



AGENDA
JOINT SPECIAL MEETING OF THE CITY COUNCIL
AND WATAUGA ECONOMIC DEVELOPMENT CORPORATION
HECTOR F. GARCIA COMMUNITY CENTER
7901 INDIAN SPRINGS RD, WATAUGA, TEXAS 76148
SATURDAY, APRIL 24, 2021
12:00 PM

This notice is posted pursuant to the Texas Open Meetings Act. Notice is hereby given that a **Joint Special Meeting of the City Council and Watauga Economic Development Corporation Meeting** of the City of Watauga, Texas will be held at which time the following subjects will be discussed and may be acted upon.

COVID-19 PRECAUTIONS

Although the Statewide mask order will no longer be effective on March 10, 2021, The City of Watauga believes it is important that masks are worn in public spaces until more Texans have access to the COVID-19 vaccine. Therefore, the following social distancing rules apply to the public attending this meeting:

1. Any member of the public attending the meeting shall maintain a six-foot distance from others (except for those you live in the same household). City Staff and City Officials shall practice social distancing to the extent able without interfering in the ability to carry out the essential governmental functions to be conducted at this meeting.
2. To enter the Hector F. Garcia Community Center to attend this meeting all persons must wear a face covering (i.e. a cloth mask that effectively covers the mouth and nose with more than one layer of fabric) or equivalent device.
3. Attendance in the Hector F. Garcia Community Center will be limited to allow for the public in attendance to practice social distancing. Seating may be assigned.
4. Coughs and sneezes must be covered with a cloth or tissue, which should then be properly disposed of or washed, and shall not be exposed to others.
5. Public courtesies such as handshakes or other greetings shall be respectfully avoided.
6. Any member of the public approaching city representatives, whether they be city staff or elected or appointed officials must maintain six-foot social distancing.

Any person who fails to comply with the COVID-19 Precautions may be removed from the meeting.

EXPANDED OPPORTUNITY FOR PUBLIC COMMENT OR PUBLIC TESTIMONY:

The City shall continue to allow expanded opportunities for members of the public who do not attend to participate in Public Comment and Public Testimony. Such participation will be allowed when recognized upon the Mayor's announcement.

ANYONE WHO DOES NOT ATTEND BUT DESIRES TO COMMENT ON A MATTER NOT ON THE AGENDA OR TESTIFY ON A MATTER ON THE AGENDA AT THIS MEETING MUST SEND THEIR COMMENT IN WRITING USING THE FORM AT <https://www.cowtx.org/comments> LATER THAN ONE (1) HOUR PRIOR TO THE MEETING.

All written comments must comply with applicable decorum rules for comments made during a public meeting of the Watauga City Council to be read into the record. Up to three minutes shall be allotted for each written or oral comment to be read/spoken into the record of the meeting. All timely written comments will be read into the record of the meeting at the appropriate time during the meeting. While reasonable efforts will be taken to gather comments received within the hour prior to the meeting or received during the meeting, all such comments are considered untimely and may not be recognized and read during the meeting.

CALL TO ORDER

ROLL CALL

ANNOUNCEMENTS

REPORTS FROM STAFF

1. Presentation and update on the WEDC's Five Year Strategic Plan
Andrea Gardner, City Manager

PUBLIC COMMENT If speaking for an organization or group, the speaker should identify the group represented. If speaking during Public Comment (for matters not posted on that particular meeting's agenda), members of the City Council and Staff may only provide a statement of factual information in response to the inquiry or recite existing policy in response (e.g., to correct a factual misstatement made by the citizen or provide factual information requested by the citizen). Any deliberation of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a future meeting. If necessary, the Chair will task the City Manager to respond to the citizen and report back to the City Council as soon as practicable. Such report to the City Council shall not constitute a meeting called by the City Council nor shall it constitute deliberation or formal action. Individual citizens addressing the City Council during Public Comment shall not exceed three (3) minutes in their comments; however, the Chair may extend or reduce the speaker's allotted time in order to conduct an efficient and effective public meeting. The time allotted shall not be donated to others desiring to speak. Public Comment is not established to engage in a conversation with the Council and no formal Council action will be taken.

PUBLIC TESTIMONY FOR ACTION ITEMS Only those persons who submit a completed Request to Speak form prior to the agenda item being introduced by the Chair will be allowed to speak on agenda items set for action (this doesn't include presentations or reports). The Chair shall ask each person requesting to speak to approach the podium when called to speak. Speakers time shall generally not exceed three (3) minutes in their comments and all comments must be germane to the specific agenda item being discussed; however, the Chair may extend or reduce the speaker's allotted time. Speakers shall not be permitted to donate their time to other speakers. Members of the City Council may ask questions or discuss the item directly with the citizen during the citizen's testimony if necessary. Any discussion between a Council member and the citizen will not count toward the time limit and Council Members are encouraged not to speak until the citizen has first utilized their allocated time.

ACTION ITEMS

1. Discuss and provide direction on the WEDC's Five Year Strategic Plan to include developing a Mission and Vision Statement and Goals for the Corporation
Andrea Gardner, City Manager
2. Discuss and provide direction to the Executive Director for the FY 2022 Proposed Budget of the Watauga Economic Development Corporation
Andrea Gardner, City Manager
3. Discuss and provide direction on the use of the 2020 Series Certificates of Obligation related to the WEDC's dedicated project for economic development purposes
Andrea Gardner, City Manager

ADJOURNMENT

Meeting Notices and Reservation of Rights

The Watauga Economic Development Corporation Board of Directors may retire to executive session any time between the meeting's opening and adjournment for the purpose of consultation with legal counsel pursuant to Chapter 551.071 of the Texas Government Code; discussion of personnel matters pursuant to Chapter 551.074 of the Texas Government Code if the requisite information is otherwise posted; deliberation regarding real property pursuant to Chapter 551.072 of the Texas Government Code; deliberation regarding economic development negotiations pursuant to Chapter 551.087 of the Texas Government Code; and/or deliberation regarding the deployment, or specific occasions for implementation of security personnel or devices pursuant to Chapter 551.076 of the Texas Government Code (as applicable) when determined necessary by the to address a subject matter on the agenda. Action, if any, will be taken in open session.

This agenda has been reviewed and approved by the City's legal counsel and the presence of any subject in any Executive Session portion of the agenda constitutes a written interpretation of Texas Government Code Chapter 551 by legal counsel for the governmental body and constitutes an opinion by the attorney that the items discussed therein may be legally discussed in the closed portion of the meeting considering available opinions of a court of record and opinions of the Texas Attorney General known to the attorney. This provision has been added to this agenda with the intent to meet all elements necessary to satisfy Texas Government Code Chapter 551.144(c) and the meeting is conducted by all participants in reliance on this opinion.

Attendance by Other Elected or Appointed Officials: It is anticipated that members of other governmental bodies, and/or city council, boards, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the body, board, commission and/or committee. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a possible meeting of the other body, board, commission and/or committee, whose members may be in attendance, if such numbers constitute a quorum. The members of the city council, boards, commissions and/or committees may be permitted to participate in discussions on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that city council, body, board, commission or committee subject to the Texas Open Meetings Act.

NOTICE

THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICES MUST BE MADE 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT THE CITY SECRETARY'S OFFICE AT (817) 514-5825, OR FAX (817) 514-3625.

I, Andrea Gardner, City Secretary for the City of Watauga, hereby certify that this agenda was posted on the bulletin boards at City Hall, 7105 Whitley Road, Watauga, Texas, on Tuesday, April 20, 2021 before 5:30 p.m., in accordance with Chapter 551 of the Texas Government Code.



Andrea Gardner, City Secretary





AGENDA MEMORANDUM

DATE: April 14, 2021
TO: Watauga Economic Development Corporation Directors
FROM: Andrea Gardner, City Manager
SUBJECT: Presentation and update on the WEDC's Five Year Strategic Plan

BACKGROUND/INFORMATION:

The WEDC's Five Year Strategic Plan was approved in February 2020. The attached update is provided by staff for Board and Council review.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the WEDC Board review the attached update on the WEDC's Five Year Strategic Plan.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. Strategic Plan Update 2021

REVIEWED BY:

George Hyde, Legal
Raquel Guajardo, Deputy City Secretary
Approved as to form for inclusion on Agenda

Approved - 4/19/2021
Final Approval - 4/19/2021



Strategic Plan Update

April 24, 2021



Strategic Plan History

The WEDC Board conducted a Strategic Planning Workshop on November 19, 2019.

The WEDC Board adopted the Strategic Plan 2020-2025 on February 25, 2020.

Strategic Initiatives

Strategic Initiative	Due Date	Status
Maintain sound fiscal management practices and review those practices and provide the Board with a presentation of the annual audit results.	March/April 2021	The annual audit for FY 2020 was presented to the Board on April 20, 2021.
Continue to provide monthly financial report to the Board.	Ongoing	The Finance Department provides the Board with monthly financial reports. The City Manager/Executive Director provides the Board with Monthly operational reports.

Strategic Initiatives

Strategic Initiative	Due Date	Status
Develop and implement a Business Retention & Expansion Plan to the Board within one year.	February 2021	The Executive Director submitted multiple programs and policies to the Board related to Business Retention & Expansion over the past year. An overall plan for Business Retention & Expansion will need to be completed now that programs are being implemented. This initiative due date should be adjusted.

Strategic Initiatives

Strategic Initiative	Due Date	Status
Develop an incentive policy for Board recommendation to the City Council within one year.	February 2021	This item remains outstanding, but progress continues. The initiative due date should be adjusted.
Develop a proposal for Council consideration to include a marketing/public information position in the FY 2021 WEDC Budget at 50% of the salary and benefits required for the position.	September 2020	Staff included the position in the budget for ½ year (fill March 2021) since the City couldn't fund the other 50%. The position was titled Media Specialist and should be filled by Mid-May 2021.
Develop and implement an advertising/marketing campaign for the WEDC within 2 year.	February 2022	Staff is working with Mackay Advertising and has created a draft logo to be considered by the Board.

Strategic Initiatives

Strategic Initiative	Due Date	Status
Develop an Economic Development 101 Citizen Academy within 1 year.	February 2021	The draft is being completed and will mirror the Watauga 101 Academy. Staff does include Economic Development in the City's 101 Citizen's Academy. Board needs to decide if participation in City Academy is sufficient.
Develop and include performance metrics in the monthly reporting for the Board within 1 year.	February 2021	The metrics for the WEDC were created and made a part of the FY 2021 Budget but the tracking and monthly reporting of the metrics will require the use of new reporting software. The City was utilizing Clear Point Strategies.

Strategic Initiatives

Strategic Initiative	Due Date	Status
Complete a review of City codes impacting economic development and provide a report to the City Council and other required Boards within 2 years.	February 2022	The process is ongoing. Staff and legal are working together to complete the review. Anticipate completion in September 2021.
Continue revitalization efforts along Rufe Snow in support of business.	Ongoing	The Explore Watauga program implemented during the holidays focused on the businesses located along Rufe Snow to help them recover from the years of being under construction.

Strategic Initiatives

Strategic Initiative	Due Date	Status
Seek tourism opportunities that will have a positive impact on economic development within the City of Watauga within 2 years.	February 2022	Staff and Retail Coach continue to pursue businesses that generate tourism. COVID-19 negatively impacted the tourism industry greater than other industries, thus it will be slow to recover. The due date should be adjusted.
Increase Board Member participation at economic development conferences (ICSC and Retail Live) and include funding in the annual budget for the conferences within 1 year.	February 2021	The conferences were cancelled due to COVID-19 but staff will include funds in the FY 2022 Budget for such conferences in hopes they return. Virtual training was scheduled for the Board Members and TEEX provided training in March 2021.

Proposed Changes to Strategic Plan

DEVELOP A
SMALL
BUSINESS
DEVELOPMENT
PROGRAM
PRIOR TO
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Proposed Changes to Strategic Plan

Initiative	Current Due Date	Adjusted Due Date
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Mission & Vision Statements

MISSION STATEMENT IDEAS

To advance the economic strength of Watauga through business support programs, public education and regional partnerships.

From the FY 2021 Budget:

Economic Development functions to implement a program of activities that works to improve Watauga's well-being and quality of life. Emphasis is placed on improving the business climate through specific efforts by way of the following projects and activities: new development, redevelopment, workforce development, business retention and expansion, and small business development.

VISION STATEMENT IDEA

The Watauga Economic Development Corporation is committed to building an economically vibrant community by supporting our local businesses through the development of business retention programs, completion of quality-of-life projects and new business attraction programs.

Goals

- Create a public branding campaign that supports local business
- Identify and implement programs that create economic opportunities
- Heighten awareness and emphasize the importance of economic development to Watauga
- Celebrate the successes of the WEDC annually
- Partner with the City to ensure the Mission of the WEDC is supported
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Input/Demand Metrics

- Number of dedicated staff
- Volunteers
- Inquiries Received



Output/Workload Metrics

- Project Files Opened
- Clients Served
- Jobs Created
- Potential New Business Calls
- Responses Submitted
- Board Meetings Held



Efficiency Measures/Impact

- M&O % of City Budget
- M&O Budget per capita



Effectiveness Measures/Outcomes

- Business Closures
- Business Retention Visits
- Small Business Development
- New Businesses Opened
- Redevelopment Projects
- New Development Projects





AGENDA MEMORANDUM

DATE: April 14, 2021

TO: Watauga Economic Development Corporation Directors

FROM: Andrea Gardner, City Manager

SUBJECT: Discuss and provide direction on the WEDC's Five Year Strategic Plan to include developing a Mission and Vision Statement and Goals for the Corporation

BACKGROUND/INFORMATION:

The WEDC Board held a strategic planning workshop in November 2019 and adopted the attached Strategic Plan in February 2020. An update was provided previous to this item.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

City staff respectfully requests the WEDC Board and Council provide direction on necessary updates to the WEDC's Five Year Strategic Plan.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. Strategic Plan Update 2021
2. Approved Strategic Plan 2020-2025

REVIEWED BY:

George Hyde, Legal
Raquel Guajardo, Deputy City Secretary
Approved as to form for inclusion on Agenda

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Effectiveness Measures/Outcomes

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Watauga Economic Development
Corporation

STRATEGIC PLAN

FISCAL YEAR 2020-2025



Andrea Gardner
City Manager

Delivered:
February 25, 2020

Watauga Economic Development Corporation Board



City Staff



Andrea Gardner
City Manager/City Secretary



Sandra Gibson
Finance



Marcia Reyna
Human Resources



Sal Torres
Parks and Community Services



Denise Wilkinson
Economic Development



George Hyde
City Attorney



Bradley Fraley
Information Technology

Acknowledgements

The City of Watauga would like to recognize the members of the governing body and the following employees for contributing to the development of the City's Strategic Plan.

Board Members

Arthur L. Miner—Mayor

Members of City Staff

Andrea Gardner—City Manager/City Secretary

Sandra Gibson—Director of Finance

Sal Torres—Parks & Community Services Director

Marcia Reyna—Human Resources & Civil Service Director

Bradley Fraley—Chief Information Officer

Denise Wilkinson—Economic Development Specialist

Executive Summary

“Success is 20% skills and 80% strategy. You might know how to read, but more importantly, what’s your plan to read?”

— Jim Rohn

Strategic planning is a systematic and continuous process where people make decisions about intended future outcomes, how those outcomes are to be accomplished and how success is measured and evaluated. This executive summary is intended to provide an overview of the City of Watauga’s Strategic Planning process.

In the first quarter of each calendar year, the governing body meets to review the City’s Strategic Plan that includes goals and action items for the upcoming fiscal year. Prior to the second quarter of the current calendar year, the governing body finalizes the City’s Strategic Plan by approval through a resolution. Under the current City Administration, the Executive Team will complete its own planning session during the second quarter of the calendar year and develop an Action Plan that provides detailed tasks for completion of the goals and action items assigned by the governing body.

Strategic Initiatives

1. Maintain sound fiscal management practices and review those practices and provide the Board with a presentation of the annual audit results.
2. Continue to provide monthly financial report to the Board.
3. Develop and implement a Business Retention & Expansion Plan to the Board within one year.
4. Develop an incentive policy for Board recommendation to the City Council within one year.
5. Develop a proposal for Council consideration to include a marketing/public information position in the FY 2021 WEDC Budget at 50% of the salary and benefits required for the position.
6. Develop and implement an advertising/marketing campaign for the Watauga Economic Development Corporation within 2 years.
7. Develop an Economic Development 101 Citizen Academy within 1 year.
8. Develop and include performance metrics in the monthly reporting for the Board within 1 year.
9. Complete a review of City codes impacting economic development and provide a report to the City Council and other required Boards within 2 years.
10. Continue revitalization efforts along Rufe Snow in support of support business.
11. Seek tourism opportunities that will have a positive impact on economic development within the City of Watauga within 2 years.
12. Increase Board Member participation at economic development conferences (ICSC and Retail Live) and include funding in the annual budget for the conferences within 1 year.

“A Great Place to Live”



“Capp Smith Park located at 5800 Robin Drive and serving as a beautiful and relaxing backdrop for Watauga’s newest 55 Lot Subdivision with average home values of \$292,500.”



AGENDA MEMORANDUM

DATE: April 19, 2021

TO: Watauga Economic Development Corporation Directors

FROM: Andrea Gardner, City Manager

SUBJECT: Discuss and provide direction to the Executive Director for the FY 2022 Proposed Budget of the Watauga Economic Development Corporation

BACKGROUND/INFORMATION:

Section 4.03 of the WEDC Bylaws requires the Executive Director to prepare an itemized budget to cover the proposed expenditures of the Corporation for the succeeding year. The proposed budget shall be submitted to the Board the 60th day prior to the Board adoption of the budget. The Board shall submit the proposed itemized budget to the City Secretary, for record and placement on the Council agenda, before the 30th day the City of Watauga City Council is scheduled to approve the Corporation's budget. The itemized budget shall provide as clear a comparison as practicable between expenditures included in the proposed budget and actual expenditures for the same or similar purposes made for the preceding year. The budget must show as definitively as possible each of the projects for which expenditures are set up in the budget and the estimated amount of money carried in the budget for each project. The budget must contain a complete financial statement of the Corporation that shows (1) the outstanding obligations of the Corporation; (2) the cash on hand to the credit of each fund; (3) the funds received from all sources during the preceding year; and (5) the estimated revenue available to cover the proposed budget. A public hearing shall be held by the governing body. The governing body shall set the public hearing date after the 15th day after the date the Board files the proposed budget with the City Secretary. The Corporation shall provide notice of the date, time and location of the hearing and the approval date by the City of Watauga's City Council on the Corporation's website.

City staff plans to submit the budget to the WEDC Board on May 18, 2021 and the required public hearing is planned for June 15, 2021 with budget adoption by the Board set for July 20, 2021 and adoption by the Council on August 9, 2021.

Financial Information - Through March, 2021, sales tax revenue for the EDC has been trending higher than expectations this fiscal year and are estimated at \$416,120, or 10.8% over prior year. Expenditures have been close to budget expectations at 51.4% of budget expended. At the end of March, 2021, it is estimated that the WEDC operating fund will have approximately \$1.5 million in fund balance at the beginning of Fiscal Year



AGENDA MEMORANDUM

2022 (see attached financial report with year-end projections). Year-end projections will continue to be updated as the actual revenues/expenses are recorded.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

City staff respectfully requests the WEDC Board and City Council provide direction for specific items it may desire to be included in the FY 2022 Budget.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. WEDC 3-2021 Financial Report with Year-end Projections

REVIEWED BY:

George Hyde, Legal
Sandra Gibson, Director of Finance
Andrea Gardner, City Manager
Raquel Guajardo, Deputy City Secretary
Approved as to form for inclusion on Agenda

Approved - 4/19/2021
Approved - 4/19/2021
Approved - 4/20/2021
Final Approval - 4/20/2021



AGENDA MEMORANDUM

DATE: April 19, 2021

TO: Watauga Economic Development Corporation Directors

FROM: Andrea Gardner, City Manager

SUBJECT: Discuss and provide direction on the use of the 2020 Series
Certificates of Obligation related to the WEDC's dedicated project for
economic development purposes

BACKGROUND/INFORMATION:

In August 2020, the City issued Certificates of Obligation that allowed for a broad use of the proceeds. The City and WEDC entered into an agreement in August 2020 for the WEDC to provide the funding for the debt service portion on \$500,000 with the plan to construct a facility for support of an incubator project.

The project was submitted for grant consideration by the EDA but the application wasn't approved for funding. Thus, the need to determine the next step.

FINANCIAL IMPLICATIONS:

Financial options to consider include:

- Identify another project authorized by Texas Local Government Code Chapter 501
- Request to cancel the agreement with the City
 - require the City to begin making Debt Service Payments
 - The City Council would then have control over the proceeds for use authorized by the bond covenants and would become responsible for the annual debt service payments
- Leave the funds and use and continue to make required debt service payments (\$55,000 in annual debt service requirements)

RECOMMENDATION/ACTION DESIRED:

City staff respectfully requests the WEDC Board and City Council provide direction on the use of the Series 2020 Certificates of Obligation.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. INCUBATOR CONCEPT March 2021
2. INCUBATOR CONCEPT II



AGENDA MEMORANDUM

3. 2020(PDC) Certificates of Obligation, Series 2020
4. WEDC Grant Agreement Incubator Project
5. ML Food Park

REVIEWED BY:

George Hyde, Legal
Sandra Gibson, Director of Finance
Andrea Gardner, City Manager
Raquel Guajardo, Deputy City Secretary
Approved as to form for inclusion on Agenda

Approved - 4/21/2021
Approved - 4/21/2021
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Final Approval - 4/21/2021