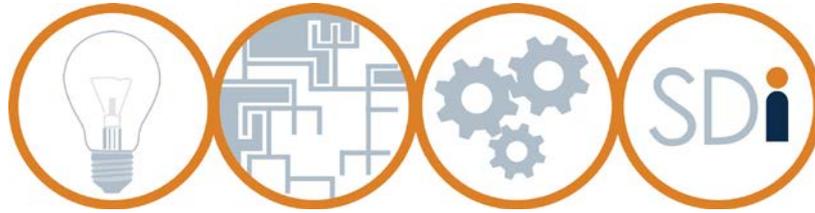


City Council Work Session Handouts

February 17, 2014

- I. Review and Discuss the City Council Goals for the 2013-2015 Council Term

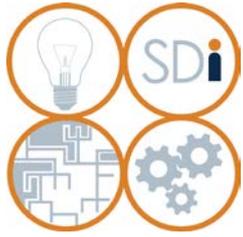


Clarity
from
Complexity

Council Goals/Strategies Implementation Plan

2/17/14

Driving Business Growth Through Adaptive Solutions



Agenda

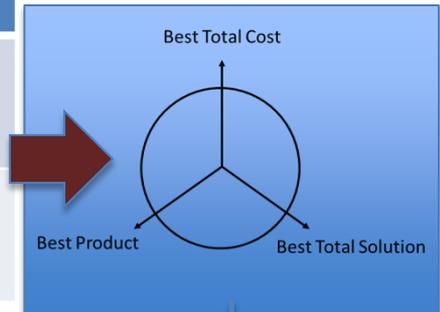
- Quick Overview
- Purpose of This Meeting
- Review of Each Plan
- Next Steps

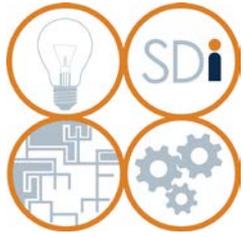




Council Goals Process

Activity	Gather Information	Analyze Data	Draw Conclusions
City Assessment	Research	Analysis	Strengths & Weaknesses
External Analysis	Gather Trends	Analysis	Opportunities & Threats





Role of the Council

The role of the Council is to develop a long-term vision for the City, to develop policies necessary to achieve the Vision, and to communicate with, seek input from, and be the advocate for, residents, businesses, and other stakeholders.

The Council will provide the direction, trust, and support necessary for the City Manager to implement the operational aspects of our Vision and be positive and resourceful advocates of the City.





OUTPUTS - GOALS





Balanced Scorecard Goals – The goal is...

Perspective	Goal
Culture	For Richardson to be a place where people are proud to live, work, and engage in the community
Customer	To have stakeholders choose Richardson as the best place to invest
Financial	To increase City revenues without raising the tax rate, and to reduce costs while maintaining and enhancing city services
Internal Process	To have clear, easy to understand processes and policies that make it easy to do business with the City





OUTPUTS - STRATEGIES





Strategies

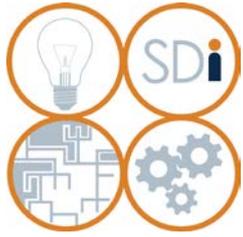
- Enhance the quality of life of our stakeholders
- Attract and retain targeted businesses
- Strengthen property values
- Implement cost reduction strategies
- Increase the sense of community
- Increase private participation and contributions
- Increase the number, quality, and variety of job opportunities throughout the City
- Increase our “Wow Factor”
- Clearly articulate, enhance, and effectively communicate our Brand
- Improve communications
- Attract, develop, and retain quality City employees
- Improve customer experience in interactions with the City
- Enhance Governance
- Appropriate use of technology
- Improve accessibility to the City
- Optimize the use of fees
- Improve documentation, processes, structure, and services





NEXT STEPS





Next Steps

- Assign an owner and team to each Strategy
 - Owner's responsibility is to develop and execute a strategy implementation plan
- Each Strategy Team develops their strategy implementation plan (SDI to Facilitate)
 - Background, purpose, deliverables, timing, budget, tactics/tasks
- Review plans and prepare for presentation to Council
- Present Plans to Council
- Implement Strategies to achieve Council Goals
- Monitor Effectiveness and Refine





Purpose of Meeting

- Purpose of the Plans
 - The preliminary plans were developed with the primary purpose of gaining clarity of Council intent. The Background/Purpose section is written to clearly define the Implementation Team's understanding of the purpose of the Strategy
 - If the Background/Purpose section is correct, the Strategy Team then made an attempt to identify the Tactics necessary to achieve the purpose





Purpose of Meeting

- Purpose of the Review
 - The purpose of this review is to ensure that the Strategy Implementation Teams are aligned with the intent of Council
 - Review Steps:
 - First : Please analyze the Background/Purpose statement and determine if it
 - Aligns with your intent for the Strategy
 - Clearly describes the reason/purpose of implementing this Strategy
 - Second: If you feel the Background/Purpose is correct, are the initial Tactics sufficient to achieve the desired result





Purpose of Meeting

- Purpose of the Review – Notes:
 - The plans presented tonight are high-level overviews. There is more detail behind each of the plans. The high-level overview was developed in an effort to help Council “stay out of the weeds”
 - The teams were instructed to be as clear as possible in stating their understanding of the strategy. The intention is to clearly align with the intent of Council before expending significant resources on Strategy Implementation
 - Initial feedback tonight and ongoing clarification is welcome and expected





IMPLEMENTATION PLANS





Attract and retain targeted businesses/Increase the number, quality, and variety of job opportunities throughout the City

Purpose/Background

- Define the criteria for a targeted businesses and develop strategies to attract, retain, and help them grow. Preliminary target criteria are:
 - Businesses that would generate significant revenue for the city,
 - Clusters - existing and new,
 - Companies with high wages,
 - Quality companies, and
 - High tax value/High wages
 - Need to leverage other public entities and use the resources of our Economic Development partners (DART, UTD, State of TX, Counties, etc.)

Tactics

- Develop the criteria/description of targeted companies
- Develop a Strategic Plan for attracting, retaining, and supporting the growth of targeted businesses (to include retail, international, and entrepreneurs)
- Clearly articulate and documents the goals/philosophy/strategies for the use of incentives (including evaluation guidelines)





Clearly articulate, enhance, and effectively communicate our Brand

Purpose/Background

- People associate a level of performance with a brand. It establishes a level of expectation
- The purpose of this strategy is to help differentiate Richardson in an environment that is increasingly competitive for stakeholder's attention. We must identify how people perceive us, and define how we are different

Tactics

- Create an clearly articulated brand statement and identify opportunities to enhance, and better communicate, our brand
- Determine how our stakeholders perceive us and close the gap between that perception and how we want to be perceived
- Develop and implement a corporate branding strategy





Improve communications

Purpose/Background

- External Communications – The purpose of external communication is to make stakeholders feel more a part of the community, to increase engagement, and to increase transparency. The City needs to understand the appropriate use of outreach channels and keep information and delivery media fresh
- Internal Communications – The purpose of internal communication is to increase employee engagement, to improve effectiveness by increasing the understanding of the roles and responsibilities of other departments, and to improve cross-departmental communication of issues and solutions

Tactics

- Develop and implement a plan to better support departmental marketing efforts
- Develop and execute a plan for refreshing web content
- Identify critical audiences and develop a communications plan for each
- Develop and implement a plan for enhancing the Richardson app
- Develop a “Where to Get” guide for “Want to Know” information
- Develop a list of outreach channels and planned uses for each
- Develop a list of “Need to Know” information and delivery mechanisms
- Support the communications efforts of the other Strategy Teams





Optimize the use of fees

Purpose/Background

- The purpose of this strategy is to:
 - Reduce the burden on property taxpayers
 - Ensure (where appropriate) that the receiver of the benefit pays for all or part of the service
 - Facilitate cost recovery
 - Monitor the collection of fees and fines
 - Identify potential new non-resident fees
- We define "optimize" as follows: Our fees should be competitive and market aware without being unintentionally punitive or cost-prohibitive

Tactics

- Research and evaluate current fee types, rates, and collection processes to ensure that the City is competitive and that the fees are achieving their intended purpose (cost recovery, encouraging behaviors, discouraging behaviors, etc.) and make improvement recommendations to Council
- Identify potential new fees to recommend to Council
- Develop a process to regularly analyze the effectiveness of the City's fees



Strengthen property values

Purpose/Background

- To identify and implement policies, procedures, and programs that enhance residential and commercial property values throughout the City

Tactics

- Evaluate and modify codes as necessary to ensure higher quality maintenance and new construction
 - Initial review of multi-family development and construction standards
- Enhance infrastructure maintenance practices
- Sustain and enhance targeted redevelopment incentive programs
- Provide additional support to the HOA network
- Provide additional support to the school systems
- Develop a communications/marketing plan to increase the awareness of property values





Increase the sense of community

Purpose/Background

- Create a community in which people feel welcome and connected, have a sense of belonging, a positive identity (pride), are involved in City operations, have meaningful volunteer opportunities and other ways to get involved
- The business community, educational community, faith community, and residential community are united and work together

Tactics

- Identify new ways to utilize neighborhood associations, civic groups, etc. to realize the various elements described above
- Identify opportunities to attract residents to community events, gatherings, etc.
- Enhance our ability to match people with meaningful volunteer opportunities/ways to get involved
- Create and implement a plan to better unify the geographic sections of our community
- Create and implement a plan to increase the interaction between businesses, residents, religious, and education communities
- Enhance the newcomer welcome strategy and process
- Leverage community programs, such as Leadership Richardson, Inside RISD and COR Leadership Workshops, more effectively
- Develop a communications plan to better tell our story





Increase our “Wow Factor”

Purpose/Background

- The City of Richardson exists within a competitive marketplace in which North Texas residents and businesses make informed, calculated decisions about where to live and locate every day
- The City has established a superior foundation on which to build; however, we now need to add "pop" to further differentiate ourselves from competing communities. That "pop" is intended to entice new/different/cool stuff that will attract residents, businesses, shoppers, and visitors.

Tactics

- Identify and implement ways to increase the “Wow Factor” for all existing and new public projects
- Look for “Wow” opportunities in the programs and services we provide
- Promote our “Wow” events
- Develop a marketing and communications plan to better tell our “Wow” stories





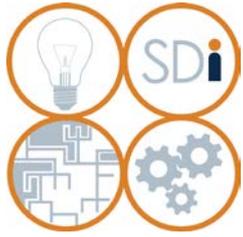
Appropriate use of technology

Purpose/Background

- Show a benefit (economic or enhanced customer experience) to the use of technology
- Continue to meet and exceed community expectations and keep up with our competition
 - Internal: technology that drives improved productivity by city departments
 - External: technology infrastructure to attract businesses, residents, and other stakeholders
- Ensure that there is integration and compatibility with our current technologies and any proposed new technologies.

Tactics

- Develop and implement a plan to optimize current technologies and to constantly evaluate their effectiveness
- Develop and implement a standard process and policy for evaluating the benefits, compatibility, and sustainability of new technology purchases
- Assess the ability of our technology infrastructure to support Council initiatives
- Ensure data and system security



Improve customer experience in interactions with the City

Purpose/Background

- Create/improve our processes and create a hospitality mindset in order to surprise and delight customers with the ease of transactions with City
- Reliably provide services in order to reduce/minimize the need for negative encounters
- Improve the accessibility of services and make it easier to navigate City buildings
- Provide a consistent message and information

Tactics

- Enhance current City facilities and create standards/policies for future facilities
- Simplify, streamline, and improve commonly used city processes
- Create a hospitality mindset through training and management structures
- Improve the consistency of our messages





Improve accessibility to the City

Purpose/Background

- To make it easier to physically move into, out of, and through the City
- To make it easier to access City Services and facilities (physically and remotely)
- To improve access to elected officials
- To make it easier for people to get involved

Tactics

- Improve the ability to physically move into, out of, and through the City using a variety of transportation methods
 - Sustained attention to Cottonbelt rail planning
- Make it easier to access City services both physically and remotely
- Develop and implement a plan to make it easier for stakeholders to get involved
- Develop and implement an education campaign to communicate and enhance the perception of our accessibility (physical roads congestion)



Enhance Governance

Purpose/Background

- To evaluate and examine the tools that allow the government to be effective and efficient
- To improve the alignment of Council, Stakeholders, and Staff
- Make refinements to Boards and Commissions
- To continuously evaluate our transparency - Ease of access to public information

Tactics

- Conduct a Charter Review
- Evaluate scope and structure of existing Boards and Commissions, make recommendations for improvement, and ensure alignment with our goals
- Identify training needs and provide training for City employees, Council, or Boards and Commissions
- Regularly assess our level of transparency



Improve documentation, processes, structure, and services

Purpose/Background

- In order to increase internal efficiency, and to make it easier for external customers to conduct business with the City, each department needs to regularly review, update, and streamline practices (i.e. policies, procedures, codes, inter-departmental communications and process, plans, etc.)

Tactics

- Facilitate a systematic review of the procedures, forms, structures, services, and policies of each department in order to identify and eliminate redundancies and inefficiencies
- Identify and improve policies, procedures, forms, and practices that the public finds confusing or frustrating
- Conduct a comprehensive review of the Code of Ordinances





Implement cost reduction strategies

Purpose/Background

- To continue to be good stewards of City resources
- To increase cost effectiveness and efficiency
- To minimize and/or eliminate any public perception of inefficiencies
- To identify the highest and best use of public funds

Tactics

- Create and implement a process to systematically identify and eliminate inefficiencies
- Continue to sustain our debt-management practices



Increase private participation and contributions

Purpose/Background

- To launch a repeatable, formal, coordinated effort that builds a connection between the City and private companies by making it easier to donate time, money, talent, and other resources
- To build relationships and align donation opportunities with business goals in order to create win/win scenarios.
 - Participation opportunities: naming rights, sponsorships, foundations, public art initiative, matching fund beautification project, etc.

Tactics

- Create a private participation coordination team that will effectively and intentionally match the goals and objectives of potential donors with contribution opportunities
- Identify potential funding opportunities on new/potential projects





Attract, develop, and retain quality City employees

Purpose/Background

- The right human resources are critical to the success of all other strategies. In order to attract the best talent, we must have a competitive compensation and benefits structure, a culture of excellence, and opportunities for growth and advancement. Once acquired, we must identify and meet the development needs of the individual, provide clear career paths, and effectively supervise and mentor our employees
- In order to retain our quality employees we must develop a work environment that people enjoy and are proud to work in, and provide clear and consistent expectations and feedback

Tactics

- Review the Human Resource rules, policies, and procedures and make improvements
- Review compensation and benefit philosophy and practice and make improvements
- Identify training needs and deliver a coordinated training program for employees
- Create leadership development programs and mentorship opportunities



Enhance the quality of life of our stakeholders

Purpose/Background

- Purpose – To increase both the reality and the perception of the Quality of Life in the City of Richardson for both our current and future stakeholders coordinating with other Strategy Teams
- Key elements of Quality of Life in Richardson include:
 - Schools
 - Library
 - Cultural Arts
 - Parks and Recreation
 - Transportation
 - Public Safety
 - Housing
 - Infrastructure
 - Jobs
 - Environment

Tactics

- Conduct a review of the tactics identified by other Strategy Teams that are intended to improve the Quality of Life
- Assess the Quality of Life issues of current and future stakeholders not addressed by other Strategy Teams
- Prioritize key initiatives and identify additional opportunities to increase the Quality of Life for all stakeholders. For example:
 - Prepare for a future bond program
 - Enhance recycling awareness and participation
 - Enhance quality housing options
- Create a communications plan to increase the perception of the Quality of Life in Richardson





NEXT STEPS



Next Steps

- Receive Council feedback and direction on the Strategy Implementation plans
- Update the plans as necessary and determine if additional tactics are required
- Further develop detailed, tactical implementation plans with action steps to be carried out as part of the City's work plans
- Implement the plans, communicate to relevant parties, and monitor effectiveness
- Provide ongoing reviews and updates to the Council

