



**WORK SESSION
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM
APRIL 25, 2023
5:30 PM**

Call to order

1. City Council and Staff Team Quarterly Meeting-Policy Topic Proposals and Tentative 2024 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. 15

WORK SESSION

4/25/2023

REPORT PREPARED BY: Katie Rodriguez, City Manager

DEPARTMENT DIRECTOR REVIEW: Sack Thongvanh, Assistant City Manager
4/19/2023

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager
4/19/2023

ITEM FOR WORK SESSION:

City Council and Staff Team Quarterly Meeting-Policy Topic Proposals and Tentative 2024 Workplans

EXECUTIVE SUMMARY:

This Work Session is the second quarterly City Council-Staff Leadership meeting and focuses on considering Council Policy Requests and reviewing tentative 2024 Department Workplans. The workplans generally do not include business as usual work but projects that represent continuous improvement in processes, programs and technology. The projects also include progress on strategic initiatives.

In order to better prioritize and manage City workplans given that there are limited financial and staff resources, Council submits any additional policy topic requests to be considered prior to the annual budget process. Relevant staff provide additional information on any challenges to implement, approximate costs and staff time, possible next steps and the impact on existing workplans and progress on the Strategic Plan. This allows for a comprehensive consideration of adding or changing workplans and should result in a more focused City leadership. The more formal approach to considering additional projects should also result in a more transparent process and a more sustainable workload which builds healthy Council-staff relationships. Both goals are desired outcomes in the Strategic Plan.

City Council members submitted four policy topics to consider and staff have added additional information which are attached to the agenda. Staff have also included the department's tentative 2024 workplans which will be finalized as part of the upcoming budget process.

The policy requests to be discussed include:

- Hosting a State of the Community event
- Limitations on institutional ownership of residential properties
- Additional renter protections
- Eliminating parking minimums

DIRECTION NEEDED:

Consider the four policy topics to determine if they are a priority to add to 2024 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 including Focused City Leadership and Healthy Council-staff Relationships. 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 to review workplans.

B. POLICIES (resolutions, ordinances, regulations, statutes, etc):

N/A

C. CRITICAL TIMING ISSUES:

Staff are creating their 2024 workplans in preparation for the 2023-24 budget process which begins in May 2023.

D. FINANCIAL IMPACT:

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

E. LEGAL CONSIDERATION:

Legal consideration may be included in the individual policy requests.

ALTERNATIVE(S):

Council may choose not to prioritize the requests for 2024, may defer to a future year or may prioritize an alternate approach to the specific requests that advances the same goal.

PRINCIPAL PARTIES EXPECTED AT MEETING:

ATTACHMENTS:

Description	Type
▢ SP desired outcomes	Backup Material
▢ Work plan	Backup Material
▢ Policy Proposal-Institutional Ownership of Housing	Cover Memo
▢ Policy Proposal-Parking Minimums	Cover Memo
▢ Policy Proposal-Renter Protections	Cover Memo
▢ Policy Proposal-State of the Community	Cover Memo

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

Action step	Priority/Outcome	Process Improvement?	Assigned to	Status	Notes
Initiate a customer service feedback survey of our Deputy Registrar and passport customers.	4b	Y	Administrative Services	TBD	Intend to work with new Equity Coordinator when the position is filled.
Develop Capital Replacement Schedule for City Hall	3		Administrative Services - Buildings	2023	
Security Camara Replacement for City Hall and New Cameras for Public Works	3		Administrative Services - Buildings	2024	
Develop Data Management System - City Wide	1,3,4	Y	Administrative Services - City Clerk	2023	City Clerk is starting the project by centralizing contract management in 2023. Working through an action plan with IT to create a categorization template for contracts storage in Laserfiche. Once a plan is in place, feedback will be taken from each department for best ways to proceed.
Agenda Packet Tool (also see Executive Item)	1c	Y	Administrative Services - City Clerk	2023-2024	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.
Re-Establish Employee Engagement Committee	1,4		Administrative Services - Communications	Q2 2023	
Provide internal training on branding, social media, website management and other communications-related efforts.	1,4		Administrative Services - Communications	Q4 2023	This will include rebooting the web-user team.
Refine the website to make information more accessible to the community.	1c		Administrative Services - Communications	2025	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.
Update and enhance existing Carousel infrastructure to provide up to date information on public info screens at City Hall	1c		Administrative Services - Communications	Q3 2023	
Offer more city-generated content in Spanish in print, social media and online forms.	5a		Administrative Services - Communications	2024	
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	Summer 2023	In planning stages. Vehicle is secured via PWs. Will be able to travel on trail or street.
Employee Survey	1, 4		Administrative Services - HR	Q3-Q4 2023	The cycle has been every two years to survey staff on employee experience, satisfaction and solicit feedback.
Stay Interviews	1,4		Administrative Services - HR	Q3 2023	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...)
Compensation and Class Study	1b & 4b		Administrative Services - HR	2023	The Committee has selected a vendor (Baker Tilly) and references are currently being contacted.
Implement Electronic Personal Action Form (PAF)	1c	Y	Administrative Services - HR	Q4 2023 or 2024	Will restart after the hire and onboarding of HR staff
Worker Compensation Program	1c		Administrative Services - HR	Q4 2023-Q1 2024	Explore alternatives to our self insurance with LMCIT
Organizational culture training	4 a,b		Administrative Services - HR	Q4 2023 to 2024	Continue the training for all staff (will depend on the capacity of the internal trainers)
Safety Pays Program	4a		Administrative Services - HR	Q4 2023	Explore continuing the program
Create a more robust new hire orientation that includes overall City services education	4a		Administrative Services - HR	Q4 2023	Create more interactive onboarding experience on first day and additional education monthly.
Update our AWAIR program including a plan for Safety Training (non Fire, Police and PW staff)	4a		Administrative Services - HR	Q1 2024	
Implement CDL Clearinghouse processes	4a	Y	Administrative Services - HR	Q2 2023	Update CDL drug testing policy and procedures required by the Clearinghouse.
Upgrade of Oracle Finance and HR software	1c	Y	Administrative Services - HR/Finance	Q1 2024	LOGIS has confirmed a planned live date in May, 2024.
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 are scheduled to start installation in late May, 2023 with completion in June 2023.
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.
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
Microsoft365	1c & 3a	Y	Administrative Services - IT	Q4 2022 - Q2 2023	Completed the installation of M365 in January to all devices (ARPA project)
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....
Infrastructure - Fiber Install	1c & 3a		Administrative Services - IT	Ongoing	2023 - Penn Liquor store will be connected to fiber, 3 well houses will be connected to fiber 2024 - 2 well houses will be connected to fiber Continue to create redundancy in the Fiber Infrastructure.
IT & Security Assessment-Loffler	1c & 3a	Y	Administrative Services - IT	Q2 2023	Complete the assessments and review the reports
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.
Restart In-Person Events like Richfield Home Tour & Realtor Workshop	2b		Community Development	2023/2024	
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	
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	2023/2024	Continuation of code update work to reflect Comprehensive Plan.
Update housing work plan. Develop appropriate continuum of affordability, identify tools to address unmet needs and investment and preservation of NOAH 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.
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.

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

Action step	Priority/Outcome	Process Improvement?	Assigned to	Status	Notes
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.
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. Planning staff to evaluate communications improvements (e.g. email subscriptions, engagement, Esri storymaps)
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 summer 2023.
Implement electronic plan review and new city-wide permitting system to improve efficiency in <u>permitting/plan review</u>	1c	Y	Community Development/several other departments	2022/2023/2024	ARPA funded. Began data transfer to vendor 2022; full implementation 2023. 2023/2024 update all templates/SOPS to reflect new system. Several zoning code text amendments identified to improve efficiency.
Create strategic plan with priorities, measureable outcomes and performance targets for the next four years. The process will include both internal and <u>external stakeholder input</u>	5-Jan		Executive	Complete	Some targets will be detailed in Q4 2023
Develop council-staff leadership relationship plan (<u>meet quarterly includes workplan process</u>)	1a & 4c	Y	Executive	Complete	
Document processes in a manual. Provide training for commissioners and chairs. Update and review the charter commission application, appointment and recruitment process. Obtain and track demographic information for all applicants. Survey for better recruitment and retention.	1a & 5b	Y	Executive	2023	Implemented several changes to recruitment process and with liaisons based on best practices and feedback from commissioners. Provided commissioner and chair training. Currently obtaining demographic information.
Contract for community survey (last completed in 2020)	1c & 5a		Executive	2024	
Update agreement with Richfield Tourism and <u>Promotion Board</u>	2a & b	Y	Executive	Complete	Recruited and Council appointed resident and restaurant representative as part of new agreement with RTPB.
Recruit and hire an Equity Coordinator to provide citywide coordination of programs, education and <u>outreach in the areas of equity & inclusion</u>	5 a-c		Executive	Q2 2023	Posting for Equity Coordinator position in April, interviews in May with a target June start date.
Work with HRC and Public Safety to present a <u>conversion therapy ban ordinance to Council</u>	5a		Executive	Complete	Council passed a ban at their October 11, 2022 Meeting.
Create customer service rating increase strategy	5a		Executive	2024	Assist Admin Services in their customer service rating process and expand to other departments in 2024 or future years.
Create Equity Plan framework and support departments in creating their specific equity workplans	5a		Executive / CAREs Team	Q1 2024	
Create and launch a public equity and inclusion <u>webpage</u>	5a		Executive / CAREs Team	Q4 2023	
Create equity tool kit and support departments in the <u>continued use of the tool kit</u>	5c		Executive / CAREs Team	Q3 2023	
Create equity lens and integrate in staff reports, train and support all departments on how to use the equity <u>lens</u>	5c		Executive / CAREs Team	Q4 2023	
Embed strategic plan mission, vision, values and strategic priorities in communications and city <u>processes</u>	1a	Y	Executive/Admin Serv	Q2 2023	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.
Create Public strategic plan dashboard to track and report performance targets. Update the progress on the <u>strategic plan quarterly</u>	1a		Executive/Admin Serv	Complete	Dashboard has been added to the website and will be improved and updated on an ongoing basis.
Evaluate the options for agenda management system to improve staff report workflow for public meetings.	1c	Y	Executive/Admin Serv	Q4 2023	This may be rescheduled to 2024 depending on capacity.
<u>Develop and implement training program</u>	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, <u>council, commission, and community annually</u>	5a		Executive/Admin Serv	2024	
Update and create HR processes/policies that align with <u>equity and inclusion goals</u>	5b	Y	Executive/Admin Serv	2024	This work will begin in 2024 but may extend into 2025.
Partner with local legislators, state agencies and <u>regional partners to advance key city priorities</u>	1 & 3		Executive/All Departments	Ongoing	\$12M request for Wood Lake Nature Center (WLNC) building in House and Senate 2023 bonding bills. Secured \$3M in federal funding for WLNC. Local sales tax request in the Senate bill but not the House. 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 Recreation and Fire on the top priorities this year.
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.
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
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.
Optimal staffing to meet service demands. Support recruitment and retention, maintain workforce <u>capacity</u>	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

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

Action step	Priority/O utcome	Process Improvem ent?	Assigned to	Status	Notes
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.
Upgrade of Oracle Finance and HR software	1c	Y	Finance/Admin Serv	Q1 2024	LOGIS has confirmed a planned live date in May, 2024.
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.
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	2023-24	Working with area departments to determine best ways to implement; Fire Cadet Program, EMS Delivery Strategy, and other current trends
Update the Response Time Residency requirement	1c, 4b	Y	Fire	Q1 2023	Worked with firefighters to find a balance for response and moved residency to 20 minutes with a new policy and MOU with L1215
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	Q1 2025	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 assessments for schools and businesses on their emrgency plans, ect. We are working with several schools and businesses over the next two years.
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.
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 to 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.
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	Q4 2023- 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.
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 crtical 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.
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.
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 to 2026	Exceed the national average and are one of the more diverse departments in our state.
1 Internal promotion from CSO and 2 hired that are bi-lingual in Spanish/BIPOC. Hire 1 additional CSO due to workload and opportunity to promote internally to fill police officer vacancies. Still have officer vacanies 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)
Hire 1 additional Social Worker to add to our embedded Social Worker program.	1a-c,3,4, 5a-c		Public Safety	2023	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.
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	Q4 2022/2024	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

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

Action step	Priority/Outcome	Process Improvement?	Assigned to	Status	Notes
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	Q4 2022 to 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 Business community to do this.
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.
The City needs a new Public Works storage facility.	1c, 3a		Public Works	2023-2025	In 2023, the goal is to identify funding for a future PW salt storage facility and timeframe/process for location determination 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. Condition assessments are on-going with desktop analyses and field inspections, work on storm system is the current focus is targeted for Q4 2025 completion. Effort is starting on inventorying
Successfully complete the 65th Street Reconstruction	2a, 3a		Public Works	2023	On schedule. Construction began summer 2022 with completion expected for fall 2023.
Collaborate with state officials to examine the equitability of regional cost share policies	2c, 3b		Public works	2023/2024	2023/2024 legislative session is current window to have legislation drafted and identify champions at the Capitol.
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.
Conduct a utility rate affordability analysis	2c, 5c		Public Works	Completed	Final report distributed to City Council Q1 2023.
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.
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 acquisition in 2022. If meters can be obtained, project will complete in 2023.
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	Q4 2023	Work with City Attorney and other comparable local agencies to adopt and implement ordinances that meet the needs of Richfield and it's businesses/residents.
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.
Successfully complete the 77th Street Underpass construction.	3a, 5a		Public Works	2023	On schedule. Began construction summer 2021 with completion in October 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.
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.
Investigate reducing residential speed limits	5c		Public Works	2022/2023	CC work Session October 11, 2022; Second WS scheduled for May 9, 2023.
Explore additional recreation funding sources	1b		Recreation Services	Ongoing	Park dedication fees, franchise fees, referendum, local sales tax, look at options and research options. The 2023 legislative session will direct both a referendum and local tax initiatives.
Develop a timeline and funding plan for a new nature center.	1b, 3a,b, 5a,c		Recreation Services	2021-2025	Pre-design work for a new building was complete in 6/2021. Both engagement and financial strategies have been implemented in 2021-2022. A bonding bill has been submitted for consideration, and the MMB reporting was completed in 6/2021. We are hopeful for a special legislative session to secure state funding. Private donations will also be solicited.
Expand programming at the Richfield Farmer's Market to include more aspects of Veterans Park	1c		Recreation Services	On-going	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.
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.
Establish a small scale community garden program	3a,c		Recreation Services	2022-2023	Launch in May 2023. We have historically had a community garden program and residents would like to see it return.
Oversee a municipal building energy audit and implement needed energy improvements that are within our capacity.	3b,c		Recreation Services	2023-2024	Part of the Climate Action Plan and funded through ARPA funds.
Prioritize Climate Action Plan Goals	3c		Recreation Services	2022-2023	Work with staff and the Sustainability Commission to focus CAP work.
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.
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.
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.
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.
Expansion of skate park at Augsburg Park	5a,c		Recreation Services	2022-2023	Launch late summer 2023. Would make the skate park more inclusive to all ages and abilities.
Implement bike park at Taft Park	5a,c		Recreation Services	2022-2023	Launch late summer/early fall 2023. In partnership with Three Rivers Park District.
Develop mission, vision, values, and goals collaboratively as a Department.	1a, 4a		Recreation Services/Public Works	2023	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.
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	2022-2023	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.

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

Action step	Priority/Outcome	Process Improvement?	Assigned to	Status	Notes
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.

2023-2024 City of Richfield Action Steps (Workplan)

Action step	Priority/O utcome	Process Improvem ent?	Assigned to	Status	Notes
Initiate a customer service feedback survey of our Deputy Registrar and passport customers.	4b	Y	Administrative Services	TBD	Intend to work with new Equity Coordinator when the position is filled.
Develop Capital Replacement Schedule for City Hall	3		Administrative Services - Buildings	2023	
Security Camara Replacement for City Hall and New Cameras for Public Works	3		Administrative Services - Buildings	2024	
Develop Data Management System - City Wide	1,3,4	Y	Administrative Services - City Clerk	2023	City Clerk is starting the project by centralizing contract management in 2023. Working through an action plan with IT to create a categorization template for contracts storage in Laserfiche. Once a plan is in place, feedback will be taken from each department for best ways to proceed.
Agenda Packet Tool (also see Executive Item)	1c	Y	Administrative Services - City Clerk	2023-2024	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.
Re-Establish Employee Engagement Committee	1,4		Administrative Services - Communications	Q2 2023	
Refine the website to make information more accessible to the community.	1c		Administrative Services - Communications	2025	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.
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	Summer 2023	In planning stages. Vehicle is secured via PWs. Will be able to travel on trail or street.
Provide internal training on branding, social media, website management and other communications-related efforts.	1,4		Administrative Services - Communications	Q4 2023	This will include rebooting the web-user team.
Update and enhance existing Carousel infrastructure to provide up to date information on public info screens at City Hall.	1c		Administrative Services - Communications	Q3 2023	
Offer more city-generated content in Spanish in print, social media and online forms.	5a		Administrative Services - Communications	2024	
Compensation and Class Study	1b & 4b		Administrative Services - HR	2023	The Committee has selected a vendor (Baker Tilly) and references are currently being contacted.
Implement Electronic Personal Action Form (PAF)	1c	Y	Administrative Services - HR	Q4 2023 or 2024	Will restart after the hire and onboarding of HR staff
Upgrade of Oracle Finance and HR software	1c	Y	Administrative Services - HR/Finance	Q1 2024	LOGIS has confirmed a planned live date in May, 2024.
Worker Compensation Program	1c		Administrative Services - HR	Q4 2023-Q1 2024	Explore alternatives to our self insurance with LMCIT
Employee Survey	1, 4		Administrative Services - HR	Q3-Q4 2023	The cycle has been every two years to survey staff on employee experience, satisfaction and solicit feedback.
Stay Interviews	1,4		Administrative Services - HR	Q3 2023	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...)
Safety Pay Program	4a		Administrative Services - HR	Q4 2023	Explore continuing the program
Organizational culture training	4 a,b		Administrative Services - HR	Q4 2023 to 2024	Continue the training for all staff (will depend on the capacity of the internal trainers)
Create a more robust new hire orientation that includes overall City services education	4a		Administrative Services - HR	Q4 2023	Create more interactive onboarding experience on first day and additional education monthly.
Update our AWAIR program including a plan for Safety Training (non Fire, Police and PW staff)	4a		Administrative Services - HR	Q1 2024	
Implement CDL Clearinghouse processes	4a	Y	Administrative Services - HR	Q2 2023	Update CDL drug testing policy and procedures required by the Clearinghouse.
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 are scheduled to start installation in late May, 2023 with completion in June 2023.
Microsoft365	1c & 3a	Y	Administrative Services - IT	Q4 2022 - Q2 2023	Completed the installation of M365 in January to all devices (ARPA project)
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....
Infrastructure - Fiber Install	1c & 3a		Administrative Services - IT	Ongoing	2023 - Penn Liquor store will be connected to fiber, 3 well houses will be connected to fiber 2024 - 2 well houses will be connected to fiber Continue to create redundancy in the Fiber infrastructure.
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.
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
IT & Security Assessment-Loffler	1c & 3a	Y	Administrative Services - IT	Q2 2023	Complete the assessments and review the reports
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.
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.
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			Community Development	2023/2024	Planning Commission training scheduled. Planning staff to evaluate communications improvements (e.g. email subscriptions, engagement, Esri storymaps)
Update housing work plan. Develop appropriate continuum of affordability, identify tools to address unmet needs and investment and preservation of NOAH 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.
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	2b, 2c,3c		Community Development	2023/2024	

2023-2024 City of Richfield Action Steps (Workplan)

Action step	Priority/Outcome	Process Improvement?	Assigned to	Status	Notes
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.
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 summer 2023.
Implement electronic plan review and new city-wide permitting system to improve efficiency in permitting/plan review	1c	Y	Community Development/several other departments	2022/2023/2024	ARPA funded. Began data transfer to vendor 2022; full implementation 2023. 2023/2024 update all templates/SOPS to reflect new system. Several zoning code text amendments identified to improve efficiency.
Analyze multi-family (MR-2/MR-3) regulations to ensure supportive of "missing middle" type projects	2b,c		Community Development	2023/2024	Continuation of code update work to reflect Comprehensive Plan.
Restart In-Person Events like Richfield Home Tour & Realtor Workshop	2b		Community Development	2023/2024	
Create strategic plan with priorities, measureable outcomes and performance targets for the next four years. The process will include both internal and external stakeholder input.	5-Jan		Executive	Complete	Some targets will be detailed in Q4 2023
Partner with local legislators, state agencies and regional partners to advance key city priorities.	1 & 3		Executive/All Departments	Ongoing	\$12M request for Wood Lake Nature Center (WLNC) building in House and Senate 2023 bonding bills. Secured \$3M in federal funding for WLNC. Local sales tax request in the Senate bill but not the House. 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 Recreation and Fire on the top priorities this year.
Develop council-staff leadership relationship plan (meet quarterly includes workplan process)	1a & 4c	Y	Executive	Complete	
Document processes in a manual. Provide training for commissioners and chairs. Update and review the charter commission application, appointment and recruitment process. Obtain and track demographic information for all applicants. Survey for better recruitment and retention.	1a & 5b	Y	Executive	2023	Implemented several changes to recruitment process and with liaisons based on best practices and feedback from commissioners. Provided commissioner and chair training. Currently obtaining demographic information.
Update agreement with Richfield Tourism and Promotion Board.	2a & b	Y	Executive	Complete	Recruited and Council appointed resident and restaurant representative as part of new agreement with RTPB.
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	Q2 2023	Posting for Equity Coordinator position in April, interviews in May with a target June start date.
Work with HRC and Public Safety to present a conversion therapy ban ordinance to Council	5a		Executive	Complete	Council passed a ban at their October 11, 2022 Meeting.
Contract for community survey (last completed in 2020)	1c & 5a		Executive	2024	
Create Equity Plan framework and support departments in creating their specific equity workplans	5a		Executive / CAREs Team	Q1 2024	
Create and launch a public equity and inclusion webpage.	5a		Executive / CAREs Team	Q4 2023	
Create equity tool kit and support departments in the continued use of the tool kit.	5c		Executive / CAREs Team	Q3 2023	
Create equity lens and integrate in staff reports, train and support all departments on how to use the equity lens.	5c		Executive / CAREs Team	Q4 2023	
Embed strategic plan mission, vision, values and strategic priorities in communications and city processes.	1a	Y	Executive/Admin Serv	Q2 2023	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.
Create Public strategic plan dashboard to track and report performance targets. Update the progress on the strategic plan quarterly.	1a		Executive/Admin Serv	Complete	Dashboard has been added to the website and will be improved and updated on an ongoing basis.
Evaluate the options for agenda management system to improve staff report workflow for public meetings.	1c	Y	Executive/Admin Serv	Q4 2023	This may be rescheduled to 2024 depending on capacity.
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.
Create customer service rating increase strategy	5a		Executive	2024	Assist Admin Services in their customer service rating process and expand to other departments in 2024 or future years.
Report progress on equity plan metrics to staff, council, commission, and community annually	5a		Executive/Admin Serv	2024	
Update and create HR processes/policies that align with equity and inclusion goals.	5b	Y	Executive/Admin Serv	2024	This work will begin in 2024 but may extend into 2025.
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.
Upgrade of Oracle Finance and HR software	1c	Y	Finance/Admin Serv	Q1 2024	LOGIS has confirmed a planned live date in May, 2024.
Implement Electronic Timecards	1c	Y	Finance/Admin Serv	2024	
Update the Response Time Residency requirement	1c, 4a-b, 5a-c	Y	Fire	Q1 2023	Worked with firefighters to find a balance for response and moved residency to 20 minutes with a new policy and MOU with I1215
Strategic Visioning with area Fire Departments	1c, 4a-b, 5a-c		Fire	2023-24	Working with area departments to determine best ways to implement; Fire Cadet Program, EMS Delivery Strategy, and other current trends
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

2023-2024 City of Richfield Action Steps (Workplan)

Action step	Priority/O utcome	Process Improvem ent?	Assigned to	Status	Notes
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	Q1 2025	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 business are requesting this to be completed and we are working in collaboration to perform these. We are getting alot of requests still to do assessments for schools and businesses on their emrgency plans, ect. We are working with several schools and businesses over the next two years.
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.
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 to 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.
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	Q4 2023-2025	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.
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 crtical 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.
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.
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 to 2026	Exceed the national average and are one of the more diverse departments in our state.
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 vacanies 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)
Hire 1 additional Social Worker to add to our embedded Social Worker program.	1a-c 3,4,5a-c		Public Safety	2023	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
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	Q4 2022/2024	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

2023-2024 City of Richfield Action Steps (Workplan)

Action step	Priority/Outcome	Process Improvement?	Assigned to	Status	Notes
Strengthen community partnerships through the JCPP 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	Q4 2022 to 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 Business community to do this.
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 theme 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.
Investigate reducing residential speed limits	5c		Public Works	2022/2023	CC work Session October 11, 2022; Second WS scheduled for May 9, 2023.
The City needs a new Public Works storage facility.	1c, 3a		Public Works	2023-2025	In 2023, the goal is to identify funding for a future PW salt storage facility and timeframe/process for location determination 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. Condition assessments are on-going with desktop analyses and field inspections, work on storm system is the current focus is targeted for Q4 2025 completion. Effort is starting on inventorying and assessing park assets in 2023 as well as completing a condition assessment of streets.
Successfully complete the 65th Street Reconstruction	2a, 3a		Public Works	2023	On schedule. Construction began summer 2022 with completion expected for fall 2023.
Conduct a utility rate affordability analysis	2c, 5c		Public Works	Completed	Final report distributed to City Council Q1 2023.
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 acquisition in 2022. If meters can be obtained, project will complete in 2023.
Collaborate with state officials to examine the equitability of regional cost share policies	2c, 3b		Public works	2023/2024	2023/2024 legislative session is current window to have legislation drafted and identify champions at the Capitol.
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.
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.
Finalize an Active Transportation plan to guide multi-modal improvements and develop an implementation and funding plan for elements identified in the Active	3a, 5c		Public Works	2023/2024	Completing public engagement in spring 2023 and developing final plan through 2023/early 2024.
Successfully complete the 77th Street Underpass construction	3a, 5a		Public Works	2023	On schedule. Began construction summer 2021 with completion in October 2023.
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	Q4 2023	Work with City Attorney and other comparable local agencies to adopt and implement ordinances that meet the needs of Richfield and it's businesses/residents.
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.
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.
Explore additional recreation funding sources	1b		Recreation Services	Ongoing	Park dedication fees, franchise fees, referendum, local sales tax, look at options and research options. The 2023 legislative session will direct both a referendum and local tax initiatives.
Develop a timeline and funding plan for a new nature center.	1b, 3a,b, 5a,c		Recreation Services	2021-2025	Pre-design work for a new building was complete in 6/2021. Both engagement and financial strategies have been implemented in 2021-2022. A bonding bill has been submitted for consideration, and the MMB reporting was completed in 6/2021. We are hopeful for a special legislative session to secure state funding. Private donations will also be solicited.
Expand programming at the Richfield Farmer's Market to include more aspects of Veterans Park	1c		Recreation Services	On-going	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.
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.
Establish a small scale community garden program	3a,c		Recreation Services	2022-2023	Launch in May 2023. We have historically had a community garden program and residents would like to see it return.
Oversee a municipal building energy audit and implement needed energy improvements that are within our capacity	3b,c		Recreation Services	2023-2024	Part of the Climate Action Plan and funded through ARPA funds.
Prioritize Climate Action Plan Goals	3c		Recreation Services	2022-2023	Work with staff and the Sustainability Commission to focus CAP work.
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.
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.
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.
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.
Expansion of skate park at Augsburg Park	5a,c		Recreation Services	2022-2023	Launch late summer 2023. Would make the skate park more inclusive to all ages and abilities.

2023-2024 City of Richfield Action Steps (Workplan)

Action step	Priority/Outcome	Process Improvement?	Assigned to	Status	Notes
Implement bike park at Taft Park	5a,c		Recreation Services	2022-2023	Launch late summer/early fall 2023. In partnership with Three Rivers Park District.
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	2022-2023	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.
Develop mission, vision, values, and goals collaboratiely as a Department.	1a, 4a		Recreation Services/Public Works	2023	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.
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.

Council Policy Topic Request

Date: 1/26/23

Submitted by: Mary Supple

Brief Description of the topic:

During the recent policy debate on zoning changes, residents on both sides of the issue spoke of concerns about real estate investors buying up homes and being absentee landlords. This presents a problem as the investors often outbid home buyers looking for an affordable way to enter the home ownership market. It can also lead to maintenance issues that tenants must deal with from unresponsive absentee landlords.

I would like us to study possible remedies for this situation. It may depend on what happens at the legislature.

How does this topic align with city strategic priorities?

Community Development: Maintain Richfield as an affordable place to live.

Equity and Inclusion: Reduced racial inequities and barriers for traditionally excluded groups.

Staff Information:

Staff has not seen investor ownership as an issue in Richfield to-date. In 2013-2014 (following the recession), Invitation Homes purchased 35 homes. We haven't seen that kind of activity since then, and Invitation Homes has been a responsible property manager. There are a little over 700 single family rental homes in the community (7% of the single-family housing stock), and these units provide an important supply of larger bedroom rental units that are not available in our apartment stock.

A more detailed look at our licensing data couldn't happen until the new permitting software is operational late this year; however, the Federal Reserve has created a tool to look at this issue: [Federal Reserve Tool of Investor Ownership](#) and a [recent article](#) does not identify Richfield in the top 10 census tracts in suburban communities with housing stock being purchased by investor owners.

Staff will monitor the bill that's been introduced at the Legislature (SF 365 would restrict all corporate ownership, defined as an investor owning 2 or more properties) and continue to take note if we see an increase in investor purchases through our Point of Sale program. If no state bill passes, and Council decides this is a priority issue to pursue, an analysis of our licensing data could become a 2024 work plan item.

There are national studies suggesting that institutional buyers may be outcompeting traditional buyers. Institutional buyers typically pay in cash and can be willing to waive inspections. Inspections cannot be waived in Richfield and it's difficult for staff to track whether sales are cash/financed buyers. As mentioned above, we do not believe this is happening at any type of large-scale in Richfield, but

additional thought on how to find and track this data, staff time needed, and costs associated are unknown at this time.

If this became a work plan item, the other departments that would be involved include Public Works (GIS), IT, and Environmental Health. This item may also need to include outside vendor CitizenServe (permitting software company).

Note: If the issue is more one of property maintenance in general, regardless of housing tenure, the topic should be shifted to Environmental Health to take the lead. Current technology makes it difficult to review data related to the relationship between code violations and property ownership and type without significant staff time.

Council Policy Topic Request — Eliminate Parking Minimums

Date: February 1, 2023

Submitted by: Sean Hayford Oleary

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

I propose that we consider removing off-street parking minimums from our zoning code. This would not mean banning parking, or even reducing our current maximums. What it would mean is that businesses, homeowners, and apartment owners would be free to build the amount of parking they need to meet their own parking demand.

Our current parking minimums impede small businesses from opening in Richfield, especially in smaller and older sites, like the Penn Central corridor and the East 66th Street small business corridor. It is almost impossible to open a restaurant in many of these spaces because there is simply no way to fit the amount of parking required on site.

In addition, parking minimums for housing prohibit creating housing that is truly transit-oriented, and increases the cost of housing. We recently discussed the proposed supportive housing project at Portland and 66th, where the developer anticipated needing half a space per unit or less. There was almost no pushback from the Council at that time, because it seemed intuitive that this development would not require much parking.

Rather than operating on one-off exceptions, I propose we have a simple approach — one increasingly used by cities across the country: remove the parking minimums entirely.

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

Parking minimums relate to all three of our desired outcomes of the Community Development priority:

1. *A vibrant downtown*

Eliminating parking minimums will allow for walkable businesses and housing, and allow for truly transit-oriented development — without preventing property owners from meeting car drivers' needs. Eliminating parking minimums will also allow more flexible use of existing commercial space, helping us achieve our key outcome indicator of increasing downtown businesses.

2. *Increased tax base*

Parking is a major development cost, but creates little tax base (especially surface parking). When developers provide lower amounts of parking, that leaves more land available for building homes and businesses that create more tax base.

3. *Maintain Richfield as an affordable place to live*

Building more parking than a property owner requires adds development cost and reduces affordability. According to a recent work session (12/08) on the Community Center, structured parking spaces cost ~\$35,000 per stall.

In addition, it relates to the following priority areas:

4. *High-Quality Workforce: Staff capacity*

A great deal of time is spent by community development staff on parking. Although some tasks would still remain, eliminating variances and PUD variations for parking would reduce time demands on staff with each development.

5. *Sustainable infrastructure: Climate resilience*

Driving is a major source of carbon emissions, and more free parking induces more driving. In addition, parking itself exacerbates local climate problems, like creating runoff and exacerbating urban heat islands.

Staff information:

Staff does not disagree with the alignment of the proposal to the City's strategic goals, but has the following concerns:

- **Significant staff time.** Code/policy changes are worked on in between statutorily-required work (e.g. land use applications), business/resident inquiries, code enforcement, project management etc. Recent zoning code changes related to two-family homes took approximately 18 months. We would anticipate a similar amount of time to thoroughly investigate and coordinate this policy change.
- **Reprioritization.** "Community Development" is designated as a Strategic Priority in and of itself and approximately ¼ of all initiatives belong to this department. Staff is in the midst of updates to the development review process and procedures per the Strategic Plan, but would propose pausing this work once the CitizenServe component is completed later this year and delaying work on a downtown strategy in order to carve out time necessary to complete this item if deemed a priority by the Council. (This would be a reprioritization and not change the amount of time expected to complete work.)
- **Additional departments.** Several additional departments will need to dedicate time to this initiative:
 - o Public Safety
 - o Fire
 - o Public Works / Engineering
 - o Communications

- **Initial thoughts.**

- The City continues to work on solutions related to current (reduced) parking requirements; particularly during the winter. A move to eliminate all requirements could be premature.
- Increased street parking should be accompanied by comprehensive sidewalk policy to offer pedestrians a safe alternative.
- The community does not seem ready/supportive.
- There are parking ratios that staff has identified as problematic that could be addressed as part of planned housekeeping updates in 2023/2024 as we continue to work on challenges identified in first bullet.

Council Policy Topic Request

Council Policy Topic Request- Research and implement additional renter protections

Date: 1/10/23

Submitted by: Ben Whalen

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

Research and implement additional renter protections, similar to what St. Paul and Minneapolis did in the last few years. Examples could include limiting background searches to certain crimes or specific timelines (ie. violent or property crimes in the last 7 years), prohibiting credit scores as a criteria, limiting security deposit amounts (ie. no more than two times monthly rent), notice to pay or quit prior to an eviction being filed, or others. It is unclear to me which of these policies are working well or were struck down through lawsuits but it seems like low hanging fruit to implement any of them that have gone well.

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

The main focus would be on equity - addressing the ways that discrimination in the justice system carries over into housing with over-zealous background checks, addressing the ways credit scores are discriminatory, addressing how expensive security deposits are a barrier to housing for low income folks, and addressing the fact that landlords can currently file evictions the day rent is unpaid even before notifying the tenant they are doing so. Specifically in our housing conversations we've talked about how to better treat renters as dignified members of the community and these seem like key steps we could take in that direction.

Staff information:

The Strategic Plan currently calls for the development of a Housing Navigator position to support our renter communities, which may be another way to address some of the problems these tools and ordinances are attempting to address. Staff sees the funding of the Conflict Resolution Center (CRC) with an ARPA social service grant as a first step toward creating this role. CRC proposes to build relationships in the apartment communities, assess needs, offer conflict resolution services, training, and resource navigation. If the result of their work is that these kinds of renter protection tools are needed, we could take a closer look at these tools.

If the majority of the Council would rather focus our efforts on renter protection tools, we could delay or replace the Housing Navigator position. Further research and engagement would be needed that would take significant staff time to do well and possibly use of a consultant (could follow a similar process from several years ago where we evaluated a variety of tools and strategies for NOAH preservation over the course of several months and eventually adopted some). The Strategic Plan calls for the creation of an affordability strategy, and adoption of renter protection tools could be part of the work plan of that strategy.

In the short-term (2023), staff can survey other communities on what tools have been adopted, how those tools are working, and prepare a Council memo with the results (8-12 hours of CD staff time).

Note: Monitoring compliance with any new ordinances would likely require additional staffing. Compliance-monitoring is taking increasing amounts of time. This is exacerbated by staffing challenges in apartment management.

Council Policy Topic Request

Date: 1/26/23

Submitted by: Mary Supple

Brief description of the topic:

Mayors in many communities do a State of the City speech. Maria had looked to expanding that to a State of the Community event, but severe weather and the pandemic caused a change in plans. **I would like to discuss moving forward with this idea with council** – perhaps next year if staff does not have the capacity to do it this spring. I am looking for feedback on possible partners. Right now I have Richfield Schools (possibly other charters and private schools), the Chamber of Commerce, the Tourism Board, VEAP, Bloomington Public Health, and transit organizations like the 494 Corridor Commission on my list. Also, it would be great to feature a student group like the RHS jazz band.

How does this topic align with city strategic priorities?

I believe it is an opportunity to highlight Equity and Inclusion (a diverse, inclusive, and thriving hometown) and Operational Excellence (an organization that delivers results). If we are in a LST referendum campaign next year, it could also highlight Sustainable Infrastructure (infrastructure that meets community needs).

Staff Information:

Approximate costs and staff time: We estimate that the costs would be in the \$5k range if we did a post card mailing and no food. We estimate about 60 hours of staff time to coordinate booths for community partners, food trucks (if included), communications before and during the event. There could be other staff time costs at the event.

Timing: The city currently has multiple summertime/early autumn events that they help coordinate (RW&B days, Penn Fest, Unity in the Community...) so a spring or winter date is preferable. Since it is late to start planning an event for 2023, staff recommend a late spring date in 2024. One possibility is to open the Music in the Park series at the bandshell in Vet's Park.

Alignment with SP: We agree that a state of the community is an opportunity to highlight our progress on strategic initiatives and hosting in a park will align especially well with the Sustainable Infrastructure priority. It is also an engagement opportunity for other city projects and programs.

Departments to lead: Executive and Communications (Administrative Services), staff would also coordinate with Recreation Services and Public Works if hosted in a park, Public Safety (food trucks) and extend engagement opportunities to all departments.