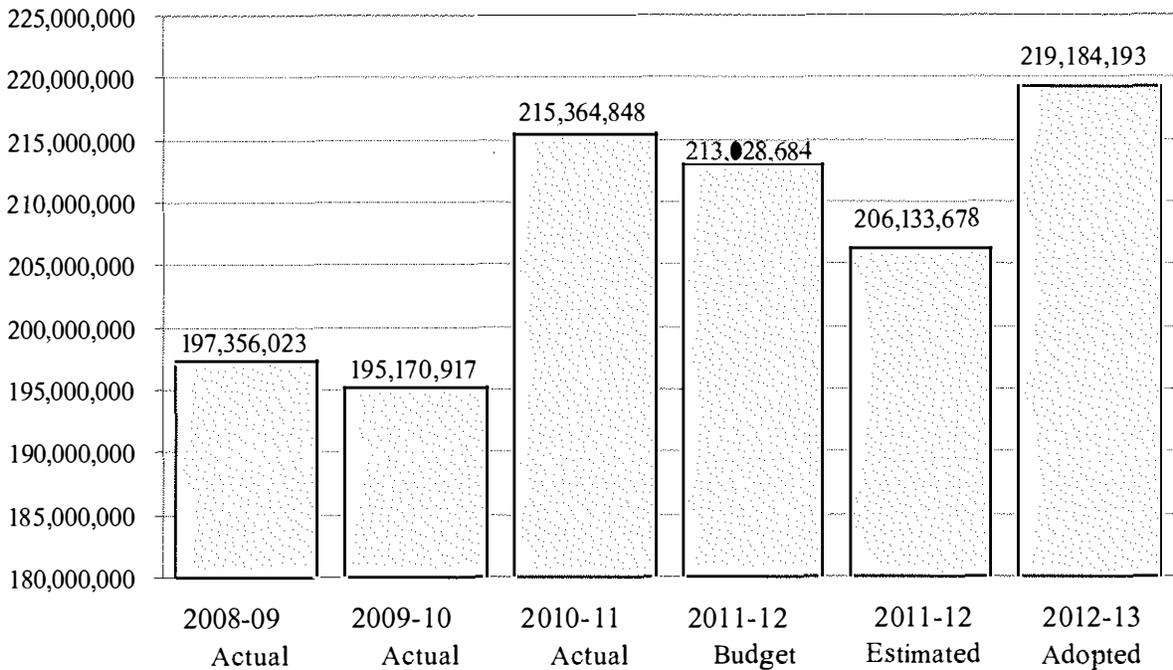


Revenue Summary

\$219,184,193



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



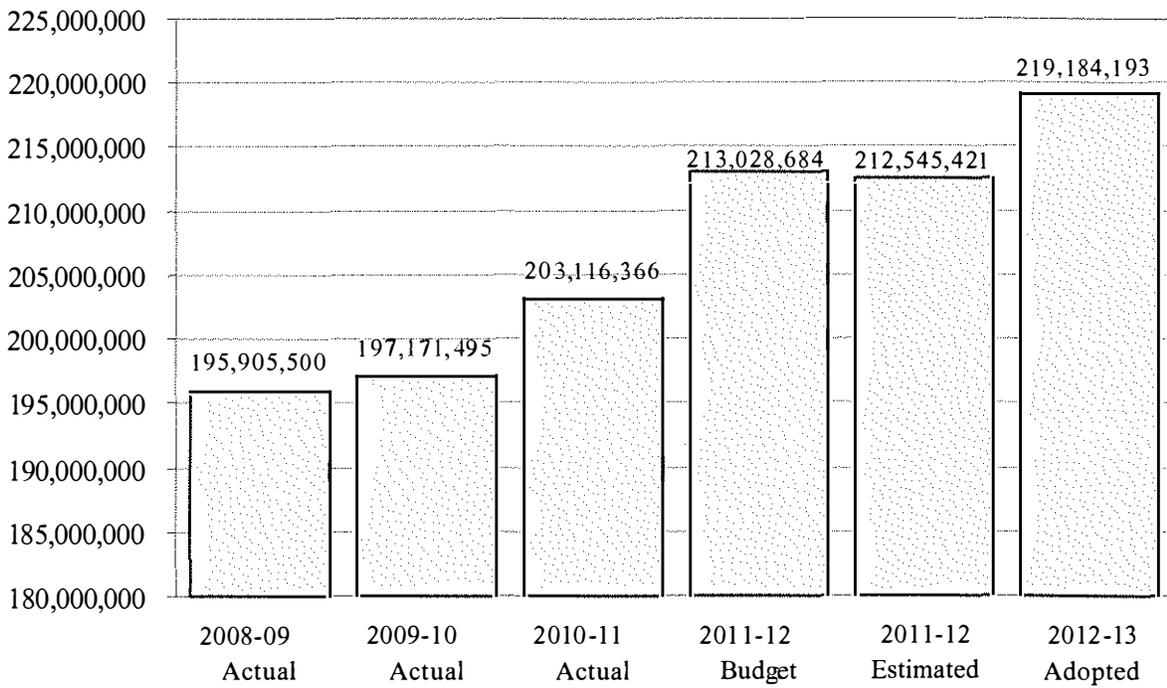
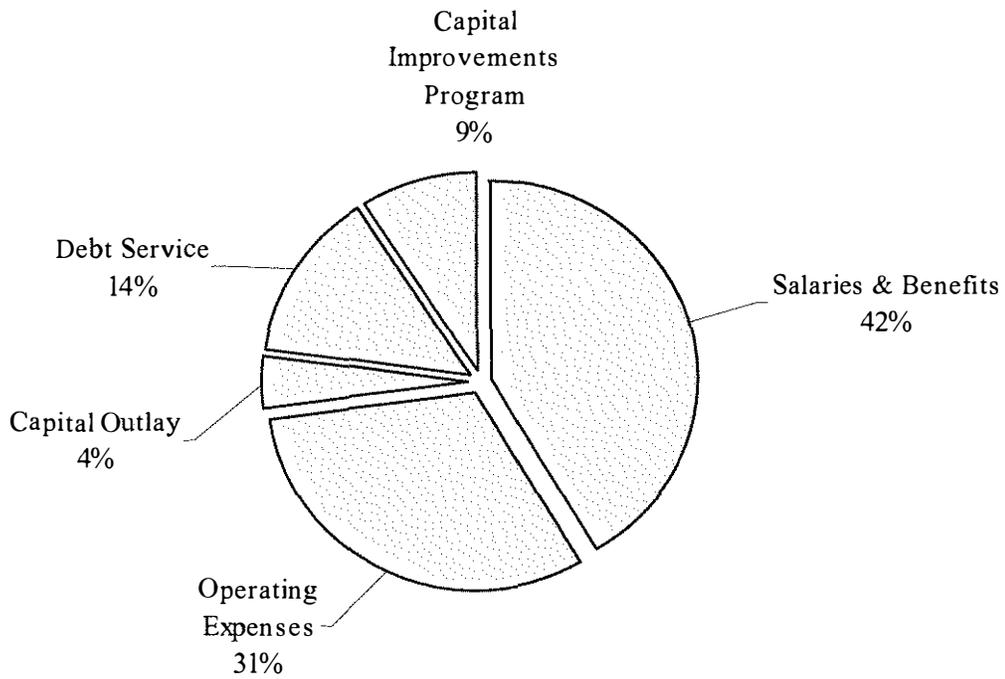


Revenue Summary

	Actual 2010-11	Budget 2011-12	Es timate 2011-12	Adopted 2012-13
Sales Tax Income	28,003,416	27,263,637	28,237,646	27,732,766
General Property Taxes	48,192,345	49,295,586	49,438,357	50,772,487
Business and Occupation Fees	10,494,416	9,841,340	10,238,024	9,609,197
Permits, Licenses and Fees	837,252	829,758	782,869	764,322
Charges for Services	1,442,383	1,336,914	1,113,705	1,132,550
Fines and Impound Fees	1,738,948	1,938,699	1,451,683	1,431,852
Health Fund	1,126,611	1,193,708	1,086,358	1,129,052
Public Improvement District #1	279,322	278,000	294,710	297,000
Water Fund	42,335,528	37,772,094	39,187,289	39,391,681
Wastewater Fund	21,360,521	20,833,052	20,899,748	20,899,423
Solid Waste Fund	15,940,126	15,692,353	15,621,358	15,613,439
WMARSS Fund	6,112,323	6,251,142	6,393,577	6,730,060
Texas Ranger Hall of Fame & Museum	644,512	664,086	571,407	536,407
Waco Regional Airport	1,092,163	1,048,079	1,084,667	989,679
Convention Center & Visitors' Services	2,383,326	2,909,778	2,876,513	3,123,712
Cameron Park Zoo	1,670,237	1,908,826	1,759,497	1,798,240
Cottonwood Creek Golf Course	1,916,268	1,960,438	1,608,286	1,891,394
Waco Transit	3,430,572	3,466,656	3,493,723	3,550,763
Engineering Services	36,256	36,411	25,275	25,480
Health Insurance Fund	2,083,410	2,022,958	2,040,813	2,674,447
Interest on Investments	325,637	216,797	251,188	203,439
Miscellaneous	2,836,541	1,301,408	1,655,681	1,953,889
Transfer from Surplus	-	9,156,972	413,153	2,318,196
Intergovernmental Revenues				
Federal	2,913,212	2,933,828	2,712,412	2,655,276
State	1,174,087	760,233	802,473	752,021
County	1,326,463	1,376,457	1,353,792	1,394,403
Total Revenues	199,695,875	202,289,210	195,394,204	199,371,175
Capital Improvements Program	15,668,973	10,739,474	10,739,474	19,813,018
Summary Total	215,364,848	213,028,684	206,133,678	219,184,193

Expenditure Summary

\$219,184,193



Expenditure Summary

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries & Wages	67,861,715	70,572,291	69,213,164	73,251,488
Employee Benefits	19,304,299	18,870,192	17,485,688	17,735,894
Purchased Professional/Technical Services	8,202,722	8,775,387	8,796,098	9,084,309
Purchased Property Services	10,141,234	11,008,869	11,106,374	12,024,030
Other Purchased Services	3,038,625	3,808,721	3,341,322	3,260,600
Supplies	17,886,943	20,084,697	20,105,125	19,703,960
Other Expenses	17,104,794	19,008,855	20,778,612	19,244,323
Contracts with Others	3,062,627	3,505,096	3,301,629	3,519,609
Operating Expenditures	146,602,959	155,634,108	154,128,012	157,824,213
Transfers to Other Funds	1,490,959	2,268,606	1,558,402	2,052,142
Billings	(320,000)	(320,000)	(216,447)	(480,000)
Capital Outlay	6,315,338	11,628,202	13,596,549	9,098,608
Total	154,089,256	169,210,916	169,066,516	168,494,963
Debt Service				
Principal Retired	18,513,444	18,683,911	18,663,911	17,686,633
In Interest Retired	14,837,793	14,387,031	14,069,046	13,183,619
Exchange & Commission	6,900	7,352	6,474	5,960
Total Debt Service	33,358,137	33,078,294	32,739,431	30,876,212
Total Expenditures	187,447,393	202,289,210	201,805,947	199,371,175
Capital Improvements Program	15,668,973	10,739,474	10,739,474	19,813,018
Summary Total	203,116,366	213,028,684	212,545,421	219,184,193

Expenditures by Department

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
General Fund				
City Manager's Office	3,507,070	4,119,688	4,115,852	3,279,260
City Council	107,912	146,397	144,738	122,882
Budget/Audit	356,001	359,836	358,306	435,864
City Secretary	405,877	473,267	482,017	458,339
Finance	1,275,321	1,330,704	1,250,115	1,371,351
Purchasing	412,914	419,543	413,659	446,088
Information Technology	2,345,729	2,297,683	2,322,175	2,244,418
Legal	1,201,936	1,192,312	1,155,597	1,213,984
Municipal Court	1,023,670	1,174,619	1,057,900	1,120,462
Planning	546,069	504,983	588,530	531,240
Human Resources	678,505	695,604	675,078	713,995
Inspections	1,478,100	1,505,964	1,599,565	1,774,992
Streets & Drainage	1,789,645	2,555,855	2,435,546	2,645,719
Traffic	2,989,216	3,136,845	2,821,231	2,715,517
Emergency Management	281,291	343,985	476,096	731,278
Fire	18,341,781	18,612,128	18,666,107	19,297,072
Police	29,895,330	30,190,682	30,185,214	30,413,571
Library	3,308,640	3,378,832	3,320,527	3,377,310
Municipal Information	834,908	685,327	660,044	662,624
Housing	128,659	107,729	107,729	109,950
Facilities	2,667,925	3,043,783	2,985,421	3,074,457
Parks and Recreation	9,129,426	9,363,966	9,110,860	8,953,446
Contributions	10,894,889	13,655,766	13,442,299	11,940,094
Miscellaneous	305,062	1,173,812	443,100	983,655
Employee Benefits	372,497	326,697	464,697	373,582
	94,278,373	100,796,007	99,282,403	98,991,150
Special Revenue Funds				
Health Administration	1,989,854	1,953,668	1,858,603	1,987,982
Environmental Health	133,129	175,949	136,021	176,321
Environmental Health - OSSF	274,267	274,477	274,758	281,369
Public Health Nursing	846,133	791,275	799,189	819,204
Sexually Transmitted Diseases	363,992	362,313	362,674	353,188
HIV/AIDS	162,557	170,513	168,264	173,007
Dental	9,532	10,383	9,464	-
Public Improvement District #1	214,582	691,891	209,896	799,173
	3,994,046	4,430,469	3,818,869	4,590,244
Street Reconstruction	4,296,261	4,289,422	4,277,934	3,887,027



Expenditures by Department

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Utility Funds				
Water Office	1,397,472	1,544,654	1,531,386	1,619,201
Water Distribution	4,928,935	5,813,571	5,821,851	6,057,100
Water Treatment	7,915,793	8,548,639	8,523,188	8,888,543
Utilities Laboratory	(197,961)	-	8,951	-
Source of Supply	484,319	1,141,450	1,129,650	606,740
Water- Meter Shop	-	-	-	1,209,129
Water General & Admin	20,986,317	22,099,112	22,097,377	21,080,698
Wastewater Collection	4,516,283	5,240,258	5,070,214	5,902,375
Environmental Services	573,849	598,485	620,712	696,295
Wastewater Treatment	4,602,936	4,937,439	4,937,439	5,244,542
Wastewater General & Admin	10,600,078	10,116,568	10,119,223	9,733,243
WMARSS	4,971,924	6,444,308	6,352,360	6,739,060
	60,779,945	66,484,484	66,212,351	67,776,926
Other Enterprise Funds				
Solid Waste	15,752,766	17,579,108	17,663,872	16,202,547
Texas Ranger Hall of Fame	1,258,668	1,288,632	1,270,553	1,312,704
Waco Regional Airport	1,459,614	1,543,829	1,550,787	1,606,534
Convention Center & Visitors' Services	2,783,629	2,909,778	3,128,679	3,123,712
Cameron Park Zoo	3,203,536	3,309,736	3,253,353	3,352,005
Cottonwood Creek Golf Course	1,999,271	1,960,438	2,248,132	1,891,394
Waco Transit	6,704,932	6,858,444	6,824,242	6,935,380
	33,162,416	35,449,965	35,939,618	34,424,276
Internal Service Funds				
Risk Management	2,581,214	3,358,067	3,410,002	3,489,324
Engineering	1,922,167	1,976,339	1,897,408	2,028,950
Fleet Services	1,560,884	1,517,263	1,595,161	1,609,458
Health Insurance Fund	10,708,081	9,913,708	11,731,965	11,671,871
	16,772,346	16,765,377	18,634,536	18,799,603
	213,283,387	228,215,724	228,165,711	228,469,226
Less: Interfund Transfers	(25,835,993)	(25,926,514)	(26,359,764)	(29,098,051)
	187,447,394	202,289,210	201,805,947	199,371,175
Capital improvements Program	15,668,973	10,739,474	10,739,474	19,813,018
Summary Total	203,116,367	213,028,684	212,545,421	219,184,193

General Fund

Revenues

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Taxes				
3110000 Sales Tax Income	28,003,416	27,263,637	28,237,646	27,732,766
3121000 Ad Valorem Taxes - Current	36,536,962	37,782,298	37,782,298	40,439,048
3122000 Ad Valorem Taxes - Delinquent	520,776	300,000	425,000	350,000
3123000 Interest and Penalty	525,867	450,000	475,000	450,000
3124000 Revenue in Lieu of Taxes	3,901,595	4,111,057	4,111,057	4,184,431
3131000 Occupation Taxes	28,638	75,000	104,793	30,000
3132000 Gross Tax Receipts Tax	13,558,478	12,705,535	13,127,724	12,573,743
	55,072,316	55,423,890	56,025,872	58,027,222
Licenses and Permits				
3211000 Building Permits	353,243	335,000	343,512	333,207
3211100 Open Air Vending	300	-	3,500	3,500
3211200 Farmer's Market	-	-	150	150
3211300 Street Furnishings	25	-	25	25
3212000 Plumbing Permits	137,828	144,645	127,746	117,526
3213000 Electrical Permits	164,457	159,390	161,627	156,778
3214000 Heating and A/C Permits	76,357	94,796	58,817	53,523
3215500 Sign Permits	15,215	9,190	3,450	15,000
3216000 House Moving Permits	55	100	-	-
3217000 Garage Sale Permits	30,950	27,839	28,153	28,435
3220000 Electric License	50	-	-	-
3230000 Subdivision Fees	16,762	17,500	19,500	19,500
3240000 Zoning Applications	17,000	13,600	7,500	7,500
3260000 Fire Inspection Fees	25,010	27,698	28,889	29,178
	837,252	829,758	782,869	764,322
Intergovernmental				
3310000 Federal	15,703	-	7,530	-
3320000 State	136,457	178,196	194,792	189,792
3330000 County	1,238,526	1,291,580	1,247,734	1,287,734
	1,390,686	1,469,776	1,450,056	1,477,526
Charges for Services				
3420000 Recreation Fees	513,230	497,817	488,891	498,668
3430000 Weed Mowing Collections	90,451	55,000	32,000	32,000
3440000 Library Fees & Fines	92,601	106,022	96,100	97,061
3450000 Animal Pick Up Charge	13,587	13,108	18,844	19,032
3460000 Convention Center	48,582	48,582	48,582	50,039
3470000 Graphics	63,328	55,000	60,000	60,000
3480000 Airport Services	274,186	281,163	281,163	281,163
3490000 Police Security	158,828	155,587	148,628	150,000
	1,254,793	1,212,279	1,174,208	1,187,963



General Fund

Revenues

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Fines				
3510000 Court Fines	1,662,989	1,879,776	1,329,359	1,342,652
3520000 Auto Impound Fees	66,409	49,681	113,124	80,000
3530000 False Alarm Fines	9,550	9,242	9,200	9,200
	1,738,948	1,938,699	1,451,683	1,431,852
3600000 Interest on Investments	93,162	90,000	79,215	55,000
Other Revenues				
3710000 Contributions	310,827	101,959	171,660	171,171
3810000 Indirect Exp. Reimbursement	6,392,552	6,421,411	6,421,411	6,789,363
3820000 Rent From Real Estate	260,847	116,626	124,558	116,321
3851000 Sale of Real Estate	123,833	-	10,000	-
3854000 Sale of Other Scrap	34,335	18,340	20,000	20,000
3859000 Sale of Other	38,412	42,429	39,410	39,804
3861000 Comm from Sale of Mixed Drinks	399,910	396,661	346,743	353,678
3862000 Commission on Municipal Court	59,966	50,000	40,000	40,400
3863000 Commission on Concessions	94,943	84,999	49,013	49,928
3871100 Cash - Over or Short	(34)	-	-	-
3880000 Collection of Receivables	2,550	-	385	-
3890000 Miscellaneous Revenues	703,902	494,531	1,159,051	348,045
	8,422,043	7,726,956	8,382,231	7,928,710
Other Financing Sources				
3919210 Abandoned Motor Vehicles	50,000	50,000	50,000	50,000
	50,000	50,000	50,000	50,000
Other Revenues				
4111600 Admissions	524,422	457,715	272,986	278,408
4221000 Concessions	49,264	51,665	56,256	57,381
	573,686	509,380	329,242	335,789
3990000 Transfer from Surplus	-	4,281,632	-	-
Total Revenues	97,436,302	100,796,007	97,963,022	98,991,150

General Fund

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	47,253,677	48,494,887	47,878,554	50,269,509
Employee Benefits	18,465,923	17,833,696	17,083,458	17,688,598
Purchased Professional/Technical Services	2,060,676	1,881,256	1,990,377	2,075,451
Purchased Property Services	4,865,852	5,332,266	5,219,718	5,895,871
Other Purchased Services	2,526,960	2,855,171	2,652,668	2,691,951
Supplies	5,371,287	5,937,534	6,093,635	5,547,061
Other Expenses	565,013	2,195,793	2,140,898	643,760
Contracts with Others	1,831,706	2,228,675	2,025,208	2,210,749
Operating Expenditures	82,941,094	86,759,278	85,084,516	87,022,950
Transfers to Other Funds	1,482,518	2,218,606	1,505,963	2,052,142
Billings	(680,902)	(688,268)	(688,057)	(857,978)
Capital Outlay	1,212,271	3,764,547	4,638,137	1,219,938
Total	84,954,981	92,054,163	90,540,559	89,437,052
Health Services	2,230,002	2,459,993	2,459,993	2,535,350
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	666,900	624,396	624,396	776,047
Airport Services	308,452	370,573	370,573	501,711
Convention Center & Visitors' Services	362,139	-	-	-
Cameron Park Zoo	1,726,725	1,400,910	1,400,910	1,553,765
Cottonwood Creek Golf Course	143,202	-	-	-
Waco Transit	-	-	-	301,253
Total Interfund Transfers	9,323,392	8,741,844	8,741,844	9,554,098
Total Expenditures	94,278,373	100,796,007	99,282,403	98,991,150



Health Fund

The Health Fund accounts for the operations and City's share of health programs operated within McLennan County. Financing is provided from the General Fund to the extent patients' fees and other miscellaneous revenues are not sufficient to provide such financing. The Health Fund encompasses the following health related activities: Administration, Vital Statistics, Environmental Health, On-Site Sewage Facilities (OSSF), Public Health Nursing Services, Sexually Transmitted Diseases (STD) and HIV/AIDS programs. The Texas Department of State Health Services provides \$3,215,967 in additional funding for numerous health services such as the Women, Infants and Children (WIC) Program, Public Health Preparedness, TB and Immunization clinics, and several HIV/AIDS services. These programs and others are detailed in the Supplementary Grant Information section of the budget.

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Food Permits	171,056	196,739	153,613	180,101
Federal	5,300	-	-	-
State	-	-	17,000	20,000
County	87,937	84,877	106,058	106,669
Birth Certificates	241,654	242,322	236,398	236,398
Death Certificates	37,515	41,640	22,828	17,828
Clinical Lab Fees	4,283	4,257	4,138	4,179
Health & Welfare Fees	102,319	136,136	118,233	130,931
Septic Systems	186,331	189,600	168,700	174,700
Interest on Investments	(32)	-	-	-
Contributions	2,445	-	2,500	-
Health District Assessments	330,884	334,135	332,308	336,906
Miscellaneous	50,124	48,879	47,640	48,009
General Fund	2,230,002	2,459,993	2,459,993	2,535,350
Total Revenues	3,449,818	3,738,578	3,669,409	3,791,071
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,471,678	1,520,995	1,440,571	1,550,701
Employee Benefits	585,220	557,715	518,741	549,861
Purchased Professional/Technical Services	56,789	59,464	56,480	54,011
Purchased Property Services	21,657	19,735	19,450	19,689
Other Purchased Services	83,287	77,156	72,442	67,441
Supplies	251,557	253,149	249,247	243,124
Other Expenses	335,322	289,102	288,341	316,144
Contracts with Others	961,262	961,262	961,262	990,100
Operating Expenditures	3,766,772	3,738,578	3,606,534	3,791,071
Transfers to Other Funds	12,692	-	2,439	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	3,779,464	3,738,578	3,608,973	3,791,071
Difference	(329,646)	-	60,436	-

Public Improvement District #1

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
PID Assessments	279,322	278,000	294,710	297,000
Interest on Investments	1,321	1,100	1,198	800
Transfer from Surplus	-	412,791	413,153	501,373
Total Revenues	280,643	691,891	709,061	799,173
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	20,867	27,059	27,735	28,510
Employee Benefits	1,657	2,167	2,208	2,270
Purchased Professional/Technical Services	176,726	263,772	174,465	301,648
Purchased Property Services	1,747	1,900	1,713	1,700
Other Purchased Services	2,871	11,250	1,500	2,150
Supplies	10,714	3,450	1,275	3,450
Other Expenses	-	50,000	1,000	25,000
Contracts with Others	-	-	-	-
Operating Expenditures	214,582	359,598	209,896	364,728
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	332,293	-	434,445
Total Expenditures	214,582	691,891	209,896	799,173
Difference	66,061	-	499,165	-

Street Reconstruction Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
State	459,009	-	2,368	-
Interest on Investments	1,519	400	1,625	1,055
General Fund	3,885,972	3,885,972	3,885,972	3,885,972
Transfer from Surplus	-	403,050	-	-
Total Revenues	4,346,500	4,289,422	3,889,965	3,887,027
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	753,915	795,205	794,227	827,494
Employee Benefits	392,817	397,345	387,771	406,053
Purchased Professional/Technical Services	1,447,829	1,080,114	1,073,281	945,473
Purchased Property Services	484,946	535,398	535,545	546,248
Other Purchased Services	29,829	34,729	34,729	34,729
Supplies	147,605	201,646	187,706	173,320
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	3,256,941	3,044,437	3,013,259	2,933,317
Transfers to Other Funds	-	-	-	-
Billings	104,934	112,300	112,300	114,331
Capital Outlay	934,386	1,132,685	1,152,375	839,379
Total Expenditures	4,296,261	4,289,422	4,277,934	3,887,027
Difference	50,239	-	(387,969)	-

Water Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
State	331	-	-	-
Interest on Investments	90,605	41,436	67,858	67,858
Contributions	153,320	-	-	-
Indirect Expense Reimbursement	2,852	2,424	2,424	1,872
Rent from Real Estate	297,945	296,612	300,768	303,776
Sale of Other Scrap	10,474	7,350	11,872	11,991
Commission on Concessions	679	261	898	916
Miscellaneous	181,116	50,694	53,028	53,028
Transfer from Surplus	-	1,331,472	-	-
Metered Water Sales	35,926,905	32,757,670	34,144,204	34,344,204
Other Water Sales	3,673,237	3,392,447	3,479,648	3,479,648
New Services	24,781	32,263	24,615	24,615
Turn_Ons	1,013,333	1,101,939	1,045,340	1,045,340
Miscellaneous Charges for Services	1,043	840	791	791
Parking Garage	2,880	7,310	1,440	1,440
Water Lab Fees	124,815	124,708	124,685	125,932
Non operating Revenues	925,000	-	-	-
Total Revenues	42,429,316	39,147,426	39,257,571	39,461,411
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	4,402,349	4,700,202	4,619,322	4,994,055
Employee Benefits	1,942,581	1,982,920	1,878,256	2,050,604
Purchased Professional/Technical Services	1,308,533	1,573,542	1,529,488	1,570,188
Purchased Property Services	1,720,393	1,924,109	2,082,685	2,230,925
Other Purchased Services	851,462	1,017,702	997,885	1,032,134
Supplies	5,038,482	5,419,073	5,427,425	5,357,918
Other Expenses	6,729,542	6,890,100	6,951,551	7,068,094
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	21,999,342	23,513,648	23,492,612	24,309,918
Transfers to Other Funds	13,954,848	14,799,484	14,799,484	13,658,820
Billings	(761,002)	(759,638)	(656,296)	(777,327)
Capital Outlay	321,687	1,593,932	1,476,603	2,270,000
Total Expenditures	35,514,875	39,147,426	39,112,403	39,461,411
Difference	6,914,441	-	145,168	-

Wastewater Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Federal	71,717	-	-	-
State	521	-	2,324	-
Interest on Investments	23,888	4,820	17,809	14,000
WMARSS Loan	25,409	23,891	23,891	22,313
Contributions	20,144	-	-	-
Miscellaneous	500	-	325	-
Sewer Bond Funds	20,113	-	-	-
Transfer from Surplus	-	30,987	-	640,719
Pretreatment Fees	609,260	565,968	481,674	481,674
Wastewater Service Charges	20,672,784	20,213,518	20,384,026	20,384,026
Wastewater Connections	36,990	52,921	33,076	33,076
Miscellaneous Charges for Services	730	645	647	647
Total Revenues	21,482,056	20,892,750	20,943,772	21,576,455
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,693,928	1,761,610	1,655,927	1,815,184
Employee Benefits	733,345	725,722	668,926	729,591
Purchased Professional/Technical Services	528,091	538,650	566,299	418,406
Purchased Property Services	953,659	828,767	938,521	1,008,155
Other Purchased Services	125,557	137,695	131,085	131,647
Supplies	416,492	629,553	513,422	514,745
Other Expenses	7,472,866	7,849,391	7,852,046	8,179,650
Contracts with Others	-	-	-	-
Operating Expenditures	11,923,938	12,471,388	12,326,226	12,797,378
Transfers to Other Funds	7,374,554	6,810,669	6,810,669	6,397,192
Billings	572,077	568,586	568,586	581,885
Capital Outlay	422,577	1,042,107	1,042,107	1,800,000
Total Expenditures	20,293,146	20,892,750	20,747,588	21,576,455
Difference	1,188,910	-	196,184	-

WMARSS Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Interest on Investments	14,583	7,500	11,600	9,000
Contributions	93	-	-	-
Rent from Real Estate	15,613	9,000	9,000	9,000
Sale of Other Scrap	10,514	-	14,000	14,140
Transfer from Surplus	-	185,666	-	-
Wastewater Treatment Services	5,739,780	5,982,381	5,982,381	6,318,724
WMARSS Outside Customer	346,323	259,761	388,196	388,196
Total Revenues	6,126,906	6,444,308	6,405,177	6,739,060
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,009,240	1,109,000	1,114,038	1,226,757
Employee Benefits	411,374	426,738	415,845	456,178
Purchased Professional/Technical Services	206,405	396,077	443,000	648,000
Purchased Property Services	712,954	764,009	759,625	785,632
Other Purchased Services	128,246	132,060	132,651	169,217
Supplies	2,133,746	2,534,338	2,340,985	2,629,562
Other Expenses	327,270	316,420	316,420	313,714
Contracts with Others	-	-	-	-
Operating Expenditures	4,929,235	5,678,642	5,522,564	6,229,060
Transfers to Other Funds	(35,916)	-	-	-
Billings	-	-	-	-
Capital Outlay	78,605	765,666	829,796	510,000
Total Expenditures	4,971,924	6,444,308	6,352,360	6,739,060
Difference	1,154,982	-	52,817	-



Solid Waste Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Franchise Fees	16,720	17,979	17,979	17,979
State	(8,562)	-	3,760	-
Interest on Investments	27,111	15,000	20,000	10,000
Rent from Real Estate	8,520	1,750	1,750	1,768
Sale of Other Scrap	40,537	27,270	21,888	22,107
Commission on Concessions	516	492	548	559
Miscellaneous	246,882	3,900	12,067	3,900
Transfer from Surplus	-	1,853,776	-	561,129
Miscellaneous Charges for Services	(21,011)	24,919	3,200	3,200
Solid Waste Fees_Commercial	5,381,573	5,327,938	5,400,000	5,400,000
Solid Waste Fees_Residential	6,242,902	6,216,000	6,252,000	6,252,000
Solid Waste Fees_Roll Off	849,588	856,988	672,000	672,000
Solid Waste Fees_Landfill	3,089,202	3,160,876	3,156,000	3,156,000
Solid Waste_Recycling	101,417	72,220	101,905	101,905
Total Revenues	15,975,395	17,579,108	15,663,097	16,202,547
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	2,706,515	3,079,140	2,807,469	3,156,356
Employee Benefits	1,372,429	1,517,344	1,353,173	1,524,609
Purchased Professional/Technical Services	1,372,259	1,667,124	1,624,370	1,698,458
Purchased Property Services	1,627,985	1,712,174	1,703,032	1,739,323
Other Purchased Services	134,871	135,235	128,478	144,952
Supplies	1,805,616	2,296,516	2,172,279	2,250,070
Other Expenses	2,188,912	2,674,059	2,335,171	2,479,987
Contracts with Others	30,000	39,000	39,000	39,000
Operating Expenditures	11,238,587	13,120,592	12,162,972	13,032,755
Transfers to Other Funds	1,189,802	1,194,213	1,194,213	1,184,031
Billings	301,002	303,129	303,129	310,881
Capital Outlay	3,023,375	2,961,174	4,003,558	1,674,880
Total Expenditures	15,752,766	17,579,108	17,663,872	16,202,547
Difference	222,629	-	(2,000,775)	-

Texas Ranger Hall of Fame Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Es timated 2011-12	Adopted 2012-13
Interest on Investments	401	150	406	250
Contributions	45,067	45,000	45,000	10,000
Rent from Real Estate	43,680	55,000	66,000	66,000
Miscellaneous	22,679	20,000	15,841	15,841
General Fund	666,900	624,396	624,396	776,047
Admissions	246,420	248,115	212,028	212,028
Sale of Merchandise	286,666	295,971	232,538	232,538
Total Revenues	1,311,813	1,288,632	1,196,209	1,312,704
Expenditures	Actual 2010-11	Budget 2011-12	Es timated 2011-12	Adopted 2012-13
Salaries and Wages	547,145	570,393	559,973	591,971
Employee Benefits	218,336	210,804	204,118	211,622
Purchased Professional/Technical Services	26,804	28,018	26,991	26,061
Purchased Property Services	19,818	20,785	23,720	23,878
Other Purchased Services	37,129	48,337	50,451	50,234
Supplies	104,810	111,887	107,598	107,038
Other Expenses	160,735	154,517	153,811	153,692
Contracts with Others	-	-	-	-
Operating Expenditures	1,114,777	1,144,741	1,126,662	1,164,496
Transfers to Other Funds	-	-	-	-
Billings	143,891	143,891	143,891	148,208
Capital Outlay	-	-	-	-
Total Expenditures	1,258,668	1,288,632	1,270,553	1,312,704
Difference	53,145	-	(74,344)	-



Waco Regional Airport Fund

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

Revenues	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Federal	123,301	124,077	114,144	114,144
Interest on Investments	2,016	1,100	1,574	1,000
Rent from Real Estate	2,134	2,134	-	-
Sale of Other Scrap	-	-	234	-
Commission on Concessions	173,334	153,740	180,406	182,210
Miscellaneous	2,927	3,000	3,000	3,000
Boarding Bridges	16,400	14,400	16,000	11,800
General Fund	308,452	370,573	370,573	501,711
Gas & Oil Flowage Fees	47,817	48,022	48,423	48,907
Cargo & Hanger Rentals	333,144	329,054	348,912	348,912
Arrival Area Charges	114,310	105,634	114,000	91,570
Landing Fees	43,322	44,370	43,024	35,654
Passenger Facility Charges	261,249	244,054	248,017	183,322
Concessions	97,526	103,671	82,651	84,304
Total Revenues	1,525,932	1,543,829	1,570,958	1,606,534
Expenditures	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	395,614	417,623	402,145	430,629
Employee Benefits	181,600	181,264	169,590	181,344
Purchased Professional/Technical Services	10,438	5,802	5,568	5,059
Purchased Property Services	78,144	98,280	86,741	88,011
Other Purchased Services	62,824	62,688	121,109	61,268
Supplies	193,519	207,110	185,410	184,281
Other Expenses	99,759	106,129	101,916	95,279
Contracts with Others	-	-	-	-
Operating Expenditures	1,021,898	1,078,896	1,072,479	1,045,871
Transfers to Other Funds	163,530	183,770	184,645	-
Billings	274,186	281,163	281,163	281,163
Capital Outlay	-	-	12,500	279,500
Total Expenditures	1,459,614	1,543,829	1,550,787	1,606,534
Difference	66,318	-	20,171	-

Convention Center and Visitors' Services Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Interest on Investments	116	-	25	-
Rent from Real Estate	389,654	550,000	596,750	602,718
Miscellaneous	(41)	-	25	-
General Fund	362,139	-	-	-
Catering Fees	85,868	283,000	222,571	261,573
Concessions	59,085	65,397	59,009	86,689
Sale of Merchandise	28,691	26,701	26,648	22,663
Bar Revenue	65,339	135,355	101,982	159,022
Hotel-Motel Tax	1,754,730	1,849,325	1,869,528	1,991,047
Total Revenues	2,745,581	2,909,778	2,876,538	3,123,712
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	986,083	1,128,954	1,061,438	1,179,394
Employee Benefits	445,887	482,264	440,476	484,231
Purchased Professional/Technical Services	148,952	97,950	218,953	139,368
Purchased Property Services	107,243	134,990	135,623	137,408
Other Purchased Services	438,178	504,061	501,143	508,088
Supplies	412,462	319,411	447,022	374,280
Other Expenses	116,039	92,148	166,524	150,943
Contracts with Others	117,000	150,000	150,000	150,000
Operating Expenditures	2,771,844	2,909,778	3,121,179	3,123,712
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	11,785	-	7,500	-
Total Expenditures	2,783,629	2,909,778	3,128,679	3,123,712
Difference	(38,048)	-	(252,141)	-



Cameron Park Zoo Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Contributions	5,987	8,513	2,000	2,000
Animal Adoption Fee	140	250	-	-
Sale of Other Scrap	-	-	278	-
Commission on Concessions	34,222	42,735	35,000	40,000
Miscellaneous	3,877	300	1,200	800
General Fund	1,726,725	1,400,910	1,400,910	1,553,765
Admissions	1,285,441	1,492,250	1,359,230	1,386,415
Zoo Adventure Camp	39,981	50,910	47,902	48,860
Concessions	300,589	313,868	313,887	320,165
Total Revenues	3,396,962	3,309,736	3,160,407	3,352,005
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,198,563	1,284,254	1,212,385	1,334,931
Employee Benefits	605,476	605,177	565,618	617,200
Purchased Professional/Technical Services	44,723	15,399	32,422	15,400
Purchased Property Services	422,233	469,539	467,325	468,345
Other Purchased Services	66,528	67,517	64,978	65,080
Supplies	613,404	639,766	647,660	609,948
Other Expenses	135,950	107,925	116,006	117,341
Contracts with Others	116,659	120,159	120,159	123,760
Operating Expenditures	3,203,536	3,309,736	3,226,553	3,352,005
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	26,800	-
Total Expenditures	3,203,536	3,309,736	3,253,353	3,352,005
Difference	193,426	-	(92,946)	-

Cottonwood Creek Golf Course Fund

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

Revenues	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Membership Fees	90,400	94,000	89,533	90,428
Miscellaneous	780	2,500	8,761	8,761
Rentals_Golf Clubs	3,720	3,500	3,500	3,570
General Fund	143,202	-	-	-
Other Water Sales	5,525	-	-	-
Golf Course_Range Fees	131,248	136,323	118,673	119,860
Golf Course_Cart Fees	322,476	338,347	275,790	318,948
Golf Course_Green Fees	687,402	723,915	569,010	676,862
Golf Course_Lessons	7,792	5,500	5,416	5,470
Concessions	119,582	126,836	120,519	122,929
Sale of Merchandise	450,381	432,114	330,370	439,528
Bar Revenue	96,962	97,403	86,714	105,038
Total Revenues	2,059,470	1,960,438	1,608,286	1,891,394
Expenditures	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	489,949	556,529	517,363	571,177
Employee Benefits	213,895	228,373	205,828	228,448
Purchased Professional/Technical Services	268,464	282,576	308,130	189,951
Purchased Property Services	87,591	88,230	88,894	90,355
Other Purchased Services	130,978	134,311	131,386	143,826
Supplies	213,389	221,041	232,498	217,596
Other Expenses	479,013	449,378	450,658	450,041
Contracts with Others	-	-	-	-
Operating Expenditures	1,883,279	1,960,438	1,934,757	1,891,394
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	115,992	-	313,375	-
Total Expenditures	1,999,271	1,960,438	2,248,132	1,891,394
Difference	60,199	-	(639,846)	-

Waco Transit Fund

The Waco Transit Fund provides public transit services to the residents of the City. All activities necessary to provide for the operations and maintenance of this facility are accounted for in this fund. Regularly scheduled service is provided on ten routes throughout the City, with routes serving within one-quarter of a mile more than 90% of the City's population. Waco Transit System provides citywide door-to-door van service to persons who cannot ride the regular bus due to a disability. Trolley buses provide attractive transportation to the tourist attractions in the Downtown/Brazos River area and around Baylor University. The costs to operate these services, which are not covered by fares, are split between a grant from the Federal Transit Administration of the U. S. Department of Transportation and the City. Waco Transit was selected as the non-emergency transportation provider for Transportation Service Area Eleven (11) by the Texas Department of Transportation. These services are provided to Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties.

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Federal	2,688,020	2,809,751	2,590,738	2,541,132
State	586,331	582,037	582,229	542,229
Interest on Investments	6	-	3	3
Contributions	16,515	27,348	29,076	29,076
Rent from Real Estate	19,913	19,913	19,913	20,112
Commission	10,086	9,848	10,228	10,330
Miscellaneous	498	425	478	478
Transit_Misc Revenues	136,627	173,897	222,784	227,241
Transit_TSTC Route	-	12,800	12,426	12,426
Transit_Baylor Route	591,773	595,182	577,659	577,659
Transit_Non Emergency Transportation	1,948,206	1,918,620	1,902,007	1,940,047
General Fund	-	-	-	301,253
Transit CIP	16,283	-	-	-
Bus Fares	317,031	306,673	319,615	326,007
Monthly Pass Revenue	127,900	134,752	129,383	131,971
ADA Van Revenue	68,441	73,240	74,313	75,799
ID Card Revenue	1,670	1,258	1,514	1,544
Bus Fares_Marlin Route	29,641	28,378	28,385	28,953
Bus Fares_Charter	1,046	14,474	7,025	7,025
Regional Maintenance	144,942	149,848	158,917	162,095
Total Revenues	6,704,929	6,858,444	6,666,693	6,935,380
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	2,735,400	2,790,902	2,834,116	2,883,684
Employee Benefits	640,555	678,804	661,960	680,743
Purchased Professional/Technical Services	1,166,618	1,119,072	981,630	1,002,043
Purchased Property Services	567,237	479,498	475,332	484,206
Other Purchased Services	210,651	259,417	177,130	174,121
Supplies	979,275	1,132,853	1,296,176	1,280,381
Other Expenses	325,052	397,898	397,898	430,202
Contracts with Others	-	-	-	-
Operating Expenditures	6,624,788	6,858,444	6,824,242	6,935,380
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	80,144	-	-	-
Total Expenditures	6,704,932	6,858,444	6,824,242	6,935,380
Difference	(3)	-	(157,549)	-

Risk Management Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Interest on Investments	20,084	18,500	12,010	10,000
Transfer from Surplus	-	621,800	-	557,509
Appropriations from Other Funds	2,651,153	2,717,767	2,707,832	2,921,815
Total Revenues	2,671,237	3,358,067	2,719,842	3,489,324
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	341,834	372,770	363,324	385,239
Employee Benefits	133,244	134,362	125,737	131,822
Purchased Professional/Technical Services	271,370	158,307	155,175	181,040
Purchased Property Services	1,674	4,757	1,700	1,713
Other Purchased Services	773,654	950,651	761,434	811,864
Supplies	57,281	50,389	50,801	49,345
Other Expenses	996,972	1,686,831	1,951,831	1,928,301
Contracts with Others	-	-	-	-
Operating Expenditures	2,576,029	3,358,067	3,410,002	3,489,324
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	5,185	-	-	-
Total Expenditures	2,581,214	3,358,067	3,410,002	3,489,324
Difference	90,023	-	(690,160)	-



Engineering Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Permits	30,240	31,432	20,500	20,705
Interest on Investments	451	100	699	350
Miscellaneous	6,016	4,979	4,775	4,775
Transfer from Surplus	-	35,798	-	57,466
Engineering	1,975,856	1,904,030	1,870,080	1,945,654
Total Revenues	2,012,563	1,976,339	1,896,054	2,028,950
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,059,981	1,119,126	1,080,269	1,130,121
Employee Benefits	431,117	419,939	396,919	411,684
Purchased Professional/Technical Services	70	5,000	849	-
Purchased Property Services	89,113	102,466	96,499	97,350
Other Purchased Services	62,272	68,096	59,687	63,077
Supplies	50,084	47,713	49,186	47,002
Other Expenses	187,338	178,201	178,201	222,250
Contracts with Others	-	-	-	-
Operating Expenditures	1,879,975	1,940,541	1,861,610	1,971,484
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	42,192	35,798	35,798	57,466
Total Expenditures	1,922,167	1,976,339	1,897,408	2,028,950
Difference	90,396	-	(1,354)	-

Fleet Services Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Interest on Investments	888	500	435	300
Sale of Other Scrap	5,161	2,113	3,500	3,535
Sale of Other	2,126	-	900	-
Fleet Services	1,620,020	1,514,650	1,550,665	1,605,623
Total Revenues	1,628,195	1,517,263	1,555,500	1,609,458
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	758,960	794,419	793,089	821,780
Employee Benefits	351,653	348,711	339,471	351,316
Purchased Professional/Technical Services	18,438	18,630	19,000	19,000
Purchased Property Services	47,590	55,198	64,203	54,703
Other Purchased Services	24,461	28,412	28,398	28,636
Supplies	87,220	79,268	100,375	109,721
Other Expenses	205,423	192,625	192,625	211,302
Contracts with Others	-	-	-	-
Operating Expenditures	1,493,745	1,517,263	1,537,161	1,596,458
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	67,139	-	58,000	13,000
Total Expenditures	1,560,884	1,517,263	1,595,161	1,609,458
Difference	67,311	-	(39,661)	-



Health Insurance Fund

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

Revenues	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Federal	9,171	-	-	-
Interest on Investments	19,231	10,000	11,000	8,500
Employee Health Deductions	1,676,141	1,620,000	1,686,200	2,330,447
City Health Insurance Contribution	7,836,438	7,880,750	7,950,594	8,988,924
City Retiree Contribution	391,117	390,000	329,461	324,000
City Cobra Contributions	16,152	12,958	25,152	20,000
Total Revenues	9,948,250	9,913,708	10,002,407	11,671,871
Expenditures	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	36,017	49,223	51,219	53,996
Employee Benefits	13,628	17,597	18,187	18,644
Purchased Professional/Technical Services	1,065,393	1,488,664	1,459,700	1,740,406
Purchased Property Services	-	-	5,295	6,180
Other Purchased Services	20	2,000	2,000	2,000
Supplies	-	-	2,425	5,118
Other Expenses	9,593,023	8,356,224	10,193,139	9,845,527
Contracts with Others	-	-	-	-
Operating Expenditures	10,708,081	9,913,708	11,731,965	11,671,871
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	10,708,081	9,913,708	11,731,965	11,671,871
Difference	(759,831)	-	(1,729,558)	-



CITY OF WACO

Personnel Summary

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13	Percent Change
Full Time Employees					
General Fund	901.47	901.43	900.43	903.18	0.19%
Special Revenue Funds	35.01	31.14	31.72	31.72	1.86%
Street Reconstruction Fund	32.00	30.00	30.00	30.00	0.00%
Utility Funds	192.00	191.00	191.00	198.00	3.66%
Other Enterprise Funds	218.00	217.00	215.00	216.00	-0.46%
Internal Service Funds	57.00	57.00	57.00	57.00	0.00%
Grants	79.52	78.43	75.85	73.10	-6.80%
Total Full Time Employees	1,515.00	1,506.00	1,501.00	1,509.00	0.20%
Part Time Employees (FIE's)					
General Fund	47.41	47.71	41.56	40.36	-15.41%
Special Revenue Funds	0.50	1.50	1.50	1.50	0.00%
Street Reconstruction Fund	-	-	-	-	0.00%
Utility Funds	-	-	-	-	0.00%
Other Enterprise Funds	15.77	16.02	16.02	16.02	0.00%
Internal Service Funds	-	-	-	-	0.00%
Grants	2.25	3.05	3.53	3.53	15.74%
Total Part Time Employees (FIE's)	65.93	68.28	62.61	61.41	-10.06%
Total Full Time Equivalents	1,580.93	1,574.28	1,563.61	1,570.41	-0.25%

Personnel Summary by Fund

Full Time Employees	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
General Fund				
City Manager's Office	9.00	9.00	9.00	9.00
Budget/Audit	3.00	3.00	3.00	4.00
City Secretary	6.00	6.00	6.00	6.00
Finance	15.25	15.00	15.00	15.00
Purchasing	6.00	6.00	6.00	6.00
Information Technology	15.00	15.00	15.00	15.00
Legal	11.00	11.00	11.00	11.00
Municipal Court	15.00	15.00	15.00	15.00
Planning	6.05	6.05	6.05	6.05
Human Resources	9.00	9.00	9.00	9.00
Inspections	19.30	19.30	19.30	21.05
Streets & Drainage	26.00	26.00	26.00	29.00
Traffic	26.00	26.00	22.00	22.00
Emergency Management	2.00	2.00	5.00	5.00
Fire	199.00	199.00	199.00	199.00
Police	333.72	333.72	333.72	333.72
Library Services	34.00	34.00	34.00	34.00
Municipal Information	9.00	9.00	9.00	9.00
Housing	1.15	1.36	1.36	1.36
Facilities	35.00	35.00	35.00	35.00
Parks and Recreation	121.00	121.00	121.00	118.00
	901.47	901.43	900.43	903.18
Special Revenue Funds				
Health Administration	10.00	9.00	9.00	9.00
Environmental Health	1.75	1.75	1.75	1.75
Environmental Health_OSSF	4.25	4.25	4.25	4.25
Public Health Nursing	10.87	9.00	9.58	9.58
Sexually Transmitted Diseases	5.89	4.89	4.89	4.89
HIV/AIDS	2.25	2.25	2.25	2.25
	35.01	31.14	31.72	31.72
Street Reconstruction	32.00	30.00	30.00	30.00
Utility Funds				
Water Office	23.25	23.25	24.25	24.25
Water Distribution	48.25	47.75	47.75	32.75
Water Treatment	38.25	38.25	37.25	38.25



Personnel Summary by Fund

Full Time Employees	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Utility Funds (cont)				
Utilities Laboratory	13.00	13.00	13.00	13.00
Meter Shop	-	-	-	18.00
Wastewater Collection	39.25	38.75	38.75	38.75
Environmental Services	6.00	6.00	6.00	7.00
WMARSS	24.00	24.00	24.00	26.00
	192.00	191.00	191.00	198.00
Other Enterprise Funds				
Solid Waste	102.00	102.00	100.00	101.00
Texas Ranger Hall of Fame	13.00	13.00	13.00	13.00
Waco Regional Airport	12.25	12.25	12.25	12.25
Convention Center & Visitors' Services	30.00	30.00	30.00	30.00
Cameron Park Zoo	45.75	44.75	44.75	44.75
Cottonwood Creek Golf Course	15.00	15.00	15.00	15.00
	218.00	217.00	215.00	216.00
Internal Service Funds				
Risk Management	7.00	7.00	7.00	7.00
Engineering	24.00	24.00	24.00	24.00
Fleet Services	25.00	25.00	25.00	25.00
Health Insurance Fund	1.00	1.00	1.00	1.00
	57.00	57.00	57.00	57.00
Grants				
Community Development	19.92	19.85	16.88	14.13
Housing & Urban Development (HOME)	1.38	1.49	1.46	1.46
Metropolitan Planning Org. (MPO)	2.95	2.95	2.95	2.95
State Police Grants	3.28	3.28	1.28	1.28
State Fire Grant	3.00	3.00	3.00	3.00
WIC Program	24.00	24.00	24.00	24.00
Environmental Health	7.00	7.00	7.00	7.00
Public Health Nursing	11.13	10.00	12.42	12.42
HIV/ AIDS Services	6.86	6.86	6.86	6.86
	79.52	78.43	75.85	73.10
Total Full Time Employees	1,515.00	1,506.00	1,501.00	1,509.00

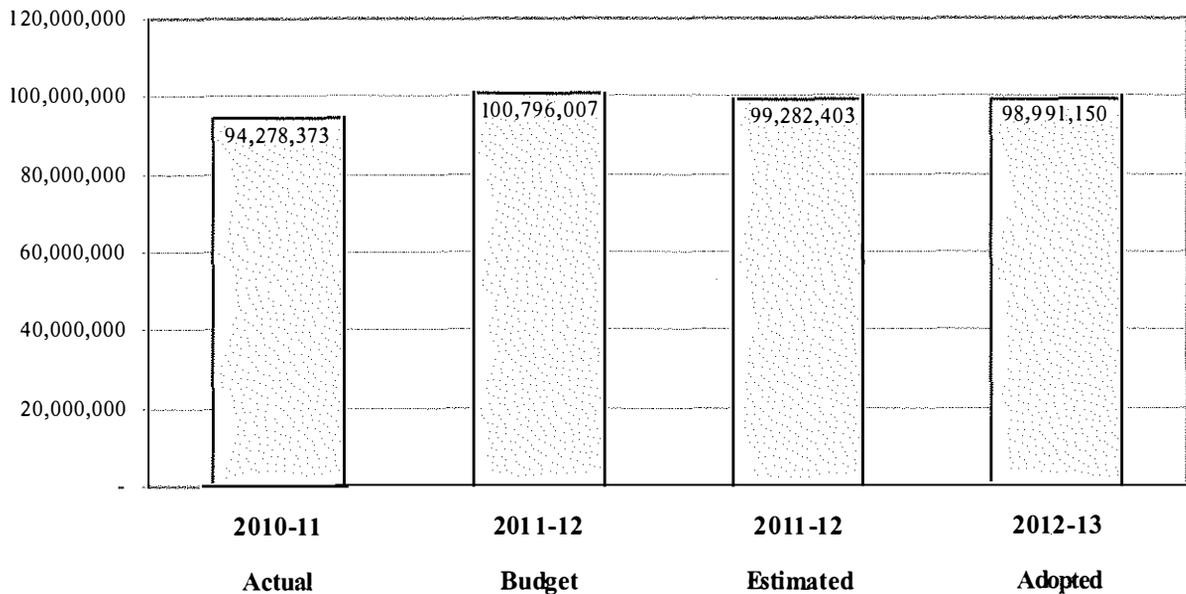
Personnel Summary by Fund

Part Time Employees (FTE's)	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
General Fund				
City Manager's Office	-	-	0.48	-
Finance	0.50	0.50	0.50	0.50
Information Technology	0.50	-	-	-
Human Resources	0.48	0.48	0.48	0.48
Emergency Management	-	-	0.50	0.50
Police	4.63	4.63	4.63	4.63
Library	10.45	10.45	10.45	10.45
Facilities	-	0.80	0.80	0.80
Parks and Recreation	30.86	30.86	23.73	23.00
	47.41	47.71	41.56	40.36
Special Revenue Funds				
Health Administration	-	0.50	0.50	0.50
Public Health Nursing	0.50	0.50	0.50	0.50
Sexually Transmitted Diseases	-	0.50	0.50	0.50
	0.50	1.50	1.50	1.50
Other Enterprise Funds				
Solid Waste	1.00	1.00	1.00	1.00
Texas Ranger Hall of Fame	2.50	2.50	2.50	2.50
Waco Regional Airport	1.52	1.52	1.52	1.52
Convention Center & Visitors' Services	4.38	3.63	3.63	3.63
Cameron Park Zoo	5.41	6.41	6.41	6.41
Cottonwood Creek Golf Course	0.96	0.96	0.96	0.96
	15.77	16.02	16.02	16.02
Grants				
Community Development	-	-	0.48	0.48
WIC Program	0.50	0.50	0.50	0.50
Environmental Health	0.50	0.50	0.50	0.50
Public Health Nursing	1.25	2.05	2.05	2.05
	2.25	3.05	3.53	3.53
Total Part Time Employees (FTE's)	65.93	68.28	62.61	61.41

General Fund

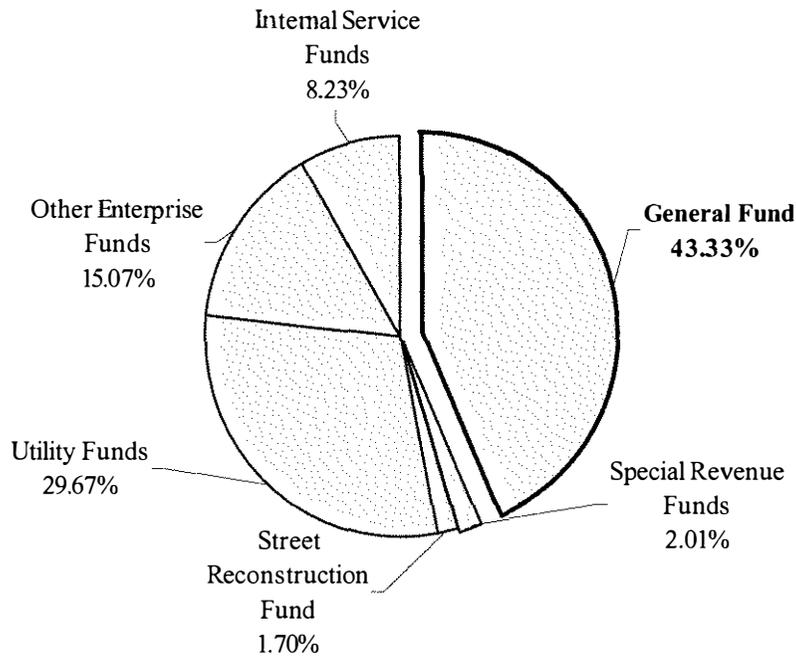
General Fund

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
City Manager's Office	3,507,070	4,119,688	4,115,852	3,279,260
City Council	107,912	146,397	144,738	122,882
Budget/Audit	356,001	359,836	358,306	435,864
City Secretary	405,877	473,267	482,017	458,339
Finance	1,275,321	1,330,704	1,250,115	1,371,351
Purchasing	412,914	419,543	413,659	446,088
Information Technology	2,345,729	2,297,683	2,322,175	2,244,418
Legal	1,201,936	1,192,312	1,155,597	1,213,984
Municipal Court	1,023,670	1,174,619	1,057,900	1,120,462
Planning	546,069	504,983	588,530	531,240
Human Resources	678,505	695,604	675,078	713,995
Inspections	1,478,100	1,505,964	1,599,565	1,774,992
Streets & Drainage	1,789,645	2,555,855	2,435,546	2,645,719
Traffic	2,989,216	3,136,845	2,821,231	2,715,517
Emergency Management	281,291	343,985	476,096	731,278
Fire	18,341,781	18,612,128	18,666,107	19,297,072
Police	29,895,330	30,190,682	30,185,214	30,413,571
Library	3,308,640	3,378,832	3,320,527	3,377,310
Municipal Information	834,908	685,327	660,044	662,624
Housing	128,659	107,729	107,729	109,950
Facilities	2,667,925	3,043,783	2,985,421	3,074,457
Parks and Recreation	9,129,426	9,363,966	9,110,860	8,953,446
Contributions	10,894,889	13,655,766	13,442,299	11,940,094
Miscellaneous	305,062	1,173,812	443,100	983,655
Employee Benefits	372,497	326,697	464,697	373,582
	94,278,373	100,796,007	99,282,403	98,991,150

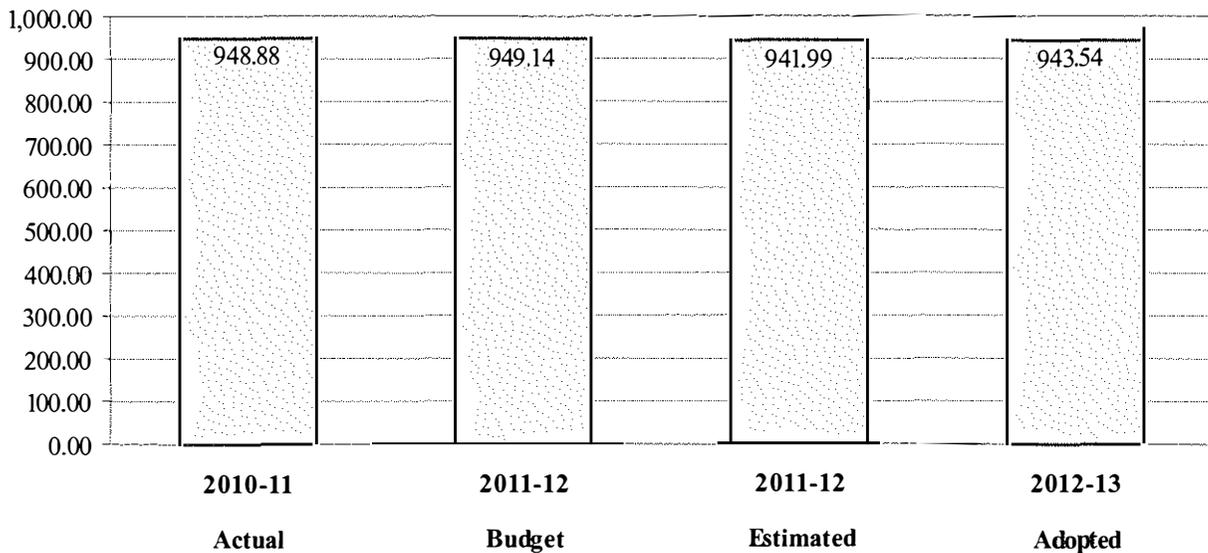


General Fund as a Percent of Total Budget

General Fund	98,991,150
Special Revenue Funds	4,590,244
Street Reconstruction Fund	3,887,027
Utility Funds	67,776,926
Other Enterprise Funds	34,424,276
Internal Service Funds	18,799,603
	\$ 228,469,226



General Fund Personnel Summary



City Manager's Office

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY 2011-12

- * Completed all but one of the 2007 Bond Election projects
- * Assisted in the creation of the Downtown Development Corporation
- * Assisted with five Economic Development Projects resulting in 606 full time jobs, 262,646 sq. ft. of real property improvement, and private investment of at least \$52,560,000
- * Assisted in the completion of numerous Downtown Development projects
- * Maintained a balanced budget
- * Completed Water Park partnership and construction
- * Completed the Texas Ranger Hall of Fame and Museum expansion
- * Implemented plan to reduce bond indebtedness over next 20 years
- * Added creative incentives and programs to improve health of City employees and dependents
- * Promoted water and waste reclamation initiatives in Solid Waste and Water Utilities
- * Developed and implemented a new Safety Training and Certification Program

Priorities for FY 2012-13

- * Support the community efforts regarding the BRIC Phase I project completion
- * Continue to support the Greater Downtown Master Plan implementation strategies
- * Obtain National Monument status for the Mammoth Site
- * Assist the redevelopment efforts relative to the Parkside area
- * Continue collaborative efforts to develop a Groundwater District Water Use Plan
- * Complete the Police Tower bond election project
- * Monitor and maintain a balanced budget
- * Continue economic development collaborative contractual initiatives with Chamber partners
- * Support and develop a regional public safety radio partnership
- * Extend the authorization TIF #1 for 20 additional years
- * Update of the City's Comprehensive Plan including a Park's Master Plan update
- * Complete and open the Cottonbelt Trail
- * Complete development of Information Technology Strategic Plan
- * Select a developer for the Brazos Commons
- * Assist in the development of the Baylor Community Events/Stadium Complex

Budget Highlights

Funding for the Economic Incentive Fund is \$1,250,000 for FY 2012-13.



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	817,157	905,147	910,283	1,019,658
Employee Benefits	270,928	272,579	266,015	304,924
Purchased Prof/Tech Services	45,250	58,695	58,695	112,000
Purchased Property Services	168	3,000	3,000	3,000
Other Purchased Services	197,198	249,450	245,031	245,102
Supplies	71,596	68,311	70,322	64,576
Other Expenses	234,768	1,312,506	1,312,506	280,000
Contracts with Others	620,005	-	-	-
Operating Expenditures	2,257,070	2,869,688	2,865,852	2,029,260
Transfers to Other Funds	1,250,000	1,250,000	1,250,000	1,250,000
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	3,507,070	4,119,688	4,115,852	3,279,260

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
City Manager	999	1.00	1.00	1.00	1.00
Deputy City Manager	999	-	-	1.00	1.00
Assistant City Manager	31	3.00	3.00	2.00	2.00
Program Administrator	27	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Clerical and Professional					
Administrative Svcs Coordinator	60	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Total Full Time		9.00	9.00	9.00	9.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (300)-PT	58	-	-	0.48	-
Total Part Time (FTE's)		-	-	0.48	-
Total Employees		9.00	9.00	9.48	9.00

City Council

Mission Statement

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

Narrative

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

Budget Highlights

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

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

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	-	-	-	-
Employee Benefits	27,399	27,649	29,347	9,378
Purchased Prof/Tech Services	18,683	15,456	15,420	15,420
Purchased Property Services	61	25,824	27,600	28,152
Other Purchased Services	35,451	43,932	42,460	42,501
Supplies	15,074	26,336	22,711	20,231
Other Expenses	(100)	7,200	7,200	7,200
Contracts with Others	11,344	-	-	-
Operating Expenditures	107,912	146,397	144,738	122,882
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	107,912	146,397	144,738	122,882

Budget/Audit

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Prepared and adopted FY 2012-13 budget
- * Completed the audit plan based on risk assessment for compliance with auditing standards

Priorities for FY 2012-13

- * Prepare and adopt the FY 2013-14 budget
- * Complete the FY 2012-13 audit plan

Budget Highlights

The budget for Budget/Audit includes an Internal Auditor position to assist with the audit function.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	257,860	262,780	262,780	321,304
Employee Benefits	85,977	81,425	78,858	95,823
Purchased Prof/Tech Services	1,128	550	550	550
Purchased Property Services	706	1,906	1,882	1,896
Other Purchased Services	7,988	10,336	11,478	13,478
Supplies	2,342	2,839	2,758	2,813
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	356,001	359,836	358,306	435,864
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	356,001	359,836	358,306	435,864

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Technical Administrator	27	2.00	2.00	2.00	2.00
Clerical and Professional					
Internal Auditor	26	-	-	-	1.00
Total Employees		3.00	3.00	3.00	4.00

City Secretary

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Coordinated and conducted the joint general election for the City of Waco and the Waco Independent School District
- * Worked with entities to reduce polling locations, approved by the U. S. Department of Justice
- * Provided training to leadership teams and departmental staff on records management
- * Assisted with redistricting
- * Worked with departmental staff on implementing procedure for maintaining Conflicts of Interest Questionnaire, CIS, and Disclosure forms

Priorities for FY 2012-13

- * Continue implementation of document imaging
- * Implementation of electronic record destruction
- * Transfer permanent microfilm to CD to optimize storage
- * Image all City of Waco facility plans and blueprints

Budget Highlights

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



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	243,732	260,693	261,593	269,633
Employee Benefits	96,310	97,701	95,383	97,011
Purchased Prof/Tech Services	18,106	69,133	81,887	49,338
Purchased Property Services	3,318	3,878	3,804	3,844
Other Purchased Services	21,170	22,666	21,242	21,275
Supplies	23,241	19,196	18,108	17,238
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	405,877	473,267	482,017	458,339
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	405,877	473,267	482,017	458,339

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
City Secretary	999	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (400)	58	3.00	3.00	3.00	3.00
Assistant City Secretary	24	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Total Employees		6.00	6.00	6.00	6.00

Finance

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2011-12

- * Completed the year-end closing process and annual audit for FY 2010-11
- * Coordinated the bond issue to refinance existing bonds to achieve present value savings over \$7 million
- * Coordinated the bond issue for Capital Improvements Program

Priorities for FY 2012-13

- * Complete the year-end closing process and annual audit for FY 2011-12
- * Coordinate the planned bond issue for Capital Improvements Program

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	846,543	878,436	840,846	939,434
Employee Benefits	310,697	301,284	278,625	301,559
Purchased Prof/Tech Services	69,332	73,424	74,062	74,212
Purchased Property Services	77	500	500	500
Other Purchased Services	16,175	24,481	23,370	23,370
Supplies	23,638	34,214	25,207	24,615
Other Expenses	8,859	18,365	7,505	7,661
Contracts with Others	-	-	-	-
Operating Expenditures	1,275,321	1,330,704	1,250,115	1,371,351
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,275,321	1,330,704	1,250,115	1,371,351

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Manager	28	1.00	1.00	1.00	1.00
Financial Supervisor	27	3.45	4.00	4.00	4.00
		5.45	6.00	6.00	6.00
Clerical and Professional					
Payroll Technician	60	2.00	2.00	2.00	2.00
Accounting Technician (400)	58	3.00	3.00	3.00	3.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	2.00	2.00	2.00	2.00
Accountant	22	0.80	-	-	-
		9.80	9.00	9.00	9.00
Total Full Time		15.25	15.00	15.00	15.00
Part Time Employees (shown as FTE's)					
Accounting Tech (300)-PT	58	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		15.75	15.50	15.50	15.50

Purchasing

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Management and participation in the P-Card program is expected to result in a significant rebate. While the exact amount for the year is not yet known, the rebate for the previous year was \$96,233
- * Assisted in investment recovery through online sales auctions for City surplus
- * Replaced twenty-eight fleet items listed on the City's approved equipment replacement list
- * Participation in various purchasing cooperatives resulted in \$16,310 in rebates
- * Worked with the I. T. Department to facilitate a City-wide cell phone and wireless device plan
- * Participated in the revision of GPP-9 (Cell Phone and Wireless Device Policy)
- * Participated in the creation and implementation of a Disclosure of Relations form
- * Provided additional training and oversight to departments regarding procurement card compliance
- * Incorporated OptiView into the Purchasing system in H.T.E., allowing vendor correspondence to be attached to requisitions and purchase orders

Priorities for FY 2012-13

- * Review annual purchases in consideration of initiating City-wide contracts on common products/services
- * Pursue the possibility of making construction drawings available electronically through the City website during the bidding process
- * Prepare a Standard Operating Procedure for the formal bid/proposal process to be utilized by Purchasing and/or other city departments
- * Incorporate revised procedures for the oversight and review of wireless usage and wireless cost

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	278,999	289,291	289,292	316,469
Employee Benefits	109,462	105,763	103,033	108,200
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	250	250	250
Other Purchased Services	15,546	13,246	12,042	12,111
Supplies	8,907	10,993	9,042	9,058
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	412,914	419,543	413,659	446,088
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	412,914	419,543	413,659	446,088

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Senior Buyer	26	2.00	2.00	2.00	2.00
Buyer	25	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
Materials Specialist	57	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		6.00	6.00	6.00	6.00

Information Technology

Mission Statement

To provide solutions, service and support to the City of Waco staff and citizens

Narrative

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

Maintain a reliable communications and computer infrastructure foundation on which to efficiently conduct city business operations today and in the future.

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

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

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

Accomplishments for FY 2011-12

- * Upgraded IBM Power System hardware and software
- * Upgraded HTE software
- * Prepared a formal Disaster Recovery Plan for the mid-range system
- * Replaced data storage for document imaging, now over 2,000,000 images
- * Replaced primary data storage
- * Implemented large file transfer solution
- * Developed Mobility Strategy
- * Implemented wireless solution for Convention Center
- * Replaced 425 computers under 3-year-refresh plan
- * Implemented video arraignments for Municipal Court Judge

Priorities for FY 2012-13

- * Develop written Policies and Procedures
- * Implement 5-year Strategic Plan
- * Replace tape backup with off-site disk backup or backup to the Cloud
- * Complete all IT phases of the Police Tower
- * Continue evaluation of the future of the City's core software

Budget Highlights

The budget for Information Technology will maintain current operations with no new addition in personnel or equipment. However, a Computer Analyst is budgeted in Solid Waste. The Mobility Strategy is planned for implementation in the coming year.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	787,848	801,322	799,698	842,825
Employee Benefits	299,746	284,257	274,846	283,271
Purchased Prof/Tech Services	45,336	45,000	82,535	78,280
Purchased Property Services	452,728	568,843	531,871	530,025
Other Purchased Services	405,361	452,475	390,589	413,716
Supplies	131,352	64,827	119,692	46,363
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,122,371	2,216,724	2,199,231	2,194,480
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	223,358	80,959	122,944	49,938
Total Expenditures	2,345,729	2,297,683	2,322,175	2,244,418

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Technical Administrator	27	2.00	2.00	2.00	2.00
Systems Analyst	26	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Clerical and Professional					
Computer Support Technician	61	3.00	3.00	3.00	3.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	6.00	6.00	6.00	6.00
		10.00	10.00	10.00	10.00
Total Full Time		15.00	15.00	15.00	15.00
Part Time Employees (shown as FTE's)					
Computer Operator-PT	52	0.50	-	-	-
Total Part Time(FTE's)		0.50	-	-	-
Total Employees		15.50	15.00	15.00	15.00

Legal

Mission Statement

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

Narrative

The City Attorney's Office provides legal assistance and advice to the Waco City Council, City Boards, Commissions, City Management and employees in a professional and timely manner. The office represents or supervises the representation of the City of Waco in all legal matters. The office is responsible for the review and/or drafting of resolutions, ordinances, contracts, agreements, deeds and other legal documents in which the City has an interest. The office also prosecutes violations of City of Waco ordinances and Class C misdemeanors in the Waco Municipal Court. The City of Waco's real excess property inventory is managed by the Property Manager as part of the City Attorney's Office including securing, maintaining, marketing and selling of these properties.

Accomplishments for FY 2011-12

- * Drafted or reviewed hundreds of contracts, resolutions and ordinances for Council approval
- * Presented a legislative and case law update to Waco Police Department personnel
- * Presented a case law update to Code Enforcement personnel
- * Sold 39 tax foreclosed or city-owned properties in support of the City's goal of reducing the number of idle properties held and maintained by the City
- * Revised Purchasing Policy to reflect changes in State law.

Priorities for FY 2012-13

- * Provide assistance to the new city attorney to assure an orderly and successful transition
- * Focus on providing necessary legal services to assist the City Council and City management in achieving their goals
- * Review of proposed legislative bills for the next state legislative session
- * Continue to represent the officials and employees of the City with competence and integrity

Budget Highlights

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

Outside legal services are included in the following budgets:

Water	\$375,000
Risk Management	\$400,000
Solid Waste	\$10,000



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	815,343	832,169	804,862	858,157
Employee Benefits	280,083	266,076	252,738	257,304
Purchased Prof/Tech Services	47,312	35,292	34,000	34,130
Purchased Property Services	-	290	290	290
Other Purchased Services	30,279	26,637	30,692	30,015
Supplies	28,919	31,848	33,015	34,088
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	1,201,936	1,192,312	1,155,597	1,213,984
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,201,936	1,192,312	1,155,597	1,213,984

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
City Attorney	999	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Legal Secretary	59	3.00	3.00	3.00	3.00
Assistant City Attorney	27	6.00	6.00	6.00	6.00
Property Manager	26	1.00	1.00	1.00	1.00
		10.00	10.00	10.00	10.00
Total Employees		11.00	11.00	11.00	11.00

Municipal Court

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY 2011-12

- * Completion of a Post-Implementation Collection Rate Review of the Court's Collection Program by the Office of Court Administration
- * Sent approximately \$9,000,000 of accounts receivable to McCreary, Veselka, Bragg & Allen, P.C. (MVBA), the court's collection agency; this is all eligible delinquent accounts sixty-one (61) days past due
- * Sent approximately 5,500 defendants' denial of driver's license renewal to the Texas Department of Public Safety Failure to Appear Program due to Warrant status
- * Participated in the Texas State-Wide Warrant Round-Up with aggressive advertisement through billboards, radio advertisements, news media, court website, large community employers, apartment complexes, etc
- * Partnered with Waco Police Department to conduct additional City-Wide Warrant Round-Ups
- * Implementation of Video Arraignments within the Municipal Court and the McLennan County Correctional Facility for persons incarcerated with Municipal Court Warrants
- * Hosted the Texas Court Clerk Association 2011 Annual Conference with much success and with a high attendee rating
- * Met the goal of staying within budgeted operational expenditures

Priorities for FY 2012-13

- * Meet the projected revenues and budgeted expenditures
- * Adhere to requirements of Senate Bill 1863
- * Continue with Court Collection Training through the Office of Court Administration to evaluate and increase collection efforts by Municipal Court staff
- * Participate in the Texas State-Wide Warrant Round-Up and continue with additional City-Wide Warrant Round-Ups
- * Develop a City Marshal/Bailiff Division within the Municipal Court

Budget Highlights

The budget for Municipal Court will maintain current operations. The Marshal/Bailiff position is funded from the Court Security Fund.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	638,689	701,154	684,150	730,838
Employee Benefits	247,399	254,623	240,961	252,743
Purchased Prof/Tech Services	17,079	79,300	19,900	19,900
Purchased Property Services	1,010	1,800	1,300	1,300
Other Purchased Services	23,928	20,397	18,975	22,020
Supplies	85,069	103,061	84,754	85,644
Other Expenses	10,496	14,284	7,860	8,017
Contracts with Others	-	-	-	-
Operating Expenditures	1,023,670	1,174,619	1,057,900	1,120,462
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,023,670	1,174,619	1,057,900	1,120,462

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Court Judge	999	1.00	1.00	1.00	1.00
Technical Administrator	27	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Customer Service Rep (400)	58	10.00	10.00	10.00	10.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		11.00	11.00	11.00	11.00
Labor Operations					
Marshal/Bailiff	59	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		15.00	15.00	15.00	15.00

Planning

Mission Statement

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

Narrative

Planning Services supports the efforts of the City Council, Plan Commission, Historic Landmark Preservation Commission and Board of Adjustment to ensure the orderly, safe, and responsible development of Waco. Planning Services is responsible for administering the zoning & subdivision ordinances. The department processes zone changes, special permits, subdivision plats, variance requests, annexations, encroachment agreements, street name changes, abandonments, historic landmark designations and incentives and participates in the plan review process. Planning Services also provides support for long range planning efforts such as the comprehensive plan. The department serves as the point of contact with the US Census Bureau and houses the Metropolitan Planning Organization. Finally, Planning Services provides information to both internal & external customers such as demographics, maps, addresses, studies, plans and other relevant planning data.

Accomplishments for FY 2011-12

- * Participated in or facilitated several implementation strategies from the Imagine Waco, A Plan for Greater Downtown including creation of a farmer's market ordinance, street furnishing and projecting sign ordinance, trail marking and way finding sign plan and bike lanes on 4th and 5th Streets
- * Participated in the creation of a National Register Historic District that was approved by the National Park Service in early 2012

Priorities for FY 2012-13

- * Update the City of Waco's Comprehensive Plan
- * Further implementation of the Imagine Waco, A Plan for Greater Downtown
- * Review and updates the subdivision ordinance, landscaping ordinance and thoroughfare plan

Budget Highlights

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

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



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	336,524	295,282	367,146	320,258
Employee Benefits	122,242	110,331	120,640	109,891
Purchased Prof/Tech Services	1,408	-	-	-
Purchased Property Services	58,371	65,235	66,188	66,194
Other Purchased Services	10,740	15,590	15,612	15,703
Supplies	16,784	18,545	18,944	19,194
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	546,069	504,983	588,530	531,240
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	546,069	504,983	588,530	531,240

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Staff Assistant	58	1.10	1.10	1.10	1.10
Senior Planner	26	1.00	1.00	1.00	1.00
Planner (300)	25	1.75	1.75	1.75	1.75
Planner (400)	25	1.20	1.20	1.20	1.20
		5.05	5.05	5.05	5.05
Total Employees		6.05	6.05	6.05	6.05

Human Resources

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Moved into newly renovated Human Resource Department Offices at City Hall
- * Worked with Risk Management to initiate the Safety Certification training program for City supervisors
- * Implemented the ADAAA Reasonable Accommodation interactive process to comply with federal guidelines
- * Coordinated Employee Appreciation Day festivities with Budget Office and employee committee
- * Worked with Facilities to develop, equip and formally open the City's new fitness room enabling employees to work-out and focus on personal fitness
- * Administered fourth year of Weight Watchers program at work for employees
- * Coordinated open enrollment and the fifth year of employee wellness screenings
- * Assisted with selection process for the City Attorney, Health Director and Planning Director
- * Conducted health insurance and benefits training for all City supervisors in an effort to provide information and educate regarding key issues
- * Conducted annual health insurance and benefits survey among Waco's peer cities
- * Implemented new program involving healthcare consumer tools/support to assist employees in finding options for lower cost health care
- * Implemented new treatment option for employees interested in a lower cost alternative treatment for musculoskeletal-related pain

Priorities for FY 2012-13

- * Coordinate additional training opportunities for City Leadership Group
- * Coordinate employee training on customer service and supervisory training on select policies and the City hiring process
- * Continue to support wellness initiatives and develop programs to increase employee participation
- * Implement expansion of background check program to include annual checks for all employees
- * Evaluate City Temp Pool and develop standards for use of external temporary labor services
- * Implement on-line applicant tracking system
- * Finalize and distribute employee handbook

Budget Highlights

The budget for Human Resources will maintain current operations with no new additions in personnel or equipment. The budget for the coming year includes funding to expand background checks.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	451,822	471,393	461,649	485,939
Employee Benefits	169,451	164,129	155,639	161,389
Purchased Prof/Tech Services	3,633	4,490	4,000	12,663
Purchased Property Services	2,013	1,580	2,049	2,090
Other Purchased Services	31,114	39,076	38,998	39,060
Supplies	20,472	14,936	12,743	12,854
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	678,505	695,604	675,078	713,995
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	678,505	695,604	675,078	713,995

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Manager	28	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Benefits Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	4.00	4.00	4.00	4.00
Personnel Generalist	24	1.00	1.00	1.00	1.00
		6.00	6.00	6.00	6.00
Total Full Time		9.00	9.00	9.00	9.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (400)-PT	58	0.48	0.48	0.48	0.48
Total Part Time (FTE's)		0.48	0.48	0.48	0.48
Total Employees		9.48	9.48	9.48	9.48

Inspections

Mission Statement

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

Narrative

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

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

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

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

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

Accomplishments for FY 2011-12

- * Implemented a new inspection software program
- * Implemented a department reorganization to have an overall reduction in staff and prepare for future development growth
- * Implemented a plan to mow and maintain city owned property

Priorities for FY 2012-13

- * Begin review for the adoption of the 2012 International Codes and the 2011 National Electrical Code (NEC)

Budget Highlights

The budget for Inspections will maintain current operations with no new additions in personnel or equipment. \$100,000 was added to this budget to cover the cost of mowing city owned lots. Building and related permits are budgeted at \$679,709 for FY 2012-13.

Code Enforcement is partially funded through Community Development Block Grant funds in the amount of \$363,070 for FY 2012-13. In addition to the 21.05 full-time equivalents (FTEs) shown here, there are 7.95 FTEs budgeted in Community Development Code Enforcement.



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	845,159	824,694	822,922	953,540
Employee Benefits	350,324	323,898	315,155	357,245
Purchased Prof/Tech Services	61,603	94,400	202,426	190,000
Purchased Property Services	86,774	100,081	106,755	126,924
Other Purchased Services	53,997	68,521	53,820	62,590
Supplies	75,431	89,533	93,679	80,238
Other Expenses	4,812	4,837	4,808	4,455
Contracts with Others	-	-	-	-
Operating Expenditures	1,478,100	1,505,964	1,599,565	1,774,992
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,478,100	1,505,964	1,599,565	1,774,992

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Municipal Services Director	30	0.64	0.64	0.64	0.64
Inspection Supervisor	24	1.26	1.26	1.26	1.28
Field Supervisor	22	0.22	0.22	0.22	0.24
		2.12	2.12	2.12	2.16
Clerical and Professional					
Customer Service Rep (400)	58	4.08	4.08	4.08	4.08
Program Supervisor	24	1.00	1.00	1.00	1.00
		5.08	5.08	5.08	5.08
Labor Operations					
Plans Examiner	62	2.00	2.00	2.00	2.00
Inspector	60	10.10	10.10	10.10	11.81
		12.10	12.10	12.10	13.81
Total Employees		19.30	19.30	19.30	21.05

Streets and Drainage

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY 2011-12

- * Maintained 2.91 miles of gravel streets, alleys and lift stations through May
- * Inspected, cleaned and sprayed 937,898 feet of curb & gutter through May
- * Cleaned, inspected and repaired 137,426 feet of drainage channels and pipe through May
- * Performed in-house sweeping of 4,843.74 curb miles through May
- * Continued to make modifications to the existing Police firing range berm by installing gabions and hauling field sand
- * Completed the inventory and inspection of all lined creek channels

Priorities for FY 2012-13

- * Insure acceptably clean, paved streets and downtown alleys through our streets sweeping program in-house
- * To prevent the accelerated deterioration of asphalt streets, while protecting them from sedimentation and / or the plugging of drainage systems, all sweepable residential streets will be swept once every 10.4 weeks, arterials every other week and the PID is swept once a week
- * Upgrade guardrail and end of road barricades inventory
- * Work on repairs of lined creeks found during 2012 inventory
- * Increase the production of base failures and surface repairs by use of the additional crews budgeted below

Budget Highlights

The budget for Streets and Drainage includes the addition of three (3) Equipment Operators for base failure maintenance. This crew will be funded through billings to Water and Wastewater. Streets and Drainage also bills Utilities for a portion of utility cut costs. Included in the Street budget for 2012-13 is \$1,000,000 for CIP projects designated to be funded by cash.

The Street Department won the TPWA award for Police firing range expansion for the in-house project of the year for structures.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	717,053	746,194	719,972	846,897
Employee Benefits	361,523	358,779	337,397	402,430
Purchased Prof/Tech Services	301,451	68,000	7,850	7,500
Purchased Property Services	505,070	553,978	542,441	593,053
Other Purchased Services	56,496	73,520	75,172	86,953
Supplies	238,685	327,684	317,103	303,217
Other Expenses	(1,877)	360,000	360,000	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,178,401	2,488,155	2,359,935	2,240,050
Transfers to Other Funds	-	-	-	-
Billings	(424,934)	(432,300)	(432,089)	(594,331)
Capital Outlay	36,178	500,000	507,700	1,000,000
Total Expenditures	1,789,645	2,555,855	2,435,546	2,645,719

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (300)	58	3.00	3.00	3.00	3.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Labor Operations					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	12.00	12.00	12.00	15.00
Equipment Operator (400)	57	4.00	4.00	4.00	4.00
Service Provider	54	2.00	2.00	2.00	2.00
		20.00	20.00	20.00	23.00
Total Employees		26.00	26.00	26.00	29.00

Traffic

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Applied 55 miles of long line pavement markings, 10,800 square feet of stop bars and crosswalks, installed 2,803 signs, and performed street closures for 28 special events and city projects while providing barricades to an additional 29 special events
- * Designed and bid signal upgrades for two intersections to be reconstructed in fall 2012
- * Designed and installed Bike Lanes and Bike Boxes on 4th & 5th Streets Phase 2 connecting downtown with the Baylor Campus. Phase 2 was comprised of the connections from northbound IH-35 frontage road to Dutton
- * Constructed one pedestrian hybrid traffic signal at the intersection of New Road/Garden Drive and Old Robinson Road
- * Collected and evaluated traffic data, completed new signal timing plans and implemented changes for Hewitt Drive and Imperial corridors
- * Completed retrofit for 2,522 city-owned streetlights (Traffic, Parks, and Facilities) to LED with a projected reduction in electrical usage for these lights of 45% to 80% depending on the type of light fixture used

Priorities for FY 2012-13

- * Provide electricity for 2,197 streetlights, 189 traffic signals, 65 warning flashers, and 35 school flashers
- * Upgrade at least one signal with the greatest priority need
- * Data collection and retiming of at least one arterial signal system in greatest need

Budget Highlights

The budget for Traffic will maintain current operations. The signal/controller replacement program will be \$170,000 for 2012-13. The Radio Shop was transferred to Emergency Management during FY 2011-12.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	913,645	901,761	760,555	762,302
Employee Benefits	400,245	383,509	318,969	319,302
Purchased Prof/Tech Services	5,037	-	-	-
Purchased Property Services	600,123	553,502	537,787	538,853
Other Purchased Services	37,182	37,202	33,825	29,553
Supplies	897,192	1,013,060	907,284	895,507
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,853,424	2,889,034	2,558,420	2,545,517
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	135,792	247,811	262,811	170,000
Total Expenditures	2,989,216	3,136,845	2,821,231	2,715,517

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	2.00	2.00	-	-
Technical Supervisor	24	-	-	1.00	1.00
		3.00	3.00	2.00	2.00
Clerical and Professional					
Traffic Analyst (300)	59	3.00	3.00	3.00	3.00
Customer Service Rep (300)	58	1.00	1.00	-	-
Engineer in Training	25	1.00	1.00	1.00	1.00
		5.00	5.00	4.00	4.00
Labor Operations					
Technical Coordinator	61	2.00	2.00	1.00	1.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Electronic Systems Technician	58	8.00	8.00	6.00	6.00
Sr. Electronic Systems Technician	58	-	-	1.00	1.00
Equipment Operator (400)	57	2.00	2.00	2.00	2.00
Traffic Control Technician	54	5.00	5.00	5.00	5.00
		18.00	18.00	16.00	16.00
Total Employees		26.00	26.00	22.00	22.00

Emergency Management

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Trained citizens in Emergency Preparedness through our Community Emergency Response Team (CERT) training program
- * Conducted three (3) exercises
- * Added a part time secretary
- * Applied for and received \$122,063 in grants for police, fire, public health and emergency management
- * Provided training to first responders in the National Incident Management System
- * Provided training for city, county and regional partners in the Disaster Management software program (WebEOC)
- * Purchased six repeaters and the core for the radio system upgrade project
- * Worked with the police department to purchase the new dispatch center radio equipment

Priorities for FY 2012-13

- * Provide training for city employees that are involved in the emergency management process
- * Provide two Community Emergency Response Team trainings (CERT)
- * Engage local industries in preparedness
- * Apply for grants for equipment and training that would assist the City and County
- * Update annexes to the Waco-McLennan County Emergency Management Plan
- * Expand the Community Emergency Response Team through youth initiatives, classes and trainings
- * Strengthen relationships with Baylor and MCC in development of their emergency management plans and assist them with various planned events
- * Update the threat and hazard identification and risk assessment for the City and County
- * Perform exercises that comply with state and federal guidelines
- * Coordinate with surrounding cities and the County to develop a county radio system that would include a fee structure and shared cost of the system as well as developing an interoperability plan for the County
- * Continue the build-out of the 800 MHz simulcast radio system
- * Consolidate the new dispatch center radio components into the Radio Operations budget and maintenance schedule

Budget Highlights

The Office of Emergency Management is funded equally by the City of Waco and McLennan County. It also receives FEMA funding through the State. Radio Operations, which was previously housed in Traffic, was transferred to Emergency Management during FY 2011-12.

The budget for the OEM will maintain current operations with no new additions in personnel or services planned for the coming year. The radio operations budget does include \$130,000 to relocate the Dispatch Microwave to the Police tower.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	112,862	127,136	189,633	250,505
Employee Benefits	40,015	42,390	67,891	90,262
Purchased Prof/Tech Services	(521)	12,950	12,950	17,660
Purchased Property Services	7,335	35,741	58,820	205,427
Other Purchased Services	8,318	10,353	16,808	24,421
Supplies	24,069	14,024	28,603	27,849
Other Expenses	89,213	101,391	101,391	115,154
Contracts with Others	-	-	-	-
Operating Expenditures	281,291	343,985	476,096	731,278
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	281,291	343,985	476,096	731,278

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Supervisor	25	-	-	1.00	1.00
		1.00	1.00	2.00	2.00
Clerical and Professional					
Program Coordinator	24	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Electronic Systems Technician	58	-	-	2.00	2.00
		-	-	2.00	2.00
Total Full Time		2.00	2.00	5.00	5.00
Part Time Employees (shown as FTE's)					
Secretary-PT	57	-	-	0.50	0.50
Total Part Time (FTE's)		-	-	0.50	0.50
Total Employees		2.00	2.00	5.50	5.50

Fire

Mission Statement

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

Narrative

The Fire Department is an essential core service for public safety. The Fire Department is divided into 6 divisions which are made up of Emergency Operations, Fire Prevention and Life Safety (better known as the Fire Marshal's Office), Communication, Training, Fire Maintenance, and Fire Administration. The Fire Department also coordinates with the Waco-McLennan County Office of Emergency Management for Emergency/Disaster Preparedness & Management of incidents that can have an impact on the City's safety. The fire department has personnel and equipment located in 13 fire stations strategically located throughout the city to allow quick response for all emergencies.

The Fire Department responded to 9,214 emergency incidents for the 2011 calendar year. The Fire Department provides protection for all hazards which include: fire protection; basic life support for medical emergencies; all rescue operations which include confined space, extrications, swift water rescue, and vertical rescues. Some other services provided are fire investigations; fire/safety technical inspections; plan reviews; fire/safety education; pre-fire planning; and regional hazardous materials responses. Waco Fire Department will continue its EMS First Responder partnership by contract with East Texas Medical Center (ETMC) at no cost to the City of Waco for advanced life support and ambulance transportation. The Fire Department has written mutual aid agreements for fire and rescue services with 6 other cities which include, Bellmead, Beverly Hills, Hewitt, Lacy Lakeview, Robinson, and Woodway. The Fire Department also has a mutual aid agreement with Texas State Technical College (TSTC) for Air Rescue Firefighting (ARFF).

The Fire Department has certain firefighters who are trained as technicians to inspect and repair any Self Contained Breathing Apparatus (SCBA). Also, the firefighters test and repair all fire hoses. These two operations that are performed internally save the city money by not out-sourcing this service. The Fire Department has its own Fire Maintenance division in which they repair and maintain all its apparatuses, vehicles, and powered equipment. They keep all the apparatuses, vehicles, and equipment in working order and ready for deployment for emergencies. The Fire Marshal's office has certified fire investigators and inspectors who are trained as peace officers. These officers will investigate any fire related crimes and make arrest upon solving these crimes.

Accomplishments for FY 2011-12

- * Completed a five year strategic plan for Waco Fire Department
- * Performed 4,344 pre-fire plans
- * Performed 2,147 technical inspections
- * Inspected and flowed 5,185 hydrants
- * Investigated 173 fires
- * Added 2 customer service representatives in dispatch
- * Purchased a new 100 ft aerial platform Pierce truck to replace a 1979 100-ft aerial Mack truck
- * Purchased Swift Water Equipment by grants provided from Heart of Texas Council of Governments (HOTCOG)

Priorities for FY 2012-13

- * Relocate and construct Fire Station 7
- * Relocate Fire Maintenance facility
- * Update 5 yr strategic plan
- * Enhance continuing education training at the stations via internet

Budget Highlights

The budget for Fire includes a one time \$30,000 increase for the purchase of some needed equipment. Fire inspection fees will increase in a few categories beginning in October and the East Texas Medical Center contract was extended for 5 years for ambulance service at no cost to the City of Waco. The budget maintains current operational levels.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	12,438,258	12,888,119	12,974,752	13,512,543
Employee Benefits	4,664,168	4,492,879	4,386,362	4,467,146
Purchased Prof/Tech Services	41,063	58,077	56,909	145,304
Purchased Property Services	266,304	285,552	273,674	279,315
Other Purchased Services	231,511	232,248	250,568	251,986
Supplies	599,431	655,253	680,469	640,778
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	18,240,735	18,612,128	18,622,734	19,297,072
Transfers to Other Funds	93,720	-	43,373	-
Billings	-	-	-	-
Capital Outlay	7,326	-	-	-
Total Expenditures	18,341,781	18,612,128	18,666,107	19,297,072

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	3.00	3.00	3.00	3.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Labor Operations					
Fire Captain_Training	813	1.00	1.00	1.00	1.00
Fire Captain_Prevention	813	1.00	1.00	1.00	1.00
Fire Lieutenant_Prevention	812	3.00	3.00	3.00	3.00
Deputy Fire Chief	811	1.00	1.00	1.00	1.00
Assistant Fire Chief	808	3.00	3.00	3.00	3.00
Fire Training Officer	807	1.00	1.00	1.00	1.00
Fire Marshal	806	1.00	1.00	1.00	1.00
Fire Captain_Suppression	805	13.00	13.00	13.00	13.00
FireLieutenant_Alarm Office	804	5.00	5.00	5.00	5.00
FireLieutenant	804	35.00	35.00	35.00	35.00
Fire Prevention Specialist	803	1.00	1.00	1.00	1.00
Fire Equipment Engineer	802	48.00	48.00	48.00	48.00
Firefighter	801	78.00	78.00	78.00	78.00
		191.00	191.00	191.00	191.00
Labor Maintenance					
Fire Mechanic	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		199.00	199.00	199.00	199.00

Police

Mission Statement

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

Vision Statement

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

Purpose:

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

WPD Motto:

Committed to our Community

Narrative

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

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

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

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

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

The Special Crimes Unit investigates violent crimes within the City. The unit also works closely with the Victim Services Unit and the Advocacy Center to provide resources for victims of violent crimes. Special Crimes has also formed a partnership with Adult Probation and State Parole to identify, locate and monitor adult sex offenders living in our community. In addition, the unit has trained a group of citizens to periodically assist with searches for evidence and /or missing persons in large-scale areas. The Victim Services Unit provides immediate intervention at crime scenes as well as follow-up services for the victims. The unit also assists the police by taking over the responsibility of meeting the many law enforcement related needs of the victims thereby freeing up police officers to respond to other calls.

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

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



Police (cont.)

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

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

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

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

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

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

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

The Crime Scene Unit provides forensic support to police investigations.

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

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

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

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

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

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

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

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

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

Police (cont.)

Accomplishments for FY 2011-12

- * **The S.A.F.E. Unit** continued to build on the success of the Crime Free Multi Housing Program, resulting in the following crime reduction in 4,005 certified housing units:
41% reduction in calls for police services
49% reduction in reported crime
73% reduction in arrests at these locations
- * The **Community Outreach Unit** held over 200 educational programs educating over 10,000 people. The unit held three volunteer academies, planned the 2012 Citizens Police Academy Alumni Association conference, and sponsored various programs.
- * At the 23rd Annual Texas Crime Stopper Conference, the Waco Crime Stoppers were awarded from the Office of the Governor the following awards:
Television Competition Best Special Production/Public Service Announcement
Productivity Award Greatest Dollar Recovery Population 200,001 – 250,000
- * The **Street Crimes Unit** made dozens of arrests in high crime areas during the year. Their ongoing efforts are making a difference in reducing visible drug dealing in Waco.
- * Participated in the “Click It or Ticket” program for increased focus on seat belt enforcement. The program is funded by TXDot and resulted 144.25 hours of additional enforcement during the year. In addition, the program resulted in 468 additional citations being issued.
- * Worked with local scrap dealers and assisted in updating the City’s Scrap Metal Ordinance, resulting in improved tracking and identification procedures for scrap resale.

Priorities for FY 2012-13

- * Reduce traffic fatalities through increased traffic enforcement.
- * Reduce drug related crime through targeted patrol of open air drug markets and high crime areas.
- * Increase public knowledge of victim services through public education and recruitment of new volunteers.
- * Reduce domestic violence by maintaining partnerships with the Family Abuse Center, the Family Violence Task Force and educating citizens about these crimes.
- * Be a voice for children and protect their innocence through aggressive investigation and enforcement of child protection laws.
- * Reduce violent crimes by working closely with other entities and through aggressive investigation.
- * Continue proactive efforts to reduce crime, enforce traffic laws, improve traffic safety and reduce crashes.

Budget Highlights

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

Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	19,192,824	19,457,835	19,116,529	20,004,940
Employee Benefits	7,324,016	6,995,629	6,652,167	6,874,249
Purchased Prof/Tech Services	257,789	214,756	271,592	281,148
Purchased Property Services	819,738	873,785	881,369	882,180
Other Purchased Services	804,971	937,992	771,424	789,935
Supplies	1,284,683	1,551,585	1,782,648	1,516,856
Other Expenses	581	510	725	740
Contracts with Others	56,229	-	-	-
Operating Expenditures	29,740,831	30,032,092	29,476,454	30,350,048
Transfers to Other Funds	63,798	158,590	137,590	63,523
Billings	-	-	-	-
Capital Outlay	90,701	-	571,170	-
Total Expenditures	29,895,330	30,190,682	30,185,214	30,413,571



Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Records Supervisor	59	8.00	8.00	8.00	8.00
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Administrator	27	3.00	3.00	3.00	3.00
		12.00	12.00	12.00	12.00
Clerical and Professional					
Computer Support Technician	61	1.00	1.00	1.00	1.00
Crisis Team Counselor	60	1.00	1.00	1.00	1.00
Dispatch Supervisor	60	5.00	5.00	5.00	5.00
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Crime Scene Technician	59	6.00	6.00	7.00	7.00
Accounting Technician (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	19.00	19.00	19.00	19.00
Dispatcher	58	23.00	23.00	23.00	23.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Property Technician	57	3.00	3.00	2.00	2.00
Secretary (300)	57	6.00	6.00	6.00	6.00
Secretary (400)	57	1.00	1.00	1.00	1.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Health Services Coordinator	25	1.00	1.00	1.00	1.00
Planner (300)	25	2.00	2.00	2.00	2.00
Crime Prevention Specialist	24	1.00	1.00	1.00	1.00
		73.00	73.00	73.00	73.00
Labor Operations					
Assistant Police Chief	904	3.00	3.00	3.00	3.00
Police Commander	903	10.00	10.00	10.00	10.00
Police Sergeant	902	36.00	36.00	36.00	36.00
Police Officer	901	194.72	194.72	194.72	194.72
		243.72	243.72	243.72	243.72
Labor Maintenance					
Animal Control Officer	57	4.00	4.00	4.00	4.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Total Full Time		333.72	333.72	333.72	333.72
Part Time Employees (shown as FTE's)					
Customer Service Rep (400)-PT	58	1.50	1.50	1.50	1.50
Dispatcher-PT	58	3.13	3.13	3.13	3.13
Total Part Time (FTE's)		4.63	4.63	4.63	4.63
Total Employees		338.35	338.35	338.35	338.35

Library

Mission Statement

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

Narrative

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

The library system owns over 300,000 adult, teen and children's items in a variety of formats including Books, Large Print Books, Periodicals, Audio Books, CDs, and DVDs. Also available are 31,395 e-Books and 4,800 downloadable audio books through the library's website, www.wacolibrary.org. The Library's website provides access to a growing collection of virtual resources including online reference materials, research and homework databases and digitized materials.

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

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

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

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

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

The West Waco Library & Genealogy Center is the busiest branch library. The 32,000 square foot building, includes a large children's area, the Genealogy collection, a meeting room, a storytime room and multiple study rooms.

Accomplishments for FY 2011-12

- * Renovation of the Central Library substantially complete
- * Added additional e-book and e-audiobook content
- * Implemented Smartphone App and Text-a-Librarian service
- * Offered STEM (Science Technology, Math and Engineering) themed summer reading program for children & teens
- * Marketed Library Services and Resources

Priorities for FY 2012-13

- * Move back into and re-open Central Library
- * Plan for Renovation of the East Waco Library

Budget Highlights

The budget for Library will maintain current operations with no other additions in personnel or equipment. The renovated Central Library will open during FY 2012-13.

McLennan County funds one-sixth of the library budget.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,671,418	1,724,058	1,665,116	1,711,533
Employee Benefits	634,987	617,817	578,749	593,290
Purchased Prof/Tech Services	94,637	85,250	86,760	98,041
Purchased Property Services	76,327	96,365	97,252	99,751
Other Purchased Services	162,091	174,261	210,803	182,156
Supplies	524,507	536,070	537,023	543,378
Other Expenses	562	900	713	727
Contracts with Others	-	-	-	-
Operating Expenditures	3,164,529	3,234,721	3,176,416	3,228,876
Transfers to Other Funds	-	-	-	-
Billings	144,111	144,111	144,111	148,434
Capital Outlay	-	-	-	-
Total Expenditures	3,308,640	3,378,832	3,320,527	3,377,310

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Librarian (400)	24	7.00	7.00	7.00	7.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		10.00	10.00	10.00	10.00
Clerical and Professional					
Accounting Technician (300)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Library Technician	55	13.00	13.00	13.00	13.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Librarian (300)	24	7.00	7.00	7.00	7.00
		24.00	24.00	24.00	24.00
Total Full Time		34.00	34.00	34.00	34.00
Part Time Employees (shown as FTE's)					
Library Technician-PT	55	9.90	9.90	9.90	9.90
Librarian-PT	24	0.55	0.55	0.55	0.55
Total Part Time (FTE's)		10.45	10.45	10.45	10.45
Total Employees		44.45	44.45	44.45	44.45

Municipal Information

Mission Statement

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

Narrative

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

The department is divided into three divisions: Broadcast, Media/Communications, and Graphics. On December 8, 2008 we officially began producing and broadcasting programming in high definition over Grande Cable channel 810, the first, and still the only, city channel in Texas to offer its citizens HD programming. We also made the full digital transition, and both our channel 10 and channel 18 are transmitted to Time Warner and Grande in full digital resulting in a sharper image and enhanced stereo sound. All of the equipment and construction of studios was funded through cable fees, not the General Fund. Most of our programs are viewable by anyone in the world on our website. We also facilitate broadcast functions for MCC, and TSTC for the College Channel 18 generating \$900 a month in revenue for the General Fund.

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

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

Accomplishments for FY 2011-12

- * Played a major role in the development and deployment of digital tablets to City Council members and key City staff members in an effort to provide information more efficiently and reduce the dependency on printed materials.
- * Launched a new digital app for smartphones and digital tablets for WCCC-TV that allows anyone with those devices to watch the same live programming that otherwise was only available on cable TV, as well as the many programs produced by our staff on demand from anywhere in the world.
- * Added an additional 30 minute talk show featuring former Mayor Virginia DuPuy and the Education Collective, to the list of nine other monthly interview talk programs featured on WCCC-TV.

Priorities for FY 2012-13

- * Continue to provide efficient, accurate and timely information to our citizens and the media in the most efficient and innovative ways.

Budget Highlights

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



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	397,172	405,262	405,262	419,182
Employee Benefits	158,791	150,692	146,785	149,309
Purchased Prof/Tech Services	14,073	9,296	8,000	8,000
Purchased Property Services	1,528	800	7,513	7,618
Other Purchased Services	21,803	21,097	19,904	20,540
Supplies	75,036	36,603	34,763	25,935
Other Expenses	42,476	55,800	32,040	32,040
Contracts with Others	-	-	-	-
Operating Expenditures	710,879	679,550	654,267	662,624
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	124,029	5,777	5,777	-
Total Expenditures	834,908	685,327	660,044	662,624

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Cable Television Technician	60	1.00	1.00	1.00	1.00
Courier	53	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Graphic Design Supervisor	24	1.00	1.00	1.00	1.00
Broadcast Operations Analyst	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Labor Operations					
Inventory Technician	56	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		9.00	9.00	9.00	9.00

Housing and Community Development

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * 16 homebuyers assisted with down payment on new homes
- * 7 homebuyers provided rehabilitation/reconstruction loans to repair or reconstruct their homes
- * 4 homeowners provided tax abatement
- * 4 lots sold to builders for the development of single-family homes for ownership
- * Provided funding to Community Housing Development Organizations (CHDOs) to develop 10 new single-family homes
- * Prevented 34 households from becoming homeless and re-housed 6 homeless households, using funds received under the American Recovery and Reinvestment Act Homelessness Prevention and Rapid Re-Housing program
- * Assisted 8 families with a Tenant Based Rental Assistance program
- * Rental assistance provided to 31 formerly homeless households under the Shelter Plus Care Grant program
- * Assisted the Salvation Army and the Family Abuse Center in successfully applying for Emergency Solutions Grant (ESG) funding
- * Successfully launched a user-friendly, bilingual, online affordable housing database for the community (www.wacohousingsearch.org)

Priorities for FY 2012-13

- * Continue to inform the public about the issues surrounding homelessness
- * Continue to encourage permanent supportive housing for disabled, homeless individuals and families
- * Continue successful housing programs (lot sales, rehabilitation and reconstruction loans, tax abatement, infill development, tenant based rental assistance, and acquisition loans)
- * Continue to rapidly re-house homeless households using the Shelter Plus Care grant program
- * Continue to participate and implement the city’s 10 year Plan To End Chronic Homelessness and address poverty-related issues in the community
- * Continued implementation and maintenance of the Housing Database to provide an online affordable housing database for the community
- * Continue to work with non-profit and for profit developers to build quality affordable rental housing

Budget Highlights

The Housing and Community Development Director’s position is funded at 25% with General Fund and 75% with U.S. Department of Housing and Urban Development Home Investment Partnership Program (HOME) and Community Development Block Grant (CDBG) funds. A Financial Supervisor position is funded at 21% with General Fund and 79% HOME and CDBG funds. A Program Coordinator overseeing the implementation of the 10 Year Plan to End Chronic Homelessness is funded 80% General Fund and 20% with CDBG funds. A Program Coordinator overseeing the internal loan programs and other housing incentive programs is funded 10% with General Fund and 90% with HOME and CDBG funds. In addition to the Director, the Financial Supervisor and the Program Coordinators, 6.48 FTEs are budgeted in CDBG, HOME, and Supportive Housing Program grant funds.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	59,446	70,946	68,681	70,806
Employee Benefits	23,562	26,260	24,795	25,111
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	100	-
Other Purchased Services	8,067	7,723	11,233	11,233
Supplies	2,596	2,800	2,920	2,800
Other Expenses	-	-	-	-
Contracts with Others	34,988	-	-	-
Operating Expenditures	128,659	107,729	107,729	109,950
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	128,659	107,729	107,729	109,950

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	0.25	0.25	0.25	0.25
Financial Supervisor	27	-	0.21	0.21	0.21
		0.25	0.46	0.46	0.46
Clerical and Professional					
Program Coordinator	24	0.80	0.80	0.80	0.80
Program Coordinator	24	0.10	0.10	0.10	0.10
		0.90	0.90	0.90	0.90
Total Employees		1.15	1.36	1.36	1.36

Facilities

Mission Statement

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

Narrative

Facilities, a division of the General Services Department, is responsible for the maintenance, repair and renovation functions for over 136 City-owned and leased facilities and for custodial services at key facilities throughout the City. Building maintenance coordinates and/or completes actions required for the safe and efficient operation of facilities, for the accommodation of organizational changes and relocations, for preventative maintenance and phased replacement/modernization of aging infrastructure and equipment, and for support of renovation and new construction. Custodial services provide regular cleaning services for key facilities, assistance on furniture moves, and periodic heavy floor cleaning services.

Accomplishments for FY 2011-12

Facilities was actively involved in the design, start, support or completion and incorporation into the City facility inventory of various projects this past fiscal year.

- * Completed 2007 Bond facility projects - South Waco Community Center, Fire Station #1 (East Waco), Fire Station #3 (TSTC), Knox Hall, West Waco Library, Convention Center and Freedom Fountain restoration
- * Began renovation projects at the Central Library and the former Hillcrest Medical Tower for the Police Department Headquarters
- * Completed construction of the Tobin and Ann Armstrong Texas Ranger Research Center, renovation of 1st and 3rd floors of City Hall, renovation of the Information Technology Department Offices, completion of the Wellness Center in the Operations Center, expanded overhead crane system in Fleet Services, expansion of the Police Weapons Training earth berm and concrete shooting area, and demolition of the former Engineering and Parks Building
- * Initiated design of new Fire Station #7 and Fire Vehicle Maintenance Shop
- * Began design for the renovation of the HVAC system at the Water Office
- * Hired three part time building attendant positions to assist with the expanded custodial responsibilities

Priorities for FY 2012-13

- * Complete renovation projects at the Central Library and the Police Department Headquarters
- * Manage support items at the Police Department Headquarters for the cabling and security systems, new furniture purchase and installation, specialized consoles for Communications Center, new police and fitness lockers, and coordination with Police for relocation of functions into the new facility
- * Oversee completion of design, bidding and construction for new Fire Station #7 and for new Fire Vehicle Maintenance Shop
- * Design and manage completion of the HVAC replacement at the Water Office
- * Continue to track and complete maintenance, repair and small renovation activities at various City facilities
- * Coordinate with the IT Department to monitor HVAC control systems at the new 2007 Bond completed projects

Budget Highlights

Facilities continue to take a pro-active approach to meet the requirements of City functions and operations in a timely and professional manner. The long term facility improvements plan continues to be updated as facility planning continues for renovations and new construction for major facility projects funded from the annual City bond election.

A total of \$1,226,255 is included in FY 2012-13 for building maintenance, HVAC maintenance and elevator maintenance.

Billings to others are for the following: Library facility maintenance \$148,434



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,058,887	1,069,546	1,045,838	1,087,003
Employee Benefits	505,854	488,729	468,394	486,742
Purchased Prof/Tech Services	91,273	97,055	100,245	91,580
Purchased Property Services	882,918	849,612	837,519	1,283,565
Other Purchased Services	49,367	54,546	56,735	56,301
Supplies	223,737	228,406	220,801	217,700
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	2,812,036	2,787,894	2,729,532	3,222,891
Transfers to Other Funds	-	-	-	-
Billings	(144,111)	(144,111)	(144,111)	(148,434)
Capital Outlay	-	400,000	400,000	-
Total Expenditures	2,667,925	3,043,783	2,985,421	3,074,457

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Labor Operations					
Master Electrician	61	2.00	2.00	2.00	2.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker(400)	59	5.00	5.00	5.00	5.00
Operations Coordinator	57	2.00	2.00	2.00	2.00
Building Attendant	53	20.00	20.00	20.00	20.00
		31.00	31.00	31.00	31.00
Total Full Time		35.00	35.00	35.00	35.00
Part Time Employees (shown as FTE's)					
Building Attendant-PT	53	-	0.80	0.80	0.80
Total Part Time (FTE's)		-	0.80	0.80	0.80
Total Employees		35.00	35.80	35.80	35.80

Parks and Recreation

Mission Statement

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

Narrative

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

Priorities for park development are guided by the Parks, Recreation and Open Space Master Plan and include acquisition and development of new parks and renovation of existing facilities. Current high priority goals include the Brazos Park East Riverwalk extension, completion of the Cotton Belt hike/bike/walk trail and Trail Blazer Park, completion of the major redevelopment of Sul Ross Park, and conversion of the pool at Oscar DuConge Park into a splash pad.

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

The Recreation Division Community Centers continued to provide positive, affordable programming to the community with activities at each location geared towards youth, teens, young adults, and the continued development of outdoor activities and nature programming. Athletics and aquatics are thriving at the Riverbend Park Complex. The economic impact of Dubl-R Fields at Riverbend Park continues to be significant, hosting 30+ baseball & girls' fast pitch softball tournaments. The Aquatics section partnered with Hawaiian Falls to expand the water park by nine new acres of attractions. Hawaiian Falls has added a wave pool, 1,000' lazy river, two new slide complexes, basketball goals and floating rope walk to the competition pool as well as new eating and entertainment additions. The Waco Mammoth Site continues to be popular with guests from around the nation and the world, including large numbers of school and retirement groups. Local, state and national officials have visited the Site in support of the proposed NPS National Monument designation. Special Events/ Marketing continues to improve the Brazos Nights concert series and 4th on the Brazos Celebration in addition to coordinating over 125 community events each year. Marketing is working to create a new app for the Parks and Recreation Department and Cameron Park.

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

Accomplishments for FY 2011-12

- * Completed bond and TP&W funded \$3.4 Million renovations of Brazos Park East
- * Completed schematic plan for the Children's Discovery Area at the Waco Mammoth Site
- * Completed design phase of the Riverwalk extension through Brazos Park East funded by a Transportation Enhancement grant matched by TIF funds
- * Completed design of grant funded renovations at Sul Ross Park
- * Completed design and began construction of grant funded renovations Oscar DuConge Park
- * Constructed pavilion, sidewalk, landscaping, and signage at South Waco Park
- * Continued the design of playground improvements at Jaycee Park
- * Initiated an LED lighting replacement program funded by a Federal Energy reduction grant that includes LED security light fixtures and replacement lamps
- * Continued oversight of operations at Rosemount Cemetery
- * Partnered with Hawaiian Falls in development of the expanded water park facility
- * Provided support for over 125 community special events
- * Received both the Marketing and Promotions Excellence Award and the Best Website Award from the Texas Recreation and Parks Society

Accomplishments for FY 2011-12 (cont)

- * Maintained four departmental websites and increased marketing through Facebook and YouTube
- * Provided support for fundraising efforts for the Doris Miller Memorial and the Mammoth Site Children's Discovery Area
- * Continued Park Ranger patrol of Brazos River Corridor including Cameron Park, Brazos Park East, River Bend Complex, Waco Mammoth Site and Fort Fisher
- * Dedicated the Bosque Bluffs and Brazos Bridges Paddling Trails
- * Rangers provided educational, health, and safety programs for Waco ISD, surrounding school districts, local businesses and clubs, and City Community Centers
- * Continued Cameron Park trail improvement projects with community volunteers, eagle scouts, and trail user groups
- * Completed renovation of the HVAC system in the Mammoth Site Dig Shelter
- * Expanded Mammoth Site educational programs

Priorities for FY 2012-13

- * River Corridor development and maintenance
- * Complete Cotton Belt Trail and Trail Blazer Park project
- * Support fundraising, design and development of the Children's Discovery Area at the Waco Mammoth Site
- * Support designation of the Waco Mammoth Site as a National Monument within the National Park System
- * Continue to bring recognized entertainment to the Brazos Nights Concert series to promote tourism and visitation in the Brazos River Corridor
- * Develop additional marketing opportunities for Parks & Recreation programs and activities through the web and social media
- * Develop mobile apps for locations such as Cameron Park, Riverbend Park and the Waco Mammoth Site
- * Complete construction of Oscar DuConge Park
- * Begin construction of Sul Ross Park
- * Begin construction of the Riverwalk extension through Brazos Park East
- * Complete Energy Reduction LED replacement program
- * Continued Ranger Patrol of Brazos River Corridor and Cameron Park
- * Provide support for fundraising, design and development of the Doris Miller Memorial

Budget Highlights

The budget reflects maintenance of additional park areas, municipal facilities and the Brazos River Corridor, and renovation/redevelopment of existing parks and facilities.

This budget reflects the elimination of the Aquatics division and Rosemound Cemetery.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	4,119,264	4,356,899	4,082,225	4,275,973
Employee Benefits	1,766,914	1,775,370	1,670,782	1,738,207
Purchased Prof/Tech Services	770,488	690,132	702,596	669,725
Purchased Property Services	1,098,712	1,309,744	1,235,254	1,241,644
Other Purchased Services	297,586	319,175	301,640	297,685
Supplies	995,621	1,087,410	1,069,242	956,129
Other Expenses	32,527	51,204	37,354	37,730
Contracts with Others	20,000	-	-	-
Operating Expenditures	9,101,112	9,589,934	9,099,093	9,217,093
Transfers to Other Funds	-	-	-	-
Billings	(255,968)	(255,968)	(255,968)	(263,647)
Capital Outlay	284,282	30,000	267,735	-
Total Expenditures	9,129,426	9,363,966	9,110,860	8,953,446

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Administrator	27	3.00	3.00	3.00	3.00
Operations Supervisor	25	4.00	4.00	4.00	4.00
Field Supervisor	22	4.00	4.00	4.00	3.00
		12.00	12.00	12.00	11.00
Clerical and Professional					
Customer Service Rep (400)	58	6.00	6.00	5.00	5.00
Customer Service Rep (300)	58	3.00	3.00	3.00	3.00
Retail Aide	53	2.00	2.00	2.00	2.00
Senior Planner	26	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	1.00	1.00	1.00	1.00
Planner (300)	25	-	-	1.00	1.00
Community Promotions Specialist	24	2.00	2.00	2.00	2.00
Program Coordinator	24	4.00	4.00	4.00	4.00
Recreation Program Coordinator	22	3.00	3.00	3.00	3.00
Recreation Specialist	21	4.00	4.00	4.00	4.00
		26.00	26.00	26.00	26.00
Labor Operations					
Master Electrician	61	1.00	1.00	1.00	1.00
Master Tradesworker	60	2.00	2.00	2.00	2.00
Tradesworker	59	4.00	4.00	4.00	4.00
Operations Coordinator	59	6.00	6.00	6.00	6.00
Park Ranger	58	6.00	6.00	6.00	6.00
Service Technician	58	1.00	1.00	1.00	1.00
Equipment Operator (300)	57	29.00	29.00	29.00	28.00
Senior Service Provider	56	5.00	5.00	5.00	5.00
Service Provider	54	29.00	29.00	29.00	28.00
		83.00	83.00	83.00	81.00
Total Full Time		121.00	121.00	121.00	118.00
Part Time Employees (shown as FTE's)					
Park Ranger-PT	58	4.90	4.90	4.90	4.90
Retail Services Coordinator-PT	57	0.50	0.50	-	-
Service Provider-PT	54	0.50	0.50	0.50	-
Retail Aide-PT	53	1.32	1.32	1.32	1.32
Facility Attendant-PT	53	0.23	0.23	0.23	-
Recreation Aide-PT	51	10.01	10.01	11.77	11.77
Recreation Specialist-PT	21	0.50	0.50	-	-
Recreation Specialist-TEMP	1	0.40	0.40	0.40	0.40
Pool Coordinator-TEMP	1	0.64	0.64	-	-
Recreation Aide-TEMP	1	4.61	4.61	4.61	4.61
Recreation Retail Aide-TEMP	1	0.66	0.66	-	-
Lifeguard -TEMP	1	6.60	6.60	-	-
Total Part Time (FTE's)		30.86	30.86	23.73	23.00
Total Employees		151.86	151.86	144.72	141.00



Contributions and Contracts

Narrative

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

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Unemployment Compensation	96,505	110,000	100,000	100,000
Property Insurance	247	247	247	247
Buildings	310,605	-	-	-
Water Park	-	2,500,000	2,500,000	-
Greenwood Cemetery	1,500	1,500	1,500	1,500
H.O.T. Council of Governments	-	11,344	11,344	11,344
Keep Waco Beautiful	9,000	-	-	-
The Advocacy Center	-	59,040	59,040	75,740
Greater Waco Chamber of Commerce	-	136,500	136,500	136,500
MCCAD	561,498	600,000	550,658	578,191
Animal Shelter	300,000	300,000	300,000	300,000
McLennan County	135,960	141,398	136,166	142,974
Cen-Tex African/American Chamber	-	68,000	68,000	68,000
Multi-Purpose Facility	53,182	55,000	55,000	55,000
Senior Ministry	28,000	28,000	28,000	28,000
Downtown River Corridor	-	200,000	200,000	200,000
Cen-Tex Hispanic Chamber	-	68,000	68,000	68,000
Economic Development Grants	-	334,893	191,000	305,500
NAFTA Impact Zone_ Zone 2	-	225,000	220,000	200,000
Rosemound Cemetery	-	-	-	40,000
Total Contracts	1,089,140	2,228,675	2,025,208	2,210,749
Health Services	2,230,002	2,459,993	2,459,993	2,535,350
Housing Demo_Lot Clearance	75,000	75,000	75,000	75,000
Street Reconstruction Fund	3,885,972	3,885,972	3,885,972	3,885,972
Ranger Hall of Fame	666,900	624,396	624,396	776,047
Waco Regional Airport	308,452	370,573	370,573	501,711
Convention Services	362,139	-	-	-
Cameron Park Zoo	1,726,725	1,400,910	1,400,910	1,553,765
Cottonwood Creek Golf Course	143,202	-	-	-
Transit Services	-	-	-	301,253
Total Transfers to Other Funds	9,398,392	8,816,844	8,816,844	9,629,098
Total Expenditures	10,894,889	13,655,766	13,442,299	11,940,094

Miscellaneous

Narrative

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

No salary savings are budgeted in FY 2012-13.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	156,516	170,000	170,000	170,000
Purchased Property Services	2,571	-	2,500	-
Other Purchased Services	374	-	-	-
Supplies	2,905	-	1,804	-
Other Expenses	142,696	268,796	268,796	150,036
Contracts with Others	-	-	-	-
Operating Expenditures	305,062	438,796	443,100	320,036
Transfers to Other Funds	-	735,016	-	663,619
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	305,062	1,173,812	443,100	983,655

Retirement Benefits

Narrative

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

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

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	253,172	224,770	344,770	269,770
Employee Benefits	119,325	101,927	119,927	103,812
Purchased Prof/Tech Services	-	-	-	-
Purchased Property Services	-	-	-	-
Other Purchased Services	-	-	-	-
Supplies	-	-	-	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	372,497	326,697	464,697	373,582
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	372,497	326,697	464,697	373,582

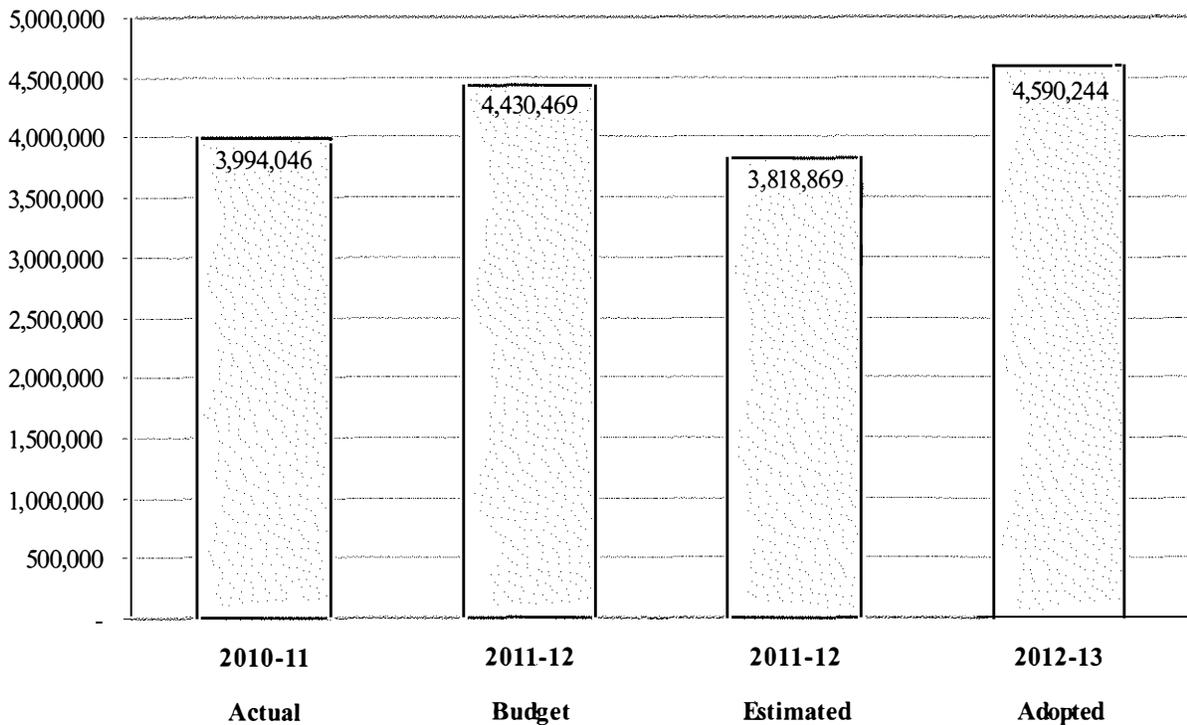




Special Revenue Funds

Special Revenue Funds

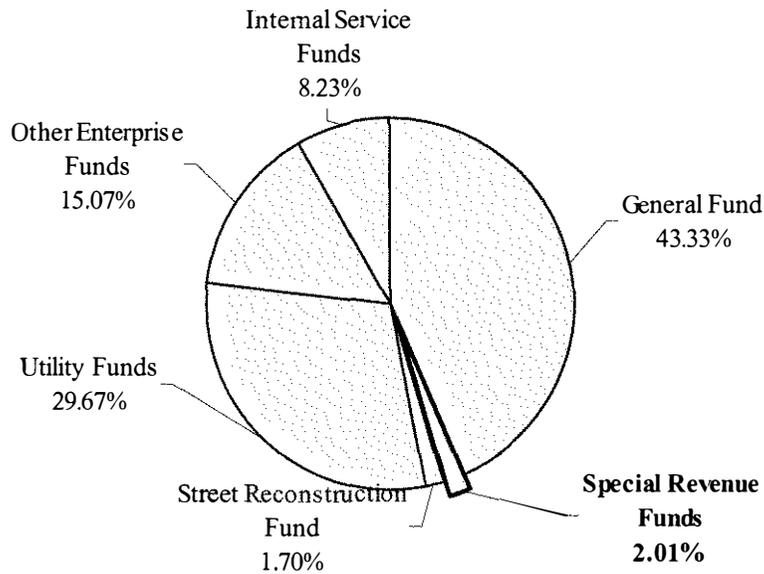
	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Health Administration	1,989,854	1,953,668	1,858,603	1,987,982
Environmental Health	133,129	175,949	136,021	176,321
Environmental Health - OSSF	274,267	274,477	274,758	281,369
Public Health Nursing	846,133	791,275	799,189	819,204
Sexually Transmitted Diseases	363,992	362,313	362,674	353,188
HIV/AIDS	162,557	170,513	168,264	173,007
Dental	9,532	10,383	9,464	-
Public Improvement District #1	214,582	691,891	209,896	799,173
	3,994,046	4,430,469	3,818,869	4,590,244



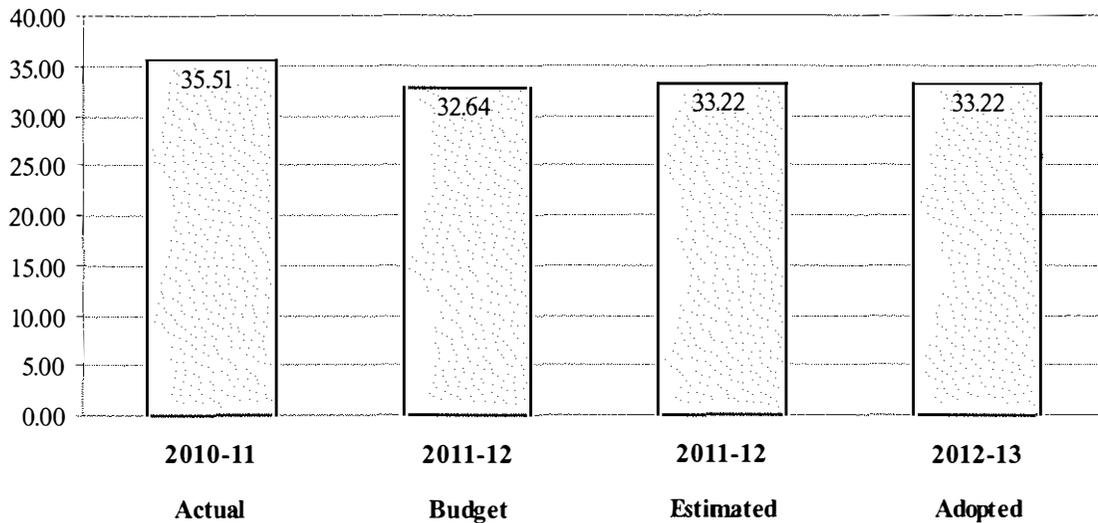


Special Revenue Funds as a Percent of Total Budget

General Fund	98,991,150
Special Revenue Funds	4,590,244
Street Reconstruction Fund	3,887,027
Utility Funds	67,776,926
Other Enterprise Funds	34,424,276
Internal Service Funds	18,799,603
	\$ 228,469,226



Special Revenue Funds Personnel Summary



Health Administration

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Facilitated level and improved program services despite funding challenges and staff vacancies
- * Expanded services delivery through the addition of two new grants from the Texas Department of State Health Services
- * Coordinated the completion of grant applications with two new community partners; one addressing expansion of the local Farmer's Market and the other to expand STD Clinic services
- * Received 2011 Five Star Award from the Department of State Health Services for excellence in recording and processing of birth and death records
- * Hosted the 19th Annual Funeral Directors Continuing Education Conference, which was attended by approximately 100 funeral directors
- * Worked with local registrars throughout the state and the Department of State Health Services to develop and implement Birth Registrar Certification Program
- * Continued the implementation of the Vital Statistics Records Automation and Preservation Project. Currently, all birth records from 1970 to the present and all death records from 1995 to the present have been scanned utilizing the OptiView software
- * Worked with preparedness coordinator to help facilitate and involve funeral directors to deal with mass casualties
- * Provided efficient collection of revenue and prompt and efficient billing for services provided to Health District customers

Priorities for FY 2012-13

- * Explore potential funding through the 1115 Waiver process
- * Work with Facilities to plan best use of space being vacated by the Riverside Dental Clinic
- * Improve health services through electronic medical records and client data sharing
- * Sustain health services funding
- * Recruit competent public health professionals
- * Identify factors influencing health care cost trends and subsequent health behaviors
- * Monitor impact of health care reform on local public health
- * Monitor impacts to Medicaid, Medicare and Children's Health Insurance Program (CHIP)
- * Continue to assist hospitals, funeral homes, physicians and justices of the peace with the electronic filing of birth and death certificates using Texas Electronic Registrar
- * Continue with the document imaging of birth and death records
- * Work with Department of State Health Services and local registrars throughout the state to develop Local Registrar Certification Program
- * Continue to ensure that all revenues for Health District are collected and deposited in accordance with City of Waco cash handling policies
- * Continue to ensure all eligible charges are billed within required timeframe

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	420,757	442,737	379,029	440,569
Employee Benefits	166,469	161,253	138,313	155,038
Purchased Prof/Tech Services	37,248	43,456	38,781	35,458
Purchased Property Services	4,549	4,981	4,727	4,749
Other Purchased Services	20,418	16,513	14,903	14,969
Supplies	35,093	34,364	33,247	30,955
Other Expenses	331,366	289,102	288,341	316,144
Contracts with Others	961,262	961,262	961,262	990,100
Operating Expenditures	1,977,162	1,953,668	1,858,603	1,987,982
Transfers to Other Funds	12,692	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	1,989,854	1,953,668	1,858,603	1,987,982

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Accounting Technician (300)	58	3.00	3.00	3.00	3.00
Customer Service Rep (400)	58	3.00	2.00	2.00	2.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Senior Financial Analyst	25	1.00	1.00	1.00	1.00
		8.00	7.00	7.00	7.00
Total Full Time		10.00	9.00	9.00	9.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (300)-PT	58	-	0.50	0.50	0.50
Total Part Time (FTE's)		-	0.50	0.50	0.50
Total Employees		10.00	9.50	9.50	9.50

Environmental Health

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Maintained inspection frequencies to prevent increases of disease, nuisances, and violations
- * Provided food safety education to approximately 3,500 food handlers and food managers
- * Prevented and minimized disease outbreaks associated with food, swimming pools, sanitation, and vectors

Priorities for FY 2012-13

- * Provide food safety education to approximately 3,500 food handlers and food managers
- * Prevent disease outbreaks associated with food, swimming pools, sanitation, and vectors
- * Provide speakers and information to educate the public about environmental and consumer health topics
- * Identify and correct health nuisances in the community that will prevent illnesses from environmental conditions

Budget Highlights

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

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	71,018	100,930	73,101	104,400
Employee Benefits	26,967	36,348	24,932	35,942
Purchased Prof/Tech Services	425	700	691	966
Purchased Property Services	8,689	7,850	8,094	8,249
Other Purchased Services	3,076	2,449	2,449	2,449
Supplies	22,954	27,672	24,315	24,315
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	133,129	175,949	133,582	176,321
Transfers to Other Funds	-	-	2,439	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	133,129	175,949	136,021	176,321

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Program Administrator	27	0.75	0.75	0.75	0.75
		0.75	0.75	0.75	0.75
Labor Operations					
Senior Sanitarian	24	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.75	1.75	1.75	1.75

Environmental Health – OSSF

Mission Statement

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

Narrative

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

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

Accomplishments for FY 2011-12

- * Monitored aerobic treatment units with homeowner maintenance and all aerobic unit maintenance contracts reducing nuisance conditions and ensuring compliance
- * Provided prompt complaint investigation within 24 hours upon receipt
- * Improved enforcement by streamlining process of preparing OSSF cases for Justice of the Peace courts
- * Increased enforcement by filing more violations with the Justice of the Peace courts

Priorities for FY 2012-13

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

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	178,230	182,754	182,754	188,960
Employee Benefits	74,760	71,762	69,759	71,419
Purchased Prof/Tech Services	3,088	2,200	4,000	4,000
Purchased Property Services	960	3,271	3,144	3,200
Other Purchased Services	7,519	6,638	6,793	6,832
Supplies	5,754	7,852	8,308	6,958
Other Expenses	3,956	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	274,267	274,477	274,758	281,369
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	274,267	274,477	274,758	281,369

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Program Administrator	27	0.25	0.25	0.25	0.25
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		1.25	1.25	1.25	1.25
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Inspector	60	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		4.25	4.25	4.25	4.25

Public Health Nursing

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY2011-12

- * Implemented "BOUNCE Summer Camp" that offers health education and promotion to girls ages 9-14.
- * Applied for and received two new grants from the Texas Department of State Health Services to implement services addressing Infant Mortality; and issues related to death and disability due to cardiovascular disease, and improving healthy eating and physical activity.
- * Applied for and received a graduate intern from Tulane University through the Maternal and Child Health Information Resource Center Graduate Student Internship Program. The student worked for twelve weeks to identify issues related to improving maternal health in McLennan County.
- * Implemented "Roll Call" which is a surveillance system used in conjunction with local schools to help identify trends in particular incidences of illness.
- * Maintained activities of the McLennan County Immunization Coalition despite loss of funding from the Texas Department of State Health Services.

Priorities for FY 2012-13

- * Maintain adequate infrastructure that will enable the continuance for staff to focus on all program activities to include preparing for real and potential public health threats and all hazards.
- * Provide and administer current and new vaccines to ensure protection of citizens within the city and county.
- * Explore potential funding associated with the 1115 Waiver process.
- * Continue to develop and expand volunteer opportunities through the Central Texas Medical Reserve Corp (MRC) and CERT teams.

Budget Highlights

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



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	471,876	451,883	461,774	478,173
Employee Benefits	182,842	163,304	163,563	167,165
Purchased Prof/Tech Services	5,375	1,300	1,200	1,200
Purchased Property Services	7,394	3,378	3,285	3,291
Other Purchased Services	29,480	24,966	24,577	21,395
Supplies	149,166	146,444	144,790	147,980
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	846,133	791,275	799,189	819,204
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	846,133	791,275	799,189	819,204

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Outreach Worker	58	1.00	1.00	1.00	1.00
Secretary (300)	57	2.37	1.00	1.00	1.00
Advanced Nurse Practitioner	26	1.00	1.00	1.00	1.00
Nurse	26	2.50	2.00	2.00	2.00
Health Services Coordinator	25	2.00	2.00	2.58	2.58
		9.87	8.00	8.58	8.58
Total Full Time		10.87	9.00	9.58	9.58
Part Time Employees (shown as FTE's)					
Nurse-PT	26	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		0.50	0.50	0.50	0.50
Total Employees		11.37	9.50	10.08	10.08

Sexually Transmitted Diseases (STD) Services

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Increased number of patients examined and treated in the STD clinic
- * Continued to rank as one of the top STD programs in the State of Texas according to the goals established by the Department of State Health Services STD Program
- * Completed successful STD site review by Department of State Health Services

Priorities for FY 2012-13

- * Maintain level or increased funding
- * Maintain clinic growth
- * Increase number of community outreach screening

Budget Highlights

The budget for STD will maintain current operations with no new additions in personnel or equipment. We do continue to generate a small revenue through STD testing, rapid HIV testing and pregnancy testing.



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	222,441	228,927	230,149	220,916
Employee Benefits	92,475	84,244	82,479	80,028
Purchased Prof/Tech Services	9,188	10,008	10,008	11,687
Purchased Property Services	65	255	200	200
Other Purchased Services	12,728	13,957	12,794	12,928
Supplies	27,095	24,922	27,044	27,429
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	363,992	362,313	362,674	353,188
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	363,992	362,313	362,674	353,188

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Clerical and Professional					
Outreach Worker	58	2.00	2.00	2.00	2.00
Lab Technician	57	1.00	1.00	1.00	1.00
Secretary (300)	57	1.25	0.25	0.25	0.25
Nurse	26	1.64	1.64	1.64	1.64
		5.89	4.89	4.89	4.89
Total Full Time		5.89	4.89	4.89	4.89
Part Time Employees (shown as FTE's)					
Secretary-PT	57	-	0.50	0.50	0.50
Total Part Time (FTE's)		-	0.50	0.50	0.50
Total Employees		5.89	5.39	5.39	5.39

HIV/AIDS Services

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Maintained level funding for all 4 HIV grants
- * Increased HIV Case Management client case load
- * Sponsored a World AIDS Day event at the Health District where free rapid HIV testing was provided to all participants
- * Completed successful case management site review by Brazos Valley Council of Governments

Priorities for FY 2012-13

- * Continue level or increased funding for all budget sources
- * Provide increased HIV outreach in order to locate HIV positive individuals who are currently out of care

Budget Highlights

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	107,356	113,764	113,764	117,683
Employee Benefits	41,707	40,804	39,695	40,269
Purchased Prof/Tech Services	566	600	600	700
Purchased Property Services	-	-	-	-
Other Purchased Services	7,744	10,303	8,757	8,868
Supplies	5,184	5,042	5,448	5,487
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	162,557	170,513	168,264	173,007
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	162,557	170,513	168,264	173,007

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Secretary (300)	57	1.00	1.00	1.00	1.00
Health Services Coordinator	25	0.25	0.25	0.25	0.25
		1.25	1.25	1.25	1.25
Total Employees		2.25	2.25	2.25	2.25

Dental Services

Mission Statement

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

Narrative

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

Budget Highlights

Family Health Center will consolidate their dental services locations in the city and will not rent space and equipment from the Health District beginning in FY 2012-13. Existing health programs will utilize the space being vacated by the dental clinic.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	-	-	-	-
Employee Benefits	-	-	-	-
Purchased Prof/Tech Services	899	1,200	1,200	-
Purchased Property Services	-	-	-	-
Other Purchased Services	2,322	2,330	2,169	-
Supplies	6,311	6,853	6,095	-
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	9,532	10,383	9,464	-
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	9,532	10,383	9,464	-



Public Improvement District #1

Narrative

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

The Waco Public Improvement District Number One (PID 1) was authorized in November 2007 for 5 years under municipal management with the general nature of the proposed improvements and/or enhanced services in the PID1 proposing to include:

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

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

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

Expenditures

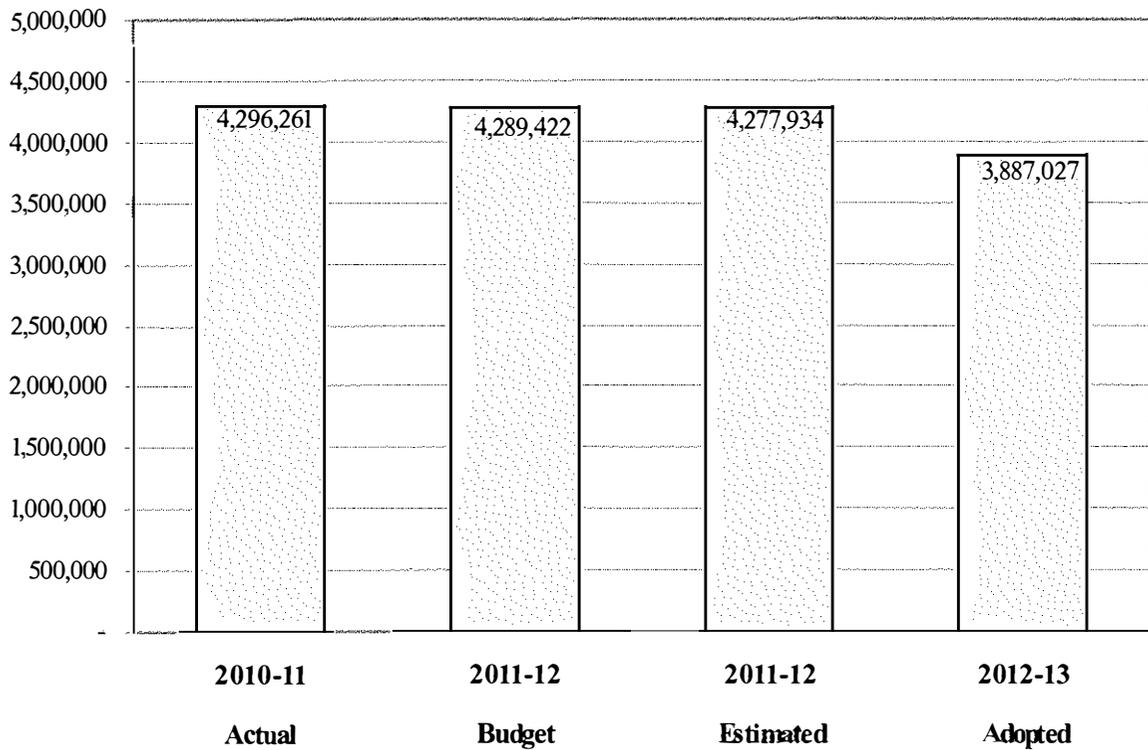
	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	20,867	27,059	27,735	28,510
Employee Benefits	1,657	2,167	2,208	2,270
Purchased Prof/Tech Services	176,726	263,772	174,465	301,648
Purchased Property Services	1,747	1,900	1,713	1,700
Other Purchased Services	2,871	11,250	1,500	2,150
Supplies	10,714	3,450	1,275	3,450
Other Expenses	-	50,000	1,000	25,000
Contracts with Others	-	-	-	-
Operating Expenditures	214,582	359,598	209,896	364,728
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	332,293	-	434,445
Total Expenditures	214,582	691,891	209,896	799,173



Street Reconstruction Fund

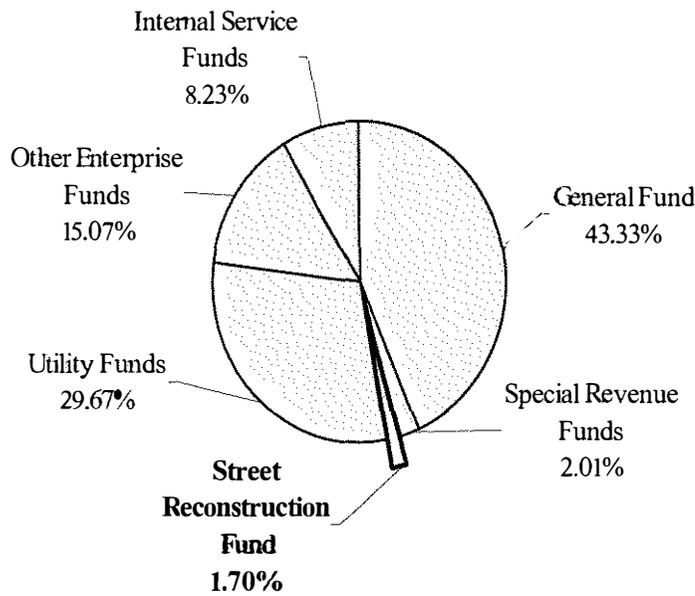
Street Reconstruction Fund

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Street Reconstruction	4,296,261	4,289,422	4,277,934	3,887,027

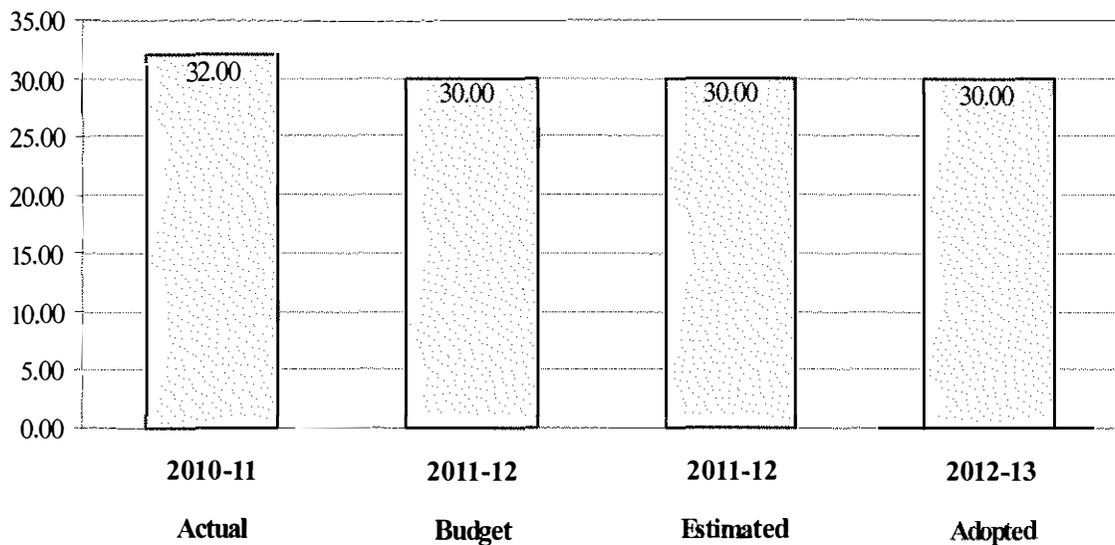


Street Reconstruction Fund as a % of Total Budget

General Fund	98,991,150
Special Revenue Funds	4,590,244
Street Reconstruction Fund	3,887,027
Utility Funds	67,776,926
Other Enterprise Funds	34,424,276
Internal Service Funds	18,799,603
	\$ 228,469,226



Street Reconstruction Fund Personnel Summary



Street Reconstruction

Mission Statement

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

Narrative

The Street Reconstruction Fund accounts for the maintenance and reconstruction of City streets. In 1988 the City of Waco adopted a resolution that dedicated a portion of the sales tax revenue to capital street improvements. For 2012-13 the contribution is \$3,885,972. These funds will provide for approximately 80 miles of street improvements divided among reconstruction, reclamation, overlays, and slurry seals. Arterial improvement needs are addressed in the Capital Improvements Program. The core services for street reconstruction include:

Utility Cut Repair	Crack Sealing
Pothole Patching	Base Failure Repair
Surface Replacement	Inspection of Contractors

Accomplishments for FY 2011-12

- * Made 224,435 square feet of base/surface and utility cut repairs using 2349.39 tons of cement treated base, 1505 yards of concrete and 2889.85 tons of asphalt through May
- * Patched 781 blocks and inspected 1814 blocks of streets which is equivalent to 172.02 miles of our current 600.53 miles of streets through May
- * Inspected and crack sealed 176.49 miles of streets using 171,462 pounds of sealant through May
- * Completed more than 95% of the needed maintenance of crack seal, surface replacement and base failure prior to overlay, slurry and micro surfacing jobs through May
- * Produced 777 tons of the above mentioned asphalt using our in-house asphalt recycler through May
- * Completed the street inventory and rated out all 600.53 miles of streets and determined the needs for the next four to five years

Priorities for FY 2012-13

- * Maintain the goal of 98% Serviceability index rating to the condition of the City streets, on an ongoing basis. To provide this service we budget carefully, but realistically, to meet identified needs of the citizens, utilizing all personnel and materials as efficiently as possible
- * Perform the needed maintenance on the 600.53 miles of streets in the City limits
- * Continue salvaging the asphalt materials from surface repair and base failures to use in our asphalt recycler

Budget Highlights

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

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	753,915	795,205	794,227	827,494
Employee Benefits	392,817	397,345	387,771	406,053
Purchased Prof/Tech Services	1,447,829	1,080,114	1,073,281	945,473
Purchased Property Services	484,946	535,398	535,545	546,248
Other Purchased Services	29,829	34,729	34,729	34,729
Supplies	147,605	201,646	187,706	173,320
Other Expenses	-	-	-	-
Contracts with Others	-	-	-	-
Operating Expenditures	3,256,941	3,044,437	3,013,259	2,933,317
Transfers to Other Funds	-	-	-	-
Billings	104,934	112,300	112,300	114,331
Capital Outlay	934,386	1,132,685	1,152,375	839,379
Total Expenditures	4,296,261	4,289,422	4,277,934	3,887,027

Personnel Summary

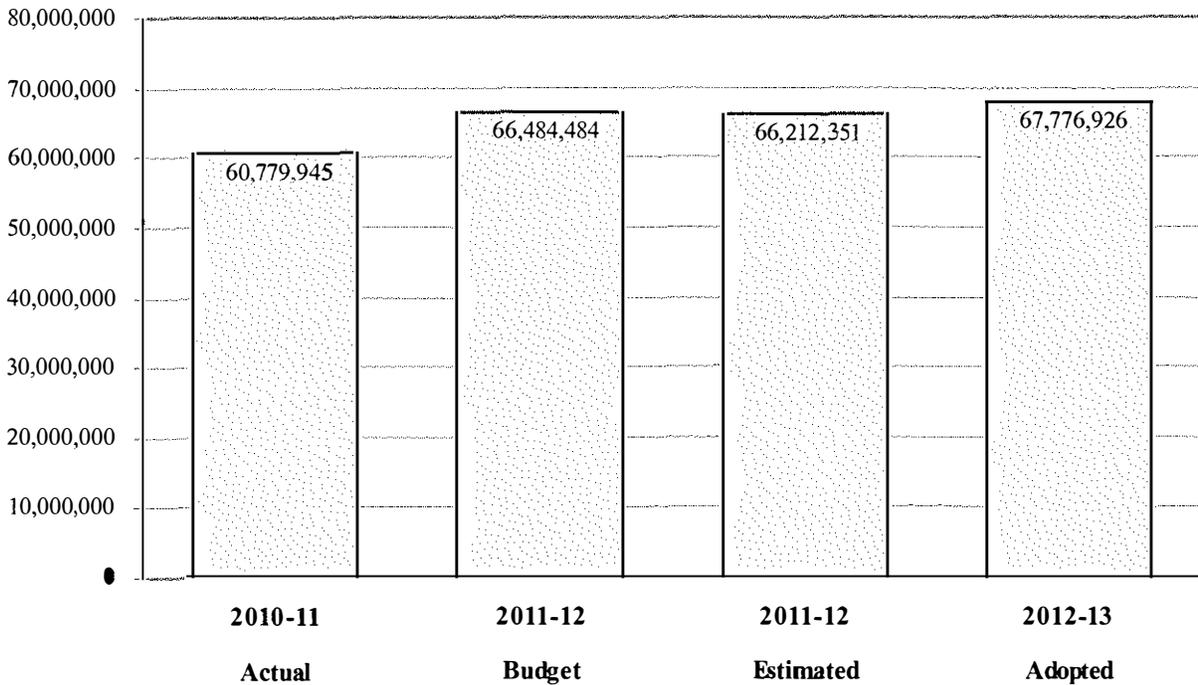
	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Operations Supervisor	25	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Operations Coordinator	59	2.00	2.00	2.00	2.00
Equipment Operator (300)	57	11.00	10.00	10.00	10.00
Equipment Operator (400)	57	8.00	7.00	7.00	7.00
Service Provider	54	10.00	10.00	10.00	10.00
		31.00	29.00	29.00	29.00
Total Employees		32.00	30.00	30.00	30.00



Utility Funds

Utility Funds

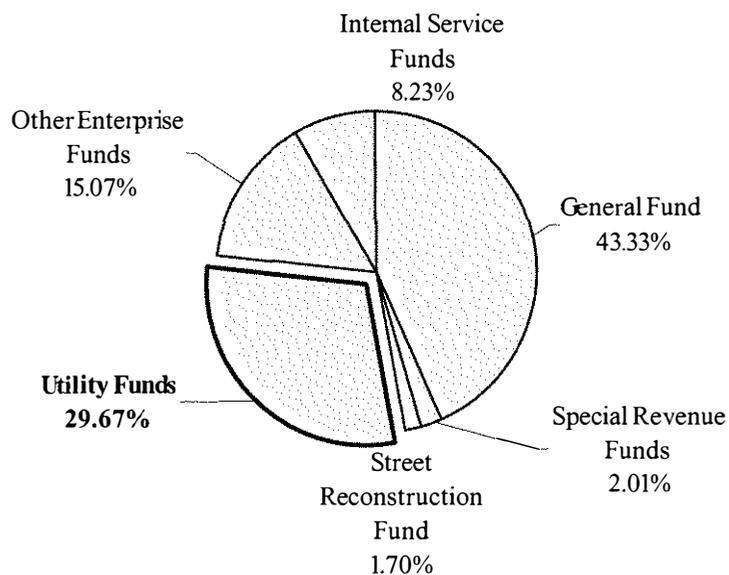
	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Water Office	1,397,472	1,544,654	1,531,386	1,619,201
Water Distribution	4,928,935	5,813,571	5,821,851	6,057,100
Water Treatment	7,915,793	8,548,639	8,523,188	8,888,543
Utilities Laboratory	(197,961)	-	8,951	-
Source of Supply	484,319	1,141,450	1,129,650	606,740
Water - Meter Shop	-	-	-	1,209,129
Water General & Admin	20,986,317	22,099,112	22,097,377	21,080,698
Wastewater Collection	4,516,283	5,240,258	5,070,214	5,902,375
Environmental Services	573,849	598,485	620,712	696,295
Wastewater Treatment	4,602,936	4,937,439	4,937,439	5,244,542
Wastewater General & Admin	10,600,078	10,116,568	10,119,223	9,733,243
WMARSS	4,971,924	6,444,308	6,352,360	6,739,060
	60,779,945	66,484,484	66,212,351	67,776,926



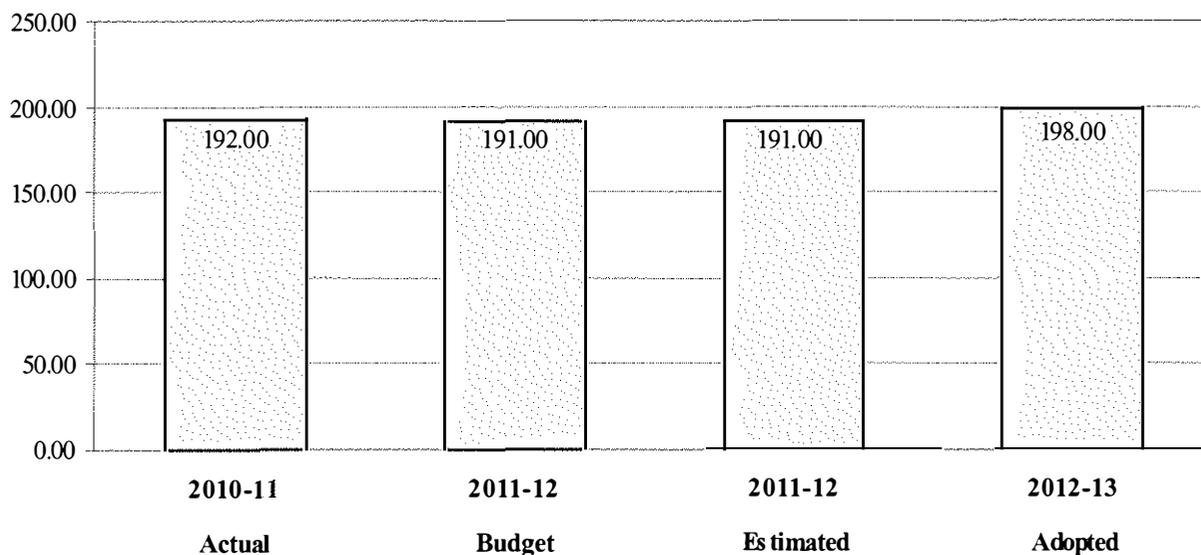


Utility Funds as a Percent of Total Budget

General Fund	98,991,150
Special Revenue Funds	4,590,244
Street Reconstruction Fund	3,887,027
Utility Funds	67,776,926
Other Enterprise Funds	34,424,276
Internal Service Funds	18,799,603
	\$ 228,469,226



Utility Funds Personnel Summary







Water Utilities

Mission Statement

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

Statistics

1,021	Miles of Water Main	32,332,500	Daily Avg. Water Production (gallons)
846	Miles of Sewer Main	53,302,000	Daily Max. Water Production (gallons)
43,087	Water Meters	13	Ground Storage Tanks
16,152	Water Valves	6	Elevated Storage Tanks
5,199	Fire Hydrants	11	Pump Stations
36,636	Sewer Connections	66	Sewer Lift Stations
12,459	Sewer Manholes	6	Pressure Planes
99.7	Service Area Covered (miles)	120,142	Calls Handled by the Call Center
3	Water Treatment Plants	118,398	Customers Served at Water Office
1	Water Quality Laboratory	45,032	Online Payments
2	Wastewater Treatment Plant		

Narrative

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

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

Accomplishments for FY 2011-12

- * Completed upgrading filters at the Riverside plant by September 2012
- * Passed laboratory inspection, to include additional accreditation for new analyses
- * Hosted over 5,000 area students with field trip programs at the Lake Waco Wetlands
- * Added to the volunteer corps at the Wetlands
- * Added a new educational partner, Texas Tech University, into the research mission of the Wetlands
- * Hosted free lecture series on the importance of water for the community at large
- * Maintained regulatory compliance for TCR monitoring to include chlorine residuals and coliform assessments with additional site requirements

Water Utilities

Priorities for FY 2012-13

- * Request disinfection credit for the ozone treatment from TCEQ
- * Improve SCADA capabilities, allowing for better overall system control
- * Include more school field trips programs to the Wetlands (Gear-Up grant ends)
- * Host more teacher workshops at the Wetlands
- * Submit application for grant opportunities for education and conservation programs or construction of additional floating boardwalks at Wetlands
- * Prepare for upcoming monitoring requirements (UCMR and LT2)
- * Expand interaction with Baylor for shared asset approach to monitoring water quality
- * Continue to reinforce water conservation education and promotion

Budget Highlights

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

Staffing increases for 2012-13 include a Technical Coordinator to oversee the DAF plant, an additional Meter Reader, and a new valve crew, which consists of two Water Utility Operators.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	4,402,349	4,700,202	4,619,322	4,994,055
Employee Benefits	1,942,581	1,982,920	1,878,256	2,050,604
Purchased Prof/Tech Services	1,308,533	1,573,542	1,529,488	1,570,188
Purchased Property Services	1,720,393	1,924,109	2,082,685	2,230,925
Other Purchased Services	851,462	1,017,702	997,885	1,032,134
Supplies	5,038,482	5,419,073	5,427,425	5,357,918
Other Expenses	6,729,542	6,890,100	6,951,551	7,068,094
Contracts with Others	6,000	6,000	6,000	6,000
Operating Expenditures	21,999,342	23,513,648	23,492,612	24,309,918
Transfers to Other Funds	13,954,848	14,799,484	14,799,484	13,658,820
Billings	(761,002)	(759,638)	(656,296)	(777,327)
Capital Outlay	321,687	1,593,932	1,476,603	2,270,000
Total Expenditures	35,514,875	39,147,426	39,112,403	39,461,411

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Engineering Administrator	28	1.50	1.00	1.00	1.00
Program Manager	28	2.50	2.50	2.50	2.50
Financial Supervisor	27	0.50	0.50	0.50	0.50
Technical Administrator	27	0.50	0.50	0.50	0.50
Program Administrator	27	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
Operations Administrator	26	2.00	2.00	2.00	2.00
Utility Operations Supervisor	25	3.00	3.00	3.00	3.00
Environmental Coordinator	25	0.50	0.50	0.50	0.50
		13.00	12.50	12.50	12.50
Clerical and Professional					
Customer Relations Coordinator	61	3.50	3.50	3.50	3.50
Customer Relations Agent	59	7.00	7.00	8.00	8.00
Customer Service Rep (400)	58	9.50	9.50	9.50	9.50
Customer Service Rep (300)	58	1.50	1.50	1.50	1.50
Staff Assistant	58	1.50	1.50	0.50	0.50
Program Coordinator	24	2.75	2.75	2.75	2.75
Program Supervisor	24	1.00	1.00	1.00	1.00
Program Analyst	22	1.00	1.00	1.00	1.00
		27.75	27.75	27.75	27.75
Labor Operations					
Technical Coordinator	61	6.00	6.00	6.00	7.00
Environmental Inspector	61	6.00	6.00	6.00	6.00
Master Electrician	61	1.00	1.00	1.00	1.00
Lab Analyst	60	2.00	2.00	2.00	2.00
Sr. Water Utility Operator	60	7.00	7.00	7.00	7.00
Plant Operator	59	17.00	17.00	17.00	17.00
Water Utility Operator	59	24.00	24.00	24.00	27.00
Tradesworker (300)	59	1.00	1.00	1.00	1.00
Utility Worker	57	14.00	14.00	14.00	14.00
Service Provider	54	2.00	2.00	2.00	2.00
		80.00	80.00	80.00	84.00
Labor Maintenance					
Instrument Technician	60	2.00	2.00	2.00	2.00
		2.00	2.00	2.00	2.00
Total Employees		122.75	122.25	122.25	126.25

Wastewater Services

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Expanded workloads (without hiring additional staff) for Stormwater Program monitoring and inspection
- * Completed pipe bursting project, reinforcing line at 35th & Lasker
- * Completed mainline rerouting at 2023 N. 5th St.
- * Completed mainline replacement/upsized at 3400 Daughtrey, eliminating need for quarterly line cleaning by vactor crew
- * Continued multi-faceted efforts to reduce I&I, including: raising/resealing manholes, installing rain guards, replacing clean-out caps and repairing lateral services and sewer mains
- * Continued "Clean Up the Grease" program in partnership with WMARSS enabling citizens to recycle used cooking oil while increasing the WMARSS plant's capability to produce its own energy
- * Continued success with the Fats, Oil and Grease (FOG) program
- * Implemented new Pretreatment Program (last updated in 1993)
- * Implemented new Pretreatment Ordinance with required 2005 streamlining rules (includes customer cities)
- * Completed new Enforcement Response Plan and Guide
- * Issued new 5 year Industrial User Permits
- * Reduced WMARSS Bioassays
- * Completed Electronic Discharge Monitoring Reports (NETDMR)

Priorities for FY 2012-13

- * Replace force main from TSTC lift station, along East Highway 84
- * Continue work throughout sewer system to reduce I&I and rainfall overflow events
- * Continue work on the 100 identified line segments, improving infrastructure
- * Continue upgrades of our SCADA system
- * Continue implementation of Environmental and Asset Management Systems

Budget Highlights

Significant progress has been made in addressing I & I and rainfall overflow events. On June 2, 2012, the city received 2 ¾" of rain without experiencing a single overflow. This would not have been possible in years past. Continued repair and replacement of infrastructure: manholes, service lines and mains are necessary to effect further reduction of sanitary sewer overflow events.

An additional Environmental Inspector is budgeted for the Pretreatment division.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,693,928	1,761,610	1,655,927	1,815,184
Employee Benefits	733,345	725,722	668,926	729,591
Purchased Prof/Tech Services	528,091	538,650	566,299	418,406
Purchased Property Services	953,659	828,767	938,521	1,008,155
Other Purchased Services	125,557	137,695	131,085	131,647
Supplies	416,492	629,553	513,422	514,745
Other Expenses	7,472,866	7,849,391	7,852,046	8,179,650
Contracts with Others	-	-	-	-
Operating Expenditures	11,923,938	12,471,388	12,326,226	12,797,378
Transfers to Other Funds	7,374,554	6,810,669	6,810,669	6,397,192
Billings	572,077	568,586	568,586	581,885
Capital Outlay	422,577	1,042,107	1,042,107	1,800,000
Total Expenditures	20,293,146	20,892,750	20,747,588	21,576,455

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	30	0.50	0.50	0.50	0.50
Engineering Administrator	28	0.50	-	-	-
Program Manager	28	0.50	0.50	0.50	0.50
Financial Supervisor	27	0.50	0.50	0.50	0.50
Technical Administrator	27	0.50	0.50	0.50	0.50
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
Environmental Coordinator	25	1.50	1.50	1.50	1.50
		6.00	5.50	5.50	5.50
Clerical and Professional					
Customer Relations Coordinator	61	0.50	0.50	0.50	0.50
Customer Service Rep(400)	58	0.50	0.50	0.50	0.50
Customer Service Rep(300)	58	0.50	0.50	0.50	0.50
Staff Assistant	58	0.50	0.50	0.50	0.50
Secretary (400)	57	1.00	1.00	1.00	1.00
Program Coordinator	24	0.25	0.25	0.25	0.25
		3.25	3.25	3.25	3.25
Labor Operations					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	2.00	2.00	2.00	3.00
Inspector	60	1.00	1.00	1.00	1.00
Sr. Water Utility Operator	60	4.00	4.00	4.00	4.00
Water Utility Operator	59	18.00	18.00	18.00	18.00
Utility Worker	57	8.00	8.00	8.00	8.00
		35.00	35.00	35.00	36.00
Labor Maintenance					
Instrument Technician	60	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		45.25	44.75	44.75	45.75

WMARSS

Mission Statement

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

Narrative

WMARSS is a regional collection and treatment system comprised of a series of lift stations, piping and two treatment plants, owned by the cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway. The City of Waco operates and maintains the WMARSS facilities. WMARSS has been recognized as #2 in the nation in methane gas capture and conversion to energy, per plant influent. This is due to its cogeneration and industrial waste to energy initiatives.

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

Accomplishments for FY 2011-12

- * Expanded workloads (without hiring additional staff) – Bull Hide Creek Waste Water Treatment Plant
- * Completed major expansion and improvement project at the Central Plant. (37.8 MGD to 45 MGD)
- * Completed and started the Bull Hide Creek Waste Water Treatment Plant, a Biological Nutrient Removal (BNR) plant
- * Completed overhaul of Andritz sludge drying/pelletizing equipment and building
- * Completed initial certification process of the National Biosolids Program. Awarded Bronze Level Certification

Priorities for FY 2012-13

- * Clean out one of the two remaining sludge lagoons
- * Develop and implement Quality Assurance metrics for plant performance
- * Complete third-party audit and receive Gold Level Certification of Biosolids Management Program by July 2013
- * Introduce additional professional development opportunities for plant personnel. (Higher licenses, computer training, internal and external training activities)
- * Begin rehabilitation of critical infrastructure, especially lift stations
- * Develop Technically Based Local Limits for WMARSS and Bull Hide Creek; apply TBLLs to ordinances and IPP permits
- * Seek reduced biomonitoring schedule for Bull Hide Creek plant
- * Increase “green” technology and waste-to-energy activities, reducing operational costs

Budget Highlights

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

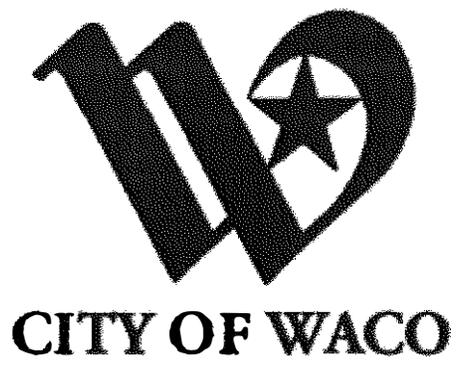
The budget for WMARSS maintains current operations but does include two additional Waste Water Plant Operators to fully staff the Central Plant after two operators were reassigned to the Bull Hide Creek Plant.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,009,240	1,109,000	1,114,038	1,226,757
Employee Benefits	411,374	426,738	415,845	456,178
Purchased Prof/Tech Services	206,405	396,077	443,000	648,000
Purchased Property Services	712,954	764,009	759,625	785,632
Other Purchased Services	128,246	132,060	132,651	169,217
Supplies	2,133,746	2,534,338	2,340,985	2,629,562
Other Expenses	327,270	316,420	316,420	313,714
Contracts with Others	-	-	-	-
Operating Expenditures	4,929,235	5,678,642	5,522,564	6,229,060
Transfers to Other Funds	(35,916)	-	-	-
Billings	-	-	-	-
Capital Outlay	78,605	765,666	829,796	510,000
Total Expenditures	4,971,924	6,444,308	6,352,360	6,739,060

Personnel Summary

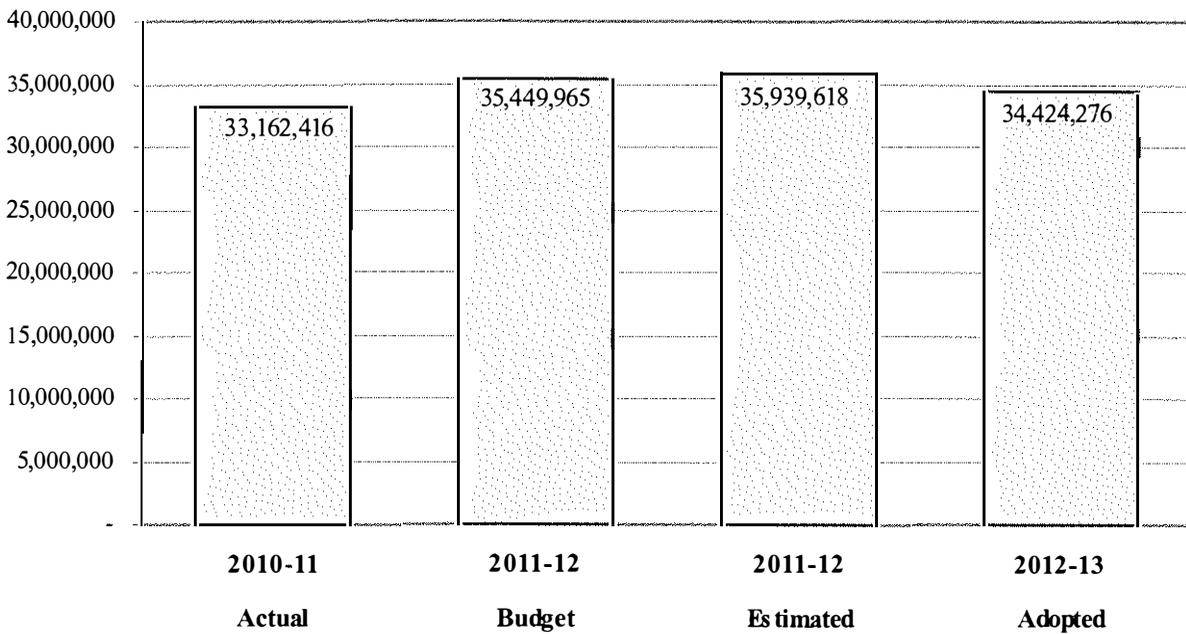
	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
Utility Operations Supervisor	25	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Staff Assistant	58	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Labor Operations					
Technical Coordinator	61	2.00	2.00	2.00	2.00
Environmental Inspector	61	2.00	2.00	2.00	2.00
Waste Water Plant Operator	60	16.00	16.00	16.00	18.00
Service Provider	54	1.00	1.00	1.00	1.00
		21.00	21.00	21.00	23.00
Total Employees		24.00	24.00	24.00	26.00



Other Enterprise Funds

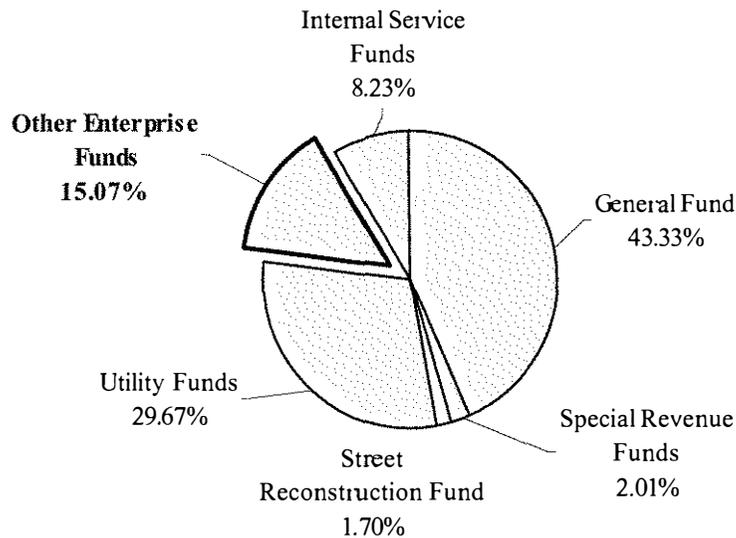
Other Enterprise Funds

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Solid Waste	15,752,766	17,579,108	17,663,872	16,202,547
Texas Ranger Hall of Fame	1,258,668	1,288,632	1,270,553	1,312,704
Waco Regional Airport	1,459,614	1,543,829	1,550,787	1,606,534
Convention Center & Visitors' Services	2,783,629	2,909,778	3,128,679	3,123,712
Cameron Park Zoo	3,203,536	3,309,736	3,253,353	3,352,005
Cottonwood Creek Golf Course	1,999,271	1,960,438	2,248,132	1,891,394
Waco Transit	6,704,932	6,858,444	6,824,242	6,935,380
	33,162,416	35,449,965	35,939,618	34,424,276

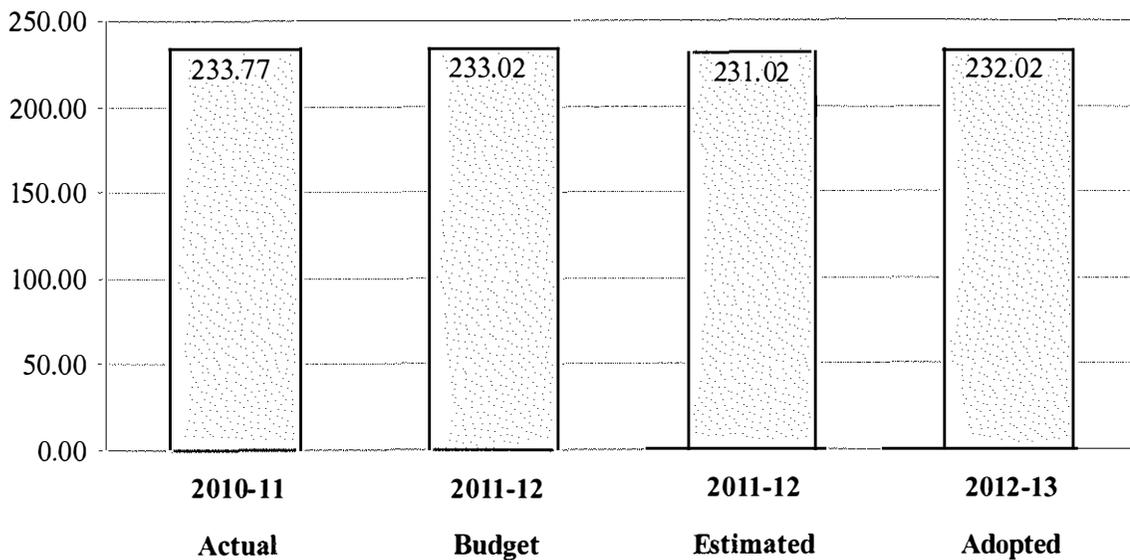


Other Enterprise Funds as a Percent of Total Budget

General Fund	98,991,150
Special Revenue Funds	4,590,244
Street Reconstruction Fund	3,887,027
Utility Funds	67,776,926
Other Enterprise Funds	34,424,276
Internal Service Funds	18,799,603
	\$ 228,469,226



Other Enterprise Funds Personnel Sununary



Solid Waste

Mission Statement

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

Narrative

The Solid Waste Department provides environmentally sound and cost effective waste management services in the form of residential, commercial, industrial, and institutional garbage collection and disposal that are an essential need of the community. These services are provided to approximately 34,000 residential and 4,600 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 conserve the life of the landfill and promote the recovery of natural resources, the department has developed a comprehensive portfolio of recycling services. These services include the residential curbside recycling program, residential curbside yard waste program, brush and bulky waste pick-up, operation of the Cobbs Citizen Convenience Center, apartment and multi-unit complex recycling and commercial recycling programs. In addition, the landfill operates a Citizen Convenience Center that diverts white goods, metal, tires and brush for resource recovery and recycling. To further encourage communication of environmental awareness among the communities it serves, the department participates in educational and outreach programs, including the Texas Product Stewardship Council/State of Texas Alliance for Recycling (STAR), Green Task Force, Master Naturalists and Partners in Education with Waco Independent School District.

Solid Waste Services will continue its successful partnership and alliance with Keep Waco Beautiful to organize special events, such as the Brazos River Clean-Up, Lake Waco Clean-Up, and Neighborhood Clean-Ups. The department will host and participate with surrounding communities to provide a regional Household Hazardous Waste Collection Day.

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 Highway 84 litter abatement.

Accomplishments for FY 2011-12

- * Instituted a number of efficiency and cost control measures to maintain its current fee structures including the acquisition and operation of automated collection trucks, use of routing software to optimize collection and transportation, continuance of preventative maintenance programs for its equipment and procurement of off-road diesel storage for the landfill site.
- * Permitted and constructed a state approved 9.5 acre waste placement cell at the landfill completely under-layered with a high performance composite liner for environmental protection.

Priorities for FY 2012-13

- * Continue keeping the streets clean of litter by communicating service schedules, codes and ordinances for carting of wastes, and updating citizens on solid waste programs and initiatives.
- * Develop fleet standardization to streamline its collection trucks, lower maintenance and operating costs, and increase its productivity and long term performance.
- * Promote sustainable recycling programs to address emerging recycling technologies and encourage regional resource conservation.

Budget Highlights

The budget for Solid Waste includes the addition of a Computer Analyst and \$1.7 million for equipment replacement. Solid Waste continues to fund the reserve, closure cost and future landfill cell construction through the operating budget.



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	2,706,515	3,079,140	2,807,469	3,156,356
Employee Benefits	1,372,429	1,517,344	1,353,173	1,524,609
Purchased Prof/Tech Services	1,372,259	1,667,124	1,624,370	1,698,458
Purchased Property Services	1,627,985	1,712,174	1,703,032	1,739,323
Other Purchased Services	134,871	135,235	128,478	144,952
Supplies	1,805,616	2,296,516	2,172,279	2,250,070
Other Expenses	2,188,912	2,674,059	2,335,171	2,479,987
Contracts with Others	30,000	39,000	39,000	39,000
Operating Expenditures	11,238,587	13,120,592	12,162,972	13,032,755
Transfers to Other Funds	1,189,802	1,194,213	1,194,213	1,184,031
Billings	301,002	303,129	303,129	310,881
Capital Outlay	3,023,375	2,961,174	4,003,558	1,674,880
Total Expenditures	15,752,766	17,579,108	17,663,872	16,202,547

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Program Manager	28	1.00	1.00	1.00	1.00
Program Administrator	27	2.00	2.00	2.00	2.00
Operations Administrator	26	-	-	1.00	1.00
Operations Supervisor	25	3.00	3.00	3.00	3.00
Program Coordinator	24	1.00	1.00	-	-
		7.00	7.00	7.00	7.00
Clerical and Professional					
Customer Relations Coordinator	61	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	6.00	6.00	6.00	6.00
Computer Analyst	25	-	-	-	1.00
Environmental Coordinator	25	1.00	1.00	1.00	1.00
		8.00	8.00	8.00	9.00
Labor Operations					
Service Technician	60	1.00	1.00	1.00	1.00
Tradesworker (300)	59	2.00	2.00	2.00	2.00
Operations Coordinator	59	6.00	6.00	6.00	6.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Materials Specialist	57	1.00	1.00	1.00	1.00
Equipment Operator (400)	57	54.00	54.00	54.00	54.00
Equipment Operator (300)	57	10.00	10.00	9.00	9.00
Service Provider	54	12.00	12.00	11.00	11.00
		87.00	87.00	85.00	85.00
Total Full Time		102.00	102.00	100.00	101.00
Customer Service Rep (300)-PT	58	0.50	0.50	0.50	0.50
Service Provider-PT	54	0.50	0.50	0.50	0.50
Total Part Time (FTE's)		1.00	1.00	1.00	1.00
Total Employees		103.00	103.00	101.00	102.00

Texas Ranger Hall of Fame and Museum

Mission Statement

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

Narrative

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

The TRHFM consists of a museum, hall of fame, research library, the headquarters of Texas Rangers Company "F" (largest Ranger Company in Texas) and a banquet center. It holds State designations as Official Museum of the Texas Rangers (1968), Official Hall of Fame of the Texas Rangers (1976) and Official Repository, Library and Archives (1997). Each year the facility has an economic development impact of \$3 to \$4 million (without multipliers) on the local economy. Historically it has self-generated 50% to 80% of its operating expenses. Over 42 years, the TRHFM has attracted at least \$70 million in tourism revenues. It has welcomed more than 3.5 million visitors on site and its Internet site has more than 700,000 visits each year.

Accomplishments for FY 2011-12

- * Constructed and dedicated the Tobin and Anne Armstrong Texas Ranger Research Center
- * Initiated a statewide fundraising effort raising \$196,483 cash and pledges towards \$500,000 initial target
- * Hosted 189 programs promoting public safety, community wellness and education initiatives, with more than 7,500 persons in attendance at the Texas Ranger Education Center
- * Booked for 226 event at Knox Center from January 2011 through December 2012

Priorities for FY 2012-13

- * Complete fundraising and upgrading of four exhibit galleries
- * Plan for the expansion of exhibition space and the long-term replacement of Hall of Fame building
- * Mitigation of impact of 2012 through 2015 I-35 construction on museum visitation and revenues

Budget Highlights

The Texas Ranger Hall of Fame and Museum will concentrate upon mitigating the impact of I-35 construction on operating revenue that funds operations and educational programs. As the marketing budget permits, promotion of John Knox Center will be increased, internet retailing expanded, further licensing opportunities will be explored. The budget does not include additions for personnel, marketing or equipment.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	547,145	570,393	559,973	591,971
Employee Benefits	218,336	210,804	204,118	211,622
Purchased Prof/Tech Services	26,804	28,018	26,991	26,061
Purchased Property Services	19,818	20,785	23,720	23,878
Other Purchased Services	37,129	48,337	50,451	50,234
Supplies	104,810	111,887	107,598	107,038
Other Expenses	160,735	154,517	153,811	153,692
Contracts with Others	-	-	-	-
Operating Expenditures	1,114,777	1,144,741	1,126,662	1,164,496
Transfers to Other Funds	-	-	-	-
Billings	143,891	143,891	143,891	148,208
Capital Outlay	-	-	-	-
Total Expenditures	1,258,668	1,288,632	1,270,553	1,312,704

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Program Administrator	27	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Customer Service Rep (300)	58	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	-	-
Curatorial Technician	55	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	2.00	2.00	2.00	2.00
Program Coordinator	24	1.00	1.00	1.00	1.00
Program Supervisor	24	1.00	1.00	1.00	1.00
Librarian (300)	24	1.00	1.00	1.00	1.00
Program Analyst	22	-	-	1.00	1.00
		9.00	9.00	9.00	9.00
Labor Operations					
Tradesworker	59	1.00	1.00	1.00	1.00
Building Attendant	53	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Total Full Time		13.00	13.00	13.00	13.00
Part Time Employees (shown as FTE's)					
Customer Service Rep (300)-PT	58	1.88	1.88	1.88	1.88
Building Attendant-PT	53	0.62	0.62	0.62	0.62
Total Part Time (FTE's)		2.50	2.50	2.50	2.50
Total Employees		15.50	15.50	15.50	15.50

Waco Regional Airport

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Named "Texas Airport of the Year" by the FAA Fort Worth Airport Development Office
- * Completed Apron Rehabilitation Phase I Project and Taxiway Redesign and Rehabilitation Phase I Project

Priorities for FY 2012-13

- * Complete Apron Rehabilitation Phase II and Taxiway Rehabilitation Phase II Project
- * Build passenger awareness of the convenience of flying out of Waco Regional Airport

Budget Highlights

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

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	395,614	417,623	402,145	430,629
Employee Benefits	181,600	181,264	169,590	181,344
Purchased Prof/Tech Services	10,438	5,802	5,568	5,059
Purchased Property Services	78,144	98,280	86,741	88,011
Other Purchased Services	62,824	62,688	121,109	61,268
Supplies	193,519	207,110	185,410	184,281
Other Expenses	99,759	106,129	101,916	95,279
Contracts with Others	-	-	-	-
Operating Expenditures	1,021,898	1,078,896	1,072,479	1,045,871
Transfers to Other Funds	163,530	183,770	184,645	-
Billings	274,186	281,163	281,163	281,163
Capital Outlay	-	-	12,500	279,500
Total Expenditures	1,459,614	1,543,829	1,550,787	1,606,534

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Administrative Svcs Coordinator	60	1.00	1.00	1.00	1.00
Retail Services Coordinator	57	1.00	1.00	1.00	1.00
Retail Aide	53	1.00	1.00	1.00	1.00
Food Services Coordinator	22	0.25	0.25	0.25	0.25
		3.25	3.25	3.25	3.25
Labor Operations					
Tradesworker	59	1.00	1.00	1.00	1.00
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Operations Coordinator	59	1.00	1.00	1.00	1.00
Equipment Operator (300)	57	2.00	2.00	2.00	2.00
Security Guard	55	1.00	1.00	1.00	1.00
Building Attendant	53	2.00	2.00	2.00	2.00
		8.00	8.00	8.00	8.00
Total Full Time		12.25	12.25	12.25	12.25
Part Time Employees (shown as FTE's)					
Secretary-PT	57	0.50	0.50	0.50	0.50
Security Guard-PT	55	0.40	0.40	0.40	0.40
Building Attendant-PT	53	0.62	0.62	0.62	0.62
Total Part Time (FTE's)		1.52	1.52	1.52	1.52
Total Employees		13.77	13.77	13.77	13.77

Convention Center and Visitors' Services

Mission Statement

The mission of Convention Center & Visitors' Services department is the primary marketing, selling and servicing resource for travel and tourism in the Waco area. The Waco CVB works to increase occupancy, revenues and visitation in area hotels, restaurants, meeting facilities and attractions; increase revenues to the Waco Convention Center; stimulate tourism-related job creation; and promote a positive image for Waco. A new dimension of this service will be to coordinate with the adjacent cities in a regional marketing effort which began in 2012.

Narrative

Tourism generates over \$461 million in travel spending, which represents a 4% increase from the previous year, with more than \$6.3 million in local taxes, more than \$27 million in state tax receipts, and supports more than 4,840 jobs in Waco and McLennan County. Convention Center & Visitors' Services includes marketing, advertising and selling to specifically targeted tourism and convention markets, including the operation of the Waco Tourist Information Center and the Waco Convention Center.

Accomplishments from 2011-12

- * Booked over 30,000 room nights in all markets (sports, association, corporate)
- * Made over 600 sales calls on potential clients
- * Prospected over 1,000 potential clients via email or phone
- * Generated over \$98,000 in positive media coverage through meeting and communicating with over 40 travel writers
- * Developed a presence in social media, subsequently reaching 920 local citizens, clients and the media through these sources
- * Serviced 13 film and video projects
- * Generated over 1.5 million page views of the CVB website at www.wacocvb.com
- * Serviced over 21,000 walk-in visitors to the Tourist Information Center
- * Serviced more than 50 motorcoach groups at the Tourist Information Center

Priorities for 2012-13

- * Increase revenues in the Waco Convention Center and in hotel occupancy tax through increased room nights in the hotels
- * Partner with adjacent cities in a joint marketing strategy and effort following recommendations from consultants
- * Extend current marketing dollars by developing partnerships and revenue-generating ideas
- * Generate at least \$100,000 in positive media coverage
- * Increase the number of fans and followers on social media by at least 10%
- * Increase booked room nights by at least 10%
- * Maintain customer satisfaction rating of at least 95% or better for all WCC clients

Budget Highlights

The budget for the Convention and Visitors' Services will maintain current operations. The department will continue with an increased focus on maximizing revenue generation in all revenue-producing areas of the department; more efficient and effective program implementation and increased results in convention sales and building rentals; increased attention and marketing in tourism sales and service and the leisure and group travel markets.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	986,083	1,128,954	1,061,438	1,179,394
Employee Benefits	445,887	482,264	440,476	484,231
Purchased Prof/Tech Services	148,952	97,950	218,953	139,368
Purchased Property Services	107,243	134,990	135,623	137,408
Other Purchased Services	438,178	504,061	501,143	508,088
Supplies	412,462	319,411	447,022	374,280
Other Expenses	116,039	92,148	166,524	150,943
Contracts with Others	117,000	150,000	150,000	150,000
Operating Expenditures	2,771,844	2,909,778	3,121,179	3,123,712
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	11,785	-	7,500	-
Total Expenditures	2,783,629	2,909,778	3,128,679	3,123,712

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
Technical Supervisor	24	1.00	1.00	1.00	1.00
Food and Beverage Coordinator	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Clerical and Professional					
Customer Service Rep (400)	58	4.00	4.00	4.00	4.00
Retail Aide	53	2.00	2.00	2.00	2.00
Marketing/Communications Speci	26	1.00	1.00	1.00	1.00
Convention Services Specialist	25	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	5.00	5.00	5.00	5.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		14.00	14.00	14.00	14.00
Labor Operations					
Tradesworker (400)	59	1.00	1.00	1.00	1.00
Operations Coordinator	59	4.00	4.00	4.00	4.00
Senior Service Provider	56	1.00	1.00	1.00	1.00
Service Provider	54	5.00	5.00	5.00	5.00
Building Attendant	53	1.00	1.00	1.00	1.00
		12.00	12.00	12.00	12.00
Total Full Time		30.00	30.00	30.00	30.00
Part Time					
Customer Service Rep (300)-PT	58	0.95	0.95	0.95	0.95
Service Provider-PT	54	2.25	2.25	2.25	2.25
Retail Aide-PT	53	0.75	-	-	-
Retail Aide-TEMP	1	0.43	0.43	0.43	0.43
Total Part Time (FTE's)		4.38	3.63	3.63	3.63
Total Employees		34.38	33.63	33.63	33.63

Cameron Park Zoo

Mission Statement

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

Narrative

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

Accomplishments for FY2011-12

- * Completed a 6,000 sq ft outdoor event pavilion
- * Produced two litters of the critically endangered Sumatran tiger
- * Transported two Galapagos tortoises to Connecticut's Beardsley Zoo for the summer
- * Renovated an area in Brazos River Country for coyotes
- * Received an Excellence in Leadership award from The International Association of Giraffe Care Professionals
- * Released tagged checkered garter snakes at the Waco Wetlands

Priorities for FY 2012-13

- * Continue to refine and develop plans for an Education complex and Animal Hospital
- * Bring a young female White rhino into the animal collection
- * Successfully breed our Orangutans
- * Successfully introduce our komodo dragons for breeding
- * Increase our attendance over 260,000 and increase the number of guests from outside the Waco area

Budget Highlights

The budget for the Cameron Park Zoo will maintain current operations. No new personnel or services are planned for the coming year.

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	1,198,563	1,284,254	1,212,385	1,334,931
Employee Benefits	605,476	605,177	565,618	617,200
Purchased Prof/Tech Services	44,723	15,399	32,422	15,400
Purchased Property Services	422,233	469,539	467,325	468,345
Other Purchased Services	66,528	67,517	64,978	65,080
Supplies	613,404	639,766	647,660	609,948
Other Expenses	135,950	107,925	116,006	117,341
Contracts with Others	116,659	120,159	120,159	123,760
Operating Expenditures	3,203,536	3,309,736	3,226,553	3,352,005
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	26,800	-
Total Expenditures	3,203,536	3,309,736	3,253,353	3,352,005

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Staff Assistant	58	1.00	1.00	1.00	1.00
Retail Aide	53	2.00	1.00	1.00	1.00
Veterinarian	26	1.00	1.00	1.00	1.00
Community Promotions Specialist	24	1.00	1.00	1.00	1.00
Curator	23	1.00	1.00	1.00	1.00
Food Services Coordinator	22	0.75	0.75	0.75	0.75
		6.75	5.75	5.75	5.75
Labor Operations					
Park Ranger	58	3.00	3.00	3.00	3.00
Senior Zookeeper	58	4.00	4.00	4.00	4.00
Senior Service Provider	56	2.00	2.00	2.00	2.00
Zookeeper	55	19.00	19.00	19.00	19.00
Service Provider	54	9.00	9.00	9.00	9.00
Building Attendant	53	1.00	1.00	1.00	1.00
		38.00	38.00	38.00	38.00
Total Full Time		45.75	44.75	44.75	44.75
Part Time Employees (shown as FTE's)					
Retail Aide-PT	53	3.51	4.51	4.51	4.51
Retail Aide-TEMP	1	0.91	0.91	0.91	0.91
Service Provider-TEMP	1	0.48	0.48	0.48	0.48
Summer Worker III-PT	1	0.51	0.51	0.51	0.51
Total Part Time (FTE's)		5.41	6.41	6.41	6.41
Total Employees		51.16	51.16	51.16	51.16

Cottonwood Creek Golf Course

Mission Statement

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

Narrative

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

Cottonwood has a ladies' golf league, men's golf league and the largest senior league in Texas. Cottonwood Creek hosts over 30 junior golf tournaments annually and is the home course for 15 area junior high and high school golf teams. The course is also home to the Starburst Junior Golf Classic Tournament, which is one of the largest junior tournaments in the world with an economic impact exceeding \$3.2 million. In August 2009 Golf Digest designated Cottonwood Creek Golf Course as the #1 facility in the United States for junior golf development. Cottonwood Creek hosts over 80 local, regional, and state tournaments annually. The superior course with its exceptional customer service, quality Pro Shop merchandise, and state of the art marketing make Cottonwood Creek Golf Course a valuable asset to Waco's tourism market.

Accomplishments for FY 2011-12

- * Renovated/resurfaced greens
- * Hosted over 80 tournaments including the Starburst Tournament Junior Golf Classic
- * Hosted NCAA Regional Cross Country Meet in conjunction with Baylor
- * Continued as home course for 15 boys and girls high school and junior high golf teams
- * Improved drainage in various locations
- * Improved website and added e-mails, Facebook and Twitter as marketing tools
- * Intensified greens and course maintenance program

Priorities for FY 2012-13

- * Total cost recovery
- * Continue intensive greens and course maintenance program
- * Continue to increase marketing opportunities through utilization of the web, mobile apps and social media
- * Improve drainage issues
- * Renovate practice facilities
- * Develop conceptual plans for a training/development center

Budget Highlights

The budget for Cottonwood Creek Golf Course will maintain current operations with no additions in personnel, equipment or services planned for the coming year.



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	489,949	556,529	517,363	571,177
Employee Benefits	213,895	228,373	205,828	228,448
Purchased Prof/Tech Services	268,464	282,576	308,130	189,951
Purchased Property Services	87,591	88,230	88,894	90,355
Other Purchased Services	130,978	134,311	131,386	143,826
Supplies	213,389	221,041	232,498	217,596
Other Expenses	479,013	449,378	450,658	450,041
Contracts with Others	-	-	-	-
Operating Expenditures	1,883,279	1,960,438	1,934,757	1,891,394
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	115,992	-	313,375	-
Total Expenditures	1,999,271	1,960,438	2,248,132	1,891,394

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
Operations Supervisor	25	1.00	1.00	1.00	1.00
Field Supervisor	22	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Clerical and Professional					
Retail Services Coordinator	57	1.00	1.00	1.00	1.00
Retail Aide	53	1.00	1.00	1.00	1.00
Program Coordinator	24	1.00	1.00	1.00	1.00
Recreation Specialist	21	3.00	3.00	3.00	3.00
		6.00	6.00	6.00	6.00
Labor Operations					
Service Technician	58	1.00	1.00	1.00	1.00
Senior Service Provider	56	3.00	3.00	3.00	3.00
Service Provider	54	2.00	2.00	2.00	2.00
		6.00	6.00	6.00	6.00
Total Full Time		15.00	15.00	15.00	15.00
Part Time Employees (shown as FTE's)					
Recreation Aide-PT	51	0.96	0.96	0.96	0.96
Total Part Time (FTE's)		0.96	0.96	0.96	0.96
Total Employees		15.96	15.96	15.96	15.96

Waco Transit

Mission Statement

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

Narrative

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

Accomplishments for FY 2011-12

- * Completed ADA scheduling software implementation
- * Continued the Job Access Reverse Commute services to the City of Marlin and Sanderson Farms
- * Increased revenue through advertising
- * Achieved highest level of ridership in Waco Transit System history

Priorities for FY 2012-13

- * Continue efforts to raise revenue through advertising
- * Continue efforts to provided Job Access Reverse Commute services to the City of Marlin and Sanderson Farms
- * Increase efficiency of services through regional dispatching
- * Continue to promote Waco Transit System services to sustain increased in ridership

Budget Highlights

Over the last five years, Waco Transit System has seen stable funding at both the state and federal levels. Waco Transit System will continue to provide non-emergency medical transportation for the Transportation Service Area Eleven (II). The contract for FY 2012-13 is proposed at \$1,940,047 based upon expected demand for the service.

Expenditures

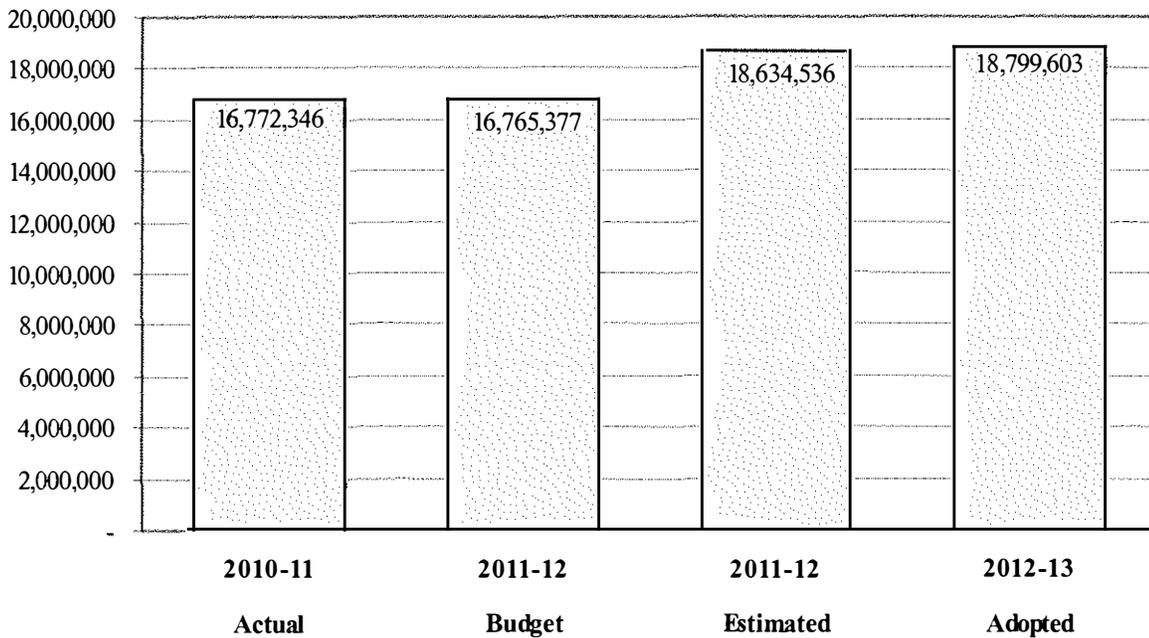
	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	2,735,400	2,790,902	2,834,116	2,883,684
Employee Benefits	640,555	678,804	661,960	680,743
Purchased Prof/Tech Services	1,166,618	1,119,072	981,630	1,002,043
Purchased Property Services	567,237	479,498	475,332	484,206
Other Purchased Services	210,651	259,417	177,130	174,121
Supplies	979,275	1,132,853	1,296,176	1,280,381
Other Expenses	325,052	397,898	397,898	430,202
Contracts with Others	-	-	-	-
Operating Expenditures	6,624,788	6,858,444	6,824,242	6,935,380
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	80,144	-	-	-
Total Expenditures	6,704,932	6,858,444	6,824,242	6,935,380



Internal Service Funds

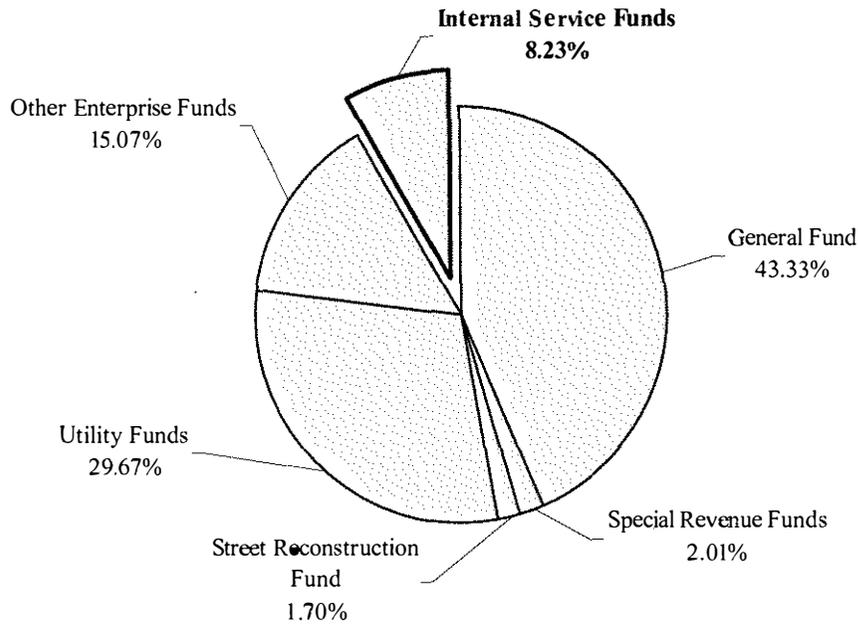
Internal Service Funds

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Risk Management	2,581,214	3,358,067	3,410,002	3,489,324
Engineering	1,922,167	1,976,339	1,897,408	2,028,950
Fleet Services	1,560,884	1,517,263	1,595,161	1,609,458
Health Insurance Fund	10,708,081	9,913,708	11,731,965	11,671,871
	16,772,346	16,765,377	18,634,536	18,799,603

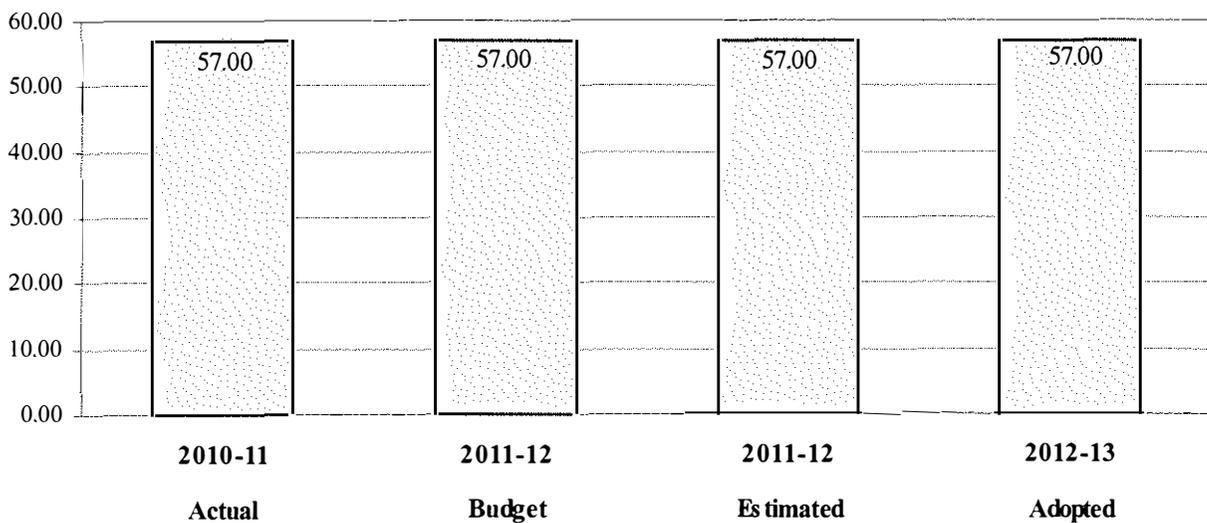


Internal Service Funds as a Percent of Total Budget

General Fund	98,991,150
Special Revenue Funds	4,590,244
Street Reconstruction Fund	3,887,027
Utility Funds	67,776,926
Other Enterprise Funds	34,424,276
Internal Service Funds	18,799,603
	<hr/>
	\$ 228,469,226



Internal Service Funds Personnel Summary



Risk Management

Mission Statement

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

Narrative

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

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

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

Accomplishments for FY 2011-12

- * Initiated the Supervisor Safety Certification program that provides guidance and accountability for employees
- * Continued to expand Health Clinic services to identify at-risk employees for heat illnesses, diabetes, and other diseases of life
- * Expanded employee Back-To-Work program in order to reduce time away from work due to injuries
- * Collected \$85,040 during the past 12 months in subrogation recoveries from third parties who caused injury to city employees and damage to city property
- * Estimated total expenditures for FY 2011-12 from the workers' compensation fund are \$702,000 or 27% below budget resulting in a declining trend for the past two years

Priorities for FY 2012-13

- * Expand the use of computer based safety training programs in the training lab and on City employee computers
- * Implement Hearing Conservation Program
- * Expand Employee Health Services Clinic capabilities by increasing the doctors' on-site hours and obtaining medical equipment

Budget Highlights

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



Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	341,834	372,770	363,324	385,239
Employee Benefits	133,244	134,362	125,737	131,822
Purchased Prof/Tech Services	271,370	158,307	155,175	181,040
Purchased Property Services	1,674	4,757	1,700	1,713
Other Purchased Services	773,654	950,651	761,434	811,864
Supplies	57,281	50,389	50,801	49,345
Other Expenses	996,972	1,686,831	1,951,831	1,928,301
Contracts with Others	-	-	-	-
Operating Expenditures	2,576,029	3,358,067	3,410,002	3,489,324
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	5,185	-	-	-
Total Expenditures	2,581,214	3,358,067	3,410,002	3,489,324

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Municipal Services Director	29	1.00	1.00	1.00	1.00
Operations Administrator	26	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	2.00
Clerical and Professional					
Benefits Technician	60	1.00	1.00	1.00	1.00
Customer Service Rep (400)	58	1.00	1.00	1.00	1.00
Nurse	26	2.00	2.00	2.00	2.00
Personnel Generalist	24	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Total Employees		7.00	7.00	7.00	7.00

Engineering

Mission Statement

To design and construct infrastructure projects (water, wastewater, and stormwater), develop and maintain standard specifications and details for public works improvement development, review proposed development projects, maintain City records for general public works construction, and administer approved policies.

Narrative

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

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

Accomplishments for FY 2011-12

- * Completed design for nine sanitary sewer rehabilitation projects and completed six
- * Completed design for four sidewalk projects and completed one
- * Completed design on four potable water projects and completed two
- * Completed design on the Beverly Dr. Reconstruction Project
- * Administered the design and reconstruction of Panther Way and project is 65% complete
- * Provided support for Utilities operations staff during a chlorine "burn" of the entire water distribution system
- * Worked with Utilities staff to investigate and improve operation efficiency in the water distribution system
- * Administered one street reclamation and two street overlay projects

Priorities for FY 2012-13

- * Design and construct water and sewer projects as requested by Utilities
- * Design and construct sidewalk projects in the vicinity of elementary schools
- * Complete construction of Panther Way
- * Complete design and begin construction of Ritchie Road

Budget Highlights

The budget for Engineering will maintain current operations with no new additions in personnel or services planned for the coming year. The budget includes \$57,466 for rolling stock replacement.

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



Expenditures

	Actual	Budget	Estimated	Adopted
	2010-11	2011-12	2011-12	2012-13
Salaries and Wages	1,059,981	1,119,126	1,080,269	1,130,121
Employee Benefits	431,117	419,939	396,919	411,684
Purchased Prof/Tech Services	70	5,000	849	-
Purchased Property Services	89,113	102,466	96,499	97,350
Other Purchased Services	62,272	68,096	59,687	63,077
Supplies	50,084	47,713	49,186	47,002
Other Expenses	187,338	178,201	178,201	222,250
Contracts with Others	-	-	-	-
Operating Expenditures	1,879,975	1,940,541	1,861,610	1,971,484
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	42,192	35,798	35,798	57,466
Total Expenditures	1,922,167	1,976,339	1,897,408	2,028,950

Personnel Summary

	Range	Actual	Budget	Estimated	Adopted
		2010-11	2011-12	2011-12	2012-13
Supervision					
Municipal Services Director	30	1.00	1.00	1.00	1.00
Engineering Administrator	28	1.00	1.00	1.00	1.00
Engineering Supervisor	27	1.00	1.00	1.00	1.00
Inspection Supervisor	24	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00
Clerical and Professional					
Computer Support Technician	61	1.00	1.00	1.00	1.00
Staff Assistant	58	1.00	1.00	1.00	1.00
Computer Analyst	25	1.00	1.00	1.00	1.00
Graduate Engineer	25	1.00	1.00	1.00	1.00
Planner (400)	25	1.00	1.00	1.00	1.00
		5.00	5.00	5.00	5.00
Labor Operations					
Engineering Technician	60	3.00	3.00	3.00	3.00
Inspector	60	6.00	6.00	6.00	6.00
Senior Materials Testing Technici	58	1.00	1.00	1.00	1.00
Survey Coordinator	58	2.00	2.00	2.00	2.00
Survey Technician	57	2.00	2.00	2.00	2.00
Drafter	57	1.00	1.00	1.00	1.00
		15.00	15.00	15.00	15.00
Total Employees		24.00	24.00	24.00	24.00

Fleet Services

Mission Statement

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

Narrative

Fleet Services, a division of the General Services Department, performs repairs and preventive maintenance services on cars, trucks and heavy equipment. Tire repair service is provided, as well as 24 hour fueling services. Warranty activities are coordinated and contracted repair service activities arranged. The division is responsible for ordering, maintaining, and accounting for all parts and commodities utilized in daily activities; a monthly warehouse inventory of approximately \$80,000 is maintained. Management and user departments are provided with management information reports.

Accomplishments for FY 2011-12

- * Completed 8,162 work orders from 10/1/2011 to 7/1/2012
- * Maintained our ASE Blue Seal Shop Certification
- * Procured and installed new oil filter crusher
- * Procured code reading software and two laptops from IT lease agreement to enhance heavy side shop troubleshooting capability
- * Completed 4 bay bridge crane project for heavy side use
- * Completed overhead lubricant line replacement project
- * Collected auction proceeds to date of \$399,718
- * Fuel consumption has seen a reduction of approximately 2% on unleaded and approximately 3% on diesel to this point in the year

Priorities for FY 2012-13

- * Continue to challenge technicians to become ASE certified
- * Work with Facilities to final install backup power generator
- * Upgrade Fuelmaster software and pedestals
- * Replace existing fuel pumps at Fleet Services
- * Procure new parts washer
- * Procure new air compressor for Fleet service truck
- * Procure security camera system for fuel island
- * Expand services by moving part of Police vehicle maintenance to the renovated traffic building
- * Maintain the current low shop labor rate of \$48.50 per hour in 2013

Budget Highlights

The budget for Fleet Services will maintain current operations with no new additions in personnel or services planned for the coming year. The budget includes \$46,880 for equipment for a satellite maintenance facility.

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

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	758,960	794,419	793,089	821,780
Employee Benefits	351,653	348,711	339,471	351,316
Purchased Prof/Tech Services	18,438	18,630	19,000	19,000
Purchased Property Services	47,590	55,198	64,203	54,703
Other Purchased Services	24,461	28,412	28,398	28,636
Supplies	87,220	79,268	100,375	109,721
Other Expenses	205,423	192,625	192,625	211,302
Contracts with Others	-	-	-	-
Operating Expenditures	1,493,745	1,517,263	1,537,161	1,596,458
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	67,139	-	58,000	13,000
Total Expenditures	1,560,884	1,517,263	1,595,161	1,609,458

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Program Administrator	27	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Clerical and Professional					
Customer Service Rep (400)	58	2.00	2.00	2.00	2.00
Program Supervisor	24	1.00	1.00	1.00	1.00
		3.00	3.00	3.00	3.00
Labor Operations					
Senior Service Technician	60	3.00	3.00	3.00	3.00
Service Technician	58	14.00	14.00	14.00	14.00
Inventory Technician	56	2.00	2.00	2.00	2.00
Service Provider	54	2.00	2.00	2.00	2.00
		21.00	21.00	21.00	21.00
Total Employees		25.00	25.00	25.00	25.00

Health Insurance

Narrative

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

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

Expenditures

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Salaries and Wages	36,017	49,223	51,219	53,996
Employee Benefits	13,628	17,597	18,187	18,644
Purchased Prof/Tech Services	1,065,393	1,488,664	1,459,700	1,740,406
Purchased Property Services	-	-	5,295	6,180
Other Purchased Services	20	2,000	2,000	2,000
Supplies	-	-	2,425	5,118
Other Expenses	9,593,023	8,356,224	10,193,139	9,845,527
Contracts with Others	-	-	-	-
Operating Expenditures	10,708,081	9,913,708	11,731,965	11,671,871
Transfers to Other Funds	-	-	-	-
Billings	-	-	-	-
Capital Outlay	-	-	-	-
Total Expenditures	10,708,081	9,913,708	11,731,965	11,671,871

Personnel Summary

	Range	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Supervision					
Operations Administrator	26	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00
Total Employees		1.00	1.00	1.00	1.00

Debt Service

Debt Funding

The City typically issues debt by General Obligation Bonds or Certificates of Obligation. General Obligation Bonds are payable from the proceeds of annual property tax, levied within the limitations of the law. The full faith and credit of the City guarantees the payment of General Obligations Bonds, which are authorized by a vote of the citizens. Certificates of Obligation are guaranteed from the proceeds of an annual property tax, levied within the limitations of the law, and most are payable from and secured by the surplus revenues of the City's Enterprise Funds. The City adheres to the guidelines for debt financing from Section V of the Financial Management Policy Statements. These policies state that property tax revenues and/or utility revenue pledges are the only acceptable types of funding for debt financing. Guidelines for amortization of debt and affordability targets are also included in these policies found on page 31.

There is no specific maximum debt limit for General Obligation debt established by law. In a practical sense, the limit is imposed by the City's ability to levy and collect taxes. There is, however, a maximum tax rate established by law. That maximum rate is \$1.85 per \$100 of valuation. The current adopted rate is \$0.786232.

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

The City of Waco currently has a net debt-to-assessed valuation ratio of 1.45%. The 2011 median net debt-per-assessed valuation for Texas cities with comparable Moody's bond ratings is 2.2%. Waco's emphasis on economic development through new plants and plant additions plus increased housing activity due to new jobs has created value in this area.

Overlapping debt is general obligation debt payable from the tax levy from all debt issuing entities representing Waco citizens. Waco's overlapping debt-to-assessed valuation ratio is 6.85%. The median overlapping debt-to-assessed valuation ratio for Texas cities with comparable Moody's bond ratings is 7.1%. Last year, Waco implemented a Fiscal Policy to gradually reduce outstanding general obligation debt. This strategy is incorporated in the budget by the city not budgeting to issue as much debt as allowed by our financial policies and the amount of available bond capacity for the year. A total of \$1,679,500 in Street, Facilities and Airport projects and a total of \$1,750,000 in Utilities projects are budgeted in operations rather than issuing debt. Language for this initiative was added to the financial policies and adopted by Council November 1, 2011.

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

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

The January 12, 2012 rating report from Standard & Poor's stated they affirmed the City's 'AA' rating and underlying rating on the city's existing general obligation debt. In their view the ratings reflect the City's "strong financial management practices and consistently solid financial position". The report further stated that the "outlook on all ratings is stable". Standard & Poor's deemed Waco's financial management practices "strong" under its FMA methodology, indicating that "practices are strong, well embedded, and likely sustainable". In its January 12, 2012 rating report Moody's affirmed the City's Aa2 rating citing the City's diverse tax base and satisfactory financial reserves. The rating takes into consideration the financial performance of the city's water and sewer enterprise system, given the utility supports a significant portion of outstanding general obligation debt.

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

Tax Ordinance

12-413
09/04/2012

ORDINANCE NO. 2012-413

AN ORDINANCE SETTING A TAX RATE OF 0.786232 CENTS (WHICH INCLUDES 0.637434 CENTS TO FUND MAINTENANCE AND OPERATIONS EXPENDITURES AND 0.148798 CENTS TO PAY DEBT SERVICE ON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED VALUATION OF PROPERTY; LEVYING TAXES FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF WACO AND PROVIDING INTEREST AND SINKING FUND FOR THE YEAR TWO THOUSAND TWELVE/ TWO THOUSAND THIRTEEN (2012/2013) AND APPROPRIATING EACH LEVY FOR THE SPECIFIC PURPOSE; FINDING AND DETERMINING THAT THE MEETING AT WHICH THIS ORDINANCE IS PASSED IS OPEN TO THE PUBLIC AS REQUIRED BY LAW; AND DECLARING AN EMERGENCY.

WHEREAS, the proposed tax rate is 0.786232 (per \$100) for the City of Waco Fiscal Year 2012-13; and

WHEREAS, two public hearings on the proposed tax rate were necessary because the proposed tax rate is less than the rollback tax rate (0.808399 per \$100), but it exceeds the effective tax rate (0.766547 per \$100) for the City of Waco Fiscal Year 2012-13; and

WHEREAS, a public hearing on the proposed tax rate was held at the regular meeting of the City of Waco City Council on August 21, 2012, and a second public hearing on the proposed tax rate was held at a special-called meeting of the City of Waco City Council on August 28, 2012; and

WHEREAS, on August 21, 2012, the City of Waco City Council conducted a public hearing on the proposed budget and adopted Resolution No. 2012-372 to adopt and approve the City of Waco Operating Budget and Capital Improvements Program (CIP) for Fiscal Year 2012-13,

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

Section 1. That the recital set forth above is true and correct.

Section 2. That there shall be levied and collected, and is hereby levied for the use and support of the Municipal Government of the City of Waco, Texas ("City") and to provide Interest and Sinking Fund for the Fiscal Year October 1, 2012 through September 30, 2013, upon all property, real and personal and mixed, within the corporate limits of said City subject to taxation 0.786232 on each One Hundred Dollars of assessed valuation of property, said tax being so levied and to be appropriated to the specific purpose hereinafter set forth as follows:

Each One Hundred Dollar Valuation, to-wit:

1. For General Fund \$0.637434
2. For Interest and Sinking Fund for outstanding bonds, certificates of obligation, and lawfully incurred contractual obligations, which bonds, certificates of obligation, and contractual obligations are now known upon the City's books by serial numbers as herein below set out, there is

Tax Ordinance

hereby levied for said bonds, certificates of obligation and lawfully incurred contractual obligations, which shall be appropriated to the Interest and Sinking Fund of the bonds, certificates of obligation and lawfully incurred contractual obligations as is now designated by said numbers as follows:

<u>Fund No.</u>	<u>Issue Year</u>	<u>Bond Issues</u>	<u>Share of Tax Rate</u>
678	2003	Certificate of Obligation	\$0.002364
679	2004	Certificate of Obligation	\$0.003707
680	2005	Certificate of Obligation	\$0.002361
681	2006	Certificate of Obligation	\$0.004322
682	2007	Obligation of Refunding	\$0.007679
683	2007	Certificate of Obligation	\$0.003987
684	2007	General Obligation Bonds	\$0.073282
685	2008	Certificate of Obligation	\$0.004268
652	2009	Obligation of Refunding	\$0.010236
653	2010	Certificate of Obligation	\$0.005537
654	2010	Obligation of Refunding	\$0.006597
655	2011	Certificate of Obligation	\$0.008060
656	2012	Certificate of Obligation	\$0.003536
657	2012	Obligation of Refunding	\$0.012862
TOTAL DEBT LEVY			\$0.148798

Tax Rate FY 2012-2013:	M&O	\$0.637434
	Debt	\$0.148798
	Total Rate	\$0.786232

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

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

Section 5. That **THE TAX RATE WILL EFFECTIVELY BE RAISED BY 6.34 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$24.57.**

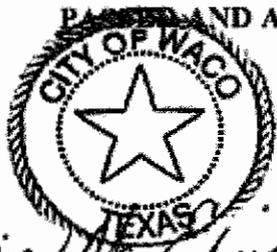
Section 6. That all monies collected under this ordinance for the specific items therein named be, and the same are hereby appropriated and set apart for the specific purposes indicated in each item, and that the Tax Assessor-Collector and the Director of Finance shall keep those accounts so as to readily and distinctly show the amount collected, the amounts expended, and the amounts on hand at any time, belonging to such fund. It is hereby made the duty of the Tax Assessor-Collector and every person collecting money for the City of Waco to deliver to the Director of Finance at any time of depositing any monies a statement showing to what fund such deposit should be made and from what source received.

Tax Ordinance

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

Section 8. That the need to levy taxes for the use and support of the municipal government of the City of Waco for Fiscal Year 2012-2013 creates an urgent and imperative public necessity which, for the immediate preservation of the public peace, health, safety and welfare, requires that the rule requiring the reading of ordinances on two different days be suspended, and such rule is suspended and this ordinance shall take effect upon its passage as provided by the Charter of the City of Waco, Texas.

PASSED AND APPROVED this 4th day of September, 2012.



Malcolm Duncan, Jr.
Malcolm Duncan, Jr., Mayor
City of Waco, Texas

ATTEST:
Patricia W. Ervin
Patricia W. Ervin, City Secretary

APPROVED AS TO FORM & LEGALITY:
Jennifer Richie *Asst City Atty FOR*
Jennifer Richie, City Attorney

APPROVED:
Janice J. Andrews
Janice J. Andrews, Director of Finance

APPROVED:
June Skerik
June Skerik, Program Manager, Budget/Audit

**Statement of Bonds Principal and Interest Payable
September 30, 2012**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Certificates of Obligation / GO Bonds				
678	Certificate of Obligation, 2003	3.60-5.50	2003	2023
679	Certificate of Obligation, 2004	2.00-5.00	2004	2024
680	Certificate of Obligation, 2005	3.00-4.375	2005	2025
681	Certificate of Obligation, 2006	4.00-6.00	2006	2026
682	Obligation Refunding, 2007	4.00-4.50	2007	2021
683	Certificate of Obligation, 2007	4.00-5.00	2007	2027
684	GO Bond, 2007	4.00-5.00	2007	2024
685	Certificate of Obligation, 2008	3.50-4.50	2008	2028
652	Obligation Refunding, 2009	3.00	2009	2014
653	Certificate of Obligation, 2010	2.75-4.00	2010	2030
654	Obligation Refunding, 2010	3.00-4.125	2010	2030
655	Certificate of Obligation, 2011	2.50-4.35	2011	2031
656	Certificate of Obligation, 2012	2.00-3.50	2012	2032
657	Obligation Refunding, 2012	2.00-5.00	2012	2025

Total Certificates of Obligation / GO Bonds

Water Revenue Bonds

503	TX Water Dev. Bd. St. Participation loan 2002	5.78-5.88	2002	2036
513	Certificate of Obligation, 2003	3.60-5.00	2003	2033
505	Certificate of Obligation, 2004	2.00-5.00	2004	2034
506	Certificate of Obligation, 2005	3.00-5.00	2005	2035
507	Certificate of Obligation, 2006	4.00-6.00	2006	2036
510	Water Revenue Refunding, 2007	4.00-4.50	2007	2026
511	Certificate of Obligation, 2007	4.00-5.00	2007	2037
502	Certificate of Obligation, 2008	3.50-4.50	2008	2028
520	Water Revenue Refunding, 2009	3.000	2009	2014
509	Water Revenue Refunding, 2010	3.00-4.00	2010	2030
521	Certificate of Obligation, 2010	2.75-3.50	2010	2030
522	Water Revenue Refunding, 2012	2.00-5.00	2012	2035

Total Water Revenue Bonds



Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
3,290,000	3,290,000	150,000	2,925	152,925
3,085,000	3,085,000	2,190,000	720,819	2,910,819
3,515,000	3,515,000	150,000	2,812	152,812
3,705,000	3,705,000	2,950,000	961,748	3,911,748
5,220,000	5,220,000	4,320,000	842,563	5,162,563
3,380,000	3,380,000	2,865,000	1,023,759	3,888,759
63,000,000	63,000,000	52,710,000	21,412,219	74,122,219
3,775,000	3,775,000	3,300,000	1,167,294	4,467,294
5,289,358	5,289,358	919,731	22,050	941,781
4,925,000	4,925,000	4,625,000	1,769,444	6,394,444
2,900,000	2,900,000	2,670,000	425,209	3,095,209
7,285,000	7,285,000	7,155,000	2,975,948	10,130,948
3,480,000	3,480,000	3,480,000	1,112,492	4,592,492
6,465,000	6,465,000	6,465,000	1,492,725	7,957,725
119,314,358	119,314,358	93,949,731	33,932,007	127,881,738
15,000,000	15,000,000	15,000,000	20,947,277	35,947,277
5,060,000	5,060,000	115,000	2,242	117,242
22,910,000	22,910,000	16,695,000	6,165,638	22,860,638
43,250,000	43,250,000	1,540,000	28,875	1,568,875
24,250,000	24,250,000	21,890,000	14,028,238	35,918,238
8,400,000	8,400,000	8,170,000	1,947,716	10,117,716
27,705,000	27,705,000	25,605,000	17,858,970	43,463,970
6,870,000	6,870,000	6,015,000	2,127,369	8,142,369
5,270,521	5,270,521	1,753,610	42,813	1,796,423
6,805,000	6,805,000	6,095,000	1,528,956	7,623,956
8,250,000	8,250,000	7,750,000	2,967,463	10,717,463
40,945,000	40,945,000	40,945,000	14,554,031	55,499,031
214,715,521	214,715,521	151,573,610	82,199,588	233,773,198

**Statement of Bonds Principal and Interest Payable
September 30, 2012**

Issue No.		Interest Rate	Date of Issue	Date of Maturity
Wastewater Revenue Bonds				
528	Certificate of Obligation, 2004	2.00-5.00	2004	2024
529	Certificate of Obligation, 2005	3.00-4.50	2005	2025
530	Certificate of Obligation, 2006	4.00-6.00	2006	2026
531	Wastewater Revenue Refunding, 2007	4.00-4.50	2007	2021
545	Certificate of Obligation, 2007	4.00-5.00	2007	2032
533	Wastewater Revenue Refunding, 2009	3.000	2009	2014
534	Wastewater Revenue Refunding, 2010	3.00-4.00	2010	2030
535	Certificate of Obligation, 2010	2.75-3.50	2010	2030
536	Wastewater Revenue Refunding, 2012	2.00-5.00	2012	2025
Total Wastewater Revenue Bonds				
Solid Waste Revenue Bonds				
562	Certificate of Obligation, 2004	2.00-5.00	2004	2024
552	Certificate of Obligation, 2005	3.00-5.00	2005	2015
556	Certificate of Obligation, 2008	3.50-4.50	2008	2021
553	Solid Waste Revenue Refunding, 2012	2.00-5.00	2012	2015
Total Solid Waste Revenue Bonds				
Tax Increment Financing Zone				
694	Certificate of Obligation, 2006	4.00-6.00	2006	2021
693	TIF Refunding, 2009	3.000	2009	2013
Total Tax Increment Financing Zone				
Total All Debt				

Bonds Authorized	Bonds Issued	Bonds Outstanding	Interest Outstanding	Total Outstanding
21,330,000	21,330,000	9,810,000	3,061,637	12,871,637
4,460,000	4,460,000	195,000	3,656	198,656
3,405,000	3,405,000	2,705,000	883,029	3,588,029
3,245,000	3,245,000	2,590,000	477,828	3,067,828
35,670,000	35,670,000	31,915,000	16,320,803	48,235,803
3,362,357	3,362,357	1,583,293	47,137	1,630,430
3,190,000	3,190,000	2,830,000	531,663	3,361,663
3,020,000	3,020,000	2,835,000	1,087,313	3,922,313
6,690,000	6,690,000	6,690,000	1,653,275	8,343,275
84,372,357	84,372,357	61,153,293	24,066,341	85,219,634
6,735,000	6,735,000	3,725,000	1,083,981	4,808,981
2,005,000	2,005,000	230,000	4,313	234,313
3,230,000	3,230,000	2,450,000	436,825	2,886,825
455,000	455,000	455,000	33,400	488,400
12,425,000	12,425,000	6,860,000	1,558,519	8,418,519
1,000,000	1,000,000	680,000	133,359	813,359
512,764	512,764	133,366	2,001	135,367
1,512,764	1,512,764	813,366	135,360	948,726
432,340,000	432,340,000	314,350,000	141,891,815	456,241,815

**Statement of Changes in Revenues as Compared with Budget
Certificates of Obligation / GO Bonds**

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Reserve Balance	430,091	353,030	343,124	226,137
Additions				
Property Tax	10,608,740	10,763,288	10,756,059	9,533,439
Interest on Investments	4,878	2,300	1,840	3,010
Other Financing Sources	-	-	-	-
Total Balance and Additions	11,043,709	11,118,618	11,101,023	9,762,586
Payments				
Principal Retired	6,561,107	6,679,253	6,679,253	5,714,588
Interest Expense	4,137,539	4,193,553	4,193,553	3,915,621
Exchange and Commission	1,939	2,080	2,080	2,280
Total Payments	10,700,585	10,874,886	10,874,886	9,632,489
Ending Reserve Balance	343,124	243,732	226,137	130,097

**Statement of Changes in Revenues as Compared with Budget
Water Revenue Bonds**

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Reserve Balance	3,919	-	-	-
Additions				
Transfer From Water	13,954,849	14,062,157	13,764,819	13,661,114
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	13,958,768	14,062,157	13,764,819	13,661,114
Payments				
Principal Retired	6,586,252	6,943,752	6,923,752	7,218,324
Interest Expense	7,369,881	7,115,732	6,838,864	6,440,496
Exchange and Commission	2,635	2,673	2,203	2,294
Total Payments	13,958,768	14,062,157	13,764,819	13,661,114
Ending Reserve Balance	-	-	-	-

**Statement of Changes in Revenues as Compared with Budget
Wastewater Revenue Bonds**

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Reserve Balance	2,563	-	-	-
Additions				
Transfer From Wastewater	7,374,554	6,812,173	6,773,132	6,398,313
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	7,377,117	6,812,173	6,773,132	6,398,313
Payments				
Principal Retired	4,411,085	4,055,906	4,055,906	3,848,721
Interest Expense	2,964,796	2,754,763	2,716,124	2,548,471
Exchange and Commission	1,236	1,504	1,102	1,121
Total Payments	7,377,117	6,812,173	6,773,132	6,398,313
Ending Reserve Balance	-	-	-	-

**Statement of Changes in Revenues as Compared with Budget
Solid Waste Revenue Bonds**

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer From Sanitation	1,189,802	1,194,433	1,191,949	1,184,296
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total Balance and Additions	1,189,802	1,194,433	1,191,949	1,184,296
Payments				
Principal Retired	835,000	875,000	875,000	905,000
Interest Expense	354,587	319,213	316,735	279,031
Exchange and Commission	215	220	214	265
	<hr/>	<hr/>	<hr/>	<hr/>
Total Payments	1,189,802	1,194,433	1,191,949	1,184,296
Ending Reserve Balance	-	-	-	-

**Statement of Changes in Revenues as Compared with Budget
Airport Revenue Bonds**

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer	131,865	134,645	134,645	-
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	131,865	134,645	134,645	-
Payments				
Principal Retired	120,000	130,000	130,000	-
Interest Expense	10,990	3,770	3,770	-
Exchange and Commission	875	875	875	-
Total Payments	131,865	134,645	134,645	-
Ending Reserve Balance	-	-	-	-



**Statement of Changes in Revenues as Compared with Budget
Tax Increment Financing Zone**

	Actual 2010-11	Budget 2011-12	Estimated 2011-12	Adopted 2012-13
Beginning Reserve Balance	-	-	-	-
Additions				
Transfer	459,216	449,793	449,798	226,731
Interest on Investments	-	-	-	-
Other Financing Sources	-	-	-	-
Total Balance and Additions	<u>459,216</u>	<u>449,793</u>	<u>449,798</u>	<u>226,731</u>
Payments				
Principal Retired	406,557	411,089	411,089	198,366
Interest Expense	52,606	38,644	38,644	28,332
Exchange and Commission	53	60	65	33
Total Payments	<u>459,216</u>	<u>449,793</u>	<u>449,798</u>	<u>226,731</u>
Ending Reserve Balance	-	-	-	-

Statement of Cash Receipts and Disbursements
Adopted 2012-13
Certificates of Obligation / GO Bonds

Issue No.		Beginning Balance 10/01/12	Transfers	Current Taxes
651	Contingency	130,097	-	-
678	Certificate of Obligation, 2003	1,641	-	149,999
679	Certificate of Obligation, 2004	2,479	-	235,165
680	Certificate of Obligation, 2005	1,637	-	149,775
681	Certificate of Obligation, 2006	2,876	-	274,192
682	Obligation Refunding, 2007	5,103	-	487,187
683	Certificate of Obligation, 2007	2,642	-	252,930
684	G O Bond, 2007	47,898	-	4,648,984
685	Certificate of Obligation, 2008	2,806	-	270,791
652	Obligation Refunding, 2009	6,553	-	649,408
653	Certificate of Obligation , 2010	3,629	-	351,292
654	Obligation Refunding, 2010	4,141	-	418,492
655	Certificate of Obligation , 2011	3,915	-	511,340
656	Certificate of Obligation , 2012	2,358	-	224,336
657	Obligation Refunding, 2012	8,362	-	815,948
Total		226,137	-	9,439,839



Delinquent Taxes	Interest Earnings	Principal Retired	Interest Payments	Exchange & Commissions	Ending Balance 9/30/13
-	-	-	-	-	130,097
1,400	20	150,000	2,925	135	-
2,300	20	135,000	104,944	20	-
1,400	20	150,000	2,812	20	-
2,700	20	160,000	119,748	40	-
4,800	40	325,000	171,925	205	-
2,500	20	140,000	118,062	30	-
46,400	580	2,370,000	2,373,362	500	-
2,700	20	150,000	126,187	130	-
6,400	300	644,588	17,923	150	-
3,500	40	195,000	163,306	155	-
4,100	300	330,000	96,918	115	-
5,100	1,420	270,000	251,625	150	-
2,200	20	100,000	128,784	130	-
8,100	190	595,000	237,100	500	-
93,600	3,010	5,714,588	3,915,621	2,280	130,097

**Statement of Reserve for Bond Interest and Redemption
Adopted 2012-13
Water Revenue Bonds**

Issue No.		Beginning Balance 10/1/12	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
503	TXWater Dev. Bd. Loan 2002	-	877,605	877,605
513	Certificate of Obligation, 2003	-	117,412	117,412
505	Certificate of Obligation, 2004	-	1,755,015	1,755,015
506	Certificate of Obligation, 2005	-	1,569,110	1,569,110
507	Certificate of Obligation, 2006	-	1,478,644	1,478,644
510	Water Revenue Refunding, 2007	-	801,697	801,697
511	Certificate of Obligation, 2007	-	1,732,600	1,732,600
502	Certificate of Obligation, 2008	-	500,291	500,291
520	Water Revenue Refunding, 2009	-	1,238,073	1,238,073
521	Certificate of Obligation, 2010	-	594,055	594,055
509	Water Revenue Refunding, 2010	-	806,130	806,130
522	Water Revenue Refunding, 2012	-	2,190,482	2,190,482
Total		-	13,661,114	13,661,114



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/13
-	877,605	-	877,605	-
115,000	2,242	170	117,412	-
960,000	794,875	140	1,755,015	-
1,540,000	28,875	235	1,569,110	-
525,000	953,429	215	1,478,644	-
470,000	331,537	160	801,697	-
580,000	1,152,400	200	1,732,600	-
270,000	230,062	229	500,291	-
1,203,324	34,559	190	1,238,073	-
320,000	273,800	255	594,055	-
580,000	225,900	230	806,130	-
655,000	1,535,212	270	2,190,482	-
7,218,324	6,440,496	2,294	13,661,114	-

**Statement of Reserve for Bond Interest and Redemption
Adopted 2012-13
Wastewater Revenue Bonds**

Issue No.		Beginning Balance 10/1/12	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
528	Certificate of Obligation, 2004	-	1,137,982	1,137,982
529	Certificate of Obligation, 2005	-	198,682	198,682
530	Certificate of Obligation, 2006	-	254,881	254,881
531	Wastewater Revenue Refunding, 2007	-	449,675	449,675
545	Certificate of Obligation, 2007	-	2,403,140	2,403,140
533	Wastewater Revenue Refunding, 2009	-	839,339	839,339
534	Wastewater Revenue Refunding, 2010	-	343,800	343,800
535	Certificate of Obligation, 2010	-	215,314	215,314
536	Wastewater Revenue Refunding, 2012	-	555,500	555,500
Total		-	6,398,313	6,398,313



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/13
670,000	467,887	95	1,137,982	-
195,000	3,656	26	198,682	-
145,000	109,841	40	254,881	-
350,000	99,535	140	449,675	-
1,035,000	1,367,865	275	2,403,140	-
803,721	35,443	175	839,339	-
240,000	103,625	175	343,800	-
115,000	100,219	95	215,314	-
295,000	260,400	100	555,500	-
3,848,721	2,548,471	1,121	6,398,313	-

Statement of Reserve for Bond Interest and Redemption
Adopted 2012-13
Solid Waste Revenue Bonds

Issue No.		Beginning Balance 10/1/12	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
562	Certificate of Obligation, 2004	-	616,281	616,281
552	Certificate of Obligation, 2005	-	234,333	234,333
556	Certificate of Obligation, 2008	-	317,632	317,632
553	Solid Waste Revenue Refunding, 2012	-	16,050	16,050
Total		-	1,184,296	1,184,296

Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/13
445,000	171,231	50	616,281	-
230,000	4,313	20	234,333	-
230,000	87,487	145	317,632	-
-	16,000	50	16,050	-
905,000	279,031	265	1,184,296	-

**Statement of Reserve for Bond Interest and Redemption
Adopted 2012-13
Tax Increment Financing Zone**

Issue No.		Beginning Balance 10/1/12	Revenue Transfer	Total Receipts & Balances
	Bond Interest and Redemption			
694	Certificate of Obligation, 2006	-	91,346	91,346
693	Refunding 2009	-	135,385	135,385
Total		-	226,731	226,731



Bonds Retired	Interest Payments	Exchange Fees	Total Disbursements	Ending Balance 9/30/13
65,000	26,331	15	91,346	-
133,366	2,001	18	135,385	-
198,366	28,332	33	226,731	-

**Retirement Schedule to Maturity
Certificates of Obligation / GO Bonds**

Budget Year	Principal	Interest	Total
2012-13	5,714,588	3,915,621	9,630,209
2013-14	5,220,143	3,677,499	8,897,642
2014-15	5,400,000	3,477,334	8,877,334
2015-16	5,555,000	3,267,246	8,822,246
2016-17	5,785,000	3,047,272	8,832,272
2017-18	6,020,000	2,813,601	8,833,601
2018-19	5,775,000	2,576,357	8,351,357
2019-20	6,035,000	2,329,682	8,364,682
2020-21	6,350,000	2,068,442	8,418,442
2021-22	6,180,000	1,796,767	7,976,767
2022-23	6,175,000	1,513,489	7,688,489
2023-24	6,250,000	1,224,135	7,474,135
2024-25	6,320,000	929,662	7,249,662
2025-26	6,375,000	630,352	7,005,352
2026-27	6,415,000	326,270	6,741,270
2027-28	1,275,000	148,149	1,423,149
2028-29	1,040,000	102,482	1,142,482
2029-30	1,080,000	60,376	1,140,376
2030-31	760,000	23,333	783,333
2031-32	225,000	3,938	228,938
	93,949,731	33,932,007	127,881,738

Wastewater Revenue Bonds

Budget Year	Principal	Interest	Total
2012-13	3,848,721	2,548,471	6,397,192
2013-14	3,899,572	2,407,422	6,306,994
2014-15	3,275,000	2,264,503	5,539,503
2015-16	3,390,000	2,125,260	5,515,260
2016-17	3,575,000	1,978,804	5,553,804
2017-18	3,700,000	1,825,591	5,525,591
2018-19	3,880,000	1,665,368	5,545,368
2019-20	4,040,000	1,491,301	5,531,301
2020-21	3,780,000	1,320,314	5,100,314
2021-22	3,335,000	1,169,528	4,504,528
2022-23	3,045,000	1,030,614	4,075,614
2023-24	3,190,000	891,662	4,081,662
2024-25	2,440,000	766,964	3,206,964
2025-26	2,215,000	664,318	2,879,318
2026-27	2,050,000	570,370	2,620,370
2027-28	2,285,000	474,738	2,759,738
2028-29	2,255,000	373,613	2,628,613
2029-30	2,360,000	270,850	2,630,850
2030-31	2,240,000	167,900	2,407,900
2031-32	2,350,000	58,750	2,408,750
	61,153,293	24,066,341	85,219,634



**Retirement Schedule to Maturity
Water Revenue Bonds**

Budget Year	Principal	Interest	Total
2012-13	7,218,324	6,440,496	13,658,820
2013-14	6,475,286	6,196,293	12,671,579
2014-15	6,805,000	6,665,284	13,470,284
2015-16	7,010,000	6,383,984	13,393,984
2016-17	7,355,000	6,087,641	13,442,641
2017-18	7,000,000	5,790,653	12,790,653
2018-19	7,370,000	5,493,638	12,863,638
2019-20	7,660,000	5,165,875	12,825,875
2020-21	7,485,000	4,846,919	12,331,919
2021-22	7,800,000	3,824,948	11,624,948
2022-23	7,540,000	3,489,437	11,029,437
2023-24	7,895,000	3,147,215	11,042,215
2024-25	6,670,000	2,827,608	9,497,608
2025-26	4,910,000	2,578,212	7,488,212
2026-27	5,150,000	2,362,890	7,512,890
2027-28	5,525,000	2,133,237	7,658,237
2028-29	5,115,000	1,902,179	7,017,179
2029-30	5,345,000	1,672,420	7,017,420
2030-31	4,690,000	1,448,175	6,138,175
2031-32	4,910,000	1,226,324	6,136,324
2032-33	5,150,000	988,913	6,138,913
2033-34	5,100,000	744,306	5,844,306
2034-35	5,165,000	493,600	5,658,600
2035-36	4,535,000	246,966	4,781,966
2036-37	1,695,000	42,375	1,737,375
	151,573,610	82,199,588	233,773,198

**Retirement Schedule to Maturity
Solid Waste Revenue Bonds**

Budget Year	Principal	Interest	Total
2012-13	905,000	279,031	1,184,031
2013-14	930,000	242,450	1,172,450
2014-15	705,000	207,725	912,725
2015-16	495,000	182,725	677,725
2016-17	515,000	161,450	676,450
2017-18	540,000	139,200	679,200
2018-19	565,000	115,519	680,519
2019-20	590,000	90,394	680,394
2020-21	620,000	63,650	683,650
2021-22	315,000	41,875	356,875
2022-23	330,000	25,750	355,750
2023-24	350,000	8,750	358,750
	6,860,000	1,558,519	8,418,519

Tax Increment Financing Zone

Budget Year	Principal	Interest	Total
2012-13	198,366	28,332	226,698
2013-14	65,000	23,732	88,732
2014-15	70,000	21,031	91,031
2015-16	70,000	18,231	88,231
2016-17	75,000	15,331	90,331
2017-18	80,000	12,231	92,231
2018-19	80,000	8,982	88,982
2019-20	85,000	5,578	90,578
2020-21	90,000	1,912	91,912
	813,366	135,360	948,726

Capital Improvements Program

Capital Improvements Program

Overview

The City of Waco's Capital Improvements Program (CIP) is a plan for acquisition and development of the City's physical assets. The CIP includes those items typically thought of as "infrastructure"—streets, sewer lines and water lines, as well as facilities through which City government provides services directly to citizens or in support of City operations. The latter category includes police facilities, recreation centers, maintenance facilities and general office buildings. The CIP covers all facilities and infrastructure the City government owns or for which the City has responsibility. The Capital Improvements Program defines the City's investment and reinvestment plans for allocating resources, assigning priorities and implementing strategies in order to finance growth of the City and to provide monies for continuing modernization and necessary replacement. Key elements of developing, assessing and coordinating potential internal and external funding sources is identifying the funding sources, assessing the City's financial condition and its ability to service existing and new debt and coordinating the best source of funds for needed capital improvements. This evaluation process of funding sources is the foundation for the proposed CIP.

The CIP is intended to ensure that required projects are undertaken according to priorities established by Council. The CIP combines elements of long and short range planning as well as current year budgeting to identify the City's capital needs and the means of financing them. The CIP identifies the specific improvements to City infrastructure and facilities, which are needed to support and implement the Comprehensive Development Plan. The CIP also encourages departments to establish an internal planning process to identify capital needs with sufficient lead-time so that decisions may be made on the most advantageous means of addressing them.

Generally, a capital improvement has the following characteristics:

- Relatively high monetary value (at least \$100,000),
- Will last at least 10 years, and
- Results in either the creation or rehabilitation of a fixed asset

Fixed assets are resources owned by the City of Waco that have monetary value, long-term character and will be held or used. Examples are:

- Purchase, improvement and development of land
- Construction of new facilities for the delivery of City services
- Remodeling or expansion of existing facilities
- Operating equipment and machinery for new and expanded facilities
- Planning/engineering costs related to specific improvements of the type listed above

The CIP is a six-year plan and is adopted annually as part of the annual operating budget. This timing is intended to provide better direction to the CIP from the Comprehensive Development Plan and better linkage with the annual budget by giving more timely input into the budget adoption process. The first year of the plan becomes the capital budget for the approved fiscal year and is presented in this document. Although only one year of the CIP is adopted and shown in this document, the full six-year plan is reviewed by the Budget/Audit Committee and presented to the full Council during the budget presentation. The City Manager and Council use this as a working document in their long-term assessment of future development and financing needs.

Since capital projects result in assets that need continuing maintenance and care, operating budgets are often affected. We have attempted to quantify additional operating costs associated with the completion of capital projects. As part of the capital planning process, departments submit capital projects and estimate the operating costs associated with the project. Annual operating costs can include personnel, scheduled repair and maintenance and utilities in the case of buildings. These costs are or will be included in the department's operating budget for the year the project is scheduled for completion and the facilities are put into operation. Anticipated changes in operating revenues or expenses are noted in the project descriptions beginning on page 260.

**Capital Improvements Program
Fiscal Year 2012-13
Summary**

	2011-12	2012-13
General Government		
Airport Services	5,616,500	2,795,000
City Manager's Office	59,746	40,000
Emergency Management	963,228	625,000
Facilities	400,000	400,000
Fleet Services	1,000,000	1,177,518
Fire Services	1,500,000	1,100,000
Parks and Recreation	200,000	355,500
General Government	9,739,474	6,493,018
Street Improvements	1,000,000	1,200,000
Wastewater Improvements	-	6,060,000
Water Improvements	-	6,060,000
Total Capital Improvements Program	<u>10,739,474</u>	<u>19,813,018</u>

**Capital Improvements Program
Fiscal Year 2012-13
General Government**

Department	Project Description	Funding	2012-13
Airport	Airport Improvements	FAA	2,515,500
	Airport Improvements	Cash	279,500
City Manager's Office	Issuance Costs	CO	40,000
Emergency Management	Replace Radio System	CO	625,000
Facilities	Building Renovation Projects	Cash	400,000
Fleet Services	Rolling Stock Replacement	Interest	1,177,518
Fire	Fire Apparatus Replacement Program	CO	1,100,000
Parks and Recreation	General Park Improvements	CO	355,500
Total General Government			6,493,018
	Certificate of Obligation Bonds (CO)	2,120,500	
	Federal Aviation Administration (FAA)	2,515,500	
	General Fund Operating Budget (Cash)	400,000	
	Airport Operating Budget (Cash)	279,500	
	Interest	1,177,518	
		6,493,018	

Street Improvements

Project Description	Funding	2012-13
Street Improvement Program	Cash	1,000,000
Sidewalk Program	CO	200,000
Total Street Improvements		1,200,000
	Certificate of Obligation Bonds (CO)	200,000
	General Fund Operating Budget (Cash)	1,000,000
		1,200,000

**Capital Improvements Program
Fiscal Year 2012-13
Wastewater Improvements**

Project Description		2012-13
Sewer Construct & Rehab at Various Locations	WWB	1,900,000
Wastewater Lift Station Rehabilitation	WWB	500,000
Issuance costs	WWB	60,000
Digester/Interceptor Improvements	WWB	3,600,000
Total Wastewater Improvements		6,060,000

Wastewater Revenue Bonds	5,210,000
Wastewater Operating Budget (Cash)	850,000

Water Improvements

Project Description		2012-13
Water Improvements at Various Locations	WB	2,000,000
Transmission to PP5 - FM1637	WB	4,000,000
Issuance Costs	WB	60,000
Total Water Improvements		6,060,000

Water Revenue Bonds	5,160,000
Water Operating Budget (Cash)	900,000

Capital Improvements Program

Project Descriptions

Airport Services

Project: Airport Improvements
Description: Various improvements at Waco Regional Airport including 100% design of perimeter road, 100% design of airfield electrical improvements and construction of Taxiway Echo.
Cost: \$2,795,000
Funding: Federal Aviation Administration \$2,515,500
Operating Budget (Cash) 279,500
Budget Impact: Will have little impact on current maintenance.

City Manager's Office

Project: Issuance costs
Description: Cost of issuing bonded indebtedness, which is 1.7% of project costs.
Cost: \$40,000
Funding: Certificates of Obligation
Budget Impact: None

Emergency Management

Project: Replace Radio System
Description: Upgrade digital radio system to simulcast and add northern tower site simulcast equipment and connectivity.
Cost: \$625,000
Funding: Certificates of Obligation
Budget Impact: Maintenance costs are estimated to increase and are included in the operating budget.

Facilities

Project: Building Renovation Projects
Description: The Facilities Department manages over 1 million SF of buildings throughout the City of Waco for repairs and renovations that support City personnel, operations and citizens. The varied single and multi-use buildings need attention for items such as office/shop interior remodeling to update functional layouts for users, HVAC and electrical replacements, elevator rehabs of existing buildings, restroom renovations, roof replacements, exterior renovations, safety rehabs, accessibility upgrades and parking lot paving. Projects will include but are not limited to: City Hall exterior rehab, Police Tower and Garage elevator modernization (5), City Hall HVAC repair, major roof replacements at Convention Center, Ranger Museum, Zoo and other locations, parking lot renovation, elevator rehabs, and various building upgrades for City functions and user support at Health District, Community Services, Sul Ross Center, and Ranger Museum.
Cost: \$400,000
Funding: General Fund Operating Budget (Cash)
Budget Impact: Maintenance will increase due to increased square footage.



Capital Improvements Program

Project Descriptions

Fleet Services

Project: Rolling Stock Replacement
Description: To maintain a quality fleet of equipment/vehicles that is cost effective and efficient, enabling the individual departments to perform the responsibilities and services for the citizens of Waco in a timely manner.
Cost: \$1,177,518
Funding: Interest
Budget Impact: Maintenance costs are minimized an estimated \$100,000 per year for first 3 years due to warranties.

Fire

Project: Fire Apparatus Replacement Program
Description: Replace two 1992 E-One Hurricane engines.
Cost: \$1,100,000
Funding: Certificates of Obligation
Budget Impact: Maintenance should reduce due to warranties.

Parks and Recreation

Project: General Park Improvements
Description: Continue the park redevelopment and enhancement program using the basic amenity standards established in the Parks, Recreation and Open Space Master Plan as a guideline. Typical projects include playgrounds, security lighting, benches, picnic tables and grills, fencing, shelter renovation and construction, walkways, irrigation system modification & construction, and related park amenity enhancement. The approximate value of the infrastructure in Neighborhood and Community Parks and Athletic Facilities is \$25 million (excludes Regional Parks, Recreation Centers, Special Use Parks, Golf Course, and Pools).
Cost: \$355,500
Funding: Certificates of Obligation
Budget Impact: Playground renovation as well as some other renovation projects can produce a savings; however, the ongoing aging of other playgrounds and amenities tend to offset the cost savings associated with individual replacement.

Street Improvements

Project: Street Improvement Program
Description: This project involves the reconstruction, reclamation, seal, and overlay programs in residential areas.
Cost: \$1,000,000
Funding: General Fund Operating Budget (Cash)
Budget Impact: Will have little impact on current maintenance.

Capital Improvements Program Project Descriptions

Project: Sidewalk Program
Description: Construction of sidewalks at various locations where there is heavy pedestrian traffic and sidewalk either doesn't exist or is not continuous.
Cost: \$200,000
Funding: Certificates of Obligation
Budget Impact: No significant change in current maintenance program.

Wastewater Improvements

Project: Sewer Construction & Rehabilitation at Various Locations
Description: Sewer System rehabilitation on Inflow & Infiltration studies and field investigations as well as extension of sewer services to dwellings and businesses inside City which are currently unserved.
Cost: \$1,900,000
Funding: Wastewater Revenue Bonds \$1,050,000
Wastewater Operating (Cash) 850,000
Budget Impact: None

Project: Wastewater Lift Station Rehabilitation
Description: Rehabilitation Program for Wastewater Lift Stations
Cost: \$500,000
Funding: Wastewater Revenue Bonds
Budget Impact: None

Project: Digester/Interceptor Improvements
Description: Rehabilitation of Digesters & Interceptors at Central Plant
Cost: \$3,600,000
Funding: Wastewater Revenue Bonds
Budget Impact: None

Project: Issuance Costs
Description: Cost of issuing bonded indebtedness, which is 1% of project costs.
Cost: \$60,000
Funding: Wastewater Revenue Bonds
Budget Impact: None



Capital Improvements Program Project Descriptions

Water Improvements

Project: Water Improvements at Various Locations
Description: Capital improvements for water infrastructure at various locations to be determined based on need.
Cost: \$2,000,000
Funding: Water Revenue Bonds \$1,100,000
Water Operating (Cash) 900,000
Budget Impact: None

Project: Transmission to Pressure Plane 5 – FM1637
Description: Martin Luther King Blvd. (MLK) from new river crossing to Lake Shore Dr. - 12,000 LF of 36", Lake Shore Dr. from MLK to 19th St. - 10,000 LF of 30", 19th St. from Lake Shore Dr. to Steinbeck Bend Rd. – 7,500 LF of 36", Steinbeck Bend Rd. and Lake Shore Dr. to Airport Tank – 5,000 LF of 30" and 2,000 LF of 24" converting 16" to Pressure Plane 5 distribution.
Cost: \$4,000,000
Funding: Water Revenue Bonds
Budget Impact: None

Project: Issuance Costs
Description: Cost of issuing bonded indebtedness, which is 1% of project costs.
Cost: \$60,000
Funding: Water Revenue Bonds
Budget Impact: None





Supplementary Grant Information

Grant Funds

Federal Grants

Department of Homeland Security

The SAFER (Staffing for Adequate Fire and Emergency Response) Grant

The SAFER grant was created to provide funding directly to fire departments to help them increase the number of trained, “front-line” firefighters available in their communities.

Department of Housing and Urban Development

Community Development Block Grant (CDBG)

Under 24 CFR Part 570, the Department of Housing and Urban Development annually allocates funds by formula among eligible recipients. The funds are to be used by the recipient for housing and community development activities within the designated area primarily to the benefit of low- and moderate-income persons. The City of Waco funding is being allocated toward the following activities:

CDBG Program Administration

The Housing and Community Development Program Administration’s primary function is to ensure that the grantee, City of Waco, complies with federal regulations mandating specific activities required to obtain, expend, and disburse Community Development Block Grant funds effectively.

Housing Rehabilitation & Reconstruction Program

This grant provides for the rehabilitation or reconstruction of substandard single-family residential owner occupied structures. These structures, after rehabilitation or reconstruction, must meet the requirements of the City’s Minimum Housing Code and the housing quality standards required by Housing and Urban Development.

Housing Code Enforcement

This grant funds the inspection and re-inspection of existing unoccupied and occupied structures for compliance with the Minimum Housing Code to aid in the prevention of slum and blight areas. In order to accomplish this, the City has been divided into seven (7) areas that follow the neighborhood association boundaries.

Park and Infrastructure Improvements

This grant funds selected park improvements and infrastructure improvements, including sidewalks and alleys, within qualifying areas of the City.

All Other Community Development Block Grant Funding

Includes Youth Services Projects, Community Agencies serving the homeless and/or low-income, and multifamily housing rehabilitation.

Shelter Plus Care

The Shelter Plus Care Program provides rental assistance, in connection with supportive services funded from sources other than this program, to homeless persons with disabilities (primarily, persons who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have acquired immunodeficiency syndrome and related diseases) and their families. The City of Waco sub grants the Shelter Plus Care grant funds to the Project Sponsor, Heart of Texas Region Mental Health Mental Retardation Center.

Supportive Housing Program

Under 24 CFR Part 583, the Department of Housing and Urban Development provides funding for eligible projects serving the homeless, including a homeless management information system. The City will serve as the grantee and area’s homeless management information system project manager. The area includes Bosque, Falls, Freestone, Hill, Limestone, and McLennan counties. HMIS is a computerized data collection tool specifically designed to capture client-level, system-wide information over time on the characteristics and service needs of homeless men, women and children.

Grant Funds



HOME Investment Partnership Program

Under 24 CFR Part 92, the Department of Housing and Urban Development allocates funds by formula among eligible state and local governments to expand the supply of decent, safe, sanitary and affordable housing. HOME funding makes new construction, rehabilitation, reconstruction, substantial rehabilitation, and acquisition of such housing feasible and promotes the development of partnerships between the Federal government, states, and units of general local government. The City of Waco directs its HOME funding toward low-income owner occupied rehabilitation and low-income first time homebuyer assistance through down payment/closing cost assistance loans, along with grants to Community Housing Development Organizations for the new single family housing development.

Department of Transportation Federal Aviation Administration

Waco Regional Airport is eligible to receive assistance under the Airport Improvement Program (AIP) as authorized by Title 49, U.S. Code. Allocations are limited and may only be used for development or improvement of Airport facilities that are considered vital to the Airport's operation. The amount of this annual entitlement is determined by the number of yearly aircraft enplanements and is only awarded to the Airport for projects deemed vital to the airport in meeting FAA guidelines. The Secretary of Transportation allocates discretionary funding for priority projects. The City has to request funding separately for each priority project.

Federal Transit Administration

Funding for the operation of Waco Transit is provided from the Federal Transit Administration (FTA). Services provided by these grant funds include fixed route bus service, ADA demand response service, and other services to the community. In addition to operation expenses, FTA funds are also used for capital and planning assistance. Funding assistance is provided at an 80% match for capital and planning projects and a 50% match for operating expenses. Grant funding is based upon a formula process, which includes census information for the Waco urbanized area.

Metropolitan Planning Organization (MPO)

The Metropolitan Planning Organization is a multi-jurisdictional body comprised of the Texas Department of Transportation, McLennan County, and the cities of Bellmead, Beverly Hills, Bruceville-Eddy, Crawford, Gholson, Hallsburg, Hewitt, Lacy-Lakeview, Leroy, Lorena, Mart, McGregor, Moody, Riesel, Robinson, Ross, Waco, West and Woodway. The MPO provides short and long-range transportation planning for all of McLennan County. All projects using federal highway or transit funds within McLennan County must be identified within the MPO's Metropolitan Transportation Plan and the shorter range Transportation Improvement Program. The City of Waco is designated as the fiscal agent for the MPO. Funding is provided with 80% from the Federal Highway Administration and the Federal Transit Administration. Similar to FY 2012, the 20% match for FY 2013 for both the Federal Highway funds and Federal Transit funds are provided by the Texas Department of Transportation in the form of Transportation Development Credits. For the time being, there is no further discussion regarding the possibility of requiring member governments to provide a portion of the local match for FY 2014 or beyond. Funds provided by the Federal Highway Administration may be carried over into the next two fiscal years if not spent.

Department of Justice

Edward J. Byrne Justice Assistance Grant (JAG), Office of Justice Programs, Bureau of Justice Assistance

Since 1996, the City of Waco has been awarded a Local Law Enforcement Block Grant each year for the purpose of reducing crime and improving public safety. The U.S. Department of Justice, Bureau of Justice Assistance has now combined the Byrne Formula Grant and the Local Law Enforcement Block Grant into the Edward J. Byrne Justice Assistance Grant to be used for the purpose of law enforcement programs; prosecution and court programs; prevention and education programs; corrections and community corrections programs; drug treatment programs; or planning, evaluation, and technology improvement programs. For FY 12-13, the proposed grant amount is \$80,980, which will be allocated between the City of Waco, McLennan County, and the City of Belhnead. The City of Waco's share of approximately \$39,090 will be used to expand law enforcement equipment and technology.

Grant Funds

Federal Emergency Management Agency Emergency Management Performance Grant

The Emergency Management Performance Grant is used to support local comprehensive emergency management programs to encourage improvement of mitigation, preparedness, response, and recovery capabilities for all hazards. Funding may be used to support activities that contribute to the capability to manage consequences of acts of terrorism.

State Grants

State Homeland Security Grant

The State Homeland Security Grant is to provide funds for homeland security and emergency operations planning; the purchase of equipment to enhance the capability of local agencies in areas of mitigation, prevention, response and recovery to incidents of terrorism, man made or natural disasters. This grant has enabled the City of Waco to train local volunteers and citizens in emergency response and achieve required benchmarks from the State and Federal government, increased our capabilities to respond to chemical, biological, radiological and explosive incidents as well as achieve interoperability throughout the region and update our current communication system.

State Transportation Grant

The Transportation Enhancement Grant provides funding for transportation enhancements including hike/bike/walk trails and is funding the construction of the 1.3 mile extension of the Brazos Riverwalk through Brazos Park East. Funding is provided with 80% from the Transportation Enhancement Grant in combination with a 20% local match. Construction is expected to begin in early 2013 and be completed in 2014

State Transit Grants

Funding from the State is provided to assist with the operation of Waco Transit. State funds are considered a local funding source and may be used to match federal grants. State funding levels are derived through a formula process completed by TxDOT. Funding is allocated for the two-year biennium.

State Police Grants

CJD Family Violence

The Family Violence Grant currently funds a percentage of two commissioned officers that work specifically as detectives on family violence cases. Funding for this program originated under the COPS program although it is now funded under the Violence Against Women Act through the State of Texas Criminal Justice office.

Tobacco Compliance Program

The grant pays overtime for police officers and fire marshals to inspect local tobacco retailers to ensure compliance with Senate Bill 55, which prohibits the sale of tobacco to minors. The grant also pays for officers to conduct sting operations with the help of underage volunteers and to educate retailers, youth, and other citizens regarding State tobacco law and the dangers of using tobacco.

Click It or Ticket

The City of Waco teams up with the Texas Department of Transportation and works in conjunction with other law enforcement agencies to participate in a state-wide Click It or Ticket campaign. This campaign is designed to increase safety belt use and reduce death and injury of those individuals not properly restrained in a vehicle. Officers are paid overtime with grant funds to patrol the streets and target drivers, front-seat passengers and children that are not properly restrained and issue citations.

Victim Services Expansion

The Victim Services Unit responds to the immediate needs of victims, witnesses, officers, and bystanders who are affected by crimes, which are usually serious or violent in nature. Victim Services provides a two-tier program that includes on-scene crisis intervention and on-going services 24-hours a day. This grant provides 100% funding for one Crisis Team Counselor.

Grant Funds



State Health Grants

Women, Infants and Children (WIC)

The WIC program is 100% federally funded through the Texas Department of State Health Services. WIC provides to its eligible participants nutrition education and counseling, special supplemental nutritious foods, breastfeeding support and linkage to other health and human resource services. There are six (6) WIC clinic sites located throughout McLennan County that provide services and benefits to approximately 7,600 eligible participants monthly.

Environmental Health

Bureau of Regional/Local Health Operations (BRLHO--000 Funds)

Triple O funds through the Texas Department of State Health Services are used to deliver one or more of the essential public health services. The Environmental Health Division uses these funds to protect the community from food borne illnesses associated with restaurants and other food establishments, educate the public concerning the prevention of food borne illnesses and other environmental health topics, and investigate health nuisance conditions in the community.

Public Health Nursing

Public Health Preparedness

The Public Health Nursing Division has received a grant from the Texas Department of State Health Services that is designed to upgrade and integrate state and local public health jurisdiction's preparedness for and response to terrorism and other public health threats and emergencies to include Pandemic Influenza.

The Public Health Preparedness program has been approved for additional Discretionary funding in the amount of \$29,941 for FY13. These funds will be used to purchase new table and chairs (\$16,441) for the Preparedness Training Room; and new network switches (\$13,500) to connect network devices to the main City of Waco network.

Immunizations

The Texas Department of State Health Services funds approximately 70% of the total Immunization program. The purpose of this program is to prevent the transmission of vaccine preventable diseases and to investigate and decrease the spread of communicable diseases in McLennan County. Services include childhood immunizations, immunizations to foreign travelers and communicable disease surveillance, investigation and control.

Tuberculosis Control

The Texas Department of State Health Services funds approximately 27% of the total TB program. This program identifies and treats persons with or contacts to cases of Tuberculosis, thus interrupting the transmission of the disease. The primary purpose of this program is to provide diagnosis, education and treatment to persons suspected or known to have a positive skin test for Tuberculosis. Services provided include tuberculosis skin testing, contact investigation, limited medical evaluation by physicians, appropriate referrals, education and monthly follow-up. Active cases are being placed on Directly Observed Therapy (DOT) as encouraged by the state as a method of TB control. Staff is also presenting more educational programs to community organizations since awareness is very important in halting the spread of this infection.

Family Focused Community Diabetes Services Project

The Texas Department of State Health Services funds this project to provide community-based diabetes prevention and management interventions that implement population-based and evidenced based programs and strategies at the community level. The project targets families in high-risk populations-racial and ethnic minorities who have disproportionate rates and burdens of diabetes and limited access to health care.

National Association of County and City Health Officials

This Grant provides support to Medical Reserve Corps units and to encourage these units to provide certain information to the Office of the Surgeon General's Office of the Civilian Volunteer Medical Reserve Corps.

Grant Funds

Transforming Texas

This is a new grant that the Texas Department of State Health Services funds with an overarching purpose of preventing heart attacks, strokes, cancer and other leading causes of death and disability through evidence and practice-based policy, environmental, and system change approaches. Required outcomes include (1) reduce death and disability due to tobacco use by 5%; (2) reduce the rate of obesity through nutrition and physical activity interventions by 5%; and (3) reduce death and disability due to heart disease and stroke by 5% by September 2017.

Healthy Babies

This is a new grant that the Texas Department of State Health Services funds to reduce preterm births and infant mortality. The Health District, in collaboration with numerous community partners is implementing the March of Dimes' Healthy Babies are Worth the Wait (HBWW) campaign to address issues of infant mortality in McLennan County. HBWW is an evidence-based multi-dimensional, community-based approach to preventing preventable preterm births.

HIV/AIDS Services

The Texas Department of Health provides funds for the following programs:

Ryan White Title II

The Health District receives federal funds through the Texas Department of State Health Services to provide health and social services to individuals with HIV disease. These services include on-going case management, nutritional assistance, emergency medication assistance, insurance assistance, transportation assistance, dental assistance, health education, and assistance with vision services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

HIV Prevention

This program provides individual prevention and risk reduction counseling to clients at risk for HIV infection in an attempt to reinforce behavior changes and create appropriate risk reduction plans, following the determination of their HIV status. All individuals testing positive for HIV receive partner elicitation. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

State Services

This program provides health and social services to individuals with HIV infection. Services include case management and early intervention services such as lab work, immunizations, complete physicals, TB testing, vaccine administration and other related health services. These funds are to be used to provide services for Bosque, Falls, Limestone, Freestone, Hill and McLennan Counties.

Housing Opportunities for People With Aids (HOPWA)

The Texas Department of State Health Services funds 100% of the HOPWA program. This program provides eligible clients in a six county area with resources to have their rent and utilities paid to encourage independent living.



Supplementary Grant Information

	2011-12 Allocation	Proposed 2012-13 Allocation
FEDERAL GRANTS		
<u>Department of Homeland Security</u>		
SAFER (Staffing for Adequate Fire and Emergency Response)	65,010	39,060
Total Department of Homeland Security	65,010	39,060
<u>Department of Housing & Urban Development</u>		
Community Development Block Grant		
Administration	302,261	271,939
Housing Rehabilitation	94,032	319,256
Code Enforcement	438,310	364,042
Parks and Infrastructure Improvements	361,819	218,000
All Other	314,918	331,279
Total Community Development Block Grant	1,511,340	1,504,516
Shelter Plus Care	183,876	203,376
Supportive Housing Program	63,709	63,709
HOME		
Administration	92,185	125,725
Residential Rehabilitation	412,086	157,722
Homeownership Assistance	-	200,622
CHDO	417,540	326,625
Total HOME	921,811	810,694
Total Department of Housing & Urban Development	2,680,736	2,582,295
<u>Department of Transportation</u>		
Federal Aviation Administration		
Discretionary Funds	3,150,000	5,590,000
Total Federal Aviation Administration	3,150,000	5,590,000
Federal Transit Administration		
Capital/Planning Grants	120,000	100,000
Operating Assistance	1,175,000	1,000,000
Preventive Maintenance	1,000,000	1,000,000
ADA Expense	240,000	200,000
Miscellaneous Capital	100,000	85,000
Total Federal Transit Administration	2,635,000	2,385,000

Supplementary Grant Information

	2011-12 Allocation	Proposed 2012-13 Allocation
Metropolitan Planning Organization	382,500	370,000
Total Department of Transportation	6,167,500	8,345,000
<u>Department of Justice</u>		
Justice Assistance Grant	56,728	39,090
Total Department of Justice	56,728	39,090
<u>Federal Emergency Management Agency</u>		
Emergency Management Performance Grant	86,430	71,000
Total Federal Emergency Management Agency	86,430	71,000
Total Federal Grants	9,056,404	11,076,445
STATE GRANTS		
<u>State Homeland Security</u>		
State Homeland Security Grant	70,000	96,404
Total State Homeland Security	70,000	96,404
<u>State Transportation Grant</u>		
Transportation Enhancement Grant	2,085,286	-
Total State Transportation Grant	2,085,286	-
<u>State Transit Grants</u>		
Operating Assistance	400,000	457,000
5310 Federal Through the State Preventative Maintenance	90,000	85,000
Total State Transit Grants	490,000	542,000
<u>State Police Grants</u>		
Family Violence Unit	190,427	201,775
Tobacco Compliance Program	5,500	3,000
Click It or Ticket	7,000	7,000
Victim Services Expansion	42,000	-
Total State Police Grants	244,927	211,775



Supplementary Grant Information

	2011-12 Allocation	Proposed 2012-13 Allocation
<u>State Health Grants</u>		
Women, Infants and Children (WIC)	1,332,442	1,332,442
Public Health Preparedness	204,507	200,205
Tuberculosis Control	26,560	26,560
Immunizations	325,635	325,635
Triple "O"- Environmental	216,058	175,000
Diabetes	80,000	80,000
HIV/AIDS-Ryan White	328,763	350,010
HIV/AIDS-Prevention	128,426	142,449
HIV/AIDS-State Services	94,892	89,885
HIV/AIDS-HOPWA	78,780	98,725
National Assoc of County & City Health Officials	12,651	10,115
Transforming Texas	235,000	235,000
Healthy Babies	80,000	120,000
Public Health Preparedness Discretionary Projects (2)	-	29,941
Total State Health Grants	3,143,714	3,215,967
Total State Grants	6,033,927	4,066,146
Total Federal and State Grants	15,090,331	15,142,591



Appendix A





Glossary of Terms

Accrual Accounting - A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax - A tax computed from the assessed valuation of land and improvements.

Amortization - The gradual elimination of a liability in regular payments over a specified period of time. These payments must cover both principal and interest.

Appropriation - An authorization made by the legislative body of a government which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

ARRA - The American Recovery and Reinvestment Act was signed into law in 2009 to provide stimulus funding.

Assessed Valuation - A valuation set on real estate or other property by the McLennan County Appraisal District as a basis of levying taxes.

Assets - Resources owned or held by the City, which have monetary value.

Balanced Budget - A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed resources.

Budget - A plan of financial operation embodying an estimate of proposed means of financing it. The "operating budget" is the financial plan adopted for a single fiscal year. The "proposed budget" designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The approved budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

Budget Document - The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

CAFR - Comprehensive Annual Financial Report

CDBG - Community Development Block Grant

CIP - Capital Improvement Program

COW - City of Waco

Capital Improvements Program - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay - An expenditure that results in the acquisition of or addition to fixed assets.

Certificates of Obligation - Legal debt instruments used to finance capital improvement projects. Certificates of obligation are backed by the full faith and credit of the government entity and are fully payable from a property tax levy. Certificates of obligation differ from general obligation debt in that they are approved by the City Council and are not voter approved.

Contingency Fund - A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cost Center - A section of the total organization having a specialized function or activity and segregated cost and revenue data.

Glossary of Terms

Credit Rating - The credit worthiness of a government unit as determined by an independent ratings agency. The City of Waco is rated by Moody's Investors Service and Standard and Poor's.

Debt Service Fund - A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's certificates of obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Delinquent Taxes - Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

EMS – Emergency Medical Service

Effective Tax Rate - A tax rate that when applied to the taxable assessed valuation would produce the same total taxes as last year when compared to properties taxed in both years.

Encumbrances - Obligations in the form of purchase orders, contracts, or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.

Enterprise Fund - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises—where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures - The cost of goods received or services rendered recognized through cash payments or encumbrance.

FTE - Full-time equivalent

Fiscal Year - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operation. For City of Waco, the Fiscal year is October 1 to September 30.

Full Time Equivalent (FTE) - A quantifiable unit of measure utilized to convert hours worked by part-time, seasonal, or temporary employees into hours worked by full time employees. Full time employees work 2080 hours annually. A part-time employee working 1040 hours annually represents a .50 FTE.

Fund - An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or to attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance (Equity) - The excess of a fund's assets over its liabilities; accumulated balances are the result of continual excess of revenues over expenditures. A negative fund balance is often referred to as a deficit.

Funding - Provides budgetary resources to cover total costs of a program or project at the time it is undertaken.

GAAP – Generally Accepted Accounting Principles

General Fund - The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.

Generally Accepted Accounting Principles (GAAP) - Detailed accounting standards and practices for state and local governments as prescribed by the Governmental Accounting Standards Board (GASB).

Goals - Statement of direction for accomplishing the department's mission.



Glossary of Terms

Governmental Funds – Funds that are often referred to as “source and use” funds. Most governmental functions are typically financed through these types of funds. Included in this category are general, special revenue, debt service, capital projects and special assessment funds.

Grant - A contribution by one government unit to another unit. The contribution is usually made to aid in the support of a specified function, but it can also be for general purposes.

Gross Receipts Taxes - Fees paid by public service businesses for use of City property in conducting their business. These fees are also referred to as franchise fees. Waco collects electric, natural gas, telephone, cable TV, bingo, water, wastewater and solid waste gross receipts taxes.

HTE – HTE Sungard is the City of Waco’s mainframe software provider.

HUD - Housing & Urban Development

HVAC – Heating, Ventilation & Air Conditioning

Home Rule City - A Texas municipality that operates under a municipal charter that has been adopted or amended as authorized by Article XII, Section 5, of the Texas Constitution. A home rule City must have a population of more than 5,000 people and is governed by the State Constitution of Texas as opposed to the state laws of Texas.

Independent Auditor - An auditor who is independent of the governmental unit whose accounts are being audited.

Infrastructure - That portion of a City’s assets located at or below ground level, including the water and wastewater systems and streets.

Interfund Transfer - Amounts transferred from one fund to another.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one City department or cost center to other departments, on a cost-reimbursement basis.

Investment - Securities purchased and held for the production of income in the form of interest or dividends.

Liabilities - Debt or other legal obligations arising out of transactions in the past that must be liquidated, reviewed, or refunded at some future date. This term does not include encumbrances.

MCC – McLennan Community College

MPO – Metropolitan Planning Organization

Mission Statement - The fundamental purpose of a department or division.

Modified Accrual Basis - The basis of accounting under which expenditures (other than accrued interest on general long-term debt and certain compensated absences) are recorded at the time liabilities are incurred and under which revenues are recorded when measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Narrative - General description of the programs within each department or division.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of the City are controlled. State law requires the use of annual operating budgets.

OSSF – On-site sewage facilities

Glossary of Terms

PEG – Public, educational and governmental programming.

Performance Measures - Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

PID – Public Improvement District

ROW – Right of Way

Reimbursement - Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

Reserve - An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

Reserve Fund - A backup fund for payment of matured bonds and interest should the Water/Wastewater Debt Service Fund fall short of required amounts.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Revenues - All amounts of money received by a government from external sources other than expense refunds, capital contributions and residual equity transfers.

Rolling Stock - Those capital items such as motor vehicles, heavy equipment and other apparatus, which are maintained by the Fleet Services Fund.

Special Revenue Funds – Funds that account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose.

STD – Sexually Transmitted Diseases

TB – Tuberculosis

TIF – Tax Increment Financing

Tax Rate - A percentage applied to all taxable property to raise general revenues. It is stated in terms of a unit of the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

TCEQ – Texas Commission on Environmental Quality is a state regulatory agency.

TSTC – Texas State Technical College

TxDOT – Texas Department of Transportation

WIC – Women, Infants and Children

WISD – Waco Independent School District

WMARSS – Waco Metropolitan Area Regional Sewage System is a regional sewage treatment plant owned by the cities of Bellmead, Hewitt, Lacy Lakeview, Lorena, Robinson, Waco and Woodway.

Working Capital - Current assets less current liabilities.

Appendix B

RESOLUTION NO. 2012-372

WHEREAS, the City Manager filed the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2012-2013 with the City Secretary on July, 2012; and

WHEREAS, the City Manager submitted the proposed Operating Budget and Capital Improvement Program for the City of Waco Fiscal Year 2012-2013 to the City Council on July 17, 2012; and

WHEREAS, the City Council set the date and time for a public hearing on said proposed Operating Budget and Capital Improvement Program (by Res. No. 2012-334 approved on July 17, 2012), and the notice for said public hearing was published as required by law on August 2, 2012; and

WHEREAS, said public hearing was held on August 21, 2012, and all citizens were given an opportunity to attend and participate in the hearing.

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

Tbat City of Waco City Council by separate vote approves and adopts the following portion of the Operating Budget:

- (a) Portion of Operating Budget to provide funding to the Cen-Tex Hispanic Chamber of Commerce, regarding which Council member Alice Rodriguez filed an affidavit of substantial interest and was disqualified from voting on funding.

That the City of Waco City Council by separate vote approves and adopts the remainder of the Operating Budget and the Capital Improvements Program for the City of Waco Fiscal Year 2012-2013, together with Appendix A (Glossary of Terms) and Appendix B (Schedule of Fees).

That the following expenditures of funds, which are provided for in this approved Operating Budget and Capital Improvement Program for FY2012-2013, are authorized to be made by the City Manager without further action by the Council:

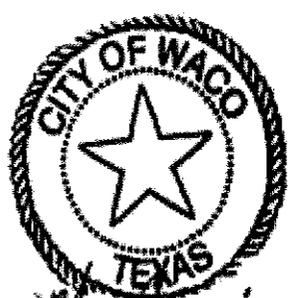
- (a) Expenditures authorized for salaries, compensation, and benefits for employees, including TMRS, Social Security, Medicare, health insurance, life insurance, health claims payments, and workers compensation
- (b) Expenditures for temporary employment services
- (c) Regulatory fees required by the State of Texas, including fees to TCEQ for water utilities, waste water, and solid waste permits and operations
- (d) Expenditures authorized for various utility services for City operations, including telephones, cell phone, electricity, natural gas, water, waste water, and solid waste
- (e) Expenditures authorized based on Refund Contracts approved by the City Council
- (f) Expenditures authorized for debt service, bond payments, bank fees, investment fees, and collection fees

- (g) Expenditures authorized for various services, upgrades, rental fees, lease and installment payments, and supplies for City computers, copiers and telephones
- (h) Expenditures for cell phone and wireless devices under an existing contract with AT&T Mobility National Accounts LLC and an existing contract with Verizon Wireless and its Related Entities, as long as each vendor renews its Texas Department of Information Resources contract with the same terms and conditions
- (i) Vendor expenditures for mowing services on privately-owned lots and City-owned lots even in the case of a single vendor who earns more than \$50,000 in a single fiscal year, as long as said vendor has competitively bid to mow said lots and the total amount in the Budget for Mowing Services (for privately-owned and City-owned lots) is not exceeded
- (j) Expenditures under an existing 25-year lease with Allen Samuel Sports, Inc. for the operation and management of the Waco Regional Tennis and Fitness Center
- (k) Amounts collected for remission to the State of Texas, including municipal court fees, sales tax, and mixed beverage fees

That a true copy of the approved and adopted Operating Budget and the Capital Improvements Program shall be filed with the City Secretary and County Clerk for McLennan County, and an electronic copy will be posted on the City of Waco website.

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

PASSED AND APPROVED this 21st day of August, 2012.



[Handwritten Signature]

Malcolm Duncan, Jr. Mayor
City of Waco, Texas

ATTEST:

[Handwritten Signature]
Patricia W. Ervin, City Secretary

APPROVED AS TO FORM & LEGALITY:

[Handwritten Signature]
Jennifer Richie, City Attorney

APPROVED:

[Handwritten Signature]
June Skerik, Program Manager Budget/Audit

Fee Schedule By Department

FY2012-13

Effective October 1, 2012

<u>DESCRIPTION</u>	<u>ADOPTED</u>
BUDGET/AUDIT	
Ad Valorem Taxes (per Hundred)	0.786232
CAMERONPARK ZOO	
Base Admission Price	
Adult	9.00
Children (4-12 yrs)	6.00
Senior (over 60)	8.00
Military (with ID)	8.00
Military Child (4-12 yrs)	5.00
Late Afternoon Discount (after 3:00 p.m.)	(2.00)
Group Rates	
Group Size 20 - 100	
Adult	8.00 each
Children (4-12 yrs)	5.00 each
Group Size 101 - 500	
Adults	7.00 each
Children (4-12 yrs)	4.00 each
Group Size Over 500	
Adults	6.00 each
Children (4-12 yrs)	3.00 each
After hours group rate	150.00 per hour
SPECIAL EVENTS and PARTIES are available by calling the Cameron Park Zoological Society.	
EDUCATION	
School and Group Educational Programs	
Guided Tours	1.00 per person plus admission
Animal Presentations	2.00 per person plus admission
	25.00 minimum
Classes	2.50 per person plus admission
Behind-the-Scenes Tours	20.00 per person - Africa
	20.00 per person - Herpetarium
	20.00 per person - Grasses River Country
	20.00 per person - Asian Forest
Outreach Programs	
Zoomobile Trips (out of county)	2.00 per mile
Programs for groups of less than 35	30.00 1st program
	25.00 add'l program on same day
Auditorium Programs for groups greater than 35	125.00 1st program
	100.00 add'l program on same day
Zoo Adventure Camp	
Half Day camp	80.00 per week - member
	100.00 per week - non-member
Full Day camp	150.00 per week - member
	180.00 per week - non-member
Extended Care Option	25.00 per week for early a.m. care
	25.00 per week for late p.m. care
Cancellation Fee	20.00
Mini Camps	
Half Day camp	50.00 per week - member
	75.00 per week - non-member
Cancellation Fee	20.00
Special Events	
Zoo Snoozes / Birthday Parties	45.00 per person
Non-refundable deposit	150.00 per group
CITY MANAGER	
Tax Abatement Application	
Project located within the State Enterprise Zone	500.00
Project located outside the State Enterprise Zone	1,000.00
Industrial Business Grant Application	
Project located within the State Enterprise Zone	500.00
Project located outside the State Enterprise Zone	1,000.00

Fee Schedule By Department

FY 2012-13
Effective October 1, 2012



DESCRIPTION	ADOPTED	
CITY SECRETARY		
Solicitation Permits	25.00	
Taxicab Fees	100.00	per cab
Horsedrawn Carriage Pennit	20.00	
Copying Charges (Outside requests; Electronically received)	0.10	perpage
Copies of Microfilm	1.50	plus 0.10 per page
Certification of Documents	2.50	
Cassette of Council Meetings	1.00	
CD of Council Meetings	1.00	
Duplicate Cemetery Deeds	10.00	
District Maps	30.00	
Copy of a Recorded DVD	3.00	
CD of Maps/Plans	3.00	
Computer Generated Maps	30.00	
CONVENTION SERVICES		
Hotel/Motel Room Tax	7.00	%
All Day Rental		
Rental of Entire Building (excludes Business Office and back-of-house areas) - Allows Lessee control of lobbies and entrances		
Rental	3,500.00	+70.00 Maintenance Fee
Rental of Single Floor -- Meeting/Event Rooms only, does not include lobbies or entrances		
Upper Level	2,000.00	+50.00 Maintenance Fee
Lower Level	1,500.00	+50.00 Maintenance Fee
Individual Rooms:		
Chisholm Hall	1,350.00	+20.00 Maintenance Fee
McLennan Hall	550.00	+10.00 Maintenance Fee
1/3 McLennan Hall	250.00	+10.00 Maintenance Fee
2/3 McLennan Hall	450.00	+10.00 Maintenance Fee
Brazos Ballroom w/ Terrace	650.00	+10.00 Maintenance Fee
1/2 Brazos Ballroom	450.00	+10.00 Maintenance Fee
Bosque Theater	375.00	+10.00 Maintenance Fee
DeCordova Room	100.00	+10.00 Maintenance Fee
Event Office	50.00	
Cameron Room	50.00	
Texas Room North	300.00	+10.00 Maintenance Fee
1/3 TX Room North	100.00	+10.00 Maintenance Fee
Texas Room South	300.00	+10.00 Maintenance Fee
1/3 TX Room South	100.00	+10.00 Maintenance Fee
Ranger Room	275.00	+10.00 Maintenance Fee
Waco Room	100.00	+10.00 Maintenance Fee
Lone Star Room #105	125.00	+10.00 Maintenance Fee
Lone Star Room #104	250.00	+10.00 Maintenance Fee
Lone Star Room #103	300.00	+10.00 Maintenance Fee
Prefunction & Foyer Space - Foyers and Prefunction space adjacent to main event/meeting rooms is typically open public space. When an event planner requires foyer and prefunction space to be used as event space, i.e. trade shows, large social events, etc., and limits access to this space, just as other event rooms, then these foyer and prefunction areas should be rented like an event room.		
Upper Main Foyer	300.00	
Lower Main Foyer	300.00	
Chisholm North Prefunction	150.00	
McLennan Prefunction	150.00	
Texas Foyer	100.00	
Bosque Foyer	75.00	
Lower Prefunction #102	50.00	
Move In/Decorator/Set Up Day	1/2 of daily room rental for respective room	
Move Out Day	1/2 of daily room rental for respective room	
After Midnight charge (1:00 a.m. maximum)	200.00	per hour
Early Open - No Show	200.00	
Early opening before 7:30 a.m.	100.00	per hour
EQUIPMENT SERVICES		
Set/erted 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	
Chairs	0.75	

Fee Schedule By Department

FY2012-13

Effective October 1, 2012

<u>DESCRIPTION</u>	<u>ADOPTED</u>
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 rooms set originally, cost per chair or table)	Standard Rental times 2
Stages (per section)	
Stage Sections	35.00 per section
AUDIO VISUAL SERVICES	
Audio-Visual and meeting equipment	Inventory & prices listed at www.wacocvb.com or call 254-750-5810
High-speed Internet access (hard wire connection)	75.00 per day
ELECTRICAL SERVICES All electrical charges are based on per day charge not per event.	
120 volt single - 20 amp	30.00 per day
Customers needing electrical service greater than 20 amp will need to contact Waco Convention Center for specifications, availability and cost.	
Extension cords and power strips	25.00 per day
FREIGHT RECEIVING/STORAGE*	
* WCC has limited onsite storage. All freight shipments should be sent to contracted decorator service or other freight receiving and storage contractor.	
Freight received at the WCC will be charged according to listed prices.	
Drayage Fee (receiving/storage of customers' freight)	10.00 per each container/per day
Bulk storage	75.00 per pallet/per day
WATER CONNECTIONS	
Initial connection	100.00
Water connections only available in limited locations - please contact Waco Convention Center for availability and specifications.	
FOOD AND BEVERAGE SERVICES	
Catering Fee	15.00 %
* Fee is charged to the Outside Caterer; all Outside Caterers must sign an agreement explaining rules and requirements.	
Food, Beverages and Bars	Inventory & prices listed at www.wacocvb.com or call 254-750-5810
* Waco Convention Center is the exclusive provider of beer, wine and alcohol services.	
LOCAL PACKAGE PRICING: (Additional packages will be developed as the success of this package is evaluated.)	
Bridal/Quinceanera Package*	1,200.00 up to 400 guests
* Includes event room rental (Brazos Ballroom or McLennan Hall) and a smaller room for Bride's use; up to 50 tables and 400 chairs. All additional equipment will be billed at regular WCC Approved Rates and all WCC Catering and Bar Service requirements must be met by client.	
COTTONWOOD CREEK GOLF COURSE	
Green Fees:	
Weekday	24.00
Weekend	32.00
Twilight & 9 - Hole (Weekday) & Tuesday Special	21.00
Twilight & 9 - Hole (Weekend)	26.00
Super Twilight	14.00
Super Twilight	17.00
Senior League (Monday)	22.00
Senior Non-Member (Monday-Friday)	18.00
Senior Member (Monday-Friday)	10.00
Senior Member (Weekend)	13.00
Junior (Mon-Fri)	16.00
Regular Member (Weekdays)	13.00
Regular Member (Weekends)	14.00
Junior Golf Facility	
Adults	5.00
Children (12 and under)	2.00
Combined Green Fee and Cart Fee for Senior Non-League Play (Monday - Friday)	31.00
Cart Fees:	
18 holes per person	17.00
9 holes per person	11.00
Twilight	11.00
Super Twilight	8.00
Regular Members (All Times)	12.00
Senior Members (Mon-Fri)	7.00
Senior Members (Weekends)	12.00
Range Fees:	
Small Basket	5.00
Regular Basket	8.00
Large Basket	9.00
Member - Small Basket	3.00
Member - Regular Basket	5.00
Member - Large Basket	6.00

Fee Schedule By Department

FY 2012-13

Effective October 1, 2012



<u>DESCRIPTION</u>	<u>ADOPTED</u>
Rentals:	
Clubs	30.00
Pull carts	3.00
Tournaments and Promotions	Price Negotiated
Membership Fees	
Individual Membership	600.00
Couple/Family Membership	900.00
Senior Membership (55 & up)	500.00
Charges for ISDs and Colleges	
Range Fees: Per basket	
Small Basket	2.50
Regular Basket	4.00
Large Basket	4.50
Green Fees: Per golfer	7.50
WISD golf teams practice 5 days a week for 32 weeks	
Limit each golf team to 7 golfers	
Each school may have more than one team (i.e. Varsity, Jr. Varsity)	
Coach is responsible for advising pro-shop if team will play or hit balls or both on a daily basis.	
Every golfer must sign in at pro-shop counter upon arrival	
Invoice ISDs and/or Colleges monthly for range and green fees	
ENGINEERING SERVICES	
Inspection of Curb, Gutter and Drive Approach	
One (1) Drive Approach	75.00
One (1) Drive Approach with up to 50' Curb & Gutter	75.00
Two (2) Drive Approaches on the same lot	75.00
Curb and Gutter Only (Up to 50')	75.00
Each Additional 50' Increment of Curb & Gutter	35.00
Sidewalks - up to 50'	75.00
Each additional 50' increment	35.00
Alley Permits (every 50')	75.00
Handicap Ramp	35.00
Street Opening Permits	50.00
Blueprints	2.00 each
Plan Review and Construction Inspection	0.75 % of estimated cost (3/4 of 1%)
Overtime Inspection (Saturday or Holidays)	275.00 per day
Computer Generated Maps	30.00 base rate
	30.00 per hour after 1 hour
	0.50 per sq. ft. plotted map
Fee for large Xerox (24"x36") copies	3.00 per page
Data Transfer Fee	25.00
FINANCE DEPARTMENT	
Garage Sale Permits	10.00
FIRE SERVICES	
Installation and Remodeling of Fire Protection System:	
Hood and duct suppression systems	40.00 plus 2.50 per head
Sprinkler systems	65.00 plus 0.30 per head
Standpipe systems	65.00 plus 5.00 per outlet
Fire pump installation	65.00
Fire alarm system	65.00 plus 1.00 per device
Commercial paint booth systems	55.00 plus 2.50 per head
Additional permits initiated	35.00
Installation and Removal of Fuel Storage Tanks and Dispensing Systems	
Installation of underground or above ground storage tanks and/or dispensers	80.00 for 1st tank, plus 25.00 per add'l tank at same location and 2.00 per nozzle on dispensers
Removal of underground storage tanks	65.00 for 1st tank, plus 25.00 per add'l tank at same location

Fee Schedule By Department

FY 2012-13

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DESCRIPTION	ADOPTED	
Single Events or Activities		
Pyrotechnical display or fireworks display	125.00	plus 250.00 for each hour of standby per Fire Company
Special Assembly Activities	125.00	plus 250.00 for each hour of standby per Fire Company
Trench burn	125.00	plus 250.00 for each hour of standby per Fire Company
FACILITY		
Hospitals, nursing homes, retirement centers, MH/MR homes, rehab centers, shelters (app. 40) Example: 300 bed hospital = \$2.50 fee (\$100 + (300 x \$0.50))	100.00	plus 0.50 per bed
Daycare centers, foster homes, pre-school centers (app. 60) Example: Daycare licensed for ten kids = \$40 (\$35 + (10 x \$0.50))	35.00	plus 0.50 per licensed child
OTHER OPERATIONAL PERMITS		
Hazardous operations or storage, (service stations, flammable liquid storage – app. 75)	35.00	plus 1.00 per nozzle (per year)
Installation of underground fire mains	65.00	
Re-Inspection		
All permit fees include up to two inspections. If failure of inspection a fee of \$50 will be required before additional inspections.		
Environmental Impact Fee	500.00	
HEALTH SERVICES		
VITAL STATISTICS		
	Funding Member	Non Funding Member
Certified copies of birth certificate	23.00	23.00
Search Fee for birth certificate	22.00	22.00
Certified copies of death certificate	21.00	21.00
Search Fee for death certificate	20.00	20.00
Additional copies of death certificate (at time of initial request)	4.00	4.00
Expedited Service Fee	10.00	10.00
Annual Funeral Directors Continuing Education Conference	45.00 per day	45.00 per day
ENVIRONMENTAL HEALTH		
The following Septic System permits and fees are set and adopted by the County Commissioners Court		
Septic system permit & inspection		
Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Aerobic OSSF Maintenance	100.00	100.00
Septic System Minor Repairs		
Single family residences	160.00	160.00
All others except single family residences	160.00	160.00
Septic System Major Repairs		
Single family residences	410.00	410.00
All others except single family residences	610.00	610.00
Fee included on all permits, new or repairs, for the Texas On-Site Wastewater Treatment Research C	10.00	10.00
Design resubmittal fee	50.00	50.00
Annual aerobic unit maintenance fee	20.00 per unit	20.00 per unit
Maintenance provider administrative penalty fee	10.00 per contract	10.00 per contract
Septic system reinspection fees		
Single family residences	100.00	100.00
All others except single family residences	100.00	100.00
Subdivision plat review site evaluation	50.00	50.00
Records copy fee	0.50 per page	0.50 per page
The following fees for food and pools are for cities only. Unincorporated areas of the county are under a different fee schedule.		
Food Establishment Permit Fees:		
City of Waco Seating Capacity		
1 - 30	150.00	200.00
31 - 100	225.00	300.00
101 or more	350.00	450.00
City of Waco with No Seating Fee Based on Square Footage		
Less than 2,500	150.00	200.00
2,501 - 10,000	225.00	300.00
10,001 or more	350.00	450.00
Non Profit food establishments (any type or size) (501 (3) or church under section 170 (b)(1)(A)(i) IRS code)		45.00
Additional preopening inspection or consultation (one free each per establishment)	75.00	100.00
Other Food related inspections not mandated		75.00



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DESCRIPTION	ADOPTED	
Mobile Food Vendor	150.00	200.00
School Food Service	Based on sq. ft. of kitchen/food op area only	
Adult or Child Care food services	20.00	50.00
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Reinspection Fee	75.00	100.00
Reinstatement of Suspended Permit	75.00	100.00
Temporary food establishment permit		
Events 1 to 14 days	40.00	50.00
Late Payment Fee (for temporary permit)	Double normal fee	Double normal fee
Non profit organizations and churches		1/2 of normal fee
Food Manager Certification Course	100.00 per student	100.00 per student
Food Manager Recertification	100.00 per student	100.00 per student
Retest Fee for Food Manager Course	50.00 per retest	50.00 per retest
Food Safety Classes (for food employees)	20.00 per student	20.00 per student
Childcare Food Worker Class	20.00 per student	20.00 per student
On site food safety class trip fee		70.00
Childcare Food Manager Class	40.00 per student	40.00 per student
Duplicate copy of food safety class certificate	1.00	1.00
Copy of Texas Food Establishment Rules (TFER) (One complimentary copy)	10.00	15.00
Heimlich Maneuver Poster (One complimentary copy)	5.00	8.00
Refrigerator/Freezer Thermometer	2.00	4.00
Handwash sign	1.00	2.00
Adult or Child Care Inspection		
1-12 individuals	30.00	50.00
13-99 individuals	100.00	100.00
100+ individuals	125.00	125.00
Public or semi-public swimming pool/spa permit	125.00 each	150.00 each
Fee is charge for each separate circulation system. A wading pool or spa connected to pool that operates off the same circulation system does not require a separate fee. However, if the wading pool or spa has a separate circulation system, a separate permit is required		
Reinspection of pool/spa	75.00	100.00
Reprint/additional copy of a permit	5.00 per copy	7.00 per copy
Late Payment Fee (per month past due) - Activates 1st day of the month	20.00 per month	20.00 per month
Copy of TDH Standards for Public Swimming Pool and Spa (1 free copy per permit)	5.00	7.00
Other pool/spa related inspections not mandated		70.00
West Nile Virus activities (each)		70.00
Complaint investigations non-disease/illness (call from nonfunding city official who requests physical response by District to location)		205.00
LABORATORY		
Pregnancy Test	10.00	15.00
Rapid HIV Testing	40.00 per test	40.00 per test
PUBLIC HEALTH NURSING		
Conference Registration	40.00	40.00
Flu Shot	20.00 per dose	25.00 per dose
Pneumococcal Vaccine	82.00 per dose	87.00 per dose
Immunizations	14.85 per visit	14.85 per visit
Typhoid vaccine	77.00 per dose	82.00 per dose
Yellow-fever vaccine	110.00 per dose	115.00 per dose
Duplicate immunization card	2.00 per copy	7.00 per copy
Diabetes Cooking Class Cookbook	5.00	5.00
Health card (TB Test)	23.00	28.00
Hepatitis A (Adult) 19 yrs & up	45.00 per dose	47.00 per dose
Hepatitis B (Adult)	53.00 per dose	58.00 per dose
Varicella Vaccine	108.00 per dose	113.00 per dose
Meningococcal Polysaccharide Vaccine	134.00 per dose	137.00 per dose
Inactivated Polio Vaccine (IPV) Adult	47.00 per dose	52.00 per dose
Tetanus - Diphtheria (Td) Adult	42.00 per dose	47.00 per dose
Measles, Mumps, Rubella (MMR) Adult	73.00 per dose	78.00 per dose
Human Immune Globulin	72.00 per vial	77.00 per vial
Menactra Meningococcal Conjugate Vaccine	113.00 per dose	118.00 per dose
Tetanus-Diphtheria-Acellular Pertussis (Adacel)	52.00 per dose	57.00 per dose
Twinnix (Combination Hepatitis A & Hepatitis B)	71.00 per dose	76.00 per dose
Gardasil (HPV vaccine)	100.00 per dose	105.00 per dose
Menveo Meningococcal Conjugate Vaccine	94.00 per dose	99.00 per dose

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<u>DESCRIPTION</u>	<u>ADOPTED</u>	
TB CONTROL		
Chest X-Rays		
Radiological exam, chest; single view, frontal	35.00	40.00
Radiological exam, chest; two views, frontal & lateral	27.14	27.14
With apical lordotic procedure	32.52	32.52
With oblique projections	34.13	34.13
Radiological exam, chest, special view (e.g., lateral decubitus, Bucky studies)	22.57	22.57
Initial Examination		
Level 01, non-physician services only, client class 1 or 2	26.53	26.53
Level 06 , non-physician and physician services, client class 1 or 2	52.90	52.90
Level 08, non-physician and physician services and prescribed medications (preventive treatment), class 1 or 2	54.10	54.10
Level 01, non-physician services only, client class 3 or 5	43.27	43.27
Level 06 , non-physician and physician services, client class 3 or 5	73.51	73.51
Level 07 , non-physician and physician services and prescribed medications (preventive treatment), class 3 or 5	253.99	253.99
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 (preventive treatment), client class 1 or 2	13.54	13.54
Level 08 , non-physician series and prescribed medications (preventive treatment), client class 1 or 2	47.57	47.57
Level 02, non-physician services and prescribed medications (initial treatment), client class 3 or 5	202.38	202.38
Level 04, non-physician services and prescribed medications (maintenance treatment), client class 3 or 5	45.30	45.30
Level 05, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	809.94	809.94
Level 07, non-physician services and prescribed medications (advanced treatment) client class 3 or 5	212.27	212.27
Level 09 , non-physician & physician services and prescribed medications (maintenance treatment), client class 3 or 5	55.19	55.19
Level 10, non-physician & physician services and prescribed medications (advanced treatment), client class 3 or 5	819.83	819.83
Directly Observed Therapy (DOT) Directly Observed Preventative Therapy (DOPT)		
DOT/DOPT exam-level 01, non-physician services only, client class 1 or 2	9.69	9.69
DOT/DOPT exam-level 01, non-physician services only, client class 3 or 5	9.69	9.69
HEALTH EDUCATION		
On Site Health Education		25.00 per hour
SEXUALLY TRANSMITTED DISEASE		
Comprehensive examination and treatment	25.00	35.00
HOUSING SERVICES		
Application for Residential Tax Abatement (Non Profit Organization)	75.00	
Application for Residential Tax Abatement (All Others)	150.00	
Homeless Management Information System (HMIS)	Activation Fee	Annual
Single licensed Agencies	250.00	150.00 per license
Multiple licensed Agencies	250.00	100.00 per license
ART Licenses		90.00 per license



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
INSPECTION SERVICES	
Sexually Oriented Businesses	
Non-refundable application fee	64.00
Non-refundable renewal fee	25.00
Annual License fee	253.00
If application is submitted after March 31, the license fee is prorated for the first year as follows:	
April 1 - June 30	190.20
July 1 - September 30	126.50
October 1 - December 31	64.00
Open Air Venting	150.00
Temporary for Non-Profits	10.00
Seasonal for 3 consecutive days	45.00
Indoor Amusement Facilities	
Initial Application Fee	100.00
License Fee	100.00
Renewal Application Fee	50.00
Farmer's Market Permit Fee	150.00
Street Furnishings Fee	25.00
Building Permit Fee Schedule	
General Construction permit fees:	
Minimum fee	35.75
Residential structures	
Living area per square foot	0.11
Garage, carports, porches, patios, and accessory buildings, per sq. ft.	0.09
Residential structures - Green tagged	125.00
Commercial Buildings	
Occupancy groups: A) Assembly, B) Business, E) Educational, F) Factory-Industrial, H) Hazardous, M) Mercantile, R) Residential - Multifamily	
First 50,000 sq. ft.	0.12 per sq. ft.
Each additional sq. ft.	0.09 per sq. ft.
Occupancy group S) Storage and all shell buildings	
First 50,000 sq. ft.	0.11 per sq. ft.
Each additional sq. ft.	0.08 per sq. ft.
Parking, paving and walks	0.01 per sq. ft.
Parking Lot Only - No Structure	
First 10,000 sq. ft.	159.50
10,000 to 20,000 sq. ft.	212.00
Over 20,000 sq. ft.	283.00
Repairs & alterations to existing structures & completion of shell buildings: First \$2,000 (Minimum)	35.75
2,001 to 15,000	5.25 per add'l 1,000
15,000 to 50,000	104.00 first 15,000
	4.50 per add'l 1,000
50,001 to 100,000	265.00 first 50,000
	4.00 per add'l 1,000
100,001 to 500,000	467.50 first 100,000
	3.00 per add'l 1,000
500,001 and up	1,622.50 first 500,000
	2.00 per add'l 1,000
Demolition:	
Residential structure	45.00
Commercial structure	100.00
Accessory structure	36.00
Structure relocation:	
Out of City	55.00
Within City	112.00

Fee Schedule By Department

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DESCRIPTION	ADOPTED
Signs: Permit Fee for all Signs	
0 - 72 sq. ft.	48.00
73 - 300 sq. ft.	83.00
301 - 672 sq. ft.	110.00
Annual Registration - Conventional Off-Premise signs for 0 - 72 sq.ft.	
0 - 72 sq.ft.	25.00
73 - 300 sq.ft.	35.00
301 - 672 sq.ft.	40.00
Late Fee - Conventional Off-Premise signs	
0 - 72 sq.ft.	6.00
73 - 300 sq.ft.	9.00
301 - 672 sq.ft.	10.00
Annual Registration - Digital (LED) Off-Premise signs	
0 - 382 sq.ft.	35.00
383 - 672 sq.ft.	40.00
Late Fee - Digital (LED) Off-Premise signs	
0 - 382 sq.ft.	9.00
383 - 672 sq.ft.	10.00
Registration fees are due on October 1st of each year. The late fee is charged per registered sign and will double after 60 days.	
Portable Signs	66.00
Certificate of Occupancy Inspection	55.00
Reinspection Fee	55.00
Appeals to Building Board of Adjustment & Appeals	65.00
Code Compliance Letters	9.00
Swimming Pools	
Residential	58.00
Commercial	115.50
Tents	37.50
Temporary Stands	37.50
Microwave Towers, Wind Turbine Generators, Communication Towers	495.00
Site Grading	36.00
Foundation Only	1/3 cost of Permit
Roof Drain System Permit Fees	
To issue the permit	26.50
Discharge Line Fee	9.00
Roof Drain Fee	7.00
Issuing fee if roof drain permit is separate from plumbing permit.	26.50
Environmental Fee	
To Mow lots	150.00
Lots that require special bids for mowing & cleaning	125.00 Plus contractor's bid
Electrical Permit Fees	
For issuing the following permits:	26.50
Up to 400 amps	12.00
Over 400 amps	26.50
110 branch circuits	6.00
220 branch circuits	7.00
3 phase circuits	8.00
1/2 HP. to 50 HP.	12.00
Over 50 H.P.	26.50
Up to 50 KVA	12.00
Over 50 KVA	26.50
Elevators	59.50
Signs	26.50
Temporary installations: Carnivals, etc	59.50
Temporary service inspection	34.00
Construction service pole	31.00
Commercial Check	53.00
Reinspection Fee	55.00
Appeals to Board of Electrical Contractors	65.00
Penalty. In case any work, for which a permit is required by this chapter, is started prior to obtaining said permit, the fee above shall be doubled. The payment of such doubled fee shall not relieve any person from complying with the requirements of this chapter in execution of work nor from other penalties prescribed herein.	

Fee Schedule By Department

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Plumbing Permit and Lawn Sprinkler Fees	
For issuing each permit	26.50
For each house sewer, water service and gas service (yard lines installation or repair)	9.00
For each plumbing fixture, trap, grease and sand trap, hot water heater, and gas fired appliance	7.00
For the first vacuum breaker or back flow protective device installed subsequent to the installation of a lawn sprinkler system	40.00
For each sump pump, grinder pump or lift station	9.00
Each additional device	9.00
Trip fee for lawn sprinkler inspections in the ETJ	60.00
Reinspection Fee	55.00
Appeals to Board of Plumbing and Mechanical Contractors	65.00
Mechanical Permit Fees	
For issuing each permit	26.50 per building
Heating Systems	
Installation of each direct-fired unit heater, boiler hot air furnace or central heating plant	
Each unit up to 250,000 BTU	17.00
Each unit over 250,000 BTU up to 500,000 BTU	34.00
Each additional 50,000 BTU over 500,000 BTU	5.00
Refrigerated air Systems	
Installation of each refrigerated air system	
Each unit up to 5 tons	17.00
Each unit over 5 tons up to 50 tons	34.00
Each additional ton over 50 tons	5.00
Exhaust Ventilation systems	
Installation of each blower or fan connected to duct system	5.00
Reinspection Fee	55.00
Appeals to Board of Plumbing and Mechanical Contractors	65.00
LIBRARY SERVICES	
Replace Lost Materials	5.00 Plus cost of item
	For item with cost less than \$20.00
	10.00 Plus cost of item
	For item with cost of \$20.00 or more
Fine for Overdue Materials	0.15 per day up to cost of the item
Fine for Overdue Video recordings	1.00 per day up to cost of the item
Replace Lost Library Cards	1.00 per card
Public Access Computer Printing	0.15 per page
Rental of Family History Library microfilm	
Per roll (30 day loan)	3.25
Per order (by title)	0.25
Inter-Library Loan Postage Fee	1.00 per item
MUNICIPAL COURT - Fees as set by the Texas State Legislature and fines as set by the Municipal Court Judge	
PARKS AND RECREATION	
FACILITY RENTALS	
Caneyon Park Clubhouse (includes attendant for oversight)	600.00 6 hours
	100.00 each additional hour
	250.00 clean up deposit
Pavilion Rentals (3 hour minimum)	
Large Redwood, Pecan Bottoms, Bledsoe-Miller, Anniversary, South Waco, Oscar DuConge, Northern Gateway, Brazos Park East Horseshoe Pits/Pavilion	50.00 per hour & electricity included
Small Alta Vista, Crestview, East Waco, Kendrick, North Waco, S. J. Guthrie, Dewey, Proctor Springs, Rock Shelter, Mouth of the Bosque, Lovers Loop, Brazos Park East Band Pavilion, Brazos Park East Pavilion	25.00 per hour & electricity included
Clean up deposit	100.00
Festival Areas	
Includes: Brazos Park East, Indian Spring Park/Suspension Bridge, Heritage Square and Northern Gateway	750.00 non-commercial per day
	250.00 non-commercial - clean up deposit
	1,500.00 commercial-per day
	500.00 commercial- clean up deposit

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Community and Senior Center Meeting Rooms	50.00 per hour
Clean up deposit	100.00
Gymnasium	250.00 for 4 hours Non-Athletic
Clean up deposit	25.00 per adult 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
Clean-up Deposit	250.00 (unless noted)
RECREATIONAL ACTIVITIES	
Daily Drop-In Activity Fee	2.00- 10.00 per visit
Recreation Classes	4.00 -100.00 range per session
After School Camp	25.00 -200.00 range per month
Summer Camp	100.00- 300.00 range per month
0.0000	300.00 - 1,500.00 range-entire summer camp
Registration Fee	25.00 - 100.00 range
Park Ranger Classes	5.00 - 50.00 range
Athletics	
Adult Athletic League (Team)	175.00- 525.00 range
Adult Individual	35.00 - 100.00 range
Youth Athletic League (Team)	125.00 - 425.00 range
Youth Individual	35.00- 100.00 range
Tournament Fee	150.00 - 1,025.00 range
Field Rental:	
4-Field Hub	600.00 non-commercial per day
	250.00 non-commercial clean-up deposit
	1,250.00 commercial per day
	500.00 commercial clean-up deposit
Team Practice	25.00 per hour
Team Practice with lights	50.00 per hour
Game Fee	100.00-500.00 range
Track/Swimming Per Event	2.00-10.00 range
Special Events	
Special Event Application	25.00 Small events (<150 people)
	50.00 Large Events and parades
Water Key Deposit (refundable)	50.00
Event Electricity Panel	150.00
Downtown Banner Installation	45.00 Per pole.
	Minimum 10 poles, Maximum 70 poles
Sound System Rental	50.00 per hour includes technician
	250.00 per day includes technician
MAMMOTH SITE	
Base Admission Price	
Adult	7.00
Children (4-12 yrs)	5.00
Senior (over 60)	6.00
Student (with student ID)	(1.00) per person discount
Military Rate (with ID)	(1.00) per person discount
Group Rates (Over 20 people)	
Adult	6.00 each
Children (4-12 yrs)	4.00 each
Senior (over 60)	5.00 each
Student (with student ID)	4.00 each
Educational Interpretive Programs	
Scout Badge/Patch Programs	5.00-20.00 Range per person
Educational Program Add-ons	5.00-20.00 Range per person



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<u>DESCRIPTION</u>	<u>ADOPTED</u>
PLANNING SERVICES	
Documents / Maps	
Zoning Ordinance with Maps (Color Maps)	100.00
Subdivision Ordinance	25.00
Zoning Ordinance Only	50.00
Zoning Maps Only (Color)	75.00
Zoning Compliance Letter	25.00
Land Use Plan Map (Color)	75.00
Metropolitan Transportation Plan	100.00
Transportation Improvement Program (MP)	50.00
City Map with EIJ (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	250.00
Special Permits	250.00
Board of Adjustment Applications	225.00
Administrative Appeal	225.00
Subdivisions	
Preliminary Subdivision Plat	150.00
Final, Replat, or Amended Subdivision Plat	300.00
Subdivision Plat Vacation	100.00
Minor Plat (4 lots or less w/o improvements)	250.00
Abandonment Fee	300.00
Encroachment	300.00
Planned Unit Developments (PUD)	
PUD Concept Plan (Zoning)	300.00
PUD 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	250.00
Land Use Plan Change	100.00
Affidavit Preparation and Filing	25.00
Copy Charges	
Copying Black & White	0.10 per page
Copying Color or Color Print	1.00 per page
Copying CD for data or documents	1.00
POLICE SERVICES	
Vehicle Towing	50.00
Vehicle Storage	10.00 per day
Impound Notification Fee	15.00
Copying Charges	0.10 per page
	No charge less than 10 pages
Produce a Business Record Affidavit	10.00
Sign/Stamp a Business Record Affidavit	5.00
Certify Records	5.00
Immigration Letter	15.00
Fingerprinting	20.00
Individual Background Checks	15.00

Fee Schedule By Department

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DESCRIPTION	ADOPTED	
	Altered	Unaltered
Animal Control		
All animals, except Livestock	25.00 1st pickup	50.00 1st pickup
	50.00 2nd pickup	75.00 2nd pickup
	75.00 3 & over	100.00 3 & over
	25.00 returned after proof of altering	
Permitting of Households that have 6 or more Animals	20.00	
Intact Animal Permit	35.00	
Livestock	50.00	
Texas Peace Officers Accident Report (ST-3)	6.00 per report	
Certified copy of accident report	8.00 per report	
Crime Free Apartment Complex Fees (charged after they complete third phase of becoming a Crime Free Member)		
5 - 49 units	50.00 per year	
50 - 99 units	75.00 per year	
100 or more units	100.00 per year	
Crime Free Landlords Property Managers Fees (charged after they complete third phase of becoming a Crime Free Member)		
1 - 4 units	25.00 per year	
5 - 49 units	50.00 per year	
50 - 99 units	75.00 per year	
100 or more units	100.00 per year	
Crime Free Books	10.00 each	

SOLID WASTE SERVICES

Residential Solid Waste Collection:

Residential Collection means the collection of solid waste from premises used as residential or living units and includes but is not limited to: single family dwellings, duplexes (2 living units), tri-plexes (3 living units), four-plexes (4 living units), apartment units (number of living units depends on density of complex), and mobile homes. Each occupied living unit will be billed as a separate unit. The City will assume all living units are occupied. It is up to property owner/manager to provide the City with information on the number of occupied living units.

Solid Waste Administration fee	12.50		
Residential Collection	Fees do not include applicable sales tax	14.20 per month	1x/wk
Extra Container		4.00 per month	
Special Pickup for Carts		10.00	
Curbside Recycling	95 gal cart	Included in monthly rate	1x/wk
	2nd 95 gal cart (limit 2)	1.00 per month	
Curbside Yard Waste	35 gal cart	Included in monthly rate	1x/wk
	2nd 35 gal cart	1.00 per month	
	65 gal cart	1.21 per month	
	95 gal cart	1.66 per month	
Residential Curbside Bulky Waste		Included in monthly rate	5x4x4' 1x/wk
Large Bulky Waste Service - Scheduled after payment arrangements have been made.		35.00 Up to 7 cu. yds.	
		75.00 8 to 15 cu. yds.	
		150.00 16 to 30 cu. yds.	
Fee for Carts Left at Curb		10.00 per event (after 1 warning)	
Fee for Unbagged Solid Waste (per Section 21-23 (d))		10.00 per event (after 1 warning)	
Animal Collection			
Small Animal (at curb)	35lbs or less	Call-in only	1X per yr. per household
Small Animal	35lbs or less	45.00	
Medium Animal	36lbs - 75lbs	75.00	
Large Animal	75lbs & over	150.00	minimum
Shelters/Veterinarians/Taxidermists		18.33	per cart
All Animals Must Be Frozen, Double Bagged & Placed In Cart.		45.00	handling fee per trip
Multiple Residential Dwelling Office/Laundry (limit one charge per complex)		34.89	per month
Collection Stations	Fees do not include applicable sales tax		
Current Water Bill & Drivers License Required (no copies)		No charge	2X/M
Refrigerant Removal From Refrigerant Containing Device (residential only)		15.00	per unit
E-Waste Recycling (drop off only)			
Computer Processors, Notebooks & Servers		No charge	
Computer Monitors		5.00	per unit
Table Top Televisions		15.00	per unit
Console Televisions		20.00	per unit
Flat Panels Not Accepted			



Fee Schedule By Department

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DESCRIPTION	ADOPTED						
Commercial Collection: <u>Fees do not include applicable sales tax</u>							
Curbside Bulky Waste	150.00	Minimum, per load					
Roll-off, Per Service Fee (open-top)							
10 cubic yard	102.33						
13 cubic yard	144.02						
20 cubic yard	203.38						
30 cubic yard	259.29						
40 cubic yard	343.21						
50 cubic yard	401.07						
Roll-off, Per Service Fee (compactor)		Share2+	Share4+				
20 cubic yard	250.00	125.00	62.50				
30 cubic yard	300.00	150.00	75.00				
40 cubic yard	350.00	175.00	87.50				
Pack Roll-off	150.00	75.00	37.50				
Small Generator Containerized Service Fee		1X/WK	2X/WK				
95 gallon Cart Service Fee	# of containers	1	18.88	34.90			
		2	31.93	56.11			
Commercial Container Collection - Front, Side and Rear Load Monthly Fee							
<u>Shared Fee Applicable To Two (2) Or More Active Customers Accounts Only</u>							
		1X/WK	2X/WK	3X/WK	4X/WK	5X/WK	6X/WK
3 cubic yards	Standard Per Container Fee	67.20	108.13	153.14	198.97	244.87	290.16
	Shared Fee (per customer)	33.60	54.07	76.57	99.49	122.44	145.08
4 cubic yards	Standard Per Container Fee	79.91	129.87	184.71	240.54	296.53	351.89
	Shared Fee (per customer)	39.96	64.94	92.36	120.27	148.27	175.95
6 cubic yards	Standard Per Container Fee	103.75	171.58	245.60	320.93	396.53	471.54
	Shared Fee (per customer)	51.88	85.79	122.80	160.47	198.27	235.77
8 cubic yards	Standard Per Container Fee	126.39	214.19	308.64	404.49	500.63	596.13
	Shared Fee (per customer)	63.20	107.10	154.32	202.25	250.32	298.07
10 cubic yards	Standard Per Container Fee	157.98	267.74	385.80	509.65	630.79	751.12
	Shared Fee (per customer)	78.99	133.87	192.90	254.83	315.40	375.56
6 cy Compactor front load	Standard Per Container Fee	171.58	245.60	320.93	396.53	471.54	518.70
0.0000	Shared Fee (per customer)	85.79	122.80	160.46	198.26	235.77	259.35
Extra Service Fee is 25% of the Standard Per Container or Cart Fee at 1X/WK							
Extra Service Fee Must Be Paid Prior To Service When Container Is Shared							
Container Lock (prevents unwanted usage) Monthly Fee							2.58
Shared Container Lock Monthly Fee							1.29 per customer
Commercial Recycling: <u>Fees do not include applicable sales tax</u>							
		1X/WK	2X/WK				
Commercial Recycling Monthly Fee (no shared container)		41.20	66.95				
Extra Service Fee is 25% of the Standard Per Container Fee at 1X/WK							
Commercial & Non-Profit Recycling Cans (Available to garbage sorted customers only)		1 Cart/1X/WK	2 Carts/1X/WK				
Commercial Recycling Cart Monthly Fee (no shared carts)		5.00	7.00				
Non-Profit Recycling Cart Monthly Fee (no shared carts)		2.50	3.50				
Landfill <u>Fees do not include applicable sales tax</u>							
Residential, Current Water bill & Drivers License required (no copies)	No Charge	2X/MOLimit 1 ton per month					
Residential	27.28	per ton					
Self-Hauling Entities	27.28	per ton					
Outside County	35.34	per ton					
Special Waste							
Asbestos	40.00	per yard/ 2 yard minimum					
Special Handling (meat products, etc...)	45.00	plus landfill fees					
Dead Animals	45.00	handling fee/ plus tonnage					
Residential Tires, W/O Wheels (No Commercial or industrial sizes accepted) Max. 4 per visit							
15" or smaller	2.50	per tire					
20" or smaller	5.00	per tire					
Mobile Home Disposal							
Less than 60 feet in length	350.00	per unit					
60 feet or greater in length	450.00	per unit					
Weight Ticket	10.00	per vehicle or item					
Unsecured Load	15.00	per visit					

Fee Schedule By Department

FY 2012-13

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DESCRIPTION	ADOPTED	
Special Event Service	Fees do not include applicable sales tax	
Cart Service Fee	17.51	per cart per service
Recycle Cart Service Fee	8.75	per cart per service
Recycle Container Service Fee	41.20	per cart per service
STREET SERVICES		
Clean up fee for spills (construction materials)	500.00	per hour
TEXAS RANGERS HALL OF FAME & MUSEUM		
Adult Admission	7.00	
Child Admission	3.00	
Senior (over 60) Admission	6.00	
Military (with ID) Admission	6.00	
Adult Group Rate (10 or more)	6.00	
Child Group Rate (10 or more)	2.50	
School Group Admission Fee	2.50	
John Knox Texas Ranger Memorial Center	Regular	Corporate
Facility Rental Fee	550.00	275.00
Non-refundable Deposit (1/2 Rental Rate)	275.00	137.50
Move In / Decorate / Set Up Day	275.00	137.50
Move Out Day (after 10:00 a.m.)	275.00	137.50
Hall of Fame Rotunda (after 5pmonly)		
Facility Rental Fee	550.00	275.00
Non-refundable Deposit (1/2 Rental Rate)	275.00	137.50
Serial Rentals		
Monthly Rental (Time of Use Restrictions Apply)	3,500.00	annually
Weekly Rental (Time of Use Restrictions Apply)	6,500.00	annually
Miscellaneous Rentals		
Tables	5.00	
Chairs	1.00	
Catering Fee	10.00	%
Banner Hanging Fee	25.00	per pre-approved item
Clean-up Fee	150.00	
Set-up Fee	100.00	
Knox Center Early Opening before 8:00 a.m.	200.00	per hour
After Midnight Fee	200.00	per hour
(rental facilities will close no later than 1:00 a.m. nightly)		
Audio/Visual Equipment Rental	Regular	Corporate
Podium	No Charge	No Charge
Lectern with PA	50.00 per day	37.50 per day
AV Cart	10.00 per day	7.50 per day
Easel	5.00 per day	3.75 per day
Microphone	10.00 per day	7.50 per day
Wireless Microphone	50.00 per day	37.50 per day
Video Data Projector	200.00 per day	150.00 per day
Elmo Digital Presenter	50.00 per day	37.50 per day
Portable Screen	50.00 per day	37.50 per day
9' x 12' Drop Screen	100.00 per day	75.00 per day
Total Audio/Visual Package	500.00 per day	375.00 per day
Membership Fees		
Individuals and Families		
Silver Star	55.00	
Gold Star	250.00	renewable at \$55.00
Captain's Circle	5,000.00	one time for life
Corporate		
Traditions	500.00	
Heritage	1,500.00	
Legacy	2,500.00	
Trailblazer	5,000.00	
Third Century Club	10,000.00	one time for life

Fee Schedule By Department

FY 2012-13
Effective October 1, 2012



DESCRIPTION	ADOPTED
Educational Fees	
Mystery Kit - Experiential Education Resource	2.00 per student 20 student minimum plus shipping
CSI Program	0.50 per student
Roundup Program	0.50 per student
Library Fees	
Genealogy Research	25.00 one ancestor
Per Hour Research Fee	35.00
Photo Reproductions	Based on Usage
Product Licensing Royalties	5% to 10% of sales
TRAFFIC SERVICES	
Signal Repairman to Escort Housemover (Damage Avoidance Repair)	
One Signal Technician and Truck	59.00 per hour
Each Additional Signal Technician	22.50 per hour
Each Additional Truck	47.25 per hour
Special Events - delivery/pickup of barricades and cones	
Standard delivery/pickup (during normal working hours)(round trip from Sign Shop)	20.00 plus std mileage rate
On-call assistance for closure on day of event:	
Non-business hours	26.00 per hour per employee (2 hr min)
Business hours	17.50 per hour per employee (no minimum)
Pickup of barricades and cones by customer (Mon-Fri) (8am - 11am and 1pm - 2pm)	40.00 flat fee
Events will be charged for missing or damaged materials	
Traffic control plan inspection fee	26.00
New Street (Public or Private) name sign (per intersection)	220.00
WACO REGIONAL AIRPORT	
Aircraft Hangars:	
Damage/Security Deposit	One month's rental
T-Hangars #1 - 10	100.00 per month
T-Hangars #11 - 50	110.00 per month
Executive T-Hangars (exc. # 7, 13, 16)	132.00 per month
Executive T-Hangars # 7, 13, 16	176.00 per month
Overnight Aircraft Tiedown/Parking	
General Aviation (may be waived with purchase of fuel)	
Less than 12,500 Maximum Gross Landing Weight (MGLW)	10.00 per night
12,500 to 50,000 Maximum Gross Landing Weight (MGLW)	20.00 per night
Over 50,000 Maximum Gross Landing Weight (MGLW)	50.00 per night
Commercial Aircraft	
Scheduled Carriers	
Non-scheduled Carriers	
Less than 50,000 MGLW	50.00 per night
50,000 to 100,000 MGLW	100.00 per night
Over 100,000 MGLW	150.00 per night
Long-Term Aircraft Tiedown/Parking:	
Single Engine	75.00 per month
Light Twin	125.00 per month
Others	Negotiated by Airport Director
After hours Service Fee	50.00 per call
Landing Fees (Commercial Operators)	0.40 per 1,000 pounds maximum allowable gross landing weight
	3.25 per landing - Minimum
Non Signatory Landing Fee	0.55 per 1,000 pounds maximum allowable gross landing weight
Airline Terminal Charges	
Ticket Counter (Each)	Included in Contract
Office, Baggage, Other Space	Included in Contract
Non Signatory Security Fee	0.50 per enplaned passenger
Miscellaneous Storage Space	0.17 per sq.ft. per month
Land for Billboard Site	300.00 per year
Land Lease	
Unimproved Land	0.10 per sq.ft. per year
Improved Land	0.15 per sq.ft. per year

Fee Schedule By Department

FY2012-13

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Aircraft Fuel Flowage Fee	0.09 per gallon
Conference Room Fee	40.00 per day
Rental Car Concession Fee	Included in Contract
Passenger Facility Charge	4.50
Fingerprinting Fee	45.00 per individual
Identification Media	
ID Badge Fee	5.00 per individual
Vehicle Hang tag	2.50 per vehicle
RAM Parking Sticker Fee	10.00 per sticker
Motorcycle Sticker Fee	2.50
Replacement Fees	
Employee Parking Permit	15.00 per permit
1st Lost Identification Media	25.00 per media
2nd Lost Identification Media	50.00 per media
3rd Lost Identification Media	100.00 per media & approval of director
Air Stairs Usage Fee	
Signatory Carriers	100.00 per use
Non Signatory Carriers	100.00 per use
Office Charges	
Fax	2.00 first page/ 1.00 extra pages
Copies	0.10 per copy
Passenger Loading Bridge Fee	
Signatory Carriers	Included in contract
0-200 uses	350.00 per month
201-400 uses	450.00 per month
over 400 uses	550.00 per month
Non Signatory Carriers	500.00 per use
WACO TRANSIT SYSTEM	
Base Adult Cash Fare	1.50
Day Pass	3.00
Student/Child	1.00
Elderly/Handicapped	0.50
Day Pass (Elderly/Handicapped)	1.25
Monthly Pass	40.00
Monthly Pass (Student)	20.00
Summer Student Pass (June, July, August)	30.00
ADA Van Fare	3.00
Transfers	No Transfers
Bus Charter	115.00 per hour
Bus Charter - non-profit	95.00 per hour
Exterior Bus Advertising	
Street Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 4 Windows	400.00 per month
Curb Side Window - 45" x 28.5"	
1 Window	150.00 per month
2 or more Window	125.00 per month
All 3 Windows	300.00 per month
Small Side Window - 45" x 20.5"	
1 Window	100.00 per month
2 Windows	175.00 per month
Rear Window - 71.5" x 30"	
1 Bus	300.00 per month
Head Sign	50.00 per month per bus
Full Bus Advertising (any length of time)	400.00 per month for all buses
Kong Wrap - 40.5" x 14.5 ft	800.00 per month per bus
1 bus	350.00 per month
2 or more buses	300.00 per month
King Wrap - 30" x 12 ft	
1 bus	350.00 per month
2 or more buses	300.00 per month

Fee Schedule By Department

FY2012-13

Effective October 1, 2012

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Interior Bus Advertising (any length of time)	
Fixed Route	
Small Interior Cards (28" x 11")	50.00 per month per vehicle
All 5 Vehicles	200.00 per month
Large Interior Cards (42" x 11")	75.00 per month per vehicle
All 5 Vehicles	300.00 per month
Behind Driver Seat Cards (18" x 24")	75.00 per month per vehicle
All 5 Vehicles	325.00 per month
Baylor Route	
Small Interior Cards (28" x 11")	50.00 per month per vehicle
All 5 Vehicles	200.00 per month
Large Interior Cards (42" x 11")	75.00 per month per vehicle
All 5 Vehicles	300.00 per month
Behind Driver Seat Cards (18" x 24")	75.00 per month per vehicle
All 5 Vehicles	325.00 per month
Bus Bench Advertising	
1 -5 Benches	
	80.00 per month (1-5 months)
	75.00 per month (6-12+ months)
6+ Benches	
	70.00 per month (1-5 months)
	60.00 per month (6-12+ months)
Bus Shelters	
1 Shelter 1 - 5 months	250.00 per month
1 Shelter 6 -12 months	225.00 per month
2 or more Shelters 1 -5 months	225.00 per month
2 or more Shelters 6 -12 months	200.00 per month
Digital Media (All Buses)	
Digital Media (Baylor Routes)	300.00 per 30 second spot
	350.00 per 30 second spot
Minivans	
Side Window	
1 Window	125.00 per month
2 Windows	200.00 per month
Back Window	
1 Window	150.00 per month per minivan
Full Minivan Advertising (Any length of time)	500.00 per month
WATER FUND	
Residential Water Rate	
Inside City	
Base	15.00
0 - 15,000 gallons	2.54 per 1000
15,001 - 25,000 gallons	2.98 per 1000
Over 25,000 gallons	3.82 per 1000
Outside City	
Base	17.40
0 - 15,000 gallons	2.92 per 1000
15,001 - 25,000 gallons	3.43 per 1000
Over 25,000 gallons	4.40 per 1000
Residential Domestic Derramal Rates	
Inside City	
3/4 inch meter	15.00
1 inch meter	24.24
1.5 inch meter	34.90
2 inch meter	48.10
3 inch meter	75.94
Outside City	
3/4 inch meter	17.40
1 inch meter	28.03
1.5 inch meter	40.28
2 inch meter	55.47
3 inch meter	87.48

Fee Schedule By Department

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
Inside City	
3/4 inch meter	15.00
1 inch meter	41.58
1.5 inch meter	74.62
2 inch meter	114.24
3 inch meter	197.84
4 inch meter	289.15
6 inch meter	434.98
8 inch meter	613.92
10 inch meter	939.46
Irrigation	
0 - 25,000 gallons	2.98 per 1000
Over 25,000 gallons	3.82 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	2.68 per 1000
Pretreated Irrigation	
All Classes	
Volumetric Rate	1.33 per 1000
Outside City	
3/4 inch meter	17.40
1 inch meter	47.97
1.5 inch meter	85.96
2 inch meter	131.52
3 inch meter	227.67
4 inch meter	332.67
6 inch meter	500.37
8 inch meter	706.15
10 inch meter	1,080.53
Irrigation	
0 - 25,000 gallons	3.53 per 1000
Over 25,000 gallons	4.50 per 1000
All other Classes (Commercial/Industrial)	
Volumetric Rate	3.08 per 1000
Pretreated Irrigation	
All Classes	
Volumetric Rate	1.67 per 1000
Raw Water	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	
Tagging	25.00
Fire Flows	60.00
Basic Service Call	
8am to 12pm	50.00
After 12pm	100.00
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 2" or larger	150.00
Meter Testing outside the city limits	400.00 minimum - includes 2 tests 50.00 service fee per meter
Each additional test	200.00 50.00 service fee per meter
Tampering / Obstructed / Damaged Meter / Pull Meter Charge / Unauthorized Usage	150.00 minimum
Fire Hydrant Installation / Monthly Service Charge	100.00
Annual water tank backflow inspection	30.00 per inspection
Meter Charge	100.00 minimum
Backflow prevention violation fee	250.00 minimum



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DESCRIPTION	ADOPTED
Backflow inspection/test fee	200.00
Apartment/Multi-Family Deposits	
1-10 units	750.00 minimum
11-30 units	1,000.00 minimum
31-50 units	1,500.00 minimum
Over 50 units	3,000.00 minimum
Water Tap Charges:	
1" taps on main sizes up to and including 8" (tap includes meter box)	Quoted on per cost basis
Each larger size main	Quoted on per cost basis
2" taps on main sizes up to and including 8" (not including meter and meter box or vault)	Quoted on per cost basis
Each larger size main	Quoted on per cost basis
All meters above 1" - Meter, meter box or vault, meeting City of Waco specifications, will be furnished by the owner.	
4" Main	Quoted on per cost basis
6" Main	Quoted on per cost basis
6" Main	Quoted on per cost basis
8" Main	Quoted on per cost basis
8" Main	Quoted on per cost basis
8" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
10" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
12" Main	Quoted on per cost basis
All other sizes required to file survey to set fee	
These prices above are only approximates and the exact cost will have to be approved based on location of tap.	
No multiple connections will be made on a 3/4" service.	
Existing 1" service tap (Bullhead) (Does not include meter or box) City will furnish and install additional 5/8" or 3/4" meter setting	425.00 includes meter & composite box
Existing 1 1/2" service tap (Bullhead) (Does not include meter or box) City will furnish and install additional meter setting up to 1"	535.00 includes meter & composite box
Existing 2" service tap (Bullhead) (Does not include meter or box) City will install additional 1 1/2" meter setting or furnish and install additional 1" meter setting. Service will not support more than one 1 1/2" meter and one 1" meter.	550.00 includes meter & composite box
On other combinations, price will be calculated on individual basis.	
Retire Existing Water Tap (3/4" - 2")	400.00
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00 minimum
Customer Requested Report	Quoted per report (includes any programming costs)
Burglar Alarm	50.00 after 5 incidents
Hold-up Alarm	50.00 after 3 incidents
Returned Check Charge Bank Draft	30.00
Water Office Training Room Rental	400.00
Water Office Conference Room Rental	100.00
Parking Garage Charges	30.00 plus sales tax per month
Lake Waco Wetlands Research and Education Center Rentals	
Lake Waco Wetlands and Education Center (occupancy 100)	300.00 per day (8 am to 12 midnight) 150.00 per half day (minimum time frame)
Rental Deposit (required for reservation, applied to rental)	150.00
Cleanup Deposit (forfeited if building is not cleaned after rental)	50.00
Caterer	0.05 catering cost pd by caterer
Security (required for rentals involving alcohol, dancing or student events)	Price Negotiated
Tables & Chairs	
Classroom Only (occupancy 30)	50.00 per day plus 50.00 deposit
Water Laboratory Analyses Fees	
Shipping Charge	2.50 per sample
Handling Charge	10.00 for <5 samples shipped

Fee Schedule By Department

FY2012-13

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<u>DESCRIPTION</u>	<u>ADOPTED</u>
General Chemistry	
Algae	110.00
Alkalinity (ALK)	20.00
Bromate	50.00
Bromide (Br)	20.00
Chlorate	50.00
Chloride (Cl)	20.00
Residual Chlorine-Free (Cl2-F)	15.00
Residual Chlorine-Total (Cl2-T)	15.00
Chlorite	50.00
Conductivity (COND)	15.00
Dissolved organic carbon (DOC)	30.00
Dissolved Oxygen (DO)	15.00
Fluoride (F)	20.00
Geosmin	150.00
Haloacetic Acids (HAA5)	110.00
Total Hardness	20.00
Ammonia Nitrogen (NH3)	30.00
Total Kjeldahl Nitrogen (TKN)	35.00
Nitrate Nitrogen (NO3)	20.00
Nitrite Nitrogen (NO2)	20.00
Perchlorate	65.00
pH	15.00
Orthophosphate (PO4)	20.00
Total Phosphorus (TP)	35.00
Sulfate (SO4)	20.00
Total Dissolved Solids-Probe (TDS-P)	20.00
Total Dissolved Solids-Gravimetric (TDS-G)	20.00
Total Organic Carbon (TOC)	30.00
Total Suspended Solids (TSS)	16.00
Total Trihalomethanes (TTHM)	80.00
Turbidity	15.00
UV 254 Absorbance (UV254)	20.00
Volatile Suspended Solids (VSS)	20.00
Metals	
Aluminum (Al)	20.00
Antimony (Sb)	20.00
Arsenic (As)	20.00
Barium (Ba)	20.00
Beryllium (Be)	20.00
Boron (B)	20.00
Cadmium (Cd)	20.00
Calcium (Ca)	20.00
Chromium (Cr)	20.00
Cobalt (Co)	20.00
Copper (Cu)	20.00
Iron (Fe)	20.00
Lead (Pb)	20.00
Magnesium (Mg)	20.00
Manganese (Mn)	20.00
Molybdenum (Mo)	20.00
Nickel (Ni)	20.00
Potassium (K)	20.00
Selenium (Se)	20.00
Silver (Ag)	20.00
Sodium (Na)	20.00
Strontium (Sr)	20.00
Thallium (Tl)	20.00
Tin (Sn)	20.00
Vanadium (V)	20.00
Zinc (Zn)	20.00

Fee Schedule By Department

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Effective October 1, 2012

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Biological	
Total coliform/E. coli (P/A)	13.00
Total coliform/E. coli (quantitative)	16.00
Chlorophyll	40.00
Heterotrophic Plate Count (HPC)	20.00
Group Analyses	
Anion scan (F, Cl, Br, NO ₂ , NO ₃ , PO ₄ , SO ₄)	120.00
Cation Scan (Ca, Mg, Na, K, Li, NH ₄)	120.00
Water Chem (ALK, Total Hardness, pH, COND, TDS-P, Temperature, DO)	80.00
DBP Anions (Bromate, Chlorate, Chlorite)	135.00
Primary Drinking Water Metals (As, Ag, Ba, Cd, Cr, Pb, Se)	125.00
Secondary Drinking Water Metals (Cu, Fe, Mn, Zn)	72.00
Non-potable Water Metals Scan (As, Cu, Fe, Mn, Pb, Zn)	110.00
Well Water Characterization (TDS-P, ALK, COND, Cl, NO ₂ , NO ₃ , Fe, Mn, Ca, Mg, Na, K)	200.00
Sample Preparation	
Acid digestion	30.00
After hours bacteriological analysis (additional charge per sample)	20.00
Rush Analysis (1 - 2 day turn around) (additional charge per sample)	50.00
Alcoholic Beverage Permits (New & Renewal Permits are for a 2 year period)	
Beer -	
On Premise	150.00
Off Premise	60.00
Wholesale Distributor	300.00
Package Store Permit	500.00
Package Store Tasting Permit	25.00
Brewer's Permit	1,500.00
Wine Only Package Store Permit	75.00
Wine and Beer Retailer's	
On Premise	175.00
Off Premise	60.00
Wine and Beer Late Hour Permit	250.00
Mixed Beverage Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Mixed Beverage Restaurant Permit	
Third year in Business	750.00
Late Hours Third year in Business	150.00
Caterer's Permit Third year in Business	500.00
Importer's License	20.00
Wholesaler's Permit	1,875.00
Local Class B Wholesaler	75.00
Local Distributor's Permit	100.00
Branch Distributor's License	75.00
General Class B Wholesaler	300.00
Bonded Warehouse Permit	150.00
Beverage Cartage Permit	20.00
Special Licenses	
Brew Pub License	500.00
Dance Hall License (New & Renewal Permits are for a 2 year period)	
Occupancy Load Range	
0 - 99 persons	200.00
100-199 persons	250.00
200-299 persons	300.00
300-499 persons	350.00
Over 500 persons	400.00
Transfer Fee	25.00
Solicitor's Permit	
Master's Permit	100.00
Per Annum	100.00
Six Months	60.00
One Month	15.00
One Week	10.00
One Day	5.00

Fee Schedule By Department

FY2012-13
Effective October 1, 2012

DESCRIPTION	ADOPTED
Sound Cars or Trucks	
Per Annum	25.00
After 6/30, prorated fee	12.50
Thirty Days	10.00
Carnivals	250.00
House Moving	
2 Rooms	20.00
3 or more Rooms	40.00
Garage	20.00
Amusement Machine Tax	
Quarterly Rates	
January-February-March	15.00
April-May-June	11.25
July-August-September	7.50
October-November-December	3.75
To release a sealed machine	5.00
WASTEWATER FUND	
Residential Sewer Rate	
Inside City	
Base	13.00
Volumetric Rate	2.89 per 1000
Outside City	
Base	16.79
Volumetric Rate	4.70 per 1000
Non-Residential Sewer Rate	
Inside City	
3/4 inch meter	13.00
1 inch meter	18.85
1.5 inch meter	28.63
2 inch meter	40.36
3 inch meter	55.99
4 inch meter	71.64
6 inch meter	106.81
8 inch meter	165.45
10 inch meter	207.19
Volumetric Rate	2.89 per 1000
Outside City	
3/4 inch meter	16.79
1 inch meter	24.19
1.5 inch meter	36.52
2 inch meter	51.31
3 inch meter	74.04
4 inch meter	90.77
6 inch meter	135.17
8 inch meter	209.15
10 inch meter	238.49
Volumetric Rate	4.70 per 1000
Sewer Tap 4"	Quoted on per cost basis
Sewer Tap 6"	Quoted on per cost basis
Commercial Sewer Taps:	
All commercial sewer services shall be tapped into a manhole	Quoted on per cost basis
Industrial Waste Fees/Surcharges	
Excess of 300 ppm for BOD	0.0624 per pound
Excess of 400 ppm for TSS	0.0667 per pound
Charges for Industrial Pretreatment	
Non-contract Batch Discharge	Quoted on per cost basis
Emergency Non-contract Batch Discharge	Quoted on per cost basis



Fee Schedule By Department

FY 2012-13

Effective October 1, 2012

<u>DESCRIPTION</u>	<u>ADOPTED</u>
Permit Formulation & Issuance	
SUC Application Review & Facility Inspection	
Small - < 25,000 GPD	155.00
Medium - > 25,000 < 100,000 GPD	240.00
Large - > 100,000 GPD	340.00
Formulation & Issuance	
Small - < 25,000 GPD	260.00
Medium - > 25,000 < 100,000 GPD	385.00
Large - > 100,000 GPD	560.00
Permit Renewal & Administration	
Small - < 25,000 GPD	375.00
Medium - > 25,000 < 100,000 GPD	510.00
Large - > 100,000 GPD	735.00
Compliance Sampling (subject to prices set by outside laboratories)	
CBOD/BOD	25.00
TSS	16.00
VSS	16.00
NH3	25.00
Nitrite/Nitrate Nitrogen	15.00
TKN	25.00
Potassium	14.00
Sodium	27.00
Total Phosphorus	22.00
Total Dissolved Solids	16.00
Table III Metals	180.00
Table II	445.00
Oil and Grease	39.00
Arsenic	17.50
Cadmium	15.00
Chromium	15.00
Cobalt	15.00
Copper	15.00
Lead	15.00
Nickel	15.00
Silver	15.00
Zinc	15.00
Amenable Cyanide	40.00
Total Cyanide	40.00
Chlorides	18.00
Mercury	25.00
pH	5.00
Metals Prep	15.00
EPA 624	250.00
EPA 601	105.00
EPA 608	285.00
EPA 625	450.00
TTO	445.00
Chapter 307	1,000.00
Ionic Silver	240.00
COD	25.00
EPA 602	105.00
EPA 606	125.00
BTEX	95.00
Pharmaceuticals	550.00
Sampling Fee 4 trips max.	Actual Cost Recovery
BOD extra handling	7.00
Sample Disposal	5.00
Shipping Cost (avg.)	Actual Cost Recovery
TPH	50.00
Phenols	30.00
Sulfides	20.00
Formaldehyde	105.00
% Solids	12.00

Fee Schedule By Department

FY 2012-13

Effective October 1, 2012

DESCRIPTION

ADOPTED

TCLP	484.00
PCB	66.00
Sewer Deposit (Non Water Customers)	100.00 minimum
Unauthorized tampering to the water or wastewater system and its appurtenances	2,000.00 minimum

Rates are established as follows:

Residential - Annually, the average of the actual water consumption for the months of November, December, January and February with consumption, up to 20,000 gallons per month, is the maximum monthly consumption that will be charged. If no consumption during these months, the winter quarter defaults to 6,000 gallons. For new residences and new turn-ons that do not have adequate consumption statistics during the months stated above, a maximum monthly consumption figure of 6,000 gallons shall be utilized.

The monthly service charge is the lesser between the actual monthly consumption shown by the water meter or the four months average consumption (November-February), capped at 20,000 gallons times the use rate plus the minimum charge.

Non-residential - 100% of metered water volumes times use rate.

WMARSS FUND

Septic Hauler Permit/1st Truck	25.00
Additional Truck	15.00
Septic Truck Tank Cleaning Charge	100.00
Septage Charge	0.06 per gallon
Septage with Trash & Debris Charge	0.50
Septage with Trash & Debris Charge (Min. \$500. up to 1,000 gallons)	500.00
Pellet Sales	30.00 per ton or Seasonal Market Value depending on storage capacity
Laboratory Analyses Fees	
BOD	20.00
CBOD	20.00
VSS	20.00
Ammonia	22.00
TSS	15.00
Solids (Group-TSS/VSS)	28.00
Tipping Fees	
Fats/Oils/Grease (FOG)	0.15 per gallon or seasonal markets & treatability
Industrial Organic Waste	0.10 per gallon or seasonal markets & treatability
Significant industrial users	0.01 per gallon or seasonal markets & treatability



CITY GROUPS/DEPARTMENTS/DIVISIONS
AS OF OCTOBER 1, 2012

Building Inspections/Code Enforcement	Police Department
Cameron Park Zoo	Chief's Office
City Manager's Office	Planning and Budget
City Secretary's Office	Personnel and Training
Convention Center & Visitors' Services	Community Services Administration
Administration/Operations/Catering	CS Shift 1 Field Operations
Sales/Service/Tourist Information	CS Shift 2 Field Operations
Finance	CS Shift 3 Field Operations
Fire	Traffic
Administration/Emergency Management/Training	K9
Suppression A Shift	Criminal Investigations Administration
Suppression B Shift	Criminal Investigations Burglary/Theft
Suppression C Shift	Criminal Investigations Assaults
Prevention	Criminal Investigations General
Communications	Community Outreach and Support
Maintenance	Victim Services
General Services	SAFE
Purchasing	Drug Enforcement
Facilities	Crimes against Children
Fleet Services	Special Crimes
Risk Management/Employee Health Services	Family Violence
Health Services	Computer Forensics
Administration/Vital Statistics	Street Crimes
Environmental Health/OSSF	Support Services Administration
WIC Program	Records
Public Health Nursing/Preparedness	Communications
STD/HIV/Lab	Animal Control
Housing & Community Development	Crime Scene
Human Resources	Criminal Intelligence
Information Technology	Public Works Group
Legal	Engineering
Library	Traffic
Central Library	Streets
East Waco Library	Solid Waste
South Waco Library	Administration
West Waco Library	Recycling
Municipal Court	Commercial
Municipal Information	Residential
Parks & Recreation	Landfill
Administration	Repair
Parks Development	Texas Ranger Hall of Fame and Museum
Parks Maintenance	Utilities Group
Park Rangers	Water Office
Recreation	Water Laboratory
Waco Mammoth Site	Water Distribution, Treatment, WW Collection
Cottonwood Creek Golf Course	Environmental Services
Planning/Metropolitan Planning Organization	WMARSS
	Waco Regional Airport

