

**MINUTES
RICHARDSON CITY COUNCIL
WORK SESSION MEETING
FEBRUARY 17, 2014**

WORK SESSION – 6:00 P.M.:

• **Call to Order**

Mayor Maczka called the meeting to order at 6:00 p.m. with the following Council members present:

Laura Maczka	Mayor
Bob Townsend	Mayor Pro Tem
Mark Solomon	Councilmember
Scott Dunn	Councilmember
Kendal Hartley	Councilmember
Paul Voelker	Councilmember
Steve Mitchell	Councilmember

The following staff members were also present:

Dan Johnson	City Manager
David Morgan	Deputy City Manager
Cliff Miller	Assistant City Manager Development Services
Don Magner	Assistant City Manager Community Services
Shanna Sims-Bradish	Assistant City Manager Admin/Leisure Services
Aimee Nemer	City Secretary
Taylor Paton	Management Analyst

The following special guests were also present:

Former City Manager, Bill Keffler
Former Mayor and current DART Board Member, Gary Slagel
NTMCA Board Members, John Murphy and John Sweeden

A. VISITORS

There were no visitors comments submitted.

B. PRESENT PROCLAMATION TO JIM PARKS, EXECUTIVE DIRECTOR OF THE NORTH TEXAS MUNICIPAL WATER DISTRICT

Special guests and City Councilmembers made comments of appreciation in recognition of Mr. Parks' retirement. Mayor Maczka presented him with a proclamation. Mr. Parks' thanked the Mayor and staff.

C. REVIEW AND DISCUSS THE CITY COUNCIL GOALS FOR THE 2013-2015 COUNCIL TERM

David Morgan, Deputy City Manager, and Assistant City Managers' Don Magner, Shanna Sims-Bradish, and Cliff Miller, reviewed the implementation plans for each of the strategies identified by Council to achieve the City Council goals.

Implementation Plans

1. 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)

2. 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

3. 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

4. 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

5. 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

6. 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

7. 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

8. 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

9. 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

10. 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)

11. 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

12. 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

13. 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

14. 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

15. 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

16. 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 - Environment
 - Public Safety
 - Housing
 - Infrastructure
 - Jobs

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

Council requested that the following items be included in the implementation plans.

Strategy 1

- Include a subgroup to look at incubator companies
- Be flexible but balanced

Strategy 5

- Change wording to “enhance partnerships with educational stakeholders”

Strategy 13

- Communicate cost saving strategies

Strategy 13

- Evaluate the ‘giving’ potential

D. REPORT ON ITEMS OF COMMUNITY INTEREST

Councilmember Solomon reported on several great events at the Eisemann Center over the weekend including the Richardson Symphony and the Bear Hunt. He also reminded everyone of the Murder Mystery to be held at the Library on Saturday evening. Mr. Solomon mentioned basketball games at Richardson High School and Berkner High School this coming weekend.

Mayor Pro Tem Townsend commented that Richardson has been named the fifth happiest city. Mr. Johnson stated that Council would be fully briefed on the award at a future meeting.

Councilmember Hartley commented on the recent promotion of 5 police officers, the opening of the Dumont Bridge, and he congratulated his parents on their 63rd wedding anniversary.

ADJOURNMENT

With no further business, the meeting was adjourned at 8:57 p.m.



 MAYOR

ATTEST:



 CITY SECRETARY

