

Work Session Room at City Hall  
Monday, November 18, 2024  
6 p.m.



William E. Dollar Municipal Building  
200 N. Fifth St.  
Garland, Texas

# GARLAND

## CITY OF GARLAND WORK SESSION OF THE CITY COUNCIL

The Garland City Council extends to all visitors a sincere welcome. We value your interest in our community and your participation in the meetings of this governing body. Visit [GarlandTX.gov/Council](http://GarlandTX.gov/Council) for a full list of meeting dates.

The Council Chambers at Garland City Hall is wheelchair accessible, and ADA parking is available on State Street as well as in the public parking garage behind City Hall. Persons who may need assistive listening devices or interpretation/translation services are asked to contact the City Secretary's Office at 972-205-2404 as soon as possible prior to the meeting so that we may do all we can to provide appropriate arrangements.

Garland City Council meetings are livestreamed and available on-demand at [GarlandTX.tv](http://GarlandTX.tv). They are also broadcast on Spectrum Channel 16, Frontier Channel 44 and AT&T Uverse Channel 99. Closed captioning is available for each in English and Spanish.

**NOTICE:** Pursuant to Section 551.127 of the Texas Government Code, one or more members of the City Council may attend this meeting by internet/video remote means. A quorum of the City Council, as well as the presiding officer, will be physically present at the above identified location. Members of the public that desire to make a public comment must attend the meeting in person.

### PUBLIC COMMENTS ON WORK SESSION ITEMS

Members of the audience may address the City Council on any Work Session item at the beginning of the meeting. Speakers are allowed three minutes each, grouped by agenda item and called in the order of the agenda. Anyone wishing to speak must fill out a speaker card (located at the entrance to the Council Chambers and on the visitor's side of the Work Session Room) and give it to the City Secretary before the Mayor calls the meeting to order. Speakers are limited to addressing items on the Work Session agenda only. Items on a Regular Meeting agenda should be addressed at the respective Regular Meeting. Items not currently on an agenda may be addressed during the citizen comments portion of any Regular Meeting.

### CONSIDER THE CONSENT AGENDA

Council may ask for discussion or further information on any item posted in the consent agenda of the next Regular Meeting. Council may also ask that an item on the consent agenda be pulled and considered for a vote separate from the consent agenda at the next Regular Meeting. All discussions or deliberations are limited to posted agenda items and may not include new or unposted subject matter.

### WRITTEN BRIEFINGS

Council may ask for discussion, further information, or give direction to staff on an item posted as a written briefing.

#### 1. Brand Road Widening - Right-of-Way and Easement Acquisition from Real Property Owned By Garland ISD

*Council is requested to consider the approval of a purchase agreement negotiated with Garland ISD in the amount of \$409,196.55 for the acquisition of right-of-way and easement interests from real property located at 1350 East Brand Road, and authorization of the City Manager to execute such documents necessary to complete the transaction. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the November 19, 2024 Regular Meeting.*

## VERBAL BRIEFINGS

Council may ask for discussion, further information, or give direction to staff on an item posted as a verbal briefing.

### 2. AT&T Utility Infrastructure Conditions Update

*Matthew Foster, AT&T representative, will present information and answer questions concerning AT&T's infrastructure conditions. This item was requested by Councilmember Williams and seconded by Deputy Mayor Pro Tem Lucht at the May 20, 2024 Work Session.*

### 3. Garland Chamber of Commerce 2024 Year-End Report and 2025 Action Plan

*The Garland Chamber of Commerce will be presenting the 2024 Year-End report and the 2025 Action Plan to the City Council. Unless otherwise directed by Council, this agreement will renew automatically on January 9, 2025.*

### 4. 2025 Bond Study Committee Report

*City Council will receive an update from staff and the Bond Study Committee Chair regarding discussions and progress of the 2025 Bond Study Committee.*

### 5. Texas Downtown (TXD) Annual Conference Report

*Per Article II, Division 1, Section 6(E) of the City Council policies, Mayor LeMay and Councilmember Kris Beard will report back to the City Council on the Texas Downtown (TXD) Annual Conference.*

### 6. Crime Statistics-Gang Activity

*Staff will provide a verbal briefing on crime statistics related to gang activity. This item was requested by Councilmember Dutton and seconded by Deputy Mayor Pro Tem Lucht at the October 7, 2024 Work Session.*

### 7. Update on Special Events Planned for 2025 and Funding Allocation

*Staff will provide a Special Events and funding allocation update. This item was requested by Deputy Mayor Pro Tem Lucht and seconded by Councilmember Dutton at the October 7, 2024 Work Session.*

### 8. GPS: Garland's Pathway to Success

*Using the new Mission and Vision established by the City Council, and building on the existing 10 Strategic Focus Areas, the City's leadership team has been building Garland's Pathway to Success (GPS). GPS is a strategic plan that seeks to align the work of Team Garland with the direction of the City Council. City Manager, Jud Rex, will provide City Council with a preliminary look at the GPS and discuss next steps.*

### 9. Environmental & Community Advisory Board Report

*Staff will provide a presentation on the City's initiatives to address illegal tire dumping within Garland city limits. This item was requested by Councilmember Dutton and seconded by Deputy Mayor Pro Tem Lucht at the July 15, 2024 Work Session.*

### 10. Community Services Committee Report

*Councilmember Jeff Bass, Chair of the Community Services Committee, will provide a committee report on the following items: Home Improvement Incentive Program Rebate policy, homeless camp remediation on private property, and single-family rental property sanitation rates, fees and processes.*

## 11. Administrative Services Committee Report

*Deputy Mayor Pro Tem Margaret Lucht, Chair of the Administrative Services Committee, and staff will provide a committee report on the following items: Annual Review of City Council Policies, which was staff-initiated, and on posting the voting history on the city's website, which was requested by Councilmember Hedrick and seconded by Councilmember Dutton at the July 15, 2024 Work Session.*

### ANNOUNCE FUTURE AGENDA ITEMS

A Councilmember, with a second by another member or the Mayor alone, may ask that an item be placed on a future agenda of the City Council or of a committee of the City Council. No substantive discussion of that item will take place at this time.

### EXECUTIVE SESSION

#### 12. Deliberate or discuss:

**The City Council will adjourn into executive session pursuant to sections 551.071 and 551.072 of the Texas Government Code to deliberate and discuss the following:**

1. The purchase of real property generally located near the intersection of S. Garland Avenue and S. Shiloh Road (551.072) and consultation with its attorney regarding contemplated eminent domain litigation and attorney/client matters concerning privileged and unprivileged client information related to the same (551.071).

### ADJOURN

All Work Sessions of the Garland City Council are broadcast live on CGTV, Time Warner Cable Channel 16 and Frontier FIOS TV 44. Meetings are rebroadcast at 9 a.m. and 7 p.m. Tuesdays - Sundays. Live streaming and on-demand videos of the meetings are also available online at GarlandTX.tv. Copies of the meetings can be purchased through the City Secretary's Office (audio CDs are \$1 each and DVDs are \$3 each).

**NOTICE:** *The City Council may recess from the open session and convene in a closed executive session if the discussion of any of the listed agenda items concerns one or more of the following matters:*

1. *Pending/contemplated litigation, settlement offer(s), and matters concerning privileged and unprivileged client information deemed confidential by Rule 1.05 of the Texas Disciplinary Rules of Professional Conduct. Sec. 551.071, Tex. Gov't Code.*
2. *The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Sec. 551.072, Tex. Gov't Code.*
3. *A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Sec. 551.073, Tex. Gov't Code.*
4. *Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Sec. 551.074, Tex. Gov't Code.*
5. *The deployment, or specific occasions for implementation of security personnel or devices. Sec. 551.076, Tex. Gov't Code.*
6. *Discussions or deliberations regarding commercial or financial information that the City has received from a business prospect that the City seeks to have to locate, stay, or expand in or near the territory of the City and with which the City is conducting economic development negotiations; or to deliberate the offer of a financial or other incentive to a business prospect of the sort described in this provision. Sec. 551.087, Tex. Gov't Code.*
7. *Discussions, deliberations, votes, or other final action on matters related to the City's competitive activity, including information that would, if disclosed, give advantage to competitors or prospective competitors and is reasonably related to one or more of the following categories of information:*
  - *generation unit specific and portfolio fixed and variable costs, including forecasts of those costs, capital improvement plans for generation units, and generation unit operating characteristics and outage scheduling;*

- *bidding and pricing information for purchased power, generation, and fuel, and Electric Reliability Council of Texas bids, prices, offers, and related services and strategies;*
- *effective fuel and purchased power agreements and fuel transportation arrangements and contracts;*
- *risk management information, contracts, and strategies, including fuel hedging and storage;*
- *plans, studies, proposals, and analyses for system improvements, additions, or sales, other than transmission and distribution system improvements inside the service area for which the public power utility is the sole certificated retail provider; and*
- *customer billing, contract, and usage information, electric power pricing information, system load characteristics, and electric power marketing analyses and strategies. Sec. 551.086; Tex. Gov't Code; Sec. 552.133, Tex. Gov't Code]*



Each year, the City Council reviews and updates its goals for the Garland community and City operations. City management uses these goals to guide operational priorities, decision-making and resource allocation.



**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**1.**

**Meeting Date:** 11/18/2024

**Title:** Brand Road Widening - Right-of-Way and Easement Acquisition from Real Property Owned By Garland ISD

**Submitted By:** Niels Brown, Real Estate Director

**Strategic Focus Area:** Well-Maintained City Infrastructure

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**Issue/Summary**

A purchase agreement has been successfully negotiated with Garland ISD for the acquisition of right-of-way and easements needed to move forward with the Brand Road Widening Project.

**Background**

As part of the 2019 Bond Program, voters approved reconstruction of Brand Road (from S.H. 190 to Muirfield) from a two-lane roadway into a four-lane divided street. This project will alleviate road congestion by providing twice the number of travel lanes in each direction and will add roundabouts at the intersections of River Oaks Parkway and East Muirfield Road. This requires additional land/right-of-way and staff have been working with consultants to acquire the necessary property. City Management has been previously briefed regarding the need for right-of-way and easement acquisitions for the Brand Road (from S.H. 190 to Muirfield) project.

**Consideration / Recommendation**

Staff seeks the Council's approval for authorizing the acquisition of the right-of-way and easement interests from real property owned by Garland ISD, located at 1350 East Brand Road, for the Brand Road Widening project.

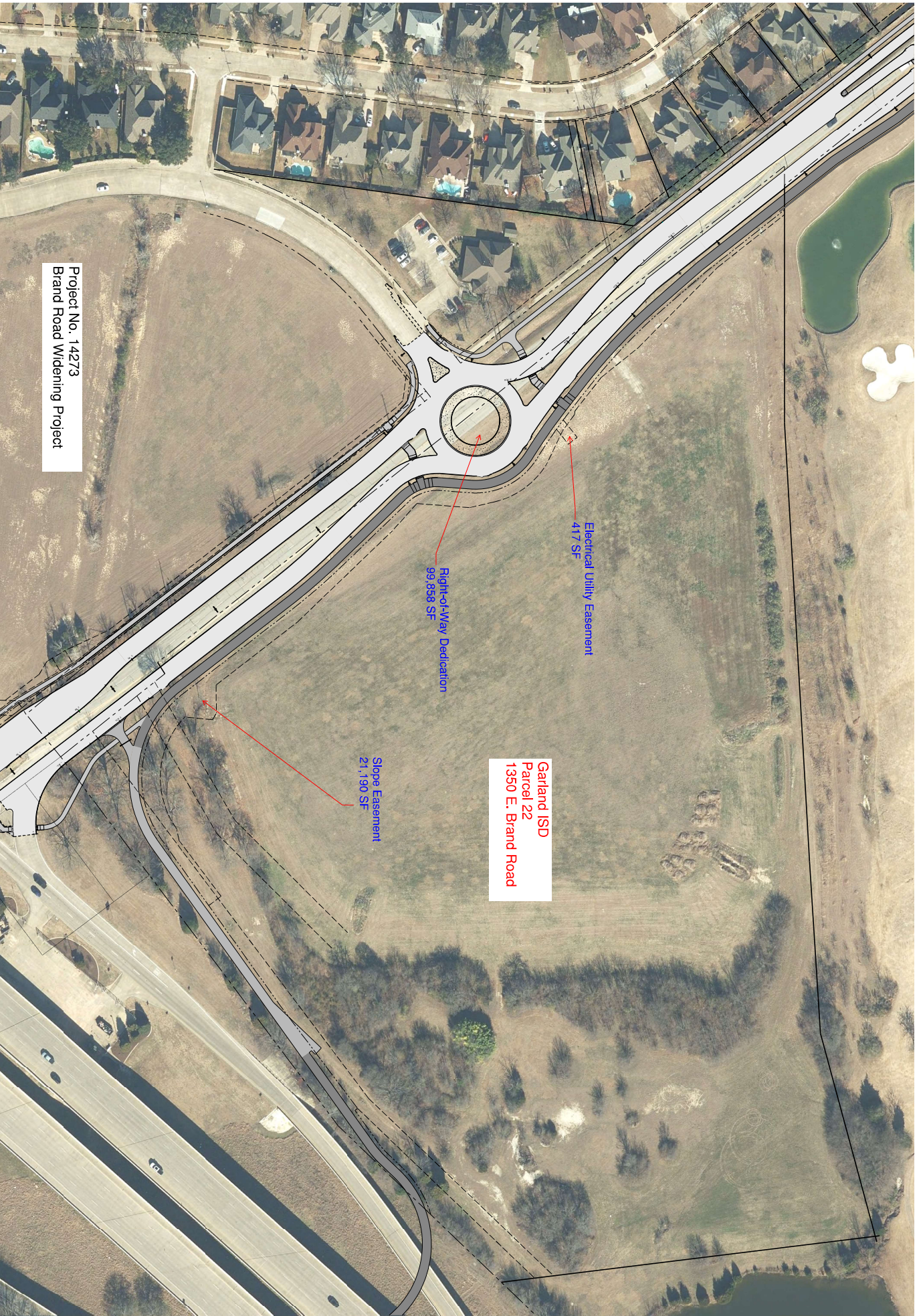
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**Attachments**

GISD Tract - Parcel 22

Executed Offer Letter

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Project No. 14273  
Brand Road Widening Project

Electrical Utility Easement  
417 SF

Right-of-Way Dedication  
99,898 SF

Slope Easement  
21,190 SF

Garland ISD  
Parcel 22  
1350 E. Brand Road

June 3, 2024

CMRRR: 7021 2720 0003 0372 7072

Garland Independent School District  
Attn: Paul Gonzales, Executive Director of Facilities and Maintenance  
501 South Jupiter Rd.  
Garland, TX 75042  
via email: a701@garlandisd.net

RE: Brand Rd from S.H. 190 to Muirfield Rd. Road Improvement Project

Dear Mr. Gonzales,

The City of Garland is providing improvements along Brand Road. The City has determined the property at: 1350 E Brand Road, Garland, TX 75044 will be affected.

In exchange for the execution and delivery of necessary documents the City agrees to pay:

- **\$49,584.60** as total compensation for the 21,190 square feet easement (22-S Slope Easement)
- **\$1,121.73** as total compensation for the 417 square feet easement (22-E Electrical Easement)
- **\$358,490.22** as total compensation for the 99,858 square feet dedication (22-R-Right of Way Dedication)

In total, the City of Garland is offering **\$409,196.55** for all easements and dedications.

For appraisal purposes, the City's policy for this type of project is to use the Dallas County Appraisal District's (DCAD) assessed value of your property. Due to Garland ISD being a tax-exempt entity with no valuation assessed we used the median of the surrounding impacted parcels to determine easement and ROW dedication values. \$3.59 per square foot was used along with the following calculations to determine compensation.

The slope easement compensation is calculated at 65% of the DCAD value.  
Electrical easement compensation is calculated at 75% of the DCAD value.  
Right of Way dedication compensation is calculated at 100% of the DCAD value.

You will still own the land covered by the easements. The easements only grant the City the right to use the property for a specific purpose.

If this offer is acceptable, please sign where provided below indicating your acceptance and return along with and executed original easement and dedication documents bearing your notarized signature and a W9. If you need a notary, we are happy to provide that service to you.

You have the right to discuss with others any offer or agreement regarding the City acquisition of the subject property or you may (but are not required to) keep the offer or agreement confidential from others, subject to the provisions of Chapter 552 of the Texas Government Code, Texas Open Records Act, as it may apply to the City.

The Texas Legislature enacted House Bill 1495, known as the "Landowner's Bill of Rights Act", requires that entities with eminent domain authority provide to landowners a written statement of their rights and options as provided by law. Since the interest in your property is required by the City of Garland to facilitate the construction of public



improvements, a copy of your rights as prepared by the Texas Office of the Attorney General is enclosed with this letter.

Web site: <https://www.oag.state.tx.us/>

or

<https://texasattorneygeneral.gov/sites/default/files/files/divisions/general-oag/landowners-bill-of-rights-2022.pdf>

Trent DeWitt and Gladys Garcia of Criado a Dunaway company will be coordinating real estate matters with property owners and the City of Garland. If you have any questions or concerns, please contact Trent DeWitt at (479) 747-0550 [tdewitt@criadoassociates.com](mailto:tdewitt@criadoassociates.com) or Gladys Garcia at (832) 469-3985 [ggarcia@criadoassociates.com](mailto:ggarcia@criadoassociates.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Trent DeWitt".

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Trent DeWitt  
Project Manager ROW

Agreed and Approved:

By: Robert L. Sullivan, Jr.

Its: \_\_\_\_\_

Date: 8/27/2024

**Enclosures:**

2 Easement Documents

1 Dedication Document

Exhibit A- including metes and bounds description and sketch

Landowner's Bill of Rights

W-9



**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**2.**

**Meeting Date:** 11/18/2024  
**Title:** AT&T Utility Infrastructure Conditions Update  
**Submitted By:** Michael Polocek, Engineering Director  
**Strategic Focus Area:** Well-Maintained City Infrastructure  
Safe Community  
Vibrant Neighborhoods and  
Commercial Centers

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**Issue/Summary**

Verbal Briefing concerning the condition of AT&T's infrastructure in the south Garland area.

**Background**

At the May 20, 2024 Work Session, Councilman B. J. Williams requested a presentation concerning the condition of AT&T's infrastructure in the south Garland area. Deputy Mayor Pro Tem Margaret Lucht provided a second for Councilman Williams' request.

Mr. Matthew Foster with AT&T agreed to present information concerning their infrastructure maintenance and answer City Council's questions.

**Consideration / Recommendation**

Council Discussion.

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**Attachments**

Electric Pole Maintenance

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**GARLAND**  
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# **Electric Utility Pole Maintenance**

City Council Presentation

November 18, 2024 (Work Session)



**GARLAND**  
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# Garland Power & Light

- Performs a rolling 10-year pole inspection process
  - 2,100 to 2,500 poles per year
  - Inspection schedule is based on a grid-overlay of the City
- Inspections include:
  - Visual Inspections
    - Cracks
    - Leaning
    - Pole Hardware
  - Resistograph is used to check for internal rot
  - Pole Photos are taken and included in GP&L records
- Inspection reports are submitted to GP&L Engineering
- GP&L Engineering will generate a work order to correct or repair any deficiencies



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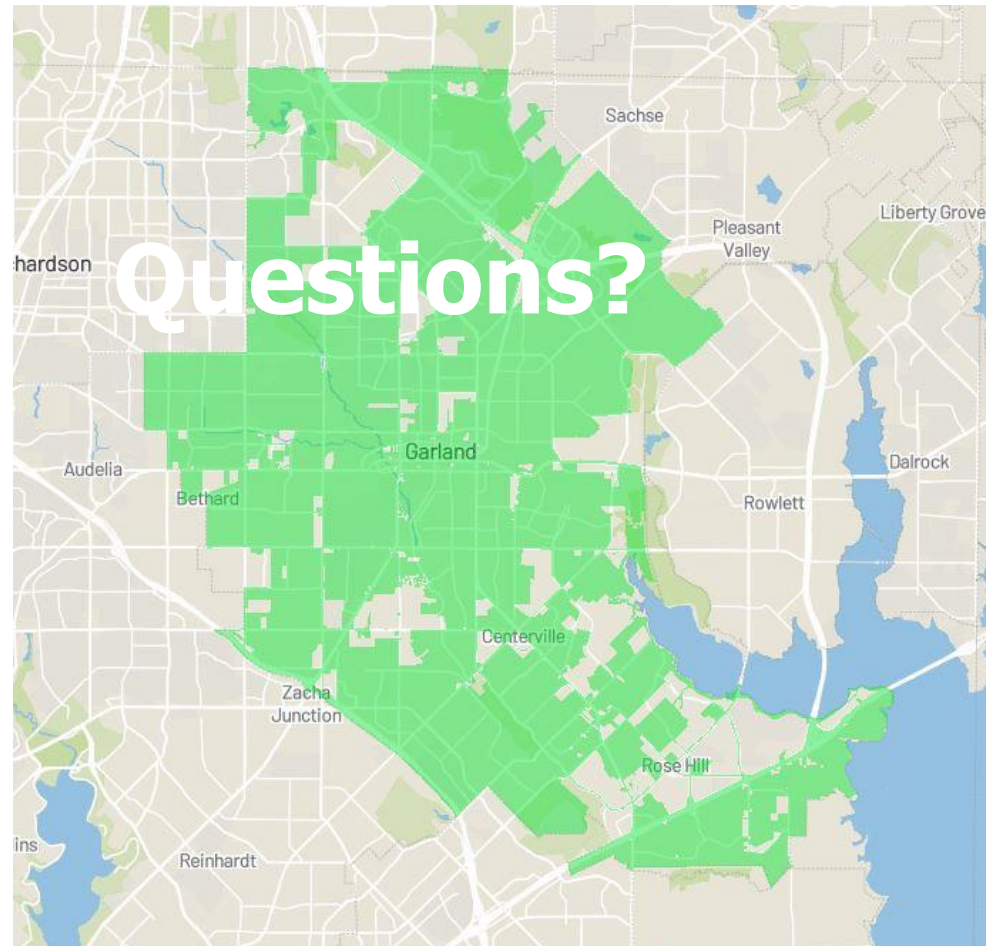
**Oncor**

- Contractor performs CORE testing and inspections on designated number of poles per year
  - Inspection schedule is based on a grid-overlay of the City
- Oncor Distribution Operation Technicians (DOTs) perform inspections on poles in their assigned areas regularly
  - Visual Inspections
    - Extreme Shelling (rotting of the pole below the ground line)
    - Cracking
    - Twisting or warping
    - Woodpecker holes
- Contractor/Inspector will determine what poles are hazardous and need to be replaced
- Will inspect a pole that is reported, however may not replace the pole if it is deemed safe
- A leaning pole may still be perfectly safe
- Poles will not be replaced or straightened for aesthetics



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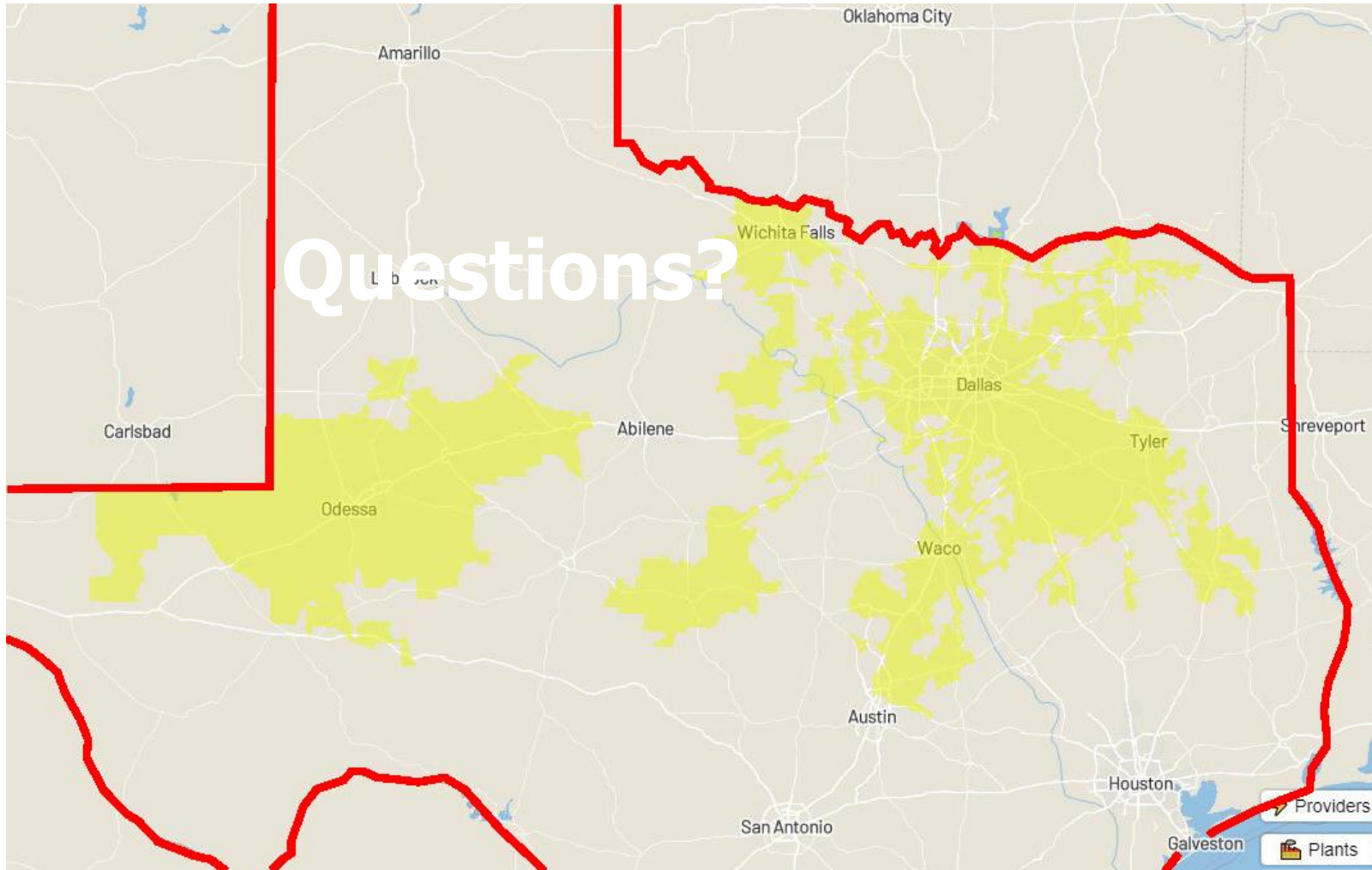
# GP&L Service Area





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# Oncor Service Area





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# Wastewater Pretreatment Program

## Questions?



**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**3.**

**Meeting Date:** 11/18/2024

**Title:** Garland Chamber of Commerce 2024 Year-End Report and 2025 Action Plan

**Submitted By:** Ayako Schuster, Economic Development Director

**Strategic Focus Area:** Growing Economic Base

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**Issue/Summary**

The Garland Chamber of Commerce will be presenting the 2024 Year-End report and the 2025 Action Plan to the City Council.

**Background**

On January 9, 2024, the City Council approved the renewal of the contract agreement for Economic Development Services with the Garland Chamber of Commerce. The agreement included the formation of an Annual Action Plan, outlining quarterly goals and performance metrics in three key areas: business retention, small business development and workforce development. In June 2024, Chamber staff presented to the Council a Mid-Year Report highlighting accomplishments during quarters 1 and 2. Chamber staff will present to the Council their Year-End Report for quarters 3 and 4. The presentation will conclude with an overview of the 2025 Annual Action Plan, including new performance indicators related to workforce development, industry engagement, business retention and small business development.

**Consideration / Recommendation**

Unless directed otherwise by Council, this agreement will renew automatically on January 9, 2025, at an increase of \$27,760. The total funding for 2025 services will be \$572,240.

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**Attachments**

2024 NOVEMBER COUNCIL ED Contract Presentation-Garland Chamber

2025 ED Agreement\_Exhibit A\_

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# YEAR-END REPORT

## Economic Development Partnership Contract JULY – NOVEMBER 2024

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*Growing a Resilient Economy*

Presentation to City Council Work Session | Karina Olivares, President

NOVEMBER 18, 2024

# Areas of Focus

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## **BUSINESS RETENTION**

Focus on sustaining and expanding the City's high-value property tax base, actively contribute to business retention services



## **WORKFORCE DEVELOPMENT**

Collaboration with local educational institutions and the City to enhance Workforce Development services



## **SMALL BUSINESS DEVELOPMENT**

Building on the City's entrepreneurial spirit, enhance its Small Business Development services through collaborative efforts



# BUSINESS RETENTION

- Visits to Garland's Top 100 Industries, visiting a minimum of 30 companies annually and providing a report of businesses visited.

| Company                                                       | Date      |
|---------------------------------------------------------------|-----------|
| Guardian Packaging Industries - Division of Conner Industries | 7.02.2024 |
| Andersen Corporation                                          | 7.12.2024 |
| General Dynamics                                              | 7.19.2024 |
| Clean Air Consultants                                         | 7.25.2024 |
| ABC Supply                                                    | 7.23.2024 |
| Kimbrell's Kustom Machine Shop                                | 8.19.2024 |
| Automatic Products Corporation                                | 8.20.2024 |
| True Velocity                                                 | 8.20.2024 |
| GSC - Garland Service Company                                 | 8.28.2024 |
| Classic Caps & Embroidery                                     | 9.11.2024 |
| Precision Reprographics                                       | 9.12.2024 |
| Telsco Industries Inc./Weathermatic                           | 9.18.2024 |
| DAP Products                                                  | 9.26.2024 |
| Daisy Brand                                                   | 10.01.24  |
| AMPThink                                                      | 10.03.24  |

## Summary of the common themes:

- 1. Workforce and talent development:**
  - Increased need for supervisory training
  - Maintenance technicians training
  - Target recruitment job fairs
  - Language training
  - Building the talent pipeline
- 2. Development and Infrastructure:**
  - Help with expansion
  - Public Safety
  - Condition of streets
  - Innovative recycling opportunities
  - Utility Costs

# \$ BUSINESS RETENTION

- Convene quarterly meetings of the Dallas County Manufacturing Association Leadership Council to stay informed about industry needs, plan events, enhance the Human Resource Committee's efforts, and collaborate with education partners to meet workforce requirements.
  - Host and coordinate two industrial site visits for elected officials.
  - Collaborate with the Economic Development Department to coordinate future Economic Development Summit.
- 
- Meetings held on 08/16/24, 10/04/2024
  - Items Discussed with Action Plans:
    - Workforce Development Programs, Best Practices, Advocacy and Efficiency.
    - Staffing Struggles in Maintenance Technician Roles
    - Industry Demands and Needs
    - Networking and Revenue Growth: Inflation
    - Business Education and Resources
    - Partnerships with Local Schools and Communities
    - Stay Current
- 
- Industrial site visits held October 25, 2024 and November 15, 2024
  - Plastipak Packaging - global manufacturer in sustainable packaging and recycling solutions.
  - AMPTHINK - manufacturer of top-tier design, engineering, and manufacturing services





# WORKFORCE DEVELOPMENT

- Implement the activities of the Dallas FAME Chapter (Federation of Advanced Manufacturing Education) and report and increase chapter members.
- Facilitate the DCMA Leadership Academy and report and increase the number of participants and their affiliated companies.

## FAME

FAME provides a stream of world class maintenance technicians suitable for manufacturing companies and a career path for motivated, STEM-minded high-school and college students who are diligent, motivated and who enjoy working with their hands.

- Spoke to 300 Students, 68 students applied to the FAME Portal, 45 chosen by the Dallas College
- Participating Companies (*~7 students needed*):
  - Plastipak Packaging (3 Students)
  - Kraft Heinz (1 Student)
  - Daisy Brand (1 Student)
  - Zobebe (3 Students)\**new*
  - Pregis (1 Incumbent)\**new*
- Interviews completed



## DCMA LEADERSHIP ACADEMY

This program equips manufacturing employees with the skills they need to take on advanced leadership roles. Designed in partnership with the Dallas College | Garland Center, participants learn to apply skills in goal setting, communication, change management, conflict management, and more.

- Participating Companies: Daisy Brand, DAP Products, Ecolab, Inc., Kirchhoff Automotive, Ecolab, Inc., Plastipak Packaging, and Pregis North America
- 21 participants
- Classes started 10/12/2024



# WORKFORCE DEVELOPMENT

- Provide a list of Garland businesses receiving workforce or skills-based grants by Q2 2024.
- Facilitate collaboration between Dallas College, GISD, and business partners for PTECH (Partners in Technology Early College High School) and report on GISD student participation.

## GRANT PARTNERSHIPS

Quarter 1 getting traction for promoting upcoming grants in Q2-Q3.

Skills Development Fund - May 1 (*Pending*)

The Ascend Institute is recruiting companies to apply for a Skills Development Grant. The grants can fund a variety of skills. Currently, five companies have signed on, four are DCMA partners:

Aloe Vera – 113 employees

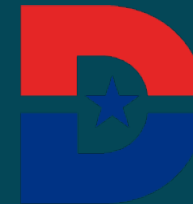
Micropac – 70 employees

Plastipak – 51 employees

Cosmax – 49 employees

## PTECH

| School              | Pathways                                    | 23-24 Total Numbers |
|---------------------|---------------------------------------------|---------------------|
| Lakeview Centennial | Business & Criminal Justice                 | 321                 |
| Naaman Forest       | Construction & Hospitality                  | 104                 |
| North Garland       | Computer Networking & Pre-Med/Pre-Dental    | 375                 |
| Rowlett             | Software Programming                        | 214                 |
| Sachse              | Digital Art and Design & Teaching           | 412                 |
| South Garland       | Auto Tech, Electromechanical Tech & Welding | 140                 |





# WORKFORCE DEVELOPMENT

- Introduce Garland employers to the comprehensive employment skills advancement opportunities offered by Dallas College.
- Host annually two symposiums for Garland Manufacturers, with one coinciding with National Manufacturing Day.

## SKILLS ADVANCEMENT

- Ascend Institute
- WorkReadyU
- MIT – Manufacturing Industrial Technology
- Electrical Engineering Technology
- Robotics & Industrial Automation
- Electro Mechanical Technology

## SYMPOSIUMS

- DCMA Manufacturing Day – October 4th
  - Keynote Presentation – Dr. Ben Armstrong, MIT Industrial Performance Center | Registered 95 | Attendance 65
  - Hosted approximately 20 Garland ISD students for a valuable opportunity to learn about modern manufacturing careers and toured Plastipak Packaging.





# SMALL BUSINESS DEVELOPMENT

- Employ a full-time Small Business staff member by Q2 2024 to set up HUB registration workshop(s) and increase registered enterprises.
- Create a Small Business 100 list by Q2 2024 and conduct visits to at least 30 businesses annually, reporting outcomes, key concerns, and follow-up plans.

## SMALL BUSINESS 100

- Build the target list: ED Department, One on One Council Meetings, Referrals
- Goal conduct 30 small business visits (1x1 interaction w/ business owners)

## ASSESEMENT- NEEDS

The initial group of businesses shared a common challenge: they were unsure of whom to contact for specific needs. For instance, some frequently asked questions included:

- “Who do we contact for health code?”
- “How do we find the adequate CPA for my business?”
- “In the case of wanting to change my signage, who do I reach out to?”
- “On the topic of expansion, is there a specific kind of bank we would benefit most out of?”

After addressing the initial question, the next step was to connect them with the appropriate person. This varied depending on the city and involved linking them with other businesses.

Rosi's Café  
Zpalm Kitchen  
Bloom Café  
Elite Postal Express  
Houlihan's  
La Verde  
Mrs. J's Heav'nly Delights  
Best Cow Hides  
Guatelmanteca "La Mejor"  
Ming's Kitchen  
Made Here  
Tavern On the Square

La Paisanita  
Epiphany Gallery  
Rocking Bobbin  
Healing Souls Psychiatry  
Plaza Garland  
De la Fuente Tacos  
Don Burger  
Brident Dental  
Lakewood Brewery  
La Salsa Verde  
La Super Ice Cream  
Ace Mart Restaurant Supply

Lifetime Fitness  
Linson Eye Investigation  
FCS Clay Works  
L.E.I Community Outreach  
North Star Florist  
Babe's Chicken Diner



# SMALL BUSINESS DEVELOPMENT

- Welcome new businesses by organizing grand opening events and introductions to key local resources, especially for businesses located in City-Defined Catalyst areas.

- Right Hand Senior Care
- Edropa Family Medicine
- Tide Laundromat
- Elite Home Health Care
- Pittman Supply
- Lazy Dog Restaurant
- Medical City ER
- Filament Apartments
- Randolph-Brooks Federal Credit Union (RBFCU)





# SMALL BUSINESS DEVELOPMENT

- Conduct small business education resources workshops and report on the number of businesses benefiting from the program.

## EDUCATIONAL OUTREACH

### October 18: Workshop

This first workshop was designed for small business owners and entrepreneurs eager to enhance their skills and expand their network. The session was hosted in collaboration with the Small Business Administration (SBA). It provided insights into resources, funding opportunities, and strategies for sustainable growth.

**Registered: 20 / Attendance: 11**

### November 8: Roundtable

This roundtable will be the first roundtable following the first general workshop designed to share insights and receive feedback on potential future workshop topics. This can include areas such as digital marketing strategies, financial management, and customer engagement techniques. Overall, the roundtable will foster a collaborative environment, allowing business owners to voice their needs and shape future offerings to better support their growth and success.

**Projected Attendance: 12**





# SMALL BUSINESS DEVELOPMENT

## DIRECT CONNECT

- Designed to help businesses initiate meaningful, strategic conversations and form new connections.
- YTD: Registration average 106 / Actual Attendee Avg. 82
- Evening Networking at Lakewood Brewery | 65 registered

## 40<sup>th</sup> GOLF TOURNAMENT

- Firewheel Golf Park | 246 attendees
- Sponsored by GP&L and Plastipak Packaging

## WOMEN'S BUSINESS INITIATIVE

- Community Impact Day @ Trusted World | 40+ attendees
- Harnessing Your Voice with Confidence Luncheon | 57+ attendees
- Fall Wine Walk | Downtown – Sponsored by WBe



# Plan for 2025

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## BUSINESS RETENTION

Focus on sustaining and expanding the City's high-value property tax base by supporting retention services

- Conduct annual visits to a minimum of 30 companies from Garland's Top 100 Industries and provide reports, including key business concerns and workforce information.
- Convene quarterly meetings of the Dallas County Manufacturing Association Leadership Council to address industry needs, event planning, workforce challenges, and HR collaboration.
- Host 2 industrial site visits annually for elected officials.



## WORKFORCE DEVELOPMENT

Collaboration with local educational institutions and the City to strengthen Workforce Development services

- Implement Dallas FAME Chapter activities, increasing and reporting chapter membership.
- Facilitate the DCMA Leadership Academy and report participant growth
- Facilitate collaboration between Dallas College, GISD, and business partners for PTECH, with reports on GISD student participation.

# Plan for 2025

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## WORKFORCE DEVELOPMENT

- Assist with targeted job fairs for employers.
- Introduce Garland employers to Dallas College's employment skills advancement opportunities.
- Host two annual symposiums for Garland manufacturers, one coinciding with National Manufacturing Day.



## SMALL BUSINESS DEVELOPMENT

Strengthen the City's entrepreneurial spirit by enhancing Small Business Development services through collaborative

- Conduct 30 annual visits to small businesses, reporting on outcomes, concerns and follow up actions.
- Support new businesses by organizing grand openings and facilitating introductions to key local resources, especially in City-Defined Catalyst areas.
- Conduct two annual small business education workshops and report the number of participating businesses.
- Establish a Hispanic Business Association focusing on community outreach, business education, networking, partnerships, and marketing.

# CHAMBER TEAM

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**Paul Mayer**  
CEO



**Karina Olivares**  
President



**Liza Cenicerros**  
VP Programs / Events



**Diane Whitlock**  
Office Manager



**Michele Bennett**  
Business Retention /  
Workforce Manager



**Roni Carrasco**  
Membership Engagement /  
Retention Manager



**Cesar Mateos**  
Small Business Success  
Manager

**Exhibit A:**  
**Garland Chamber of Commerce**  
**Economic Development Service Agreement**  
**2025 Annual Action Plan**

**I. Accountability and Coordination**

In adherence to a collaborative contractual agreement, the Garland Chamber of Commerce and the City Economic Development Department will engage in ongoing communication and joint planning to ensure alignment with the Economic Development Strategic Plan.

**II. Evaluation of Combined Efforts**

- Host bi-annual meetings between the Garland Chamber and Economic Development staff to review key activities, targets, and metrics aligned with the Economic Development Strategic Plan.
- Jointly assess the impact and effectiveness of collaborative initiatives undertaken by the City Economic Development Department and Garland Chamber.

**III. Reporting Mechanisms**

- Submit a mid-year report (January to May 2025) to the City Council by June 30, 2025, detailing the progress of goals and activities in the Chamber Annual Plan.
- Provide a year-end report (June to November 2025) to the City Council by November 30, 2025, covering all goals and activities from the Chamber Annual Plan.
- The briefing will be determined or modified by the City Manager's office.

**Business Retention**

Focus on sustaining and expanding the City's high-value property tax base by supporting retention services:

**Strategic Business Visits**

- Conduct annual visits to a minimum of 30 companies from Garland's Top 100 Industries and provide reports, including key business concerns and workforce information.

**Industry Engagement**

- Convene quarterly meetings of the Dallas County Manufacturing Association Leadership Council to address industry needs, event planning, workforce challenges, and HR collaboration.
- Host two industrial site visits for elected officials.

**Small Business Development**

Strengthen the City's entrepreneurial spirit by enhancing Small Business Development services through collaborative

### **Small Business Visits**

- Conduct 30 annual visits to small businesses, reporting outcomes, concerns, and follow-up actions.

### **New Business Welcome**

- Support new businesses by organizing grand openings and facilitating introductions to key local resources, especially in City-Defined Catalyst areas but not limited to those areas. Upon request waive membership requirements for City-designated businesses.

### **Educational Outreach**

- Conduct two annual small business education workshops and report the number of participating businesses.
- Establish a Hispanic Business Association focusing on community outreach, business education, networking, partnerships, and marketing.

### **Workforce Development**

Collaboration with local educational institutions and the City Economic Development Department to strengthen Workforce Development services

### **Industry-Focused Initiatives**

- Implement Dallas FAME Chapter activities, increasing and reporting chapter membership.
- Facilitate the DCMA Leadership Academy and report participant growth.

### **Partnerships**

- Facilitate collaboration between Dallas College, GISD, and business partners for PTECH, with reports on GISD student participation.
- Assist with targeted job fairs for employers.

### **Skills Advancement**

- Introduce Garland employers to Dallas College's employment skills advancement opportunities.
- Host two annual symposiums for Garland Manufacturers, with one coinciding with National Manufacturing Day.



**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**4.**

**Meeting Date:** 11/18/2024  
**Title:** 2025 Bond Study Committee Report  
**Submitted By:** Andy Hesser, Managing Director  
**Strategic Focus Area:** Sound Governance and Finances  
Future-Focused City Organization

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**Issue/Summary**

2025 Bond Study Committee Report.

**Background**

This is a discussion item only.

**Consideration / Recommendation**

This item is for discussion only and to hear updates regarding the Bond Committee.

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**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**5.**

**Meeting Date:** 11/18/2024

**Title:** Texas Downtown (TXD) Annual Conference

**Submitted By:** Letecia McNatt, Assistant to the City Manager

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**Issue/Summary**

City Council policy states that, "a Councilmember shall provide a report on any meeting attended at the expense of the City at the next regular meeting of the Council".

**Background**

City Council Policy (Article II, Division 1, Section 6E)

**Consideration / Recommendation**

Informational report for City Council per current policies. No direction needed.

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**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**6.**

**Meeting Date:** 11/18/2024  
**Title:** Crime Statistics-Gang Activity  
**Submitted By:** Jeffrey Bryan, Chief of Police  
**Strategic Focus Area:** Safe Community

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**Issue/Summary**

The Chief of Police will provide the City Council with crime statistics related to gang activity.

**Background**

City Council requested a verbal briefing at a prior Council meeting on crime statistics related to gang activity.

**Consideration / Recommendation**

Council discussion. No formal action is requested at this time.

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**Attachments**

Crime Statistics-Gang Activity

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# Garland Police Department Gang Crime Report

# Texas CCP - Requirements

## Need at least two (2) criteria to become Certified as a Criminal Gang Member

- **Self-Admission:** admits to being part of a criminal street gang
- **Reliable Identification:** identified as a gang member from a reliable source
- **Corroborated Identification:** identified as a gang member from unreliable source but supported by further evidence
- **Gang Association:** frequents gang areas, uses gang symbols, tattoos, etc.
- **Arrest with Known Gang Members:** arrested alongside other gang members
- **Gang-Related Markings:** has gang symbols, uses hand signs, gang related imagery, etc.
- **Visiting Gang Members in Custody:** visits known gang members (not a family member) in jail or prison
- **Use of Technology:** uses technology such as the internet to recruit new gang members.

# Certified Gang Members

Adults (17+) are certified as gang members for 5 years.

Juveniles are certified as gang members for 2 years.

Clock restarts after ANY Class B Misdemeanor Arrest or Higher.

# Gang Members as Crime Offenders

## Violent Crimes – Last Five Years

Gang members were identified as suspects or offenders in approximately 4.9% of Violent Crime over the past five years.

This dataset does not indicate gang violence or that the crime was gang-related. It only reflects that the alleged perpetrator has been identified as a gang member.

| Crime                | Percentage of Gang Involvement |
|----------------------|--------------------------------|
| Homicides            | 5.9%                           |
| Sexual Assault       | 1.8%                           |
| Robbery              | 11.9%                          |
| Assault              | 3.8%                           |
| <b>Total Average</b> | <b>4.9%</b>                    |

# Yearly Crime Trends - Gang Involvement

**Violent** Crimes – Last Five Years



Only offenses where a suspect or offender has been identified

# Yearly Crime Trends - Gang Involvement

**Violent** Crimes – Last Five Years



**Violent Crimes  
Gang Involvement**



**Violent Crimes  
City Wide**

Only offenses where a suspect or offender has been identified

# Gang Members as Crime Offenders

## Property Crimes – Last Five Years

Gang members were identified as suspects or offenders in approximately 4.7% of Property Crimes over the past five years.

This dataset only reflects that the alleged perpetrator has been identified as a gang member.

| Crime                | Percentage of Gang Involvement |
|----------------------|--------------------------------|
| Burglary-Habitation  | 5.7%                           |
| Burglary-Building    | 7.5%                           |
| Burglary-Vehicle     | 9.5%                           |
| Burglary-Coin Op     | 0.0%                           |
| UUMV                 | 8.6%                           |
| Theft                | 3.1%                           |
| <b>Total Average</b> | <b>4.7%</b>                    |

# Yearly Crime Trends - Gang Involvement

Property Crimes – Last Five Years



Only offenses where a suspect or offender has been identified

# Yearly Crime Trends - Gang Involvement

**Property** Crimes – Last Five Years



Property Crimes  
Gang Involvement



Property Crimes  
City Wide

Only offenses where a suspect or offender has been identified



**GARLAND**  
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# Diversion Programs



**GARLAND**  
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# Gang Unit





# Garland Police Department Initiatives

The Garland Police Department provides the **Police Boxing Gym** as a community police initiative for youths that are high-risk for gang activity and is offered during community service hours.

The **Garland Youth Police Academy** is for GISD Juniors and Seniors and is a 7-week program allows the opportunity to learn about various units throughout the Police Department.

**Crime Stoppers** is another organization that assists the Garland Police Department in helping reduce crime by providing citizens a means to submit information on gang activity anonymously.

# F.A.I.R.E. Program

**F**ocused **A**ccountability, **I**ntervention, and **R**estoration **E**fforts

The mission of the FAIRE Program is to reduce violent crime by identifying and appropriately addressing the City of Garland's most frequent and violent adult offenders, and then connecting them with resources to change their behavior.

The FAIRE Program is a cooperative effort between the Garland Police Department, the Dallas County District Attorney, and our Community Partners to help the individuals end their trend of violent crime.

[unlockingdoors.org](https://unlockingdoors.org)



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# Questions?



**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**7.**

**Meeting Date:** 11/18/2024  
**Title:** 2025 Special Events Report  
**Submitted By:** Dana Lodge, CVB & Events Director  
**Strategic Focus Area:** Arts, and Events

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**Issue/Summary**

Staff will provide a presentation outlining the Special Events planned for 2025.

**Background**

Council has requested a Special Events update at the November 18, 2024, council work session.

**Consideration / Recommendation**

No action required, for informational purposes only.

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**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**8.**

**Meeting Date:** 11/18/2024  
**Title:** GPS: Garland's Pathway to Success  
**Submitted By:** Jud Rex, City Manager  
**Strategic Focus Area:** Future-Focused City Organization

---

**Issue/Summary**

Using the new Mission and Vision established by the City Council, and building on the existing 10 Strategic Focus Areas, the City's leadership team has been building Garland's Pathway to Success (GPS). GPS is a strategic plan that seeks to align the work of Team Garland with the direction of the City Council. City Manager, Jud Rex, will provide City Council with a preliminary look at the GPS and discuss next steps.

**Background**

**Consideration / Recommendation**

Discussion only.

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**Attachments**

GPS Presentation  
GPS Destinations Summary

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**GARLAND'S  
PATHWAY TO  
SUCCESS**

**November 18, 2024  
City Council Work Session**



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS

Why?



What?



How?



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS

Why?



What?



How?





# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS

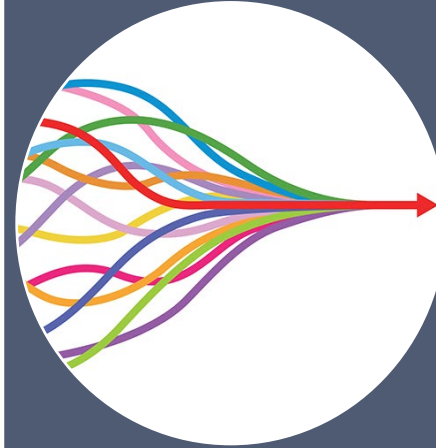




# **GARLAND'S** **PATHWAY TO** **SUCCESS**



Provide  
Purpose



Improve  
Alignment



Define  
Success





# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS

Why?



What?



How?



# GARLAND

## Mission

We serve to grow public trust and a thriving Garland community, today and for the future.

## Vision

Garland will be an engaged and vibrant community that residents proudly call home.



# GARLAND



Each year, the City Council reviews and updates its goals for the Garland community and City operations. City management uses these goals to guide operational priorities, decision-making and resource allocation.



# GARLAND

# STRATEGIC FOCUS AREAS



Commercially  
Thriving Downtown



Well-Maintained City  
Infrastructure



Enhanced Quality of Life  
through Amenities, Arts  
and Events



Safe Community



Vibrant Neighborhoods  
and Commercial Centers



Reliable, Cost  
Efficient Utility  
Services



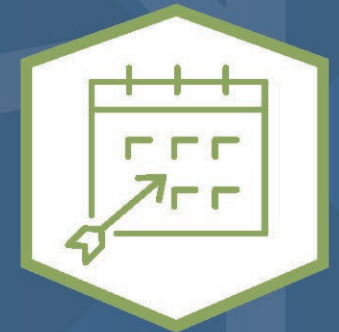
Growing Economic Base



Customer-Focused  
City Services



Sound Governance  
and Finances



Future-Focused  
City Organization



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS

Why?



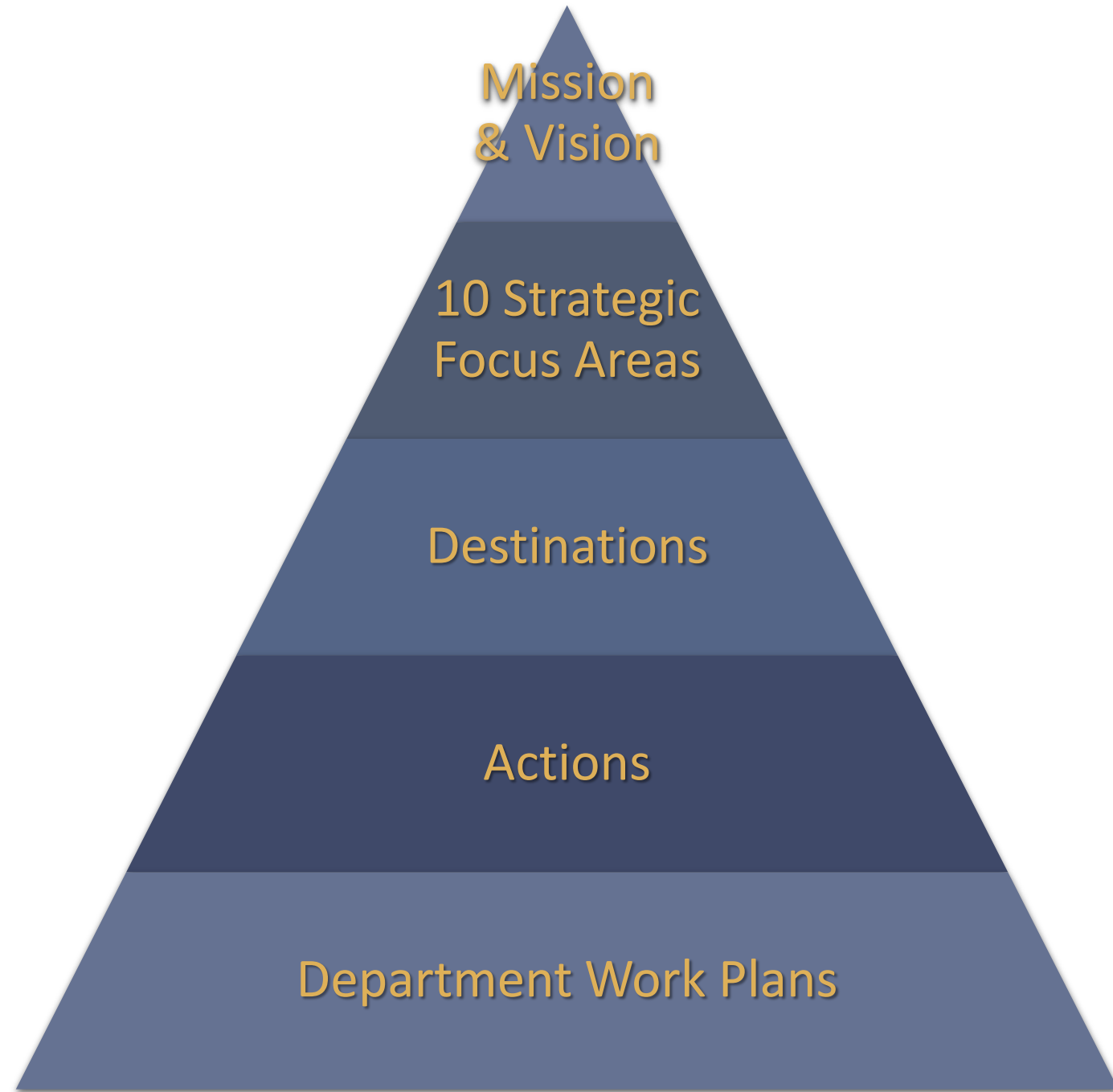
What?



How?



# **GARLAND'S PATHWAY TO SUCCESS**





# GARLAND'S PATHWAY TO SUCCESS

## City Council Survey From June 2024 Workshop

| Strategic Focus Area                                        | Importance (Ranking) | How well are we doing it? (Avg. 6.88) | Budget allocation (Avg. 100) |
|-------------------------------------------------------------|----------------------|---------------------------------------|------------------------------|
| Safe Community                                              | 1                    | 7.9                                   | 150                          |
| Well-Maintained City Infrastructure                         | 2                    | 5.9                                   | 140                          |
| Reliable, Cost-Efficient Utility Services                   | 3                    | 8.3                                   | 110                          |
| Sound Governance and Finances                               | 4                    | 7.9                                   | 90                           |
| Vibrant Neighborhood and Commercial Centers                 | 5                    | 5                                     | 70                           |
| Customer-Focused City Services                              | 6                    | 7.6                                   | 40                           |
| Growing Garland's Economic Base                             | 7                    | 6.2                                   | 140                          |
| Future-Focused City Organization                            | 8                    | 6.5                                   | 60                           |
| Enhanced Quality of Life through Amenities, Arts and Events | 9                    | 7                                     | 60                           |
| Commercially Thriving Downtown                              | 10                   | 6.5                                   | 40                           |



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS



## Safe Community

*Enhance quality of life and reduce community risk through initiatives that strengthen public safety adaptability, build resilience, and foster community engagement.*

### Destinations:

1. Enhance proactive initiatives for risk mitigation and prevention
2. Strengthen response and recovery actions
3. Enhance preparedness through strategic and proactive measures



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS



## Well-Maintained City Infrastructure

*Ensure a well-managed network of infrastructure that supports efficient operations, cost, and energy efficiency, and enhances residents' quality of life.*

### Destinations:

1. Strengthen interdepartmental alignment in Capital Project delivery
2. Embrace technological advancement and innovation



# **GARLAND'S PATHWAY TO SUCCESS**



## **Reliable, Cost-Efficient Utility Services**

*Offer efficient and effective utility-infrastructure services while maintaining competitive rates.*

### **Destinations:**

1. Promote safe, cost-effective asset and resource management
2. Strengthen utility system resilience and capabilities
3. Expand industry and legislative partnerships and presence



# GARLAND'S PATHWAY TO SUCCESS



## Sound Governance and Finances

*Build and maintain strong governance structures and financial resilience through long-term planning and investment in opportunities that grow available resources.*

### Destinations:

1. Optimize financial stewardship
2. Foster accountability, continuous improvement, and risk mitigation
3. Develop and implement long-term growth strategies



# **GARLAND'S PATHWAY TO SUCCESS**



## **Vibrant Neighborhoods and Commercial Centers**

*Drive the revitalization of neighborhoods and commercial centers through programs that both enhance physical appearance and grow prosperity.*

### **Destinations:**

1. Revitalize neighborhoods and commercial centers
2. Enhance physical appearance of built environment
3. Foster the creation of the Garland Vibe



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS



## Customer-Focused City Services

*Ensure community satisfaction by delivering exceptional services through collaboration.*

### Destinations:

1. Simplify and streamline the process of working with the City
2. Maintain high standards for service quality and consistency
3. Implement community feedback mechanisms to continuously improve service delivery



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS



## Growing Economic Base

*Grow Garland's economy by increasing the commercial tax base, enhancing sales tax capture, improving access to employment opportunities, and creating local and regional experience destinations.*

## Destinations:

1. Become regionally competitive in attracting quality residential and commercial development
2. Create local and regional visitor destinations
3. Maximize return on public and private investment
4. Improve access to quality employment opportunities



# **GARLAND'S PATHWAY TO SUCCESS**



## **Future-Focused City Organization**

*Anticipate the needs of the community and be adaptable to change.*

### **Destinations:**

1. Utilize technologies and processes to enhance service delivery and internal operations
2. Pursue quality public and private development to enhance the community
3. Implement strategic initiatives that further enhance service delivery
4. Establish the City as an employer of choice, focused on sustaining a skilled and agile workforce, equipped to meet the ever-evolving needs of the Garland community



# GARLAND'S PATHWAY TO SUCCESS



## Enhanced Quality of Life through Amenities, Arts, and Events

*Propel residents' experiences in their community with cultural events, concerts, and other programming that highlights the City's amenities and facilities.*

### **Destinations:**

1. Provide places, spaces, and facilities that foster a strong sense of community while enriching the lives of residents and visitors
2. Create dynamic experiences for all ages through diverse programming, events, and services
3. Maintain a standard of excellence through continuous improvement and community engagement



# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS



## Commercially Thriving Downtown

*Cultivate and promote Downtown Garland as a thriving historic and commercial destination for residents and visitors alike.*

### Destinations:

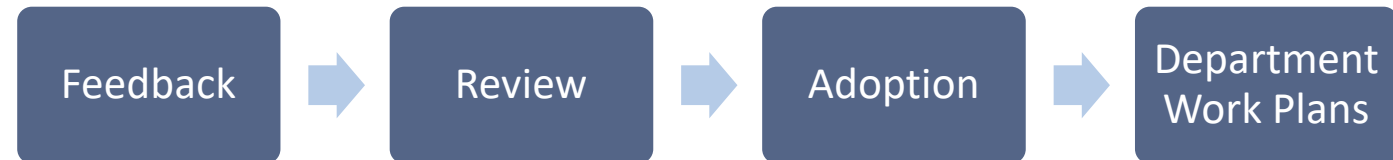
1. Drive economic growth through recruitment of new businesses while facilitating a network of resources to help existing entrepreneurs thrive
2. Create pedestrian friendly destinations that attract visitors and inspire residents to shop, dine, and play



# GARLAND'S PATHWAY TO SUCCESS

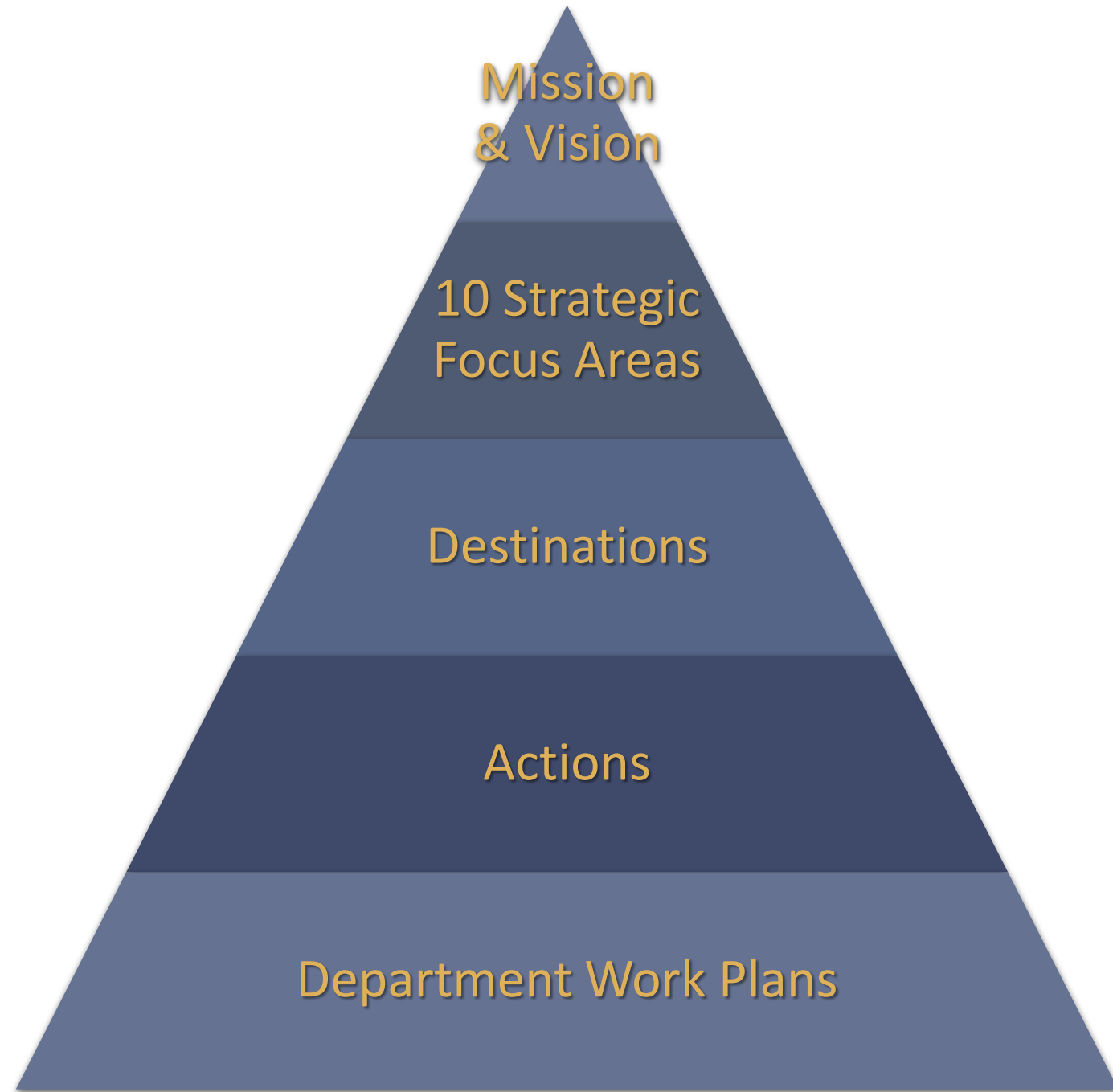
## City Council Considerations

- What is missing?
- Consider current projects and priorities; do they have a home?
- What is next?





# **GARLAND'S PATHWAY TO SUCCESS**





# **G**ARLAND'S **P**ATHWAY TO **S**UCCESS

## Strategic Focus Area: Safe Community

*Enhance quality of life and reduce community risk through initiatives that strengthen public safety adaptability, build resilience, and foster community engagement.*

### **Destinations & Actions:**

1. Enhance proactive initiatives for risk mitigation and prevention
  - A. Strengthen public safety programs by fostering collaboration across the organization, and by focusing on proactive efforts to recognize and respond to emergent and evolving threats.
  - B. Provide community stakeholders with insights into potential environmental risks, promoting a coordinated response and proactive strategies to reduce vulnerabilities to natural and human-made hazards.
  - C. Enhance outreach, collaboration, and education initiatives with the public and stakeholders to build stronger partnerships, increase transparency, and promote community safety and awareness.
2. Strengthen response and recovery actions
  - A. Optimize emergency response times across all service areas to ensure swift, effective assistance whenever needed.
  - B. Provide emergency responders and recovery teams with the latest technology and resources to enhance readiness and efficiency in response and recovery efforts.
  - C. Modernize emergency response and management processes to align with industry best practices, ensuring agile and adaptable operations across all hazard types and incident scenarios.
3. Enhance preparedness through strategic and proactive measures
  - A. Enhance emergency management planning, training, and processes to foster seamless interdepartmental collaboration and preparedness.
  - B. Strengthen support systems for emergency responders to ensure mental readiness and resilience thereby enhancing overall effectiveness.

## **Strategic Focus Area: Well-Maintained City Infrastructure**

*Ensure a well-managed network of infrastructure that supports efficient operations, cost, and energy efficiency, and enhances residents' quality of life.*

### **Destinations & Actions:**

1. Strengthen interdepartmental alignment in Capital Project delivery
  - A. Align and standardize ordinances and policies across departments.
  - B. Establish guidelines for effective interdepartmental communication during project delivery.
  - C. Identify opportunities to enhance efficiency in the project delivery process.
2. Embrace technological advancement and innovation
  - A. Identify technological opportunities to improve operational efficiencies and effectiveness.
  - B. Develop framework for creating an accurate inventory of City infrastructure.
  - C. Determine opportunities for operational automation to minimize point system failures and enhance reliability.

## **Strategic Focus Area: Reliable, Cost-Efficient Utility Services**

*Offer efficient and effective utility-infrastructure services while maintaining competitive rates.*

### **Destinations & Actions:**

1. Promote safe, cost-effective asset and resource management
  - A. Create an overall plan for managing assets throughout their life cycle.
  - B. Develop educational programs for the community and schools to promote utility efficiency and sustainability.
  - C. Enhance safety protocols to ensure quality work environments and service delivery.
2. Strengthen utility system resilience and capabilities
  - A. Develop a plan to ensure that utility systems can meet both current and future service needs.
  - B. Develop a strategy to mitigate utility system vulnerability.
  - C. Develop a plan for implementation of system redundancies.

### 3. Expand industry and legislative partnerships and presence

- A. Identify opportunities to leverage partnerships through active participation in industry trade associations.
- B. Actively monitor and participate in the regulatory policy and rulemaking process.
- C. Develop a strategy to monitor, influence, and comment on proposed legislation that aligns with Garland's goals.

## **Strategic Focus Area: Sound Governance and Finances**

*Build and maintain strong governance structures and financial resilience through long-term planning and investment in opportunities that grow available resources.*

### **Destinations & Actions:**

#### 1. Optimize financial stewardship

- A. Leverage technology to automate routine financial tasks and streamline reporting.
- B. Expand financial transparency by developing real-time dashboards for Management, Council, and Citizens.
- C. Connect the Strategic Plan and other departmental objectives with the financial plan by incorporating program utilization data into budget allocations.

#### 2. Foster accountability, continuous improvement, and risk mitigation

- A. Enhance risk management initiatives.
- B. Expand audit follow-up through prioritized implementation.

#### 3. Develop and implement long-term growth strategies

- A. Implement a Tax Optimization Strategy to balance revenue generation with community impact.
- B. Conduct a comprehensive review of current processes and budgets, including revenue enhancements and cost reductions without compromising service quality.
- C. Enhance the long-term financial planning models to connect to the Strategic Plan and Operational Plans to allow for plans to be benchmarked and changed based on market/circumstances.
- D. Continue pursuing innovative measures that reduce long-term expenses and liabilities.
- E. Enhance legislative and public affairs initiatives.

## **Strategic Focus Area: Vibrant Neighborhoods and Commercial Centers**

*Drive the revitalization of neighborhoods and commercial centers through programs that both enhance physical appearance and grow prosperity.*

### **Destinations & Actions:**

1. Revitalize neighborhoods and commercial centers
  - A. Attract new residents.
  - B. Diverse range of quality housing options.
  - C. Target and encourage walkability and connections.
  - D. Create vibrant neighborhoods.
2. Enhance physical appearance of built environment
  - A. Make industrial district improvements.
  - B. Enhance Garland's regional image.
  - C. Enhance corridors and gateways.
3. Foster the creation of the Garland Vibe
  - A. Incorporate placemaking concepts throughout the GDC and development process.
  - B. Create unique places.
  - C. Provide an environment that attracts and retains creative culture.

## **Strategic Focus Area: Customer-Focused City Services**

*Ensure community satisfaction by delivering exceptional services through collaboration.*

### **Destinations & Actions:**

1. Simplify and streamline the process of working with the City
  - A. Provide multiple channels for service access and interactions.
  - B. Review and streamline processes to reduce hurdles when accessing city services.
  - C. Prioritize awareness of various communication styles and languages to ensure exceptional customer service.
  - D. Develop clear guides to help citizens navigate city processes easily, reducing confusion.

2. Maintain high standards for service quality and consistency
  - A. Define key performance indicators (KPIs) specific to each service area (e.g., response times, completion rates, citizen satisfaction) to measure and track service quality consistently.
  - B. Implement citywide customer service best practices.
3. Implement community feedback mechanisms to continuously improve service delivery
  - A. Provide easy-to-use, accessible feedback opportunities allowing stakeholders to share their experiences.
  - B. Use feedback to identify patterns and trends in service delivery and incorporate this data into regular service improvement strategies.

### **Strategic Focus Area: Growing Garland's Economic Base**

*Grow Garland's economy by increasing the commercial tax base, enhancing sales tax capture, improving access to employment opportunities, and creating local and regional experience destinations.*

#### **Destinations & Actions:**

1. Become regionally competitive in attracting quality residential and commercial development
  - A. Systematically identify key businesses to recruit.
  - B. Develop incentive programs to recruit high wage and high-quality employers.
  - C. Develop and enhance business, retention and expansion programs.
2. Create local and regional visitor destinations
  - A. Expand lodging options.
  - B. Recruitment efforts targeted to retailers.
  - C. Capitalize on natural assets such as lake frontage, etc.
  - D. Increase inventory of experiences.
3. Maximize return on public and private investment
  - A. Increase fiscal impact of development and redevelopment (sales tax, hotel and motel tax, property tax base).
  - B. Align incentives to match sector or district needs.

4. Improve access to quality employment opportunities
  - A. Increase opportunities for workforce upskilling and education for current employees.
  - B. Attract and retain talented and skilled workforce utilizing best practices site selector criteria.

### **Strategic Focus Area: Future-Focused City Organization**

*Anticipate the needs of the community and be adaptable to change.*

#### **Destinations & Actions:**

1. Utilize technologies and processes to enhance service delivery and internal operations
  - A. Deploy analytics tools to track performance metrics in real-time.
  - B. Review current technology used by departments to ensure it meets department and customer needs.
  - C. Automate department functions with tools such as AI where applicable.
2. Pursue quality public and private development to enhance the community
  - A. Identify and promote areas within Master Plans where both public and private investment can spur economic growth and revitalization.
  - B. Collaborate with regional partners and developers on mixed-use projects that integrate diverse housing options, commercial/retail spaces, and public services.
  - C. Implement more efficient review and approval processes for developers to encourage investment and reduce delays.
3. Implement strategic initiatives that further enhance service delivery
  - A. Define expectation for meeting on-going service standards.
  - B. Create initiatives that encourage cooperation between departments for comprehensive solutions.
  - C. Use process improvement methodologies to reduce inefficiencies in service delivery.
4. Establish the City as an employer of choice, focused on sustaining a skilled and agile workforce, equipped to meet the ever-evolving needs of the Garland community
  - A. Design and maintain fiscally sustainable pay and benefit strategies, in support of the needs of the current and future workforce.

- B. Develop and implement strategic initiatives and benchmarks that support a workforce that is responsive to and reflective of our customers and community.
- C. Align workforce-focused processes and guidelines with governing regulations, operations, and industry best practices.
- D. Build a high-performing workforce through deliberate efforts in support of skills, career, and leadership development.

## **Strategic Focus Area: Enhanced Quality of Life through Amenities, Arts and Events**

*Propel residents' experiences in their community with cultural events, concerts, and other programming that highlights the City's amenities and facilities.*

### **Destinations & Actions:**

1. Provide places, spaces, and facilities that foster a strong sense of community while enriching the lives of residents and visitors
  - A. Invest in renewing and modernizing amenities.
  - B. Maintain amenities to ensure they are safe, welcoming, and accessible to all.
  - C. Engage the community to increase participation.
2. Create dynamic experiences for all ages through diverse programming, events, and services
  - A. Support and expand the opportunities for health and wellness, learning, creativity, arts, culture, heritage and fun.
  - B. Increase awareness and participation through innovative and consistent marketing and communications.
  - C. Foster collaborative partnerships to amplify impact.
3. Maintain a standard of excellence through continuous improvement and community engagement
  - A. Pursue certifications, accreditations, awards, and recognitions.
  - B. Evaluate practices regularly, providing opportunities for internal and external feedback.
  - C. Invest in innovation and staff development to protect and promote stewardship of resources.

## **Strategic Focus Area: Commercially Thriving Downtown**

*Cultivate and promote Downtown Garland as a thriving historic and commercial destination for residents and visitors alike.*

### **Destinations & Actions:**

1. Drive economic growth through recruitment of new businesses while facilitating a network of resources to help existing entrepreneurs thrive
  - A. Increase awareness of current and future opportunities.
  - B. Invest in revitalization efforts.
  - C. Establish networks and partnerships that attract and retain developers, business owners, and more.
2. Create pedestrian friendly destinations that attract visitors and inspire residents to shop, dine, and play
  - A. Continue to develop places, spaces and facilities that encourage walkability.
  - B. Maintain infrastructure and aesthetics, promoting a safe, welcoming and accessible environment.
  - C. Promote Downtown Garland as a recognized entertainment district.



**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**9.**

**Meeting Date:** 11/18/2024  
**Title:** Illegal Tire Dumping Update  
**Submitted By:** Uriel Villalpando, Sanitation Services Director  
**Strategic Focus Area:** Safe Community  
Reliable, Cost Efficient Utility  
Services

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**Issue/Summary**

The Directors of Code Compliance and Sanitation will provide an update to City Council on the illegal dumping of tires within the city.

**Background**

During the July 15, 2024 Work Session, Councilmember Dutton requested that staff present an overview to the Environmental and Community Advisory Board (ECAB) regarding the City's efforts to address illegal tire dumping. In response, on September 11, 2024, staff delivered a comprehensive presentation to the ECAB, covering current enforcement protocols, recycling initiatives, and upcoming proactive events aimed at promoting the proper recycling of discarded tires.

**Consideration / Recommendation**

Council direction and discussion for next steps.

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**Attachments**

Illegal Tire Dumping

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# Dumped, Discarded, and Improperly Stored Tires

Rick Barker, Code Compliance Director  
Uriel Villalpando, Sanitation Director



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## Illegally Dumped Tires





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## Illegally Dumped Tires





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Dumped or  
Discarded





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## Improperly Stored Tires





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## Tires Surrendered by Code Staff to Sanitation

- 2020 – 58
- 2021 – 150
- 2022 – 352
- 2023 – 815
- 2024 – 521



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# Workflows for Tires

- Send Notification to Property Owners
  - Compliance or Abated by Contractor and Invoiced
- Remove Rogue Tires Proactively by Staff when applicable
- Connect GPD with known witnesses of dumping for potential prosecution ( Class A, B, C Misdemeanor, State Jail Felony )



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# Tire Recycling Process

- Tire Collection
  - Collected by multiple city departments
  - Illegally dumped inside commercial waste containers
  - Dropped off by citizens at Transfer Station
- Tire Processing
  - Tires are collected by contractor and recycled into a variety of recycled products
    - Playground surfaces
    - Fitness products
    - Paving & asphalt products
    - Walkways
    - Roofing tiles
    - Athletic turf



# Total Tires Recycled & Costs

- 2020 – 950 tires, \$3,957
- 2021 – 908 tires, \$3,700
- 2022 – 545 tires, \$3,067
- 2023 – 1,056 tires, \$4,897
- 2024 – 2,049 tires, \$10,365
- ❖ 5-Year Total: 5,508 recycled tires, \$25,986  
in processing costs



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# Proactive Actions

- 5 tire recycling events this Calendar Year
- Upcoming Recycling Events
  - December 14
  - January 11
  - February 8
  - March 8
- \$15,000 budgeted in FY24/25
- \$18,000 NCTCOG grant
- ❖ **Garland residents can drop off at Transfer Station at no cost**





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Questions?



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**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**10.**

**Meeting Date:** 11/18/2024  
**Title:** Community Services Committee Report  
**Submitted By:** Kevin Slay, Managing Director  
**Strategic Focus Area:** Sound Governance and Finances

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**Issue/Summary**

Council Member Jeff Bass, Chair of the Community Services Committee, will provide a committee report on the following items; Homeless Camp Remediation on Private Property, Home Improvement Incentive Program Policy and Single Family Rental Property Sanitation Rates, Fees and Processes.

**Background**

This briefing will provide City Council with updates concerning Community Services Committee agenda items recently discussed.

**Consideration / Recommendation**

Unless otherwise directed by Council, these items will be marked as complete on the Community Services Committee Pending Items List.

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**Attachments**

Committee Meeting Presentation

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# **City Council Community Services Committee Report**

November 18, 2024

# Homeless Task Force - Private Property Update

- Business Owners Rights
  - ▶ Increased communication
  - ▶ Educational Outreach
- Plans for a reoccurring information session for property owners
  - ▶ Businesses
  - ▶ HOAs/residents
- Committee and Staff recommend no changes at this time





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# HIIP – Repeat Participants

- Repeat Participants – properties that have participated in the Home Improvement Incentive Program multiple times (HIIP)
  - ▶ Less than 10% of all approved applications are from repeat participants (currently at 5%)
  - ▶ 25 properties have multiple approved applications
  - ▶ Two properties have repeated twice (2020, 2022, and 2024), for three total approved projects



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# HIIP – Repeat Participants

Current policy states:

*"Applicants will be limited to one incentive agreement per calendar year, although multiple elements may be included in a single Agreement. Only one application will be accepted per household."*

Current procedure is that participants receive an award letter when their project is completed, and the rebate is approved. The award letter states the participant is not eligible to apply until one year has passed from the date on the award letter. Therefore, the program by its structure tacitly imposes a minimum two-year gap between approved applications.



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# HIIP – Repeat Participants

Neighborhood Vitality staff, who administers the program including intake, reports no known issues regarding applicants having unequal access of information. While the application is only open during the application period, program policies and guidelines are available on the website year-round, as are staff members to answer questions. Promotion strategies are included in the annual verbal briefing to City Council.

Due to HIIP being a reimbursement program, participants without financial capacity to complete multiple projects at once may need to spread out their projects across multiple years. The structured delay allows participants to build up financial capacity between years to complete their desired projects.

Committee and Staff recommend no changes at this time.

# Single Family Rental Property Sanitation Rates

- Discussed Increasing Monthly Sanitation Rate or Fees for Single Family Rental properties
  - Large number of complaints from areas with high numbers of rental properties
  - Tenant move-outs tie up Sanitation and Code Compliance Resources
- Collected data for 3 months
  - A total of 42 set-outs were identified in 89-day period (0.47 per day)
  - No other city has a special rate for SF Rental properties
  - Code Compliance & Sanitation have been addressing move-outs more efficiently
- Committee and Staff recommend no changes necessary at this time



**GARLAND**  
**CITY COUNCIL STAFF REPORT**

**City Council Work Session**

**11.**

**Meeting Date:** 11/18/2024  
**Title:** Administrative Services Committee Report  
**Submitted By:** Phillip Urrutia, Assistant City Manager  
**Strategic Focus Area:** Future-Focused City Organization

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**Issue/Summary**

Staff will provide a committee report on the Annual Review of City Council Policies, which was staff-initiated, and on posting the voting history on the city's website, which was requested by Councilmember Hedrick and seconded by Councilmember Dutton at the July 15, 2024 Work Session.

**Background**

This briefing will provide City Council with updates concerning Administrative Services Committee agenda items recently discussed.

**Consideration / Recommendation**

Unless otherwise directed by Council, these items will be marked as complete on the Administrative Services Committee Pending Items List.

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