



GARLAND

AGENDA

CITY COUNCIL WORK SESSION

City of Garland

Work Session Room, City Hall

William E. Dollar Municipal Building

200 North Fifth Street

Garland, Texas

January 14, 2019

6:00 p.m.

DEFINITIONS:

Written Briefing: Items that generally do not require a presentation or discussion by the staff or Council. On these items the staff is seeking direction from the Council or providing information in a written format.

Verbal Briefing: These items do not require written background information or are an update on items previously discussed by the Council.

Regular Item: These items generally require discussion between the Council and staff, boards, commissions, or consultants. These items are often accompanied by a formal presentation followed by discussion.

**[Public comment will not be accepted during Work Session
unless Council determines otherwise.]**

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 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]

1. Consider the Consent Agenda

A member of the City Council may ask for discussion or further information on an item posted as a consent agenda item on the next Regular Meeting of the City Council. The Council Member may also ask that an item on the posted consent agenda be pulled from the consent agenda and considered for a vote separate from consent agenda items on the regular agenda. All discussions or deliberations on this portion of the work session agenda are limited to posted agenda items and may not include a new or unposted subject matter.

2. Written Briefing(s):

a. Strategic Project - Work Portfolio Plan

Council is receiving a quarterly update on the Strategic Project Portfolio - Work Plan. There are currently 93 projects associated with the portfolio, and the Work Plan serves as a tool to provide Council with periodic updates on the status of each project.

b. 2019-2020 Federal Grants for Community Development Block Grant (CDBG)

Staff will provide the 2019-2020 Federal Grants Calendar for the Community Development Block Grant (CDBG), HOME Partnership Grant (HOME) and Emergency Solutions Grant (ESG) for Council review.

3. Verbal Briefing(s):

a. 2019 Proposed Capital Improvement Program

Staff will provide an overview of the 2019 Proposed Capital Improvement Program (CIP), which will be formally presented by the City Manager at the January 15, 2019, Regular City Council Meeting.

b. Multi-Family Water/Wastewater Base Rate

At the December 18, 2018 Regular Session, the City Council held a Public Hearing regarding proposed Water and Wastewater base rate increases for multi-family facilities. At that time, the Council directed staff to evaluate and present options regarding the proposed increases at the January 14, 2019 Work Session. Staff will have a brief presentation prior to Council discussion on the matter.

c. Consider an ordinance requiring sterilization of all dogs and cats

At the November 5, 2018 City Council Work Session, Council directed staff to prepare a draft ordinance that would require sterilization of all dogs and cats in Garland. Staff developed the proposed ordinance which was endorsed by the Animal Services Advisory Committee during their December 7, 2018 meeting. The draft ordinance is

presented for Council's review.

d. Administrative Services Committee Report

Council Member Robert John Smith, chair of the Administrative Services Committee, will provide a committee report on the following items:

- *Policy regarding the location of meetings of boards, commissions, and Council committees and the recording thereof*
- *Policy regarding videoconference participation in Council meetings by councilmembers*
- *Report on the City's C2W health program changes*

e. 2019 Proposed Bond Election Discussion

Council will continue discussions related to a proposed 2019 Bond Program.

4. Discuss Appointments to Boards and Commissions

Mayor Lori Barnett Dodson

- Don Koerner - Parks and Recreation Board

5. Announce Future Agenda Items

A member of the City Council, 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 a committee of the City Council. No substantive discussion of that item will take place at this time.

6. Adjourn



GARLAND POLICY REPORT

City Council Work Session Agenda

2.a.

Meeting Date: January 14, 2019
Item Title: Strategic Project Portfolio - Work Plan Quarterly Update
Submitted By: Becky King, Managing Director
Strategic Focus Areas: Growing Economic Base
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
Customer-Focused City Services
Sound Governance and Finances
Future-Focused City Organization

ISSUE

Council is receiving a quarterly update on the Strategic Project Portfolio - Work Plan. There are currently 93 projects associated with the portfolio, and the Work Plan serves as a tool to provide Council with periodic updates on the status of each project.

The January 2019 report shows the status of projects through the end of December 2018.

BACKGROUND

Council should keep the following in mind when reviewing the Work Plan:

1. The Work Plan reports the status of projects within the Strategic Project Portfolio—not all projects underway within the organization. (It represents a fraction of the projects underway in the organization.)
2. Council-Committee items are not included in the portfolio, until a project transitions to Staff for implementation.

CONSIDERATION

1. Council Members should direct questions about a specific project to the Executive Contact listed for the project.
 2. Upon request, a project-specific briefing can be scheduled for a future Work Session, providing the Executive Contact and/or Project Manager an opportunity to brief the Council in more detail on a specific project.
-

Attachments

Strategic Project Portfolio Work Plan Update December 2018

STRATEGIC PROJECT PORTFOLIO

Work Plan Update

Progress reported through December 2018

2019

STRATEGIC PROJECT PORTFOLIO

Key Focus Areas

2019



Growing Economic Base



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



Customer-Focused
City Services



Sound Governance and
Finances



Future-Focused City
Organization

STRATEGIC PROJECT PORTFOLIO

Understanding this Document - Sample Work Plan Update

1 Project Status

Provides an at-a-glance view of where each project is in the pipeline. Each column represents a different status category. Status is reported as Completed, In Progress – Underway, Scheduled – Up Next, or Future – to Be Scheduled.

2 Project Name / Title

A set of words by which a project is commonly referred to. Projects are listed in alphabetical order within each status category.

3 Project Count

Indicates the total number of projects listed within each project status category (column).

4 Project Condition

Indicates how smoothly (or not so smoothly) each project is progressing. Definitions of the project condition categories are listed at the bottom of the page.

5 Key Date

For each project, a key date is identified to show when each project is anticipated to enter or leave the pipeline. The key date varies by project status. (Completed projects will list the actual completion date, projects in progress will list the projected completion date, and scheduled projects will list the anticipated start date.)

WORK PLAN UPDATE 2018 Third Quarter			
1	2	8	1
COMPLETED PROJECTS	PROJECTS IN PROGRESS - Underway	SCHEDULED PROJECTS - Up Next	FUTURE PROJECTS - To Be Scheduled
- Creation of TIF 3 - Medical District - Launching Programs to Reach Key Influencers - Brokers, Realtors, Digital Ambassadors, etc.	- Corridor Study for Realignment of SH 78 (by TXDOT) - Expansion of I-635 (by TXDOT) - Implementation of Catalyst Study - Rosehill/I-30 - Prepare HyperMart Site for Future Redevelopment - Production of "Make Your Mark" Campaign - Reconfiguration of I-30 (by TXDOT) - South Garland Catalyst Area Plan - TIF 3 - Project Plan and Funding Strategy	Media Launch of "Make Your Mark" Campaign	- Redevelopment of Former HyperMart Site - Shiloh / Walnut TIA - Update Redevelopment Plan - TIF 3 - Expand Zone Boundaries
3	4	5	
1	2	4	5
COMPLETED PROJECTS	CONDITION	COMPLETION DATE	
Creation of TIF 3 - Medical District	On Target	April 2018	
Launching Programs to Reach Key Influencers - Brokers, Realtors, Digital Ambassadors, etc.	On Target	April 2018	
PROJECTS IN PROGRESS - Underway	CONDITION	TARGETED COMPLETION DATE	
Prepare HyperMart Site for Future Redevelopment	On Target	October 2018	
TIF 3 - Project Plan and Funding Strategy	On Target	January 2019	
South Garland Catalyst Area Plan	On Target	March 2019	
Production of "Make Your Mark" Campaign	On Target	May 2019	
Corridor Study for Realignment of SH 78 (by TXDOT)	On Target	January 2020	
Implementation of Catalyst Study - Rosehill/I-30	On Target	March 2020	
Expansion of I-635 (by TXDOT)	On Target	December 2024	
Reconfiguration of I-30 (by TXDOT)	On Target	January 2029	
SCHEDULED PROJECTS - Up Next	CONDITION	TARGETED START DATE	
Media Launch of "Make Your Mark" Campaign	On Target	October 2018	
CONDITION DEFINITIONS:			
- On Target - on track; milestones on track to complete on time - Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target - Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target - On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan - Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk - Not Submitted - project status report not received for reporting period			

STRATEGIC PROJECT PORTFOLIO

Understanding this Document - Sample Project Descriptions

1

Project Status

Provides an at-a-glance view of where each project is in the pipeline. Each column represents a different status category. Status is reported as Completed, In Progress – Underway, Scheduled – Up Next, or Future – to Be Scheduled.

2

Project Name / Title

A set of words by which a project is commonly referred. Projects are listed in ascending order by Key Date.

6

Executive Contact

Designates the point of contact at the executive level for project-specific questions and status updates.

7

Project Description

Defines the overall scope of the project and any important background information. Completed projects may include key project achievements and/or metrics.

1

2

7

WORK PLAN UPDATE Project Descriptions	
COMPLETED PROJECTS	EXECUTIVE CONTACT
Creation of TIF 3 - Medical District Research options for establishing a Tax Increment Financing Reinvestment Zone near Baylor Medical Center - Garland and present to Council for consideration (go/no-go). If the consensus is to proceed, Staff will initiate creation of the zone.	Matthew Watson
Launching Programs to Reach Key Influencers - Brokers, Realtors, Digital Ambassadors, etc. The Image Project Team and Public & Media Relations have developed ongoing processes for realtor outreach, the Digital Ambassadors program and earned media program in order to support the City's Image Management Initiative. These processes/programs have been established and moved from the project phase to routine operations in Public & Media Relations. As of the quarterly Image Management Initiative Recap issued in April 2018, planned news media pitches from December 2017 through March 2018 yielded 44 media mentions for a PR value of \$230,048. Meanwhile the Digital Ambassadors program is averaging a 36.91% share rate and a 48.36% open rate. The Real Estate E-newsletter is averaging a 28.11% open rate. Both rates are well above the government industry average of 20%.	Dorothy White
PROJECTS IN PROGRESS - Underway	EXECUTIVE CONTACT
Prepare HyperMart Site for Future Redevelopment In 2017, City Council approved the City pursuing the acquisition of the former HyperMart site. The property was on the market for over 10 years with minimal interest from potential buyers. This project includes the property acquisition as well as demolition activities to prepare the site for future redevelopment. There is a separate project for the South Garland Catalyst Area Plan, where a market study will be conducted to determine what potential land uses the market would support, including the HyperMart site. Based upon the outcome of the market study, other projects will be identified in the future to support the long-term redevelopment efforts for this site.	Rick Vasquez

6

STRATEGIC PROJECT PORTFOLIO

2019 | Key Focus Area 1



Growing Economic Base

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for a Growing Economic Base. What does success look like?

- Promoting high-quality economic growth and redevelopment that expands and diversifies the tax base, including the customer base for municipal utilities
- Fostering economic and job growth by targeting high-yield industries and business types, and strategically providing support and incentives to secure and retain them
- Identifying and pursuing opportunities where city investments will catalyze significant additional public or private investments
- Improving regional connectivity with agency partners
- Locating high-density mixed-use developments around transit hubs
- Enhancing the city's identity and appearance through well-maintained green space, parks, major corridors, gateways, and medians

Achieving a Growing Economic Base requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve a Growing Economic Base. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 1.1 Enhance Accessibility by Advocating for Regional Transportation Projects
- 1.2 Redevelopment of Catalyst Areas (and Targeted Investment Areas)
- 1.3 Campaign to Enhance Garland's Image
- 1.4 Enhance Physical Appearance in High Impact Areas

GROWING ECONOMIC BASE

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS 3	PROJECTS IN PROGRESS - <i>Underway</i> 9	SCHEDULED PROJECTS - <i>Up Next</i> 0	FUTURE PROJECTS - <i>To Be Scheduled</i> 2
• Creation of TIF 3 - Medical District • Launching Programs to Reach Key Influencers - Brokers, Realtors, Digital Ambassadors, etc. • Prepare HyperMart Site for Future Redevelopment	• Corridor Study for Realignment of SH 78 (by TXDOT) • Expansion of I-635 (by TXDOT) • Implementation of Catalyst Study - Rosehill/I-30 • Media Launch of "Make Your Mark" Campaign • Production of "Make Your Mark" Campaign • Reconfiguration of I-30 (by TXDOT) • Redevelopment of Former HyperMart Site (Ongoing) • South Garland Avenue Catalyst Area Plan • TIF 3 - Project Plan and Funding Strategy		• Shiloh / Walnut TIA - Update Redevelopment Plan • TIF 3 - Expand Zone Boundaries

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Creation of TIF 3 - Medical District	● On Target	April 2018
Launching Programs to Reach Key Influencers - Brokers, Realtors, Digital Ambassadors, etc.	● On Target	April 2018
Prepare HyperMart Site for Future Redevelopment	● On Target	October 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
TIF 3 - Project Plan and Funding Strategy	● Minor Variance	March 2019
South Garland Avenue Catalyst Area Plan	● On Target	March 2019
Production of "Make Your Mark" Campaign	● On Target	May 2019
Media Launch of "Make Your Mark" Campaign	● On Target	December 2019
Corridor Study for Realignment of SH 78 (by TXDOT)	● On Target	January 2020
Implementation of Catalyst Study - Rosehill/I-30	● On Target	March 2020
Expansion of I-635 (by TXDOT)	● On Target	December 2024
Reconfiguration of I-30 (by TXDOT)	● On Target	January 2029
Redevelopment of Former HyperMart Site (Ongoing)		Ongoing

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

FUTURE PROJECTS - <i>To Be Scheduled</i>	CONDITION	TARGETED START DATE
Shiloh / Walnut TIA - Update Redevelopment Plan	TBD	TBD
TIF 3 - Expand Zone Boundaries	TBD	TBD

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

GROWING ECONOMIC BASE

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Creation of TIF 3 - Medical District

Matthew Watson

Researched options for establishing a Tax Increment Financing Reinvestment Zone near Baylor Medical Center - Garland and presented to Council for consideration (go/no-go). There was consensus amongst the Council to proceed and Staff initiated creation of the zone. On April 3, 2018, Council approved an ordinance establishing TIF Zone #3.

Launching Programs to Reach Key Influencers - Brokers, Realtors, Digital Ambassadors, etc.

Dorothy White

The Image Project Team and Public & Media Relations have developed ongoing processes for realtor outreach, the Digital Ambassadors program and earned media program in order to support the City's Image Management Initiative.

These processes/programs have been established and moved from the project phase to routine operations in Public & Media Relations. Project Outcome: As of the quarterly Image Management Initiative Recap issued in April 2018, planned news media pitches from December 2017 through March 2018 yielded 44 media mentions for a PR value of \$230,048. Meanwhile the Digital Ambassadors program is averaging a 36.91% share rate and a 48.36% open rate. The Real Estate E-newsletter is averaging a 28.11% open rate. Both rates are well above the government industry average of 20%.

Prepare HyperMart Site for Future Redevelopment

Robby Neill

In 2017, City Council approved the City pursuing the acquisition of the former HyperMart site. The property was on the market for over 10 years with minimal interest from potential buyers. This project included the property acquisition as well as demolition activities to prepare the site for future redevelopment. There is a separate project for the South Garland Avenue Catalyst Area Plan, where a market study was conducted to determine what potential land uses the market would support, including the HyperMart site. Based upon the outcome of the market study, other projects have been identified to support the long-term redevelopment efforts for this site.

TIF 3 - Project Plan and Funding Strategy**Matthew Watson**

On April 3, 2018, City Council approved an ordinance establishing Tax Incremental Financing (TIF) Zone #3. The next step is to establish a TIF Board, who will be tasked with making recommendations to City Council regarding a Project and Financing Plan for the zone. The Project and Financing Plan outlines the financial strategy to encourage development and redevelopment and also provides estimates of revenues into the tax increment fund. Per chapter 311 of the tax code, a Project and Financing Plan must be approved by the TIF Board and City Council before TIF funds can be used on a project. The Project and Financing Plan is typically amended periodically based on changes in the tax base and City priorities.

South Garland Avenue Catalyst Area Plan**Rick Vasquez**

The South Garland Avenue Catalyst Area Plan formalizes the Envision Garland Plan Catalyst Area program to create a sustainable physical and economic development program for the area. Project deliverables will provide a market assessment providing a base of information for the identification of market-driven opportunities. Detailed assessments will identify both short-term and long-term strategies for implementation. Area stakeholders will be engaged throughout the planning process.

Production of “Make Your Mark” Campaign**Becky King**

The Image project aims to improve Garland’s image and competitiveness in the DFW area by highlighting positive, unique aspects of the city; and enticing new businesses, residents, and visitors. This project includes the development and production of marketing material for advertisements, social media messaging, and other promotional efforts, in support of the City’s Image Improvement initiative.

Media Launch of “Make Your Mark” Campaign**Becky King**

The Image project aims to improve Garland’s image and competitiveness in the DFW area by highlighting positive, unique aspects of the city; and enticing new businesses, residents, and visitors. As a part of the Image management marketing campaign, this project includes the official launch of new “Make Your Mark” campaign material, including paid advertisements in various mediums.

Corridor Study for Realignment of SH 78 (by TXDOT)**John Baker**

This is a TxDOT project to examine the feasibility of realigning SH 78 through Downtown Garland such that a continuous roadway without sharp turns is created between the north section of SH 78 (Lavon Drive) and the south section of SH 78 (Garland Avenue) near the downtown square and relieving traffic congestion at the turns and on Avenue B and Avenue D.

SH 78 is currently discontinuous through Garland requiring three turns to remain on SH 78. Congestion at these turning points where SH 78 traffic is combined with other major thoroughfares continues to increase. The goal of the study is to determine if a feasible realignment route will increase transportation efficiency and connectivity between the current SH 78 alignment north of Downtown and the area south of Miller Road.

Implementation of Catalyst Study - Rosehill/I-30**Rick Vasquez**

In July 2017, Council adopted the I-30 Corridor Catalyst Area Plan. There will be a series of public-sector projects identified to help implement the recommendations of the approved plan, with the initial focus being in the Rosehill/I-30 Targeted Investment Area (TIA). One of the first steps was to prepare regulations, allowing for development in the TIA to occur in line with the Conceptual Plan presented within the I-30 Corridor Catalyst Area Plan. The regulations are in the form of a Planned Development District, which replaced the Urban Business (UB) zoning. UB zoning did not permit the majority of land uses outlined in the approved plan. Staff will also develop a program, identifying all the interrelated projects/deliverables necessary to fully implement the recommendations for the Rosehill/I-30 TIA.

Expansion of I-635 (by TXDOT)**John Baker**

This is a TxDOT project to fully reconstruct IH 635 East from US 75 to, and including, the IH 30 Interchange. Continuous frontage roads and an additional general purpose lane in each direction will be added. The managed toll lane will be reconstructed. Full interchanges will be added at Garland Ave and LaPrada. Full project will be brought up to modern standards with bottlenecks removed.

Reconfiguration of I-30 (by TXDOT)**John Baker**

This is a TxDOT project for the conversion of jughandle interchanges at Rosehill Road, Lyons Road and Bass Pro Drive to more conventional interchanges; reconfiguration of ramping to create greater distance between off ramps and cross street intersections; and extend the frontage roads across Lake Ray Hubbard. An initial phase will complete the frontage roads across Lake Ray Hubbard between Bass Pro Drive and Dalrock Road. These changes will enhance development opportunities along IH 30 in Garland.

Redevelopment of Former HyperMart Site (Ongoing)**Rick Vasquez**

A market study was conducted in conjunction with the South Garland Avenue Catalyst Study for future redevelopment of the former HyperMart site. Since then, the Garland Economic Development Foundation entered into a Real Property Feasibility Study Agreement of the former HyperMart site with a Consultant to explore developing the Property for commercial, retail, or entertainment purposes, or any other use expressly allowed under an economic development agreement between the City and future developer. Further details will be available in late 2019 pending the outcome of the feasibility study.

Shiloh / Walnut TIA - Update Redevelopment Plan**Rick Vasquez**

Update the market assessment and implementation strategy for the Shiloh/Walnut TIA, as identified in the Forest Jupiter Transit-Oriented Redevelopment Plan. The 2013 redevelopment plan was based on a hospital presence. The hospital closing presents an opportunity to revisit the area's development future.

TIF 3 - Expand Zone Boundaries**Matthew Watson**

Evaluate the boundaries of TIF Zone #3 for possible expansion to include the former hospital campus. The initial boundaries for the zone excluded properties associated with medical use due to an anticipated decline in property values following the closure of Baylor Scott & White Medical Center - Garland.

STRATEGIC PROJECT PORTFOLIO

2019 | Key Focus Area 2



Commercially Thriving Downtown

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for a Commercially Thriving Downtown. What does success look like?

- Capitalizing on Garland's authentic historic downtown character to attract new investors, businesses, visitors and residents
- Utilizing the Downtown Urban Design Standards to enhance the streetscapes—improving connectivity, walkability, and pedestrian access
- Driving traffic towards activities, attractions, and businesses in Downtown through coordinated promotions and marketing
- Developing strategies, designs, and incentives to help property owners improve the appearance of downtown buildings and enhance gathering spaces
- Facilitating redevelopment of existing buildings in ways that preserve character or distinctive historic features

Achieving a Commercially Thriving Downtown requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve a Commercially Thriving Downtown. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 2.1 Continuation of Downtown Redevelopment (Phase 3)
- 2.2 Implementation of Downtown TIF Project Plan

COMMERCIALLY THRIVING DOWNTOWN

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS 2	PROJECTS IN PROGRESS - Underway 4	SCHEDULED PROJECTS - Up Next 1	FUTURE PROJECTS - To Be Scheduled 4
• Update the Downtown TIF Project Plan and Budget • Recruit and Hire Downtown Coordinator	• Downtown Infrastructure Assessment • Implement Downtown Façade Improvement Grant Program • Walnut Street Pedestrian Corridor (Heritage Crossing) • Wayfinding Program (including Downtown Gateways)	• Downtown Square Redesign	• Austin Streetscapes (Sixth to Glenbrook) • Disposition or Repair of Tinsley-Lyles House • Improve Walkability and Streetscapes Beyond the Core • Improved Public Parking in Downtown

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Update the Downtown TIF Project Plan and Budget	● On Target	May 2018
Recruit and Hire Downtown Coordinator	● On Target	October 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Downtown Infrastructure Assessment	● Minor Variance	May 2019
Walnut Street Pedestrian Corridor (Heritage Crossing)	● Minor Variance	May 2019
Wayfinding Program (including Downtown Gateways)	● Minor Variance	December 2019
Implement Downtown Façade Improvement Grant Program	● On Target	July 2020

SCHEDULED PROJECTS - <i>Up Next</i>	CONDITION	TARGETED START DATE
Downtown Square Redesign	● On Target	June 2019

FUTURE PROJECTS - <i>To Be Scheduled</i>	CONDITION	TARGETED START DATE
Austin Streetscapes (Sixth to Glenbrook)	TBD	TBD
Disposition or Repair of Tinsley-Lyles House	TBD	TBD
Improve Walkability and Streetscapes beyond the Core	TBD	TBD
Improved Public Parking in Downtown	TBD	TBD

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

COMMERCIALLY THRIVING DOWNTOWN

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Update the Downtown TIF Project Plan and Budget

Becky King

The Downtown TIF has begun accumulating a fund balance, with an estimated \$3.1m available for programming over the remaining six years of the TIF. A list of requests and possible projects were evaluated and recommended by the TIF Board and taken to public hearing prior to Council consideration. In May 2018, Council adopted a modified TIF Financing and Project Plan. Staff may now begin implementing the newly-approved projects. (The scope of this project was limited to approval of the TIF plan; implementation of the projects specified within the TIF plan falls outside this project's scope.)

Recruit and Hire Downtown Coordinator

Becky King

A Downtown Coordinator was recruited, vetted, and hired for the purpose of implementing the Downtown TIF Project Plan, promoting Downtown as a destination, and increasing economic activity and vitality of the Downtown business district.

PROJECTS IN PROGRESS - *Underway*

EXECUTIVE CONTACT

Downtown Infrastructure Assessment

John Baker

Detailed study of the downtown area around the Downtown Square and adjacent streets to develop a concept plan for future street and sidewalk improvements for a more pedestrian friendly downtown area and better interface with the Downtown Square. Project also includes a detailed parking study to better accommodate daily business traffic and event parking.

Walnut Street Pedestrian Corridor (Heritage Crossing)

Skip Keller

Establish a pedestrian corridor and linear space on the south side of Walnut Street, along the DART rail line, between Fifth Street and Sixth Street that will include outdoor amenities for pedestrians in order to facilitate access and enhance the entrance to Downtown.

PROJECTS IN PROGRESS - *Underway (continued)*

EXECUTIVE CONTACT

Wayfinding Program (including Downtown Gateways)

Rick Vasquez

The Wayfinding Program provides a user-friendly navigational system that guides visitors and residents to and from City of Garland destinations. The program markets Garland assets, including entertainment, cultural, historical, outdoor and other venues and activities.

Implement Downtown Façade Improvement Grant Program

Becky King

In September 2018, City Council approved a resolution establishing a Downtown Historic Commercial Façade Improvement Grant Program. Staff will identify roles and responsibilities as well as supporting processes necessary to implement the grant program in Downtown Garland. The project includes activities such as establishing the application process and review criteria, drafting agreement templates for grant recipients, forming a Design Review Committee, and developing a program guidebook. The pilot program is expected to launch in mid-2019, after which the program will be monitored for one year to address participation levels and any potential lessons learned.

SCHEDULED PROJECTS - *Up Next*

EXECUTIVE CONTACT

Downtown Square Redesign

Rick Vasquez

The Downtown Square project will provide design recommendations to create a more functional and inviting public space for large gatherings, as well as individual activity. Current efforts include the Downtown Infrastructure Study, identifying recommendations for infrastructure improvements to confirm design proposals and programming to grow user interest in the space.

FUTURE PROJECTS - *To Be Scheduled*

EXECUTIVE CONTACT

Austin Streetscapes (Sixth to Glenbrook)

Robby Neill

The streetscapes along Austin Street between Sixth and Glenbrook will be improved to be consistent with the Downtown Urban Design Standards. (Portions of the streetscapes, but not all, have been improved as redevelopment has occurred in the area. This project will bridge the gaps, so there is one continuous and consistent design.)

Disposition or Repair of Tinsley-Lyles House

Becky King

As part of the FY18 Operating Budget, Council directed staff to identify potential uses of the Tinsley-Lyles House and to hire a Preservation Architect to document a refurbishment plan and cost estimate for work required.

Improve Walkability and Streetscapes beyond the Core**John Baker**

In August 2017, the Texas Downtown Association conducted an assessment within Downtown Garland. It was recommended to add sidewalk connections to popular destinations beyond the core of Downtown, enhancing walkability. The scope of this project includes development of a phased implementation plan for sidewalks and streetscapes as well as associated cost estimates for the broader Downtown area.

Improved Public Parking in Downtown**John Baker**

In August 2017, the Texas Downtown Association completed an assessment of Downtown Garland and recommended improved public parking to encourage tourism and growth in Downtown. (There is a separate project underway to conduct a parking inventory survey. The survey will help designate additional parking needs.) Based upon the outcome of the survey, this project includes activities associated with adding one improved surface parking lot in Downtown, such as land acquisition, design, and construction.

STRATEGIC PROJECT PORTFOLIO

2019 | *Key Focus Area 3*



Well-Maintained City Infrastructure

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for Well-Maintained City Infrastructure. What does success look like?

- Continuous improvement to the quality of infrastructure, including: city buildings, streets, alleys, sidewalks, street lights, and underground utilities
- Striving for cost- and energy-efficient infrastructure, both new and retrofit
- Delivering a Capital Improvement Program (CIP) that will meet our community's needs
- Enhancing connectivity through walkability and pedestrian access

Achieving a Well-Maintained City Infrastructure requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve a Well-Maintained City Infrastructure. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 3.1 Improve Street and Alley Conditions (Target 85-90 PCI)
- 3.2 Promote Cost- and Energy-Efficient Infrastructure
- 3.3 Develop Bond Program for Infrastructure, Facilities, Parks

WELL-MAINTAINED CITY INFRASTRUCTURE

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS 4	PROJECTS IN PROGRESS - <i>Underway</i> 3	SCHEDULED PROJECTS - <i>Up Next</i> 0	FUTURE PROJECTS - <i>To Be Scheduled</i> 0
- Operationalize Additional \$5.0 million in Funding for Streets - Operations Management System - Streets Department - Pothole Repair Process Improvements - Streets Department - Project Management Process Improvements - Engineering Department	- Develop Bond Program for Infrastructure, Facilities, Parks - Establish Program Management Function for Implementation of 2019 Bond Program - LED Street Light Conversion Program		

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Operations Management System - Streets Department	● On Target	August 2018
Pothole Repair Process Improvements - Streets Department	● On Target	August 2018
Operationalize Additional \$5.0 million in Funding for Streets	● On Target	September 2018
Project Management Process Improvements - Engineering Department	● Minor Variance	November 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Develop Bond Program for Infrastructure, Facilities, Parks	● On Target	March 2019
Establish Program Management Function for Implementation of 2019 Bond Program	● On Target	December 2019
LED Street Light Conversion Program	● On Target	December 2022

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

WELL-MAINTAINED CITY INFRASTRUCTURE

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Operations Management System - Streets Department

John Baker

The Streets Department was operating without a work management system and the pavement condition system was outdated/inadequate for the current operational challenges. This project enabled mobile workforce management, asset management, as well as pavement condition management with data analytic capabilities.

Pothole Repair Process Improvements - Streets Department

John Baker

The Streets Department implemented the results of the pothole repair operations audit. The major results implemented included: (1) Hiring a 6 employee overlay crew to overlay 35 lane miles of streets annually; (2) Improving the efficiency of the pothole repair operations to maximize the amount of repairs made and reduce the driving time between repair locations and to adequately track those improvements; and (3) Replacing the existing pavement management and work management system software with a updated system that eliminates duplication of effort and provides predictive modeling of future pavement conditions.

This project is now complete. With implementation of these items, the Streets Department has been able to exceed the goals for asphalt overlays the last two years. The average unit costs for pothole patching and major patching have decreased by 33% and 60%, respectively, from FY 15/16 to FY 17/18.

COMPLETED PROJECTS (continued)

EXECUTIVE CONTACT

Operationalize Additional \$5.0 million in Funding for Streets

John Baker

The Streets Department operationalized the additional \$5.0 million in funding approved in the 2017-18 Fiscal Year. The City Council authorized the hiring of a Sr. Civil Engineer and a Public Works Inspector to manage and inspect the additional construction projects generated due to the additional funding. To facilitate the expenditure of the additional funds, the Streets Department will: (1) Enter into design contracts for 18 street and 11 alley reconstruction projects; (2) Develop a \$1 million annual contract to stabilize soil and lift pavements; (3) Develop an \$8.5 million annual contract to repair failed concrete pavement on arterial, industrial, collector and residential streets and alleys; and (4) Bid out the street and alley reconstruction projects in several different contracts.

The Streets Department has encumbered the necessary funds, bid out the requisite projects and has started construction on those projects required to operationalize the additional \$5.0 million in funding approved in the FY 17/18 budget. Some of these projects have been completed, and construction will continue on the remaining projects through FY 18/19. Projects have been identified and design projects are underway to operationalize a like amount of money in FY 18/19 and succeeding years.

Project Management Process Improvements - Engineering Department

John Baker

Engineering's project management processes and procedures were assessed to identify areas for improved efficiency. A modified project management procedure was established and implemented utilizing a project management software. A digital filing system that will store all pertinent information relating to a project was integrated with the project management software.

PROJECTS IN PROGRESS - *Underway*

EXECUTIVE CONTACT

Develop Bond Program for Infrastructure, Facilities, Parks

John Baker

Staff is preparing for a future bond program to be considered by Council in the upcoming year. A consulting company has been hired to assist staff in assessing and identifying a comprehensive list of infrastructure and facility needs, cost estimation, resource planning, and citizen engagement. An internal steering committee will be working closely with the consulting firm to evaluate this list of projects. In addition, the Financial Services Department will be evaluating the tax rate impact of a bond program and developing a financing strategy for City Council consideration.

Establish Program Management Function for Implementation of 2019 Bond Program

John Baker

City Council is currently considering a General Obligation Bond Election in 2019. If an election is pursued by Council and the voters approve the bond program, there will be numerous projects to implement. To effectively deliver the bond program projects, a Program Management function will be established. Program Management is a best practice used to ensure smoother delivery and improved performance on large scale, multi-faceted projects.

LED Street Light Conversion Program**Jeff Janke**

In the medians/thoroughfares and residential neighborhoods throughout the city, the HPS (High Pressure Sodium) street lights will be replaced with LED (Light Emitting Diode) lights. It also includes the replacement of the streetlight poles and the conversion of 480V circuits to 240V circuits. In addition, a street light management system is being deployed, which will allow more visibility to the health of the system.

STRATEGIC PROJECT PORTFOLIO

2019 | *Key Focus Area 4*



Enhanced Quality of Life Through Amenities, Arts, and Events

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for Enhanced Quality of Life through Amenities, Arts, and Events. What does success look like?

- Developing a long-term plan for our Parks and Library Systems to meet our community's needs into the future
- Celebrating our community through special events
- Providing recreational, cultural, and educational opportunities desired by the community
- Maintaining excellent library, parks, and recreation services and facilities
- Creating unique, inviting, and connected gathering places

Achieving an Enhanced Quality of Life through Amenities, Arts, and Events requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve an Enhanced Quality of Life through Amenities, Arts, and Events. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 4.1 Update Long-term Master Plans in Parks and Libraries
- 4.2 Create an Active Events Venue
- 4.3 Enhance Parks and Amenities
- 4.4 Explore Concepts for Wind Surf Bay Park

ENHANCED QUALITY OF LIFE THROUGH AMENITIES, ARTS, AND EVENTS

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS 1	PROJECTS IN PROGRESS - <i>Underway</i> 7	SCHEDULED PROJECTS - <i>Up Next</i> 0	FUTURE PROJECTS - <i>To Be Scheduled</i> 2
Reorganize Events Staff and CVB Funding	- Bicycle and Pedestrian Master Plan - Develop and Adopt City Council Events Policies - Dog Park (Design Phase) - Plan and Implement Expanded Events Calendar - Skate Park (Design Phase) - Update the Long-term Master Plan for Parks and Recreation - Update the Long-term Master Plan for the Library System		- Dog Park (Construction Phase) - Skate Park (Construction Phase)

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Reorganize Events Staff and CVB Funding	● On Target	October 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Dog Park (Design Phase)	● On Target	February 2019
Plan and Implement Expanded Events Calendar	● Major Variance	May 2019
Update the Long-term Master Plan for Parks and Recreation	● On Target	September 2019
Update the Long-term Master Plan for the Library System	● On Target	September 2019
Develop and Adopt City Council Events Policies	● On Target	October 2019
Skate Park (Design Phase)	● On Target	November 2019
Bicycle and Pedestrian Master Plan	● On Target	March 2020

FUTURE PROJECTS - <i>To Be Scheduled</i>	CONDITION	TARGETED START DATE
Dog Park (Construction Phase)	TBD	TBD
Skate Park (Construction Phase)	TBD	TBD

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

ENHANCED QUALITY OF LIFE THROUGH AMENITIES, ARTS, AND EVENTS

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Reorganize Events Staff and CVB Funding

Rick Vasquez

The City Manager's Office reorganized the Special Events team to better align with our current organizational needs. The associated funding (HOT funds) was also re-allocated to align with the new organizational structure and responsibilities. Council approved the funding changes through the FY18-19 Operating Budget.

PROJECTS IN PROGRESS - *Underway*

EXECUTIVE CONTACT

Dog Park (Design Phase)

Skip Keller

The proposed Dog Park is currently planned for Central Park and will be approximately 2-3 acres in size. The Dog Park provides a space for people to lawfully allow their dogs to run freely without a leash in public. The proposed facility will include multiple fenced paddocks for rotation of use in order to retain the health and vigor of the turf as well as to allow for maintenance. The site will include basic site amenities such as lighting, water, seating, shade, landscaping, access to restrooms, and access to other park amenities. (The scope of this project is limited to design; construction phase of the Dog Park will be a separate project.)

Plan and Implement Expanded Events Calendar

Skip Keller

Develop a tool and supporting processes to provide a comprehensive list of City-initiated and other civic events happening in Garland. The tool will include capabilities to focus/filter events based upon geographic area, such as the Downtown area.

Update the Long-term Master Plan for Parks and Recreation

Skip Keller

The City of Garland recognizes the need to establish a framework for future design and development of parks, recreation, cultural arts, and special events within the City. The Parks and Recreation Master Plan will serve as the guideline for prioritization of future allocation of resources based upon the demand and use communicated by the citizens of Garland as well as the supply and condition of the existing parks, facilities, programs, events, and resources in the City.

Update the Long-term Master Plan for the Library System**Becky King**

The purpose of this project is for a Library consultant to update and develop a comprehensive Master Plan that includes a strategic plan, facilities plan, staffing plan, and technology plan for the Nicholson Memorial Library System. The plan will include goals, measurable objectives and specific activities that will meet community expectations for the next three to five years. The process includes an assessment of community demographics, an analysis of the projected effects of future trends and technologies on services, and identification of library service needs (including programs, services, and locations) of the community.

Develop and Adopt City Council Events Policies**Rick Vasquez**

Policies for our Special Events will be established and/or amended by staff and presented to Council for consideration/approval.

Skate Park (Design Phase)**Skip Keller**

As directed by City Council on December 3, 2018, the proposed Skate Park will be designed as a 40,000 square foot skate facility with the option to develop 20,000 square feet in an initial construction phase and the remaining 20,000 square feet to be developed in a future phase pending approval of additional funding as needed. The facility will be constructed using poured-in-place concrete to create both plaza-style and transition-style skate features. The proposed facility will accommodate users such as skateboarders, bmx cyclists, and scooters of all ages and skill levels. The types of skate features to be incorporated into the Skate Park will be determined during public engagement, and the project will be designed to include basic site amenities such as lighting, water, seating, shade, landscaping, access to restrooms, and access to other park amenities. (The scope of the project is limited to design; the construction phase of the Skate Park will be a separate project.)

Bicycle and Pedestrian Master Plan**Rick Vasquez**

The bicycle and pedestrian master plan will provide Garland with direction for on-street bike facilities and trail network connections. Project deliverables will provide a bicycle and pedestrian system network, design standards, and both short-term and long-term strategies for implementation with cost estimations. Garland residents will be engaged via a public input process.

Dog Park (Construction Phase)**Skip Keller**

The proposed Dog Park is currently planned for Central Park and will be approximately 2-3 acres in size. The Dog Park provides a space for people to lawfully allow their dogs to run freely without a leash in public. The proposed facility will include multiple fenced paddocks for rotation of use in order to retain the health and vigor of the turf as well as to allow for maintenance. The site will include basic site amenities such as lighting, water, seating, shade, landscaping, access to restrooms, and access to other park amenities. (The scope of this project is limited to the construction phase, which will include a formal bid process for construction management at risk.)

Skate Park (Construction Phase)**Skip Keller**

The proposed Skate Park is currently planned for Central Park and will be constructed using poured-in-place concrete to create both plaza-style and transition-style skate features. The proposed facility will accommodate users such as skateboarders, bmx cyclists, and scooters of all ages and skill levels. The types of skate features to be incorporated into the Skate Park will be determined during public engagement, and the site will include basic site amenities such as lighting, water, seating, shade, landscaping, access to restrooms, and access to other park amenities. (The scope of this project is limited to the construction phase. This project will be developed utilizing the design/build delivery method, and no further formal bids will be required once design is complete.)

STRATEGIC PROJECT PORTFOLIO

2019 | Key Focus Area 5



Safe Community

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for a Safe Community. What does success look like?

- Preparing first responders to effectively respond to all types of emergency situations, both small and large scale
- Monitoring the effectiveness of emergency response services
- Evaluating public safety staffing and facility needs
- Growing community partnerships that increase public communication and education for safety-related issues
- Promoting intervention and educational programs designed to reach at-risk populations (such as the youth, homeless, and mentally ill)
- Fostering operational strategies that build trust and bridge communication between law enforcement and the community
- Supporting residents in need through partnerships with social services agencies and the use of federal, state, and regional resources
- Developing and implementing emergency preparedness, response, and recovery plans across the organization
- Improving safety for all modes of transportation including motorists, pedestrians, and bicyclists.

Achieving a Safe Community requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve a Safe Community. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 5.1 Educate the Public on Fire and Injury Prevention
- 5.2 Revise EMS Deployment Model due to Hospital Closure
- 5.3 Improve Effectiveness of Emergency Response
- 5.4 Enhance Public Safety Staffing

SAFE COMMUNITY

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS 3	PROJECTS IN PROGRESS - <i>Underway</i> 5	SCHEDULED PROJECTS - <i>Up Next</i> 2	FUTURE PROJECTS - <i>To Be Scheduled</i> 0
• Diminish the Impact of Retail Theft through the Big Box Retail Theft Program • Homeless and Mental Health Initiative Designed to Match Needs with Resources • Suppress Gang Activity through Intervention, Education and Directed Enforcement	• All Hazards Specialty Training for Fire Department • Assess Injury Prevention Program Needs in the Community • Develop New Deployment Model for Fire Service Levels • Establish Continuity of Governance Plan • Promote/Install 10-year Sealed Battery Smoke Detectors (Pilot Program)	• Develop Comprehensive Fire and Fall Prevention Program • Develop Home Inspections Program (Pilot Program)	

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Homeless and Mental Health Initiative Designed to Match Needs with Resources	● On Target	January 2018
Diminish the Impact of Retail Theft through the Big Box Retail Theft Program	● On Target	March 2018
Suppress Gang Activity through Intervention, Education and Directed Enforcement	● On Target	March 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Assess Injury Prevention Program Needs in the Community	● On Target	January 2019
Promote/Install 10-year Sealed Battery Smoke Detectors (Pilot Program)	● On Target	January 2019
Establish Continuity of Governance Plan	● On Target	June 2019
All Hazards Specialty Training for Fire Department	● On Target	September 2019
Develop New Deployment Model for Fire Service Levels	● On Target	September 2019

SCHEDULED PROJECTS - <i>Up Next</i>	CONDITION	TARGETED START DATE
Develop Comprehensive Fire and Fall Prevention Program	● On Target	February 2019
Develop Home Inspections Program (Pilot Program)	● On Target	February 2019

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

SAFE COMMUNITY

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Homeless and Mental Health Initiative Designed to Match Needs with Resources

Chief Mitch Bates

The Homeless and Mental Health Initiative is working to address the needs of the homeless population in Garland as well as address criminal complaints.

Project Outcome: A new position was established within the Police Department to conduct frequent outreach to the homeless population. The Homeless Officer makes daily contacts with homeless individuals with the hopes of helping them become self-sufficient, with frequent referrals to shelters, rehabilitation programs and other support systems. The Homeless Officer also handles criminal complaints such as aggressive panhandling, drinking in public and criminal trespass. The officer will continue to be involved in regional discussions involving homeless and mental health concerns.

Diminish the Impact of Retail Theft through the Big Box Retail Theft Program

Chief Mitch Bates

The Garland Police Department established a retail theft program to provide retailers with alternatives to calling the Police for misdemeanor thefts. The goal was to help alleviate response demands on the Police Department and provide opportunities to reallocate resources to issues of higher priority or time sensitivity.

The Retail Theft Program has been implemented. The program allows loss prevention personnel to complete and submit a handwritten report, or on-line report, to the Garland Police Department to facilitate the prosecution of misdemeanor shoplifters. The major big box retail stores within Garland are participating in the program, and the Garland Police Department has seen substantial reductions in the number of times an officer responds to misdemeanor theft calls. The retail theft group (consisting of loss prevention officers within the city) is meeting each month at the Garland Police Department to discuss the program, and to provide a networking opportunity.

COMPLETED PROJECTS (continued)**EXECUTIVE CONTACT****Suppress Gang Activity through Intervention, Education and Directed Enforcement****Chief Mitch Bates**

In order to suppress youth gang activity, the Garland Police Department established a Gang Unit, structuring the unit to emphasize intervention, education, and directed enforcement.

Project Outcome: The Gang Unit was established in March 2018. The Gang Unit collects intelligences, carries out gang related investigations, and conducts enforcement when necessary. The Gang Unit prioritizes efforts on prevention, education and intervention. The unit utilizes home visits to educate parents of at-risk youth as preventative measures, and educates Garland youth using a variety of programs; including presentations at schools, the Citizens Police Academy, Youth Police Academy, and appearances at neighborhood and HOA groups. The Gang Unit utilizes the Garland Boxing Gym and Karate Programs as an intervention technique to redirect at risk youth.

PROJECTS IN PROGRESS - *Underway***EXECUTIVE CONTACT****Assess Injury Prevention Program Needs in the Community****Chief Mark Lee**

Conduct a community risk assessment to identify fire or injury problems that need to be addressed. Identify community resources that may be available to support a fire safety education program. This will then assist with developing a fire safety education program to fit the needs of the community.

Promote/Install 10-year Sealed Battery Smoke Detectors (Pilot Program)**Chief Mark Lee**

This is an ongoing pilot program to install 10-year battery detectors in the homes of Garland when the fire department has responded to the home. This program will be evaluated for its effectiveness September 2018. Information from the risk assessment may determine the usefulness or the need for modification of this program.

Establish Continuity of Governance Plan**Becky King**

The continuity of governance plan, also referred to as a COG plan, helps to prepare Garland's elected and appointed officials for emergencies by identifying their legal authorities, order of succession, and alternate facilities prior to an incident. The plan ensures elected officials have a framework for action in effort to prevent precious time wasting clarifying roles, assigning duties, or battling out lines of authority during an emergency.

During this project the Office of Emergency Management will research the mission essential functions that must be carried out by local elected and appointed officials during an emergency incident. OEM will work to identify records, systems and equipment the officials will need to carry out their functions. Finally, they will identify in the plan elected officials' orders of succession, legal authorities and alternate worksite locations.

PROJECTS IN PROGRESS - *Underway (continued)*

EXECUTIVE CONTACT

All Hazards Specialty Training for Fire Department

Chief Mark Lee

Increase training for specialized rescue crews with emphasis on Swiftwater, Vehicle Extrication and Rope Rescues. Assess current deployment model and address deficiencies in training, deployment, and capital equipment.

Develop New Deployment Model for Fire Service Levels

Chief Mark Lee

There is a national standard detailing the number of personnel needed on scene within a specified response time to address and mitigate emergency incidents. (NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.) This project is an evaluation of our department's current abilities to address the standard, and identification of service delivery deficiencies. A study with recommendations on our current standard of coverage will identify future needs to address deficiencies.

SCHEDULED PROJECTS - *Up Next*

EXECUTIVE CONTACT

Develop Comprehensive Fire and Fall Prevention Program

Chief Mark Lee

Using the results from the risk assessment project, develop a Fire Safety and fall prevention program to address the risks identified. Risk assessment is expected to be completed by January 2019.

Develop Home Inspections Program (Pilot Program)

Chief Mark Lee

Community risks that will be identified in the Risk Assessment project can be successfully addressed with the development of a home fire safety inspection program. All of our fire fatalities in the past 5 years have been in homes. A home inspection program will increase the fire safety awareness of the citizens of Garland and create a safer community. This project will begin after the risk assessment project has been completed. The risk assessment is expected to be completed by January 2019 and we anticipate the findings of the risk assessment will support a home fire safety inspection program.

STRATEGIC PROJECT PORTFOLIO

2019 | Key Focus Area 6



Vibrant Neighborhoods and Commercial Centers

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for Vibrant Neighborhoods and Commercial Centers. What does success look like?

- Being a community of strong, aesthetically-desirable, and healthy neighborhoods
- Supporting neighborhood vitality through strong partnerships, collaborations and by leveraging resources
- Encouraging reinvestment in our neighborhoods and businesses
- Updating our code compliance process, using innovative enforcement techniques to encourage well-maintained properties
- Developing strategies, designs, and incentives to help property owners improve the appearance of buildings within commercial centers and neighborhood retail businesses
- Providing a diverse range of housing choices and opportunities

Achieving Vibrant Neighborhoods and Commercial Centers requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve Vibrant Neighborhoods and Commercial Centers. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 6.1 Establish Home Improvement Incentive Program
- 6.2 Establish Residential Redevelopment Program
- 6.3 Establish Commercial Façade Improvement Program
- 6.4 Improve Commercial Centers Maintenance
- 6.5 Neighborhood Enhancement Projects

VIBRANT NEIGHBORHOODS AND COMMERCIAL CENTERS

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS 6	PROJECTS IN PROGRESS - <i>Underway</i> 5	SCHEDULED PROJECTS - <i>Up Next</i> 0	FUTURE PROJECTS - <i>To Be Scheduled</i> 0
• Armstrong Park Improvements • Chandler Heights Neighborhood - Median Improvements • Orchard Hills Neighborhood Enhancements • Reorganization of Building Inspections and Code Compliance • Town North Village Neighborhood - Screening Wall Enhancements • Where the Heart Is Program - Gatewood Neighborhood	• Avenue F and S. Garland Avenue - Neighborhood Enhancements • Duck Creek Park Enhancements • Implement Home Improvement Incentive Grant Program • North Garland Avenue and Apollo Road - Neighborhood Enhancements • Rainbow Estates Neighborhood Enhancements		

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Chandler Heights Neighborhood - Median Improvements	● On Target	May 2017
Town North Village Neighborhood - Screening Wall Enhancements	● On Target	May 2017
Armstrong Park Improvements	● On Target	June 2017
Orchard Hills Neighborhood Enhancements	● On Target	July 2018
Reorganization of Building Inspections and Code Compliance	● On Target	September 2018
Where the Heart Is Program - Gatewood Neighborhood	● On Target	October 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Rainbow Estates Neighborhood Enhancements	● Minor Variance	January 2019
Duck Creek Park Enhancements	● Minor Variance	February 2019
Implement Home Improvement Incentive Grant Program	● On Target	October 2019
Avenue F and S. Garland Avenue - Neighborhood Enhancements	● On Target	November 2020
North Garland Avenue and Apollo Road - Neighborhood Enhancements	● Minor Variance	November 2020

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

VIBRANT NEIGHBORHOODS AND COMMERCIAL CENTERS

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Chandler Heights Neighborhood - Median Improvements

Rick Vasquez

Completed a neighborhood median improvement, which included landscaping and irrigation, designed with community input.

Town North Village Neighborhood - Screening Wall Enhancements

Rick Vasquez

Completed screening wall enhancements in partnership with Town North HOA, which included painting the wall, installing landscaping, lighting, and irrigation, and designing and installing decorative metal panels along the wall.

Armstrong Park Improvements

Rick Vasquez

Completed community park improvements, which included lighting, a fitness station installation, and a butterfly garden.

Orchard Hills Neighborhood Enhancements

Rick Vasquez

Completed an installation of entryway features, hardscaping, and a message board for Orchard Hills neighborhood. Additionally, the Treasure Island median was replaced with hardscaping and low maintenance landscaping.

Reorganization of Building Inspections and Code Compliance

Rick Vasquez

Commercial zoning and property maintenance enforcement was split between Building Inspection and Code Compliance. This created confusion and unbalanced enforcement. The project brought all commercial enforcement under one team allowing for uniform enforcement with a focus on proactive approach to commercial property conditions.

Where the Heart Is Program - Gatewood Neighborhood

Rick Vasquez

Completed a comprehensive, coordinated, and concentrated neighborhood demonstration project in the Gatewood neighborhood. Activities included a service day, retaining wall cleanup, storm drainage and litter cleanup, and a crosswalk enhancement.

Rainbow Estates Neighborhood Enhancements**Rick Vasquez**

Installation of entryway features, sculpture, and documentary film project.

Duck Creek Park Enhancements**Rick Vasquez**

Creation and installation of sculpture at Duck Creek Road and Colonel Drive. Includes design involvement with South Garland High School art students and local artist.

Implement Home Improvement Incentive Grant Program**Rick Vasquez**

The Home Improvement Incentive Grant Program was created to improve neighborhood integrity, pride, and appearance by providing homeowners a financial incentive to reinvest in their property. In order to successfully implement this new program, staff will identify, assess, and create any necessary processes and documentation including forms, agreements, communications, promotional material, a cross-functional process, and project management.

Avenue F and S. Garland Avenue - Neighborhood Enhancements**Rick Vasquez**

Major corridor project featuring neighborhood entryway enhancements, public art, bridge and crosswalk improvements.

North Garland Avenue and Apollo Road - Neighborhood Enhancements**Rick Vasquez**

Major street and neighborhood improvement project, including two crosswalk enhancements, artistic bridge improvement, neighborhood entryway improvements, and retail center partnership improvements.

STRATEGIC PROJECT PORTFOLIO

2019 | Key Focus Area 7



Reliable, Cost Efficient Utility Services

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for Reliable, Cost Efficient Utility Services. What does success look like?

- Providing safe, reliable and well-designed utility systems
- Responsibly managing utility rates and fees that are reasonable, stable and competitive
- Offering programs and opportunities for residents and business to increase energy conservation or minimize environmental impact
- Implementing conservation efforts where appropriate
- Maintaining a diverse energy portfolio
- Meeting regulatory requirements while supporting programs that go beyond compliance

Achieving Reliable, Cost Efficient Utility Services requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve Reliable, Cost Efficient Utility Services. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 7.1 Citywide Single Stream Recycling
- 7.2 Pursue NTMWD Water Rates that Reward Conservation
- 7.3 TMPA Disposition or Operational Strategy
- 7.4 Explore Feasibility of Utility Services for Cypress Cove

RELIABLE, COST EFFICIENT UTILITY SERVICES

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS	1	PROJECTS IN PROGRESS - <i>Underway</i>	3	SCHEDULED PROJECTS - <i>Up Next</i>	0	FUTURE PROJECTS - <i>To Be Scheduled</i>	0
Implementation of Citywide Single Stream Recycling Program		- Cypress Cove (Ongoing) - Pursue NTMWD Water Rates that Reward Conservation (Ongoing) - TMPA Disposition or Operational Strategy (Ongoing)					

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Implementation of Citywide Single Stream Recycling Program	● On Target	February 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Cypress Cove (Ongoing)		Ongoing
Pursue NTMWD Water Rates that Reward Conservation (Ongoing)		Ongoing
TMPA Disposition or Operational Strategy (Ongoing)		Ongoing

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

RELIABLE, COST EFFICIENT UTILITY SERVICES

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Implementation of Citywide Single Stream Recycling Program

Lonnie Banks

Since 1998, Environmental Waste Services has offered every-other-week recycling collection to Garland residents. To provide customers with a convenient way to recycle more materials into one recycling container, Environmental Waste Services with approval from City Council began a phased approach to implement the Single Stream Recycling Collection Program throughout Garland by offering automated collection service through issuance of 96-gallon blue containers. The program required six (6) phases to fully implement citywide. The phased implementation of Automated Collection Single Stream Recycling Program was completed in February 2018.

PROJECTS IN PROGRESS - *Underway*

EXECUTIVE CONTACT

Cypress Cove (Ongoing)

John Baker

There is a 267-acre tract of land (Cypress Cove) within the extraterritorial jurisdiction (ETJ) of the City of Dallas, on the western shore of Lake Ray Hubbard, just south of Interstate 30 and east of Bobtown road that is owned by D.R. Horton (the developer). The property was re-zoned by Dallas in June 2013 to permit approximately 700 single family and 300 multi-family units. The build-out population is expected to be between 2500 and 3000.

Over the past 10 years, D.R. Horton has been in many discussions with City Management for aid in providing City services for water, sewer, police and fire, even to the point of possible annexation by the City of Garland while the property was within Dallas city limits. Recently the developer won a lawsuit with the City of Dallas and the Cypress Cove area was de-annexed from Dallas.

The developer has since proposed a creation of a Municipal Utility District (MUD) to provide finances for infrastructure for the development. As part of the MUD, the developer has moved forward with an application to build a 0.4MGD wastewater facility, which has prompted a public hearing by the TCEQ with concerned citizens near that location.

The City of Garland is under no obligation to provide any services (water, sewer, police, fire, road improvements) as the economic feasibility of supporting this area must be determined. Currently, the City is in ongoing discussions for providing sewer and water services.

Pursue NTMWD Water Rates that Reward Conservation (Ongoing)**John Baker**

The City of Garland is a member of the North Texas Municipal Water District and currently purchases water from the North Texas Municipal Water District (NTMWD) through a rate structure known as a “take-or-pay” system. The system uses the year of highest usage to establish how much water to bill the cities. Garland’s rate was set several years ago, prior to drought and water conservation efforts. Garland, along with three other municipalities, is pursuing action by the Public Utility Commission of Texas (PUC) to find the rate structure to be “adverse to the public interest”, as defined in Texas Statutes. These matters are involved in ongoing litigation and are not for general public information.

TMPA Disposition or Operational Strategy (Ongoing)**Jeff Janke**

This initiative involves administrative decisions regarding the future of TMPA’s electric generating and 345kV transmission facilities. The issues are competitive matters and are not for general public information.

STRATEGIC PROJECT PORTFOLIO

2019 | *Key Focus Area 8*



Customer-Focused City Services

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for Customer-Focused City Services. What does success look like?

- Achieving a high level of customer satisfaction by providing professional, respectful customer interactions and timely responses to inquiries
- Optimizing the use of technology to drive efficiency and productivity within municipal services
- Offering our customers convenient, innovative ways of conducting business with the City
- Considering the diversity of backgrounds, languages and needs within our community

Achieving Customer-Focused City Services requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve Customer-Focused City Services. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

8.1 Digital Government - Online City Services

8.2 Provide Self-Service Options for Customers

CUSTOMER-FOCUSED CITY SERVICES

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS	1	PROJECTS IN PROGRESS - <i>Underway</i>	5	SCHEDULED PROJECTS - <i>Up Next</i>	1	FUTURE PROJECTS - <i>To Be Scheduled</i>	3
Library Patron Self-Service - Radio-Frequency Identification (RFID)		- Alarm Permits - ePermitting Process - Building Permits - ePermitting Process - Land Development Process - ePlan Submittal/Review - Optimization of City Website - Upgrade Utility Billing Software and Services		Digital Government Portal - Phase 1		- Commercial Waste Customers - Unattended Automated Scale System - Digital Government Portal - Phase 2 - Digital Government Portal - Phase 3	

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Library Patron Self-Service - Radio-Frequency Identification (RFID)	● On Target	December 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Building Permits - ePermitting Process	● Minor Variance	February 2019
Alarm Permits - ePermitting Process	● On Target	March 2019
Optimization of City Website	● On Target	June 2019
Land Development Process - ePlan Submittal/Review	● Minor Variance	August 2019
Upgrade Utility Billing Software and Services	● On Target	January 2020

SCHEDULED PROJECTS - <i>Up Next</i>	CONDITION	TARGETED START DATE
Digital Government Portal - Phase 1	● On Target	March 2019

FUTURE PROJECTS - <i>To Be Scheduled</i>	CONDITION	TARGETED START DATE
Commercial Waste Customers - Unattended Automated Scale System	TBD	TBD
Digital Government Portal - Phase 2	TBD	TBD
Digital Government Portal - Phase 3	TBD	TBD

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

CUSTOMER-FOCUSED CITY SERVICES

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Library Patron Self-Service - Radio-Frequency Identification (RFID)

Becky King

This project implemented the RFID asset management system and replaced barcode technology. All new and previously acquired Library materials were tagged with RFID tags. Library facilities were modified and equipment installed for inventory control, asset management, automated check-in, and security. The number of self-check kiosks doubled at each Library location. These kiosks allow patrons to check-out, renew, and pick up hold items by patron self-service. Patron fines can be paid online by credit/debit card.

PROJECTS IN PROGRESS - *Underway*

EXECUTIVE CONTACT

Building Permits - ePermitting Process

Rick Vasquez

The City has used Permits Plus since the 1990's for inspections and permitting in the Building Inspection, Fire, and Engineering departments. While the vendor has released a significant upgrade to the technology with the Accela Automation suite, migrating to the upgraded product is cost prohibitive. The City has successfully implemented similar permitting and inspection functionality using the Microsoft Dynamics CRM platform. Incorporating the Building Inspection, Fire and Engineering functionality onto the same platform moves the City toward a fully integrated, address based data repository.

Alarm Permits - ePermitting Process

Chief Mitch Bates

The City of Garland has a city ordinance that regulates residential and business alarms. The ordinance requires permits to operate alarms and fines residences or businesses that have excessive false alarms. Almost all the cities in the North Texas area have switched to commercial companies to manage all the information, permits, and billing for alarms because they are more efficient with their economies of scale. The city currently uses a custom built computer program that was implemented before alarm management companies existed. Our program is about to break with the new police RMS system upgrade, so this project was implemented to increase efficiency and implement new web based features the current system can't support.

PROJECTS IN PROGRESS - *Underway (continued)*

EXECUTIVE CONTACT

Optimization of City Website

Dorothy White

Optimize the City Website to: 1) portray the City in a positive manner, 2) offer a satisfying user experience with easily accessible resources, 3) facilitate interactivity between the City and those it serves, 4) integrate with currently-used applications, 5) provide an easily managed CMS with robust tracking, reporting, and governance tools, 6) provide similar services, features and functionality available on the existing website, 7) select a vendor with substantial experience developing websites for municipal governments.

Land Development Process - ePlan Submittal/Review

John Baker

The land development processes are being automated. Automating current processes, as well as providing the capability for electronic submittal and plan review, will streamline the pre-submittal, zoning, platting, and plan review processes.

Upgrade Utility Billing Software and Services

Kevin Slay

The Customer Service and Environmental Waste Services Departments are implementing a new Customer Information System (CIS) to support the City's current and future utility services needs. The new CIS will include Mobile Workforce Management and a Customer Self-Service portal.

SCHEDULED PROJECTS - *Up Next*

EXECUTIVE CONTACT

Digital Government Portal - Phase 1

Steven Niekamp

Develop the base web portal which will allow users to log in to access city services.

FUTURE PROJECTS - *To Be Scheduled*

EXECUTIVE CONTACT

Commercial Waste Customers - Unattended Automated Scale System

Lonnie Banks

Currently, there are two inbound scales and one outbound scale at the Hinton Landfill. Private waste-hauling customers have expressed their concern regarding excessive wait and transaction processing cycle time to enter the facility prior to arriving at the disposal offloading working area. In order to continually attract and retain customers, an additional inbound truck scale containing an automated weighing feature to address this problem was approved through City Council in the 2018 CIP. With the addition of this inbound scale an enhancement to the current Compu-weigh system will be required. This enhancement will include an Unattended Kiosk module that will allow private waste haulers and City vehicles to gain entrance to the landfill through the use of an RF Reader or a Proximity Card Reader feature.

Digital Government Portal - Phase 2**Steven Niekamp**

Provide address and/or visitor specific information, which may include the display of utility billing information, tax bill information, permit registrations, etc., based on the options selected by the registered web site user.

Digital Government Portal - Phase 3**Steven Niekamp**

Development of analytical reports based on the use of online services and the digital government portal.

STRATEGIC PROJECT PORTFOLIO

2019 | *Key Focus Area 9*



Sound Governance and Finances

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for Sound Governance and Finances. What does success look like?

- Structuring our governance to support current and future needs of the community
- Responsibly managing our financial resources with appropriate levels of governance, controls, and accountability
- Promoting transparent and effective communication with City Council, Boards, and Commissions
- Maintaining high bond ratings, in order to issue the debt needed to finance our Capital Improvement Program
- Providing accurate and reliable revenue and expenditure forecasting models

Achieving Sound Governance and Finances requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve Sound Governance and Finances. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

9.1 Improve Current Governance Structures

9.2 Maintain Development Ordinances

SOUND GOVERNANCE AND FINANCES

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS	4	PROJECTS IN PROGRESS - Underway	1	SCHEDULED PROJECTS - Up Next	0	FUTURE PROJECTS - To Be Scheduled	0
• Approve Process for Boards and Commissions (Expenditures, Funding, and Term Limits) <i>(from City Council)</i> • Establish Process to Build Qualified Candidate Pool for Boards and Commissions <i>(from City Council)</i> • Evaluate Organization of Electrical/Plumbing and Fire/ Building Boards <i>(from City Council)</i> • Review and Amend Charter <i>(from City Council)</i>		• Changes to GDC Based on Issues Discovered After Adoption (Ongoing)					

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Evaluate Organization of Electrical/Plumbing and Fire/Building Boards (from City Council)	● On Target	January 2018
Establish Process to Build Qualified Candidate Pool for Boards and Commissions (from City Council)	● On Target	May 2018
Review and Amend Charter (from City Council)	● On Target	May 2018
Approve Process for Boards and Commissions (Expenditures, Funding, and Term Limits) (from City Council)	● On Target	October 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Changes to GDC Based on Issues Discovered After Adoption (Ongoing)		Ongoing

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

SOUND GOVERNANCE AND FINANCES

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Evaluate Organization of Electrical/Plumbing and Fire/Building Boards (from City Council)

Rene Dowl

At the request of Council, the Administrative Services Committee evaluated three individual boards for possible consolidation. The three boards were the Building & Fire Code, Plumbing and Mechanical Code, and Electrical Code Boards. The Administrative Services Committee directed City Staff to draft an ordinance for review and approval by the City Council that would combine the three construction code boards into one board and to address any Code of Ordinance amendments that would impact this recommended action.

Ordinance No. 6952 was adopted on January 16, 2018, combining the boards.

Establish Process to Build Qualified Candidate Pool for Boards and Commissions (from City Council)

Rene Dowl

At the request of Council, the Administrative Services Committee established processes by which to build qualified candidate pools for appointments to boards and commissions.

The Council policies have been updated to reflect the new process. In order to provide timely appointments to outside organizations Council is informed sixty days in advance of an expiring term. Council is also updated on vacancies for advisory boards and commissions as they occur and a compilation of vacancies is provided by July 15, along with all new applications.

Review and Amend Charter (from City Council)

Rene Dowl

A Charter Review Committee was appointed by the City Council to review the Charter and provide recommendations to the Council for revisions and/or corrections.

The proposed revisions were taken to the voters in May 2018 and approved.

Approve Process for Boards and Commissions (Expenditures, Funding, and Term Limits) (from City Council)

Rene Dowl

At the request of Council, the Administrative Services Committee reviewed the process for funding requests and expenditures for boards and commissions. The committee was also asked to review the Council policy for boards and commissions term limits. The Council policies have been updated and staff has implemented the new expenditure reporting processes.

Changes to GDC Based on Issues Discovered After Adoption (Ongoing)**Rick Vasquez**

Following its adoption in May 2015, it was understood that the Garland Development Code (GDC) would likely have issues discovered that would need to be amended accordingly. So far, staff has brought forward six rounds of amendments. Most of the amendments are to clean up unintentional conflicts in the code, and others have been policy direction of the City Council. Development codes are always subject to changes; therefore, amendments will be ongoing, as needed.

STRATEGIC PROJECT PORTFOLIO

2019 | *Key Focus Area 10*



Future-Focused City Organization

Key Focus Areas are the long-term priorities for the City of Garland, supported by multi-year goals or Strategic Initiatives. We are striving for a Future-Focused City Organization. What does success look like?

- Fostering professional and rewarding careers
- Attracting, retaining, and motivating a highly-qualified, diverse workforce through our workplace culture and benefits
- Increasing efficiency and productivity through progressive information technology systems that automate work, improve convenience, or support data-driven decision making
- Infusing a mindset focused on initiative, innovation, efficiency and continuous improvement

Achieving a Future-Focused City Organization requires our ongoing efforts focused on the following Strategic Initiatives (not listed in order of priority). The Strategic Initiatives explain how we plan to achieve a Future-Focused City Organization. There may also be specific projects or actions identified to further advance the multi-year goal. The accompanied Work Plan outlines the specific projects (or actions) planned.

STRATEGIC INITIATIVES:

- 10.1 Establish Required Training for Managers and Learning Management System
- 10.2 Develop a Plan to Expand Employee Recruitment Efforts and Minority Outreach
- 10.3 Develop Retirement Stability Benefit (RSB) for Civil Service Employees
- 10.4 Upgrade and Integrate City Finance Related Systems

FUTURE-FOCUSED CITY ORGANIZATION

Work Plan Update | 4Qtr2018



COMPLETED PROJECTS	6	PROJECTS IN PROGRESS - <i>Underway</i>	3	SCHEDULED PROJECTS - <i>Up Next</i>	0	FUTURE PROJECTS - <i>To Be Scheduled</i>	2
• Establish Plan Design and Policies for Retirement Stability Benefit (RSB) • Develop Youth Police Academy • Rollout Retirement Stability Benefit (RSB) to Civil Service Employees • Upgrade Finance System • Upgrade HR/Payroll System • Upgrade Purchasing System		• Establish City-wide On-line and Classroom (LMS) - pilot project • Expand Diversity and Youth Outreach • Replace Budgeting and Forecasting System - (research phase)				• Develop Fire Ops 101 Course for College Students • Establish a Tiered "Required" Management Training Program	

COMPLETED PROJECTS	CONDITION	COMPLETION DATE
Upgrade Finance System	● On Target	February 2017
Upgrade Purchasing System	● On Target	February 2017
Establish Plan Design and Policies for Retirement Stability Benefit (RSB)	● On Target	June 2018
Rollout Retirement Stability Benefit (RSB) to Civil Service Employees	● On Target	June 2018
Upgrade HR/Payroll System	● On Target	July 2018
Develop Youth Police Academy	● On Target	September 2018

PROJECTS IN PROGRESS - <i>Underway</i>	CONDITION	TARGETED COMPLETION DATE
Expand Diversity and Youth Outreach	● Minor Variance	January 2019
Establish City-wide On-line and Classroom (LMS) - pilot project	● On Target	January 2019
Replace Budgeting and Forecasting System - (research phase)	● On Target	January 2019

FUTURE PROJECTS - <i>To Be Scheduled</i>	CONDITION	TARGETED START DATE
Develop Fire Ops 101 Course for College Students	TBD	TBD
Establish a Tiered "Required" Management Training Program	TBD	TBD

CONDITION DEFINITIONS:

- On Target - on track; milestones on track to complete on time
- Minor Variance - minor adjustments to the project plan; milestones may be slightly delayed or projected to be near target
- Major Variance - major adjustments to the project plan; milestones are significantly delayed or projected to be off target
- On-hold / Re-evaluated - major change request for the project scope, necessitating changes to the project plan
- Cancelled - project has been discontinued or indefinitely placed on hold due to major issue/risk
- Not Submitted - project status report not received for reporting period

FUTURE-FOCUSED CITY ORGANIZATION

Project Descriptions | 4Qtr2018



COMPLETED PROJECTS

EXECUTIVE CONTACT

Upgrade Finance System

Steven Niekamp

The Finance System was upgraded and improved operational efficiency by eliminating work-around processes for deficiencies in the application. The system upgrade also allowed for other applications, such as Cityworks, to interface with the financial system without custom programming.

Upgrade Purchasing System

Steven Niekamp

The Purchasing System was upgraded and improved operational efficiency by eliminating work-around processes for deficiencies in the application. The system upgrade also allowed for other applications, such as Cityworks, to interface with the financial system without custom programming.

Establish Plan Design and Policies for Retirement Stability Benefit (RSB)

Kristen Smith

Per Council direction, Staff explored options to expand FY17-18 retirement investments offers for Civil Service employees.

Rollout Retirement Stability Benefit (RSB) to Civil Service Employees

Kristen Smith

Staff incorporated an on-going review of Retirement Stability Benefit plan, focused on financial sustainability.

Upgrade HR/Payroll System

Steven Niekamp

This project had two major deliverables. The first deliverable was to upgrade the HR/Payroll system and then move to a vendor-hosted platform. Now that the upgraded system is in production and stable, the project team will implement time clocks, time management self-service, and the mobile access modules. (These deliverables will be considered as a second phase and tracked as a separate project.)

COMPLETED PROJECTS (continued)**EXECUTIVE CONTACT****Develop Youth Police Academy****Chief Mitch Bates**

The Youth Police Academy launched on Monday September 24, 2018 with a total of 40 student participants. Within a 6-week period, the students will graduate. This program will continue into the future and one Youth Police Academy will be held each semester (two per school year).

The program was designed to be similar to the Garland Citizens Police Academy program, adjusted for teens ages 16-18. The Youth Police Academy was coordinated through the High School SRO's and SRO Supervisors. Juniors and Seniors from each of the High Schools in Garland were eligible to participate.

PROJECTS IN PROGRESS - *Underway***EXECUTIVE CONTACT****Expand Diversity and Youth Outreach****Kristen Smith**

Establish workplace immersion programs and partnerships that provide education on Municipal/Public Service, promote diversity and create employment pipelines for community youth, trade school, college and university students.

Establish City-wide On-line and Classroom (LMS) - pilot project**Kristen Smith**

Configure and deploy the Cornerstone Learning Management System, an organizational software application for the documentation, tracking, reporting and delivery of training and development programs for all employees, toward the overall goal of developing a competent, agile and future-focused City organization.

Replace Budgeting and Forecasting System - (research phase)**Steven Niekamp**

The current budgeting and forecasting system is outdated and needs to be replaced with current technology. The Budget Office will be researching other software offerings and selecting a replacement for the current system.

FUTURE PROJECTS - *To Be Scheduled***EXECUTIVE CONTACT****Develop Fire Ops 101 Course for College Students****Chief Mark Lee**

The program will be a 1 day Fire Ops 101 Course allowing participants to gain fire service knowledge by participating in "hands-on" operations, education, and demonstrations. Program is designed to promote careers in the fire service while focusing on minority outreach. Goal is to peak the interest of minority college students, while recruiting at their campus by offering this program.

Establish a Tiered “Required” Management Training Program**Kristen Smith**

Establish and publish development requirements for supervisors, managers, administrators, directors and above and coordinate opportunities to fulfill the development requirements in an effort to build competence in critical performance areas toward the overall goal of developing the organization’s leadership potential.



GARLAND
CITY COUNCIL ITEM SUMMARY SHEET

City Council Work Session Agenda

2.b.

Meeting Date: January 14, 2019

Item Title: Federal Grants Calendar 2019-2020

Submitted By: Mona Woodard, Neighborhood Services Administrator

Summary of Request/Problem

The 2019-2020 Federal Grants Calendar for the Community Development Block Grant (CDBG), HOME Partnership Grant (HOME) and Emergency Solutions Grant (ESG) is presented for Council review.

Recommendation/Action Requested and Justification

Staff recommends approval of the 2019-2020 Federal Grants Calendar

Attachments

Federal Grant Calendar 2019-2020

2019-2020 Federal Grants Calendar

2019/20 Application Process Calendar	Jan 2019	Feb 2019	Mar 2019	April 2019	May 2019
Council Work Session – 19/20 Grant Calendar Provided	1-14-19				
Public Notice – Notification of the 2019/20 Entitlement Grant Application Process	1-15-19				
Applications for 19/20 Federal Grants Available	1-23-19				
Technical Assistance Meeting - Grant Applicants – 3 pm at 800 Main Street	1-23-19				
Technical Assistance Meeting – Grant Applicants – 3pm at 800 Main Street	1-25-19				
Citizen Input Meeting – 800 Main Street (6:30 pm)	1-29-19				
Citizen Input Meeting – 800 Main Street (3:30 pm)	1-30-19				
Entitlement Grant Applications due back to Housing and Community Services by 4:30 pm – 800 Main Street		2-12-19			
Council Work Session – Grant Allocation Workbooks Provided			3-18-19		
Council Regular Session – Public Hearing for CDBG, HOME and ESG Grant Programs			3-19-19		
Council Work Session – Discussion – Allocation of Grant Funding				4-1-19	
Council Work Session – Discussion – Allocation of Grant Funding				4-15-19	
Council Regular Session – Final Approval of 2019/20 Grant Allocations and Plan of Action				4-16-19	

2019/20 Application Process Calendar (Continued)	July 2019	Aug 2019	Sept 2019	Oct 2019
Public Notice Issued – 2019-2020 Grant Plan of Action	7-12-19			
2019-2020 Plan of Action Submission – Department of Housing and Urban Development – Mandatory Date		8-13-19		
Public Notice Issued – 2019-2020 Environmental Review for all Approved Grant Projects			9-3-19	
New Grantee Technical Assistance Training			9-25-19	
2019-2020 Environmental Review Submission – Department of Housing and Urban Development – Mandatory Date				10-1-19
New Fiscal Grant Year Begins				10-1-19



GARLAND
CITY COUNCIL ITEM SUMMARY SHEET

City Council Work Session Agenda

3.a.

Meeting Date: January 14, 2019

Item Title: Preview of 2019 Proposed CIP

Submitted By: Ron Young, Budget Director

Summary of Request/Problem

Staff will provide an overview of the 2019 Proposed Capital Improvement Program (CIP), which will be formally presented by the City Manager at the January 15, 2019, Regular City Council Meeting.

Schedule for Review and Approval:

Jan. 14	Mon.	Preview of 2019 Proposed CIP to Council
Jan. 15	Tues.	City Manager Presentation of 2019 Proposed CIP to Council
Jan. 24	Thurs.	Budget Work Session – 6:00 P.M.
Feb. 4	Mon.	Council Work Session – Tentative (if needed)
Feb. 5	Tues.	Public Hearing on 2019 CIP – 7:00 P.M.
Feb. 18	Mon.	Council Work Session – Deliberations
Feb. 19	Tues.	Public Hearing and Adoption of 2019 CIP – 7:00 P.M.

As shown in the schedule above, Budget Sessions for review of the proposed capital plan will take place on Thursday, January 24, Monday, February 4, and Monday, February 18, 2019. A Public Hearing on the CIP will be held on February 5 and February 19, 2019, with final adoption proposed to take place on February 19, 2019.

Recommendation/Action Requested and Justification

Information only.



GARLAND
CITY COUNCIL ITEM SUMMARY SHEET

City Council Work Session Agenda

3.b.

Meeting Date: January 14, 2019

Item Title: Multi-Family Water/Wastewater Base Rate

Submitted By: Wes Kucera, Managing Director

Summary of Request/Problem

At the December 18, 2018 Regular Session, the City Council held a Public Hearing regarding proposed Water and Wastewater base rate increases for multi-family facilities. At that time, the Council directed staff to evaluate and present options regarding the proposed increases at the January 14, 2019 Work Session. Staff will have a brief presentation prior to Council discussion on the matter.

A rate methodology change was introduced during the FY 2019 budget to align with TCEQ Rule 290.38 which defines each apartment unit as one connection to the system. This new methodology charged each apartment unit the \$31.60 base rate used for single-family homes for water and sewer. This aligned the City's rate structure with the TCEQ approach for setting water pressure minimums and other system standards based on each connection to the system.

During the months of November and December 2018, two Work Session reviews and a public hearing were held to discuss this new rate methodology and its impact on apartments. While the need for a change in methodology was evident, a phased-in implementation was considered as an option. Staff was instructed by Council to explore other rate methodologies as well. As a result, staff developed an alternative base rate using various assumptions in an attempt to identify the cost difference of providing service to a single-family home versus an apartment. This resulted in a slightly lower base rate of \$18.06 a month for Water and \$6.04 for Sewer for a total base rate of \$24.20 for apartments. Staff has labeled this a Cost of Service Base Rate.

Recommendation/Action Requested and Justification

1. Approve a phased-in rate of \$11.52 for Water and \$4.27 for Sewer beginning March 1, 2019, and implement the final rate adjustment in March 1, 2020 after a deeper level of analysis of system and rate class costs.
2. Approve a Cost of Service phased-in rate of \$9.08 for Water and \$3.02 for Sewer beginning March 1, 2019, and implement the final rate adjustment in March 1, 2020 after a deeper level of analysis of system and rate class costs.

3. Other action as directed by the Council.

Attachments

Water Wastewater Apartment Rate PPT



GARLAND

WATER UTILITIES

2018-19 Budget
Apartment Unit Base Rate

City Council Work Session
January 14, 2019

Update

- December 2018
 - December 17th - Work Session
 - Presented a two year phase-in approach (half of rate as of March, 2019 & full rate implementation as of March, 2020).
 - December 18th – Public Hearing
 - Council instructed staff to bring back additional options.
 - December 19, 2018 thru January 11, 2019 – Staff worked with rate consultants to develop a Cost of Service (COS) base rate model as an alternative approach.
 - January 7th - Staff met with Apartment Owners, Managers and the Apartment Association of Greater Dallas.

Proposed Options

Action	Half of Unit Base Charge	FY 19 Financial Impact
1) Approve half of the Adopted Budget rate with Two year phase-in (Water \$11.52 Sewer \$4.27)	\$15.79	(\$3.0M)
2) Approve COS half rate with Two year phase-in (Water \$9.08 Sewer \$3.02)	\$12.10	(\$3.5M)

Notes:

- The Adopted Budget included a unit base rate charge of \$31.60 (\$23.05 Water / \$8.55 Sewer) per month. Option 1: Implement half of this rate as of March 1, 2019 and full rate as of March 1, 2020.
- Alternative COS approach – Apartment unit charge of \$24.20 (\$18.16 Water / \$6.04 Sewer) per month. Option 2: Implement half of this rate as of March 1, 2019 and full rate as of March 1, 2020.
- A Cost of Service Review will be conducted over the next 6 months.

Discussion



GARLAND

WATER UTILITIES



GARLAND
CITY COUNCIL ITEM SUMMARY SHEET

City Council Work Session Agenda

3.c.

Meeting Date: January 14, 2019

Item Title: Mandatory Sterilization Ordinance

Submitted By: Jason Chessher, Health Director

Summary of Request/Problem

At the November 5, 2018 City Council Work Session, Council directed staff to prepare a draft ordinance that would require sterilization of all dogs and cats in Garland. Staff developed the proposed ordinance which was endorsed by the Animal Services Advisory Committee during their December 7, 2018 meeting.

Recommendation/Action Requested and Justification

Council discussion.

Attachments

Mandatory Sterilization Ordinance

Mandatory Sterilization Ordinance - Redline Version

Mandatory Sterilization Presentation

ORDINANCE NO.

AN ORDINANCE AMENDING CHAPTER 22, "ANIMAL SERVICES", OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; REQUIRING STERILIZATION OF DOGS AND CATS; PROVIDING FOR A BREEDER PERMIT AND OTHER EXCEPTIONS TO THE STERILIZATION REQUIREMENT; PROVIDING A PENALTY UNDER THE PROVISIONS OF SEC. 10.05 OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; PROVIDING A SAVINGS CLAUSE AND A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That Chapter 22, "ANIMAL SERVICES", of the Code of Ordinances of the City of Garland, Texas, is hereby amended by amending subsection 22.13 to read as follows:

"Permits.

- (A) A person seeking a permit to operate a commercial business covered by this article shall fully and truthfully complete an application in a form provided by the Supervisor of Animal Services and shall pay the required application fee. The application fee for miniature livestock, domestic ferrets, and special reptiles shall be \$25.00 per year.
- (B) A person seeking a breeder permit shall fully and truthfully complete an application in a form provided by the Supervisor of Animal Services and shall pay the required annual application fee of \$100.00. A breeder permit may only be issued for a cat or dog:
 - (1) That is currently in compliance with the vaccination requirements of Section 22.04(A) of this article;
 - (2) That, not more than ninety (90) days before the date of the breeder permit application, has been approved to breed by a licensed veterinarian; and
 - (3) Whose owner:
 - i. Is a member of a purebred dog or cat fanciers club, approved by the Supervisor of Animal Services, that maintains and enforces a code of ethics for breeding that includes restrictions on breeding dogs and cats with genetic defects and life-threatening health problems common to the breed; or

- ii. Holds a license as required by the Section 802.101 of the Texas Occupations Code for each facility owned or operated in the state.
- (C) A person holding a breeder permit commits an offense if the permit holder allows a female dog or cat to have more than one litter during the permit term, unless the permit holder has received written authorization from the Supervisor of Animal Services to allow two litters during the permit term because having two litters is required to protect the health of the female dog or cat or the first litter during the term was euthanized or did not survive for other reasons.
 - (D) Permits are not transferable from one person to another or from one address to another address. A permit shall be valid for one year from the date of issuance unless sooner revoked or terminated under the provisions of this article.
 - (E) The Supervisor of Animal Services may impose specific conditions on a permit in order to obtain compliance with all applicable provisions of this article.
 - (F) For serious or repeated violations of any of the requirements of this article, or for interference with the local health authority or designee, in the performance of his or her duties, a permit issued under this article may be revoked. Prior to such action, the Supervisor of Animal Services shall notify the permit holder in writing, stating the reason(s) for which the permit is subject to revocation and advising the permit holder of the permit holder's right to a hearing before the Administrative Review Board. Requests for a hearing shall be made to the Supervisor of Animal Services within five (5) days following service of the notice of revocation. If the permit holder fails to request a hearing within five (5) days, the permit is revoked. If a hearing is timely requested prior to revocation, the permit remains valid while pending before the Administrative Review Board.
 - (G) A person whose application for a permit under this article is denied by the Supervisor of Animal Services may appeal the denial to the Administrative Review Board. The permit denial remains effective while pending before the Administrative Review Board.
 - (H) The hearings provided for in this section shall be held before, and decided by the Administrative Review Board at a time and place designated by the board. Based upon the evidence presented at the hearing, the Administrative

Review Board shall make a finding and may sustain, modify, or rescind the decision forming the basis of the hearing.

Section 2

That Chapter 22, "ANIMAL SERVICES", of the Code of Ordinances of the City of Garland, Texas, is hereby amended by amending subsection 22.19 to read as follows:

"Prohibited Animals.

- (A) It shall be unlawful to keep, harbor, sell, transfer, convey or release any of the following:
 - (1) An unsterilized cat or dog over the age of six months, except as provided in this section;
 - (2) A wild animal;
 - (3) An exotic animal, except as provided in this article; or
 - (4) A dangerous animal as provided in section 22.20.
- (B) It shall be an affirmative defense to prosecution under this section that the owner of an animal prohibited by (A)(1) of this section establishes one of the following:
 - (1) *Retail or Adoption Animal*. The animal is being held for sale by a retail pet store or held for adoption by animal services or an animal welfare organization;
 - (2) *Shows and Competitions*. The cat or dog is a used to show, to compete, or breed, which is a breed recognized by and registered with the American Kennel Club, United Kennel Club, American Dog Breeders Association, Cat Fanciers' Association, or other bona fide registry and meets one of the following requirements:
 - i. The cat or dog has competed in at least one show or sporting competition sanctioned by a bona fide national registry within the last 365 days;
 - ii. The dog earned conformation, obedience, agility, carting, herding, hunting, protection, rally, sporting, working or other title from a purebred dog registry, referenced above, or other registry or dog sport association; or
 - iii. The owner of the cat or dog is a member of, and the cat or dog is registered with a bona

fide cat fanciers' association or purebred dog breed club, which maintains and enforces a code of ethics for cat or dog breeding that includes restrictions from breeding cats or dogs with genetic defects and life threatening health problems that commonly threaten the breed.

- (3) *Medical Fitness*. A veterinarian licensed in the State of Texas certifies in writing that a cat or dog is medically unfit to undergo the required spay or neuter procedure because of a medical condition. As soon as the medical condition ceased to exist, it shall be the duty of the owner to have it spayed or neutered within 30 days.
 - (4) *Law Enforcement*. The dog is currently used by a law enforcement agency for law enforcement purposes or is part of a law enforcement animal breeding program.
 - (5) *Service Animals*. A dog that is an "Assistance Animal" or "Service Animal" as defined in Section 121.002 of the Texas Human Resources Code.
 - (6) *Hunting and Herding Dogs*. The dog is currently used as, or trained to be, a hunting or herding dog and the dog is registered with a bona fide national, state, or local hunting or herding dog association.
 - (7) *Breeder Permit*. The owner holds a valid breeding permit issued under Section 22.13 of this chapter for the animal.
- (C) It shall be an affirmative defense to prosecution under this section if the owner of an animal prohibited by this section is a zoological park, educational institution, licensed veterinarian providing care to an injured or ill prohibited animal, or state or federally approved wildlife rehabilitation facility.

Section 3

That a violation of any provision of this Ordinance shall be a misdemeanor punishable in accordance with Sec. 10.05 of the Code of Ordinances of the City of Garland, Texas.

Section 4

That Chapter 22, "ANIMAL SERVICES", of the Code of Ordinances of the City of Garland, Texas, as amended, shall be and remain in full force and effect save and except as amended by this Ordinance.

Section 5

That the terms and provisions of this Ordinance are severable and are governed by Sec. 10.06 of the Code of Ordinances of the City of Garland, Texas.

Section 6

That this Ordinance shall be and become effective immediately upon and after its passage and approval.

PASSED AND APPROVED this the _____ day of _____, 2018.

CITY OF GARLAND, TEXAS

Mayor

ATTEST:

City Secretary

MANDATORY CAT/DOG STERILIZATION REDLINE

Section 1

That Chapter 22, "ANIMAL SERVICES", of the Code of Ordinances of the City of Garland, Texas, is hereby amended by amending subsection 22.13 to read as follows:

"Permits.

(A) A person seeking a permit to operate a commercial business covered by this article shall fully and truthfully complete an application in a form provided by the Supervisor of Animal Services and shall pay the required application fee. The application fee for miniature livestock, domestic ferrets, and special reptiles shall be \$25.00 per year.

(B) A person seeking a breeder permit shall fully and truthfully complete an application in a form provided by the Supervisor of Animal Services and shall pay the required annual application fee of \$100.00. A breeder permit may only be issued for a cat or dog:

(1) That is currently in compliance with the vaccination requirements of Section 22.04(A) of this article;

(2) That, not more than ninety (90) days before the date of the breeder permit application, has been approved to breed by a licensed veterinarian; and

(3) Whose owner:

i. Is a member of a purebred dog or cat fanciers club, approved by the Supervisor of Animal Services, that maintains and enforces a code of ethics for breeding that includes restrictions on breeding dogs and cats with genetic defects and life-threatening health problems common to the breed; or

ii. Holds a license as required by the Section 802.101 of the Texas Occupations Code for each facility owned or operated in the state.

(C) A person holding a breeder permit commits an offense if the permit holder allows a female dog or cat to have more

than one litter during the permit term, unless the permit holder has received written authorization from the Supervisor of Animal Services to allow two litters during the permit term because having two litters is required to protect the health of the female dog or cat or the first litter during the term was euthanized or did not survive for other reasons.

(D) ~~(B)~~Permits are not transferable from one person to another or from one address to another address. A permit shall be valid for one year from the date of issuance unless sooner revoked or terminated under the provisions of this article.

(E) (C)The Supervisor of Animal Services may impose specific conditions on a permit in order to obtain compliance with all applicable provisions of this article.

(F) ~~(D)~~For serious or repeated violations of any of the requirements of this article, or for interference with the local health authority or designee, in the performance of his or her duties, a permit issued under this article may be revoked. Prior to such action, the Supervisor of Animal Services shall notify the permit holder in writing, stating the reason(s) for which the permit is subject to revocation and advising the permit holder of the permit holder's right to a hearing before the Administrative Review Board. Requests for a hearing shall be made to the Supervisor of Animal Services within five (5) days following service of the notice of revocation. If the permit holder fails to request a hearing within five (5) days, the permit is revoked. If a hearing is timely requested prior ~~to~~ revocation, the permit remains valid while pending before the Administrative Review Board.

(G) ~~(E)~~A person whose application for a permit under this article is denied by the Supervisor of Animal Services may appeal the denial to the Administrative Review Board. The permit denial remains effective while pending before the Administrative Review Board.

(H) ~~(F)~~The hearings provided for in this section shall be held before, and decided by the Administrative Review Board at a time and place designated by the board. Based upon the evidence presented at the hearing, the Administrative

Review Board shall make a finding and may sustain, modify, or rescind the decision forming the basis of the hearing.

Section 2

That Chapter 22, "ANIMAL SERVICES", of the Code of Ordinances of the City of Garland, Texas, is hereby amended by amending subsection 22.19 to read as follows:

"Prohibited Animals.

- (A) It shall be unlawful to keep, harbor, sell, transfer, convey or release any of the following:
 - (1) An unsterilized cat or dog over the age of six months, except as provided in this section;
 - (2) ~~(1)~~A wild animal;
 - (3) ~~(2)~~An exotic animal, except as provided in this article; or
 - (4) ~~(3)~~A dangerous animal as provided in section 22.20.
- (B) It shall be an affirmative defense to prosecution under this section that the owner of an animal prohibited by (A)(1) of this section establishes one of the following:
 - (1) Retail or Adoption Animal. The animal is being held for sale by a retail pet store or held for adoption by animal services or an animal welfare organization;
 - (2) Shows and Competitions. The cat or dog is a used to show, to compete, or breed, which is a breed recognized by and registered with the American Kennel Club, United Kennel Club, American Dog Breeders Association, Cat Fanciers' Association, or other bona fide registry and meets one of the following requirements:
 - i. The cat or dog has competed in at least one show or sporting competition sanctioned by a bona fide national registry within the last 365 days;
 - ii. The dog earned conformation, obedience, agility, carting, herding, hunting, protection, rally, sporting, working or other title from a purebred dog registry, referenced above, or other registry or dog sport association; or
 - iii. The owner of the cat or dog is a member of, and the cat or dog is registered with a bona fide cat fanciers' association or purebred dog breed club, which maintains and enforces a

code of ethics for cat or dog breeding that includes restrictions from breeding cats or dogs with genetic defects and life threatening health problems that commonly threaten the breed.

- (3) Medical Fitness. A veterinarian licensed in the State of Texas certifies in writing that a cat or dog is medically unfit to undergo the required spay or neuter procedure because of a medical condition. As soon as the medical condition ceased to exist, it shall be the duty of the owner to have it spayed or neutered within 30 days.
 - (4) Law Enforcement. The dog is currently used by a law enforcement agency for law enforcement purposes or is part of a law enforcement animal breeding program.
 - (5) Service Animals. A dog that is an "Assistance Animal" or "Service Animal" as defined in Section 121.002 of the Texas Human Resources Code.
 - (6) Hunting and Herding Dogs. The dog is currently used as, or trained to be, a hunting or herding dog and the dog is registered with a bona fide national, state, or local hunting or herding dog association.
 - (7) Breeder Permit. The owner holds a valid breeding permit issued under Section 22.13 of this chapter for the animal.
- (C) ~~(B)~~ It shall be an affirmative defense to prosecution under this section if the owner of an animal prohibited by this section is a zoological park, educational institution, licensed veterinarian providing care to an injured or ill prohibited animal, or state or federally approved wildlife rehabilitation facility.

GARLAND ANIMAL SERVICES MANDATORY STERILIZATION

Robby Neill, Jason Chessher, Uriel Villalpando

BACKGROUND

- Mandatory sterilization discussed at Council Work Session on November 5, 2018
- Draft ordinance reviewed and endorsed by Animal Services Advisory Committee on December 7, 2018

PROPOSED ORDINANCE

- Requires sterilization of all dogs and cats over the age of six months with some exceptions (Section 22.19)
 - Retail or Adoption Animals
 - Show and Competition Animals
 - Medical Fitness
 - Law Enforcement Animals
 - Service Animals
 - Hunting & Herding Animals
 - Breeder Permitted Animals

PROPOSED ORDINANCE

- Breeder Permit (Section 22.13)
 - \$100 fee
 - Pet must be vaccinated and approved to breed by a Veterinarian within 90 days of application
 - Owner must be involved in purebred dog/cat club
 - Limited to one litter during annual permit term

PUBLIC EDUCATION & ENFORCEMENT PLAN

- Three month grace period for public education
 - Outreach Coordinator will coordinate with Public & Media Affairs Department to inform citizens of ordinance change
 - Low cost sterilization resource list & informational pamphlets developed
- Enforcement Plan
 - Pet sterilization will be enforced only when contact is made for other potential ordinance violations
 - Citizens who comply within 45 days will not be cited



GARLAND
TEXAS MADE HERE

Questions?



**GARLAND
CITY COUNCIL ITEM SUMMARY SHEET**

City Council Work Session Agenda

3.d.

Meeting Date: January 14, 2019

Item Title: Administrative Services Committee Report

Summary of Request/Problem

Council Member Robert John Smith, chair of the Administrative Services Committee, will provide a committee report on the following items:

- Policy regarding the location of meetings of boards, commissions, and Council committees and the recording thereof
- Policy regarding videoconference participation in Council meetings by councilmembers
- Report on the City's C2W health program changes

Recommendation/Action Requested and Justification

Council discussion.

Attachments

Council Policy Revisions

C2W Program Review

C2W Presentation

[Renumber current section 12 as section 14 and insert the following into Article II, Division 1:]

Section 12 Boards and commissions to meet at City Hall

All regularly scheduled meetings of boards and commissions and of Council committees shall be held at City Hall ~~unless-except (1) when~~ City Hall is unavailable for reasons such as multiple meetings and scheduling conflicts between meetings, inadequate space, ~~or~~ construction and repair activities or similar circumstances which make the use of City Hall impracticable (in which event a suitable location as near as practicable to City Hall shall be used instead, and the meeting facility should be a municipal building); (2) for meetings of groups comprised primarily of minors; or (3) for non-traditional meetings such as retreats, tours, and social gatherings, in which event a suitable location as near as practicable to City Hall shall be used instead. Generally, all such meetings except for meetings of groups comprised primarily of minors should be held in the Work Session Room of City Hall and shall be recorded at least by audio means. The chair of the board, ~~or~~ commission, or committee shall coordinate with the staff liaison for that board, ~~or~~ commission or committee and with the City Secretary for the scheduling of rooms and the availability of ~~audio~~ recording equipment.

* * * * *

Insert new section 13 into Article II, Division 1 as follows:]

Section 13 Remote attendance of meetings by members of the City Council

(A) It is the policy of the City Council that all members physically attend all official meetings of the Council. A member of the City Council may participate by videoconference call in a meeting of the City Council or a committee of the City Council established under Article II, Division 1, Section 3 only as allowed by this section and Sec. 551.127, TEX. GOV'T CODE.

(B) A member of the City Council may participate in a videoconference call as authorized by this section only if the councilmember:

(1) is on official business of the City that requires the councilmember to be physically absent from the meeting;

(2) requires, by reason of a temporary disability, a reasonable accommodation ~~to be able in order~~ to participate in the business of the City Council or committee to be discussed on the videoconference call; ~~or~~

(3) is prevented by reason of personal emergency from physically attending the meeting; ~~or~~

(4) is authorized in advance by the City Council to participate by videoconference call.

(C) Attendance by videoconference is limited not more than 3 meetings per member in any calendar year. Not more than 4 members may participate by videoconference in the same meeting (provided that a quorum must always be physically present at the meeting location).

(D) Due to the special posting requirements imposed by State law, in order to participate by videoconference, the member must provide at least 12 hours advance written notice to the City Manager prior to the date of the meeting to ensure that proper legal notice is posted and that facilities and equipment are available to comply with the requirements of Sec. 551.127, TEX. GOV'T CODE.

(E) Remote meetings made necessary due to an emergency or similar circumstances are governed by Sec. 551.125, TEX. GOV'T CODE.

(F) A member of the City Council may not participate in an executive session by videoconference call.

(G) The City Council, and each member who intends to participate by video conference, must consider the following factors:

- The video and audio feed of the remote participant's participation in the meeting must be broadcast live at the meeting
- A member of the City Council who participates in a meeting remotely will be counted as present at the meeting for all purposes.
- A member of the City Council who participates in a meeting by videoconference call will be considered absent from any portion of the meeting during which audio or video communication with the member is lost or disconnected.
- The City Council may continue a meeting in which a member of the City Council is participating remotely only if a quorum of the City Council remains present at the meeting location.
- The notice of a meeting to be held by videoconference call must specify as a location of the meeting the location where a quorum of the City Council will be physically present and specify the intent to have a quorum present at that location
- If a problem occurs that causes a meeting to no longer be visible and audible to the public at the specified location, the meeting must be recessed until the problem is resolved.
- The location specified as the physical location of the meeting, and each remote location from which a member of the City Council participates, shall have two-way audio and video communication with each other location during the entire meeting.
- The face of each participant in the videoconference call, while that participant is speaking, shall be clearly visible, and the voice audible, to each other participant and, during the open portion of the meeting, to the members of the public in attendance at the physical location of the meeting and at any other location of the meeting that is open to the public.

[For reference, the ~~Text~~ of Sec. 551.127, Tex. Gov't Code—~~potential problem areas with implementation are highlighted~~ is provided below.]

Sec. 551.127. VIDEOCONFERENCE CALL. (a) Except as otherwise provided by this section, this chapter

does not prohibit a governmental body from holding an open or closed meeting by videoconference call.

(a-1) A member or employee of a governmental body may participate remotely in a meeting of the governmental body by means of a videoconference call if the video and audio feed of the member's or employee's participation, as applicable, is broadcast live at the meeting and complies with the provisions of this section.

(a-2) A member of a governmental body who participates in a meeting as provided by Subsection (a-1) shall be counted as present at the meeting for all purposes.

(a-3) A member of a governmental body who participates in a meeting by videoconference call shall be considered absent from any portion of the meeting during which audio or video communication with the member is lost or disconnected. The governmental body may continue the meeting only if a quorum of the body remains present at the meeting location or, if applicable, continues to participate in a meeting conducted under Subsection (c).

(b) A meeting may be held by videoconference call only if a quorum of the governmental body is physically present at one location of the meeting, except as provided by Subsection (c).

(c) A meeting of a state governmental body or a governmental body that extends into three or more counties may be held by videoconference call only if the member of the governmental body presiding over the meeting is physically present at one location of the meeting that is open to the public during the open portions of the meeting.

(d) A meeting held by videoconference call is subject to the notice requirements applicable to other

meetings in addition to the notice requirements prescribed by this section.

(e) The notice of a meeting to be held by videoconference call must specify as a location of the meeting the location where a quorum of the governmental body will be physically present and specify the intent to have a quorum present at that location, except that the notice of a meeting to be held by videoconference call under Subsection (c) must specify as a location of the meeting the location where the member of the governmental body presiding over the meeting will be physically present and specify the intent to have the member of the governmental body presiding over the meeting present at that location. The location where the member of the governmental body presiding over the meeting is physically present shall be open to the public during the open portions of the meeting.

(f) Each portion of a meeting held by videoconference call that is required to be open to the public shall be visible and audible to the public at the location specified under Subsection (e). If a problem occurs that causes a meeting to no longer be visible and audible to the public at that location, the meeting must be recessed until the problem is resolved. If the problem is not resolved in six hours or less, the meeting must be adjourned.

(g) The governmental body shall make at least an audio recording of the meeting. The recording shall be made available to the public.

(h) The location specified under Subsection (e), and each remote location from which a member of the governmental body participates, shall have two-way audio and video communication with each other location during the entire meeting. The face of each participant in the videoconference call, while that participant is speaking, shall be clearly visible, and the voice

audible, to each other participant and, during the open portion of the meeting, to the members of the public in attendance at the physical location described by Subsection (e) and at any other location of the meeting that is open to the public.

(i) The Department of Information Resources by rule shall specify minimum standards for audio and video signals at a meeting held by videoconference call. The quality of the audio and video signals perceptible at each location of the meeting must meet or exceed those standards.

(j) The audio and video signals perceptible by members of the public at each location of the meeting described by Subsection (h) must be of sufficient quality so that members of the public at each location can observe the demeanor and hear the voice of each participant in the open portion of the meeting.

(k) Without regard to whether a member of the governmental body is participating in a meeting from a remote location by videoconference call, a governmental body may allow a member of the public to testify at a meeting from a remote location by videoconference call.



Administrative Services Committee

C2W Program Review & Recommendations

January 14, 2019

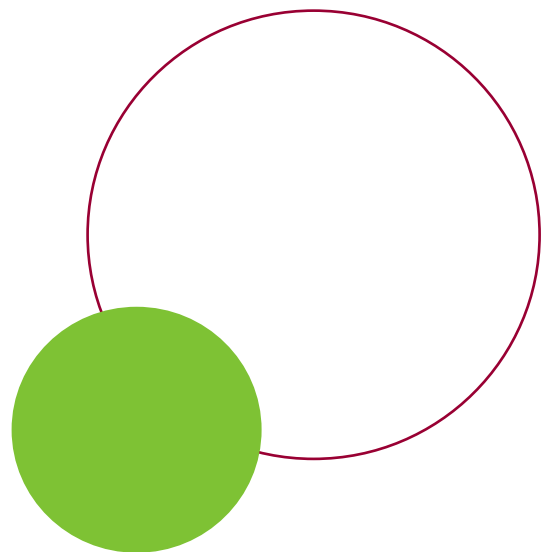


Kristen Smith
Director of Human Resources &
Civil Service

Elena Hernandez
Health &
Wellness Advocate

Overview

Background	3
Cost Considerations- Current	5
2019 Enhancements	6
Future Considerations	10
Committee Recommendations	11
Appendix- C2W Survey Results Summary	12



Background

Commit 2 Wellness (C2W) is a voluntary program to encourage employees to be proactive in behaviors that may reduce the City's healthcare liability.

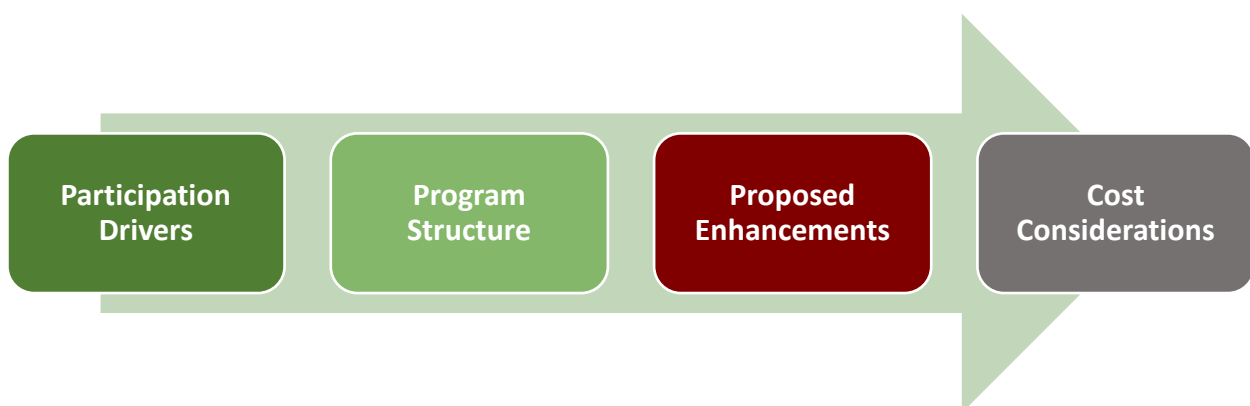
- Annual Physical
- Preventative Screenings
- Health Education
- Fitness & Community Events

C2W offers a premium incentive for participation...

- \$240/year for C2W Base Program participation
- \$360/year for C2W Plus Program participation
- Non-participants currently pay an additional \$240/year
- New hires (after 7/1) pay the "standard" rate

Level	Monthly Premium
Standard	\$51
Non-C2W	\$71
C2W Base	\$31
C2W Plus	\$20

During the FY18-19 budgetary process, C2W was identified for additional review through the Administrative Services Committee. Specifically, under consideration were the areas of...



In addition, City staff were tasked with further evaluating program offerings through a voluntary employee survey (Appendix A) to gauge...

- Drivers for participation
- Perceived benefit of the program
- Employee attitudes regarding program offerings and current incentive structure
- Current health behavior of employees
- Open response feedback

A total of **567** employees completed the survey. **93%** of respondents were full-time employees with **90%** actively participating in the C2W Program.

Top Participation Drivers

- Incentive/Premium Reduction (**79%**)
- Access to resources to promote healthy habits (**7%**)

Most Beneficial Aspects of the Program

- Preventive care and early detection (**78%**)
- Incentive/Premium Reduction (**77%**)

Opportunities

- Options for extending the program to dependents
- Extended hours for fitness and education programs
- Expanded mental health options
- Easier format for points tracking

Cost Considerations- Current

■ Program Incentive (based on FY 17-18 participation)

Participation Level	FY17-18 Participants	Monthly Premium (+/-)	Monthly Premium Revenue Impact
C2W Base	398	(\$20)	(\$7,960)
C2W Plus	777	(\$30)	(\$23,310)
Standard	572	\$20	\$11,440
FY Premium Revenue Impact			(\$178,470)

■ Program Administration

Personnel Salary (+ Estimated Fringe)	\$70,000
Professional Development	\$3,710
Dues/Memberships	\$1,040
Total Program Administration	\$74,750

■ Other Budgeted Program Cost

Employee Workout Classes <i>(less employee contributions)</i>	\$45,921
Programming/Supplies/Marketing/Events	\$32,500
Fitness Program Reimbursements	\$32,000
Naturally Slim Program	\$15,000
Total Program Administration	\$125,421

■ Total Estimated Program Cost

Premium Incentive	\$178,470
Program Administration	\$74,750
Budgeted Program Cost	\$125,421
Total Program Administration	\$378,641



\$322

annually per *participating employee
 (*1175 active participants)

2019 Enhancements

Proposed enhancements are focused on the following areas with the goal of **increasing utilization** of available options **without added costs** to the City.

- o Programming tied to top risks/diagnoses
- o Expansion of the program to dependents
- o Ease of use/Access
- o Re-branding to combined focus on health & wellness education
- o Annual review of aggregate Health Assessment data and diagnoses as a baseline for program offerings
- o Executive Sponsorship

Programming Tied to Top Risk/Diagnoses

- Added points incentives for risk-reducing programs
 - o Weight loss (Naturally Slim)
 - o Healthy pregnancy (Special Beginnings)
 - o Diabetes control/management (Livongo)
 - o Musculoskeletal conditions (Improved access to Airrosti)
- Disease-based health coaching through Blue Cross Blue Shield of Texas (BCBSTX)
- Increased promotion of the City Care Clinic, Blue Distinction Centers and other providers that encourage treatment with reduced impact to the health plan



Expansion to Dependents

- Promotion of BCBSTX Health Assessment, condition management & Coaching access for dependents
- Expanded partnerships with City Parks & Recreation facilities to encourage both employee and dependent fitness
- Access to eLearning, education and events



Ease of Use/Access

- Increased promotion and utilization of wellness resources, tools and trackers
 - On-line/Mobile Options
 - Well onTarget On-line Portal
 - Reduced tracking requirements for participation
- Departmental campaigns & challenges
- Incorporation of annual satisfaction survey to gauge participation drivers



Focus on Health Education

- Establishment of the “Partners in Health” program to promote existing health and wellness resources
- Combined branding to incorporate both health and wellness campaigns
- Increased education focused on the diagnoses/treatments that most impact the City’s health plan performance
- Quarterly metrics review of program and vendor utilization
- Health Consumer/Self-insured focus



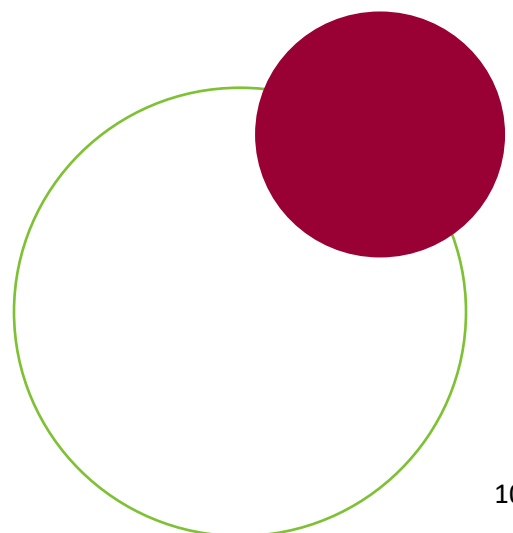
Executive Sponsorship

- Reinforces program commitment
- Aligns leadership with risk reduction efforts
- Increases employee engagement
- Challenges leadership to mirror the commitment at the departmental level
- Combined branding to incorporate health and wellness campaigns



Future Considerations

- Direct tie between activity and outcomes
- Further review of the feasibility/impact of premium incentives
- Increased utilization of Wellness Ambassadors & Employee Testimonials
- Departmental challenges & partnerships
- Expanded self-paced education



Committee Recommendations

Remove participation barriers

- Eliminate non-participation penalty
- Standard rate for new hires and non-participants

Focus on preventive care and early detection

- Encouraging employees toward healthy behaviors, early diagnoses and risk reduction measures that outweigh program investment or penalty benefit

\$322

Current program
investment/participant
(1175 participants)

*(Includes Base, Plus discounts &
Non-C2W penalty revenue)*

\$378,641

Current Annual Program
Investment (FY)

1,175 Employees

Program Access
(C2W Participants)



\$335

Proposed program investment/
eligible employee
(1747 eligible participants)

*(Includes Base, Plus & Removal of
Non-C2W revenue. Expansion of the
program to all eligible employees.)*

\$481,601

Proposed Annual Program
Investment (FY)

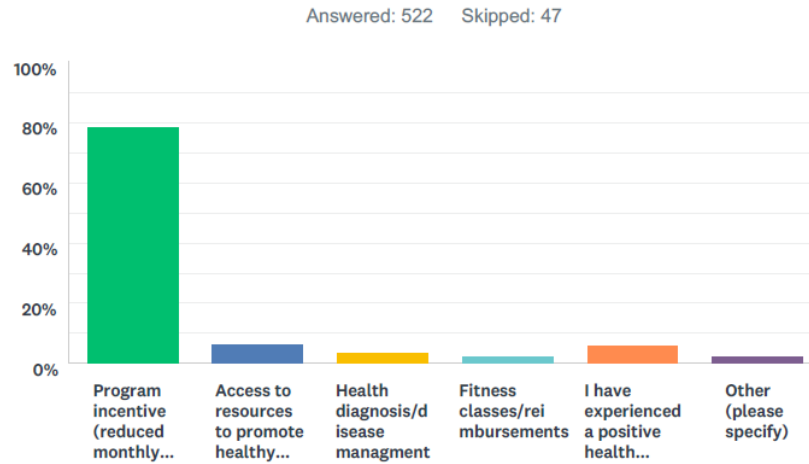
1,747 Employees

Program Access
(All eligible employees)

Appendix A

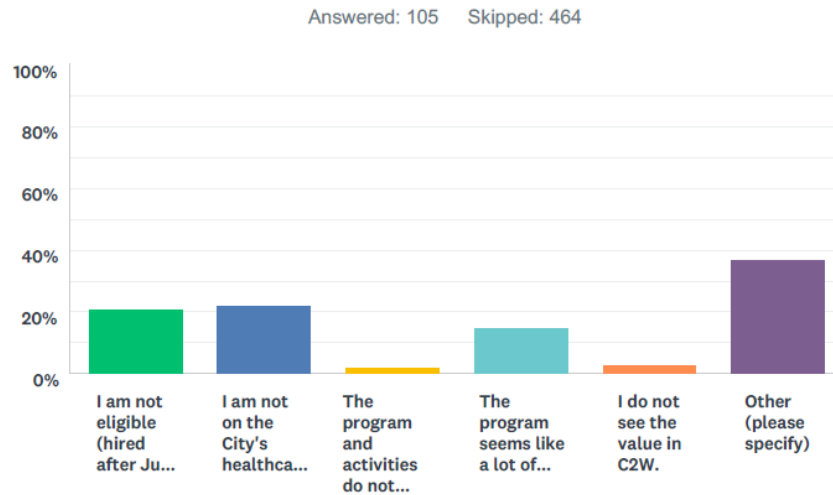
C2W Employee Satisfaction Survey Results

■ Which of the following is the greatest factor in your decision to participate in C2W?



ANSWER CHOICES	RESPONSES	
Program incentive (reduced monthly premium cost)	78.74%	411
Access to resources to promote healthy habits (i.e. fitness, tracking, education, etc.)	6.70%	35
Health diagnosis/disease management	3.45%	18
Fitness classes/reimbursements	2.68%	14
I have experienced a positive health outcome from participating in the program.	6.13%	32
Other (please specify)	2.30%	12
TOTAL		522

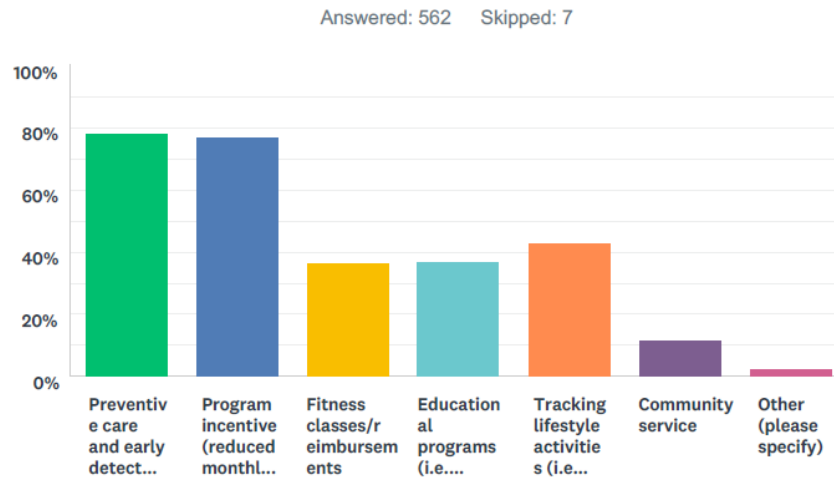
■ Which of the following is the greatest factor in your decision not to participate in C2W?



ANSWER CHOICES	RESPONSES	
I am not eligible (hired after July 1), but may participate next year.	20.95%	22
I am not on the City's healthcare plan.	21.90%	23
The program and activities do not interest me.	1.90%	2
The program seems like a lot of work for the program incentive (reduced monthly premium cost).	15.24%	16
I do not see the value in C2W.	2.86%	3
Other (please specify)	37.14%	39
TOTAL		105

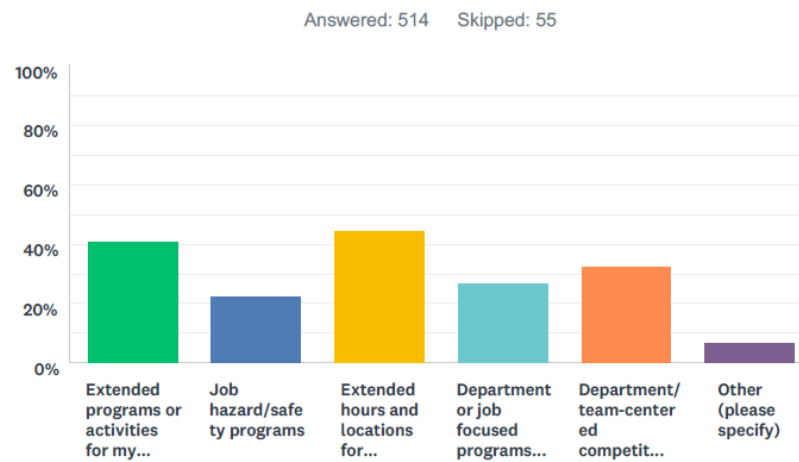
Note: "Other" responses included a high number of incorrect responses from actual program participants. i.e. "Which of the following is the greatest factor in your decision not to participate in C2W? was answered frequently with "Other- I do participate".

- Please select the programs and activities you find the most beneficial. Select all that apply.



ANSWER CHOICES	RESPONSES	
Preventive care and early detection (i.e. physical exams, lab work, etc.)	78.11%	439
Program incentive (reduced monthly premium cost)	77.05%	433
Fitness classes/reimbursements	36.48%	205
Educational programs (i.e. wellness courses, videos)	37.19%	209
Tracking lifestyle activities (i.e. blood pressure, stress, diet, etc.)	43.06%	242
Community service	11.74%	66
Other (please specify)	2.31%	13
Total Respondents: 562		

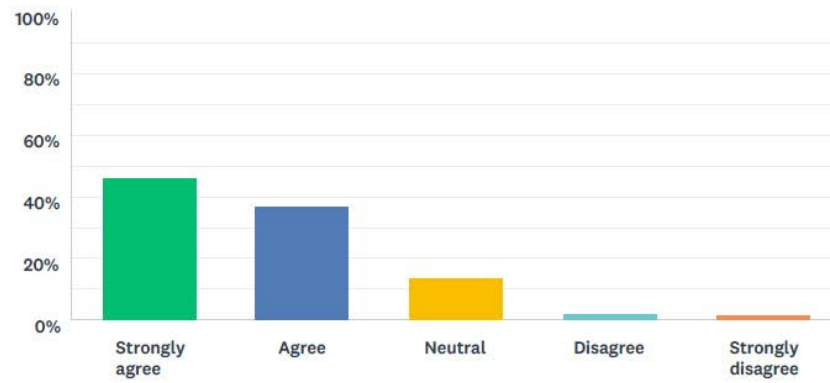
- Please select the programs and activities you would like to see added to C2W. Select all that apply.



ANSWER CHOICES	RESPONSES	
Extended programs or activities for my family	41.25%	212
Job hazard/safety programs	22.37%	115
Extended hours and locations for City-sponsored classes	44.75%	230
Department or job focused programs (i.e. Public Safety, etc.)	27.04%	139
Department/team-centered competitions or events	32.49%	167
Other (please specify)	7.20%	37
Total Respondents: 514		

■ I am satisfied with the current program incentive.

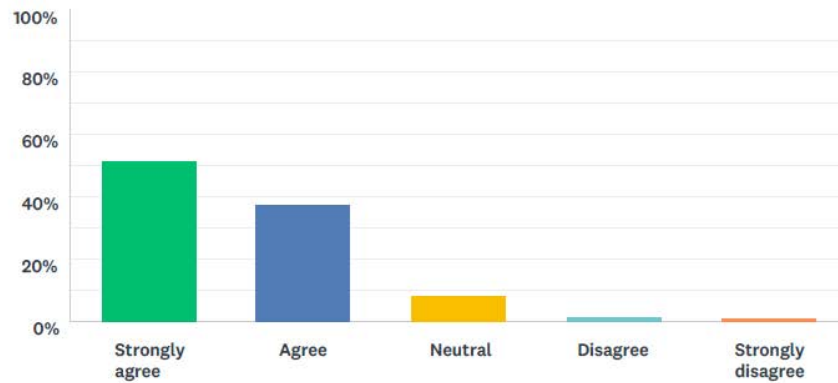
Answered: 540 Skipped: 29



ANSWER CHOICES	RESPONSES	
Strongly agree	45.93%	248
Agree	36.85%	199
Neutral	13.52%	73
Disagree	2.22%	12
Strongly disagree	1.48%	8
TOTAL		540

■ I believe C2W makes a positive impact on my overall health.

Answered: 538 Skipped: 31



ANSWER CHOICES		RESPONSES	
Strongly agree		51.67%	278
Agree		37.36%	201
Neutral		8.55%	46
Disagree		1.30%	7
Strongly disagree		1.12%	6
TOTAL			538

Additional Comments

- Early detection of health issue

"My physical, which I started due to C2W, caught a blood issue that I would not have found otherwise."

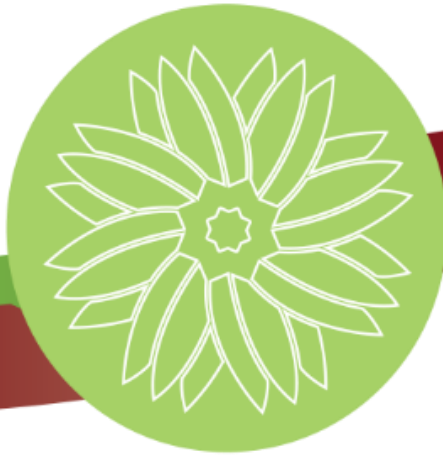
"C2W was a contributing factor in discovering a serious thyroid issue."

- Weight loss/management

"I've lost about 40 lbs since I started and my diabetes is under control".

- More physically active

"I started running 5k walks to get C2W plus credit, and now I really enjoy them and run 4-6 a year. It makes me more active because not only am I running the races but I also work out more year-round to try and get a better time and be able to run longer".



**COMMIT TO
WELLNESS**

Program Review & Recommendations

Kristen Smith
Director of Human Resources & Civil Service

Background

Background

Commit 2 Wellness (C2W) is a voluntary program to encourage employees to be proactive in behaviors that may reduce the City's healthcare liability.

- Annual Physical
- Preventative Screenings
- Health Education
- Fitness & Community Events

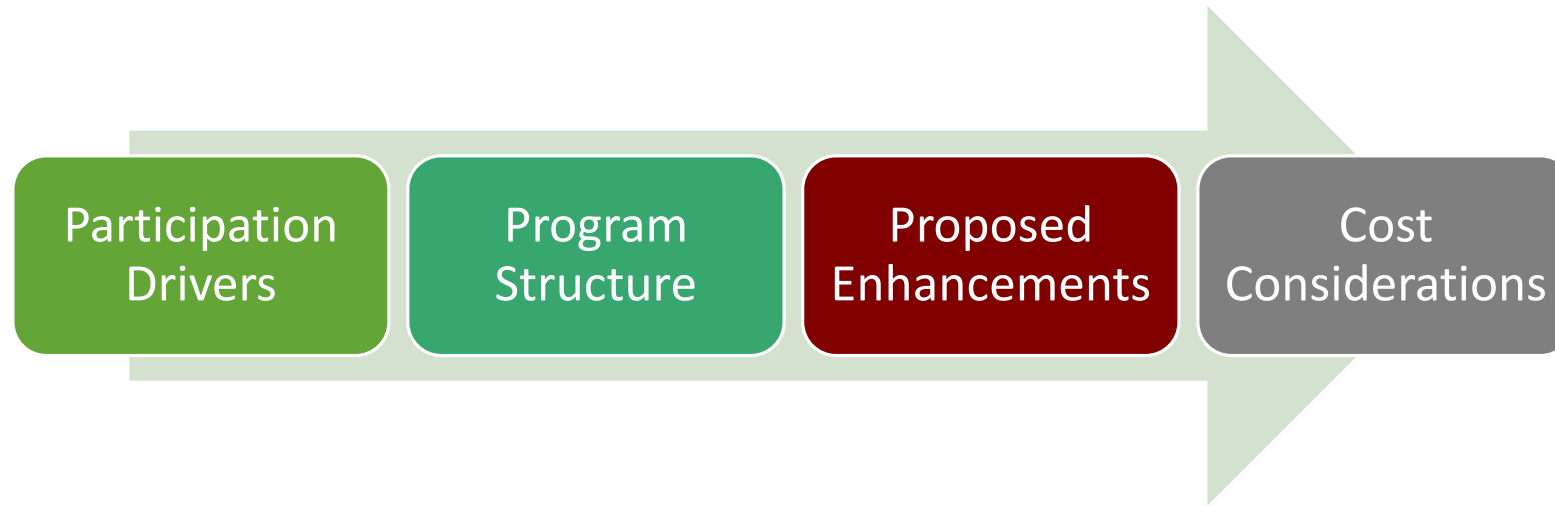
C2W offers a premium incentive for participation...

- \$240/year for C2W Base Program participation
- \$360/year for C2W Plus Program participation
- Non-participants currently pay an additional \$240/year
- New hires (after 7/1) pay the “standard” rate

Level	Monthly Premium
Standard	\$51
Non-C2W	\$71
C2W Base	\$31
C2W Plus	\$20

Background

During the FY18-19 budgetary process, C2W was identified for additional review through the Administrative Services Committee. Specifically, under consideration were the areas of...



Background

In addition, City staff were tasked with further evaluating program offerings through a voluntary employee survey to gauge...

- Drivers for participation
- Perceived benefit of the program
- Employee attitudes regarding program offerings and current incentive structure
- Current health behavior of employees
- Open response feedback

A total of **567** employees completed the survey. **93%** of respondents were full-time employees with **90%** actively participating in the C2W Program.

Background

Top Participation Drivers

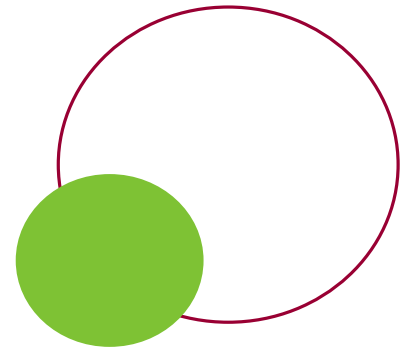
- Incentive/Premium Reduction **(79%)**
- Access to resources to promote healthy habits **(7%)**

Most Beneficial Aspects of the Program

- Preventive care and early detection **(78%)**
- Incentive/Premium Reduction **(77%)**

Opportunities

- Options for extending the program to dependents
- Extended hours for fitness and education programs
- Expanded mental health options
- Easier format for points tracking



Cost Considerations- Current

Cost Considerations- Current

- **Program Incentive** (based on FY 17-18 participation)

Participation Level	FY17-18 Participants	Monthly Premium (+/-)	Monthly Premium Revenue Impact
C2W Base	398	(\$20)	(\$7,960)
C2W Plus	777	(\$30)	(\$23,310)
Standard	572	\$20	\$11,440
FY Premium Revenue Impact			(\$178,470)

- **Program Administration**

Personnel Salary (+ Estimated Fringe)	\$70,000
Professional Development	\$3,710
Dues/Memberships	\$1,040
Total Program Administration	\$74,750

Cost Considerations- Current

- **Other Budgeted Program Cost**

Employee Workout Classes	\$45,921
Programming/Supplies/Marketing/Events	\$32,500
Fitness Program Reimbursements	\$32,000
Naturally Slim Program	\$15,000

Total Other Budgeted Program Cost	\$125,421
--	------------------

Cost Considerations- Current

- **Total Program Investment**

Program Incentive	\$178,470
Program Administration	\$75,750
Other Budgeted Program Cost	\$125,421
	\$378,641



\$322

annually per *participating employee
(*1175 active participants)

2019 Enhancements

2019 Enhancements

2019 enhancements are focused on the following areas with the goal of **increasing utilization** of available benefit options **without added costs** to the City.

- Programming tied to top risks/diagnoses
- Expansion of the program to dependents
- Ease of use/Access
- Re-branding to combined focus on health & wellness education
- Annual review of aggregate Health Assessment data and diagnoses as a baseline for program offerings
- Executive Sponsorship

2019 Enhancements

Programming Tied to Top Risk/Diagnoses

- Added points incentives for risk-reducing programs
 - Weight Loss (Naturally Slim)
 - Health pregnancy (Special Beginnings)
 - Diabetes control/management (Livongo)
 - Musculoskeletal conditions (Improved access to Airrosti)
- Disease-based health coaching through Blue Cross Blue Shield of TX
- Increased promotion of the City Care Clinic & Blue Distinction Centers and other providers that encourage treatment with reduced impact to the health plan



2019 Enhancements

Expansion to Dependents

- Promotion of BCBSTX Health Assessment, condition management & Coaching access for dependents
- Expanded partnerships with City Parks & Recreation facilities to encourage both employee and dependent fitness
- Access to eLearning, education and events



2019 Enhancements

Ease of Use/Access

- Increased promotion and utilization of wellness resources, tools and trackers
 - On-line/Mobile Options
 - Well OnTarget Portal
 - Reduced tracking requirements for participation
- Departmental campaigns and challenges
- Incorporation of annual survey to gauge participation drivers



2019 Enhancements

Focus on Health Education

- Establishment of the Partners In Health program to promote existing health and wellness resources
- Increased education focused on the diagnoses/treatments that most impact the City's health plan performance
- Quarterly metrics review of program and vendor utilization
- Health consumer/Self-insured focus



2019 Enhancements

Executive Sponsorship

- Reinforces program commitment
- Aligns leadership with risk reduction efforts
- Increases employee engagement
- Challenges leadership to mirror the commitment at the departmental level
- Combined branding to incorporate health and wellness campaigns



Future Considerations

Future Considerations

- Direct tie between activity and outcomes
- Further review of the feasibility/impact of premium incentives
- Increased utilization of Wellness Ambassadors & Employee Testimonials
- Departmental challenges & partnerships
- Expanded self-paced education

Committee Recommendations

Committee Recommendations

Remove participation barriers

- Eliminate non-participation penalty
- Standard rate for new hires and non-participants

Focus on preventive care and early detection

- Encouraging employees toward healthy behaviors, early diagnoses and risk reduction measures that outweigh program investment or penalty benefit



Committee Recommendations

\$322

Current program
investment/participant
(1175 participants)

*(Includes Base, Plus discounts & Non-C2W
penalty revenue)*

\$378,641

Current Annual Program
Investment (FY)

1,175 Employees

Program Access
(C2W Participants)



\$335

Proposed program investment/
eligible employee
(1747 eligible participants)

*(Includes Base, Plus & Removal of Non-C2W revenue.
Expansion of the program to all eligible employees.)*

\$481,601

Proposed Annual Program
Investment (FY)

1,747 Employees

Program Access
(All eligible employees)

Questions



**GARLAND
CITY COUNCIL ITEM SUMMARY SHEET**

City Council Work Session Agenda

3.e.

Meeting Date: January 14, 2019

Item Title: 2019 Proposed Bond Discussion

Summary of Request/Problem

2019 Proposed Bond Program

Council will continue discussions related to a Proposed 2019 Bond Program.

Recommendation/Action Requested and Justification

Council discussion.



GARLAND

City Council Work Session Agenda

Meeting Date: January 14, 2019

Item Title: Boards and Commissions

Submitted By: Courtney Vanover, Department Coordinator I, City Secretary

Summary:

Mayor Lori Barnett Dodson

- Don Koerner - Parks and Recreation Board
-

Attachments

Don Koerner



GARLAND

TEXAS MADE HERE

CITY RECEIVED
DEC 18 2018
CITY SECRETARY

Application for City of Garland Boards/Commissions/Committees

Return completed application to: City Secretary's Office, 200 North Fifth Street, Garland, Texas 75040

Please Type or Print Clearly:

Date: 12/13/2018

Name: Don Koerner

Phone:

(Home)

Address: 7121 Wills Drive

Phone:

(Other)

City, State, Zip: Garland TX 75043

Email:

Resident of Garland for 35 years

Resident of Texas for 37 years

Dallas County Voter Registration Number 1 Garland City Council District Number 3

Have you ever been convicted of a felony? ☐ Yes ☒ No

Have you ever been convicted of a Class A misdemeanor? ☐ Yes ☒ No

Please list any experience that qualifies you to serve in the areas you have indicated.

Been involved with youth football, baseball, and Basketball in Garland for 27 years.

If you have previously served on a City Board or Commission, please specify and list dates of service.

no

List civic or community endeavors with which you have been involved.

See above. I am a member of the Garland Kiwanis Club. GPYP founder, K Kids.

What is your educational background?

HS Graduate, Texas Police Officers License, Over 800 hours of TCOLE training.

What is your occupational experience?

I have been a policeman working with kids for 36 years, instructing on Drug awareness and gangs.

I hereby affirm that all statements herein are true and correct.

Don Koerner

Board or Commission of first, second, and third choice:

☐ Board of Adjustment	☐ Garland Cultural Arts Commission	☒ Parks and Recreation Board
☐ Building and Fire Codes Board	☐ Garland Youth Council *	☐ Plan Commission
☐ Citizens Environmental and Neighborhood Advisory Committee	☐ Property Standards Board	☐ Plumbing and Mechanical Codes Board
☐ Community Multicultural Commission	☐ Library Board	☐ Senior Citizens Advisory Committee
☐ Electrical Board		

* Garland Youth Council has a separate application

FOR OFFICE USE ONLY

Ad Valorem Tax Status
Utility Account Status

Current ☒
Current ☒

Past Due
Past Due

Date Appointed

Appointed By

CSO Suit/Claim Filed
Clerk Signature & Date

Yes ☐ No ☒

Courtney Vanover 12/18/18

Date Notified

Disclosure Form Filed

Revised 03/2017