NOTICE OF REGULAR MEETING

February 12, 2020

SHENANDOAH CITY COUNCIL

STATE OF TEXAS AGENDA

COUNTY OF MONTGOMERY

CITY OF SHENANDOAH

NOTICE IS HEREBY GIVEN that a Meeting of the Shenandoah City Council will be held on Wednesday, February 12, 2020 at 7:00 p.m. at the City of Shenandoah Municipal Complex, 29955 IH-45 North, Shenandoah, Texas for the purpose of considering the following:

1. CALL TO ORDER
2. CALL OF ROLL
3. PLEDGE OF ALLEGIANCE
4. INVOCATION
5. CITIZENS FORUM

   Citizens are invited to speak for three (3) minutes on matters relating to city government that relate to agenda or non-agenda items. Speakers are asked to stand up and approach the podium to address Council and give their name and address before sharing their comments.

   Responses to inquiries are limited by state law to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision by Council shall be limited to a proposal to place the subject on the agenda of a future meeting.

6. COUNCIL'S INQUIRY

   Pursuant to Texas Government Code Sect. 551.042, the Mayor and Council Members may inquire about a subject not specifically listed on this Agenda. Responses are limited to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision shall be limited to a proposal to place the subject on the agenda of a future meeting.

INDIVIDUAL CONSIDERATION:

7. Discussion regarding curb address painting.
8. Discussion regarding parking at the Toddler Park.
9. Discussion and possible action to amend the May 2, 2020 election Ordinance to include two additional precincts.
10. Discussion and possible action to award a contract for a Destination Market Analysis.
11. Discussion and possible action to adopt the following Ordinance:

    AN ORDINANCE OF THE CITY OF SHENANDOAH, TEXAS AMENDING CHAPTER 91 OF THE CODE OF ORDINANCES REGULATING CERTAIN ASPECTS OF MAJOR HOSPITALS.

12. Discussion and possible action regarding relocation of servers from CVB.
13. Discussion and possible action regarding a proposal for the design of new monument signs.

14. Discussion and possible action to approve the minutes of the January 8, 2020 regular meeting.

15. CITIZENS FORUM

    Citizens are invited to speak for three (3) minutes on matters relating to city government that relate to agenda or non-agenda items. Speakers are asked to stand up and approach the podium to address Council and give their name and address before sharing their comments.

    Responses to inquiries are limited by state law to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision by Council shall be limited to a proposal to place the subject on the agenda of a future meeting.

16. City Administrator updates.

17. COUNCIL'S INQUIRY

    Pursuant to Texas Government Code Sect. 551.042, the Mayor and Council Members may inquire about a subject not specifically listed on this Agenda. Responses are limited to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision shall be limited to a proposal to place the subject on the agenda of a future meeting.

EXECUTIVE SESSION

Public notice is given that the City Council may elect to go into Executive Session at any time during the meeting in order to discuss any matters listed on the Agenda when authorized by the provisions of the Open Meeting Act, Chapter 551 of the Texas Government Code, to receive advice from legal counsel, to discuss matters of land acquisition, personnel matters or other lawful matters that are specifically related to items listed on this Agenda. Prior to any such closed session, the Mayor, in open session, will identify the agenda item to be discussed and the Section or Sections of Chapter 551 under which the closed discussion is authorized.

ADJOURN

The Council may vote and/or act upon each of the items listed on this Agenda. One agenda item will be discussed at a time unless logic and practical consideration allow similar topics to be considered together for purposes of convenience and efficiency. The Council may retire into executive session concerning any of the items listed on this Agenda, whenever it is considered necessary and legally justified under the Open Meetings Act.

Any discussion item on the City Council agenda permits City Council to question the involved parties or receive a presentation by the involved parties.

City Hall is wheelchair accessible. A sloped entry is available at the entrance with specially marked parking spaces available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the City Secretary's office at 281-298-5522 or Fax 281-367-2225 for information.

I certify that the attached notice of meeting was posted on the bulletin board at City of Shenandoah Municipal Complex, 29955 IH-45 North, Shenandoah, Texas, on the 7 day February 2020 at: 12:00 o'clock p.m.

Courtney Clary, City Secretary

CITY OF SHENANDOAH TEXAS

Shenandoah City Council

AGENDA REPORT

AGENDA DATE:	February 12, 2020	ITEM NUMBER:	**7**
DEPARTMENT:	Public Works	PREPARED BY:	Joseph Peart
PRICING:	$20 to $45 depending on style	EXHIBITS:	Curb Painting Options with Pricing

SUBJECT/PROCEEDING:

Discussion regarding City project to paint address numbers on curbs.

RECOMMENDED ACTION:

Discussion only.

BACKGROUND/DISCUSSION:

At the December 11, 2019 meeting, Councilmembers McLeod and Bradt requested staff to gather cost estimates and decide the logistics of a city project. The project will consist of the city painting address numbers on the curb in front of resident homes. Some homes in the city do not have their address number on the home or it is obscured and difficult to locate and read from the roadway. This presents problems with packages getting delivered to the wrong home and makes it more difficult for emergency services to locate the correct home during an emergency response.

The following guidelines were determined by staff to provide consistency of the service:

1. The service is at the request of the resident and will be paid for by the resident through the City's EZ Pay system.
2. The service will be offered as a one-time service. Notifications can be made on the website, social media, and a utility billing insert. A deadline for payment will be established and the work will commence a short time after the payment deadline passes.
3. Residents will be required to have written permission from their Home (or Property) Owners Association. In particular neighborhoods with privately maintained streets. This will be submitted online with payment.
4. The appearance shall have a 6" high background with up to 4" numbering.
5. Placement shall follow a straight line from the front door to curb. Off-set is allowed to avoid printing numbering on driveways, seams, damaged curb, and storm inlets.
6. No maintenance will be performed after install. Paint should last 3-5 years according to installer.
7. The City cannot use trademarked logos, text, or symbols.
8. Cost options vary (see attached background)

No city ordinance could be found regulating painting address numbers on curbs. A city ordinance could be used to regulate the application and appearance of address numbers painting on curbs within the City limits. This will give residents a guideline if they decide to paint their own address number on the curb in front of their homes. An established ordinance will allow the City to enforce violations and allow the residents to paint their own addresses in compliance with the ordinance.

APPROVALS:

DEPARTMENT HEAD	Joseph Peart	DATE:	February 4, 2020
CITY ADMINISTRATOR		DATE:	February 6, 2020

Joseph Peart

From: Joseph Peart
Sent: Tuesday, January 21, 2020 1:11 PM
To: Kathie Reyer
Subject: FW: Pricing

See below with pricing from the curb painting contractor (Cool Curb).

Thoughts?

Option #1 with full logo: $35
Option #1 with logomark: $30
Option #2 : $40
Option #3 : $45

Option #1

Option #2

Option #3

Joseph Peart
Public Works Director

City of Shenandoah
29955 Interstate 45 North
Shenandoah, Texas 77381

281.298.5522 Main
832.585.8143 Direct
www.shenandoahtx.us

Attention: This email, plus any attachments, may constitute a public record of the City of Shenandoah and may be subject to public disclosure under the Texas Public Information Act. A "reply to all" of this e-mail by Public Officials could lead to violations of the Texas Open Meetings Act. Please reply only to the sender.

Joseph Peart

From: Carlos Morales <info@coolcurb.com>
Sent: Monday, January 6, 2020 2:28 PM
To: Joseph Peart
Subject: Re: Cool Curb Address Painting

Hi there Joseph! Hope you're having a good new year!

The pricing I sent you is for the 6" white background with reflective glass beads and 4" black numbering for barrier or "monolithic curbs".

I forgot we discussed 2 sizes, But for the 12" white background with reflective glass beads and 6" black numbering for mountable curb or "roll curb", the price would be $23.00 ea and $3.00 for reflective per curb. So, $25.00 ea.

Giving us all the orders at once will definitely be best. When we work with with HOA's, we receive 50% deposit and the remaining balance upon completion of the project.

We look forward to working with you soon!

Carlos Morales
Cool Curb
832-548-0354

Sent from my iPad
> On Jan 6, 2020, at 11:00 AM, Joseph Peart <jpeart@shenandoahtx.us> wrote:
>
> Thanks for getting back to me. We will opt for the reflective coating.
>
> A couple of questions:
>
> 1) Is this the pricing for the layout we discussed over the phone?
> a) 12" white background with reflective glass beads and 6" black numbering for mountable curb or "roll curb".
> b) 6" white background with reflective glass beads and 4" black numbering for barrier curb or "monolithic curb".
>
> 2) Do you have any pictures of addresses you have completed that you could send me?
>
> The idea is that I will collect payment from our residents at one time and send it to you as one large project. After satisfactory completion, the City will make full payment.
>
> I will be discussing this with City Council on the 8th so I'll need a response quickly. Thanks!
>
>
>
> Joseph Peart
> Public Works Director

>
> City of Shenandoah
> 29955 Interstate 45 North
> 281.298.5522 Main
> 832.585.8143 Direct
> www.shenandoahtx.us
>
>
> -----Original Message-----
> From: Charlie [mailto:carlosamorales86@gmail.com]
> Sent: Friday, January 3, 2020 2:37 PM
> To: Joseph Peart <jpeart@shenandoahtx.us>
> Subject: Cool Curb Address Painting
>
> Hi Joseph, I received your voice mail. The email was saved in my drafts 🤦♂ Thank you for reaching out.
>
> The pricing would be $17.00 per curb and if you would like to add the reflective coating it would be an extra $2.00 per curb.
>
> The minimum order is 10 in case they’re are going to be ordered at different times.
>
> We look forward to working with you soon!
>
> Enthusiastically,
>
> Carlos Morales
> 951-880-3338

Shenandoah City Council

AGENDA REPORT

AGENDA DATE:	February 12, 2020	ITEM NUMBER:	**8**
DEPARTMENT:	Public Works	PREPARED BY:	Joseph Peart
PRICING:	$50,000	EXHIBITS:	N/A

SUBJECT/PROCEEDING:

Discussion regarding adding parking spaces at the Toddler Park.

RECOMMENDED ACTION:

Discussion only.

BACKGROUND/DISCUSSION:

At the January 22, 2020 Municipal Development District (MDD) meeting, the board requested staff to design and provide cost estimates to add parking spaces at the Toddler Park. The board stated that they would like to consider funding for the project.

Parallel parking spaces are typically 20' – 24' long. They are either 9' wide to allow doors to open in the parking space or 6.5' wide requiring doors to open into the travel way. Installation of the parking in the location attached will require relocation of fiber optics, two water valves and trees. It will also likely require the installation of a retaining wall or relocation of the connecting pathway piece.

Staff roughly estimates the cost at $50,000 for two spaces or $75,000 for three spaces.

APPROVALS:

DEPARTMENT HEAD	Joseph Peart	DATE:	February 4, 2020
CITY ADMINISTRATOR		DATE:	February 6, 2020

24'
9'
Google Earth
N

Google Earth
N

315 SHENANDOAH DR.

Shenandoah City Council

AGENDA REPORT

AGENDA DATE:	February 12, 2020	ITEM NUMBER:	**9**
DEPARTMENT:	Administration	PREPARED BY:	Courtney Clary
PRICING:		EXHIBITS:	Ordinance

SUBJECT/PROCEEDING:

Amending the Ordinance for the May 2, 2020 election to include two additional precincts

RECOMMENDED ACTION:

BACKGROUND/DISCUSSION:

Ordinance O-20-003 calling the May 2, 2020 election did not include precincts 33 and 62 as voting precincts to use City Hall as a polling place. The amendment includes all 4 voting precincts.

APPROVALS:

DEPARTMENT HEAD		DATE:	
CITY ADMINISTRATOR		DATE:	February 6, 2020

Revised 05/18

ORDINANCE NO. O-20-005

AN ORDINANCE OF THE CITY OF SHENANDOAH, TEXAS, PROVIDING FOR THE HOLDING OF A GENERAL ELECTION TO BE HELD ON MAY 2, 2020, ADDING TWO PRECINCTS TO THE POLLING PLACE FOR THE MAY 2, 2020 GENERAL ELECTION; AND PROVIDING DETAILS RELATING TO THE HOLDING OF SUCH ELECTIONS.

WHEREAS, ORDINANCE NO. O-20-003 is hereby amended to add precincts 33 and 62 as polling places for the May 2, 2020 General Election.

In all other respects Ordinance No. O-20-003 is affirmed.

For persons located in Voting Precinct No. 24,31, 33, and 62:

Polling Place:	Shenandoah Municipal Complex
Address:	29955 I-45 North Shenandoah, Texas 77381

Polling locations are subject to change.

PASSED, APPROVED AND ADOPTED this 12th day of February, 2020.

CITY OF SHENANDOAH, TEXAS

_____
M. RITCHEY WHEELER, Mayor

ATTEST:

_____
COURTNEY CLARY, City Secretary

APPROVED AS TO FORM:

_____
WILLIAM C. FEREBEE, City Attorney

Shenandoah City Council

AGENDA REPORT

AGENDA DATE:	February 12, 2020	ITEM NUMBER:	**10**
DEPARTMENT:	Convention and Visitors Bureau	PREPARED BY:	John Mayner
PRICING:		EXHIBITS:	RFP Response

SUBJECT/PROCEEDING:

Selection of Firm to Assist CVB and City with the Development of a Strategic Destination Plan.

RECOMMENDED ACTION:

Select JLL's Tourism Practice to assist us with the development of a comprehensive strategic destination plan.

BACKGROUND/DISCUSSION:

In budget workshop, Council authorized the CVB to utilize funds that were previously allocated for a special events center to be reallocated to a more comprehensive Strategic Destination Plan.

In November, we issued an RFP and received five responses. After reviewing the responses, bids were evaluated on a number of variables. Based on follow-up calls with previous clients and our need to incorporate a full assessment of our city's destination assets, it is my recommendation that we select JLL (Jones Lang LaSalle) Tourism practice for this work. They have a sterling reputation in our industry and have experience working with both large and small destinations. Also, due to their size and resources, they have the ability to work with us in the future to develop a feasibility plan if needed. With a local office specializing in commercial real estate holdings, they are familiar with our area and are currently engaged with projects involving the Visit Houston and Galveston Park Board.

Bid results are summarized below:

Firm	Base Price	Travel/Expenses	Alternates
Red Sky Strategy	$48,000	Additional; not specified	
Place Dynamics, Inc.	$91,000	Included	
JLL Tourism	$100,000	$16,000	$32,500
Resonance Consultancy	$109,450	$13,250	
Ernst & Young	$200,000	$10,000 (5% of project)	

Following an initial scope alignment meeting, we will negotiate the estimated cost. The timeframe for the project is about six months.

APPROVALS:

DEPARTMENT HEAD	John R. Mayner, III	DATE:	February 5, 2020
CITY ADMINISTRATOR		DATE:	February 6, 2020

CITY OF SHENANDOAH TEXAS

JLL Achieve Ambitions

Shenandoah Convention & Visitors Bureau

Destination Strategic Plan

December 10, 2019

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Cover Letter

December 10, 2019

Mr. John Mayner
Director
Shenandoah Convention & Visitors Bureau
c/o Courtney Clary, City Secretary
City of Shenandoah
29955 Interstate 45 North
Shenandoah, TX 77381

RE: Destination Strategic Plan Request for Proposals

Dear Mr. Mayner,

Jones Lang LaSalle Americas, Inc. (JLL) is pleased to present our proposal to assist the Shenandoah Convention and Visitors Bureau (SCVB) and the City of Shenandoah with the development of its Destination Strategic Plan.

JLL is uniquely qualified to assist Shenandoah in this planning effort. For the past 20 years, our tourism professionals have provided strategic support to local governments, destination marketing organizations and economic development organizations. We take great pride in the number of clients we have led through similar processes, as well as the projects and programs implemented because of the newly recommended and community supported strategic direction. Our proven approach ensures that the greater tourism industry and key stakeholders are included in the overall planning process.

Our goal is to create a plan that is not "the JLL plan," but a plan that has been developed by and in conjunction with Shenandoah, its destination partners, business owners, and residents within the city. At JLL, we believe our stakeholder-driven process will leverage the unique potential of Shenandoah to help build quality of place and attract more overnight visitors.

JLL has assembled a talented team to provide unparalleled resources to support the destination future of Shenandoah as a distinctive place to visit. JLL resources and leaders in tourism, local urban planning, retail, and management and advisory services that touch the tourism industry creates a wealth of support in developing a dynamic strategic plan.

As noted in the pages that follow, our team has had the opportunity to work with and counsel several destinations similar in size and focus to Shenandoah—from unique communities that leverage being proximate to larger metropolitan areas to cities that have developed their own personality to take advantage of medical, recreational and retail assets. Our work in these and other destinations across the country and specifically within Texas give us the ability to bring an unparalleled level of tourism industry knowledge base to Shenandoah.

Thank you for allowing us the opportunity to present our firm. Should you have any questions or require additional information, please feel free to contact me at (315) 569-8908.

Sincerely,

David Holder
Vice President Tourism
Hotels & Hospitality Group
M+1.315.569.8908
david.holder@am.jll.com

We would be honored to be your partner.

Approach & Objectives

Achieving Ambitions for Shenandoah

The growing importance of tourism as an economic driver for Shenandoah emphasizes the need for differentiation. Aligning destination leaders and developers around authentic opportunities can continue to grow this great place to live into a more unique great place to visit. The future requires planning.

Preparing for strategic tourism growth in Shenandoah is a responsibility shared by the Shenandoah Convention and Visitors Bureau (SCVB), its stakeholders, municipality, residents and customers. Assembling future resources to form a more distinctive destination will nurture economic opportunities that highlight the area's strengths while overcoming competitive challenges.

As the region continues to improve its overall quality of place, it is important that SCVB and the City of Shenandoah adopt a more direct role in planning and managing the destination. In order to understand the context and direction of the role, the overall destination must first establish its destination development vision for the future and determine the most effective strategies that deliver upon it.

JLL is excited to share our globally proven destination planning process to help SCVB develop and implement its distinctive destination strategic plan. The process requires planning, communication, research analysis and thoughtful consideration of options, opportunities and challenges facing the region, the City, the SCVB and the various stakeholders that rely on tourism growth. This stakeholder-driven planning process will position Shenandoah for measurable success through implementation of the established strategic priorities and the associated destination development opportunities.

JLL's destination planning process produces plans that energize our clients through innovative direction, inspire their stakeholders to greater levels of support through their engagement and emboldens their communities to overcome deficiencies.

> *"We feel the recommendations made by JLL – with great input from a broad base of stakeholders – in the Destination 2028 Plan will help us achieve our goal of increasing visitation from 16.4 million to 21.7 million visitors annually over the next ten years."*
> – Dennis Edwards, President & CEO of Greater Raleigh CVB

Ambitions Declared

Planning Process Objective:

To strategically illustrate distinctive destination development needs and opportunities that will produce long-range success across Shenandoah through enhanced quality of place for both residents and visitors.

DESIRED OUTCOMES FROM THE DESTINATION STRATEGIC PLAN

Outcome 1	Establish a thorough understanding of the strengths, weaknesses, opportunities and threats facing Shenandoah's ability to attract increased overnight visitation.
Outcome 2	Identify, evaluate and prioritize current and needed destination product and infrastructure assets to prepare for investment decisions and stimulate regional collaboration.
Outcome 3	Inventory current and planned regional assets and amenities to determine and link strengths, opportunities for differentiation and future connectivity.
Outcome 4	Compare Shenandoah's destination profile to both competitive and aspirational communities, including regionally collaborative support systems.
Outcome 5	Determine infrastructure types needed to clearly support local and regional direction and product development options.
Outcome 6	Assess the effectiveness of destination marketing initiatives aimed to increase overall visitation while delivering operational guidelines and metrics.
Outcome 7	Predict upcoming changes in industry options and business delivery to project hotel demand while communicating the anticipated state of the tourism industry.

JLL Commitment

JLL is excited about a partnership with the Shenandoah Convention & Visitors Bureau. Working together we will surpass the declared objective and key outcomes.

Process Summary

Overall Approach:

JLL's globally recognized planning process provides a comprehensive approach to developing the Shenandoah Destination Strategic Plan based on initial preparation, stakeholder engagement, destination assessment and community preparedness. The summarized depiction of the process follows four separate paths as shown below:

Phase One: Stakeholder Engagement	Phase Two: Destination Competitiveness	Phase Three: Destination Sustainability	Phase Four: Policies & Direction
Research Review & Alignment	Physical Demand Drivers	Lodging Market Review	Policies & Regulations
Focus Groups & Interviews	Event Demand Drivers	Destination Infrastructure	Craft Direction
Stakeholder Survey	Benchmarking & Competitive Assessment	Prioritize Opportunities	Refine for Final Plan

JLL Advantage

Constant Communication:
Continuous communication between Shenandoah CVB, its destination stakeholders and JLL is an important component of our planning process. JLL relies on biweekly check-in calls, websites, monthly newsletters and other communication platforms to build success.

Leadership Committee:
JLL recommends formation of a committee to provide context & guidance on the plan.

Phase One: Stakeholder Engagement

Overall Objective:

To engage stakeholders, thought leaders, developers and community residents in a thoughtful discussion of local assets, needed direction, concerns, opportunities and potential involvement in the destination's future.

Soliciting developer community input in Raleigh, NC

JLL will utilize a multipronged approach to casting the "widest net" possible in gathering input and driving engagement and support. The JLL commitment to high levels of stakeholder engagement will create a groundswell of activity and establish a vital foundation for short and long term success

The heart of any successful destination strategic planning effort is a focus on inclusivity and collaboration that ensures input, perspectives and issues are gathered from a wide array of stakeholders. Broad-based outreach creates buy-in and enhances the chances of successful plan implementation. Within this phase, we will introduce SCVB's stakeholders to:

- The need/opportunity for destination planning
- The varied goals & potential outcomes
- The anticipated process
- The key informational building blocks

JLL Advantage

JLL provides 24/7 access to our team for all stakeholders. We actively encourage ideas, comments and input from everyone connected to a planning project.

Phase One: Stakeholder Engagement

Alignment meeting with Shenandoah CVB

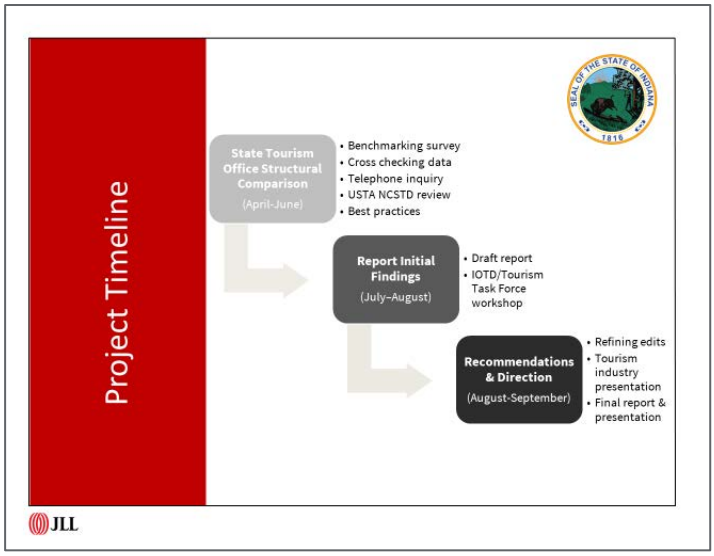
JLL will meet with the leadership of SCVB to kick-off the planning process.

This alignment meeting allows us to gather previous studies, local data, and other informational material. Our teams will discuss other data and background needs. This meeting will also solidify the most effective approaches to executing and maximizing the proposed scope of work.

OUTCOME:

During the alignment meeting, JLL will review and confirm the desired outcomes for each step in the process:

- Build consensus around objectives and priorities
- Create a revised timeline for phases and deliverables
- Identify primary local and regional, private and public stakeholders to engage
- Identify risks and obstacles to creating a plan
- Review key research findings, accomplishments & product development ventures from various efforts across the City of Shenandoah
- Determine style and frequency of stakeholder engagement meetings and project updates



Timeline review example

Process review example

Preparation Assignments:

- Develop agenda — JLL
- Transfer data & info — Visit Shenandoah Texas
- Set date for alignment meeting — JLL
- Create data overview presentation — Visit Shenandoah Texas, JLL
- Convene Alignment Meeting — JLL

Phase One: Stakeholder Engagement

Research Review (Step Detail)

JLL will review all information provided by Shenandoah CVB including:

- Existing research on regional travel trends,
- City of Shenandoah Comprehensive Plan,
- Parks & Recreation Master Plans,
- Economic Development data,
- Plans for surrounding communities,
- Development & planning maps, and
- Any other information provided.

This initial information will help the project team better understand the destination's approach, competitive positioning, target opportunities and community planning initiatives used to date.

JLL will tap its own existing internal data systems for regional development trends and develop patterns to assemble a full view of the region's current situation & holistic understanding of the area's tourism industry.

JLL Advantage

JLL employs global & local researchers that fully monitor & interpret economic development research. Our team routinely adapts third-party results into usable formats. JLL's local Houston office provides direct regional perspective on real estate trends and access to developers working through opportunities for Shenandoah.

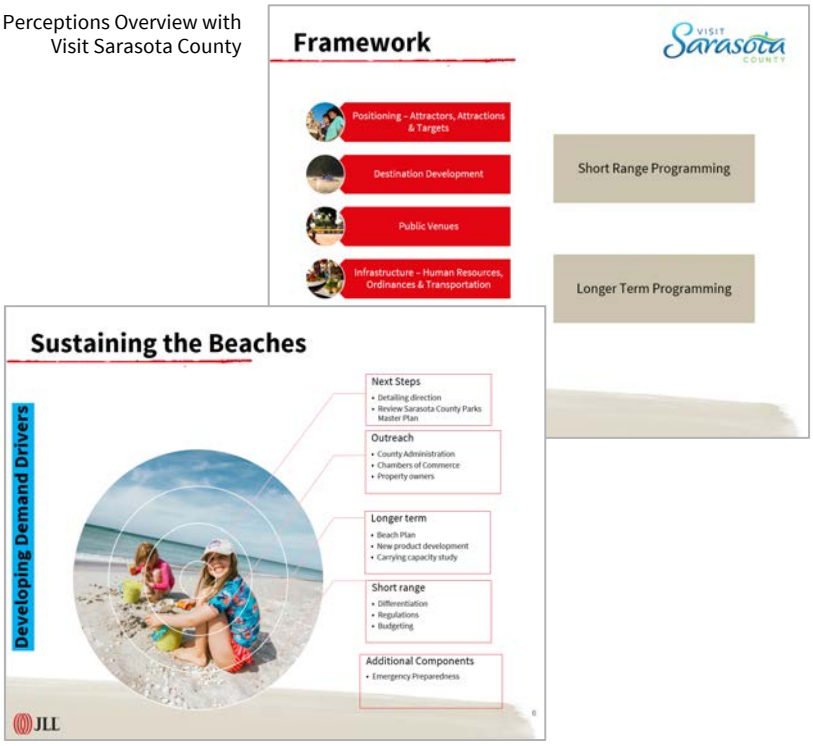
Data Overview

JLL will reposition the results from intensive data review to create a data briefing of standout results from the preliminary research review. The overview will capture initial directional concepts identifying the connections and divides between current development plans and regional connectivity. JLL and Shenandoah CVB will use this info to decide on the key themes to explore, potential points of differentiation and build upon during the planning process.

OUTCOME:

This overview will be used to reconfirm all objectives, the process and the guiding points for assembling the direction.

Perceptions Overview with Visit Sarasota County



Phase One: Stakeholder Engagement

Leadership Committee

JLL recommends the formation of a Leadership Committee (sometimes known as a steering committee) to guide the overall planning process. This committee should consist of no more than 12 -13 people comprised of Shenandoah key stakeholders and thought-leaders. The group will meet monthly throughout the planning process to provide input, refine messaging and act as a sounding board for the JLL and SCVB teams.

JLL recommends that SCVB Director, John Mayner, oversee the Leadership Committee. The other members of the committee should be a cross section of leaders from the tourism sector combined with individuals from other parts of the community. JLL will lead each meeting and build input and perspective from the members. Some key roles played by the Committee include:

Prioritizing

JLL will work with the Leadership Committee to translate input gathered from stakeholder engagement, research analysis and asset observation into broad directional concepts. The Leadership Committee will help further refine these concepts into priorities and then interpret the priorities into measurable strategies.

Constructive Input

The Leadership Committee plays an important role in increasing the reach of the master plan. The group will be asked to suggest additional interview contacts. They will review and provide guidance on the direction and the formatting of the Destination Strategic Plan.

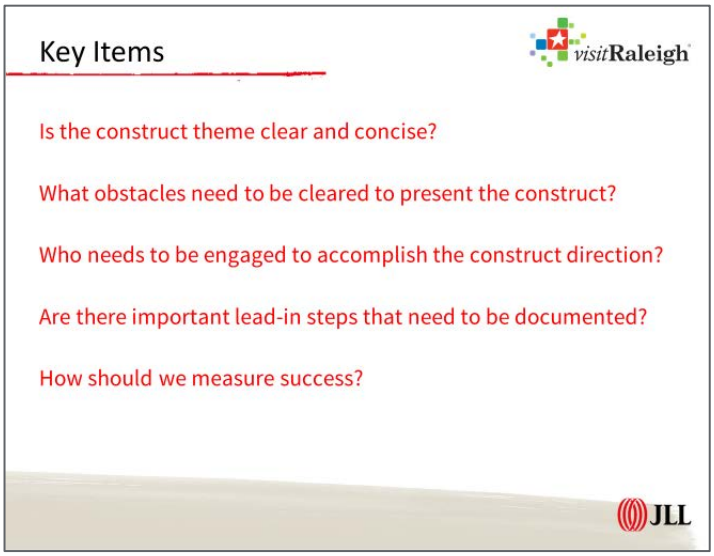
Implementation Support

The Leadership Committee will be asked to form the initial bridge between the planning process and the implementation of the plan. Their firsthand knowledge of the plan and its building blocks enable them to be active contributors to the successful implementation of the recommended action plan.

OUTCOME:

The Leadership Committee forms a needed sounding board for helping the entire destination understand that successful implementation must extend beyond the reach and confines of Shenandoah CVB.

Examples of discussion guides used to drive decisions while building the Wake County Destination Strategic Plan



JLL Advantage

JLL recommends establishing a steering or leadership committee to help guide the planning process. JLL's approach to engaging the leadership committee solidifies priorities and confirms stakeholder support.

Phase One: Stakeholder Engagement

Stakeholder Engagement Meetings

JLL will host strategic planning sessions with key stakeholder individuals and groups identified during the alignment meeting.

Focus Groups

The focus groups will be JLL facilitated discussions organized around two separate types of groupings:
(1) Tourism industry businesses & organizations
(2) Community, neighborhood and economic development organizations.

Tourism industry sessions will target:

- Arts, cultural & heritage providers,
- Attractions,
- Convention & event facility operators,
- Destination customer groups,
- Event planners,
- Hospital administrators,
- Hoteliers,
- Parks and outdoor recreation offerors,
- Restaurateurs,
- Retailers,
- Sports venues and planners,
- Transportation providers, and
- Other tourism suppliers deemed necessary for inclusion.

Sessions and interviews planned with community organizations will target:

- Retail business districts,
- Economic development organizations,
- Elected officials,
- Local corporations,
- Municipal leaders and department heads,
- Neighborhood associations and
- Thought leaders

To the extent possible, each focus group will include a cross section of participants—including both advocates as well as nay-sayers. JLL will guide and document the conversations by asking probing questions to fully grasp stakeholder perceptions.

The meetings will follow a detailed agenda prepared in advance and approved through SCVB. Questions will be shaped by input gathered through the initial alignment meeting and cover topics such as:

- Perceptions of tourism in Shenandoah
- Target audiences (both current & potential)
- Localized destination product strengths
- Localized destination deficiencies
- Barriers to success
- Gaps in the destination system (experiences, product, funding, etc.)
- Priorities for destination development
- Current metrics and reporting

OUTCOME:

The input gathered from the focus group sessions forms a critical building block for the planning process. The captured perceptions and thoughts provide needed content to help test concepts during individual meetings and follow-up.

JLL Advantage

JLL's facilitation process creates connections to both the strategic plan and Shenandoah CVB fostering future involvement and ongoing support.

Focus Group Assignments:

- Set schedule for focus groups — JLL
- Organize locations, invite attendees — Visit Shenandoah Texas
- Develop agenda for each focus group — JLL
- Approve agenda & provide insight — Visit Shenandoah Texas
- Facilitate sessions & report results — JLL

Phase One: Stakeholder Engagement

Stakeholder Engagement Meetings (continued)

Individual Interviews

JLL will convene individual interviews with key community leaders that need singular attention either for the importance of their views, the complexity of their schedule or the clarification of their expressed thoughts during focus group sessions.

"Thought Leaders" Input

JLL's experience is that all communities have "thought leaders" or those individuals who have been active in placemaking and enhancing the city's quality of place. They bring a depth of knowledge on the brand of the community and its needs going forward. JLL will work with Shenandoah CVB to establish a focused list of key "thought leaders" in the city. JLL will meet with these key "thought leaders" one-on-one to learn about their view on the destination master plan's potential direction.

Corporate & Developer Input

JLL knows the value corporations and developers bring to a community. These key stakeholders provide needed vision on opportunities and advocacy for gaining approvals. JLL will work closely with Shenandoah CVB to involve these important individuals in the planning process. These conversations will highlight land-use considerations, community priorities and opportunities for overall growth.

OUTCOME:

The input gathered from the individual interviews refines and shapes the concepts collected during focus groups. The resulting concepts build a base for constructing the plan's direction.

Individual Interview Assignments:

- Refine list of individuals — JLL
- Organize dates & locations — VISIT Shenandoah TEXAS
- Develop agenda for each interview — JLL
- Approve agenda & provide insight — VISIT Shenandoah TEXAS
- Convene interview & report results — JLL

Phase One: Stakeholder Engagement

Stakeholder Survey

As a complement to the stakeholder engagement sessions, JLL will conduct a Stakeholder Survey. This survey will ask overarching, more anonymous questions to drill deeper into some of the topics covered in the focus groups and individual interviews. Topics covered in the survey will include:

- Investment priorities
- Perceptions of tourism drivers
- Perceptions of target markets
- Development opportunities
- Programming options/needs for Shenandoah CVB

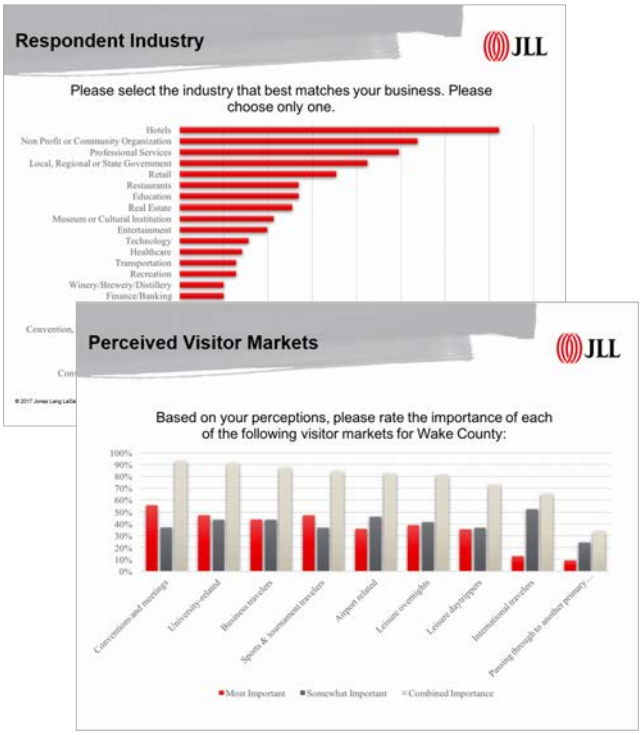
The Stakeholder Survey utilizes an emailed survey link to reach a broadly defined list of stakeholders. JLL will work with SCVB, municipal leaders, Chambers of Commerce and economic development organizations to reach the greatest number of stakeholders possible. The survey instrument will be designed to be user-friendly and easy to complete.

The survey and the candid responses therein will be positioned as an important part of shaping Shenandoah's tourism future.

OUTCOME:

The stakeholder survey results will yield valuable insight on perceptions and input from a broader audience. JLL will present the results to Shenandoah CVB. Standout findings will be reviewed with the Leadership Committee to understand relevance and importance.

Example of Stakeholder Survey



JLL Advantage

The JLL stakeholder survey process will expand the reach of the destination planning process by at least 300 responses. Showing stakeholder perceptions against visitor profile realities provides potential points for direction.

Phase Two: Destination Competitiveness

Overall Objective:

To form a comprehensive understanding of the overall Shenandoah destination product mix, its competitive advantages and looming opportunities for sustainable growth.

As Stakeholder Engagement provides clarity on the community perceived needs and opportunities, JLL's will begin the market study phase of the process. The intended goal of this next phase is to fully understand the current state of Shenandoah as a visitor destination and how it compares to peer-group (competitive and comparative) or aspirational destinations.

In this phase, JLL will assess assets and infrastructure of the region's tourism product. Our team will compile a comprehensive list of the demand drivers that make Shenandoah a a desirable destination. This assessment will provide a comprehensive analysis of the local and regional factors that can directly or indirectly influence tourism to the community.

Specifically, JLL will evaluate:

- Which assets are currently the strongest demand generators for overnight visitation?
- How do the assets compare to other destinations with a similar experience and can the asset be more competitive?
- Are there opportunities to develop broader experiences that have the potential to attract more overnight visitors?
- What investments will be needed to increase the assets or experience's competitiveness?
- What opportunities exist to create stronger differentiation between Shenandoah and its regional neighbors?
- How should Shenandoah best leverage the regional destination product?

Product assessment site visit and stakeholder meeting for the Wake County Destination Strategic Plan

JLL Advantage

JLL produced tourism assessment tools include the Tourism Readiness Index developed for the World Travel & Tourism Council, the Event Assessment Matrix the Lodging Market Assessment & the Attraction/Attractor scale.

Destination Asset Review – Introduction

JLL will conduct a market study to understand the current state of Shenandoah's opportunity as a visitor destination. Through this market study, JLL will create and categorize demand drivers, supportive destination infrastructure and provide benchmark analysis to competitive, comparative & benchmark destinations.

Attraction/Attractor Assessment

Destinations have a range of attractions—some of which are more geared toward local and resident enjoyment; some that appeal to visitors as diversionary options during their time in the destination and others that are unique and compelling enough to help motivate the actual visit.

JLL will work with SCVB to score the primary demand drivers on our ground-breaking, proprietary Attraction/Attractor Scale. This rating of destination assets helps determine marketing opportunities, content development and future resource investments for each individual asset. It also provides a relative understanding of the each site can potentially play within the destination system

This assessment approach will live past this planning effort to be an ongoing tool that is available for Shenandoah CVB and its partners.

Attraction and Attractors Scale

Attraction & Attractor Level	Largely Local Attraction	Fairly Connected Attraction	Most Connected Attraction	Attractor	Very Compelling Attractor	Most Compelling Attractor
Level of Interest	Little to no interest for a visitor	Interesting to do on a repeat visit	Must see if in the area, but not the reason for the trip	Targeted regional interest and draw	National Interest and draw	Worldwide interest and draw
Rating	1	2-3	4-5	6-7	8-9	10

Sports, Performance & Public Venue Assessment

Destinations depend on visitor facilities to host events and gatherings. JLL will review the current and planned public venues throughout the region and assess their general utilization. Opportunities to differentiate through public facility additions or changes will be identified through this process. This initial review will potentially create justification for a more in-depth feasibility study to prepare and test the determined concept.

Events Assessment

Events can be important contributors to destination business. JLL will provide an assessment tool to help events visualize their role in driving overnight business to Shenandoah. Our proprietary Event Assessment Matrix can help event planners, civic leaders and SCVB make important investment decisions about programming and messaging to deliver greater levels of visitation to the community.

JLL will use the Event Assessment Matrix to review up to five Shenandoah events as part of this planning process. JLL will provide concepts for potential events that have potential to be produced in Shenandoah. These event concepts will build on the natural opportunities offered by Shenandoah and conceptualized as part of the differentiation strategy.

	Total Points	Max Points Per Component	Fail	Poor	Average	Above Average	Excellent	Total Points Awarded
Point Allocation			1 1-2	2 3-4	3 5-6	4 7-8	5 9-10	
Program Components								
Product Development*		Pass/Fail						
Benefit to the Destination*		Pass/Fail						
Use of Travel Seattle Southside Brand*		Pass/Fail						
Estimated Room Nights		10						0
Suitable Target Market		10						0
Estimated Economic Impact		10						0
Unique Selling Proposition		10						0
Evaluation/Measurement Plan		10						0
Funding/Budget		10						0
Comprehensive Marketing Plan		10						0
Management Capability		10						0
Evidence of Partnership		5						0
Quality of Supporting Research		5						0
Scale of Project		5						0
Application Quality		5						0
Total	**100**							**0**

JLL recommended event screening & funding matrix for Seattle Southside.

Benchmarking Review

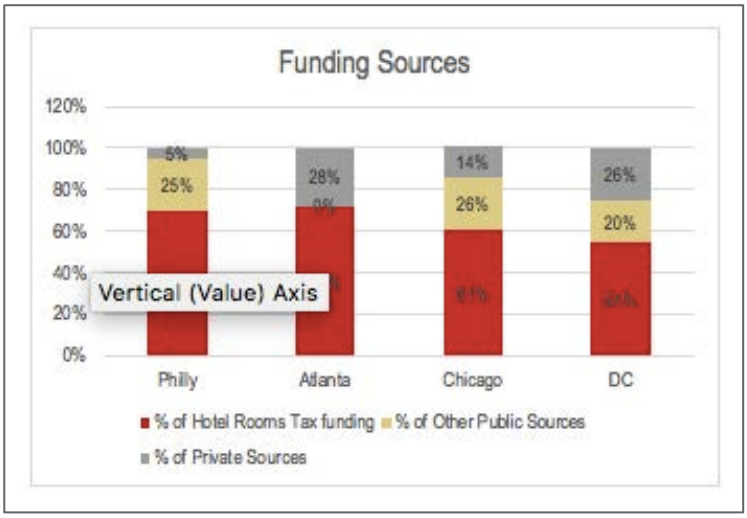
Destination direction is never developed in a vacuum. JLL continuously applies new analytical approaches to understanding how destinations around the country and world are pursuing business success and community engagement. Our ability to apply innovative benchmark concepts sets apart our strategic plans.

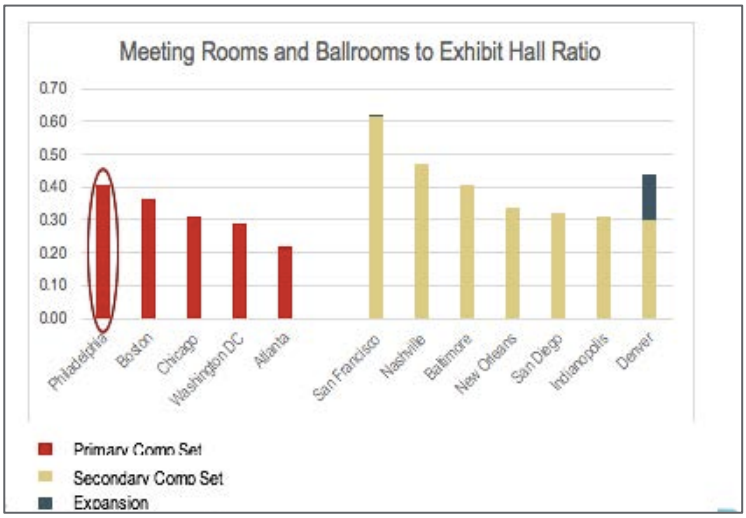
Based on input provided in the alignment meeting and shaped further through Leadership Committee and Stakeholder engagement, JLL will categorize benchmark communities based into three groups:

- Competitive Destinations – Those places and organizations that routinely compete against Shenandoah for visitor business
- Comparative Destinations – Those places and organizations that have operational similarities to Shenandoah
- Aspirational Destinations – Those places and organizations that are routinely admired for their applied success

JLL will develop various information tools that allow Shenandoah CVB to learn and embrace best practices from comparative and aspirational communities while addressing key differences against those competitor markets.

Benchmarking Analysis with Catch Des Moines, PHLCVB & Visit Kansas City





<300 Room Properties Under Development

JLL

Metro Area	Number of Properties	Total Rooms	Average Rooms per Property	% of Current Total Inventory
Baltimore	30	3,359	112	10%
Cincinnati	41	4,403	107	15%
Cleveland	21	2,109	100	9%
Columbus	44	4,353	99	15%
Denver	85	9,163	108	19%
Indianapolis	42	4,690	112	14%
Kansas City	56 (#3)	4,915 (#3)	88	15%
Louisville	34	3,000	88	13%
Memphis	38	3,738	72	16%
Milwaukee	20	2,323	116	13%
Minneapolis	46	4,721	102	11%
Nashville	136	13,607	100	32%
Pittsburgh	40	3,484	87	12%
St. Louis	36	3,783	105	10%

Source: STR, JLL

Lodging Market Assessment

Hotel inventory growth in Shenandoah necessitates the creation of a clear understanding of business projections and the need for demand drivers across the full operational year. JLL will survey hotel operators throughout Shenandoah to construct an accurate perspective of their sources of business. The results of the business mix survey will help guide decisions on business that can be directly influenced by SCVB and business that must be driven by other sources. JLL's Lodging Market Assessment helps to understand key market segments and develop projections for future business demands. Our work in Kansas City helped the community prepare for impacts on transient business travel by refocusing efforts towards more group business and marketable leisure.

This form of Lodging Market Analysis is exclusive to JLL's process. The step provides insight on the local hotel market that is meaningful to hoteliers by reaching beyond traditional visitor profile data. This step will assess future supply growth and determine the ability of the market to absorb new inventory while maintaining a healthy environment for lodging business. This information provides key input for understanding the importance of demand drivers for helping fill inventory.

Projected Changes to Market Mix Room Nights

Purpose of Overnight Trip to Kansas City C/T Tax District	Current Market Mix (From hotel survey)	Projected Opportunity	Future Market Mix
Convention & Sports Bids (Visit KC)	13%	↑	15%
Hotel Group (In-house)	27%	—	27%
Marketable Leisure	21%	↑	23%
Business Transient	26%	↓	22%
Other (Misc. Overnight Leisure & VFR)	13%	—	13%
TOTAL	100%		100%

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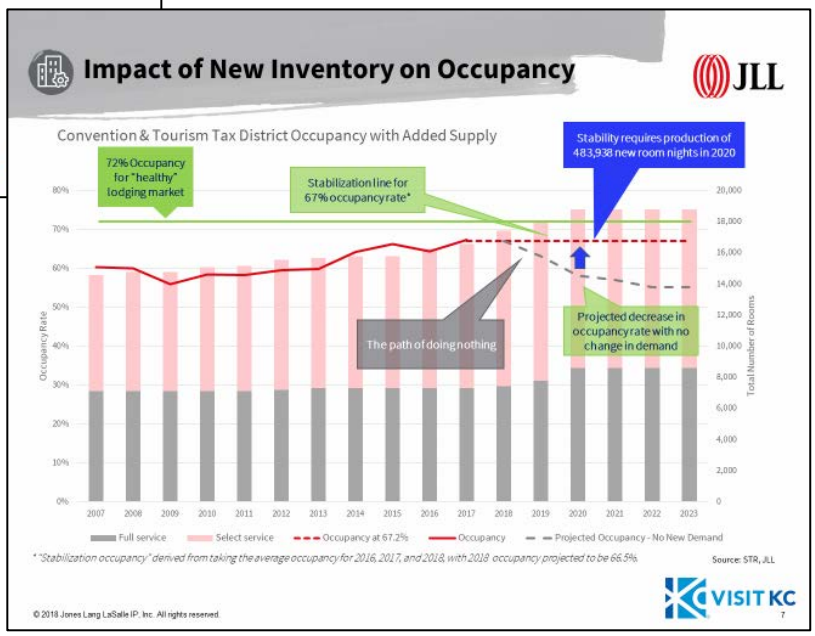
JLL's exclusive approach for assessing the local lodging market was used to help Visit KC determine prospective impacts from new additions to inventory.



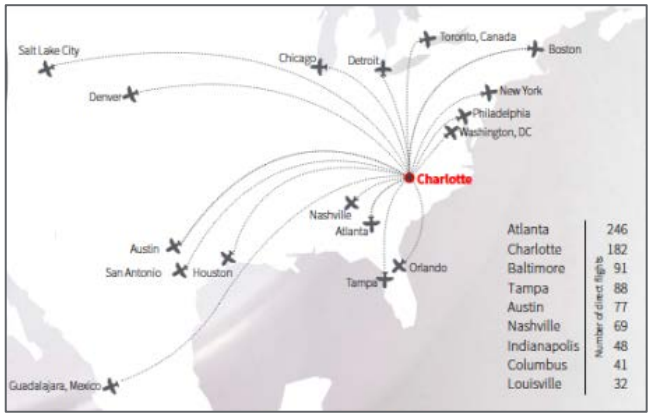
Hard & Soft Infrastructure

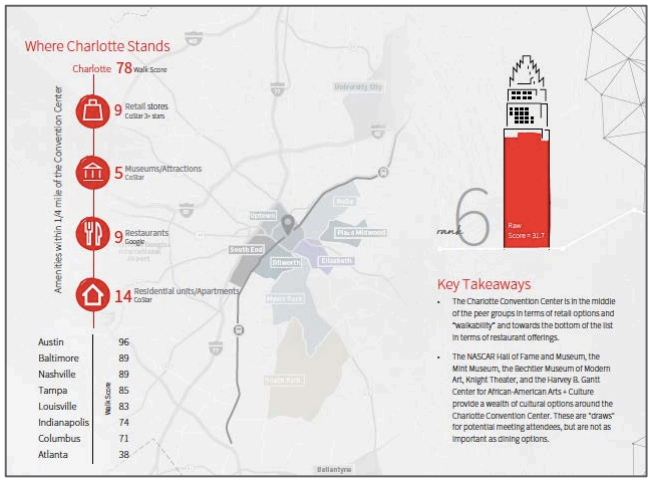
JLL will meet with key organizations who are engaged in infrastructure improvement throughout the region. This would include transportation agencies, hospitals, workforce development agencies, economic development agencies, public safety and others.

JLL will pay particular attention to the area's transportation infrastructure given the direct relation to the visitor experience. This deeper dive into the transportation infrastructure helps formulate ways to employ innovative approaches to address trends, demographic changes and technological advances. This analysis will include ride sharing, scooters, bike share programs and other disruptors to Shenandoah's transportation systems.

"Soft infrastructure" that directly impacts the visitor experience (e.g., wayfinding, walk score, etc.) will be assessed. JLL will provide a visual compilation of sustainable practices and opportunities facing the area.

Examples of Transportation related infrastructure analysis (air service & Walk Score).





3) Balanced Dynamics

BEIJING, CHICAGO, DUBAI, HONG KONG, MUNICH, OSAKA, SHANGHAI, SINGAPORE, TOKYO, WASHINGTON, DC.

Description	Policy Response	Examples of policies
• Established urban readiness and tourism infrastructure • Cities often are financial hubs with higher share of business travel than average • Additional runway for visitor growth without straining cities' urban landscape	Take advantage of the relative balance between volume of visitors and lesser strain on the city; develop policies to promote sustainable growth; seek opportunities to attract a greater proportion of leisure travel by investing in leisure attractions.	**Singapore** – As part of the government's strategy to spread tourism offerings across different areas of the city, it announced in April 2019 plans to transform the Jurong district into a major tourist destination. **Dubai** – Dubai Department of Tourism and Commerce Marketing has developed a sustainability strategy to ensure the continual development of sustainable tourism, along with a Dubai Green Tourism Awards scheme.

Regulatory infrastructure example of JLL Analysis from Tourism Readiness Index

SCVB Programming Infrastructure

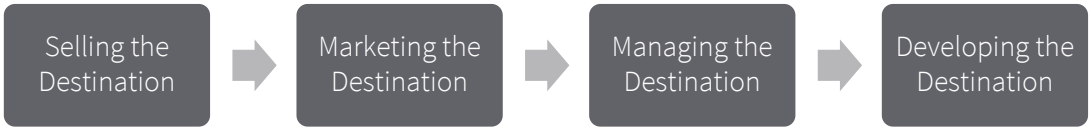
JLL will work in conjunction with Shenandoah CVB leadership to carefully review organizational structure and functions, marketing and sales plan integration and direction, brand architecture, and other operational topics. The review will compare Shenandoah CVB policies, procedures and practices with industry standards. Recommendations on needed areas of improvement will be communicated including language or policy alterations. Operational strengths will also be highlighted to showcase opportunities for cross-integration in other areas of the operation.

Each SCVB component will be examined for potential impacts on opportunities and obstacles. The resulting input will be combined with insight collected through reviewing the following items:

- Hotel business mix survey results
- Current sales & marketing business plans
- Booking & lead policies
- Current performance metrics covering:
  - Sales
  - Advertising
  - Digital
  - Out-of-home
  - Media Relations
  - Direct Marketing

JLL will provide an initial report covering opportunities for improvement and revisit progress within updates with SCVB.

Market approach and target differentiation will be prioritized based on opportunity, conversion and ability to track results. Resource allocations and programming for all market segments especially sports will be initially reviewed with executive leadership. Follow-up planning sessions will be held with sales leaders and appropriate team members to highlight opportunities, understand expectations and better direct results. Through this process JLL will provide insight on best practices and industry trends associated with cutting-edge innovations for delivering successful engagement of business-to-business consumers.



JLL Advantage

David Holder, Vice President Tourism, has served on the Destination Marketing Accreditation Program board for six years and is currently Chair of the program. Over that span of time, he has participated in over 100 different destination marketing organization policy and procedure reviews to best understand acceptable industry standards & exemplary practices.

Phase Three: Destination Sustainability

The data and observations collected in the Market Study will be used to identify those assets that have the highest potential for enhancing the area's visitor economy and stimulating measurable growth in overnight visitation to support the area's residents, business owners, employees and overall visitor base.

SWOT

JLL will conduct a SWOT analysis to identify areas of opportunity that can be leveraged in the forthcoming recommendations of the destination master plan, as well as any gaps to the area's tourism product or system for attracting and serving visitors that need to be mitigated.

Our SWOT process is designed to highlight challenges that currently exist and those that are looming in the future. The development of the SWOT will be driven by the above research streams and input received in the focus groups and survey results. Each of the challenges (threats and weaknesses) will be detailed.

The results of the SWOT will serve as the basis and rationale for the priority focus areas and resulting strategies to overcome and move forward in the identified areas.

Priority Identification

Given the priorities resulting from the SWOT process, JLL will identify transformational initiatives or incremental process improvements that are can be made to help increasing overnight visitation to Shenandoah.

The priorities will be presented in draft format to SCVB leadership refined and presented subsequently to the Leadership Committee. Input and questions are heavily encouraged during this portion of the process. The priorities form the most important building block for the final strategic plan as each priority is structured as a different section within the plan.

The priorities address areas of common concern for the entire destination. In some cases, a priority may address issues around a limited geography, destination asset set, and/or topic that have a substantial impact on Shenandoah's ability to drive visitation. The priorities will also be tied to the overall fabric of the area's economy and quality of place since these facets have a strong impact on the visitor experience.

Examples of draft priorities being presented as part of destination strategic planning in both Wake County & Des Moines

Phase Four: Policies & Direction

Overall Objective:

To produce a Destination Master Plan that is both unique to Shenandoah and capable of inspiring action and implementation across the community to reach the prescribed vision.

Presentation of the final Wake County Destination Strategic Plan

Policy Assessment

Local regulations, ordinances and policies impact tourism direction, often without meaning to do so. JLL will review the local and state laws that directly and indirectly connect to the Shenandoah's tourism industry. These policies will be listed and categorized to help in cross-comparisons during benchmarking.

Strategic Direction

JLL will look to provide direction and recommendations on operational refinements for Shenandoah CVB, opportunities for community engagement and enhancement options to improve and sustain destination quality of place. The resulting destination master plan should address programs, tactics, and investments that address the needs of residents, business owners, employees and of course, customers.

Until the work is completed to identify the priorities and the opportunities for highest and best use, JLL cannot know the complete list of recommendations that will be offered in this master plan; however, given our experience in working with destinations of similar scale, we anticipate that the recommendations will include:

- Enhancements to the region's destination product;
- Needed infrastructure and/or capital investments; and
- Programming to attract more visitation in leisure, meetings & conventions, sports, and business transient travel.
- Opportunities to create a more distinctive and high quality of place to visit and reside.

Funding and Implementation Strategies

JLL will work with both the Shenandoah CVB and the City of Shenandoah to construct funding strategies and decision-making tools that help destination stakeholders understand the level of resources needed to support and enhance the future tourism and economic development goals for the area. Interdependencies will be identified through the process to help optimize resource allocation, minimize potential risks and recognize alternative routes. This process will identify potential outside funding sources.

JLL has extensive experience in many areas of funding for tourism product development. With every tourism asset recommendation, we will propose a funding strategy and identify the parties that need to be involved. We will work with potential private- and public-sector partners to determine possible opportunities for tourism product development based on the priority focus areas and the projected highest and best use of assets.

TOURISM INVESTMENT DECISION MATRIX FOR CAPITAL PROJECTS

Decision Item	Description	Project	Scoring Notes
Project name	Name of the concept	Sample Project A	
Description	Summary of the proposed project		
Project status	Completed, Under Construction, Shovel Ready, Initial Concept		
Total Project Costs	Total amount needed to fund the proposed project		
TDT or Sarasota County Request	Amount of investment requested from TDT or Sarasota County		
Other Funding Sources	Amounts & names of Non-TDT or Sarasota County funding sources		10 points: >75% Other sources 5 points: 50-75% Other sources 0 points: <50% Other sources
Feasibility Study Results & Business Plan	Results of potential impact provided by an outside consultant of national regard an reputation		10 points: Feasible, Impactful, No funds needed once completed 5 points: Feasible, Impactful, funds needed 0 points: All other ratings
Incremental Annual Room Night Production	Projected annual number of room nights generated by project		
Projected TDT Contribution	Projected annual TDT collections generated by project. TDT contribution should be considered "last money"		10 points: >75% annual TDT ROI 5 points: 50-75% annual TDT ROI 0 points: <50% annual TDT ROI
Attractor Rating	Score from the Attractor/Attraction Scale		Enter Score
Seasonality	Planned benefits to May-December visitor season		10 points for proactive programming targeting off-season overnight need periods
Negative Impacts on Business or Image	Negative impacts on current business or county perceptions		Subtract one point for each current business impact. Subtract 20 points for each potential negative county image impact
Positive Press Attention	Proactive media awareness plan/budget targeting overnight markets		10 points for media relations plan (reviewed/approved by VSC)
Marketing Outreach	Proactive marketing outreach plan/budget targeting overnight visitors		10 points for marketing plan (reviewed/approved by VSC)
Future Funding Needs	Foreseeable needed public sector investments in maintenance, operations, etc.		Subtract one point for every $500,000 of future TDT funding support needed
Additional Factors	Compilation of all other positive and negative factors		Subjective (not scored)
TOTAL SCORE	Add/Subtract all points		Highest score equates to most favorable project/potential success but still subject to approval

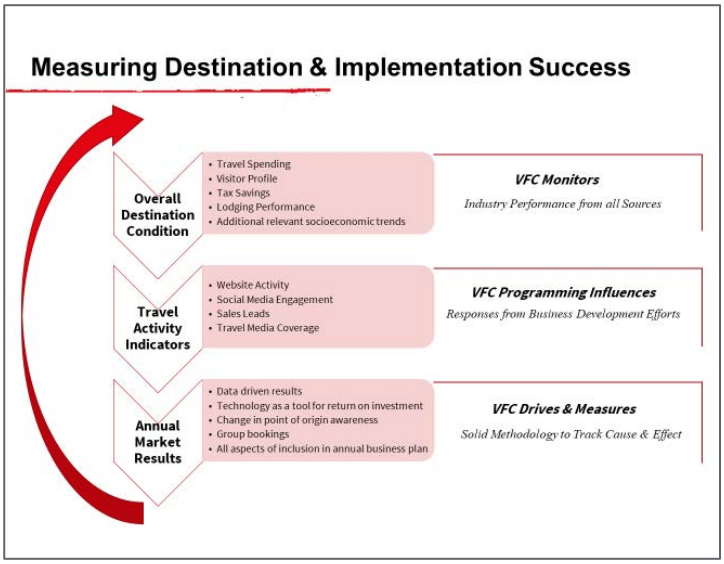
Any TDT contribution should be considered "last money"

Policies & Regulations

Many destinations undergo the strategic planning process and realize there are existing laws in place that limit and impede destination success. JLL will work through the Stakeholder Engagement phase to learn of regulations causing concern. Within Phase Four, JLL and SCVB leadership will work collaboratively with City leaders to understand the purpose of the current tourism related laws and develop concepts to potentially change those policies.

Metrics

The implementation of a destination strategic plan requires clear measurement and reporting of results. JLL has developed an effective and clear system for categorizing reporting standards for destinations. As JLL conducts this planning work with SCVB, concepts for metrics will be captured and developed to ensure the destination development efforts deliver effective methods for reporting overall destination performance, indicators of future travel opportunities and direct impacts from programming.



Examples from Sarasota County, Florida showing both a decision-making model created to guide public investments in tourism development projects and the measurement model for helping monitor organizational effectiveness.

Phase Four: Policies & Direction

Developing the Strategic Plan

Given the key findings and analysis assembled from each of the previous phases, JLL will begin to outline the priorities, objectives and strategies into a clearly articulated strategic direction. The content of the plan will fully leverage the organizational assets and mitigate any identified gaps derived from the assessment and interview results.

Implementation Strategies – "Implementable"

JLL firmly believes that successful tourism/destination strategic plans and the associated organizational direction must have buy-in and support from relevant stakeholders and internal team members. JLL will review proposed content with Shenandoah CVB executives, the Leadership Committee and any stakeholder or community group targeted as a potential ally or detractor to the direction planned.

To ensure the tourism/destination master plan created for the community is successfully and efficiently executed, JLL will create an implementation plan for Shenandoah's tourism industry, noting areas where each individual stakeholder group must take ownership and execute and areas where SCVB will serve as a convener, catalyst, contractor or advocate for initiatives that others must take on and lead. Each strategy will be built with a reference to future measurement of progress.

Consolidate Information and Compile Decision-making Lists and Action Steps

JLL will refine all priorities and implementation steps into clear decision making tools and action steps. This information will be reviewed within another session with SCVB to offer a chance to reconsider any devised action and associated objective. JLL will make adjustments to the plan based on the input gathered within this step. JLL constructs strategic direction in partnership with clients to allow for buy-in, understanding and interpretative clarity.

Barriers to Implementation

With refined priorities in place, JLL will work with Shenandoah CVB leadership to identify any potential barriers to implementation. This reshaping will work to ensure that all needed topics and categories are included. The inclusionary process of the JLL Strategic Planning approach encourages active stakeholders engagement.

Development and Dissemination of the Plan

JLL will use the refined input to craft the final version of the plan and direction. This document will be prepared in a one-page summary version, a detailed visual narrative version and a 30 minute presentation version for use in updating industry partners. JLL recommends a final presentation of the strategic plan to Shenandoah CVB partners and City leadership, preferably during an annual meeting or gathering. JLL will often involve members of the community in the presentation as an effective display of local support.

JLL Advantage

JLL builds destination master plans that facilitate implementation. As a result, our plans helped develop over $2 billion in new tourism assets.

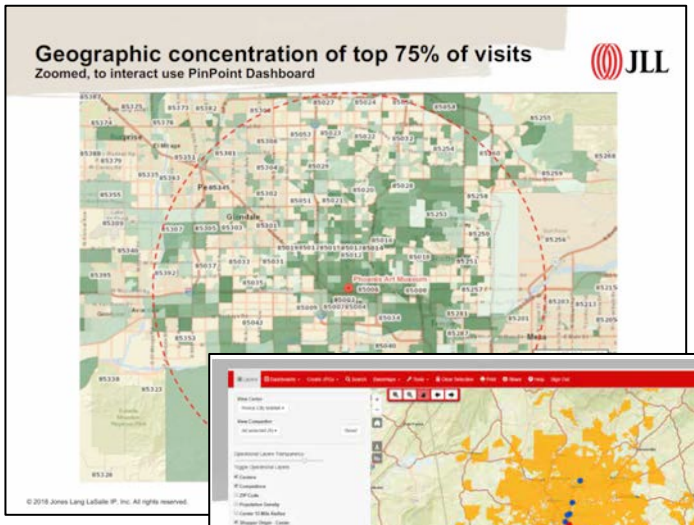
Additional Option for Consideration

Optional Assignment: Travel Patterns Analysis

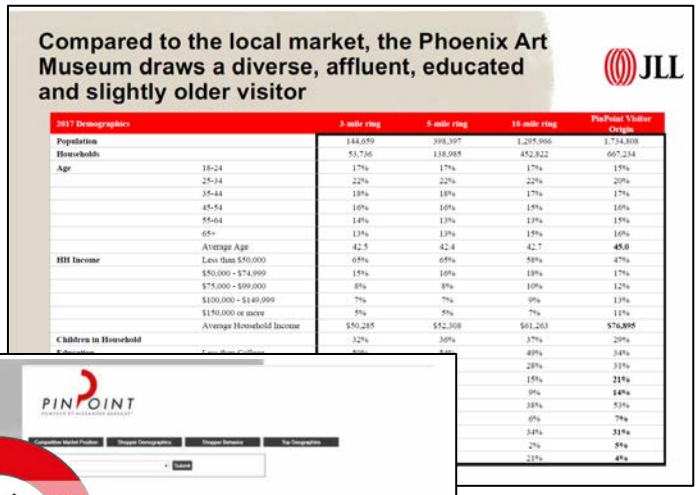
Optional Analysis – PinPoint

JLL uses a proprietary partnership with Alexander Babbage to provide analytics of shopper patterns to a number of our retail clients. This information tracks visitor paths connecting various storefronts and spending trends. The program, PinPoint, provides detailed projections on visitor flow to accurately track guest activity. The applications to a destination like Shenandoah with a mix of retail, medical and recreational assets can help plan potential new development options and prepare the Shenandoah area for likely needed infrastructure to better support the area's direction.

If SCVB decides upon adding the PinPoint analysis to the planning process, JLL would work through its Retail Group to add the functionality to the process. JLL would convene a meeting with SCVB leadership to determine desired outcomes from the PinPoint addition. The geofencing boundaries would be established through this initial meeting. PinPoint would be deployed for a predetermined period of time in a set number of locations.

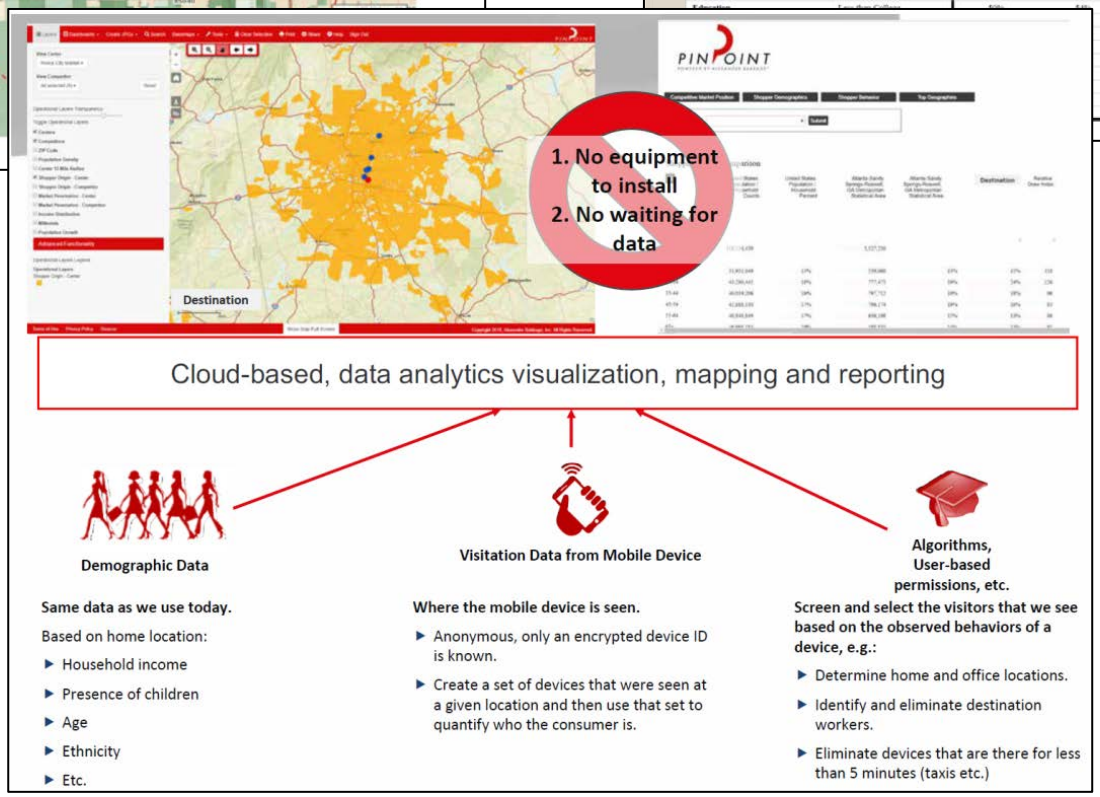


Geographic Distribution of highest visitor attendance to Phoenix Art Museum



2017 Demographics		3 mile ring	5 mile ring	10 mile ring	PinPoint Visitor Origin
Population		144,659	398,397	1,295,966	1,734,808
Households		53,736	138,985	452,822	667,234
Age	18-24	17%	17%	17%	15%
	25-34	22%	22%	22%	20%
	35-44	18%	18%	17%	17%
	45-54	16%	16%	15%	16%
	55-64	14%	13%	13%	15%
	65+	13%	13%	15%	16%
	Average Age	42.5	42.4	42.7	**45.0**
HH Income	Less than $50,000	65%	65%	58%	47%
	$50,000 - $74,999	15%	16%	18%	17%
	$75,000 - $99,000	8%	8%	10%	12%
	$100,000 - $149,999	7%	7%	9%	13%
	$150,000 or more	5%	5%	7%	11%
	Average Household Income	$50,285	$52,308	$61,263	**$76,895**
Children in Household		32%	36%	37%	29%
				49%	34%
				28%	31%
				15%	**21%**
				9%	**14%**
				38%	53%
				6%	**7%**
				34%	**31%**
				2%	**5%**
				21%	**4%**

Sample PinPoint demographic comparison



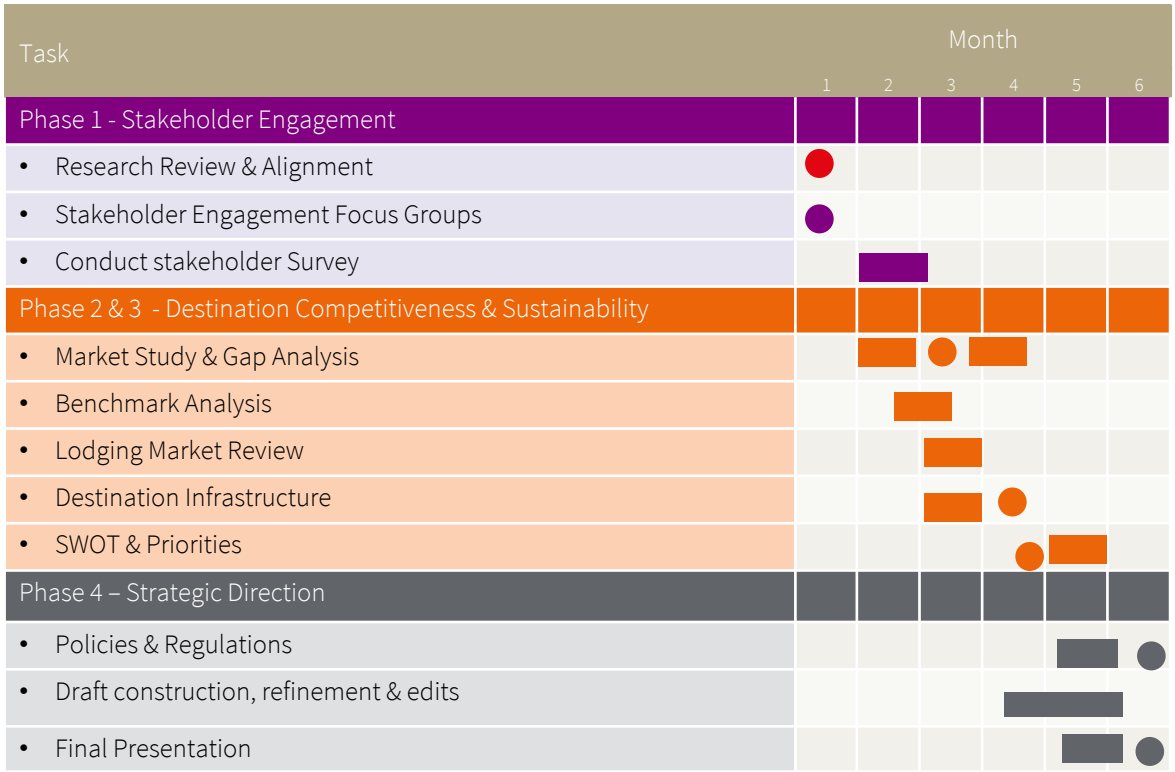
Prior to including PinPoint in the engagement,, JLL will provide an example of the capabilities and process. The conversation will help determine the full costs of deploying this tool and set expectations for its outcome.

Project Schedule

Timeline Proposal

JLL proposes the following six-month timeline for completing the strategic planning process followed by **an additional month of on-call implementation input and assistance after the plan's completion**. The final timeline will be collaboratively adapted during the Alignment Meeting in the Preparation Phase.

The JLL Project team will actively solicit input from stakeholders throughout the life of the project.



● JLL Team onsite visits to Shenandoah

Leadership Committee meetings are held monthly with JLL attending at least 3 meetings
Shenandoah CVB calls are held biweekly by phone to review findings, input and next steps

Firm Description

We Know Destinations

For over two decades, JLL's Global Tourism and Destinations Team has helped places identify what sets them apart as individual compelling destinations. The team is uniquely positioned to partner with the Shenandoah CVB on this Destination Strategic Plan. Our practice has successfully positioned destinations around the nation and world to best leverage their assets, venues and tourism infrastructure to sustainably attract visitors and investment in the tourism sector.

With more than 40-years of combined experience in leading destination organizations, convention centers, performance venues, economic development agencies and hotels, our team will provide their personal hands-on knowledge shaped additionally through the unique perspective of our client portfolio. Because JLL works from the dual perspective of practitioners and advisors, we understand the competitive landscape, the constant oversight and the vigilant need for transparency that SCVB must provide.

Recently, JLL became one of only two certified and licensed DestinationNEXT providers. Our connection to the World Travel and Tourism Council helped create the Global Cities Tourism Readiness Index that launched publicly earlier this month.

Proven Methodology

We are practitioners and are thought-leaders in the tourism industry and apply that expertise to build destination strategic plans.

Adding Value to Your Project

To date, JLL has advised over 50 destinations on destination strategic plans, organizational assessments, asset optimization strategies, and visitor profiles worldwide.

Aligning to Your Project's Needs

We pride ourselves on partnering with clients to produce results that position them to succeed.

A Reputation for Excellence

We are the only global advisory services company with experts in the convention and destination field with investment-grade ratings from two ratings firms. We're also proud to be recognized by innovative organizations, valued clients, leading businesses and real estate media.

DIVERSITY AWARDS

- Diversity MBA Magazine – 50 Out Front for Diversity Leadership: Best Places for Women & Diverse Managers to Work (2015-2017)
- CR Magazine's 100 Best Corporate Citizens (2013, 2015-2017); #1 in financial services, insurance and real estate industry sector (2016, 2017)
- Human Rights Campaign Foundation – Corporate Equality Index (perfect score – 2015 - 2018)
- Named by Black EOE Journal to their "Best of the Best" lists for Top Diversity Employer and Top Supplier Diversity Program in 2013, 2014, and 2016
- Hispanic Network Magazine to their "Best of the Best" lists for Top Diversity Employer and Top Supplier Diversity Program in 2013, 2014 , 2015, 2017
- Affinity Inc. Magazine's Top Corporations for LGBT Economic Empowerment 2016
- 2016 NAFE Top Companies for Executive Women
- 2016 JLL Earned Perfect Score for Corporate Equality Index for LGBT Workplace by Human Rights Campaign

COMPANY AWARDS

- Forbes – America's Best Employers (2015-2018)
- LinkedIn Top Companies (2017, 2018)
- Recognized by the IAOP (International Association of Outsourcing Professionals) on their 2010, 2011, 2012, 2013, 2014, 2015 and 2016 Outsourcing 100® lists. In 2016, JLL was named a "Super Star" firm which is the highest possible rating in all five critical judging categories (Size/Growth; Delivery Excellence; Programs for Innovation; Corporate Social Responsibility; Customer References)
- Chosen by the Ethisphere Institute as one of the World's Most Ethical Companies in 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016., 2017, 2018
- Named by the U.S. Environmental Protection Agency as an Energy Star® Partner of the Year in 2007, 2010 and 2011. In 2012, 2013, 2014, 2015 and 2016, we received the "Sustained Excellence Award" which is given to an organization that has qualified as an Energy Star partner of the year for three consecutive years
- Fortune – World's Most Admired Companies (2015, 2017, 2018)

We will bring all of our award-winning credentials to support Shenandoah.

A Portfolio of Destination Strategy Services

JLL provides a full range of destination development and strategic direction services for both public and private clients seeking to maximize tourism results. Our team has the breadth and depth of practical experience to lead a full range of advisory services for the destinations we serve. A sample of our past client connections include:

Destination Governance & Structural Models

- rah rah rochester mn — more than you know
- MEET AC
- City of Santa Clara California 1852 The Mission City
- Honest to Goodness Indiana Est. 1816
- St. Mary's County Maryland 1637
- Waco — Heart Texas

Destination Strategic Planning & Destination Development Strategy

- Visit Denver — The Convention & Visitors Bureau
- CRVA — Charlotte Regional Visitors Authority
- Greater Houston Convention & Visitors Bureau — Houston VisitHouston.com
- visitRaleigh
- Discover PHL
- Visit Sarasota — beaches and beyond
- Visit Carlsbad
- Honest to Goodness Indiana Est. 1816
- Pierce County
- Finger Lakes Regional Tourism Council
- highpointnc — make yourself at home — Convention & Visitors Bureau
- Catch Des Moines

Destination Competitiveness Research

- Hawai'i Tourism Authority
- travel Portland
- New Orleans Convention & Visitors Bureau
- Miami — Greater Miami and the Beaches
- San Francisco Travel
- Orlando — Orlando/Orange County Convention & Visitors Bureau, Inc.
- Visit KC
- World Travel & Tourism Council
- Destinations International

The JLL clients above provide a small glimpse of our past range of destination service.

Examples & References

Similar Projects - Destination Development Plan

Long-term Strategic Development for Houston, Texas

JLL is currently engaged in an extensive planning process to determine the most effective approach to optimizing the George R. Brown Convention Center (GRB). JLL has analyzed the occupancy and mix of business and is working closely with the CEO of the CVB in developing a new long-term approach for success. JLL is also evaluating opportunities for increased efficiencies in all service areas including: food and beverage; electrical services; telecom/Internet services; audio visual services; joint calendar management; temporary staffing.

The Boards of Directors of Houston First Corporation, operators of the George R. Brown Convention Center and the Greater Houston Convention and Visitors Bureau engaged JLL, through its predecessor firm Strategic Advisory Group, to help them **reengineer their overall organizational and governance approach to improve their operational and sales and marketing efforts.**

Our recommendations **addressed a new governing body, staffing, success measures, marketing plan process, marketing plan components, booking processes, goal setting procedures, training, and budgeting**. The resulting new organizational structure assures collaboration, provides for a higher performing sales team and regular communication between all members and stakeholders. The two boards adopted our recommendations and we were retained to assist with implementation.

JLL also assisted Houston First in convention district planning to create a campus environment. JLL functioned as the development project managers for the two current headquarter hotels in adjacent to the GRB. JLL led the process to determine the size and **attracted developers for the Hilton America's and the new Marriot Marquis as well as improving the campus** to include six new restaurants and bars attached and adjacent to the convention center and the Discovery Green park.

Greater Houston Convention & Visitors Bureau
HOUSTON
VisitHouston.com

GRB HOUSTON
GEORGE R. BROWN CONVENTION CENTER

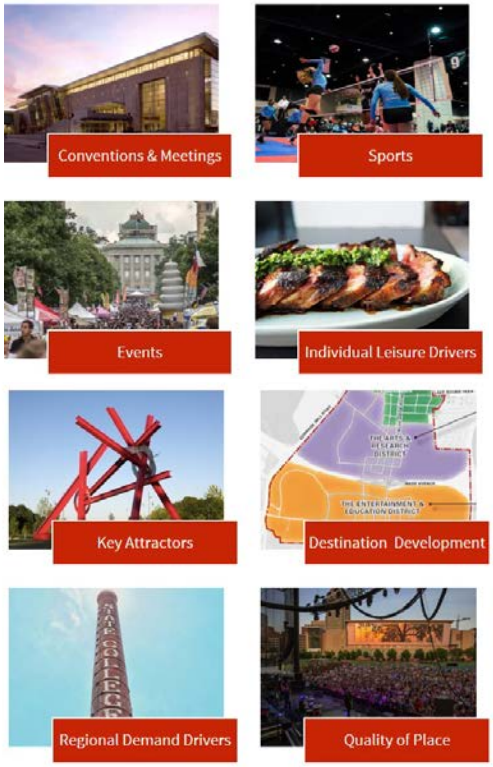
Similar Projects - Destination Strategic Plan

Destination Planning for Raleigh/Wake County, North Carolina

The Greater Raleigh Convention and Visitors Bureau selected JLL to orchestrate a 10-year Destination Strategic Plan. The planning initiative sought to provide a unified vision for the destination's future across the entire county. All 13 municipalities were engaged along with input from over 1,800 stakeholders to help construct the final plan. The process analyzed convention center optimization, product development opportunities and funding priorities. JLL worked with the marketing team to assess current activities and ensure that the plan results could be directly leveraged to enhance marketing efforts going forward.

As a whole, the Destination Strategic Plan included clearly stated recommended action steps within the identified priorities designed to grow total visitation to the destination. Each town was presented a separate tourism mini-plan related to where the municipalities' assets aligned with the plan's priorities. The future path to business success and renovations/expansions were highlighted for Raleigh's major public.

This project included a priority we coined "Quality of Place". The "Quality of Place" section from the Wake County DSP can be found here: https://assets.simpleviewinc.com/simpleview/image/upload/v1/clients/raleigh/Quality_of_Place_ef1335ae-02e9-4feb-ba7f-f605dd5c33dd.pdf



REFERENCE
Dennis Edwards, President and CEO
Visit Raleigh
919.645.2656
dedwards@visitRaleigh.com

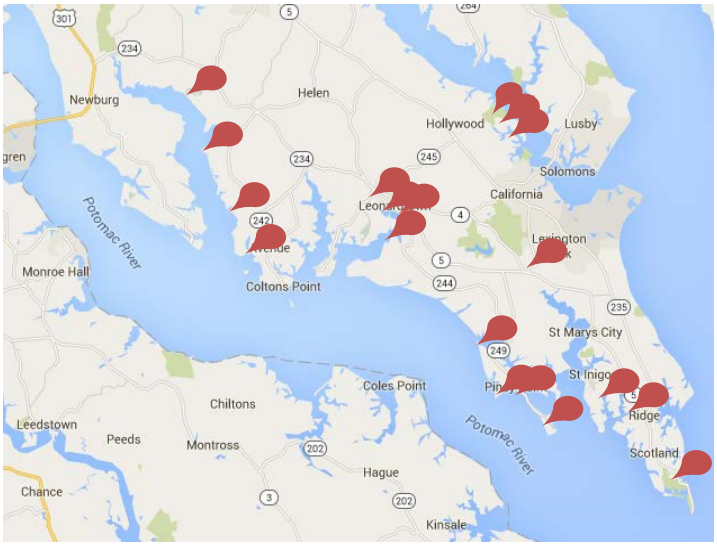
Creating a strategic direction based on County-wide input from stakeholders, customers, residents and officials to guide destination decision making and embracing the destination development efforts needed to craft a better community.

Similar Projects - Destination Strategic Plan

Saint Mary's County, Maryland

JLL assisted the St. Mary's County Department of Economic Development and the Division of Tourism with a **review of existing tourism assets and programs** to develop a comprehensive Tourism and Hospitality Master Plan. In addition, JLL developed a short-range Action Plan for the south county area.

JLL's services to the mostly rural county included **stakeholder outreach and surveying; an assessment of current tourism and hospitality assets; SWOT analysis; competitive set analysis; determination of highest return markets;** identification of focus areas for best opportunities; metrics and evaluation parameters and the development of the Tourism and Hospitality Master Plan.



This sample illustrates how JLL reviewed each water access point for public recreational use in a destination strategic plan.

St. Mary's County Tourism & Hospitality Master Plan

Phase I
- Research and analysis
- Identification of opportunities and areas of focus.

Phase II
- Strategy for implementation of specific projects to include funding sources, steps and measurements.

South County Action Plan
- A subcomponent to kick-start tourism growth in the southern most portion of the county.

Similar Projects - Destination Strategic Plan

Destination Planning for Sarasota County, Florida

JLL delivered a five-year Destination Strategic Plan to Sarasota County's Board of County Commissioners as the final step in a 10-month planning process to bring Sarasota County into the next generation as a destination.

JLL's commitment to an exhaustive community engagement effort was no different in Sarasota County where we spoke with and **surveyed over 400 individuals across the county** including fulltime residents, seasonal residents, industry leaders and community businesses.

The resulting plan ultimately included priorities and recommendations in areas where the community wanted to see emphasis and where the **DMO could affect the most positive change for the destination**. JLL considered items that were specifically important to a coastal Florida destination including emergency preparedness, beach re-nourishment, and access to emergency funds. In addition to preparing for the worst, JLL developed a plan that would **help Visit Sarasota plan for the best in smart growth areas, understanding the demographic changes and needs across the county, and delivering a product visitors will come back for year after year**.

The integration of the residential needs with the visitor experience was critical for Sarasota County and the elected officials representing the county and each municipality. For the tourism economy to have success in the future the plan needed to align the needs of the community with the needs of the visitor. JLL's recommendations and strategic direction provide the roadmap for the destination to have short and long-term success.

REFERENCE
Virginia Haley, President
Visit Sarasota County
941.955.0991 x 107
vhaley@visitsarasota.org

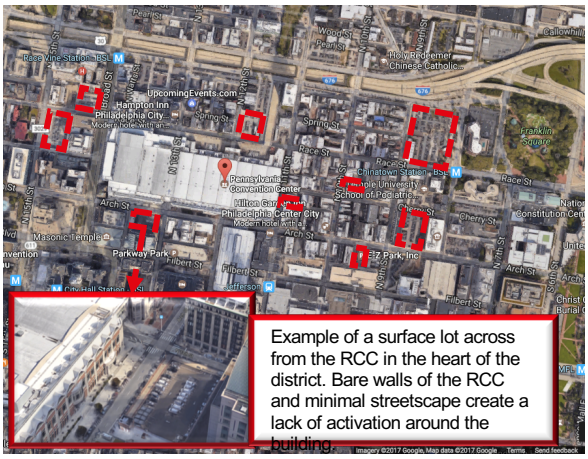
Envisioning the future of an environmentally sensitive destination to create greater community understanding and acceptance on the importance of tourism as a driver of sustainable growth throughout the community.

Similar Projects - Destination Strategic Plan

Philadelphia Convention & Visitors Bureau Strategic Plan

JLL worked directly with the Philadelphia Convention and Visitors Bureau to prepare a stakeholder-driven plan from expressed **feedback provided by over 2,000 industry partners**. The plan strategies and tactics for smart growth in overnight visitation, including international travel, as well as the convention attendee.

JLL created internal structural recommendations to support a highly functional and industry leading model to best support the PHLCVB's partners across the city, county and greater Philadelphia area. JLL also worked on marketing and communications plans and strategies to communicate this move in Philadelphia to the industry, community and visitors. As part of the internal structural recommendations, JLL also supported the potential to form an alliance model in Philadelphia, which would leverage partnerships across the city to bring larger events to area.



This process also included a **detailed analysis of Philadelphia's assets and amenities to understand how best to leverage them as demand generators**. JLL worked closely with the PHLCVB and our local market leaders in Philadelphia to look at specific areas that would benefit from investment and redevelopment and what assets would be the right fit for the destination. JLL positioned the PHLCVB as a leader in advocating for investment through this process and has **enabled the city and its partners to take a critical look at how soliciting developers**, specifically in the downtown convention district, will enhance the destination and benefit the local community.

Visionary approach to creating the right internal structure and stakeholder engagement to even more effectivity pursue future opportunities

REFERENCE

Julie Coker Graham, President & CEO
Philadelphia Convention & Visitors Bureau
215.636.4470
juliec@discoverPHL.com

Similar Projects - Texas Tourism Research

Hotels Research and Assessment for Travel Texas

JLL is assisting Texas, Office of the Governor, Economic Development and Tourism Office with research services to conduct hotel performance research for the State of Texas and supporting their mission of marketing Texas as a premier travel destination to domestic and international travelers.

Our firm developed the research methodology and report format from the ground up for this project. Our ongoing research includes: number of hotels, rooms available, room nights sold, revenues, estimated rate and occupancy for Texas. The areas covered in our research include performance estimates for the United States, Texas regions, Texas Metropolitan Areas, Texas counties and cities.

Our Hotel Performance Reports for the State of Texas are prepared in a standardized publication format and includes an executive summary at the beginning of the report that explains the hotel performance estimates and provides a discussion of any external events or trends that may have affected the estimates. Our reports also includes time series comparisons by month, quarter, year-to-date and year-over-year as appropriate. In addition, we provide an Annual Report including final annual estimates for the preceding 12-month period.

REFERENCE

Nate Gieryn, Tourism Research Manager
Office of the Governor
Economic Development and Tourism
(512) 936 – 0218
nate.gieryn@gov.texas.gov

Providing content and analysis to state-wide lodging performance data to uncover trends and inform policy decisions. JLL built a model to ease analysis of the vast Texas comptroller database.

Similar Projects - Regional Destination Planning

Finger Lakes Regional Tourism Plan

JLL completed a comprehensive market analysis and tourism plan for the Finger Lakes Region of New York, which is the official tourism region as designated by New York State. The Finger Lake Region is made up of 14 counties with 11 lakes glacial lakes and 130 wineries and wine trails. The Region has become world renown for cool climate white wines and because of this concentration of high quality wines in a beautiful natural setting, the Region engaged JLL to study the market for future growth in tourism.

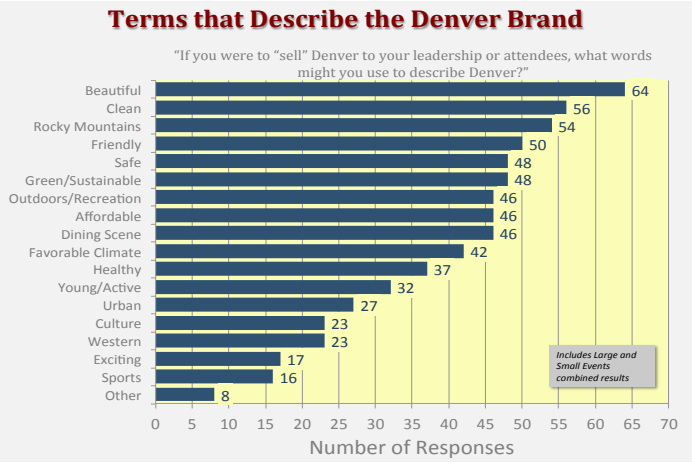
JLL's work in the Finger Lakes Region produced a report with recommendations for how the regional partners could work together to deliver new tourism spending and investment into the Region. JLL worked with stakeholders across the Region including wineries and lodging partners to create new experiences to drive shoulder and offseason demand. In addition, JLL conducted a research project that was focused on determining current and future target visitor markets for the individual counties as well as the Region as a whole.

Similar Projects - Destination Strategic Planning

Long term Strategic Plan for the City of Denver, Colorado

JLL along with Fentress Architects helped the City of Denver move forward with a $233 million expansion of the Colorado Convention Center. JLL's market analysis and customer research indicated that a large convention space was not necessarily conducive to further expansion efforts. The study concluded that Denver needs to provide the best facilities and service to be a class leader. The recommended direction focused on improving public spaces to enhance social interaction during conventions.

State of the art technology, reengineering of food and beverage concepts and hotel infrastructure was also determined to be an important components in Denver's future. The recommendations illustrated the need for special outdoor rooftop events space that would help brand the Colorado experience for visitors. Fentress worked with JLL to develop multiple design concepts that reflected the reimagined space.



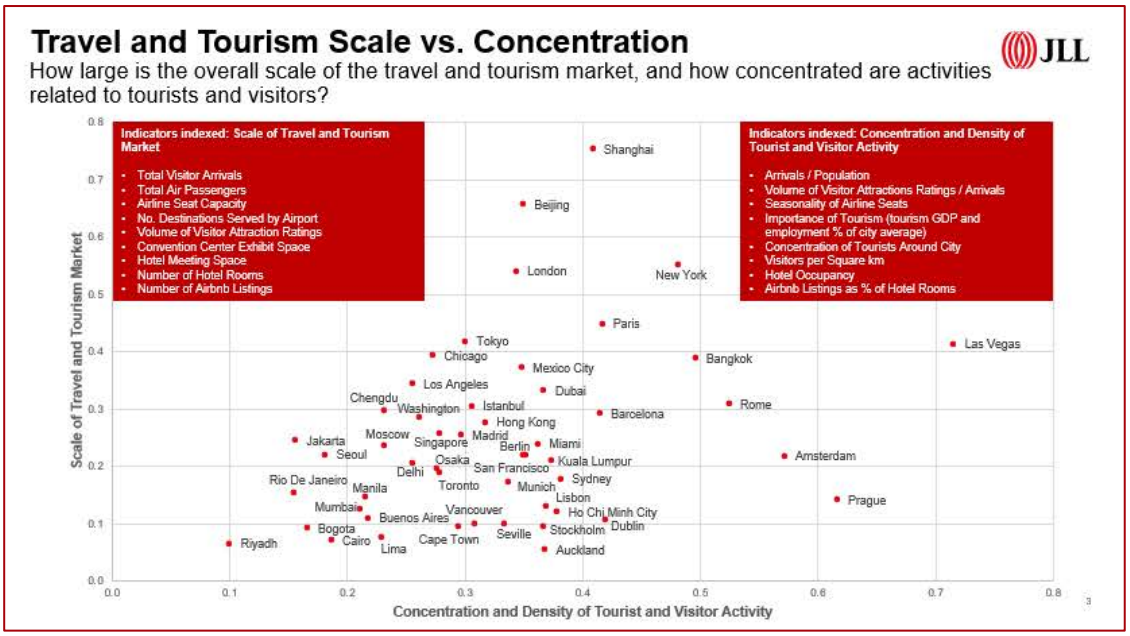
REFERENCE

Richard Scharf, President & CEO
Visit Denver
303.571.9415
rscharf@visitdenver.com

Taking full advantage of the natural elements of Denver in a new design and game plan for the city's most important asset. Developing a path for continued improvement for a destination that has a proven track record of success.

World Travel and Tourism Council Global Cities Readiness for Tourism Growth Index

In April, JLL will launch the Global Cities Readiness for Tourism Growth Index. Developed in coordination with the World Travel & Tourism Council, JLL's global research team assessed 50 global cities' readiness for future expected tourism volumes. The study clusters the markets into groupings in terms of their readiness for the future expected growth in tourism around the scale and types of visitor activity, as well as the physical and policy infrastructure in place to support tourism growth.



REFERENCE
Gloria Guevara Manzo, President & CEO
World Travel & Tourism Council
44.020.7481.8007

Ground-breaking assessment of 50 world-class destinations. The Readiness Index assess a destination against 70+ metrics to diagnose opportunities to increase visitation.

Destinations International Strategic Product Audit

Destinations International (DI) is a global membership association for destination marketing organizations. Their membership roster includes organizations that represent nations, states, provinces, regions, cities and neighborhoods across the globe. DI has created product lines to help meet a wide array of demands to better inform and support its diverse membership.

JLL was engaged to perform a strategic audit of the various Destinations International product lines and provide directional guidance for the future of these platforms.

With this direction in mind, JLL performed a detailed analysis on subscriber utilization against total membership to determine likely and crucial areas of potential growth. Strategies for increased utilization were crafted, assuming the recommended changes are implemented to increase interest from members.

In addition, JLL identified opportunities for cross pollination of product lines and full immersion with other DI activities. These areas for continued education, research and development and overall immersion with the body of programming DI offers will be critical for adoption by the industry.

The project required an in-depth level of customer and stakeholder engagement to understand the current level of system use and satisfaction. The feedback and input shaped the course of the recommendations and future system direction.

REFERENCE
Don Welsh, President & CEO
Destinations International
202.835.4219
dwelsh@destinationsinternational.org

Counseling the tourism industry association and defining our place at the forefront of industry best practices.

Project Personnel

Team Organization

JLL

JLL Membership Affiliations

WORLD TRAVEL & TOURISM COUNCIL

DESTINATIONS INTERNATIONAL

U.S. TRAVEL ASSOCIATION

DAN FENTON
Executive Vice President
Project Oversight

Project Management

DAVID HOLDER, CDME
Vice President
Project Manager

Project Support

BETHANIE DEROSE
Vice President
Project Support

TINA VALDECAÑAS
Associate
Project Support

Dan Fenton
Executive Vice President
Director of Global Tourism
Project Oversight

T: +1 831.298.7215

M: +1 408.309.3450

dan.fenton@am.jll.com

Current Responsibilities

Dan heads up the Global Tourism & Destination Advisory Team within JLL's Hotels & Hospitality Group specializing in convention center planning, research, tourism strategy and overall destination planning. He is the past Chairman of the Board of Destination International where he launched several initiatives designed to drive more effective practices across Destination Marketing Organizations and find synergies with convention centers. Prior to that, Dan has 15 years of convention center management experience and served as President and CEO of Team San Jose.

Experience

Dan blends his knowledge of trends in the national and international tourism and hospitality sectors to bring a "big picture" view to what makes destinations more competitive and how communities can set themselves apart. With this perspective, he understands what questions need to be asked and uses that context to evaluate and leverage the resulting data.

- Colorado Convention Center & Visit Denver
- Hawai'i Convention Center & Hawai'i Tourism Authority
- Miami Beach Convention Center & Miami Beach Convention & Visitors Bureau
- Raleigh Convention Center & Greater Raleigh Convention & Visitors Bureau
- Pennsylvania Convention Center & Philadelphia Convention & Visitors Bureau
- George R. Brown Convention Center & Houston Convention & Visitors Bureau
- Charlotte Convention Center & Charlotte Regional Visitors Authority
- Mayo Civic Center & Rochester Convention & Visitors Bureau, Minnesota

Prior Experience

Before joining JLL, Dan was a Principal for Strategic Advisory Group, which was acquired by JLL in early 2016, for five years. Prior to joining Strategic Advisory Group, he served as President and CEO of Team San Jose for 15 years.

Education and Affiliations

Dan is a graduate of Cornell University where he received a Bachelor's degree, with distinction, in hospitality administration and management. He is a past Chairman of the Board for the Direct Marketing Association International, where he launched several initiatives designed to drive greater effectiveness in destination marketing organizations nationwide

David Holder, CDME
Vice President
Project Management

T: +1 315.569.8908
david.holder@am.jll.com

Over his 20-year career David Holder has led destination marketing organizations of all sizes and varieties. He brings a wealth of destination marketing expertise to the JLL Tourism Team. David is focused on driving demand, optimizing sales efficiency, and developing comprehensive strategies for destination growth. David will provide direct project management, stakeholder interviews and the overall competitive analysis for this market assessment.

Relevant Experience

- Visit Sarasota County, Florida - Destination strategic planning
- High Point Convention & Visitors Bureau – Destination strategic planning
- Visit Fort Collins, Colorado – Destination strategic planning
- Catch Des Moines, Iowa – Destination strategic planning
- Visit Panama City Beach Strategic Plan update
- State of Indiana's Office of Tourism Development
- Greater Raleigh Convention and Visitors Bureau, North Carolina - Destination strategic planning
- Lubbock, Texas - Visitor profile and impact studies
- Ithaca, New York - Visitor profile and impact studies
- Red Rocks Amphitheatre, Morrison, Colorado - Long-range planning

Prior Experience

David's prior experience includes successfully developing brands and improved organizational effectiveness for three different destinations – Syracuse, NY; Fredericksburg, VA; and Corning, NY. His work in strategic planning restructured Visit Syracuse as an independent organization fully connected with regional economic development initiatives, the Finger Lakes Region and the iconic I Love NY state tourism program.

Education and Affiliations

David holds a Bachelor of Science and a Master of Science in Tourism Management from North Carolina State University. He also is a Certified Destination Management Executive from Destinations International and currently co-teaches the Strategic Issues core course.

He is currently Chair of the Destination Marketing Accreditation Program (DMAP) and has served on the Board of both the US Travel Association's Destinations Council and the New York State Destination Marketing Organizations, including the role of Board Chair from 2015-2016.

Bethanie DeRose
Vice President
Project Management

T: +1 609.457.5361
M: +1 404.307.9277
bethanie.derose@am.jll.com

Current Responsibilities

Based in New York, Bethanie DeRose is a Vice President with the Tourism & Destination Advisory practice within JLL's Hotels & Hospitality Group. Like Dan, Bethanie specializes in destination development, tourism and hospitality advisory work. She assists clients with strategic planning, convention center asset management, public facility feasibility and overall destination positioning. Bethanie was part of developing the approach to Convention Center Optimization.

Relevant Experience

Bethanie has extensive experience in long-term destination and tourism planning efforts having completed over 50 projects domestically including Miami Beach, Florida; Philadelphia, Pennsylvania; Houston, Texas; and Denver, Colorado among many others. Internationally, Bethanie was most recently part of a project team for a potential convention and congress facility in Montevideo, Uruguay, which included design consultation, usage projections and proforma development for a private operator and facility manager.

In addition, Bethanie's experience includes hospitality operations management, sales planning, goal setting and capital project management. Bethanie personally oversaw and managed the renovation and capital improvement plan of a 334-room hotel in Atlantic City following Hurricane Sandy's impact in New Jersey.

She's worked in the hotels and convention industries for eight years and is an expert at strategy and planning.

Prior Experience

Before joining JLL, Bethanie was an Associate Consultant with Strategic Advisory Group, which was acquired by JLL in early 2016. Bethanie was with Strategic Advisory Group for nearly three years. Prior to that position she was in the General Manager's office at the Chelsea Hotel in Atlantic City.

Education and Affiliations

Bethanie has a bachelor's degree from Rutgers University and is currently a candidate for Certified Destination Management Executive (CDME) through Destinations International, which is the international association for the tourism industry.

Tina Valdecañas
Associate
Project Support

T: +1 984.209.6149
Tina.Valdecanas@am.jll.com

Tina is a strategic thinker with a proven success in identifying and evaluating various facility scenarios and translating high-level concepts into clear recommendations. She consistently delivers results based on over 20 years of experience in program and economic development and execution with strong analytic, research, presentation, and consensus building skills.

Tina will provide project support in the areas of project management, tournament organizer engagement, and economic impact analysis.

Relevant Experience

- Town of Cary Sports Facility Feasibility
- Greater Raleigh Convention and Visitors Bureau, North Carolina
- Visit Kansas City, Missouri – Hotel Inventory impact assessment
- Rimrock Development, LLC – Economic impact assessment of expanded facility

Prior Experience

Tina's prior experience includes developing strategic plans for communities wanting to diversify their economic base and better leverage workforce and locational assets. Earlier in her career, Tina worked at the Greater Phoenix Economic Council and at the Research Triangle Park Foundation to leverage the economic impact of economic development efforts in the respective regions to advocate for public policy changes to improve the area's product.

Education and Affiliations

Tina graduated from Johns Hopkins University Nitze School of Advanced International Studies with an MA in International Economics with a regional concentration in China studies. She graduated Cum Laude from Georgetown University Walsh School of Foreign Service, with a bachelors in International Politics, Law and Organization and a minor in Asian studies.

Budget

Cost Proposal

JLL will execute all suggested scope elements proposed for a total planning fee of $100,000 plus expenses.

Travel costs are additional to the fee but not exceed $10,000.

	Phase Fee	Time in market	Estimated travel budget
Phase 1 – Alignment & Stakeholder Engagement	$ 30,000	4 days	$ 3,000
Phase 2 – Destination Competitiveness	20,000	3 days	2,500
Phase 3 - Destination Sustainability	25,000	3 days	2,500
Phase 4 – Strategic Direction	25,000	2 days	2,000
Project Total	$ 100,000	12 days	$ 10,000

Optional Service

As noted in the scope, JLL is available to take on additional components to enhance the base scope. The fee structure for the optional, additional components is:

	Estimated Fee*	Time in market	Estimated travel budget
PinPoint Destination Tracking System	$ 30,000	4 days	$ 2,500

* Actual cost will be determined following informational debrief and process planning session

The approach, timeline and pricing provided within this document are flexible based on the final determined needs of Shenandoah CVB. If this scope does not fully meet with the desired outcomes of the destination, JLL would welcome the opportunity to adjust the proposal.

JLL

Contact

David Holder
Vice President
Hotels & Hospitality Group
T +1 315 569 8908
david.holder@am.jll.com

Shenandoah City Council

AGENDA REPORT

AGENDA DATE:	February 12, 2020	ITEM NUMBER:	**11**
DEPARTMENT:	Community Development	PREPARED BY:	Jackie Thompson
PRICING:	N/A	EXHIBITS:	Ordinance, rendering of proposed signs

SUBJECT/PROCEEDING:

Revision to Chapter 91 of the Code of Ordinances regulating Hospital Signage.

RECOMMENDED ACTION:

BACKGROUND/DISCUSSION:

Memorial Hermann Hospital has requested revisions to their sign ordinance based on current planned projects and traffic updates to the campus. The following revisions have been requested:

LOC 027 – Existing monument sign proposed update to indicate traffic direction for ambulance entrance.
LOC 028 – Existing monument sign proposed update to indicate traffic direction for ambulance entrance.
LOC 029.1 – Existing projecting sign providing ambulance entrance proposed update to indicate visitor parking entrance into parking garage. Sign location and face to change.
LOC 029.3 – Existing ambulance entrance sign proposed update to exit only sign.
LOC 029.4 – Existing clearance bar sign proposed update wrong way.
LOC 029.5 – Existing clearance bar indicating do not enter proposed update to ambulance entrance wall sign and clearance bar.
LOC 029.6 – Proposed new exit only sign where no sign existed prior.

APPROVALS:

DEPARTMENT HEAD	JThompson	DATE:	February 5, 2020
CITY ADMINISTRATOR		DATE:	February 6, 2020

ORDINANCE NO. O-20-006

AN ORDINANCE OF THE CITY OF SHENANDOAH, TEXAS AMENDING CHAPTER 91 OF THE CODE OF ORDINANCES REGULATING CERTAIN ASPECTS OF MAJOR HOSPITALS; SIGNS.

WHEREAS, there is a need for specific and/or unique regulations required to efficiently operate major hospitals, particularly signs; and

WHEREAS, major hospitals are defined as containing 200 beds or more; and

WHEREAS, chapter 91 was created to deal with some of the unique requirements of major hospitals, particularly signs; and

WHEREAS, changes to the City's hospitals have caused the City to receive request for amendments to Chapter 91; and

WHEREAS, the City Council finds that such changes would be in the best interest of the City; and

WHEREAS, the city determines these regulations benefit the health and safety of the citizens of Shenandoah.

THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SHENANDOAH, TEXAS THAT Chapter 91 is hereby amends as follows:

a) Ordinance O-17-010 Exhibit "A" signs identified as LOC 023, LOC 028, LOC 029.3-029.5 are deleted and replaced with the signs shown in Exhibit "B"
b) Ordinance O-17-010 Exhibit "A" by adding signs identified as LOC 029.1 and LOC 029.6 as shown in Exhibit "B"

PASSED, APPROVED AND ADOPTED this the 12th day of February, 2020.

CITY OF SHENANDOAH, TEXAS

_____

M. RITCHEY WHEELER, Mayor

ATTEST:

_____

COURTNEY CLARY, City Secretary

APPROVED AS TO FORM:

_____

WILLIAM C. FEREBEE, City Attorney

000 – 2012 ORDINANCE SIGNS	000 – 2020 ORDINANCE
000 – EXISTING SIGNS NOT INCLUDED IN 2012 ORDINANCE	
000 – EXISTING TEMPORARY SIGNS	
000 – PROPOSED SIGN ADDITIONS	

D|G STUDIOS

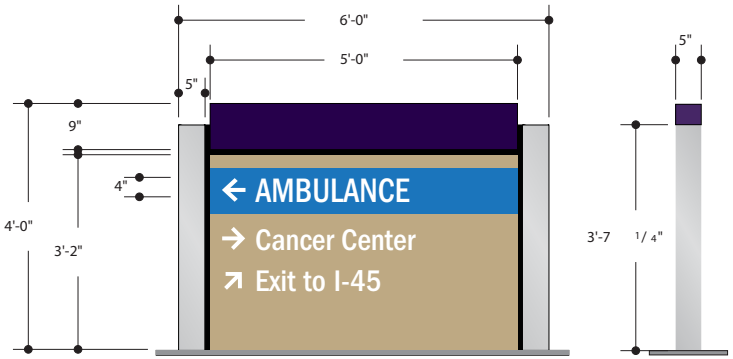
3040 Post Oak Blvd.
Suite 510
Houston,Texas 77056

DG-Studios.com
713.961.3311

2020 ORDINANCE SIGN LOCATION PLAN

2020 Ordinance

SIDE A



SIDE B

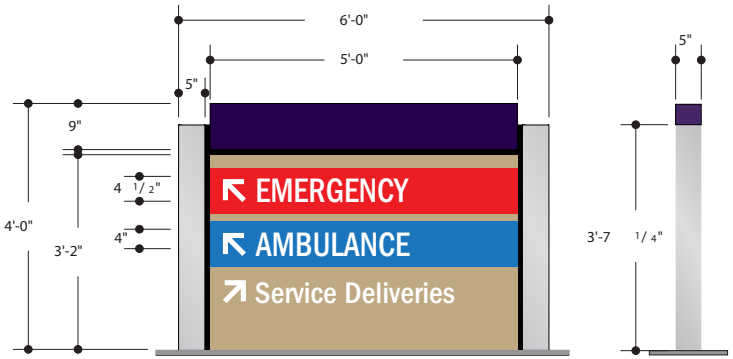
LOC 027

ED.04 Vehicular Directional

Elevation
Scale: 1/2" = 1'-0"

2020 Ordinance

SIDE A



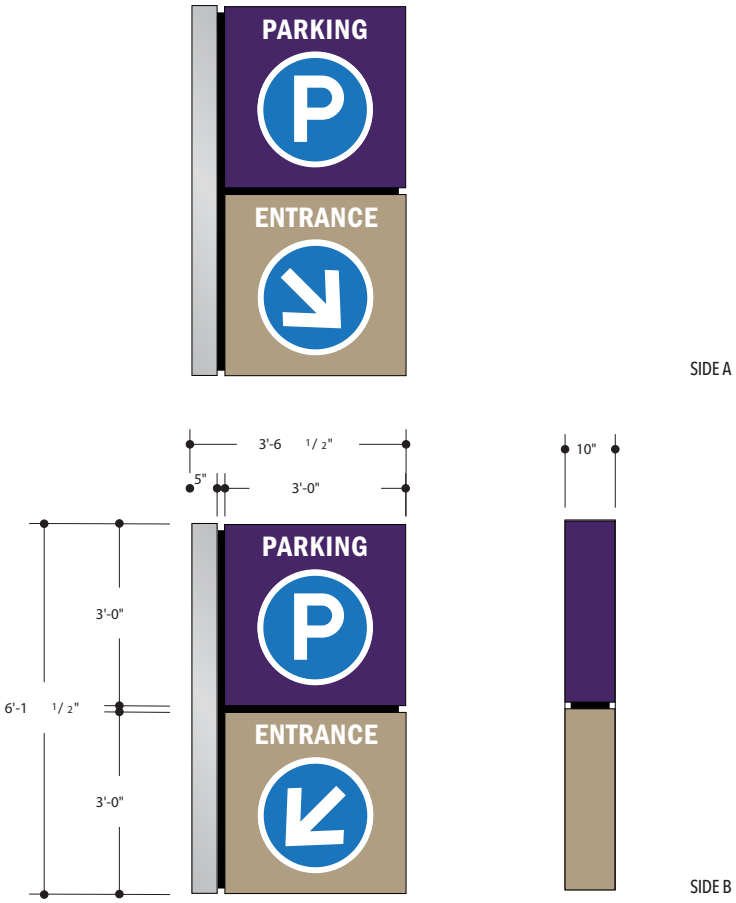
SIDE B

LOC 028

ED.04 Vehicular Directional

Elevation
Scale: 1/2" = 1'-0"

2020 Ordinance – Sign also moved to new location



LOC 029.1

E.ID.12 Parking Identification Cantilevered

Elevation
Scale: 1/2" = 1'-0"

2020 Ordinance

5" THICK ALUMINUM PAINTS BLACK

LOC 029.3

ED.ID.06.1 Building Identification Letterforms

Elevation
Scale: 1/2" = 1'-0"

2020 – Ordinance Letterforms

2020 Ordinance

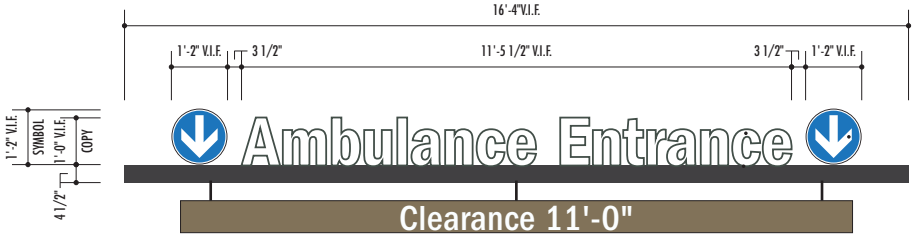
LOC 029.4

G.ID.02 Garage Entrance / Clearance

Elevation
Scale: 1/2" = 1'-0"

2020 Ordinance – Clearance Bar

2020 Ordinance

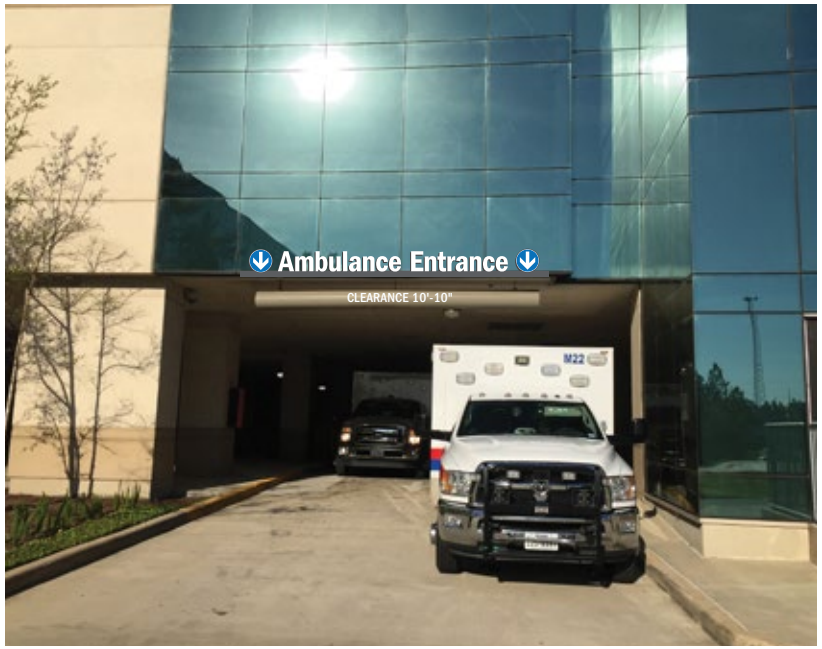


LOC 029.5

ED.ID.06.1 Building Identification Letterforms

Elevation
Scale: 1/4" = 1'-0"

2020 Odinance – Letterforms & Integrated Clearance Bar



2020 Ordinance

5" THICK ALUMINUM PAINTS BLACK

LOC 029.6

ED.ID.06.1 Building Identification Letterforms

Elevation
Scale: 1/2" = 1'-0"

2020 Ordinance – Letterforms in a New Sign Location

THERE WAS NO SIGN AT THIS LOCATION IN THE 2012 OR 2017 ORDINANCE

Shenandoah City Council

AGENDA REPORT

AGENDA DATE:	February 12, 2020	ITEM NUMBER:	**12**
DEPARTMENT:	Information Technology	PREPARED BY:	Lisa Wasner
PRICING:	$ 33,000	EXHIBITS:	

SUBJECT/PROCEEDING:

Approval of Non-Budgeted Expenditure Over $15,000

RECOMMENDED ACTION:

Staff recommends that Council approve the expenditure

BACKGROUND/DISCUSSION:

The Convention and Visitor's Bureau's (CVB) rental agreement for their current location will end on August 2020. The building's owners are actively marketing the space for future lease, which can cause the CVB to relocate sooner than August. They will be returning to City Hall until their marketing study and budget workshop determines where they will be housed permanently.

Currently, the City uses this CVB location as its data backup and storage location. In order to follow disaster recovery plans, the City needs a secondary location for data backup. Technology Manager, Chris Grizzaffi, determined the water tower would be ideal location for the City's permanent data back up and storage location. An existing room is built out on the second level and currently houses the City's radio communication equipment. Some modifications will need to be made to the room along with the addition of fire protection and monitoring which it lacks.

This item was not budgeted in the 2019-2020 budget. Staff is asking for Council to approve funding for the following items since the project will exceed the City Administrator's purchasing limit of $15,000. A budget amendment will be proposed at the March meeting for approval to true up the budget numbers, the general fund currently has a budgeted surplus of $276,111.

One-time construction cost for fiber and conduit into water tower by ICTX	$14,500
Data cabinet, monitoring, air conditioning and electrical.	$10,000
Fire suppression and monitoring system	$ 8,500
TOTAL PROJECT ESTIMATE:	**$33,000**

APPROVALS:

DEPARTMENT HEAD		DATE:	February 4, 2020
CITY ADMINISTRATOR		DATE:	February 6, 2020

Revised 05/18

Shenandoah City Council

AGENDA REPORT

AGENDA DATE:	February 12, 2020	ITEM NUMBER:	**13**
DEPARTMENT:	Public Works	PREPARED BY:	Joseph Peart
PRICING:	$15,000	EXHIBITS:	Landology Proposal

SUBJECT/PROCEEDING:

Discussion and action regarding proposal to design new city limit monument and provide final construction drawings.

RECOMMENDED ACTION:

Discussion and action by council.

BACKGROUND/DISCUSSION:

The city limits monument sign on Six Pines is scheduled to be relocated due to a new turn lane being installed in the median of Six Pines for the Lifetime Fitness development. It is unlikely that the sign will be able to be removed and relocated without significant damage. The existing monument signs are approximately 13 years old and are a dated design when compared to the new entrance signs at Vision Park, Shenandoah, Savanah, and Holly Hill.

Since it is likely that the Lifetime Fitness developer will need to reconstruct a monument sign, staff sought pricing from Landology to prepare a design for the city limits monument signs that has a similar aesthetic to the new entrance signs. The design will be prototypical, so that duplicate monuments could be constructed at other gateways around the City. Landology was selected because they designed and coordinated the construction of the new entrance signs.

The estimate is for $15,000 and will cover design and a structural engineering allowance. Electrical will need to be determined based on each site separately.

APPROVALS:

DEPARTMENT HEAD	Joseph Peart	DATE:	February 3, 2020
CITY ADMINISTRATOR		DATE:	February 6, 2020

Exhibit A
#041.020

AGREEMENT for PROFESSIONAL LANDSCAPE ARCHITECTURAL DESIGN SERVICES

Re: City Welcome Monument (Six Pines)
LAND No. 041.020 – January 31, 2020

This is an Agreement for professional landscape architectural design services between City of Shenandoah, Texas, 29955 IH-45N, Shenandoah, Texas 77381, (281) 298-5522 (hereinafter called the Client) and LANDology, LLC, 2203 Timberloch Place, Suite 126, The Woodlands, Texas 77380, (281) 741-6786 (hereinafter called the Landscape Architect).

The Client agrees to contract with the Landscape Architect to provide professional landscape architectural design services as indicated below for City Welcome Monument @ Six Pines (hereinafter called the Project).

I. SCOPE and PROJECT UNDERSTANDING

The Landscape Architect will provide professional landscape architectural design services required for the Project. Hardscape scope is limited to conceptual design and construction documentation for replacement monument sign at Six Pines Drive median which serves as gateway identifier/ welcome sign at threshold into City Limits. Effort will be made to create a prototypical design which matches the style of previously upgraded entry monuments (i.e. Savannah Drive at Research Forest Blvd), and that could potentially be incorporated at four other locations (not part of this Agreement). Planting design for the Six Pines monument location is included, but irrigation is assumed to be design/ build, by Others. Bidding and Construction Administration services are not included but are available upon request on an hourly basis.

II. BASIC SERVICES

A. COORDINATION and PRELIMINARY DESIGN (SCHEMATIC DESIGN)

Prepare preliminary drawings of the site to meet the approval of the Client which indicate general concepts responding to the site conditions, the program, and the budget. Services provided in this phase include:

1. Visit the site to become familiar with the existing features, surrounding area and context.
2. Meet the client and other members of the consultant team and establish goals and priorities of the landscape development.
3. Based on Client meetings prepare Preliminary Design for the landscape development of the project.
4. ~~Attend team meetings to coordinate the landscape development issues.~~
5. Provide a budgetary cost estimate to the Client.
6. Meet with the Client and present the landscape development concepts and revise or refine as directed by the Client.

B. DESIGN DEVELOPMENT

Prepare drawings based upon Client-approved preliminary design, to fix and describe the size and character of the landscape design. Services provided in this phase include:

1. Prepare refined studies of all items, detailing the landscape architectural design in terms of size, appearance and materials.
2. Attend meetings with the Client and/ or authorized representatives to review design concepts.
3. Update cost estimate from previous phase.
4. Review design development drawings with Client for approval and authorization to proceed.

C. CONSTRUCTION DOCUMENTS

Prepare, from the approved Design Development drawings, final construction drawings and specifications which set forth in detail the requirements for construction of the landscape architectural components. Services provided in this phase include:

1. Prepare drawings necessary to establish size, shape, dimensions and capacity of the work. Compliment drawings with specifications which describe materials, systems and equipment, workmanship, quality and performance criteria required for the construction of the work.
2. Coordinate construction drawings and specifications with other consultants.
3. Attend meetings with the Client and/ or authorized representatives to review construction drawing progress.

4. Update construction cost estimate from previous phase based upon final Construction Documents.
5. Review final Construction Documents and cost estimate with the Client for approval and authorization to proceed.
6. Submit drawings to a registered accessibility specialist for accessibility review and approval.

D. BIDDING *(hourly; upon request)*

Assist the Client, or Client's Representative, in seeking, obtaining and evaluating bids based upon the Construction Documents. Services provided in this phase include:

1. Pre-qualify and interview potential bidders as needed.
2. Assist Client with selection of bidder list, if applicable.
3. Advertise or invitation to bid.
4. Distribute construction documents for bid.
5. Answer project-related questions from bidders during a pre-bid conference and the remaining bidding duration.
6. Prepare and issue addenda as necessary prior to bid date to ensure equitable bidding environment.
7. Receive and evaluate landscape bids and make recommendations to the Client for landscape contracts.

E. CONSTRUCTION CONTRACT EXECUTION – n/a

F. PERMITTING – n/a

G. CONSTRUCTION ADMINISTRATION *(hourly; upon request)*

Provide observation for the landscape architectural items for which the Landscape Architect-prepared Construction Documents. Services provided in this phase include:

1. The consulting team shall make periodic site visits to determine if the project is proceeding in accordance with the contract documents (a total of ___ visits to the site have been included as part of this phase). This shall not involve exhaustive or continuous on-site inspections to check the quality or quantity of work or materials. The consulting team shall not be

responsible or liable for the Contractor's failure to perform the construction work in accordance with the contract documents.

2. Prepare supplementary sketches as required to resolve field conditions related to design.
3. Review for approval submittals and shop drawings submitted by contractors for conformance with the design concept.
4. Tag and inspect plant materials (pre-delivery and on-site) to assure conformance with plans and specifications, if necessary.
5. Review for approval all certificates for payment submitted by the Contractor.
6. Prepare change orders for review and approval by the Client.
7. Coordinate final site walk through with the Client at the conclusion and provide a punch list to Contractor to complete the project.

III. ADDITIONAL SERVICES

Services requested of the Landscape Architect by the Client that are not included in Basic Services are considered Additional Services and shall be paid for by the Client. Additional Services shall only be provided if authorized by the Client. Additional services may include, but are not limited to:

A. Illustrative/ marketing graphics other than those prepared during the design process or specifically described above.
B. Substantial revisions to approved drawings.
C. Revisions due to substantial site plan changes.
D. Substantial change in Scope of Services or construction budget.

IV. INFORMATION REQUIRED from CLIENT

The Client will provide full information necessary for the planning and development of the Project, including:

A. Legal description and boundary survey of the property.
B. Deed restrictions and covenants.
C. Topographic survey including 1' contours, tree survey (as required by governing municipality), drainage and flood plain locations, overlay zones or districts, environmental and geotechnical data, utilities, easements, and other physical improvements and impacts of the property.
D. Building plans/ footprints, elevations and site plans.

E. Existing or pending municipal permits or approvals, and other pertinent information as required during the process.

V. EXCLUDED SERVICES

Unless specifically identified above as included within Basic Services, the following services will be considered beyond the scope of the Agreement:

A. Topographic and boundary surveys.
B. Existing site engineering and utility base information.
C. Soil Engineering, geotechnical consultant services or related testing, if required.
D. Civil Engineering services.
E. Architecture.

VI. COMPENSATION

The Client shall compensate the Landscape Architect as follows:

A. BASIC SERVICES

1. The Client agrees to pay the Landscape Architect the following lump sum fees for the Basic Design Services. Fees will be billed monthly based on percentage of work complete plus reimbursable costs.

a. Coordination and Preliminary Design (SD)	$	4,250
b. Design Development (DD) *(included w/ CD)*	$	-
c. Construction Documents (CD)	$	8,250
d. Bidding	$	hourly
e. Construction Contract Execution	$	-
f. Permitting	$	-
g. Construction Administration (CA)	$	hourly
TOTAL	**$**	**12,500**
Structural Engineering Allowance	$	2,500
MEP Engineering Allowance (if needed)	$	3,500

2. The following hourly rates shall apply to the fees described herein and any Additional Services requested of the Landscape Architect.

Principal	$ 175.00
Project Director	$ 155.00
Senior Planner/ Landscape Architect	$ 145.00
Project Manager	$ 135.00
Associate	$ 110.00
Assistant Project Manager	$ 100.00
Staff Planner/ Landscape Designer	$ 85.00
Administrative	$ 75.00

B. ADDITIONAL SERVICES

The Client shall pay the Landscape Architect for Additional Services performed including fees and reimbursable expenses. Fees for Additional Services will be included as a separate item on the monthly billing statement.

C. REIMBURSABLE EXPENSES

Reimbursable expenses are in addition to compensation for Basic Services and Additional Services and include expenses by the Landscape Architect in the interest of the Project including cost of out of town expenses, mileage, printing, and other directly related costs. All expenses will be billed at cost plus 15% except for mileage which will be billed at prevailing IRS rate.

D. PAYMENT

1. The Client agrees to pay the Landscape Architect monthly based on billings for services rendered plus reimbursables.
2. Billings will be submitted monthly. Payment is due within 30 calendar days and payable at the office of LANDology, LLC, 2203 Timberloch Place, Suite 126, The Woodlands, Texas 77380.
3. LANDology, llc reserves the right to charge the amount of interest allowable under the current laws of the State of Texas on any invoices not paid within thirty (30) days.

VII. TERMINATION

If the Client should decide to terminate this Agreement, he shall give LANDology seven (7) days written notice and shall pay for all services rendered to the date of termination. LANDology reserves the right to terminate this contract upon fifteen (15) days notice if any amount billed to client is sixty days past due.

VIII. APPROVAL and ACCEPTANCE

This agreement is approved and accepted by the Client and Landscape Architect upon both parties' signing and dating the Agreement and returning a signed copy to the Landscape Architect. The effective date of the Agreement shall be the last date entered below.

LANDSCAPE ARCHITECT:	CLIENT:
LANDology, LLC	**City of Shenandoah, Texas**
Jonathan McMillian, ASLA President/ Landscape Architect	Joseph Peart, Director Public Works
01.31.20 Date	Date

MINUTES OF REGULAR MEETING

January 8, 2020

SHENANDOAH CITY COUNCIL

The meeting was called to order by Mayor M. Ritchey Wheeler at 7:00 p.m. City Council members present, Councilmember McLeod, Councilmember Bradt, Councilmember Gristy, Councilmember Fletcher and Councilmember Raymaker. City Administrator Kathie Reyer, City Secretary Courtney Clary, City Attorney William Ferebee, Finance Director Lisa Wasner, Police Chief Raymond Shaw, CVB Director John Mayner, IT Manager Chris Grizzaffi, Communications Manager Debbie Pilcher, and Kenny Eickelberg Director of Capital Projects and Infrastructure were also present.

1. CALL TO ORDER

   Mayor Wheeler called the meeting to order at 7:00 p.m.

2. CALL OF ROLL

   Mayor Wheeler stated for the record that Councilmember Gristy was absent and excused from the meeting.

3. PLEDGE OF ALLEGIANCE

4. INVOCATION

   Mayor Wheeler gave the invocation.

5. CITIZENS FORUM

   Responses to inquiries are limited by state law to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision by Council shall be limited to a proposal to place the subject on the agenda of a future meeting.

   Marti Bradt: To view citizen's comments, please click HERE

6. COUNCIL'S INQUIRY

   Pursuant to Texas Government Code Sect. 551.042, the Mayor and Council Members may inquire about a subject not specifically listed on this Agenda. Responses are limited to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision shall be limited to a proposal to place the subject on the agenda of a future meeting.

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Mayor Wheeler stated for the record that there were no Councilmembers wishing to speak.

INDIVIDUAL CONSIDERATION

7. Discussion regarding curb address painting.

Ms. Reyer stated that the City would work with a vendor to receive volume rates with a minimum of 10 signing up. Residents could request and pay for it online. Ms. Reyer stated that staff discussed putting an Ordinance in place to set a standard and regulations to keep address markers consistent. She added that residents located in neighborhoods with HOA's provide a letter of approval from their HOA before curb painting services would be provided.

Councilmember McLeod stated that he requested the discussion because curb painting had been discussed in the past and that he felt emergency service providers and delivery drivers may have an easier time finding homes with home addresses painted on the curb with reflective paint that would be easy to see.

Councilmember Bradt stated that the only problem he could foresee would be how it would look if only a few homes requested the service. Mayor Wheeler stated that he also felt that it may not look uniform if only some residents opted to have this done. Councilmember Bradt also suggested potentially putting information be sent out with water bills.

Councilmember Raymaker asked Chief Shaw if he felt the curb address painting would be helpful to first responders. Chief Shaw stated that he felt it would be beneficial. Councilmember Raymaker added that he felt it was a good project to consider, but that it would need to be budgeted for and discussed further.

Mayor Wheeler stated that he liked the idea of having addresses and suggested also looking into the cost of having the option to include sports team logos. He added that he felt the

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concept was great, but that there were many different variables to consider and requested feedback from residents and more information.

Councilmember McLeod asked to have a survey added to the City website to get feedback from residents.

Ms. Reyer stated that staff would move forward with researching costs to having the City logo included with the address number, design alternatives and specific pricing to paint all resident addresses versus the cost to have it done individually.

8. Discussion regarding the addition of pathway lighting at the Toddler Park.

Ms. Reyer stated that the two additional proposed pathway lights would not be too bright, and that the existing security light would be replaced with LED.

9. Discussion and possible action to adopt the following Ordinance:

AN ORDINANCE OF THE CITY OF SHENANDOAH PROHIBITING CAMPING EXCEPT IN DESIGNATED AREAS.

COUNCILMEMBER MCLEOD MADE A MOTION TO ADOPT AN ORDINANCE PROHIBITING CAMPING EXCEPT IN DESIGNATED AREAS, COUNCILMEMBER RAYMAKER SECONDED. THE MOTION CARRIED 3/1 WITH COUNCILMEMBER BRADT AS THE OPPOSING VOTE.

10. Discussion and possible action to appoint members to the Sick Pool Committee.

COUNCILMEMBER MCLEOD MADE A MOTION TO APPROVE THE STAFF'S SUGGESTED APPOINTMENTS TO THE SICK POOL COMMITTEE, COUNCILMEMBER RAYMAKER SECONDED. THE MOTION CARRIED 4/0.

11. Discussion and possible action to cast votes for 2020 H-GAC Officers.

COUNCILMEMBER BRADT MADE A MOTION TO VOTE FOR THE 2020 HOUSTON-GALVESTON AREA COUNCIL OFFICERS, COUNCILMEMBER FLETCHER SECONDED. THE MOTION

DRAFT

CARRIED 4/0.

12. Discussion and possible action to approve the minutes of the December 11, 2019 regular meeting.

COUNCILMEMBER FLETCHER MADE A MOTION TO APPROVE THE MINUTES OF THE DECEMBER 11, 2019 REGULAR MEETING, COUNCILMEMBER BRADT SECONDED. THE MOTION CARRIED 4/0.

13. Non-Action Items.

The following budgeted items were authorized by the City Administrator, per Council approval:

- Police Tahoe Unit 19-04 Purchase - $33.475.00
- Police Tahoe Unit 19-04 Emergency Equipment - $14,462.92
- Microsoft Enterprise Agreement - $16,795.68
- Police Units (3) – In Car Video Systems - $17,400.00
- Park Greenspace Improvements - $20,700.00
- Main Park Drainage - $24,500.00

14. CITIZENS FORUM

Responses to inquiries are limited by state law to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision by Council shall be limited to a proposal to place the subject on the agenda of a future meeting.

Mayor Wheeler stated for the record that there were no citizens wishing to speak.

15. City Administrator Updates.

Ms. Reyer presented the following updates:

- Pool and park drainage projects are in progress and ongoing
- Polar Bear Plunge event scheduled for Saturday, January 11, 2020
- Half of the Pinecroft waterline project is done and progress will continue
- The Holly Hill cul-de-sac was Entergy's staging area and residents had questions about the mud and other residue at the site. Staff has contacted Entergy regarding cleaning the area.
- On January 9, 2020 Detective Joel Gordon would be recognized for his work with loss

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prevention at Home Depot, and the entire Shenandoah Police Department would be celebrated for their hard work

- The Stagg Bowl was a success and the City is proud to have to have hosted the event in 2018 and 2019 and of the hard work put in by the staff
- Happy Birthday to Councilmember Fletcher and Councilmember Raymaker who both have birthdays and January

16. COUNCIL'S INQUIRY

Pursuant to Texas Government Code Sect. 551.042, the Mayor and Council Members may inquire about a subject not specifically listed on this Agenda. Responses are limited to a recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision shall be limited to a proposal to place the subject on the agenda of a future meeting.

Councilmember Raymaker asked staff to contact Tachus regarding an annual update and asked that Chief Shaw to gather officer hours planned for the next quarter. Councilmember Raymaker also stated that the Stagg Bowl was great, and he offered special thanks to John Mayner and Debbie Pilcher for their work with the event.

Councilmember Fletcher stated that he liked the new police department hats and that the officers looked great with the addition to their uniforms. Councilmember Fletcher stated the too felt that the Stagg Bowl event was a success and he thanked staff for all the extra time they put in before, during, and after the event. He also stated that he was proud of Detective Joel Gordon and the entire Shenandoah Police Department for their hard work with loss prevention at Home Depot.

Councilmember Bradt also recognized staff for their efforts with the Stagg Bowl event and he stated that the visitors he encountered while selling programs were all very friendly.

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Councilmember McLeod stated that he too was impressed with the hard work put in by the staff for the Stagg Bowl event. Councilmember Mcleod also encouraged residents to avoid parking in front of mailboxes and suggested placing reminders on vehicles that block mailboxes. He added that school was back in session and asked residents to be mindful of children waiting for buses or walking to and from school.

Mayor Wheeler stated that he was pleased to see more officers patrolling on Grogan's Mill Road. He then echoed Council by praising the staff for their work with the Stagg Bowl event. Mayor Wheeler also asked if Lifetime had begun construction because he was woken up at 5:00 a.m. by construction noise. Ms. Reyer stated that Lifetime had not started construction and that staff felt the noise was coming from an area of Research Forest outside of City limits.

EXECUTIVE SESSION

Public notice is given that the City Council may elect to go into Executive Session at any time during the meeting in order to discuss any matters listed on the Agenda when authorized by the provisions of the Open Meeting Act, Chapter 551 of the Texas Government Code, to receive advice from legal counsel, to discuss matters of land acquisition, personnel matters or other lawful matters that are specifically related to items listed on this Agenda. Prior to any such closed session, the Mayor, in open session, will identify the agenda item to be discussed and the Section or Sections of Chapter 551 under which the closed discussion is authorized.

Mayor Wheeler recessed the regular meeting to move into executive session at 7:48 p.m.

Executive Session – According to the Texas Open Meetings Act, Chapter 551 of the Texas Government Code as follows:

i) Government Code § 551.087. Deliberation Regarding Economic Development Negotiations

- PILOT Agreement with Memorial Hermann

a) Consideration and if determined appropriate, take action resulting from the item(s) listed under Executive Session.

Mayor Wheeler resumed the regular meeting at 8:15 p.m. and stated for the record that no action was taken in executive session.

There being no further business, Mayor Wheeler adjourned the meeting at 8:16 p.m.

ADJOURN

The Council may vote and/or act upon each of the items listed on this Agenda. One agenda item will be discussed at a time unless logic and practical consideration allow similar topics to be considered together for purposes of convenience and efficiency. The Council may retire into executive session concerning any of the items listed on this Agenda, whenever it is considered necessary and legally justified under the Open Meetings Act.

Any discussion item on the City Council agenda permits City Council to question the involved parties or receive a presentation by the involved parties.

SUBMITTED BY: _____ DATE APPROVED: _____

Courtney Clary, City Secretary

_____

M. Ritchey Wheeler, Mayor

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