

WORK SESSION RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM FEBRUARY 13, 2024 5:00 PM

Call to order

1. Presentation of the 2023 Strategic Plan Progress Report.

Adjournment

Auxiliary aids for individuals with disabilities are available upon request. Requests must be made at least 96 hours in advance to the City Clerk at 612-861-9739.

1.



STAFF REPORT NO. 04 WORK SESSION 2/13/2024

REPORT PREPARED BY: Chris Swanson, Management Analyst

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager

2/7/2024

ITEM FOR WORK SESSION:

Presentation of the 2023 Strategic Plan Progress Report.

EXECUTIVE SUMMARY:

In the fall of 2021, staff started a process to draft a 4 (four) year strategic plan for Richfield. Based on feedback from the community, elected officials and city staff, 5 (five) specific measurable priorities, issues of high importance to the City Council, will guide decisions for the next 4 years.

The five priorities identified are:

- Operational Excellence
- Community Development
- Sustainable Infrastructure
- · High Quality Workforce
- Equity and Inclusion

To successfully accomplish the strategic priorities and achieve the intended outcomes expressed in the performance targets, it's necessary to have a focused set of actions. This includes detailed implementation steps to guide organizational effort.

Richfield will accomplish their strategic priorities through a set of initiatives. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities and targeted to the achievement of outcomes expressed in the targets.

The attached 2023 Strategic Plan Progress Report captures the progress made on the strategic plan by staff over the past year. This review also included researching and refining some targets and key outcome indicators to ensure they align with the goals of the plan.

Staff wishes to update the Council on progress on the strategic plan and is available to answer any questions.

The interactive dashboard on the city's website has also been updated to reflect this progress.

DIRECTION NEEDED:

Review the 2023 Strategic Plan Progress Report

BACKGROUND INFORMATION:

A. HISTORICAL CONTEXT

B. EQUITABLE OR STRATEGIC CONSIDERATIONS OR IMPACTS

Strategic Consideration:

This report shows progress on the city's strategic plan.

Equity Considerations:

One of the strategic priorities is Equity and Inclusion. This plan helps direct the city's work on equity.

- C. POLICIES (resolutions, ordinances, regulations, statutes, exc):
- D. **CRITICAL TIMING ISSUES:**
- E. FINANCIAL IMPACT:
- F. **LEGAL CONSIDERATION:**

ALTERNATIVE(S):

PRINCIPAL PARTIES EXPECTED AT MEETING:

ATTACHMENTS:

Description

Type

□ 2023 Strategic Plan Progress Report

Backup Material

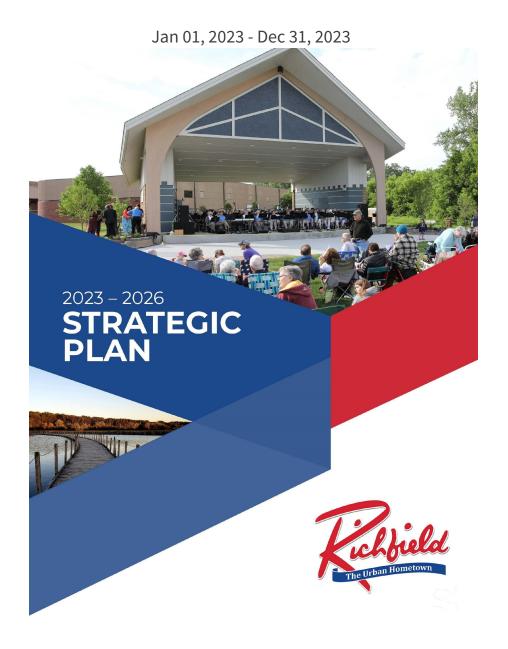
Policy Topic Request 2024

Backup Material



2023 Strategic Plan Progress Report

Richfield Strategic Plan





Strategic planning is an organizational management activity used to set priorities, focus energy and resources, strengthen operations, ensure that employees are working towards common goals, helps establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to changes in the community.

Richfield's Strategic Plan consists of FIVE strategic priorities which are established by the City Council. These priorities are supported by a series of Key Outcomes and underlying Performance Measures, which describe desired outcomes and are a metric in measuring success.

The five priorities identified are:

- 1. Operational Excellence
- 2. Community Development
- 3. Sustainable Infrastructure
- 4. High Quality Workforce
- 5. Equity and Inclusion

Strategic planning is a continual journey, and our plan is modified every year to ensure that it is up to date and reflects the changing dynamics of our community.

This report provides the 2023 annual updates. The updates are included in the boxes below the listed outcomes and Initiatives. An overall summary of the progress on the strategic plan is included above.

Report Legend



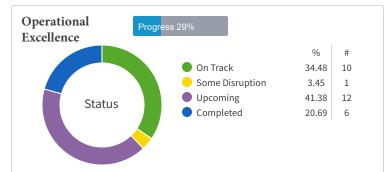
Priority





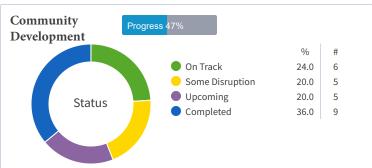
Overdue

Plan Summary

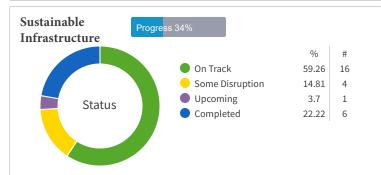


Operational Excellence An organization that delivers results.

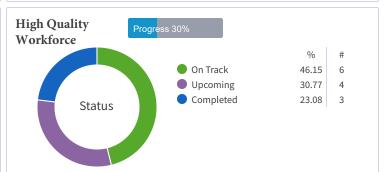
Operational Excellence Targets 80% of Strategic Plan targets completed by 2026 Stable funding for essential services in place by 2026 Office 365 implemented by 2023 Improvement in each department implemented annually Essential service ...



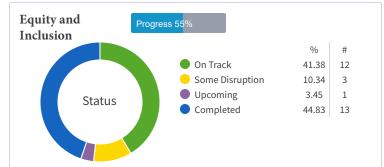
Community Development Creating a community where all can thrive. Community Development Targets 500 new downtown housing units by 2026 15 new businesses in downtown by 2026 Diversified Tax Base 12% increase in commercial/industrial tax base from 2023-2026. 20% increase in multifamily tax base from...



Sustainable Infrastructure Infrastructure that meets community needs. Sustainable Infrastructure Target Adopted comprehensive asset management plan by 2025 Adopted comprehensive funding strategy for infrastructure by 2026 2 highest priority Climate Action Plan projects completed by 2025 Infrastru...



High Quality Workforce A stable, well-trained workforce. High Quality Workforce Target 95% of all employees meet or exceed baseline training by 2026 Maintain 95% fully authorized strength Annual retention rate increase of 2% for all employees until maintaining 90% retention Senior leadership team...



Equity and Inclusion A diverse, inclusive and thriving hometown. Equity and Inclusion Targets Progress on reducing racial inequities measured by citywide metrics by 2025 Our staff and commissioners represent the diversity of our community: 3% annual increase - underrepresented leadership 3% annua...

Initiative 1.1.1

Progress 100%

Create Strategic Plan for Richfield

% # Completed 100.0 2

Create a Strategic Plan for Richfield in 2022. Once plan has been created, develop public dashboard to track progress. The dashboard will be created in 2023. The dashboard will be updated quarterly thereafter.

Owner: Katie Rodriguez

Update provided by Chris Swanson on Jan 30, 2024 21:57:01

The plan was updated in June 2023 to provide more details on the target to measure progress on the desired outcome Climate Resiliency is a Priority.

The updated target is now to complete the following Climate Action Plan projects by 2025. Continue and fully implement recommendations from the municipal building energy audits (CAP Action 1.2.2);

- Conduct an Electric Vehicle Suitability/Fleet Assessment (CAP Action 1.3.2), and continue evaluating fleet for EV/PHEV replacement opportunities; and
- Establish a coordinated communication and education campaign for all sections of the CAP (aligned with Strategic Plan initiative 3.3.1 and multiple CAP actions).

Desired Outcome 1.2



Progress 3%

Financial capacity to deliver essential services

Council annually adopts an operating and capital budget and a levy for the upcoming year as well as revising the current years budge. The adopted gross tax levy for taxes payable 2023 is \$26,784,573.

% #
On Track 22.22 2
Upcoming 77.78 7

- The gross tax levy represents a 6.60% increase from the 2022 gross levy.
- The City's tax capacity rate is anticipated to decrease from 53.68% to 50.84%.
- Included in the 2023 gross levy is a levy to fund the purchase of rolling stock and technology equipment of \$868,400, a levy to fund the Economic Development Authority of \$579,096, and a debt service levy of \$4,100,600.

Owner: Kumud Verma

Update provided by Chris Swanson on Oct 30, 2023 14:28:46

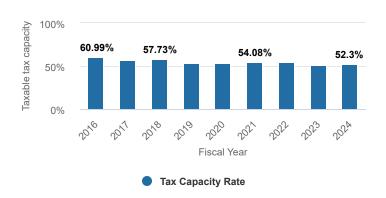
The adopted gross tax levy for taxes payable in 2024 is \$28,363,158. City's tax capacity rate is anticipated to increase from 50.84% to 52.13%. Gross 2024 tax levy include a a levy to fund the purchase of rolling stock and technology equipment of \$1,208,000, a levy to fund the Economic Development Authority of \$599,364, and a debt service levy of \$4,113,543. The gross tax levy represents a 5.89% increase from the 2023 levy.

Tax Capacity Rate

Owner: Kumud Verma

Last Update: Feb 10, 2023 15:30:48

Richfield's Tax Capacity Rate

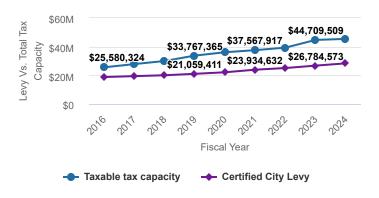


Levy Vs. Total Tax Capacity

Owner: Kumud Verma

Last Update: Mar 07, 2023 22:32:43

Levy Vs. Total Tax Capacity



Local Government Aid-2022

Last Update: Jan 31, 2024 18:30:31

Local Government Aid

2024's Aid Spend

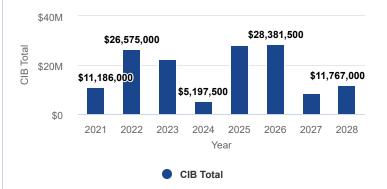
\$3,392,552

↑ \$1,353,841.0 Increase in Local Government Aid from Previous Year

Annual Capital Improvement Budget (CIB)

Last Update: Feb 07, 2024 22:31:02

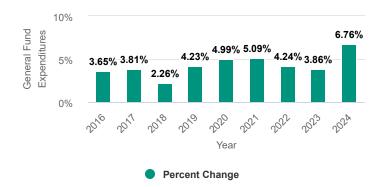
Annual Capital Improvement Budget (CIB)



Increase in General Fund Expenditures

Last Update: Mar 07, 2023 22:36:41

Percent Increase in General Fund Expenditures



Initiative 1.2.1

Progress 8%

Develop long-term financial plans for capital and operations

Owner: Kumud Verma

% #
 On Track 66.67 2
 Upcoming 33.33 1

Update provided by Chris Swanson on Feb 06, 2024 15:37:17

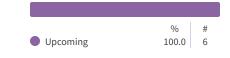
Staff are currently finalizing the scope of services with Ehlers Incorporated to provide a Financial Management Plan. The work will be completed in Q2 2024 in time to help guide 2025 budget decisions. The Financial Management Plan will be much more comprehensive than the current Key Financial Strategies. It will also still be a flexible planning document and guide future financial scenario analysis and decision making.

Initiative 1.2.2

Progress 0%

Establish essential service delivery plan

Owner: Katie Rodriguez



Update provided by Sack Thongvanh on Jul 27, 2023 14:59:08

Staff is expecting to begin to identify existing processes in each department and create a list of what is essential in Q1 2025. This base information will help staff develop milestones and establish an essential service delivery plan in 2025.

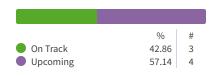
Initiative 1.3.1



Create organization-wide continuous improvement plan

Executive staff will prepare an annual report that summarizes those workplan projects that are process or technology improvements. The report for the previous year will be shared in the following first quarter's report on the Dashboard.

Owner: Chris Swanson



Each city department highlighted 1-3 technology or process improvements completed or started in 2023. Major upgrades include going live with the new dispatch software, permit and licensing software, embedding strategic plan and equity considerations into staff reports, updating the RFD response time requirement and numerous improvements in the Finance Department to tighten internal controls and move to electronic records.

Initiative 1.3.2

Progress 17%

Develop organization-wide tech plan

Owner: Sack Thongvanh

% #
On Track 66.67 4
Upcoming 16.67 1
Completed 16.67 1

Update provided by Sack Thongvanh on Feb 06, 2024 14:36:38

The IT Staff are currently in the second phase, prioritizing recommendations from the results of the Loffler Security and IT analysis. Currently prioritizing recommendations based on their potential impact on security and departmental efficiency. Focus on addressing critical issues first. 2024 budget include funds for a new ticketing system and potential the use of LOGIS's Security for Service.

Initiative 1.3.3



Progress 82%

Update development review process and procedures.

Owner: Jan Youngquist

 %
 #

 On Track
 20.0
 1

 Some Disruption
 20.0
 1

 Completed
 60.0
 3

Update provided by Julie Urban on Jan 24, 2024 20:59:31

All but two divisions have been transitioned to the new software system. The work has taken longer than originally anticipated, but all divisions will be using the software by the end of the first quarter of 2024.

Desired Outcome 2.1



Progress 47%

A vibrant downtown

Owner: Julie Urban



Update provided by Jan Youngquist on Jan 29, 2024 22:03:18

Four new businesses opened in downtown in 2023, including Michoacana Tasty Ice Cream and Burgers, Tobacco and Vape, Tous les Jours Cafe, and Lito's Burritos.

Downtown also welcomed the Lynvue in 2023, which added 161 new housing units, including 10 units that are affordable to households earning 60% of the area median income.

Initiative 2.1.1

Progress 47%

Develop a downtown strategy.

Owner: Julie Urban

Update provided by Jan Youngquist on Feb 01, 2024 22:26:14

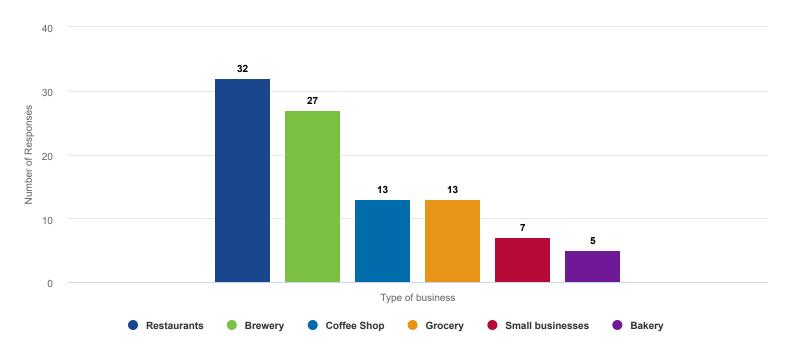
Staff has compiled an inventory of businesses, housing, and other amenities in downtown and is working on incorporating them into GIS mapping. This information will be used to identify assets and opportunities and develop a strategy to market downtown and attract desired uses.

Staff engaged with the community at Penn Fest on September 17 and the Mayor talked with people at the Farmer's Market on October 7 to find out what types of businesses they would like to see in Richfield. The nonscientific survey gathered 124 responses.

Types of Businesses

Last Update: Jan 29, 2024 19:56:56

What Type of Businesses Would You Like to See in Richfield?



Most frequent responses from feedback received at Penn Fest (9/17/2023) and the Farmer's Market (10/7/2023). Nonscientific poll, n=124



Update provided by Jan Youngquist on Feb 01, 2024 20:53:15

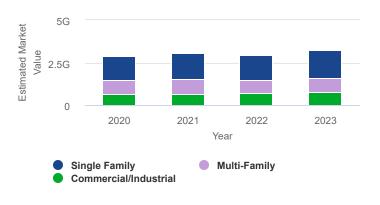
Single family residential properties currently make up the majority of the City's tax base. Growth in commercial/industrial and multi-family property values will help diversify the tax base. The following actions have been taken to grow the tax base through helping bring new businesses and housing options to Richfield.

- In October 2023, the Economic Development Authority approved a Small Business Sewer Availability Charge Assistance Program to help eligible small and expanding businesses launch, by providing financial assistance to help offset some of the fees associated with connecting to the regional sewer system.
- The Richfield Business Bulletin, a quarterly e-newsletter was launched, which provides information and resources to support local businesses. Find more information and subscribe here.
- City staff meets with entrepreneurs and developers on an on-going basis and evaluates development opportunities and projects to help meet identified City goals.

Estimated Market Value by Property Type

Last Update: Jul 24, 2023 16:33:33

Estimated Market Value by Property Type

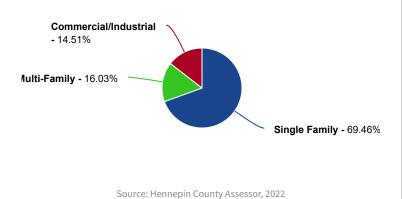


Source: Hennepin County Assessor's Office

Share of Tax Base by Property Type, 2022

Last Update: Jun 27, 2023 14:38:00

Share of Tax Base by Property Type, 2022



Initiative 2.2.1 Progress 88%

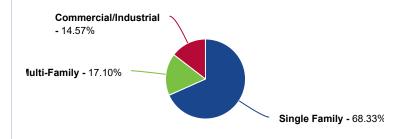
Establish strategy for pooled Tax Increment Financing (TIF).

Owner: Julie Urban

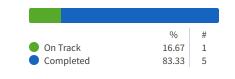


Last Update: Jun 27, 2023 14:38:15

Share of Tax Base by Property Type, 2023



Source: Hennepin County Assessor, 2023



Update provided by Jan Youngquist on Feb 01, 2024 20:57:44

In 2022, the Housing and Redevelopment Authority (HRA) adopted a Spending Plan for unobligated TIF. The plan was based off of a review and analysis conducted by Ehlers, the City's financial consultant, for the HRA. In order to implement the Spending Plan, staff continues to have discussions with developers and evaluate opportunities and projects that meet identified goals on an on-going basis.



Develop comprehensive redevelopment plan for Housing and Redevelopment Authority (HRA) sites.

Owner: Julie Urban

 %
 #

 On Track
 33.33
 2

 Upcoming
 33.33
 2

 Completed
 33.33
 2

Update provided by Jan Youngquist on Feb 01, 2024 21:01:40

The Housing and Redevelopment Authority owns and holds various properties in Richfield for future redevelopment projects. In December 2023, the HRA authorized the sale of its property at 6613-25 Portland Avenue for development of Aster Commons, a 38 unit supportive housing project. Sale of the land will not occur until the project has received all of its financing.

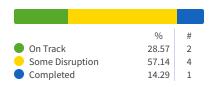
Staff has conversations with developers on an on-going basis and will evaluate the sites and proposals in relation to priorities in the Strategic Plan and the City's Comprehensive Plan.

Desired Outcome 2.3

Progress 25%

Maintain Richfield as an affordable place to live

Owner: Julie Urhan



Update provided by Jan Youngquist on Feb 01, 2024 21:22:45

The Lynvue, located at 65th and Lyndale, opened in November 2023. Ten of the two-bedroom apartments are affordable to households earning 60% of the Area Median Income (rents below \$1,676).

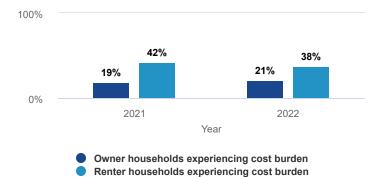
In November 2023, the City Council issued land use approvals for Aster Commons, a 38-unit supportive housing development proposed at 6613 Portland Avenue. Additionally, the City received a \$1 million grant from the Metropolitan Council for the Aster Commons project.

Cost-Burdened Households

Owner: Julie Urban

Last Update: Jan 26, 2024 16:30:29

Cost-Burdened Households



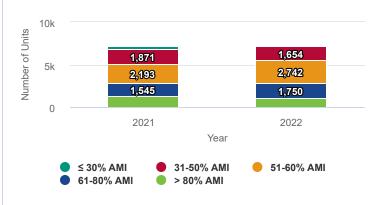
Households experience housing cost burden when their housing costs are 30% or more of their gross income.

Source: US Census Bureau, American Community Survey

Housing Affordability: Rental Housing

Last Update: Feb 05, 2024 21:25:39

Housing Affordability for Rental Units in Relation to Area Median Income

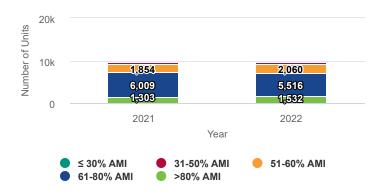


Source: Metropolitan Council and the American Community Survey $\,$

Housing Affordability: Ownership

Last Update: Feb 01, 2024 22:48:38

Housing Affordability for Ownership Units in Relation to Area Median Income



Source: Metropolitan Council and the American Community Survey

Initiative 2.3.1

Progress 25%

Create community affordability strategy.

Owner: Julie Urban

	%	#
On Track	28.57	2
 Some Disruption 	57.14	4
Completed	14.29	1

Update provided by Jan Youngquist on Feb 01, 2024 21:14:28

In October 2023, the metro area sales tax for affordable housing took effect. Richfield anticipates receiving \$453,000 in 2024 for affordable housing efforts and has begun planning for how those funds can/will be spent.

The City received a \$1 million grant from the Metropolitan Council for Aster Commons, a 38-unit supportive housing development proposed for 6613 Portland Avenue.

Initiative 3.1.1



Progress 28%

Create comprehensive asset management plan

Owner: Scott Kulzer



Update provided by Scott Kulzer on Jan 30, 2024 21:22:46

Pilot project focused on inventory and condition assessment of park assets began in fall 2023 and will resume in spring 2024 when weather allows.

Create comprehensive capital funding strategy

Owner: Kumud Verma

Update provided by Chris Swanson on Feb 06, 2024 16:47:07

Staff are undertaking several studies to inform a comprehensive strategy.

Staff are currently finalizing the scope of services with Ehlers Incorporated to provide a Financial Management Plan. The work will be completed early in Q2 2024 in time to help guide 2025 budget decisions. The Financial Management Plan will be much more comprehensive than the current Key Financial Strategies. It will also still be a flexible planning document and guide future financial scenario analysis and decision making.

%

50.0

12.5

37.5

3

On Track

Completed

Some Disruption

Staff recently completed a utility rate affordability assessment and the asset management plan is targeted to begin later in 2023. In addition, the city is seeking alternate funding sources.

The city recently secured \$3M in federal funding and was awarded \$12M in state funding for a new Wood Lake Nature Center (WLNC) Building in the recent budget passed by the legislature.

The city was successful in seeking legislative approval to ask voters to implement a local sales tax (LST) for the WLNC building, improvements at Veteran's Park and a new community center. The proceeds of this LST must be used to pay the capital and associated interest and financing costs for Wood Lake Nature Center; Veterans Park Complex; and the Richfield Community Center project. The city will bring the proposed tax to the voters for approval at the November 2024 general election.

PW applied for 2 grants through MnDOT's Safe Routes to School program. The two grants were a "Design Assistance" grant, to perform an engineering study at Sheridan Hills Elementary, Richfield Middle School, and Richfield High School, and an "Infrastructure" grant to construct pedestrian and bicycle infrastructure on 70th Street outside the STEM and RDLS elementary schools. The Design Assistance grant was successful, and the study will take place over 2024. Results for the Infrastructure grant will be released later this spring

PW also submitted 5 grants to the for federal capital construction funding for five projects through the Metropolitan Council's Regional Solicitation. Those projects are listed below.

- 76th Street Reconstruction (Xerxes to Sheridan Aves)
- 73rd Street Multiuse Bridge and Trail Connections
- 76th Street & Knox Avenue Intersection Improvements
- 73rd Street Sidewalk Gap (Portland to Bloomington Aves)
- 64th Street Sidewalk (Lyndale to Portland Aves)

Desired Outcome 3.3



Climate resilience is a priority

In 2020, the City Council voted to approve Richfield's Climate Action Plan which guides the City's internal and external sustainability efforts. The CAP identifies 6 goals (Develop and Promote Energy Efficiency Efforts, Promote Renewable Energy Installation and Purchasing, Encourage Sustainable Design and Building Practices, Strengthen and Expand Natural Resource Management, Reduce Waste Generated, Improve Access to Local and Healthy Food) which encompass 80 actions.

After working with paleBLUEdot LLC, on June 13, 2023, Council approved the prioritization of 4 CAP actions and incorporated them in the strategic plan. These actions include:

- 1) Council direction and guidance for all city departments to participate in and support the efforts of the Climate Action Plan:
- 2) Implement the recommendations from municipal building energy audits;
- 3) Conduct an electric vehicle suitability/fleet assessment and use results to evaluate fleet for EV/PHEV replacement opportunities; and
- 4) Establish a coordinated communication and education campaign for all sections of the Climate Action Plan.

Owner: Rachel Lindholm

Update provided by Rachel Lindholm on Mar 21, 2023 14:25:32

After working with paleBLUEdot LLC, on June 13, 2023, Council approved the prioritization of 4 CAP actions and amending them into the strategic plan. These actions include:

- 1) Council direction and guidance for all city departments to participate in and support the efforts of the Climate Action Plan;
- 2) Implement the recommendations from municipal building energy audits;
- 3) Conduct an electric vehicle suitability/fleet assessment and use results to evaluate fleet for EV/PHEV replacement opportunities; and
- 4) Establish a coordinated communication and education campaign for all sections of the Climate Action Plan.

Initiative 3.3.1



Create CAP education strategy for staff and public

Owner: Rachel Lindholm

Update provided by Rachel Lindholm on Jan 19, 2024 19:37:44

Staff continues to identify informal educational opportunities to share CAP-related information. This has been most successfully implemented as a regular part of the Richfield Recap newsletter.

Initiative 3.3.2



Progress 40%

Implement prioritized CAP initiatives

Owner: Rachel Lindholm

0/0 On Track 60.0 Completed

On Track

Completed

Some Disruption

%

66.67

16.67

16.67

1

0/0

63.64

9.09

27.27

3

On Track

Completed

Some Disruption



Pale BLUE dot LLC has worked with staff for over 6 months on conducting the inventory, analyzing results, and working together to identify high priority actions. These focus on both emission reduction and feasibility of implementation from a staff/city perspective.

These actions include:

- 1) Council direction and guidance for all city departments to participate in and support the efforts of the Climate Action Plan;
- 2) Implement the recommendations from municipal building energy audits;
- 3) Conduct an electric vehicle suitability/fleet assessment and use results to evaluate fleet for EV/PHEV replacement opportunities; and
- 4) Establish a coordinated communication and education campaign for all sections of the Climate Action Plan.

Desired Outcome 4.1

rogress 0%

A well-trained workforce

Owner: Sack Thongvanh

% #
On Track 66.67 2
Upcoming 33.33 1

Update provided by Chris Swanson on Feb 06, 2024 16:48:18

We are finalizing a survey for Directors and supervisors to understand training needs for staff. This survey will be sent in Q1 2024 and staff hope to have training opportunities identified Q2 or 3 of this year.

Initiative 4.1.1

Progress 0%

Enhance professional development plan

Owner: Sack Thongvanh

	%	#
On Track	66.67	2
Upcoming	33.33	1

Update provided by Sack Thongvanh on Feb 02, 2024 18:01:51

We continue to work on the survey for training needs and will address AWAIR and others sometime later in the year.

Desired Outcome 4.2

Progress 16%

Staff capacity to meet service demands

The labor market has been the most competitive in Minnesota's history recently with unemployment at a record low. In addition, there continues to be a lot of turbulence in the market leading to turnover which has been disruptive. The city has implemented several initiatives to improve recruiting, retention and better plan for upcoming retirements.



Owner: Sack Thongvanh

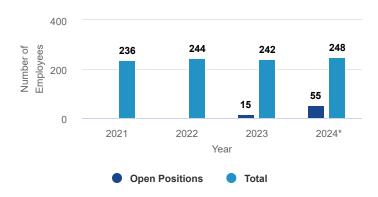
Update provided by Chris Swanson on Feb 06, 2024 16:56:27

The labor market has been the most competitive in Minnesota's history recently with unemployment at a record low. In addition, there continues to be a lot of turbulence in the market leading to turnover which has been disruptive. The city has implemented several initiatives to improve recruiting, retention and better plan for upcoming retirements.

No formal plan for staff capacity has started. Due to the tight labor market, specifically the lack of workers in the finance sector, there is some disruption in this work as HR is focused on stabilizing other city functions.

Authorized Staff - Total

Total Authorized Staffing for Richfield



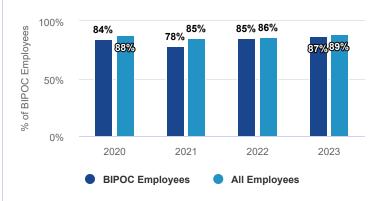
Target: Maintain 90% fully authorized strength.

This is the total number of budgeted positions. This includes full time and part time

*This represents the current numbers of openings Q1 2024

Retention

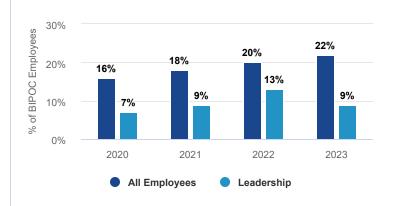
Retention



Target: Retention rate increase of 5% to 10% from 2023 to 2026.

Percentage of BIPOC Employees

Percentage of BIPOC Employees



Initiative 4.2.2

Progress 40%

Conduct compensation & classification study

Owner: Sack Thongvanh



Update provided by Sack Thongvanh on Feb 02, 2024 16:36:34

Finalizing grade assignments and beginning review of implementation plans.

Initiative 4.2.3

Progress 0%

Establish departmental succession plans

Owner: Sack Thongvanh



No formal plan has started. Due to the tight labor market, specifically the lack of workers in the finance sector, there is some disruption in this work as HR is focused on stabilizing other city functions.

Desired Outcome 4.3



Healthy Council-staff relationships

Owner: Chris Swanson



Update provided by Chris Swanson on Jan 30, 2024 22:11:05

Continue to meet quarterly; the first quarter focuses on the previous year's progress on the Strategic Plan, the second quarter focuses on Council policy proposals and work plans, the third quarter focuses on budget and the fourth quarter is an annual retreat focused on effective governance. As part of the retreat, the Council-Director Team complete a survey that includes 10 questions on behaviors related to effective governance including trust, role definition, communication, shared vision, strategy and being able to effectively respond to conflict. In the October 2023 survey, the Council-Director Team's average response of 87% means that the team believed they demonstrated these behaviors most of the time. The previous survey average was 73% reflecting a 14% increase. The most recent survey average exceeds the target of 85% by 2024.

Initiative 4.3.1



Progress 62%

Develop Council-staff relationship/work plan process

Owner: Chris Swanson

0/0 On Track 20.0 1 Upcoming 20.0 1 Completed 60.0

Update provided by Chris Swanson on Jan 30, 2024 22:18:31

The Council-Director Team meet quarterly to focus on the following strategic priorities:

- The first quarter meeting focuses monitoring progress on the Strategic Plan initiatives and targets.
- The second quarter focuses on integrating council policy proposals into staff work plans.
- The third quarter focuses on long-term financial plans and budgets.
- The fourth quarter focuses on team-building and effective governance.

Desired Outcome 5.1



Progress 54%

Reduced racial inequities and barriers for traditionally excluded groups

The city continues to work on addressing racial inequities and barriers for traditionally excluded groups.



Owner: Brittany Bartlett

Update provided by Brittany Bartlett on Jan 24, 2024 15:34:25

The Equity Coordinator will work with departments to create an internal citywide equity plan by the end of 2024. The Equity Coordinator will begin to plan for an external equity plan after the completion of the internal plan.

Initiative 5.1.1

Progress 100%

Develop strategy to hire DEI Coordinator

% #
Completed 100.0 7

Owner: Chris Swanson

Update provided by Chris Swanson on Oct 30, 2023 15:43:26

The city has recently hired Brittany Bartlett for the Equity Coordinator position. She began her work in July of 2023.

Initiative 5.1.2





Create Equity Plan

Owner: Brittany Bartlett

Update provided by Brittany Bartlett on Jan 24, 2024 14:50:38

We have received and discussed REDI results with council at the January 23rd work session. The Equity Coordinator will begin working with departments on their equity goals in order to create an equity plan by the end of 2024.

Initiative 5.1.3



Progress 28%

Create customer service rating increase strategy

Owner: Chris Swanson

	%	#
On Track	71.43	5
Upcoming	14.29	1
Completed	14.29	1

83.33

16.67

5

On Track

Completed

Update provided by Chris Swanson on Oct 30, 2023 16:13:38

Staff plans to begin review of comments from past surveys and focus groups in Q1 2024. This work will be done in partnership with the Equity Coordinator.

Staff is finalizing a contract for a community survey to be conducted in 2024. This survey will help local officials, community leaders, and staff understand the changes taking place in their communities. The results will help us better understand the needs of the community.

Desired Outcome 5.2



Progress 50%

Staff, Boards and Commissions reflect the diversity of the community.

% #
On Track 100.0 1

Owner: Kelly Wynn

Update provided by Brittany Bartlett on Jan 24, 2024 15:51:39

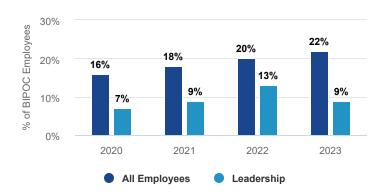
The City has increased outreach and has seen a significant increase in youth commissioner applications. The Equity Coordinator is collaborating with the Communications team in order to strategize ways to increase more diverse participation during applications/interviews in late 2024.

The Executive team is going to review HR policies and processes related to equity in 2024, and strategize how we can both hire and retain employees that are more representative of the community. The REDI through CEI helped make the team aware some gaps in demographic data collection and tracking in regards to diverse representation among staff. The Equity Coordinator is in the process of increasing the City's participation in local job fairs that are targeted towards underrepresented communities, and strategizing how we can nurture diverse participation in the city ongoings.

Percentage of BIPOC Employees

Last Update: Feb 13, 2023 21:01:40

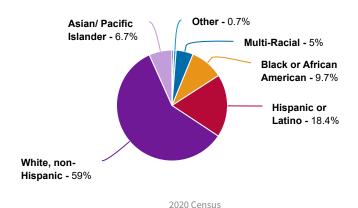
Percentage of BIPOC Employees



Race of Richfield Residents

Last Update: Feb 03, 2023 21:31:05

Race of Richfield Residents

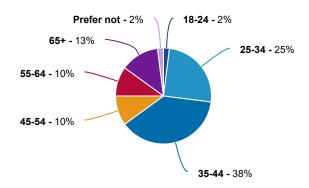


Age of City Commissioners-2023

Owner: Chris Swanson

Last Update: Oct 25, 2023 20:54:37

Age of City Commissioners- 2023

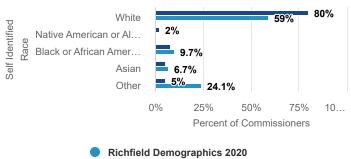


Self Identified Race of Commissioners-2023

Owner: Chris Swanson

Last Update: Nov 30, 2023 14:30:22

Race of Richfield Commissioners (2023)



Percent of Commissioners 2023

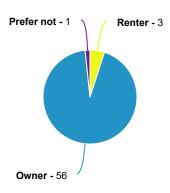
^{*}All commissioners that identified as "Other" considered their ethnicity as Hispanic, Latino/a/x or Spanish.

Homeownership Status of Commissioners-2023

Owner: Chris Swanson

Last Update: Oct 25, 2023 21:19:41

Homeownership Status of Commissioners



Initiative 5.2.1



Progress 50%

Staff reflects the diversity of the community

% # On Track 100.0 1

The city is continuing to look at ways to increase the diversity of their candidate and ultimately employee pool.

Owner: Brittany Bartlett

Update provided by Brittany Bartlett on Jan 24, 2024 15:50:00

The City has increased outreach and has seen a significant increase in youth commissioner applications. The Equity Coordinator is collaborating with the Communications team in order to strategize ways to increase more diverse participation during applications/interviews in late 2024.

The Executive team is going to review HR policies and processes related to equity in 2024, and strategize how we can both hire and retain employees that are more representative of the community. The Equity Coordinator is in the process of increasing the City's participation in local job fairs that are targeted towards underrepresented communities.

Desired Outcome 5.3



Progress 58%

Equity-based framework is applied to decision-making.

The city has been working to create an Equity toolkit to be used by staff when looking at city decisions. The Equity toolkit will ensure our city's actions are targeted to achieve equitable outcomes. This will be done by ensuring historically excluded communities, particularly communities of color, are in involved in decision-making. The Equity toolkit will help highlight existing disparities and how city's actions impact these disparities. The toolkit will use data to identify current racial disparities.





Update provided by Brittany Bartlett on Jan 24, 2024 15:07:55

The Equity Coordinator created and trained staff on the Equity Lens, and it has been in use for staff reports for council action since Q4 2024. With consideration for staff capacity within departments, the Equity Toolkit will be introduced for use in 2025.

Initiative 5.3.1



Develop and implement equity decision-making framework

The Equity Toolkit lays out a process to guide the development, implementation, and evaluation of policies, programs, practices, procedures, initiatives, ordinances, and budget issues ("Initiatives") to address the impacts on racial equity and ensure that all that we do helps us to realize our equity vision.

 %
 #

 On Track
 12.5
 1

 Some Disruption
 37.5
 3

 Completed
 50.0
 4

Owner: Brittany Bartlett

Update provided by Brittany Bartlett on Jan 24, 2024 15:11:10

The Equity Coordinator created and trained staff on the Equity Lens, and it was fully implemented in staff reports for council action in Q4 2024.

Council Policy Topic Request

Date: January 4, 2024

Submitted by: Mary Supple

Brief description of the topic (less than 200 words):

Residents have raised concerns about short-term rentals affecting quality of life in residential neighborhoods due to issues of traffic, noise, litter, use of intoxicants, property maintenance, etc. A second concern has been that institutional real estate investors and/or short-term rental investors are outbidding potential residential buyers and reducing the stock of affordable housing for residents wishing to make their home in Richfield.

I would like to see a prohibition on short-term rentals that are less than thirty days with a possible exception for when the rental is also owner occupied. This would allow someone to rent a room or section of their house (for example to a family who has a loved one in the hospital) but would reduce the impact on the neighborhood since the landlord would also be living there.

I would also like staff to continue monitoring the number of institutional investors, their impact on the availability of affordable housing, and legislation on the matter at the state level. This might also be considered as a topic for a Council/Planning Commission/HRA work session.

How does this topic align with city strategic priorities (less than 200 words)?

This topic falls under Community Development: Creating a community where all can thrive, specifically the outcome of maintaining Richfield as an affordable place to live. Policies that promote quality of life in neighborhoods and remove roadblocks to residents finding affordable housing to buy and live in and build generational wealth also touch on our goals of Equity and Inclusion and Operational Excellence as we proactively set up situations for success by reducing issues stemming from absentee landlords thereby lessening the need to be reactive.

Staff information:

Council Policy Topic Request- 2024

Date: 1/20/24

Submitted by: Ben Whalen

Brief description of the topic (less than 200 words):

In a recent work session we received the study on emissions in Richfield to prioritize our CAP. The largest source of emissions is gas used to heat buildings, heat water, cook, dry clothes, etc. No level of government has come up with a plan to fully tackle this challenge but more are trying - the federal IRA includes trillions of dollars in rebates/subsidies to help lower the cost of weatherization and electric appliance conversions. Minneapolis recently started a program for weatherizing and electrifying homes in disinvested neighborhoods. Hennepin County has a small program doing similar work for households who are energy-cost burdened. I'd like us (maybe our new sustainability grant writing position once hired?) to explore how we can expand our local efforts to weatherize and electrify residential buildings in Richfield beyond our current partnership with the Home Energy Squad. Maybe this includes promoting existing HRA programs (like the transformation home loans) as a way for people to finance heat pumps or weatherization projects? Maybe it is hiring/partnering with an advisor to people looking to fund and start these projects? The first step would be figuring out what options are possible with our local capacity & funding.

How does this topic align with city strategic priorities (less than 200 words)?

There are two strategic goals this would address: First and foremost Sustainable Infrastructure - see my above note about the largest source of greenhouse gas emissions in Richfield. If we're serious about tackling climate change and moving toward eventually eliminating our carbon emissions, we can't do that without getting started on residential gas use. The second goal it addresses is Equity, if we target our efforts toward households or neighborhoods who have the highest energy cost burden. Without intervention, higher-income households who have the ability to research, fund, and undertake these kinds of weatherization and electrification projects will do so in the next several years. In this scenario, low income households will face a challenge in 5-10 years where they are increasingly the only market for natural gas which is getting more and more costly to mine. Their costs, often already higher than average if they live in a home with inadequate insulation, will skyrocket while wealthier households benefit from efficient homes using relatively cheap renewable electricity. It is already true on many fronts, and will become more true for heating homes in the coming years, that it is expensive to be poor. We can intervene on this.

Staff information:

Council Policy Topic Request — "Downtown Richfield" name use in official contexts, consider establishing official boundaries.

Date: January 24, 2024

Submitted by: Sean Hayford Oleary

Brief description of the topic (less than 200 words):

"Downtown" and "downtown Richfield" have become increasingly common names in our work sessions, meetings, and development presentations. We used it extensively in our strategic plan to identify one of our top Community Development priorities.

However, many official references within the City still refer to the area as the "Lakes at Lyndale District" (which specifically includes only the portion of downtown west of the railroad, exclusive of the Hub area). Older plans use the term Lyndale-HUB-Nicollet to refer to the entire area of 66th & Lyndale to 66th & Nicollet.

Although not as widely used among the general public as more-established downtowns — such as Hopkins — it is significantly more common to find a reference to downtown Richfield than either "Lakes at Lyndale" or "Lyndale-HUB-Nicollet". For example, the marketing websites of Henley, Riley, and the Richfield VFW all use the term "downtown Richfield".

Our continued usage of the term "Lakes at Lyndale District" is confusing, and it undermines our ability to have a clear and consistent district identity for the public.

To help address this, I propose:

- Future staff reports should use the term "downtown" or "downtown Richfield".
- 2. The term should be presumed as the language to be used on any official signage referencing the area (such as the possible wayfinding sign project previously identified)
- 3. As future plans are made such as an update or replacement for the *Lakes at Lyndale Connectivity Plan* the term "downtown" should be used.
- 4. Future planning efforts should consider both sides of the railroad holistically.

Optional addition: Boundaries

An optional additional step would be to define official boundaries of what constitutes downtown. This could be useful for a number of purposes, such as:

- creating standards for future street designs e.g., broader sidewalks, more pedestrian lighting
- maintenance standards e.g., priority accessible sidewalk clearing
- zoning overlay district, if used in the future (as we do in Penn Central)

How does this topic align with city strategic priorities (less than 200 words)?

This most directly relates to:

Community Development – A vibrant downtown

Clarifying and being consistent about language makes clearer what we intend to prioritize with this district, and it embraces a term already in some public usage.

Staff information:

(Note to staff from Sean: I am not clear on what steps would be necessary to implement this. I think it could be as simple as directing that downtown boundaries be identified and later adopted in the downtown strategy document that's already in CD's workplan.)

Council Policy Topic Request — Clarify and Establish Liquor Store Names Note: related to the downtown Richfield name request.

Date: January 24, 2024

Submitted by: Sean Hayford Oleary

Brief description of the topic (less than 200 words):

Our current are liquor store names are:

- Cedar Avenue Store (6600 Old Cedar Ave)
- Lyndale Avenue Store (6444 Lyndale Ave S)
- Penn Avenue Store (6444 Penn Ave S)
- Shops at Lyndale Wine and Spirits Store (7700 Lyndale Ave S)

These store names are unintuitive — particularly the fact that we call our downtown-area store the "Lyndale Avenue" store, when two liquor stores are located on Lyndale Ave and have Lyndale Ave addresses.

Changing these names is a low-cost, low-effort opportunity to embrace the identity of our local business districts. (Note: We previously branded our Richfield Fire Station 2 as the "Penn Central" station.)

I suggest the following changes:

Existing name	Suggested name
Lyndale Avenue store (6444 Lyndale Ave S)	Downtown Richfield store
Penn Avenue store (6444 Penn Ave S)	Penn Central store

I would embrace similar renamings for the other two stores, but have no specific suggestions. But both the Penn and downtown locations have an obvious reason for a name change. Renaming the 6444 Lyndale both addresses the "two Lyndales" problem and embraces downtown Richfield district identity.

Since existing signage does not post the local store name, the only thing required for this change would be updating marketing material, including the website, and internal references.

How does this topic align with city strategic priorities (less than 200 words)?

This most directly relates to:

Community Development – A vibrant downtown

By embracing the name "downtown Richfield" for our own retail presence in the area, we help establish district identity — that this store is a part of a broader whole of downtown, and not simply a building located at that address.

Staff information:

FOR DISCUSSION ONLY:

Council Policy Topic Request — Updating City Brand and Website

Date: January 24, 2024

Submitted by: Sean Hayford Oleary

Brief description of the topic (less than 200 words):

Because of existing staff demands, and the potential financial investment necessary for a high-quality brand and website, I do not recommend we pursue this in 2024. However, I wanted to use this opportunity to highlight existing issues and allow us to consider this as something to pursue in 2025 or later.

Our existing Richfield branding is from 2015, and was created from a very limited process with almost no public input. The logo itself is a recycled logo from the Richfield Bank & Trust. Its application as a flag had the notable dishonor of being named one of the 25 "lowest-rated" city flags in America by the North American Vexillological Association. Although the City has an existing brand guide, its implementation across departments has been inconsistent — frequently using off-brand colors, fonts, and improper variations of the logo.

Although this may seem trivial, professional and consistent branding is important for any organization — it conveys quality and trust, and expresses unity in communications coming from the City.

Our website has even more obvious issues, and has been the subject of many resident complaints. Our calendar is not kept up-to-date. Many pages appear abandoned. Pages load slowly and do not work well on mobile devices. Responsibilities within the City are unclear: departments are expected to maintain their own content with little or no training, without unified responsibility for the website.

I believe we should plan for a wholesale refresh of our brand through a formal RFP process, including specifications for public input of what is a priority to convey in a new brand. (For example: our current brand leans heavily into our mid-century growth angle with a distinctly 1950s style. Is this what the community most wishes to express?)

We should plan for our website to be fully redeveloped by a qualified firm, either as part of the same RFP (many firms do both types of work) or as a separate item.

For both the brand and website, internal work will be necessary for success: we will need clearer responsibilities for individual departments' web pages, and we will need to designate one or more staff "webmasters" responsible for the site holistically. We will also need training on appropriate use of branding and to train on a future brand kit.

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¹ https://nava.org/2022-survey

How does this topic align with city strategic priorities (less than 200 words)?

This most directly relates to:

Operational Excellence (generally)

Updating our brand and website will improve our service delivery by improving communications with the public, reducing errors and inconsistency, and establishing greater trust in the City name and brand.

High-Quality Workforce - A well-trained workforce

Consistent training on website and brand sets employees up for success, reducing the need to modify or redo work on review, and creating clear expectations for all.

Staff information:

Note to staff from Sean: I intend to provide additional details / examples for council discussion but this document is not yet prepared. But for the sake of estimating cost / impacts, here is a possible implementation schedule it would be helpful for staff to estimate:

Short-term updates Proactively replace in conjunction with the new brand, <6 months	Medium-term As budgeted or desired, intentionally updated but not when excessively costly. 6 months to 3 years.	Long-term Replace only when the asset must be updated or replaced anyway. Do not proactively replace.
 Websites Social media Letterhead Business cards Email signatures Documents available for reference to the public (eg, application forms, informational handouts such as zoning code) Staff reports and council Vehicle decals (non-permanent) 	 City gateway signage that is feasible to retrofit or is low-cost Parks and city facility signage 	 Brand collateral (e.g., pens; use existing supplies first) Water tower logos More costly city facility signage More costly city gateway signage Street name signs