

## City Council Work Session Handouts

April 21, 2014

- I. Review and Discuss the West Spring Valley Road Rehab Project
- II. Review and Discuss Update on the Central Trail Project
- III. Review and Discuss the Status of the Dumont Drive Traffic Calming Study
- IV. Review and Discuss the City Council Goals for the 2013-2015 Council Term

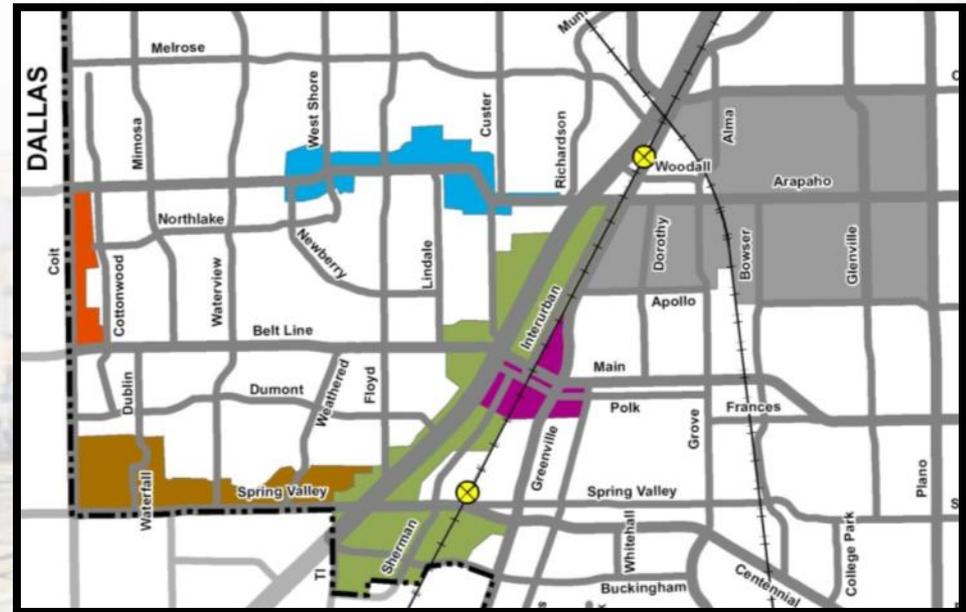
# W. Spring Valley Road Rehab Project

**City Council Briefing: April 21, 2014**



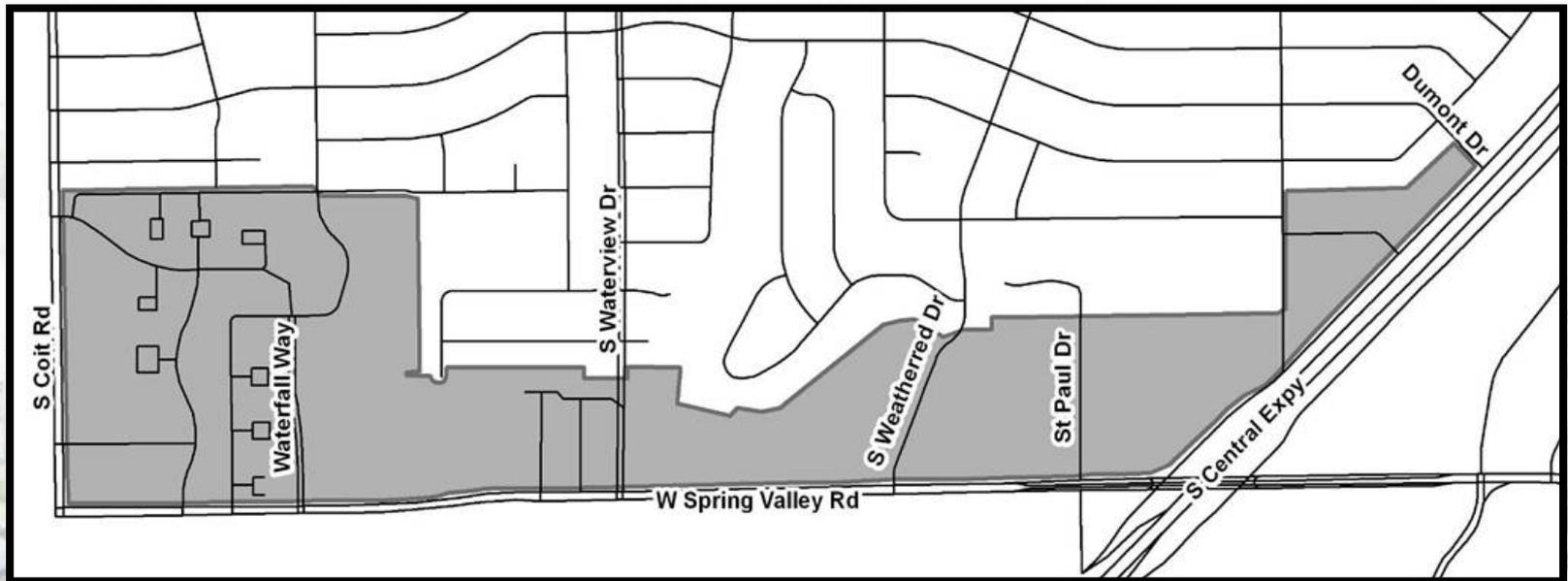
# Introduction

- In January 2009, the Richardson City Council adopted a new Comprehensive Plan.
- The updated plan included six enhancement areas in which further study would be necessary to understand the full potential for redevelopment.



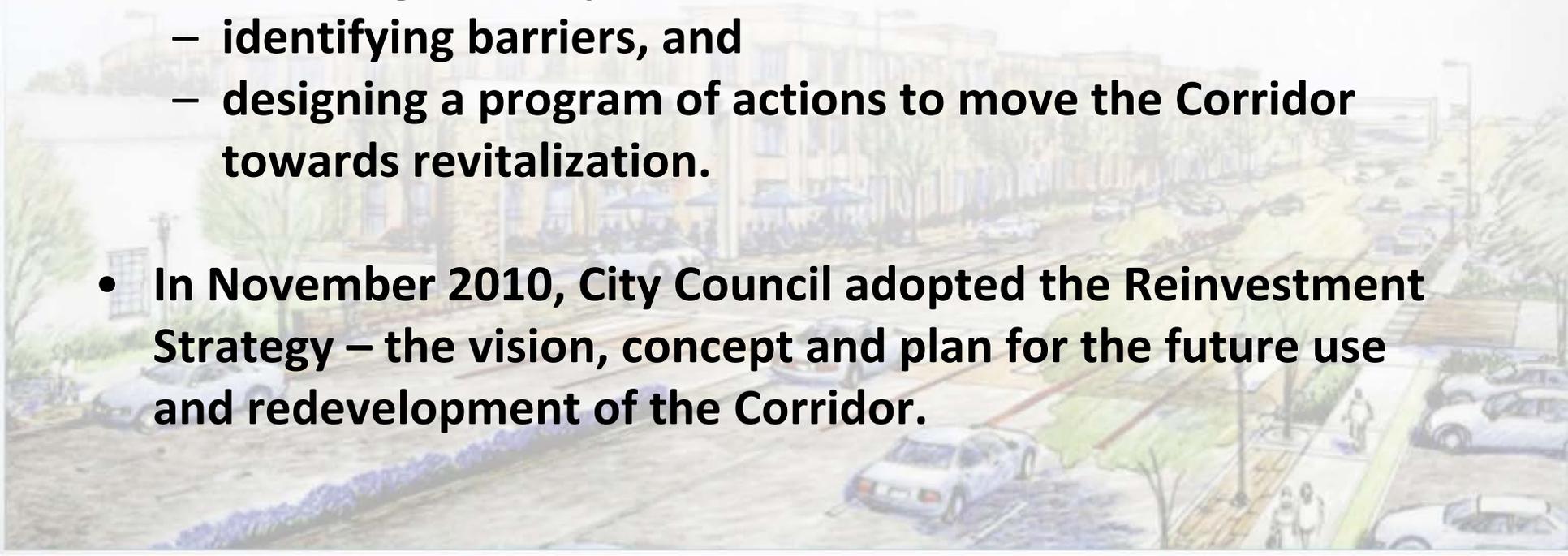
# Introduction

- Given the history of concerns shared by the entire community over conditions in the W. Spring Valley Corridor, it was chosen as the first area for analysis.



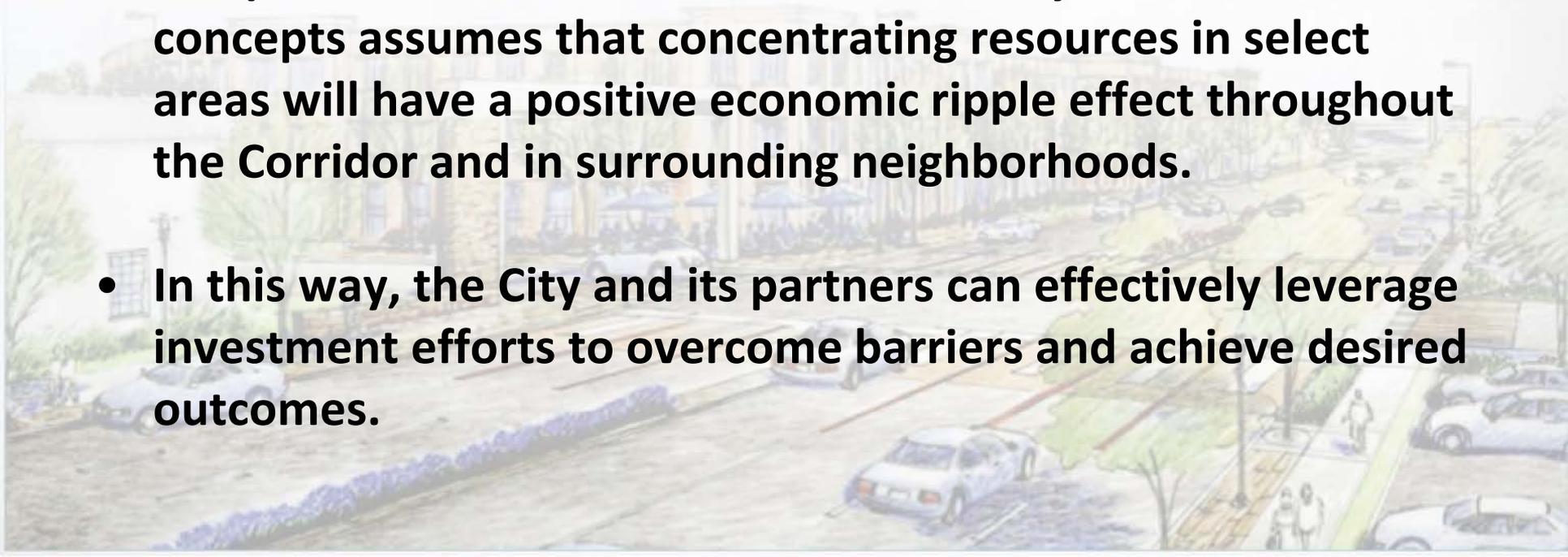
# Introduction

- **For more than a year, the City and key stakeholders worked to develop a comprehensive strategy through a process which involved:**
  - educating stakeholders,
  - soliciting their input,
  - identifying barriers, and
  - designing a program of actions to move the Corridor towards revitalization.
- **In November 2010, City Council adopted the Reinvestment Strategy – the vision, concept and plan for the future use and redevelopment of the Corridor.**

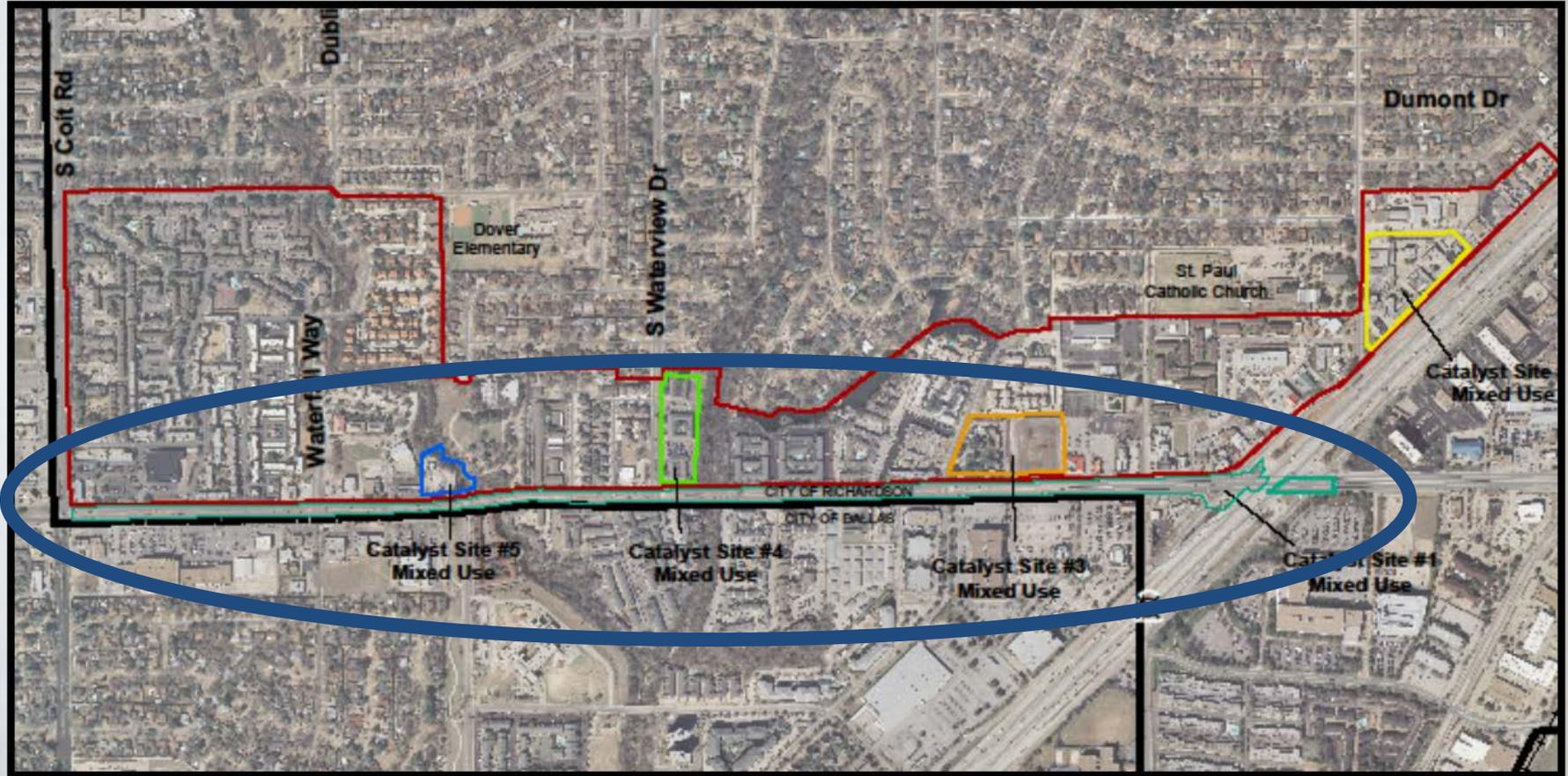


# Catalyst Projects

- Encouraging strategic investment on key properties was identified as the central approach for the renaissance of the W. Spring Valley Corridor.
- The premise behind the selection of catalyst investment concepts assumes that concentrating resources in select areas will have a positive economic ripple effect throughout the Corridor and in surrounding neighborhoods.
- In this way, the City and its partners can effectively leverage investment efforts to overcome barriers and achieve desired outcomes.



# Catalyst Projects



# W. Spring Valley Corridor Reinvestment Strategy

- **Catalyst Project 1: West Spring Valley Road Improvements**
  - **Make enhancements to public realm that will increase surrounding property values by changing the overall perception of the Corridor.**
    - **Transportation & Pedestrian Improvements**
    - **Median Improvements**
    - **Crosswalk Improvements**



# Rehab Project Background

- **W. Spring Valley Rehabilitation Project**
  - **Dallas County / Cities of Richardson & Dallas / COG project**
  - **Dallas County funded in 2005 Major Capital Improvement Program**
  - **COR funded in 2006 & 2010 Bond Program**
  - **Dallas County lead agency for design and construction**
  - **Design for project is 70% complete**
  - **Coit Rd. to just east of Weatherred Rd.**



# Original Scope – Prior to February 2011

- **Pavement Repair**
  - **Street, Curbs, Approaches, Sidewalks**
- **Weathered Intersection Improvements**
  - **Signal Upgrade and Left & Right Turn Lanes**
- **Cottonwood Creek Culvert Design and Construction**

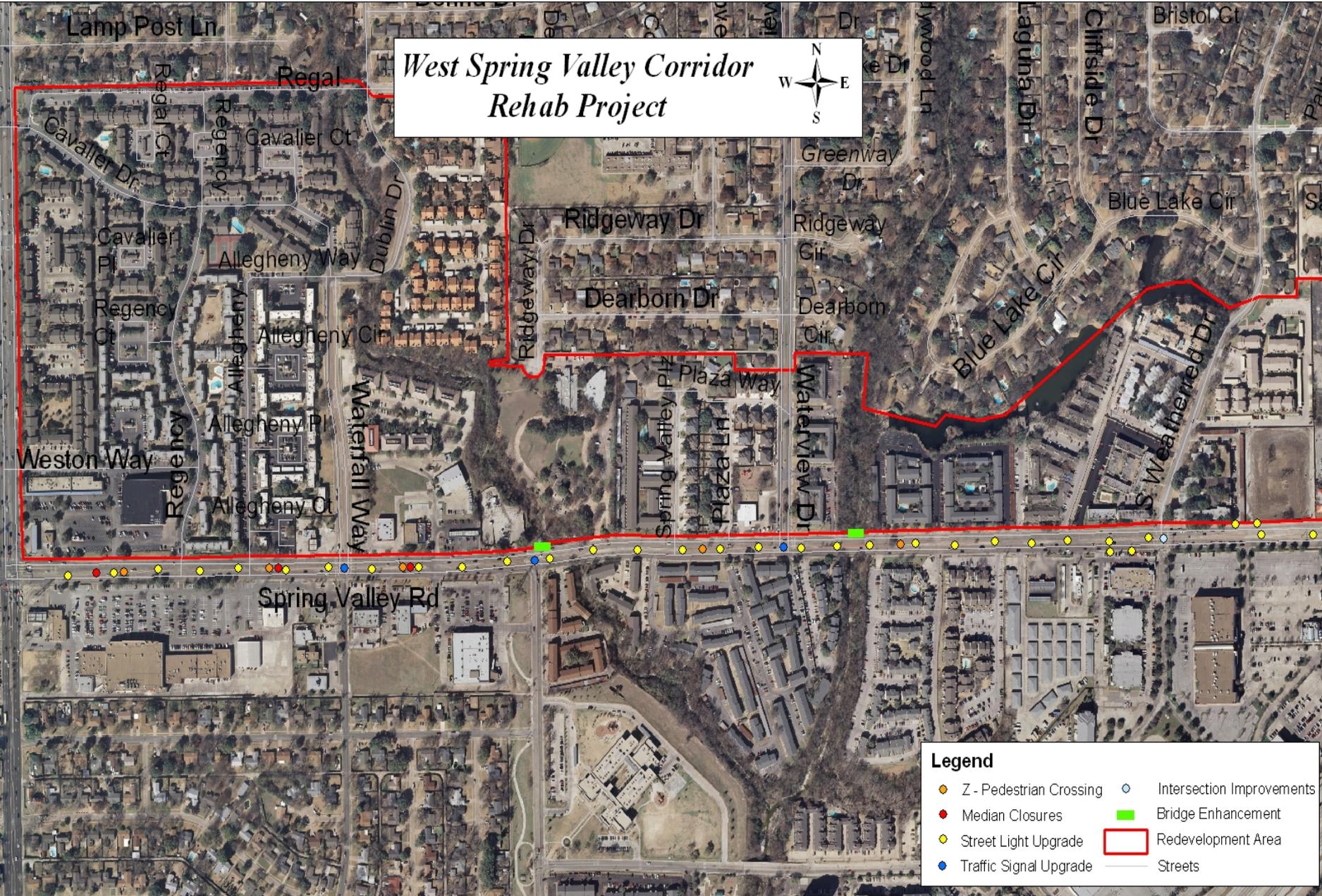


# Expanded Scope – Currently

- **Original Scope, plus:**
  - **Z pedestrian crossings (5)**
  - **Median closures (3)**
  - **Street Light Upgrade (44)**
  - **Traffic Signal Improvements (3) at Waterfall Way, Maham, Waterview Drive**
  - **Hunt Branch Culvert Design and Construction Work**
  - **Asphalt Overlay**

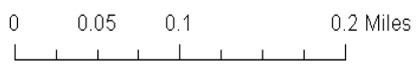


# West Spring Valley Corridor Rehab Project



**Legend**

- Z - Pedestrian Crossing
- Median Closures
- Street Light Upgrade
- Traffic Signal Upgrade
- Intersection Improvements
- Bridge Enhancement
- Redevelopment Area
- Streets



# Median Closings & Pedestrian Crossing



# Median Closings

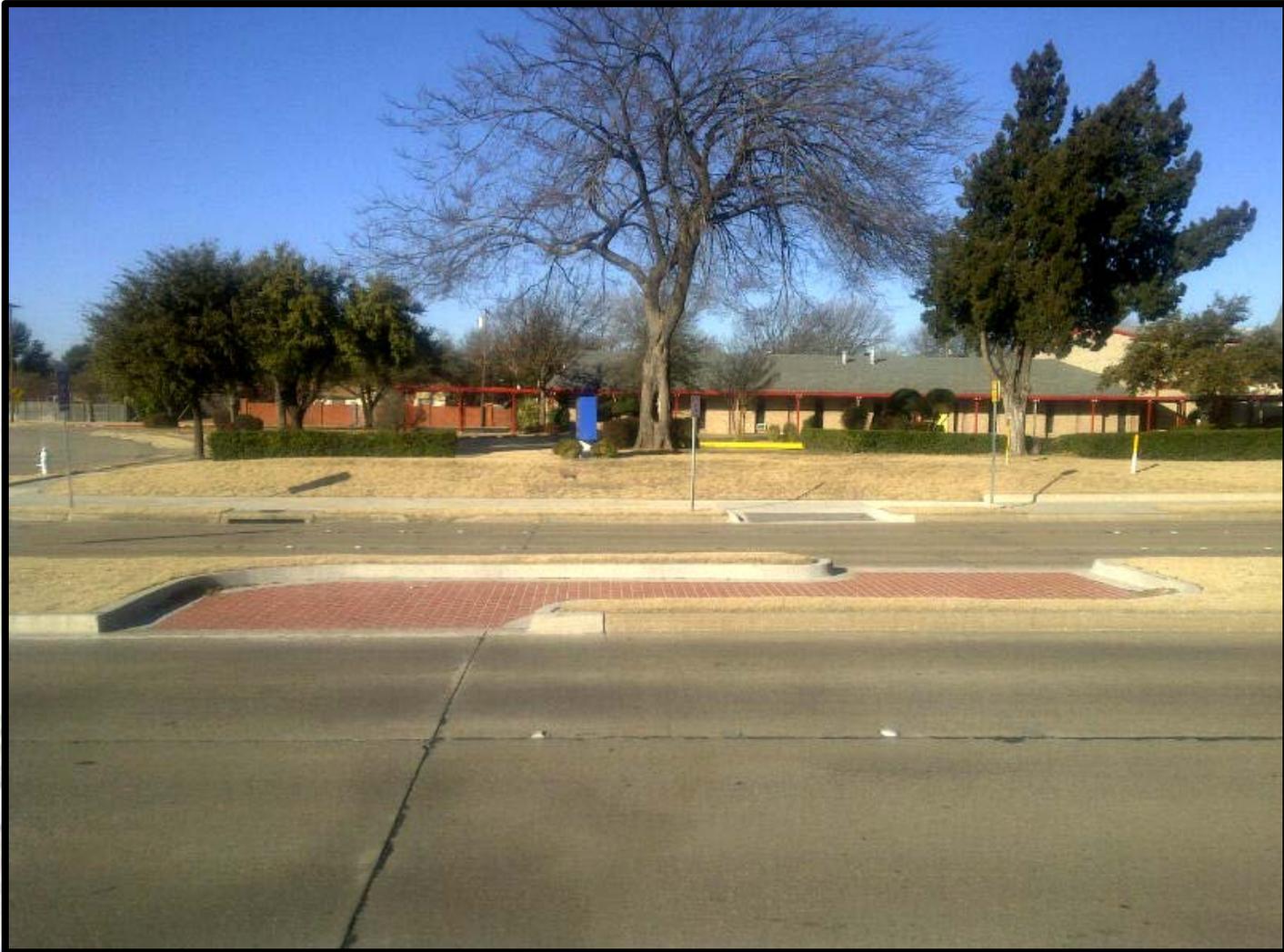


- Legend**
- Existing Medians
  - Revised Medians
  - Impacted Properties
  - Existing Driveway Locations
  - Existing Cross Access
  - Proposed Prohibited Movement
  - Recommended All. Movement

West Spring Valley Corridor Reinvestment Study



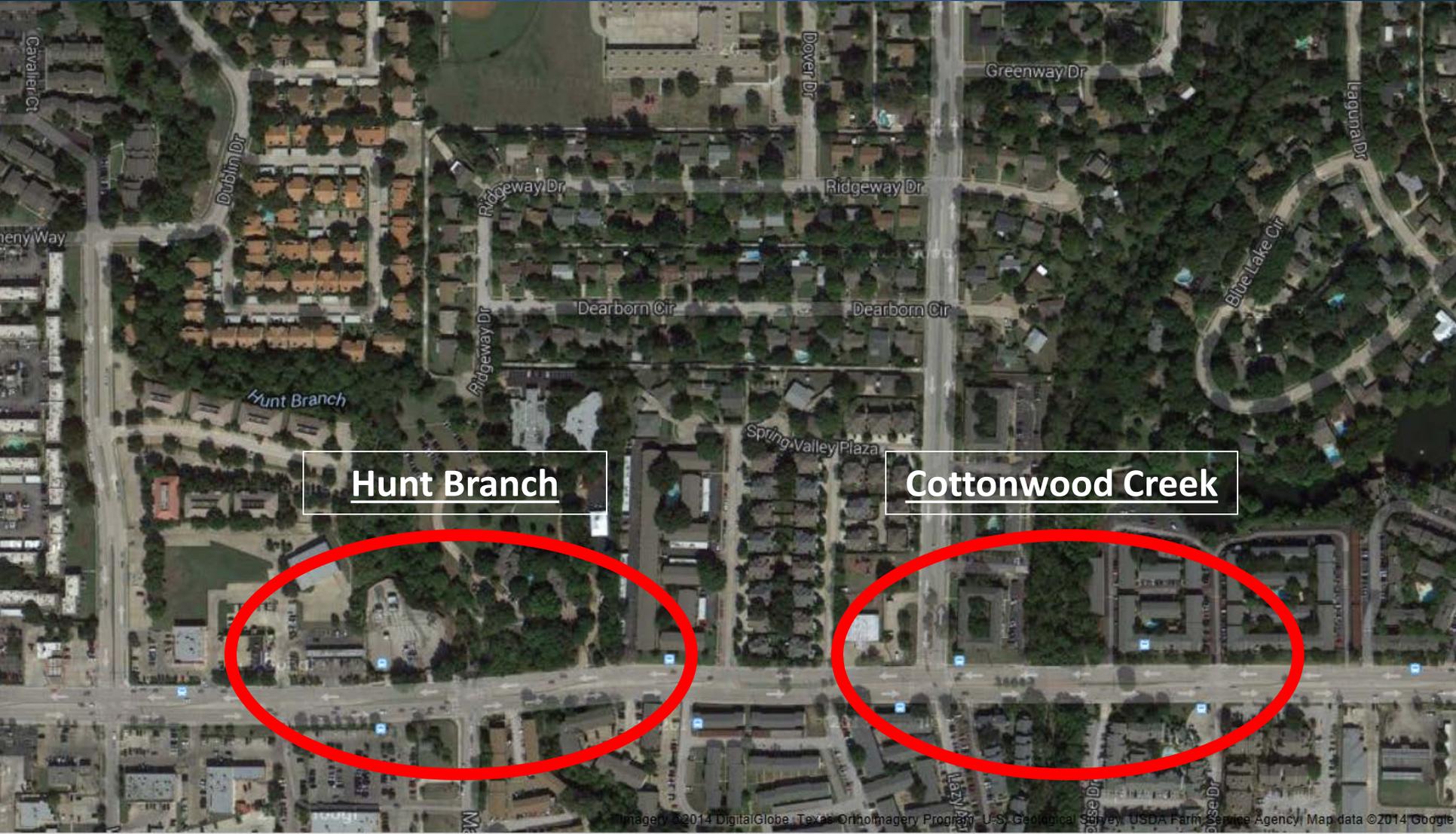
# Z Pedestrian Crossing



# Bridge Enhancements



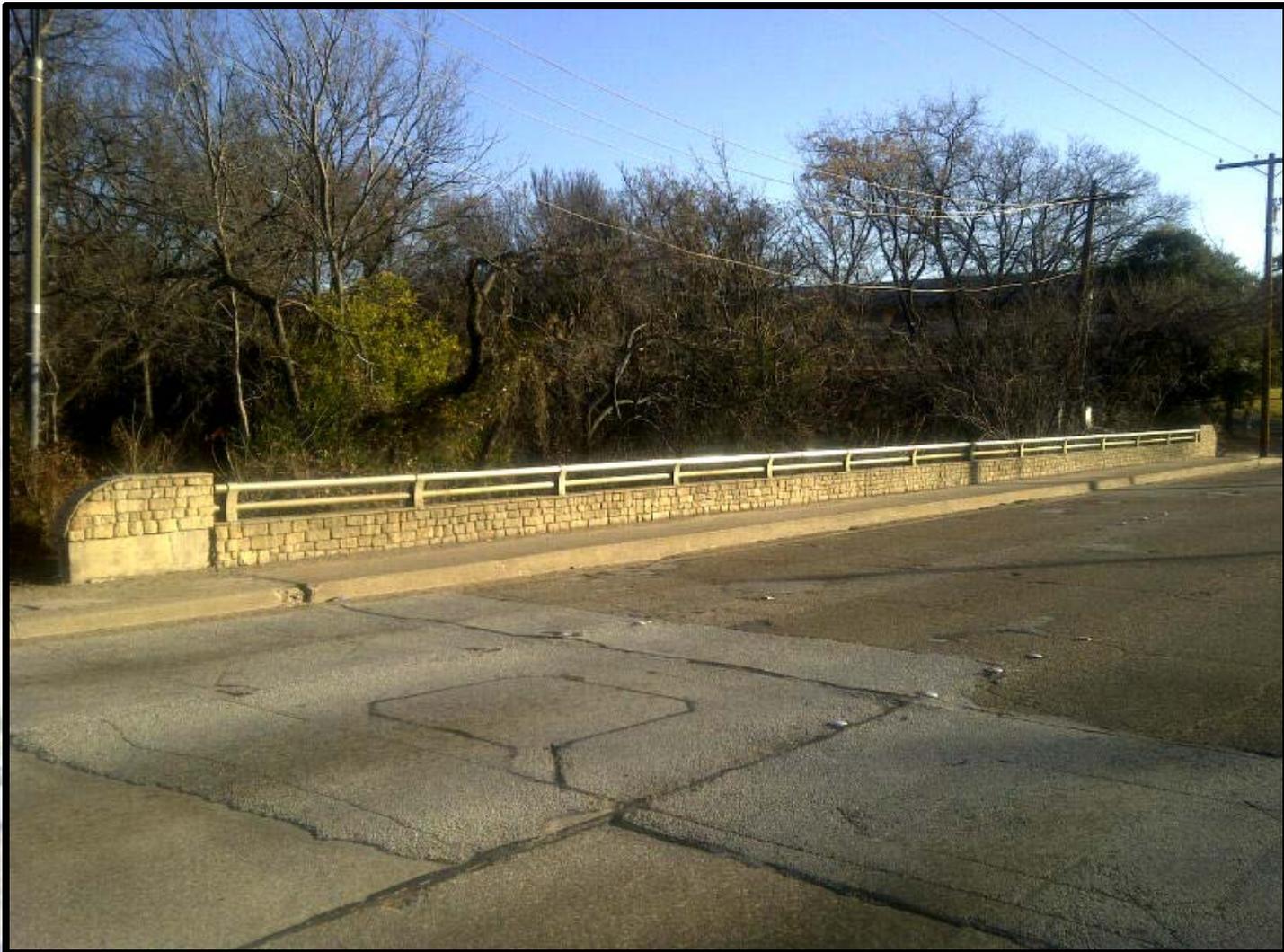
# Bridge Enhancement Projects



Hunt Branch

Cottonwood Creek

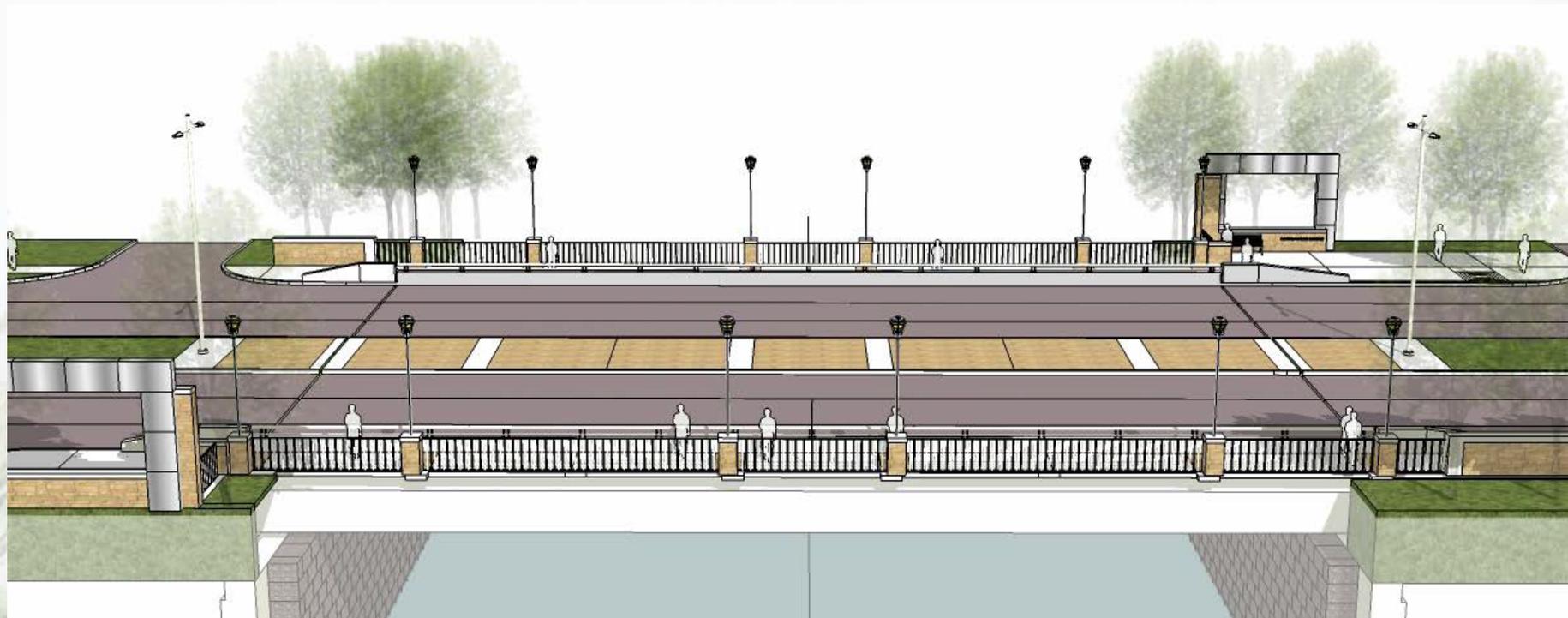
# Existing Hunt Branch Bridge



# Existing Cottonwood Creek Bridge



# Concept



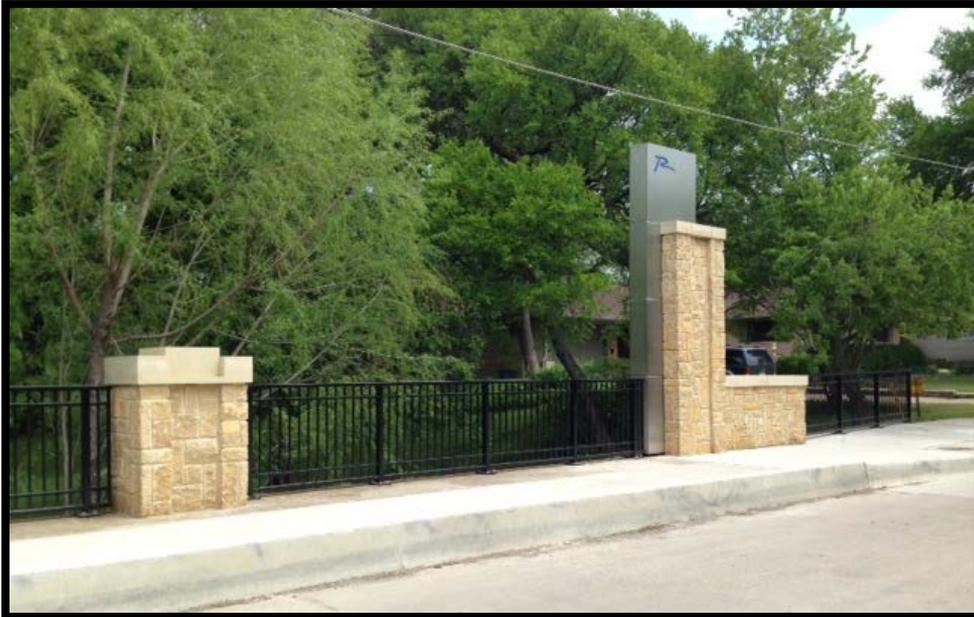
# Concept



# Concept



# Neighborhood Bridges



# Stone Options



**Prior Recommendation**

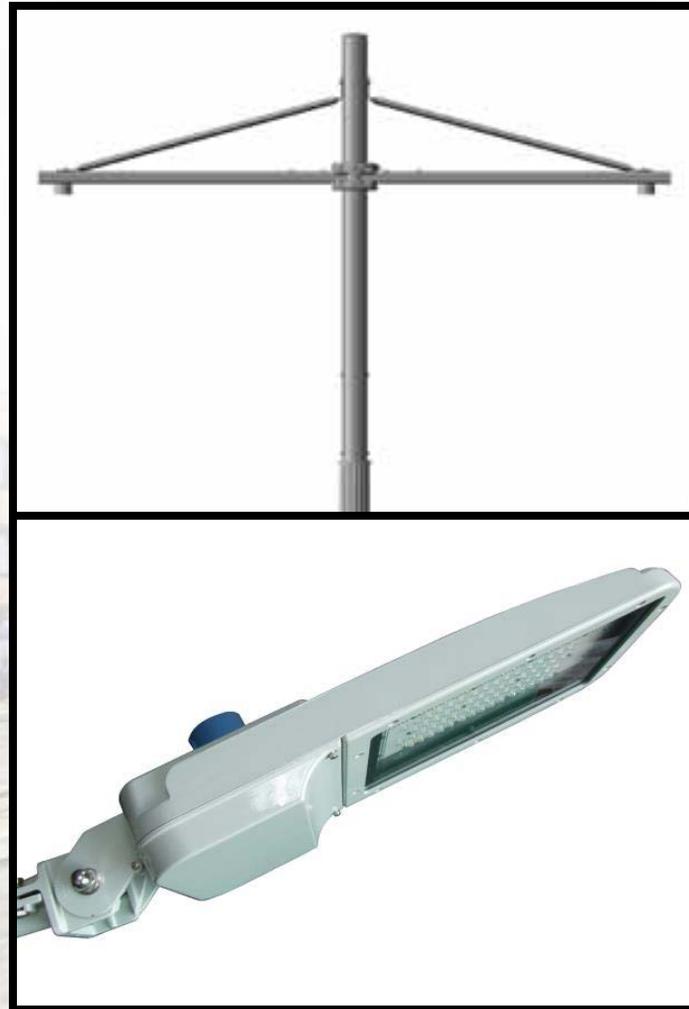
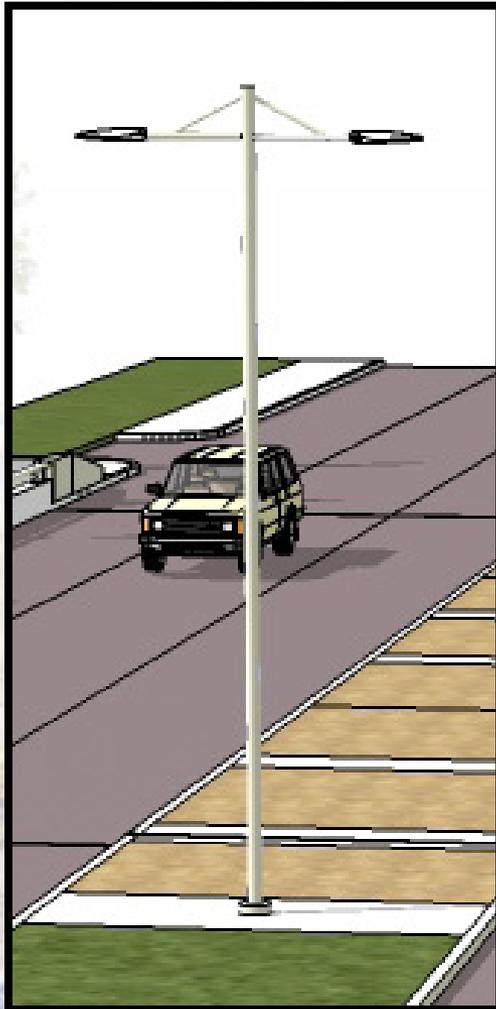


**Current Recommendation**

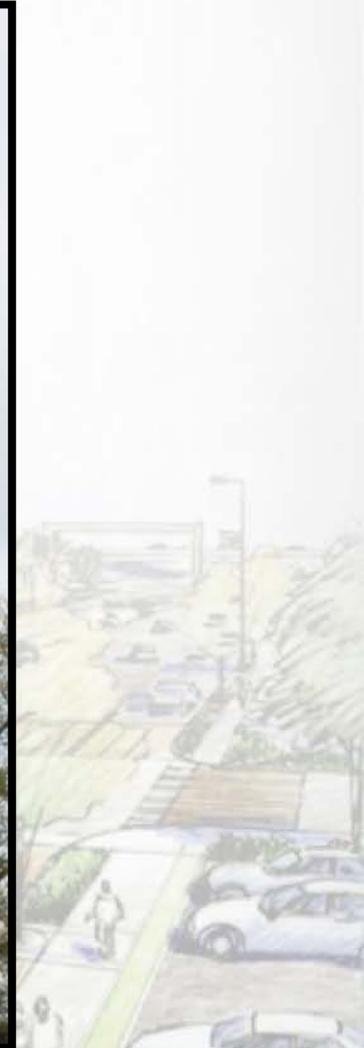
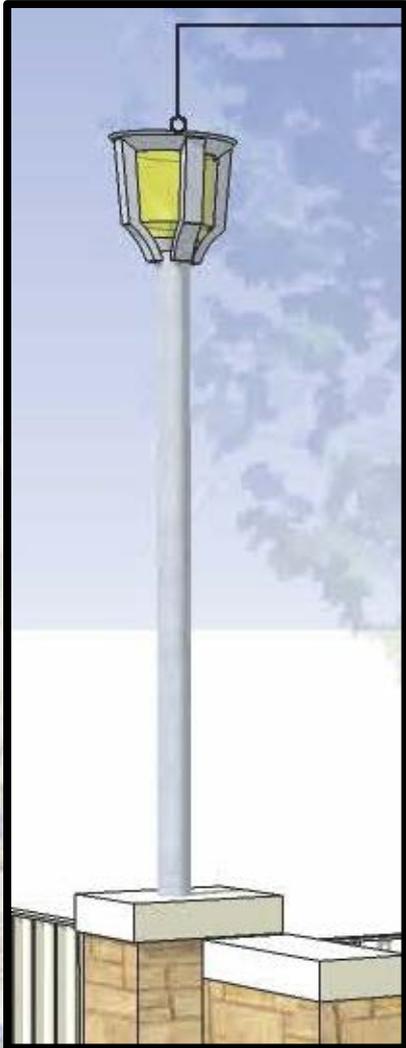
# Street Light & Traffic Signal Poles



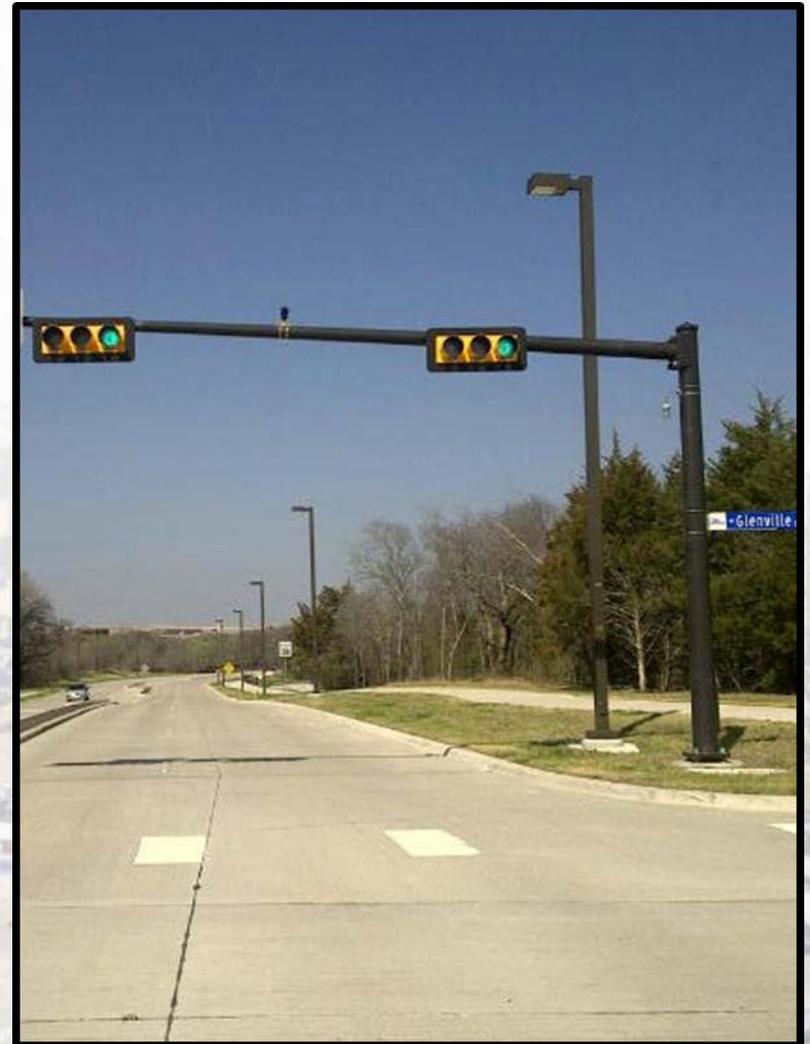
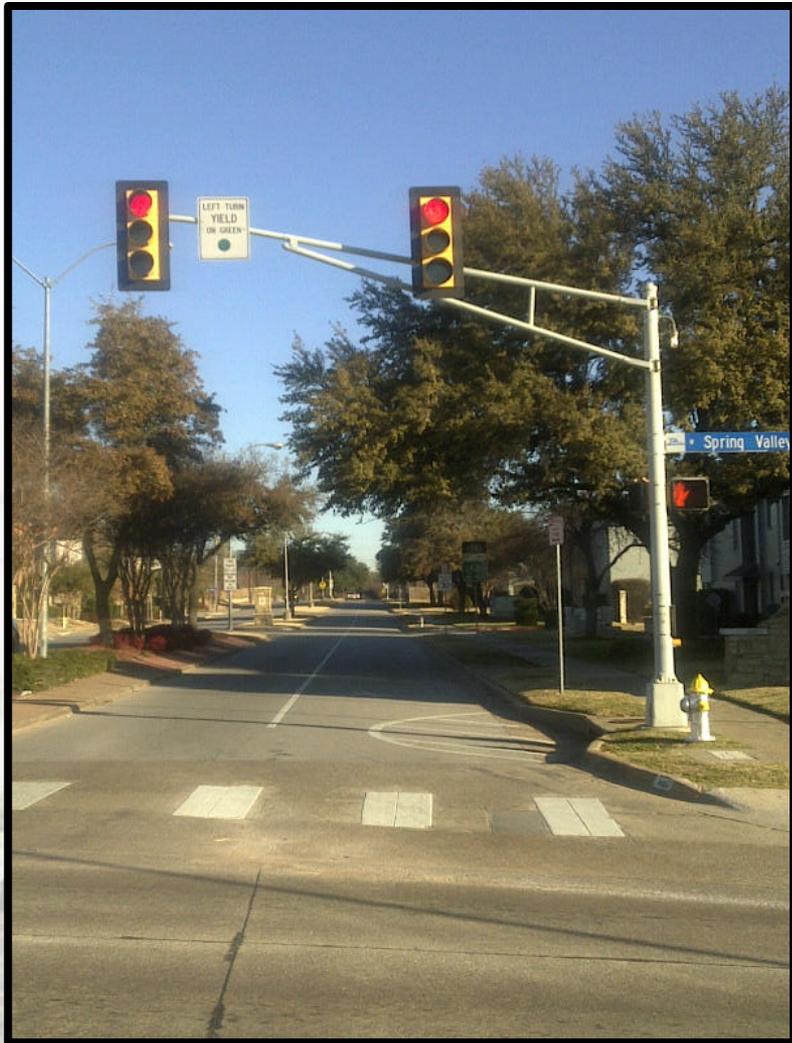
# Street Light



# Pedestrian Light



# Traffic Signal Poles



# Total Estimated Cost of Project

	<b>Estimated Cost April 2012</b>	<b>Estimated Cost April 2014</b>
Original Scope	\$5,453,000	\$5,453,000
Expanded Scope 1 <i>As of April 2012</i>	\$2,105,000	\$2,105,000
Expanded Scope 2 <i>As of April 2014</i>	NA	\$1,425,000
<b>Total</b>	<b>\$7,558,000</b>	<b>\$8,983,000</b>

# Funding

<b>Funding Source</b>	<b>April 2012</b>	<b>April 2014</b>
Dallas County	\$2,727,000	\$3,302,000
City of Richardson (G.O. Bond)	\$1,895,000	\$1,895,000
City of Dallas	\$236,000	\$236,000
COG	\$2,700,000	3,555,000
<b>Total Funding</b>	<b>\$7,558,000</b>	<b>\$8,983,000</b>

# Dallas County Project Schedule

<b>Stage</b>	<b>Month/Season</b>	<b>Year</b>
Final Design Commenced	July	2013
Task Force Meetings Commenced	July	2013
ROW Acquisition & Utility Relocation Underway	March	2014
Final Design Plans Complete	May	2014
ROW Acquisition & Utility Relocation Complete	Fall	2014
Construction Bidding Commence	Fall	2014
Construction Commence	Fall	2014
Construction Complete	Fall	2016

# **W. Spring Valley Road Rehab Project**

***Dr. Theresa Daniel***

***Dallas County Commissioner District 1***



# CENTRAL TRAIL PROJECT UPDATE

City Council  
Work Session  
April 21, 2014

# Central Trail Update

- Last Central Trail Overview – February 25, 2013
- Special guest tonight



DR. THERESA DANIEL  
COMMISSIONER  
DISTRICT 1

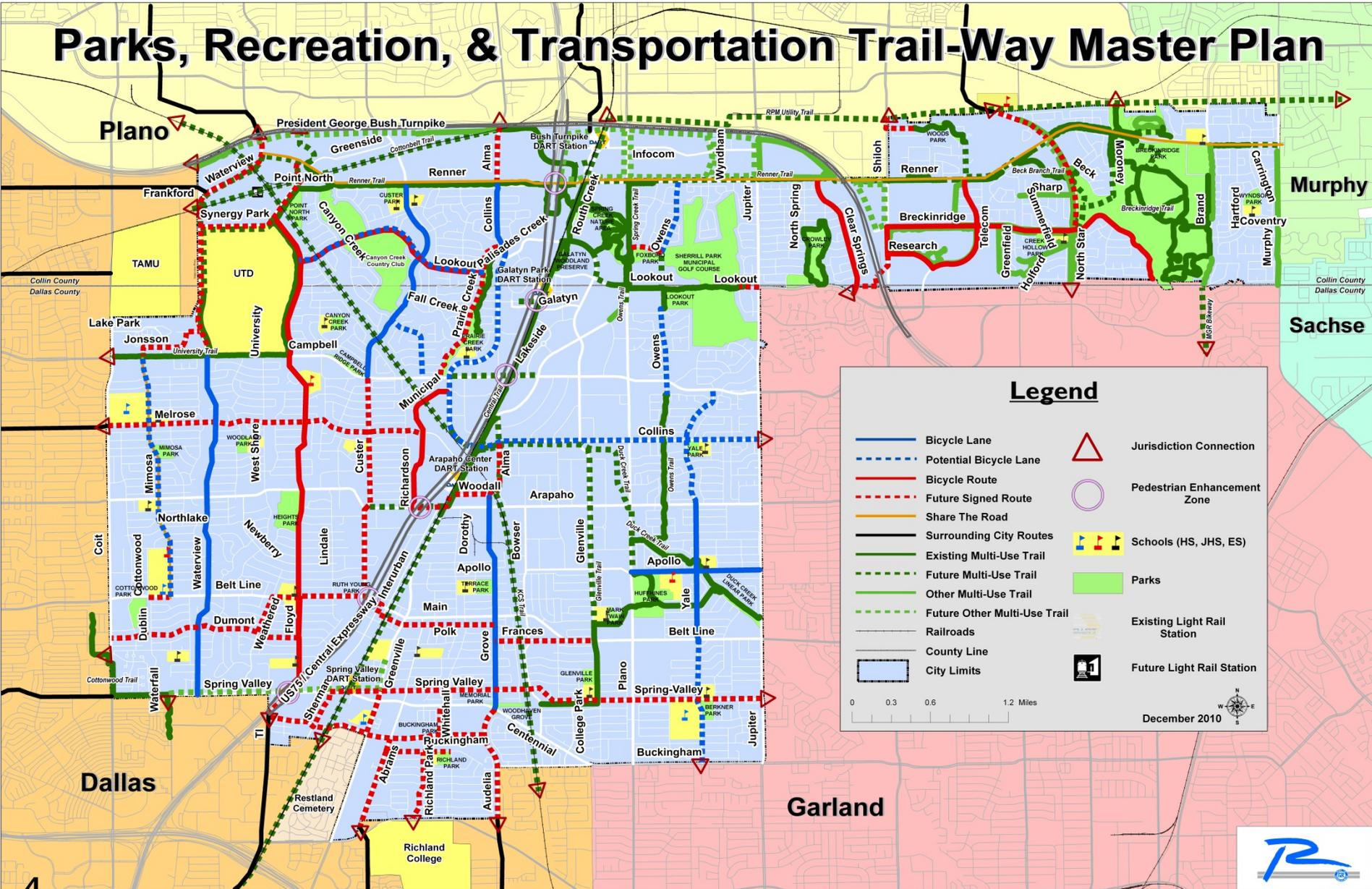
# Park, Recreation, and Open Space Master Plan

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- ▣ Parks, Recreation, and Open Space Master Plan (PROSMP) adopted in 2010
  - ▣ Included the PROSMP is the Park, Recreation, and Transportation Trail-Way Master Plan
- ▣ Trails were identified in the PROSMP as the “number one” facility citizens seek for exercise or recreation
- ▣ The Central Trail is a great example of partnerships leveraging public funding, land, and collaboration for the greater good

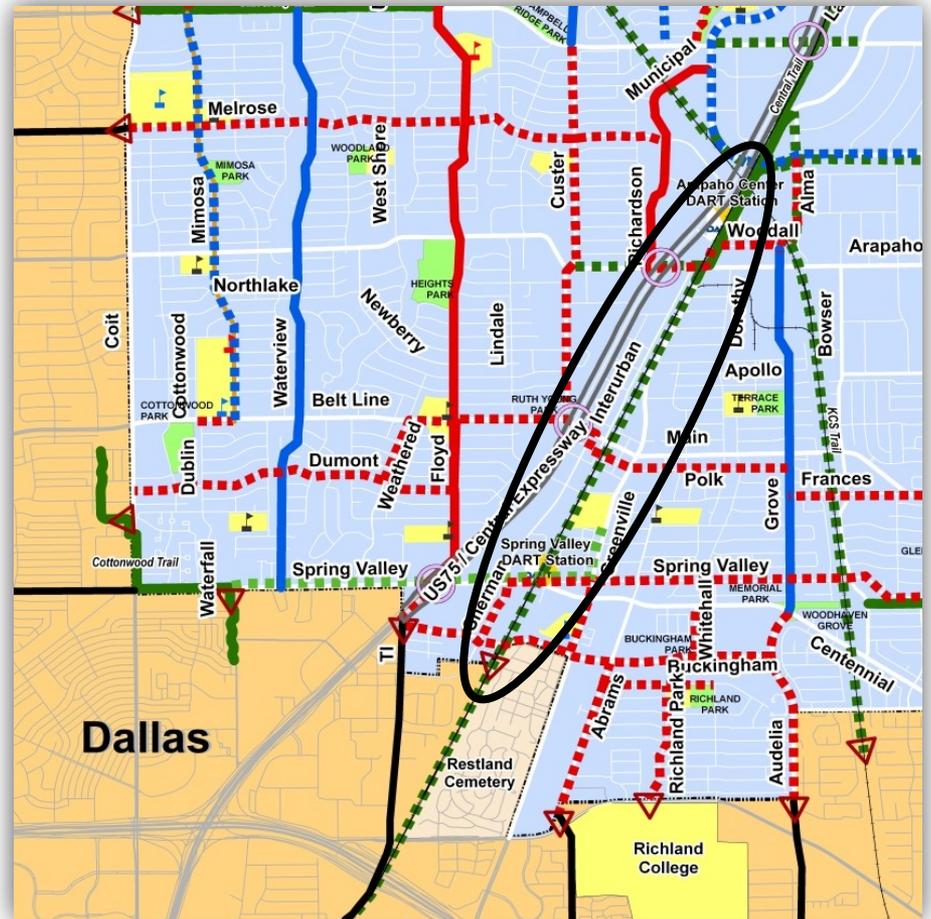


# Parks, Recreation, & Transportation Trail-Way Master Plan



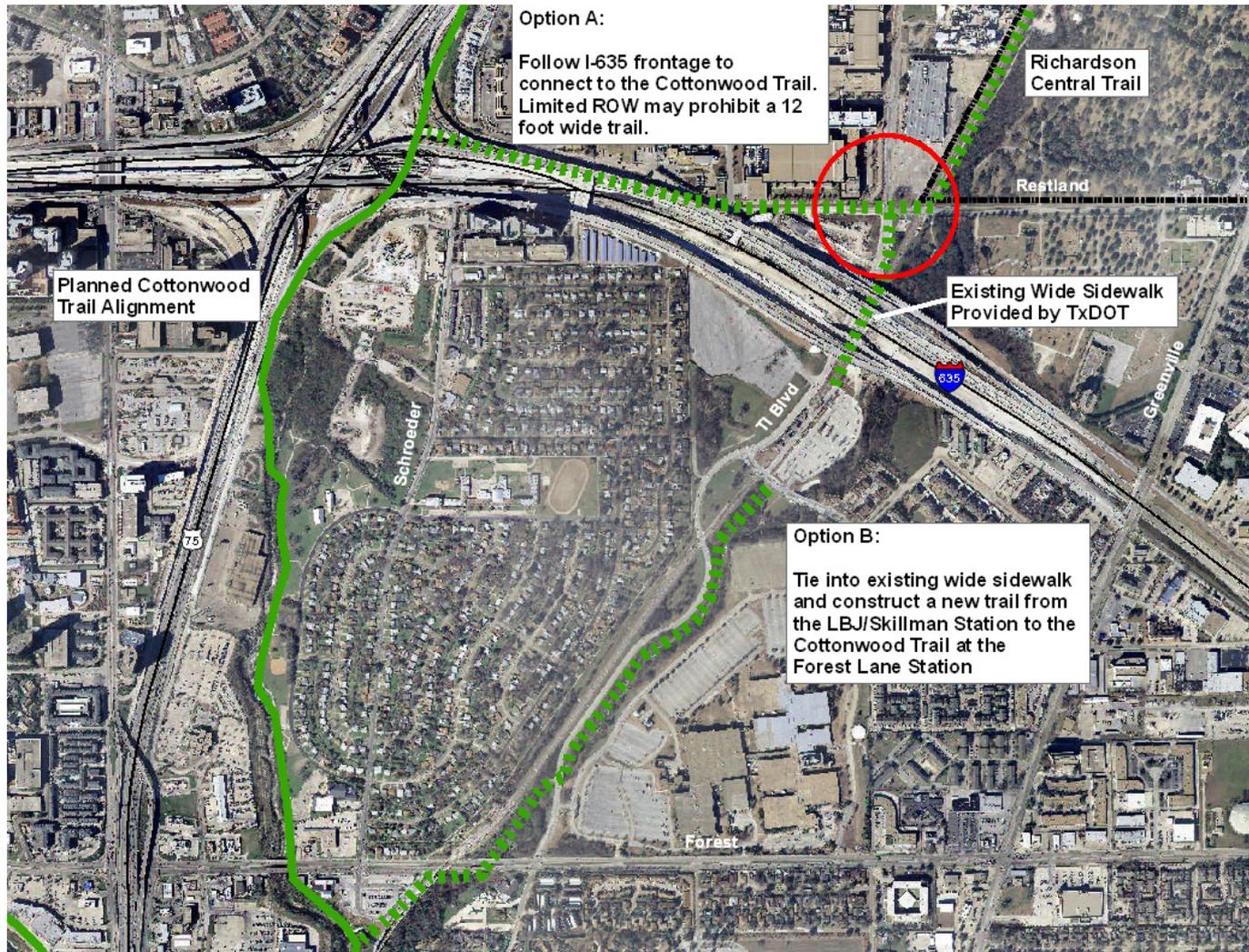
# Central Trail (South)

- 1.9 Miles, concrete multi-use trail, 10' wide
- Central Trail emerged from City/DART partnership to use DART ROW rail corridor for connecting trails
  - Existing Central Trail currently ends at Arapaho Rd/DART Station South to Buckingham Road
- Completes Master Plan goal of reaching City Limits
  - Continuing the Central Trail South connection to Dallas County and City of Dallas is broader goal
- Important linkage with TIF redevelopment projects and Richardson's redevelopment initiative



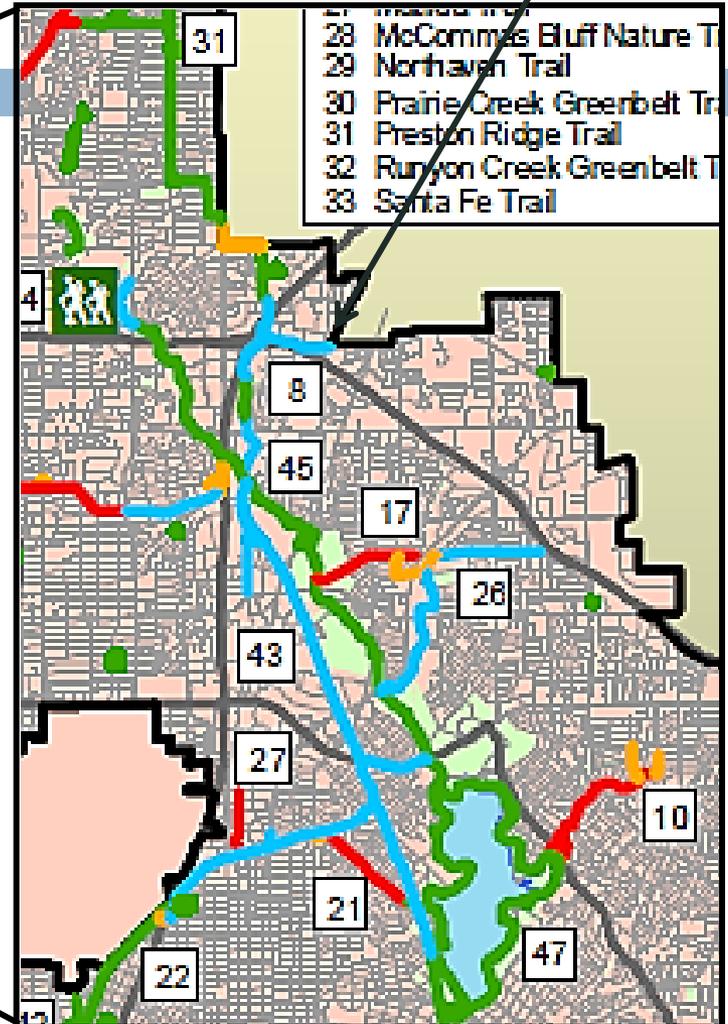
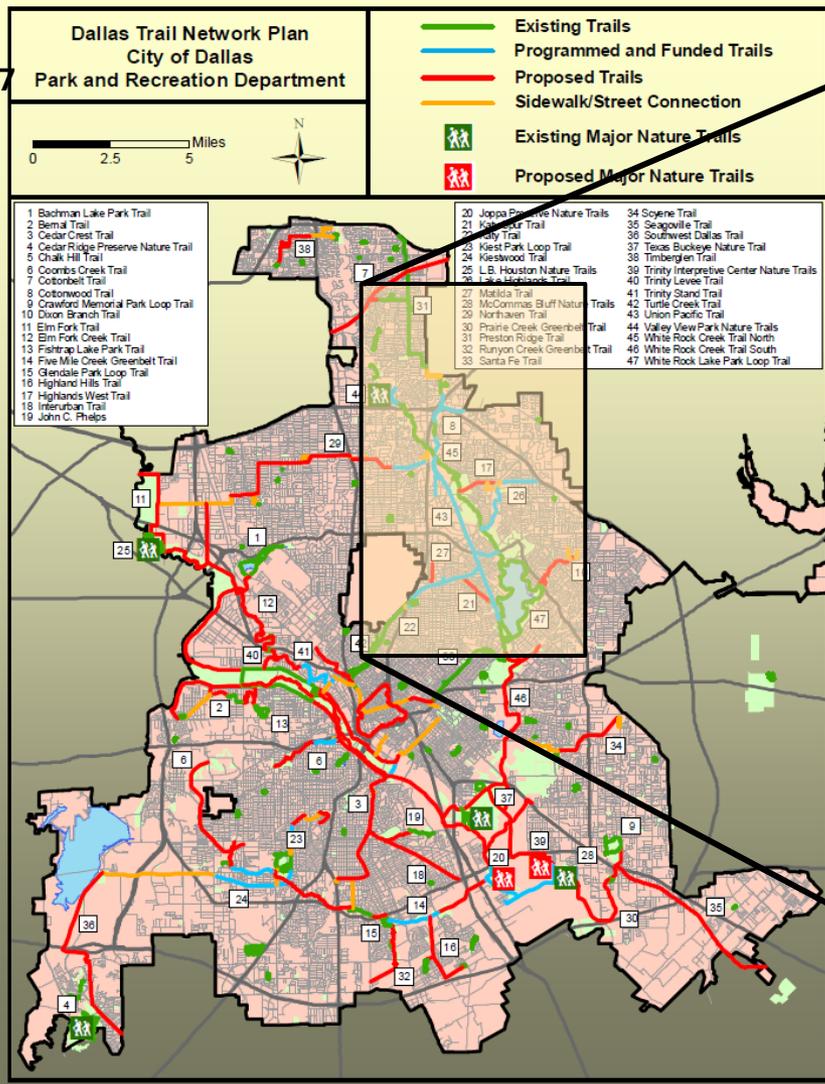
# Central Trail Connection to the Dallas Trail System

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# Regional Connection City of Dallas Plans

Central Trail



# Central Trail Funding to Richardson South City Limits

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Dallas County	\$2.5M
City of Richardson – 2010 Bond Program	\$1.4M
Regional Toll-way Revenue (RTR) – Dallas County	\$ .6M
<b>Total Funding</b>	<b>\$4.5M</b>
Engineering, Landscape Architecture, Testing	\$ .6M
Construction Budget	\$3.9M
<b>Total Project Cost</b>	<b>\$4.5M</b>

# Central Trail Status

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- Competitive Sealed Proposal Project
  
- The project was bid November 2012
  - ▣ Construction budget \$3.9M
  
- Project awarded to Ed Bell Construction Company

# Regional Tollway Revenue

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- Unused Dallas County share of RTR funds from SH 161 became available in 2010.
- After a call for projects, COR was awarded \$600,000 for Central Trail improvements to roadway crossings and upgraded signalization.
- Opportunity to include RTR funding in this project as phase 2, which resulted in a change order to the Central Trail project to include:
  - Central Trail connection to the surrounding neighborhoods and businesses
  - Improved routes to signalized intersections
  - Improved handicapped ramps
  - Some enhancements to the project
- A North Central Texas Council of Governments project specific agreement was executed for RTR for adding the second phase to the Central Trail.

# Central Trail Update

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- The Central Trail is 90% Complete
- Expected completion date, Monday, June 2, 2014
  - ▣ Ribbon Cutting at 4:00PM
  - ▣ Location: TBD











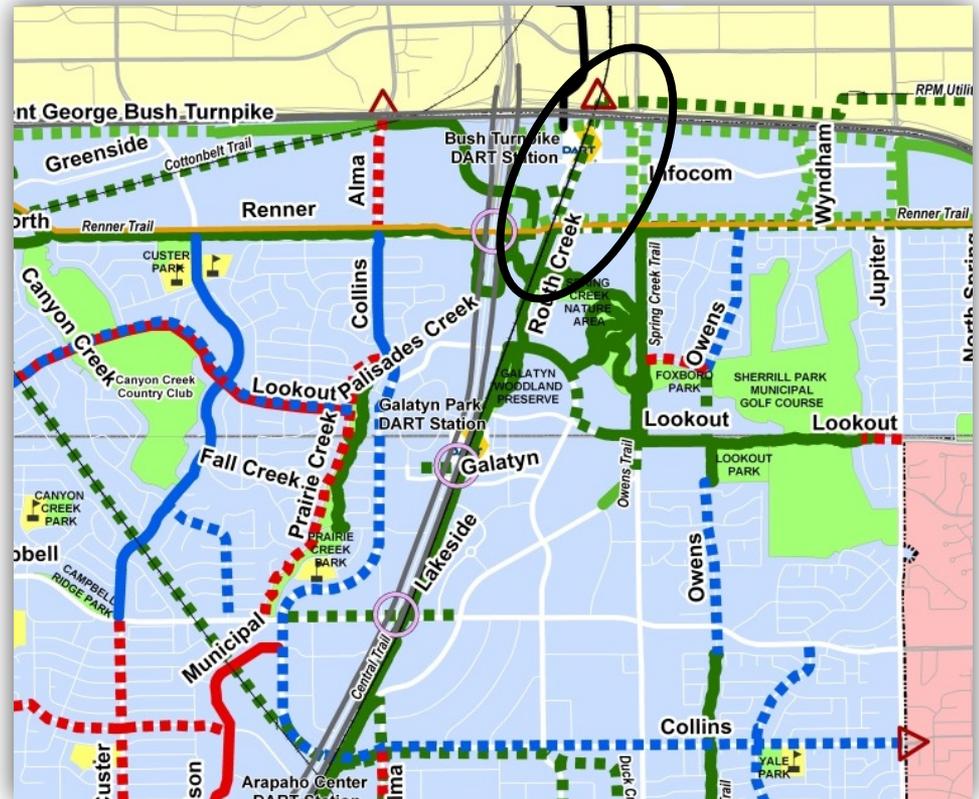






# Central Trail (North)

- 0.5 Miles, multi-use trail, 8' to 12' wide
- Existing Central Trail stops at Renner Road adjacent to Routh Creek Parkway
- Master Plan seeks full city extension to the North and a future connection to the City of Plano
- Important linkage with City Line Development
- Anticipated completion date Summer 2015



# Central Trail Funding to Richardson North City Limits

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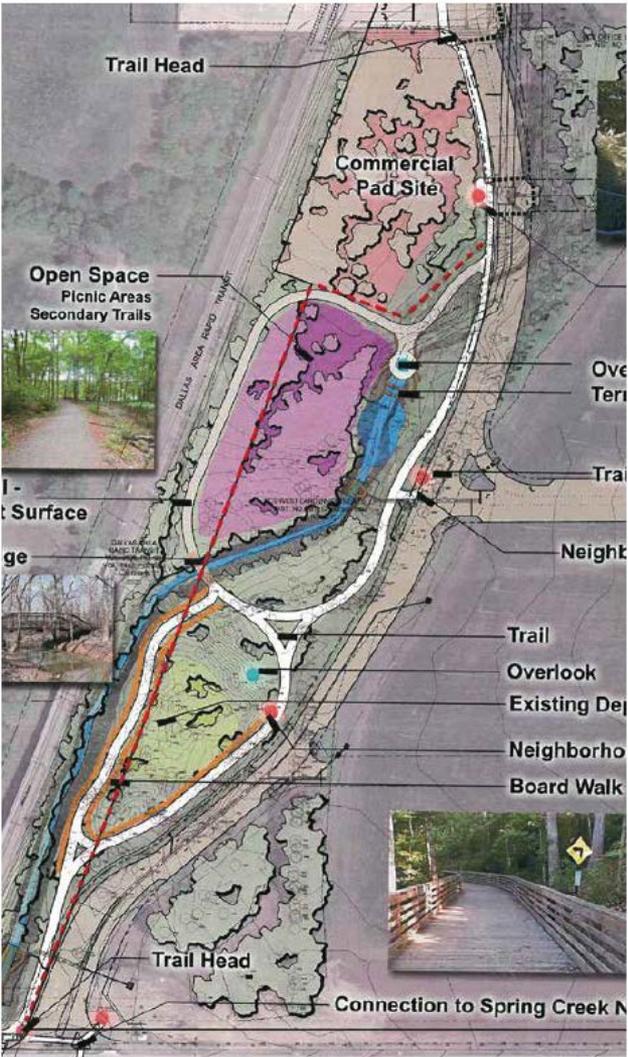
Collin County	\$ .14M
RTR Grant Funding	\$ 1.3M
TIF #2 Support	\$ .38M
<b>Total Funding</b>	<b>\$ 1.82M</b>

Design & Construction Budget (through KDC)	\$1.8M
<b>Total Project Cost</b>	<b>\$1.8M</b>

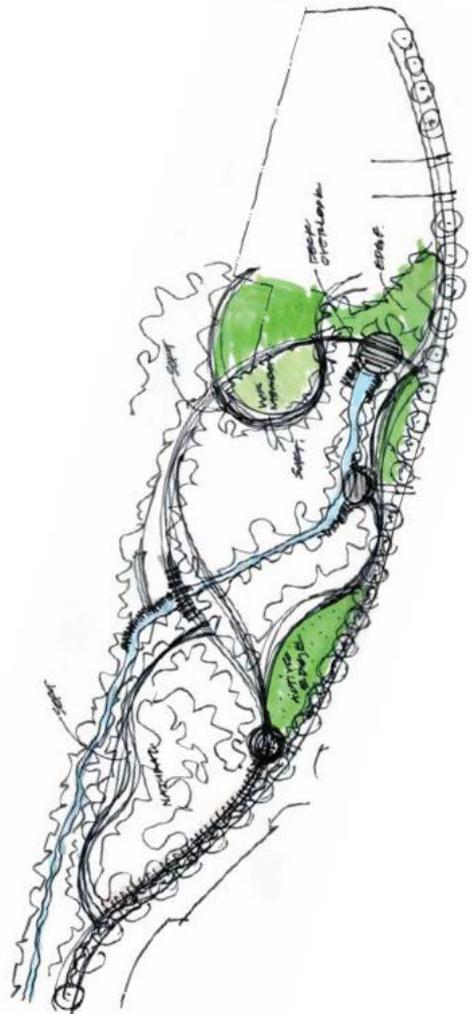


# Park Concept Designs in Progress

JACOBS PLAN



CHARRETTE SKETCH

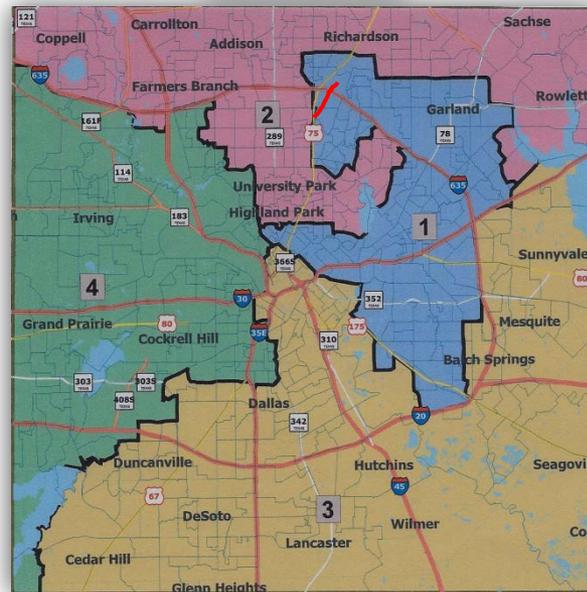


# Central Trail South Dedication

- June 2, 2014, at 4:00PM
- Invitations to be sent with details soon



**DR. THERESA DANIEL**  
COMMISSIONER  
DISTRICT 1



**MIKE CANTRELL**  
COMMISSIONER  
DISTRICT 2

# Central Trail Next Steps

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- The Central Trail is an important step in regionalism, community connection, alternate forms of transportation, and increasing recreational opportunities
- Project is on budget and through good project management and has expanded to include more connections to the surrounding businesses and neighborhoods
- The City of Richardson is grateful to Dallas County Commissioners Court, DART, and RISD for supporting the Central trail as valued partners
- Continue to seek regional connection through unincorporated Dallas County thus extending the Central Trail South to the White Rock Trail
- Seek grants, private donations, sponsorships for future Central Trail enhancements

# Traffic Calming Program and Dumont Drive Study Results

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## City Council Briefing

April 21, 2014

Presented by:

**Dave Carter, PE, PTOE**  
**Assistant Director, Development Services**  
**Traffic and Transportation**

[Dave.Carter@cor.gov](mailto:Dave.Carter@cor.gov)

(972) 744-4320



# Presentation Outline

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- Background/History
- Neighborhood Outreach
- Standard Practice
- Survey of other City's Programs
- Richardson's Policy
- Dumont Drive Study and Results



# Traffic Calming Background/History

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- Citizens often approach the City and request traffic calming measures to address traffic issues, especially **speeding** and **cut-through** traffic on residential streets.
- Traffic calming practices originally developed in the U.S. in the 1960's and are now **commonplace in many parts of the country**, including the DFW metroplex.
- Many of these neighborhood traffic issues can be minimized or eliminated with **proper subdivision design**.
  - Access standards, street alignments, street lengths and widths, curvature, etc.
- **Older neighborhoods** may experience more challenges since different design standards were applied at the time of development.



# Background / History (con't)

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- Briefings
  - October 15, 2007 – Council Briefing, Traffic Calming Part 1 on Street Closures
  - March 17, 2008 – Council Briefing, Traffic Calming Part 2 on Program and Proposed Policy Criteria
  - June 16, 2008 - Council Briefing, Traffic Calming Policy Document and Application Process
  - July 14, 2008 – Council Approved the “Traffic Calming Policy for Residential Neighborhoods”, Resolution No. 08-08
  - September 16, 2008 – HOA Presidents Meeting
  - July 13, 2009 - Council Briefing, Traffic Calming and Custer / Grove Bike Lanes
  - August 31, 2009 - Council Briefing, Traffic Calming Bike Lane Progress
  - June 10, 2013 - Council Briefing, Traffic Calming and Dumont Drive Application Progress



# Neighborhood Outreach

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- NA/HOA Meetings – Policy has been presented to numerous associations
- Traffic Calming information and descriptions of other options are provided on the City Website
  - Speed Monitoring Awareness Radar Trailer (SMART)
  - Volunteers in Policing
  - Increased Police enforcement
- Eight groups have initiated a Traffic Calming Study; Dumont Drive is the only that has met all the criteria to date.



# Traffic Calming Website

## ▼ Traffic & Transportation

Bicycle Facilities

Construction Project Status

Frequently Asked Questions

Master Transportation Plan

## ▼ Resident Information

Decorative Traffic Pole Program

Sign Topper Program

Street Use Permits

## ▶ Traffic Calming

School Safety

Traffic Count Program

Traffic Operations

Transportation Links

Traffic Count Map

[Departments](#) » [Traffic & Transportation](#) » [Resident Information](#)

## TRAFFIC CALMING

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Print 

On July 14, 2008, the City adopted the Traffic Calming Policy. This policy was created to address concerns of speeding and cut-through traffic on neighborhood streets. This policy is used in conjunction with our SMART trailer.

### Link

[Traffic Calming Policy Packet for Residential Neighborhoods \(PDF\)](#)

### Speed Monitoring Awareness Radar Tool

The Speed Monitoring Awareness Radar Tool (SMART) is a trailer with a radar unit fixed inside. As motorists pass the trailer, a digital readout tells drivers how fast their vehicles are traveling. Directly above the digital readout is a sign posting the speed limit on that section of road. This is the first tool used to help calm traffic and remind motorists of their speed versus the posted speed limit.

At times, a police officer will be at the location of the SMART to ensure that motorists are observing the sign and controlling their speed. This is also a useful tool for residents to watch to determine how fast motorists are actually traveling down the street as well. When standing on the sidewalk closer to the roadway, 30 mph feels faster than when in your car traveling at the same speed.

If you would like the SMART to be scheduled at a location, contact Traffic Operations at 972-744-4330.

### Traffic Calming Policy

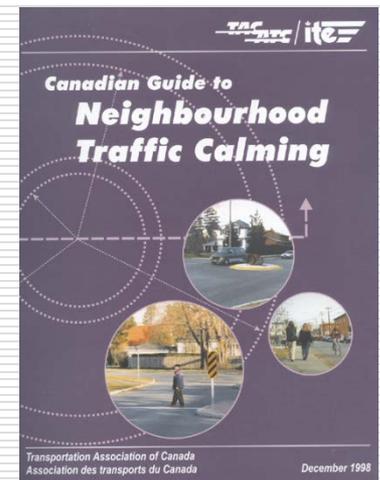
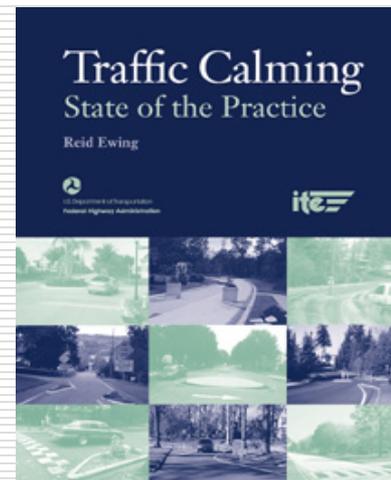
After a resident has requested the SMART trailer to be placed on their street and observed the traffic speeds, they can contact the City to initiate the process for requesting traffic calming devices on their street. Below is a brief overview of the process, but please click on the link for the entire Traffic Calming Policy to full understand how this program works.



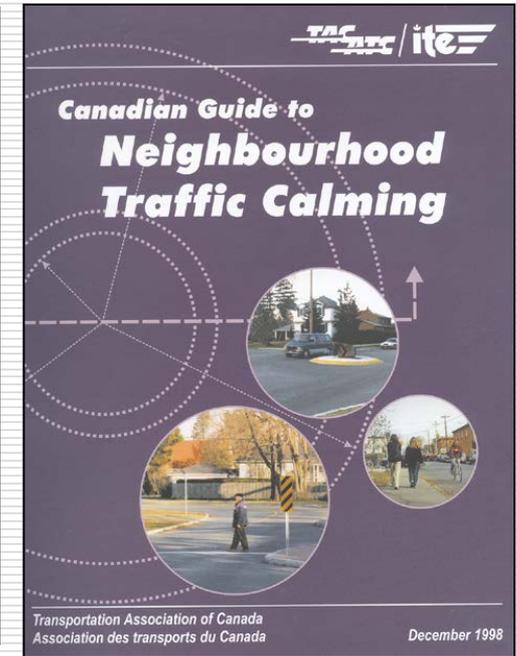
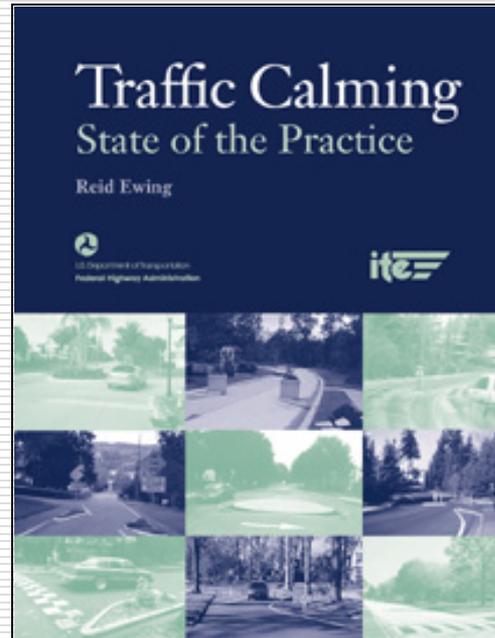
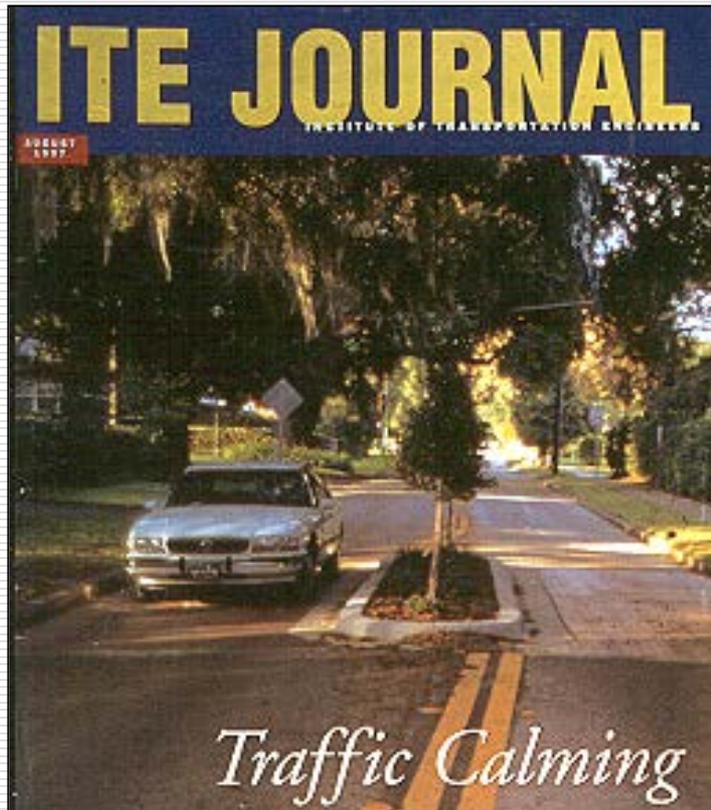
# Traffic Calming –

## Institute of Transportation Engineers (ITE) Standard Practice

- Definition: Traffic calming involves changes in street alignment, installation of barriers, and other physical measures to reduce traffic speeds and/or cut-through volumes in the interest of street **safety, livability, and other public purposes**
- Traffic calming does not include adding stop signs and reducing speed limits as neither results in the **desired driver behavior**



# State of Practice and Documents



# Other City Programs

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# Overview –

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## Other City Programs

- Survey of 21 Texas cities
  - 18 in DFW – Allen, Arlington, Carrollton, Coppell, Dallas, DeSoto, Farmers Branch, Fort Worth, Frisco, Garland, Grand Prairie, Irving, Lewisville, McKinney, Mesquite, NRH, Plano, University Park
  - Austin, Houston, San Antonio
- 10 have an official traffic calming program or policy
- 8 consider street closures in their policy but few have actually implemented closures
- Most applications involve speed control (humps or speed cushions) and Cities wouldn't incorporate closures unless traffic safety is a predominant issue
- Eligibility criteria, funding, and required neighborhood concurrence levels vary by City



# Eligibility Criteria –

## Other City Programs

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- Type of Streets – Typically, 2-lane local residential, some allow 2-lane residential collectors that are not primary emergency routes
- Traffic Volume - Ranges vary from a low of 500 to a high of 6000 vehicles per day (500 to 4,000 is typical)
- Neighborhood Concurrence - Range varies from 55% in Plano to 80% in McKinney. But ½ of Cities only poll the primary street and not the entire primary affected area.
- Cost Sharing – Several cities pay 100% as their annual budgets allow. Several cities require applicant to share cost on either a case by case, or prorated basis



# City of Richardson Policy

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Approved July 14, 2008 by  
Resolution No. 08-08

# Policy –

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## Eligibility Criteria

- Neighborhood Type – Predominantly residential
- Street Type – Local residential street or two-lane residential neighborhood collector with 30 mph speed limit
- Traffic Volume –
  - Speed Control 500 to 4,000 vehicles/day
  - Volume Control 1,500 to 4,000 vehicles/day
- Traffic Speed for speed control – 85<sup>th</sup> percentile measured speed at least 35 mph
- Complete submission – Application form, review fee, and petition for Primary Affected Area



# Policy -

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## Primary Affected Area

- Definition
  - Street(s) to be closed or street(s) where traffic calming measure/device will be installed
  - Streets in the area likely to experience an increase in traffic or diversion as a result of the installation of the traffic calming device
  - Intersecting streets that depend on the street(s) under discussion for access and circulation
- Primary Affected Area is established by City staff (Assistant Director of Development Services – Traffic and Transportation) based on the pre-application meeting with the applicant



# Primary Affected Area - Example



## Sample Primary Affected Area Speed Control Measure

Neighborhood Traffic Calming



Legend:

Affected Area - 

Speed Hump - 

Target Street - 

Affected Street - 

0 62.5 125 250 Feet



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# Policy –

## Application/Review Process

- Pre-application meeting with City
- Trial installation/closure application
  - Application signed by HOA/neighborhood representative and applicant
  - Petition - 50% of owners in Primary Affected Area in favor of trial installation/closure
  - Review fee - \$250 to partially offset study costs
- City staff review
  - Traffic studies (volume, speed, classification)
  - Coordination with other departments and outside agencies as needed
- Staff approval of trial speed control measure and permanent installation if eligibility and neighborhood concurrence criteria are met
- City Council approval of trial volume control measure and permanent installation if eligibility and neighborhood concurrence criteria are met
  - Cost estimates and funding share must be identified



# Policy –

## Process for Speed Control Measure

- **Minimum two-month trial** period – projects implemented in order of priority and limited to annual funding levels
  - **Temporary speed control device installed**
  - Contact information posted for feedback
- **City evaluation** of trial period impacts. If the studies show the device to be effective without any unexpected negative impacts and is approved by all necessary staff, the property owners in the Primary Affected Area will be polled to confirm approval
- **Letter to property owners with return ballot**
  - **75% of respondents must agree** to retain speed control installation
  - **50% ballot return rate** required
  - If less than 75% concur, temporary devices may be removed as soon as practical
- **If approved, installation of speed control device is finalized, Cushions would be the permanent solution**
  - Must remain in place for 2 years before a removal request will be considered
  - Future removal requests must follow the same application process



# Dumont Drive Study

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# Dumont Drive

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- Pre-submittal meetings with applicants – Nov, 2010
- Application with Petition submitted April, 2011
  - 64% of owners in area signed petition (50% required)
  - 72% of owners on Dumont signed petition
- Initial Traffic and speed studies conducted with school in session in November 2011.
- Measured Traffic Volumes and 85% Speeds
  - 700 Block Dumont – 720 vpd, 35 mph
  - 700 Block Scottsdale – 200 vpd, 32 mph
  - 700 Block Nottingham – 290 vpd, 31 mph
- Speed cushions were installed after Dumont was reconstructed and overlaid with new asphalt in May/June 2013.
- Traffic Study was conducted in November 2013.
- The study met study staff approval, so ballots were sent to residents in November 2013.



# Dumont - Photos



# Traffic Study Results

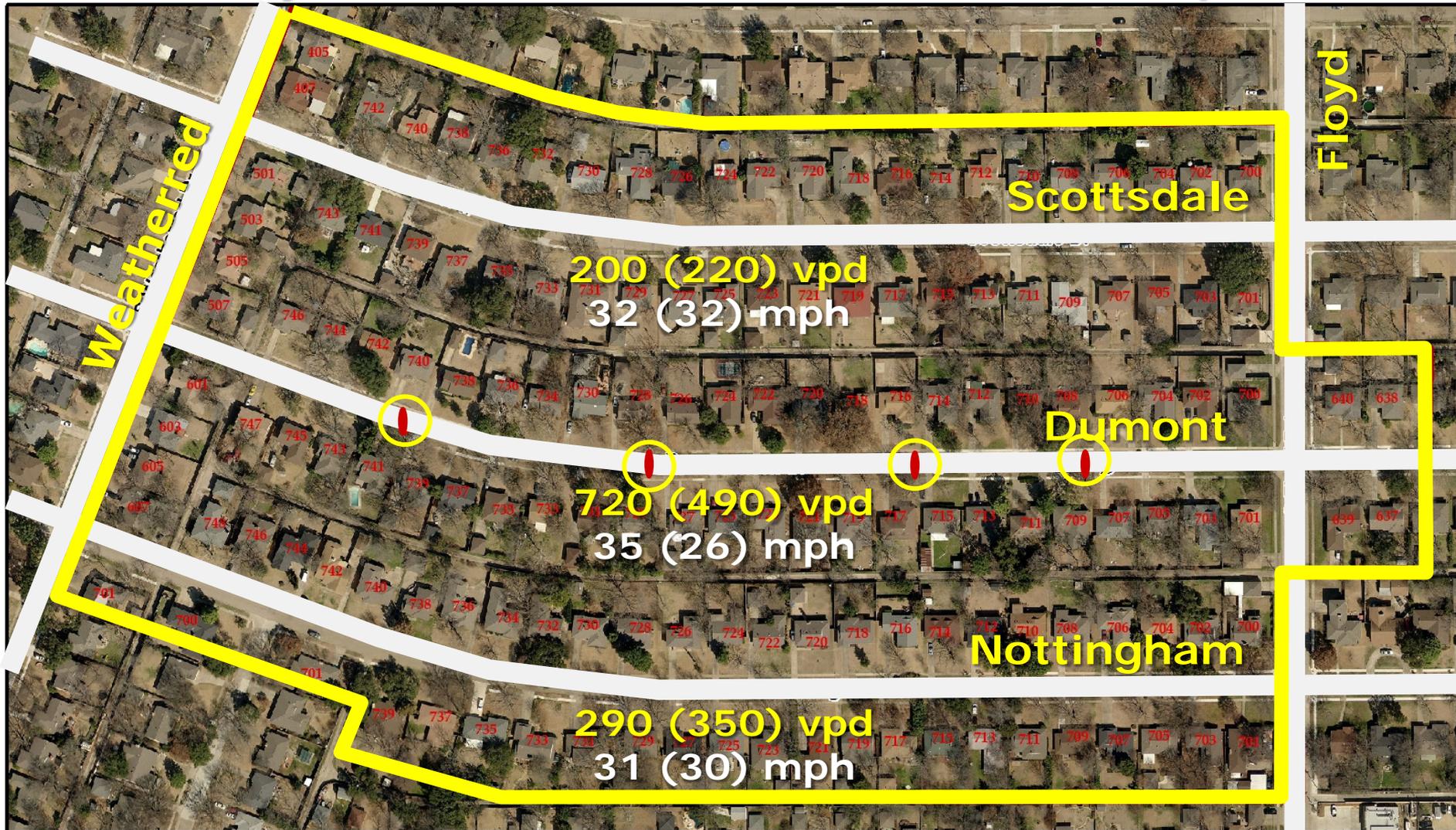
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- Speed cushions were very effective as traffic calming devices
  - Travel speeds dropped from 35mph down to 26mph on Dumont
  - Traffic volumes dropped from 720 down to 490 vehicles per day on Dumont.
- There was a slight increase in traffic volumes on Scottsdale and Nottingham
- Dumont still carries much more traffic than the two other streets



# Dumont Drive (700 Block) Traffic Calming

## Weekday Traffic Volumes and 85<sup>th</sup> Percentile Speeds



Traffic Counts: **BEFORE (AFTER)** vehicles per day  
Vehicle Speeds: **BEFORE (AFTER)** miles per hour



# Neighborhood Survey Results

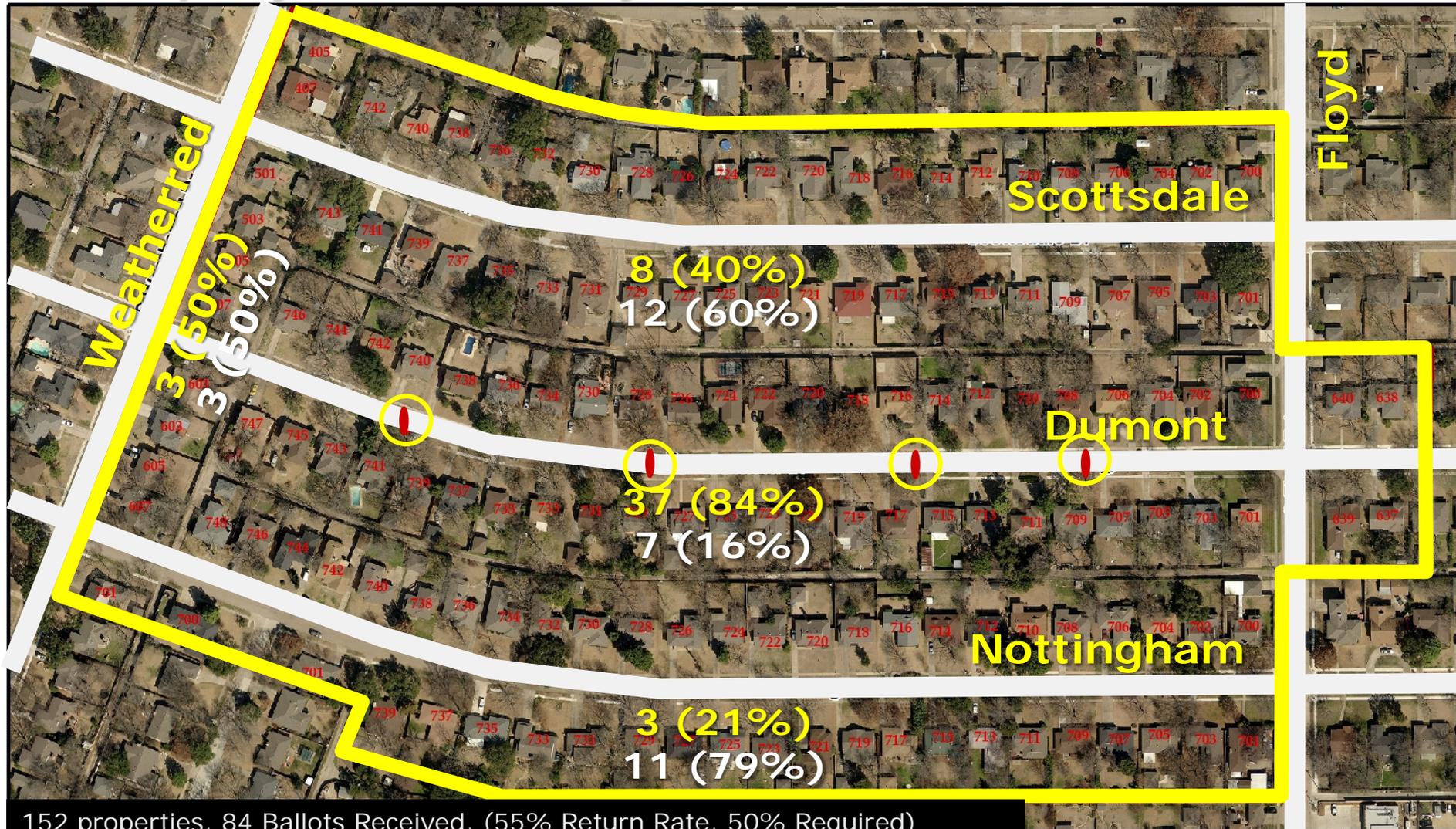
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- 55% response rate of the 152 homeowners within the Primary Affected Area (50% required).
- Of those responding, 84% of the homeowners along Dumont are in favor of keeping the cushions.
- The respondents from the other streets in the Primary Affected Area were not strongly in favor.
- Overall 61% of the entire Primary Affected Area was in favor of keeping the cushions (75% required)



# Dumont Drive (700 Block) Traffic Calming

## Property Owner Survey Results (61% In Favor, 75% Required)



152 properties, 84 Ballots Received, (55% Return Rate, 50% Required)  
51 Ballots in Favor of Cushions Remaining (61% of Ballots, 75% Required)

LEGEND: In Favor : Ballots (Percentage of Total Ballots on that Street)  
Opposed : Ballots (Percentage of Total Ballots on that Street)

# Staff Summary / Recommendation

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## *Policy Insights*

- ❑ Lessons Learned from first Trial Implementation
  - ❑ Good test of process, criteria and implementation
  - ❑ Identified need for refinements in criteria for neighborhood concurrence
- ❑ Staff recommends the policy criteria be modified to include a blended approach for Neighborhood Concurrence:
  - ❑ 75% of Primary Street
  - ❑ 60% of Entire Primary Affected Area

## *Dumont Application*

- ❑ Cushions were very effective in Speed and Volume reduction on Dumont with minimal impact to adjacent streets
- ❑ Staff recommends that the Dumont cushions remain in place



# Traffic Calming Program and Dumont Drive Study Results

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## City Council Briefing

April 21, 2014

Presented by:

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**Assistant Director, Development Services**  
**Traffic and Transportation**

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# CITY COUNCIL GOALS

## STRATEGY IMPLEMENTATION UPDATE

CITY COUNCIL BRIEFING - 2/21/14



# BACKGROUND

- **In November 11, 2013, the City Council established their Vision, Goals and 17 Strategies**
- **The 17 Council Strategies are aimed at accomplishing the Council's goals and working towards the Vision**
- **The City Council provided this important direction and requested city staff develop tactics to achieve the 17 strategies**
- **On February 17, 2014 city staff provided an overview of the proposed tactics for City Council's review**
- **The Council asked staff to prioritize the tactics in order to clarify which tactics are a high priority, are ongoing initiatives already underway, or items that don't require immediate implementation**



# OVERVIEW

- **The following slides provide an update on the implementation plan for each strategy**
- **Staff have identified the tactics currently underway as a high priority as well as the tactics that are being addressed as an ongoing city initiative**
- **Also included are timelines for future City Council review**

# ATTRACT AND RETAIN TARGETED BUSINESSES/INCREASE THE NUMBER, QUALITY, AND VARIETY OF JOB OPPORTUNITIES THROUGHOUT THE CITY

## Purpose/Background

- **Need to define the criteria for a targeted businesses and develop strategies to attract, retain, and help them grow**
- **Preliminary target criteria are:**
  - Any business who 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)**



# ATTRACT AND RETAIN TARGETED BUSINESSES/INCREASE THE NUMBER, QUALITY, AND VARIETY OF JOB OPPORTUNITIES THROUGHOUT THE CITY

## Progress/Update

- **Strategic plan and criteria for targeted businesses developed as part of the Economic Development Plan presented to the City Council in February 2014. Ongoing implementation and refinement will continue**
- **Incentives strategies will be part of an Economic Development Toolbox presentation made to the City Council in May/June**
- **Additional funding for economic development initiatives will be considered in the FY 14-15 budget development**



# 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**
- **Develop and implement a Corporate Branding Strategy**
- **Determine how our stakeholders perceive us and close the gap between that perception and how we want to be perceived**



# CLEARLY ARTICULATE, ENHANCE, AND EFFECTIVELY COMMUNICATE OUR BRAND

## Progress/Update

- **Branding review will be considered for funding in the FY 2014-15 budget development**
- **Branding review anticipated to begin in Fall 2014 to develop articulated work plan**



# 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 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**



# IMPROVE COMMUNICATIONS

## Progress/Updates

- Ongoing efforts to keep website content fresh
- Ongoing efforts to update/improve the Richardson App
- Several tactics will occur following the completion of the Branding Study



# 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 without being 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**



# OPTIMIZE THE USE OF FEES

## Progress/Update

- **Integrated a comprehensive fee analysis process into the budget process**
- **All other tactics have an ongoing implementation effort**

# STRENGTHEN PROPERTY VALUES

## Purpose/Background

- **To identify and implement policies, procedures, and programs that enhance residential and commercial property values throughout the City with a particular focus on re-development and reinvention. We recognize there is a significant relationship between quality schools and property values (especially residential)**

## Tactics

- **Evaluate and modify codes as necessary to ensure higher quality maintenance and new construction**
- **Create and/or enhance a targeted redevelopment incentive program**
- **Provide additional support to the HOA network**
- **Provide additional support to the school systems**
- **Develop a communications/marketing plan to increase the perception of value**
- **Enhance infrastructure maintenance practices**



# STRENGTHEN PROPERTY VALUES

## Progress/Update

- **Code evaluation of new construction standards underway with a presentation on multi-family considerations planned to be in Summer 2014**
- **Ongoing review and revision of property maintenance codes**
- **Redevelopment incentives work in conjunction with the Economic Development plan**
- **Support of our HOAs is ongoing with continual efforts for enhancement**
- **Present summary of first year infrastructure management plans as well as proposal for second year to City Council in Summer 2014**



# INCREASE THE SENSE OF COMMUNITY

## Purpose/Background

- The purpose is to give people a sense of belonging, to provide a positive identity (pride), to create an invested pool of advocates, and to make people Stakeholders in how the City operates
- We need to build on our current Sense of Community,
- Determine how to maintain and enhance this through neighborhoods, HOAs, Civic Pride. We need to identify additional meaningful volunteer opportunities and other ways to get more people involved. We need to make people feel welcome
- We need to better unite the business community, educational community, faith community, and residential community

## Tactics

- Develop a communications plan to better tell our story
- Enhance our ability to match people with meaningful volunteer opportunities
- 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
- Develop a newcomer welcome strategy and process
- Leverage the Chamber of Commerce programs and practices, such as leadership Richardson, more effectively



# INCREASE THE SENSE OF COMMUNITY

## Progress/Update

- **Most of these tactics are on-going. Specific work activity on several tactics include:**
  - Enhancing the city website to develop an improved landing page for volunteer opportunities
  - Enhancing communication tools for welcoming new residents that including ongoing partnerships with HOA's

# 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 attract 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 and private “Wow” areas and projects**
- **Look for “Wow” opportunities in the services we provide**
- **Promote our “Wow” events**
- **Develop a marketing and communications plan to better tell our “Wow” stories**



# INCREASE OUR “WOW FACTOR”

## Progress/Update

- Ongoing effort for “Wow” development part of the Economic Development plan
- Ongoing work to communicate our “Wow” stories in a “Wow” way
- Developing an inventory of our “Wows”
- The public art master plan is scheduled to be complete in Fall 2014



# APPROPRIATE USE OF TECHNOLOGY

## Purpose/Background

- **We must show a benefit to the use of technology. The benefit can be either economic or to enhance our customers' experience.**
- **We must continue to meet and exceed community expectations and keep up with our competition. There are two areas of focus:**
  - Internal – technology that drives improved productivity by city departments
  - External – technology infrastructure to attract businesses, residents, and other stakeholders
- **We must also 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**
- **Improve data and system security**
- **Assess the ability of our technology infrastructure to support Council initiatives**



# APPROPRIATE USE OF TECHNOLOGY

## Progress/Updates

- **Traffic signalization (also part of the Accessibility Strategy) is an ongoing initiative to seek improvements with a planned update presentation to the City Council in the Summer of 2014. Additionally, traffic signalization will be part of a future bond program consideration**
- **In the process of developing a standard cost/benefit analysis for new technology purchases**
- **Conducting an assessment of the ability of our current technology to support the Council's initiatives and City operations**

# 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 CUSTOMER EXPERIENCE IN INTERACTIONS WITH THE CITY

## Progress/Updates

- **Staff will conduct a study to determine short and long-term improvements that can be made to improve customer interactions and building efficiencies at City Hall. These enhancements will be considerations in budget development and projects for a future bond program**
- **Customer service enhancement is also a part of other facility planning, such as services at a future recreation center in the Breckinridge area**
- **Developing ways to discover, recognize, reward, and communicate exceptional customer service. Implementation of this tactic is anticipated in 2015**



# 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)



# IMPROVE ACCESSIBILITY TO THE CITY

## Progress/Updates

- **Continue ongoing support of the Cottonbelt rail project**
- **Continue tracking and promoting Richardson's position on TxDOT's US-75 study**
- **Traffic signalization (also part of the Accessibility Strategy) is an ongoing initiative to seek improvements with a planned update presentation to the City Council in the Summer of 2014. Additionally, traffic signalization will be part of a future bond program consideration.**
- **Ongoing efforts underway to make city programs and services more ADA accessible**



# 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 purpose and structure of existing Boards and Commissions, make recommendations for improvement
- Training and Education- develop annual orientation and operations manual of key policies and procedures and provide training for key leaders
- Identify training needs for City employees, Council, or Boards and Commissions
- Regularly assess our level of transparency
- Develop recommendations regarding citizen input on bond elections, budget, and key initiatives



# ENHANCE GOVERNANCE

## Progress/Updates

- **Charter Review process is planned to begin in Summer 2014**
- **Continuing efforts to strengthen training and support to Boards and Commissions**

# 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 of the Code of Ordinances



# IMPROVE DOCUMENTATION, PROCESSES, STRUCTURE, AND SERVICES

## Progress/Updates

- **Comprehensive legal review of the Code of Ordinances underway with completion anticipated in 2014**
- **Continually examine ways to simplify and improve procedures, forms, policies, and practices. Previous examples include apartment inspection and rental registration program**

# IMPLEMENT COST REDUCTION STRATEGIES

## Purpose/Background

- 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

- Continue to sustain, enhance, and implement an internal process to systematically identify and eliminate inefficiencies
- Continue to sustain our debt-management practices



# IMPLEMENT COST REDUCTION STRATEGIES

## Progress/Updates

- **Process has been developed and incorporated into the current budget process**
- **Ongoing commitment to identify opportunities to improve efficiencies**

# 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**



# INCREASE PRIVATE PARTICIPATION AND CONTRIBUTIONS

## Progress/Updates

- **Creating a strategic plan for this strategy to identify staffing, processes, and needed resources.**
  - Funding for a study will be proposed in the budget, and implementation expected to begin Fall 2014 and completed in the Summer of 2015
- **Prior to the completion of the strategic plan, city staff will identify key partnership opportunities available in current and future programs and facilities.**
  - A current example is donation opportunities for the future dog park



# 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**



# ATTRACT, DEVELOP, AND RETAIN QUALITY CITY EMPLOYEES

## Progress/Updates

- **Ongoing efforts are being made to review compensation levels and structures. Additional considerations will be made in the development of the 2014/15 budget**
- **Training needs are regularly identified and implemented on an ongoing basis**

# 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.**

## Tactics

- **Conduct a review of the tactics identified by other Strategy Teams that are intended to improve the Quality of Life**
- **Asses 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**



# ENHANCE THE QUALITY OF LIFE OF OUR STAKEHOLDERS

## Progress/Updates

- **Recycling update to be presented to Council June/July 2014**
- **Bond program planning underway with a City Council briefing anticipated in Summer 2014**
- **Recommendations for a food truck ordinance to be presented to Council June/July 2014**



# SUMMARY OF UPCOMING CITY COUNCIL BRIEFINGS



# SPRING/SUMMER 2014

**Economic Development Toolbox – May/June**

**Future Bond Program Planning – June/July**

**Charter Review – June/July**

**Infrastructure Management Plan – June/July**

**Evaluation of New Construction Standards – June/July**

**Recycling Program Update – June/July**

**Food Truck Ordinance Considerations – June/July**

**Traffic Signal Progression Update – July/August**

**Public Art Master Plan – August/September**



# FALL 2014

**Legal Review of City Ordinances – Completed**

**Private Participation Strategic Planning – Initiated**

**Branding Review– Initiated**

# CITY COUNCIL GOALS

## STRATEGY IMPLEMENTATION UPDATE

CITY COUNCIL BRIEFING - 2/21/14

