City Council Work Session Handouts

March 5, 2012

I.   Review and Discuss Community Services Neighborhood Outreach and
      Enhancement Programs

COMMUNITY SERVICES
NON-CODE PROGRAMS OVERVIEW

City Council Briefing: March 5, 2012

Introduction

❖ Code enforcement is an effective tool for addressing neighborhood issues, but there are limitations.

   ❖ Code enforcement efforts are based on minimum standards

   ❖ Code enforcement is reactive rather than proactive

   ❖ Code enforcement can be protracted/expensive

   ❖ Code Enforcement does not foster pride in ownership

   ❖ Code enforcement does not encourage greater participation in neighborhoods

Introduction

❖ As a result, the City's approach to protecting neighborhood vitality and integrity is based on a multi-faceted strategy that also:

  ❖ Provides support and resources to residents' efforts to organize and positively affect their community

  ❖ Partners with leaders to put into action revitalization strategies that help realize a shared community vision

Introduction

❖ The purpose of tonight's presentation is to provide a comprehensive overview of Community Services' non-code programs and, within the context of a number of City Council's 2011-13 Near Term Action Items, determine if enhancements or new programming is warranted.

# Volunteer Assistance Program

Introduction

❖ In 2000, Neighborhood Integrity revamped the Volunteer Assistance Program and began an aggressive promotional campaign to make business and civic leaders more aware of volunteer opportunities.

❖ Since then and with the help of a lot of very committed partners, the Volunteer Assistance Program has helped more than **650** residents make improvements to their homes that would have otherwise been impossible.

Purpose

❖ The purpose of the Volunteer Assistance Program is to introduce owners who cannot properly maintain their homes due to age, finance or disability to volunteers who wish to provide assistance.

❖ Projects generally involve painting or cleaning-up the exterior of homes to correct code violations, but often involve additional improvements that exceed minimum standards.

❖ All projects are completed by volunteers with donated materials and supplies at minimal or no cost to the resident or the City.

Volunteer Projects Completed
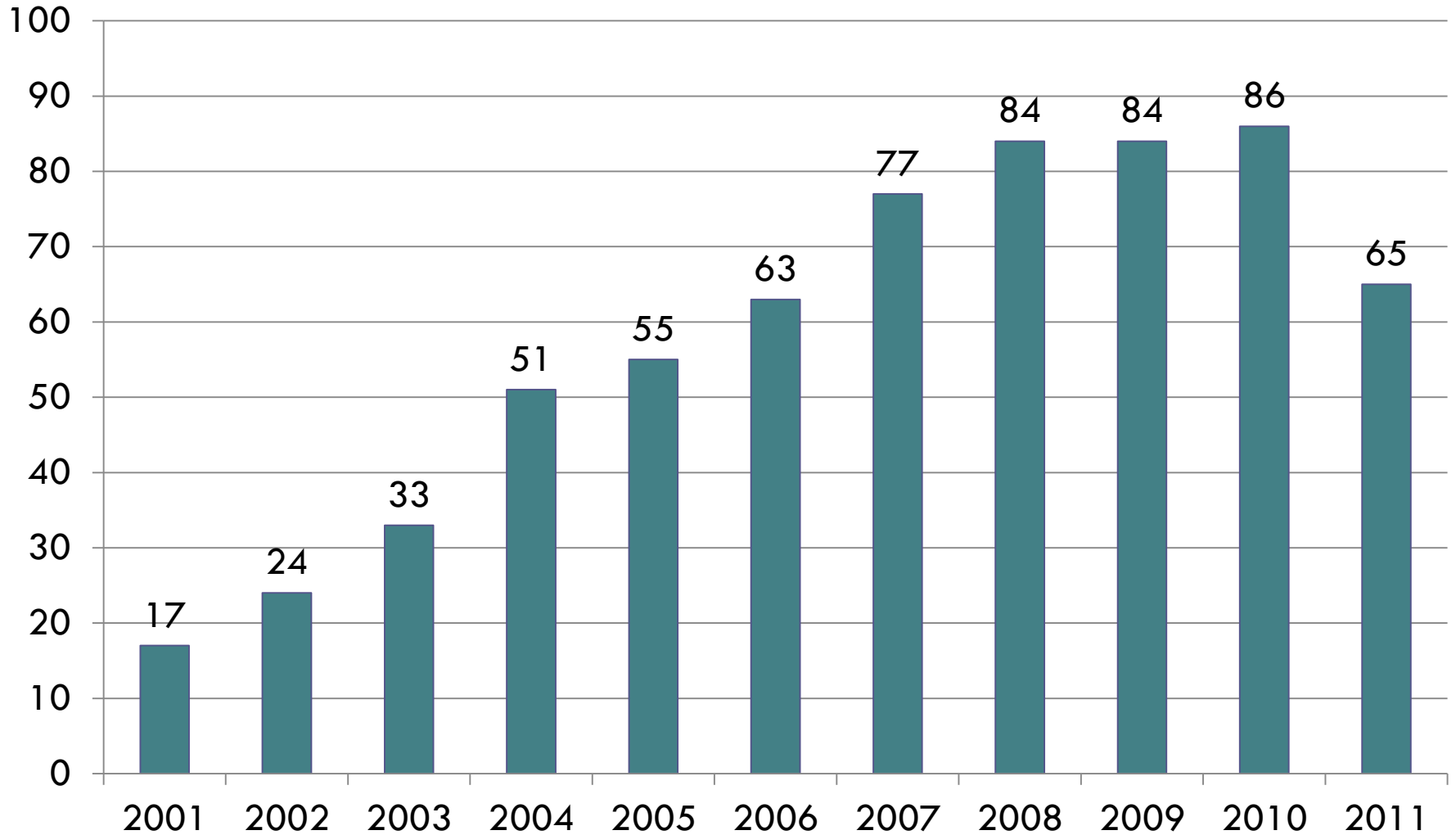
Eligibility

❖ The following requirements do not guarantee or eliminate anyone from receiving assistance; they are simply guidelines that are utilized to assist in determining necessity:

  ❖ Reside in City of Richardson.

  ❖ Occupy home as homestead.

  ❖ Demonstrate a hardship such as age, finance, or disability.

  ❖ An absence of family or friends that could perform the required work.

Partners

ChaseOaksChurch

binnerri ENGLISH MINISTRY mobile

NETWORK Offering A New Day A New Way

First United Methodist Church Richardson

CareChurch Richardson East Church of Christ

Richardson Young Professionals

Woodcreek CHURCH

Arapaho United Methodist Church

UNITY FOR SERVICE NATIONAL EXCHANGE CLUB

KIWANIS INTERNATIONAL

Richardson Church of the Nazarene

ST. PAUL THE APOSTLE CATHOLIC SCHOOL SPS Est. 1957

UT DALLAS

11-13 Near Term Action Items

❖ Evaluate the establishment of a community wide day of caring where Richardson organizations and individuals come together to serve those in need.

Recommendation

❖ Promote April as Richardson's Month of Volunteerism

    ❖ Probable events and participants include:

        ❖ UT-Dallas **Alternative Spring Break**

        ❖ **Trash Bash** – April 7

        ❖ YMCA **Annual Clean Up Day** – TBD

        ❖ Kiwanis **One Day** – April 21

        ❖ **ShareFest** – Chase Oaks Church – April 21 & 28

Recommendation

❖ Probable events and participants - Continued:

  ❖ Network of Community Ministries **Day of Caring** – April 28

    ❖ Canyon Creek Presbyterian Church

    ❖ Heritage Church Dallas

    ❖ First United Methodist Church

    ❖ TriQuint

  ❖ Eagle Scout Project – April/May

  ❖ Community Service Staff Projects – April 28

Recommendation

❖ Promotional Strategies:

  ❖ March City Council Meeting

    ❖ Proclamation; recognition of key volunteers

  ❖ Richardson Today

  ❖ Week In Review

  ❖ NeighborsGo Submission

  ❖ Special online section highlighting volunteerism

  ❖ Email Update Features

  ❖ Signage at all volunteer projects

New Partner

❖ First Richardson Helpers

    ❖First United Methodist Church of Richardson

    ❖Program will be modeled after Plan-O-Helpers

    ❖Compliment, not compete with the Senior's Net

    ❖Services will include:

        ❖Code Violations

        ❖Handrails

        ❖Grab Bars

        ❖Ramps

Neighborhood Association Development

New Neighborhood Association Program

❖ The goal of the program is to help residents develop neighborhood associations in areas not represented by a formal group or to reorganize inactive associations.

  ❖ Help potential leaders establish a core group

  ❖ Provide information and support to members of the core group during the early stages of the development process

  ❖ Help members of the core group secure resources to promote and hold its initial membership meeting

Core Group Formation

❖ Identify and organize potential leaders in neighborhoods that do not currently have an association

    ❖ Engage leaders of other organizations

    ❖ Enlist informal neighborhood leaders who are already working on behalf of their neighborhood

    ❖ Recruit potential leaders when communicating with the public for other reasons

Core Group Formation

❖ Provide assistance to core groups on many fronts, such as:

❖ Planning meetings

❖ Organizing volunteers

❖ Drafting bylaws

❖ Nominations: officer and committee candidates

❖ Marketing and promoting meeting

New Neighborhood Association Development
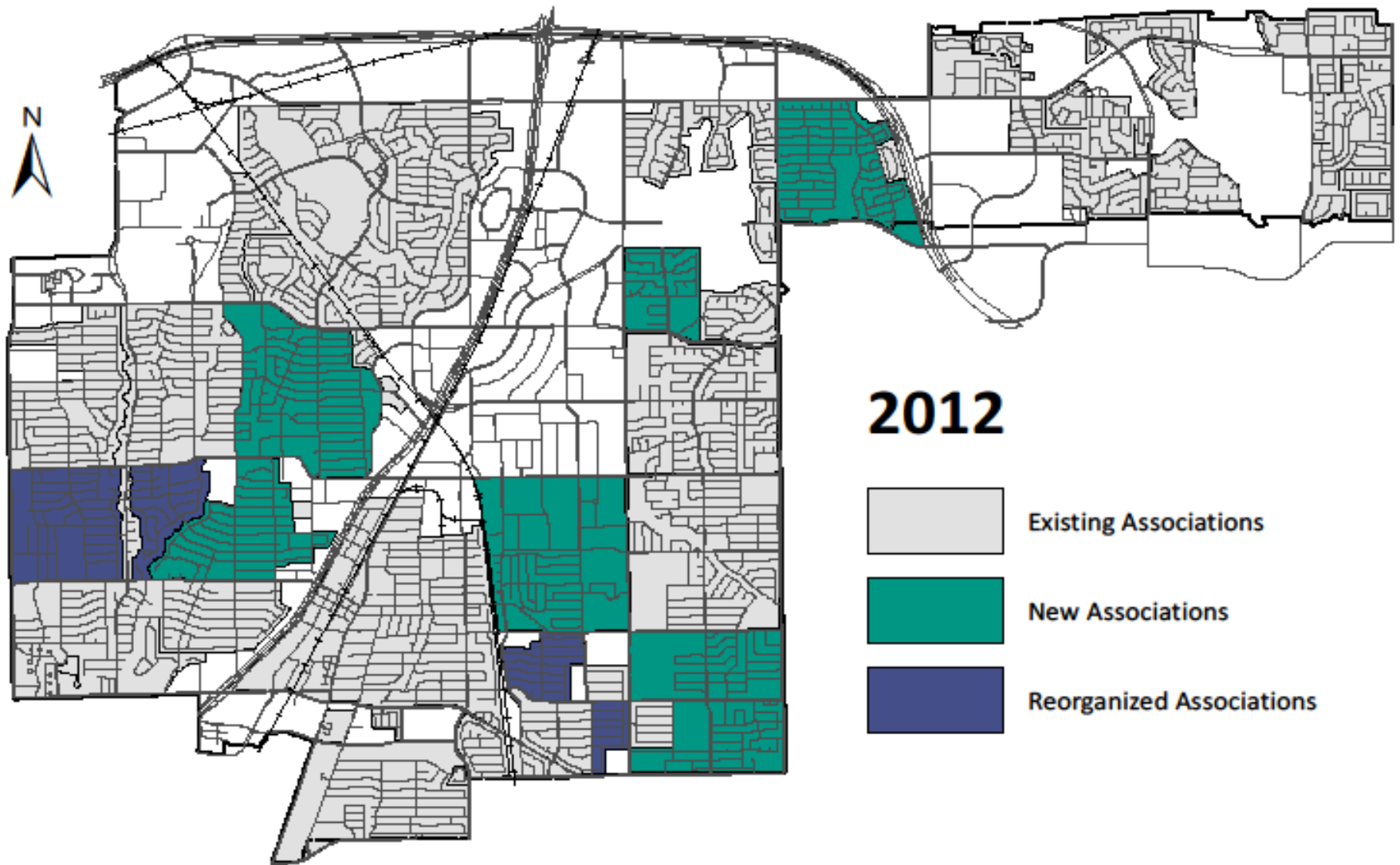
2012

Existing Associations

New Associations

Reorganized Associations

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Miles
0 0.25 0.5   1   1.5   2

Citizen Leadership Training

How Leaders Benefit

❖ Develop a better appreciation for neighborhood issues in general, and for vitality and integrity strategies used to address them.

❖ Develop a better understanding of city operations and programs.

❖ Develop a better understanding of neighborhood association management techniques and best practices.

❖ Benefit from networking opportunities and new relationships.

Neighborhood Leadership Workshops

- ❖ 15 workshops in previous 7 years

- ❖ Held every Spring & Fall

- ❖ More than 800 participants

- ❖ Representatives from 48 different neighborhoods

- ❖ 25 plus different programs offered

- ❖ Every city department has participated

- ❖ Pilot Program - Exhibitors Row

  - ❖ Representatives from all city departments and community partners participate by staffing booths and information tables

Previous Session Topics

- ❖ Secrets of Holding Effective Meetings
- ❖ Take Your Association to the Next Level: Utilizing Committees
- ❖ An Overview of Learning Styles
- ❖ Communicating Effectively With Different Learning Styles
- ❖ Emergency Preparedness for Neighborhood Associations
- ❖ The Nuts-N-Bolts of the Matching Fund Beautification Program
- ❖ Successful Team Building
- ❖ Everything You Need to Know About Water Conservation
- ❖ Everything You Ever Wanted to Know about Code Enforcement
- ❖ Richardson's Approach to Development

Spring 2012 Leadership Workshop

- ❖ New format provides participants with valuable information through small group interaction as well as opportunity to learn from other leaders
- ❖ **April 17th** – Will also serve as City Council / Presidents Meeting
  - ❖ 5:30 pm - Dinner/Networking (Grand Hall)
  - ❖ 6:30 pm - Opening Remarks (Grand Hall)
  - ❖ 6:45 pm - Breakout Session #1 (West Conference Room)
  - ❖ 7:30 pm - Breakout Session #2 (East Conference Room)
  - ❖ 8:15 pm - Panel Discussion (Grand Hall)
  - ❖ 9:00 pm - Adjourn

Spring 2012 Leadership Workshop

❖ **Program #1**: Gardening During Water Restrictions: How To Be Smart & Do Your Part

❖ **Program #2**: An Overview of the City's New Website

❖ **Program #3**: Presidents Panel Discussion

❖ **Exhibitors Row** – representatives from all city departments and community partners participate by staffing booths and information tables

2012 Realtors Workshop

❖ Partnering with Metrotex Association of Realtors

❖ **April 5th** - Expect 250 - 300 realtors

   ❖ 8:30 am – Breakfast /Networking

   ❖ 9:00 am - Opening Remarks

   ❖ 9:10 am – State of the City

   ❖ 9:50 am – Communication Tools

   ❖ 10:10 am – Parks & Trails Update

   ❖ 10:30 am – Residential Reinvestment Programs

   ❖ 10:50 am – Door Prizes / Closing Remarks

   ❖ 11:00 am - Adjourn

Other Outreach by City Departments

❖ Monthly City Council / Presidents Meetings

❖ Homeowner and neighborhood associations meetings

❖ Presentations to civic, social, business groups

❖ Presentations to City Boards/Commissions

❖ Participation at City festivals and events

❖ Week In Review

❖ Email Update Program features

11-13 Near Term Action Items

❖ Evaluate the implementation of "town hall" meetings specific to various departments within the City.

Recommendation

❖ Utilize workshops to spotlight city departments by making the **Exhibitors Row** a permanent feature

❖ Highlight at least one department at monthly City Coucil / Presidents Meetings

❖ Continue to schedule city departments to present at homeowner / neighborhood association meetings

❖ Utilize electronic updates to highlight departments on a regular basis

❖ Coordinate community outreach and electronic updates

Sign Topper Program

Introduction

❖ In March 2006, City Council established the Sign Topper Program to:

   ❖ Help neighborhoods be recognized for their unique character

   ❖ Encourage a sense of belonging and pride within neighborhoods

   ❖ Increase visibility of neighborhoods to non-residents

   ❖ Complement other neighborhood identity efforts

Eligibility

❖ Only recognized homeowner / neighborhood associations are permitted to install sign toppers

  ❖ Name and boundaries of neighborhood are unlikely to change

  ❖ Name is formally established and widely accepted by residents

  ❖ It is clear that boundaries do not infringe on other neighborhood boundaries
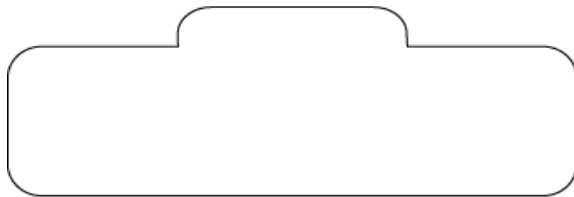
Design Guidelines

❖ Size: Cannot exceed 24" in length or 9" in height

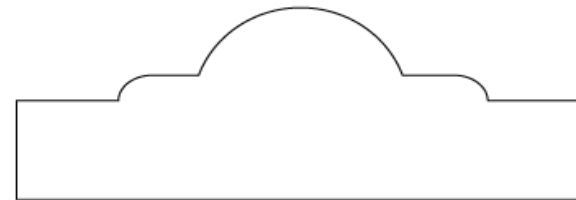❖ Shape: Can be any of the following shapes or styles, but must be consistent throughout the neighborhood
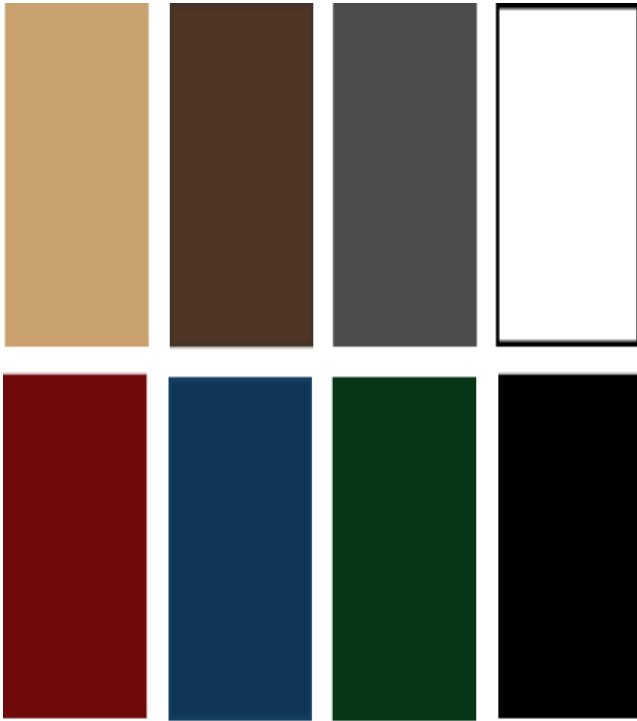
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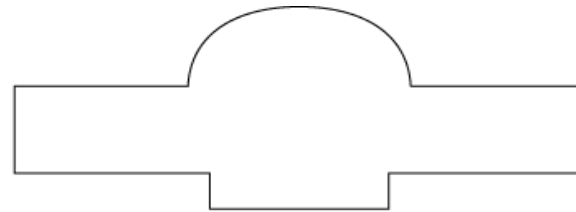
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9 x 24

9 x 24

Design Guidelines

❖ Background Color

❖ Font Color

    ❖ White

    ❖ Off White

    ❖ Black

    ❖ Dark Brown

❖ Font Size

    ❖ Between 2 and 3"

    ❖ Must be clearly visible from street

Installation / Maintenance

❖ The association is responsible for all costs associated with the manufacturing of its toppers

❖ The City is responsible for all costs associated with installing sign toppers or removing or replacing a topper

  ❖ Includes: materials (extensions, brackets, rivets, etc.), labor, equipment, preparation and travel time.
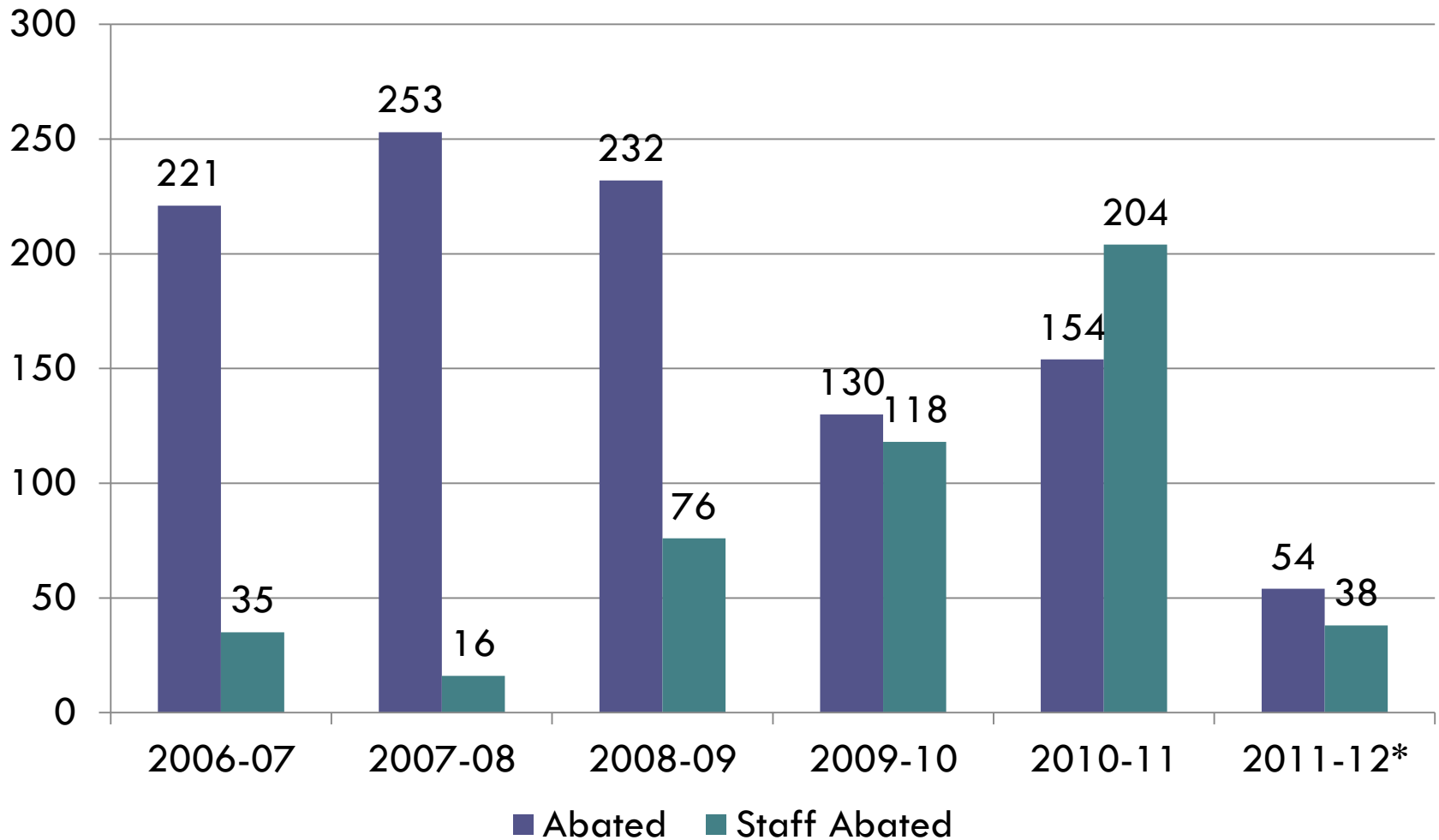
Sign Toppers

Graffiti Abatement Program

Introduction

❖ In February 2005, City Council established The Graffiti Abatement Program.

❖ Eliminate graffiti on public and private property in a timely manner and at no cost to residents and business owners to minimize its negative impact.

  ❖ Prompt and persistent removal of graffiti is the most effective means for discouraging future episodes.

  ❖ Homes and businesses that are clean and well maintained are less likely to be the target of vandals.

Graffiti Abatement Projects

Chart data:

Year	Abated	Staff Abated
2006-07	221	35
2007-08	253	16
2008-09	232	76
2009-10	130	118
2010-11	154	204
2011-12*	54	38

■ Abated   ■ Staff Abated

*10-1-11 – 2-24-12

Wall Washing Program

- In FY 11/12, $20,000 was devoted to wall washing/painting
  - If funds were devoted to washing and painting walls only
    - Approximately 1,500 linear feet (6' high)
    - Street side only
  - If funds were devoted to washing walls only
    - Approximately 25,000 linear feet (6' high)
    - Street side only

Wall Washing Program

❖ Screening Wall Inventory:

   ❖ About 90,000 linear feet of painted Eddie Mann walls
   ❖ About 38,000 linear feet of Eddie Mann walls
   ❖ About 76,000 linear feet of masonry walls

❖ Capital Projects is currently expanding on this dimensional inventory by evaluating the structural and aesthetic condition of every one of the above mentioned walls

   ❖ *Complete an analysis of the condition of screening walls in the City and develop a rating system to assist with future Capital Improvement efforts.*

Wall Washing Program

❖ **Phase 1**: Wash and paint walls that currently have peeling or chipping paint

  ❖ Staff will prioritize walls based on the total area that has deteriorated

❖ **Phase 2**: Wash and paint walls that have been painted different colors

❖ **Phase 3**: Establish a regular rotation to wash all walls within the City

❖ **Consideration**: Increase funding, perhaps by utilizing funds allocated to neighborhood enhancement strategies in Community Services FY 11/12 Budget.

Home Improvement Incentive Program

Introduction

❖ In February 2007, City Council established The Home Improvement Incentive Program (HIIP).

❖ The City provides an economic development incentive equal to 100% of the increase in property taxes for the tax year following completion of an approved project multiplied by 10 (years).

❖ The increase in the certified value is determined by the appraisal district.

❖ The incentive is paid in a single lump-sum on April 1 of the first full calendar year after completion of the project.
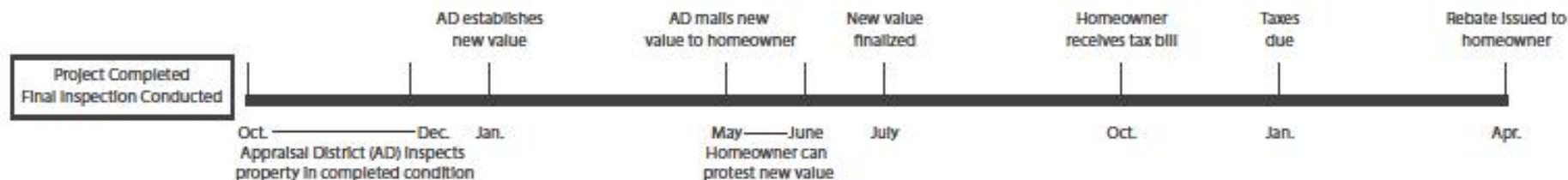
HIIP Process

❖ Application – Must be submitted prior to construction beginning and include details of project scope and estimated cost

❖ Approval Letter & Economic Incentive Agreement – Includes a reminder to retain records to certify construction costs and to call for final inspection when construction is complete

❖ Quarterly Email Updates – Sent to participants while projects are under construction; includes program highlights and reminders

❖ Final Letter & Incentive Payment Process Fact Sheet – Informs participant that all obligations have been met and details payment process

City of Richardson Home Improvement Incentive Program
Incentive Payment Process

Incentive Timeline:

	AD establishes new value	AD mails new value to homeowner	New value finalized	Homeowner receives tax bill	Taxes due	Rebate Issued to homeowner
Project Completed Final Inspection Conducted						

Oct. ———— Dec.   Jan.   May ——— June   July   Oct.   Jan.   Apr.
Appraisal District (AD) Inspects   Homeowner can
property in completed condition   protest new value

Date Project Initiated	Date Project Completed	New Value of Home Established	Incentive Payment Issued
2008	2010	January, 2011	April, 2012
2009	2010	January, 2011	April, 2012
2009	2011	January, 2012	April, 2013
2010	2010	January, 2011	April, 2012
2010	2011	January, 2012	April, 2013

To calculate your incentive amount:

10 (Applicable Tax Rate x- Applicable Tax Rate y) = Incentive Amount

when x = appraised value of home in its completed condition and
y = appraised value of home in its original condition.

Applicable Tax Rate Period	City Tax Rate
October 2007 – September 2010	.57516 %
October 2010 – Present	.63516 %*

*The City's tax rate is subject to change annually.
Any increase will be factored in to the incentive amount.

Thank you for participating in the Home Improvement Incentive Program.
For more information, please contact the Community Services Department at 972-744-4166 or visit us at www.cor.net/cs.
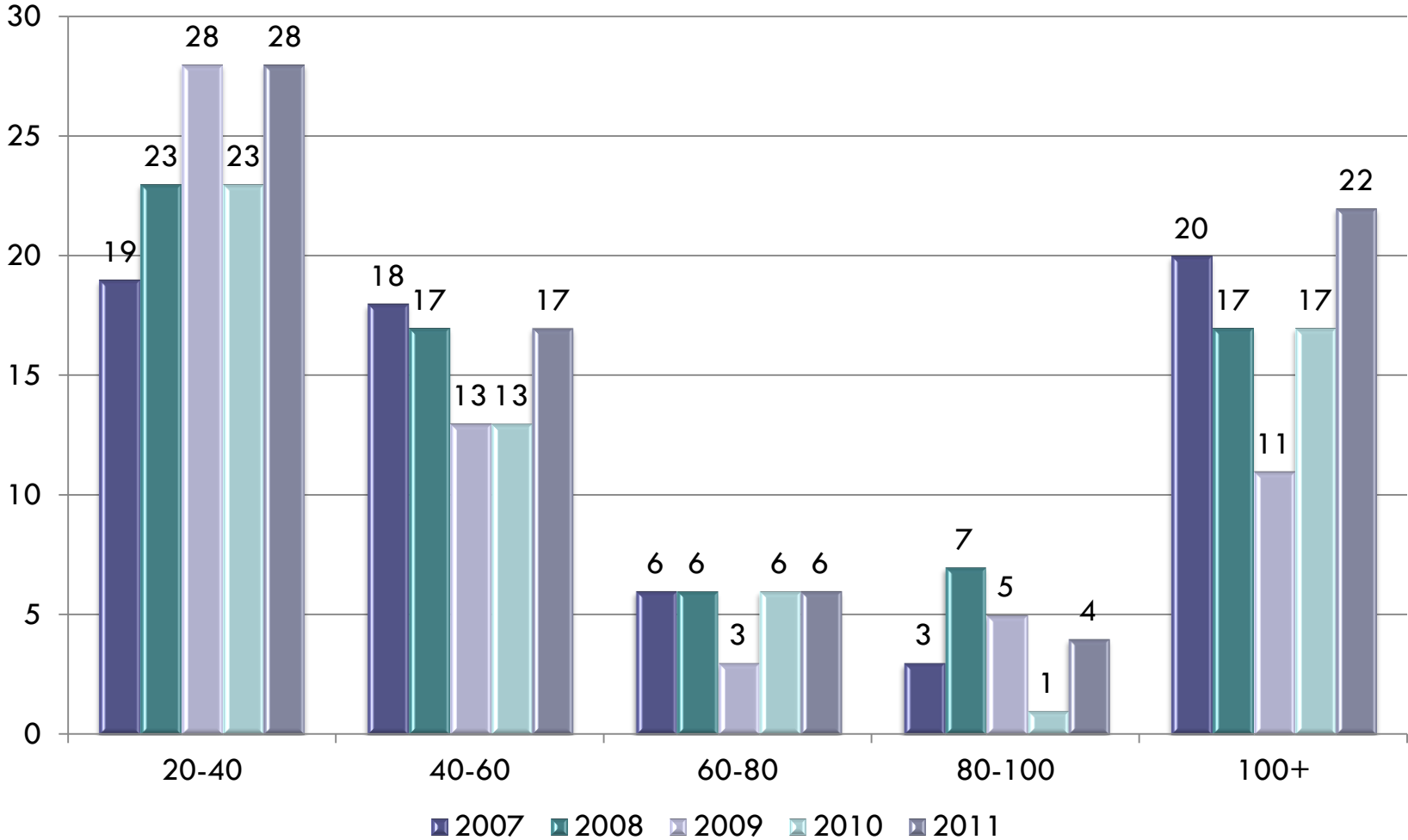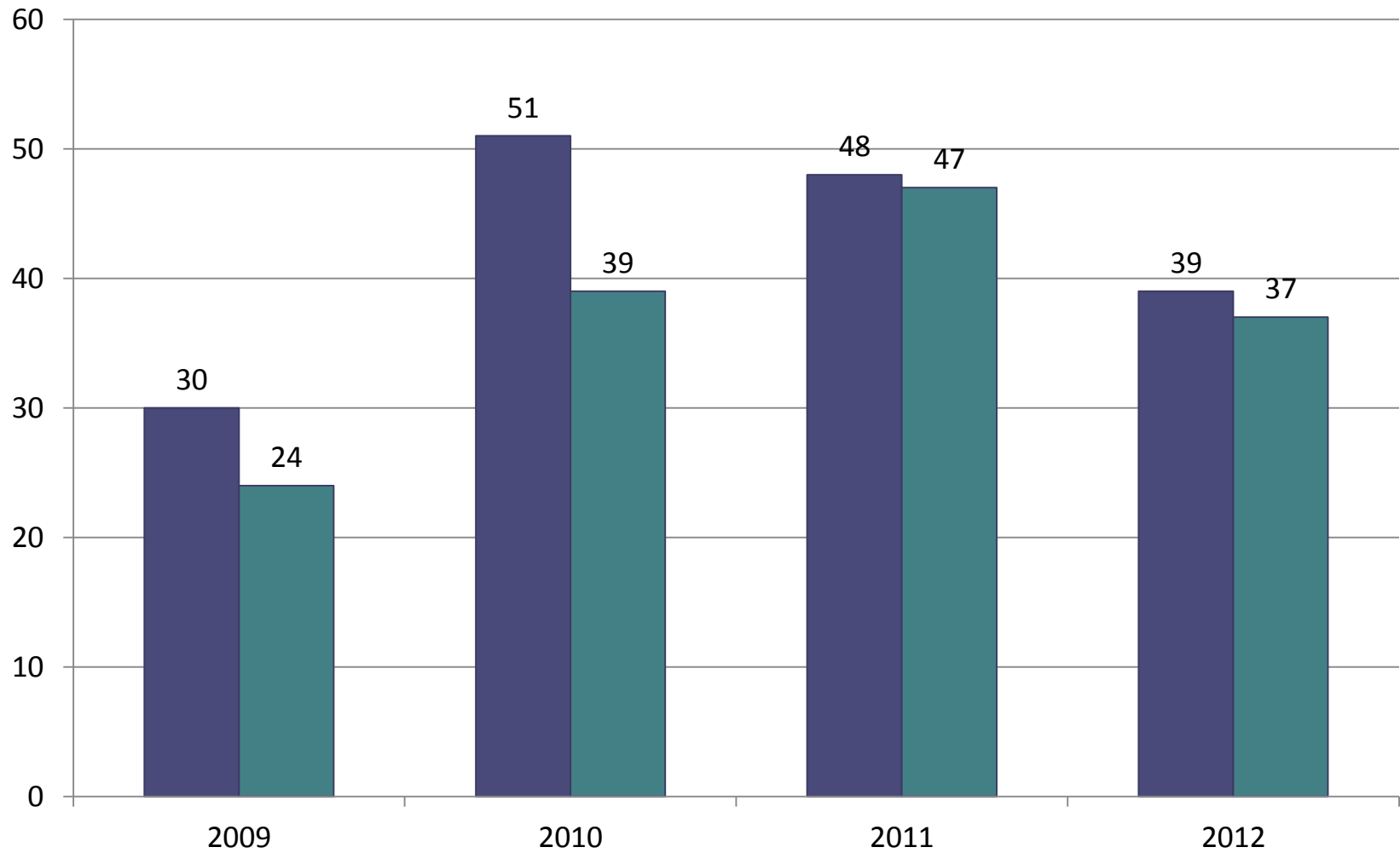
Background

- ❖ **315** applications approved

- ❖ An estimated **$31,300,000** reinvested in residential neighborhoods

- ❖ **80** projects estimated at **$100,000** or more

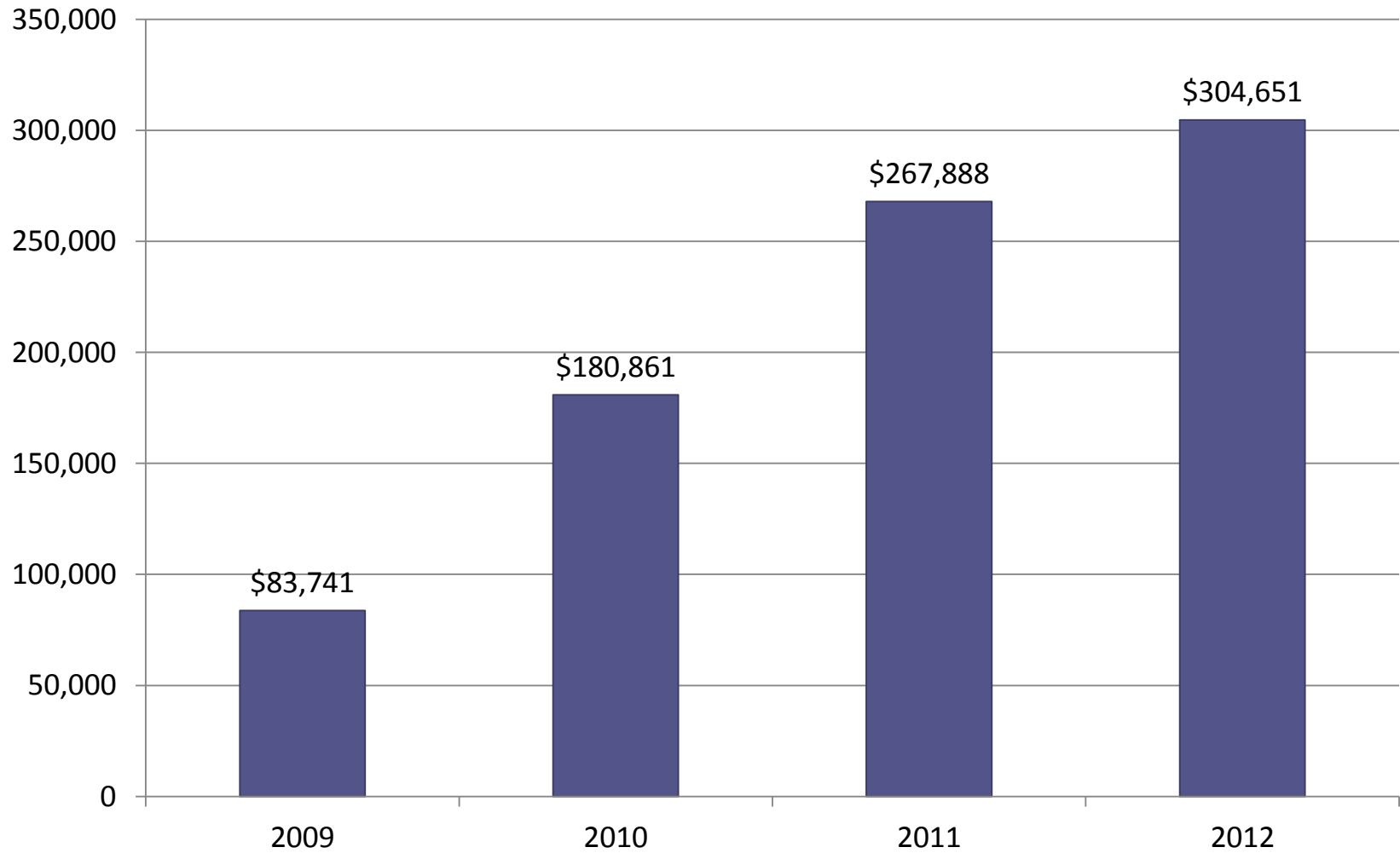- ❖ **8** projects estimated at **$500,000** or more
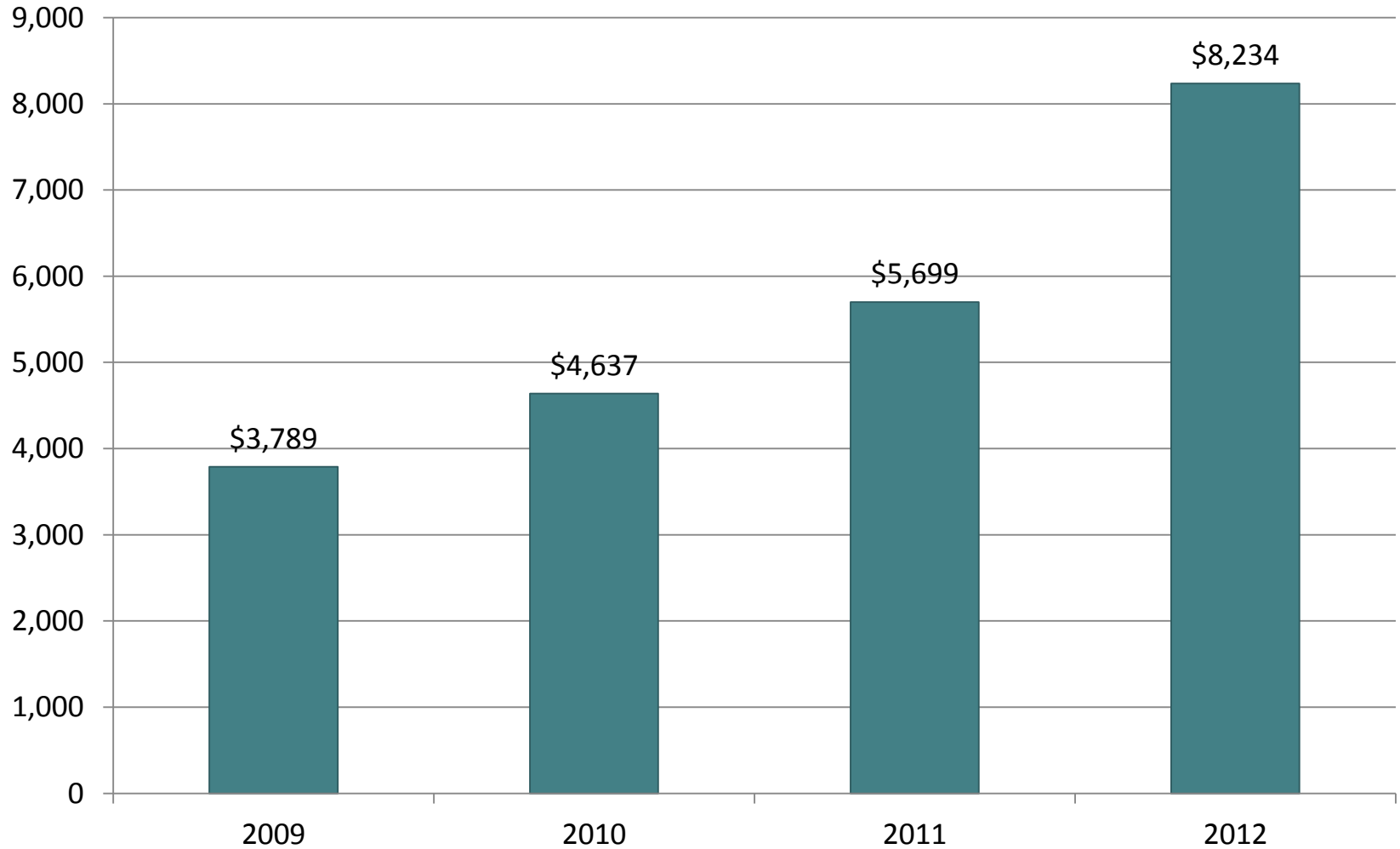
Investment Range by Year Applied
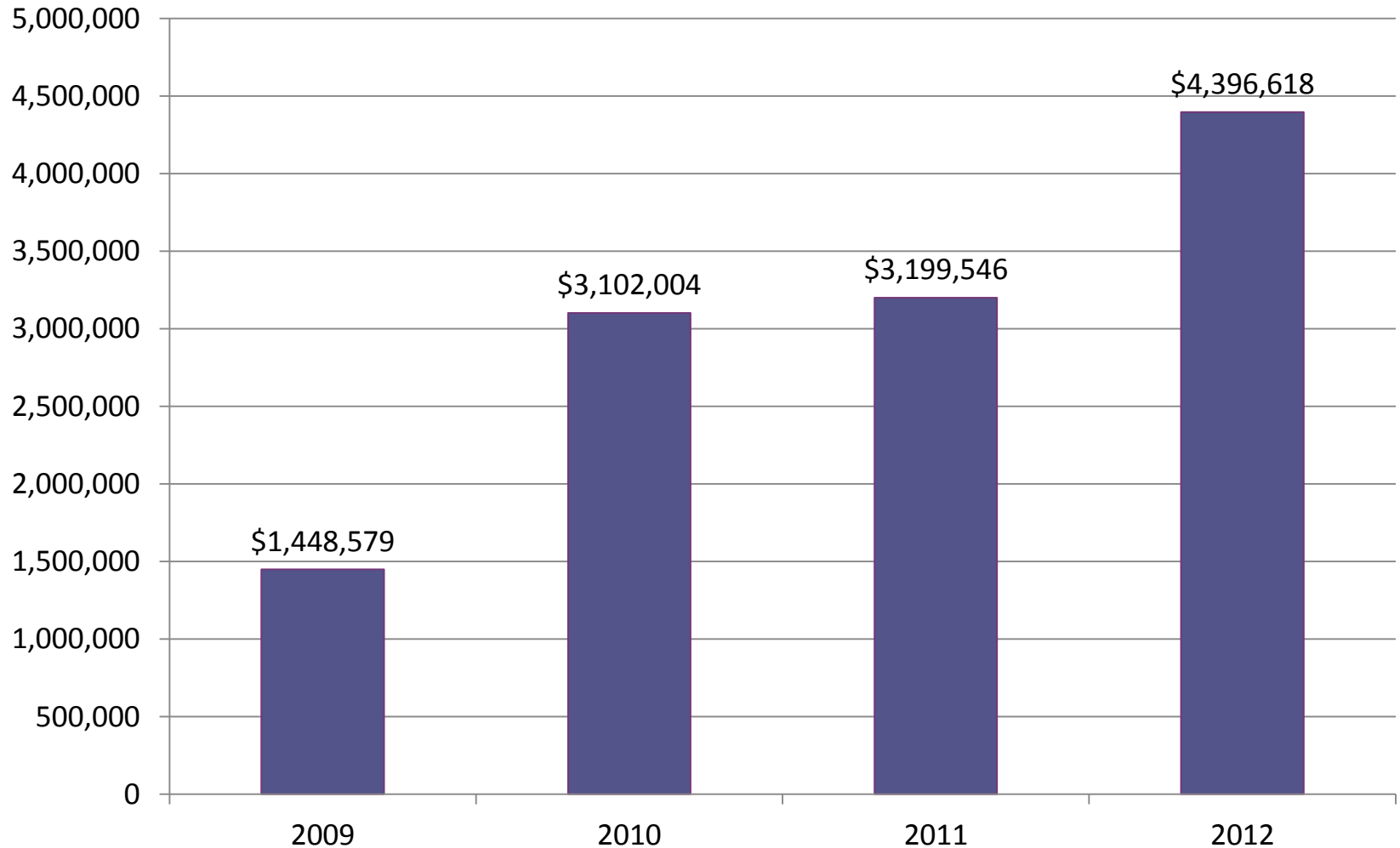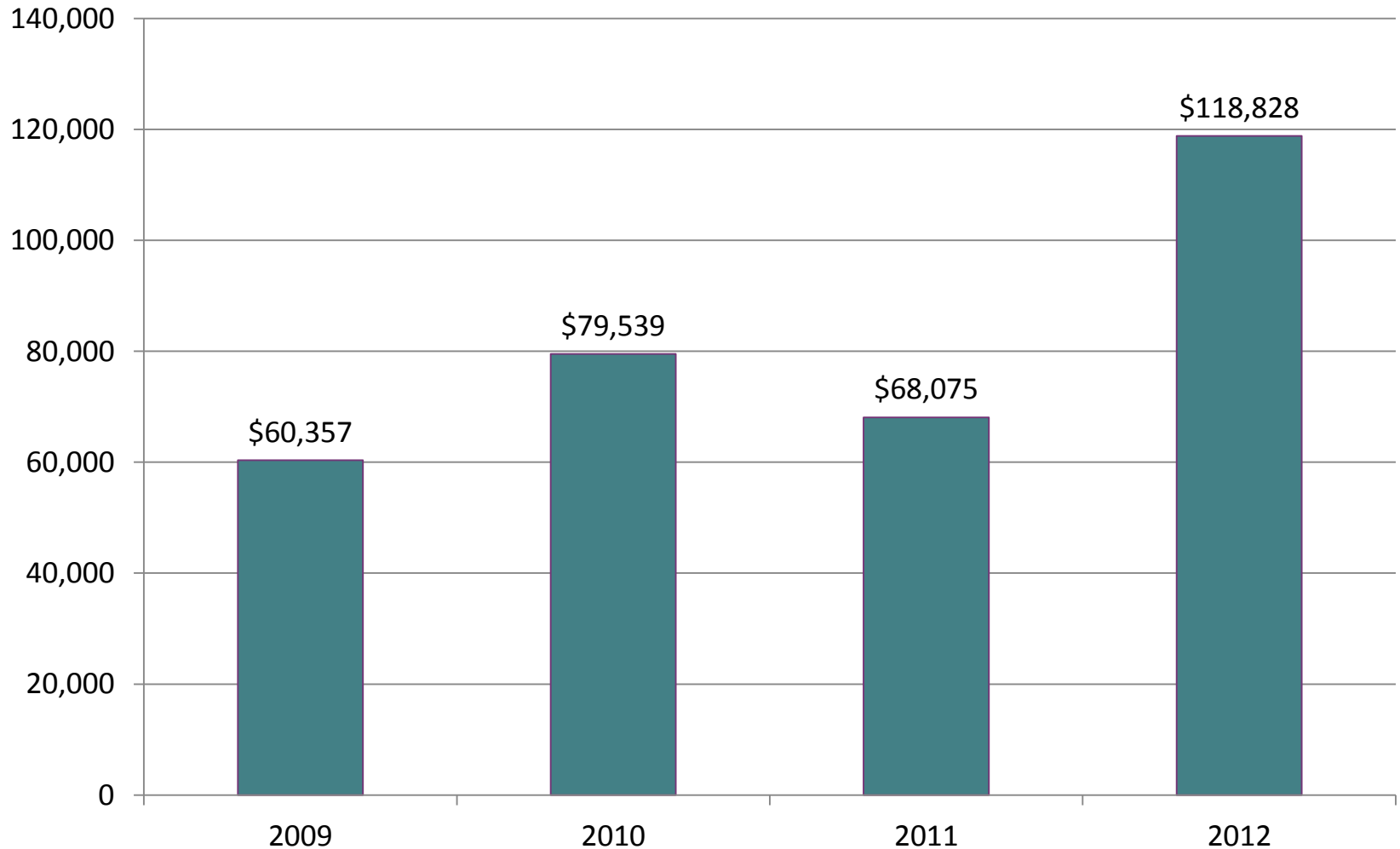
Total Incentives Paid

Total Incentives Paid

Average Incentive Paid

Total Increase in Appraised Value

Average Increase in Appraised Value

11-13 Near Term Action Items

❖ Evaluate the Home Improvement Incentive Program and options to provide an incentive for investments lower than $20,000.

Purpose of Program

❖ Positively affect the value of the City's housing stock by encouraging reinvestment in residential neighborhoods

❖ Lower the financial hurdle for property owners to make significant improvements to their homes

❖ Demonstrate a strong commitment by the City to reinvest in residential neighborhoods

❖ Help distinguish Richardson from surrounding communities by providing an economic incentive to prospective buyers

Recommendation

❖ Do not lower the minimum investment required to participate in the Home Improvement Incentive Program to less than $20,000.

Recommendation

❖ The majority of projects that consist of multiple, small-scale improvements certified to cost less than $20,000 net an average of $.10-.30 increase in appraised value for every $1 invested

❖ This results in little to no incentive being paid
  ❖ 2008-2011
    ❖ 19 applicants did not receive an incentive
    ❖ 17 of these applicants made multiple improvements of less than $20,000 each
      ❖ Most of these projects do not require a permit – appraisal district never knows about them
      ❖ Most are deemed maintenance, not upgrades

Recommendation

❖ By participating in the "HIIP", residents expect to receive an incentive. When the incentive does not materialize or is minimal, participants often express frustration with the process

❖ At a minimum, 14 months elapses between the time a project is completed and an incentive is paid

  ❖ Waiting is less appealing when the incentive is minimal

❖ The HIIP administrative process would be overly taxing for less significant projects and take an inordinate amount of staff time

Neighborhood Stability Alternatives

Types of Incentives

Tax Abatements	Grants	Loans
Fixed	Outright	Forgivable
Sliding Scale	Matching	Low Interest

Tax Abatements

❖ Fixed - Programs of this type offer an abatement at a fixed rate. The rate remains constant throughout the term of the abatement.

❖ Sliding Scale - Programs of this type offer an abatement on a sliding scale. The rate changes over the term of the abatement, typically starting at 100% and then decreasing over time.

Grants

❖ Unrestricted Funds - Programs of this type offer absolute funds, usually a percentage of the total investment, to residents who enhance their home.

❖ Matching Fund Home Improvement Grants - Programs of this type offer matching funds to residents to make repairs or updates to their home, usually a 50 / 50 or similar agreement.

Grants - Examples

- **Long Beach, California**
  - Home Improvement Rebate Program provides a reimbursement of up to $2,000 to property owners in certain target areas to improve the exterior of their residential properties.
  - Any improvements to the exterior of the property that are visible from the street, with the exception of roofs.
  - The correction of code violations that involve the exterior of the structure are especially encouraged.
  - Household income must meet eligibility requirements.
  - CDBG funded.

Grants - Examples

❖ **Stillwater, OK**

  ❖ Exterior Grant Program offers a rebate of up to $1,000 for the costs incurred in making exterior improvements.

  ❖ Property must be in a specific district of the city.

  ❖ Grant funds may not exceed 50% of the total project cost.

  ❖ Improvements must be exterior and clearly visible to the general public from the street.

  ❖ All funded work must be completed within 6 months of approval.

  ❖ CDBG funded.

Loans

❖ Low Interest Loans - Programs of this type offer loans at a low, reduced interest rate to encourage home improvement.

❖ Forgivable Loans - Programs of this type offer loans to homeowners that are forgiven if certain conditions are met. Such conditions tend to include:

  ❖ Minimum occupancy terms preceding and/or following the loan in which the homeowner must have and/or will maintain the home as their primary residence for a set period of time.
  ❖ Be in good standing with all applicable governmental entities, mortgage lenders and insurers.

Loan - Examples

- **Arlington, Texas**
  - Offers zero percent loans for up to $24,500 which are forgivable after 5 years for rehabilitation.
  - Homeowner must own subject property for three months before applying for the program.
  - The homeowner must retain the property as primary residence for the duration of the loan.
  - Loan will be null if the property owner defaults on any payments.
  - CDBG funded.

Loan - Examples

❖ **Rochester, MN**

  ❖ Home improvement loans up to a maximum of $30,000.

  ❖ Loans are zero percent interest .

  ❖ Must be paid back in full when the borrower sells or transfers the title.

  ❖ Properties must be owner occupied to be eligible.

  ❖ CDBG funded.

Benefits of Incentive Types

	Tax Abatements	Grants	Loans
Short Term Benefit	Yes	Yes	
Long Term Benefit		Yes	Yes
Up Front Funding Required by City	Yes	Yes	
Tax Base Increase	Yes	Yes	Yes
Predictable, Fixed Cost		Yes	Yes

11-13 Near Term Action Items

❖ Evaluate programs to address neighborhood decline issues to stabilize the overall health of the neighborhood.

❖ Evaluate developing a first-time homebuyer program to encourage ownership and residential reinvestment.

Program Considerations

❖ Should incentives be offered citywide or in preferred areas only?

  ❖ Investment Zone – a geographic area selected based on criteria such as:

   ❖ Percent rental property

   ❖ Code enforcement activity

   ❖ Average age of housing stock over a certain criteria

   ❖ Average appraised value below certain criteria

   ❖ Lack of drive-up appeal

Program Considerations

- Who should be eligible to participate?
  - Employees of select businesses
    - Corporate retention and economic development benefits
  - Select professions
    - Teachers, police, fire
  - First-time homebuyers
  - Current residents
    - Minimum residence requirement
  - Military

Program Considerations

❖ What type of improvements should be incented?

    ❖ Exterior – building

        ❖ Roof

        ❖ Wood and siding

        ❖ Paint

    ❖ Exterior – property

        ❖ Landscaping

        ❖ Flatwork

        ❖ Fence

    ❖ Exterior – not visible

        ❖ Foundation Repair

        ❖ Irrigation systems

    ❖ Interior

        ❖ Remodels

Program Considerations

❖ How much should be allocated annually?

❖ How much should be allocated per applicant, address?

    ❖ Maximum amount

❖ Should allocation be fixed or scale?

    ❖ Percent of total investment

❖ How should individual applicants be selected?

Program Considerations

❖ Based on any City Council direction, staff would prepare a recommendation for consideration that details:

  ❖ Project Scope

  ❖ Application Period

  ❖ Project Evaluation / Selection Criteria

  ❖ Project Completion / Requirements Fulfillment

  ❖ Staffing Implications

Next Steps

❖ Continue to evaluate programs on an ongoing basis to determine if enhancements or new programming is warranted

❖ Like with code programs, provide regular updates and status reports to City Council so that feedback and suggestions can be taken and incorporated into community programs

11-13 Near Term Action Items Covered

❖ Evaluate the establishment of a community wide day of caring where Richardson organizations and individuals come together to serve those in need.

❖ Evaluate the implementation of "town hall" meetings specific to various departments within the City.

❖ Evaluate the Home Improvement Incentive Program and options to provide an incentive for investments lower than $20,000.

❖ Evaluate programs to address neighborhood decline issues to stabilize the overall health of the neighborhood.

❖ Evaluate developing a first-time homebuyer program to encourage ownership and residential reinvestment.

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