



**WORK SESSION
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM
JUNE 22, 2021
5:00 PM**

Call to order

1. Establish goals and objectives to guide staff in developing the budget for 2022.
2. Discussion of city mission and vision statements.

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 612-861-9738.

**STAFF REPORT NO. 20****WORK SESSION****6/22/2021**

REPORT PREPARED BY: Katie Rodriguez, City Manager

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager
6/17/2021**ITEM FOR WORK SESSION:****Establish goals and objectives to guide staff in developing the budget for 2022.****EXECUTIVE SUMMARY:**

The City has contracted with Rapp Consulting Group to facilitate a strategic planning process to begin this August and conclude with a 3 year report by the end of the year. The plan will include priorities, measurable outcomes and performance targets, and include both internal and external engagement. The City has not had a strategic plan in 20 years. The planning process was originally scheduled for last year but was postponed due to COVID.

Since the strategic plan will not be completed in time to guide development of the 2022 budget, staff will present current goals and objectives for council consideration. Council goals and objectives help guide staff to prepare their budgets and the City Manager and Finance Director process to submit a recommended budget. The goals and objectives also help Council to prioritize for their review and adoption of the final budget.

Strategic planning could result in changes to 2022 budgets and work plans, however due to the disruptions caused by COVID much of our City work plans are the continuation of projects initiated in 2021 and returning to engagement and other activities that were not as feasible during the pandemic.

DIRECTION NEEDED:

Review the current goals and objectives, provide any needed changes, and highlight priority goals and objectives. Staff have also prepared their draft action steps or work plans for 2022. These will be refined based on the goals and objectives discussion and upcoming budget meetings.

BACKGROUND INFORMATION:**A. HISTORICAL CONTEXT**

Most years, Council has provided goals and objectives to guide staff work plans (action steps) and budget development. The city has not had a strategic plan in 20 years.

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

C. **CRITICAL TIMING ISSUES:**

The City Manager and Finance Director begin reviewing department budgets in early July, and discuss key financial strategies and proposed fees with the Council later in July. Directors present their recommended budgets on August 24, 2021.

D. **FINANCIAL IMPACT:**

Council goals and objectives guide the development of the budget, which is the annual financial plan for the City.

E. **LEGAL CONSIDERATION:**

ALTERNATIVE(S):

PRINCIPAL PARTIES EXPECTED AT MEETING:

ATTACHMENTS:

Description	Type
▣ 2021-2022 Goals and Objectives presentation	Cover Memo
▣ 2021-2022 Draft Action Steps	Cover Memo
▣ 2021-2022 Draft Goals and Objectives	Backup Material



2021-2022 Goals and Objectives



Core values

Core values



Lead the way

The City of Richfield seeks to continuously improve the services it provides to residents through innovative and creative solutions. The city cultivates an environment of growth for its staff and residents.



Responsive

The City of Richfield listens and responds to feedback from residents. New projects undertaken by the city will reflect the needs of residents. Both elected officials and city staff will provide friendly, timely, knowledgeable customer service to residents at all times.



Fiscally Responsible

The City of Richfield manages its resources in a responsible manner. The city aims to provide services that promote an active and healthy community in the most fiscally responsible way.



Community centered

The City of Richfield puts its citizens first. The city is citizen-focused and makes all decisions based on what is in the best interest of current and future residents. Richfield is constantly seeking opportunities to collaborate with residents to set goals and accomplish objectives.



Celebrate diversity

The City of Richfield celebrates the diversity of its residents and staff. The city seeks to better understand the needs of the community's different cultures. Richfield's diverse culture is one of its greatest strengths and assets.



Equitable

The City of Richfield believes that every citizen deserves access to high-quality municipal services. The city will work with the community partners to promote an environment of equity and inclusion. Richfield will reduce inequity by focusing on the areas of greatest need.



Goals

RICHFIELD'S GOALS INCLUDE...



INFRASTRUCTURE

Invest in the City's infrastructure to best serve today's and tomorrow's residents, businesses and visitors.



DEVELOPMENT

Attract and retain development that creates prosperity for all and is consistent with the City's "Urban Hometown" character.



EQUITY

Ensure that the City's services are accessible to people of all races, ethnicities, incomes and abilities.



HOUSING

Provide a full range of quality housing options through our policies and programs.



COMMUNITY ENGAGEMENT

Utilize a wide variety of communication and engagement tools to build a stronger relationship with residents, businesses and visitors.



CORE SERVICES

Promote and value the city's core services and its contributions to making Richfield an exceptional place to live, learn, work and play.

Goal: Infrastructure

- **Definition: Invest in the City's infrastructure to best serve today's and tomorrow's residents, businesses and visitors.**
- Objectives
 - Invest in the City's infrastructure in a fiscally-responsible manner and limit debt impacts on property taxes
 - Engage with the community on infrastructure project priorities and details
 - Communicate and promote the value of ongoing infrastructure projects
 - Build climate resiliency into City infrastructure

Goals: Development

- **Definition: Attract and retain development that creates prosperity for all and is consistent with the City's "Urban Hometown" character.**
- Objectives
 - Cultivate a healthy, local economic environment that values the City's small businesses and promotes living wage jobs
 - Proactively engage with residents and businesses about development projects and programs
 - Understand the needs of existing and prospective Richfield businesses and create a supportive business environment

Goal: Equity

- **Definition: Ensure that the City's services are accessible to people of all races, ethnicities, incomes and abilities. Embed equity values in all of our processes.**
- Objectives
 - Continue our partnership with the Government Alliance on Race and Equity
 - Support both internal and external trainings and policies to advance racial equity
 - Broaden our equity work to include People of Color, women, people with disabilities, seniors, LGBTQ, and low-income individuals, as well as any other marginalized or disadvantage groups
 - Enhance and promote the City's equity initiatives

Goal: Housing

- **Definition: Provide a full range of quality housing options through our policies and programs.**
- Objectives
 - Identify and support an optimal mix of housing to serve all residents' needs
 - Continue to implement affordable housing tools and investigate additional methods to address unmet housing needs, including very affordable housing and accessible housing
 - Maintain and improve the quality and safety of the City's housing stock, especially naturally occurring affordable housing (NOAH)
 - Work towards closing the racial disparity gap in homeownership
 - Strengthen the City's rental housing environment and communicate its value to the community

Goal: Community Engagement

- **Definition: Utilize a wide variety of communication and engagement tools to build a stronger relationship with residents, businesses and visitors.**
- Objectives
 - Enhance the City's communication offerings through the utilization of plain language and the use of multiple communication channels
 - Strengthen partnerships with surrounding communities, Hennepin County, Metropolitan Council, Metropolitan Airports Commission, State agencies and other regional organizations
 - Expand community partnerships to build civic capital with schools, non-profit organizations, businesses, and faith communities
 - Build a stronger relationship with residents, especially the city's underserved communities

Goal: Core Services

- **Definition: Promote and value the city's core services and its contributions to making Richfield an exceptional place to live, learn, work and play.**
- Objectives
 - Provide excellent core services across all departments
 - Continuously review core services for improvements, efficiencies, and cost savings
 - Maintain and improve core services given increasing demand and fiscal constraints
 - Communicate the value of the City's core services to our residents, elected officials, and staff
 - Recruit, retain and develop a diverse, committed, high-performing staff
 - Provide a safe, accessible, and flexible work environment where employees will thrive

Community Survey-Importance

FIGURE 2: IMPORTANCE OF FACETS OF LIVABILITY- SUMMARY

Percent essential or very important	Comparison to benchmark	2020 rating
Overall economic health of Richfield	↔	89%
Overall quality of the transportation system (auto, bicycle, foot, bus) in Richfield	↓	73%
Overall design or layout of Richfield's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	↔	73%
Overall quality of the utility infrastructure in Richfield (water, sewer, storm water)	*	83%
Overall feeling of safety in Richfield	↔	94%
Overall quality of natural environment in Richfield	↔	86%
Overall quality of the parks and recreation opportunities	*	83%
Overall health and wellness opportunities in Richfield	↔	72%
Overall opportunities for education, culture, and the arts	↔	72%
Residents' connection and engagement with their community	↓	70%

2021-2022 Draft City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Status	Notes
System-wide upgrade of AV technology in CC Chambers, cable room, conference rooms and all TV displays	1	Administrative Services	2021-2022	Design process in progress. Project will be completed in phases with CC Chambers and cable room first priority
Continue to market our jobs in different venues, provide information on open positions throughout the community and review our job descriptions to continue to increase the diversity of our workforce.	3	Administrative Services	Ongoing	Implementing a new applicant tracking system with more robust data and reporting capabilities to further expand targeted recruitment and onboarding needs. Future system upgrades will be ongoing to continue to increase accessibility and retention of employees.
Initiate a customer service feedback survey of our Deputy Registrar and passport customers to identify opportunities to improve and enhance service ensuring it is equitable, inclusive and meets the needs of our customers.	3, 6	Administrative Services	Postponed to late 2021/early 2022	Intend to work with new Equity Administrator and new Dep. Reg. Supervisor on this initiative after both positions filled.
Create an external newsletter to provide residents with up-to-date information regarding city initiatives, programs, services and events.	5	Administrative Services	Ongoing	Began research into different products and are looking to implement by the end of 2021.
Establish a volunteer/engagement fair to provide residents with an opportunity to make a difference in their community through the city's existing organizations.	5	Administrative Services	Postponed indefinitely	
Launch a pilot citizen's academy to provide residents a better understanding of the services offered by the city.	5, 6	Administrative Services	Started Fall 2019	First academy was successful. Anticipating re-starting this program post-COVID.
Redesign the city's website to make information more accessible to the community.	5, 6	Administrative Services	Completed	New website launched in December 2020.
Investigate more resources for Communications	5,6	Administrative Services	2022?	Will present options as part of the FY22 budget
Coordinate an internal leadership academy through the Drucker Institute to provide professional development opportunities to selected employees in response to the 2019 Employee Engagement survey results.	6	Administrative Services	Begun in early 2020. Postponed due to COVID. Resumed in winter 2021.	16 emerging leaders from across the organization have been participating in this cohort. A graduation will be scheduled in late fall 2021.
Create a more mobile work environment with the purchase of more laptops to bring more users on board	6	Administrative Services	Completed	
Implement an election management system to create efficiencies and streamline the recruitment, training and compensation of our election judges.	6	Administrative Services	Completed	
Implement and manage city-owned mobile devices to enhance the security and safety of the City's network.	6	Administrative Services	Completed	
Increase the use of laserfiche technology by creating applications to enhance workflow efficiencies	6	Administrative Services	Ongoing	
Launch a Flexible Workplace pilot program for staff.	6	Administrative Services	Completed	A pilot program was successfully launched pre-COVID. Modifications were to the policy made following the completion of an employee return to work survey.
Recruit and hire an Equity & Inclusion Coordinator to provide citywide coordination of programs, education and outreach in the areas of equity & inclusion.	3,6	Administrative Services/Executive	Late 2020 & 2021	Hired E&I in late 2020. Filled 2021 vacancy by promoting existing staff member to further DEI goals, strategies and initiatives.

2021-2022 Draft City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Status	Notes
Consider and implement recommendations of the Records Management and Business Processes Report to improve and enhance our business processes.	6	Administrative Services/Executive	Postponed to 2022 or later	
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.	2	Community Development	Postponed due to covid	Dependent on the ability to hold meetings with the public
Develop an "Apartment Liaison" position to expand connections with apartment communities.	4	Community Development	Mid/late 2021	Restarting planning after pandemic delay
Update housing work plan. Develop appropriate continuum of affordability, identify tools to address unmet needs and investment and preservation of NOAH rental housing.	4	Community Development	Planning complete; implementation in progress.	Work plan updated fall '19; resulting new initiatives delayed.
Research accessible housing tools and incorporate into existing housing programs/resources.	3, 4	Community Development	Ongoing	Added accessibility requirement to Inclusionary Housing Policy.
Develop and implement a communications plan to convey the value of <u>all</u> residents, including rental households, low-income households, immigrant household, etc.	3, 4, 5	Community Development	2022 & Ongoing	Ongoing with more targeted communication around specific projects in 2022
Promote Down-Payment Assistance Program and homeownership resources for underserved populations.	3,4	Community Development	Ongoing	Demand for program remains strong. Raised loan amounts in response to high housing sale prices.
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.	2	Community Development/ EDA	Complete	
Partner with local legislators, state agencies and regional partners to advance key city priorities.	1,2,3,6	Executive	Ongoing	Richfield TIF language to allow more flexibility for housing is in the Omnibus Tax Bill. Advocacy this year should help inclusion of \$10M request for Wood Lake Nature Center building in 2022 bonding bill. Continue collaboration with partners to shape I-494 project.
Plan to review legislative platform process and advocacy policies.	1,2,3,6	Executive	2021/2022	
Update agreement with Richfield Tourism and Promotion Board.	2	Executive	2021/2022	Present update to CC Sept 2021
Work with HRC and Public Safety to present a conversion therapy ban ordinance to Council	3	Executive	2022	
Document boards and commission processes in a manual. Partner with liaisons to improve and unify processes. Provide onboarding for commissioners and add chairs only onboarding.	5	Executive	2021/2022	
Work with community organizations to increase participation in the 2020 Census - especially Richfield's hard to count populations.	5	Executive	Complete	Secured a \$5k grant, improved self-reporting rate by 1.9% and improved rate in all but one hard-to-count tracts.
Create equity tool kit and support all departments to create their equity work plans and how to use the tool kit.	3	Executive / CAREs Team	2021/2022	
Finalize Equity and Inclusion definitions and training tools for staff and community. Launch Equity and Inclusion webpage.	3,5	Executive / CAREs Team	Late 2021/2022	
Create work plan with mission/vision/goals/objectives for Equity and Inclusion.	3,6	Executive / CAREs Team	Late 2021/2022	

2021-2022 Draft City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Status	Notes
Engage community in two citywide events related to equity and inclusion. Continue to partner with Communications to engage with historically excluded communities.	3,5	Executive/Admin Serv	2022	
Partner with HR to update and create processes/policies that align with equity and inclusion goals. Changed job descriptions for all Exec staff to include equity responsibilities.	3,6	Executive/Admin Serv	2021/2022	
Leverage laserfiche to develop an efficient and effective system to respond to residents questions and complaints, maintain FAQs so CC and staff can easily respond to often asked questions.	5	Executive/Admin Serv	Postponed	Working with CC-staff to streamline complaint process in 2021. Will review in 2022 on feasibility to track in laserfiche.
Create strategic plan with priorities, measureable outcomes and performance targets for the next three years. The process will include both internal and external stakeholder input.	5,6	Executive/Admin Serv	Postponed due to covid, now scheduled for 2021	Meetings scheduled for Aug-Nov 2021
Embed strategic plan mission, vision, values and priorities in communications and city processes. Create dashboards to track performance targets.	5,6	Executive/Admin Serv	2022	
Implement a new agenda management system in-house to improve staff report workflow for public meetings	6	Executive/Admin Serv	Postponed to 2022	
Develop a budget summary document for City Council and public use	6	Finance	2020	2021 budget
Explore new options and software for budget preparation	6	Finance	2021/2022	Decision late 2021, early 2022.
Update current pre-plans for all city buildings and recognized critical infrastructure	1	Fire	2021	In progress (and continually in progress)
Implement Community Risk Reduction Program	1, 4, 5, 6	Fire	2021	In progress (and continually in progress)
Start a Fire Department Labor Management Wellness Committee	1,3,6	FIRE	2022	New Program focused on FF Health
Establish additional position to coordinate existing property risk reduction (inspections)	1,4,5,6	Fire	2021	Hired 2021
Implementation of a Fire Cadet Program	3,5	FIRE	2022	New Program
Determine if there is a way to consolidate annual permit/license purchases for businesses	6	Fire	2021	
Establish a leadership development program for all levels in the RFD	6	FIRE	2022	Focused on succession and development
Improve community awareness that municipal liquor funds recreation assets.	1, 5	Liquor	Ongoing	Round-up program has been a big success.
Establish a free-standing website for Richfield Liquor.	5	Liquor	2020	Part of the website redesign, postponed to 4th Qtr
Improve Liquor Operation's electronic media presence: Facebook, Twitter and Instagram.	5	Liquor	2020	Part of the website redesign, postponed to 4th Qtr
Strengthen community partnerships through the JCPP and other programs. Partnering with 30 civic organizations and hosting 21 community outreach events. There was a short pause in 2020 due to the pandemic and are now ramping the program back up with PMAC being re-established	5	Public Safety	Ongoing	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. COVID has changed how we work with community, recently increased communication with vulnerable populations.
2 Internal promotions of police cadets to police officer positions. Cadets are bi-lingual in Spanish and are persons of color.	3	Public Safety	Completed	Last two Cadets were hired beginning in 2021
Have 2 people on the CAREs Team since inception and continue to support the work of GARE throughout the city and our department.	3	Public Safety	Ongoing	In progress and continually in progress
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 25 percent officers of color.	3	Public Safety	Completed	Exceed the national average and are one of the more diverse departments in our state.

2021-2022 Draft City of Richfield Action Steps

Action step	Goal(s)	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.	3, 5, 6	Public Safety	Ongoing	We have started to get back into the community to do COP with COVID restrictions lifting.
Identify financial resources to offset decreases in funding from County and State (JCPP).	3, 6	Public Safety	Ongoing	Worked with 6 of the JCPP cites on writing a \$600,000 grant for community out reach in the BIPOC Community. Looking for grants on a continued basis.
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.	4	Public Safety	Ongoing	We worked with numerous properties and home owners concerning property maintenance. We have maintained a 95 percent compliance rate for the past 5 years.
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".	4	Public Safety	Ongoing	We have worked this last year with Richfield Towers and Seasons Park on Building maintenance and security issues along with Landlord Tenant concerns.
Continue to engage with community via social media and train/assign staff to manage. The RPD Facebook page has 6,800 likes and 3,000 followers on Twitter.	5	Public Safety	Ongoing	This is ongoing as our presence on Social Media is continually growing.
Continue to use Everbridge as our main emergency notification system and begin promoting dashboards containing information about our department on our websites.	5	Public Safety	Completed	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.
Establish 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.	6	Public Safety	Ongoing	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.
Instituted 14 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 2022.		Public Safety	On-going	We will work internally to complete and process new reform measures through development, training, and education and implementation of equipment.
Improve our ability to communicate with our customers (e.g. remove language barriers).	3, 5	Public Safety/Fire	Ongoing	We continue with Spanish language training, PS also hired 3 additional employees who are bi-lingual.
Finalize the "Vitals" application to provide various services to all populations in the community.	3,5	Public Safety/Fire	Completed	Completed with 150 memberships and counting
Run calls for service and provide building managers with assistance to abate problems occurring on the property while improving the quality of life for the residents.	4	Public Safety/Fire	Ongoing	We have worked with the above complexes and some of the other multi-housing units to abate issues to improve their properties and improve the quality of life for residents.
Edina Dispatch is "pushing out" this Spring and Summer Smart 911 as another notification system to help residents in 911 Emergency situations.	5	Public Safety/Fire	Completed	This was done by the City of Edina for our residents.
Complete infrastructure resiliency plan, including action steps for Storm, Sewer, and Water utilities.	1	Public Works	2021	On target. Council Work Session in September 2021 to discuss the plan.

2021-2022 Draft City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Status	Notes
Develop an implementation plan to complete the bicycle routes identified in the Bicycle Master Plan that are on the recently milled/overlayed roads now that the 6 year M&O is essentially complete.	1	Public Works	2022	
Successfully complete the 77th Street Underpass construction.	1	Public Works	2023	Begin construction the summer of 2021 with completion in October 2023.
Successfully complete the city-wide water meter replacement program by the end of 2022.	1	Public Works	2022	On track for 2022 completion. Replacement project pushed out one year due to COVID-19 (No installation in 2020)
Successfully complete the reconstruction of Lyndale Avenue between 67th & 76th Streets.	1	Public Works	Completed	
Successfully complete the 65th Street Reconstruction	1, 3	Public Works	2022	Final design is nearing completion, construction scheduled to begin in Spring 2022.
Continue working to determine the right solution and program the implementation of an emergency water interconnection.	1, 6	Public Works	Completed	Emergency water interconnection will be via Edina along 69th Street. Identified in the Capital Improvement Plan for 2025.
Review internal policies with reflection on the adopted recommendations contained in the Pedestrian Master Plan	1, 6	Public Works	2021/2022	
Unveil the WaterSmart program and promote its value and usefulness to our Utility customers.	1, 6	Public Works	Completed	Promotion of the WaterSmart program will be ongoing. Starting in February 2021, the City sent a postcard citywide about the WaterSmart program. As the contractor is replacing meters they are also leaving behind the same postcard promoting the program.
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	1, 6	Public Works	2021	
Continue to address inequities in the public right-of-way by utilizing the Public Works Public Engagement Process and Guiding Principles when designing reconstruction ro improvements.	3	Public Works	Ongoing	Reaching beyond Richfield reconstructions to MnDOT's regional projects. Working on development of a focus group to expand participation in projects from traditionally underrepresented populations.
Develop a campaign to inform all residents on the high quality of Richfield water.	5	Public Works	2021/2022	
Partner with schools to educate K-12 students in our community on Public Works as a future career and other topics (i.e., water quality), ultimately enhancing school curricula through an on-going partnership.	5	Public Works	Ongoing	
City signal components have aged to the point where there is a need to identify possible funding mechanisms to begin implementation of a traffic signal upgrade program.		Public Works	2022	
Formalize a city-wide dredging program to address overdue needs in the City's stormwater ponds.		Public Works	2021	
With the forecasted loss of the MnDOT facility next door to Public Works, the City will need to identify a funding source and a location for a new salt storage facility and fuel station.		Public Works	2022	
Bring the Council options to consider for park impact fees in partnership with Community Development	1	Recreation Services	Postponed	The timing has not been right with the pandemic to pursue this action step.

2021-2022 Draft City of Richfield Action Steps

Action step	Goal(s)	Assigned to	Status	Notes
Develop a timeline and funding plan for a new nature center.	1	Recreation Services	2021	Pre-design work for a new building will be complete in 6/2021. Both engagement and financial strategies will be established in 2021. A bonding bill has been submitted for consideration, and the MMB reporting will be completed in 6/2021.
Install community dog park.	1	Recreation Services	Completed	Dog Park opened 11/2020
Implement organized organics and recycling program.	6	Recreation Services	Ongoing	Organized collection will be implemented Fall 2021
Develop a draft document of a city-based Climate Action Plan	1	Recreation Services	Completed	The Climate Action Plan was adopted 10/2020.
Develop a plan to engage the community on capital project priorities.	1, 3, 5	Recreation Services	2021	This will align with the WLNC Building Project.
Secure funding to build an universally inclusive playground	1, 5, 6	Recreation Services	Completed	Funding secured, playground will open late June, 2021.
Execute a plan for the Richfield Ice Arena refrigeration renovation	1, 6	Recreation Services	Completed	Project was complete in 5/2021.
Provide ADA training to staff and review programs/activities to ensure community events and recreational activities are accessible.	3, 6	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 is planned for summer 2021.
Oversee a community-wide recreation facility assessment to inventory all facilities to better understand how to best partner with other organizations to meet the community's needs.	5, 6	Recreation Services	2022	Will be working with an outside consultant to complete a facilities assessment in 2022
Explore sustainability commission/committee.	5, 6	Recreation Services	Completed	The Sustainability Commission had it's first meeting in February of 2020.

2021-2022 City of Richfield Goals and Objectives

1.	Infrastructure: Invest in the City's infrastructure to best serve today's and tomorrow's residents, businesses and visitors.
	Objectives
a.	Invest in the City's infrastructure in a fiscally-responsible manner and limit debt impacts on property taxes.
b.	Engage with the community on infrastructure project priorities and details.
c.	Communicate and promote the value of ongoing infrastructure projects.
d.	Build climate resiliency into City infrastructure.

2.	Development: Attract and retain development that creates prosperity for all and is consistent with the City's "Urban Hometown" character.
	Objectives
a.	Cultivate a healthy, local economic environment that values the City’s small businesses and promotes living wage jobs.
b.	Proactively engage with residents and businesses about development projects and programs.
c.	Understand the needs of existing and prospective Richfield businesses and create a supportive business environment.

3.	Equity: Ensure that the City's services are accessible to people of all races, ethnicities, incomes and abilities. Embed equity values in all of our processes.
	Objectives
a.	Continue our partnership with the Government Alliance on Race and Equity.
b.	Support both internal and external trainings and policies to advance racial equity.
c.	Broaden our equity work to include people of color, women, people with disabilities, seniors, LGBTQ, and low-income individuals as well as any other marginalized or disadvantaged groups.
d.	Enhance and promote the City's equity initiatives.

4	Housing options: Provide a full range of quality housing options through our policies and programs.
	Objectives
a.	Identify and support an optimal mix of housing to serve all residents' needs.
b.	Continue to implement affordable housing tools and investigate additional methods to address unmet housing needs, including very affordable housing and accessible housing.
c.	Maintain and improve the quality and safety of the City's housing stock, especially naturally occuring affordable housing (NOAH).
d.	Work towards closing the racial disparity gap in homeownership.
e.	Strengthen the City’s rental housing environment and communicate its value to the community.

5.	Community Engagement: Utilize a wide variety of communication and engagement tools to build a stronger relationship with residents, businesses and visitors.
	Objectives
a.	Enhance the City's communication offerings through the utilization of plain language and the use of multiple communication channels.
b.	Strengthen partnerships with surrounding communities, Hennepin County, Metropolitan Council, Metropolitan Airports Commision, State agencies and other regional organizations.
c.	Expand community partnerships and build civic capital with schools, non-profit organizations, businesses, and faith communities.
d.	Build a stronger relationship with residents, especially the city's underserved communities.

6.	Core services: Promote and value the City's core services and its contributions to making Richfield an exceptional place to live, learn, work and play.
	Objectives
a.	Provide excellent core services across all departments.
b.	Continuously review core services for improvements, efficiencies, and cost savings.
c.	Maintain and improve core services given increasing demand and fiscal constraints.
d.	Communicate the value of the City’s core services to our residents, elected officials, and staff.
e.	Recruit, retain and develop a diverse, committed, high-performing staff.
f.	Provide a safe, accessible, and flexible work environment where employees will thrive.



WORK SESSION STAFF REPORT NO. 21

WORK SESSION

6/22/2021

REPORT PREPARED BY: Neil Ruhland, Communications and Engagement Manager

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager
6/17/2021

ITEM FOR WORK SESSION:

Discussion of city mission and vision statements.

EXECUTIVE SUMMARY:

Mission and vision statements are the backbone of any organization. They show both internal and external audiences what an organization values and how it is going to accomplish its goals, now and into the future. As an organization, the City of Richfield has a strong culture with employees that take the highest level of pride in the work they do and the people they serve. However, in terms of organizational culture, some fundamental components are either missing or in need of an update. Of these items, the city's mission and vision statements are critical in moving the organization forward and fostering a shared understanding of what it is all about.

Additionally, even though the city is in need of a formal mission and vision statement, it is believed that both members of the city council and staff have a shared understanding of what the organization stands for and what it aspires to achieve. So, in that vein, Communications and Engagement Manager Neil Ruhland will be facilitating a conversation that attempts to elicit these shared thoughts into concepts that can be used to craft contemporary mission and vision statements.

The mission and vision statements will be utilized during the strategic planning process.

DIRECTION NEEDED:

Communications and Engagement Manager Neil Ruhland would like to provide a brief presentation on what makes successful mission and vision statements, as well as why they are important to organizational culture. Then he would like to facilitate a conversation that will elicit feedback from the city's elected officials to write an updated mission and vision statements. He will bring draft statements back to the council for approval in late summer or early fall 2021.

BACKGROUND INFORMATION:

A. HISTORICAL CONTEXT

The city has very outdated mission and vision statements. Through extensive research, staff was able to locate what they believed to be the city's most recent mission and vision statement. However, the mission and vision statements do not comply with best practices. Staff is also concerned that they may not reflect

the tenor of the organization and the residents it serves.

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

NA

C. **CRITICAL TIMING ISSUES:**

City leadership would like to incorporate the new official mission and vision statements into the strategic planning process taking place during the fall of 2021, as well as with other organizational culture initiatives moving forward.

D. **FINANCIAL IMPACT:**

No additional funding will be required for this project.

E. **LEGAL CONSIDERATION:**

NA

ALTERNATIVE(S):

Keep the current mission and vision statements the way they are and utilize them for the strategic planning process.

PRINCIPAL PARTIES EXPECTED AT MEETING:

ATTACHMENTS:

Description	Type
□ Presentation	Presentation



Establishing a mission and vision

June 22, 2020



Mission statement

- Formal summary of the aims and values of an organization
- Between one and three sentences
- Never exceeding 100 words
- Shows staff, residents, customers and visitors what we stand for

Vision statement

- Inspirational statement that provides a concrete way for stakeholders, especially staff, to understand the meaning and purpose of an organization
- What an organization hopes to be and achieve in the long term
- Provide a philosophy when deciding on declared goals
- Aspirational

Mission vs. vision statements

Mission

- Focuses on today
- What do we do?
- Whom do we serve?
- How do we serve them?

Vision

- Focuses on tomorrow
- What are our hopes and dreams?
- What problem are we solving for the greater good?
- Who or what are we inspiring to change?

How it all works together



City mission (sort of)

Richfield's mission is to be known as the best place to live, work, learn and do business in the Twin Cities area. We are a customer focused and caring community that strives to foster a sense of neighborliness.

Vision (sort of)

Richfield ... Your urban home town in the heart of the Twin Cities



Comprehensive plan vision

“The Urban Hometown, is a community that reflects the characteristics of living in a close-knit community, while surrounded by the amenities and resources of a broader metropolitan area. The urban hometown feeling is rooted in the personal connections cultivated within our neighborhoods, parks, schools and streets. These connections are reinforced by quality housing, local commercial centers, recreational opportunities, and the cultural diversity found within our city. Our proximity to the Twin Cities only serves to expand the opportunities available to our residents, providing the best of both small town living and urban life. Our goal is to embrace these characteristics, and take steps to maintain and enhance the culture and community that makes us an urban hometown.”



Articulating Richfield's mission and vision

PUTTING IT DOWN IN WORDS