



## **AGENDA**

**CITY COUNCIL WORK SESSION  
City of Garland  
Work Session Room, City Hall  
200 North Fifth Street  
Garland, Texas  
February 17, 2014**

**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. Written Briefings:**

**a. Police Contact Data**

*In accordance with the Texas "Racial Profiling" Law (Texas Code of Criminal Procedure Article 2.131 through 2.138), the Garland Police Department has been collecting police contact data for the purpose of identifying and responding, if necessary, to concerns regarding racial profiling. The Police Department is required to submit this report to Council by March 1 of each year for the previous calendar year's data.*

Item	Key Person
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**2. Verbal Briefings:**

**a. Pace and Lyles Houses**

**Council**

*Council is requested to discuss a draft Request for Proposal for the disposition of the Pace House. In addition, Council is requested to discuss possible sites for the relocation of the Lyles House.*

**b. Update on Health and Code Compliance Departments -  
2013 Activities**

**Briley**

*Staff will provide an update on the Health and Code Compliance Departments' 2013 activities.*

**c. Enforcement Suspension of  
Window Signage Regulations**

**Stanley/Willis**

*At the request of Council Members Stephen Stanley and John Willis, Council is requested to consider suspending enforcement of window signage regulations (Section 30.94(H) of the Code of Ordinances).*

**d. Preliminary Year-End Financial Results  
for FY 2012-13**

**Young/Bradford**

*Staff will provide a presentation to Council on the preliminary year-end budget to actual financial results for FY 2012-13.*

**e. Ad Hoc Committee for Voter Referendum - Street Refurbishment** **Mayor**

*At the February 3, 2014 Work Session, Council discussed forming a nine-member ad hoc committee for the voter referendum – street refurbishment. The Mayor requested that each Council member bring forth their recommendation of an individual to serve on the committee.*

**f. Eastern Hills Country Club** **Stanley/Athas**

*At the request of Council Member Stephen Stanley and Mayor Douglas Athas, Council is requested to discuss the Eastern Hills Country Club.*

**g. City Manager’s 2014 Management Agenda** **Dollar**

*City Manager William E. Dollar will brief Council on his 2014 Management Agenda.*

**h. City Secretary’s 2014 Goals** **Palomba**

*City Secretary Lisa Palomba will brief Council on her 2014 goals.*

**i. Transportation Committee Report** **Willis**

*Council Member John Willis, chair of the Transportation Committee, will provide a Committee report on the following items:*

- *Updates from Dean International on IH-30, IH-635 East, and SH-78 developments, THSRTC, and TEX-21.*
- *IH-635 East Sound Walls.*
- *Update and briefing on Coordinated Meetings in Washington, D.C. for NLC.*
- *Update and briefing from Dallas County Commissioner Theresa Daniel.*

**3. Consider the Consent Agenda** **Council**

*A member of the City Council may ask that an item on the consent agenda for the next regular meeting be pulled from the consent agenda and*

*considered separate from the other consent agenda items. No substantive discussion of that item will take place at this time.*

**4. Discuss Appointments to Boards and Commissions Council**

*Eric Stuyvesant – CENAC (District 2)*

*Edward Moore – Community Multicultural Commission (District 3)*

**5. Announce Future Agenda Items Council**

*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. Council will move into Executive Session Council**

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**EXECUTIVE SESSION  
AGENDA**

- 1. Deliberate regarding real property: A governmental body may conduct a closed meeting to deliberate the purchase, exchange, lease or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person. Section 551.072, Texas Government Code.**

- a. Purchase of property in east Garland.**

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**7. Adjourn Council**



# **Policy Report**

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## **Police Contact Data**

### **ISSUE:**

Since January 1, 2002, the Garland Police Department in accordance with the Texas “Racial Profiling” Law (Texas Code of Criminal Procedure Article 2.131 through 2.138, has been collecting police contact data for the purpose of identifying and responding (if necessary) to concerns regarding racial profiling. The Police Department is required to submit this report to Council by March 1 of each year for the previous calendar year’s data.

### **OPTIONS:**

No Council action is required.

### **RECOMMENDATION:**

Staff recommends that Council accept the report as submitted.

### **COUNCIL GOAL**

Fully informed and engaged citizenry

### **BACKGROUND:**

Chapter 2 of the Texas Code of Criminal Procedure includes a prohibition of racial profiling by peace officers. It also requires that law enforcement agencies adopt a detailed written policy on racial profiling, and implement a process by which an individual may file a complaint if the individual believes that a police officer engaged in racial profiling with respect to that individual. In addition, the statute requires, among other things, that we provide public education relating to the agency’s complaint process. The Code of Criminal Procedure Article 2.131 – 2.138. requires all agencies to report racial profiling data to the Texas Commission on Law Enforcement (TCOLE) as well as to their governing body. The Garland Police Department has met all the requirements related to policies, procedures, and reporting related to Racial Profiling.

**ATTACHMENTS:**

GPD General Order #20.08-Racial Profiling  
Police Contact Data Reports  
Racial Profiling Complaint Summary

Submitted By:

Mitch Bates  
Chief of Police

Date: January 30, 2014

Approved By:

William E. Dollar  
City Manager

Date: January 30, 2014

## RACIAL PROFILING



General Order # 20.08

Issued: December 31, 2001

Revised: February 26, 2010

- I. **PURPOSE:** The purpose of this policy is to unequivocally state that racial and ethnic profiling in law enforcement are totally unacceptable, to provide guidelines for officers to prevent such occurrences, and to protect our officers when they act within the dictates of the law and policy from unwarranted accusations.
  
- II. **DEFINITIONS:**
  - A. **Racial Profiling** - a law enforcement initiated action based on an individual's race, ethnicity, or national origin rather than on the individual's behavior or on information identifying the individual as having engaged in criminal activity.
  - B. **Reasonable Suspicion** - also known as articulable suspicion. Suspicion that is more than a mere hunch, but is based on a set of articulable facts and circumstances that would warrant a person of reasonable caution in believing that an infraction of the law has been committed, is about to be committed, or is in the process of being committed, by the person or persons under suspicion. This can be based on the observations of a police officer combined with his or her training and experience, and/or reliable information received from credible outside sources.
  - C. **Acts Constituting Racial Profiling** - are acts initiating law enforcement action, such as a traffic stop, a detention, a search, issuance of a citation, or an arrest based upon an individual's race, ethnicity, national origin or on the basis of racial or ethnic stereotypes, rather than upon the individual's behavior, information identifying the individual as having possibly engaged in criminal activity, or other lawful reasons for the law enforcement action.
  - D. **Race or Ethnicity** - means of a particular descent, including Caucasian, African, Hispanic, Asian, Native American, or Middle Eastern descent.
  - E. **Motor Vehicle Stop** means an occasion in which a peace officer stops a motor vehicle for an alleged violation of a law or ordinance.

**III. POLICY:**

It is the policy of the Garland Police Department to patrol in a proactive manner, to aggressively investigate suspicious persons and circumstances, and to actively enforce the motor vehicle laws, while insisting that citizens will only be stopped or detained when there exists reasonable suspicion to believe they have committed, are committing, or are about to commit, an infraction of the law. Racial Profiling by Garland Police Officers is totally unacceptable and is strictly prohibited in all areas, including traffic contacts, field contacts and in asset seizure and forfeiture efforts.

**IV. PROCEDURES:**

- A. No person shall be detained without reasonable suspicion except where otherwise provided for in the law, e.g. detaining those who present an immediate danger to themselves to prevent injury.
- B. All motor vehicle stops will be recorded using the audio/video equipment provided in each vehicle regularly used to stop traffic (Motorcycles may use audio equipment only), see also, General Order 30.14 "Mobile Video & Audio Recording Equipment".
- C. In each motor vehicle stop in which a citation is issued and/or an arrest is made the following information shall be recorded on the citation or in the Jail record keeping system (JMS) as appropriate: the race or ethnicity of the individual detained; and whether a search was conducted and, if so, whether the individual detained consented to the search, and whether the peace officer knew the race or ethnicity of the individual detained before detaining that individual.
- D. In the absence of a specific, credible report containing a physical description, a person's race, ethnicity, or national origin shall not be a factor in determining reasonable suspicion for a stop.

**V. COMPLAINTS OF RACIAL PROFILING:**

- A. Any person may file a complaint with the Internal Affairs Unit of the department if they feel they have been stopped or searched based on racial profiling, and no person shall be discouraged, intimidated, or coerced from filing such a complaint, or discriminated against because they have filed such a complaint.
- B. Any officer or supervisor contacted by a person who wishes to file such a complaint shall refer the person to the Internal Affairs Unit by providing the name and phone number of the Internal Affairs Unit supervisor. The officer or supervisor shall also obtain the name and phone number of the person making the complaint, if they will provide it, and forward this information to the Internal Affairs Unit supervisor.

- C. The Internal Affairs Unit shall investigate complaints of racial profiling in the same manner as other complaints. If a complaint involves a stop in which a mobile video or audio recording was made, a copy of the recording will be promptly provided to the police officer who is the subject of the complaint on written request of the officer to the Chief of Police. A copy of the video and audio or audio record of the stop will be maintained until final disposition of the complaint. The Internal Affairs Unit will report the findings of the investigation in writing along with recommendations for disciplinary action or changes in policy, training, or tactics to the Chief of Police.
- D. Any officer found to have engaged in racial profiling in violation of this policy would be subject to corrective disciplinary action up to and including removal from the classified service of the City.

**VI. REVIEW PROCESS:**

A sample of the video recordings made by officers will be reviewed quarterly by Lieutenants and Captains. Each Lieutenant from the Department will review one randomly selected tape made during the previous 90 days. These tapes will be reviewed in their entirety and each reviewing Lieutenant will complete a Tape Review Worksheet. Of these reviewed tapes, seven will be randomly selected and reviewed by each Captain of the Department, except one captain who will be responsible for coordinating the review process. Each reviewing captain will also complete a Tape Review Worksheet for each tape reviewed. The worksheets will be forwarded to the Chief of Police for review. Any concerns raised in reference to racial profiling by this review process shall be forwarded to the Internal Affairs Unit for investigation. An annual administrative review of agency practices, including citizen concerns, will be conducted at the direction of the Chief of Police.

**VII. TRAINING OF ENFORCEMENT PERSONNEL:**

The Garland Police Department shall meet the educational requirements related to racial profiling in the Occupations Code Section 1701.253 and 1701.402, established by the Texas Commission on Law Enforcement Officer Standards and Education (T.C.L.E.O.S.E.) and all other mandated training. The Garland Police Academy will incorporate training on the issue of racial profiling in conjunction with the Basic Academy and mandated "Cultural Diversity" training for in-service personnel.

**VIII. PUBLIC EDUCATION:**

The Garland Police Department shall provide written material, in English and Spanish, detailing the department's complaint process. The material shall be available in the lobby of the police building and through the office of Internal Affairs. The department will periodically highlight the complaint process through use of its community access cable television program and through general mailings in conjunction with utility billing.

20.08

**IX. REPORT TO CITY COUNCIL AND TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION:**

An annual report relating to motor vehicle stops in which a citation is issued and to arrests resulting from those stops, including information relating to: the race or ethnicity of the individual detained; and whether a search was conducted and, if so, whether the individual detained consented to the search and whether the Peace Officer knew the race or ethnicity of the individual detained before detaining that individual will be submitted to the City Council and Texas Commission on Law Enforcement Officer Standards and Education by no later than March 1 of each year for the preceding calendar year.

**X. PRIOR ORDERS:**

From and after the effective date of this order, it shall be in full force and effect and shall govern the operations of this department with regard to its subject matter. Former orders, policies, directives and memoranda relating to the subject matter are hereby specifically revoked and they shall be of no force and effect from and after the date of issuance of this order.

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Mitchel L. Bates  
Chief of Police

*Index As:* Pedestrian Stop / Profiling  
Profiling  
Traffic Stop / Profiling



Garland Police Department  
Citation, Arrest and Search Profile Data  
01/01/2013...12/31/2013  
All Stops

Number of motor vehicle stops:	1.	31089	Citation Only	
	2.	1275	Arrest Only	
	3.	630	Both	
	4.	32994	Total	
Race or Ethnicity:	5.	6660	African	
	6.	1783	Asian	
	7.	12370	Caucasian	
	8.	12158	Hispanic	
	9.	0	Middle Eastern	
	10.	23	Native American	
	11.	32994	Total	
Race or Ethnicity Known prior to stop?:	12.	1458	Yes	
	13.	31536	No	
	14.	32994	Total	
Search Conducted?:	15.	916	Yes	
	16.	32078	No	
	17.	32994	Total	
Was Search Consented?:	18.	299	Yes	
	19.	617	No	
	20.	916	Total	



Garland Police Department  
 Citation, Arrest and Search Profile Data  
 01/01/2013...12/31/2013  
 All Stops

Ethnicity	Total Traffic Stops		Race Known Prior to Stop		Traffic Stops Resulting in a Citation		Traffic Stops Resulting in an Arrest		Searched		Searched by Consent		Searched by Probable Cause	
Total Asian	1783	5.4%	46	0.1%	1750	5.5%	33	2.6%	9	1.0%	2	0.7%	7	1.1%
Total Black	6660	20.2%	426	1.3%	6291	19.8%	369	28.9%	248	27.1%	77	25.8%	171	27.7%
Total Hispanic	12158	36.8%	547	1.7%	11631	36.7%	527	41.3%	381	41.6%	116	38.8%	265	42.9%
Total Middle Eastern	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total Native American	23	0.1%	1	0.0%	23	0.1%	0	0.0%	1	0.1%	0	0.0%	1	0.2%
Total White	12370	37.5%	438	1.3%	12024	37.9%	346	27.1%	277	30.2%	104	34.8%	173	28.0%
<b>TOTAL</b>	<b>32994</b>		<b>1458</b>		<b>31719</b>		<b>1275</b>		<b>916</b>		<b>299</b>		<b>617</b>	

# Garland Police Department

## 2013 Racial Profiling Complaint Summary

During the calendar year of 2013 the Garland Police Department Internal Affairs Division received and investigated one (1) citizen complaint of racial profiling. That complaint was received on January 15, 2013. The incident occurred in December of 2012, but the complaint was not filed until January 2013.

<u>Case #</u>	<u>*Contact</u>	<u>Race</u>	<u>Allegation</u>	<u>*Case Disposition</u>
13-03F	Call	H	Cited and harassed based on race	Unfounded 04/02/13

### \* Contact Type

Traffic – Officer initiated contact of motorist

Pedestrian – Officer initiated contact of individuals not in vehicles

Call – Contact with citizens in response to reported incidents (not self-initiated)

### \* Case Disposition

Sustained – Allegation was true

Not Sustained – Not enough evidence to determine if incident occurred or not

Exonerated – Incident occurred but the officer's actions were justified

Unfounded – Allegation was without merit or false



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## Pace and Lyles Houses

### Summary of Request/Problem

Council is requested to discuss a draft Request for Proposal for the disposition of the Pace House. In addition, Council is requested to discuss possible sites for the relocation of the Lyles House.

### Recommendation/Action Requested and Justification

Council discussion and direction.

**Submitted By:**

**Approved By:**

**William E. Dollar  
City Manager**

## PACE HOUSE RFP – Revised Draft

2/12/2014

### A. Purpose of RFP

The City of Garland is the owner of a Queen Anne-inspired farmhouse built around 1895, known as the Pace House. It was previously located behind City Hall and used as a small rental event facility. The City has determined that due to downtown development and the Pace House's recent move to a temporary location, it is no longer practical nor in the City's interest to maintain and spend the necessary public funds associated with upkeep. Therefore, the City desires to convey ownership of the Pace House to a private party that successfully meets the criteria for selection by way of this Request for Proposal (RFP).

The City is soliciting proposals (Request for Proposals) from private parties to take ownership of the Pace House and to permanently situate the Pace House within the City of Garland's downtown historical area. This is consistent with the City's desire to preserve Garland's historical structures and heritage.

### B. Pace House Overview

#### 1. Condition

In its current configuration, the Pace House has two large meeting/event rooms, an entry hall, two public restrooms, a 6'8" square office area, a storage area, and a kitchen. An attic is also accessible via a drop-down door/ladder. The house was used as a small event rental facility until the fall of 2012, when the City began preparing it to move. The Pace House has approximately 1600 Sq. Feet of living space. Please find the architectural drawings of the Pace House in attachment "x". photographs of the exterior and interior are provided in attachment "x".

The Pace House is believed to be in safe structural condition. It has been prepared for the move by a selected respondent, and is currently sitting on a temporary platform (moving company's rails) leased by the City. Minor damage, such as cracks in sheetrock, which is consistent with the relocation and placement on rails of any large structure, occurred during its move from behind City Hall to its current location. The City has noted no substantial structural, roof, or exterior wall damage due to the move. *[If a third party inspection can be obtained by the City prior to advertising the RFP, a reference to that appendix will be inserted here.]*

It is the responsibility of the individual acquiring the house **to conduct a thorough inspection prior to acquisition**. Any statement, claim or description of the Pace House found herein is intended to be a generic description and is not a warranty or representation of the actual condition or character of the Pace House. **INDEED, THE CITY OF GARLAND IS NOT MAKING ANY WARRANTIES OR REPRESENTATIONS OF ANY KIND OR CHARACTER, EXPRESS, IMPLIED OR STATUTORY, WITH RESPECT TO THE HOUSE, ITS PHYSICAL CONDITION OR ANY OTHER MATTER OR THING RELATING TO OR AFFECTING THE HOUSE. THE HOUSE WILL BE SOLD AND TRANSFERRED "AS IS, WHERE IS, AND WITH ALL FAULTS." THE CITY OF GARLAND DOES NOT WARRANT OR MAKE**

**ANY REPRESENTATIONS, EXPRESS OR IMPLIED, AS TO FITNESS FOR A PARTICULAR PURPOSE, MERCHANTABILITY, DESIGN, QUANTITY, PHYSICAL CONDITION, OPERATION COMPLIANCE WITH SPECIFICATIONS, ABSENCE OF LATENT DEFECTS OR COMPLIANCE WITH LAWS AND REGULATIONS (INCLUDING, WITHOUT LIMITATION, THOSE RELATING TO HEALTH, SAFETY AND THE ENVIRONMENT) OR ANY OTHER MATTER AFFECTING THE HOUSE.**

**2. Current Location of House**

The Pace House is currently located behind the Granville Performing Arts Center at 300 N. Fifth St., Garland, TX 75040 ("Current Location"). Title shall pass to the party acquiring the Pace House at the Current Location, at the time of moving the House, which includes any work necessary to prepare the house for shipping (FOB Shipping Point).

**C. Historical Area(s)**

Respondents shall commit to moving the house to a lot (owned or purchased by the new owner) within the City of Garland's Downtown area, as identified in the Downtown Development Standards District and bounded by: West Walnut Street on the North, West Avenue D on the South, 1<sup>st</sup> Street on the East, and Garland Avenue on the West. A map of the bounded area is provided in attachment "x".

**D. RFP Submission Requirements**

**1. Cover Letter**

The respondent's cover letter should:

- Identify the respondent and any participants together with all relevant contact information;
- Provide a general overview of the anticipated timeline and plans to acquire, move, restore and place into service the structure;
- Provide a map and property location description (i.e. address, legal description) drawing of the intended location;
- Provide a declaration of intended use; and
- Demonstrate knowledge and understanding of the type and extent of work and resources required to acquire and relocate the structure, and to return it to productive use.

**2. Personal References**

Three (3) references are required that can specifically address the capability of the respondent to undertake similar projects. References should include name, title, addresses, telephone numbers, fax numbers, and email addresses and a brief description of the relationship to the respondent with regard to their previous experience.

### 3. Financial Stability

Provide financial qualifications to include disclosure of resources currently available, plans for obtaining additional finances with estimated borrowed amounts. Providing pre-qualification statements for financing is encouraged.

### 4. Experience

Provide examples of historic renovation projects or initiatives participated in or completed by the respondent. The focus should be on the relevant issues, problems, obstacles the respondent overcame and opportunities that could be realized as a result of the respondent's involvement. Note specifically previous roles performed by the respondent and accomplishments.

## **E. Proposal Conditions**

Respondents to the RFP must agree to the following terms and conditions in their proposal:

1. The Pace House must be relocated at the respondent's expense to a legally platted lot (at the time of the move from Current Location) within Garland's Downtown area as described in the Downtown Development Standards District and bounded by: West Walnut Street on the North, West Avenue D on the South, 1<sup>st</sup> Street on the East, and Garland Avenue on the West.
2. The respondent must demonstrate the ability to move the house from Current Location within 6 months of City Council action selecting the successful respondent.
3. The respondent must covenant that within one year of relocation, and prior to occupancy, the structure will be in compliance with all applicable City of Garland Codes, including but not limited to the Building Code and the Comprehensive Zoning Ordinance.
4. Respondent must covenant that any restoration or remodeling performed on the house shall be substantially similar to its current architectural features and consistent with late 19<sup>th</sup> century Queen Anne styled farmhouses.
5. Respondent must commit to leaving the house in the City of Garland after purchasing it for a minimum of 10 years.
6. Respondent must demonstrate ownership of, or have proof of a conditional offer for acquisition of, a lot suitable for the placement of the house in the required geographic boundary at the time of proposal acceptance.
7. Respondent must agree to pay for the costs associated with:
  - a. acquisition and preparation of the site receiving the house;
  - b. acquisition and payment of all relevant development and permit fees;
  - c. moving the house to the recipient site(including utility relocations along the route);and

- d. building an appropriate foundation on which to place the house in accordance with City of Garland building codes.
8. The City will cover temporary site rental payments (for mover's rails) for six (6) months from the date of the proposal acceptance by Council. After this date, if the house has not been moved, the respondent will be in default and must assume all costs associated with continued temporary storage on City property for a maximum of 90 days. At the conclusion of this 90 day period, the agreement with the City will be automatically terminated without need of any further action on the part of the City. The timing of the move and any deadlines are material terms and conditions to the transfer of ownership of the house.
9. Transfer of ownership of the house shall occur once a building foundation is lawfully completed in accordance with all state and local laws at the new site and at the time of moving the house from Current Location (FOB Shipping Point).
10. Respondent shall coordinate the move of the house with the City's mover, HD Snow Moving Company, or enter a transfer agreement with a different qualified mover at his/her expense.
11. Respondent shall work with the City to achieve historical recognition for the house, preferably a plaque visible from the street (may be local, State, National or other historic recognition).

#### **F. Submission of Proposals**

*(Give 45 days to respond to RFP)*

*(To be supplied by Garland's Purchasing Department)*

A pre-bid conference will be held on \_\_\_\_\_. At this time, potential respondents will be given an opportunity to participate in a guided walk around the exterior of the house. Following the pre-bid conference, respondents may contact the City to schedule a time for an additional third party inspection, the vendor to be chosen and paid for by respondent.

#### **G. RFP Selection Criteria**

Proposals will be subjected to an Initial Review, which will evaluate the qualifications and merits of the proposal based on Criteria in the scoring table below.

High-ranking proposals will be short-listed and respondents required to attend a Pre-Submittal Meeting on (date to be determined) to discuss specific issues or considerations regarding the proposed site. Respondents shall have 5 business days from the date of the Pre-Submittal Meeting to provide written notification to the City of Garland of their intent to proceed with their proposals. Proposals of respondents failing to give notice within the specified timeframe shall be deemed as retracted by the respondent.

The City will select the proposal providing the highest value to the city of Garland for further negotiations and establishment of a performance contract.

**RFP Scoring Table**

	<b>Criteria</b>	<b>Weight</b>	<b>Respondent's Score</b>
<b>Initial Review</b>			
<b>1</b>	Complies with the RFP provisions <sup>1</sup>	15%	
<b>2</b>	Land Location and proposed use <sup>2</sup>	30%	
<b>3</b>	Experience with similar projects <sup>3</sup>	30%	
<b>4</b>	Availability of financial resources to complete the project <sup>4</sup>	25%	
		<b>Score Total:</b>	

- 1** Score is based on respondent's adherence to all terms, conditions, and required elements of the RFP submission in a thorough and clear manner. Scores for proposals containing errors, omissions, conflicting or ambiguous content may be adversely affected.
- 2** Score is based on proposal's stated intended use and location of the structure, including but not limited to the current zoning of the new site and surrounding parcels, appropriateness of fit of the structure itself among surrounding structures at the new site, appropriateness of fit of the intended use of the structure at the new site, feasibility of the site to accommodate the structure given site-specific conditions and constraints, and adherence to the City of Garland's desire to maintain the community's heritage and historic structures. Preference may be given to respondents proposing to put the structure back in its original use as a single family residence.
- 3** Score is based upon respondent (and/or declared partners') references and experience with construction, renovation, real estate, or similar projects that demonstrate thorough understanding of the extent, process, and costs required to successfully execute the details of the proposal in a timely manner. A proposal that omits key elements or considerations of the processes required to complete the proposal's stated outcome may be deemed as evidence of lack of experience to successfully execute the terms of the proposal. Respondent preferably can demonstrate their participation in efforts to renovate or preserve historical facilities in Texas.
- 4** Score is based on respondent's demonstrated understanding of the extent, process, and ability to obtain financing to complete the project according to the proposal's stated timeline.

## Appendices:

### A. Development Process Considerations

Prior to proposal selection, a mandatory Pre-Submittal meeting is required on (dates to be determined) to discuss the development requirements, based on the site selected, including but not limited to:

- a. Zoning
- b. Platting
- c. Variances to Development Standards
- d. Building Permits
- e. Utility Connection
- f. Fire Code
- g. Inspections

*The Pre-Submittal meeting application and additional development related information may be obtained through the Development and Permitting Center located at the following link: <http://www.garlandtx.gov/services/dpc/default.asp>*

### B. Moving the Structure

It is not possible for the City to estimate the cost to relocate the house, as many factors significantly impact this estimate, including: the distance from the current location to the final destination, the barriers that would be encountered along the route to the final destination, and the potential need to cut the structure into pieces for move and re-assembly or reconstruction at the final destination.

Some factors that may be useful to you in estimating costs of the move include:

- a. Relocation will require coordination with all franchise utility companies with facilities along your move route as well as the Garland Police and Building Inspection Departments;
- b. The Garland community has widespread use of overhead utility lines, including fiber, cable, telephone, and electric lines;

The dimensions of the Pace House can add to the complexity of the move; the minimum dimensions that should be planned for are:

- 40 feet width
- Height exceeds 20 feet, which will not clear most traffic signals and overhead utilities

The house is currently resting on rails/trailers used by the City's moving company. Interested parties must obtain their own quote from a qualified mover. The mover

would need to coordinate with the City's moving company to identify an agreed-upon plan for removing or using the existing rails for transport to the new location. (Pictures of the house on the moving rails are attached for reference.)

The Point of Contact at the City's moving company (HD Snow of Fort Worth, Texas) is "X".

- C. **Other Appendixes**
- D. **Lead and Asbestos Survey**
- E.



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## Update on Health and Code Compliance 2013 Activities

### Summary of Request/Problem

Staff will provide an update on the Health and Code Compliance Departments' 2013 activities.

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Richard Briley**  
Managing Director of Health and  
Code Compliance

**Approved By:**

**William E. Dollar**  
City Manager



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## Enforcement Suspension of Window Signage Regulations

### Summary of Request/Problem

At the request of Council Members Stephen Stanley and John Willis, Council is requested to consider suspending enforcement of window signage regulations (Section 30.94(H) of the Code of Ordinances).

### Recommendation/Action Requested and Justification

Council discussion and direction.

**Submitted By:**

**Approved By:**

**William E. Dollar**  
**City Manager**

## **Sec. 30.94 Special purpose signs**

(A) Special purpose political signs regarding an issue or candidate in an election may be erected on private property without limit as to number; provided, that such signs comply with other applicable requirements of this article; and provided further, that the owner or occupant of the property on which sign is displayed:

(1) Shall not erect or cause to be erected special purpose political signs until forty-five (45) days prior to any primary, general, special or local election;

(2) Shall remove the signs within ten (10) days after the general, runoff, special, or local election to which a sign pertains or after the termination of a candidacy, whichever occurs first.

(B) Flags, emblems and insignia of a governmental entity are allowed.

(C) Special purpose, temporary construction signs denoting the architect, engineer, contractor, subcontractor or financier and temporary signs denoting the future location of a particular business, retail center or institution are allowed one such construction sign and one such future location sign per street adjacent to the construction site or future location site. No such sign shall exceed thirty-two (32) square feet in area nor extend higher than fifteen (15) feet as measured from ground level; provided, that such signs are located on the premises where construction or location being advertised is or will be occurring. Such signs shall be removed upon issuance of a certificate of occupancy.

(D) Special purpose freestanding signs for the purpose of identifying the location of or direction to subdivisions or major home builder sites are allowed. Such signs shall be on-premises and shall not exceed one hundred (100) square feet in area, nor extend more than fifteen (15) feet in height, or when located adjacent to a screening wall shall not extend more than twenty (20) feet in height. A home builder with twenty-five (25) lots or more qualifies as a major home builder. One such sign may be allowed for subdivisions, major home builders, sites or developments of thirty (30) acres, or less. One additional sign shall be allowed for each additional thirty (30) acres. Permits for such signs may be granted for a maximum period of six-month intervals, with such signs being removed upon ninety (90) percent completion of the project. No such sign shall be located closer than one hundred (100) feet to a residential dwelling not within the subdivision.

(E) Off-premises, special purpose freestanding directional signs for the purpose of identifying the location of or direction to a subdivision within a residential zoning district are allowed under the following conditions:

(1) Such signs shall not advertise any site located outside the City limits;

(2) Such signs shall be located within a one (1) mile radius of the subdivision to which it pertains and shall not be located closer than one hundred (100) feet to a residential dwelling;

(3) Such signs shall not exceed one hundred (100) square feet in area, nor extend more than fifteen (15) feet in height;

(4) The maximum number of such signs shall not exceed one (1) sign per fifty (50) lots, or fraction thereof, nor a maximum of two (2) signs per subdivision;

(5) No such off-premises, special purpose freestanding directional sign shall be erected closer than one hundred (100) feet from any other off-premises sign on the same side of the thoroughfare;

(6) Permits for such signs may be granted for maximum intervals of twelve (12) months each with such signs being removed when ninety (90) percent of the lots within the subdivision have been developed.

(F) Wind devices, heavier-than-air inflatable, and similar special purpose signs promoting a single-family subdivision or multifamily complex shall be allowed a maximum single use period not to exceed sixty (60) days, with a minimum period between permits of sixty (60) days and a maximum number of three (3) permits per year for a given subdivision or complex.

(G) (1) Wind devices, heavier-than-air inflatables, and similar special purpose signs, other than temporary banner signs, promoting a retail or commercial establishment or center shall be allowed a maximum single use period not to exceed sixty (60) days with a minimum period between permits of sixty (60) days and a maximum number of three (3) permits per year for a given establishment or center.

(2) Temporary banner signs shall be allowed under the following conditions:

(a) Temporary banner signs may have a maximum sign area equal to the square footage of two times the width of the main entrance (front wall) of the building or tenant space occupied by the applicant who intends to display the temporary banner sign, but in no case shall the sign area exceed eighty (80) square feet;

(b) The allowed time period for any individual permit for a temporary banner sign shall not exceed sixty (60) days;

(c) The total number of days for which any business at a single location may have a permit or permits for temporary banner sign(s) shall not exceed one hundred and fifty-six (156) days within a twelve-month period;

(d) Permits may run consecutively; there is no interval between permits required;

(e) Before any permit is issued, a fee of one hundred dollars (\$100.00) must be paid.

(H) Signs that advertise sales, specials, grand openings, or other goods or services available within an establishment may be placed in windows using water soluble paint, appliques or other temporary and removable means provided that no such window sign may:

(1) Be located on the window surface in any manner that obscures more than twenty-five percent (25%) of the visible window area available in the absence of any signs; and

(2) Remain in place more than 60 days in any six-month period.

(Ordinance 4416, sec. 1, adopted 4/17/90; Ordinance 5045, sec. 1, adopted 2/4/97; Ordinance 5858, sec. 1, adopted 11/2/04; Ordinance 6342, sec. 1, adopted 8/18/09)



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## Preliminary Year-End Financial Results for FY 2012-13

### Summary of Request/Problem

Staff will present to the City Council preliminary year-end budget to actual financial results for FY 2012-13.

### Recommendation/Action Requested and Justification

Information only.

#### Submitted By:

**Ron Young**  
Director of Budget & Research

#### Approved By:

**William E. Dollar**  
City Manager



**CITY OF GARLAND**

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**Pre-Audit  
FY 2012-13 Results**

1



**CITY OF GARLAND**

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**Major Funds  
Preliminary FY 2012-13 Results**

2

## General Fund

Preliminary FY 2012-13 Results (In Millions)

	Revised Budget	Actual	Variance
Revenues	\$ 136.7	\$ 138.7	\$ 2.0
Expenditures	(140.4)	(138.6)	1.8
<b>Change in Fund Balance</b>	<b>\$ (3.7)</b>	<b>\$ 0.1</b>	<b>\$ 3.8</b>
Reserve for P.O. Rollover	0.0	(0.5)	(0.5)
<b>Change in Fund Balance (Net of P.O. Rollover)</b>	<b>\$ (3.7)</b>	<b>\$ (0.4)</b>	<b>\$ 3.3</b>
Ending Fund Balance *	\$ 12.2	\$ 15.5	\$ 3.3
Fund Balance Days	34	44	10

\* Net of \$4.48 Million Fund Balance Reserve

3

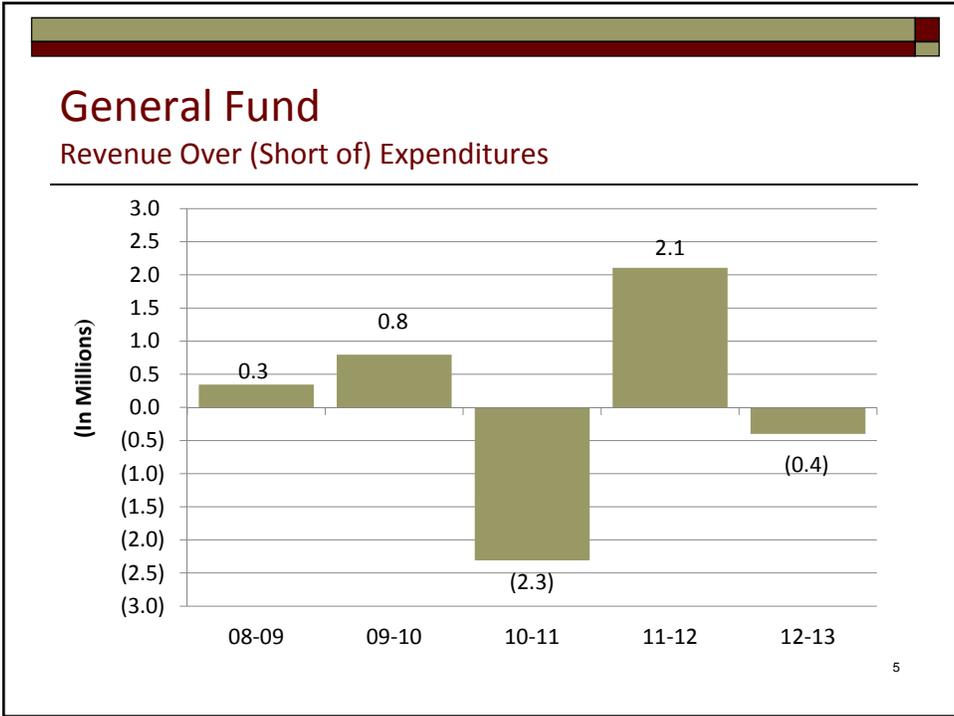
## General Fund

Preliminary FY 2012-13 Results

### Factors Affecting the Bottom Line

- Revenue \$2 million (1.5%) better-than-expected mainly due to increased Municipal Court Fines & Fees, Licenses & Permits Revenue, Franchise Fees, and Landfill Revenue.
- Expenses \$1.3 million (1%) lower-than-expected primarily due to a decrease in Vehicle Replacement & Reserve expenditures and salary savings.

4



### Electric Utility Fund

Preliminary FY 2012-13 Results (In Millions)

	Revised Budget	Actual	Variance
Revenues	\$ 297.4	\$ 298.4	\$ 1.0
Rate Mitigation Transfer	18.8	18.8	0.0
Expenditures	(315.3)	(292.8)	22.5
<b>Change in Fund Balance</b>	<b>\$ 0.9</b>	<b>\$ 24.4</b>	<b>\$ 23.5</b>
Reserve for P.O. Rollover	0.0	(0.5)	(0.5)
<b>Change in Fund Balance (Net of P.O. Rollover)</b>	<b>\$ 0.9</b>	<b>\$ 23.9</b>	<b>\$ 23.0</b>
Ending Fund Balance	\$ 57.0	\$ 80.0	\$ 23.0
Fund Balance Days	101	161	60

6

## Electric Utility Fund

Preliminary FY 2012-13 Results

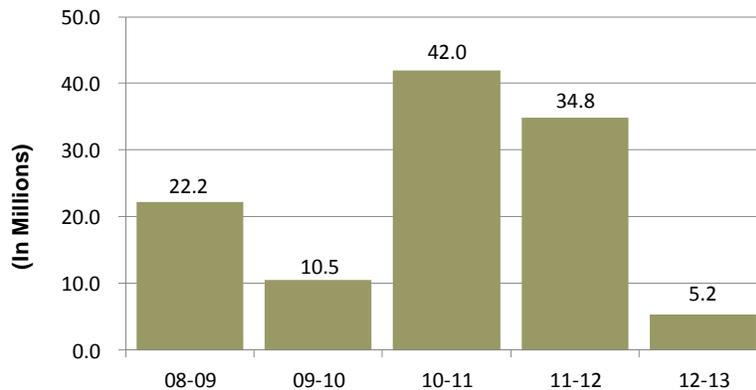
### Factors Affecting the Bottom Line

- Better-than-expected revenue largely due to increased Off-System Sales – \$1.0 million.
- Decreased expenses primarily due to lower energy prices from milder-than-expected summer demand – \$22.0 million.

7

## Electric Utility Fund

Historical Changes in Fund Balance



Changes in Fund Balance exclude transfers between Electric Utility Fund and Rate Mitigation Fund.

8

## Water Utility Fund

Preliminary FY 2012-13 Results (In Millions)

	Revised Budget	Actual	Variance
Revenues	\$ 49.7	\$ 50.6	\$ 0.9
Expenditures	(51.4)	(50.6)	0.8
<b>Change in Fund Balance</b>	<b>\$ (1.7)</b>	<b>\$ 0.0</b>	<b>\$ 1.7</b>
Ending Fund Balance	\$ 11.9	\$ 13.6	\$ 1.7
Fund Balance Days	96	111	15

9

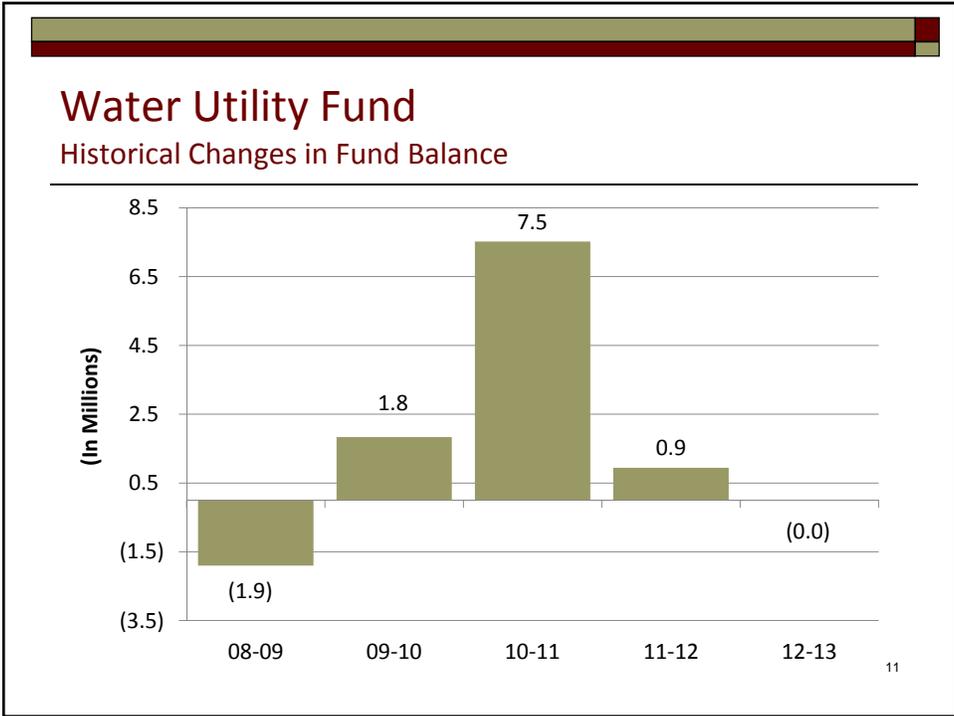
## Water Utility Fund

Preliminary FY 2012-13 Results

**Factors Affecting the Bottom Line**

- Negative cash flow budgeted due to excess Fund Balance and desire to buffer rate increases.
- Increased revenue due to year-end water consumption – \$666,000.
- Reduction in expenditures due to North Texas Municipal Water District (NTMWD) rebate – \$896,000.

10



### Wastewater Utility Fund

Preliminary FY 2012-13 Results (In Millions)

	Revised Budget	Actual	Variance
Revenues	\$ 41.7	\$ 41.9	\$ 0.2
Expenditures	(52.7)	(51.4)	1.3
<b>Change in Fund Balance</b>	<b>\$ (11.0)</b>	<b>\$ (9.5)</b>	<b>\$ 1.5</b>
Reserve for P.O. Rollover	0	(0.6)	(0.6)
<b>Change in Fund Balance (Net of P.O. Rollover)</b>	<b>\$ (11.0)</b>	<b>\$ (10.1)</b>	<b>\$ 0.9</b>
Ending Fund Balance	\$ 6.9	\$ 7.8	\$ 0.9
Fund Balance Days	72	83	11

## Wastewater Utility Fund

Preliminary FY 2012-13 Results

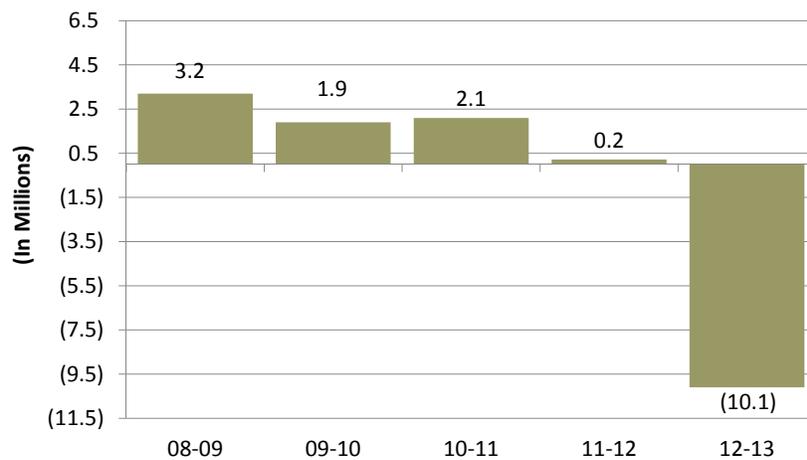
### Factors Affecting the Bottom Line

- Planned \$10 million transfer to CIP to avoid issuing debt for the 2013 CIP.
- Expenditures were below anticipated levels due primarily to salary savings, reduced electrical service at treatment plants and outside vehicle repair costs.

13

## Wastewater Utility Fund

Historical Changes in Fund Balance



14

## Environmental Waste Services Fund

Preliminary FY 2012-13 Results (In Millions)

	Revised Budget	Actual	Variance
Revenues	\$ 17.6	\$ 17.7	\$ 0.1
Expenditures	(17.7)	(17.7)	0.0
<b>Change in Fund Balance</b>	<b>\$ (0.1)</b>	<b>\$ 0.0</b>	<b>\$ 0.1</b>
Ending Fund Balance	\$ 1.8	\$ 1.9	\$ 0.1
Fund Balance Days	54	57	3

15

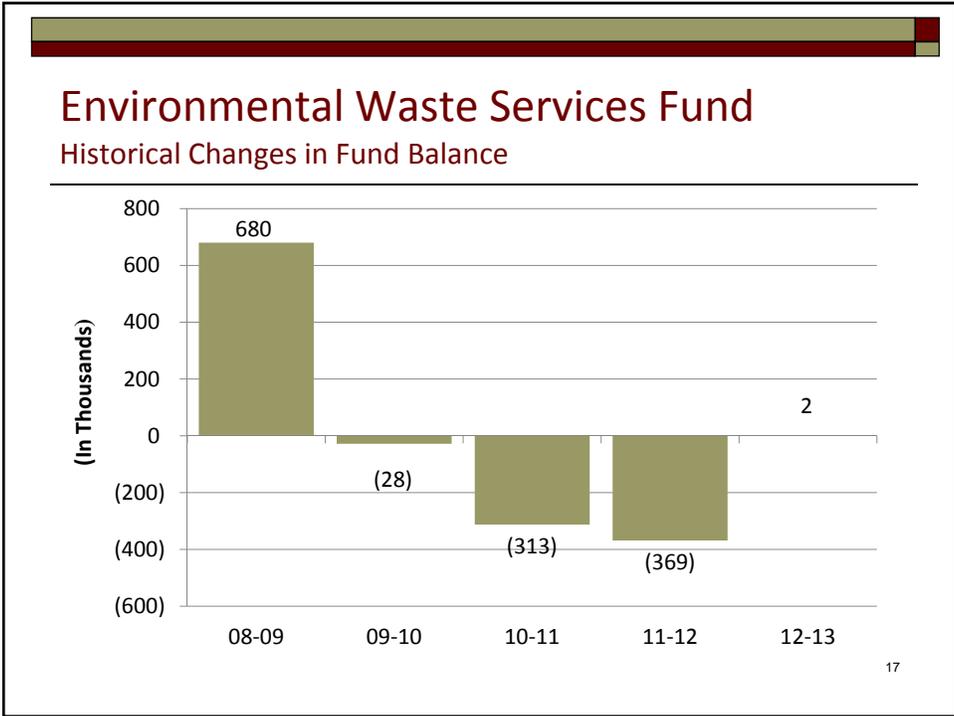
## Environmental Waste Services Fund

Preliminary FY 2012-13 Results

### Factors Affecting the Bottom Line

- Negative cash flow of \$110,000 was budgeted due to excess fund balance.
- Residential Collection and Recycling revenue slightly better than anticipated – \$96,200.

16



## CITY OF GARLAND

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### Non-Major Funds

### Preliminary FY 2012-13 Results

18

## Other Funds

### Preliminary FY 2012-13 Results

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#### **Fleet Services Fund**

- ❑ Revenues \$137,000 (1.8%) higher due to work order revenue.
- ❑ Expenditures \$477,000 (6.0%) higher due to unexpected major repairs for EWS - Delivery and Landfill.
- ❑ The 2014 CIP addresses the excessive maintenance issue with equipment replacement.
- ❑ The Fleet Services Fund will end the year with a \$339,000 deficit.

19

## Other Funds

### Preliminary FY 2012-13 Results

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#### **Group Health Insurance Fund**

- ❑ Revenues \$385,000 (1.3%) lower primarily due to Stop-Loss Reimbursements.
- ❑ Expenditures \$309,000 (1.1%) higher due to an increase in medical claims.
- ❑ Factors impacting healthcare costs.
  - a) Average length of hospital stay increased from 3.6 to 5.0 days.
  - b) Average cost of hospital admission increased from \$12,643 to \$19,420.
  - c) Annual cost per claimant increased from \$3,422 to \$3,859.
  - d) Claimants with costs greater than \$10,000 increased from 284 to 325.

20

## Other Funds

Preliminary FY 2012-13 Results

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### **Group Health Insurance Fund (Continued)**

- Changes implemented for FY 2013-14:
  - a) Deductibles, co-pays, and maximum out-of-pocket expenses increased.
  - b) COMPASS being utilized to help employees make better healthcare decisions.
  - c) Continued emphasis on employee wellness.
- The Group Health Insurance Fund will end the year with \$6,000 instead of the anticipated \$700,000 fund balance.

21

## Summary

Preliminary FY 2012-13 Results

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- The General Fund and the Utility Funds ended the year better than anticipated.
- The Fleet Services Fund and the Group Health Insurance Fund ended the year worse than expected. Corrective action has been taken to improve results going forward.
- These year-end results will not be final until the external auditors complete the audit in March.

22



**PRELIMINARY YEAR-END REPORT  
FY 2012-13**

**Prepared By  
City of Garland  
Budget and Research Department  
972-205-2511**



## **PRELIMINARY YEAR-END REPORT FY 2012-13**

### **INTRODUCTION**

The Preliminary Year-End Report issued by the Budget and Research Department is designed to provide a high-level overview of financial results and issues in the City's major funds. The report is divided into the following sections:

- (I) Budget Overview
  - (a) General Fund
  - (b) Major Enterprise Funds
    - (1) Electric Utility Fund
    - (2) Water Utility Fund
    - (3) Wastewater Utility Fund
    - (4) Environmental Waste Services Fund
  - (c) Non-Major Funds
  - (d) Summary of Budget Performance
  
- (II) Major Indicators
  - (a) General Fund
  - (b) Electric Utility Fund
  - (c) Water Utility Fund
  - (d) Wastewater Utility Fund
  - (e) Environmental Waste Services Fund

**BUDGET OVERVIEW**  
**Preliminary Year-End**  
**September 30, 2013**

**GENERAL FUND**

The local economy grew at a stronger pace than anticipated for FY 2012-13. The preliminary year-end General Fund revenues totaled \$138.7 million, representing a \$2.0 million (1.5%) increase from the Revised Budget. The largest increase in revenues included Municipal Court Fines & Fees at \$419,000, Licenses & Permits at \$353,000, Franchise Fees at \$327,000, and Landfill revenues at \$249,000. Current Property Tax revenue was approximately \$176,000 higher and Sales Tax revenue was \$38,000 higher than anticipated.

General Fund preliminary year-end expenditures were \$139.1 million, representing a \$1.3 million (1.0%) decrease from the Revised Budget. The Vehicle Replacement & Reserve was lower by \$418,000 due to a lag in scheduled vehicle purchases, and Salary and Benefits were lower by \$362,000 due to vacancies. Included in the year-end results was an additional \$462,000 in outstanding Purchase Orders rolled forward on Budget Amendment No. 1 for FY 2013-14.

Overall, the General Fund performed better than anticipated in FY 2012-13 with net revenues and expenditures resulting in a \$3.3 million positive variance. Fund balance reserves are expected to be 44 days of operating expenditures, an improvement of 14 days over the 30-day requirement.

**ELECTRIC UTILITY FUND**

Electric Utility revenue for the fiscal year ended September 30, 2013, totaled \$317.3 million and included transfers from the Rate Mitigation Fund of \$18.8 million. These results were consistent with revised projections and reflect an increase from anticipated results of just over \$1.0 million (0.3%), driven largely by a slight increase in off-system sales to wholesale customers.

Expenditures totaled \$293.3 million for the same period and showed a decrease of \$22.0 million (7.0%) from revised projections. The primary driver for reduced expenditures was market prices for energy that did not materialize as anticipated due to a milder-than-expected summer as evidenced by decreases in retail consumption and peak demand from the previous year. The year-end results include \$546,000 in outstanding Purchase Orders included in Budget Amendment No. 1 and rolled forward into FY 2013-14.

The Electric Utility Fund ended the fiscal year with a positive change in fund balance of \$23.9 million net of P.O. Rollovers. The days of fund balance increased to 161, 86 days over the 75-day target.

## **WATER UTILITY FUND**

Total Water revenue for fiscal year 2012-13 was \$50.6 million, approximately \$868,000 (1.7%) better than the Revised Budget projections due to a \$1.1 million increase in residential water service collection. However, water consumption decreased by 335 million gallons or 3.3% from the previous fiscal year primarily due to watering restrictions placed on customers as a part of the City of Garland's Drought Contingency Response Plan.

Expenditures were \$50.6 million, which was \$783,900 (1.5%) below anticipated levels. The positive results were mostly attributed to an \$896,000 rebate received from the North Texas Municipal Water District (NTMWD). The rebate was due to the water conservation efforts made by both the Water Department and Garland citizens resulting in approximately 19% less water being consumed than the City's minimum annual demand. It should be noted that outstanding Purchase Orders totaling \$30,800 were included in the FY 2012-13 year-end results.

A negative change in fund balance of \$1.7 million was planned for the fiscal year due to available funds and the desire to buffer rate increases to ratepayers. The Water Utility ended the fiscal year with a negative change in fund balance net of P.O. Rollovers of just \$3,400 and approximately 111 days of fund balance, 66 days more than the 45-day requirement.

## **WASTEWATER UTILITY FUND**

Revenue in the Wastewater Utility Fund totaled \$41.9 million in FY 2012-13, approximately \$163,000 (0.4%) better than anticipated due to slight variations in usage levels.

Expenditures totaled \$52.0 million and were \$732,600 (1.4%) below budget projections due to salary savings related to vacancies, reduced outside vehicle repair cost, and electrical service cost within the treatment plants. Funds that were committed but not spent in FY 2012-13 are included in the year-end results and comprise \$220,100 in outstanding Purchase Orders rolled forward on 2013-14 Budget Amendment No. 1 and \$335,000 reserved for the treatment plants' Master Plan Update.

The Wastewater Utility Fund had a negative change in fund balance of \$10.1 million in large part due to a planned \$10 million cash transfer to the Capital Improvement Program (CIP). The transfer to the CIP was possible due to available excess fund balance in the Wastewater Utility Fund. The transfer was designed to avoid having to issue debt for the 2013 CIP and, thereby, lessen the impact of future rate increases. Negative change in fund balance was \$10,103,900, which is \$895,600 (8.1%) better than anticipated primarily due to expenditure reductions. The Wastewater Utility Fund ended the year with fund balance reserves of \$7.8 million or 83 days of working capital, which was 38 days better than the 45-day requirement.

## **ENVIRONMENTAL WASTE SERVICES FUND**

Total revenue for FY 2012-13 was \$17.7 million, approximately \$96,200 (.5%) higher than anticipated budget levels. Expenditures in FY 2012-13 were \$17.7 million and materially in line with expectations.

The EWS Fund generated a change in fund balance net of the P.O. Rollovers of \$1,500, approximately \$110,900 better than budgeted projections. The EWS Fund ended the year with approximately \$1.9 million in fund balance reserves or 57 days of working capital which was 12 days above the 45-day requirement.

## **NON-MAJOR FUNDS**

### **Fleet Services Fund**

Fleet Services revenues ended the year \$137,000 (1.8%) higher than budgeted primarily due to an increase in work order revenue.

The Fleet Services Fund finished the year with expenditures \$477,000 (6.0%) higher than anticipated due to unexpected major repairs of heavy equipment. As a result, the Fleet Services Fund will end the year with a \$339,000 ending fund balance deficit instead of the anticipated \$1,000 fund balance. The majority of the cost overrun was due to EWS - Delivery and Landfill equipment repairs.

The 2014 Proposed CIP includes the replacement of 19 trucks, 2 trailers, and a crane for EWS - Delivery and Landfill due to excessive maintenance costs. The replacement of this heavy equipment should have a material impact on reducing Outside Vehicle/Equipment Maintenance.

### **Group Health Insurance Fund**

The Group Health Insurance Fund revenue ended the year \$385,000 (1.3%) below budget primarily due to a shortfall in Stop-Loss Reimbursements. Stop-Loss Reimbursements received totaled \$779,000 and were \$321,000 (29.2%) below the anticipated figure of \$1.1 million for the year. Historically, Stop-Loss Reimbursements have averaged \$1.6 million for the previous four years.

Total expenditures for the Group Health Insurance Fund exceeded the Revised Budget by \$309,000 (1.1%) due to an overall increase in medical claims. Medical claims for the year totaled \$21.1 million and exceeded the Revised Budget by \$603,000 (2.9%). Other areas, including personnel and insurance premiums, finished the year under budget and reduced the impact of medical claims.

Several factors combined to increase total healthcare costs to the City. During the fiscal year, the average length of a hospital stay increased from 3.6 days to 5.0 days while the average cost of a hospital admission rose 53.6% from \$12,643 to \$19,420. The annual cost per claimant (member who incurred a claim) increased 12.8% from \$3,422 to \$3,859, and the number of claimants with healthcare costs greater than \$10,000 increased from 284 to 325. While claims increased in FY 2012-13, the City's medical/prescription claims combined increased 2.28% from 2011 through 2013 versus an industry-combined trend of 13.8% for the same period.

In response, several changes were implemented in FY 2013-14 to help mitigate the impact of increased healthcare costs to the City. Employees and pre-65 retirees now have increased deductibles, co-pays, and maximum out-of-pocket expenses. Additionally, the City has partnered with COMPASS, a company available to assist employees and pre-65 retirees with selecting providers, resolving billing issues, and other matters related to personal health care. Furthermore, the City will continue to place increased emphasis on employee wellness through the C2W program. Staff will closely monitor the impact of plan changes and costs in the coming year.

Preliminary year-end results show the Group Health Insurance Fund having an ending fund balance of approximately \$6,000 or \$694,000 (99.2%) less than the target balance of \$700,000.

### **SUMMARY OF BUDGET PERFORMANCE**

Overall, the City's budget performance for FY 2012-13 in its major funds was very strong. The General Fund, along with the Electric, Water, and Wastewater Utility Funds and Environmental Waste Services Fund, ended the year with fund balances well above required minimums. Additional details for the City's major funds are attached.

Non-major funds detracting from the City's financial performance included the Fleet Services Fund and the Group Health Insurance Fund. These funds will be stabilized during the FY 2013-14 budget year and reserve levels reestablished through additional transfers from the major funds.

The City's management and financial team will continue to closely monitor the financial results for FY 2012-13 until the external auditors complete the year-end audit.

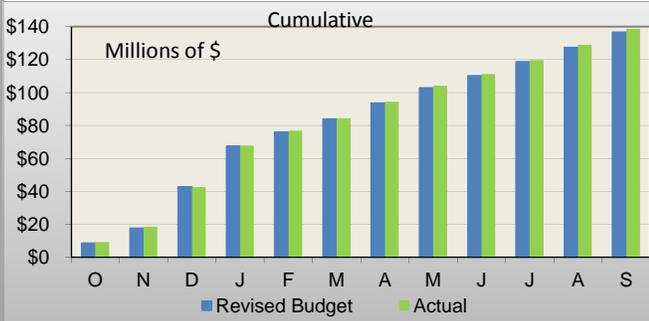
# PRELIMINARY YEAR END REPORT

## September 30, 2013

City of Garland

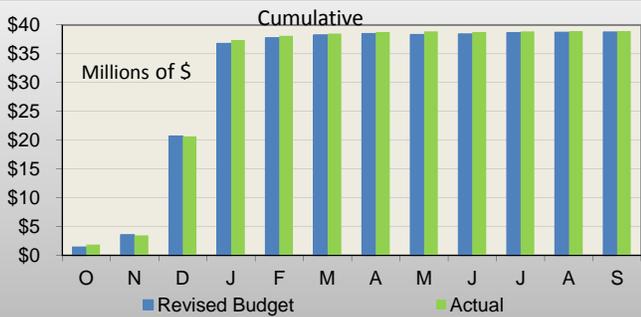
GENERAL FUND REVENUES

### Total General Fund Revenues



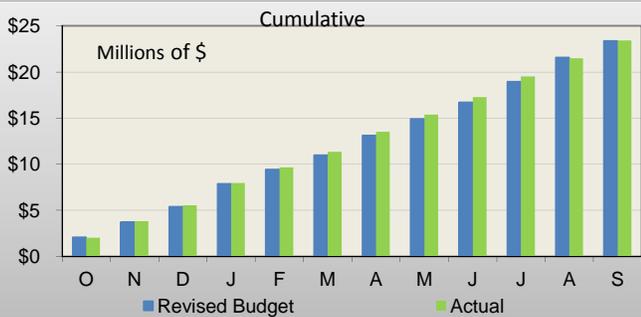
	Anticipated Revenue	Actual YTD	Over/Under	Percent Change
OCT	\$ 8,566,688	\$ 9,227,160	\$ 660,472	7.7%
NOV	17,792,547	18,472,855	680,308	3.8%
DEC	42,901,386	42,585,866	(315,520)	-0.7%
JAN	67,505,695	67,814,190	308,495	0.5%
FEB	76,058,109	76,878,033	819,925	1.1%
MAR	83,959,871	84,374,124	414,253	0.5%
APR	93,601,856	94,327,279	725,423	0.8%
MAY	102,875,411	104,129,373	1,253,962	1.2%
JUN	110,315,691	111,320,749	1,005,058	0.9%
JUL	118,799,508	119,633,898	834,390	0.7%
AUG	127,427,020	128,947,148	1,520,127	1.2%
SEP	136,674,345	138,685,541	2,011,196	1.5%

### Current Property Tax



	Anticipated Revenue	Actual YTD	Over/Under	Percent Change
OCT	\$1,452,504	\$ 1,889,619	\$ 437,115	30.1%
NOV	\$3,583,805	3,489,898	(93,907)	-2.6%
DEC	\$20,683,628	20,646,374	(37,254)	-0.2%
JAN	\$36,769,279	37,378,813	609,534	1.7%
FEB	\$37,748,997	38,095,086	346,089	0.9%
MAR	\$38,290,989	38,507,612	216,623	0.6%
APR	\$38,505,599	\$38,754,912	249,313	0.6%
MAY	\$38,335,931	\$38,891,888	555,957	1.5%
JUN	\$38,424,268	\$38,758,324	334,056	0.9%
JUL	\$38,662,393	\$38,854,799	192,406	0.5%
AUG	\$38,708,919	\$38,905,296	196,377	0.5%
SEP	\$38,768,110	\$38,943,799	175,689	0.5%

### Sales Tax



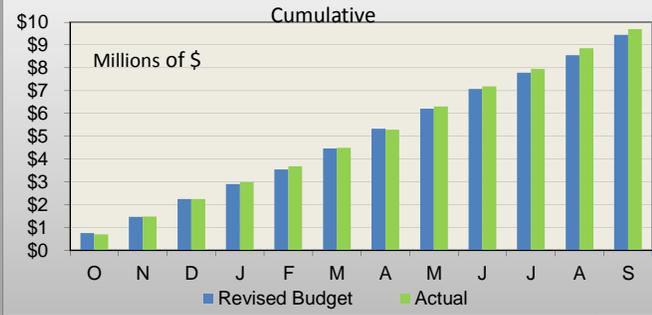
	Anticipated Revenue	Actual YTD	Over/Under	Percent Change
OCT	\$ 2,089,969	\$ 2,008,530	\$ (81,439)	-3.9%
NOV	3,741,443	3,828,159	86,716	2.3%
DEC	5,392,587	5,554,281	161,694	3.0%
JAN	7,872,473	7,952,881	80,408	1.0%
FEB	9,453,970	9,647,587	193,617	2.0%
MAR	11,010,263	11,336,310	326,047	3.0%
APR	13,124,441	13,523,155	398,714	3.0%
MAY	14,912,534	15,370,565	458,031	3.1%
JUN	16,737,164	17,279,364	542,200	3.2%
JUL	18,978,008	19,518,725	540,717	2.8%
AUG	21,573,013	21,479,668	(93,345)	-0.4%
SEP	23,372,712	23,411,053	38,341	0.2%

**PRELIMINARY YEAR END REPORT**  
**September 30, 2013**

**City of Garland**

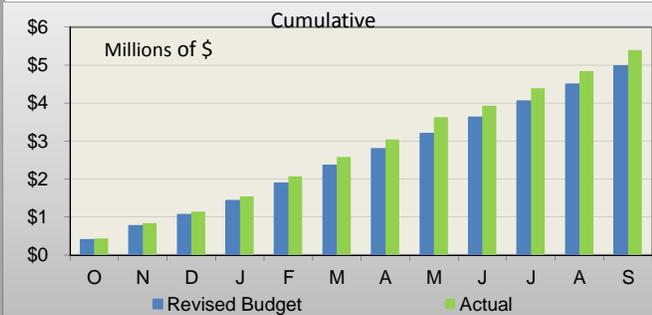
**GENERAL FUND REVENUES - (Continued)**

**Total Landfill - Disposal Fees**



	Anticipated Revenue	Actual YTD	Over/Under	Percent Change
OCT	\$752,406	\$ 694,930	\$ (57,476)	-7.6%
NOV	\$1,469,485	1,471,364	1,879	0.1%
DEC	\$2,249,096	2,251,772	2,676	0.1%
JAN	\$2,897,702	2,987,387	89,685	3.1%
FEB	\$3,549,152	3,686,966	137,814	3.9%
MAR	\$4,461,356	4,495,636	34,280	0.8%
APR	\$5,323,777	5,287,748	(36,029)	-0.7%
MAY	\$6,202,027	6,307,858	105,831	1.7%
JUN	\$7,077,040	7,183,059	106,019	1.5%
JUL	\$7,778,427	7,946,223	167,796	2.2%
AUG	\$8,556,735	8,861,001	304,266	3.6%
SEP	\$9,444,332	9,693,016	248,684	2.6%

**Total Court Fines & Fees**



	Anticipated Revenue	Actual YTD	Over/Under	Percent Change
OCT	\$403,554	\$ 436,198	\$ 32,644	8.1%
NOV	\$770,212	837,546	67,334	8.7%
DEC	\$1,070,416	1,140,184	69,768	6.5%
JAN	\$1,434,384	1,546,519	112,135	7.8%
FEB	\$1,895,086	2,069,964	174,878	9.2%
MAR	\$2,363,021	2,578,656	215,635	9.1%
APR	\$2,799,197	3,046,743	247,546	8.8%
MAY	\$3,205,332	3,625,621	420,289	13.1%
JUN	\$3,626,023	3,927,156	301,133	8.3%
JUL	\$4,059,024	4,390,818	331,794	8.2%
AUG	\$4,502,804	4,845,282	342,478	7.6%
SEP	\$4,973,387	5,392,221	418,834	8.4%

**General Fund Revenues**

	FY 2012-13 Revised Budget	Actual	Over/Under	Percent Change
Taxes	\$62,378,858	\$ 62,576,076	\$ 197,218	0.3%
Franchise Fees	7,525,260	7,851,951	326,691	4.3%
EWS - Disposal Fees	9,444,332	9,693,016	248,684	2.6%
Service Charges	9,503,708	9,808,124	304,416	3.2%
Earnings on Investments	249,313	262,420	13,107	5.3%
Intergovernmental Grants	668,283	751,609	83,326	12.5%
Intragovernmental Charges	37,617,316	37,658,897	41,581	0.1%
Licenses & Permits	3,392,880	3,746,044	353,164	10.4%
Fines & Forfeitures	5,114,543	5,533,084	418,541	8.2%
Rents & Concessions	779,852	804,319	24,467	3.1%
<b>Total General Fund Revenues</b>	<b>\$136,674,345</b>	<b>\$ 138,685,540</b>	<b>\$ 2,011,195</b>	<b>1.5%</b>

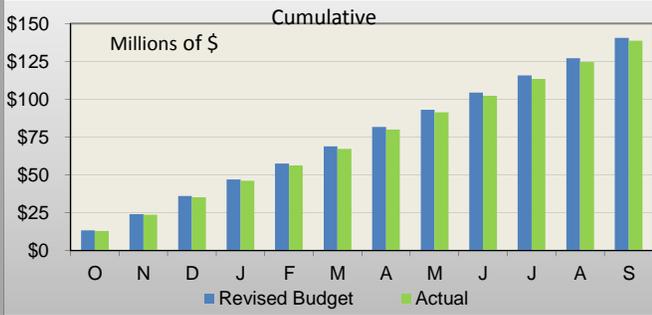
# PRELIMINARY YEAR END REPORT

## September 30, 2013

City of Garland

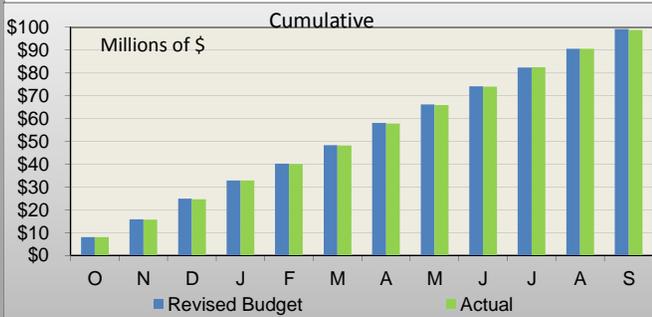
GENERAL FUND EXPENDITURES

### Total General Fund Expenditures



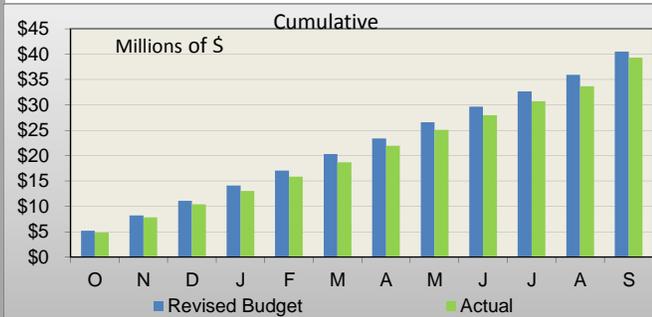
	Anticipated Expenditures	Actual YTD	Over/Under	Percent Change
OCT	\$ 13,375,723	\$ 12,927,149	\$ (448,574)	-3.4%
NOV	24,156,452	23,639,615	(516,837)	-2.1%
DEC	36,077,903	35,181,752	(896,151)	-2.5%
JAN	47,118,114	46,104,731	(1,013,383)	-2.2%
FEB	57,464,548	56,210,755	(1,253,793)	-2.2%
MAR	68,799,448	67,100,050	(1,699,398)	-2.5%
APR	81,765,112	80,065,356	(1,699,756)	-2.1%
MAY	93,115,932	91,299,509	(1,816,423)	-2.0%
JUN	104,317,161	102,267,348	(2,049,813)	-2.0%
JUL	115,647,207	113,475,854	(2,171,353)	-1.9%
AUG	127,132,712	124,653,507	(2,479,205)	-2.0%
SEP	140,442,646	138,627,993	(1,814,653)	-1.3%

### General Fund - Personnel Expenditures



	Anticipated Expenditures	Actual YTD	Over/Under	Percent Change
OCT	\$ 8,032,332	\$ 7,961,366	\$ (70,966)	-0.9%
NOV	15,831,343	15,696,106	(135,237)	-0.9%
DEC	24,849,856	24,664,390	(185,466)	-0.7%
JAN	32,887,604	32,814,518	(73,086)	-0.2%
FEB	40,251,779	40,083,614	(168,165)	-0.4%
MAR	48,314,425	48,149,995	(164,430)	-0.3%
APR	58,155,259	57,877,366	(277,893)	-0.5%
MAY	66,251,383	65,984,518	(266,865)	-0.4%
JUN	74,199,320	74,049,173	(150,147)	-0.2%
JUL	82,461,737	82,528,775	67,038	0.1%
AUG	90,645,715	90,611,671	(34,044)	0.0%
SEP	99,265,235	98,902,998	(362,237)	-0.4%

### General Fund - Operation Expenditures



	Anticipated Expenditures	Actual YTD	Over/Under	Percent Change
OCT	\$ 5,241,488	\$ 4,863,881	\$ (377,607)	-7.2%
NOV	8,223,207	7,841,607	(381,600)	-4.6%
DEC	11,125,996	10,415,310	(710,686)	-6.4%
JAN	14,107,395	13,050,665	(1,056,730)	-7.5%
FEB	17,049,051	15,887,593	(1,161,458)	-6.8%
MAR	20,319,337	18,710,507	(1,608,830)	-7.9%
APR	23,371,249	21,948,442	(1,422,807)	-6.1%
MAY	26,572,374	25,075,443	(1,496,931)	-5.6%
JUN	29,669,105	27,990,607	(1,678,498)	-5.7%
JUL	32,663,012	30,719,511	(1,943,501)	-6.0%
AUG	35,907,997	33,653,534	(2,254,463)	-6.3%
SEP	40,531,544	39,305,252	(1,226,292)	-3.0%

**PRELIMINARY YEAR END REPORT**  
**September 30, 2013**

**City of Garland**

**GENERAL FUND SUMMARY**

**General Fund Expenditures (Net of P.O. Rollover)**

	FY 2012-13 Revised Budget	Actual	Over/Under	Percent Change
Personnel	\$ 99,265,235	\$ 98,902,998	\$ (362,237)	-0.4%
Operations	40,531,544	39,305,252	(1,226,292)	-3.0%
Capital	645,867	419,743	(226,124)	-35.0%
Total General Fund Expenditures	<u>\$ 140,442,646</u>	<u>\$ 138,627,993</u>	<u>\$ (1,814,653)</u>	-1.3%
Reserve for P.O. Rollover		<u>\$ 461,915</u>		
Total General Fund Expenditures (Net of P.O. Rollover)	<u>\$ 140,442,646</u>	<u>\$ 139,089,908</u>	<u>\$ (1,352,738)</u>	-1.0%

**General Fund Summary (Net of P.O. Rollover)**

	FY 2012-13 Revised Budget	Actual	Variance	Percent Change
Revenue	\$ 136,674,345	\$ 138,685,540	\$ 2,011,195	1.5%
Expenditures	(140,442,646)	(138,627,993)	1,814,653	1.3%
Change in Fund Balance	<u>\$ (3,768,301)</u>	<u>\$ 57,547</u>	<u>\$ 3,825,848</u>	
Reserve for P.O. Rollover		(461,915)	(461,915)	
Change in Fund Balance (Net of P.O. Rollover)	<u>\$ (3,768,301)</u>	<u>\$ (404,368)</u>	<u>\$ 3,363,933</u>	

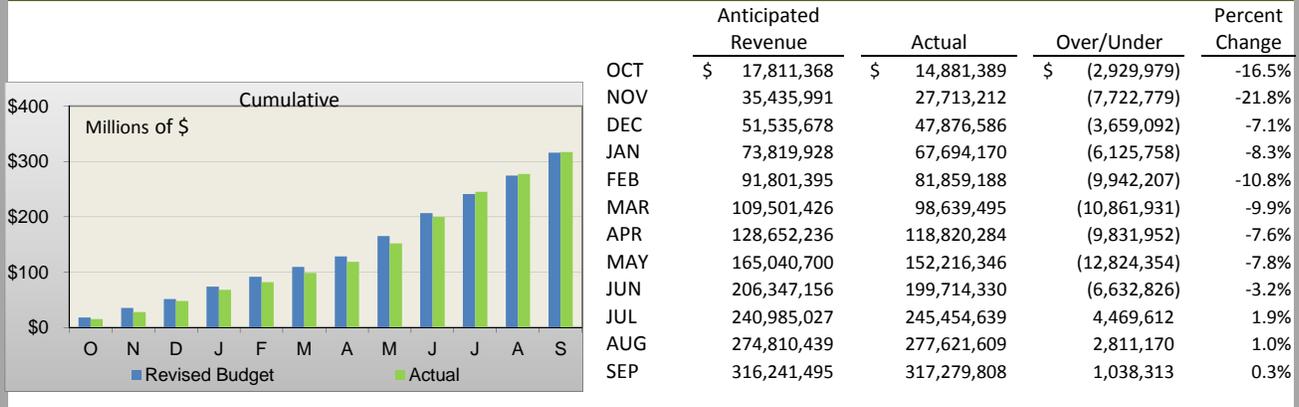
# PRELIMINARY YEAR END REPORT

## September 30, 2013

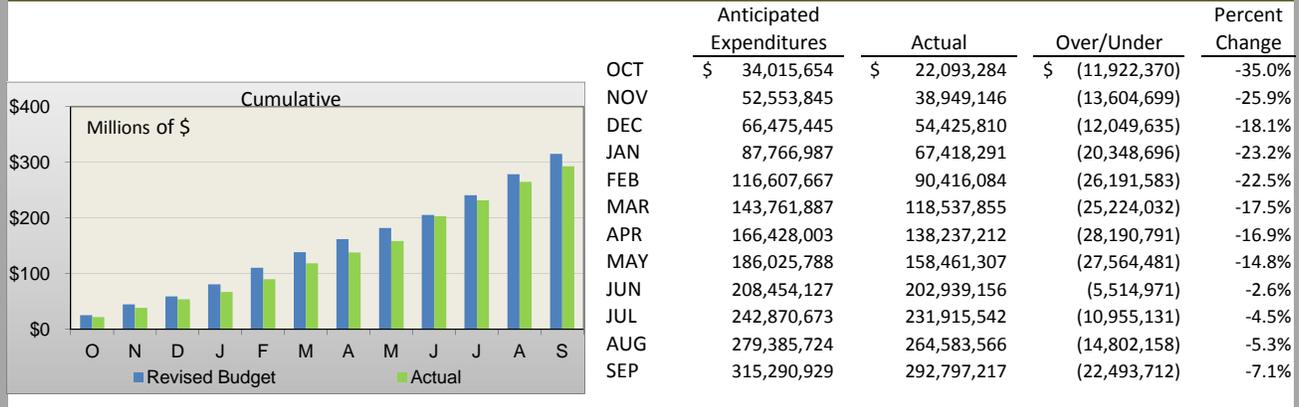
City of Garland

ELECTRIC UTILITY FUND

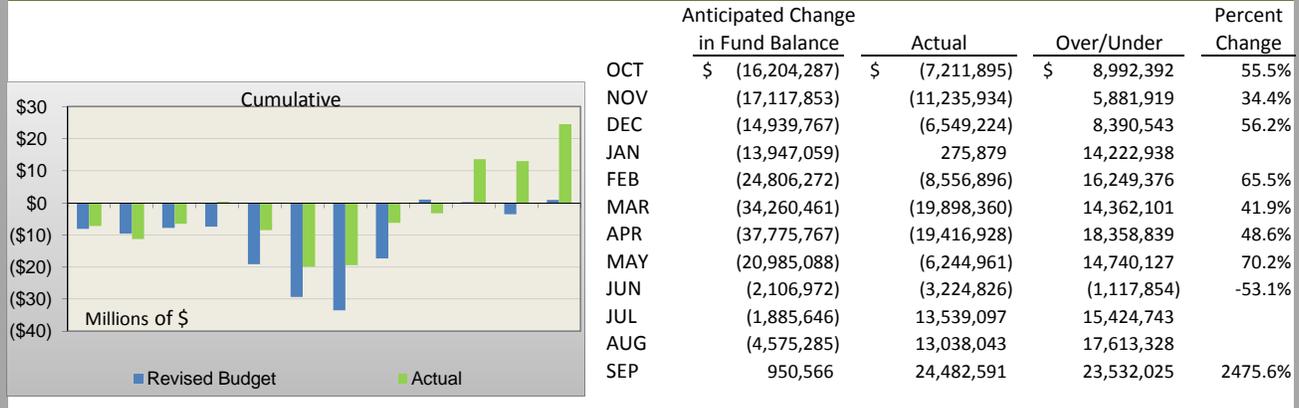
### Total Electric Utility Fund Revenues



### Total Electric Utility Fund Expenditures



### Change in Fund Balance



### Electric Utility Fund - Change in Fund Balance (Net of P.O. Rollover)

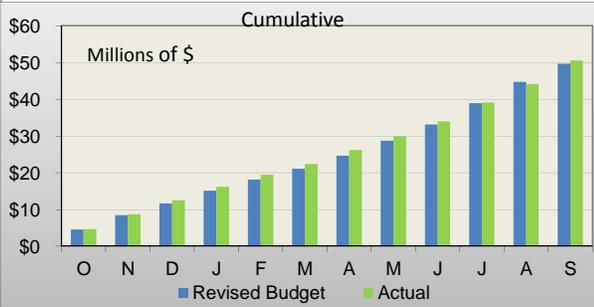
	FY 2012-13 Revised Budget	FY 2012-13 Actuals	Variance	Percent Change
Revenue	\$ 316,241,495	\$ 317,279,808	\$ 1,038,313	0.3%
Expenditures	(315,290,929)	(292,797,217)	22,493,712	7.1%
Change in Fund Balance	\$ 950,566	\$ 24,482,591	\$ 23,532,025	
Reserve for P.O. Rollover	0	(546,313)	(546,313)	
Change in Fund Balance (Net of P.O. Rollover)	\$ 950,566	\$ 23,936,278	\$ 22,985,712	

# PRELIMINARY YEAR END REPORT September 30, 2013

**CITY OF GARLAND**

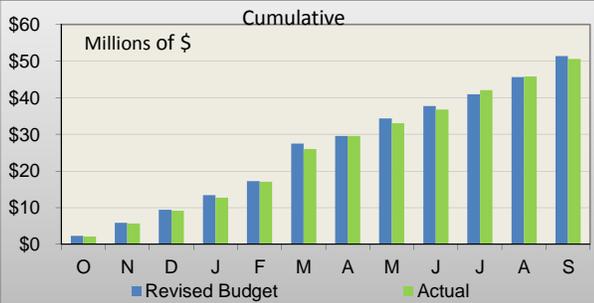
**WATER UTILITY FUND**

### Total Water Utility Fund Revenues



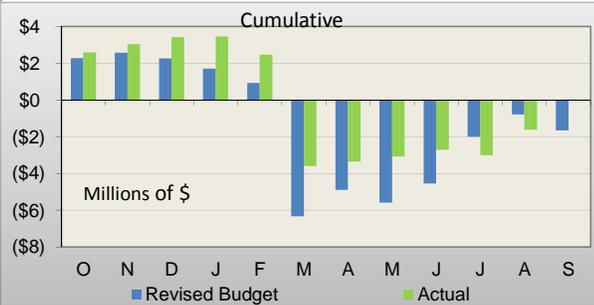
	Anticipated Revenue	Actual	Over/Under	Percent Change
OCT	\$ 4,572,354	\$ 4,674,887	\$ 102,533	2.2%
NOV	8,447,203	8,714,797	267,594	3.2%
DEC	11,693,503	12,575,446	881,943	7.5%
JAN	15,091,276	16,131,049	1,039,773	6.9%
FEB	18,146,735	19,485,706	1,338,971	7.4%
MAR	21,132,031	22,420,240	1,288,209	6.1%
APR	24,694,133	26,176,186	1,482,053	6.0%
MAY	28,727,973	29,978,203	1,250,230	4.4%
JUN	33,184,342	34,009,632	825,290	2.5%
JUL	38,926,989	39,089,763	162,774	0.4%
AUG	44,774,314	44,132,552	(641,762)	-1.4%
SEP	49,706,571	50,574,585	868,014	1.7%

### Total Water Utility Fund Expenditures



	Anticipated Expenditures	Actual	Over/Under	Percent Change
OCT	\$ 2,308,163	\$ 2,091,997	\$ (216,166)	-9.4%
NOV	5,880,033	5,683,614	(196,419)	-3.3%
DEC	9,438,547	9,167,033	(271,514)	-2.9%
JAN	13,391,147	12,685,478	(705,669)	-5.3%
FEB	17,233,453	17,028,989	(204,464)	-1.2%
MAR	21,132,031	26,013,937	(1,461,040)	-5.3%
APR	24,694,133	29,530,195	(65,354)	-0.2%
MAY	28,727,973	33,049,692	(1,266,358)	-3.7%
JUN	33,184,342	36,724,305	(1,006,299)	-2.7%
JUL	38,926,989	42,095,779	1,162,736	2.8%
AUG	44,774,314	45,752,905	177,016	0.4%
SEP	49,706,571	50,547,206	(814,697)	-1.6%

### Change in Fund Balance



	Anticipated Change in Fund Balance	Actual	Over/Under	Percent Change
OCT	\$ 2,264,192	\$ 2,582,890	\$ 318,698	14.1%
NOV	2,567,169	3,031,183	464,014	18.1%
DEC	2,254,957	3,408,413	1,153,456	51.2%
JAN	1,700,129	3,445,571	1,745,442	102.7%
FEB	913,282	2,456,717	1,543,435	169.0%
MAR	(6,342,946)	(3,593,697)	2,749,249	43.3%
APR	(4,901,416)	(3,354,009)	1,547,407	31.6%
MAY	(5,588,078)	(3,071,489)	2,516,589	45.0%
JUN	(4,546,262)	(2,714,673)	1,831,589	40.3%
JUL	(2,006,055)	(3,006,016)	(999,961)	-49.8%
AUG	(801,574)	(1,620,353)	(818,779)	-102.1%
SEP	(1,655,332)	27,379	1,682,711	

### Water Utility Fund - Change in Fund Balance (Net of P.O. Rollover)

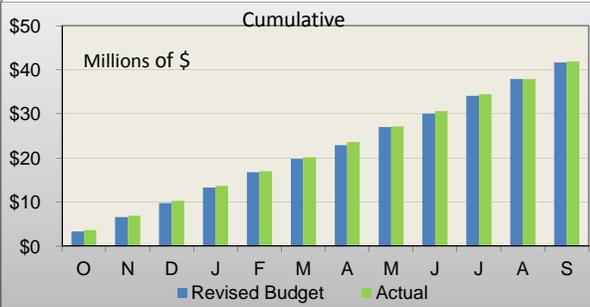
	FY 2012-13 Revised Budget	FY 2012-13 Actuals	Variance	Percent Change
Revenue	\$ 49,706,571	\$ 50,574,585	\$ 868,014	1.7%
Expenditures	(51,361,903)	(50,547,206)	814,697	1.6%
Change in Fund Balance	\$ (1,655,332)	\$ 27,379	\$ 1,682,711	
Reserve for P.O. Rollover	-	(30,783)	(30,783)	
Change in Fund Balance (Net of P.O. Rollover)	\$ (1,655,332)	\$ (3,404)	\$ 1,651,928	

**PRELIMINARY YEAR END REPORT  
September 30, 2013**

**CITY OF GARLAND**

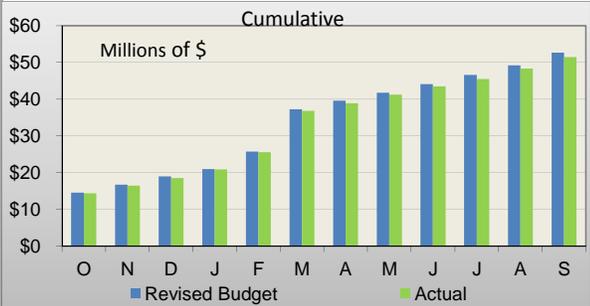
**WASTEWATER UTILITY FUND**

**Total Wastewater Utility Fund Revenues**



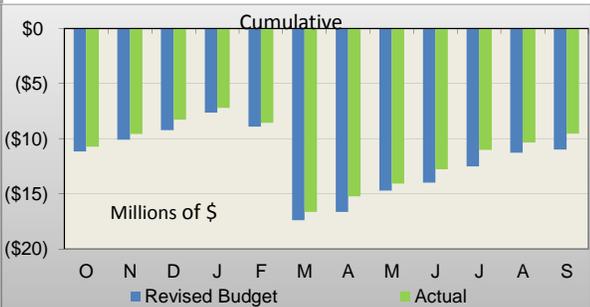
	Anticipated Revenue	Actual	Over/Under	Percent Change
OCT	\$ 3,398,442	\$ 3,652,705	\$ 254,263	7.5%
NOV	6,619,555	6,939,014	319,459	4.8%
DEC	9,801,146	10,325,827	524,681	5.4%
JAN	13,333,686	13,698,143	364,457	2.7%
FEB	16,831,184	17,008,139	176,955	1.1%
MAR	19,861,269	20,174,768	313,499	1.6%
APR	22,940,405	23,674,311	733,906	3.2%
MAY	27,043,463	27,151,282	107,819	0.4%
JUN	30,107,197	30,684,998	577,801	1.9%
JUL	34,111,121	34,473,805	362,684	1.1%
AUG	37,935,532	37,961,833	26,301	0.1%
SEP	41,723,689	41,886,734	163,045	0.4%

**Total Wastewater Utility Fund Expenditures**



	Anticipated Expenditures	Actual	Over/Under	Percent Change
OCT	\$ 14,551,702	\$ 14,398,701	\$ (153,001)	-1.1%
NOV	16,727,268	16,530,040	(197,228)	-1.2%
DEC	19,022,864	18,590,970	(431,894)	-2.3%
JAN	20,986,242	20,908,920	(77,322)	-0.4%
FEB	25,755,542	25,570,378	(185,164)	-0.7%
MAR	37,272,698	36,810,933	(461,765)	-1.2%
APR	39,601,478	38,905,357	(696,121)	-1.8%
MAY	41,745,231	41,243,754	(501,477)	-1.2%
JUN	44,103,228	43,468,026	(635,202)	-1.4%
JUL	46,621,260	45,481,246	(1,140,014)	-2.4%
AUG	49,229,190	48,330,128	(899,062)	-1.8%
SEP	52,723,235	51,435,577	(1,287,658)	-2.4%

**Change in Fund Balance**



	Anticipated Change in Fund Balance	Actual	Over/Under	Percent Change
OCT	\$ (11,153,260)	\$ (10,745,996)	\$ 407,264	3.7%
NOV	(10,107,713)	(9,591,026)	516,687	5.1%
DEC	(9,221,718)	(8,265,143)	956,575	10.4%
JAN	(7,652,556)	(7,210,777)	441,779	5.8%
FEB	(8,924,359)	(8,562,239)	362,120	4.1%
MAR	(17,411,429)	(16,636,165)	775,264	4.5%
APR	(16,661,073)	(15,231,046)	1,430,027	8.6%
MAY	(14,701,767)	(14,092,472)	609,295	4.1%
JUN	(13,996,031)	(12,783,028)	1,213,003	8.7%
JUL	(12,510,139)	(11,007,441)	1,502,698	12.0%
AUG	(11,293,658)	(10,368,295)	925,363	8.2%
SEP	(10,999,546)	(9,548,843)	1,450,703	13.2%

**Wastewater Utility Fund - Change in Fund Balance (Net of Reserve)**

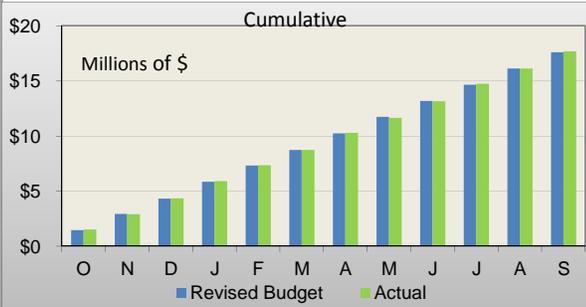
	FY 2012-13 Revised Budget	FY 2012-13 Actuals	Variance	Percent Change
Revenue	\$ 41,723,689	\$ 41,886,734	\$ 163,045	0.4%
Expenditures	(52,723,235)	(51,435,577)	1,287,658	2.4%
Change in Fund Balance	\$ (10,999,546)	\$ (9,548,843)	\$ 1,450,703	
Reserve for P.O. Rollover & Master Plan Update	-	(555,101)	(555,101)	
Change in Fund Balance Net of Reserve	\$ (10,999,546)	\$ (10,103,944)	\$ 895,602	

# PRELIMINARY YEAR END REPORT September 30, 2013

**CITY OF GARLAND**

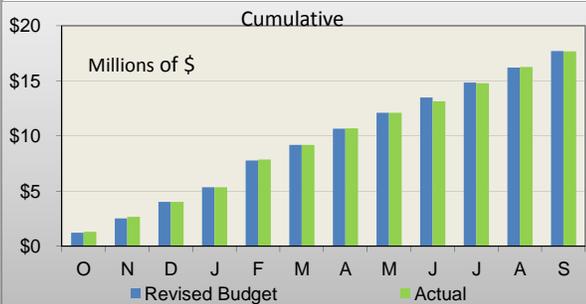
**ENVIRONMENTAL WASTE SERVICES FUND**

### Total Environmental Waste Services Revenues



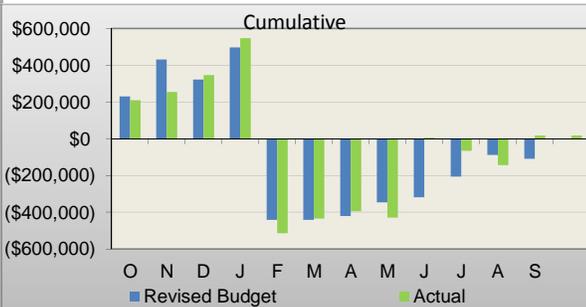
	Anticipated Revenue	Actual	Over/Under	Percent Change
OCT	\$ 1,459,973	\$ 1,528,617	\$ 68,644	4.7%
NOV	2,947,840	2,915,183	(32,657)	-1.1%
DEC	4,336,871	4,362,144	25,273	0.6%
JAN	5,846,887	5,912,179	65,292	1.1%
FEB	7,328,430	7,344,079	15,649	0.2%
MAR	8,748,472	8,751,837	3,365	0.0%
APR	10,228,748	10,294,094	65,346	0.6%
MAY	11,747,178	11,666,842	(80,336)	-0.7%
JUN	13,184,518	13,147,022	(37,496)	-0.3%
JUL	14,647,301	14,727,522	80,221	0.5%
AUG	16,122,007	16,128,203	6,196	0.0%
SEP	17,594,880	17,691,096	96,216	0.5%

### Total Environmental Waste Services Expenditures



	Anticipated Expenditures	Actual	Over/Under	Percent Change
OCT	\$ 1,230,251	\$ 1,319,945	\$ 89,694	7.3%
NOV	2,517,710	2,660,759	143,049	5.7%
DEC	4,014,879	4,016,019	1,140	0.0%
JAN	5,350,581	5,366,212	15,631	0.3%
FEB	7,769,958	7,859,276	89,318	1.1%
MAR	9,190,512	9,187,757	(2,755)	0.0%
APR	10,649,817	10,689,763	39,946	0.4%
MAY	12,094,585	12,096,376	1,791	0.0%
JUN	13,503,349	13,142,107	(361,242)	-2.7%
JUL	14,853,570	14,794,649	(58,921)	-0.4%
AUG	16,211,038	16,273,145	62,107	0.4%
SEP	17,704,232	17,675,150	(29,082)	-0.2%

### Change in Fund Balance



	Anticipated Change In Fund Balance	Actual	Over/Under	Percent Change
OCT	\$ 229,722	\$ 208,672	\$ (21,050)	-9.2%
NOV	430,130	254,424	(175,706)	-40.8%
DEC	321,992	346,125	24,133	7.5%
JAN	496,306	545,967	49,661	10.0%
FEB	(441,527)	(515,197)	(73,670)	-16.7%
MAR	(442,040)	(435,920)	6,120	1.4%
APR	(421,069)	(395,669)	25,400	6.0%
MAY	(347,407)	(429,534)	(82,127)	-23.6%
JUN	(318,831)	4,915	323,746	67.5%
JUL	(206,268)	(67,127)	139,141	67.5%
AUG	(89,032)	(144,942)	(55,910)	-62.8%
SEP	(109,352)	15,946	125,298	

### Environmental Waste Service Fund - Change in Fund Balance (Net of P.O. Rollover)

	FY 2012-13 Revised Budget	FY 2012-13 Actuals	Variance	Percent Change
Revenue	\$ 17,594,880	\$ 17,691,096	\$ 96,216	-0.5%
Expenditures	(17,704,232)	(17,675,150)	29,082	0.2%
Change in Fund Balance	\$ (109,352)	\$ 15,946	\$ 125,298	
Reserve for P.O. Rollover	-	(14,413)	(14,413)	
Change in Fund Balance (Net of P.O. Rollover)	\$ (109,352)	\$ 1,533	\$ 110,885	



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## Ad Hoc Committee for Voter Referendum – Street Refurbishment

### Summary of Request/Problem

At the February 3, 2014 Work Session, Council discussed forming a nine-member ad hoc committee for the voter referendum – street refurbishment. The Mayor requested that each Council member bring forth their recommendation of an individual to serve on the committee.

### Recommendation/Action Requested and Justification

Council discussion and direction.

**Submitted By:**

**Approved By:**

**William E. Dollar  
City Manager**



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## Eastern Hills Country Club

### Summary of Request/Problem

At the request of Council Member Stephen Stanley and Mayor Douglas Athas, Council is requested to discuss the Eastern Hills Country Club.

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Approved By:**

**William E. Dollar**  
**City Manager**



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## City Manager's 2014 Management Agenda

### Summary of Request/Problem

City Manager William E. Dollar will brief Council on his 2014 Management Agenda.

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Approved By:**

**William E. Dollar  
City Manager**



**GARLAND**  
**CITY MANAGER'S OFFICE**

**TO:** Mayor and Council Members  
**FROM:** William E. Dollar, City Manager  
**DATE:** February 14, 2014  
**SUBJECT:** 2014 Management Agenda

My 2014 Management Agenda was developed as a guide for the organization and outlines several new and ongoing key initiatives.

I have also included important goals from each of our Managing Directors. By making them a part of my agenda and emphasizing their importance, I believe it will provide Council with a better understanding of the programs and initiatives that our organization has undertaken for 2014.

This management agenda also focuses around our Guiding Principles.

Mission

We are committed to preserve public trust, deliver quality services, promote economic growth, protect our community, and enhance the quality of life for the good of our city and our future.

Vision

Garland's vision is to be a progressive city working together to nurture and grow the economic, social, environmental, and cultural well-being of our community.

Values

- **Growth**
- **Ambassadors**
- **Respect**
- **Life Balance**
- **Accountability**
- **Network**
- **Diversity**

As always, I welcome your input.

# City Manager's Key Initiatives

## Increase Our Economic Development Efforts

- Continue implementation of the Forest Jupiter TOD Redevelopment Strategy.
- Complete the Centerville Marketplace Repositioning Strategy (2<sup>nd</sup> quarter).
- Advance at least three real estate catalyst projects within the Catalyst Areas.
- Expand the package of incentives available for meritorious and significant building renovation projects, particularly those that renovate older commercial building stock and facilitate business retention/expansion efforts (3<sup>rd</sup> quarter).
- Complete SH-190/Campbell Road Conceptual Development Plan and Implementation Strategy.
- Continue recruiting quality retail that fill priority voids in Garland's retail and space market with particular focus along the SH-190 Corridor, Downtown, and Centerville Marketplace.
- Develop a retail incentive framework to support recruitment and older shopping center renovation (2<sup>nd</sup> quarter).
- Generate at least three new leads during the International Conference of Shopping Center Texas Deal Making Conference (4<sup>th</sup> quarter).
- Complete a retail center benchmarking/peering process to track performance of our retail centers and impact of our initiatives (4<sup>th</sup> quarter).
- Complete a Targeted industry analysis in partnership with the Chamber and UNT/Center for Economic Development and Research (3<sup>rd</sup> quarter).
- Develop a recruitment/retention strategy based on Garland's targeted industries (4<sup>th</sup> quarter).
- Complete the third phase of upgrades to the Department website upgrades that will enhance the treatment of the Catalyst and Targeted Investment areas and integrate information with the Garland Economic Development Partnership and Convention & Visitors Bureau (4<sup>th</sup> quarter).
- Continue the active marketing of development opportunities to developers and brokers through various means:
  - Tours.
  - Creation/distribution of collateral material.
  - Direct personal solicitations.
  - Trade magazine ads and/or articles.
  - Presentations and exhibitor shows.
- Develop a referral network and supporting material that drives traffic to utilizing the services of Garland's Small Business Development Center, particularly targeting well-poised existing business on a growth path ready to utilize expansion financing (3<sup>rd</sup> quarter).
- Complete recruitment of an economic development professional.
- Establish an office in downtown area.

## **Manage Phase 2 of Downtown Redevelopment Program**

- Implementation of Phase 2 of the Downtown Redevelopment Program will be fully underway in 2014, with most major construction elements scheduled for completion in early 2015.
  - Continuation of site utilities – estimate construction to begin 1<sup>st</sup> quarter 2014.
  - Completion of construction plans for City Hall – estimated plan completion 1<sup>st</sup> quarter 2014.
  - Completion of relocation of Depot Museum and Railcar – estimated construction completion 1<sup>st</sup> quarter 2014.
  - Start of construction for City Hall Code and Life Safety Upgrades – estimate construction to begin 2<sup>nd</sup> quarter 2014.
  - Start of construction for City Hall Façade and Lobby – estimate construction to begin 2<sup>nd</sup> quarter 2014.
  - Continuation of parking structure construction – estimated construction completion 3<sup>rd</sup> quarter 2014 (but not open for use until 1<sup>st</sup> quarter 2015).
  - Start of construction for Phase II of Walnut Pedestrian Corridor – estimate construction to begin 4<sup>th</sup> quarter 2014.
  - Continuation of Streetscape – estimate construction to begin 4<sup>th</sup> quarter 2014.

## **Public Safety**

- Work to improve our Police, Fire, Office of Emergency Management, Environmental Health, and Animal Services responses to our community.

### Police:

- Coordinate with City IT personnel, Fire Administration personnel, and other City departments (as needed) on a multi-year implementation of the replacement of the **Public Safety Radio System** that is currently utilized by all Police and Fire personnel, other city departments, and other agencies (Garland ISD, Rowlett, and Sachse).
- Continue to facilitate **intervention programs** for youth to reduce juvenile crime and the impact of crime on juveniles through Police programs including, but not limited to:
  - **Garland Police Boxing Program**
    - Providing assistance to more than 200 at-risk youth with almost 75% of the participants achieving honor roll status every six weeks at their respective schools while competing favorably in state, local, and national boxing tournaments (including numerous local and state champions – in addition, two participants

achieving national status at the National Silver Gloves Tournaments).

- **Garland Police Youth Program**
  - Conducting weekly programs whereby School Resource Officers (SRO's) tutor and offer assistance with homework to more than 1,000 kids after school.
- **Garland SRO Middle School Bicycle Program**
  - Conduct weekly programs which target at-risk youth that do not have any extracurricular activities after school. SRO's and Garland ISD personnel conduct tutoring and provide homework assistance to all participants in the program. More than 250 bicycles are refurbished each year and put back into the community to underprivileged children.
- **MotorCops for Kids Toy Run**
  - Since its inception in 2005, *MotorCops for Kids* has raised more than \$250,000 for the Shriners Hospital for Children. In addition, more than 10,000 toys have been collected which are distributed to area charities and handed out to needy children.
- Continue to emphasize "**Project Impact**" which places high priority on taking proactive measures with:
  - Violent offenders.
  - Repeat offenders.
  - Problem locations.
- Coordinate with Municipal Court and City IT personnel to research and purchase **Automated Ticket Writers** for use by the Police Department Traffic Unit whose primary responsibility is the enforcement of traffic laws to reduce injury and fatality accidents within the City.
  - This process has already been initiated and is anticipated to be completed in calendar year 2014.

## Fire

- Initiate the Garland CARES program (Community Access Resource Educational Services), more familiarly referred to as Community Paramedic Program, to improve Fire EMS response to the community medical needs and enhance the Grow Garland concept of community involvement. Additionally, partner with area hospitals to provide medical care outside the hospital and in the community to better meet the needs of Garland citizens.
- Continue to improve minority recruiting through participation in job fairs, school career fairs, promotions through the media to enhance minority participation in applicant testing, and continuing offering a scholarship to a Garland ISD student for the Garland Fire Academy.

- Begin preparations for an ISO review of Garland FD by soliciting a consultant to assist with the ISO review.

#### Office of Emergency Management

- Achieve Storm Ready recertification from the National Weather Service.
  - Host SkyWarn Storm Spotter Advanced Training Course in February 2014.
  - Recertification documentation received in February 2014.
- Complete Elected Officials' Disaster Training.
  - Develop Elected Officials' Guide to Disaster Response in February 2014.
  - Attend TDEM Elected Officials' Workshop in February 2014.
  - Conduct Elected Officials' Disaster Response Workshop in May 2014.

#### Animal Services

- Maintain adequate response times to "priority one" calls and minimize, to the greatest extent possible, rolled over calls. Continue to shift schedules and workloads to accommodate peak service requests.
- Continue to increase the overall reclaim/rescue/adoption rate by finding innovative ways to promote adoptions and rescues.
- Continue to coordinate with local rescue groups through a single point of contact and continue to work closely with Garland Pawsibilities.

#### Reposition TMPA/GP&L

- Evaluate opportunities to add an additional wind energy project that complements our current energy generation portfolio.
- Work with TMPA Member Cities to develop a legislative strategy that permits all of the available ownership/governance options to be considered post September 2018.
- Work with TMPA Board, TMPA P & O Committee, TMPA management to minimize operating and capital expenditures.
- Evaluate Gibbons Creek operating strategies given the availability of lower cost wholesale energy.

#### Complete the Garland Development Code Process

- Adopt Garland Development Code (GDC)
  - Conduct joint Council/Plan Commission work sessions.

- Adopt GDC and zoning map – May 2014.
- Update website, forms, documents, processes to implement GDC (May).
- Conduct training program for development review team and development professionals (May – July).

### **Develop and Adopt 2014-15 Budget and 2015 Capital Improvement Program**

- Development and passage of the operating budget with a goal of getting the Council more involved in the preliminary decision process. Other budget goals will be:
  - Maintain current service levels without increasing the property tax rate.
  - Facilitate Council review and discussion of the growing liability related to contributions toward retiree healthcare insurance premiums (OPEB).
  - Continue to monitor efforts at TMRS and several TMRS cities to develop COLA alternatives for the City's retirement program.
  - Expand the presentation of the Operating Budget to provide a greater level of financial detail for the City Council.
- Development and passage of the 2015 Capital Improvement Program budget with the goal of funding high priority infrastructure needs (such as our future 800 MHz radio system upgrade) and economic development opportunities within the capacity afforded by the existing property tax rate.

### **Increase Garland's Transportation Opportunities**

- Continue working with TxDOT and regional partners to advance the full IH-635 design to the Texas Legislature, RTC, and TxDOT for funding opportunities.
- Complete the Garland thoroughfare plan to address missing links, improve circulation, including context sensitive design, complete streets, roundabouts, and full bike plan coordination.
- Work with Council and outside transportation consultant to explore needs and future opportunities for both roadway improvements and economic development.
- Initiate and develop comprehensive corridor plan for SH-78.
- Adopt Strategic Transportation Enhancement Plan (STEP).

### **Expand City's Public and Media Outreach**

- Increase awareness of City service functions to both internal and external audiences.

- Begin to develop brief videos for each City department that depicts its function to be used on the external website, COGnet, CGTV, and social media (target completion – 2<sup>nd</sup> quarter 2015).
- Ensure consistency and quality of all graphics and messages utilized in both internal and external communications.
  - By end of 1<sup>st</sup> quarter 2014, begin providing training to City employees involved in development of external or internal communications to teach brand standards, style standards, review requirements, and other best practices.
  - Participate in quarterly new manager orientation sessions to increase awareness of communications standards.
- Work to develop a joint marketing plan with Chamber of Commerce.
- Continue to expand marketing efforts at identified trade shows for both group and leisure markets.

**Continue Communications Outreach with City Employees on our Grow Garland Campaign and our Guiding Principles (Mission, Vision, and Values)**

- Increase awareness to external audiences of the City of Garland’s positive attributes in support of our Grow Garland campaign and our Guiding Principles.
  - During the 1<sup>st</sup> quarter of 2014, create communications initiative called “Excellence Made Here” which will feature how Garland is recognized for innovation, excellence, and outstanding achievements.
  - By November 2014, develop a new annual report which will feature the “Excellence Made Here” theme.
- Develop and implement effective internal communications programs that support Grow Garland/Guiding Principles.
  - During 1<sup>st</sup> and 2<sup>nd</sup> quarters of 2014, work to develop internal programs to effectively communicate organizational goals, priorities, and useful information to all employees.
- Provide Council with quarterly updates on all “Grow Garland” activities.

**Continue Efforts to Promote Garland**

- Work with Council’s Marketing and Events Committee to develop a strategic marketing plan.
  - Discuss the cost/benefit of using an outside consultant to help in developing this plan.
- Work with Garland Chamber, Garland ISD, and Firewheel Town Center to find opportunities for promotional activities.
- Participate with Downtown Business Association to promote activities and events in Downtown Garland.

- Work to promote and market Garland as a designation for meetings and conventions, sporting events, and visitors.
- Provide periodic updates to Council.

### **Continue Analysis and Work Related to a 311 Contact Center for Garland**

- Submit an application to the FCC to secure 311 contact numbers by June 1, 2014.
- Conduct a vendor Request for Information (RFI) to confirm operating system costs.
- Develop a business related plan focused on preparing Customer Service to a successful implementation of a centralized contact center.
- Develop and provide citizens with a mobile 311 app that will interface with various departmental work management systems by the end of 2014.
- Report to Council 3<sup>rd</sup> quarter 2014.

### **Increase Our Focus/Efforts on Neighborhood Revitalization**

- Host 12<sup>th</sup> Annual Neighborhood Summit – October 2015.
- Expand Garland Neighborhood Management Academy to incorporate DIY Garland.
  - Begin classes in partnership with Home Depot – spring 2014.
- The Neighborhood Police Officer (NPO) Unit will continue to be responsive to concerns from citizens regarding “order maintenance” issues impacting communities such as:
  - Reported loud music from vehicles, residences, and/or businesses.
  - Repeat and ongoing neighbor disturbances and disputes which violate the law.
  - Upon request, NPO’s will meet with Council members in regard to their respective districts to keep them current on issues concerning their constituents.
- Continue to look at opportunities to reorganize/reassign City staff to place more emphasis on neighborhood revitalization.
- Increase efforts to help neighborhood groups benefit from grant and cost-sharing opportunities offered by the City and other governmental agencies.

### **Develop and Provide Citywide Customer Service Training**

- Sessions began January 2014 and will continue through 2015.
- Training includes:
  - All customer-facing employees (where meeting/talking with external or internal customers are full-time activities of the job).

- Non-customer-facing employees (that have some customer interaction).
- Supervisors that have customer-facing employees.

# **MANAGING DIRECTORS' DEPARTMENT GOALS**

## **PUBLIC SAFETY**

### **Animal Services**

- Ensure that all actions, efforts, and programs at Animal Services focus on best serving the needs of Garland's citizens. Seek ways to improve all aspects of the services provided by Animal Services.
- Continue to provide in-house training for euthanasia, continuing education and basic Animal Services Officer (ASO) certifications.
- Hold at least three Animal Services Advisory Board meetings.
- Produce an annual report summarizing animal bite and dangerous dog activities. Ensure that each Lead is properly trained in dangerous dog procedures.
- Maintain adequate response times to "priority one" calls and minimize, to the greatest extent possible, rollover calls. Continue to shift schedules and workloads to accommodate peak service requests.
- Continue to increase the overall reclaim/rescue/adoption rate by finding innovative ways to promote adoptions and rescues. Continue to coordinate with local rescue groups through a single point of contact and continue to work closely with Garland Pawsibilities.
- Monitor and work closely with PetSmart on cat adoptions.
- Shift towards adoptable animals having sterilization prior to adoption. Reduce the number of scheduled surgeries to a minimum.
- Continue to reduce incoming animals into the shelter by promoting spay/neuter.
- Increase donations to the shelter.
- Increase the number of registrations.
- Work with Pawsibilities on supply of volunteers, fundraising for a new dog park, and shelter.
- Continue to schedule and participate in communitywide events to promote a positive image of Animal Services.
- Develop an IT project request proposal that will allow for online pet registration and donations through the Chameleon software system.
- Increase the number of off-site adoptions through the use of the Pet Adoption Center.
- Continually remind staff of our Vision Statement and educate on Growing Garland.

### **Environmental Health**

- Conduct at least 2,000 standardized inspections on food establishments in Garland.
- All new Environmental Health staff should complete the required NIMS certifications, HazMat training and Homeland Security training prior to their one-year anniversary with the department.

- Conduct monthly Weapons of Mass Destruction (WMD) training with all Environmental Health Specialists (EHS). Train with Bomb Squad, GFD, Sachse Fire Department and regional partners regularly.
- Conduct at least two inspections on all public or semi-public swimming pools. At least one of these inspections should be unannounced.
- Conduct at least two health and safety inspections in all childcare centers to ensure the centers are meeting the minimum standards as set forth by the State of Texas.
- Teach four training courses for registered pool managers.
- Conduct lead sampling and foster home inspections as needed.
- Provide vector surveillance and control methods to protect Garland's citizens from vector-borne illnesses. Ensure that the rodent control program is being conducted to meet customer needs.
- Conduct safety inspections on temporary events, concession stands, and tattoo parlors as needed.
- Take all measures necessary to comply with the intent of Garland's Storm Water Management Plan.
  - Conduct at least 180 unannounced industrial storm water inspections.
  - Conduct one inspection at each priority industrial facility.
  - Conduct 350 unannounced commercial storm water inspections.
  - Conduct at least 20 wet weather screenings.
  - Conduct at least 150 dry weather screenings.
  - Walk at least 14 miles of creeks/streams.
  - Overfly at least 1,000 acres of commercial or industrial zoned properties to identify potential pollution sources.
- Conduct at least 50 underground storage tank (UST) site inspections. Permit all UST installation, repair and removal activities.
- Respond to all hazardous material releases as soon as legally possible and assist Fire and other City departments in remediation activities. All EHSs should be capable of managing a small HazMat incident without intensive interaction with management. All EHSs must know the basics of HazMat response and cleanup.
- Respond to potential WMD-related events in nearby communities in conjunction with the Garland Bomb Squad as needed. Maintain current service agreements and relationships with the communities already under contract.
- Permit all liquid waste haulers that serve businesses in Garland and monitor their activities through reviews of manifests submitted to the Health Department.
- Respond to all air and noise complaints in a professional and timely manner (within 48 hours). Follow up on all such complaints and ensure that the complainant is notified of our actions.
- Conduct all initial *Legionella* testing on multifamily cooling towers before July 1, 2014.

- Represent Garland's interest on the Household Hazardous Waste Committee. Properly manage all waste received from citizens or other City departments.
- Begin participation in the voluntary national accreditation program for public health departments through the Public Health Accreditation Board.

## **Fire**

- Initiate the Garland CARES program (Community Access Resource Educational Services), more familiarly referred to as Community Paramedic Program, to improve Fire EMS response to the community medical needs and enhance the Grow Garland concept of community involvement. Additionally, partner with area hospitals to provide medical care outside the hospital and in the community to better meet the needs of Garland citizens.
- Continue to evaluate and improve our Field Training Paramedic (FTP) program enabling a better transition for newly graduated paramedics from paramedic school as they assume their roles as front line paramedics. Graduated paramedics are placed into the FTP, mentored by designated senior paramedics to verify their skills and provide additional field training.
- Continue the Citizens Fire Academy as ambassadors for community involvement by extending invitations to various civic groups, thereby fostering community relations.
- Continue the Fire Officer Development Program to promote and support new fire officers as they begin their managerial careers and promoting their professionalism as Fire Officers.
- Continue to train new techniques for fighting fire, such as PPA (Positive Pressure Attack) which will be trained on extensively this year.
- Improve and enhance the Garland FD Public Education Program by expanding public education announcements and broader delivery of public education appearances in schools and the business community, and by initiating a Fire Club pilot program at Beaver Technology Center, involving eight one-hour sessions highlighting the science behind Fire Fighting and EMS.
- Continue to improve minority recruiting through participation in job fairs, school career fairs, promotions through the media to enhance minority participation in applicant testing, and continue offering a scholarship to a Garland ISD student for the Garland Fire Academy.
- Begin preparations for an ISO review of Garland FD by soliciting a consultant to assist with the ISO review.

## **Office of Emergency Management**

- Maintain Advanced Planning status.
  - Continue to maintain and update the City's disaster plan.

- Implement Year Two objectives of the Multi-Year Training and Exercise Plan (MTEP), including developing, conducting, and evaluating a tabletop exercise.
  - Develop Direction and Control Exercise - January 2014.
  - Conduct the tabletop exercise - January 2014.
  - Conduct the evaluation and assessment - February 2014.
  - Update the Direction and Control Plan - May 2014.
- Achieve Storm Ready recertification from the National Weather Service.
  - Host SkyWarn Storm Spotter Advanced Training Course - February 2014.
  - Recertification documentation received - February 2014.
- Develop a Volunteer and Donations Management Plan.
  - Initial plan template to be developed - February 2014.
  - Volunteer and Donations Steering Committee to be developed - May 2014.
  - Create draft Volunteer and Donations Management Plan - June 2014.
  - Submit draft to Texas Division of Emergency Management - June 2014.
- Complete Elected Officials' Disaster Training
  - Develop Elected Officials' Guide to Disaster Response - February 2014.
  - Attend TDEM Elected Officials' Disaster Workshop - February 2014.
  - Conduct Elected Officials' Disaster Response Workshop - May 2014.
- Coordinate with County partners to address planning for special populations with functional needs.
  - Participate in monthly Partners in Preparedness Workshops conducted at DCHHS throughout 2014.
  - Work with ADA Compliance Officers on the Disaster Response Teams to train them on how to identify and address functional needs during disaster - October 2014.
  - Present information to City PIO group on communicating with special populations - November 2014.
- Continue to manage and administer the Homeland Security Grant Program (HSGP).
  - Close out FY12 HSGP grants - January 2014.
  - Administer the FY13 HSGP grants throughout 2014.
  - Develop FY14 HSGP grant strategy - March 2014.
  - Update the HSGP grant management inventory system in August 2014.
- Implement Phase II of the Disaster Response Team (DRT).
  - Conduct forms training exercise for the DRT - May 2014.
  - Conduct tabletop exercise for the White DRT - September 2014.
  - Ensure basic level training has been completed for all DRT members by November 2014.

- Identify supporting staff for each of the DRT sections by December 2014.

## **Police**

- Coordinate with City IT personnel, Fire Administration personnel, and other City departments (as needed) on a multi-year implementation of the replacement of the **Public Safety Radio System** that is currently utilized by all Police and Fire personnel, other City departments, and other agencies (Garland ISD, Rowlett, and Sachse).
- Streamline work flows and create new procedures utilizing technology to facilitate a more efficient criminal case filing process with the Dallas County District Attorney's Office and the Garland Municipal Court.
- Continue to facilitate **intervention programs** for youth to reduce juvenile crime and the impact of crime on juveniles through Police programs including, but not limited to:
  - **Garland Police Boxing Program**
    - Providing assistance to more than 200 at-risk youth with almost 75% of the participants achieving honor-roll status every six weeks at their respective schools while competing favorably in state, local, and national boxing tournaments (including numerous local and state champions - in addition, two participants achieving national status at the National Silver Gloves Tournament).
  - **Garland Police Youth Program**
    - Conducting weekly programs whereby School Resource Officers (SRO's) tutor and offer assistance with homework to more than 1,000 kids after school.
  - **Garland SRO Middle School Bicycle Program**
    - Conduct weekly programs which target at-risk youth that do not have any extracurricular activities after school. SRO's and Garland ISD personnel conduct tutoring and provide homework assistance to all participants in the program. More than 250 bicycles are refurbished each year and put back into the community to underprivileged children.
  - **MotorCops for Kids Toy Run**
    - Since its inception in 2005, *MotorCops for Kids* has raised more than \$250,000 for the Shriners Hospitals for Children. In addition, more than 10,000 toys have been collected which are distributed to area charities and handed out to needy children.
- Continue to focus on **crime reduction efforts** by conducting crime analysis and proactive police responses in high crime areas through:
  - Directed enforcement and special assignment of Patrol Officers.
  - High visibility enforcement efforts in all 26 Police Districts and all 8 Council districts within the City by members of the NPO Unit.
  - Placement of both Sky Watch Towers at high crime and high visibility locations.

- Providing “target hardening” and other crime prevention tips to property owners/managers.
- Continue to emphasize “**Project Impact**” which places high priority on taking proactive measures with:
  - Violent offenders.
  - Repeat offenders.
  - Problem locations.
- The Neighborhood Police Officer (NPO) Unit will continue to be **responsive to concerns from citizens** regarding “order maintenance” issues impacting communities such as:
  - Reported loud music from vehicles, residences, and/or businesses.
  - Repeat and ongoing neighbor disturbances and disputes which violate the law.
  - Upon request, NPO’s will meet with Council members in regard to their respective districts to keep them current on issues concerning their constituents.
- Coordinate with Municipal Court and City IT personnel to research and purchase **Automated Ticket Writers** for use by the Police Department Traffic Unit whose primary responsibility is the enforcement of traffic laws to reduce injury and fatality accidents within the City.
  - This process has already been initiated and is anticipated to be completed in calendar year 2014.

## **PARKS, LIBRARIES, AND LEISURE**

### **Firewheel Golf Course**

#### **Golf Shop**

- Improve overall professionalism and cleanliness of all facilities.
- Uniforms for all employees including name badges.
- Upgrade friendly customer service.
- Improve golf shop appearance with neat and fresh merchandise displays.
- Create Firewheel evening leagues to help increase golf shop and food and beverage revenue.
- Continue to explore better ways to fill unused tee times (Golf Now, Eblast, Ideal Golfer, Mobile app).
- Continue to grow junior golf programs.
- Replace golf carts at the Bridges Course.
- Explore new leads to increase outside tournaments and corporate outings.
- Move golf shop at Old & Lake Courses.
- Continue to host golf panelist to improve golf rankings.

#### **Branding Iron**

- Increase food and beverage dollars per round by capitalizing on everyday golfers.
- Explore signage options.
- Introduce new spring menu.
- Improve overall customer service.
- Pictures and recipes to ensure consistent food quality.
- Work on kitchen organization to expedite ticket times.
- Offer a variety of daily lunch specials and weekly dinner specials.
- Purchase four-seat golf carts for transporting restaurant guests.

#### **Golf Course Maintenance**

- Continue to improve playing conditions on all courses.
- Install new pump station (Old Course).
- Upgrade sprinkler heads (Old Course).
- New short game area (Old Course).
- Enlarge driving range tee (Old Course).
- Reseed fairways (Old Course).
- Enlarge greens (Old Course).
- Backfill and grass two acres of bunkers (Old Course).

## **Parks, Recreation & Cultural Services**

- Provide an online, moderated site for Library patrons to share book reviews and book recommendations.
- Identify sustainable level for provision of State mandated Interlibrary Loan service.
- Initiate implementation of recently updated *Library Long-Range Plan for Technology* with RFID tagging of new materials and study for RFID/AMH automated handling systems.
- Use new *Collection HQ* analytical software to remove worn, obsolete and no longer used items from the Library's collections and to shift books and other resources to Library branches where the demand is greatest.
- Develop business plans for recreation centers.
- Initiate renovation of former Texas Air National Guard facility in Central Park for relocation of Park Operations maintenance center.
- Develop a master plan for Central Park including the relocation of Granger Annex space and construction plans for universal access playground.
- Complete 2014 initiatives in Park Recreation & Cultural Arts Department's *Strategic Plan*.
- Develop a *SharePoint* online "team site" for collaborative efforts of the Parks, Recreation & Cultural Arts Department staff.
- Develop dog park in Central Park.

## COMMUNITY SERVICES

### Clinical Services Division

- Continue patient care services to the community by immunizing 14,000 patients. (Yearly work hours 1300 – 1400). Current clinical staff will include three full-time RN's; two part-time immunization nurses working approximately 19 hours per week; two immunization nurses that work back to school and flu immunization clinics.
- Complete the 2013-14 Population Assessments for immunization status as assigned by DSHS.
  - Maintain revenue at or greater than \$932,012.
  - \$55,000 Program income (adjust as needed to spend down the grant).
  - \$370,083 Public Health revenue (revenue adjusted to vaccine demands).
  - \$481,929 State immunization grant (no change).
  - \$25,000 Health Facilities Development Corporation grant.
- TB skin testing will be redirected toward assessing the public for signs/symptoms of TB disease, those at high risk for TB disease.
- Investigate Garland/Rowlett/Sachse and GISD communicable disease reports and provide prophylaxis treatment and public health notices when indicated in the community.
- Complete the Texas DSHS immunization program and financial quarterly reports by the required due dates and attend meetings and workshops as scheduled. Complete a Texas DSHS program/financial audit with two or fewer findings.
- Promote Clinical Services travel vaccine program in the community. The estimated number of doses for international travel vaccine in 2013-14 is 1600, provided there are no manufacturer vaccine shortages.
- Continue with Clinical Services offsite immunization program, in conjunction with GISD, at the Student Enrollment Center one day/week and extra clinics, if needed.
- Collaborate with the City of Rowlett and Sachse to provide services to the community, as needed.
- Implement objectives for the Perinatal Hepatitis B program in Garland by:
  - Number of susceptible pregnant women + for HBsAG.
  - Provide counseling and treatment per TX DSHS guidelines.
  - Provide training as needed for Garland healthcare providers.
- Implement objectives for the Texas Vaccine for Children (TVFC) providers in Garland.
- Promote State immunization registry, IMMTrac to all healthcare and TVFC providers in Garland.
- Provide educational services/programs to the community. Continue to provide mentoring to GISD clinical rotation students, El Centro, TWU, and

- Texas A & M Commerce senior nursing students for their community health course.
- Enter data on disease investigations into NEDSS (National Electronic Disease Surveillance System) and attend training classes provided by TX DSHS.
  - Continue with professional award system for nursing staff/employees on a quarterly basis to reward staff for their ongoing continuing education and dedication to providing a high level of service within the community.

## **Code Compliance**

### Neighborhood Standards

- Implement an inspector performance rating system by January 1, 2014.
- Establish and implement a work flow for Section 33.53 of the Code of Ordinances parking distance from curb by January 1, 2014.
- Complete the reorganization of inspector district maps in CCS by working with IT.
- Ensure all qualified nuisance inspectors attend Inspector II training.
- Complete the address and owner update in CCS by working with IT to complete the task and update.
- Manage and stay current with the work order status reports each month submitted by clerical staff.
- Submit a minimum of one quarterly article for City publications.

### Housing Standards

- Hold three Landlord Certification Classes.
- Coordinate training for Inspectors' Code Certification and continuing education by conducting four educational seminars on topics related to code enforcement to ensure continuing educational credits from TDSHS are met.
- Review five Single Family Rental inspections per inspector per quarter to ensure adherence to the single family inspection standards. In addition, ride with SFR inspectors and quality check inspection standards. A standardization report shall be completed and submitted to the Managing Director and Director for review. The report will be placed in the employee's file and utilized for performance reviews.
- Review five multifamily inspections per inspector per quarter to ensure adherence to the multifamily inspection standards. In addition, ride along with multifamily inspectors and quality check inspection standards. A standardization report shall be completed and submitted to the Managing Director and Director for review. The report will be placed in the employee's file and utilized for performance reviews.
- Staff will review all multifamily inspections conducted in 2013, tally demerits and issue awards to top 5% performing properties.

- Visit 12 complexes per quarter and meet with property management staff.
- Conduct two standardization exercises for the Housing Standards inspectors.
- Continue to hold the Annual Multifamily Managers meeting.
- Meet with the managers and owners of hotels and motels to discuss the proposed Lodging Ordinance.
- Submit a minimum of one quarterly article for City publications.

### Commercial Standards

- Work to standardize the inspection process on a minimum of 20 violation types.
- Work to create a proactive program that will enable CS inspectors to visually inspect every commercial property a minimum of once per month.
- The Commercial Standards Team will respond to all complaints within five business hours.
- Staff will implement and document actions on the new “News Rack” ordinance. The program must be introduced to stakeholders no later than October 31.
- The Commercial Standards Manager will work to create an incident reporting criteria.
- The Commercial Standards Team will begin to research/develop a program to remove abandoned phone booths, if plausible.
- Submit a minimum of one quarterly article for City publications.

### Fair Housing

- By December 31, 2014, implement the objectives of the 2014 HUD Partnership Grant through collaboration with City and community agencies to train and inform the public of prohibited practices in housing transactions.
  - Provide general fair housing education and outreach initiatives in partnership with Garland Housing Agency (principal partner) and other community agencies.
  - Reduce aged case inventory by 50% from 2013 level; and process 80% of complaints received within 100 days through timely and systemic fair housing investigations.
  - Increase the number of fair housing cases processed and closed by 20% over the 2013 cases.
- Collaborate with Housing and Community Services Department from February 1, 2014 through October 31, 2014 to conduct a review of Garland’s Affirmatively Furthering Fair Housing Strategies for consistency with statutory/regulatory requirements, including implementation of third year strategy of Analysis of Impediments plan.
- Organize and present Fair Housing Month events in April 2014 in collaboration with HUD, fair housing agencies, and community leaders.

- Expand and enhance the Summer Nutrition Program (SNP) to underserved areas for the period of June 2014 – August 2014 and promote the 3 E's of healthy living: education, exercise, and eating right by establishing service partnerships with site hosts.

### **Garland Housing Agency**

- Focus on the utilization of available resources to continue to maintain the current voucher holders and explore other nonfederal resources to supplement current and future allocations.
- Develop and publish a quarterly electronic newsletter by December 2014.
- Increase the number of working families by 25% by December 2014.
- Increase staff involvement with local, state, and regional housing associations to share best practices to improve daily operations and actively participate by serving on various committees or on the boards by December 2014.
- Streamline internal processes to produce efficient and effective results to save funding in leaner times.
- Maintain “High Performing” Agency for the 2014 Calendar Year.
  - Score 97% or above on the Section 8 Management Assessment Program (SEMAP) Indicators Report that assesses the management of the Housing Choice Voucher Program (HCV).
- SEMAP indicators include proper selection from waiting list, sound determination of reasonable rents, determination of adjusted income, maintenance of a current utility allowance schedule, HQS quality control inspections, HQS enforcement, expanding housing opportunities outside of areas of poverty or minority concentration, establishment of payment standards, timely annual re-examinations, correct tenant rent calculations, pre-contract HQS inspections, annual inspections, lease-up, and family self-sufficiency enrollment.
- Seek financial resources to supplement the declining federal funds (apply for additional vouchers when available; establish a nonprofit for the creation of affordable units).
- Increase and maintain the number of Family Self-Sufficiency participants to 75 or more by August 2014.
  - Host quarterly Family Self-Sufficiency Round-ups.
  - Invite and encourage zero-income families to participate.
  - Develop a new Family Self-Sufficiency flyer.
  - Publish information regarding the program in the electronic newsletter.
  - Highlight the success of Family Self-Sufficiency graduates.
  - Promote the importance of the Housing Choice Voucher Program, annual accomplishments, and participants’ successes to local, state, and federal representatives through City Council presentations, newsletter, public relations events and various participant activities.

- Increase the number of homeowners' closings by 10% by December 2014.
  - Host a Homebuyer Forum in June 2014.
  - Host Quarterly Homebuyer Counseling Classes.
  - Host Quarterly Budgeting Classes offered by the YWCA.
  - Host Consumer Credit Counseling Courses.
  - Develop partnerships with Affordable Housing and other agencies for down payment closing cost assistance for participants.
- Complete the Standard Operations Procedures Manual by June 2014.
- Introduce HAPPY IPAD technology to complete field inspections to save time, fuel costs, paperwork, and increase the number of inspections that can be completed daily by January 2015.

## **DEVELOPMENT SERVICES**

### **Building Inspection**

- In order to improve customer service, each multi-trade inspector will be assigned areas of town. This will better utilize the inspection staff and make more efficient use of time – 1<sup>st</sup> quarter 2014.
- Review 2012 Codes and prepare for adoption by fall of 2014.
- Conduct informational outreach opportunities to various neighborhood and business groups throughout the City.
- Provide customer service training for all department employees.
- Evaluate City Works software module for possible replacement of existing Accela program.
- Provide year-end report to Council on Building Inspection activities/performances.

### **Economic Development Department**

#### **Capacity**

- Establish an office location for the Department and hire a full complement of staff (4<sup>th</sup> quarter).
- Continue the expansion of resources for economic development and community development in partnership with the Garland SBDC and other partners through federal and state resources.
- Continue the implementation of the Economic Development Strategy by executing the joint economic development work program with the GEDP/Chamber of Commerce.
- Launch an internal and external lead tracking and performance management system (1<sup>st</sup> quarter).

#### **Real Estate Development (Catalyst Areas)**

- Continue implementation of Downtown Redevelopment Plan: construction of City Center, Walnut Pedestrian Corridor and 6<sup>th</sup> Street connection to Walnut.
- Continue implementation of the Forest Jupiter TOD Redevelopment Strategy.
- Complete the Centerville Marketplace Repositioning Strategy (2<sup>nd</sup> quarter).
- Advance at least three real estate catalyst projects within the Catalyst Areas.
- Expand the package of incentives available for meritorious and significant building renovation projects, particularly those that renovate older commercial building stock and facilitate business retention/expansion efforts (3<sup>rd</sup> quarter).

- Complete SH-190/Campbell Road Conceptual Development Plan and Implementation Strategy.
- Launch a more detailed redevelopment plan for the I-30/Lake Ray Hubbard TIA.

### Retain Development

- Continue recruiting quality retail that fill priority voids in Garland's retail and space market with particular focus along the SH-190 Corridor, Downtown, and Centerville Marketplace.
- Develop a retail incentive framework to support recruitment and older shopping center renovation (2<sup>nd</sup> quarter).
- Generate at least three new leads during the International Conference of Shopping Center Texas Deal Making Conference (4<sup>th</sup> quarter).
- Facilitate at least three new priority retailers occupying space in Garland.
- Complete a retail center benchmarking/peering process to track performance of our retail centers and impact of our initiatives (4<sup>th</sup> quarter).

### Business Development/Marketing

- Complete a Targeted Industry Analysis in partnership with the Chamber and UNT/Center for Economic Development and Research (3<sup>rd</sup> quarter).
- Develop a recruitment/retention strategy based on Garland's targeted industries (4<sup>th</sup> quarter).
- Continue attraction efforts in partnership with the Chamber. Implement the recommendations from the Targeted Industry Analysis (4<sup>th</sup> quarter).
- Complete the third phase of upgrades to the Department website upgrades that will enhance the treatment of the Catalyst and Targeted Investment areas and integrate information with the Garland Economic Development Partnership and Convention & Visitors Bureau (4<sup>th</sup> quarter).
- Continue the active marketing of development opportunities to developers and brokers through various means:
  - Tours.
  - Creation/distribution of collateral material.
  - Direct personal solicitations.
  - Trade magazine ads and/or articles.
  - Presentations and exhibitor shows.
- Develop a referral network and supporting material that drives traffic to utilizing the services of Garland's Small Business Development Center, particularly targeting well-poised existing business on a growth path ready to utilize expansion financing (3<sup>rd</sup> quarter).

### 2014 Downtown Redevelopment Goals

- Continue to emphasize economic development in our Downtown Catalyst Area.

- Implementation of Phase 2 of the Downtown Redevelopment Program will be fully underway in 2014, with most major construction elements scheduled for completion in early 2015.
  - Continuation of site utilities – estimate construction to begin 1<sup>st</sup> quarter 2014.
  - Completion of construction plans for City Hall – estimated plan completion 1<sup>st</sup> quarter 2014.
  - Completion of relocation of Depot Museum and Railcar – estimated construction completion 1<sup>st</sup> quarter 2014.
  - Start of construction for City Hall Code and Life Safety Upgrades – estimate construction to begin 2<sup>nd</sup> quarter 2014.
  - Start of construction for City Hall Façade and Lobby – estimate construction to begin 2<sup>nd</sup> quarter 2014.
  - Continuation of parking structure construction – estimated construction completion 3<sup>rd</sup> quarter 2014 (but not open for use until 1<sup>st</sup> quarter 2015).
  - Start of construction for Phase II of Walnut Pedestrian Corridor – estimate construction to begin 4<sup>th</sup> quarter 2014.
  - Continuation of Streetscape – estimate construction to begin 4<sup>th</sup> quarter 2014.

### **Planning and Community Development**

- Adopt Garland Development Code (GDC).
  - Conduct joint work sessions and public hearings with Plan Commission and City Council (February – May).
  - Adopt GDC and Zoning Map (May).
  - Update website, forms, documents, processes to implement GDC (May).
  - Conduct training program for development review team and development professionals (May – July).
- Complete Wayfinding Program.
  - Complete Wayfinding Master Plan (May).
  - Finalize Wayfinding Graphics Manual (July).
  - Implement Phase 1 (Downtown) (October).
  - Complete SH-190/Campbell Road conceptual Development Plan and Implementation Strategy (April)
  - Update Downtown Redevelopment Plan.
  - Finalize Downtown Plaza design, determine construction costs and identify funding sources (Council Committee to provide direction – summer 2014).
  - Complete, publish, and distribute Energy Efficiency Idea Book. (June).

### **Do-It-Yourself (DIY) Garland**

- Launch program (January).

- Begin Garland Neighborhood Management Academy (GNMA) classes in partnership with Home Depot (February).

### Continue Neighborhood Vitality and GNMA Program Activities

- Host 12<sup>th</sup> Annual Neighborhood Summit (October).
- Continue working with neighborhoods on grant applications.
- Expand GNMA program to incorporate DIY Garland.
- Expand faith-based and nonprofit partnership initiative.
- Initiate new Neighborhood Plan (September).
- Evaluate feasibility of Neighborhood Indicators Program (October).

### Convention and Visitors Bureau

- Continue to expand marketing and branding efforts by delivering relevant, quality messaging via print and online media.
- Improve and expand efforts at identified trade shows for both group and leisure markets.
- Promote and market Garland as a destination for meetings and conventions, sporting events, visitors, etc.
- Position Garland in a positive image and provide great customer service.
- Develop joint marketing plan with Chamber of Commerce.

### Housing and Community Services

#### GREAT Homes Program

- Acquire and remodel vacant properties in targeted neighborhoods utilizing tax foreclosed property when possible. Renovated properties will be sold as affordable housing to eligible applicants.
  - Acquire and redevelop two new single family properties. Launch date – October 1, 2013. Completion Date – September 2014.
  - Provide down payment assistance to two first-time homebuyers. Completion date – September 2014.
  - Hire a GREAT Homes Inspector. Launch date – January 1, 2014. Completion Date – February 15, 2014.
  - Acquire one foreclosed vacant single family lot using Neighborhood Stabilization Program income funding. Completion date – September 2014.
  - Service seven NSP mortgage loans with monthly payments, statements, annual escrow analysis, tax, and insurance payments.

## Community Development Block Grant – (CDBG)

- The Housing and Community Services Department will develop the annual CAPER report, Action Plan, Environmental Review, Section 3 Reports for submission to HUD. Monthly financial monitoring will transpire throughout the year. Explore various grant opportunities.
  - Monitor 18 public service entities that were allocated funding. Launch date – February 2014. Completion date – September 2014.
  - Development of the update to the City's 5-Year Consolidated Plan. Launch Date – October 2014. Completion date – August 2015.
  - Single Family Rehabilitation Program – complete five projects. Launch date – October 2014. Completion date – September 2014.
  - Provide five single family loans to eligible clients. Launch date – October 2014. Completion date – September 2014.
  - Service over 50 rehabilitation loans with monthly payments, statements, annual tax and insurance payments and escrow analysis.
  - Minor Repair Program – complete 20 projects. Launch date – October 2013. Completion date – September 2014.

## HOME Infill Program – HOME

- The program will utilize the City's surplus property, when possible, to demolish and redevelop currently vacant properties. HOME Infill currently has over \$2M in its mortgage portfolio and is servicing over 100 loans. A secondary goal within this program is to meet or exceed the Department of Energy's Challenge Home standards where the primary component will be to use structurally insulated panels and reduce energy consumption.
  - Acquire and redevelop five new single family properties. Launch date – October 2013. Completion date – September 2014.
  - Provide five mortgage loans to eligible households. Launch date – October 2013. Completion date – September 2014.
  - Service over 100 clients with mortgage payments, monthly statements, annual escrow statements and escrow monitoring.
  - Provide down payment assistance to 15 first-time homebuyers. Launch date – October 2013. Completion date – September 2014.
  - Through Habitat for Humanity develop two single family properties. Launch date – October 2013. Completion date – September 2014.
  - Build two of the five homes to meet the Department of Energy's Challenge Home Standards. Launch date – October 2013. Completion date – September 2014.
  - Hold two open houses. Launch date – October 2013. Completion date – September 2014.

### Emergency Solutions Grant (ESG)

- The program will provide assistance to families who would otherwise become homeless and provide assistance to persons who are currently homeless. This funding will be used as a last resort for those in a shelter, on the street, in transitional housing or in imminent danger of becoming homeless.
- Provide assistance to New Beginning Center to house domestic violence victims. Launch date – October 2013. Completion date – September 2014.
- Assist 72 persons with rental assistance to avoid eviction. Launch date – October 2013. Completion date – September 2014.
- Conduct a Point in Time Homeless Count in the City of Garland (1<sup>st</sup> quarter). Launch date – December 31, 2013. Completion date – January 24, 2014.
- Continue to foster partnerships between Garland service provider entities and City departments to address the issue of homelessness.
- Continue work as a board member for the Dallas County Continuum of Care Steering Committee.

### Financial Stability

- Continue to secure nonfederal sources of income to maintain and improve high quality housing and community development programs and staff given the decline of Federal Entitlement funding over the last five years.
- Increase program income to support housing programs and fully implement technology to increase staff efficiency, such as the newly-launched mortgage portfolio software.

## **PUBLIC WORKS**

### **Engineering**

- Continue to provide quality services to citizens, other departments, consultants, developers, etc.
- Continue construction on the following Capital Improvement Program projects:
  - Dairy Rd. – Broadway Blvd. to Celeste St.
  - Fifth St. – Miller Rd. to Cedar St.
  - Northwest Dr. – Centerville Rd. to La Prada Dr.
  - Pleasant Valley Rd. – Firewheel Pkwy. to Richland Dr.
  - Miller Rd. Bridge over Rowlett Creek.
  - Fifth/Wallace Storm Sewer.
- Begin construction on the following Street/Drainage CIP projects:
  - Pleasant Valley Bridge – Richland Dr. to Miles Rd.
  - Shiloh Rd. – IH-635 to Kingsley Rd.
  - North/South Bikeway (Bridges over Duck Creek and Spring Creek).
  - Downtown Drainage Improvements.
  - New Sidewalks.
  - ADA Ramps.
  - Ridgedale/Ranier Storm Sewer (with West Pressure Plane Improvements, Section 2).
- Begin/continue design on the following Street/Drainage CIP projects:
  - Oates Rd. – Broadway Blvd. to Rosehill Rd. Alignment Study.
  - Bobtown Rd. – Rowlett Rd. to Waterhouse Blvd. Alignment Study.
  - Fifth St. – Miller Rd. to Kingsley Rd.
  - Fifth St. – Avenue D to Miller – Phase B.
  - Brand Rd., Campbell Rd. and Naaman School Rd. Alignment Study.
  - Parkmont Dr. Drainage Improvements.
- Design and construct the following erosion and local flooding projects:
  - Sunnybrook Culvert Replacement.
  - Glenbrook Erosion Protection.
  - Creekside Addition HOA DID Erosion project.
  - 3209/3213 Creekbend DID Erosion project.
  - 2802 Woods Lane Erosion.
  - Freedom Park Erosion.
  - 2116 Delano Erosion.
  - Petition drainage for various requested erosion correction projects.
  - Provide design and construction services for all the water and wastewater utility Capital Improvement Projects that are bid and constructed by private contractors.
  - Provide design and construction services for Street and Storm Water Department projects designed by consultants.

- Assist with the completion of the Garland Development Code (GDC).
- Revise City of Garland Ordinance Chapter 31 to coincide with the adoption of the GDC.

### **Storm Water Management**

- Continue to meet compliance with the EPA/TCEQ storm water permit requirements for FY2013-14.
  - Review monthly storm water data from internal departments.
- Review Storm Water Management Plan – revise, if necessary.
  - Submit annual report to TCEQ by March 1, as required by permit.
- Participate in cost sharing activities with the NCTCOG in meeting both educational and monitoring components of the storm water permit.
- Continue to offer enhanced educational opportunities to GISD students as part of our educational component for the storm water program.
  - Provide stream ecology and watershed activity kits when requested.
- Coordinate bio-monitoring and chemical sampling locations within the Rowlett Creek watershed with contracted vendor to meet TCEQ storm water permit requirements for 2014.

### **Streets**

- Complete the few remaining projects necessary to finish the 2010-2013 infrastructure construction program and complete the first year of the 2014-2016 infrastructure construction program.
- Purchase the following equipment to replace aging equipment:
  - Hydraulic Excavator
  - Combination Machine with Hydro Excavation
  - Two crack seal machines
  - Asphalt Paver
  - Asphalt Distributor
- Using the newly purchased asphalt paver, rehabilitate several asphalt streets in north Garland that had been delayed due to lack of adequate equipment.
- Expand the preventive maintenance crack sealing program to include arterial streets. It will take approximately three years to complete preventive maintenance sealing of arterial streets.
- Incorporate GPS and In-Pave system into newly purchased pothole patching machines. This will allow better tracking of their location and material use and will result in greater efficiency of these two machines.
- Begin annual inspection of guardrails recorded in the guardrail database to determine repair, replacement, and vegetation management needs.

- The two goals below apply to the drainage maintenance crew, which is funded through the Storm Water Management Fund.
  - Construct the following drainage improvements:
    - Approximately 4,200 linear feet of 24" – 48" storm sewer pipe in Wallace Dr. and Fifth St. associated with the West Pressure Plain water main installation.
    - A box culvert and other storm sewer pipe on Sunnybrook Ln.
- Begin inspection of creeks and channels previously identified in the Storm Water Management database to:
  - Determine maintenance needs.
  - Verify creek/channel designations with Storm Water Management Department.

### **Transportation**

- Continue working with TxDOT and regional partners to advance the full IH-635 design to the Texas Legislature, RTC, and TxDOT for funding opportunities.
- Evaluate DART needs within Garland - Work with DART and Garland's DART Board representatives.
- Initiate and develop comprehensive corridor plan for SH-78.
- Complete the Garland thoroughfare plan to address missing links, improve circulation, include context sensitive design, complete streets, roundabouts, and full bike plan coordination.
- Complete implementation of the flashing yellow arrow to replace the circular green signal for permitted left turns.
- Reconstruct roundabout at Brand and Bellaire.
- Modernize left turn structures to eliminate obstructions in the median and reduce overtime.
- Work with outside transportation consultant on critical projects identified in the proposed "STEP" plan.

# UTILITIES

## Electric

### Administration – GP&L

- Develop short and long range financial plans and ten-year forecast, including annual operating budget and capital improvement plan.
- Pursue new power supply, energy management, and QSE services opportunities.
- Pursue new transmission ownership opportunities.
- Optimize the Vision Energy Consultant contract.
- Evaluate opportunities to build, own or buy new power production resources, including a renewable energy project that complements our portfolio.
- Complete work required at the PUCT to resolve the property tax issue on CREZ lines.
- Monitor and support new legislation that will ensure Texas has enough generation reserves to serve the state's growing load demands.
- Hire a Transmission and Distribution Director and facilitate their transition into the organization.

### Administration – TMPA

- Work with the TMPA Member Cities to develop a legislative strategy that permits all of the available ownership/governance options to be considered post September 2018.
- Work with TMPA Board, TMPA P&O Committee, and TMPA Management to minimize operating and capital expenditures.
- Evaluate Gibbons Creek operating strategies given the availability of lower cost wholesale energy.

## Compliance

- Update and be highly responsive to matters of FERC, NERC, Texas RE, PUCT, and ERCOT compliance.
  - All compliance filings completed accurately and on schedule.
  - Provide data and assistance in each NERC and ERCOT audit.
  - Continuing to be active in numerous Committees, Sub-committees, Working Groups and Task Forces at DHS, DOE, APPA, NERC, and ERCOT.
- Complete the integration of the TMPA compliance program into the GP&L compliance structure.
- Work with NERC, TRE, and ERCOT to develop meaningful and reasonable Standards, Protocols and Operating Guides that improve the reliability of the Bulk Electric System while maintaining reasonable costs.

- Perform engineering studies of the transmission system for the next 10 years and maintain an ongoing recommendation of transmission facilities that need to be constructed or upgraded to maintain the reliability of the Bulk Electric System.
  - Perform engineering studies to determine the effect of planned transmission outages.
  - Submit and maintain transmission modeling data to ERCOT.
  - Submit data as requested to ERCOT.
- Improve and maintain the physical security system at each substation.
  - Expand the physical security to additional TPA substations.
- Work with the FBI, DHS, DOE, TxDPS, North Texas Crime Commission and other agencies to develop and maintain appropriate security policies and activities.
  - Investigate security incidents throughout the GP&L system.
  - Report security and reliability incidents to the appropriate agency, DOE, FBI, local police, ES-ISAC, ERCOT, etc.

#### Energy Services – QSE

- Review current and developing energy software tools to aid marketing and strategic processes.
- Support software development for end-to-end transaction system.
- Develop/manage power supply and QSE services business to generate revenue and satisfy business requirements.
- Provide enhanced market training for Day Ahead and Real Time QSE employees.
- Develop enhanced analytical tools to quickly identify monetary results.
- Cross train key employees to create layered backup for essential tasks.

#### Energy Services – Power Production

- Identify areas to increase staffing efficiencies.
- Create processes to utilize existing resources to manage operations and maintenance requirements.
- Manage overall budget to realize resource revenue potential.
- Foster competitive market employee culture.
- Develop mid-level leadership roles/responsibilities.
- Promote safe work environment.

#### Energy Services – Key Accounts & Energy Efficiency

- Increase face-to-face customer interaction.
- Develop Key Account pricing models.
- Define Key Account management expectations.
- Identify potential energy efficiency initiatives.
- Ensure energy efficiency funds are utilized.

## Finance and Accounting

- Conduct a take-out of GP&L's current commercial paper into a long-term financing obligation.
  - Establish a new, resized commercial paper program.
  - Strengthen and/or modify bond covenant terms to be more reflective of current market expectations and GP&L's business strategies.
- File a full TCOS filing before the Public Utility Commission of Texas for recovering all associated capital costs, operating costs, and payment in lieu of taxes for the CREZ transmission line project, as well as all capital and operating cost changes to GP&L's existing transmission facilities since its last TCOS filing in 2010.
- Receive an unqualified opinion from the City's external financial auditors on GP&L's portion of the City's FYE 2013 audited financial statements.
- Identify areas for process automation and where supported by the benefits over costs, implement improvements.

## System Operations

- Serve on ERCOT subcommittees to best represent Garland's interest.
  - Black Start Working Group
  - Operations Working Group
  - ERCOT Seminar Task Force
  - Reliability Operations Subcommittee
- Update and be highly responsive to matters at FERC, NERC, Texas RE, PUT and ERCOT compliance.
- Integrate the Responder application with other services such as AVL, Weather, and Mobile App for Outage Reporting.
- Meet the energy demands of the system on a daily basis in the most reliable manner.
- Obtain a Transmission Operator Training Simulator.
  - Simulator will enhance operator training on our transmission system and both the GP&L and Black Start Plans.
  - Simulator will also be used to run contingencies on transmission circuits to aid in outage studies.
- Implementation of new Tracking and Physical Security Systems software and hardware.
  - This system will be required to meet NERC CIP version 5.
- Emergency Operations Command Center implementation.
  - To ensure better coordination during system emergencies between System Operations and various departments.
  - To centralize documentation collection for compliance purposes.
  - To ensure restoration of service in an orderly and more efficient response time.
- Implementation of digital map board for distribution system.

- Redundant satellite phone systems for emergency communications.

### Technology Services

- Complete infrastructure consolidation. Consolidation of different IT groups/networks/IT infrastructure within GP&L.
- Complete intranet upgrade. Implement single site for all the information needs for employees across the company.
- Implement mobile application for outage reporting. The mobile application will provide customers of GP&L a smart phone application through which they can submit outages. This is an alternative to using telephone to report outages.
- Provide technology support services to other departments.
  - Responder Upgrade (System Operations).
  - Automated Vehicle Location (T&D).
  - Profit and Loss (Energy Services).
  - SCADA/EMS Upgrade (System Operations and Energy Services).
  - Control System and CEMS Upgrade (Energy Services).
- Upgrade Technology Services Help Desk system.
  - Employees can submit trouble ticket through Help Desk system. The system will be used to assess our performance through survey feedback and documentation of change management.

### Transmission and Distribution

- Complete scheduled office renovations to Service Center.
- Work with Transmission Engineering Working Group (TEWG) to advise the P&O Committee in the development of a new operating agreement that will guide the member cities toward asset reallocation.
- Work with TPA Member Cities and ERCOT to ensure the Cross Texas/GP&L North Houston transfer proposal is fully considered and implemented.
- Determine the most effective means of merging the TPA and GP&L construction files, and bringing all of our flat-file records up to date.
- Perform relay coordination study of the GP&L Transmission system.
- Transmission/Substation Construction (GP&L)
  - Wynn Joyce – Miller and Wynn Joyce – Ben Davis 138kV Transmission Line.
  - Wynn Joyce – Ben Davis, Elm Grove – Ben Davis and Olinger – Firewheel 138kV Transmission Line Relocation (Pleasant Valley Bridge).
  - Shiloh – McCree, Oakland – Raytheon and McCree – Oakland 138kV/69kV Transmission Line Relocation (Shiloh Road Improvements).
  - Olinger Substation and Transmission Modifications, Olinger – Wylie – Nevada 138kV Transmission Line Improvements.

- Greenville Interchange – TMPA Shelby Tap 138kV Transmission Line Reconstruction.
- Complete Transmission System Survey (LiDAR) in response to the NERC Facility Methodology Alert issued October 7, 2010.
- Wynn Joyce Substation Improvements.
- Transmission/Substation construction (TMPA)
  - Greenville Line Reroute – T13007.
  - Breaker and Relay and SCADA panel Replacements – T13001.
  - Bryan East Carrier Replacement – T13003.
  - Denton Loop Phase II Project – T12001.
  - CIP Security Updates at Gibbons Creek – T11002 +T11009.
  - Gibbons Creek Reactors and T1 Replacement Project – T11003.
  - Olinger to Greenville Interchange Line T13005.
  - Shelby Tap to Royce line T13006.
  - Hog Creek Transformer Replacement Project.
  - Olinger to Greenville Transmission Line, enhanced relay protection.
  - Consideration of a third 138kV line into Greenville.
- Distribution – Construct/Reconstruct
  - LED Lighting Upgrades
    - 190 Service Road.
    - Northwest Highway.
    - Complete Specifications for LED Lights.
    - Work on Conversion Plan for city thoroughfares.
  - Relocation Projects
    - Shiloh Road.
    - Pleasant Valley Road.
    - RaceTrac at Shiloh.
    - Lewisville Hydro Line Relocation.
  - Maintenance
    - UG Primary Replacement(s) – 100,000 linear feet.
    - OH Lateral Maintenance – Miller Road 3 and Shiloh 6.
    - Update Auto Throw-Overs on Critical Facilities.
    - UG Primary Replacement – Naaman High School.
    - Centerville 6 Rebuild.
    - Perform maintenance on OH and UG services and transformer replacements.
  - Feeder Extension/Routing
    - Installation of Duct Line – City Town Center.
    - I-30 & Broadway Conversion – Overhead to Underground.
    - Feeder Extension – Firewheel 2 and 3.
    - Feeder Extension – Telecom and 190.
    - Wynn Joyce Substation Feeder Exits.
  - Metering
    - Extension of AMI Pilot Project – City Town Center.
    - AMI Consultant for Deployment.
  - Engineering
    - Electric System Modeling.
    - System Inventory – Needed for Modeling.

- System Coordination studies.
- Update 5-Year CIP.
- Complete revisions on current construction standards.

### **Environmental Waste Services**

- Implement Phase 3 of the Automated Collection Residential Single Stream Recycling Program.
  - Implement in October 2014.
- Construct a Citizens Drop-Off Convenience Center at the Hinton Landfill.
  - This Center will allow patrons to dispose of their waste in an area separate from the active Landfill working face thus reducing the risk of potential accidents and vehicle tire damage.
  - Complete by June 2014.
- Study the feasibility of modifying the frequency and types of waste collected by Residential Brush and Bulky Goods Collection crews.
  - Complete by December 2014.
- Complete development of Departmental Strategic Plan.
  - Ongoing – Complete by November 2014.
- Complete process for updating various sections in Code of Ordinance Chapter 50 and 52.
  - Ongoing – Complete by September 2014.

### **Water and Wastewater Utilities**

#### **Administrative**

- Review water and wastewater rate models to ensure our current and future needs are accomplished while working to meet our conservation requirements.
- Review Wastewater's industrial and commercial customer classifications and cost of service calculation.
- Continue to cross train and recognize administrative personnel to centralize and streamline our processes.
- Coordinating Engineering, Storm Water, and the Street Department's staff to ensure consistency in documentation submitted to Managing Director.
- Create a master Wastewater Wholesale Customer contract. Develop a model contract to be used as a baseline as each customer city contract comes up for renewal.
- Continue efforts to Grow Garland by good internal and external customer service.
- Begin implementation of selected asset management software for Water and Wastewater Utilities.
  - As information is gathered and processed, the program will help identify aging assets before they fail, keep assets productive

through life cycle management, and provide pertinent information to make effective financial decisions.

- Conduct an assessment of the Water Distribution and Wastewater Treatment Plant SCADA systems, to identify opportunities for improved efficiencies and to develop a roadmap for the systems.
- Begin development of an IT assessment and strategy for Public Works.
- Evaluate and modify skill-based pay program for Water and Wastewater Operations personnel to fit current work demands.
- Replace and upgrade aging Supervisory Control and Data Acquisition (SCADA) and Water Control Center Operations server hardware.

### Conservation

- Continue to work with the North Texas Municipal Water District (NTMWD), the Water Efficiency Network of North Texas (WENNT), Texas Water Smart, EPA, and other agencies to promote water education and best practices. Establish a Utility Credit Program and expand our Retrofit Replacement Program and Community Outreach Programs.
- Investigate and implement programs that would encourage repair or replacement of older or leaking fixtures, pipes, etc. on private property.
- Continue with annual meter testing program.
  - Water meters for the top 200 water users will be tested for accuracy.
  - Last year, approximately 30 of the water meters tested did not meet accuracy standards.
  - Repairing or replacing these meters has helped lower our unaccounted for water and increased revenue.

### Capital Improvements

- Water
  - Complete construction of Lavon and Wallace Pump Stations.
  - Continue design of 2.5 million gallon elevated storage tank at the intersection of McCree Rd. and Leon Rd.
  - Begin construction of transmission lines from Wallace Pump Station to the new elevated tank site.
  - Replace the following water mains using an outside contractor. Replacing cast iron water mains reduces the number of main breaks which result in disruption of service to our customers.
    - Lake Hubbard Parkway (Marvin Loving to Chaha).
    - Brookview Drive (Northwest Highway to Wildbriar).
    - Birchwood Drive (Northwest Highway to La Jolla).
    - Greencove Drive (Tearose to Talisman).
    - Main Street (Eleventh to Glenbrook).
    - Marion Drive (Resistol to Melody).
    - Garvon Street (Bankhead to Commercial).
    - Commercial Street (Bankhead to Garvon).

- Ninth Street (Main to Avenue C).
- Avenue C (Ninth to Glenbrook).
- 3520 West Walnut.
- West Walnut at Duck Creek.
- Begin design of the following water main replacement projects using an outside contract.
  - Country Club South, Marilee to Iroquis.
  - Curtis, Beverly to High Meadow.
  - Rolling Ridge, Wildbriar to O'Banion.
  - Stonewall, Southern to Quail Hollow.
  - Main, Fourth to Third.
  - Fourth, Main to Avenue A.
  - Avenue A, Fourth to Third.
- Replace the following water mains using in-house crews.
  - Bowie Street (Sylvan to Glenbrook).
  - Ivy Way (Foliage to Thistle).
  - E. Linda Drive (Dairy to Arcady).
  - Williams Drive (Miller to Garland).
  - Keele Drive (Bardfield to Centerville).
  - Roanoke Drive (Hemlock to Greensboro).
  - Greensboro Circle (Roanoke to Charleston).
- Begin design of the Country Club 24" Water Main.
  - This is one of the last projects from the 2005 Water System Study and is to increase capacity to the I-30 Corridor.
  - This project calls for extending the new 24" Country Club line from Wendell Way down Country Club to Bobtown and down Bobtown and connecting to the 16" water main at Bobtown and I-30.
  - This phase will bring the 24" down Country Club to Bobtown.
  - The section on Bobtown from Country Club to I-30 can be installed with the Bobtown Road reconstruction in a few years.
- Complete Apollo Pump Station pumping units' rehabilitation.

### Wastewater – Collections

- Condition assessments of the 48" Rowlett Interceptor and Duck Creek (older) Interceptor revealed problems due to the age and type of pipe. However, damage due to hydrogen sulfide gas is prevalent throughout the entire Rowlett Interceptor. A six-year plan is scheduled to use Cured-In-Place-Pipe method of rehab to reline the existing pipe.
- Construction of new sanitary sewer mains in South Glenbrook Dr. from Kingsley Rd. to Carroll Dr. and Ridgedale Dr. from Kingsley Rd. to W. Woodbury Dr., ROWL-I Ph 1A will reroute the existing flow from Round Rock to Jester to the alley behind Collins into Campbell.
- Begin construction of the Ridgedale Sanitary Sewer Replacement.
- Complete design and begin construction of Duck Creek at La Prada and Nickens Siphon Replacement.

- Complete construction of the Club Creek Lift Station Removal to replace the existing lift station with a new gravity line.
- Complete design and begin bid process for the Wynn Joyce Lift Station removal to replace the existing lift station with a new gravity line.
- In the fall of 2014, a four-year flow monitoring process of 18” and larger collection pipes will begin. The purpose is to identify areas of inflow/infiltration and capacity analysis during rain events. The data collected will be used for the capacity analysis modeling required in the 2017 TCEQ Sanitary Sewer Overflow Initiative.
- The Street Department Proposed 2014-16 Plan identified streets and alleys for reconstruction. The 2014 plan will replace sewer pipe, laterals, and install cleanouts in the following locations. The Street Department may modify locations in the future, but the 2014 year are:
  - Amy, Wiggs, and Larkin.
  - Housley to Guthrie (City cleanouts only).
  - McCartney – Guthrie to Fallbrook.
  - Peacan Valley – Valley View to Broadway.
  - Pine Hill – Merrimac to Apple Valley.
  - Sun Valley – Palm Valley to Surrey (City cleanouts only).
  - Meadowside – Rowlett Rd. to Maple Glenn.
- Begin preparing items for the December 2014 report of the TCEQ Sanitary Sewer Overflow Initiative Agreement.

### Wastewater – Treatment

- Complete design and start the bid process on the Rowlett Creek Wastewater Treatment Plant Biosolids Rehabilitation and Odor Abatement Project.
  - Belt Filter Press replacement.
  - Digester Decommissioning.
  - Gravity Belt Thickener rehab.
  - Dewatering building structural rehab.
  - Odor control for the entire biosolids process.
- Initiate a Wastewater Treatment Master Plan update for future plan process improvements.
- Continue to expand the pretreatment department’s Cease the Grease program.
- Maintain 100% regulatory compliance for both wastewater facilities to earn the NACWA Gold awards.
- Conduct an energy efficiency audit for both wastewater facilities.
- Complete construction of new Sludge Transfer Station (Duck Creek WWTP).

## **ADMINISTRATIVE**

### **Budget and Research Department**

- 2014-15 Operating Budget.
  - Development and passage of the operating budget with the goal of maintaining current service levels without an increase in the property tax rate.
  - Emphasis will be placed on funding for an ongoing salary increase for employees.
- 2014 Capital Budget.
  - Development and passage of the capital budget with the goal of funding high priority infrastructure needs and economic development opportunities within the capacity afforded by the existing property tax rate.
- TMRS Cost of Living Allowances (COLA)
  - Continue to monitor efforts underway at TMRS to develop COLA alternatives for the City's retirement program.
- Other Post-Employment Benefits (OPEB)
  - Facilitate Council review and discussion of the growing liability related to contributions toward retiree healthcare insurance premiums.
- Refine Financial Reporting.
  - Enhance Financial/Budget reporting to Council through refined quarterly and yearend reports, as well as more frequent Work Session presentations.
- Expand Presentation of the Operating Budget.
  - Expand the presentation of the Operating Budget to provide a greater level of financial detail for the City Council.
- Creation of an Educational Document and/or Seminars.
  - Develop a new presentation of the Budget that is brief, relevant, and practical to Council, City staff, management, and citizens.

### **Finance Department**

- Complete 2014-15 Comprehensive Annual Financial Report with an unqualified opinion.
- Identify and execute long term debt refunding opportunities.
- Execute Electric Commercial Paper take-out.
- Create and publish Tax Increment Finance report.
- Continue to enhance financial transparency.
- Establish electronic reporting of biweekly payroll advices and annual W-2s.
- Fully implement Citywide accounts payable electronic workflow.
- Complete the required e-Personality system upgrade.

- Adopt bond covenants for Electric Utility System bonds and for Water & Sewer Utility System bonds.
- Establish new Commercial Paper program for Electric Utility System.

### **Municipal Court**

- Implement an electronic signature platform for the Municipal Court Judges in order to improve efficiency and save time in the courtroom.
  - Complete the electronic signature module by July 1, 2014 which will enable judges to more efficiently sign and process court documents while in court.
- Develop and implement an On-base records destruction process.
  - Complete On-base update project by the end of 2014 in order to more efficiently delete outdated court records.
  - Enable the courts to more efficiently destroy old records currently retained electronically.
  - Will eliminate time, efforts, and scheduling of paper shredding.
- Informix Database Upgrade.
  - Complete upgrade of Courts Informix system by October 2014 to ensure all new system patches and performance updates are installed in order to improve overall performance of the Courts primary operating system.

### **Purchasing/Warehouse Department**

- GROW Garland.
  - Develop and implement tools to assist department in identifying local vendors for decentralized purchasing activities.
- Historically Underutilized Business (HUB).
  - Rebrand the City's Procurement Inclusion Policy and increase outreach and awareness.
- Contract Management.
  - Automate the renewal of blanket contracts and supply agreements to provide more visibility and improve efficiency.
- Insurance Tracking.
  - Automate the tracking of insurance certificates to identify expired policies and reduce the City's financial exposure.
- Key Performance Indicators.
  - Develop dashboards to measure purchasing performance in order to find opportunities for improvement.

## Human Resources

### Benefits/Compensation

- In collaboration with the CityCare Clinic, finalize, distribute, promote, train/educate, track, and assess the 2014 Commit to Wellness program parameters/results between January 1 – September 30, 2014 with the goal of increasing employee participation by 5%.
- By September 30, 2014, complete comprehensive job evaluation studies and job description updates for all departments scheduled for review in calendar year 2014, including:
  - Analyze reorganization and structure revisions in Skill Based Pay, Customer Service Field Operations, and GP&L.
  - Survey and review of local, benchmark pay and benefits information from area cities and comparable private sector markets to determine and recommend appropriate adjustments to the compensation program and structure to ensure City of Garland employees' total compensation remain competitive.
- By September 30, 2014, adjust group health plan provisions to comply with 2014 mandates in Health Care Reform legislation and to measure the impact of these regulations on:
  - Part-time and temporary employee benefits.
  - Implementation of COMPASS Health Care Solutions.
  - Overall cost management.

### COGnet, Information Systems, and Civil Service

- Continue deployment and development of COGnet throughout calendar year 2014. Projects include:
  - Finish Phase 1a by July 31, 2014 (creation of individual department pages).
  - Begin Phase 1b by January 31, 2014 and complete by May 31, 2014 (collaboration, document/knowledge sharing, project/team, intradepartmental, productivity groups, etc.).
  - Begin Phase 2 by June 1, 2014 and continuing through rest of 2014 (process optimization, workflow automation, etc.).
- Effectively transition the role of Civil Service Director by June 1, 2014 to include:
  - Completion and adoption of the Civil Service Local Rules.
  - Staying abreast of frequently utilized portions of Chapter 143 (the Texas Local Government Code) and the City's Local Civil Service Rules and training applicable staff to ensure compliance.
  - Define roles and responsibilities of staff.

## Employee Relations

- Develop, update, and train managers on pertinent City directives and regulatory policies by June 30, 2014 to include:
  - EEO.
  - Use of City equipment.
  - FMLA (Directive No. 13).
  - Employment Law.
  - Standards of Conduct.
  - Workplace Harassment.
- In collaboration with Public & Media Affairs, develop a management and supervision communication tool on COGnet by May 31, 2014 to share information on employee relation topics such as:
  - Changes in employment law.
  - Conflict management.
  - Information to assist in the management & supervision of employees.
- By September 30, 2014, evaluate and recommend appropriate changes to the COG Performance Management Program to include implementation of goals development and Guiding Principles proficiencies for 2014 performance evaluations.

## Recruiting

- In collaboration with Workforce Engagement & Development Administrator, research, develop, and implement recruiting assessment tools by June 30, 2014.

## Workforce Engagement and Development (WED)

- By the end of 2<sup>nd</sup> quarter 2014, complete evaluation of training function to determine organizational needs including: required training, vendors, transcript maintenance and tracking, and reporting. Major projects include:
  - Determine best way to track training Citywide, report results, prompt signup/attendance for required courses, and provide notifications/reminders to managers/participations by May 31.
  - Publish training calendars on COGnet: January – June training calendar by January 15; July – December calendar by June 1.
- Develop/revise and deploy internal communication programs and strategies. Major projects include:
  - Communication through COGnet – by April 30.
  - Communication of Guiding Principles and reinforcement activities – January – December (Meetings-in-a-Box, monthly videos, themed activities, stories/pictures).
  - Recognition and Rewards through COGnet by July 31.

- Develop and provide Citywide Customer Service training beginning in January 2014.
  - Customer facing (where meeting/talking with external or internal customers are full-time activities of the job.) For example: Customer Service, Police, Fire, etc.
  - Non-Customer facing (where meeting/talking with external or internal customers is just one responsibility of the job) For example: Streets, Facilities, Waste Management.
- Develop 2014 Employee Engagement Survey no later than October 31.

### **Public and Media Affairs**

- Increase awareness to external audiences of the City of Garland's positive attributes in support of our Guiding Principles. (Values – Ambassador, Growth)
  - During 1<sup>st</sup> Quarter of 2014, create communications initiative called **Excellence Made Here** which will feature how Garland is recognized for innovation, excellence, and outstanding achievements.
  - By November 2014, develop a new annual report which will feature the Excellence Made Here theme.
- Develop and implement effective internal communications programs that support the Guiding Principles. (Values – Network, Ambassador)
  - During 1<sup>st</sup> and 2<sup>nd</sup> quarters 2014, work with Workforce Engagement and Development Administrator to develop internal communications programs to effectively communicate organizational goals, priorities, and useful information to all employees.
- Increase awareness of City service functions to both internal and external audiences. (Values – Network, Ambassador)
  - Develop brief videos for each City department that depicts its function to be used on the external website, COGnet, CGTV, and social media (target completion - 2<sup>nd</sup> quarter 2015).
  - Increase topical diversity of CGTV productions such as *Garland Spotlight* and *Garland in Focus* (ongoing).
- Ensure consistency and quality of all graphics and messages utilized in both internal and external communications. (Values - Network, Ambassador)
  - By end of 1<sup>st</sup> quarter 2014, begin providing training to City employees involved in development of external or internal communications to teach brand standards, style standards, review requirements, and other best practices.
  - Participate in quarterly new manager orientation sessions to increase awareness of communications standards.

## **Risk Management**

- Complete implementation and Citywide rollout of the Risk Management Information System.
  - Provide all departments with training and access for online reporting of injuries, accidents, and other incidents.
  - Implement comprehensive department loss reports provided to departments.
  - Provide summary loss information through COGnet.
  - Provide injury reporting updates to department HR and safety representatives.
  - Explore interface with Fleet Management system.
- Strengthen the City safety program through updated policies, department and employee engagement, and expanded training to address rising cost of accidents, and injuries.
  - Develop schedule for updating all City safety directives over the next two years, develop review process, and begin revisions.
  - Recruit additional defensive driver and CPR instructors from across the organization.
  - Further develop and implement operation specific in-house safety training based on loss frequency and severity.
  - Explore and implement new strategies to improve and expand department and employee engagement in safety.
- Revise Self-Insurance Ordinance and Claim Processing.
  - Work with the City Attorney's Office in development of recommended updates and revisions to the City Self-Insurance Ordinance for presentation to City Council.
  - Review and revise liability claim processing following implementation of claims system to provide appropriate financial controls, financial reserving, and expedited adjudication to reduce claim expense.
  - Explore options to increase loss accountability through department loss retention and loss allocation policies.

## **Tax and Revenue Recovery**

- Improve revenue collection and ensure appropriate exemptions are in place.
  - Confirm valid mailing addresses by comparing all returned mail with address noted on Garland utility account.
  - Investigate all unpaid abatement liens to determine if any new information exists related to a new property owner or address.
  - Establish process to confirm appropriateness of exemption status with Dallas Appraisal District specifically targeting registered rental properties.
  - Immediately notify Appraisal District once becoming aware that an inappropriate exemption exists.

- Evaluate Senior Citizen property tax payment schedules to ensure all legal requirements are met.
  - Identify and inform the senior citizens that are not in compliance.
  - Implement an acceptable senior citizen payment process when necessary to meet the needs of the City as well as its citizens.
- Minimize lag time related to property code violation mailing or contact.
  - Mail property owner invoice within three days of receiving completed work order.
    - Reduce lien processing timeframe to within ten days from invoice due date.
- Ambulance Supplemental Payment Program.
  - Provide the required billing data information to the Texas Health and Human Services Commission before March 31, 2014.
  - Complete all reporting steps necessary to receive qualified ambulance service reimbursements by October 2014.

## INTERNAL SUPPORT AREAS

### CityCare Clinic

- Secure replacement for City physician to provide and manage CityCare Clinic medical services.
- Increase staff proficiency and efficiency in patient software system.
  - Conduct training on provider, scheduling, reporting, and practice management components and participate in vendor webinar and other training.
  - Establish relationships with private practices utilizing same software to obtain experience based efficiency tips.
  - Establish reporting tools.
- Review clinic mission and operations to assure appropriate services and structure for maximum savings.
  - Conduct independent study to identify opportunities for improved operating efficiency, cost comparisons, and benchmarks.
  - Develop strategic plan.
  - Develop resource options to assist with excess and peak service demand and focused disease management.

### Customer Service

- Advanced Metering Pilot Project.
  - Conclude Pilot Project Business Case Study by July 2014.
  - Expand current pilot project to include City Center project.
  - Connect and disconnect 100% of electric meters remotely.
  - Obtain monthly readings of all electric and water meters via remote connectivity.
- E-Billing inserts.
  - Begin providing monthly inserts to e-billing customers by June 2014.
  - Contact monthly bank draft payment customers and offer e-billing option.
- GP&L outage calls.
  - Complete customer incident reporting link between GP&L and Call Center by February 2014.
  - Finalize plans to begin accepting all GP&L dispatch calls during normal working hours by March 2014.
  - Develop plan to accept GP&L outage calls outside of normal working hours by June 2014.
- Ensure that all Customer Service employees have completed the new Customer Service training linked to the Grow Garland initiative before June 1, 2014.
  - Customized training program facilitated through Richland College.

- Training will include private instructor lead coaching sessions with managers and supervisors.
- Invite employees from outside of department to participate.
- Begin first training session - end of January 2014.

### 311 Contact Center Project

- Continued analysis and work related to a 311 Contact Center.
  - Develop and provide citizens with a Mobile 311 app that will interface with various departmental work management systems by the end of 2014.
  - Submit an application to the FCC to secure 311 contact numbers by June 1, 2014.
  - Update baseline numbers and cost projections previously obtained by May 1, 2014.

### Facilities Management

- Policy Development.
  - Development of facilities-related directives, policies and/or procedures focused on physical security.
  - Continued development of Preventative Maintenance procedures to include additional critical systems such as lighting, rain gutters, etc.
  - Completion of a PM procedure that will have the Facilities Management leadership team walking City buildings on a specific rotation to ensure that the physical condition of each building is known.
- Facility Inventory.
  - Continue to add items as they are identified into the software system.
  - Upload of all City-owned property into Maintenance Connection.
- Maintenance Software.
  - Input institutional knowledge regarding the plumbing service at various City facilities.
  - Input of additional assets when identified.
- Security Review.
  - Hiring of a consultant to assist with the creation of a high level security strategic plan to include phases that can be delivered as funding allows.
- Management of City Facility Construction Projects.
  - Continue to manage the Downtown Phase II Program encompassing 16 projects.

## **Fleet Services**

- Expand wireless automation of fueling facilities.
  - Fleet has completed a pilot project on a wireless fueling unit to allow fueling without inaccuracies of annual data entry at the pumps.
  - This technology will be expanded to new vehicles as purchased during the replacement process.
- Building enhancements for employees and customers.
  - Current facilities are in poor condition with extensive and repeat repairs required by Facilities Management to keep outdated electrical and plumbing operational. There is also no customer access to the women's restroom.
  - Remodeling of the break area and restrooms in the auto shop is being done to upgrade facility and provide customer access to restrooms.
- Initiate a toll tag discontinued fee program.
  - Currently, Fleet Services receives 100+ toll tag bills per month requiring significant staff time in processing each transaction individually.
  - Fleet will establish a corporate toll tag account to consolidate fees to one monthly billing at a discounted rate.
- Improve vehicle and equipment fleet specifications.
  - Fleet relies on the acquisition of vehicles and equipment replacements based off of current specifications.
  - Fleet is dedicating an existing position to this function which will enable us to explore vehicle and equipment needs in greater detail with departments to provide more timely acquisition of equipment that more accurately reflects department needs.
- Implement a rate structure for retained vehicles and equipment.
  - Due to the operational cost increase for aging vehicles and equipment, Fleet proposes establishing a policy and rate structure for retained vehicles and equipment to more accurately reflect retention costs.
- Upgrade fueling station at Fleet Services.
  - Currently, the fuel island at Fleet Services has pumps that are in excess of 20 years old, requiring many repairs throughout the year.
- Updating and refurbishing fuel island dispensers and fuel island awning, as well as replacing in-ground pumps for both gasoline and diesel, will reduce repair costs and keep pumps in reliable operation.

## **Information Technology Services**

- Public Safety – Release RFI, submit a FY15 project request, and implement an Electronic Citation system for Garland Police Department and Municipal Court.

- Radio System Replacement – Begin Phase 2 (RFP process, proposal review and selection process). The tentative timeline for this phase extends into first quarter of 2015.

### **Organizational Development**

- Provide quality project management services in the delivery of complex programs and projects, including:
  - Deliver Downtown Redevelopment Program within 2014 CIP budget according to schedule, while maximizing stakeholder satisfaction as much as possible within these constraints.
  - Implement the first phase of a Community Engagement Center using a mobile application by the end of 2014.
  - Increase internal communication and collaboration capacity by completing Phase 1b of the COGnet intranet deployment and Phase 1c of the COGworks intranet deployment.
  - Increase internal process efficiency, transparency, and accountability by beginning the implementation of Phase 2 of COGworks intranet deployment.
- Continue to expand the implementation and presence of Organizational Development as an Enterprise Project Management Office, including:
  - Continued development and deployment of a project management curriculum for qualifying City employees.
  - Development and implementation of a mentoring program for employees beginning to work in project lead roles.
  - Advance Organizational Project Management and portfolio management concepts.
- Continue to innovate and update Organizational Development's business services provided to the organization, including:
  - Advancing the implementation and coordination of business decision support systems.
  - Advancing organizational performance excellence criteria.
  - Advancing best practices and innovations in the fields of management and analysis.



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## City Secretary's 2014 Goals

### Summary of Request/Problem

City Secretary Lisa Palomba will brief Council on her 2014 goals.

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Approved By:**

**William E. Dollar**  
**City Manager**



# GARLAND

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## CITY SECRETARY'S OFFICE

**To: Mayor and Council Members**  
**From: Lisa Palomba, City Secretary**  
**Date: February 17, 2014**  
**Subject: 2014 City Secretary Agenda**

I am extremely delighted to work for the City of Garland in the position of City Secretary. In addition to my regular job duties there are several goals and objectives for 2014 that I would like to share.

### **Agenda Postings**

- ✚ The City Secretary's Office is working cooperatively with IT, Organizational Development and the City Attorney's Office to develop an agenda kiosk system for the City Hall lobby. This will eliminate the need for an outside bulletin board and will allow visitors to City Hall to access all agendas during business hours via a large touchscreen monitor as well 24 hours per day using the website. This method is in full compliance with Texas Open Meetings Act requirements and is becoming a common and more efficient method of posting agendas for larger cities.

### **Records Management:**

- ✚ This past year the City Secretary's Office held several successful records destruction events. A very successful event was held in December in cooperation with the Environmental Waste Services Department that we referred to as

“Clean Your Files Day”. Clean Your Files Day is an effort to control office paper that is only needed temporarily or while administratively valuable. This type of paper tends to build up over time sometimes causing extra efforts by staff to determine which records are official and which are merely convenience copies. Environmental Waste Services supported our efforts by providing all labor and supplies and scheduling pick up and shredding of 3.4 tons of paper. Special kudos to Lonnie Banks and Glenna Brown for their support and coordination of efforts. Another similar event is planned for April while bringing awareness to Earth Day. All materials are collected and shredded on site. Sensitive materials are personally escorted to the shredder by staff for safeguarding.

- ✚ Add Onbase records management modules and training for a greater number of departments resulting in greater control of contract management. This effort should prevent duplication of efforts and ensure that electronic records are not only retained for the appropriate amount of time, but that contract extensions, addendums, warranties, and all else associated with particular contracts are tracked appropriately. This effort will not only involve IT but will include the City Auditor’s Office and City Attorney’s Office.
  
- ✚ By the end of this year I intend to have a formally written records management policy in place including new directives replacing some dated from the 1980s.
  
- ✚ Add social media records policy and training efforts while working closely with Public and Media Affairs and the City Attorney’s Office.
  
- ✚ Attend Seminar on records management in March.
  
- ✚ Collaborate with the Information Technology Department to develop guidelines for email retention.
  
- ✚ Conduct periodic in-house training sessions for new or current employees regarding excellent records management practices.

- ✚ Continue to monitor Texas State Library and Archives new requirements for records storage. Garland already meets the minimum requirements for the upcoming year.
- ✚ As always, my goal is for each department to become knowledgeable and self-sufficient in records management and for the City Secretary's office to serve as an advisor and educator as well as to coordinate records storage and destruction methods.

### **Alcohol Permits:**

- ✚ The City Secretary's Office manages the permitting of approximately 300 establishments that serve alcohol in the City of Garland. Last year we were able to invoice and collect all past due amounts owed to the City for permits by working cooperatively with the City Attorney's Office and the Texas Alcoholic and Beverage Commission.
- ✚ This year we will continue to review the local alcohol permitting process to maximize potential revenue from alcohol permitting and verify that all permits remain current and in good standing.

### **Personnel:**

- ✚ Courtney Vanover, my assistant, celebrated her one year anniversary as a full-time employee in the City Secretary's Office this February. Courtney began as a temporary employee in October 2012. Courtney supports the City Secretary's Office by providing administrative support for the City Secretary as well as back-up support for the City Manager's Office. Courtney is also being trained to serve as back-up in the absence of the City Secretary. She is a notary and is enrolled in the Texas Municipal Certification Program.

### **Budget:**

- ✚ Council kindly approved a supplement for the 2013-2014 City Secretary's budget. This was much appreciated and well utilized to preserve historic City Council Minutes dating back to the early 1900s. I will carefully continue to evaluate City

Secretary budget needs based on providing superior service to Mayor, Council, citizens, and staff while safeguarding City resources as much as possible.

### **Agenda Preparation:**

- ✚ City Council Regular Agenda preparation was successfully transferred to the City Secretary's Office this past year. My office will continue to produce City Council Agendas. It was determined during the year that Administration will continue preparing Work Session Agendas.

### **Track Legislative Updates:**

- ✚ The City Secretary's Office tracks legislative happenings especially in the area of elections and alcohol permitting. One such change this past legislative session affecting my office was the enactment of a law permitting beer and wine permits in any city in which mixed beverage permits were already offered.

### **Elections:**

- ✚ The City Secretary's Office administered two elections in 2013; the General City Officers Election in May and the 2 Cent Tax Referendum Election held in November.
- ✚ The 2014 Council election is scheduled for May 10. Three incumbents for Districts 1, 2, and 4 have filed and one candidate has filed for District 5.
- ✚ The City Secretary's Office serves just over 105,000 registered voters in both Dallas and Collin Counties with regard to City elections.

### **Mayor and City Council Memo:**

- ✚ Write and distribute a quarterly electronic memo to Mayor and Council outlining various happenings and concerns originating in the City Secretary's office.

## **Professional Development**

- ✚ The Texas Municipal Clerks Certification Program is the only university level professional education program for city clerks and city secretaries in Texas and is the third oldest of such programs in the country. It is administered by the Texas Municipal Clerks Certification Program located at the University of North Texas and by the Texas Municipal Clerks Association, Inc. The four required courses include 1) Public Management and Administration; 2) Politics, Sociology; and Local Government Law; 3) Budgeting, Financial Management, Intergovernmental Relations and 4) Motivation, Public Relations, Supervision, Election Laws.
  
- ✚ Successful completion of the Texas Municipal Certification Program requires individual home study and written homework, examinations over each of the four courses, and attendance at eight two-day seminars.
  
- ✚ I have completed 3 of 4 required courses. I am currently enrolled in the final course. I will complete the program in 2014.
  
- ✚ In addition, I intend to attend the following seminars in 2014: Records Management/HR practices in McAllen Texas April 10-11, 2014; Public Funds Investment in Tyler, Texas June 19-20; and a Graduate Institute in Kerrville, Texas October 23-24, 2014.
  
- ✚ Courtney is also enrolled in the Texas Municipal Clerks Certification Program and I anticipate that she will complete one course this upcoming year.

## **Leadership Garland**

- ✚ It has been my pleasure this year to participate in Leadership Garland sponsored by the Garland Chamber of Commerce. Leadership Garland promotes servant leadership and is a philosophy and set of principles that enriches the lives of

individuals, builds better organizational and ultimately creates a more just and caring community. Servant leaders focus primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power, servant leadership is different. The servant leader shares power and puts the needs of others first and helps people develop and perform to their greatest potential. This ideal fits beautifully with the goals of my office and supports the guiding principles of Grow Garland.

### **Grow Garland:**

- ✚ City Secretaries by nature are committed to preserving public trust and delivering quality services on a daily basis. The Garland City Secretary's Office serves many customers including Mayor and Councilmembers, City of Garland staff, citizens, and others.
  
- ✚ The City Secretary's Office embraces the guiding principles of the Grow Garland campaign. We are committed to being City of Garland ambassadors and we strive to go above and beyond in exceeding expectations to ensure that everyone is treated in a fair, friendly, respectful and impartial manner. We grow Garland with every contact both inside and outside the organization. It is the pleasure of the City Secretary's Office to be truly at your service.

Your comments or suggestions are always welcome.

Lisa Palomba, City Secretary



**Our Mission**  
*We are committed to preserve public trust, deliver quality services, promote economic growth, protect our community and enhance the quality of life for the good of our city and our future.*



**GARLAND**



# City Council Item Summary Sheet

**Work Session**

Date: February 17, 2014

**Agenda Item**

## Transportation Committee Report

### Summary of Request/Problem

Council Member John Willis, chair of the Transportation Committee, will provide a Committee report on the following items:

- Updates from Dean International on IH-30, IH-635 East, and SH-78 developments, THSRTC, and TEX-21.
- IH-635 East Sound Walls
- Update and briefing on Coordinated Meetings in Washington, D.C. for NLC.
- Update and briefing from Dallas County Commissioner Theresa Daniel.

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Approved By:**

**William E. Dollar**  
**City Manager**