



AGENDA
WATAUGA CITY COUNCIL
SPECIAL MEETING
SUNDAY, APRIL 25, 2021
HECTOR F. GARCIA COMMUNITY CENTER
7901 INDIAN SPRINGS RD, WATAUGA, TX 76148
9:00 AM

This notice is posted pursuant to the Texas Open Meetings Act. Notice is hereby given that a **Special City Council 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/councilcomments> NO 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 (Council Members, City Staff, Members of the Public - when speaking during the meeting please speak directly into the microphones on the dais or podium)

ROLL CALL

ANNOUNCEMENTS

PRESENTATIONS

1. Presentation and discussion by Performed Services on AMI technology opportunities
Andrea Gardner, City Manager
2. Presentation and update on the City's Ten 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 City's Ten Year Strategic Plan to include revisions to the Vision Statement and Goals of the City and creation of a Mission Statement
Andrea Gardner, City Manager
2. Discuss and provide direction to the City Manager on the upcoming fiscal year 2022 budget
Andrea Gardner, City Manager
3. Discuss and provide direction on the priorities for the use of American Rescue Plan Act of 2021 funds for cities
Andrea Gardner, City Manager

ADJOURNMENT

Meeting Notices and Reservation of Rights

The City Council 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 Wednesday, April 21, 2021 before 5:00 p.m., in accordance with Chapter 551 of the Texas Government Code.



Andrea Gardner, City Secretary





AGENDA MEMORANDUM

DATE: April 15, 2021
TO: Honorable City Council Members
FROM: Andrea Gardner, City Manager
THROUGH:
SUBJECT: Presentation and discussion by Performed Services on AMI technology opportunities

BACKGROUND/INFORMATION:

City staff discussed the opportunity of converting to AMI technology in the future and requested Performed Services provide Council with information associated with such technology.

FINANCIAL IMPLICATIONS:

The presentation provided by Performed Services will include the financial projections for the project and impacts to operating costs.

RECOMMENDATION/ACTION DESIRED:

City staff respectfully requests the City Council consider the need for adding a conversion to AMI technology as an initiative to the City's Ten Year Strategic Plan and a timeline for completion.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. AMI
2. Appendix for AMI
3. Watauga AMI Cash Flow Detail

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



Advanced Metering Infrastructure Briefing

City of Watauga
April 25, 2021

Objectives



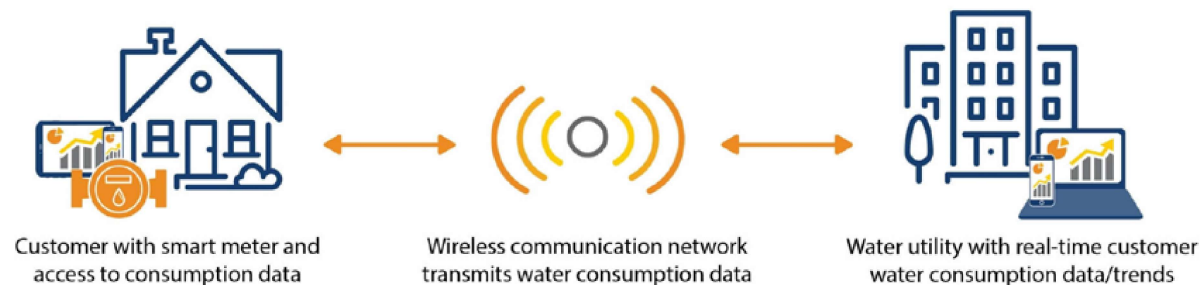
- ✓ Understand AMI and Meters
- ✓ Review Benefits of the Solution
- ✓ Provide Preliminary Overview of City of Watauga Project
- ✓ Discuss implementation and financing options



What is AMI?

Advanced Metering Infrastructure (AMI) is a networked communication system that allows water meters to gather detailed usage data and transmit it to the City and Customers in near-real time.

Communication is sent either via a cellular or a radio-based network, depending on the manufacturer.



What About Meters?

An AMI system can be used with multiple types of water meters that read water consumption in different ways.

Cities generally choose to upgrade to **solid state, electronic meters** while implementing their AMI network.



Why Meters + AMI?



Meters

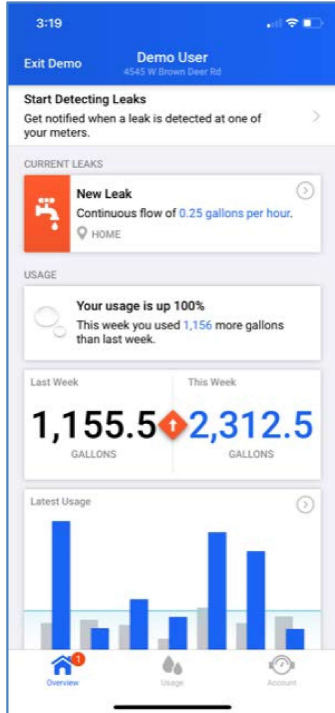
- ✓ Highly accurate
- ✓ Don't wear out
- ✓ Decreased Non-Revenue Water
- ✓ Advanced capabilities (**optional**)
 - ✓ Remote shut off
 - ✓ Pressure & Temperature

AMI

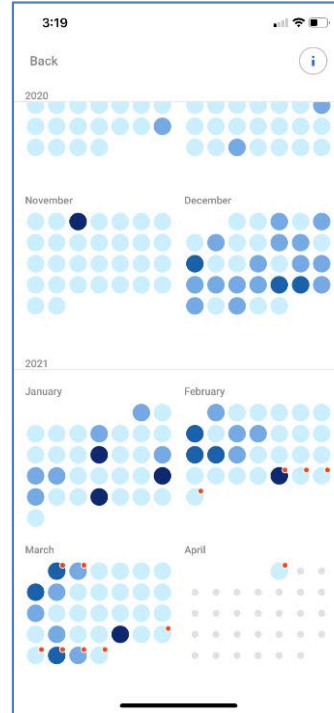
- ✓ Near real time usage information
- ✓ Graphical City and Citizen software
- ✓ Tamper, leak, and other alerts
- ✓ Near elimination of manual meter reads
- ✓ Accurate & consistent billing
- ✓ Integration to other "smart city" systems



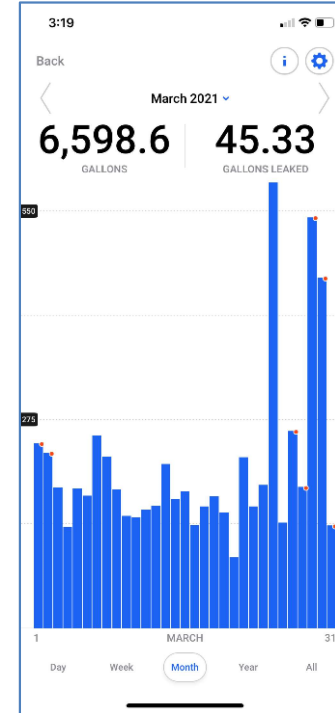
Customer Portal



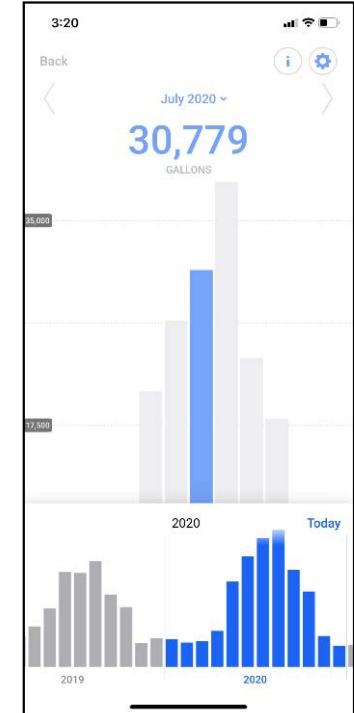
Dashboards



Heat Maps



Monthly Views



Annual Trends

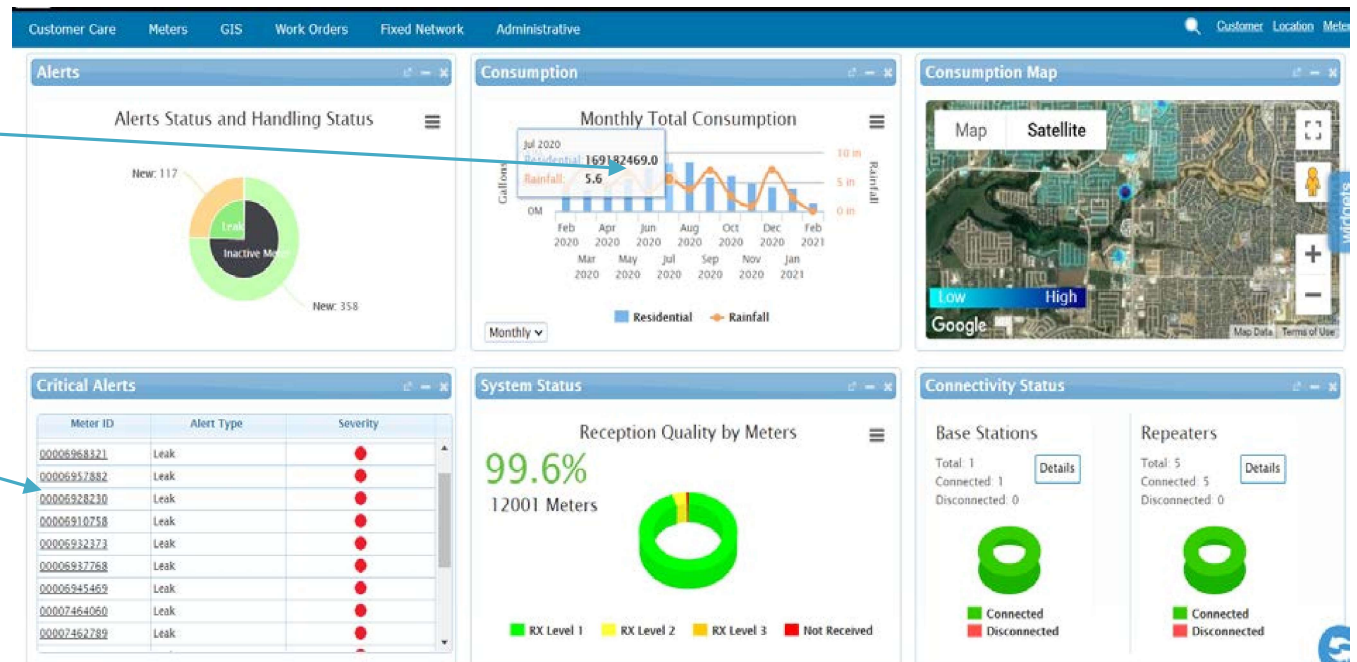


City Portal

Usage
Monitoring

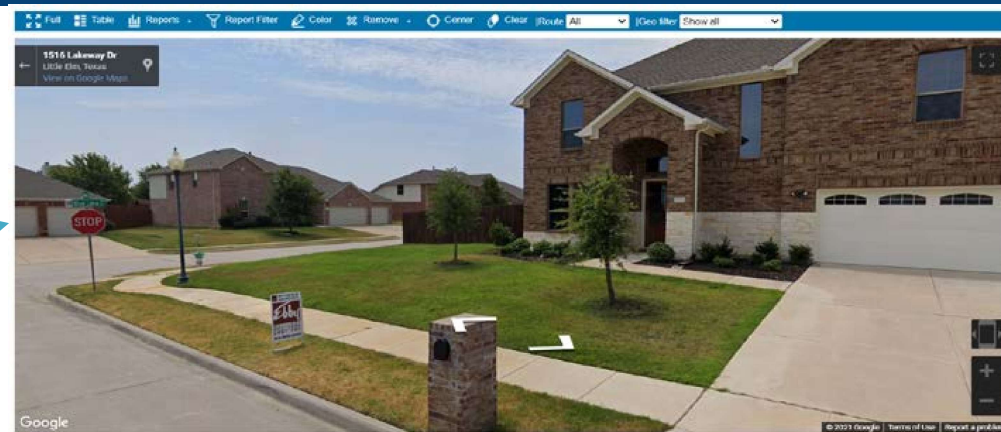
Leak Alerts

System
Health



City Portal

Google
Maps
Integrations



Detailed
Usage
Patterns



Meter Data



Meter Size	Quantity
5/8"x3/4"	8,161
1"	98
1.5"	8
2"	124
3"	3
4"	5
6"	0
8"	1
TOTAL	8,400

** Approximate counts based on provided data.*



Water Loss Reduction

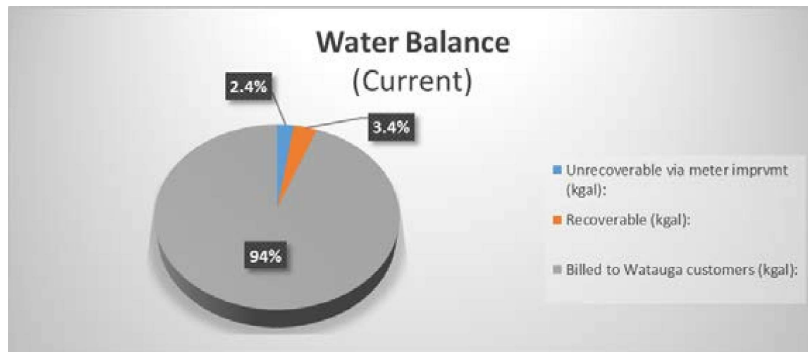
Current



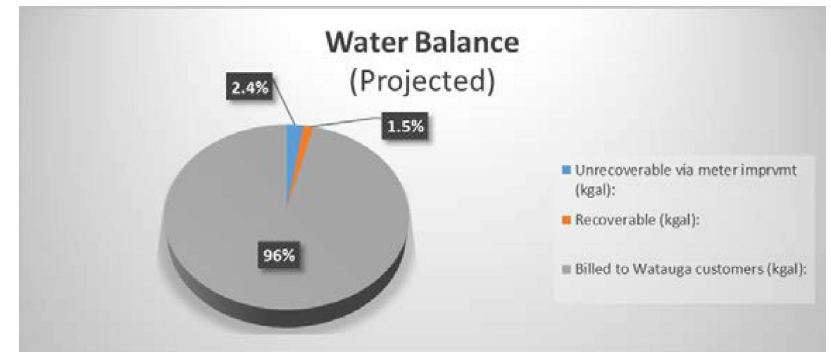
After Project

- **699M** gallons purchased from NRH
- - 17M gallons lost before the meter
- - 24M gallons lost at the meter
- **659M** gallons billed

- **699M** gallons purchased from NRH
- - 17M gallons lost before the meter
- - 11M gallons lost at the meter
- **672M** gallons billed



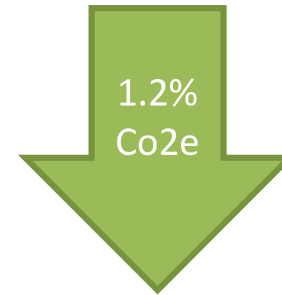
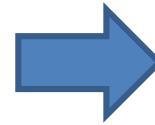
More Accurate
Meters
Decrease Non-
Revenue Water
by **13M**
gallons,
worth
\$116k/yr



Carbon Benefits

Reduce Meter Reader Truck Miles

Four (4) F-150 trucks currently used for meter reading and maintenance would be eliminated or reduce their annual fuel consumption, leading to cost and carbon savings



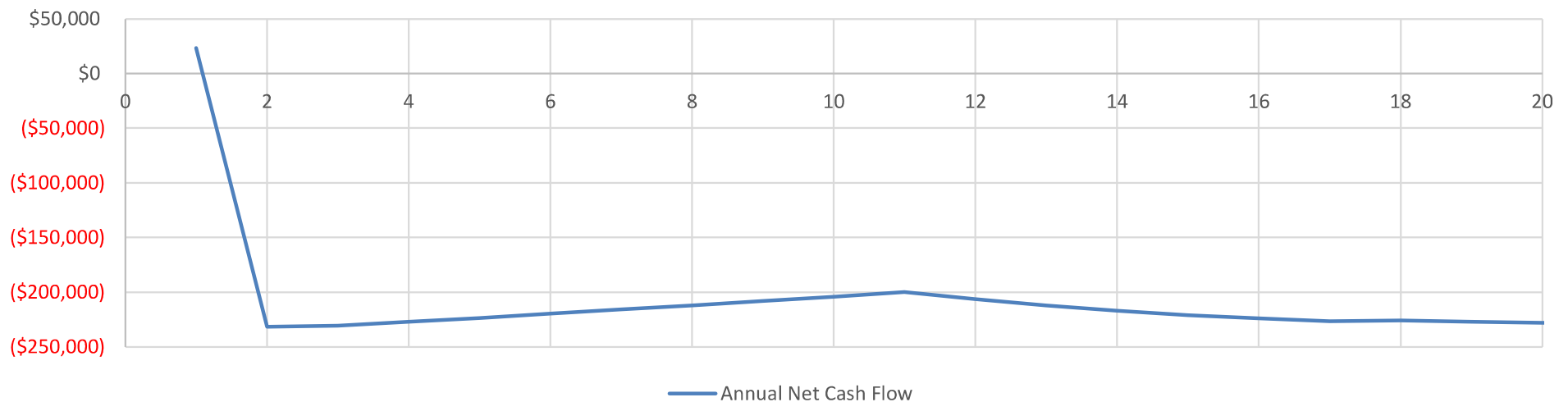
¹ – Approximately 3,700 gallons of gasoline currently used, but only assuming 1/2 of this directly associated with meter reading and will be saved



Financial Summary

Estimated Cost	Est. First Year W/S Increase Revenue	Est. First Year Annual O&M Savings	Est. First Year Reduction in W/S Forgiveness	Total Annual Savings	20 Year Cumulative Net Cashflow
\$5,400,000	\$116,000	\$97,000	\$0	\$213,000	(\$4,363,045)

Annual Net Cash Flow

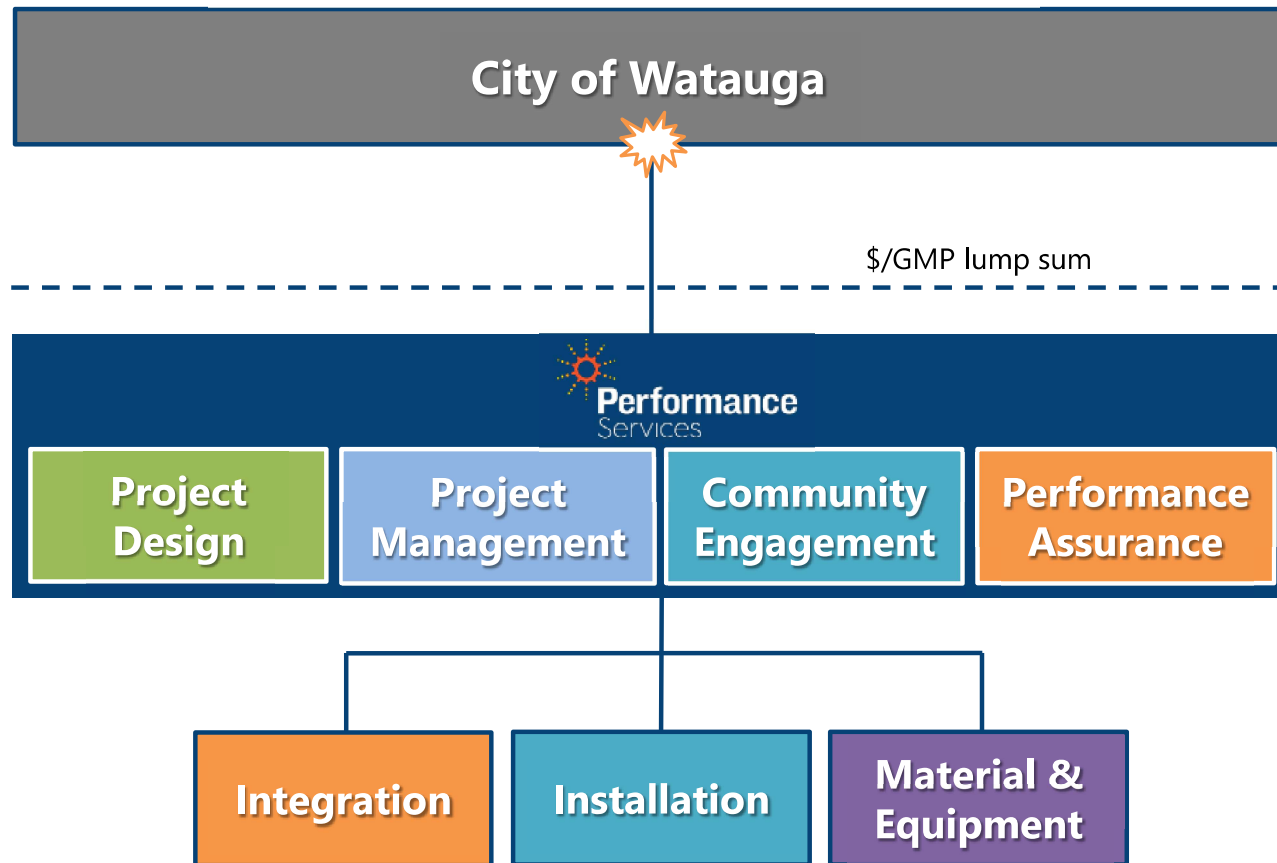


Notes

1. Cashflow assumptions included in Appendix; 20yr interest rate (2.7%)



Project Delivery



Project Process

Preliminary Utility Audit

- Identify Existing Conditions
- Establish EUIs
- Preliminary UCRM (utility cost reduction measure)
- Preliminary Project Economics

✓ Engineering

Investment Grade Audit

- Define Existing Conditions
- Establish Utility Baselines
- UCRM List
- Final Pricing
- Project Economics
- M&V Plan

✓ Engineering
✓ HUB Partners
✓ M&V Team
✓ Construction

Implementation

- Subcontracting
- Project Schedule
- Project Management
- Closeout & Commissioning
- Training
- Begin M&V

✓ Construction
✓ Sub-contractors
✓ Engineering
✓ M&V Team

Measurement & Verification

- Monitoring
- Measurement and Verification
- M&V Reporting

✓ M&V Team
✓ Engineering

Summary

- ✓ AMI will nearly eliminate manual meter reading
- ✓ Software will allow the City and Citizens to access detailed usage data in near real time
- ✓ New, more accurate meters will decrease water lost due to meter inaccuracy and provide long warranties on all products
- ✓ Increased water revenue and lower operational cost will help offset project cost
- ✓ Project can be combined with other carbon reduction strategies under a single holistic project





AGENDA MEMORANDUM

DATE: April 15, 2021
TO: Watauga Economic Development Corporation Directors
FROM: Andrea Gardner, City Manager
SUBJECT: Presentation and update on the City's Ten Year Strategic Plan

BACKGROUND/INFORMATION:

The City Council approved the City's FY 2018-19 Strategic Plan by Resolution No. 18-02-26-04 on February 26, 2018. The City Council approved the City's FY 2019-20 Strategic Plan by Resolution No. 19-04-08-02 on April 8, 2019.

The City Council discussed updates to the City's Strategic Plan during the FY 2019 Council Retreat held on September 21, 2019 and on October 14, 2019, approved the FY 2020-2030 Strategic Plan by Resolution No. 2019-023.

The City Council discussed updates to the City's Strategic Plan during FY 2020 Council Retreat held on August 1, 2020 and on October 12, 2020, approved the FY 2021-2031 Strategic Plan by Resolution No. 2020-055.

The agenda item allows for an update on the plan by the City Manager and direction and feedback from the Council regarding any needed updates to the existing 10 year plan.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the City Council review the updates to the Plan and provide the City Manager with direction regarding the Plan for FY 2022-2032.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. Strategic Plan Update 2021
2. Strategic Planning 2021-2031 FINAL100120

REVIEWED BY:

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

Approved - 4/20/2021
Approved - 4/21/2021
Final Approval - 4/21/2021



AGENDA MEMORANDUM



Strategic Plan Update

April 25, 2021

Strategic Plan History

Adoption of Resolution No. 18-02-26-04, approving the City's Strategic Plan for Fiscal Year 2018-19, on February 26, 2018.

Workshop held on February 4-5, 2019

- Council completed an environmental scan, completed a SWOT analysis and consolidated issues for the development of a Strategic Plan.

Adoption of Resolution No. 19-04-08-02, approving the City's Strategic Plan for Fiscal Year 2019-20, on April 8, 2019.

Discussed the City's Strategic Plan at the September 2019 Council Retreat and decided to change from a single year plan to a ten-year plan.

Adoption of Resolution 2019-023, approving the City's Strategic Plan for Fiscal Years 2020-2030, on October 14, 2019.

Special Meeting held with Council to review the Strategic Plan and provide an update on August 1, 2020.

Adopted of Resolution 2020-055, approving the City's Strategic Plan for Fiscal Years 2021-2031, on October 12, 2020.

Planning Issue: Maintain financial strength of the City

Strategic Initiative	Due Date	Status
Maintain sound fiscal management practices and review those practices, policies and procedures to ensure the City's bond rating is maintained or improved on an annual basis.	October 2021	The City's confirmed bond rating is AA. City Council approved the Comprehensive Financial Management Policy updated on October 12, 2020 by Resolution No. 2020-049.
Continue to review and evaluate the City's potential to participate in the Opportunity Zone program on an annual basis.	October 2021	Opportunity Zones are census tracts that are defined by the IRS as "economically-distressed community and new investments, may be eligible for preferential tax treatment." They were added to the tax code by the Tax Cuts and Jobs Act on December 22, 2017. Await census results.

Planning Issue: Maintain financial strength of the City

Strategic Initiative	Due Date	Status
Continue to seek grant opportunities for programs and projects on an annual basis.	October 2021	City staff has submitted several grant applications for various departments and will continue the practice. The EDA Grant, IIMC Grant, TMCA Grant, Cares Act Funding, Green Ribbon Grant, Tarrant County Infrastructure Grant and CDBG Grant.

Planning Issue: Develop a sustainable economic development effort

Strategic Initiative	Due Date	Status
Develop a tax abatement policy within two years.	October 2021	Staff will work with the new Board to develop such a policy. During the 86 th Regular Session of the Texas Legislature, HB 3143 extended the tax abatement Act to 9/1/2029 with some changes. A major change is the requirement to hold a public hearing regarding proposed adoption, amendment, repeal or reauthorization at which members of the public are given an opportunity to be heard. The new law was effective 9/1/2019.

Planning Issue: Expand public safety through non-enforcement efforts

Strategic Initiative	Due Date	Status
Evaluate lighting options that will create improvements in safety for Watauga residents and visitors within 10 years.	October 2030	Performance Services addressed this topic as part of the March 8, 2021 Council Workshop on Carbon Reduction Plan.
Continue to review and evaluate the need for Police Department to respond to calls for enforcement versus service annually.	October 2021	

Planning Issue: Expand public safety through non-enforcement efforts

Strategic Initiative	Due Date	Status
Evaluate the need for appropriate response staff or enhanced officer training to sufficiently respond to the growing need for service type calls (i.e., Mental health) annually.	October 2021	The City Manager and Police Chief participated in a virtual meeting on July 28, 2021 to discuss mental health diversion center with Tarrant County.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Complete an update to the Comprehensive Plan every ten years.	October 2029	Last update completed 4/2020. Staff will conduct RFP in 2027 to hire consultant.
Conduct an annual review of City ordinances and present an annual schedule for proposed updates with a complete code review being completed prior to 2026.	October 2021	The City Manager submitted an ordinance review scheduled to the City Council on 2/3/21 and was approved by Council.
Complete ordinance rewrites prior to October 2026.	October 2026	Chapters 2, 4, 6, 8 & 115 are expected to be completed in FY 2021.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Obtain public input on the police and library facility needs, to include project budget requirements, prior to May 2024.	May 2024	The Police Department plans to utilize Civil Space to receive public input and has begun preparations. The Library intends to utilize Civil Space to provide information to the public regarding the proposed project and receive and respond to posts and questions related to the engagement. Library staff are currently preparing the information to be published.
Prepare and submit for Council a permit process and any required ordinance revisions for short term rental properties.	September 2022	City staff plans to incorporate into the ordinance rewrite schedule to include the regulations and hotel occupancy tax.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Prepare for further review a phased-in program for a Street Maintenance Program and associated fee prior to October 2023.	March 2023	Awaiting the outcome of the May 2021 sales tax election to determine next step and timing.
Develop an on-line (website link) for a street maintenance program within seven years.	October 2027	No progress to date.
Improve the carbon footprint within the City within 10 years.	October 2030	Presentation provided on the topic during March 8, 2021 Workshop.
Review expansion options for the animal control facilities and operations within six years.	October 2026	No further developments.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Improve the walkability and bicycling options in the City within ten years.	October 2030	No further updates – same as reported on August 1, 2020.
Evaluate the transition to hybrid or electric vehicles within ten years.	October 2030	The March 8, 2021 Presentation on carbon footprint included information on vehicles.
Continue to evaluate code compliance processes to improve the overall beautification of the City within three years.	October 2023	The Watauga Police Department applied for and did not receive grant funding for staff to handle MHMR calls. The Department continue to struggle with the time-consuming nature of such calls. Research for other funding opportunities is ongoing. Studying the potential for a shared services grant with partner agencies to fund such a program. (Haltom and Richland Hills).

Planning Issue: Improve the Community Involvement

Strategic Initiative	Due Date	Status
Conduct a citizen survey every three years.	October 2021	Staff will utilize Civil Space for the development and implementation of a citizen survey.
Continue the Watauga 101 Citizens Academy annually	October 2021	The last Academy was completed in December 2019. The Fall 2020 Academy was postponed due to COVID-19 concerns. The next Academy is scheduled for August 26 – December 13, 2021.
Enhance citizen volunteer opportunities within six years	October 2025	Staff is working to develop a program for Council consideration.

Planning Issue: Improve the Community Involvement

Strategic Initiative	Due Date	Status
Enhance technological options that encourage citizen participation within 10 years	October 2030	The pandemic has forced the use of technological advances for virtual meetings and training. HB 1888 proposed during the 87th Legislative Session, if approved, will allow for virtual meetings to continue under TOMA.

Planning Issue: Improve the City Brand

Strategic Initiative	Due Date	Status
Develop a marketing strategy prior to October 2023	October 2023	The City Manager plans to attend ICMA's webinar (A Guide to Local Government Branding).

Planning Issue: Attract, retain and motivate qualified staff

Strategic Initiative	Due Date	Status
Continue to review and revise the recruitment and retention strategy annually.	October 2021	HR has participated in virtual job fairs offered through Workforce Solutions and coordinated with Texas Veterans Commission in recruitment efforts. HR continues to work with the Benefits Consultant to keep insurance rates affordable. City Administration began an Employee Focus Group in January 2021.
Evaluate the need to add personnel in the Information Technology Department during each annual budget cycle and Personnel Improvement Plan update.	October 2021	A Media Specialist position was added for FY 2021 with a half year of funding (covered by WEDC). Position should be filled by mid-May 2021. The position will be dedicated 100% to WEDC, but plan to transition to a City funded position in FY 2023.

Planning Issue: Attract, retain and motivate qualified staff

Strategic Initiative	Due Date	Status
Conduct an employee survey every three years.	October 2023	An EE Survey was completed, and results provided to Council in December 2020. After discussing with the EE Focus Group, the survey questions are being revised and will be presented again in 2021.
Implement a Phased Approach for transition to Paid Time Off program.	September 2023	Phase I (reduce City Holidays from 13 to 11 days) was completed for CY 2021. Steps for implementing Phases II and III are being developed.

Proposed Changes to Strategic Plan

- Planning Issue: Evaluate Technology and Workplace Solutions highlighted by COVID-19
 - Strategic Initiative: Evaluate the need for the Library and Information Technology Departments to partner on identifying a method to expand broadband access to the citizens and students of Watauga in support of the need identified by COVID-19 and proposed legislation during the 87th Legislative Session prior to May 2023.
 - Strategic Initiative: Research the need and identify position and costs/savings associated with permitting telecommuting for specific job functions prior to October 2022.
 - Strategic Initiative: Implement AMI Technology in the City prior to a specified date.

Vision Statement

CURRENT

A Community that meets the needs of citizens by offering a high quality of life through transparent governance.

PROPOSED

The City of Watauga remains focused on building a community that delivers an exceptional quality-of-life with access to amenities and programs through good governance, transparency and friendliness.

Mission Statement

CURRENT

The City of Watauga doesn't currently have a Mission Statement

PROPOSED

Develop programs and attract businesses to our Commuter Community that are inclusive to all and deliver a first-rate experience.

Goals

1. Establish an environment conducive to strong and sustainable economic development
2. Enhance a secure and safe City
3. Enhance quality of life through recreational, cultural and education services
4. Enhance responsible fiscal management and excellent governance
5. Sustain and enhance infrastructure network
6. Commitment to maintain a highly skilled, well trained, fairly compensated,
customer service-oriented workforce

City of Watauga

STRATEGIC PLAN

FISCAL YEARS 2021-2031



Andrea Gardner
City Manager

Delivered:
October 12, 2020

City Council



Art Miner
Mayor



Vacant
Place 1



Tom Snyder
Mayor Pro Tem
Place 2



Lovie Downey
Place 3



Andrew Neal
Place 4



Juanita King
Place 5



Mark Taylor
Place 6



Vacant
Place 7

City Staff



Andrea Gardner
City Manager/City Secretary



Robert Parker
Police



Sandra Gibson
Finance



Marcia Reyna
Human Resources



Shawn Fannan
Fire



Vacant
Parks and
Community Services



Lana Ewell
Library



Bradley Fraley
Information Technology



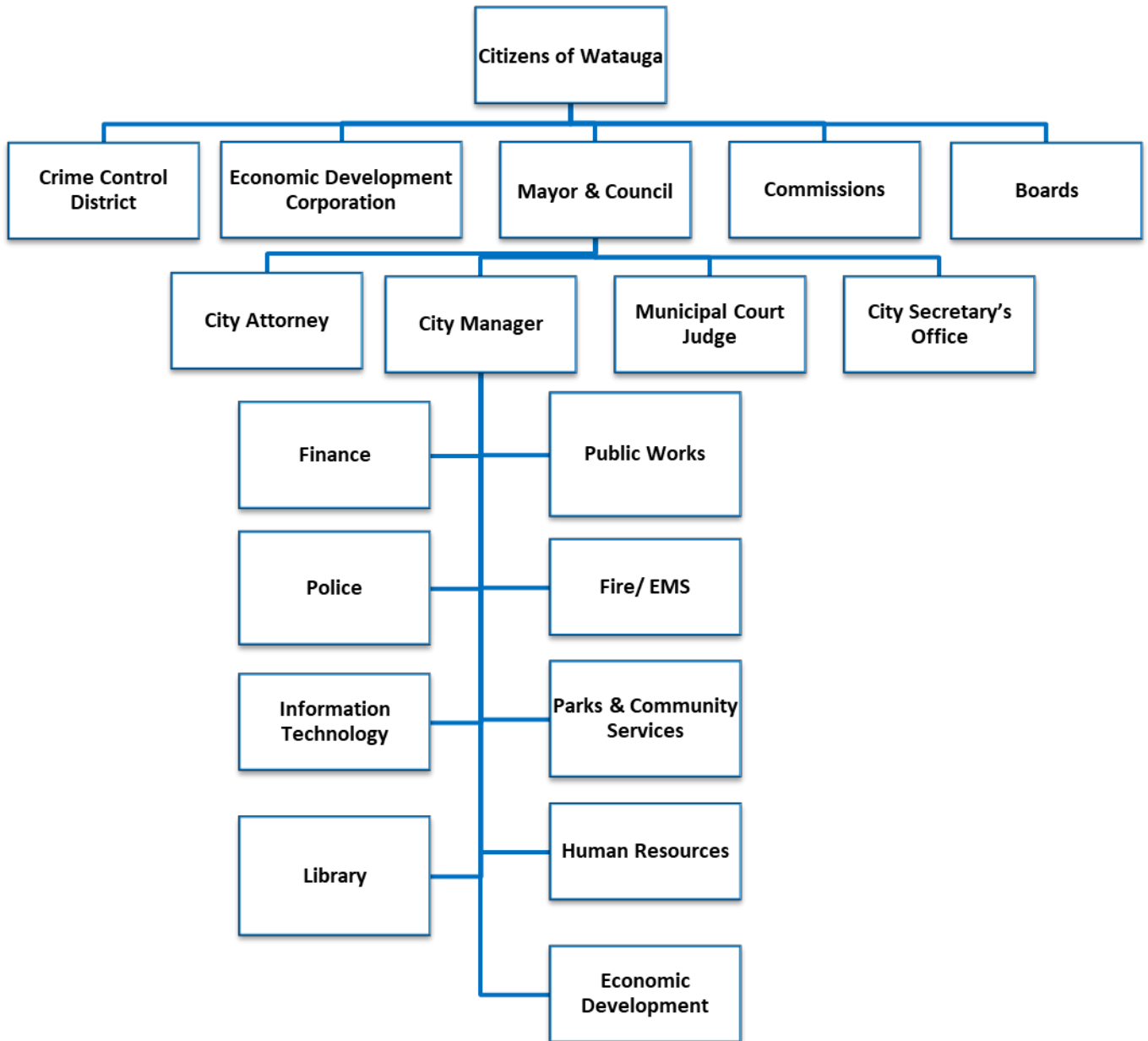
Paul Hackleman
Public Works



George Hyde
City Attorney



Stewart Bass
Municipal Judge



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.

Governing Body

Arthur L. Miner—Mayor
 Vacant—Council Member, Place 1
 Tom Snyder—Mayor Pro Tem, Place 2
 Lovie Downey—Council Member Place 3
 Andrew Neal—Council Member Place 4
 Juanita King—Council Member, Place 5
 Mark Taylor—Council Place 6
 Vacant—Council Member, Place 7

Members of City Staff

Andrea Gardner—City Manager/City Secretary
 Robert Parker—Chief of Police
 Shawn Fannan—Fire Chief
 Sandra Gibson—Director of Finance
 Lana Ewell—Library Director
 Marcia Reyna—Human Resources & Civil Service Director
 Bradley Fraley—Chief Information Officer
 Paul Hackleman—Public Works

Executive Summary

“Strategic planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them.”

— Robert J. Mckain

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.

Prior to 2019, the governing body met to review the City’s Strategic Plan during the first quarter of the new calendar year. To provide greater guidance and encompass new ideas discussed at the annual retreat, the Council now completes the strategic planning process in the fourth quarter of the fiscal year, which sets the priorities for future budgets. The Council also changed the plan from a five-year plan to ten-year plan. The strategic planning process includes goals and action items for upcoming fiscal years. During the first quarter of the current fiscal 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 first quarter of the fiscal year and develop an Action Plan that provides detailed tasks for completion of the goals and action items assigned by the governing body.

Vision Statement

A Community that meets the needs of citizens by offering a high quality of life through transparent governance.

City Goals

The goals approved by the governing body are:

1. Establish an environment conducive to strong and sustainable economic development
2. Enhance a secure and safe City
3. Enhance quality of life through recreational, cultural and education services
4. Enhance responsible fiscal management and excellent governance
5. Sustain and enhance infrastructure network
6. Commitment to maintain a highly skilled, well trained, fairly compensated, customer service-oriented workforce

Strategic Initiatives

Planning Issue:

Maintain financial strength of the City

Strategic Initiatives:

1. Maintain sound fiscal management practices and review those practices, policies and procedures to ensure the City's bond rating is maintained or improved on an annual basis.
2. Continue to review and evaluate the City's potential to participate in the Opportunity Zones program on an annual basis.
3. Continue to seek grant opportunities for programs and projects on an annual basis.

Planning Issue:*Develop a sustainable economic development effort***Strategic Initiatives:**

1. Develop a tax abatement policy within two years.

Planning Issue:*Expand public safety through non-enforcement efforts***Strategic Initiatives:**

1. Evaluate lighting options that will create improvements in safety for Watauga residents and visitors within ten years.
2. Continue to review and evaluate the need for the Police Department to respond to calls for enforcement versus service annually.
3. Evaluate the need for appropriate response staff or enhanced officer training to sufficiently respond to the growing need for service type calls (i.e.. mental health) annually.

Planning Issue:*Strengthen future planning***Strategic Initiatives:**

1. Complete an update to the Comprehensive Plan every ten years.
2. Conduct an annual review of City ordinances and present an annual schedule for proposed updates with a complete code review being completed prior to 2026.

3. Complete ordinance rewrites prior to October 2026.
4. Obtain public input on the police and library facility needs, to include project budget requirements, prior to May 2024.
5. Prepare and submit for Council consideration a permit process and any required ordinance revisions for Short Term Rental properties.
6. Prepare for further review a phase-in approach for a Street Maintenance Program and associated fee prior to October 2023.
7. Develop an on-line (website link) for a street maintenance program within seven years.
8. Improve the carbon footprint in the City within 10 years.
9. Review expansion options for the animal control facilities and operations within six years.
10. Improve the walkability and bicycling options in the City within ten years.
11. Evaluate the transition to hybrid or electric vehicles within ten years.
12. Continue to evaluate code compliance processes to improve the overall beautification of the City within three years.

Planning Issue:

Improve community involvement

Strategic Initiatives:

1. Conduct a citizen survey every three years.
2. Continue the Watauga 101 Citizens Academy annually.
3. Enhance citizen volunteer opportunities within six years.

4. Identify technological options that encourage citizen participation within 10 years.

Planning Issue:

Improve the City Brand

Strategic Initiatives:

1. Develop a marketing strategy prior to October 2023.

Planning Issue:

Attract, retain and motivate qualified staff

Strategic Initiatives:

1. Continue to review and revise the recruitment and retention strategy annually.
2. Evaluate the need to add personnel in the Information Technology Department during each annual budget cycle and Personnel Improvement Plan update.
3. Conduct an employee survey every three years.
4. Implement a Phased Approach for transition to Paid Time Off program.

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AGENDA MEMORANDUM

DATE: April 15, 2021

TO: Honorable City Council Members

FROM: Andrea Gardner, City Manager

SUBJECT: Discuss and provide direction on the City's Ten Year Strategic Plan to include revisions to the Vision Statement and Goals of the City and creation of a Mission Statement

BACKGROUND/INFORMATION:

The Council reviews the City's Strategic Plan each year and provides updates to the plan. The revised plan once approved by Council action will be added to the City's website and utilized by staff has the priorities for the City when developing the annual operating budget.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the City Council provide updates to the City Manager for the Strategic Plan, Vision Statement and Goals and consider creating a Mission Statement for the City.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. Strategic Planning 2021-2031 FINAL100120
2. Strategic Plan Update 2021

REVIEWED BY:

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

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

City of Watauga

STRATEGIC PLAN

FISCAL YEARS 2021-2031



Andrea Gardner
City Manager

Delivered:
October 12, 2020

City Council



Art Miner
Mayor



Vacant
Place 1



Tom Snyder
Mayor Pro Tem
Place 2



Lovie Downey
Place 3



Andrew Neal
Place 4



Juanita King
Place 5



Mark Taylor
Place 6



Vacant
Place 7

City Staff



Andrea Gardner
City Manager/City Secretary



Robert Parker
Police



Sandra Gibson
Finance



Marcia Reyna
Human Resources



Shawn Fannan
Fire



Vacant
Parks and
Community Services



Lana Ewell
Library



Bradley Fraley
Information Technology



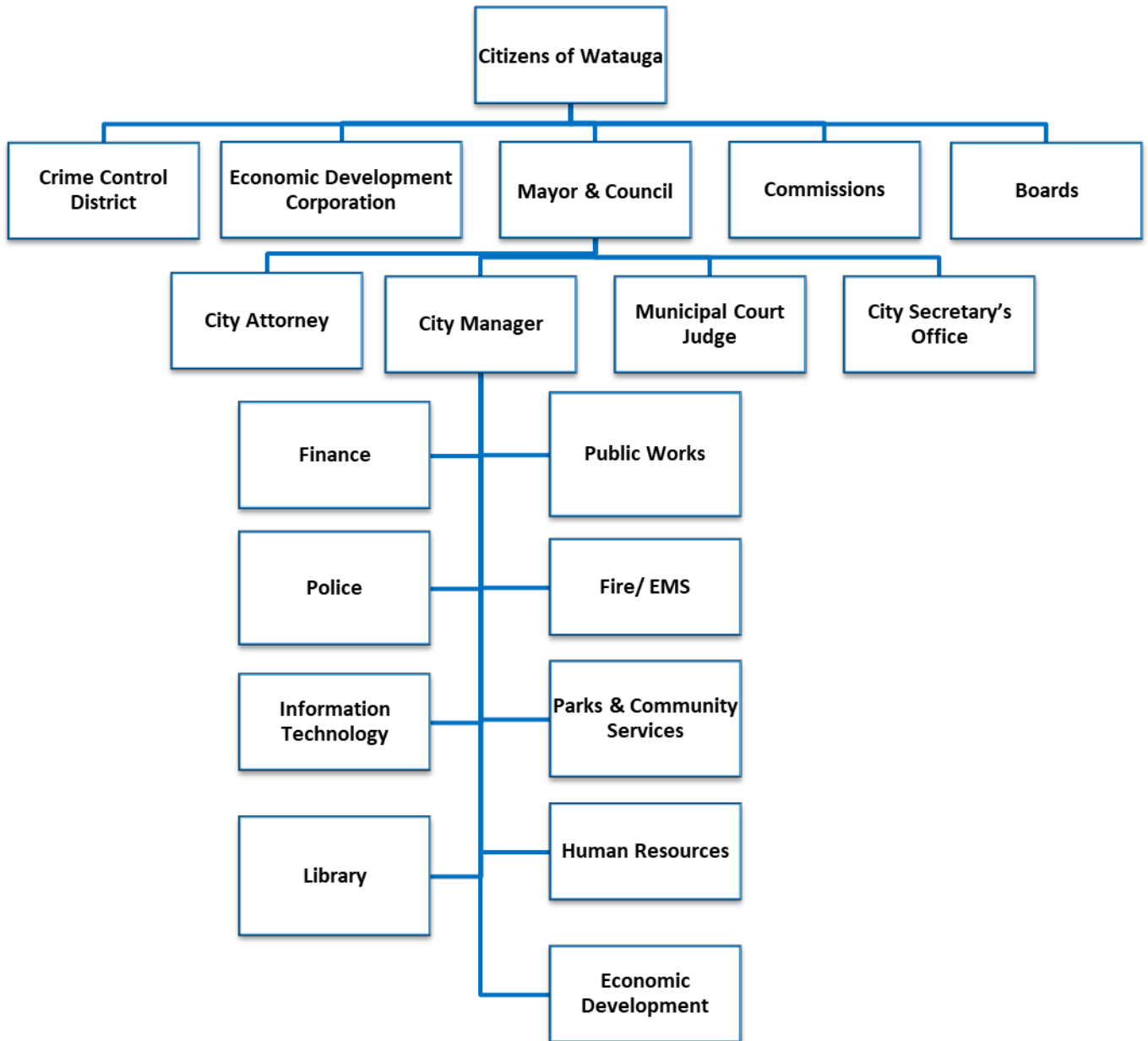
Paul Hackleman
Public Works



George Hyde
City Attorney



Stewart Bass
Municipal Judge



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.

Governing Body

Arthur L. Miner—Mayor
 Vacant—Council Member, Place 1
 Tom Snyder—Mayor Pro Tem, Place 2
 Lovie Downey—Council Member Place 3
 Andrew Neal—Council Member Place 4
 Juanita King—Council Member, Place 5
 Mark Taylor—Council Place 6
 Vacant—Council Member, Place 7

Members of City Staff

Andrea Gardner—City Manager/City Secretary
 Robert Parker—Chief of Police
 Shawn Fannan—Fire Chief
 Sandra Gibson—Director of Finance
 Lana Ewell—Library Director
 Marcia Reyna—Human Resources & Civil Service Director
 Bradley Fraley—Chief Information Officer
 Paul Hackleman—Public Works

Executive Summary

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— Robert J. Mckain

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.

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City Goals

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Strategic Initiatives

Planning Issue:

Maintain financial strength of the City

Strategic Initiatives:

1. Maintain sound fiscal management practices and review those practices, policies and procedures to ensure the City's bond rating is maintained or improved on an annual basis.
2. Continue to review and evaluate the City's potential to participate in the Opportunity Zones program on an annual basis.
3. Continue to seek grant opportunities for programs and projects on an annual basis.

Planning Issue:*Develop a sustainable economic development effort***Strategic Initiatives:**

1. Develop a tax abatement policy within two years.

Planning Issue:*Expand public safety through non-enforcement efforts***Strategic Initiatives:**

1. Evaluate lighting options that will create improvements in safety for Watauga residents and visitors within ten years.
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Planning Issue:*Strengthen future planning***Strategic Initiatives:**

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12. Continue to evaluate code compliance processes to improve the overall beautification of the City within three years.

Planning Issue:

Improve community involvement

Strategic Initiatives:

1. Conduct a citizen survey every three years.
2. Continue the Watauga 101 Citizens Academy annually.
3. Enhance citizen volunteer opportunities within six years.

4. Identify technological options that encourage citizen participation within 10 years.

Planning Issue:

Improve the City Brand

Strategic Initiatives:

1. Develop a marketing strategy prior to October 2023.

Planning Issue:

Attract, retain and motivate qualified staff

Strategic Initiatives:

1. Continue to review and revise the recruitment and retention strategy annually.
2. Evaluate the need to add personnel in the Information Technology Department during each annual budget cycle and Personnel Improvement Plan update.
3. Conduct an employee survey every three years.
4. Implement a Phased Approach for transition to Paid Time Off program.

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Strategic Plan Update

April 25, 2021

Strategic Plan History

Adoption of Resolution No. 18-02-26-04, approving the City's Strategic Plan for Fiscal Year 2018-19, on February 26, 2018.

Workshop held on February 4-5, 2019

- Council completed an environmental scan, completed a SWOT analysis and consolidated issues for the development of a Strategic Plan.

Adoption of Resolution No. 19-04-08-02, approving the City's Strategic Plan for Fiscal Year 2019-20, on April 8, 2019.

Discussed the City's Strategic Plan at the September 2019 Council Retreat and decided to change from a single year plan to a ten-year plan.

Adoption of Resolution 2019-023, approving the City's Strategic Plan for Fiscal Years 2020-2030, on October 14, 2019.

Special Meeting held with Council to review the Strategic Plan and provide an update on August 1, 2020.

Adopted of Resolution 2020-055, approving the City's Strategic Plan for Fiscal Years 2021-2031, on October 12, 2020.

Planning Issue: Maintain financial strength of the City

Strategic Initiative	Due Date	Status
Maintain sound fiscal management practices and review those practices, policies and procedures to ensure the City's bond rating is maintained or improved on an annual basis.	October 2021	The City's confirmed bond rating is AA. City Council approved the Comprehensive Financial Management Policy updated on October 12, 2020 by Resolution No. 2020-049.
Continue to review and evaluate the City's potential to participate in the Opportunity Zone program on an annual basis.	October 2021	Opportunity Zones are census tracts that are defined by the IRS as "economically-distressed community and new investments, may be eligible for preferential tax treatment." They were added to the tax code by the Tax Cuts and Jobs Act on December 22, 2017. Await census results.

Planning Issue: Maintain financial strength of the City

Strategic Initiative	Due Date	Status
Continue to seek grant opportunities for programs and projects on an annual basis.	October 2021	City staff has submitted several grant applications for various departments and will continue the practice. The EDA Grant, IIMC Grant, TMCA Grant, Cares Act Funding, Green Ribbon Grant, Tarrant County Infrastructure Grant and CDBG Grant.

Planning Issue: Develop a sustainable economic development effort

Strategic Initiative	Due Date	Status
Develop a tax abatement policy within two years.	October 2021	Staff will work with the new Board to develop such a policy. During the 86 th Regular Session of the Texas Legislature, HB 3143 extended the tax abatement Act to 9/1/2029 with some changes. A major change is the requirement to hold a public hearing regarding proposed adoption, amendment, repeal or reauthorization at which members of the public are given an opportunity to be heard. The new law was effective 9/1/2019.

Planning Issue: Expand public safety through non-enforcement efforts

Strategic Initiative	Due Date	Status
Evaluate lighting options that will create improvements in safety for Watauga residents and visitors within 10 years.	October 2030	Performance Services addressed this topic as part of the March 8, 2021 Council Workshop on Carbon Reduction Plan.
Continue to review and evaluate the need for Police Department to respond to calls for enforcement versus service annually.	October 2021	

Planning Issue: Expand public safety through non-enforcement efforts

Strategic Initiative	Due Date	Status
Evaluate the need for appropriate response staff or enhanced officer training to sufficiently respond to the growing need for service type calls (i.e., Mental health) annually.	October 2021	The City Manager and Police Chief participated in a virtual meeting on July 28, 2021 to discuss mental health diversion center with Tarrant County.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Complete an update to the Comprehensive Plan every ten years.	October 2029	Last update completed 4/2020. Staff will conduct RFP in 2027 to hire consultant.
Conduct an annual review of City ordinances and present an annual schedule for proposed updates with a complete code review being completed prior to 2026.	October 2021	The City Manager submitted an ordinance review scheduled to the City Council on 2/3/21 and was approved by Council.
Complete ordinance rewrites prior to October 2026.	October 2026	Chapters 2, 4, 6, 8 & 115 are expected to be completed in FY 2021.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Obtain public input on the police and library facility needs, to include project budget requirements, prior to May 2024.	May 2024	The Police Department plans to utilize Civil Space to receive public input and has begun preparations. The Library intends to utilize Civil Space to provide information to the public regarding the proposed project and receive and respond to posts and questions related to the engagement. Library staff are currently preparing the information to be published.
Prepare and submit for Council a permit process and any required ordinance revisions for short term rental properties.	September 2022	City staff plans to incorporate into the ordinance rewrite schedule to include the regulations and hotel occupancy tax.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Prepare for further review a phased-in program for a Street Maintenance Program and associated fee prior to October 2023.	March 2023	Awaiting the outcome of the May 2021 sales tax election to determine next step and timing.
Develop an on-line (website link) for a street maintenance program within seven years.	October 2027	No progress to date.
Improve the carbon footprint within the City within 10 years.	October 2030	Presentation provided on the topic during March 8, 2021 Workshop.
Review expansion options for the animal control facilities and operations within six years.	October 2026	No further developments.

Planning Issue: Strengthen future planning

Strategic Initiative	Due Date	Status
Improve the walkability and bicycling options in the City within ten years.	October 2030	No further updates – same as reported on August 1, 2020.
Evaluate the transition to hybrid or electric vehicles within ten years.	October 2030	The March 8, 2021 Presentation on carbon footprint included information on vehicles.
Continue to evaluate code compliance processes to improve the overall beautification of the City within three years.	October 2023	The Watauga Police Department applied for and did not receive grant funding for staff to handle MHMR calls. The Department continue to struggle with the time-consuming nature of such calls. Research for other funding opportunities is ongoing. Studying the potential for a shared services grant with partner agencies to fund such a program. (Haltom and Richland Hills).

Planning Issue: Improve the Community Involvement

Strategic Initiative	Due Date	Status
Conduct a citizen survey every three years.	October 2021	Staff will utilize Civil Space for the development and implementation of a citizen survey.
Continue the Watauga 101 Citizens Academy annually	October 2021	The last Academy was completed in December 2019. The Fall 2020 Academy was postponed due to COVID-19 concerns. The next Academy is scheduled for August 26 – December 13, 2021.
Enhance citizen volunteer opportunities within six years	October 2025	Staff is working to develop a program for Council consideration.

Planning Issue: Improve the Community Involvement

Strategic Initiative	Due Date	Status
Enhance technological options that encourage citizen participation within 10 years	October 2030	The pandemic has forced the use of technological advances for virtual meetings and training. HB 1888 proposed during the 87th Legislative Session, if approved, will allow for virtual meetings to continue under TOMA.

Planning Issue: Improve the City Brand

Strategic Initiative	Due Date	Status
Develop a marketing strategy prior to October 2023	October 2023	The City Manager plans to attend ICMA's webinar (A Guide to Local Government Branding).

Planning Issue: Attract, retain and motivate qualified staff

Strategic Initiative	Due Date	Status
Continue to review and revise the recruitment and retention strategy annually.	October 2021	HR has participated in virtual job fairs offered through Workforce Solutions and coordinated with Texas Veterans Commission in recruitment efforts. HR continues to work with the Benefits Consultant to keep insurance rates affordable. City Administration began an Employee Focus Group in January 2021.
Evaluate the need to add personnel in the Information Technology Department during each annual budget cycle and Personnel Improvement Plan update.	October 2021	A Media Specialist position was added for FY 2021 with a half year of funding (covered by WEDC). Position should be filled by mid-May 2021. The position will be dedicated 100% to WEDC, but plan to transition to a City funded position in FY 2023.

Planning Issue: Attract, retain and motivate qualified staff

Strategic Initiative	Due Date	Status
Conduct an employee survey every three years.	October 2023	An EE Survey was completed, and results provided to Council in December 2020. After discussing with the EE Focus Group, the survey questions are being revised and will be presented again in 2021.
Implement a Phased Approach for transition to Paid Time Off program.	September 2023	Phase I (reduce City Holidays from 13 to 11 days) was completed for CY 2021. Steps for implementing Phases II and III are being developed.

Proposed Changes to Strategic Plan

- Planning Issue: Evaluate Technology and Workplace Solutions highlighted by COVID-19
 - Strategic Initiative: Evaluate the need for the Library and Information Technology Departments to partner on identifying a method to expand broadband access to the citizens and students of Watauga in support of the need identified by COVID-19 and proposed legislation during the 87th Legislative Session prior to May 2023.
 - Strategic Initiative: Research the need and identify position and costs/savings associated with permitting telecommuting for specific job functions prior to October 2022.
 - Strategic Initiative: Implement AMI Technology in the City prior to a specified date.

Vision Statement

CURRENT

A Community that meets the needs of citizens by offering a high quality of life through transparent governance.

PROPOSED

The City of Watauga remains focused on building a community that delivers an exceptional quality-of-life with access to amenities and programs through good governance, transparency and friendliness.

Mission Statement

CURRENT

The City of Watauga doesn't currently have a Mission Statement

PROPOSED

Develop programs and attract businesses to our Commuter Community that are inclusive to all and deliver a first-rate experience.

Goals

1. Establish an environment conducive to strong and sustainable economic development
2. Enhance a secure and safe City
3. Enhance quality of life through recreational, cultural and education services
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5. Sustain and enhance infrastructure network
6. Commitment to maintain a highly skilled, well trained, fairly compensated,
customer service-oriented workforce



AGENDA MEMORANDUM

DATE: April 19, 2021
TO: Honorable City Council Members
FROM: Andrea Gardner, City Manager
SUBJECT: Discuss and provide direction to the City Manager on the upcoming fiscal year 2022 budget

BACKGROUND/INFORMATION:

The budget process for FY 2022 began on April 7, 2021. The City Manager is seeking direction from the Council for funding needs and priorities for the next fiscal years (2022).

The schedule as prepared includes the following key dates:
July 30, 2021 - Preliminary Budget Submitted to Council
August 4, 2021 - Discuss Tax Rate and Schedule Public Hearing
August 4, 2021 - Departmental Budget Presentations/Highlights
August 23, 2021 - Public Hearing on Budget and Tax Rate
September 13, 2021 - Public Hearing on Tax Rate
September 13, 2021 - Adopt Budget and Tax Rate

FINANCIAL IMPLICATIONS:

Details will be provided during the meeting.

RECOMMENDATION/ACTION DESIRED:

City staff respectfully requests the City Council provide direction to the City Manager regarding funding priorities for the upcoming fiscal year budget (2022).

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

None

REVIEWED BY:

George Hyde, Legal	Approved - 4/21/2021
Sandra Gibson, Director of Finance	Approved - 4/21/2021
Andrea Gardner, City Manager	Approved - 4/21/2021
Raquel Guajardo, Deputy City Secretary	Final Approval - 4/21/2021
<i>Approved as to form for inclusion on Agenda</i>	



AGENDA MEMORANDUM

DATE: April 21, 2021

TO: Honorable City Council Members

FROM: Andrea Gardner, City Manager

SUBJECT: Discuss and provide direction on the priorities for the use of American Rescue Plan Act of 2021 funds for cities

BACKGROUND/INFORMATION:

The American Rescue Plan Act became law on March 11, 2021. Based on the numbers provided by the Treasury, Watauga should receive approximately \$5.34M in funding (subject to the Treasury finalizing the amount) with authorized uses of the funds being:

- to respond to the public health emergency with respect to COVID-19 or its negative economic impacts, including assistance to households, small businesses and nonprofits, or aid to impacted industries such as tourism, travel and hospitality;
- to provide premium pay to eligible workers of the locality that are performing such essential work, or to provide grants to eligible employers that have eligible workers who perform essential work;
- for the provision of government services to the extent of the reduction in revenue of the locality due to the COVID-19 public health emergency, relative to revenues collected in the most recent full fiscal year prior to the emergency (pending Treasury guidance stating otherwise, many organizations have interpreted the legislative text to allow for replacing revenue that was lost, delayed or decreased as a result of COVID-19); or
- to make necessary investments in water, sewer or broadband infrastructure.

Eligible non-entitlement cities (generally those under 50,000 population) will receive a distribution of funds from their respective state government. "Non-entitlement units of local government" are defined in 42 U.S.C. 5302(a)(5) that are not metropolitan cities.

For these non-entitlement units of local government, Treasury will allocate and pay funds to state governments, and the state will distribute funds to non-entitlement units of local government in proportion to population. Non-entitlement units must have a valid DUNS number to meet reporting requirements under the program. The City of Watauga does have a DUNS number established.



AGENDA MEMORANDUM

City Administration priorities are essential worker pay, small business assistance programs, water and sewer projects, COBRA requirements for reduction in force impacted employees, and equipment (includes broadband).

FINANCIAL IMPLICATIONS:

Treasury has stated that program guidance for Coronavirus State and Local Fiscal Recovery Fund will be released in the coming weeks. Each jurisdiction will receive population-adjusted payments based on such jurisdiction's share of the state population, not to exceed 75 percent of its most recent budget as of January 27, 2020. The Funds must be used by December 31, 2024. Localities also must make periodic reports to the Treasury Department to account for funds expended.

RECOMMENDATION/ACTION DESIRED:

City staff respectfully recommends the City Council provide direction on the funding priorities for the City of Watauga's American Rescue Funds.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

None

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