



# DOWN TOWN WACO

PUBLIC IMPROVEMENT DISTRICT

## 2020-2021 SERVICE AND ASSESSMENT PLAN

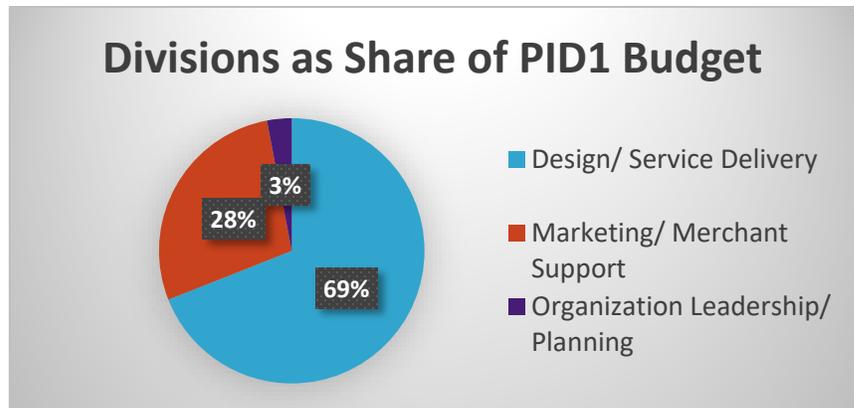
The PID1 Advisory Board presents the following ongoing service plan, which covers the five-year period from 2020-2025. The plan also includes the 2020 assessment plan. The purpose of PID1 is to fund enhanced services in the District; this Plan identifies the specific projects and initiatives selected by the Board for the coming years.

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## Three Divisions

deliver PID1 programs and projects. Each is guided by a committee of Board members and other volunteers. The divisions and their five-year goals are below.



### 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 especially
- **Enhancement | Beautification:** Improvements are made periodically 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:** Administration of PID1 remains competent, enthusiastic, efficient, and effective.

## Design and Service Delivery

### Committee Chair: Jim Clifton

The PID Design and Service Delivery Committee oversees not only the largest share of PID funds – 56% - but also the largest single program area, *Clean and Safe*.

In 2019-20 Design and Service's Delivery's main priority was improving the deployment of clean and safe services downtown. Efforts focused on:

- Providing complete and accurate reporting of clean and safe issues by hiring an employee to patrol downtown on a full-time basis
- Improving the processing of clean and safe issues through a ticket/work order system
- Refining and focusing clean and safe services by reviewing the scopes of these services in a new bid process
- Uniting all clean and safe services through implementation of consistent identification and a single reporting process

Landscaping, maintenance, bird abatement, graffiti remediation, and security services continued throughout the year. Ongoing increased graffiti activity downtown remained a priority as long-term solutions were investigated and improvements in the graffiti remediation service were made.



*Graffiti Remediation on City Asset*

Three subcommittees worked on separate issues within the overall Design and Service Delivery program of work. **The Parking Alliance** continued its role to study and make recommendations for parking solutions downtown. In particular, it recommended parameters for a new and expanded parking demand study in response to anticipated parking pressure along the Elm Avenue Corridor and increased

interest in data related to additional parking structures downtown. The **Clean Downtown Alliance** continued to serve as an important point of connection among the different partners working on clean issues downtown. The **Beautification Subcommittee**, which advises the funding of beautification projects, moved nimbly to implement a holiday décor program along Austin Avenue and Elm Avenue.

Finally, the PID contributed dollars to support the popular Downtown Trolley and valuable property owner insight to the planning of development and infrastructure projects downtown, including the public streetscape projects along Washington Avenue and Bridge Street.

**Planned for 2020-2021:**

- implementation of a full year of the improved clean and safe services
- expansion of graffiti remediation efforts by seeking additional asset-owning partners
- development and implementation of long-term graffiti abatement options
- procurement of expanded holiday décor program
- analysis of downtown parking following the COVID-19 crisis

**Clean & Safe**

- **Five-Year Goal:**  
Public Improvement District (PID) public spaces are orderly; free of trash, debris, and graffiti; and well-maintained.
- **Measurement:**
  - Net decrease in average number of outstanding graffiti tickets
  - Average clearance time for reports of graffiti or trash of less a week
  - Less than ten external calls for service for bird mess issues per season
  - 100% of sidewalks maintained by PID are rated “good.”
- **Annual Objectives**
  - 2021
    - Operate clean and safe services as scaled with ongoing development including:
      - landscaping/ maintenance services
      - nightly security services
      - bird abatement services
      - reporting services
      - graffiti remediation services
    - Review ticket/work order system for functionality and responsiveness
    - Reduce the areas of shared responsibility with the city and arrange funding to align with new arrangement of responsibilities
    - Examine and add blocks for preventive maintenance and minor repair as needed
    - Support the City in developing a plan to improve or enhance trash collection within the PID via changes to the system, whether in policies, facilities or other



*New Clean and Safe Specialist Cart*

- 2022-2025
  - Operate clean and safe services (as detailed above) as scaled with ongoing development
  - Examine and/or accept new blocks
  - Review service contracts for appropriateness in light of changing conditions: do landscaping, bird abatement and other services need to increase, decrease, or shift? Initiate appropriate procurement procedures.

## 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
- **Annual Objectives:**
  - 2021
    - Fully assume role called for in parking management strategy
    - Investigate parking enforcement models and make a recommendation regarding which model to pursue
    - Secure update to parking demand model
    - Update parking management plan based on results of study
    - Deploy additional parking/ wayfinding assets as appropriate based on study recommendations and City input
    - participate in discussion/development of larger wayfinding system in the city of Waco
  - 2022-2025
    - Secure update to components of parking study as needed
    - Update parking management plan based on results of study
    - Fulfill existing management role
    - Deploy additional parking/ wayfinding assets as appropriate

## Transportation

- **Five-Year Goal:**  
PID is a conceptual and financial partner in public transportation circulating within Downtown.
- **Measurement:**
  - PID board support for transportation changes and plans
  - PID expenses on transportation and promotion of transportation
- **Annual Objectives:**
  - 2021-2025
    - Advocate for PID stakeholders in the development of transportation systems within downtown
    - 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

## Planning

- **Five-Year Goal:**  
PID input is integrated into the process for planning and design of public improvements.
- **Measurement:** PID Design and Service Delivery Committee discussion and input regarding planned improvements
- **Annual Objectives**
  - 2021-2025
    - 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, review those plans to provide input and agreement regarding any eventual maintenance
    - Where PID concerns necessitate, appropriate resources for plans

## Beautification | Enhancement

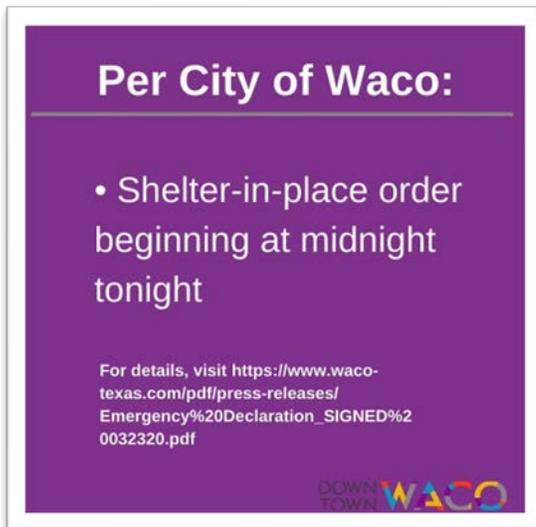
- **Five-Year Goal:**  
Improvements are made periodically to enhance the beauty, comfort, and utility of the space.
- **Measurement:**  
PID activity reports and expenses document that periodic improvement projects are implemented and subsequently maintained.
- **Annual Objectives**
  - 2021
    - Work with partners to implement expanded holiday décor program
    - Implement and evaluate additional improvement or beautification projects
  - 2022-2025
    - Implement and evaluate additional improvement or beautification projects



*Holiday Décor 2019*

## Marketing and Merchant Support

Committee Chair: Brian Ginsburg



*Example of COVID-19 Messaging*

In 2019-20 Marketing and Merchant Support has continued serving the PID1 with consistent messaging, outreach, merchant communication and promotional activities. Fresh, professionally-developed content drove higher and higher use numbers on the downtownwacotx.com website and the Downtown Waco social media accounts, while regular outbound communications assisted in getting the word out about upcoming events, road closures, and other pertinent issues. In particular, during the COVID-19 crisis communication regarding the crisis, the local response, and the changes merchants made to their operations proved critical. Additionally, the crisis postponed the implementation of a number of Marketing and Merchant Support programs including expanded advertisement and the Trolley Ambassador program.

A complete merchant contact list was developed and merchant-focused communication was framed around “re-introducing” merchants to the PID’s services and gathering input regarding the ongoing COVID-19 crisis. A small group of engaged merchants was assembled to consult on this communication and assets were developed to assist with this program. Additionally, the Clean and Safe Specialist though focused on reporting clean and safe issues also began to check-in with merchants on a regular basis.

The PID also continued its support of the popular Waco Wonderland holiday event and began to look into other downtown programming opportunities such as the planned Chalk Art Festival. However, these efforts were interrupted by the COVID-19 crisis.

Finally, a public reporting mechanism was developed to allow members of the public to notify the PID of clean and safe issues downtown and track the PID’s progress in resolving these issues.

### Planned for 2020-2021:

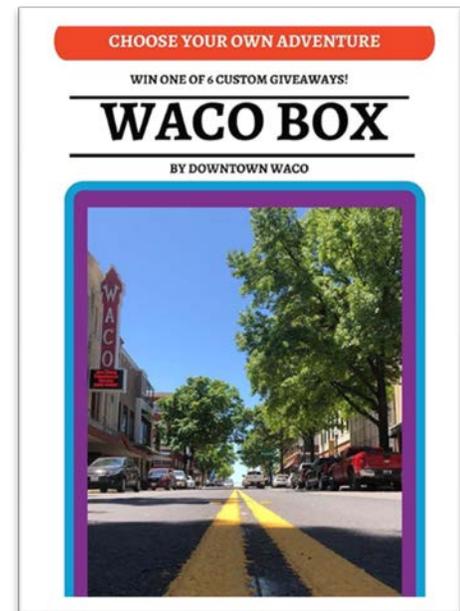
- Development of supplemental advertising in coordination with other partners
- Support for events that attract new and diverse audiences to experiences throughout and between the Downtown Districts
- Implementation of trolley ambassador program and expansion of merchant support
- Development of business retention process and system



*Waco Wonderland 2019*

## Marketing

- **Five-Year Goal 1:**  
Complete, clear and consistent messaging reaches key populations with information about Downtown Waco.
- **Measurement:**
  - Web site and social media statistics
  - Annual Communications Report
- **Annual Objectives:**
  - 2021-2025
    - Operate staffed downtown website and robust social media accounts
    - Implement and assess communication strategy; update when appropriate
    - Deploy updates to existing physical assets
    - Facilitate new assets as warranted by updated communication strategy
- **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:**
  - 2021-2025
    - Update coordinated advertising plan with partner and stakeholder feedback
    - Fulfill PID marketing role adopted as part of coordinated advertising plan
    - Increase advertising efforts to focus on wooing locals into Downtown Waco
    - Foster ongoing partnerships between stakeholders for the collective promotion of downtown Waco as a destination for regional visitors



*Waco Box Promotion*

## 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 change in number and diversity of businesses
  - Merchant responses indicate satisfaction with PID1 support and advocacy
- **Annual Objectives:**
  - 2021
    - Develop and execute business retention strategy, including retention assessments
    - Offer merchant technical assistance resources informed by assessments
  - 2022-2025
    - Execute business retention/expansion strategy
    - Create and pursue recruitment/tenanting plan
    - Offer merchant technical assistance resources

## Programming

- **Five-Year Goal:**  
Programming attracts diverse audiences to a variety of locations around PID1 for activities and experiences.
- **Measurement:**
  - Annual report indicating variety of audiences, locations, and activities
- **Annual Objectives 2021-2025**
  - Review past year of downtown programming, identify any gaps, and create a report
  - Identify and pursue means of supporting programming that increases diversity, reduces gaps in offerings, and/or increases positive impacts to businesses by advising or financially supporting entities who create programming
  - Direct resources to the creation and amplification of direct-action programming opportunities suited to staff capacity and targeted to increase positive results outlined above. This might include pop-up events, support of First Friday, or other leveraged opportunities.



Promotion of Downtown Events

## 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 Objective 2021-2025**
  - Resolve calls for service while reaching or exceeding resolution/ satisfaction benchmarks

DOWN TOWN WACO
CLEAN AND SAFE

<p style="text-align: center; border-bottom: 1px solid #004a80; margin-bottom: 5px;"><b>Submit an Issue</b></p> <p style="text-align: center;">Issue Type</p> <input style="width: 100%; height: 20px; border: 1px solid #ccc;" type="text"/> <p style="text-align: center;">Location of Issue</p> <input style="width: 100%; height: 20px; border: 1px solid #ccc;" type="text"/> <p style="text-align: center;">Upload Image(s)</p> <div style="border: 1px solid #ccc; padding: 2px; width: fit-content; margin: 0 auto;">Choose Files   N...n</div> <p style="text-align: center;">First Name</p> <input style="width: 100%; height: 20px; border: 1px solid #ccc;" type="text"/>	<p style="text-align: center; border-bottom: 1px solid #004a80; margin-bottom: 5px;"><b>What the Downtown Waco Public Improvement District Does</b></p> <p style="font-size: 0.8em;">This reporting and tracking service is provided by the Downtown Waco Public Improvement District. We also provide the following services to Downtown:</p> <ul style="list-style-type: none"> <li>Cleaning crew and security patrol (Clean &amp; Safe)</li> <li>Marketing of merchants via website and social media</li> <li>Sharing Downtown information</li> </ul> <p style="font-size: 0.8em;">You can learn more about the Public Improvement District at our website, <a href="http://www.downtownwacotx.com">www.downtownwacotx.com</a>.</p> <p style="font-size: 0.8em;">If you have any questions regarding the services provided by the Downtown Waco Public Improvement District please reach out to us at <a href="mailto:info@citycenterwaco.com">info@citycenterwaco.com</a> or call us at (254) 754-8898.</p>	<p style="text-align: center; border-bottom: 1px solid #004a80; margin-bottom: 5px;"><b>Live Issue Search</b></p> <div style="border: 1px solid #ccc; height: 20px; width: 100%; margin-bottom: 5px;"></div> <p style="text-align: center; border-bottom: 1px solid #004a80; margin-bottom: 5px;"><b>Further Information</b></p> <p style="font-size: 0.8em;">Map of Issues Detailed Search</p>
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*Public Reporting Form*

## Organization Leadership and Planning

**Committee Chair: Peter Ellis**

In **2020-21**, the Organization Leadership and Planning Committee guided City Center Waco in its administration of the PID. City Center Waco is responsible to both the PID1 Board and the City of Waco for tasks necessary for the PID to function. These include meeting, board constituency, and other legal requirements set forth in the Texas Local Government Code. City Center Waco also manages the PID's accounts payable and receivable and maintains its records. Goals, oversight and costs for those activities are overseen by the Organization Leadership and Planning Committee.

Staff time spent directly providing services, such as overseeing Clean & Safe contractors and programs, managing beautification projects, and supporting merchants and other stakeholders with needed information, is reflected in the cost of the division where those services are housed.

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.

**Planned for 2020-21** are efforts to advance towards the committee's single five-year goal:

### Manage PID1 Operations

- **Five-Year Goal:**  
City Center Waco's administration of PID1 remains competent, enthusiastic, efficient, and effective.
- **Measurement:**
  - 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 2021-2025**
  - Ensure smooth operations of PID1 Board via timely management of Board makeup, attendance, materials and communications
  - 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

## 2020-21 PID1 Budget

Description	Proposed Budget	
	Amount	Percent
<b><u>REGULAR REVENUES</u></b>		
PID Assessments	647,938	
Merchandise Sales	-	
Interest earned	800	
<b>TOTAL</b>	<b>648,738</b>	
<b><u>REGULAR EXPENSES</u></b>		
<b>Organization Leadership &amp; Planning (Executive Committee)</b>		
Contract - City Center Waco	19,000	
City Center Waco Non Staff Expenses	-	
Other Administrative Expenses	-	
<b>TOTAL</b>	<b>19,000</b>	<b>3%</b>
<b>Design &amp; Service Delivery Committee</b>		
City Center Waco - DSD Program Administration	34,500	
City Center Waco - Reporting Services	47,500	
Lawn Contract	163,029	
Bird Remediation	33,690	
Security Contract	38,400	
Additional Clean Safe Services and Supplies	45,000	56%
Approved Sidewalk Areas Repair/Maintenance	5,000	
Emergent Planning Items	10,000	
Parking Studies	10,000	
Additional Parking Wayfinding Services and Supplies	5,000	
Downtown Trolley Support	25,000	
Beautification Projects	30,000	
<b>TOTAL</b>	<b>447,119</b>	<b>69%</b>
<b>Marketing &amp; Promotion/Merchants Support Committee</b>		
City Center Waco - MSM Program Administration	8,500	
City Center Waco - Messaging	71,000	
Additional Messaging Costs	2,284	
Advertising	15,000	
City Center Waco - Merchant Support/Trolley Ambassador	33,500	
Additional Merchant Support	25,335	
City Center Waco - Trolley Ambassador	10,000	
Programming	17,000	
<b>TOTAL</b>	<b>182,619</b>	<b>28%</b>
<b>TOTAL Regular Expenses</b>	<b>648,738</b>	
<b>REGULAR REVENUE LESS REGULAR EXPENSE</b>	<b>(0)</b>	

<b>EXTRAORDINARY REVENUES/EXPENSES</b>		
Waco Wonderland (sponsorships & revenues)	35,000	
Special Event - "Waco Wonderland" - Sponsorship	(35,000)	
Waco Wonderland, Net	-	
Carryover Funds from prior years	1,138,263	
Operating Reserve	(300,000)	
Approved Sidewalk Areas Repair/Maintenance	(54,000)	
Approved for Waco Wonderland if Needed	(30,000)	
Planned Spending of Carryover Funds in Future Years	(754,263)	
Carryover, Net	-	
<b>EXTRAORDINARY REVENUE LESS EXTRAORDINARY EXPENSE</b>	-	
<b>ALL REVENUE LESS ALL EXPENSE</b>	-	
City Center Waco Contract	224,000	
<b>Total City Center Waco Services</b>	<b>224,000</b>	

## **PID1 Assessment Plan**

The Public Improvement District Number One Assessment rate \$0.10 per \$100 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, 2020

Due by January 31, 2021

Delinquent on February 1, 2021

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.

