

STRATEGIC MAP



VISION :

What do we aspire to become?



MISSION :

What do we do?



CORE VALUES:

What do we believe in?



STRATEGIC GOALS:

What do we need to accomplish?



OBJECTIVES:

How will we accomplish it?



INITIATIVES:

What actions or tasks must be taken?





VISION



Our home, where everyone belongs and thrives, moving forward together.



MISSION



Providing exemplary municipal services for citizens and visitors in a collaborative and transparent manner, which honors the public's trust.



VALUES



- Provide excellent and innovative services
- Team focused
- Invest in people
- Do the right thing
- Equity and inclusion in all we do

STRATEGIC GOALS



Enhance Quality of Life



Safe and Vibrant City



Improve Infrastructure



Economic Development



High Performing City



Sustainability and Resiliency



Create Culture of Equity



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- So, what is next?
- How do these elements link to the budget and to activities?
- How do we track progress and know if we are moving towards a goal or away from it?
- The answer to these questions lies in developing appropriate objectives, initiatives, and performance targets.

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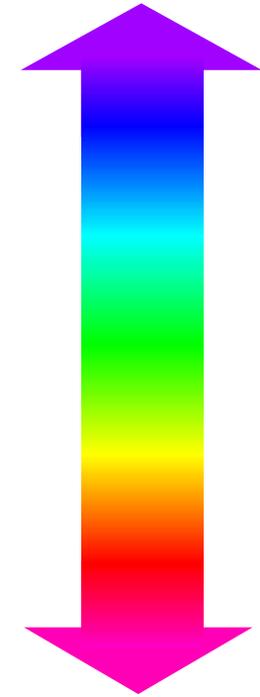


INITIATIVES:

What actions or tasks must be taken?



Policy



Management

Recommended Approach



1. Work with department staff to develop a small number of objectives and performance measurements for each goal.
2. Not about being adversarial or “gotcha mentality”
3. We can’t be afraid of bad news
4. Build-up an organizational culture of follow-up and regular check-ins.
5. Help our team move to *outcome-based* performance management.
6. Create an online performance management report for City Council and the public during FY 2020/2021

Strategic Goal

Safe and Vibrant City

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Animal Services Objective

Maintain a best-in-class animal welfare facility that is focused on positive outcomes for the animals and people.

Initiatives

- Improve data analysis of animal intakes and outcomes
- Hire and retain at least one veterinarian

Performance Indicators

- Monthly Live-Exit rate greater than 90%
- Ensure daily occupancy rate at the shelter remains below __%



DAILY REPORT CARD



INTAKES	TOTAL	DOG	CAT
Other Jurisdictions - Field	5	5	0
Other Jurisdictions - OTC	4	4	0
Waco - Field	13	11	2
Waco - OTC	11	11	0
Intake Totals	33	31	2

OUTCOMES	TOTAL	DOG	CAT
Adoptions	8	7	1
Return to Owner	2	2	0
Foster	2	2	0
Others	2	0	2
Outcome Totals	14	11	3



DAILY REPORT CARD



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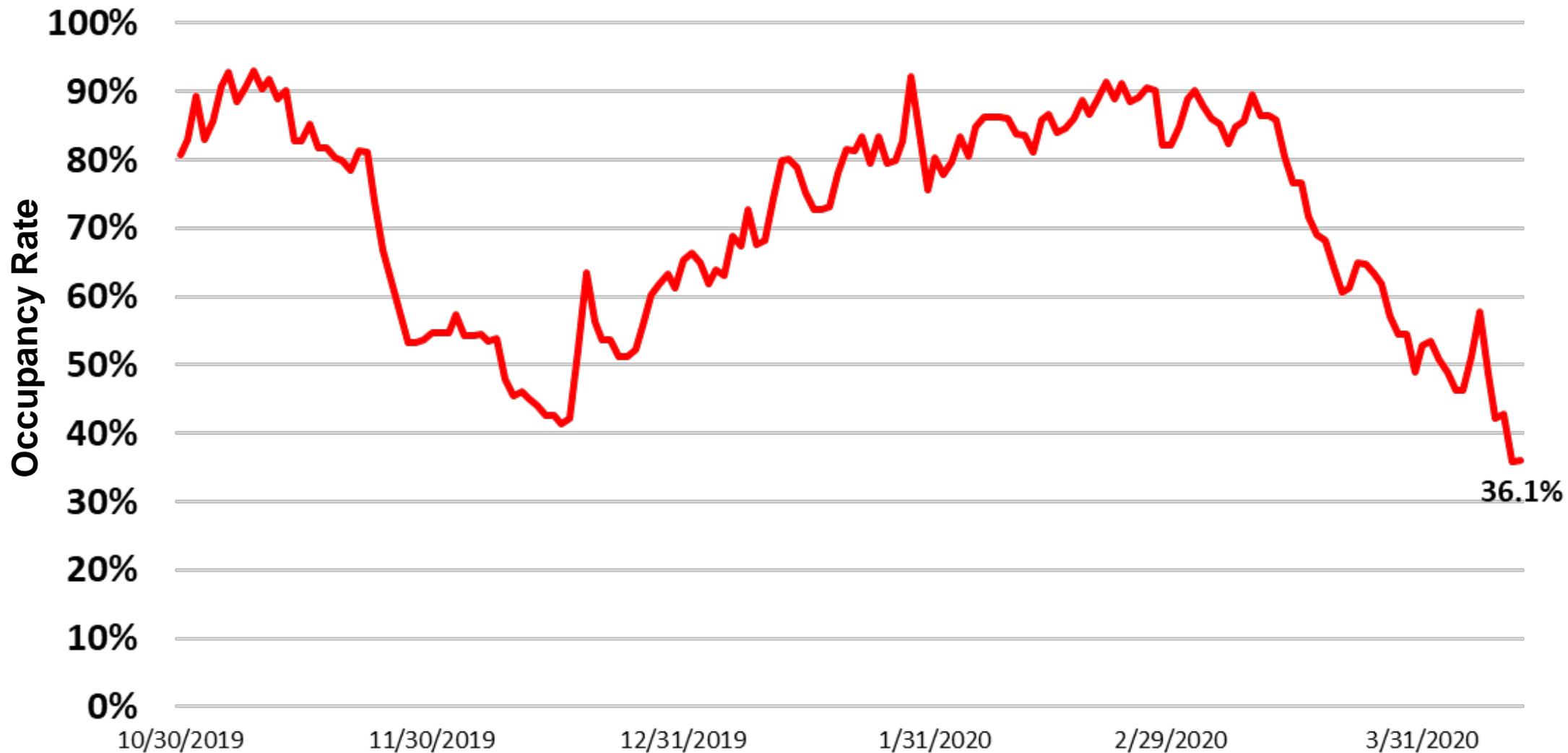
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Foster	2	2	0
Others	2	0	2
Outcome Totals	14	11	3

Dog Kennels	Dogs in Shelter	Percent Full
202	73	36.14%

Cat Kennels	Cats in Shelter	Percent Full
49	11	22%

Daily Animal Shelter Occupancy (Dogs)

Nov 2019 - Apr 2020



Recommended Approach

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General Fund Financial Update

Paul Cain, Assistant City Manager

April 14, 2020



Agenda

- FY2020 Trend Prior to COVID-19
- COVID-19 Assumptions and Financial Impact
- General Fund Balance and Assignments
 - Bond Rating View
- FY2021 Budget Strategy
- General Debt Capacity
- Council Priorities

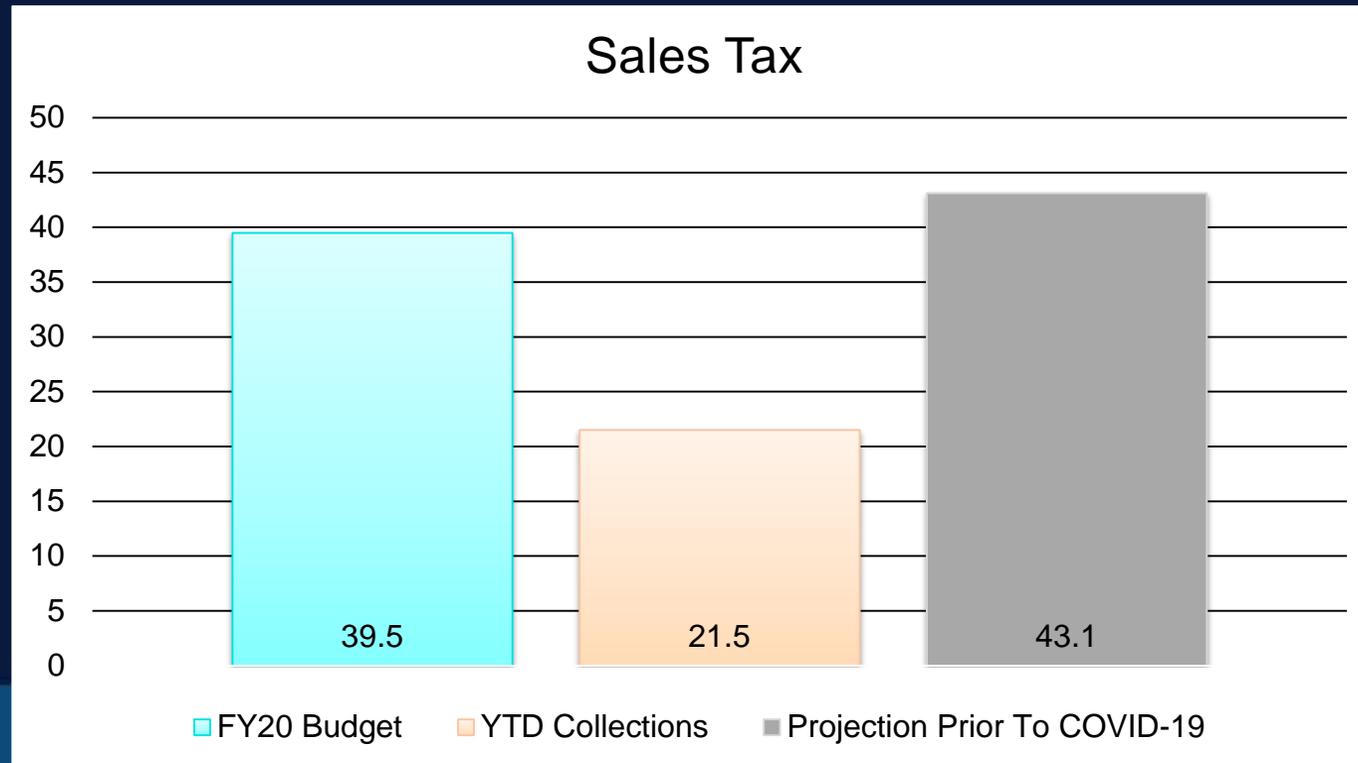


FY2020 Trend Prior to COVID-19

Revenues: Increase of \$3.6 M Sales Tax Collections

Expenses: \$2.2 M Savings

Fund Balance: \$5.8 M Increase to Offset the Budgeted Drawdown \$15.75 M (FY20 Original Budgeted Drawdown \$4.40 M + Approved Additional Drawdown \$11.35 M)



COVID-19 Assumptions and Financial Impact

“Rapid Resolution” Assumptions

- Economy will have the largest negative financial impact in April-May (e.g. ST down 35%)
- Economy will begin to slightly bounce back in June (e.g. ST down 20%)
- Economy will begin to stabilize in July and thereafter (e.g. ST down 15%)

“Slower Resolution” Assumptions

- Economy will have large lasting negative financial impacts through remainder of fiscal year (e.g. ST down 60% for remainder of year)

Tools and sources utilized

- ZacTax
- News Outlets
- Finance Department Analysis
- Financial Advisor
- Other Cities

Sales Tax Estimated Percentage Loss		
Sales-Collections Month	Rapid Resolution	Slower Resolution
March Sales-May Collections	16%	54%
April Sales-June Collections	35%	75%
May Sales-July Collections	35%	75%
June Sales-August Collections	20%	50%
July Sales - September Collections	15%	50%

COVID-19 Assumptions and Financial Impact

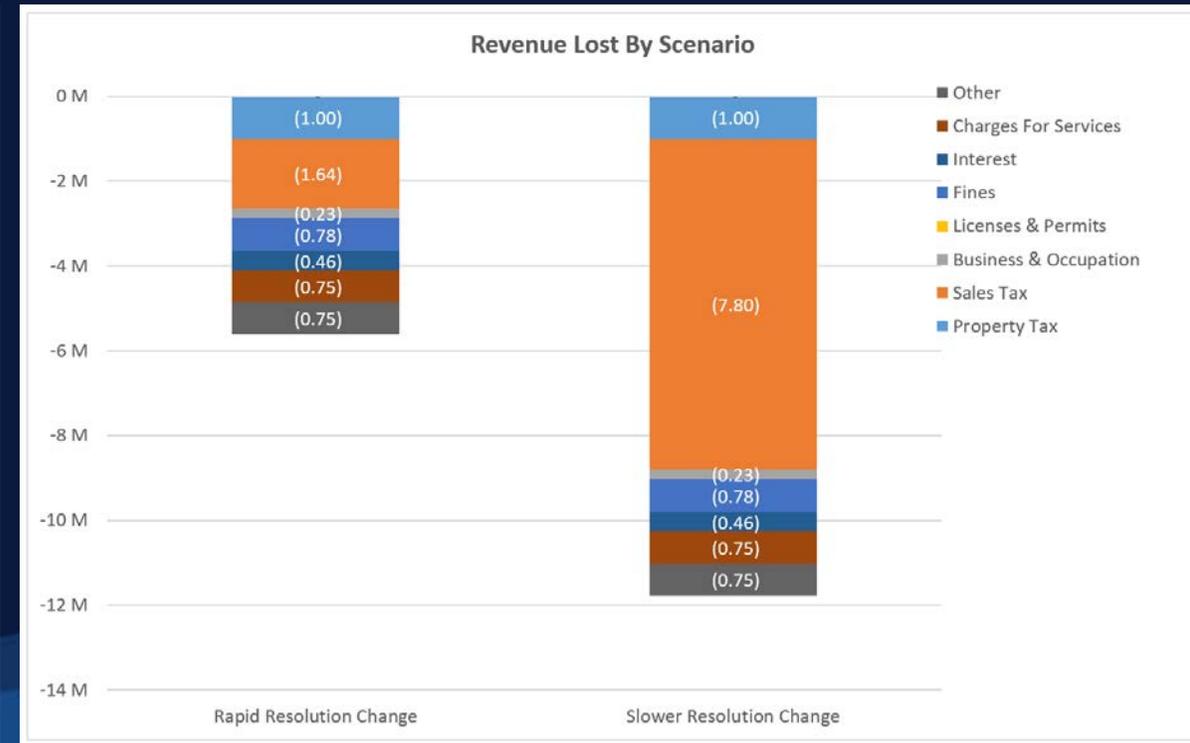
General Fund Revenues: COVID-19 Impact

Rapid Resolution Projection (\$5.61 M)

Slower Resolution Projection (\$11.77 M)

Revenue	FY 20 Budget	FY 20 Rapid Resolution	Rapid Resolution Change	RR % Change	FY 20 Slower Resolution	Slower Resolution Change	SR % Change
Property Tax	\$ 72.41	\$ 71.41	\$ (1.00)	-1.4%	\$ 71.41	\$ (1.00)	-1.4%
Sales Tax	39.02	37.38	(1.64)	-4.2%	31.22	(7.80)	-20.0%
Business & Occupation	14.22	13.99	(0.23)	-1.6%	13.99	(0.23)	-1.6%
Licenses & Permits	1.55	1.55	-	0.0%	1.55	-	0.0%
Fines	1.57	0.78	(0.78)	-49.7%	0.78	(0.78)	-49.7%
Intergovernmental	2.31	2.31	-	0.0%	2.31	-	0.0%
Interest	1.09	0.63	(0.46)	-42.2%	0.63	(0.46)	-42.2%
Charges For Services	1.77	1.02	(0.75)	-42.4%	1.02	(0.75)	-42.4%
Other	3.77	3.02	(0.75)	-19.9%	3.02	(0.75)	-19.9%
Sub-Total Operating	137.71	132.09	(5.61)	-4.1%	125.93	(11.77)	-8.5%
Non-Operating	11.79	11.79	-	0.0%	11.79	-	0.0%
Total Operating	\$ 149.50	\$ 143.88	\$ (5.61)	-3.8%	\$ 137.72	\$ (11.77)	-7.9%
Use of Fund Balance							
Planned Drawdown	3.70	3.70	-	-	3.70	-	0.0%
Rollover Encumbrances	2.55	2.55	-	-	2.55	-	0.0%
Assignments- Eco Dev	0.17	0.17	-	-	0.17	-	0.0%
Assignments-Capital	9.33	9.33	-	-	9.33	-	0.0%
Total Fund Balance	15.75	15.75	-	-	15.75	-	0.0%
Revenue + Fund Bal.	\$ 165.25	\$ 159.63	\$ (5.61)	-3.4%	\$ 153.47	\$ (11.77)	-7.1%

*In Millions



COVID-19 Assumptions and Financial Impact

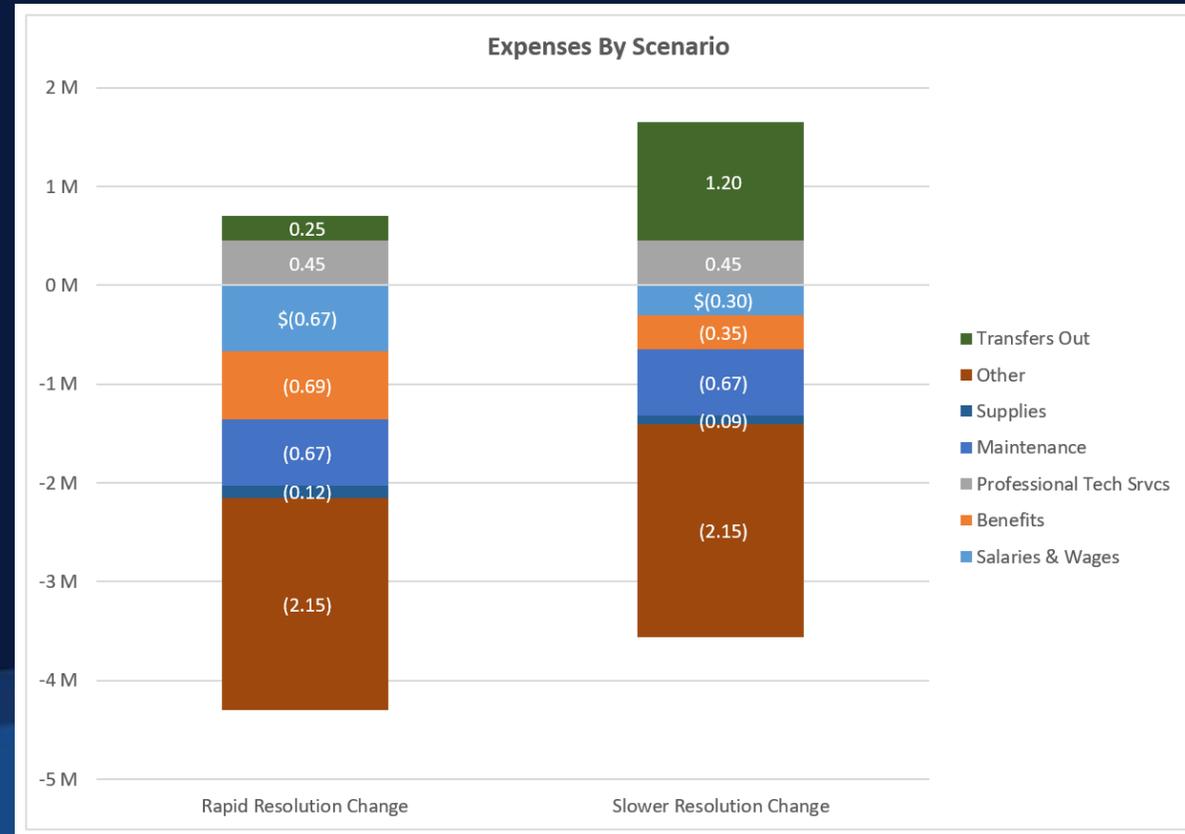
General Fund Expenses: COVID-19 Impact

Rapid Resolution Projection \$3.60 M (Savings)

Slower Resolution Projection \$1.91 M (Savings)

Expenses	FY 20 Budget	FY 20 Rapid Resolution	Rapid Resolution Change	RR % Change	FY 20 Slower Resolution	Slower Resolution Change	SR % Change
Salaries & Wages	\$ 68.19	\$ 67.53	\$ (0.67)	-1.0%	\$ 67.89	\$ (0.30)	-0.4%
Benefits	25.33	24.64	(0.69)	-2.7%	24.99	(0.35)	-1.4%
Professional Tech Svcs	7.64	8.09	0.45	5.9%	8.09	0.45	5.9%
Property Svcs	1.42	1.42	-	0.0%	1.42	-	0.0%
Maintenance	9.02	8.35	(0.67)	-7.4%	8.35	(0.67)	-7.4%
Other Purchased Svcs	4.23	4.23	-	0.0%	4.23	-	0.0%
Supplies	8.18	8.06	(0.12)	-1.5%	8.09	(0.09)	-1.1%
Other	3.81	1.66	(2.15)	-56.4%	1.66	(2.15)	-56.4%
Contracts w/ Other	3.28	3.28	-	0.0%	3.28	-	0.0%
Capital	3.81	3.81	-	0.0%	3.81	-	0.0%
Billing/Overhead	2.05	2.05	-	0.0%	2.05	-	0.0%
Transfers Out							
Cash CIP	14.73	14.73	-	0.0%	14.73	-	0.0%
Health Svcs	3.86	3.86	-	0.0%	3.86	-	0.0%
Demo/Lot Clearance	0.18	0.18	-	0.0%	0.18	-	0.0%
Equip Rplcmnt	0.70	0.70	-	0.0%	0.70	-	0.0%
Airport	0.45	0.45	-	0.0%	0.45	-	0.0%
TRHOF	0.54	0.54	-	0.0%	0.54	-	0.0%
Transit	0.70	0.70	-	0.0%	0.70	-	0.0%
Zoo	2.70	2.70	-	0.0%	3.40	0.70	25.9%
Eco Deve	2.50	2.50	-	0.0%	2.50	-	0.0%
Golf	1.90	2.15	0.25	13.2%	2.40	0.50	26.3%
Total Expenses	\$ 165.22	\$ 161.63	\$ (3.60)	-2.2%	\$ 163.32	\$ (1.91)	-1.2%

*In Millions



General Fund Balance (FB)

Rapid Resolution Projection

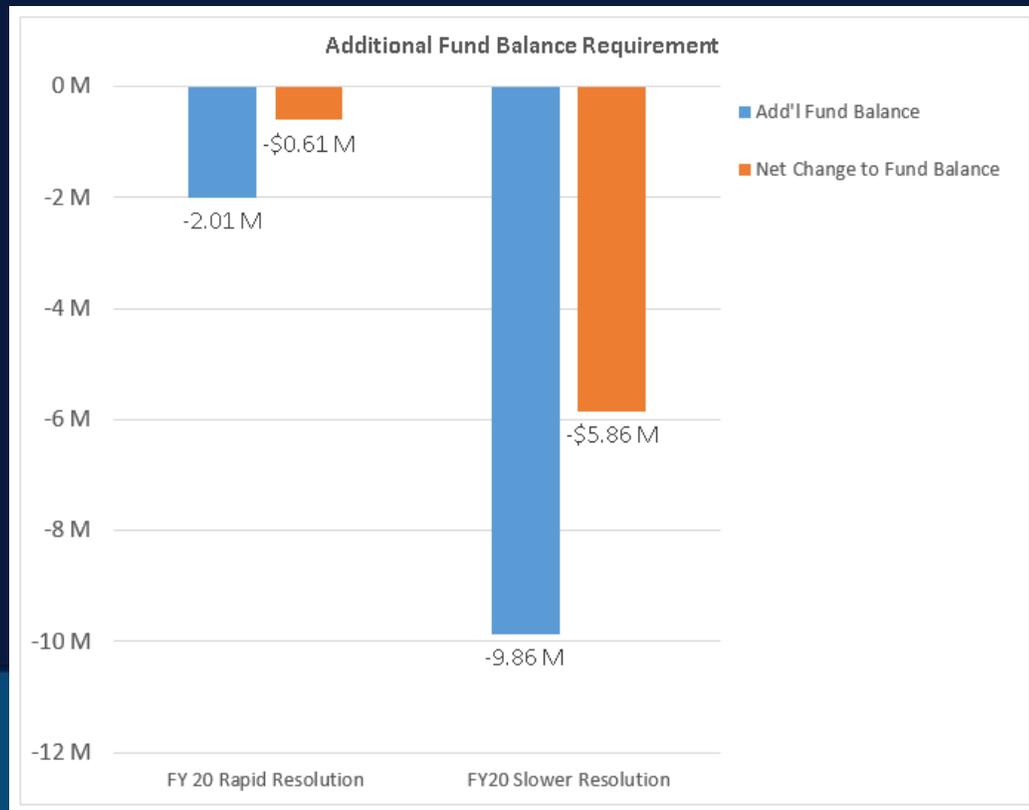
Additional FB: (\$2.01 M)

Net Change to FB: (\$0.61 M)

Slower Resolution Projection

Additional FB: (\$9.86 M)

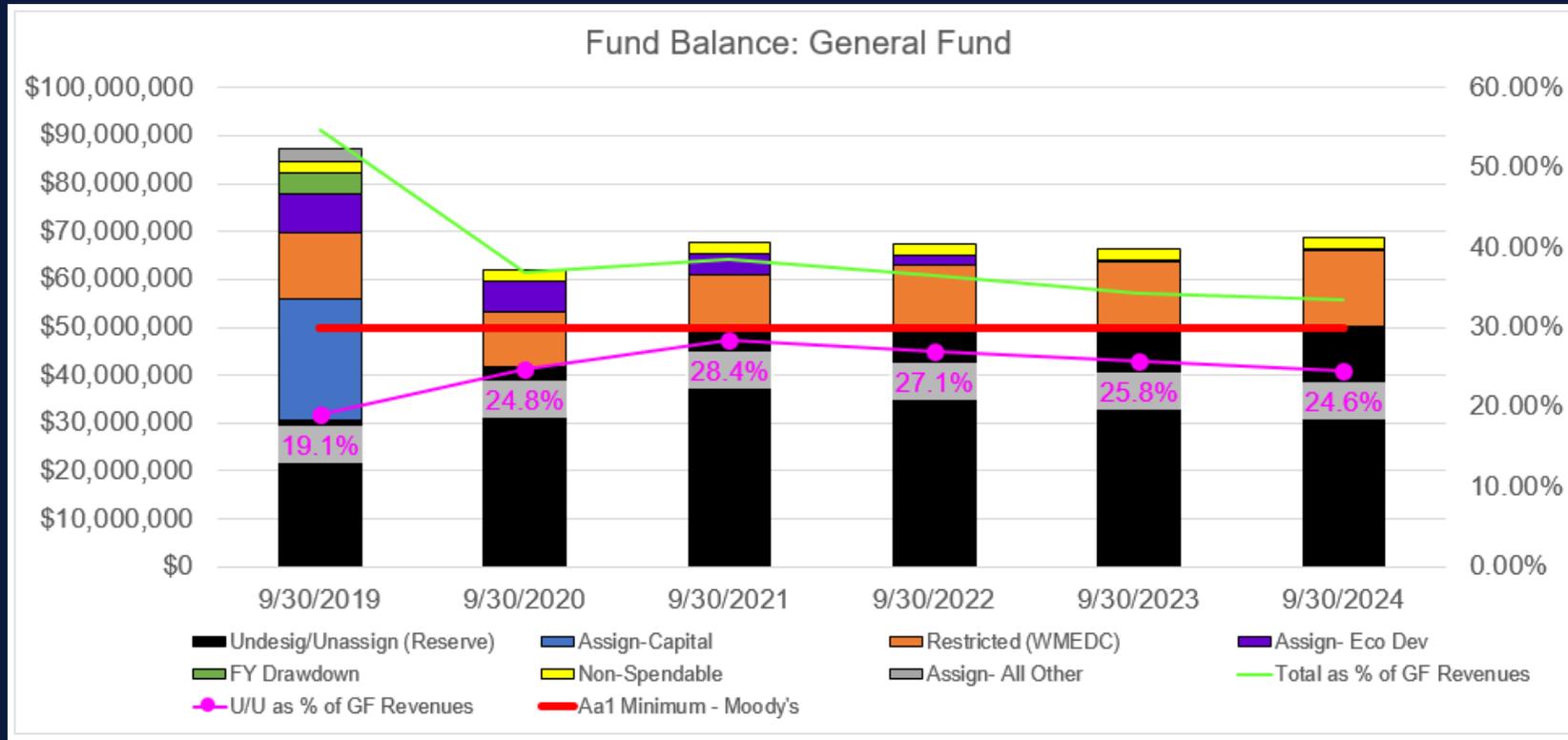
Net Change to FB: (\$5.86 M)



Revenue + Fund Bal	\$ 165.24	\$ 159.63	\$ 153.47
Expenses	(165.24)	(161.64)	(163.33)
Add'l Fund Balance	\$ (2.01)	\$ (9.86)	
Reductions	-	-	-
Return FY18 GF Tfer to Rolling Stock	-	-	1.00
Postpone Tfer to Golf	-	1.20	1.20
Eliminate FY20 Tfer to Eq Rplc	-	-	0.70
Utilize PT refund accrual balance	-	-	0.30
Reduce Tfer to Engineering	-	0.20	0.20
Freeze Travel and Training	-	-	0.20
Delay FY20 Capital Purchases	-	-	0.40
Freeze Hiring (TBD)	TBD	TBD	TBD
Reduction Total	\$ -	\$ 1.40	\$ 4.00
Net Change to Fund Balance	\$ -	\$ (0.61)	\$ (5.86)

**In Millions*

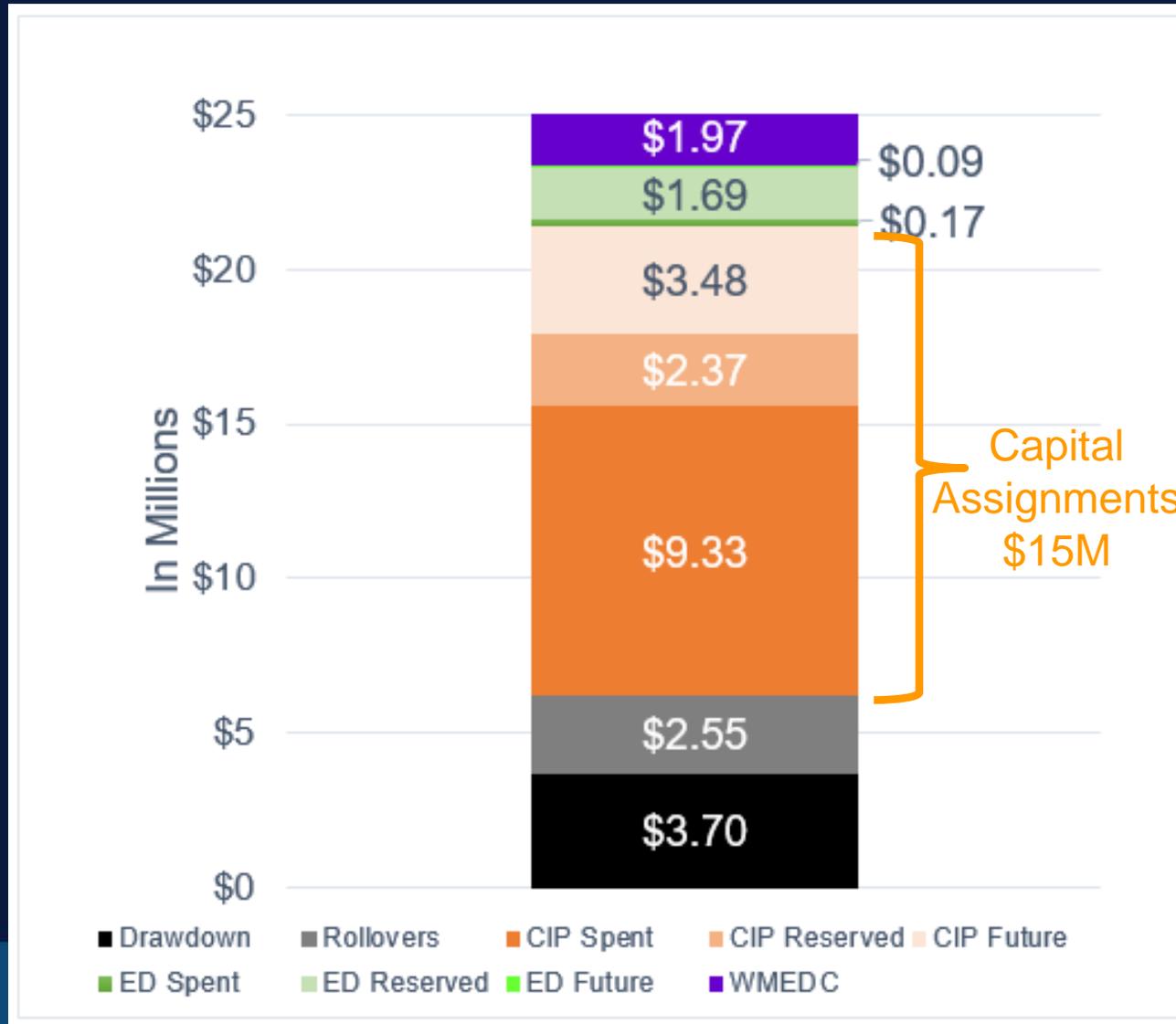
General Fund Balance (FB) & Assignments



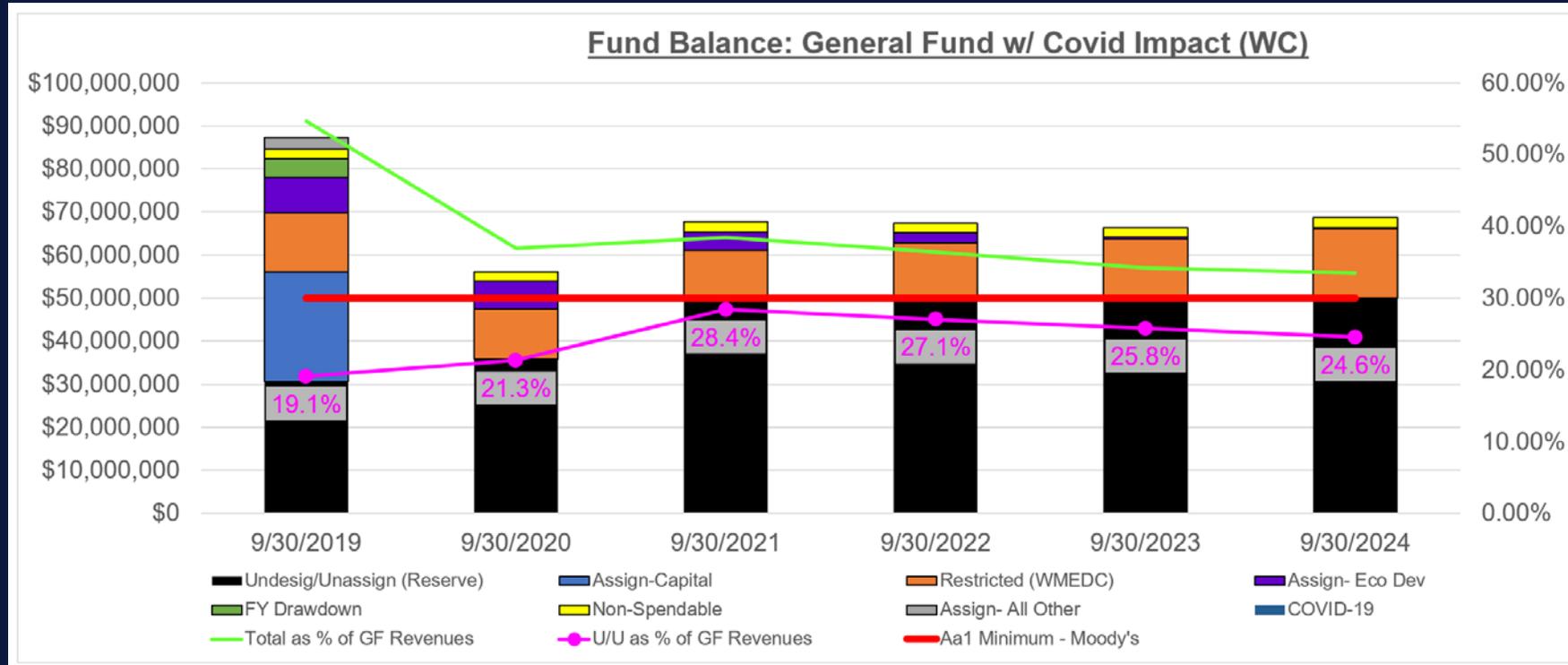
FUND BALANCE: GENERAL FUND							
	9/30/2019	9/30/2020	9/30/2021	9/30/2022	9/30/2023	9/30/2024	
Non-Spendable	\$ 2.29	\$ 2.29	\$ 2.29	\$ 2.29	\$ 2.29	\$ 2.29	
Restricted (WMEDC)	13.69	11.72	11.02	12.80	13.58	15.93	
Assign- All Other	2.65	-	-	-	-	-	
Assign- Eco Dev	8.27	6.33	4.30	2.32	0.47	0.47	
Assign-Capital	25.48	-	-	-	-	-	
FY Drawdown	4.40	-	-	-	-	-	
Undesig/Unassign (Reserve)	30.54	41.64	50.05	50.05	50.05	50.05	
TOTAL	\$ 87.32	\$ 61.98	\$ 67.66	\$ 67.46	\$ 66.39	\$ 68.74	
Total as % of GF Revenues	54.7%	37.9%	39.3%	37.3%	35.0%	34.5%	
U/U as % of GF Revenues	19.1%	24.8%	28.4%	27.1%	25.8%	24.6%	
Aa1 Minimum - Moody's	30%	30%	30%	30%	30%	30%	

FY20 Fund Balance
Drawdown \$25.35 M

FY20 \$25.35M Drawdown by Category



General Fund Balance & Assignments



FUND BALANCE: GENERAL FUND (COVID-19 IMPACT "SLOWER RESOLUTION")						
	9/30/2019	9/30/2020	9/30/2021	9/30/2022	9/30/2023	9/30/2024
Non-Spendable	\$ 2.29	\$ 2.29	\$ 2.29	\$ 2.29	\$ 2.29	\$ 2.29
Restricted (WMEDC)	13.69	11.72	11.02	12.80	13.58	15.93
Assign- All Other	2.65	-	-	-	-	-
Assign- Eco Dev	8.27	6.33	4.30	2.32	0.47	0.47
Assign-Capital	25.48	-	-	-	-	-
FY Drawdown	4.40	-	-	-	-	-
COVID-19	-	-	-	-	-	-
Undesig/Unassign (Reserve)	30.54	35.78	50.05	50.05	50.05	50.05
TOTAL	\$ 87.32	\$ 56.12	\$ 67.66	\$ 67.46	\$ 66.39	\$ 68.74
Total as % of GF Revenues	55%	37%	38%	36%	34%	33%
U/U as % of GF Revenues	19%	21%	28%	27%	26%	25%
Aa1 Minimum - Moody's	30%	30%	30%	30%	30%	30%

*In Millions

With COVID-19 Fund Balance Drawdown

FY2021 Budget Strategy

- Only base adjustment requests submitted
- Recurring and one-time requests excluded
 - dependent on status of pandemic response/recovery



General Debt Review

Bond Capacity

Tax Year	Fiscal Year	TAV Actual	Forecasted TAV	Tax Growth	02-20 Debt Payment	02-21 Debt Payment	02-22 Debt Payment	02-23 Debt Payment	02-24 Debt Payment	Total	Total Net Debt Service	Calculated I&S Tax Rate
Bond Amount					28.60 M	39.71 M	33.00 M	37.00 M	40.00 M			
2014	2015	7.05 Bn										
2015	2016	7.50 Bn		6.31%								
2016	2017	8.12 Bn		8.30%								
2017	2018	8.76 Bn		7.90%								
2018	2019	9.57 Bn		9.25%								
2019	2020	10.16 Bn		6.15%							11.28 M	0.1110
2020	2021		10.46 Bn	3.00%	1.76 M					1.76 M	13.12 M	0.1254
2021	2022		10.93 Bn	4.50%	1.76 M	2.58 M				4.34 M	15.25 M	0.1395
2022	2023		11.48 Bn	5.00%	1.76 M	2.58 M	2.54 M			6.88 M	17.53 M	0.1527
2023	2024		12.05 Bn	5.00%	1.76 M	2.58 M	2.54 M	2.97 M		9.85 M	20.30 M	0.1684
2024	2025		12.63 Bn	4.75%	1.76 M	2.58 M	2.54 M	2.97 M	3.35 M	13.20 M	23.46 M	0.1858

Bn = Billions

M = Millions

- Taxable Assessed Value (TAV) 5 Year Historical Average: 7.58%
- Projecting FY20-21 3% Growth
- Debt Capacity Dependent on TAV, interest rates, ability to shift rate from O&M to DS (status of operating revenue)

FY 19-20 Council Priorities

- Infrastructure
- Compensation
- Benefits
- Public Safety
- Code Enforcement
- Strategic Economic Development
- Equitable Practices



Questions



City of Waco Veterans Day Holiday

Missie Pustejovsky, HR Director
April 14, 2020



City of Waco Focus Group

- 10 cross department focus groups
 - 12/16/19 – 1/6/20
 - 76 (5% employee population) participated
 - Feedback regarding future at the City of Waco
- Observance of Veterans Day suggested



Veterans Day

City of Waco observes 10 holidays

New Year's Day

Spring Holiday

Independence Day

Thanksgiving Day

Christmas Eve

MLK Day

Memorial Day

Labor Day

Day After Thanksgiving

Christmas Day

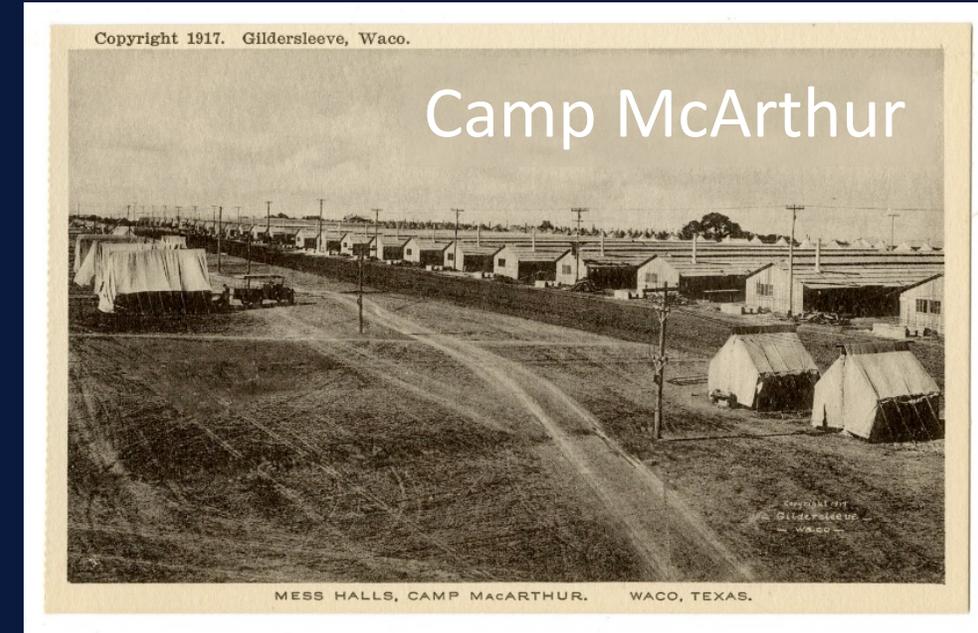
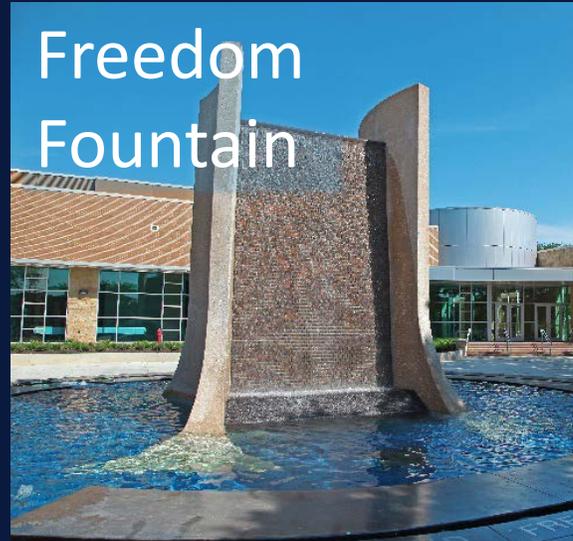
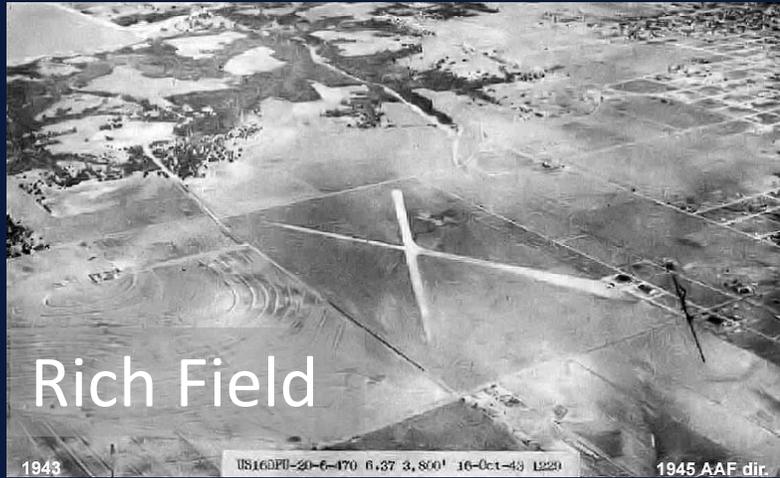


Peer Cities

- 9 of 11 peer cities observe 11 or more holidays
- 6 of 11 Peer Cities observe Veterans Day



Waco History



Waco Convention Center Visitors Bureau Governance Update

Deidra Emerson, Assistant City Manager
April 14, 2020



Presentation Overview

- Process Background
- Model Recommendations
- Actions to Date
- Next Steps



Process Background

- 2015 - Jones, Lang, LaSalle (JLL), engaged to perform marketing and operational assessment of WCC and CVB
- 2016 – JLL conducted stakeholder interviews and worked with the task force on governance options



Process Background

- 2017 – JLL presented final report and recommendations
- 2018 – City Council dissolved the Advisory Board and created the Waco Convention Center and Visitors Bureau Commission



Model Recommendations

- Option 1:
 - Non-Profit Organization for CVB with publicly managed Convention Center
- Option 2:
 - Non-Profit Organization for CVB with privately managed Convention Center
- Option 3:
 - Current Model with enhanced Advisory Board



Actions to Date

- Creation of Waco Convention Center and Visitors Bureau Commission
- Revised Booking Policy
- Developed SOPs
- Enhanced Marketing Efforts
- Developed a Capital Plan
- Reviewed Pay Structure



Next Steps

- Finalize Food and Beverage Policy
- Finalize Pay Structure
 - Incentive Pay
- Finalize Operational Policies and Procedures



Questions?

Waco Convention Center and Visitors Bureau Governance Update

Deidra Emerson



National League of Cities Service Line Warranty Program

Ashley Nystrom, Executive Coordinator

April 14, 2020



NLC Service Line Warranty Program

- Repair and replacement plans for private side water and sewer lines, including interior plumbing
- Administered by Utility Service Partners, a HomeServe Company
- No cost to the City
 - Some staff time involved, twice a year campaigns
 - Company would like to utilize City endorsement on outreach/marketing materials
 - Some Cities participate in revenue sharing



NLC Service Line Warranty Program

- References from participating Texas cities
 - San Angelo
 - Killeen
 - Lancaster
 - Bryan
 - Midland
 - Texarkana
 - Waxahachie



Questions

