

**A MEETING OF THE CITY OF WACO PUBLIC  
IMPROVEMENT DISTRICT NUMBER ONE ADVISORY BOARD**

WILL BE HELD ON  
Wednesday, August 14<sup>th</sup>, 2019 at 1:30 PM  
Texas Life Annex  
1000 Washington Ave, Waco, Texas

**AGENDA**

- |       |  |                                     |
|-------|--|-------------------------------------|
| I.    | Welcome and Call to Order  | Lisa Sheldon                        |
| II.   | Approval of Summary Minutes from June 12 <sup>th</sup> , 2019 Meeting<br><i>(Pages 2-3)</i>  |                                     |
| III.  | Hearing of Visitors  | Lisa Sheldon                        |
| IV.   | <b><u>Voting Item:</u></b> Discussion and Possible Action Regarding Financial<br><u>Report</u> <i>(Page 4)</i>                           | Jeffrey Vitarius                    |
| V.    | <b><u>Voting Item:</u></b> Discussion and Possible Action Regarding<br><u>Service and Assessment Plan and Budget</u> <i>(Pages 5-18)</i> | Lisa Sheldon                        |
| VI.   | Committee Reports and Recommendations  |                                     |
|       | a. Marketing and Promotion/Merchant Support Committee  | Brian Ginsburg                      |
|       | b. Design & Service Delivery Committee   | Jim Clifton                         |
|       | c. Organization Leadership and Planning Committee  | Lisa Sheldon                        |
| VII.  | Staff Report, Emphasis on Contract Process   | Jeffrey Vitarius                    |
| VIII. | Discussion between Board and City Management Staff or Council<br>Liaison Regarding Board Appointments and Activities, such as:           | Council Liaison(s), Bradley<br>Ford |
|       | a. Interaction Between PID and City Department Initiatives   |                                     |
|       | b. City feedback on PID Services and Priorities; and/or  |                                     |
|       | c. Requests for Information regarding Downtown Issues  |                                     |
| IX.   | Request to Refer Topic to Committee for Discussion or Action   |                                     |
| X.    | Adjourn  |                                     |

I hereby certify that this notice was posted at Waco City Hall on the \_\_\_\_\_ of \_\_\_\_\_, 2019 at \_\_\_\_\_ am/pm.

---

**Esmeralda Hudson, City Secretary**

NOTE: PERSONS WITH DISABILITIES WHO PLAN TO ATTEND THIS MEETING AND WHO NEED AUXILIARY AIDS OR SERVICES SHOULD CONTACT JEFFREY VITARIUS, FINANCE AND ADMINISTRATION COORDINATOR, AT (254) 754-8898 AT LEAST TWENTY FOUR (24) HOURS BEFORE THIS MEETING SO THAT APPROPRIATE ARRANGEMENTS CAN BE MADE.

**MINUTES**

A MEETING OF THE CITY OF WACO PUBLIC

IMPROVEMENT DISTRICT NUMBER ONE ADVISORY BOARD

HELD ON

Wednesday, June 12<sup>th</sup>, 2019 at 1:30 PM

Texas Life Annex

1000 Washington Avenue, Waco, Texas

**Summary Minutes**

**Board Present:** Jed Cole, Jim Clifton, Frank Cromwell, Doug Dixon, Peter Ellis, Brian Ginsburg, Tom Greene, David Lacy, Jennifer Lindsey, Leigh McMurtrey, Melvin Lipsitz, Rashmi Patel, Lisa Sheldon, Steve Sorrells, and Peter Thyen.

**Board Absent:** Josette Ayres, Sam Brown, George Chase, Jason Cook, Darryl Dillon, Joe Dunlap, Justin Edwards, Kayla Goins, Leslie Henry, Cy Long, Dr. Marcus Nelson, and Shane Turner.

**Ex Officio Present:** None

**Ex Officio Absent:** Laveda Brown, Steve Cates, Will Jones, Clint Peters, Alfred Solano and Wiley Stem.

**City Council Liaisons:** None

**Guests Present:** Ephram Herring, Rhiannon Saegert, and Rebecca Sheehy

**City of Waco Present:** Kristi DeCluitt.

**City Center Waco Staff Present:** Megan Henderson, Julie Shelton, and Jeffery Vitarius.

**I. Welcome and Call to Order**

Lisa Sheldon called the meeting to order 2:04 PM.

**II. Approval of Summary Minutes from February 13<sup>th</sup>, 2019 Meeting**

Steve Sorrells motioned, with Melvin Lipsitz seconding, to approve the minutes as written. The motion passed without opposition.

**III. Hearing of Visitors**

**IV. Voting Item:** Discussion and Possible Action Regarding Financial Report

Melvin Lipsitz motioned, with Leigh McMurtrey seconding, to approve the financial report. The motion passed without opposition.

**V. Voting Item:** Discussion and Possible Action Regarding PID Advisory Board Report to City of Waco Boards and Commissions Committee

Megan Henderson briefly introduced the Board Report. Steve Sorrells motioned, with Melvin Lipsitz seconding, to approve the report as written. The motion passed without opposition.

**VI. Voting Item:** Discussion and Possible Action Regarding Draft Service and Assessment Plan and Budget.

Megan Henderson introduced the draft documents along with the process by which they were drafted. Jim Clifton spoke to the differences between the \$0.09 and \$0.10 budgets for PID services managed by the Design and Service Delivery Committee. Brian Ginsburg spoke to similar differences found in the budgets for services managed by the Marketing and Merchant Support committee. The Board began discussing the documents with a focus on First Friday and the process by which the documents had been drafted. However, before any votes could be taken quorum was lost and the meeting was concluded.

**VII. Adjourn**

Having lost quorum the meeting was adjourned at 2:28 PM.

**PID 1 BUDGET FOR FY 2018-19**

as of July 31st, 2019

**REGULAR REVENUES**

	Amended Budget	YTD Actual	Remaining Budget	Actual as % of Budget	Percent of Year	Notes
PID Assessments for 2017-18	541,000	551,792	(10,792)	102%	83%	Collections virtually complete
Merchandise Sales	-	239	(239)	100%	83%	
Interest earned	10,000	-	10,000	0%	83%	Pending information from City
<b>TOTAL</b>	<b>551,000</b>	<b>552,031</b>	<b>(1,031)</b>	<b>100%</b>	<b>83%</b>	

**REGULAR EXPENSES**

**Organization Leadership & Planning (Executive Committee)**

Contract - City Center Waco	30,000	25,000	5,000	83%	83%	
Other Administrative Expenses	-	-	-	100%	83%	
<b>TOTAL</b>	<b>30,000</b>	<b>25,000</b>	<b>5,000</b>	<b>83%</b>	<b>83%</b>	

**Design & Service Delivery Committee**

Lawn Contract	129,418	104,307	25,111	81%	83%	
Bird Remediation	32,000	27,340	4,660	85%	83%	
Security Contract	62,100	46,295	15,805	75%	83%	
Additional Clean Safe Services and Supplies	41,400	13,560	27,840	33%	83%	
City Center Waco - Clean Safe	35,000	29,167	5,833	83%	83%	
Approved Sidewalk Areas Repair/Maintenance	10,000	-	10,000	0%	83%	
Planning Services	8,000	-	8,000	0%	83%	
Parking Studies	5,000	2,400	2,600	48%	83%	
Additional Parking Wayfinding Services and Supplies	8,600	-	8,600	0%	83%	
Downtown Trolley Support	25,000	25,000	-	100%	83%	Program Complete
Projects based upon FY 18 Projects	28,482	12,912	15,570	45%	83%	
<b>TOTAL</b>	<b>385,000</b>	<b>260,980</b>	<b>124,020</b>	<b>68%</b>	<b>83%</b>	

**Marketing & Promotion/Merchants Support Committee**

City Center Waco - Messaging	43,000	35,833	7,167	83%	83%	
Additional Messaging Costs	1,000	300	700	30%	83%	
Advertising	15,000	4,500	10,500	30%	83%	
City Center Waco - Merchant Support	39,000	32,500	6,500	83%	83%	
Additional Merchant Support	4,000	41	3,959	1%	83%	
Programming	34,000	(732)	34,732	-2%	83%	
<b>TOTAL</b>	<b>136,000</b>	<b>73,174</b>	<b>28,826</b>	<b>54%</b>	<b>83%</b>	

TOTAL Regular Expenses

	<b>551,000</b>	<b>359,154</b>	<b>157,846</b>	<b>65%</b>	<b>83%</b>	
--	----------------	----------------	----------------	------------	------------	--

**REGULAR REVENUE LESS REGULAR EXPENSE**

	<b>-</b>	<b>192,877</b>	<b>(158,877)</b>	<b>100%</b>	<b>83%</b>	
--	----------	----------------	------------------	-------------	------------	--

**EXTRAORDINARY REVENUES/EXPENSES**

Waco Wonderland (sponsorships & revenues)	35,000	24,000	11,000	69%	83%	Program Complete
Special Event - "Waco Wonderland" - Sponsorship	(35,000)	(24,000)	(11,000)	69%	83%	Program Complete
Waco Wonderland, Net	-	-	-	100%	83%	

Carryover Funds from prior years	860,833	860,833	-	100%	83%	
Operating Reserve	(551,000)	(551,000)	-	100%	83%	
Funds Carried Over for 2018 Beautification Projects	(25,693)	-	(25,693)	0%	83%	
Approved Sidewalk Areas Repair/Maintenance	(26,000)	-	(26,000)	0%	83%	
Cottonbelt Railroad Bridge	(62,000)	(62,000)	-	100%	83%	
Planned Spending of Carryover Funds in Future Years	(196,140)	(196,140)	-	100%	83%	
Carryover, Net	-	51,693	(51,693)	100%	83%	

**EXTRAORDINARY REVENUE LESS EXTRAORDINARY EXPENSE**

	<b>-</b>	<b>51,693</b>	<b>(51,693)</b>	<b>100%</b>	<b>83%</b>	
--	----------	---------------	-----------------	-------------	------------	--

**ALL REVENUE LESS ALL EXPENSE**

	<b>-</b>	<b>244,570</b>	<b>(210,570)</b>	<b>100%</b>	<b>83%</b>	
--	----------	----------------	------------------	-------------	------------	--

**PID RECEIVABLE**

	<b>11,414</b>					
--	---------------	--	--	--	--	--



# DOWN TOWN WACO

## PUBLIC IMPROVEMENT DISTRICT

## 2019-2020 SERVICE AND ASSESSMENT PLAN

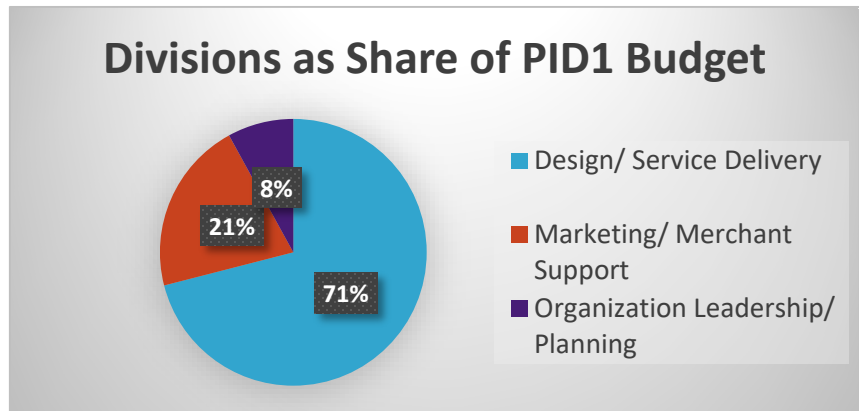
The PID1 Advisory Board presents the following ongoing service plan, which covers the five-year period from 2019-2024. The plan also includes the 2019 assessment plan. The purpose of PID1 is to fund enhanced services in the District; this Plan identifies the specific projects and initiatives selected by the Board for the coming years.

### CONTENTS:

- Committee Structure for Goalsetting and Management – p. 2
- Design and Service Delivery Committee and Initiatives – p. 3
- Marketing and Merchant Support Committee and Initiatives – p. 7
- Organization Leadership and Planning Committee and Initiatives – p. 10
- Budget for 2018-2019 – p. 12
- Assessment Plan – p. 13
- Map – p. 14

## 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.
- **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:** 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 – 70% - but also the largest single program area, Clean & Safe.

In **2018-19** Clean & Safe services continued to increase, as the enhanced security, bird abatement, landscaping and maintenance contracts continued and efforts to address graffiti issues ramped up. Unfortunate increases in graffiti created initial challenges, but the Committee made increased funding available for abatement (free of cost to the property owner) to deter repeat offenses.

Three subcommittees worked on separate issues within the overall Service Delivery program of work. The **Beautification Subcommittee**, which advises the funding of beautification projects, continued programs to enhance Downtown including district banners and a new mural by Creative Waco's ArtPrenticeship program. **The Parking Alliance** continued its role to study and make recommendations for parking solutions downtown, and this role has grown in importance due to the rapid uptick in vertical development and demand for structured parking. The new **Clean Downtown Alliance** has joined in relationship with important partners like Keep Waco Beautiful, and plans collaborative efforts to keep downtown Waco clean and attractive.

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 those planned by the Tax Increment Finance (TIF) District Projects Evaluation Committee.

**Planned for 2019-2020** are efforts to advance towards the committee's medium-range (5 years) goals, shown below. On a high level, watch for a **new ambassador/reporting service** to provide welcoming customer service and generate information to enable rapid response to issues like bird messes, graffiti and litter – and watch for an increase in **funding for Clean & Safe issues**, to pay for the responses required.

## 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**
  - 2020
    - Operate landscaping/ maintenance services as scaled with ongoing development
    - Maintain nightly security services as scaled with ongoing development
    - Maintain bird control/ abatement services as scaled with ongoing development
    - Add contract for reporting/public interaction within the PID
    - Remove graffiti from downtown buildings with consent of property owners

- 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
  - Review service contracts for appropriateness in light of changing conditions: do landscaping, bird abatement and other services need to be increased/ decreased, or shifted?
  - Initiate procurement and new contracts for services, subject to renewal for the following three years
  - 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
- 2021-2024
    - Operate landscaping/ maintenance services as scaled with ongoing development
    - Maintain security services as scaled with ongoing development
    - Maintain bird control/abatement services as scaled with ongoing development
    - Establish reporting/public interaction services in downtown
    - Remove graffiti from downtown buildings with consent of property owners
    - Examine and/or accept new blocks

## 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:**
  - 2020
    - 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
  - 2021-2024
    - 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 partner conceptually, financially, and promotionally 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:**
  - 2020-2024
    - 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 2020-2024**
  - Participate in City Center Waco's coordinated downtown planning process
  - 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 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 Objective 2020-2024:**  
Implement and evaluate banner, lighting and ArtPrenticeship projects; re-introduce funding for Street Furnishings program, particularly targeted to the emerging Elm Avenue District.

## Marketing and Merchant Support

**Committee Chair: Brian Ginsburg**

In 2018-19 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.

An array of partners promote Downtown Waco, but the PID is the primary entity focused on attracting near-region residents. The Marketing and Merchant Support Committee oversaw the continuation of billboards and the promotion of downtown events to local and nearby audiences. The PID also continued its support of the popular Waco Wonderland holiday event.

**Planned for 2019-2020** are efforts to advance towards the committee's medium-range (5 years) goals, shown below. In particular, watch for advertising targeted to the Waco area to promote downtown as a destination and remind locals how important they are; look also for PID's promotion of smaller, pop-up and other events that attract new and diverse audiences to experiences throughout and between the Downtown Districts.

### 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:**
  - 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
  - 2021-2024
    - Operate staffed downtown website and robust social media accounts
    - Implement and assess communication strategy; update when appropriate
    - 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:**
  - 2020-2024
    - Fulfill PID marketing role adopted as part of coordinated advertising plan
    - Increase advertising budget to focus on wooing locals into Downtown Waco

## 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 number and diversity of businesses
  - Survey response indicates that businesses attribute a portion of their success to PID1 support and advocacy
- **Annual Objectives:**
  - 2020
    - Develop and execute business retention strategy, including retention assessments
    - Offer merchant technical assistance resources informed by assessments
    - Shift resources from merchant visits
  - 2021-2024
    - Assess existing business mix for PID1 and create any sector-specific goals for retention and/or recruitment
    - 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 2020-2024**
  - Review past year of downtown programming, identify any gaps, and create a report
  - Develop means of measuring positive and negative impact of programming on district and businesses
  - 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.

## 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:**
  - 2020-2024  
Resolve calls for service while reaching or exceeding benchmark resolution/ satisfaction levels

## Organization Leadership and Planning

### Committee Chair: Lisa Sheldon

In 2019-20, 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 2019-20** 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 2020-2024**
  - 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

**2019-20 PID1 Budget: TO BE DETERMINED FOLLOWING BOARD ACTION**

## **PID1 Assessment Plan**

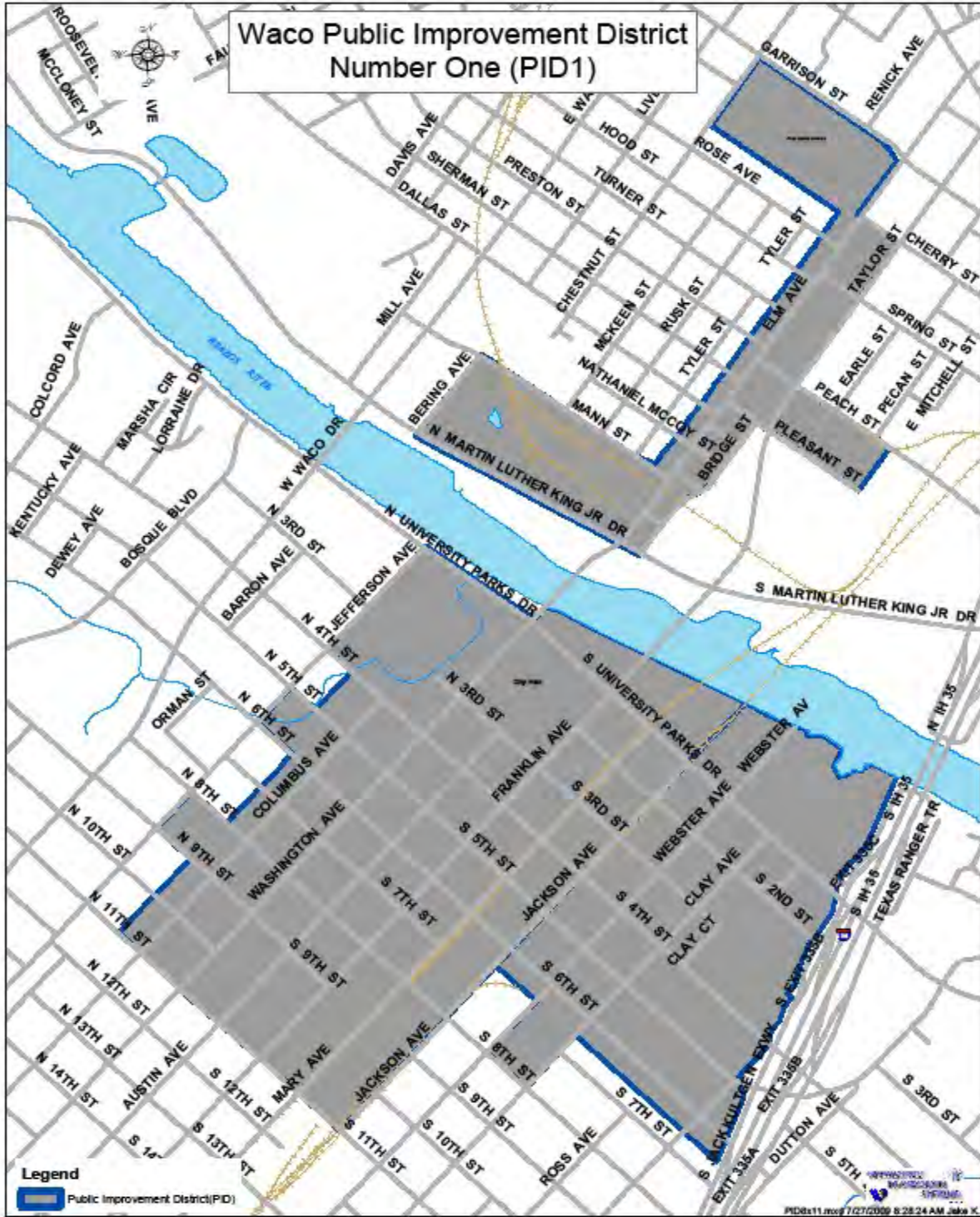
The Public Improvement District Number One Assessment rate *TO BE DETERMINED BY BOARD ACTION* of property valuation. PID1 Assessments bills are mailed by the McLennan County Tax Office directly to the property owners (to the mailing address listed with the Tax office) and will be collected on the same schedule (listed below) as property taxes:

Mailed on or around October 1, 2019

Due by January 31, 2020

Delinquent on February 1, 2020

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.





**PID 1 BUDGET FOR FY 2019-20**

PROJECTED

Description	\$0.10 Budget	\$0.09 Budget	Current Budget
<b>REGULAR REVENUES</b>			
PID Assessments for 2018-19	607,006	546,305	541,000
Merchandise Sales	-	-	-
Interest earned	10,000	10,000	10,000
<b>TOTAL</b>	<b>617,006</b>	<b>556,305</b>	<b>551,000</b>
<b>REGULAR EXPENSES</b>			
<b>Organization Leadership &amp; Planning (Executive Committee)</b>			
Contract - City Center Waco	26,000	26,000	30,000
City Center Waco Non Staff Expenses	22,000	22,000	-
Other Administrative Expenses	-	-	-
<b>TOTAL</b>	<b>48,000</b>	<b>48,000</b>	<b>30,000</b>
	8%	9%	5%
<b>Design &amp; Service Delivery Committee</b>			
Lawn Contract	134,000	134,000	129,418
Bird Remediation	32,000	32,000	20,000
Security Contract	35,000	35,000	62,100
Reporting Contract	34,000	34,000	-
Additional Clean Safe Services and Supplies	57,000	26,000	38,400
City Center Waco - Clean Safe	45,000	45,000	35,000
Approved Sidewalk Areas Repair/Maintenance	18,000	18,000	18,000
Parking Studies	15,000	15,000	20,000
Additional Parking Wayfinding Services and Supplies	15,000	15,000	8,600
Downtown Trolley Support	25,000	25,000	25,000
Emergent Planning Items	12,000	12,000	-
Beautification projects - street furnishings vs. continuation only	14,006	1,305	28,482
<b>TOTAL</b>	<b>436,006</b>	<b>392,305</b>	<b>385,000</b>
	71%	71%	70%
<b>Marketing &amp; Promotion/Merchants Support Committee</b>			
City Center Waco - Messaging	50,000	50,000	43,000
Additional Messaging Costs	3,000	3,000	1,000
Advertising	20,000	20,000	15,000
City Center Waco - Merchant Support	30,000	30,000	39,000
Additional Merchant Support	4,000	4,000	4,000
Trolley Ambassador	8,000	-	-
Programming	18,000	9,000	34,000
<b>TOTAL</b>	<b>133,000</b>	<b>116,000</b>	<b>136,000</b>
	22%	21%	25%
TOTAL Regular Expenses	617,006	556,305	551,000
<b>REGULAR REVENUE LESS REGULAR EXPENSE</b>	<b>(0)</b>	<b>(0)</b>	<b>-</b>
<b>EXTRAORDINARY REVENUES/EXPENSES</b>			
Waco Wonderland (sponsorships & revenues)	35,000	35,000	
Special Event - "Waco Wonderland" - Sponsorship	(35,000)	(35,000)	
Waco Wonderland, Net	-	-	
Carryover Funds from prior years	860,833	860,833	
Operating Reserve	(617,006)	(556,305)	
Approved Sidewalk Areas Repair/Maintenance	(36,000)	(36,000)	
Approved for Waco Wonderland if Needed	(30,000)	(30,000)	
Planned Spending of Carryover Funds in Future Years	(177,827)	(238,528)	
Carryover, Net	-	-	
<b>EXTRAORDINARY REVENUE LESS EXTRAORDINARY EXPENSE</b>	<b>-</b>	<b>-</b>	
<b>ALL REVENUE LESS ALL EXPENSE</b>	<b>(0)</b>	<b>(0)</b>	
City Center Waco Contract Total	173,000	173,000	
Expenses Total	683,006	622,305	

Description	Amount	Note
<i><u>FY19 Assessment Calculation</u></i>		
2018 Tax Roll - Total Assessed Value	626,239,839	
2018 Tax Roll - Exemptions	57,283,590	
2018 Tax Roll - Total Taxable	568,956,249	
2018 Tax Roll - Total Levy (Calculated)	<u>568,956</u>	
Estimated Collection	<u>540,508</u>	95% estimated collection rate
<i><u>FY20 Assessment Calculation</u></i>		
2019 Final Tax Roll - Total Assessed Value	683,863,852	Certified Roll
2019 Final Tax Roll - Exemptions	54,489,580	Per Tax Office
2019 Final Tax Roll - Double Counted Property	3,595,370	Property ID: 373064
2019 Final Tax Roll - Total Taxable	625,778,902	
2019 Final Tax Roll - Total Levy (Calculated)	<u>625,779</u>	
2019 Final Tax Roll - Anticipated Collection	<u>607,006</u>	97% estimated collection rate