



# VISIONS

## From Your Mayor

This has been a remarkable year in Waco's history. Sparked by the opening of Baylor's beautiful McLane Stadium and the new TxDOT signature bridges across the Brazos, the more than 100,000 travelers passing through Waco each day on I-35 can easily see that amazing things are happening here. It's no wonder Texas Highways ranked Waco as the #3 Best Travel Destination in Texas. We were also honored when Waco received the Texas Historical Commission's Main Street Texas designation to aid in the continued development of downtown Waco.

The real heart of any community is how it embraces the challenges it faces. This past year brought to life the real Heart of Texas as our citizens accepted several major challenges, like the SpayStreet Waco effort led by volunteers and Animal Control staff to reduce the number of unwanted animals and to encourage becoming responsible pet owners by spaying and microchipping their pets. The goal being to earn our Animal Shelter the designation of being a "no-kill" shelter (over 90 percent live-exit rate).

Our community continues to make major strides in addressing our unacceptable high poverty rate as the Prosper Waco initiative takes Waco's Visioning project started by former Mayor Jackson and merges it with the Education initiative led by former Mayor DuPuy to address the health, education and financial future of our citizens.

City Council has led an aggressive effort to foster better communication through partnerships with the County, Texas State Technical College, McLennan Community College and School Districts in Waco along with our hospitals and family health centers. These discussions have led to collaborations on several projects and coordinated legislative agendas.

One of our greatest challenges is to ensure that Waco remains one of the best run cities in America. The city council has supported an update of the City's

Comprehensive Plan and will include several infrastructure master plans. City management is consistently challenged to find new talent to step into positions vacated by several key city department leaders who have retired after distinguished careers with the City of Waco.

My personal thanks to those that contributed to the many accomplishments described in this Annual Report. The quality of life and educational opportunities provided by the supportive community partners we have in Waco, in addition to the hard-working city council and city staff continue to make this a vibrant place to live and work.



Malcolm Duncan, Jr.  
Mayor, City of Waco



Wilbert Austin, Sr.  
DISTRICT ONE



Alice Rodriguez  
DISTRICT TWO



John Kinnaird  
DISTRICT THREE



Toni Herbert  
DISTRICT FOUR



Kyle Deaver  
DISTRICT FIVE  
Mayor Pro Tem



## Waco City Council

The City of Waco operates under a council-manager form of government. Our community benefits from the service of many dedicated volunteers including our elected Mayor and City Council members. In addition to holding personal full-time jobs, they each volunteer countless hours of their time each year.

Volunteer efforts include preparing for and attending regular council meetings twice every month, making special appearances at community events and attending public hearings, town hall meetings and special council meetings.

Council members also regularly attend neighborhood association meetings, present proclamations and attend ground-breaking and ribbon-cutting ceremonies. For a detailed map of council districts, please visit: [waco-texas.com](http://waco-texas.com).

## About the City Staff

Over 1,500 full and part-time employees comprise our team within the City of Waco organization. These employees come together every day with the important role and task of assisting with the delivery of city services. This team of professionals is dedicated to the operation and development of the city as a whole.

As our community leaders plan for Waco's tomorrow, your city staff embraces the opportunity to help build and maintain it.

## From Your City Manager

This has been one of the most exciting years of my career in municipal government. Although my career includes many great experiences in the city of Dallas and as the City Manager of Fort Worth, coming home to the town my wife and I grew up in and where our families still live is the high point in my career. This great city has a legacy of outstanding community leaders and city staff, many of who have more than 30 years of dedicated service. Stepping into the shoes of fellow Aggie and former City Manager Larry Groth, who I have admired for years, has proven to be both an opportunity and a challenge. He, along with our City Council and community partners like Baylor University, has helped make Waco one of the top cities in the nation.

I couldn't be more proud of the way our City Council, city staff and community have come together this past year to make Waco shine. I look forward to the future!

Dale Fisseler, P.E.  
Waco City Manager

# LEADERSHIP



## Parks & Recreation

- ★ Completed \$2.6 million project of Brazos Park East Riverwalk that features 1.3 mile lighted trail, seating areas, parking lot, pavilion, disc golf and signage.
- ★ Design and construction of interpretive signage and maps along Downtown Riverwalk. Features kiosks, orientation maps and mile markers.
- ★ Began construction of \$2.2 million Sul Ross Park Renovations & Skate Park project.
- ★ Construction for phase one of Seley Park Renovations with new trail and exercise equipment.
- ★ Installed lighting at Bell's Hill Park.
- ★ Turf and irrigation renovation at Indian Spring Park. Final installation of Branding the Brazos sculpture project.
- ★ Tree Nursery Program - Harvested and planted 62 trees grown by department staff on an unbuildable vacant lot.
- ★ Assisted with storm damage at multiple parks and city locations throughout the year.
- ★ Renovated Oakwood and Brooklyn softball fields for team practice.
- ★ Introduced the use of potato vines and ornamental peppers to provide new colors and vegetation to city landscaping.
- ★ Installed Downtown Waco and Baylor University spirit banners throughout downtown.
- ★ Park Rangers provided educational, health and safety programs for Waco ISD, City Community Centers, surrounding school districts, local businesses, clubs and non-profit organizations.
- ★ Continued Cameron Park trail improvement projects with community volunteers, Eagle Scouts, and trail user groups.
- ★ Began Lake Brazos boat patrols and educated boaters regarding safe watercraft speed zones. Installed buoys to help promote safe boating.
- ★ Began renovation plans for \$3 million Dewey Community Center.

- ★ Gameday Waco assistance included river patrol, riverwalk lighting and downtown event support during Baylor home games.
- ★ Organized the Brazos Nights concert series and Fourth on the Brazos, which brought more than 30,000 people to downtown Waco.
- ★ Received multiple awards from the Texas Festivals and Events Association, including Best Social Media Campaign and Best New Event Promotion.
- ★ Launched the Cameron Park Trail Map via Google Maps.
- ★ Hosted second annual Waco Wonderland, which featured a skating rink, Ferris wheel, holiday entertainment and lights at Heritage Square. Drew more than 20,000 people to downtown Waco.
- ★ Implemented a \$45,000 grant to promote free meals during after school and summer hours for children in Waco and began serving meals to children ages 18 and under in January.
- ★ Community Centers hosted several special events including Juneteenth Carnival, Easter Egg Hunts, Public Safety Fair, National Night Out, Summer Talent Show, Cinco De Mayo, Senior Citizen Festival, Halloween carnivals (South Waco drawing more than 1,500 citizens) and Back to School Bash/Supply giveaways.
- ★ Athletics staff hosted youth basketball, adult softball and flag football sports leagues, along with the annual Team Waco track program.
- ★ Hosted more than 30 tournaments at Dubl-R Fields at Riverbend Park.

## Mammoth Site

- ★ Increased seasonal revenue to record levels and worked with local school districts to increase participation.
- ★ Attendance grew to 21,800 including visitors from all 50 U.S. states and 47 foreign countries.
- ★ Traveled to Washington DC to meet about potential inclusion into National Parks Service.
- ★ Added an annual event, Mammoths on the March, with more than 1,500 in attendance. Also hosted the annual Fall Fossil Festival with more than 2,000 in attendance.



# RECREATION

- ★ Doubled revenue for annual Fall Fossil Festival.
- ★ Added a Speaker Series and added new permanent exhibit in dig shelter.
- ★ Added new add-on programming option for pre-reserved tour groups.

## Cottonwood Creek Golf Course

- ★ Home course for the Starburst Junior Golf Classic, which is the 2nd largest junior tournament in the world.
- ★ Entered a partnership with the USGA and Lady Bird Johnson to establish test plots for native grasses and wild flowers which will result in reducing water use and maintenance costs.

- ★ Began configuring irrigation system to water only the tee top of the teeing areas to conserve water and converting the areas around the tee surrounds into native areas as well.
- ★ Established a new Junior Program called PDP (Player Development Program). All sessions were filled to capacity. Sold the most merchandise ever in fiscal year 2013-14.
- ★ Established an additional set of forward Green Tees.
- ★ Home course for 17 Boys & Girls High School and Junior High golf teams (160 junior golfers).
- ★ Host site for the UIL Boys and Girls Regional golf tournament for Region II-6A.



## Economic Development

- ★ 451 new jobs were created and \$155 million was made in new capital investments.

## Industrial Growth:

- ★ 2 new companies
- ★ 5 expansion projects
- ★ 451 new jobs (775 retained jobs)
- ★ \$94 million in new capital investment

## Downtown Growth:

- ★ 7 new construction projects
- ★ 3 building renovation projects
- ★ 43 new jobs (37 retained jobs)
- ★ \$60 million in new capital investment
- ★ Work completed on two major construction projects totaling \$303 million (Baylor Stadium & the I-35 frontage road bridges over the Brazos River.)





# TOURISM

## Convention Center & Visitors Bureau

- ★ Generated 48,445 hotel room nights with 44% of those from new clients and 56% from repeat clients; 599 sales calls were made on the meeting and sports event planner market. Over \$2.5 million in estimated future years revenues were generated for the Waco Convention Center.
- ★ Booked and serviced 446 events at the Waco Convention Center, with 129,129 total attendees; 71% of attendees were from the local area and 29% of attendees were primarily from out of town. Over \$690,000 was generated from rentals of meeting rooms and equipment at the Waco Convention Center.
- ★ Exhibited at 2 meeting planner and 4 travel-trade and consumer shows. Developed 34 unique itineraries for group tour operators and serviced 46 motorcoach groups.
- ★ Serviced 20,428 walk-in visitors at the Waco Tourist Information Center and generated over \$30,891 in gift shop revenues.
- ★ The Waco & the Heart of Texas website, [Wacoandtheheartoftexas.com](http://Wacoandtheheartoftexas.com) generated 470,825 page views through over 201,440 unique visitors. The Waco & the Heart of Texas Facebook page, [www.facebook.com/WacoCVB](http://www.facebook.com/WacoCVB), has 12,333 followers and Twitter feed @WacoAndTheHoT has 1,218 followers.
- ★ Launched a new publication called the “Quarterly Hospitality Business Brief,” sent to area hoteliers and businesses, with a focus on statistics and reporting for the hospitality industry.
- ★ Printed 125,000 Waco & the Heart of Texas Visitors Guides and arterial maps as well as specific brochures for the Texas Ranger Hall of Fame & Museum, Cameron Park Zoo and Texas Sports Hall of Fame. In addition, electronic versions of several sales and marketing tools were generated and an electronic Press Kit was created, and The Beat Newsletter was e-mailed out quarterly.

- ★ Provided location scouting and liaison support to 18 inquiries for film, television, music video or internet broadcast projects.
- ★ Placed advertising in 52 local, regional and national publications promoting Waco’s museums, attractions, meeting and sports facilities, events, and the overall Waco destination. These advertisements generated over 13,295 requests for additional information.
- ★ Met with travel writers from across the nation to pitch stories about Waco in regional, national and international publications. Ongoing public relations (PR) efforts generated \$1.5 million in free publicity in the form of 40 positive articles and news coverage.

## Texas Ranger Hall of Fame & Museum

- ★ Two years of improvements to I-35 and Baylor McLane Stadium were completed by Fall 2014 causing attendance numbers to rebound at 14% over 2013 to 62,323 visitors contributing more than \$2.1 million to the local economy.
- ★ Celebrated its 50th Anniversary with supporters attending from around the State and Britain to mark the birth of America’s first law enforcement historical center.
- ★ An exhibit titled Distinguish Service honoring the 180+ living retired Texas Rangers was installed funded by support from the family of Robert Holt, Chrysler Corporation and the Texas Ranger Association Foundation.
- ★ State Artist Lee Herring sponsored an exhibit of his historical artwork, Texas Roots: The Art of Lee Herring, to raise funds for the Texas Ranger Hall of Fame. He contributed 24 paintings which were offered for sale on-site and over the internet.

- ★ The Armstrong Texas Ranger Research Center saw a 38% increase in research requests over 2013.
- ★ Knox Center banquet hall saw a burst of activity with the opening of McLane Stadium. Attendance doubled from 10,000 to 20,640 guests.
- ★ Texas Ranger Education Center was used for workshops, meetings and training sessions 145 times by 50 Central Texas nonprofits, governmental agencies and the museum education division.
- ★ Grants totaling \$160,000 were received in support of exhibits from the Family of Robert Holt, Chrysler Corporation, and the Texas Ranger Association Foundation.
- ★ Authorities in Texas Ranger history attended two sessions to assist mapping out future exhibits. Students from Baylor University Marketing Department surveyed visitors and Texas Rangers concerning what they would like to see in those exhibits.
- ★ The Education Division provided 172 tours; schools groups from Dallas to San Antonio visited and organized tour groups which came from as far away as France, Germany, Argentina and Japan.
- ★ 35 collections were donated or placed on long term loan including artwork, firearms, and personal effects. Three leading authors in Texas Ranger history began transferring their libraries, totaling thousands of books, to the Center.

## Cameron Park Zoo

- ★ Received a male lion from the Honolulu zoo.
- ★ Received two young Masai giraffes from the California zoo.
- ★ Opened a giraffe feeding station experience for zoo guests.
- ★ Became the second zoo in the United States to successfully train two adult male orangutans to accept voluntary blood pressure measure. Currently only three male orangutans in the world are trained for voluntary blood pressure readings and two of those animals were trained for this behavior at Cameron Park Zoo.
- ★ Trained one male orangutan for eco-cardiograms.
- ★ Successfully hatched 2 Komodo dragon eggs. We believe that this is only the second time that this species has reproduced through parthenogenesis in captivity in the U.S. and only the fourth time worldwide.
- ★ Completed construction of an artificial eagle's nest at Lake Waco.
- ★ For the 9th straight year attendance topped 240,000 guests.



## Fire Department

- ★ The Fire Maintenance Division was officially moved from the Fire Department to Fleet Services. This move should help the city stream line cost and maximize resources among the maintenance of Fire apparatus, vehicles, and mechanics.
- ★ The construction of a new building for Fire Station 7 was completed in October. It is located at 1325 Nth 5th.
- ★ Inspected more than 5,400 hydrants.
- ★ Performed 5,275 Pre-Fire Plans.
- ★ Fire Marshals performed 1,246 Technical Inspections and performed 4,091 consultations with Citizens and businesses.

## Municipal Court

- ★ Processed 24,855 filed traffic violations and 8,485 non-traffic violations.
- ★ Disposed of 30,259 total violations.
- ★ Mailed approximately 12,000 warrant notices and coordinated state-wide Warrant Round-Up.
- ★ Arrests of 42 defendants as a result of the Warrant Round-Up.
- ★ Sent 12,212 additional violations, totaling \$4.0 million to the court's collection agency for assisting in the collection of court fines and fees.

- ★ Sent 4,037 non-compliant defendant notifications totaling \$2,174,659.86 to the Texas DPS for denial of driver's licenses.
- ★ Made 25,501 attempted calls through the automated dialer system to defendants in delinquent and warrant status for payment of court fines and fees.

## Police Department

- ★ 15 new officers graduated from the police academy in December.
- ★ Continues to utilize social media to provide informative updates to over 20,000 citizens on an hourly basis. The Public Information Officer conducted very popular virtual ride-alongs where he tweeted a day spent with the Waco PD Traffic Unit.
- ★ Continues to work to certify apartment communities Crime-Free Rental Property program. 27% of the rental units in Waco participate in this program. These partnerships resulted in a 48% reduction in reported crime, and a 77% reduction in arrests at these locations.
- ★ Crime Stoppers received 3,309 tips from phone calls, emails and texts leading to 102 suspects arrested, \$15,910 in property recovered and \$12,280 in drugs seized.
- ★ Crimes Stoppers received three awards from the Office of the Governor to include, Best Crime of the Week-Radio, Best Crime of the Week-New Print and Productivity Award for Most Cases Cleared-Population 200,001-250,000.





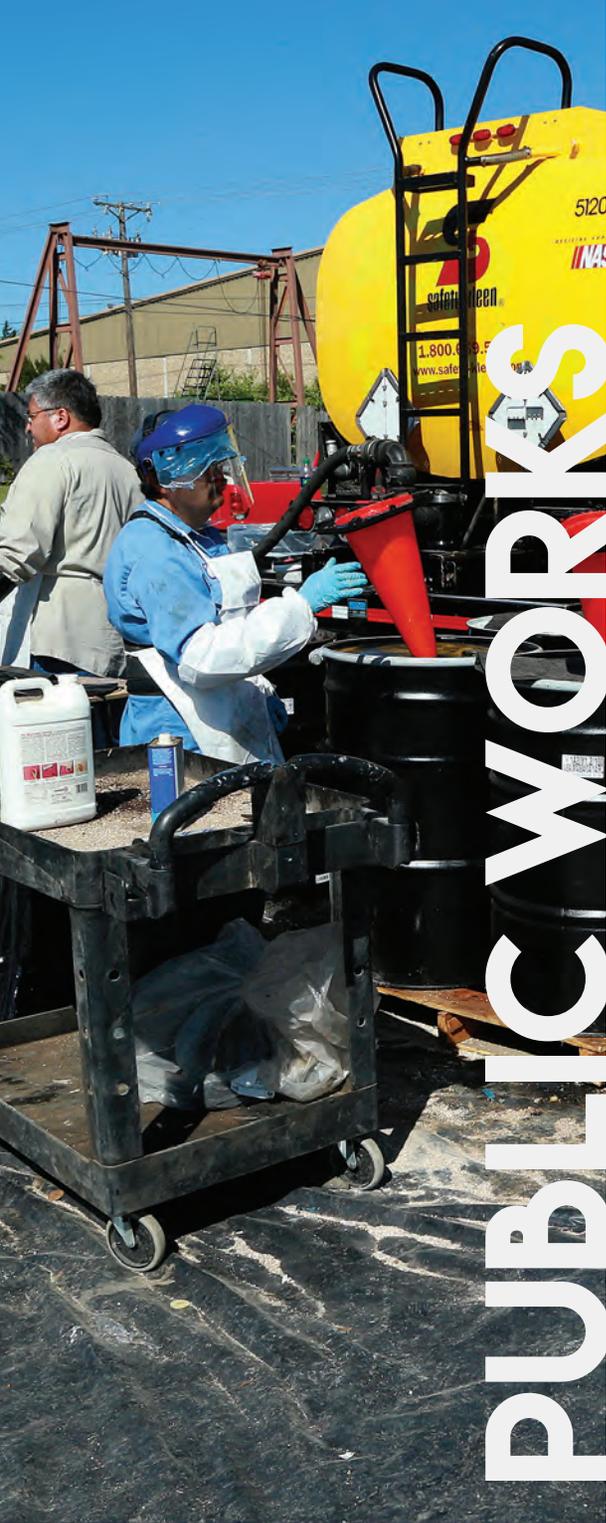
# PUBLIC SAFETY

- ★ Volunteers from Citizens on Patrol and the Citizens Police Academy Alumni Association have donated over 2,500 hours of time.
- ★ Patrol Division answered 100,597 calls for service resulting in over 25,000 reports. Street Crimes unit made 763 arrests, seized 3,182.9 grams of illegal narcotics, seized 26 weapons and \$72,776 in proceeds from criminal activity to include cash, stolen property and equipment. Traffic Unit made 9,284 citizen contacts resulting in 12,383 violations, 757 arrests and \$1,010,944 in traffic fines cleared.
- ★ Special Crimes Unit investigated 6 murders, making arrests in 4 cases and obtained an arrest warrant in another case. They investigated 2 bank robberies clearing both of them by identifying a suspect within 24 hours of the incident. They also re-opened 5 “cold” cases, one of which resulted in an arrest. The Sex Offender Registration Coordinator averaged 405 active cases per month which must be updated and monitored weekly.
- ★ Our U.S. Marshal Fugitive Task Force Officer spent 788 hours working both Waco PD and Task Force cases resulting in nearly 100 arrests.
- ★ Drug Enforcement Unit worked alongside multiple agencies including Federal, State, and local organizations to investigate and deter the manufacture, use, and distribution of narcotics and prostitution in the Greater Waco area.
- ★ Planning Unit applied for and was awarded 7 grant programs, saving the city over \$412,000 by utilizing state and federal funds to pay for such items as traffic enforcement, equipment and personnel.

## Animal Control/Animal Shelter

- ★ Animal Control Unit answered 9,834 calls for service. Impounded 4,569 animals. 34 cats and 295 dogs being returned to owners. 424 citations were issued for various ordinance violations. They continued implementing Spay Street Waco.
- ★ Continued implementation of SpayStreet Waco, which coordinates with volunteers on providing citizens access to low to no-cost spay/neuter surgeries for their pets, and microchips.
- ★ By the end of 2014, live exit rates increased to as high as 86% and were still climbing, 4% away from being considered a no-kill shelter.
- ★ Continued to strengthen our partnerships with community rescue organizations with the Waco Animal Alliance (McLennan Animal Rescue Coalition (MARC), Fuzzy Friends, Humane Society of Central Texas, Heart of Texas Feral Friends, Animal Birth Control Clinic (ABC Clinic) and Happy Endings Dog Rescue).
- ★ Launched a \$2 million campaign to renovate the Animal Shelter with \$1.5 million being raised from the community as of December 2014.
- ★ Conducted public meetings and neighborhood outreach events about changes to the animal ordinances.
- ★ Sponsored four microchip/neighborhood outreach clinics, with the ABC Clinic, providing free microchips to Waco citizens.
- ★ Provided microchips and funded spay/neuter surgery for qualifying patients at ABC Clinic.





## Solid Waste

- ★ Since changing to every other week schedule for recycle and yard waste collection schedules in early 2013, the end of 2014 recorded an overall net change of a 152% increase in residential recycling carts and a 327% increase in residential yard waste carts.
- ★ The illegal enforcement program resulted in prevention of the unlawful disposal of approximately 200,000 pounds of waste, including 2,400 tires.
- ★ Held a record-breaking Household Hazardous Waste Day event with participating cities that drew 1,108 households that collected approximately 110,000 pounds of waste materials, including over 1,000 tires.
- ★ Started the construction of an additional landfill cell that will serve as the disposal capacity of the community for the next 2-3 years.
- ★ Continued public outreach and education in English and Spanish through printed distribution, website content, media outreach and face-to-face meetings for awareness of solid waste services, ordinances and recycling and yard waste diversion programs.
- ★ Added content to Solid Waste website and reached out to other community groups on how to report illegal dumping to the Environmental Crimes Officers.
- ★ In 2014, 57.53 tons of electronic waste were received at the Cobbs Recycling Center for recycling, more than all of the previous years combined.

## Water Utilities

- ★ Continued the execution of the updated Water and Wastewater Master Plan projects that will identify both new water/wastewater infrastructure required to support system expansion and rehabilitation efforts for existing water storage, transmission, and distribution infrastructure.
- ★ During routine monitoring, Utilities staff discovered zebra mussels in Lake Waco. Working with Lake Waco Corps of Engineers and Texas Parks and Wildlife staff Utilities installed nearly one acre of PVC tarpaulin in an attempt to arrest their spread through the lake.

- ★ Initiated a comprehensive cost of service study that will include cost estimates from the Water Master Plan to develop a long-term water rate strategy.
- ★ Initiated design projects for a new Airport Pump Station and a chiller system to improve performance of the ozone system.
- ★ Completed a major repair of the 48-inch incoming raw water pipeline at the Mt. Carmel Water Treatment Plant.
- ★ Completed numerous sanitary sewer infrastructure improvement projects totaling nearly \$1 million to improve service, reduce stop-ups, and reduce infiltration and inflow.
- ★ Completed reconstruction/rehabilitation of the East Bank Interceptor.
- ★ Received \$461,408 grant from the Texas Water Development Board for the construction and initial research on endocrine disrupting compound removal through a demonstration wetland at the Waco Metropolitan Area Regional Sewerage System (WMARSS) Central Plant.
- ★ Continued outreach in the North Bosque River watershed including conducting two stream restoration workshops in Hico and Waco.
- ★ Approximately 3,156 students visited the Lake Waco Wetlands including schools from Waco and surrounding school districts and Universities for environmental education field trips, volunteering or to attend meetings/lectures at the wetlands.
- ★ 26 Urban Water Tours were hosted at Utilities facilities. This tour is the newest program offered focusing on the “Urban Water Drop”. This educational field trip follows the water drop from Lake Waco through WMARSS (wastewater). This is one of our most popular environmental educational field trips for older students.
- ★ Hosted “Sustainability in the Swamp” teacher workshop with CRASR Baylor University.
- ★ Texas Parks and Wildlife and the Lake Waco Wetlands hosted a “Kid Fish” event. Stocked the infall pond with rainbow trout and catfish for the event.
- ★ Hosted the “Frog Hop”, a 5K and 1 mile trail run through the Wetlands.

## Municipal Information / WCCC.TV

- ★ Collaborated with Animal Control/Shelter staff on SpayStreet Waco and the Animal Shelter Renovation Campaign.
- ★ Increased the number of Facebook and Twitter followers and continued communication with citizens through social media, as well as started an Instagram account. Also began archiving all social media accounts.
- ★ Collaborated with Animal Control/Shelter staff on SpayStreet Waco and the Animal Shelter Renovation Campaign.

- ★ Waco City Cable Channel (WCCC.TV) awarded three Telly Awards for outstanding TV production.
- ★ Continued to write, produce and create original programming on WCCC.TV, including ten monthly talk shows, series and features.
- ★ Started a Property Management website to help with the sale of City Properties.
- ★ City of Waco website reached 3,512,820 page views, the total number of pages viewed on the site, in 2014 per Google Analytics.

### Facebook Pages:

City of Waco Public Information  
 WCCC.TV - The Waco City Cable Channel  
 Waco Mammoth Site  
 Cottonwood Creek Golf Course  
 Parks & Recreation  
 Brazos Nights Waco  
 Waco-McLennan County Public Library  
 Waco & the Heart of Texas (Convention Center)  
 Waco-McLennan County Public Health District  
 Waco-McLennan County OEM  
 Waco Police Department  
 Waco Police Department Neighborhood Services

Waco Transit  
 Cameron Park Zoo  
 Texas Ranger Hall of Fame & Museum  
 Waco Wonderland  
 SpayStreet Waco

### Twitter Accounts:

City of Waco (@cityofwaco)  
 Waco Convention Center (@wacocvb)  
 Waco-McLennan County Library (@WacoLibrary)  
 Waco Transit (@wacotransit)  
 Texas Ranger Hall of Fame & Museum (@txrangermuseum)

Waco-McLennan County OEM (@WacoMcLennanOEM)  
 Waco Police (@WacoPolice)  
 Cameron Park Zoo (@CamParkZoo)

### Instagram:

City of Waco  
 Parks & Recreation

### Mobile Apps:

Cameron Park  
 Waco City Cable Channel "WCCC.TV"  
 Waco Transit "Ride Systems" GPS Tracking



INFO



## Housing & Community Development

- ★ Funding and development began on Barron's Branch, a multi-family development in North Waco.
- ★ Participated in the 16th Annual Raise the Roof Project, a partnership with Habitat for Humanity and the City of Waco.
- ★ Provided HOME funds to two Community Housing Development Organizations (CHDO'S), NeighborWorks Waco and Waco Habitat for Humanity, through which 7 houses were completed.
- ★ Provided permanent housing and support services to 44 homeless citizens using the Shelter Plus Care Grant.
- ★ Funded Code Enforcement to perform 20,864 inspections.
- ★ Provided transitional or emergency housing for 649 homeless in our community.
- ★ Community agencies that participate in our HMIS served a total of 24,733 individuals.
- ★ Provided childcare or summer enrichment classes for 61 children.
- ★ Provided Community Development Block Grant (CDBG) funds for the improvements at the Family Abuse Center of Waco as well as funded the NeighborWorks Legacy Square Sewer line improvement project.
- ★ Community partners continued the implementation of the affordable housing search website ([www.WacoHousingSearch.org](http://www.WacoHousingSearch.org)) which is still available to the public through the support of their donations.
- ★ Provided job training for 22 unemployed citizens.

## Health

- ★ Vital Statistics Office received the 2014 Department of State Health Services Exemplary 5 Star Award for the 6th year.
- ★ Received the 2014 Texas Preparedness Leadership Award from the Texas Department of State Health Service for the West Injury Epidemiological Study

- ★ The Health Authority, Dr. Farley Verner, received the Golden Cane Award from the McLennan County Medical Society for his dedication to promoting the health and well-being of the citizens of Waco and McLennan County.
- ★ 2014 marked the 40th anniversary of the WIC program in Waco. Over the year, WIC has successfully improved health outcomes with the families it serves.

## Transit

- ★ Transported approximately 50,000 passengers to and from McLane Stadium for Baylor home games.
- ★ Completed the Downtown Study to identify areas ripe for economic development. In this study, it was recommended to enhance connectivity in Greater Downtown Waco for all modes of Transportation. It was identified the need for high level improvements that increase livability and urban character in the Greater Downtown area.

## Library

- ★ As part of Preservation Week 2014, the Genealogy Center partnered with Baylor University Libraries for the 5th year to host an oral history project as the shared project to promote awareness of preserving our personal and cultural heritage. The project "I Remember When..." McLennan County Before 1960" interviewed and recorded the personal memories of citizens from Waco and the surrounding area who lived in McLennan County at some point during years of 1935-1960.
- ★ 2,293 children and teens enrolled in the 2014 Summer Reading Club. This year's theme, "Fizz, Boom, Read," for children and "Spark A Reaction" for teens encouraged area youth to explore the principles of STEM – science, technology, engineering and math.
- ★ Central and East Waco Libraries were two of the stops on the Waco ISD's Summer Meals on the Bus program which provided free lunches to children who might not have transportation and was open to all children up to age 18, regardless of whether they were enrolled at Waco ISD.

# STATISTICS

WACO IN 2014

Our city continues to grow in size, population and demand for services as well as use of facilities. Items with an asterisk (\*) indicate an increase from the previous year.

## Demographics

Land Area (square miles).....	101.96
Est Population as of 2010 Census.....	129,030*
<i>(21.5% African American, 29.6% Hispanic, 45.8% Caucasian, 3.1% Other)</i>	
Waco/Surrounding Areas Population...	241,481*
Lake Waco Shoreline (in miles).....	70
Average Value Single-family Home.....	\$134,980*

## Development

Single-family Home Permits Issued.....	382*
Value of Single-family Permits.....	\$77,988,121*
Commercial Construction Permits Issued.....	383*
Value of Commercial Permits.....	\$284,542,107*

## Municipal Employees

Full Time (including Fire and Police)....	1,532*
Certified Police Officers.....	247
Certified Firefighters.....	201
Full-Time Equivalents.....	58.06

## Public Health

Vaccinations Administered.....	8,740
People Educated on Food Handling.....	2,669*

## Airport

Number of passengers.....	134,631*
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## Utilities

Daily Average	
Water Production (in gallons).....	27,962,000
Daily Maximum	
Water Production (in gallons).....	46,115,000
Fire Hydrants.....	5,398*
Water Main (in miles).....	1,043*
Sewer Main (in miles).....	850*
Customer Accounts.....	40,985*
Water Treatment Plants.....	3
Water Meters.....	44,912*

## City Vehicles

Unleaded Gasoline Used (in gallons).....	462,230*
Diesel Fuel Used (in gallons).....	771,190

## Streets

Miles of Streets.....	622.4*
Storm Inlets.....	8,157*

## Public Safety

Calls for Service - Police.....	110,993
Calls for Emergency Service (Fire, EMS, Rescue).....	9,043
Fire Stations.....	14

## Parks and Recreation

Land Maintained (in acres).....	1,626*
Parks.....	60
Community Centers.....	5
Creeks (in miles).....	140*
Public Right-of-Ways (in miles).....	56
Park Rangers.....	13

## Tourism

Visitors to Texas Ranger Museum.....	62,323*
Visitors to Waco Tourist Info Center.....	20,428*
Waco Convention Center Events.....	446*
Visitors to the Cameron Park Zoo.....	239,008*
Visitors to the Waco Mammoth Site.....	21,891*

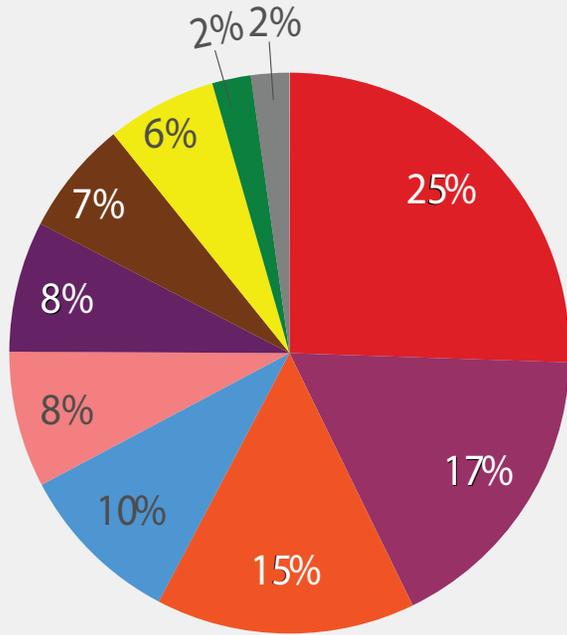
## Library

Library Locations.....	4
Number of Visits.....	525,847*
New Items Added.....	25,137*
Registered Cardholders.....	96,086*
Total Items Borrowed.....	677,435*

## Transit

Passengers.....	1,035,192*
Days of Service.....	304
Miles Driven.....	1,062,227*

# FINANCIALS



- Ad valorem taxes
- Water service charges
- Sales tax
- Wastewater service charges
- Other fees and service charges
- Solid Waste service charges
- Operating grants & contributions
- Franchise taxes
- Other revenues
- Capital grants & contributions

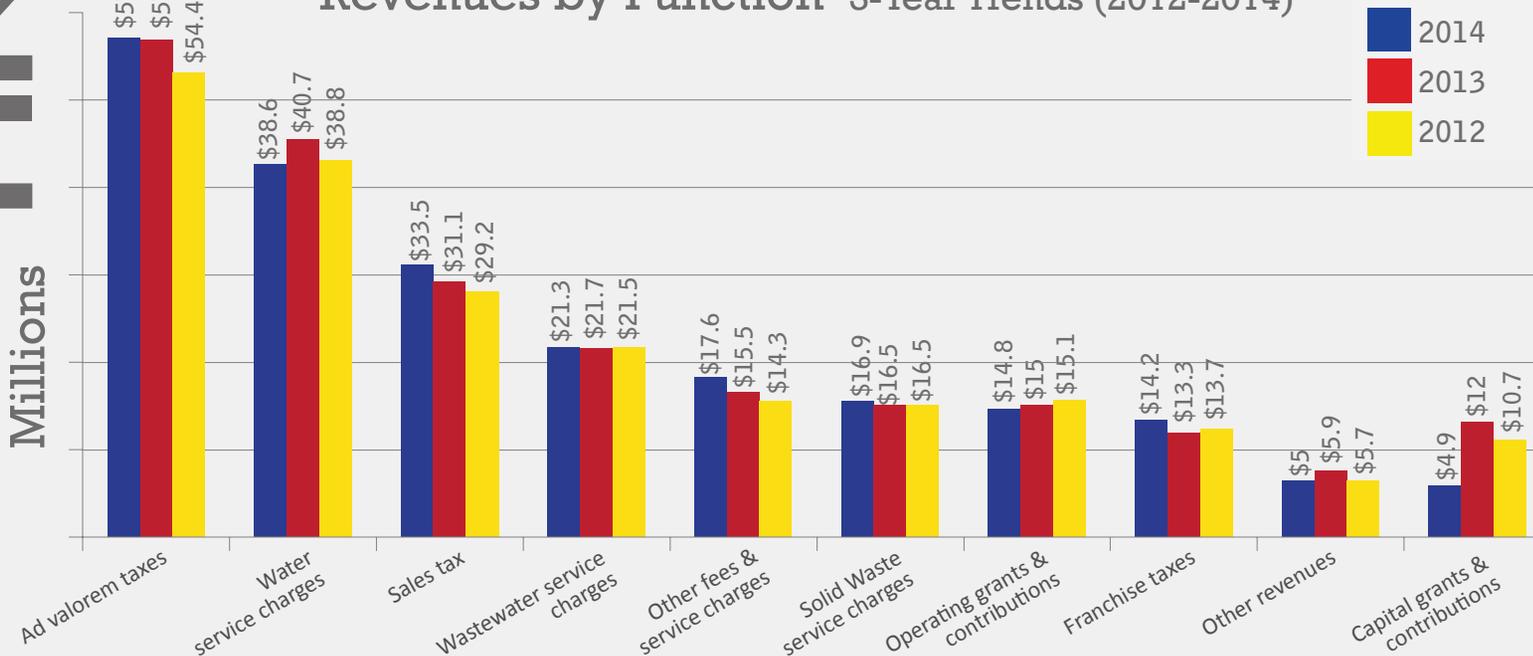
## About Revenues

As a municipal entity, we are tasked with the responsibility of providing the best and most efficient services within available resources. We strive to provide our citizens with the very best value for their dollars. The City of Waco Finance and Budget Departments are committed to the long-term financial stability and sustainability of the city government. Departmental services are prioritized to ensure that they are addressed through the budget process and streamlined for efficiency and cost-effectiveness. The City of Waco's fiscal year is October 1st through September 30th.

The largest revenue source for the City of Waco was property taxes, with \$57.2 million reported in the fiscal year 2014. Other important tax revenues were sales taxes of \$33.5 million and franchise taxes of \$14.2 million.

The City's utility funds, Water, Wastewater and Solid Waste, reported service charge revenues of \$38.6 million, \$21.3 million and \$16.9 million respectively. These funds operate as business-type enterprises with rates designed to cover operational costs and debt payments.

### Revenues by Function 3-Year Trends (2012-2014)



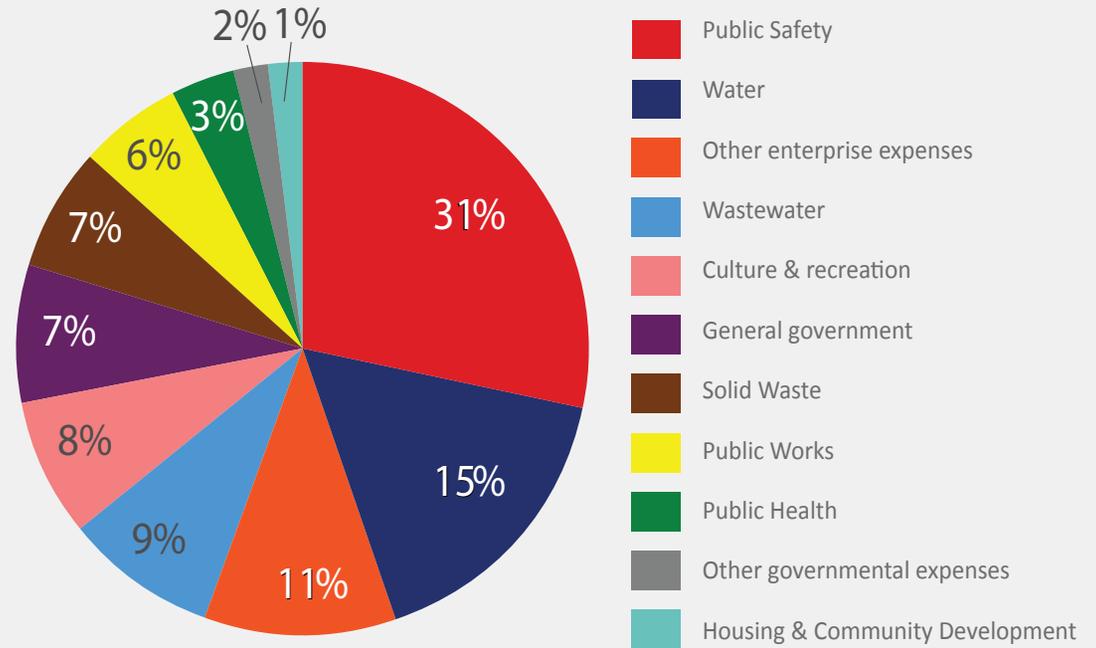
Capital grants and contributions (funding for capital assets) totaled \$4.9 million with operating grants and contributions (funding that may be used for operating expenses) at \$14.8 million. Other fees and revenues of \$22.6 million were received during the fiscal year.

Overall total revenues reported an decrease of 2.1% as compared to the prior year, primarily due to increased property taxes, sales taxes and franchise taxes being offset by a decrease in capital grants and contributions.

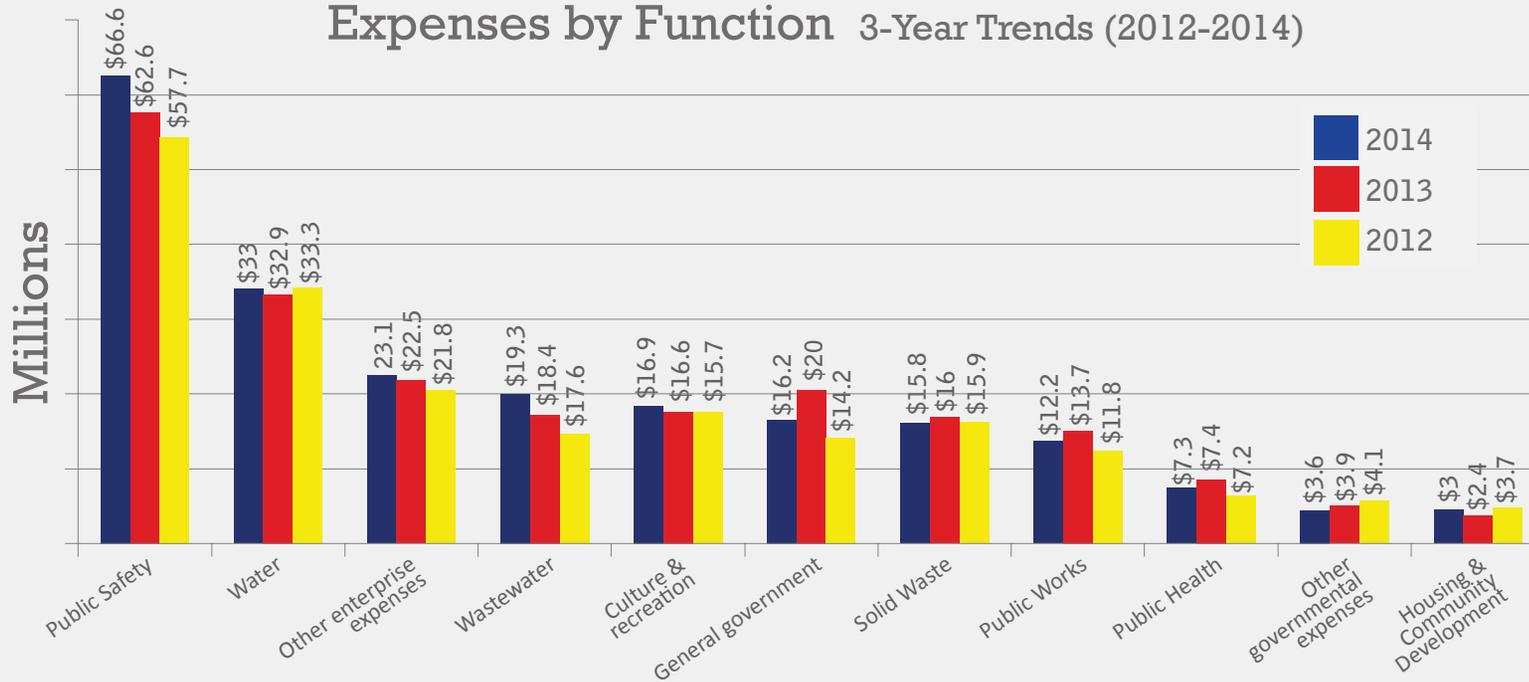
# About Expenses

A total of 31 percent of the City's expenses (\$66.6 million) went to public safety. Police, Fire, Traffic, Emergency Management, Inspection, Municipal Court and Animal services are reported within the public safety function. Expenses for other city services included \$16.9 million for culture and recreation, \$16.2 million for general government expenses, \$12.2 million for public works, \$7.3 million for Public Health, \$3.6 million for other governmental expenses and \$3 million for housing and community development. Governmental expenses decreased .3% from prior year. Increased salaries, benefits and depreciation were offset with reductions in tax increment grant funding.

Expenses related to the City's utility funds accounted for \$68.1 million with \$33 million for Water, \$19.3 million for Wastewater and \$15.8 million for Solid Waste. Other enterprise expenses (Convention Center, Transit, Zoo, Airport, Golf Course and Texas Ranger Hall of Fame and Museum) accounted for an additional \$23.1 million in expenses. Total enterprise expenses (used to account for activities that receive significant support from fees and charges) only reported a net increase of 1.2%. Increased expenses for salaries, benefits and professional services were partially offset by savings from fuel, electricity and interest expense.



## Expenses by Function 3-Year Trends (2012-2014)



The financial data presented in this report was obtained from the audited financial statements included in the Comprehensive Annual Financial Report (CAFR). The City's CAFR was prepared in accordance with generally accepted accounting principles (GAAP) and reported information for the primary government and its component units. The summary of revenues and expenses presented in this report is for the primary government data only and does not conform to GAAP. The full copy of the Comprehensive Annual Financial Report is available at: [www.waco-texas.com](http://www.waco-texas.com).

A photograph of a long wooden pier extending from the foreground into a body of water. The pier is made of light-colored wooden planks and is flanked by tall reeds on both sides. The water is calm and reflects the sky. The sky is overcast with grey clouds. The overall tone is muted and somewhat somber. The text "YESTERDAY. TODAY. TOMORROW." is overlaid in the center of the image in a light, sans-serif font.

YESTERDAY. TODAY. TOMORROW.