



City Council Retreat: Equitable Practices

City of Waco

October 29, 2019



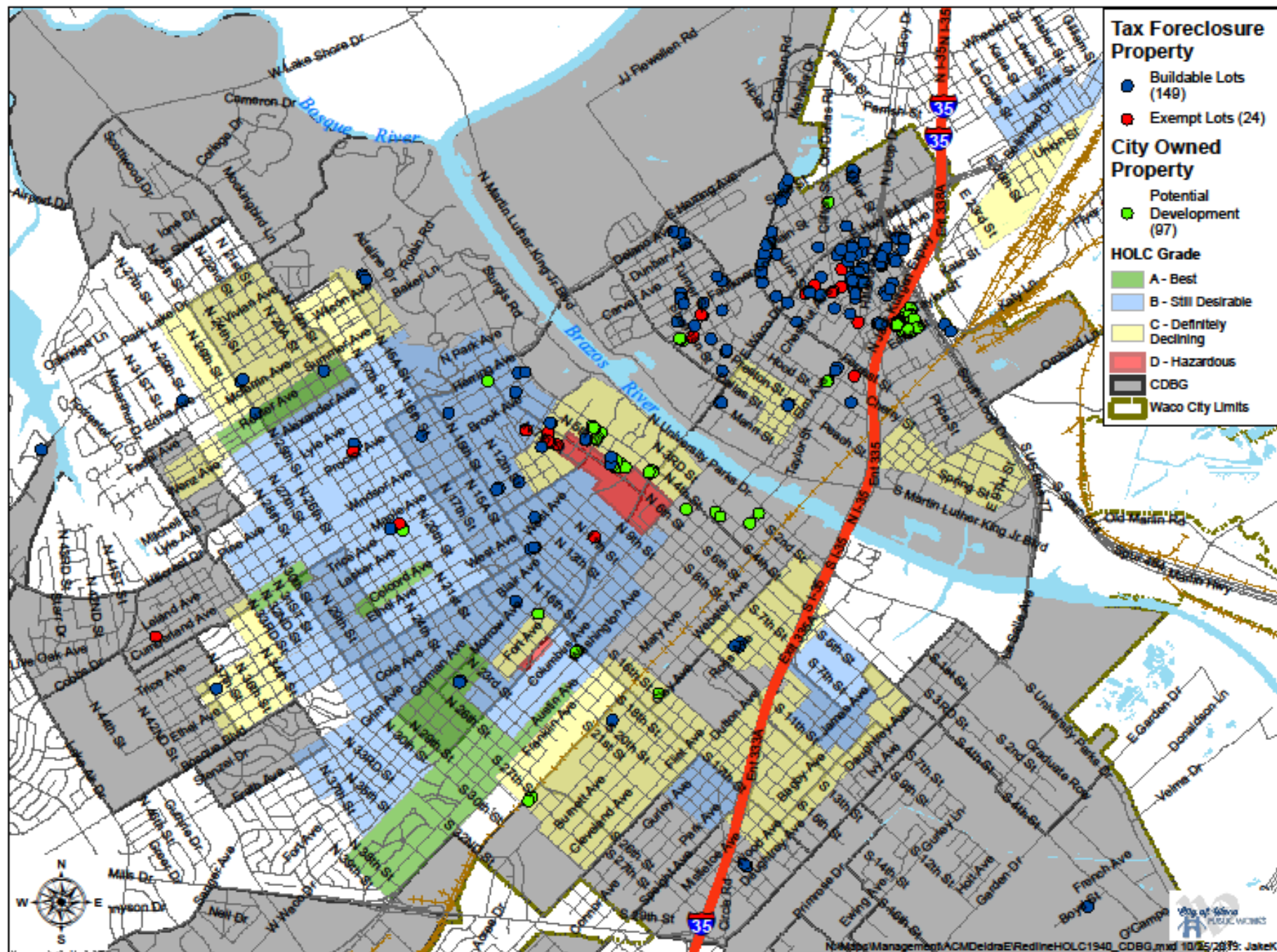
Today's Objectives:

- Review the foundational vision for an equitable Waco
- Review the Data of Waco
- Provide Opportunities for Transformational Change for the Future
– Department Reports
- Strategize with City Council about Specific Practices of Interest
- Discuss Next Steps



Our Vision for an Equitable Waco

- Visioning Project
 - Mission: Celebrating Life on the Banks of the Brazos, We Engage Our Community to Enhance Economic Opportunities with Rich Recreational and Cultural Experiences For All
 - Motto: “ Many Voices. One Vision”
- UpJohn Report
- Various Community Development Plans
- NRN Final Report





What This Is

- A recognition that disparities in outcomes exist
- An acknowledgment that the City can, through its values and activities, encourage people to understand the root causes of those disparities
- An attempt to limit the ways the City of Waco, as an institution, fosters more of the same. To do so, we have to....
 - Target strategies to focus improvements for those worse off
 - Move beyond services and focus on changing policies, practices

City of Waco Data





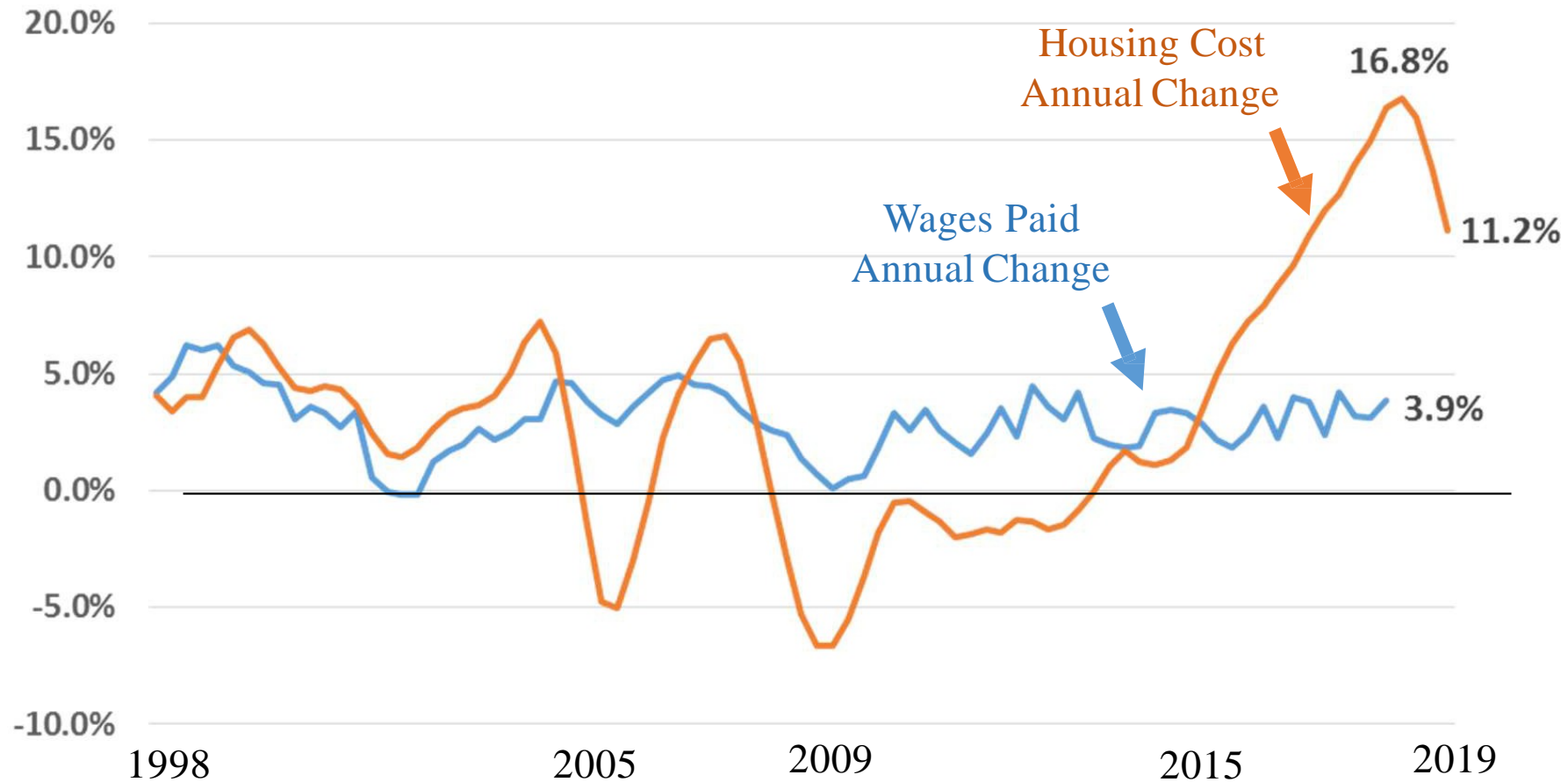
Disparities In Data

- At prior retreat, staff presented disparities for the following:
 - Income
 - Quality Jobs
 - Poverty
 - Mortgage Lending
 - Health Outcomes
 - Education
- Today, we will expand on those areas with additional data on the issues of housing affordability and the geographic disconnect between jobs and people.



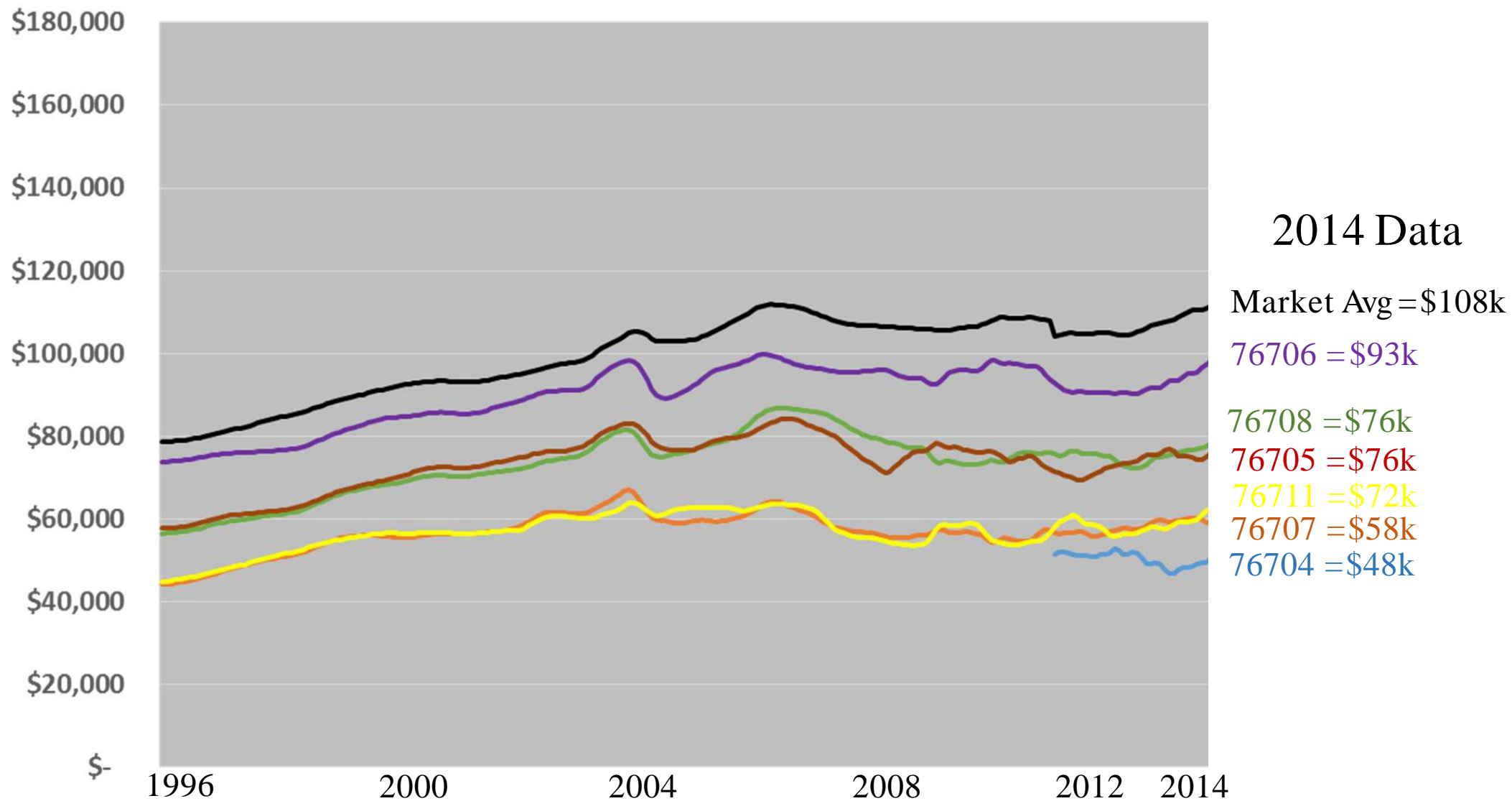
Average Monthly Wage and Housing Cost Comparison

City of Waco





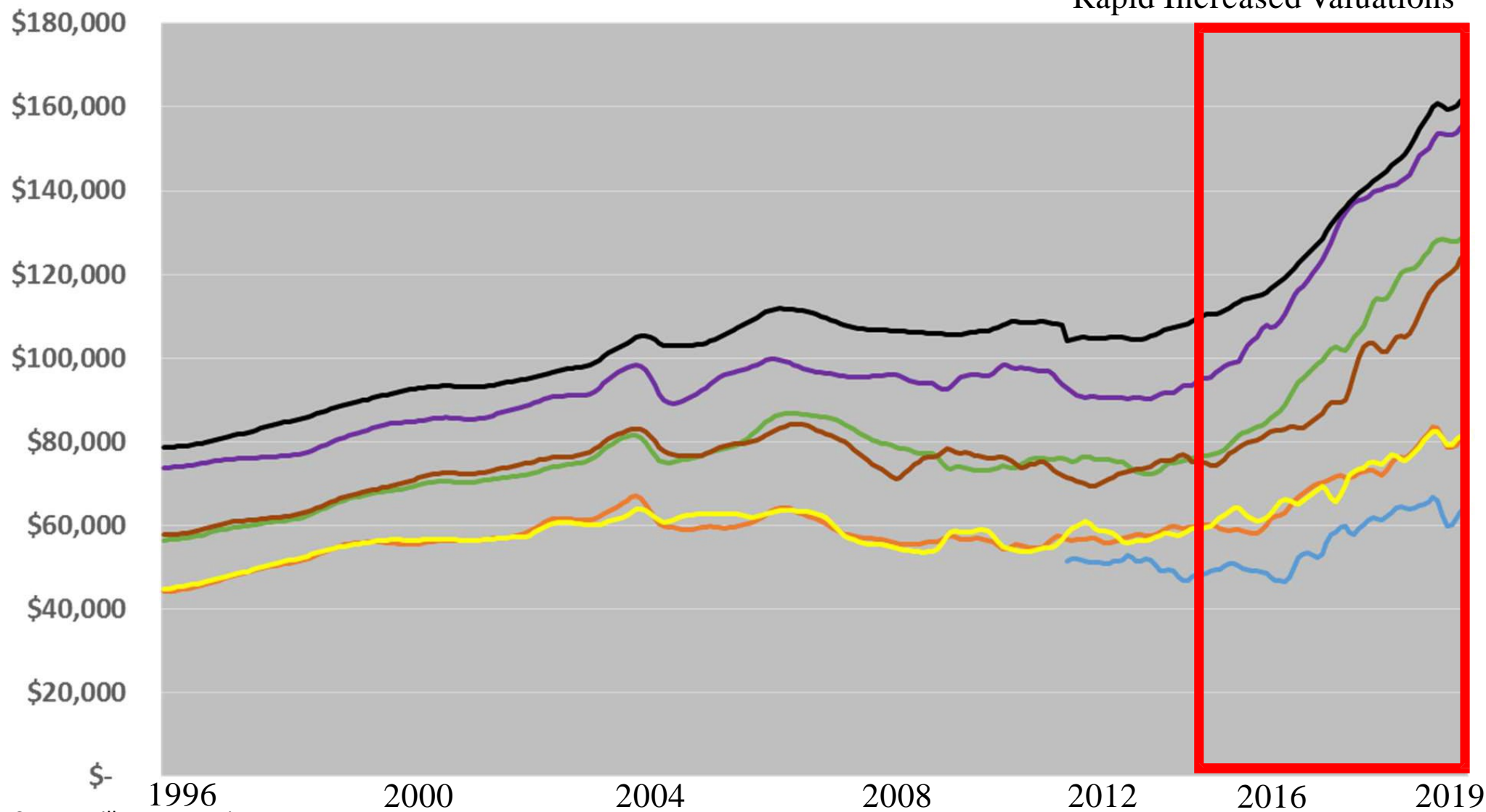
Owner Occupied Housing Values





Owner Occupied Housing Values Rising

4 Years of
Rapid Increased Valuations



2019 Data

Market Avg = \$167k

76706 = \$156k

76708 = \$129k

76705 = \$124k

76711 = \$81k

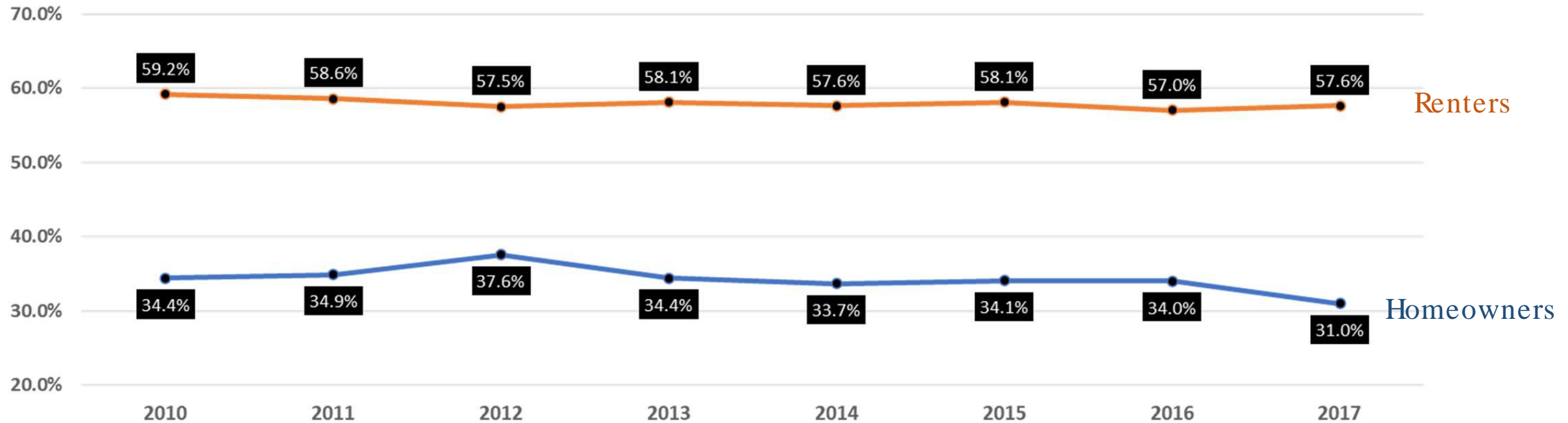
76707 = \$80k

76704 = \$64k



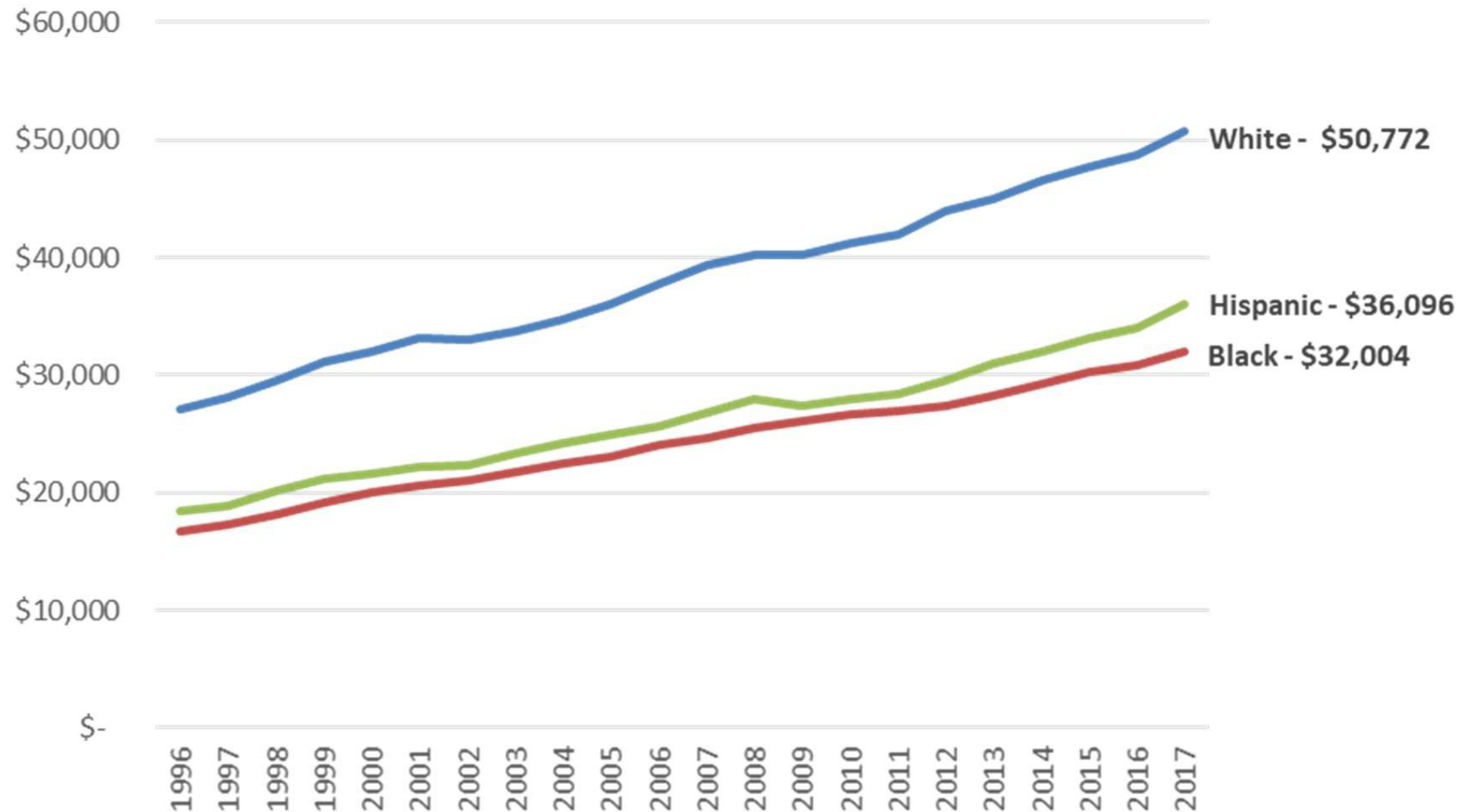
Housing Burdened in Waco

(Households spending more than 30% of their income on mortgage or rent)



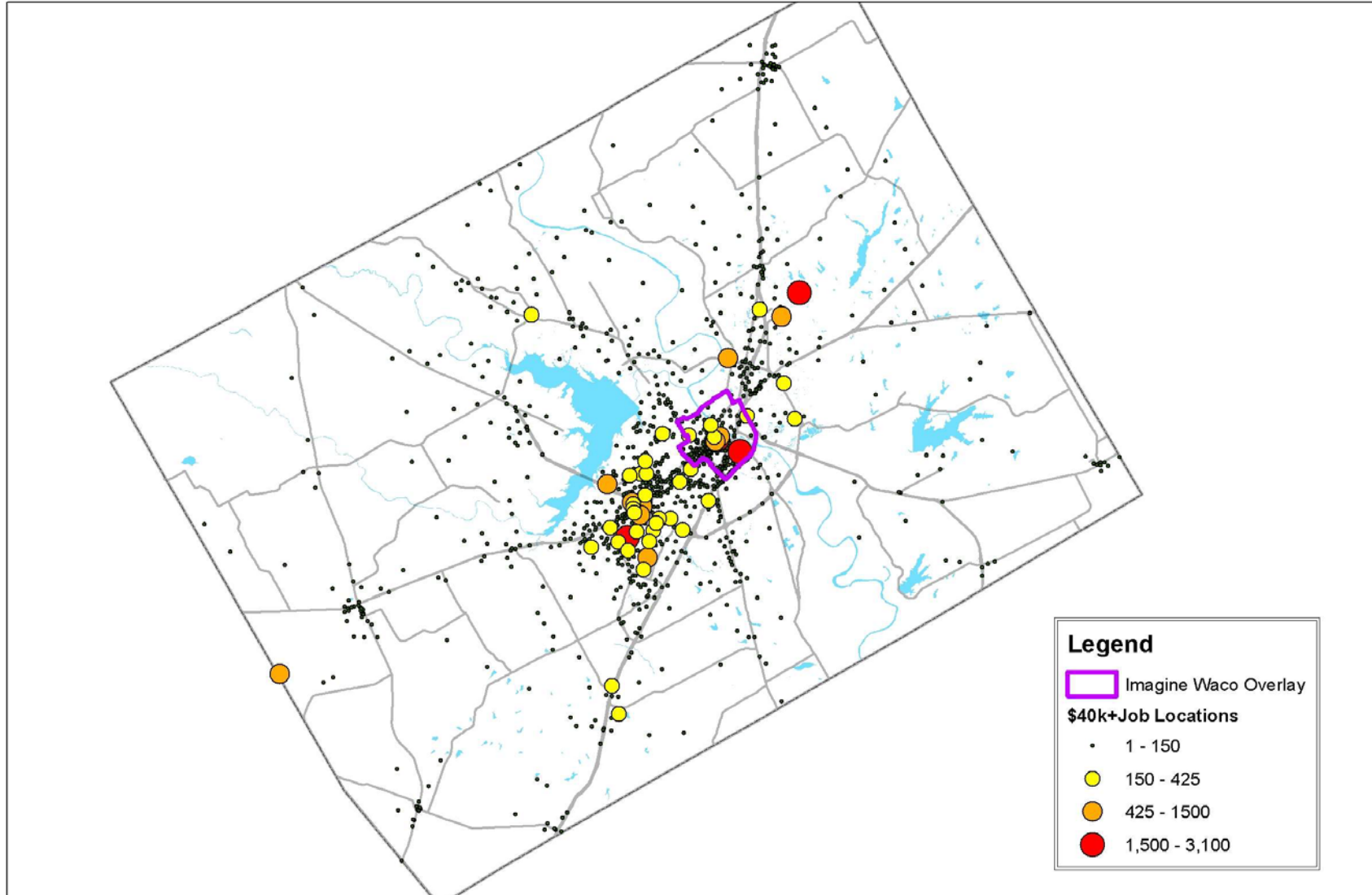


Average Annual Wage by Race / Ethnicity in Waco





Quality Jobs in the Core of the City

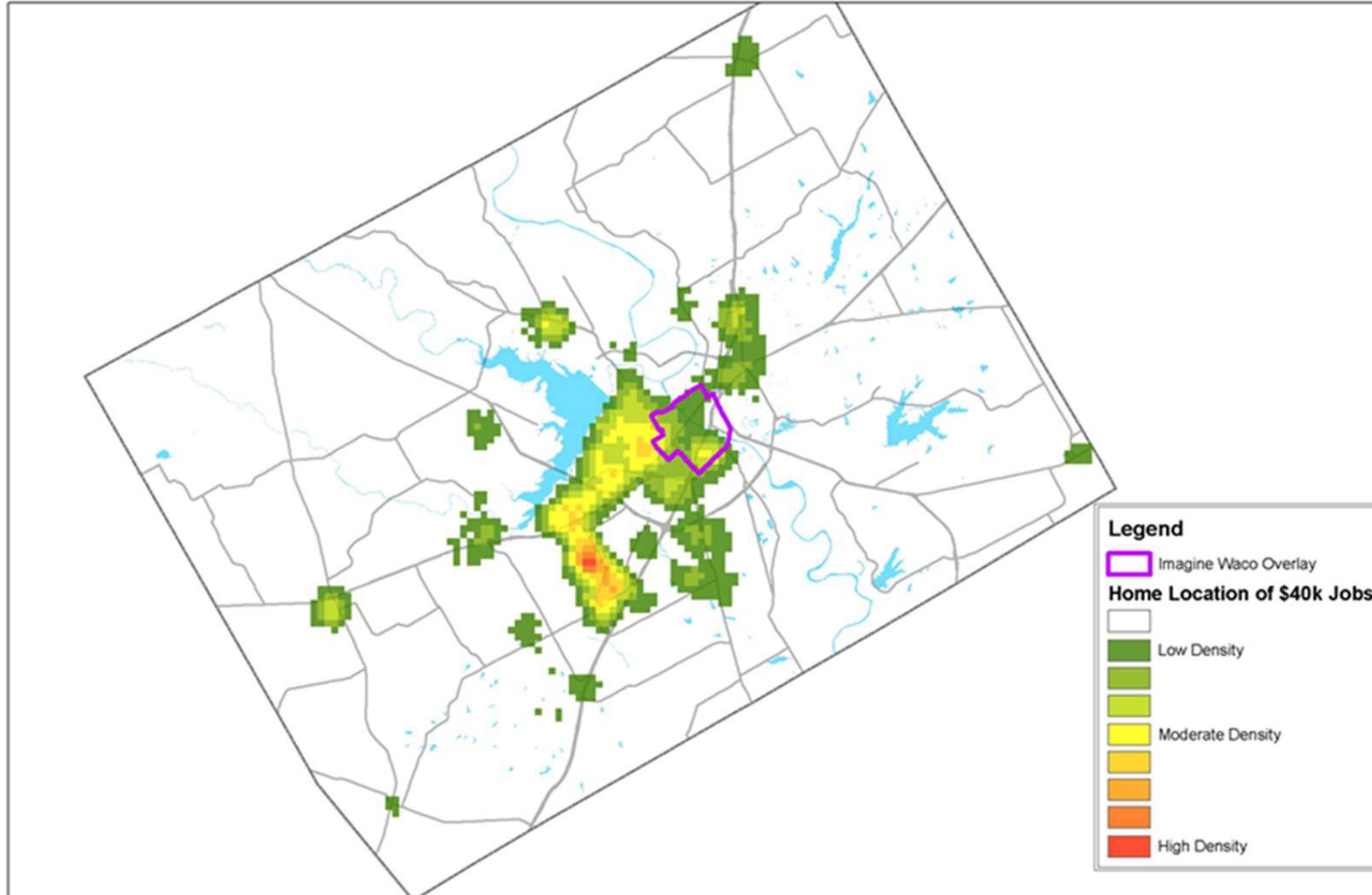


- 71% of Jobs in McLennan County that pay over \$40,000 are located outside of the Imagine Waco area
- Among the 12,600 jobs within the Imagine Waco area that pay over \$40,000:
 - 69% are held by Whites
 - 31% are held by Minorities

Source: Census on the Map, QLED



Where do people live that have \$40,000 / year jobs?



- 42,000 jobs in McLennan County that pay over \$40,000
- 2,200 of those jobs are filled by residents within the Imagine Waco area

Source: Census on the Map, QLED



What We Know

- That there is a link between health, education, financial security and poverty.
- Cycles of poverty not only limit the populations affected by it, but also limit the ability of a community to thrive and compete economically.



What We Know

- Demographic projections for our region estimate that the largest population increases in the next 20+ years will be among people of color and that a significant portion of this will be through births.



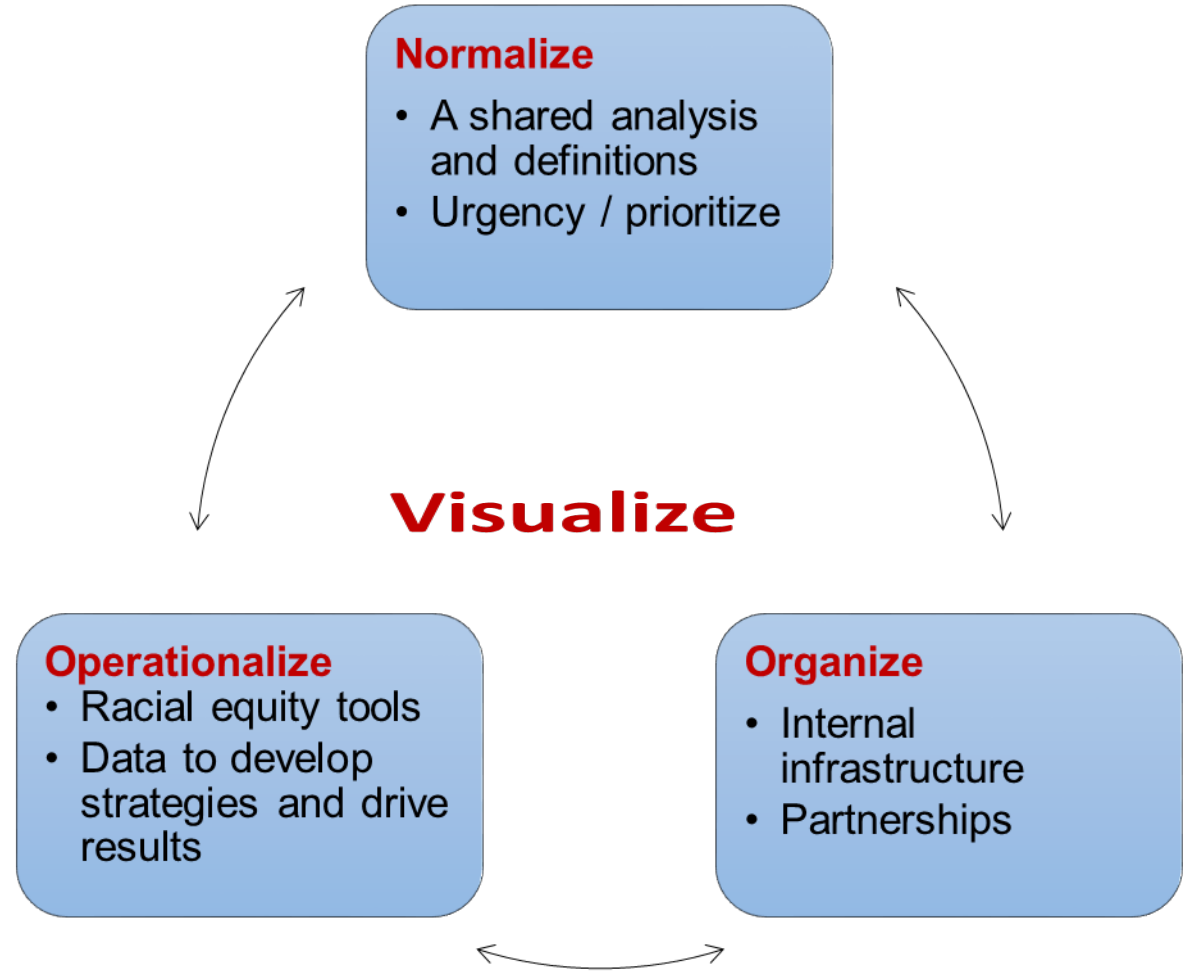
What We Know

- Waco's success and sustainability is tied to the success of its residents and businesses
- Communities are more likely to thrive when there is alignment across sectors/across systems.
- Entrepreneurship and economic development are avenues through which we can foster growth/development that all segments of our community can benefit from.



The Approach

- Normalize
- Organize
- Operationalize





Steps Taken

- Department Realignments
- Staff Participation in Race Equity Institute Training
- Implementation of Lead Grant Initiative
- Partnerships with Local Educational Institutions for Transit Services
- Continued Support of Waco Employer Resource Network



Moving Forward

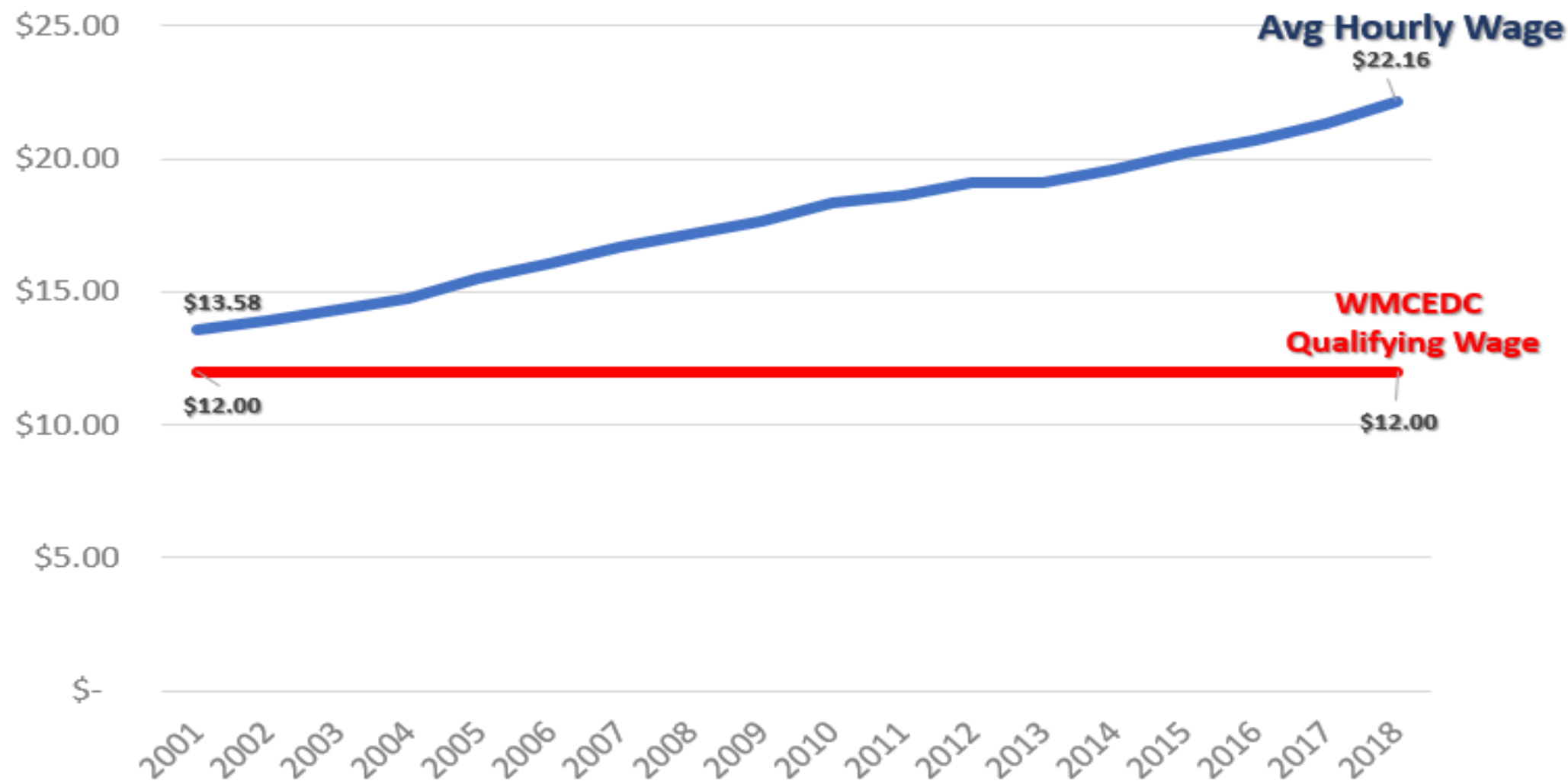
- Economic Development
- Housing Services
- Purchasing



Increased Wages

- Issue Being Addressed: Increasing community wealth and average incomes through better paying jobs
- Action Steps: Revise the WMCEDC guidelines & Interlocal agreement with McLennan County
- Method of Measurement: Annual compliance reporting provided by companies to WMCEDC Administrator
- Financial Impact: \$0 to City Budget, other than annual WMCEDC contribution
 - Should result in higher wages, which should recirculate into the community

Wage Data for All Industries in McLennan County





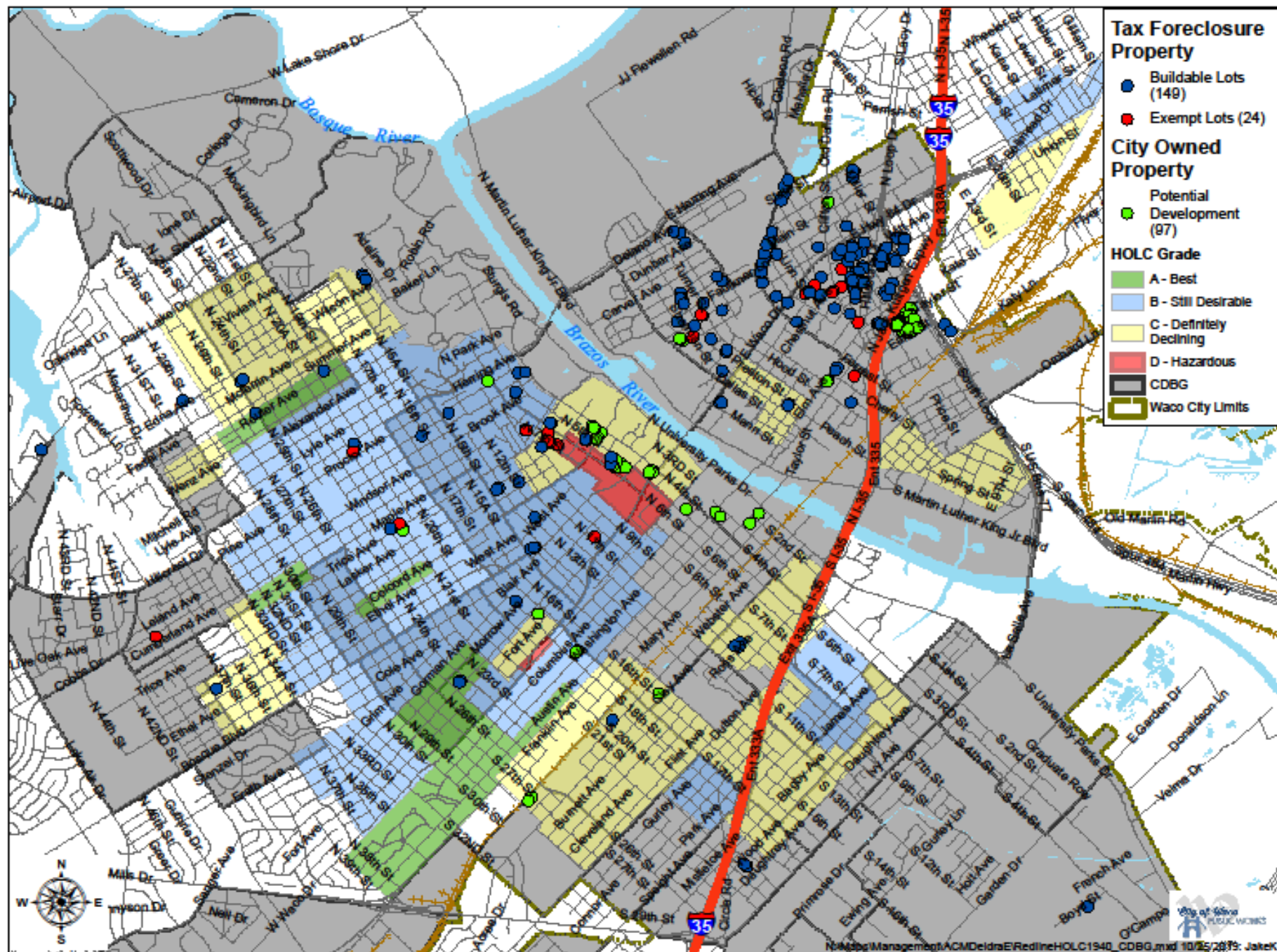
Chambers of Commerce - Collaboration

- Issue Being Addressed: Improved communication and collaboration – specifically to address City Council priorities (Strategic Economic Development, Equity, MWBE, vendors)
- Action Steps:
 - Provided MOU example, Chamber boards need to approve & execute
 - City amends chamber contracts to require MOU and reporting on activities & outcomes
- Method of Measurement:
 - Chambers execute the MOU and comply with the requirements
 - Monthly reporting to city will include activities & outcomes (# of new MWBEs, # of HUBs getting certified, # of cooperative or joint efforts planned & accomplished)
- Financial Impact: \$0 to city budget



Economic Development Training

- Issue Being Addressed: Basic knowledge of the programs and incentives used in economic development efforts
- Action Steps: Chambers register for TEDC class; attend class & graduate
 - Minority Chambers staff is on waitlist for November class (in Waco), but will have the first opportunity to register for the 2020 sessions (Ft Worth or San Antonio)
- Method of Measurement: Graduating from TEDC Basic Eco. Dev. Course
- Financial Impact: \$0 to city budget
 - Current contracts provide some funding for travel/training
 - Foundations also sometimes provide travel & training funding for the chambers





Access to Affordable Housing

- Issue Being Addressed: Lack of Quality and Affordable Housing opportunities for individuals in Waco
- Action Steps: Develop goals and strategies to foster the development of affordable housing
- Method of Measurement:
 - Development of affordable housing units
 - Increase of mixed-income developments
 - Decrease in the amount of individuals experiencing a housing cost burden (costs greater than 30% of income)
- Financial Impact: Potential to focus funding to a specific area using CDBG and/or HOME funds



Neighborhood Empowerment Zone Benefits vs. CHDO Benefits

Program Benefits	NEZ	CHDO
Waiver of construction fees (inspections, utility, water & sewer, impact fees)	X	X
Waiver of municipal liens (demo, paving, mowing)	X	X
Enter into agreements abating municipal property taxes in the zone subject to duration of state law	X	X
Agreements, for a period of not more than 10 years to refund municipal sales tax on sales made in the zone	X	
Set baseline performance standards, such as Energy Star Program as developed by the Department of Energy, to encourage use of alternative building materials that address concerns relating to the environment or to building costs, maintenance or energy consumption	X	



Housing and Homelessness Plan

- Issue Being Addressed: Coordination of services to individuals who are experiencing homelessness and/or the threat of experiencing homelessness
- Action Steps: Develop goals and strategies to help facilitate solutions for those who are experiencing homelessness and/or the threat of experiencing homelessness
- Method of Measurement:
 - Developing partnerships to assist in addressing homelessness issues within the City
 - Increase resources available for persons experiencing homelessness and/or the threat of homelessness
 - Lowering the amount of individuals who are homeless and who may experience homelessness
- Financial Impact: Potential to focus to a specific area using CDBG, HOME funds, and/or CoC funding



Inclusive Procurement

- Increase Minority/Woman Owned Business Enterprise (MWBE) participation in the City's competitive procurement process.
- The number of MWBE vendors doing business with the City has grown.
 - MWBE vendor base has increased from 57 to 207 (over 350%).
 - MWBE vendors participating in the competitive procurement process for projects valued at more than \$50,000 has decreased slightly from 20.16% in 2018 to 17.39% in 2019.
 - Large projects awarded to MWBE vendors has decreased from 26.23% in 2018 to 8.33% in 2019.
 - Value of large projects awarded to MWBE vendors decreased from \$14,014,656.91 in 2018 (16.26%) to \$552,618.70 in 2019 (2.66%).



Inclusive Procurement

- Increased advertisement avenues and outreach efforts include:
 - Notifications to all 3 local Chambers of Commerce (in addition to the local Associated General Contractors, Waco Tribune Herald, Onvia DemandStar, Electronic State Business Daily, and the City of Waco website).
 - CivCastUSA – website advertisement for construction projects.
 - Social Media – the City’s Facebook and Twitter accounts.
 - Upcoming effort - WCCC-TV
 - Upcoming effort - Presentations to Chambers regarding “How to compete for City bid opportunities”, or one on one meetings with members upon request.
 - Upcoming effort – City-wide events on “How to compete for City bid opportunities”.
- This initiative can be measured by the number of MWBEs in our vendor database, the number of MWBEs participating in the competitive procurement process, the number of MWBEs receiving contract awards, and the percentage of our annual expenditures being made with MWBE vendors.



Summary/Recap

Based on what we know about our community:

- Are our services equal or equitable for the more vulnerable populations who might need our services most?
- Who is benefitting from our services or incentives?
- Who is burdened?



Next Steps

- Continue Training for Key Leaders in Coordination with the Foundations
- Continue Evaluating Current Policies and Practices
- Broaden the Scope of the Equity Conversation with City Employees
- Consider Review of overall City Goals and Strategic Intent



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