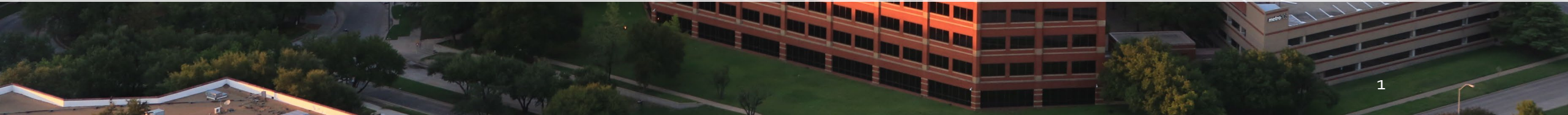




CITY COUNCIL RECOMMENDED 2023-25 TACTICS

City Council Work Session: November 6, 2023



INTRODUCTION

- City Council met on Saturday, September 16, 2023, to review and discuss its Statement of Goals, which includes:
 - Role of Council
 - Rules of Engagement
 - Vision, Goals and Strategies
- On October 23, 2023, City Council adopted its updated Statement of Goals via Resolution
- Tonight's briefing will provide the Council with a list of recommended Tactics that will aid in achieving the Council's Vision and Goals



RICHARDSON TEXAS

2023-2025 STATEMENT OF GOALS

ROLE OF COUNCIL

The role of the Council is to be responsible, ethical, transparent, and resourceful advocates of the City. We communicate with, seek input from, and provide a voice for residents and all stakeholders. We set policies and develop strategies that will ensure transparency and enable us to achieve our vision.

RULES OF ENGAGEMENT

The Council will work to achieve a result that is in the best interest of our residents and all stakeholders. We will strive to keep our discussions relevant and productive and will be supportive of all Council decisions. While executing our duties, the Council will interact with each other, staff, and stakeholders:

Respectfully
We are willing to listen to and recognize the potential value of differing ideas and opinions in a non-partisan manner.

Professionally
We are punctual, focused, present, and prepared. We are fair, impartial, and unbiased when voting on actions.

Efficiently
We value city resources and the time of others, and we will work to limit interruptions and distractions.
We agree to hold each other accountable.

TACTICS DEVELOPMENT CONSIDERATIONS

- The Tactics being shared tonight were developed with the following guidance:
 - City Council direction
 - Boards and Commission feedback
 - Resident's ideas and input
 - Business and institutional partners insights and suggestions
- Many Tactics are designed to help achieve multiple strategies; likewise, many are ongoing efforts that traverse Council terms due to their significant nature
- Some Tactics will not require Council action to implement; notwithstanding, regular status reports will be provided
- The Tactics presented tonight will not represent the complete work plan; many Tactics develop organically or in response to developments throughout the term and are added to the list of planned tactics and tracked as well

VISION

- Richardson is recognized and studied for being a well-run, professionally managed, forward-looking city, and for our ability to create a clean, safe, vibrant, diverse and inclusive community in which residents and all stakeholders enjoy high-quality amenities, arts, and entertainment.
 - Residents and visitors value our accessibility, the quality and variety of our city services, recreational opportunities, green spaces, housing, educational opportunities, retail choices, and transportation options
 - We have a thriving, diverse business community whose success is supported by a superior infrastructure, access to a talented, well-educated, and engaged workforce, a business-friendly environment, and easy access to the North Texas region

GOALS

- To effectively, efficiently, and transparently manage city resources while maintaining and enhancing city services
- To have residents and all stakeholders choose Richardson as the best place to locate, contribute, and engage
- To have clear, effective, efficient, continuously improved, and consistently applied processes and policies that make it easy for residents, employees, and all stakeholders to interact with the City
- To have well-trained, engaged, and innovative employees who deliver an exceptional customer experience while working in a safe, inclusive, and equitable environment

STRATEGIES

1. Attract, develop, and retain high-quality, innovative employees
2. Document and continuously improve business processes
3. Improve access, usability, and user experience with policies, processes, and procedures
4. Promote an innovative approach to business processes
5. Ensure systems are safe and secure
6. Continue to explore unique opportunities to attract and retain residents and all stakeholders
7. Promote economic development that benefits the whole city
8. Promote avenues for public engagement and input
9. Work to maintain a balance between responsible neighborhood integrity and the regulatory environment
10. Leverage our regional leadership position to positively impact County, State and Federal issues
11. Maintain strong fund balance and bond rating
12. Value, protect, and create a positive return on City, resident, and other stakeholder investments in the City
13. Leverage county, state, and federal opportunities

ONGOING TACTICS

- Advance City Hall and Library projects – on time, within budget
- Complete renovation of the Animal Shelter and Fire Station 5, including public art selection and installation
- Implement Years 3 & 4 of the 2021 Bond Program
- Advance the Arapaho Station Master Developer RFP
- Complete expansion of the 825 Pressure Zone
- Continue coordination with DART, NCTCOG and other community partners on construction of Silver Line Rail and Cotton Belt Trail projects
- Further implementation of legacy software systems (Tyler Employee Recruitment Module, Utility Billing, Cashiering and EnerGov/Building Inspection)
- Complete renovation of Sherrill Park Course #2
- Transition to new city-wide radio system



ONGOING TACTICS

- Complete Envision Richardson Comprehensive Plan Update
 - Explore potential zoning changes to encourage diverse housing options throughout the City
- Major planning initiatives:
 - Facilities Generator Master Plan (underway)
 - Water Master Plan (underway)
 - Solid Waste Services Master Plan (underway)
 - Library Strategic Plan (underway)
 - Fire Services Master Plan (commences January 2024)
 - Aquatics Master Plan (commences Q1 2024)
 - Cultural Arts Master Plan (commences in Q1 2024)
 - Convention & Visitors Bureau Strategic Plan (commences Q1 2024)
 - Community Services Strategic Plan (commences Q1 2024)



ATTRACT, DEVELOP, AND RETAIN HIGH-QUALITY, INNOVATIVE EMPLOYEES

- Explore additional opportunities for more staff events to focus on organizational culture development
- Perform comprehensive compensation analysis on an annual basis to sustain market competitiveness
- Continue implementation of multi-year sustainability strategies to CORPlan, which balances competitiveness with financial stability
- Develop customized recruitment and retention strategies for difficult to fill positions and to enhance diverse applicant pools
- Explore cross-training and promotional paths for various positions that rewards advanced training and accumulated experience to increase employee retention
- Evaluate options for partnering with the City of Plano on updating the Police Training Center



DOCUMENT AND CONTINUOUSLY IMPROVE BUSINESS PROCESSES

- Explore codification of processes in relation to Council appointments, training, etc.
- Explore a policy related to virtual attendance for Council
- Discuss a pothole repair policy
- Evaluate standard construction details and design standards, consider enhancements to maximize value of infrastructure and extend the life cycle
- Develop a simplified and streamlined approach to special event and alcohol sales permitting

IMPROVE ACCESS, USABILITY, AND USER EXPERIENCE WITH POLICIES, PROCESSES, AND PROCEDURES

- Discuss creation of a GIS map accessible to everyone to show all infrastructure, planning, etc.
- Begin preparation for 2025 Charter Review
- Develop a comprehensive City Fee Ordinance – combine all fees into one ordinance
- Conduct review of Code of Ethics
- Launch cor.net enhancements to ensure a modern, contemporary platform that provides exceptional access and user experience



PROMOTE AN INNOVATIVE APPROACH TO BUSINESS PROCESSES

- Develop a comprehensive philanthropy and sponsorship guide for City opportunities, to include assets, sponsorship levels, packages, and pricing
- Explore ticketed event pricing options to increase accessibility, attendance, security, safety and attendee satisfaction
- Review current facility rental processes and contracts to streamline requests
- Explore third party vendor to facilitate management of the City's Backflow Program



ENSURE SYSTEMS ARE SAFE AND SECURE

- Conduct Cybersecurity Awareness Training via monthly newsletters, annual training, and periodic testing
- Enhance Cybersecurity best practices
- Conduct continuous Information Technology infrastructure upgrades, patching, and technology refresh ensuring continued vendor support and security
- Complete security and access upgrades at city facilities



CONTINUE TO EXPLORE UNIQUE OPPORTUNITIES TO ATTRACT AND RETAIN RESIDENTS AND ALL STAKEHOLDERS

- Explore opportunities for more multi-cultural events
- Explore new resources/programming to welcome new residents/businesses to the City and familiarize them with the community
- Evaluate additional placemaking initiatives throughout the City with wayfinding and public art
- Complete and activate open space projects at Apollo/Plano, Belt Line/Glenville, Main/Interurban
- Activate disc golf course and begin programming efforts

PROMOTE ECONOMIC DEVELOPMENT THAT BENEFITS THE WHOLE CITY

- Ensure equitable distribution of economic opportunity and city amenities/services across the City
- Discuss options for economic development at the Spring Valley Corridor
- Create a plan to target businesses for relocation to Richardson
- Look at opportunities to further celebrate diversity and make it an economic driver

PROMOTE AVENUES FOR PUBLIC ENGAGEMENT AND INPUT

- Explore the creation of a board to celebrate and promote diversity, inclusion, accessibility, etc.
- Conduct an evaluation and alignment of current boards and commissions
- Engage community and customers through utilization of the new Library outreach van
- Launch the capital campaign for relocation of Ms. Belle's House to Huffhines Park
- Develop strategy for hosting open houses regarding bond and capital improvement programs



WORK TO MAINTAIN A BALANCE BETWEEN RESPONSIBLE NEIGHBORHOOD INTEGRITY AND THE REGULATORY ENVIRONMENT

- Create a new educational workshop series and neighborhood awareness campaign focused on enhancing the curb appeal of residential properties and stressing the importance of basic maintenance
- Develop an interactive map that allows stakeholders to track the status of code violations
- Explore options for expanding the street median maintenance/enhancement program
- Provide status report on Year 1 of short-term rental program; evaluate opportunities to enhance if appropriate
- Evaluate updates to the City's health and animal services codes

LEVERAGE OUR REGIONAL LEADERSHIP POSITION TO POSITIVELY IMPACT COUNTY, STATE AND FEDERAL ISSUES

- Discuss how to impact our state representatives in order to maintain local control
- Work with the NTMWD and other regional partners to ensure adequate water supply and sewer treatment capacity in the future; further the Customer City premium discussion
- Coordinate with DART on community needs as part of its Strategic Plan development process
- Take an active role in the NCTCOG's Regional Transportation Study
- Collaborate with TxDOT on the US75 Technology Lanes & Traffic Management Plan



MAINTAIN STRONG FUND BALANCE AND BOND RATING

- Prepare for annual bond issuance/bond rating agency meetings to continue capital project implementation
- Review outstanding debt annually for future refunding opportunities
- Annually evaluate property tax exemptions in conjunction with financial policies
- Evaluate utility/enterprise rate structures to stay competitive within the market and set rates to maintain a 90-day fund balance
- Maintain multi-year capital improvement plan; update annually

VALUE, PROTECT, AND CREATE A POSITIVE RETURN ON CITY, RESIDENT, AND OTHER STAKEHOLDER INVESTMENTS IN THE CITY

- Discuss environmental initiatives
- Renew League of American Bicyclists' Bicycle Friendly Community status; discuss process to attain a silver-level bike-friendly designation
- Implement a multi-prong approach to educate the public and reduce litter in Richardson's public spaces
- Develop construction standards and policies regarding tree placement and protections that reduce the impact of construction projects on existing trees; discuss process to attain Tree City Certification

LEVERAGE COUNTY, STATE, AND FEDERAL OPPORTUNITIES

- Explore opportunities for federal and state housing grants
- Discuss active participation in regional homelessness events and organizations
- Strengthen relationships with school districts for events and programs
- Coordinate with TxDOT, NCTCOG and other stakeholders along the US 75 Corridor as part of the US 75 – Tech Lane Project

NEXT STEPS

- Receive City Council feedback and suggestions
- Add Tactics to the Council's Statement of Goals online
- Coordinate with staff on implementation schedules and timelines
- Planned Winter 2023/2024 Work Plan
 - Explore the creation of a board to celebrate and promote diversity, inclusion, accessibility, etc.
 - Explore codification of processes in relation to Council appointments, training, etc.
 - Explore a policy related to virtual attendance for Council
 - Discuss a pothole repair policy
 - Renew League of American Bicyclists' Bicycle Friendly Community status; discuss process to attain a silver-level bike-friendly designation
 - Activate disc golf course and begin programming efforts