



**WORK SESSION  
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM  
APRIL 23, 2024  
5:00 PM**

Call to order

1. City Council and Directors quarterly meeting to review proposed policy and program requests for possible inclusion in 2024 or 2025 workplans.

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. 13****WORK SESSION****4/23/2024**

REPORT PREPARED BY: Katie Rodriguez, City Manager

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager  
4/17/2024**ITEM FOR WORK SESSION:**

**City Council and Directors quarterly meeting to review proposed policy and program requests for possible inclusion in 2024 or 2025 workplans.**

**EXECUTIVE SUMMARY:**

This work session is the second quarterly 2024 City Council-Director meeting and focuses on considering Council Policy Requests.

In order to better prioritize and manage City workplans given that there are limited financial and staff resources, Council submits additional policy topic requests to be considered prior to the annual budget process. In general, the policy consideration process is to determine inclusion in the following year workplan in conjunction with the budget. Staff have already started to assemble workplans for the 2025 budget which will be presented to council later this year. If the council policy request is for 2024, staff will likely need to adjust current workplans. The 2024 workplans are attached to this report. The workplans generally do not include business-as-usual work, but projects that represent continuous improvement in processes, programs and technology, or new policies and programs. The projects also include progress on strategic initiatives.

After City Council submits a request, relevant staff provide additional information including possible challenges to implement, approximate costs and staff time, possible next steps along with the impact on existing workplans and progress on the Strategic Plan.

City Council members submitted five policy topics to consider and staff have added additional information which are attached to this report.

The policy topic requests to be discussed include:

- Branding and Website
- Decarbonation Program for Residential Buildings
- Downtown Name
- Liquor Store Names
- Short-term Rental Regulation

**DIRECTION NEEDED:**

Consider the five policy topics to determine if they are a priority to add to 2024 or 2025 workplans and, if needed, determine existing workplan or Strategic Plan projects that will need to be deferred.

## **BACKGROUND INFORMATION:**

### **A. HISTORICAL CONTEXT**

The City Council adopted the 2023-2026 Strategic Plan in September 2022. The Plan included 5 priorities and 15 desired outcomes. In order to make progress on the outcomes the City Council and staff leadership meet quarterly to review progress on the Strategic Plan, teambuilding, long-term financial plans and budgets, and workplans.

### **B. EQUITABLE OR STRATEGIC CONSIDERATIONS OR IMPACTS**

The policy topics may advance desired equity outcomes, details will be included on the individual request forms.

The policy request process is a comprehensive and transparent consideration of adding to or changing workplans and should result in more focused City leadership. The more formal approach to considering additional projects should also result in a more sustainable workload which builds healthy Council-staff relationships. Both goals are desired outcomes in the Strategic Plan.

### **C. POLICIES (resolutions, ordinances, regulations, statutes, exc):**

### **D. CRITICAL TIMING ISSUES:**

Staff are creating their 2025 workplans in preparation for the 2024-25 budget process which begins in May 2024.

### **E. FINANCIAL IMPACT:**

Estimated financial impacts may be included in the individual policy requests, and would be finalized if the policy is prioritized and added to future budgets.

### **F. LEGAL CONSIDERATION:**

Legal consideration may be included in the individual policy requests.

## **ALTERNATIVE(S):**

## **PRINCIPAL PARTIES EXPECTED AT MEETING:**

## **ATTACHMENTS:**

| Description   | Type       |
|---|------------|
| ❑ Policy Proposal-Branding and Website                              | Cover Memo |
| ❑ Policy Proposal-Decarbonization Program for Residential Buildings | Cover Memo |
| ❑ Policy Proposal-Downtown Name                                     | Cover Memo |
| ❑ Policy Proposal-Liquor Store Names                                | Cover Memo |
| ❑ Policy Proposal-Short-term Rental Regulation                      | Cover Memo |
| ❑ 2024 Workplan   | Cover Memo |

## 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.<sup>1</sup> 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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<sup>1</sup> <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:

| <b>Short-term updates</b><br>Proactively replace in conjunction with the new brand, <6 months   | <b>Medium-term</b><br>As budgeted or desired, intentionally updated but not when excessively costly. 6 months to 3 years.                                    | <b>Long-term</b><br>Replace only when the asset must be updated or replaced anyway. Do not proactively replace.   |
|---|--|---|
| <ul style="list-style-type: none"><li>• Websites</li><li>• Social media</li><li>• Letterhead</li><li>• Business cards</li><li>• Email signatures</li><li>• Documents available for reference to the public (eg, application forms, informational handouts such as zoning code)</li><li>• Staff reports and council</li><li>• Vehicle decals (non-permanent)</li></ul> | <ul style="list-style-type: none"><li>• City gateway signage that is feasible to retrofit or is low-cost</li><li>• Parks and city facility signage</li></ul> | <ul style="list-style-type: none"><li>• Brand collateral (e.g., pens; use existing supplies first)</li><li>• Water tower logos</li><li>• More costly city facility signage</li><li>• More costly city gateway signage</li><li>• Street name signs</li></ul> |

***Staff Response:***

***Branding:***

A full rebranding process, inclusive of community input, is estimated to cost a minimum of \$50,000, with high-end estimates ranging more than \$100,000. This effort would labor-intensive, and pull staff away from current efforts around engagement, communications with diverse audiences and continued work to grow existing channels/platforms. In addition, implementation costs for the new brand would be extensive and impact all departments.

Staff proposes to focus on implementing tighter brand standards with the existing set of

logos/colors/fonts, and to formalize those efforts through training, education and oversight.

Beginning in the summer of 2024, Communications Staff will be working on a Strategic Communications Plan for the division, which could further explore the need for broad rebranding.

*Website:*

The industry-standard for government websites is to refresh/rebuild websites every 5 years. The city last issued an RFP in 2019, and the new website was launched in late 2020 (following a delay due to COVID).

Per that schedule, the city of Richfield will be issuing an RFP in early 2025, with the hopes of launching a new website in early 2026. Estimates for the new website range from \$50,000 to \$100,000. Funding has been identified to pay for this one-time investment in a modern, highly functional and adaptable website.

Staff proposes to work with the city's website editors to provide additional training, conduct an audit of the content currently housed on the website, and work to improve accessibility. Each department has several users tasked with updating content for their departments, but no staff person is dedicated solely to the website. All website work comes in addition to regular duties and is subject to staff availability.

Additionally, staff seeks to hire a consultant to assist with troubleshooting the existing website, preparing an RFP for the future website, and assisting staff with the migration of existing web content onto a new platform.

## **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:**

As mentioned above, emissions related to residential gas usage are a significant part of the climate conversation and an area that the City has begun to work more on recently. The

regional, state, and federal landscapes are constantly changing with new funding opportunities currently in development. Richfield looks to align future related staff work plan actions with our Strategic Plan priorities, Climate Action Plan items, and external opportunities. Currently, it is not feasible for Richfield to independently administer any decarbonization programs for residents. The City would benefit from waiting to scale decarbonization efforts and education until more is known about regional efforts and state and federal funding.

Over the past year, staff have signed on to multiple regional coalition applications in an effort to put Richfield in the best position to benefit from federal grant dollars that can be awarded for decarbonization/electrification efforts. Through these coalitions, the City can partner with others who are more adequately staffed to run programs while still helping Richfield residents access money and resources to put towards weatherization and electrification efforts. These grant application coalitions include the MPCA's Climate Pollution Reduction Grant (CPRG) application, the City of Minneapolis' CPRG coalition application, St. Paul's awarded Energy Futures application, and the Metropolitan Council's CPRG application.

While CPRG awards have not yet been announced, St. Paul was awarded their Energy Futures planning grant, which Richfield will continue to partner on. This project will involve statewide partners working to create a financial/educational program *"for a cold-climate residential energy transition that can be tailored to local circumstances and implemented at the community level...With Energy Futures funding, our team seeks to explore ownership structures and financing mechanisms that take full advantage of federal programs to make rooftop solar, energy storage, weatherization, and electrification accessible for income-qualified households in cities and tribal communities across the state."*

Staff agree that promoting existing HRA programs as an avenue for residents to finance heat pumps or weatherization projects is a good strategy in working towards achieving these goals. HRA program expansion would require further exploration by CD and Sustainability staff to ensure its feasibility and determine what adjustments the programs would need. More background research is needed to determine what the City can allow re: existing programs and what other resources are out there for residents to pursue that aren't through the City (i.e. state and federal grants and rebates). Relatedly, many of the state opportunities and programs have yet to be finalized. Delaying this work until more details are available would be beneficial for clear communication to residents.

Sustainability staff do not believe it is feasible for the City to hire more staff (either as city employees or a consultant) to help residents individually determine the feasibility of home projects/electrification efforts on a site-by-site basis. Area non-profits and other entities currently work to provide some of these services already and have seen mixed results on adoption. There is also a labor shortage in this field that would make it hard to implement such a program. A few nearby cities have partnered on related initiatives like Electrify Everything, which has significant costs associated with basic education and outreach efforts, let alone more significant resident assistance.



Staff has identified a potential consultant for grant writing services, but a contract has not been executed given departmental concerns over the capacity needed to implement and manage additional grant funds. Presently, the Sustainability Specialist is managing two federal grants in addition to other sustainability and solid waste duties. Staff are in the process of creating a new staff position that would take over day-to-day solid waste management duties. This would free up capacity for the existing sustainability staff position to submit and manage more grant applications, as well as develop a long-term plan to guide grant funding searches based on the prioritized CAP actions and other opportunities.

If Council decides to prioritize this policy request and requests more significant action than what staff have already taken, or to accomplish this work before 2025, it will come at the expense of other planned work for Sustainability efforts (i.e. fleet electrification, resident education/outreach, and other Strategic Plan priorities).

CD Info: We have made several changes to our housing programs to incentive greener choices and would like to continue and expand these opportunities. Housing staff turnover has delayed our Strategic Plan work to comprehensively evaluate our existing programs. This work is anticipated in 2024-2025. Following the conclusion of this evaluation, we anticipate discussions with the HRA to consider how our programs may need to change and sustainability will be a piece of this work. This work can be added to the 2025-2026 work plan.

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:

1. 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.)

**2024 Actions:**

- Use "downtown" or "downtown Richfield" in new documents when appropriate.
- Lakes at Lyndale will continue to be used only when connected directly to that planning document (e.g. redevelopment in/around Richfield Lake) or to specific language in the Comprehensive Plan.
- Delay or install more generic/temporary wayfinding signage in 65<sup>th</sup> and Lyndale area (current mockups include "Lakes at Lyndale") until additional decisions are made.
- Apply for grant funding to assist in branding effort for downtown in 2025. As part of 2025 budget process, consider availability of general levy funds to complete project if grant application is unsuccessful.

**2025 Efforts:**

- Undertake strategic creative brief process (similar to what is done for advertising or marketing projects) for downtown with grant funding or other source, if identified.
- Carry branding through to wayfinding and marketing of downtown area.

**2025-2027:**

- Build on branding efforts and existing concept plan for 66<sup>th</sup> & Nicollet to develop small area plan for entire downtown area (current Lakes at Lyndale + 66<sup>th</sup> and Nicollet). Consider whether work can be incorporated into Comprehensive Plan update or if work should happen separately (system statements expected summer 2025).
- Consider designation of boundaries as part of small area planning process; may be a variety of boundaries within an overall downtown district.

## 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<br>(6444 Lyndale Ave S) | Downtown Richfield store |
| Penn Avenue store<br>(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:***

- Staff input and suggestions were noted from the staff meeting on (03/13/2024). The idea of designating a “district” title to each Richfield Liquor location was discussed and resulted in the following titles:
- 6444 Lyndale
  - o ***Richfield Liquor Downtown***
  - o 6444 Lyndale Ave South
  - o Richfield, MN 55423
- 6600 Cedar
  - o ***Richfield Liquor Cedar Point***
  - o 6600 Cedar Ave South
  - o Richfield, MN 55423
- 6444 Penn
  - o ***Richfield Liquor Penn Central***
  - o 6444 Penn Ave South
  - o Richfield, MN 55423
- 7700 Lyndale
  - o ***Richfield Liquor Shops***
  - o 7700 Lyndale Ave South
  - o Richfield, MN 55423
- Since no physical branding or signage is necessary in the implementation of this option the turnaround time and cost will be minimal once approved. The only foreseen updates would include: employee email signatures, business cards and any marketing media.

## 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:

Request Part 1: An ordinance to address short-term rentals (STRs) can be incorporated into the 2025 work plan.

- By 2025, the new licensing system will have collected a one-year cycle of data and the Council will be able to evaluate the scope of the issue and make policy adjustments commensurate with that data. Citizenserve is allowing us to document:
  - o Approximate number of STRs;
  - o Prevalence and types of complaints at STRs.
- In the meantime, a number of the particular issues mentioned are code violations under current ordinances and problems can be addressed through current reporting processes.

If the item is a high priority and needs to be addressed in 2024, we will need to shift other ordinance work to 2025 and will be asking the Council to make decisions without relevant data. Ordinance work related to new cannabis laws cannot be shifted to 2025 and must be completed by the end of the year, preferably sooner based on proposed changes by the Legislature.

- Work that could be shifted to 2025 and implications:
  - o Parking reductions: The 2023 Policy Request Process prioritized an examination of certain parking requirements. A work session with the Planning Commission and City Council was held earlier this year and staff is working to finalize a proposal for consideration this summer. Significant work has been done with the current Planning Commission and Council. If shifted to 2025, an additional work session may be required if there is turnover in elected/appointed positions.
  - o MR-2/MR-3 Zoning Revisions: Work to modernize zoning districts that primarily include “missing middle” housing types has been a priority since the adoption of the Comprehensive Plan in 2018. An application for grant funding to hire a consultant to help with this work has been submitted to the Metropolitan Council and a consultant is lined up to assist. Funding awards will be made in June and the City will have two years to complete the work. It had been our hope to address these changes while the market was slower in order to be ready when it picks back up. Work was planned to begin in the fall, following cannabis and parking, and be completed in 2025.

#### Request Part 2:

Staff will continue to monitor investor ownership as best we can (see 2023 memo for discussion of challenges). Staff will monitor Legislative actions, including HF0685 which seeks to limit corporate ownership and includes the creation of a statewide database to assist in tracking. Given the City Attorney’s concerns about the constitutionality of these regulations and the difficulty in monitoring with current data and resources, staff recommends holding off on local limits.

## 2023-2024 City of Richfield Action Steps (Workplan)

| Action step  | Priority/Outcome   | Process Improvement? | Assigned to  | Status               | Notes  |
|--|--------------------|----------------------|--|----------------------|--|
| Develop Capital Replacement Schedule for City Hall   | 3                  |                      | Administrative Services - Buildings                              | 2024                 | Starting to put together long-term replacement costs.  |
| Security Camara Replacement for City Hall and New Cameras for Public Works   | 3                  |                      | Administrative Services - Buildings                              | 2024                 | We have our kick-off meeting 11-30-23 to discuss needs and changes.  |
| Develop Data Management System - City Wide   | 1,3,4              | Y                    | Administrative Services - City Clerk                             | 2023                 | With Granicus shutting down Novus in the near future, conversations between the City Clerk and the Executive department have begun for a switch in agenda management software. Previous work was done to test Laserfiche as a potential agenda management application and that work will be revisited.   |
| Agenda Packet Tool (also see Executive item)   | 1c                 | Y                    | Administrative Services - City Clerk                             | 2024 Q1              | With Granicus shutting down Novus in the near future, conversations between the City Clerk and the Executive department have begun for a switch in agenda management software. Previous work was done to test Laserfiche as a potential agenda management application and that work will be revisited.   |
| Grow social media reach, especially on YouTube and Instagram   | 1c, 5c             |                      | Administrative Services - Communications                         | 2024                 |  |
| New Resident Guide   | 5a, 5c             |                      | Administrative Services - Communications                         | 2025                 | Explore options for providing comprehensive information to new residents, via a website, print product, event or other medium.   |
| Re-Establish Web Team  | 1,4                |                      | Administrative Services - Communications                         | 2024 Q2              | Convene remaining members of original web team. Recruit and train new members. Outline roles and responsibilities for website management.  |
| Update and enhance existing Carousel infrastructure to provide up to date information on public info screens at City Hall. | 1c                 |                      | Administrative Services - Communications                         | 2024 Q2              | Need staffing support for this initiative.   |
| Evaluate need for an virtual engagement platform   | 1c, 5a, 5b         |                      | Administrative Services - Communications                         | 2024 Q3              |  |
| Re-Establish Employee Engagement Committee   | 1,4                |                      | Administrative Services - Communications                         | Complete and ongoing | The committee met twice in 2023 and will meet again in early 2024.   |
| Offer more city-generated content in Spanish in print, social media and online forms.                                      | 5a                 |                      | Administrative Services - Communications                         | Ongoing              |  |
| Refine the website to make information more accessible to the community.   | 1c                 |                      | Administrative Services - Communications                         | ongoing              | New website was launched in December 2020. Ongoing work is done to maintain, update and enhance the current website, as staff time permits. Utilize Monsido tool to check for accessibility standards and clarity of language.   |
| Provide internal training on branding, social media, website management and other communications-related efforts.          | 1,4                |                      | Administrative Services - Communications                         | ongoing              | Public speaking training, as related to the Local Sales Tax Initiative.  |
| Launch an engagement vehicle for pop-up events in the community, specifically in areas with low-income, BIPOC populations. | 5a                 |                      | Administrative Services - Communications / Community Development | 2024 Q2              | In planning stages. Vehicle is secured via PWs. Will be able to travel on trail or street. 2023 Update: Due to supply chain challenges, vehicle was required by PWs for the summer. Will reconnect in early 2024.  |
| Coordinate communications efforts for Local Sales Tax initiative   | 1b, 3a, 3b, 5a, 5c |                      | Administrative Services - Communications / Executive             | 2024 Q1-3            |  |
| Support State of the City event planning and execution   | 1a & 5a            |                      | Administrative Services - Communications / Executive             | 2024 Q2              | Work with the mayor and council to host a state of the community in the spring. Opportunity to communicate information on the upcoming sales tax referendum.   |
| Coordinate communications efforts for speed limit changes  | 5c                 |                      | Administrative Services - Communications / PW                    | 2024 Q1-2            |  |
| Implement Electronic Personal Action Form (PAF)  | 1c                 | Y                    | Administrative Services - HR                                     | 2024                 | We have moved to completing this electronically and using Adobe to accommodate workflow/electronic signatures. This will be the process until we migrate to Oracle in 2025.  |
| Worker Compensation Program  | 1c                 |                      | Administrative Services - HR                                     | 2024                 | Explore alternatives to our self insurance with LMCIT  |
| Organizational culture training  | 4 a,b              |                      | Administrative Services - HR                                     | 2024                 | Continue the training for all staff (will depend on the capacity of the internal trainers)   |
| Safety Pays Program  | 4a                 |                      | Administrative Services - HR                                     | 2024                 | We discussed bringing the program back for 2023 and are working on pulling together data.  |
| Employee Survey  | 1, 4               |                      | Administrative Services - HR                                     | 2024                 | The cycle has been every two years to survey staff on employee experience, satisfaction and solicit feedback.  |
| Implement CDL Clearinghouse processes  | 4a                 | Y                    | Administrative Services - HR                                     | 2023 Q2              | Update CDL drug testing policy and procedures required by the Clearinghouse.   |
| Stay Interviews  | 1,4                |                      | Administrative Services - HR                                     | 2023 Q3              | Establish program for City Manager and Assistant City Manager to meet/checkin with new hires (ex. 30/60/90 days). Also implement service anniversary check-ins (one year, five years, etc...)  |
| Create a more robust new hire orientation that includes overall City services education                                    | 4a                 |                      | Administrative Services - HR                                     | 2023 Q4              | We have overhauled the presentation and interaction regarding general City information and other critical first day information including benefits. We have also created efficiencies for candidates when completing required onboarding forms. The next phase will be gathering more detailed information for each department.  |
| Compensation and Class Study   | 1b & 4b            |                      | Administrative Services - HR                                     | 2023-2024            | We are finishing up pay plans and recommended pay ranges and reviewing those with Baker Tilly.   |
| Update our AWAIR program including a plan for Safety Training (non-Fire, Police and PW staff)                              | 4a                 |                      | Administrative Services - HR                                     | 2024 Q1              | This will be addressed in 2024.  |
| Upgrade of Oracle Finance and HR software  | 1c                 | Y                    | Administrative Services - HR/Finance                             | 2025                 | LOGIS has adjusted our live date for early 2025.   |
| LOGIS Security as a Service  | 1c & 3a            |                      | Administrative Services - IT                                     | 2024                 | The importance of security and the need to have an expert with all of the quickly changing intrusions we would move to having LOGIS take on more of a role.  |
| Microsoft365   | 1c & 3a            | Y                    | Administrative Services - IT                                     | 2022 Q4-2023 Q3      | Completed the installation of M365 in January to all devices (ARPA project)  |
| System-wide upgrade of AV technology in CC Chambers, cable room, conference rooms and all TV displays                      | 1c                 |                      | Administrative Services - IT                                     | 2022-2023            | The conference/meeting rooms have been completed. The digital signage has been installed and the content is currently being created. The chambers and the cable room have been completed.  |
| City Internal Wifi   | 1c & 3a            | T                    | Administrative Services - IT                                     | 2024 Q1              | City Internal Wifi for Server Folder Access.   |
| IT & Security Assessment-Loffler   | 1c & 3a            | Y                    | Administrative Services - IT                                     | 2024-2025            | Implement IT and Security Recommendations  |
| Centralized Help Desk for IT/Richfield   | 1c                 | Y                    | Administrative Services - IT                                     | 2024-2025            | Create a centralized Help Desk for the entire city. Tickets would be created, and all the departments would utilize the same system. This will make for a more unified environment without duplication of tasks. Currently reviewing various ticketing systems and will narrow it down to 2 or 3 systems for quotes.   |
| Continued M365 Services  | 1c & 3a            | Y                    | Administrative Services - IT                                     | 2024-2025            | Installation of a sharepoint server will allow us to add more M365 features for added collaboration and efficiency. For example MS Teams, OneDrive.... IT Staff will begin their training at the end of December 2023  |
| IT Policy  | 1c                 | Y                    | Administrative Services - IT                                     | Ongoing              | Create an IT policy that will include the necessary security and IT requirements for users while keeping users functional and the data secure. First draft has been started with review to begin in 2024   |
| Infrastructure - Fiber Install   | 1c & 3a            |                      | Administrative Services - IT                                     | Ongoing              | 2023 - Penn Liquor store will be connected to fiber, 2 well houses will be connected to fiber - The fiber has been installed to the buildings, but waiting on switch installation.<br>2024 - 3 well houses will be connected to fiber Fiber installed to create redundancy to the Public Works building and the Cedar Liquor Store<br>Continue to create redundancy in the Fiber infrastructure. |



## 2023-2024 City of Richfield Action Steps (Workplan)

| Action step  | Priority/Outcome | Process Improvement? | Assigned to                                     | Status                | Notes   |
|--|------------------|----------------------|---|-----------------------|---|
| Zoning changes re: "Sacred Communities"  |                  |                      | Community Development                           | 2023                  | Adopt regulations in response to legislative changes by EOY. Legislation effective Jan 1 2024. Second Reading of Ordinance Amendment scheduled for 12-12-2023   |
| Develop an "Apartment Navigator" program to expand connections with apartment communities.   | 2c, 5a           |                      | Community Development                           | 2024                  | Worked with SHIP to co-sponsor position, but did not get grant funding. Restarting planning after pandemic delay. Gave an ARPA grant to Conflict Mediation Center in March 2023 to work with apartment residents on landlord/resident conflicts and offer resources. Work will continue in 2024.  |
| Analyze multi-family (MR-2/MR-3) regulations to ensure supportive of "missing middle" type projects and eliminate out-dated regulations.   | 2b,c             |                      | Community Development                           | 2024                  | Continuation of code update work to reflect Comprehensive Plan.   |
| Policy Request: Parking minimums   |                  |                      | Community Development                           | 2024                  | Propose minimum parking adjustments for areas already identified as problematic. Unable to address in 2023 due to workload/staff turnover. Planning to address in early 2024.   |
| Zoning changes re: cannibis  |                  |                      | Community Development                           | 2024                  | Waiting on model ordinance.   |
| Restart In-Person Events like Richfield Home Tour & Realtor Workshop   | 2b               |                      | Community Development                           | 2023-2024             | Home Tour was held on October 7, 2023. 350-400 people visited 6 remodeled homes. Realtor workshop was cancelled in 2023 due to lack of capacity at the Minneapolis Association of Realtors. Will try again in 2024.   |
| Model the type of development and investment that we want to see in the Community: Develop pilot projects on HRA-owned lots: target one duplex and one energy-efficient home. Facilitate preservation/affordability of Woodlawn Terrace  | 2b, 2c,3c        |                      | Community Development                           | 2023-2024             | HRA approved sale of two lots to buyers to construct duplexes through the Richfield Rediscovered Program. Building permits must be approved prior to closing.   |
| Update housing work plan. Develop appropriate continuum of affordability, identify tools to address unmet needs and investment and preservation of NDAH rental housing.  | 2c               |                      | Community Development                           | 2023-2024             | Goals/targets updated as part of Strategic Plan. Next steps - review current programs and develop spending strategy/priorities for affordable housing trust fund. Priorities for trust fund were adopted. Program evaluation planned for winter 2023-2024, assuming full staff capacity. New state-level funding anticipated in 2024. Planning for those funds is beginning and will continue into 2024 and be reflected in 2024 revised budget. First payment expected in July 2024.   |
| Award additional social service ARPA funds.  | 2c, 5a           |                      | Community Development                           | 2023-2024             | The program is a competitive application process to provide services to the community focused on rental assistance, domestic abuse, mental health, job training, food insecurity. 2023 awards complete. Check-ins/survey planned with 2023 award recipients. Based on results of those check-ins, will plan for how to spend remaining funds.   |
| Review process of bringing a development to Council/residents. Foster a better understanding of "vested entitlements" granted in the zoning code, develop recommendations for developer's community engagement, and research other cities' approaches.   |                  |                      | Community Development                           | 2023-2024             | Planning Commission training scheduled held in April. Planning staff to evaluate communications improvements (e.g. email subscriptions, engagement, Esri storymaps) Added link to development plans to public notices for land use cases.   |
| Policy Request: Renter protections   |                  |                      | Community Development                           | 2023-2024             | Memo regarding status of renter protections in other communities. Anticipated January 2024 completion.  |
| Policy Request: Begin investor owner research  |                  |                      | Community Development                           | 2023-2024             | Preliminary look at data 2023; memo by end of year. Memo to be submitted to Council in December 2023.   |
| Policy Request Adjacent: Short-term rentals tax collection and identification  |                  |                      | Community Development + Exec/Finance            | 2023-2024             | Exec. Staff investigating how to collect tourism tax and collecting information on other community regulations. CD staff included "check box" in rental license renewal paperwork - renewals sent out beginning 11/28.  |
| Create economic development plan within budget and staffing constraints; including the development of an inventory of tools to assist existing businesses, an identification of potential new tools, a small businesses directory (in association with the Chamber) and an identification of benefits and challenges of doing business in Richfield. | 2a,b             |                      | Community Development/EDA                       | 2023 and beyond       | Consultant hired to conduct Business Assistance Assessment - completed April 2023. Hired Economic Development Mgr April 2023; onboarding through 2023. Conduct downtown business inventory --completed summer 2023. Work has begun to create an inventory of businesses city-wide. A Business Subsidy Policy was adopted in October 2023. The cost of Sewer Availability Charges (SAC) was identified as a challenge for new businesses; a SAC Assistance Program was established in October 2023. A quarterly e-newsletter for businesses (Richfield Business Bulletin) was launched in November 2023. |
| Implement electronic plan review and new city-wide permitting system to improve efficiency in permit review  | 1c               | Y                    | Community Development/several other departments | 2022-2024             | ARPA funded. Began data transfer to vendor 2022; full implementation 2023. 2023/2024 update all templates/SOPs to reflect new system. Building permits converted to new system in spring 2023, Point of Sale and planning & zoning converted in June 2023, Code enforcement conversion completed in fall 2023, conversion of rental licensing in process, conversion of engineering/Public Works and business licensing anticipated in early 2024.  |
| Document commission processes in a manual. Provide training for commissioners and chairs. Obtain and track demographic information for all applicants. Survey for better recruitment and retention.  | 1a & 5b          | Y                    | Executive                                       | 2023                  | Draft of the manual to be available by the end of the year and all other items completed.   |
| Community survey (last completed in 2020)  | 1c & 5a          |                      | Executive                                       | 2024                  | Contracted with Polco (purchased National Research Center)  |
| Create customer service rating increase strategy   | 5a               |                      | Executive                                       | 2025                  | Assist Admin Services in their customer service rating process and expand to other departments in 2025 or future years.   |
| Recruit and hire an Equity Coordinator to provide citywide coordination of programs, education and outreach in the areas of equity & inclusion   | 5 a-c            |                      | Executive                                       | Complete              | Brittany Bartlett started in July 2023.   |
| Create and launch a public equity and inclusion webpage.   | 5a               |                      | Executive / CAREs Team                          | 2024                  |   |
| Create Equity Plan framework and support departments in creating their specific equity workplans   | 5a               |                      | Executive / CAREs Team                          | 2024                  |   |
| Create equity tool kit and support departments in the continued use of the tool kit.   | 5c               |                      | Executive / CAREs Team                          | 2025                  |   |
| Create equity lens and integrate in staff reports, train and support all departments on how to use the equity lens.  | 5c               |                      | Executive / CAREs Team                          | Complete              | Training and implementation in 3Q 2023.   |
| Evaluate the options for agenda management system to improve staff report workflow for public meetings.  | 1c               | Y                    | Executive/Admin Serv                            | 2024                  | Research Dec 2023, target implementation in 2024.   |
| Develop and implement training program   | 5a               |                      | Executive/Admin Serv                            | 2024                  | Will add some training opportunities in 2024 and continue to build the program in 2025.   |
| Report progress on equity plan metrics to staff, council and community annually  | 5a               |                      | Executive/Admin Serv                            | 2024                  | Baseline data will be incorporated into the newly created equity plan. The city contracted with the Center for Economic Inclusion on a citywide equity assessment, the city will be in the first cohort of cities being evaluated.  |
| Host a State of the Community Event  | 1a & 5a          |                      | Executive/Admin Serv                            | 2024 Q2               | Work with the mayor and council to host a state of the community in the spring. Opportunity to communicate information on the upcoming sales tax referendum.  |
| Update and create HR processes/policies that align with equity and inclusion goals.  | 5b               | Y                    | Executive/Admin Serv                            | 2024-2025             | This work will begin in 2024 and extend into 2025.  |
| Create Public strategic plan dashboard to track and report performance targets. Update the progress on the strategic plan quarterly.   | 1a               |                      | Executive/Admin Serv                            | Complete and ongoing  | Dashboard has been added to the website and will be improved and updated on an ongoing basis.   |
| Embed strategic plan mission, vision, values and strategic priorities in communications and city processes.  | 1a               | Y                    | Executive/Admin Serv                            | Completed and ongoing | Strategic plan summary was highlighted via multiple channels including the Annual Report and is tracked and communicated on an ongoing basis through the dashboard (see below). The priorities and outcomes are also tracked as part of the budgeting process. Finally, staff will incorporate strategic plan outcomes into staff reports for applicable topics.  |
| Partner with local legislators, state agencies and regional partners to advance key city priorities.   | 1 & 3            |                      | Executive/All Departments                       | Ongoing               | Secured \$12M in state funding and \$3M in federal funding for WLNC . Also, obtained the authority to bring a local sales tax request to voters in 2024. A bill to add local standards to EMS services had a hearing in the House and discussions are ongoing to create a task force. Working with Public Works and Fire on potential top priorities in 2024, which include funding for Nicolle, limiting local funding for county and state projects and EMS reform.   |

## 2023-2024 City of Richfield Action Steps (Workplan)

| Action step  | Priority/Outcome | Process Improvement? | Assigned to        | Status       | Notes   |
|--|------------------|----------------------|--------------------|--------------|---|
| Develop 5 and 10 year financial plans. Research and present options for additional revenues to council   | 1b & 3b          |                      | Executive/Finance  | 2023-2024    | Improved the long-term financial plan document, Key Financial Strategies, as part of the 2023 budget process. Exploring additional state and local revenues and have secured grants and federal funding for projects. Will continue this work into 2024.  |
| Review and document methodology of allocating administrative cost to all funds and departments   | 3b               |                      | Finance            | 2023         | Review current allocation of administrative costs to ensure the detailed methodology for the cost allocation is reasonable and appropriate. The allocation methodologies should be thoroughly documented for transparency purposes, and updated periodically in accordance with best practices.   |
| Drive and schedule training and learning initiatives   | 1c, 4a           |                      | Finance            | 2023 Q2      | Design and offer a budget training to employees that are new to or need refreshing on MS Access budget software. Employees will learn how to enter personnel and non-personnel cost, how to dive into budget numbers for reconciliations, how budget funding is structured, allocation of overhead cost etc.  |
| Improvements to internal policies and processes  | 1b, 1c           | Y                    | Finance            | Completed    | (i) Purchasing policy revised and approval thresholds were changed to streamline and better match approvals with responsibility level. (ii) Paycheck day moved from Thursday to Friday to gain an additional processing day to ensure an accurate payroll run. (iii) Updated city credit card authorization process authorizing the Finance Manager and the City Manager to designate which employees, may use a city issued credit card to make purchases. (iv) Cell phone reimbursement rates revisions supported by cost benefit analysis. Reimbursements are now handled through payroll and will be reported as taxable income on employee W-2. Consistent with best practices and eliminates submission of phone bills. |
| Lean the process to gain efficiencies using EDMS   | 1c               | Y                    | Finance            | Completed    | Starting 2023 Finance is doing all of the journal entries electronically eliminating the printing, filing, scanning and storage of paper entries  |
| Optimal staffing to meet service demands. Support recruitment and retention, maintain workforce capacity   | 1c, 4b           |                      | Finance            | Ongoing      | Staffing continues to be one of the primary challenges Finance is facing. Tight labor market has generated more challenges in our attempts to hire staff. Recently Payroll Accountant announced her transitioning from City to advisory services and we are working on knowledge transfer to ensure payroll continues to run with least interruptions. Finance is exploring new and different approaches to attract candidates and fill open positions. We are looking to hire summer intern to help with budget and it could set up a direct pipeline for future full time employee.   |
| Implement Electronic Timecards   | 1c               | Y                    | Finance/Admin Serv | 2023-2024    | A pilot program to be launched in 2023 to eliminate the need for exempt employees to submit timesheets. Transition to electronic time cards will start when we migrate to the new Oracle system.  |
| Upgrade of Oracle Finance and HR software  | 1c               | Y                    | Finance/Admin Serv | 2024 Q1      | LOGIS has confirmed a planned live date in May, 2024.   |
| Update the Response Time Residency requirement   | 1c, 4b           | Y                    | Fire               | 2023 Q1      | Worked with firefighters to find a balance for response and moved residency to 20 minutes with a new policy and MOU with L1215  |
| Organizational Development/Succession Planning   | 1a-c, 4a         | Y                    | Fire               | 2023-2024    | Worked with outside OD specialist to build organizational Code of Conduct and 360 reviews of command staff  |
| Strategic Visioning with area Fire Departments   | 1c, 4a-b, 5a-c   |                      | Fire               | 2023-2024    | Working with area departments to determine best ways to implement; Fire Cadet Program, EMS Delivery Strategy, and other current trends  |
| 1 Internal promotion from CSO and 2 hired that are bilingual in Spanish/BIPOC. Hire 1 additional CSO due to workload and opportunity to promote internally to fill police officer vacancies. Still have officer vacancies due to retirements and anticipate we will need to fill 3 to 4 vacancies in 2023  | 1a,4,5a-c        |                      | Public Safety      | 2024         | Hired 3 BIPOC officers and 1 female in 2022. Additional CSO hired 2023 (Completed)  |
| Organizational and Staffing Study with the Axtell Group  | 1, 3, 4, 5       |                      | Public Safety      | 2024         | Contracted with the Axtell consulting group to conduct a 6 month organizational and Staffing study for Public Safety that should be completed in March 2024.  |
| Continue to use Everbridge as our main emergency notification system and begin promoting dashboards containing information about our department on our websites  | 1a-c,3,4,5a/b    | Y                    | Public Safety      | 2022 Q4-2024 | Have used everbridge consistently for the Civil Unrest and some Covid-19. Dash board completed for COVID-19, Updates to Police Use of Force, and extensive FAQ page completed on new City Website. Completed the Disparity Analysis in Fall of 2022 and Tyler Technologies is online in March of 2023. Moving to the new data analytics program within the next several months and should be up and running for late 2023 to early 2024. We are still working out issues as it relates to the Data Analytics program.   |
| Strengthen community partnerships through the JCPC and other programs. Partnering with 30 civic organizations and hosting 21 community outreach events. While our flagship programs are Safety Day, Nite to Unite, Unity and the Community, and Heroes for Helpers we are looking to create more diversity in our outreach by teaming up with new community organizations.                       | 1c,3a,4,5a-c     |                      | Public Safety      | 2022 Q4-2026 | Worked with non-profits and volunteer organizations on back to school event and Nite to Unite. We have also worked with many non-profits and volunteer groups with Special Olympics and have partnered with our Richfield Buisness community to do this. Added Drivers License for all training and completed 2 classes.  |
| Have achieved 20 percent or our sworn staff as woman police officers. This percent is above the national average for law enforcement agencies. We are also over 23 percent officers of color.  | 1a,3a-c,4,5a/b   |                      | Public Safety      | 2022-2026    | Exceed the national average and are one of the more diverse departments in our state.   |
| Support Services will continually evaluate properties and perform similar inspections, as single family homes, to make sure the properties are well maintained and in compliance with the code. We will also be reviewing and amending code in Support Services  | 1,3a-c,4,5       |                      | Public Safety      | 2023 Q4-2025 | We worked with numerous properties and home owners concerning property maintenance. We have maintained a 95 percent compliance rate for the past 5 years. There are several codes that need to be changed over the next couple of years. Implementing policies and programs following legislative action on adult-use cannabis, will also present ordinances to ban flavored tobacco and limiting tobacco licenses. Adult-use cannabis will be a heavy lift for public safety. Moved on implementing edibles in the community, passed an adult use cannabis ordinance on smoking, eliminated favored tobacco and licenses with an ordinance.  |
| Hire 1 additional Social Worker to add to our embedded Social Worker program. Move to Alternative Response model with Edina.   | 1a-c 3,4, 5a-c   |                      | Public Safety      | 2023-2024    | This Social worker would be utilized through all the departments and compliment our current Social Worker to improve our response with Mental Health needs and quality of life issues in the community. This is currently in process as the agreement with the county is done and has been signed by the City Council. We are waiting for interviews to begin and the hiring to take place. The Public Safety Department would then have two embedded Social Workers with the addition of this position. Taking one of our Social workers and moving to an alternate Response Teams Model in 2024 with Edina Police and Fire  |
| Instituted 20 police reform measures that were passed by the Legislature and the POST Board on mandated policies. Trained and implemented new policies as they relate to case law both at the local, state, and federal level. We anticipate additional reforms that will be put into place this year and into 2023/2024.  | 1,3,4,5          |                      | Public Safety      | 2023-2024    | We will work internally to complete and process new reform measures through development, training, and education and implementation of equipment. The 2023 legislative session has several bills pending regarding police reform that will add time for the police department to implement, if passed. The legislature has additional reform measures planned for the next two sessions. Worked through and completed updated POST Board Mandates, ERPO, and working on other legislative mandates for 2023 and 2024.   |
| Continue to engage with community via social media and train/assign staff to manage. We have increased our facebook followers to 8,100 and our Twitter numbers have increased to 3,200. We have also transitioned to Tyler Technology this Spring and are working to launch "Socrata" in the next month which will provide us dashboards and allow community members to sign up for live alerts. | 1,4,5            |                      | Public Safety      | 2023-2025    | While this will be mostly ongoing we expect to plan for large strides in the next few years.  |
| Emergency Management/Response for continued support of COVID, addition training, preparation for man-made and natural disasters. Outreach to underserved communities   | 1,3,4,5a-c       |                      | Public Safety      | 2023-2026    | Awarded \$150k in ARPA funding to achieve our goals of emergency planning over the next 3 years. Planning is taking place to move this forward.   |

## 2023-2024 City of Richfield Action Steps (Workplan)

| Action step  | Priority/Outcome | Process Improvement? | Assigned to         | Status       | Notes  |
|--|------------------|----------------------|---------------------|--------------|--|
| Looking to build past the 1,700 hours of Community Oriented Policing. Expand our programming to reach the varied demographic populations within the city. Continually review what we are providing with Bloomington Public Health and survey what the communities needs are for services and support.  | 1,3a-c,4,5a/b    |                      | Public Safety       | 2023-2026    | Continue and expand on public safety programing to our underserved populations. The opioid settlement money will be planned and spent over the next 18 years.  |
| Established an Officer Wellness Program addressing spiritual, physical, and financial health to help officers with stress management and resiliency. Program will also provide better resources to cope after critical incidents.  | 1,4, 5           |                      | Public Safety       | 2024-2025    | We have presented several topics through our in-house department training. This will be an ongoing process as we evaluate what is working through meeting with staff. Looking at a new firm to provide an in-house wellness program to come out quarterly to meet with officers to do base line testing.   |
| Public Safety Aid Money  | 1,3,4,5          |                      | Public Safety       | 2024-2029    | City Manager, Public Safety and Fire met to draft criteria for future projects, including recruitment and retention.   |
| Work with building managers and property owners to inspect properties and provide reports on how to lower crime through crime prevention of the property as in Crime Prevention through Environmental Design, "CPTED". Performing security assessments based on the number of "Active Shooter" incidents occurring around the country. Working with Charter Schools and Daycares on Safety Protocols for critical incidents. | 1,3,4, 5a/c      |                      | Public Safety       | 2025 Q1      | We have worked this last year with Richfield Towers and Seasons Park on Building maintenance and security issues along with Landlord Tenant concerns. Since Uvalde Texas incident our schools and buisness are requesting this to be completed and we are working in collaboration to perform these. We are getting alot of requests still to do assesments for schools and businesses on their emrgency plans, ect. We are working with several schools and businesses over the next two years. |
| Improve our ability to communicate with our customers (e.g. remove language barriers).   | 1, 3, 5          |                      | Public Safety/Fire  | 2023-2024    | We continue with Spanish language training, PS also hired 3 additional employees who are bi-lingual. More are to be hired in Q4 2022 and 2023  |
| Assist Building Managers with Data based analysis to assist in helping them to abate problems occurring on the property while improving the quality of life for the residents.   | 1,3,4,5          |                      | Public Safety/Fire  | 2023-2024    | We have worked with the multi-housing complexes and some of the other multi-housing units to abate issues to improve their properties and improve the quality of life for residents.   |
| Successfully complete the 65th Street Reconstruction   | 2a, 3a           |                      | Public Works        | 2023         | On schedule. Construction began summer 2022 with completion expected in the spring of 2024 (originally fall 2023). Spring work will be limited toprimarily punch list and landscaping items.   |
| Successfully complete the city-wide water meter replacement program by the end of 2023.  | 3a               |                      | Public Works        | 2023         | Project delayed initially due to COVID, experienced supply chain issues related to meter aquisition in 2022. If meters can be obtained, project will complete in 2024.   |
| Successfully complete the 77th Street Underpass construction.  | 3a, 5a           |                      | Public Works        | 2023         | Substantially Complete.  |
| Investigate reducing residential speed limits  | 5c               |                      | Public Works        | 2022-2024    | Discussion and approval path has been vetted with Council, approvals are in process. Implementation is targeted for 2024.  |
| Finalize an Active Transportation plan to guide multi-modal improvements and develop an implementation and funding plan for elements identified in the Active Transportation Plan.   | 3a, 5c           |                      | Public Works        | 2023-2024    | Completing public engagement in spring 2023 and developing final plan through 2023/early 2024. Anticipate City Council consideration in Q1 2024.   |
| The City needs a new Public Works storage facility.  | 1c, 3a           |                      | Public Works        | 2023-2025    | In 2023, staff began working with a consultant to assess the old Motel 6 remnant site. If this site proves feasible, the 2024 goal will be to identify funding and complete design and public engagement for construction in 2025.   |
| Inventory and condition assessment of PW buildings, park assets, utility infrastructure, fleet, & roadway elements   | 1c, 3a, 3b       |                      | Public Works        | 2023-2025    | Utilities inventory completed. A Utilities focused Asset Management Team has been formulated. The team is underway with data gathering and model updates to update the Risk Scoring for the water and sewer utilities. Storm sewer will be the primary utilities focus targeted for Q4 2025 completion. Street inventory/assessment was completed in the fall of 2023. Park inventory is ongoing and is on track to be completed Summer 2024.  |
| Collaborate with state officials to examine the equitability of regional cost share policies   | 2c, 3b           |                      | Public works        | 2023-ongoing | Highlighting the issues with Metro Cities and colleagues has been successful in getting movement on the topic. 2024 legislative session is current window to have legislation drafted and identify champions at the Capitol.   |
| Utilize "Richwater" campaign to promote high quality of Richfield water and the "one water" ethos.   | 3a, 3c           |                      | Public Works        | 2023-Ongoing | Campaign/branding strategy developed and soft rollout began summer 2022. Will continue to use branding where applicable including CCR report and utilities direct mailings.  |
| Update Inflow/Infiltration (I&I) ordinances in accordance with the Sanitary Sewer Comprehensive Plan and adopt and implement a Fats, Oils, and Grease (FOG) ordinance  | 3a               |                      | Public Works        | 2024 Q4      | Richfield staff is actively participating in MCES's task force for the development of policies and programs relating to FOG.   |
| Explore the opportunity to sell water to other cities  | 2c, 3b           |                      | Public Works        | Completed    | Edina does not have an interest in purchasing water from Richfield. Bloomington already buys water from Minneapolis. We are no longer looking at this opportunity.   |
| Design and begin administration of EAB Ash Removal Assistance Program  | 2c, 5c           |                      | Public Works        | Completed    | Program is underway, applications are coming in and approvals/payments are being made.   |
| Conduct a utility rate affordability analysis  | 2c, 5c           |                      | Public Works        | Completed    | Final report distributed to City Council Q1 2023.  |
| Continue to address inequities in the public right-of-way by utilizing the Public Works Public Engagement Process and Guiding Principles when designing reconstruction and improvements.   | 3a, 5c           |                      | Public Works        | Ongoing      | The City's process has been identified for Hennepin County's design team for the Nicollet Avenue Reconstruction project, scheduled to begin the process in 2023.   |
| Expansion of skate park at Augsburg Park   | 5a,c             |                      | Recreation Services | 2022-2024    | Construction is planned to start in April 2024   |
| Construct a splash pad adjacent to the Richfield Pool that will be a free amenity and a cooling site.  | 3c, 5a,c         |                      | Recreation Services | 2023-2024    | This project will be funded through ARPA funds and help adapt to the rising temperatures experienced through climate change. Construction is planned to start pring 2024   |
| Develop a timeline and complete funding plan for a new \$24M nature center.  | 1b, 3a,b, 5a,c   |                      | Recreation Services | 2023-2024    | Develop project timeline and transition plan, detailed budget, secure arctectual plans, and exhibit company to work with.  |
| Explore additional recreation funding sources  | 1b               |                      | Recreation Services | 2023-2025    | Research park dedication fees as well as create a robust educational plan for local option sales tax to be on the ballot in November of 2024.  |
| Create CAP education and communications plan for the CAP   | 3c               |                      | Recreation Services | 2023-2025    | Council prioritized CAP goal   |
| Implement recommendations from the municipal building energy audits.   | 3b,c.            |                      | Recreation Services | 2023-2025    | Council prioritized CAP goal   |
| Conduct an electric vehicle sutability/assessment, and continue evaluating fleet for EV/PHEV replacement opportunities.  | 3a,b,c           |                      | Recreation Services | 2023-2025    | Council prioritized CAP goal   |
| Implement bike park at Taft Park   | 5a,c             |                      | Recreation Services | Complete     | Launch fall 2023 in partnership with Three Rivers Park District.   |
| Expand programming at the Richfield Farmer's Market to include more aspects of Veterans Park   | 1c               |                      | Recreation Services | Complete     | Capture farmer's market audiences. Added weekly classes and special events such as: Science at the Market, live music, weekly yoga, Bike to the Market, etc.   |
| Establish a small scale community garden program   | 3a,c             |                      | Recreation Services | Complete     | Launch in May 2023. We have historically had a community garden program and residents would like to see it return.   |

## 2023-2024 City of Richfield Action Steps (Workplan)

| Action step   | Priority/Outcome | Process Improvement? | Assigned to                      | Status    | Notes  |
|---|------------------|----------------------|----------------------------------|-----------|--|
| Oversee a municipal building energy audit and implement needed energy improvements that are within our capacity.  | 3b,c             |                      | Recreation Services              | Complete  | Part of the Climate Action Plan and funded through ARPA funds.   |
| Prioritize Climate Action Plan Goals  | 3c               |                      | Recreation Services              | Complete  | Work with staff and the Sustainability Commission to focus CAP work.   |
| Develop a plan to engage the community on capital project priorities.   | 3a, 5a,c         |                      | Recreation Services              | Ongoing   | This will align with the WLNC Building Project, Local Sales Tax initiatives, and the recreation facility assessment.   |
| Provide ADA/equity training to staff and review programs/activities to ensure community events and recreational activities are accessible and equitable to the community. | 4a, 5a,c         |                      | Recreation Services              | Ongoing   | Had numerous all-staff trainings on ADA and recreation programming and facilities. Added additional accessibility notes to all event and facility web pages. Additional training for staff was done in 2021 and 2022, there have been annual training opportunities with the Great Lakes ADA Center. We have included more accessibility and inclusion information in our recreation brochure. |
| Increase Climate Action Plan Education with community and city staff  | 3c, 5c           |                      | Recreation Services              | On-going  | Includes informal and formal opportunities. WLNC classes, Farmer's Market tabling, Eco-fair, work with Sustainability Commission, outreach regarding CAP, etc.   |
| Implement innovative hiring solutions to maintain a full part-time and seasonal staffing team   | 4b               |                      | Recreation Services              | On-going  | A full complement of seasonal staff is instrumental to operations and programming.   |
| Assess and inventory all Recreation and Public Works facilities for CIB/CIP planning. This will be in conjunction with Public Works                                       | 3a,b             |                      | Recreation Services/Public Works | 2022-2025 | Initial list was created in 2022 and will be refined in summer of 2023 as part of the strategic plan. Outcomes will foster future discussion and potential facility policies.  |
| Establish project partners for the Wood Lake Nature Center Building Project   | 3a,b             |                      | Recreation Services/Public Works | 2023-2026 | Partners will enrich the project by bringing more voices, expertise, and resources to the project.   |
| Develop mission, vision, values, and goals collaboratiely as a Department.  | 1a, 4a           |                      | Recreation Services/Public Works | Complete  | Working with an outside consultant to take staff through a process to develop M/V/V/and goals for the Department that will provide a foundation for the team.  |

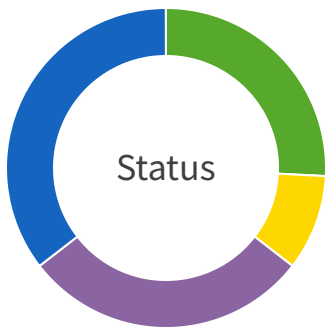


# **Q1 2024 Quarterly Action Report**

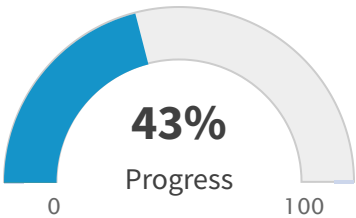
## **Richfield Strategic Plan**

Jan 01, 2024 - Apr 30, 2024

Overall Summary



|                 |       |
|-----------------|-------|
|                 | %     |
| On Track        | 25.81 |
| Some Disruption | 9.68  |
| Upcoming        | 29.03 |
| Completed       | 35.48 |



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 a summary of updates which occurred in Q3 2023. 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.

Plan Summary

Operational Excellence

Progress 29%

Status

On Track

Some Disruption

Upcoming

Completed

17.24

3.45

58.62

20.69

5

1

17

6

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 de...

Community Development

Progress 50%

Status

On Track

Some Disruption

Upcoming

Completed

20.0

12.0

24.0

44.0

5

3

6

11

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 2...

Sustainable Infrastructure

Progress 33%

Status

On Track

Some Disruption

Upcoming

Completed

41.38

20.69

17.24

20.69

12

6

5

6

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 Start Climate Action Plan projects and have the first three (listed below) c...

High Quality Workforce

Progress 44%

Status

On Track

Some Disruption

Upcoming

Completed

18.75

6.25

37.5

37.5

3

1

6

6

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's...

Equity and Inclusion

Progress 49%

Status

On Track

Some Disruption

Upcoming

Completed

17.5

10.0

25.0

47.5

7

4

10

19

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% annual ...

Initiative 1.2.1

Progress 23%

Develop long-term financial plans for capital and operations

On Track

33.331

Upcoming

66.672

Owner: Katie Rodriguez

Action: 3

Update provided by Chris Swanson on Apr 23, 2024 17:57:25

Staff are working with Ehlers Incorporated to provide data for the Financial Management Plan (FMP). The work will be completed 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. Once the inventory and plan for park and recreation assets and all buildings has been completed, these financial needs will be incorporated into the FMP. The asset inventory is scheduled to be completed in 2025 and incorporating the findings into the FMP in 2026.

Initiative 1.3.2

Progress 5%

Develop organization-wide tech plan

On Track

25.01

Upcoming

75.03

Owner: Sack Thongvanh

Action: 4

Update provided by Jane Skov on Apr 19, 2024 20:11:51

We have successfully acquired a new ticketing system. We are currently in the process of implementation and training for staff on the new system. The tentative rollout date for staff is scheduled for June 2024.

Desired Outcome 2.1

Progress 50%

A vibrant downtown

Upcoming

50.03

Completed

50.03

Owner: Julie Urban

Initiative: 1

Action: 6

Update provided by Jan Youngquist on Apr 17, 2024 21:17:14

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.

The Lynvue opened in 2023 at 65th Street and Lyndale Avenue, which added 161 new housing units, including 10 units that are affordable to households earning 60% of the area median income. The Lynvue also includes retail space on the ground floor, which is being marketed for lease.

Staff has conversations with developers and prospective business owners on an on-going basis in an effort to bring new housing and businesses to downtown.

Initiative 2.1.1

Progress 50%

Develop a downtown strategy.

Upcoming

50.03

Completed

50.03

Owner: Julie Urban

Action: 6

Update provided by Jan Youngquist on Apr 17, 2024 21:22:25



Staff has compiled an inventory of businesses, housing, and other amenities in downtown and has incorporated the information into a GIS database. This information will be used to identify assets and opportunities as staff develops a strategy to market downtown and attract desired uses.

In 2023, 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.

Desired Outcome 2.2

Progress 63%

On Track

Upcoming

Completed

%

#

25.0

16.67

58.33

3

2

7

Diversified tax base

Owner: Julie Urban

Initiative: 2

Action: 12

Update provided by Jan Youngquist on Apr 17, 2024 21:39:39

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 efforts are being made to bring new businesses and housing options to Richfield.

- The Housing and Redevelopment Authority owns and holds various properties in Richfield for future redevelopment projects.
- City staff meets with entrepreneurs and developers on an on-going basis and evaluates development opportunities and projects to help meet identified City goals.

Initiative 2.2.1

Progress 88%

On Track

Completed

%

#

16.67

83.33

1

5

Establish strategy for pooled Tax Increment Financing (TIF).

Owner: Julie Urban

Action: 6

Update provided by Jan Youngquist on Apr 17, 2024 21:46:56

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.

Pooled TIF was also transferred to the Affordable Housing Trust Fund (AHTF). In 2023, the HRA committed \$500,000 from the AHTF for the Aster Commons project, a 38-unit supportive housing development at 6613 Portland Avenue.

Initiative 2.2.2

Progress 38%

On Track

Upcoming

Completed

%

#

33.33

33.33

33.33

2

2

2

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

Owner: Julie Urban

Action: 6

Update provided by Jan Youngquist on Apr 17, 2024 21:57:15

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 27%

Maintain Richfield as an affordable place to live

Owner: Julie Urban

Initiative: 1

Action: 7

|                 |       |   |  |
|-----------------|-------|---|--|
|                 |       |   |  |
|                 | %     | # |  |
| On Track        | 28.57 | 2 |  |
| Some Disruption | 42.86 | 3 |  |
| Upcoming        | 14.29 | 1 |  |
| Completed       | 14.29 | 1 |  |

Update provided by Julie Urban on Apr 17, 2024 21:42:28

One proposed affordable housing development (Richfield Flats) decided not to move forward, but a new development was proposed for HRA-owned property at 6501 Penn Avenue.

Planning has begun on how to spend the Local Affordable Housing Aid (LAHA) the City anticipates receiving from the metro sales tax for affordable housing. An evaluation of current housing programs has begun and will help inform decisions on how to spend LAHA funding.

Initiative 2.3.1

Progress 27%

Create community affordability strategy.

Owner: Julie Urban

Action: 7

|                 |       |   |  |
|-----------------|-------|---|--|
|                 |       |   |  |
|                 | %     | # |  |
| On Track        | 28.57 | 2 |  |
| Some Disruption | 42.86 | 3 |  |
| Upcoming        | 14.29 | 1 |  |
| Completed       | 14.29 | 1 |  |

Update provided by Julie Urban on Apr 17, 2024 21:30:43

On April 15, staff presented to policymakers on the Local Affordable Housing Aid (LAHA) that we anticipate receiving from the metro area sales tax. Planning for the first money (anticipated in October of 2024) will be part of the 2024 Revised/2025 Budget process.

On April 15, JO Companies presented an affordable housing development for 6501-25 Penn Avenue to policymakers.

MWF Properties did not receive financing for Richfield Flats, the proposed work force housing development at 7700 Pillsbury, and has decided not to pursue the development any further.

Initiative 3.2.1

Progress 51%

Create comprehensive capital funding strategy

Owner: Kumud Verma

Action: 8

|                 |      |   |  |
|-----------------|------|---|--|
|                 |      |   |  |
|                 | %    | # |  |
| On Track        | 50.0 | 4 |  |
| Some Disruption | 12.5 | 1 |  |
| Completed       | 37.5 | 3 |  |

Update provided by Chris Swanson on Apr 23, 2024 18:20:19

Staff are working with Ehlers Incorporated to provide data for the Financial Management Plan (FMP). The work will be completed 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. Once the inventory and plan for park and recreation assets and all buildings has been completed, these financial needs will be incorporated into the FMP. The asset inventory is scheduled to be completed in 2025 and incorporating the findings into the FMP in 2026.

The city has started the process to receive the \$3M in federal funding that was awarded for the WLNC building project. The city recently created a website providing information on the upcoming referendum asking voters to implement a local sales tax for the WLNC building, improvements at Veteran's Park and a new community center. Once the local funding is identified for the WLNC building project, the city can apply to receive the \$12M in state funding which was awarded last year.

PW also submitted for federal capital construction funding for five projects through the Metropolitan Council's Regional Solicitation. Project awards will be announced in July, 2024. Those projects are listed below.

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

PW also applied for and was awarded a Safe Routes to School Design Assistance grant to study locations surrounding 3 public schools in the city for walking and biking improvements. PW also applied for an infrastructure grant to improve pedestrian crossings on 70th Street at the Richfield STEM/RDLS campus, with results due later this spring

Desired Outcome 4.1



A well-trained workforce

95% of all employees meet or exceed baseline training by 2026

Owner: Sack Thongvanh

Initiative: 1

Action: 4

|          | %    | # |
|----------|------|---|
| On Track | 50.0 | 2 |
| Upcoming | 50.0 | 2 |

Update provided by Chris Swanson on Apr 22, 2024 15:00:02

A survey of managers, supervisors, and department directors was completed in Q2 of 2024. There were 22 respondents for the 3 question survey.

Respondents ranked 10 areas of future trainings they where interested in, ranked from most important to least. The top 3 results where:

1. Supervisory Skills
2. Leadership Training
3. Conflict Resolution Training
4. Communication Skills
5. Compliance/City Procedures Training

Admin plans to have training opportunities identified in Q3 of this year with training to begin in Q4.

Initiative 4.1.1



Enhanced Professional Development Plan

Owner: Sack Thongvanh

Action: 4

|          | %    | # |
|----------|------|---|
| On Track | 50.0 | 2 |
| Upcoming | 50.0 | 2 |

Update provided by Chris Swanson on Apr 22, 2024 15:01:00

A training survey was sent out and is currently being reviewed for priorities in the coming months.

Initiative 4.2.1

Develop recruitment strategy

Owner: Sack Thongvanh

Update provided by Jamie Haefner on Apr 18, 2024 20:43:31

We have reached out and plan to attend some job fairs. No formal plan has been developed yet.

Initiative 4.2.2

Progress 80%

Conduct compensation & classification study

Owner: Sack Thongvanh

Action: 4

Update provided by Jamie Haefner on Apr 18, 2024 20:41:53

Plans have been finalized for non-union and are going to council for approval on April 23rd.



|           | %    | # |
|-----------|------|---|
| On Track  | 25.0 | 1 |
| Completed | 75.0 | 3 |

Initiative 4.2.3

Progress 0%

Establish departmental succession plans

Owner: Sack Thongvanh

Action: 3

Update provided by Jamie Haefner on Apr 18, 2024 20:43:56

No formal plan has started.



|                 | %     | # |
|-----------------|-------|---|
| Some Disruption | 33.33 | 1 |
| Upcoming        | 66.67 | 2 |

Initiative 4.3.1

Progress 60%

Develop Council-staff relationship/work plan process

Owner: Chris Swanson

Action: 5

Update provided by Chris Swanson on Apr 19, 2024 16:22:57

Council and staff met in 2023 to discuss the following:

- Strategic plan progress
- Work plan and Council policy proposals
- Budget
- Standard of engagement

Council and staff will continue to meet quarterly in 2024.



|           | %    | # |
|-----------|------|---|
| Upcoming  | 40.0 | 2 |
| Completed | 60.0 | 3 |

Initiative 5.1.2

Progress 33%

Create Equity Plan

Owner: Brittany Bartlett

Action: 6

Update provided by Brittany Bartlett on Apr 11, 2024 13:58:05



|                 | %     | # |
|-----------------|-------|---|
| On Track        | 33.33 | 2 |
| Some Disruption | 16.67 | 1 |
| Upcoming        | 16.67 | 1 |
| Completed       | 33.33 | 2 |

We are finalizing the contract with a consultant to facilitate and co-create the internal citywide equity plan, led by the consultant and the city's Equity Coordinator. The process will be advised by an employee team that is being created.