



**WORK SESSION
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM
MARCH 28, 2023
5:45 PM**

Call to order

1. The strategic plan is tool to guide the work of the city over the next 4 years (2023-2027). Providing quarterly updates on the progress of the strategic targets and initiatives will help inform the city council and community on the progress in achieving the desired outcomes and priorities of the plan.
2. Brief recap presentation and Council discussion on the removal of all tobacco products from Richfield Liquor Stores.

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.

**STAFF REPORT NO. 09****WORK SESSION****3/28/2023**

REPORT PREPARED BY: Chris Swanson, Management Analyst

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager
3/22/2023**ITEM FOR WORK SESSION:**

The strategic plan is tool to guide the work of the city over the next 4 years (2023-2027). Providing quarterly updates on the progress of the strategic targets and initiatives will help inform the city council and community on the progress in achieving the desired outcomes and priorities of the plan.

EXECUTIVE SUMMARY:

Staff presented the Strategic Planning public dashboard at the City Council retreat in February of this year. The presentation outlined how the city will use this public dashboard to track progress on the outcomes, targets and initiatives over the next 4 years.

Since the retreat, the Richfield's Strategic Plan Dashboard is now public. Residents now can track how city policymakers and staff are striving to make changes in the city. In addition to increasing the transparency of local government, the tool provides staff with a modern and efficient way to track progress on the strategic plan, share information and analyze outcomes. The dashboard will be updated by staff on a quarterly basis, and available to citizens at any time via the website. Initial targets have been identified and will be adjusted as needed over the course of the next 4 years. Status indicators on the dashboard are differentiated by color to help residents identify work that is completed, underway, delayed, or upcoming.

At the February retreat, staff also presented updates to the strategic priority targets for council review. Staff has updated the targets to reflect the discussion. The updated targets are attached to this report.

Council was also presented examples of quarterly reports that Envisio, the city's Strategic Plan Dashboard application, can generate. The reports provide progress updates for all levels of the strategic plan. Staff has worked over the past month to create a quarterly report to provide an update on the city's Q1 2023 progress. Progress on strategic plan initiatives is summarized on the second page of the report. More detail is available for the progress of each strategic priorities and initiatives after the summary.

As we continue to work to accomplish initiatives over the next year, more data will be available to enter in the dashboard. We recognize that we're just beginning on the journey. Strategic planning is a continual process.

DIRECTION NEEDED:

No direction needed.

BACKGROUND INFORMATION:

- A. **HISTORICAL CONTEXT**
- B. **POLICIES (resolutions, ordinances, regulations, statutes, etc):**
- C. **CRITICAL TIMING ISSUES:**
- D. **FINANCIAL IMPACT:**
- E. **LEGAL CONSIDERATION:**

ALTERNATIVE(S):

PRINCIPAL PARTIES EXPECTED AT MEETING:

ATTACHMENTS:

	Description	Type
▣	FOUR-YEAR STRATEGIC PLAN SUMMARY 2023–2027	Backup Material
▣	Q1 2023 Council Update Report	Presentation

FOUR-YEAR STRATEGIC PLAN SUMMARY 2023–2027

City of Richfield

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
OPERATIONAL EXCELLENCE <i>An organization that delivers results</i>	Focused City leadership	- Targets achieved - Strategic plan modifications	- 80% of Strategic Plan targets completed by 2026	a) Create a strategic plan for Richfield b) Create a public dashboard for the strategic plan c) Develop long-term financial plans for capital and operations d) Create organization-wide continuous improvement plan e) Develop organization-wide tech plan f) Establish essential service delivery plan
	Financial capacity to deliver essential services	- Fund balance growth - Revenue growth - New revenue sources	- Stable funding for essential services in place by 2026	
	Operational capability to deliver essential services	- System gaps closed - Process improvements - Service levels identified, met	- Office 365 implemented by 2023 - Process improvement in each department implemented annually - Essential service delivery plan in place by 2026	
COMMUNITY DEVELOPMENT <i>Creating a community where all can thrive</i>	A vibrant downtown (DT)	- # new DT housing units - # new DT business	- 500 new DT housing units by 2026 - 15 new business in DT by 2026	a) Develop a downtown strategy b) Establish strategy for pooled TIF funds c) Create community affordability strategy d) Develop comprehensive HRA redevelopment plan e) Update development review process and procedures
	Diversified tax base	- % increase in commercial tax base - % increase in multifamily tax base - % increase in non-single-family tax base	- TBD% increase in commercial tax base - TBD% increase in multifamily tax base - TBD% increase in non-single-family tax base	
	Maintain Richfield as an affordable place to live	- % of households paying more than 30% of income on housing - Progress toward Met Council Comprehensive Plan 30/50/80%AMI need allocation - % of existing housing units at 30/50/60/80% AMI	- Decline in cost-burdened households - 66 units 30%, 29 units 31-50%, 26 units 51-80% - Maintain current number of existing housing units at 30/50/60/80% AMI	
SUSTAINABLE INFRASTRUCTURE <i>Infrastructure that meets community needs</i>	City infrastructure supports service needs	- Asset plans adopted - Replacement plan compliance	- Adopted comprehensive asset management plan by 2025	a) Create comprehensive capital funding strategy b) Create comprehensive asset management plan c) Implement prioritized CAP initiatives d) Create CAP education strategy for staff and public
	Sustainable infrastructure financing	- Utility rate, tax base, debt capacities - External revenue source usage	- Adopted comprehensive funding strategy for infrastructure by 2026	
	Climate resilience is a priority	- CAP initiatives approved - CAP priorities funded	- 2 highest priority Climate Action Plan projects completed by 2025	
HIGH-QUALITY WORKFORCE <i>A stable, well-trained workforce</i>	A well-trained workforce	- Training goals met - Training completed	- TBD% of all employees meet or exceed training goals by 2026	a) Develop recruitment strategy b) Conduct salary & classification study c) Establish departmental succession plans d) Enhance professional development plan e) Develop Council-staff relationship/workplan process
	Staff capacity to meet service demands	- Time-to-fill reduction - Retention rate improvement	- Maintain 95% fully authorized strength - Annual retention rate increase of 2% for all employees until maintaining 90% retention	
	Healthy Council-staff relationships	- Council-staff trust, relationship survey results	- Senior leadership team's annual survey scores 85% or better by 2024	
EQUITY AND INCLUSION <i>A diverse, inclusive and thriving hometown</i>	Reduced racial inequities and barriers for traditionally excluded groups	- # of documented disparities - BIPOC community ratings	- Progress on reducing racial inequities measured by citywide metrics by 2025	a) Develop strategy to hire DEI coordinator b) Create equity plan c) Create customer service rating increase strategy d) Develop and implement equity decision-making framework
	Staff, Boards and Commissions reflect the diversity of the community	- Racial diversity change - BIPOC turnover rate - Overall turnover rate	- Our staff and commissioners represent the diversity of our community: - 3% annual increase for underrepresented leadership - 3% annual increase for BIPOC employees - 3% annual increase for BIPOC Commissioners. - BIPOC retention rate ≤ overall rate	
	Equity-based framework is applied to decision-making	- % decisions using equity framework	- 80% of City Council and staff decisions include use of equity framework 2026	

TBD is to be determined



Quarterly Council Update Report

Richfield Strategic Plan

2023-01-01 - 2023-03-31

Report Created On: Mar 24, 2023



FOUR-YEAR STRATEGIC PLAN SUMMARY 2023–2027

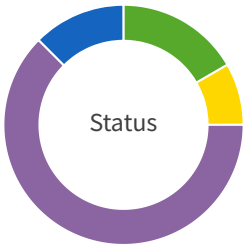
City of Richfield

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	Equity-based framework is applied to decision-making	- % decisions using equity framework	- 80% of City Council and staff decisions include use of equity framework 2026	

TBD is to be determined

Plan Summary

Strategic Priority 1 Progress 13%

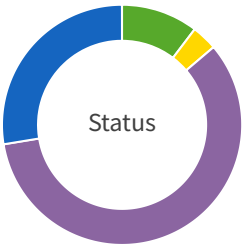


	%	#
On Track	16.67	4
Some Disruption	8.33	2
Upcoming	62.5	15
Completed	12.5	3

Desired Outcome: 3 Initiative: 4 Action: 24

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 ...

Strategic Priority 2 Progress 28%

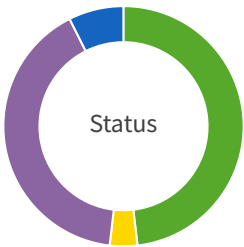


	%	#
On Track	10.34	3
Some Disruption	3.45	1
Upcoming	58.62	17
Completed	27.59	8

Desired Outcome: 3 Initiative: 5 Action: 29

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 TDB% increase in commercial tax ba...

Strategic Priority 3 Progress 11%

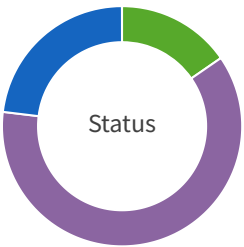


	%	#
On Track	48.15	13
Some Disruption	3.7	1
Upcoming	40.74	11
Completed	7.41	2

Desired Outcome: 3 Initiative: 4 Action: 27

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 hig...

Strategic Priority 4 Progress 23%

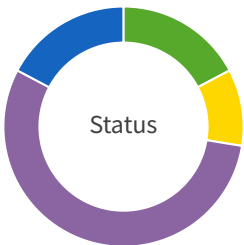


	%	#
On Track	15.38	2
Some Disruption	61.54	8
Upcoming	23.08	3
Completed	1.0	0

Desired Outcome: 2 Initiative: 3 Action: 13

High Quality Workforce A stable, well-trained workforce. High Quality Workforce Target TBD% of all employees meet or exceed training goals by 2026 Maintain 95% fully authorized strength Annual retention rate increase of 2% for ...

Strategic Priority 5 Progress 17%



	%	#
On Track	17.24	5
Some Disruption	10.34	3
Upcoming	55.17	16
Completed	17.24	5

Desired Outcome: 3 Initiative: 5 Action: 29

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 ou...

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 delivery plan in place by 2026

Owner: Scott Kulzer

Desired Outcome: 3

Initiative: 4

Action: 24

Strategic Priority 1 ➤ Long Term Target

	%	#
On Track	16.67	4
Some Disruption	8.33	2
Upcoming	62.5	15
Completed	12.5	3

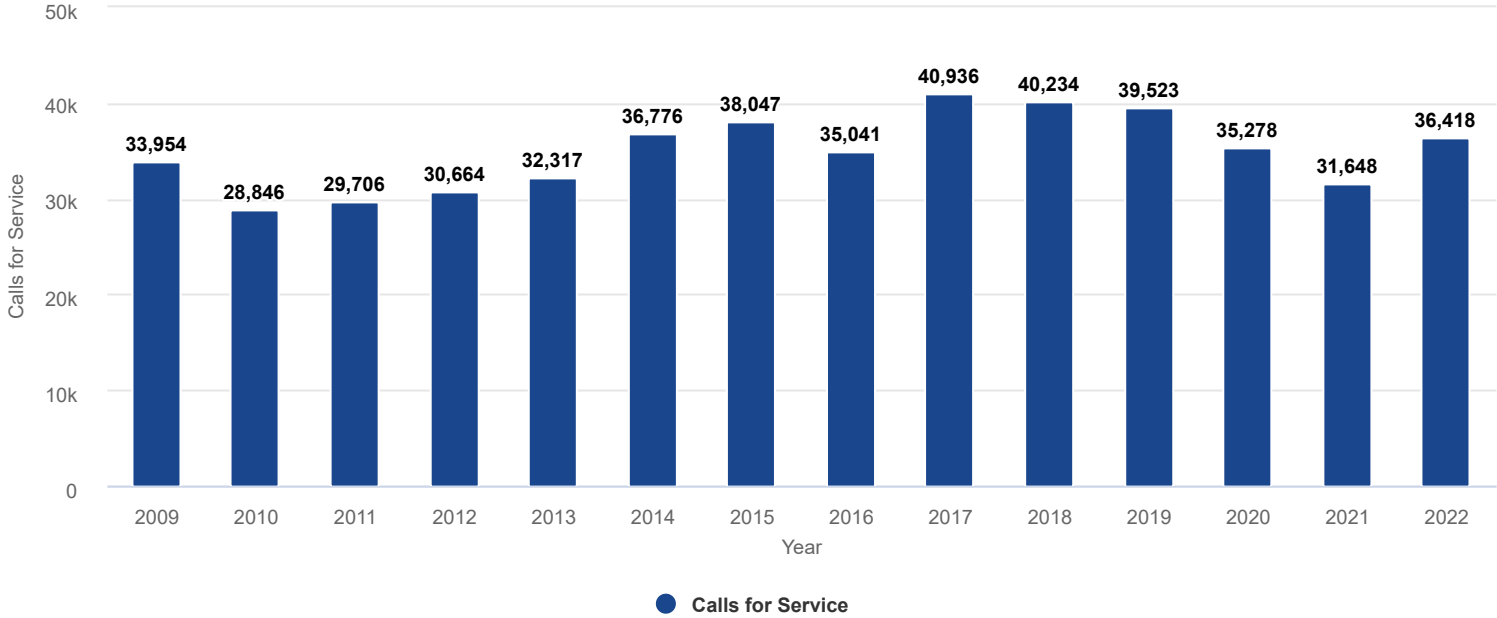
Police Calls for Service by Year

Strategic Priority 1 Operational ExcellenceAn organization that delivers results.Operational Excellence Targets80% of ...

Owner: Chris Swanson

Last Update: Mar 20, 2023 15:17:28

Police Calls for Service by Year

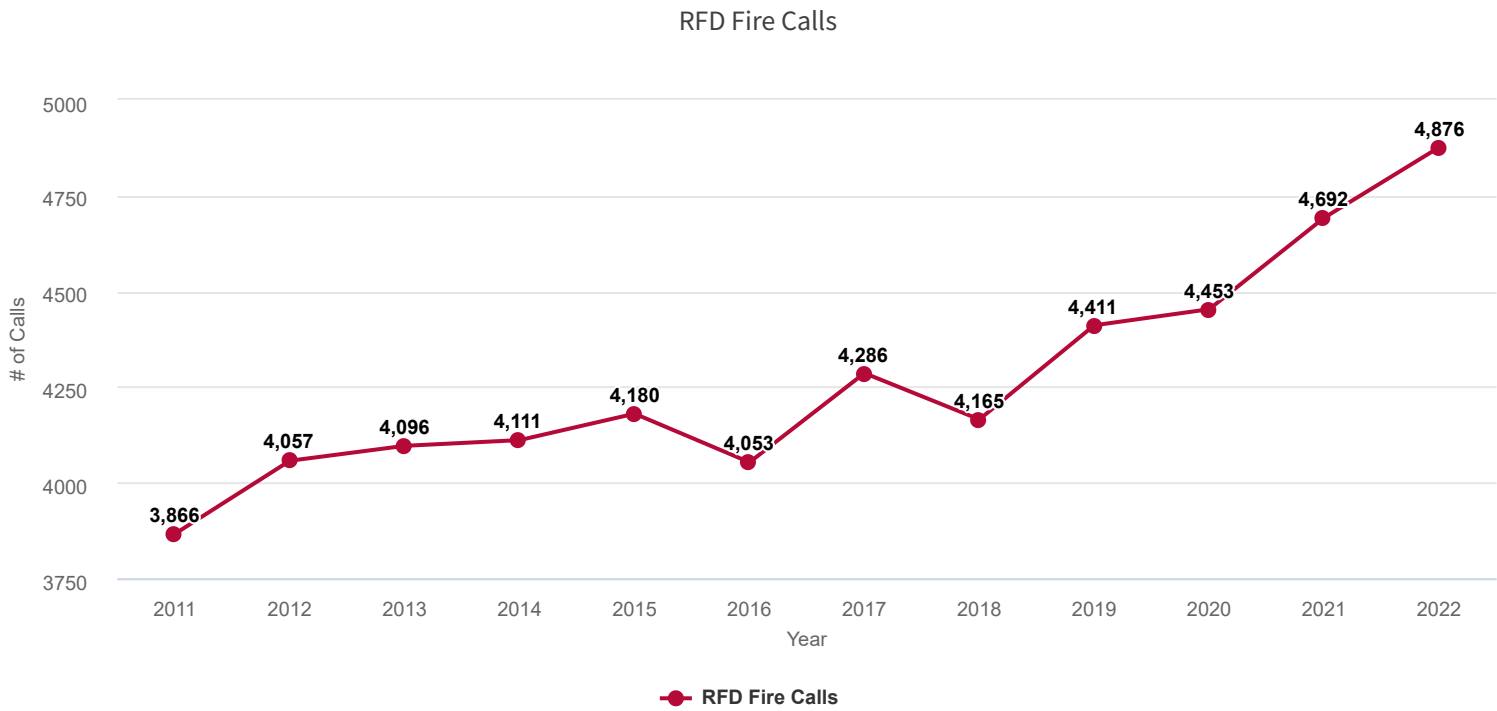


RFD Fire Calls

Strategic Priority 1 Operational ExcellenceAn organization that delivers results.Operational Excellence Targets80% of ...

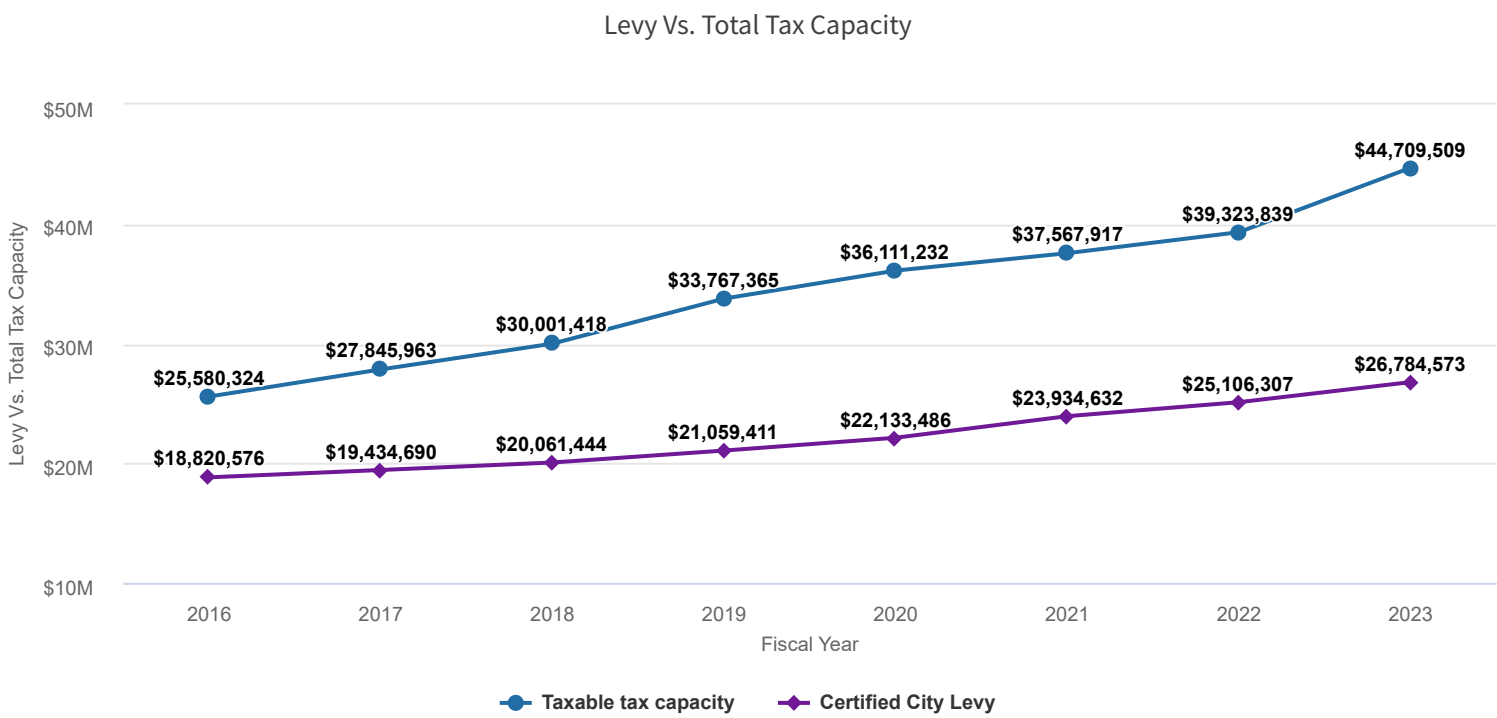
Owner: Kelly Wynn

Last Update: Mar 07, 2023 22:35:35



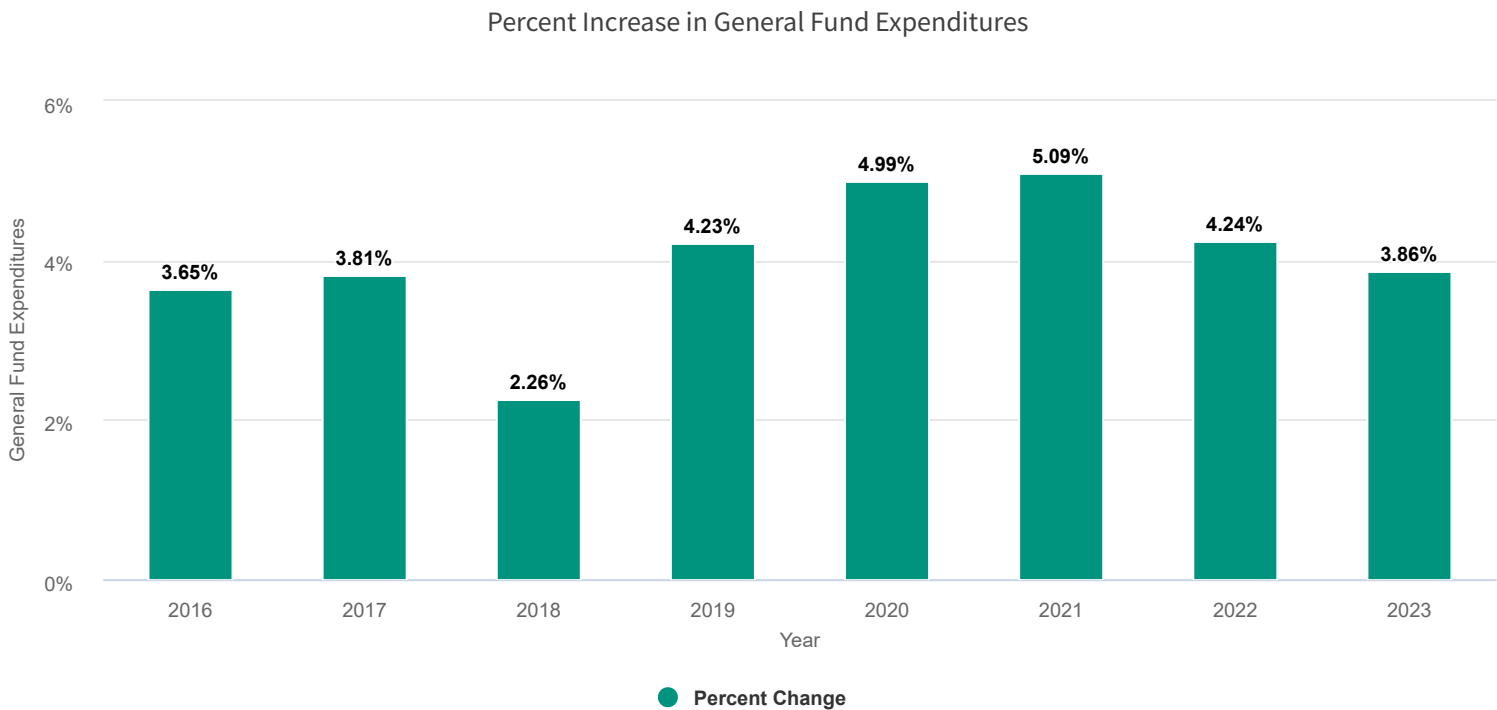
Levy Vs. Total Tax Capacity

Strategic Priority 1 Operational ExcellenceAn organization that delivers results.Operational Excellence Targets80% of ...



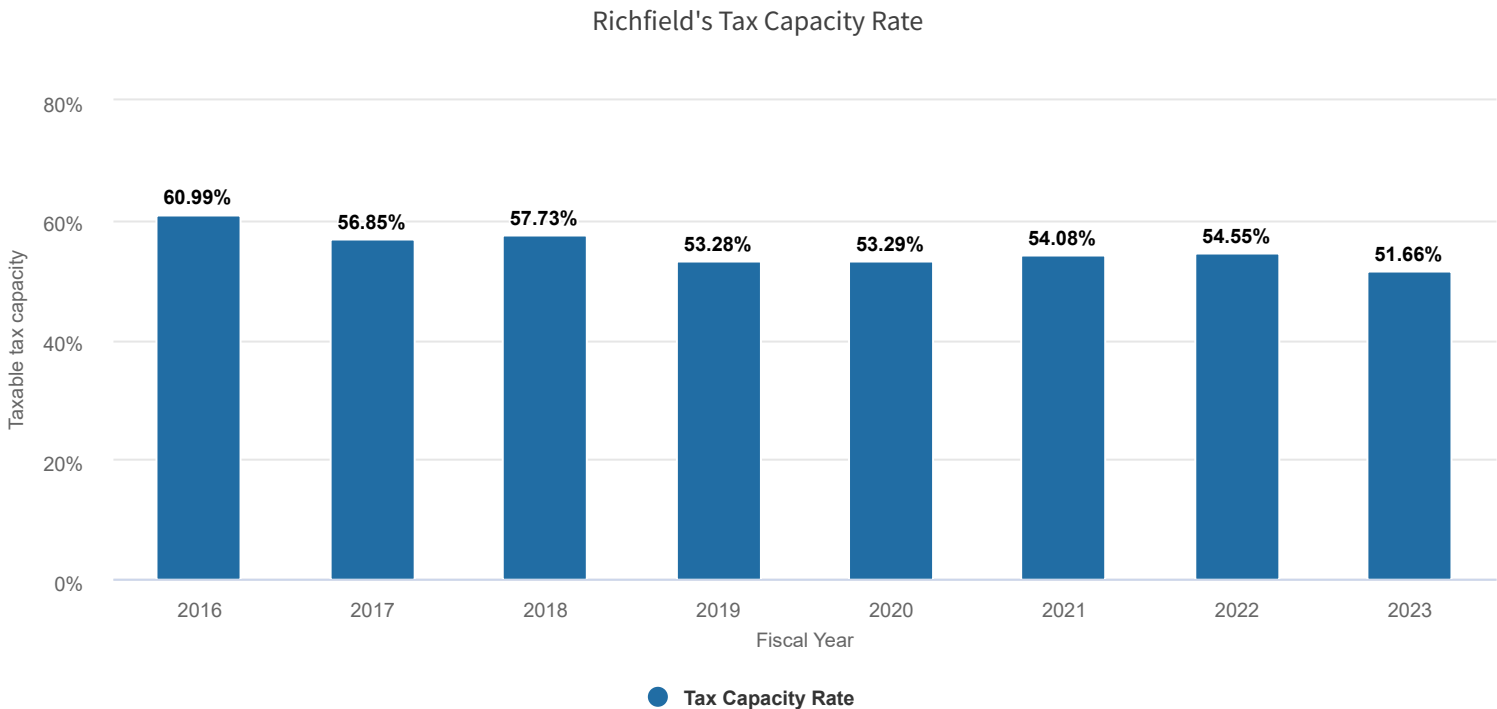
Percent Increase in General Fund Expenditures

Strategic Priority 1 Operational ExcellenceAn organization that delivers results.Operational Excellence Targets80% of ...



Tax Capacity Rate

Strategic Priority 1 Operational ExcellenceAn organization that delivers results.Operational Excellence Targets80% of ...



Desired Outcome 1.1 Progress 100%

Focused City leadership

Leadership should be focused on the city’s adopted mission, vision and values, advancing strategic priorities and completing strategic initiatives.

	%	#
Completed	100.0	2

Owner: Chris Swanson

Initiative: 1

Action: 2

Initiative 1.1.1 Progress 100%

Create Strategic Plan for Richfield

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.

	%	#
Completed	100.0	2

Owner: Katie Rodriguez

Action: 2

Desired Outcome 1.2 Progress 0%

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.

	%	#
Some Disruption	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 51.66%.
- Included in the 2023 preliminary 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

Initiative: 1

Action: 9

Initiative 1.2.1 Progress 0%

Develop long-term financial plans for capital and operations

	%	#
Some Disruption	66.67	2
Upcoming	33.33	1

The city has used a document called the Key Financial Strategies to guide long-term planning. Staff have extended the timeline and added additional information over the past few years, including the impact of recruiting and retaining staff, decertifying two large TIF districts in 2025 and rehabilitating aging infrastructure. Staff will continue to add information as specific studies are completed including an ongoing compensation and classification study, a comprehensive assessment of the city’s capital assets and efforts to secure additional funding.

The city recently secured \$3M in federal funding and are seeking \$12M in state funding for a new Wood Lake Nature Center (WLNC) Building.

The city has also asked the legislature for authorization to ask voters to implement a local sales tax for the WLNC building, improvements at Veteran’s Park and a new community center.

Owner: Kumud Verma

Action: 3

Update provided by Chris Swanson on Feb 07, 2023 21:15:38

Finance staff is expected to begin work on the 5 and 10 year funding plans in late 2023. Part of the plan will include working with a consultant to determine and develop a timeline for replacement, removal and expansion priorities. There has been some disruption with this work as the finance department is still struggling to fill some positions.

Desired Outcome 1.3 Progress 8%

Operational capability to deliver essential services

	%	#
On Track	30.77	4
Upcoming	61.54	8
Completed	7.69	1

Owner: Scott Kulzer

Initiative: 2 Action: 13

Initiative 1.3.1 Progress 0%

Create organization-wide continuous improvement plan

	%	#
On Track	14.29	1
Upcoming	85.71	6

Staff provide a summary of their workplans, linked to the Strategic Plan’s priorities and outcomes, as part of the budget process. The workplans will include if the project is a process improvement which will then be summarized on the dashboard each year. Major process and technology improvements that have been recently completed or are in progress include implementing MS365, a new dispatch system for first responders and a new plan review and permit system.

Owner: Sack Thongvanh

Action: 7

Update provided by Sack Thongvanh on Feb 08, 2023 15:33:07

Departments will need to evaluate current process for job tasks.

Develop organization-wide tech plan

Owner: Sack Thongvanh

Action: 6

	%	#
On Track	50.0	3
Upcoming	33.33	2
Completed	16.67	1

Update provided by Sack Thongvanh on Feb 09, 2023 16:39:17

An IT Assessment conducted by Loffler is ongoing.

Strategic Priority 2 Progress 28%

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
 - TDB% increase in commercial tax base.
 - TDB% increase in multifamily tax base.
 - TDB% increase in share of non-single-family tax base.
- Decline in cost-burdened households
 - 66 units 30%, 29 units 31-50%, 26 units 51-80%
 - Maintain current number of existing housing units at 30/50/60/80% Area Median Income (AMI)

The AMI is the midpoint of a region’s income distribution – half of families in a region earn more than the median and half earn less than the median. For housing policy, income thresholds set relative to the area median income—such as 50% of the area median income—identify households eligible to live in income-restricted housing units and the affordability of housing units to low-income households. [Click here](#) for more information on AMI standards.

Owner: Julie Urban

Desired Outcome: 3

Initiative: 5

Action: 29

	%	#
On Track	10.34	3
Some Disruption	3.45	1
Upcoming	58.62	17
Completed	27.59	8

Desired Outcome 2.1 Progress 0%

A vibrant downtown

Owner: Julie Urban

Initiative: 1

Action: 6

	%	#
On Track	33.33	2
Upcoming	66.67	4

Initiative 2.1.1 Progress 0%

Develop a downtown strategy.

Owner: Julie Urban

Action: 6

	%	#
On Track	33.33	2
Upcoming	66.67	4

Update provided by Kate Aitchison on Feb 13, 2023 17:23:28

The Community Development department is in the process of hiring an Economic Development Coordinator. This position will be supporting leadership in the development of a strategy to strengthen and bolster the downtown area.

Desired Outcome 2.2 Progress 44%

Diversified tax base

Owner: Julie Urban

Initiative: 3

Action: 16

	%	#
On Track	6.25	1
Upcoming	50.0	8
Completed	43.75	7

Initiative 2.2.1 Progress 100%

Establish strategy for pooled Tax Increment Financing (TIF).

Owner: Julie Urban

Action: 5

	%	#
Completed	100.0	5

Update provided by Kate Aitchison on Feb 13, 2023 17:43:25

Late in 2022, the HRA adopted a Spending Plan for unobligated TIF. The plan was based off of a review and analysis conducted by Ehlers for the HRA.

Initiative 2.2.2 Progress 0%

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

Owner: Julie Urban

Action: 6

	%	#
On Track	16.67	1
Upcoming	83.33	5

Update provided by Julie Urban on Feb 13, 2023 20:59:09

Work on this initiative will begin later in 2023.

Initiative 2.2.3 Progress 40%

Update development review process and procedures.

Owner: Julie Urban

Action: 5

	%	#
Upcoming	60.0	3
Completed	40.0	2

Update provided by Julie Urban on Feb 13, 2023 20:43:05

Staff from multiple departments are in the process of implementing a new, cross-departmental, web-based permitting and plan review software.

Desired Outcome 2.3 Progress 14%

Maintain Richfield as an affordable place to live

Owner: Julie Urban

Initiative: 1

Action: 7

	%	#
Some Disruption	14.29	1
Upcoming	71.43	5
Completed	14.29	1

Create community affordability strategy.

Owner: Julie Urban

Action: 7

	%	#
Some Disruption	14.29	1
Upcoming	71.43	5
Completed	14.29	1

Update provided by Julie Urban on Feb 13, 2023 20:55:29

Two proposed affordable housing developments did not receive a funding award in 2022. One will be reapplying for funding in 2023, pushing back the project timeline. The second is re-evaluating the project concept.

Sustainable Infrastructure

Infrastructure that meets community needs.

Sustainable Infrastructure Target

	%	#
On Track	48.15	13
Some Disruption	3.7	1
Upcoming	40.74	11
Completed	7.41	2

- 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

Infrastructure Summary

- 31 public buildings (11 staffed)
- 11.1% of Richfield is parks
- 123 miles of streets
- 40 miles of sidewalks
- 10.6 miles of park trails
- 120 miles of water lines
- 118 miles of sanitary sewer
- 59.9 miles storm sewer (4960 structures)
- 141 vehicles, 52 non-motorized

Owner: Scott Kulzer

Desired Outcome: 3

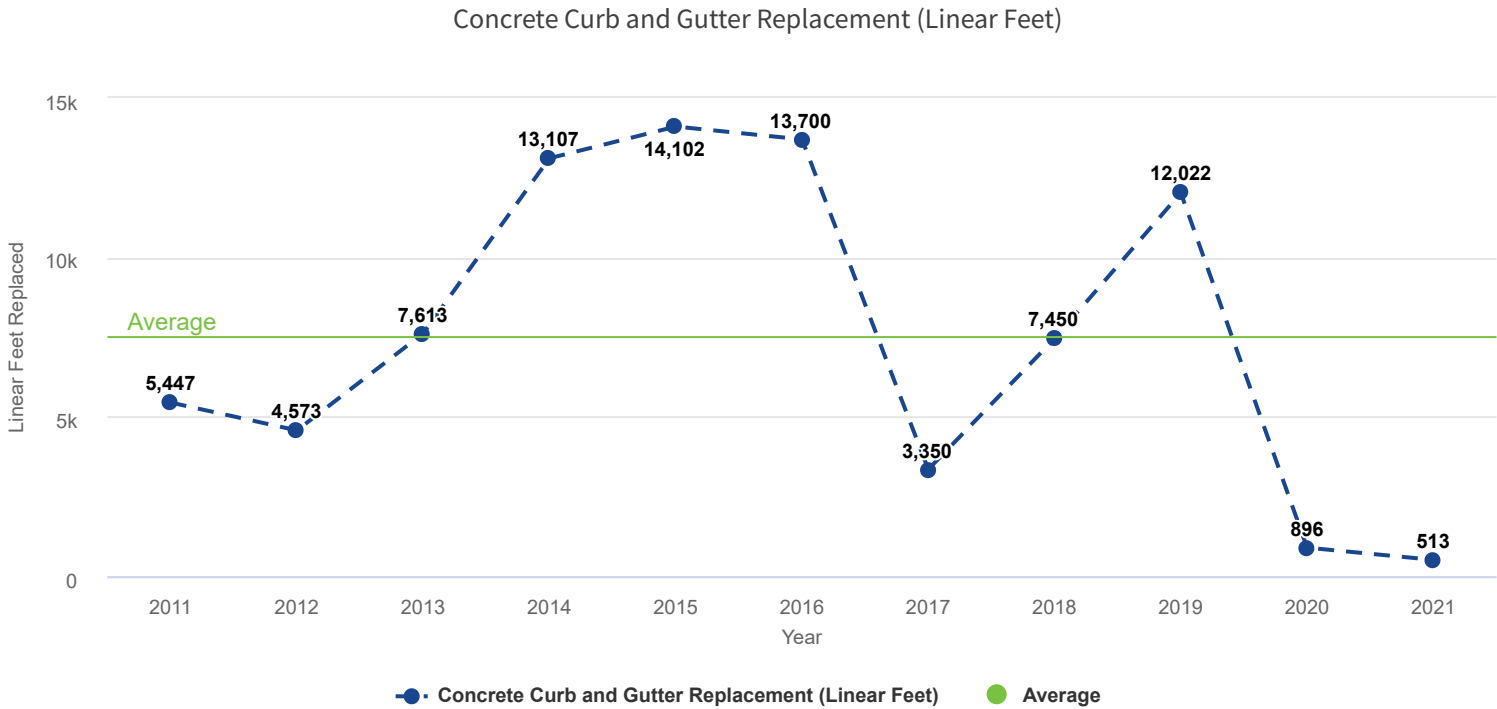
Initiative: 4

Action: 27

Concrete Curb and Gutter Replacement (Linear Feet)

Strategic Priority 3 Sustainable InfrastructureInfrastructure that meets community needs.Sustainable Infrastructure Ta...

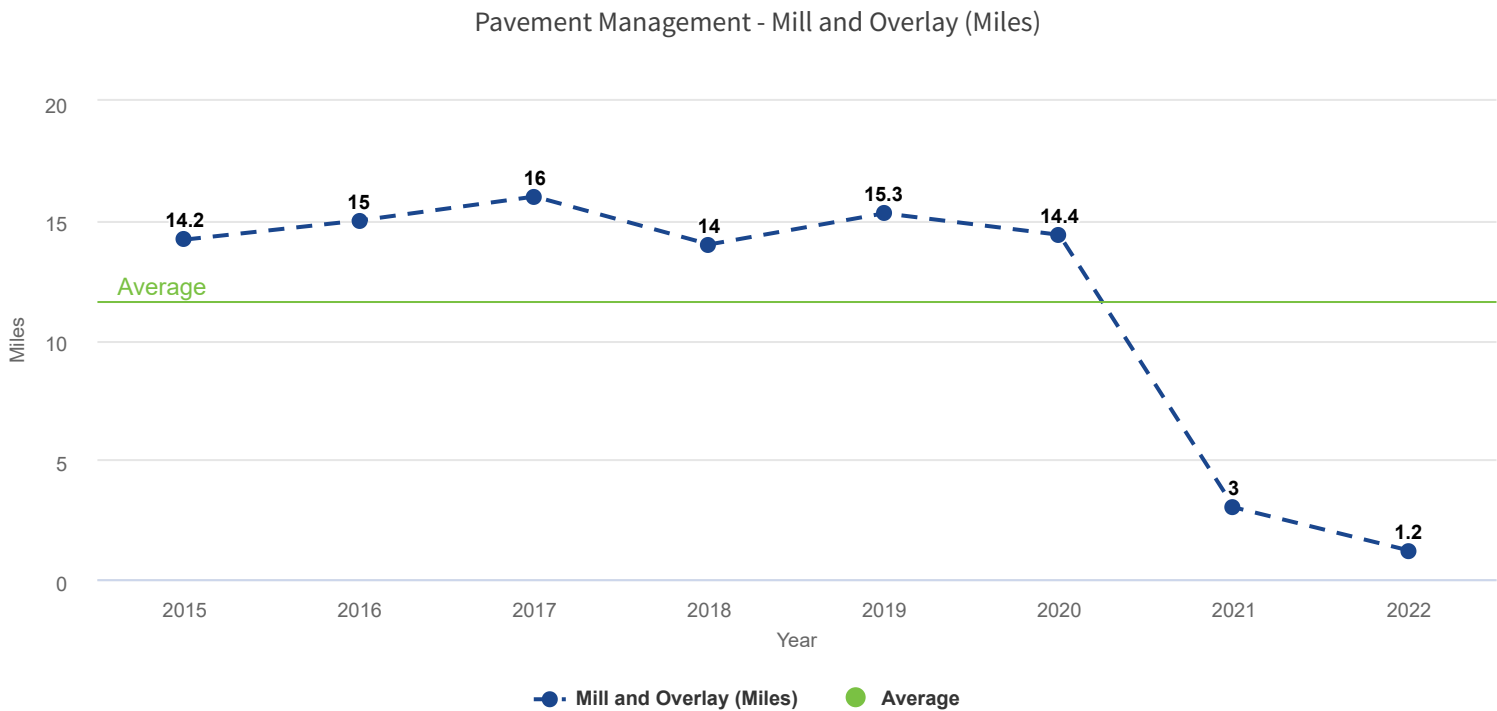
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Pavement Management - Mill and Overlay (Miles)

Strategic Priority 3 Sustainable InfrastructureInfrastructure that meets community needs.Sustainable Infrastructure Ta...

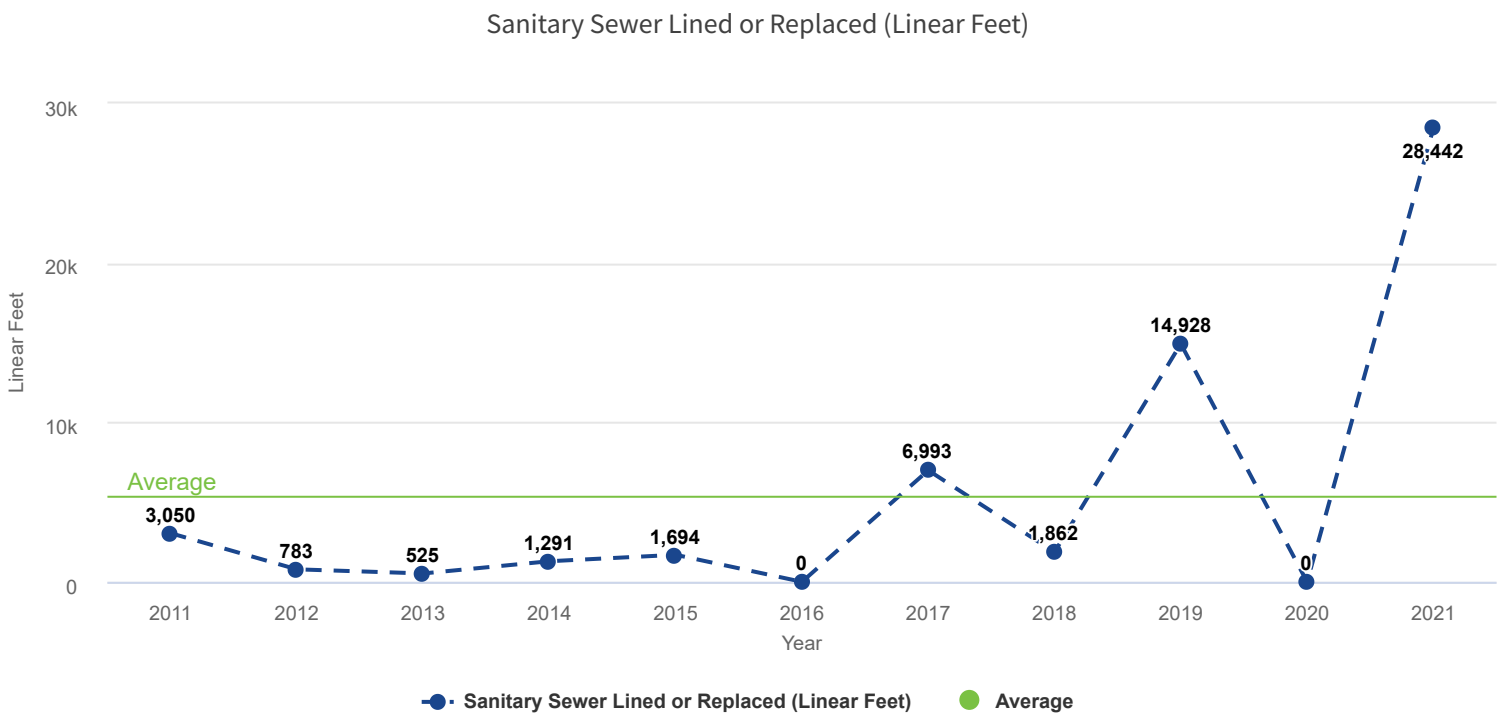
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Sanitary Sewer Lined or Replaced (Linear Feet)

Strategic Priority 3 Sustainable InfrastructureInfrastructure that meets community needs.Sustainable Infrastructure Ta...

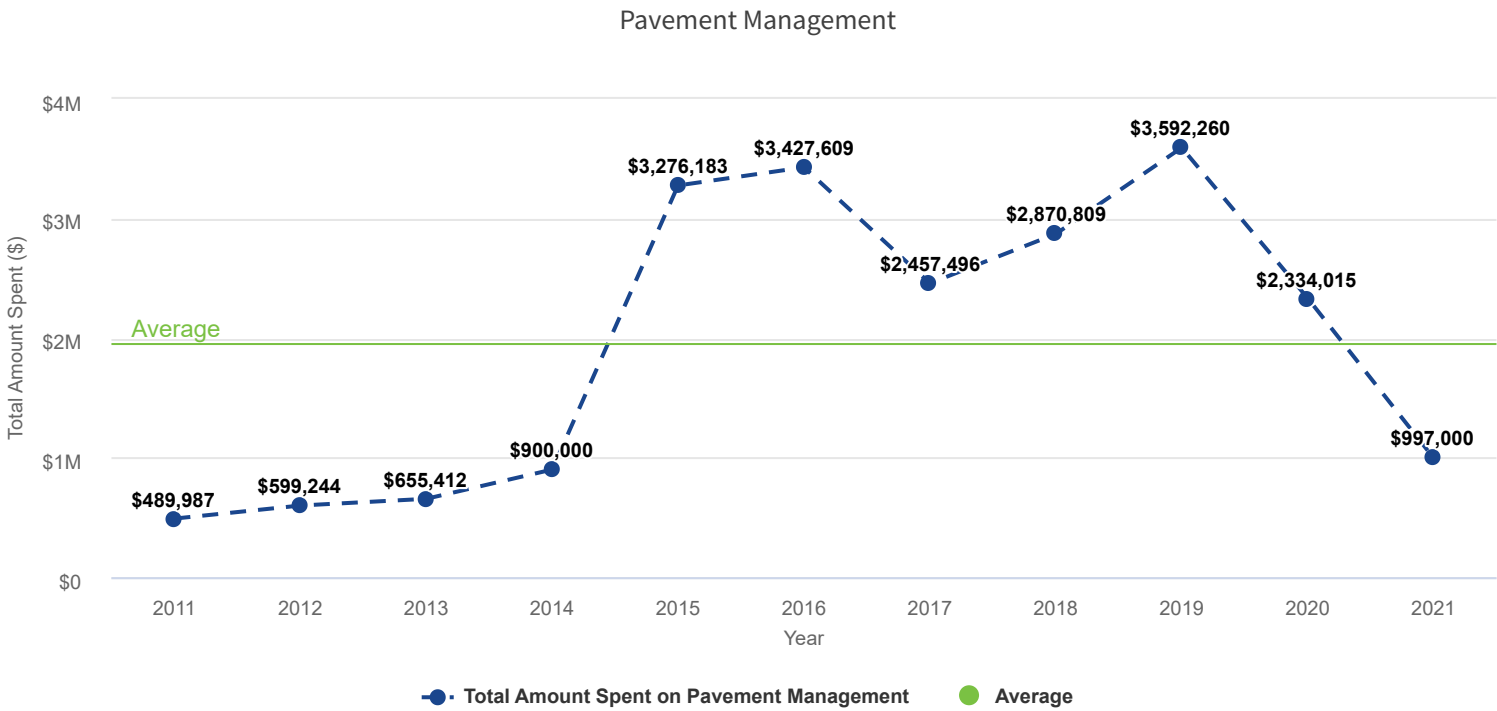
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Total Amount Spent on Pavement Management

Strategic Priority 3 Sustainable InfrastructureInfrastructure that meets community needs.Sustainable Infrastructure Ta...

Last Update: Feb 09, 2023 19:25:09

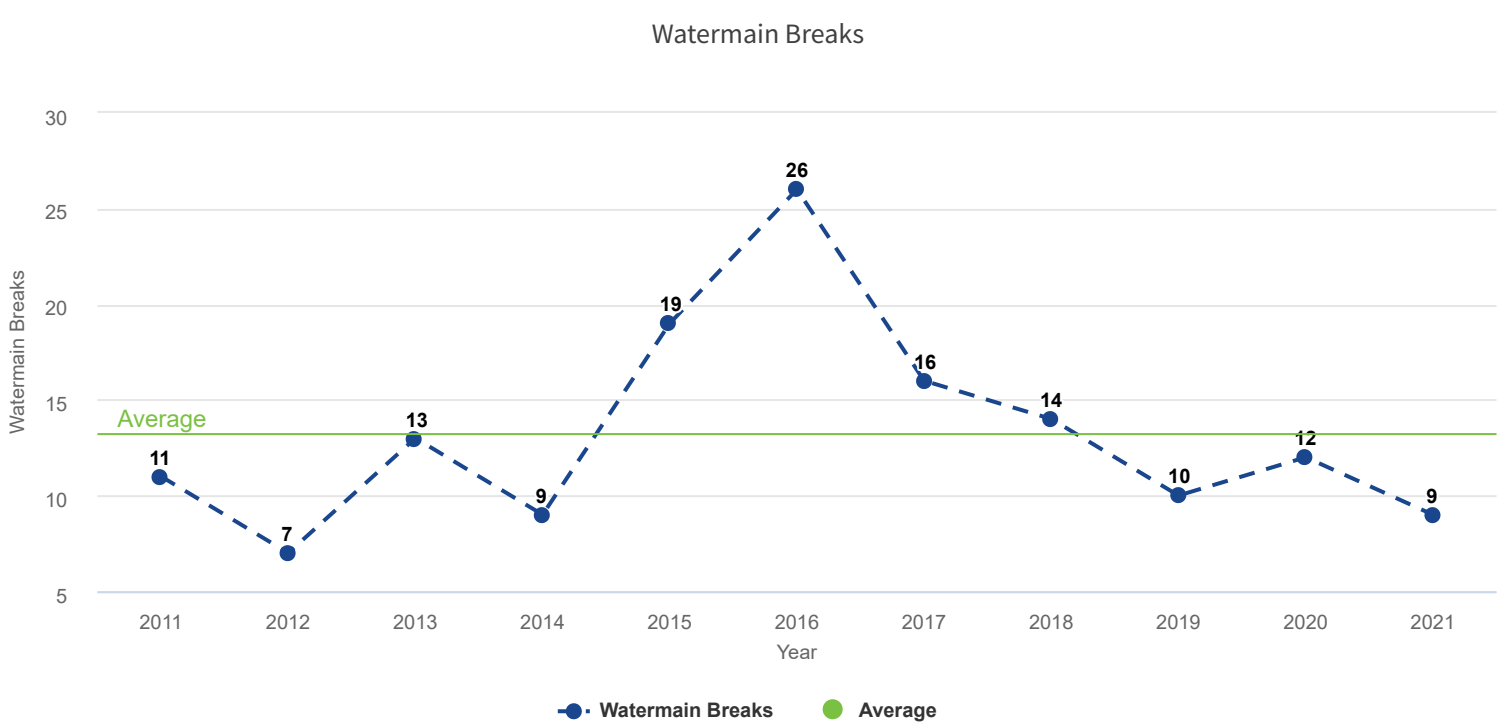


Projects include mill and overlay, concrete, misc. repairs, sealcoating, reclamite, and crack sealing.

Watermain Breaks

Strategic Priority 3 Sustainable InfrastructureInfrastructure that meets community needs.Sustainable Infrastructure Ta...

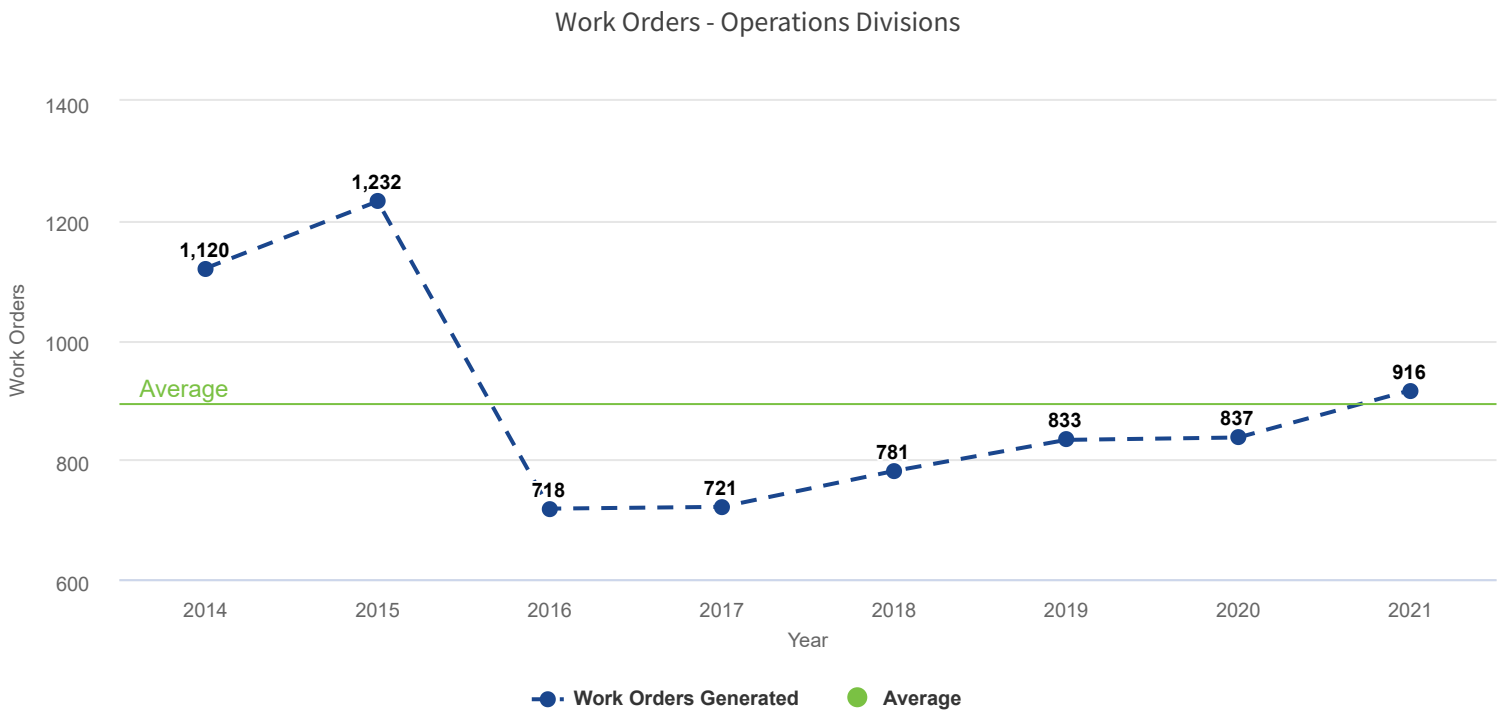
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Work Orders - Operations Divisions

Strategic Priority 3 Sustainable InfrastructureInfrastructure that meets community needs.Sustainable Infrastructure Ta...

Last Update: Feb 09, 2023 20:31:02

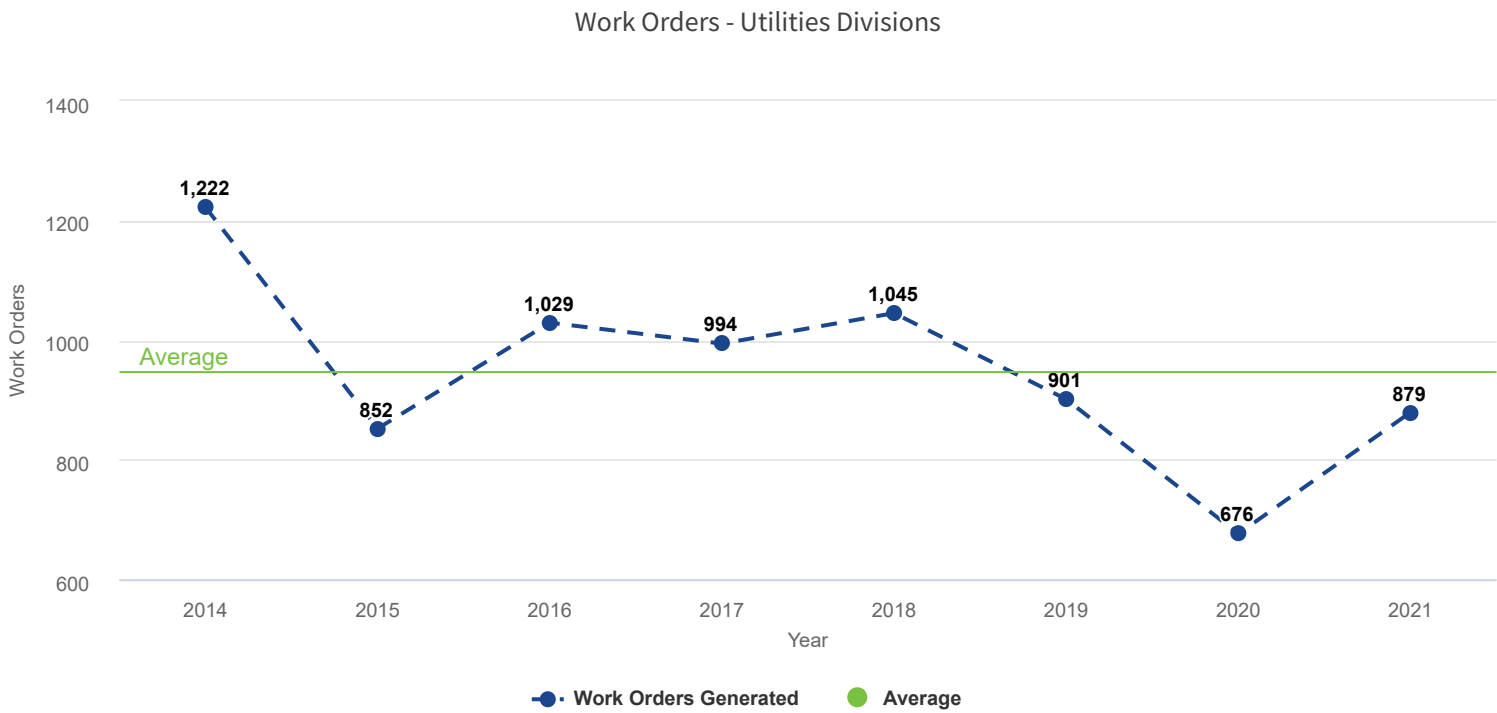


Work orders are reactively created in response to requests from the public (street lights out, potholes, tree trimming, etc.).
* Operations Divisions consist of Park Maintenance, Street Maintenance, and Forestry.

Work Orders - Utilities Divisions

Strategic Priority 3 Sustainable InfrastructureInfrastructure that meets community needs.Sustainable Infrastructure Ta...

Last Update: Feb 09, 2023 20:31:03



Work orders are reactively created in response to requests from the public (catch basin plugged, water shut-off, utility locate requests, etc.).
* Utility Divisions consist of Water, Sanitary Sewer, and Stormwater.

Desired Outcome 3.1 Progress 0%

City infrastructure supports service needs

Owner: Scott Kulzer

Initiative: 1

Action: 8

	%	#
On Track	62.5	5
Some Disruption	12.5	1
Upcoming	25.0	2

Initiative 3.1.1 Progress 0%

Create comprehensive asset management plan

Owner: Kumud Verma

Action: 8

	%	#
On Track	62.5	5
Some Disruption	12.5	1
Upcoming	25.0	2

Update provided by Scott Kulzer on Feb 07, 2023 20:34:03

Public Works staff has began requesting proposals from consultants for asset management plan assistance in February 2023.

Desired Outcome 3.2 Progress 24%

Sustainable infrastructure financing

Owner: Kumud Verma

Initiative: 1

Action: 8

	%	#
On Track	25.0	2
Upcoming	62.5	5
Completed	12.5	1

Initiative 3.2.1 Progress 24%

Create comprehensive capital funding strategy

Staff are undertaking several studies to inform a comprehensive strategy. One of the first is finalizing 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 are seeking \$12M in state funding for a new Wood Lake Nature Center (WLNC) Building. The city is also seeking legislative approval to ask voters to implement a local sales tax for the WLNC building, improvements at Veteran’s Park and a new community center.

Owner: Kumud Verma

Action: 8

	%	#
On Track	25.0	2
Upcoming	62.5	5
Completed	12.5	1

Update provided by Kate Aitchison on Feb 13, 2023 17:32:59

Work in progress to conduct a utility rate affordability assessment, explore the use of Local Sales Tax, determine debt limit capacity and other analyses related to capital funding strategy.

Desired Outcome 3.3 Progress 9%

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.

Owner: Rachel Lindholm

Initiative: 2

Action: 11

	%	#
On Track	54.55	6
Upcoming	36.36	4
Completed	9.09	1

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

The City is working with paleBLUEdot to add emission reduction goals to the CAP, and prioritize actions that will help reduce emissions faster.

Initiative 3.3.1 Progress 17%

Create CAP education strategy for staff and public

Actions include: Identify City events for CAP education outreach opportunities; develop formal and informal educational opportunities; create an engagement calendar; created educational materials for the city website; and annually report on CAP progress to the community.

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

Owner: Rachel Lindholm

Action: 6

Update provided by Rachel Lindholm on Feb 09, 2023 17:39:43

Staff continue to plan and participate in various sustainability education events. This includes events at Wood Lake Nature Center (Energy Efficiency, Residential Solar, Trash/Recycling/Organics), community events like Penn Fest and Night to Unite, talking to groups like Richfield schools and Richfield Garden Club, and co-hosting events like the 2023 Eco Fair.

Initiative 3.3.2 Progress 0%

Implement prioritized CAP initiatives

Actions include: Develop long- and short-term action steps for the CAP, identify funding sources for prioritized initiatives, seek input on prioritized actions, create a communication plan, and implement prioritized actions.

	%	#
On Track	40.0	2
Upcoming	60.0	3

Owner: Rachel Lindholm

Action: 5

Update provided by Kate Aitchison on Feb 13, 2023 17:38:33

The city is currently working towards conducting a greenhouse gas inventory, while also exploring funding sources and community priorities for CAP projects.

High Quality Workforce

A stable, well-trained workforce.

	%	#
On Track	15.38	2
Upcoming	61.54	8
Completed	23.08	3

High Quality Workforce Target

- TBD% of all employees meet or exceed training goals by 2026
- Maintain 95% fully authorized strength
- Annual retention rate increase of 2% for all employees until maintaining 90% retention
- Senior leadership team’s annual survey scores 85% or better by 2024

Owner: Lourdes Landi

Desired Outcome: 2

Initiative: 3

Action: 13

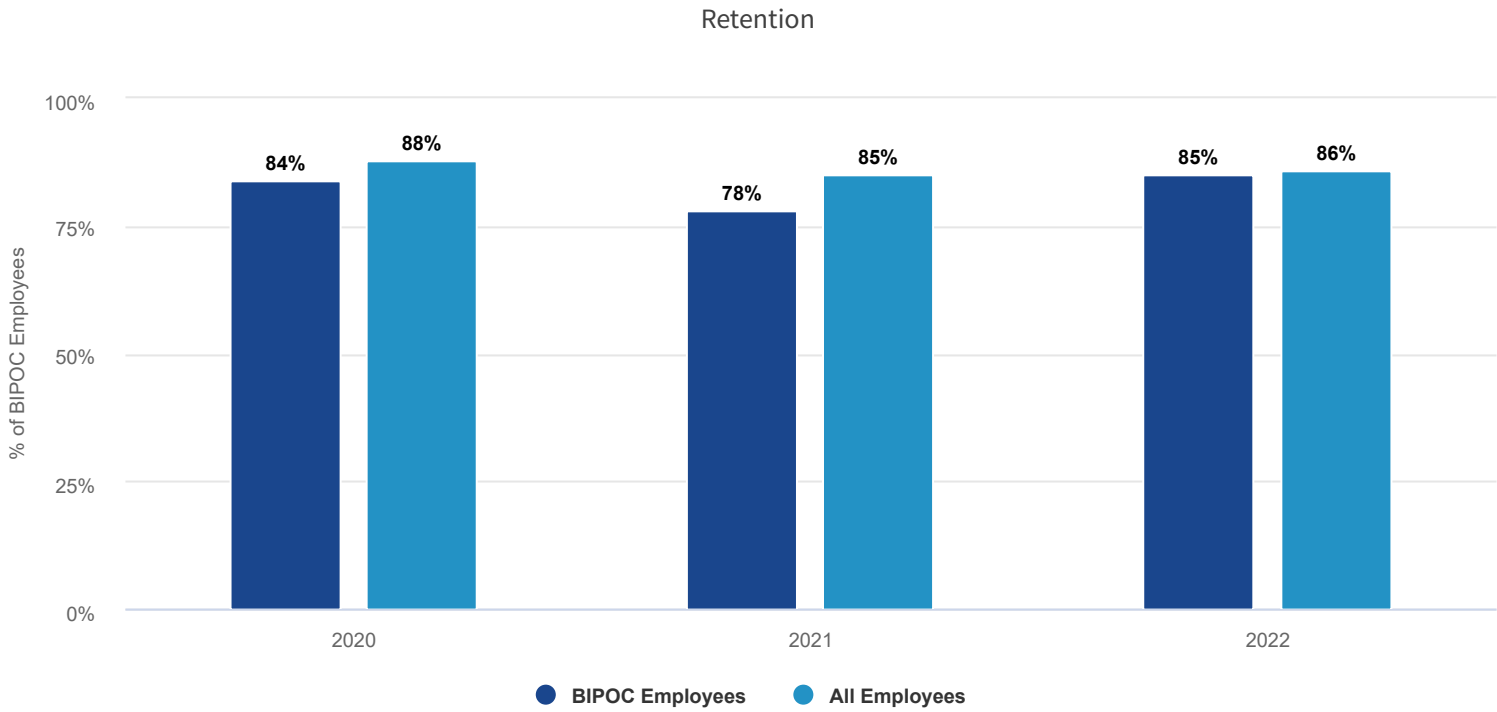
Strategic Priority 4 ➤ Long Term Target

Retention

Strategic Priority 4 High Quality WorkforceA stable, well-trained workforce.High Quality Workforce TargetTBD% of all e...

Owner: Chris Swanson

Last Update: Feb 10, 2023 15:32:21

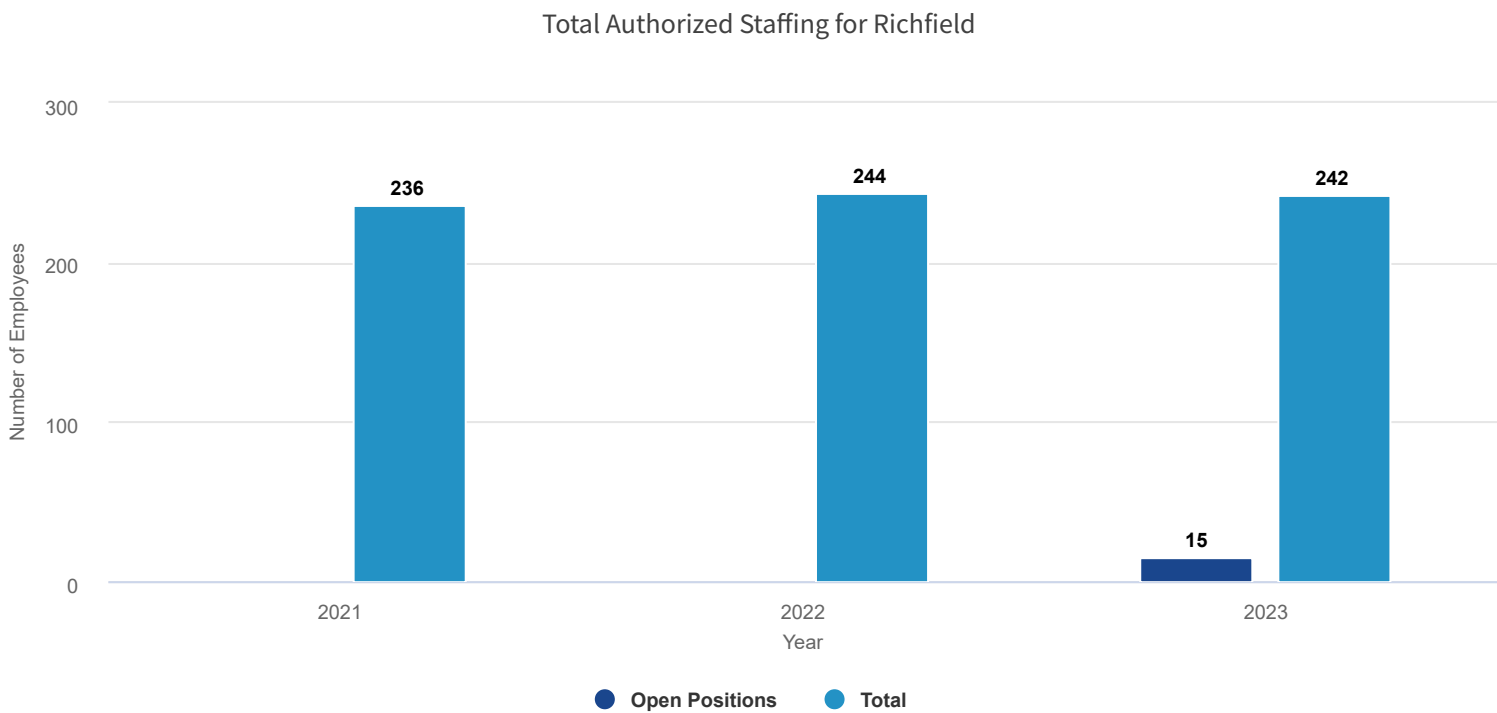


Target: Retention rate increase of 5% to 10% from 2023 to 2026.

Authorized Staff - Total

Strategic Priority 4 High Quality WorkforceA stable, well-trained workforce.High Quality Workforce TargetTBD% of all e...

Last Update: Mar 23, 2023 21:33:37



Target: Maintain 90% fully authorized strength.

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

Desired Outcome 4.2 Progress 0%

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.

	%	#
On Track	40.0	2
Upcoming	60.0	3

Owner: Sack Thongvanh

Initiative: 2

Action: 5

Update provided by Sack Thongvanh on Mar 23, 2023 21:15:19

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.

Initiative 4.2.2 Progress 0%

Conduct compensation & classification study

Owner: Sack Thongvanh

	%	#
On Track	50.0	1
Upcoming	50.0	1

Action: 2

Update provided by Sack Thongvanh on Mar 24, 2023 13:34:44

Two firms will be interviews on March 29th and the Committee will make final recommendation to the City Manager and Council.

Initiative 4.2.3 Progress 0%

Establish departmental succession plans

Owner: Sack Thongvanh

	%	#
On Track	33.33	1
Upcoming	66.67	2

Action: 3

Update provided by Sack Thongvanh on Mar 23, 2023 21:13:43

City Staff has informal started evaluating secession planning across the organization. Formal discussion with each department will start in 2024 to develop process, procedures, and policies. The need is more critical now than ever to retain institutional knowledge and prepare the city for success.

Desired Outcome 4.3 Progress 60%

Healthy Council-staff relationships

Owner: Chris Swanson

	%	#
Upcoming	40.0	2
Completed	60.0	3

Initiative: 1 Action: 5

Initiative 4.3.1 Progress 60%

Develop Council-staff relationship/work plan process

One of the Strategic Plan outcomes is healthy council-staff relationships, and the key outcome indicator is a survey on trust and healthy relationships.

	%	#
Upcoming	40.0	2
Completed	60.0	3

The Council-Director Team complete a survey annually that includes 10 questions on behaviors related to effective governance. The effective governance behaviors focus on trust, role definition, communication, shared vision, strategy and being able to effectively respond to conflict. In 2023, the Council-Director Team’s average response of 73% means that the team believed they demonstrated these behaviors most of the time. The most recent survey results reflect a 33% improvement from the 2022 results.

Staff also developed a quarterly schedule for the Council-Director Team to meet to monitor progress on the Strategic Plan initiatives, consider Council policy proposals, develop long-term financial plans and budgets, and focus on teambuilding.

Owner: Chris Swanson

Action: 5

Update provided by Chris Swanson on Feb 13, 2023 22:07:05

Progress on this action is summarized in Initiative 4.3.1

Equity and Inclusion

A diverse, inclusive and thriving hometown.

Equity and Inclusion Targets

	%	#
On Track	17.24	5
Some Disruption	10.34	3
Upcoming	55.17	16
Completed	17.24	5

- 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% annual increase - BIPOC employees
 - 3% annual increase for BIPOC Commissioners
- BIPOC retention rate ≤ overall rate
- 80% of City Council policy decisions and staff process improvements include use of equity framework by 2026

Equity and Inclusion Community Summary

- 41% of residents identify as BIPOC
- English is not the primary language spoken at home for 24.4% of residents
- Richfield is younger than our neighbors- median age is 35.7 years

Owner: Chris Swanson

Desired Outcome: 3

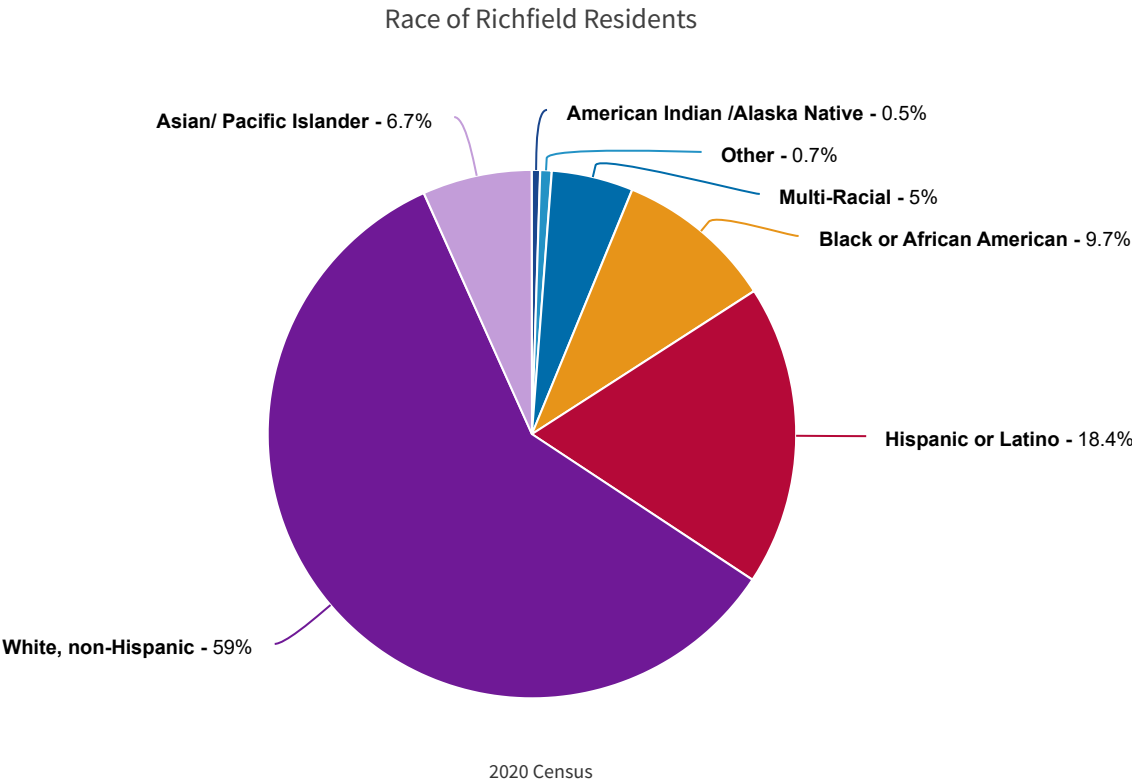
Initiative: 5

Action: 29

Race of Richfield Residents

Strategic Priority 5 Equity and InclusionA diverse, inclusive and thriving hometown.Equity and Inclusion TargetsProgre...

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



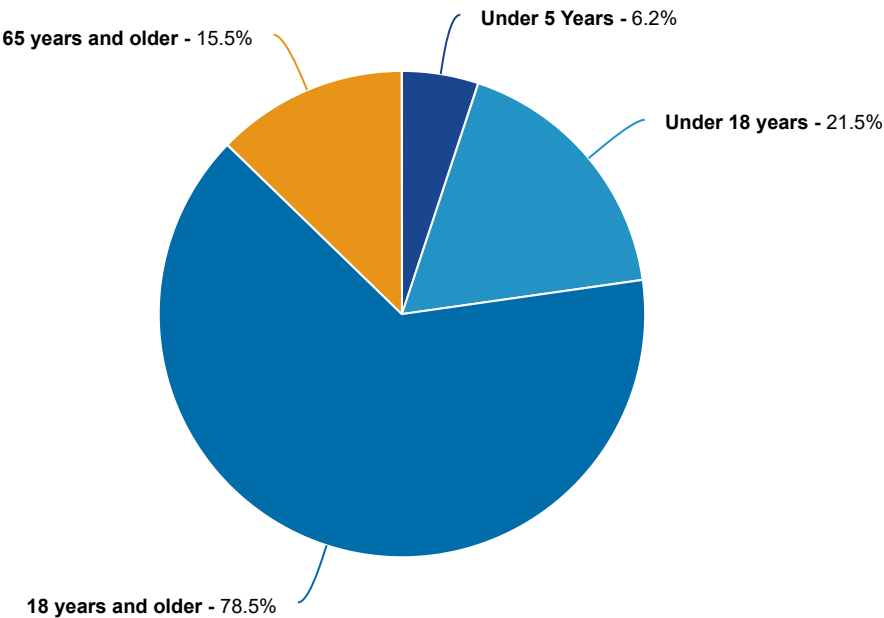
Age of Community

Strategic Priority 5 Equity and InclusionA diverse, inclusive and thriving hometown.Equity and Inclusion TargetsProgre...

Owner: Kelly Wynn

Last Update: Feb 07, 2023 23:30:56

Age of Community Members



*Chart Survey/Program: 2019 ACS 5-Year Estimates Data Profiles

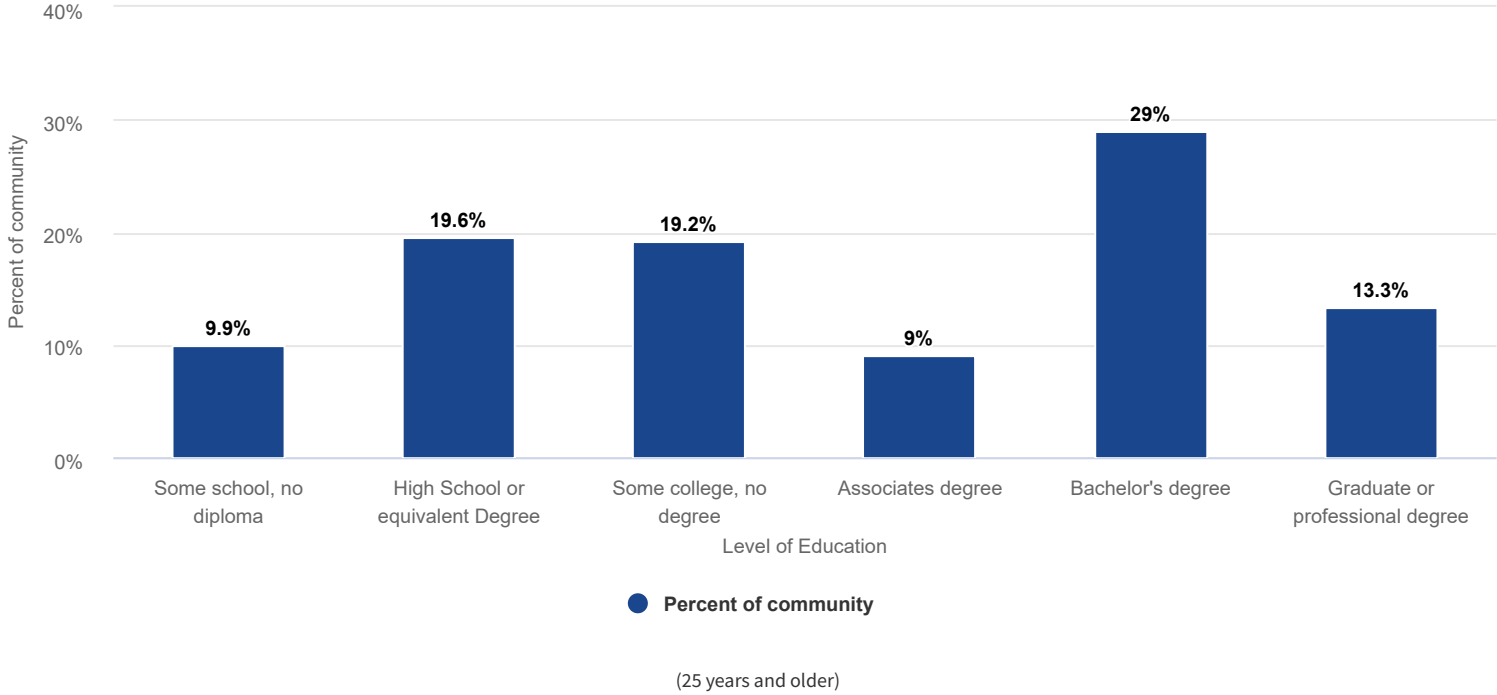
Educational Attainment (25 years and older)

Strategic Priority 5 Equity and InclusionA diverse, inclusive and thriving hometown.Equity and Inclusion TargetsProgre...

Owner: Kelly Wynn

Last Update: Mar 07, 2023 22:32:26

Educational Attainment in Richfield

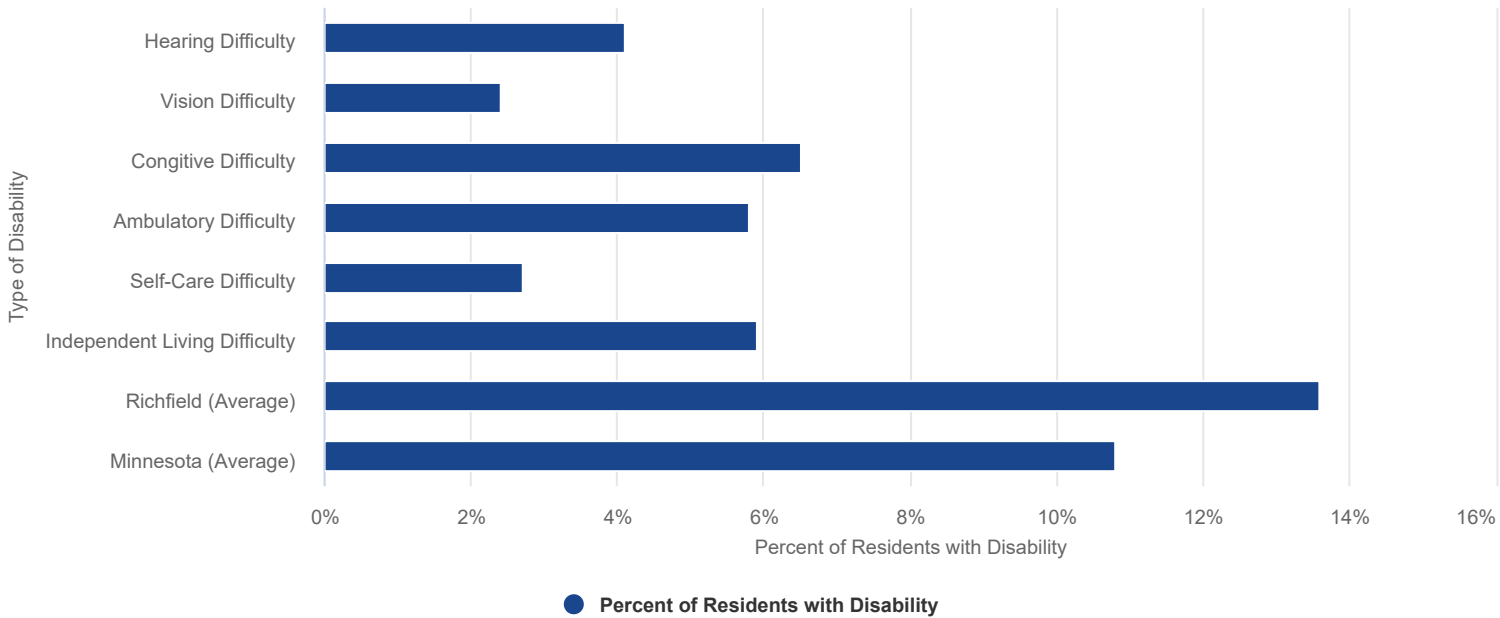


Community Members with a Disability

Strategic Priority 5 Equity and InclusionA diverse, inclusive and thriving hometown.Equity and Inclusion TargetsProgre...

Last Update: Mar 07, 2023 22:32:26

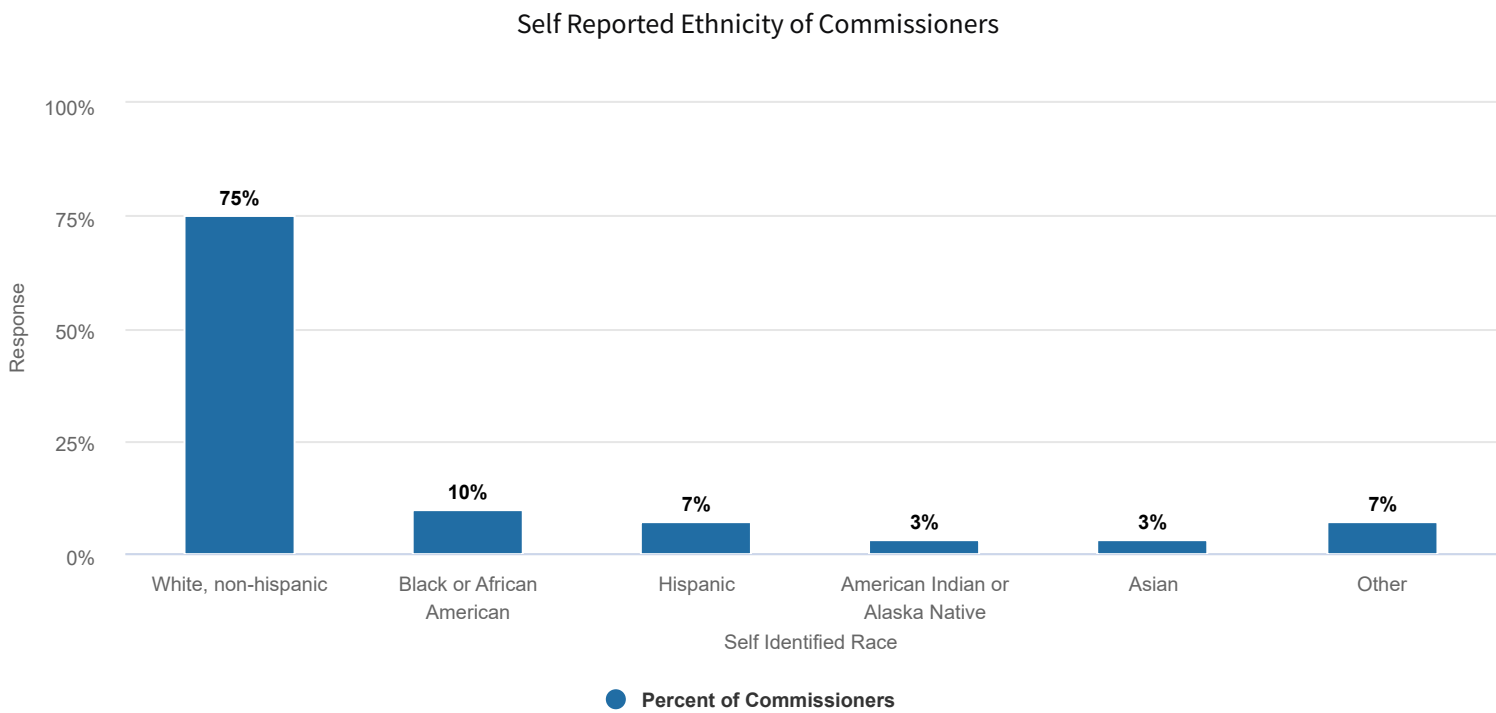
Community Members with a Disability



Ethnicity of Commissioners- 2022

Strategic Priority 5 Equity and InclusionA diverse, inclusive and thriving hometown.Equity and Inclusion TargetsProgre...

Last Update: Mar 08, 2023 20:52:47

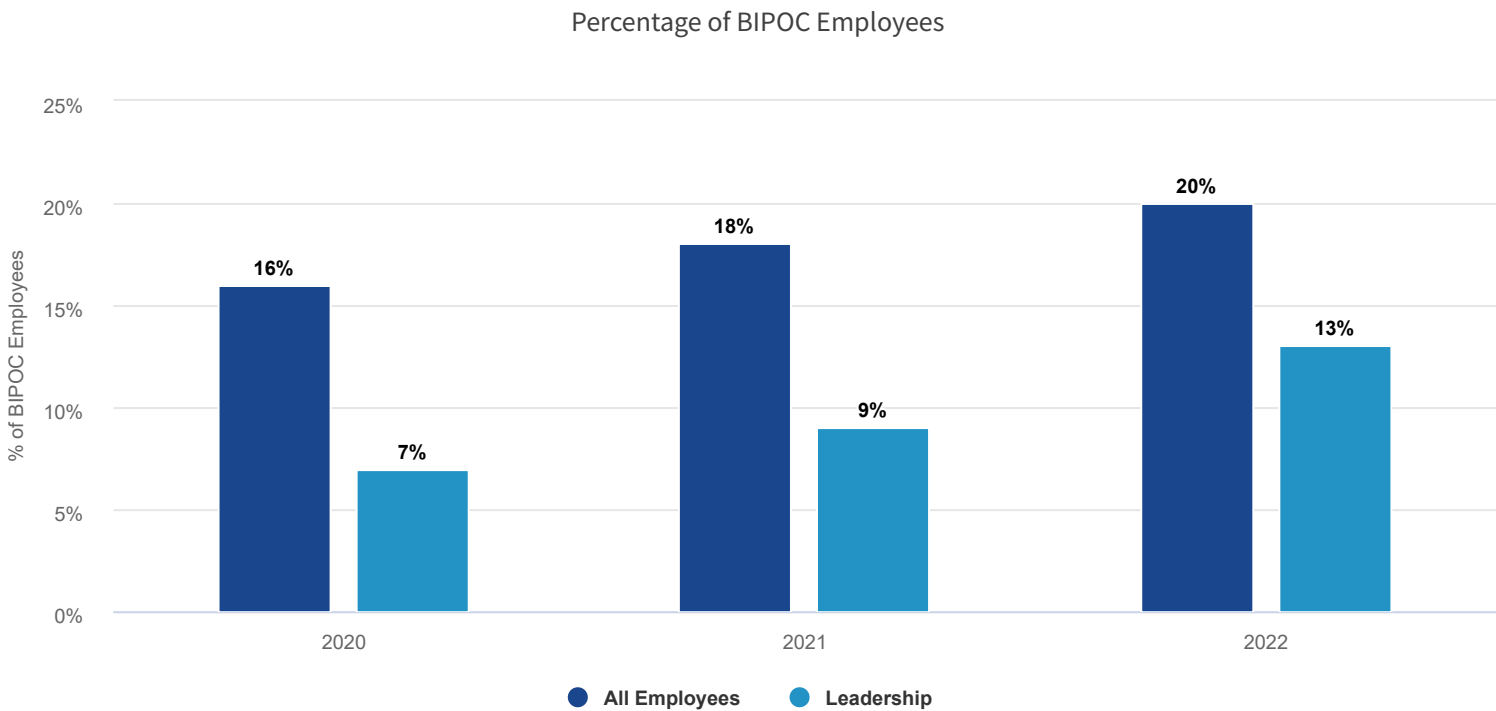


* This is the self reported ethnicity of new commissioners for 2023. Staff will send a survey out to all commissioner later this year to have a baseline for all commissioners.

Percentage of BIPOC Employees

Strategic Priority 5 Equity and InclusionA diverse, inclusive and thriving hometown.Equity and Inclusion TargetsProgre...

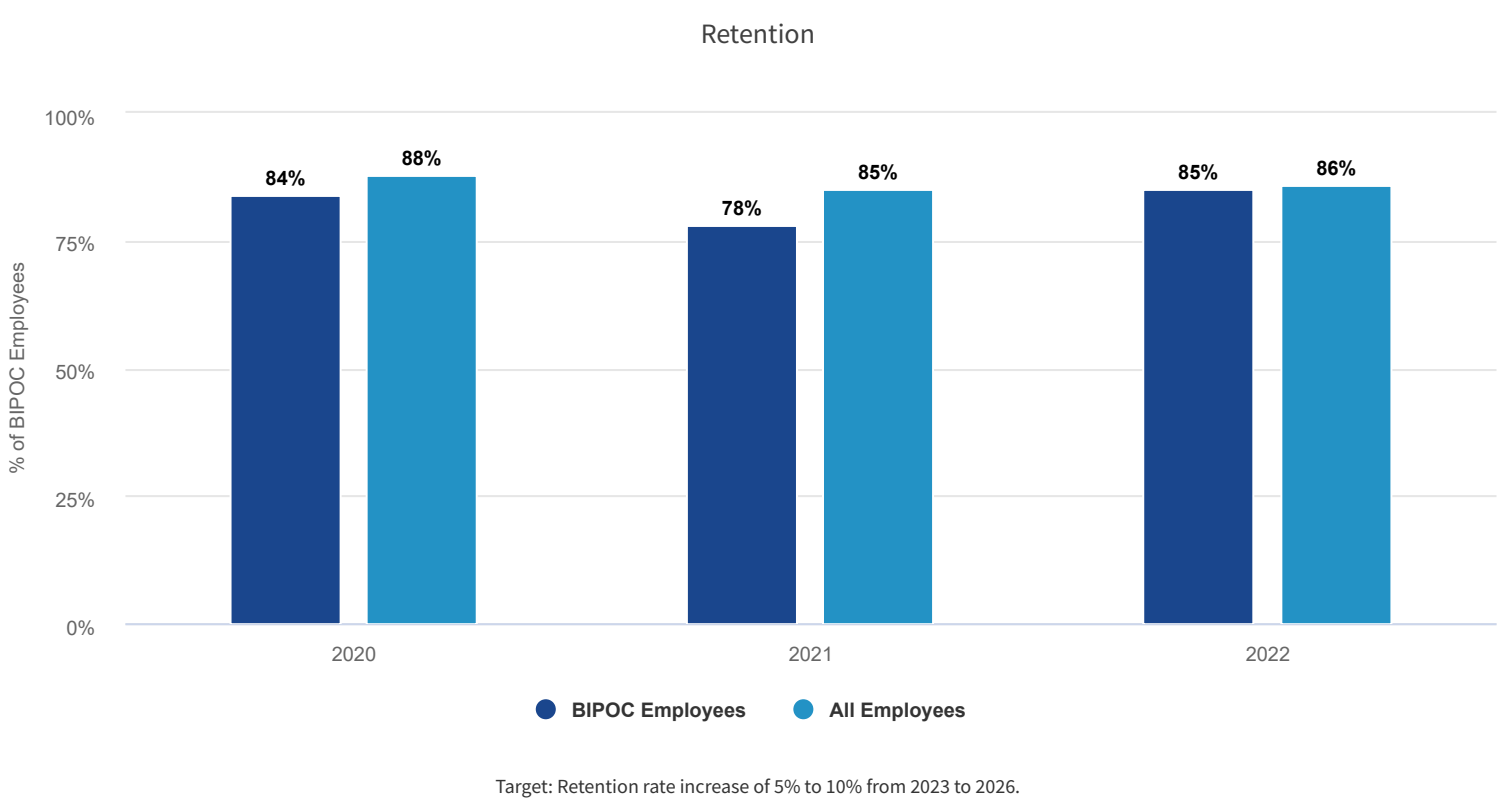
Last Update: Feb 13, 2023 21:01:40



Retention

Strategic Priority 5 Equity and InclusionA diverse, inclusive and thriving hometown.Equity and Inclusion TargetsProgre...

Last Update: Feb 10, 2023 15:32:21



Desired Outcome 5.1 Progress 25%

Reduced racial inequities and barriers for traditionally excluded groups

The city continues to work on addressing racial inequities and barriers for traditionally excluded groups. The city is currently working to hire an equity coordinator who will begin work on an equity plan once they begin employment with the city.

	%	#
On Track	10.0	2
Some Disruption	15.0	3
Upcoming	50.0	10
Completed	25.0	5

Owner: Chris Swanson

Initiative: 3

Action: 20

Initiative 5.1.1 Progress 71%

Develop strategy to hire DEI Coordinator

The city has recently review the Equity Coordinator position. Part of this this review was an evaluation of the DEI coordinators roles and responsibilities. Management evaluated DEI coordinators position in organization and worked to identify if they need additional resources to be successful in the position. Part of this process was to update DEI job description to reflect finding from prior research and employee experience. Once this work was done, the city posted the DEI position and worked to promote this position to the community.

	%	#
Some Disruption	28.57	2
Completed	71.43	5

Owner: Chris Swanson

Action: 7

Update provided by Chris Swanson on Oct 31, 2022 19:32:43

Action 5.1.1.2: Evaluate DEI coordinators position in org and if they need additional resources for success (100% completed)

DEI coordinators position in org has been evaluated and the position has been adjusted. This position will be posted April of 2023.

Initiative 5.1.2 Progress 0%

Create Equity Plan

Funding has been allocated from ARPA fund for increased equity work over the next few years. Part of that funding will cover the cost of an Equity Plan for the city. Once the city hires an Equity Coordinator, one of their first projects will be to begin work on an equity plan.

	%	#
On Track	16.67	1
Upcoming	83.33	5

Owner: Chris Swanson

Action: 6

Update provided by Kate Aitchison on Feb 09, 2023 17:39:11

Funding has been allocated from ARPA fund for increased equity work over the next few years. Part of that funding will cover the cost of an Equity Plan for the city. Once the city hires an Equity Coordinator, one of their first projects will be to begin work on an equity plan.

Initiative 5.1.3 Progress 0%

Create customer service rating increase strategy

Owner: Chris Swanson

Action: 7

Update provided by Kate Aitchison on Feb 09, 2023 17:37:00

Research and data review will be underway in 2023, along with identifying opportunities for on site data collection.

	%	#
On Track	14.29	1
Some Disruption	14.29	1
Upcoming	71.43	5

Desired Outcome 5.2 Progress 0%

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

	%	#
On Track	100.0	1

The city is continuing to look at different ways to increase the diversity of commission members in the city. Staff's goal is that, with a more targeted recruitment and selection strategy, the city's boards and commissions will better reflect the demographics of Richfield. In 2022, staff conducted the first survey of new commissioners to determine a baseline.

Owner: Kelly Wynn

Initiative: 1	Action: 1
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Initiative 5.2.1 Progress 0%

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: Chris Swanson

Action: 1

Desired Outcome 5.3 Progress 0%

Equity-based framework is applied to decision-making.

	%	#
On Track	25.0	2
Upcoming	75.0	6

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 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.

Owner: Chris Swanson

Initiative: 1	Action: 8
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Update provided by Chris Swanson on Jan 30, 2023 17:17:47

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 involved in decision-making. The Equity toolkit will help highlight existing disparities and how city's actions impact these disparities. Staff has created a draft Equity toolkit and has been testing the document with various decisions. Staff believe the Equity toolkit will be ready for use across the organization in early 2023.

Initiative 5.3.1 Progress 0%

Develop and implement equity decision-making framework

	%	#
On Track	25.0	2
Upcoming	75.0	6

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.

Owner: Chris Swanson

Action: 8

Update provided by Kate Aitchison on Feb 09, 2023 17:46:09

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 involved in decision-making. The Equity toolkit will help highlight existing disparities and how city's actions impact these disparities. Staff has created a draft Equity toolkit and has been testing the document with various decisions. Staff believe the Equity toolkit will be ready for use across the organization in early 2023.

**STAFF REPORT NO. 08****WORK SESSION****3/28/2023**

REPORT
PREPARED BY: Sack Thongvanh, Assistant City Manager

DEPARTMENT
DIRECTOR REVIEW:

OTHER
DEPARTMENT
REVIEW: PS Support Services - Anderson, Jennifer PS Support Services - Maiser, Jaime Public
Safety - Henthorne, Jay Chris Fierst, Liquor Operations Manager

CITY MANAGER
REVIEW: Katie Rodriguez, City Manager
3/22/2023

ITEM FOR WORK SESSION:

Brief recap presentation and Council discussion on the removal of all tobacco products from Richfield Liquor Stores.

EXECUTIVE SUMMARY:

Staff has reviewed the impact of eliminating all **tobacco** products from municipal liquor stores. Currently, Richfield Municipal Liquor offers twenty-eight varieties of cigarettes for sale at our four locations. Of these twenty-eight varieties, eleven are flavored cigarettes. Annually cigarette sales contribute 1.46% to 1.79% of total Liquor Operations sales. Cigarettes are a convenience item the stores offer customers to help save a stop.

DIRECTION NEEDED:

Staff seek direction on eliminating all tobacco products from municipal liquor stores. If council does choose this option, staff recommends a phased approach of six months to draw down inventory and provide enough notice to vendors and customers.

BACKGROUND INFORMATION:**A. HISTORICAL CONTEXT****B. POLICIES (resolutions, ordinances, regulations, statutes, etc):**

Staff will prepare a resolution for Council approval at a future meeting.

C. CRITICAL TIMING ISSUES:**D. FINANCIAL IMPACT:**

Banning sales of flavored tobacco and eliminating all tobacco products in municipal liquor stores will have a financial impact on revenues and profits, potentially reducing funds available to Park and Recreation capital investment. The 2023 Budget includes a \$550,000 transfer from the Liquor Operations Fund to

support Park and Recreation capital projects. In 2022 the profit on sales of flavored tobacco was \$12,151 and the profit on non-flavored tobacco products was \$40,847.

Lost revenues will impact future allocations or liquor store capital maintenance and upgrades. Detailed sales and profit information from 2020 is attached.

E. **LEGAL CONSIDERATION:**

ALTERNATIVE(S):

PRINCIPAL PARTIES EXPECTED AT MEETING:

ATTACHMENTS:

Description	Type
☐ Tobacco Sales 2000-2022	Exhibit

2020 Cigarette Sales			Profit	Qty. Sold (Units/Packs)	Sales Total	Total Cost	Profit Margin
Flavored Tobacco Sales	25.40%	\$	10,495.99	4,226	\$ 46,507.24	\$ 36,011.25	22.60%
Non-Flavored Tobacco Sales	74.60%	\$	30,825.63	13,337	\$ 148,011.63	\$ 117,186.00	20.02%
Total Sales	100.00%	\$	41,321.62	17,563	\$ 194,518.87	\$ 153,197.25	21.20%

Note: Cigarette Sales contribute 1.46% of total sales for the year end 2020.

2021 Cigarette Sales			Profit	Qty. Sold (Units/Packs)	Sales Total	Total Cost	Profit Margin
Flavored Tobacco Sales	24.30%	\$	9,166.15	4,937	\$ 56,995.13	\$ 47,828.98	19.16%
Non-Flavored Tobacco Sales	75.70%	\$	28,590.12	15,460	\$ 175,473.90	\$ 146,883.78	19.50%
Total Sales	100.00%	\$	37,756.27	20,397	\$ 232,469.03	\$ 194,712.76	19.50%

Note: Cigarette Sales contribute 1.66% of total sales for the year end 2021.

2022 Cigarette Sales			Profit	Qty. Sold (Units/Packs)	Sales Total	Total Cost	Profit Margin
Flavored Tobacco Sales	22.90%	\$	12,151.05	4,901	\$ 62,603.49	\$ 50,452.44	19.00%
Non-Flavored Tobacco Sales	77.10%	\$	40,847.30	14,594	\$ 185,657.06	\$ 144,809.76	22.00%
Total Sales	100.00%	\$	52,998.35	19,495	\$ 248,260.55	\$ 195,262.20	21.35%

Note: Cigarette Sales contribute 1.79% of total sales for the year end 2022.

2023 Sales to 02/21/2023			Profit	Qty. Sold (Units/Packs)	Sales Total	Total Cost	Profit Margin
Flavored Tobacco Sales	22.50%	\$	1,246.05	567	\$ 7,365.33	\$ 6,119.28	16.90%
Non-Flavored Tobacco Sales	77.50%	\$	4,285.58	1,626	\$ 21,121.74	\$ 16,836.16	20.03%
Total Sales	100.00%	\$	5,531.62	2,193	\$ 28,487.07	\$ 22,955.45	19.42%

Note: Cigarette Sales contribute 1.58% of total sales for the year so far.

Current Inventory as of (02/22/2023)			Units/Packs	Cost
	Cedar		566	\$ 5,715.85
	Lyndale		261	\$ 2,654.52
	Penn		165	\$ 1,741.31
	Wine and Spirits		205	\$ 2,133.31
	4-Store Totals		1,197	\$ 12,245.00