



DOWN TOWN WACO

PUBLIC IMPROVEMENT DISTRICT

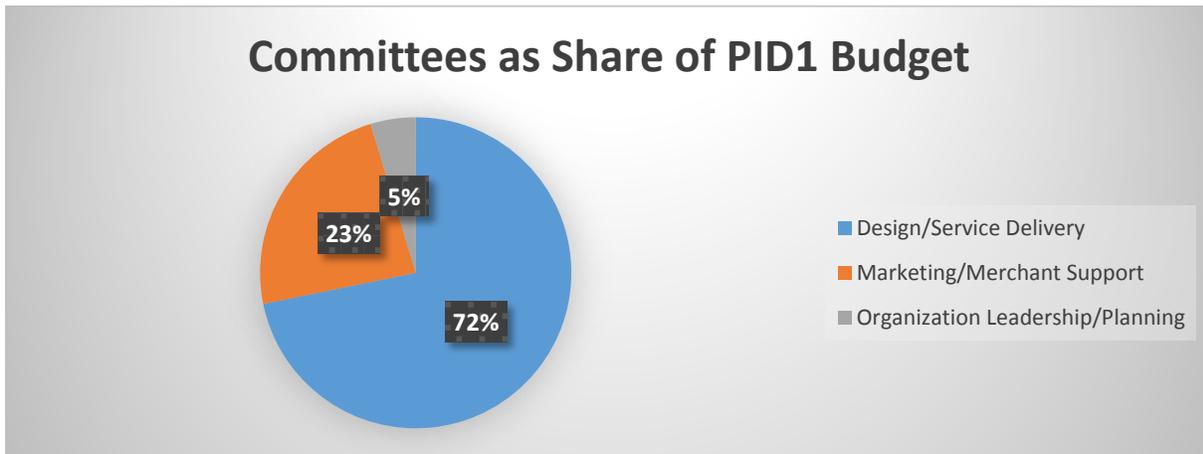
2017-2018 SERVICE AND ASSESSMENT PLAN

The PID1 Advisory Board presents the following ongoing service plan, which covers the five-year period from 2017-2022. The plan also includes the 2017 assessment plan. The purpose of PID1 is to fund enhanced services in the District; this Plan identifies the specific projects and initiatives selected by the Board for the coming years.

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Structure: Three Committees Set Goals for PID1 Roles and Initiatives



Design and Service Delivery

- **Clean & Safe:** PID1 public spaces are orderly; free of trash, debris, and graffiti; and well-maintained.
- **Parking | Wayfinding:** The PID has adopted and is implementing a coordinated parking management strategy including supply, management, and wayfinding. Visitors report ability to find parking within the PID.
- **Transportation:** PID is a partner conceptually, financially, and promotionally in public transportation circulating within Downtown.
- **Planning:** PID input is integrated into the process for planning and design of public improvements.
- **Enhancement | Beautification:** Improvements are made each year to enhance the beauty, comfort, and utility of the space.

Marketing and Merchant Support

- **Marketing:** Complete, clear and consistent messaging reaches key populations with information about Downtown Waco; and PID1 is a conceptual, financial, and implementing partner in a coordinated effort to advertise downtown.
- **Merchant Support:** Downtown Waco is home to a balanced mix of successful businesses who attribute a portion of their success to the support and advocacy of the PID.
- **Programming:** Programming attracts diverse audiences to a variety of locations around PID1 for activities and experiences.
- **Single Point of Contact:** Downtown stakeholders look to the PID for information and solutions and receive them.

Organization Leadership and Planning

- **Manage the PID1:** City Center Waco's administration of PID1 is competent, enthusiastic, efficient, and effective.

Design and Service Delivery

Committee Chair: Jim Clifton

Over the past year, the PID Design and Service Delivery Committee has overseen major changes in PID1 service levels. Landscaping and Security services have always been part of the PID program of work, but FY 2016-17 saw those services more than double.

The most significant changes are the addition of two golf-cart riding service providers full-time in the PID: one from landscaping/maintenance and the other from security.

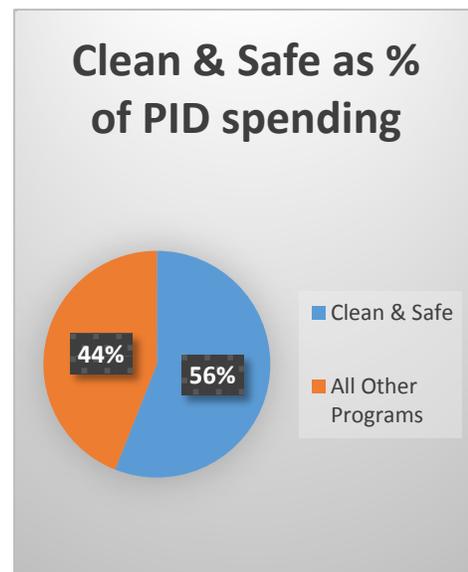
These personnel provide direct services but also serve as ambassadors and problem-solvers for businesses and visitors to Downtown Waco.

Design and Service Delivery has the greatest part of PID1 budgeted funds (72%.) It pursues several different initiatives, but the biggest of those is Clean & Safe.



Clean & Safe

- **Five-Year Goal:**
Public Improvement District (PID) public spaces are orderly; free of trash, debris, and graffiti; and well-maintained.
- **Measurement:**
 - Visitors to the PID surveyed either do not associate the PID with a lack of safety or cleanliness or feel that the PID is safe and clean.
 - 100% of sidewalks maintained by PID are rated "good."
 - PID merchants surveyed do not see trash debris or graffiti as a problem within the PID.
- **Annual Objectives**
 - 2018
 - Run whole year of new standard level of maintenance and security services
 - Reduce the areas of shared responsibility with the city and arrange funding to align with new arrangement of responsibilities
 - Standardize process for accepting blocks into PID Maintenance
 - Examine and/or accept a number of blocks
 - Identify improvements that can be realized within existing trash collection system



- Develop a plan to improve or enhance trash collection within the PID via changes to the system, whether in policies, facilities or other
- 2019
 - Add responsibilities originally assigned to the city and align funding appropriately
 - Operate landscaping/ maintenance services as scaled with ongoing development
 - Maintain security services as scaled with ongoing development
 - Examine and/or accept a number of blocks
 - Build merchant buy-in for streamlined trash collection plan developed above
 - Implement trash collection plan
- 2020
 - Add responsibilities originally assigned to the city and align funding appropriately
 - Operate landscaping/ maintenance services as scaled with ongoing development
 - Maintain security services as scaled with ongoing development
 - Examine and/or accept a number of blocks
 - Review contract for maintenance in light of increasing pavement emphases and other changes
 - Review security contract for appropriateness of design with changing conditions
 - Initiate procurement for landscaping / maintenance contractor
 - Initiate procurement for security services
 - Build merchant buy-in for streamlined trash collection plan developed above
 - Implement trash collection plan
- 2021
 - Maintain security services as scaled with ongoing development
 - Operate landscaping / maintenance services as scaled with ongoing development
 - Examine and/or accept a number of blocks into PID maintenance
- 2022
 - Maintain security services as scaled with ongoing development
 - Operate landscaping / maintenance services as scaled with ongoing development
 - Examine and/or accept a number of blocks into PID maintenance

Parking | Wayfinding

- **Five-Year Goal:**

The PID has adopted and is implementing a coordinated parking management strategy including supply, management, and wayfinding. Visitors report ability to find parking within the PID.
- **Measurement:**
 - PID board approval of parking plan
 - PID activity reports and expenses document that parking projects are implemented
 - Visitor surveys
- **Annual Objectives:**
 - 2018
 - Develop parking management strategy including supply, management, and wayfinding
 - Secure initial partnerships to begin implementing parking management strategy
 - Explore and, if necessary, secure additional parking review as areas change
 - Deploy wayfinding assets incorporating parking and visually identified districts

- Initiate and/or participate in discussion/development of larger wayfinding system in the city of Waco
- 2019
 - Fully assume role called for in parking management strategy
 - Deploy additional parking/ wayfinding assets
 - Evaluate the need for additional parking study areas or supplements and implement as necessary
 - Coordinate PID wayfinding strategy with larger Citywide wayfinding system
- 2020
 - Secure update to most if not all components of parking study
 - Update parking management plan based on results of study
 - Fulfill existing management role
 - Deploy additional parking/ wayfinding assets
- 2021
 - Assume updated parking management role
 - Deploy additional parking/ wayfinding assets
- 2022
 - Fulfill existing management role
 - Deploy additional parking/ wayfinding assets

Transportation

- **Five-Year Goal:**

PID is a partner conceptually, financially, and promotionally in public transportation circulating within Downtown.
- **Measurement:**
 - PID board approval of transportation changes and plans
 - PID expenses on transportation and promotion of transportation
- **Annual Objectives:**
 - 2018
 - As a partner to Waco Transit, gather and analyze the opinions of PID stakeholders regarding transportation alternatives and preferences
 - Advocate for PID stakeholders in the development of transportation systems within downtown
 - Incorporate transportation plans into development and implementation of parking strategy
 - Present downtown public transportation plan for PID Board approval, including the Silodistrict Trolley or other circulator
 - Appropriate resources for downtown circulator, including cost share for service and wayfinding assets
 - 2019
 - Collect feedback regarding transportation system as part of annual stakeholder survey
 - Advocate for PID stakeholders in the development of transportation systems within downtown
 - As PID assumes parking management role, incorporate transportation system into parking management

- Appropriate resources for downtown circulator, including cost share for service and wayfinding assets
 - Identify and/or support other areas in which financial and promotional support could be provided, as appropriate
 - 2020
 - Collect feedback regarding transportation system as part of annual stakeholder survey
 - Advocate for PID stakeholders in the development of transportation systems within downtown
 - Coordinate impact of transportation system in the development of an updated parking and wayfinding plan
 - Appropriate resources for downtown circulator, including cost share for service and wayfinding assets
 - Identify and/or support areas in which financial and promotional support could be provided
 - 2021
 - Conduct ongoing assessment of PID stakeholder opinions regarding transportation system
 - Advocate for PID stakeholders in the development of transportation systems within downtown
 - Coordinate impact of transportation system with parking and wayfinding
 - Appropriate resources for downtown circulator, including cost share for service and wayfinding assets
 - Identify and/or support areas in which financial and promotional support could be provided
 - 2022
 - Conduct ongoing assessment of PID stakeholder opinions regarding transportation system
 - Advocate for PID stakeholders in the development of transportation systems within downtown
 - Coordinate impact of transportation system with parking and wayfinding
 - Appropriate resources for downtown circulator, including cost share for service and wayfinding assets
 - Identify and/or support areas in which financial and promotional support could be provided

Planning

- **Five-Year Goal:**
PID input is integrated into the process for planning and design of public improvements.
- **Measurement:** PID board approval of public improvement plans
- **Annual Objectives:**
 - 2018
 - Participate in City Center Waco’s coordinated downtown planning process that incorporates and prioritizes elements from plans developed by various departments and entities, including City of Waco Planning, Engineering, and Parks; TIF; Prosper Waco; etc.

- Send PID representatives to Plan Review and other meetings in which public improvements are planned and discussed
 - Invite City of Waco Planning, Engineering and other staff to regular dialogue
 - To the extent that public improvements are planned for within the PID, formally present those plans to PID Board for input and agreement regarding eventual maintenance, if any
- 2019
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 - Send PID representatives to Plan Review and other meetings in which public improvements are planned and discussed
 - Invite City of Waco Planning, Engineering and other staff to regular dialogue

- To the extent that public improvements are planned for within the PID, formally present those plans to PID Board for input and agreement regarding eventual maintenance, if any

Beautification | Enhancement

- **Five-Year Goal:**
Improvements are made each year to enhance the beauty, comfort, and utility of the space.
- **Measurement:**
 - PID activity reports and expenses document that annual improvement projects are implemented and subsequently maintained.
- **Annual Objectives:**
 - 2018
 - Implement and evaluate improvement or beautification projects. Projects could include but are not limited to banners, twinkle lights, public art, and small public space enhancements. A call for 2018 beautification projects has been issued and selections will be made in October.
 - 2019
 - Implement and evaluate improvement or beautification projects. Projects could include but are not limited to twinkle lights, public art, small public space beautification, and banners.
 - 2020
 - Implement and evaluate improvement or beautification projects.
 - 2021
 - Implement and evaluate improvement or beautification projects.
 - 2022
 - Implement and evaluate improvement or beautification projects.

Marketing and Merchant Support

Committee Chair: Lisa Sheldon

Marketing and Merchant Support has also seen a great increase in services over the past year with City Center Waco's addition of a staff person devoted to communication and specializing in merchant issues and concerns. This staff time is partially reflected for the first time in the proposed budget for 2017-18.

Longer-term committee initiatives have also continued and improved, especially the staffed downtown website. The site has been reborn with a new URL and new design, and steep increases in both website and social media activity have been realized in 2016-17. Continuation of these efforts make up most of the marketing budget proposed for 2018, along with a modest budget for general promotion/advertising of Downtown Waco.



Marketing

- **Five-Year Goal 1:**
Complete, clear and consistent messaging reaches key populations with information about Downtown Waco.
- **Measurement:**
 - Surveys of key populations yield
 - Significant number of responses
 - Evidence of clarity and consistency
 - Satisfaction with communication levels
- **Annual Objectives:**
 - 2018
 - Operate staffed downtown website and robust social media accounts
 - Convene branding discussion for downtown
 - Meet regularly to ensure consistency and ID next messages
 - ID and standardize communication channels
 - Conduct survey, analyze results and set benchmarks for the next year
 - 2019
 - Operate staffed downtown website and robust social media accounts
 - Establish PID as official organ of communication for downtown
 - Establish/Standardized messaging updates for physical assets
 - Re-evaluate audience and plan communication strategy
 - 2020
 - Operate staffed downtown website and robust social media accounts
 - Conduct research to assess and characterize target audiences
 - Update communication strategy

- Deploy updates to physical assets
 - 2021
 - Operate staffed downtown website and robust social media accounts
 - Implement and assess communication strategy
 - Deploy updates to physical assets
 - 2022
 - Operate staffed downtown website and robust social media accounts
 - Implement and assess communication strategy
 - Deploy updates to physical assets
- **Five-Year Goal 2:**

PID1 is a conceptual, financial, and implementing partner in a coordinated effort to advertise downtown.
- **Measurement:**
 - Board Actions to approve coordinated advertising plan, updated as appropriate.
 - Budget/Expenses: PID dollars have been spent on elements of the plan
 - List and evaluation of PID-implemented advertising projects
- **Annual Objectives:**
 - 2018
 - Launch district wide physical identifiers
 - Approve advertising plan (coordinated)
 - Approve PID advertising plan as subset of that
 - Update PID 5-year plan with specifics
 - 2019
 - Update with specifics from coordinated & PID plans
 - 2020
 - Update with specifics from coordinated & PID plans
 - 2021
 - Update with specifics from coordinated & PID plans
 - 2022
 - Update with specifics from coordinated & PID plans

Merchant Support

- **Five-Year Goal 1:**

Downtown Waco is home to a balanced mix of successful businesses who attribute a portion of their success to the support and advocacy of the PID.
- **Measurement:**
 - Net increase in businesses
 - Business mix moves in the direction of the balance targeted in plan
 - Business success indicators (measures TBD)
 - Survey response indicates that businesses attribute a portion of their success to PID1 support and advocacy
- **Annual Objectives:**
 - 2017
 - Assess existing business mix for PID1
 - Assess likely mix including current project pipeline
 - Set preliminary tenanting goals

- Host Imagine Possibilities tour
- 2018
 - Support TIF Market Study
 - Create business mix goals
 - Pilot pursuit of new businesses
 - Splash retail execution goals
 - Explore requesting success data
 - Measure business mix
- 2019
 - Create tenancing plan and aggressively pursue
 - Host merchant technical assistance resources
 - Analyze staff needs
 - Measure business mix and success
- 2020
 - Host merchant technical assistance resources
 - Measure business mix and success
 - Update with specifics from tenancing plan
 - Splash restaurant execution goal
- 2021
 - Host merchant technical assistance resources
 - Update with specifics from tenancing plan
 - Measure business mix and success
- 2022
 - Host merchant technical assistance resources
 - Update with specifics from tenancing plan
 - Measure business mix and success

Programming

- **Five-Year Goal 1:**
Programming attracts diverse audiences to a variety of locations around PID1 for activities and experiences.
- **Measurement:**
 - Measurement tool (to be developed) indicates diversity in audience
 - Variety of Locations
 - Variety of Activities
- **Annual Objectives:**
 - 2018
 - Make a plan for downtown programming with collaboration from partners (including measurement)
 - Support Waco Wonderland
 - Update 5-year plan with specifics from the plan
 - 2019
 - Begin implementation of programming plan
 - Develop means of measuring impact of programming on district and businesses
 - 2020

- Fully assume curator role regarding downtown programming
- Update programming plan with added spaces and assets
- Measure impact of programming
- 2021-2022
 - Curate downtown programming
 - Increase diversity and variety
 - Measure impact of programming

Single Point of Contact

- **Five-Year Goal 1:**
Downtown stakeholders look to the PID1 for information and solutions, and they receive them.
- **Measurement:**
 - Calls for service (action, advocacy, support) from City and public
 - Survey responses indicate satisfaction with issue resolution by PID1
- **Annual Objectives:**
 - 2018
 - Respond to calls for service
 - Update messaging with FAQ
 - Use solution maps to standardize and expedite issue resolution
 - Collect data
 - Survey customers, evaluate responses, set benchmarks for upcoming year for both call increases and satisfaction levels
 - 2019
 - Respond to increased number of calls for service
 - Resolve calls for service while reaching or exceeding benchmark satisfaction levels
 - Update messaging with FAQ
 - Collect data
 - Survey customers, evaluate responses, set benchmarks for upcoming year for both call increases and satisfaction levels
 - 2020-2022
 - Reassess data collections and solutions maps
 - Resolve calls for service while reaching or exceeding benchmark satisfaction levels
 - Collect data
 - Survey customers, evaluate responses, set benchmarks for upcoming year for both call increases and satisfaction levels

Organization Leadership and Planning

Committee Chair: John Tipton

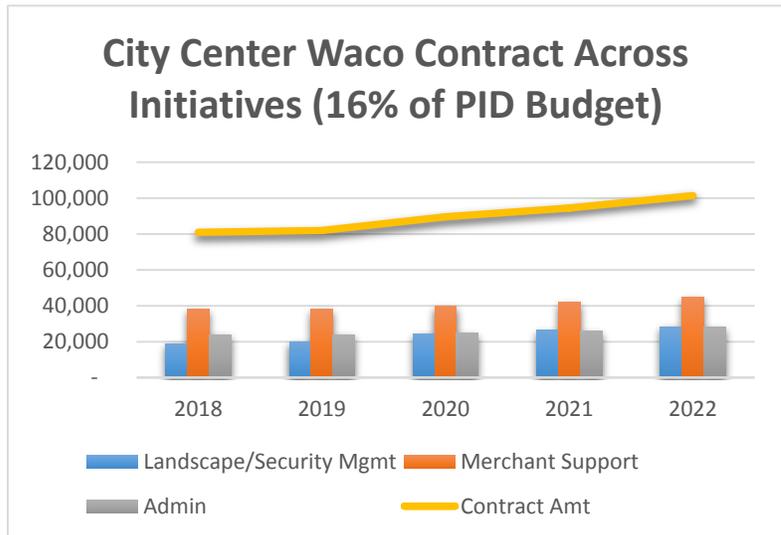
The majority of the Organization Leadership and Planning budget has historically been staff expenses, and this remains the case for proposed 2017-18. A key difference, however, is that staff hours spent on administrative tasks (i.e., managing PID Board and committee meetings, accounting, legal services, supplies, etc.) have been separated from hours spent directly providing services.

Budgeting by initiative allows those costs to rise or drop depending on Board priorities – we can have “more” or “less” of each as deemed important by the Board. Administration is generally independent of these priorities and costs what it costs. We can’t have “less” paying of bills or keeping of minutes.

City Center Waco has estimated expenses for each committee and has presented a portion of these costs to be reimbursed from PID1 funds (the remainder will be absorbed by the City Center Waco budget in 2017-18.)

Consequently, the 2017-18 budget has a smaller figure for Organization Leadership and Planning than in prior years: less than 5%.

The Organization Leadership and Planning Committee will provide feedback to the City Center Waco Board on an annual basis to ensure direct communication and accountability regarding staff work on behalf of PID1.



Manage PID1 Operations

- **Five-Year Goal:**
City Center Waco’s administration of PID1 is competent, enthusiastic, efficient, and effective.
- **Measurement:**
 - PID formal evaluation of City Center Waco’s performance is positive
 - City and state standards for PID1 operations are met
 - Board guidelines and standards are met or exceeded (budgets are observed, measurements are collected, projects are completed timely, etc.)
- **Annual Objectives:**
 - 2018-2022
 - Staff PID1 Board and Committees: meetings, agendas, minutes, calendars, etc.
 - Administer PID1 financials: accounts payable and receivable, reports
 - Administer PID1 contracts: procurement, completion and reporting
 - Conduct annual survey of key populations to collect data to evaluate and inform PID1 operations
 - Update revenue projections and five-year plan

Appendix: Annualized Revenues and Expenses Forecast

		2018	2019	2020	2021	2022
PID1 Ordinary Revenues						
	Assessments + Interest	522,000	522,000	553,000	586,000	621,000
PID1 Ordinary Expenses						
	Design / Service Delivery					
	Clean & Safe	293,500	303,500	351,000	381,000	406,000
	Parking/ Wayfinding	17,500	17,500	17,500	17,500	17,500
	Transportation	25,000	25,000	25,000	25,000	25,000
	Planning	-	-	-	-	-
	Beautification/ Enhancement	41,500	31,500	12,000	3,500	1,500
	Total Design/ Service Delivery	377,500	377,500	405,500	427,000	450,000
	Marketing / Merchant Support					
	Marketing	52,500	52,500	52,500	58,000	62,000
	Merchant Support	38,000	38,000	40,000	42,000	45,000
	Programming	30,000	30,000	30,000	33,000	36,000
	SPOC	-	-	-	-	-
	Total Marketing / Merchant Support	120,500	120,500	122,500	133,000	143,000
	Organization Leadership & Planning					
	Management	24,000	24,000	25,000	26,000	28,000
	Total Organization Leadership & Planning	24,000	24,000	25,000	26,000	28,000
	Total Ordinary Expenses	522,000	522,000	553,000	586,000	621,000
	Surplus (shortfall)		0	0	0	0
Detail: Contracts and Service Providers						
		2018	2019	2020	2021	2022
	Landscaping Contract	132,472	136,447	170,540	184,756	199,099
	Security Contract	62,100	63,342	75,409	80,301	85,219
	PID Portion W. Gragg	37,000	37,000	38,000	39,000	40,000
	City of Waco PD	38,400	38,400	38,400	38,400	38,400
	City Center Waco	81,000	82,000	90,000	94,500	101,500

PID1 PROPOSED BUDGET FOR 2017-2018

Certified PID1 Assessment Roll Levy for 2017 519,587

PID1 Proposed Revenues for 2016-17

PID1 Assessment Revenues Estimated for 2016-17	519,000
Interest Earned	<u>3,000</u>

Total PID1 Proposed Revenues for 2016-17 **522,000**

PID1 Proposed Regular Budget for 2016-17

Organizational Leadership & Planning Initiatives	
PID Administration	
City Center Waco - Administrative	<u>24,000</u>
Total PID Administration	24,000
Design & Service Delivery Initiatives	
Clean & Safe	
Landscape Contract (regular maintenance)	132,500
Security Contract (cart person, overnight patrols)	62,100
City Center Waco - Landscaping / security management	19,000
Waco PD Security	38,400
Additional Clean and Safe Supplies or Materials	5,500
Supplemental Clean and Safe Contract Services	6,000
Sidewalk Area Maintenece	<u>30,000</u>
Total Clean and Safe	293,500
Parking & Wayfinding	17,500
Transportation	25,000
Planning	-
District Improvements	
Lighting Project	20,500

Public Art	10,500
District Designations	10,500
Total: District Improvements	41,500
Merchant Support / Marketing & Promotion	
Marketing	
Messaging: Web site content and maintenance	39,500
Advertising	13,000
Total: Marketing	52,500
Programming	30,000
Merchant Support	
City Center Waco - Merchant Support	38,000
Total: Merchant Support	38,000
Single Point of Contact	-

Total PID1 Proposed Regular Budget 17-18 **522,000**

Total CCW Contract **81,000**

PID 1 Proposed Extraordinary Revenues/ Expenses 2017-18

Waco Wonderland Sponsorships & Revenues	35,000
Remittance of Sponsorships to City for Waco Wonderland Expenses	(35,000)
Carryover Funds from Prior Budget Years	716,836
Planned Spending of Carryover Funds	(716,836)
District Improvements	
Sidewalk-area Maintenance	
Other one-time projects approved by the Board	

Total PID1 Proposed Extraordinary Revenues/Expenses 2017-18 **-**

City of Waco - estimated in-kind expenditures in PID1 for 2016-17

Administration	30,076
Parks & Recreation	520,621
Streets	36,554
Police	158,464
Solid Waste	8,436
Total Estimated In-Kind Expenses in PID1 for 2016-17	754,151

PID1 ASSESSMENT PLAN

The Public Improvement District Number One Assessment rate is \$0.10 per \$100.00 of property valuation. PID1 Assessments bills are mailed by the McLennan County Tax Office directly to the property owners (to the mailing address listed with the Tax office) and will be collected on the same schedule (listed below) as property taxes:

Mailed on or around October 1, 2017

Due by January 31, 2018

Delinquent on February 1, 2018

Penalties and interest accrue to delinquent PID assessments just as with delinquent property taxes. The penalty rate on delinquent PID assessment levies is 10% per year. PID assessments remain with the property and continue to accrue penalties until paid in full with the McLennan County Tax Office.

