A SPECIAL CITY COUNCIL WORK SESSION IS SCHEDULED FOR A PRESENTATION ON STRATEGIC PLANNING WITH CRAIG RAPP, RAPP CONSULTING.
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM
AUGUST 1, 2022
5:00 PM

Call to order

1.   Presentation and review of the 2023- 2026 City of Richfield Strategic Plan

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.

WORK SESSION
8/1/2022

REPORT PREPARED BY: Chris Swanson, Management Analyst

DEPARTMENT DIRECTOR REVIEW:

OTHER DEPARTMENT REVIEW:

CITY MANAGER REVIEW: Katie Rodriguez, City Manager
                           7/27/2022

ITEM FOR WORK SESSION:
Presentation and review of the 2023- 2026 City of Richfield Strategic Plan

EXECUTIVE SUMMARY:
Attached to this report is Richfield's 2023- 2026 Strategic Plan document ("the Plan"). This Plan will guide the City's resources and efforts for the next four years.

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the City of Richfield was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do? The process is divided into a development phase and an implementation phase. The full process is depicted below.

The Plan consists of five strategic priorities—the issues of greatest importance to the City of Richfield over the next four years. Associated with each priority is a set of desired outcomes, key outcome indicators, and performance targets, describing expected results and how the results will be measured. The plan also includes strategic initiatives that will be undertaken to achieve the targeted outcomes. The five priorities identified are:

• Operational Excellence
• Community Development
• Sustainable Infrastructure
• Workforce Capacity
• Equity and Inclusion

The strategic planning process began with a meeting of the consultant and the Richfield senior staff on October 4, 2021. The meeting included a review of strategic planning principles, a discussion of organizational value proposition, the status of vision and mission statements, a tutorial on preparing an environmental scan and discussion on community outreach.

Next, staff preformed an examination of the operating environment, consisting of an environmental scan, a community survey, eight focus groups, City Council interviews, and a SWOT analysis.

The strategic planning continued with two facilitated leadership sessions focused on effective governance on November 5, 2021, and February 10, 2022. The leadership group included the Mayor, City Council, and senior management team. During the two sessions the group discussed roles and responsibilities, governance best practice, teamwork, decision-making, style differences and conflict resolution

On March 23 - 24, 2022, the City's leadership team held a two days of strategic planning sessions. They developed a set of priorities (listed above), key outcomes, and performance targets.

Based upon the five priorities identified, the City's management team met on April 28, 2022, to create a set of strategic initiatives and develop detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized in the attachments.

To successfully address the strategic priorities and achieve the intended outcomes expressed in the performance targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort. Richfield will accomplish this through a set of strategic initiatives. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities and targeted to the achievement of outcomes expressed in the targets.

Staff then worked with the consultant to confirm that the targets, key outcome indicators and initiatives were consistent with the desired outcomes and priorities. This review also included researching and refining some targets and key outcome indicators to ensure that the needed data is or will be available. Since some of the key outcome indicator data is not currently tracked, some of the targets do not have a value listed. Staff will work over the next year to determine a baseline for the data and propose specific targets.

It is important to note, that while these five priorities guide where the City organization will focus efforts and resources over the next four years, they do not represent all of the City's efforts or resources. The City Council and staff will still use their annual work plans, budgeting processes, and other planning initiatives (Comp Plan, etc.) to allocate resources.

DIRECTION NEEDED:
This work session is an opportunity for City Council to review the final draft of the Plan. It is also a chance to share the strategic initiatives developed by staff to achieve the identified targets

Staff plan to bring the final document to a future council meeting to consider adoption.

BACKGROUND INFORMATION:

A. **HISTORICAL CONTEXT**

   N/A

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

   N/A

C. **CRITICAL TIMING ISSUES:**

   N/A

D. **FINANCIAL IMPACT:**

   N/A

E. **LEGAL CONSIDERATION:**

   N/A

ALTERNATIVE(S):

PRINCIPAL PARTIES EXPECTED AT MEETING:
Craig Rapp, Rapp Consulting Group

ATTACHMENTS:

	Description	Type
▯	Richfield Strategic Plan Summary 2023–2026	Backup Material
▯	Richfield Strategic Plan Summary Report 2023-2026	Backup Material
▯	Strategic Initiatives	Backup Material

STRATEGIC PLAN SUMMARY 2023–2026
City of Richfield

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

*To be determined

2023-2026
STRATEGIC PLAN
SUMMARY REPORT

CITY OF RICHFIELD

RAPP CONSULTING GROUP

July 15, 2022

RE: 2023-2026 Strategic Plan – City of Richfield

Dear Mayor Regan Gonzalez,

On behalf of Cory Poris Plasch and the entire Rapp Consulting Group, I am pleased to present the 2023-2026 Strategic Plan and Summary Report to the City of Richfield. The plan reflects the organization's priorities, commitment to measurable results and the delivery of quality services.

It has been a pleasure assisting the City of Richfield with this important project. The City Council displayed clear thinking, dedication, and focused effort.

We particularly wish to thank City Manager Katie Rodriguez for her help and support during the process.

Yours truly,

Craig R. Rapp
President

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EXECUTIVE SUMMARY

From October 2021 through April 2022, the City of Richfield engaged in a strategic planning process. The process yielded a strategic plan covering 2023-2026.

The plan consists of five strategic *priorities*—the issues of greatest importance to the City of Richfield over the next three years. Associated with each priority is a set of ***desired outcomes***, ***key outcome indicators***, and ***performance targets***, describing expected results and how the results will be measured. The plan also includes ***strategic initiatives*** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment, consisting of an environmental scan, a community survey, eight focus groups, City Council interviews, and a SWOT analysis. On March 23 - 24, 2022, the City's leadership team held a two days of strategic planning sessions. They developed a set of priorities, key outcomes, performance targets, and identified concepts for draft vision, mission, and values statements.

Based upon those priorities, the City's management team met on April 28, 2022, to identify a set of strategic initiatives and develop detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.

STRATEGIC PRIORITIES

Operational Excellence

Community Development

Sustainable Infrastructure

High-Quality Workforce

Equity and Inclusion

STRATEGIC PLAN SUMMARY 2023-2026
City of Richfield

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR (KOI)	TARGET	STRATEGIC INITIATIVES
OPERATIONAL EXCELLENCE *An organization that delivers results*	Focused City leadership	- Targets achieved - Strategic plan modifications	- ___% of Strategic Plan targets completed by 2026*	a) Develop long-term financial plans for capital and operations b) Create organization-wide continuous improvement plan c) Develop organization-wide tech plan d) Establish essential service delivery plan
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EQUITY AND INCLUSION *A diverse, inclusive, and thriving hometown*	Reduced racial inequities and barriers for traditionally excluded groups	- # of documented inequities - BIPOC service ratings	- A racial inequities reduction plan in all departments by 2025	a) Develop strategy to hire DEI Coordinator b) Create Equity Plan c) Create customer service rating increase strategy d) Develop and implement equity decision-making framework
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	Equity-based framework is applied to decision-making	- _% decisions using equity framework	- ___% of City Council and staff decisions include use of equity framework 2023-2026*	

*TO BE DETERMINED

OUR VISION

A resilient, purposeful, and forward-thinking community where all are connected and can thrive.

OUR MISSION

To create equitable systems, infrastructure and services that make our community better.

OUR 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.

Stewardship
The City of Richfield manages all of its resources, whether it be human, natural or financial in a responsible manner. The city aims to provide services that promote a prosperous and healthy community in the most fiscally responsible and sustainable way.
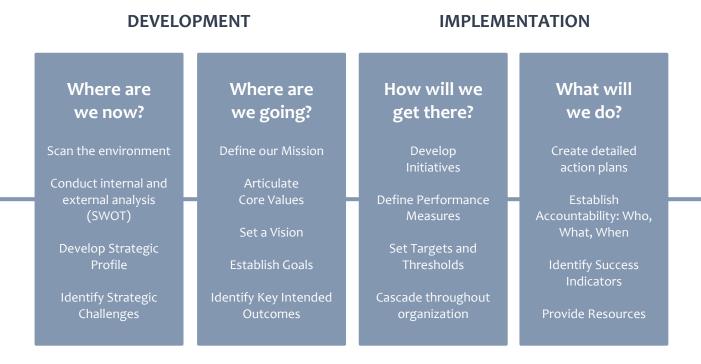
Community Centered
The City of Richfield celebrates and takes pride in its community. The city is resident-focused and makes tailored decisions based on what is best for current and future residents. Richfield is constantly seeking opportunities to collaborate with residents to set goals and accomplish objectives.

Equitable
The City of Richfield is dedicated to building a diverse, inclusive, and thriving hometown. The city seeks to understand barriers and connects all residents with opportunities. Richfield will reduce inequity by focusing on the areas of greatest disparities.

STRATEGIC PLANNING PROCESS

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the City of Richfield was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do? The process is divided into a development phase and an implementation phase. The full process is depicted below.

	DEVELOPMENT		IMPLEMENTATION
Where are we now?	**Where are we going?**	**How will we get there?**	**What will we do?**
Scan the environment	Define our Mission	Develop Initiatives	Create detailed action plans
Conduct internal and external analysis (SWOT)	Articulate Core Values	Define Performance Measures	Establish Accountability: Who, What, When
Develop Strategic Profile	Set a Vision	Set Targets and Thresholds	Identify Success Indicators
Identify Strategic Challenges	Establish Goals	Cascade throughout organization	Provide Resources
	Identify Key Intended Outcomes		

ALIGNING STRATEGIC LEADERSHIP AND GOVERNANCE

The strategic planning process began with two facilitated leadership sessions focused on effective governance on November 5, 2021, and February 10, 2022. The leadership group included the Mayor, City Council, and senior management team. During the two sessions the group discussed roles and responsibilities, governance best practice, teamwork, decision-making, style differences and conflict resolution.

As a part of the process, participants completed style assessments and a questionnaire regarding leadership challenges. An extensive discussion of personality styles and current challenges was held with a frank exchange of viewpoints. This led to the surfacing of Council-staff working relationship issues, community representation challenges and policy concerns. Ultimately, the group reconciled many important policy and procedural issues. Of particular importance, the group discussed the challenges of accommodating different perspectives—both in the community and within the leadership team.

At the conclusion of the two sessions, the group collectively affirmed its commitment to the following:
- Establishment of priorities and allocation of staff time
- Collaborative resolution of Council-Staff policy disagreements
- Addressing staff capacity
- Creating a safe and supportive environment for debate and discussion
- More informal meetings for trust building
- Clear guard rails for everyone in their respective roles
- A commitment to honest feedback

The governance discussions established a foundation and context for the strategic planning process and the prioritization of effort that followed.

ASSESSING THE CURRENT ENVIRONMENT

The strategic planning process began with a meeting of the consultant and the Richfield senior staff on October 4, 2021. The meeting included a review of strategic planning principles, a discussion of organizational value proposition, the status of vision and mission statements, a tutorial on preparing an environmental scan and discussion on community outreach. The session concluded with group acknowledgement of current conditions, principles for the vision and mission statements, a timeline, and assignments for preparation of the environmental scan and organizational profile and a process for conducting the stakeholder and community outreach.

Operating Environment, Stakeholder Engagement

To answer the question "Where are we now? the strategic planning process began with a detailed examination of the operating environment. This is done early in the process to provide useful information to the City Council so that informed choices can be made during the strategic planning retreat.

Assessing the environment included:
· Environmental scanning
· A community survey
· Community Focus Groups

Environmental scanning was conducted by staff in collaboration with the consultant. The consultants facilitated the focus groups and administered the internal survey using an online survey methodology.

The purpose behind these activities was to support strategic decision-making. As such, the survey and focus groups were limited in scope. The questions centered on City services and community life—the central responsibilities of the City and the focus of strategic planning.

The results of these efforts were presented to the City Council at the first strategic planning session on March 15, 2022. They are summarized below along with links to the complete results.

Environmental Scan:

The Environmental Scan is a description and analysis of the City of Richfield, its demographics, environment, and community. The environmental scan is the exploration phase of the strategic planning process. It provides the framework for understanding the City, its attributes, and relevant issues in planning its future.

The staff presented a detailed review of internal operations and current challenges facing the organization. Topics included: community demographics, regional trends, financial summary and status, physical assets summary and human assets summary. An analysis of external factors and trends included covering changes in demographics, housing, and key economic indicators.

The full results of the environmental scan are included in a link HERE

Community Survey Results:

A community survey was conducted in January through early March 2022 as part of the strategic planning process. The survey questions explored quality of city services, quality of life in Richfield, opportunities for improvement, and priorities for the future.

KEY TAKEAWAYS:
- 89% of survey respondents reported that they were Very Satisfied for Somewhat Satisfied with the quality of life in Richfield and 91% Strongly or Somewhat agreed that Richfield is a good place to live for those of all ages.
- Feedback showed that more than 90% of participants felt that public safety and parks and recreation areas were important. More than 80% indicated they were satisfied with drinking water, parks and rec facilities, and roads. More than 75% indicated they were satisfied with public safety, transportation options and neighborhood appearance.
- Respondents considered high quality schools, green space preservation, being a good place to raise a family and grow old, affordable city services and being a safe community as the five most important items for the future of Richfield.

Focus Group Results:

As part of the City of Richfield's strategic planning process, eight focus groups were conducted on January 25th, 26th, and 27th, and March 9th. A focus group is a small-group discussion guided by a trained facilitator. It is used to gather in-depth information about a community's thoughts and opinions about a designated topic. The process included a set of questions and follow-up discussion within the small group. Participants included residents from several groups including: community leadership, the faith community, the disability community, the historically marginalized community and renters. Additional focus groups included business community, staff, and elected and appointed officials.

KEY TAKEAWAYS:
- Among the strengths reported by the focus groups were the "small town" atmosphere, the proximity of amenities and access to the Twin Cities, the appearance of the parks, exceptional snow removal, and the diversity in Richfield in many facets including age, race, and income. Parks are seen as one of the best things about Richfield and recent

improvements such as sensory activities and fenced playgrounds in parks were noted and appreciated.

- Among the opportunities for improvement cited were: community sidewalks, inconsistent speed limits in residential communities, updated technology for better community accessibility, space such as a community center with programming for residents from kids to seniors, continued dialogue with communities of color, equitable services and multi-language fluency, and increased data transparency from the police department.
- The business focus group was dissimilar to the other focus groups in their discussion and priorities. The group wants to prioritize events such as the 4th of July celebration that bring together residents and business as it helps to showcase businesses in the community. They were very complimentary of police, fire, and public works and viewed those high-quality services as crucial to the business community. They think that Richfield could become more business friendly, especially for new ideas.
- Priorities for the future include community safety, diversity, inclusivity, accessibility, sustainability, education, affordable housing, support for small and BIPOC owned businesses, and mental health services.

The full results of the community survey and focus groups are included in a link HERE

STRATEGIC PLANNING PROCESS

Assess Current Environment

- Senior Management Review
- Previous Plan status
- Vision/Mission/Values
- Environmental Scan
- Stakeholder engagement
- SWOT Analysis

Set Priorities, Targets

- Strategic Planning Retreat
- Operating Environment
  - Culture, Value Proposition
  - Internal SWOT
- Challenges, Priorities
- Outcomes, KOI's, Targets

Implement the Plan

- Implementation Session
  - Strategic Initiatives
  - Action Plans
- Refine details
- Final Review, Approval

SETTING DIRECTION: MISSION, VISION, VALUE PROPOSITION AND CULTURE

On March 23-24, the City of Richfield held two days of meetings to develop the strategic plan. As they addressed the question of "Where are we now?" the group was challenged to define the current organizational culture and its value proposition—understanding that an organization's culture, and the value proposition it puts forth provide the foundation for the way in which services are delivered and strategic direction is set. The three value propositions and core cultures are summarized as follows:

Three Value Propositions

Operational Excellence (example: Wal-Mart, Southwest Airlines)

Product/Service Leadership (example: Apple, Google)
Customer Intimacy (example: Nordstrom, Ritz-Carlton)

Four Core Cultures

Control Culture (example: Military - command and control)
Competence Culture (example: Research Lab – best and brightest)
Collaboration Culture (example: Family-teams)
Cultivation Culture (example: Non-profit/religious group-mission/values)

The group engaged in an extended discussion regarding the value proposition and its relationship to the culture. It was generally agreed that customer intimacy reflects much of the current approach and that in a small town that is inevitable. Operational excellence has been important and will continue to be important for operational stability, therefore, customer intimacy was determined to be the primary value proposition, with operational excellence as a secondary focus.

The group then directed their attention to their mission, vision, and values statements. They agreed that all three statements needed modifications. They examined the current statements, spent time reflecting and debating their vision, long-term aspirations, and their purpose. A brainstorming process ensued, resulting in the identification of key concepts the group favored for possible revisions. These were then used over the succeeding weeks to create draft statements. Vision, mission, and value statements and values are listed on Page 5.

STRATEGIC PLANNING PROCESS

Assess Current Environment

- Senior Management Review
- Previous Plan status
- Vision/Mission/Values
- Environmental Scan
- Stakeholder engagement
- SWOT Analysis

Set Priorities, Targets

- Strategic Planning Retreat
- Operating Environment
  - Culture, Value Proposition
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- Challenges, Priorities
- Outcomes, KOI's, Targets

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- Implementation Session
  - Strategic Initiatives
  - Action Plans
- Refine details
- Final Review, Approval

REVIEWING THE ENVIRONMENT, SETTING STRATEGIC PRIORITIES

An important part of the strategic planning process is a review of the current operating environment and an evaluation of the challenges confronting the community. The was accomplished via a SWOT analysis—a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the City Council and senior staff in advance of the planning session. Using the

SWOT data, a small group review process revealed the most frequently mentioned characteristics in each area.

STRENGTHS
- Great staff – experienced, professional
- Strong collaborative elected leadership
- Financially stable
- Shared values/vision
- Collaborative culture
- Diversity – community, commitment

WEAKNESSES
- Finances/financial position
- Infrastructure – all types
- Staffing-staff capacity
- Lack of long-term planning
- Organizational culture

OPPORTUNITIES
- Diverse community
- Economic development – location
- New ideas - housing, staff, services
- Partnerships/collaboration
- High density housing growth
- Changing population in community

THREATS
- Stress – responding to continual change
- Economic pressure, development
- Racism
- Perception of safety/crime
- Pandemic/economic stress
- Turnover
- Redevelopment
- Infrastructure – built and technology

The group used this information to identify those opportunities that would be helped the most by the organization's inherent strengths and which external threats were most likely to exacerbate their weaknesses.

STRENGTHS LEVERAGING OPPORTUNITIES
(Make good things happen)
- Development
- Pursue collaborations, partnerships
- Leverage diversity of community, new ideas

- Boards & Commissions – use/leverage them
- Size and location of the city
- Equity work continuation – see as an opportunity

WEAKNESSES EXACERBATED BY THREATS
(Keep bad things from happening)

- Insufficient staff capacity
- Financial challenges
- Aging infrastructure – including technology-invest/reinvest
- Climate change
- Problems due to lack of investment in critical services/support

Following this exercise, the group examined the results, and engaged in additional brainstorming to identify the strategic issues and challenges facing the organization:

STRATEGIC ISSUES/CHALLENGES

- Staffing – capacity, succession, retain, recruit, standards, employer of choice, diversity, stress/resilience
- Infrastructure improvement
- Public safely, expand non-traditional
- Equity-inclusion – expand multi-cultural capacity, staff diversity, programming
- Technology
- Financial sustainability
- Community diversity
- Rate affordability – utilities
- Long-term planning
- Climate change – stormwater issues, trees, current/future
- Organization processes – effectiveness
- Accessibility
- Development/redevelopment
- Balancing maintenance, affordability, new development-diversity
- Economic expansion-tax base
- Communicating change
- Market pressures
- Economic downturns, inflation, etc.
- Community change, type, pace
- Core service – performance, scope creep (dealing with community trauma)
- Offering more open/green space

Based upon the challenges and issues identified, a facilitated discussion ensued to determine the highest priorities for the strategic planning period. The following priorities emerged as the most important over the next three years:
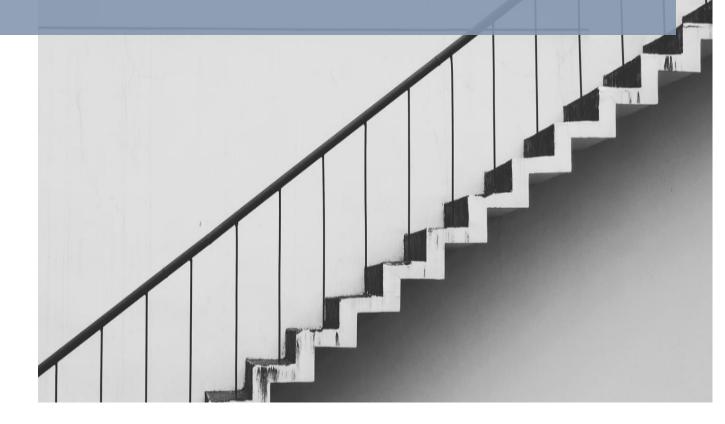
STRATEGIC PRIORITIES

Operational Excellence

Community Development

Sustainable Infrastructure

High-Quality Workforce

Equity and Inclusion

DEFINING THE PRIORITIES

To clarify the meaning of each priority, the group identified key concepts which were used to create guidance, and ultimately, definitions.

1. Operational Excellence
- Operations of various departments
- Continuous improvement
- Financial management
- Technology infrastructure
- Long-term planning
- Risk mitigation/management

2. Community Development
- Economic development, tax base expansion
- Redevelopment
- Housing – affordable, maintenance, density, accessibility
- Neighborhood stability, change
- Planning commission

3. Sustainable Infrastructure
- Streets
- Utilities
- Stormwater
- Buildings
- Climate impacts
- Parks
- Finance

4. High-Quality Workforce
- Staff capacity
- Training, development
- Succession
- Retention, attraction

5. Equity and Inclusion
- Metrics, measures for City's impact on community
- City staff diversity
- Community dynamics
- Service delivery – accounting for equity and inclusion in decision making
- Accessibility
- Multi-lingual

KEY OUTCOMES, INDICATORS, AND TARGETS BY PRIORITY:

With definitions in place, the group determined the most important outcomes to be achieved for each priority, defined Key Outcome Indicators (KOI's), and developed Performance Targets. KOI's define progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measurable terms. The alignment created between priorities, outcomes and targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

Operational Excellence

a. **Outcome:** Focused City leadership
   KOI: Targets achieved, strategic plan modification
   Target: __% of Strategic Plan targets completed by 2026*
b. **Outcome:** Financial capacity to deliver essential services
   KOI: Fund balance growth; revenue growth; new revenue sources
   Target: Stable funding for essential services in place by 2025
c. **Outcome:** Operational capability to deliver essential services
   KOI: System gaps closed; process improvements; service levels identified, met
   Target: Implementation of Office 365 by 2023; _#_ improvements in each service area implemented 2024-2026; essential service delivery plan in place by 2026

Community Development

a. **Outcome:** A vibrant downtown
   KOI: _#_ of new DT housing units; _#_ of new DT businesses
   Target: _#_ new DT housing units 2023-2026*; _#_ of new business in DT 2023-2026*
b. **Outcome:** Increased tax base
   KOI: Value of permits issued; _#_ of new housing units; _#_ of new businesses
   Target: $ increase in value of new permits*; net increase in housing units*; net increase in businesses*
c. **Outcome:** Maintain Richfield as an affordable place to live
   KOI: #/% of households paying more than 30% of income on housing; progress toward Met Council Comprehensive Plan 30/50/80% AMI need allocation
   Target: Decline in cost-burdened households; 66 units 30%, 29 units 31-50%, 26 units 51-80%

Sustainable Infrastructure

a. **Outcome:** City infrastructure supports service needs
   KOI: Asset plans adopted; recent plan compliance
   Target: Adopted comprehensive asset management plan by 2025
b. **Outcome:** Sustainable infrastructure financing
   KOI: Utility rate, tax base, debt capacities; external revenue source usage
   Target: Adopted comprehensive funding strategy for infrastructure by 2026
c. **Outcome:** Climate resilience is a priority
   KOI: CAP initiatives approved; CAP priorities funded
   Target: 2 highest priority Climate Action Plan projects completed by 2025

High-Quality Workforce

a. **Outcome:** A well-trained workforce
   KOI: Training goals met; training completed
   Target: __% of all employees meet or exceeding training goals 2026*

b. **Outcome:** Staff capacity to meet service demands
   KOI: Time-to-fill reduction; retention rate improvement
   Target: Maintain __% fully authorized strength*; retention rate increase __% to __% 2023-2026*

c. **Outcome:** Healthy Council-staff relationships
   KOI: Council-staff trust, relationship, survey results
   Target: Meet or exceed Council-staff trust and relationship target(s) by 2025

Equity and Inclusion

a. **Outcome:** Reduced racial inequities and barriers for traditionally excluded groups
   KOI: # of documented inequities; BIPOC service ratings
   Target: A racial inequities reduction plan in all departments by 2025

b. **Outcome:** Staff, Boards and Commissions reflect the diversity of the community
   KOI: Racial diversity change; BIPOC turnover rate; overall turnover rate
   Target: Percentage increase 2023-2026: _%_ underrepresented leadership*; __% BIPOC employees*; __% BIPOC Commissioners*; BIPOC turnover rate =/< overall rate

c. **Outcome:** Equity-based framework is applied to decision-making
   KOI: __% decisions using equity framework
   Target: __% of City Council and staff decisions include use of equity framework 2023-2026*

STRATEGIC PLANNING PROCESS

Assess Current Environment

- Senior Management Review
- Previous Plan status
- Vision/Mission/Values
- Environmental Scan
- Stakeholder engagement
- SWOT Analysis

Set Priorities, Targets

- Strategic Planning Retreat
- Operating Environment
  - Culture, Value Proposition
  - Internal SWOT
- Challenges, Priorities
- Outcomes, KOI's, Targets

Implement the Plan

- Implementation Session
  - Strategic Initiatives
  - Action Plans
- Refine details
- Final Review, Approval

IMPLEMENTING THE VISION: DEVELOPING STRATEGIC INITIATIVES AND ACTION PLANS

To successfully address the strategic priorities and achieve the intended outcomes expressed in the performance targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort.

The City of Richfield will accomplish this through a set of strategic initiatives. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities and targeted to the achievement of outcomes expressed in the Targets. On April 28, 2022, senior staff met to identify strategic initiatives. Following this session, staff teams began work to develop detailed action plans for each initiative.

Operational Excellence
- Develop long-term financial plans for capital and operations
- Create organization-wide continuous improvement plan
- Develop organization-wide tech plan
- Establish essential service delivery plan

Community Development
- Develop a downtown strategy
- Establish strategy for pooled TIF funds
- Create community affordability strategy
- Develop comprehensive HRA redevelopment plan
- Update development review process and procedures

Sustainable Infrastructure
- Create comprehensive capital funding strategy
- Create comprehensive asset management plan
- Implement prioritized CAP initiatives
- Create CAP education strategy for staff and public

High-Quality Workforce
- Develop recruitment strategy
- Conduct salary & classification study
- Establish departmental succession plans
- Enhance professional development plans
- Develop Council-staff relationship/workplan process

Equity and Inclusion
- Develop strategy to hire DEI Coordinator
- Create Equity Plan
- Create customer service rating increase strategy
- Develop and implement equity decision-making framework

STRATEGIC PLANNING PARTICIPANTS

The strategic plan was developed with the hard work and dedication of many individuals. The City Council led the way, taking time out of their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the community stakeholders with whom they partner and serve.

The City's senior staff supported the City Council and offered an operations perspective as well as challenges to conventional thinking.

City Council
Maria Regan Gonzalez, *Mayor*
Mary Supple, *Council Member At-Large*
Simon Trautmann, *Council Member Ward 1*
Sean Hayford Oleary, *Council Member Ward 2*
Ben Whalen, *Council Member Ward 3*

Department Heads & Staff
Katie Rodriguez, *City Manager*
Sack Thongvanh, *Assistant City Manager*
Melissa Poehlman, *Community Development Director*
Mike Dobesh, *Fire Services Director, Fire Chief*
Jay Henthorne, *Public Safety Director, Police Chief*
Kristin Asher, *Public Works Director*
Amy Markle, *Recreation Services Director*
Bill Fillmore, *Liquor Operations Director (former)*
Krista Guzman, *HR Manager (former)*

Consultants
Rapp Consulting Group
Craig Rapp
Cory Poris Plasch

Strategic Priority: Operational Excellence   Outcome: Financial capacity to deliver essential services
Target: - Stable funding for essential services in place by 2025

Initiative: Develop long-term financial plans for capital and operations

Actions	Measure of Success	Who's Responsible	Target Date
Develop 5 and 10 year financial plan for operating and capital initiatives	Financial plan created for sustainable capital and operational needs- stable tax rate	Finance, Directors	**2023**
Review 5 and 10 year financial plan for operating and capital initiatives annually	5 and 10 year financial plan for operating and capital initiatives reviewed	Finance, Directors	**Annually**
Incorporate asset plans into financial plans	Asset plans incorporated into financial plans	Finance, Directors	**2025**

Strategic Priority: Operational Excellence Outcome: Operational capability to deliver essential services
Target: _#_ improvements in each service area implemented 2024-2026
Initiative: Create organization-wide continuous improvement plan

Actions	Measure of Success	Who's Responsible	Target Date
Identify existing processes in each department and create a list of what is time consuming, tedious, or ineffective	Process list created	Department directors, Supervisors, Staff	**Q3 2023**
Create prioritized list of what will be needed to improve specific processes	Prioritized needs list created	Department directors, Supervisors, Staff	**Q4 2023**
Identify duplicate needs between departments	Itemized needs list crossed referenced across departments to see if there are similar needs	Executive, Department directors	**Q4 2023**
Identify cost and timeframe to implement improvements	Timeline and quotes from vendors if there are specific needs	Executive, Department directors, Staff	**Q1 2024**
Create plan to implement new process (goal is 1 process improvement per department each year)	Process improvements identified, timeline set	Department directors, Staff	**Q2 2024**
Implement new process	Updated process in place	Managers, Staff	**Ongoing through 2026**
Annually evaluate process list to see if there are areas for improvement	Process list updated	Department directors/ Managers/ staff	**Annually**

Strategic Priority: Operational Excellence   Outcome: Operational capability to deliver essential services Target: - Office 365 implemented by 2023; _#_ improvements in each service area implemented 2023-2026

Initiative: Develop organization-wide tech plan

Actions	Measure of Success	Who's Responsible	Target Date
Establish a baseline for each department on what they currently have (hardware/software) and identify needs.	Baseline tech capabilities established	IT, Departments	**Q2 2023**
Needs assessment of (new) tech which must be upgraded for switch to M365	Tech identified by department – specifically focus on items associated with switch to M365	IT, Departments	**Q4 2022**
Develop plan: IT (software/ hardware) and companies identified – create a rollout schedule.	Support identified (contractors, software, hardware) to implement rollout	IT, Departments, Tech consultants	**Q1 2024**
Monitor tech implementation and meet with staff on progress and obstacles during implementation.	Successfully implement and train all staff on the new tech	IT, Tech consultants, staff	**Q2 2024**
Collect feedback from staff using the new tech and adjust based on survey results	Feedback collected and adjustments made to tech/implementation plan	IT, Tech consultants, staff	**Q3 2024**
Departments and IT annually review tech plan to ensure better service to our customers internally and externally	Tech plan annually reviewed by Departments and IT to ensure better service to our customers both internally and externally	IT, Departments, Staff	**Annually**

Strategic Priority: Operational excellence Outcome: Operational capability to deliver essential services
Target: Essential service delivery plan in place by 2026
Initiative: Establish essential service delivery plan

Actions	Measure of Success	Who's Responsible	Target Date
Identify existing processes in each department and create a list of what is essential	List created	Department directors, Supervisors, Staff	**Q2 2024**
Identify essential service tiers list	List created	Executive, Department directors	**Q4 2024**
Identify duplicate services between departments	Itemized needs list crossed referenced across departments to see if there are similar needs	Executive, Department directors	**Q3 2024**
Identify services offered by outside agencies and partners	Itemized needs list of partners created	Executive, Department directors	**Q4 2024**
Create essential service delivery plan	Essential service delivery plan in place	Department directors, supervisors, Staff	**Q1 2025**
Annually evaluate service delivery plan to see if there are areas that need updates	Annually evaluate service delivery plan	Department Directors, Managers, Staff	**Annually**

Strategic Priority: Community Development	Outcome: A vibrant downtown new business in DT 2023-2026	Target: _#_new DT housing units and _#_of
Initiative: Develop a downtown strategy		
Actions	**Measure of Success**	**Who's Responsible**	**Target Date**
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Recruit, hire, onboard Economic Development Coordinator	Fully onboard ED Coordinator	MP, HRA	**Q4 2023**
Research, investigate, network – what exists now? How do we track?	List of identified sources, people, agencies	CD Staff	**Q4 2023**
Collect baseline data	Current number of housing and businesses in downtown identified	CD Staff	**Q2 2024**
Data analytics and identify trends	Understanding of types of uses "missing" from downtown	CD Staff	**Q4 2024**
Consider means to attract/market for desired uses	Marketing strategy and/or funding strategy complete	CD Staff	**Q4 2025**
Proactively market downtown Richfield	Increased number of housing units and businesses in downtown	CD Staff	**Q4 2025**

Strategic Priority: Community Development   Outcome: --Increased Tax Base & Maintain Richfield as Affordable Place to live Target: Net increase in new housing units and business & Decline in cost-burdened households

Initiative: Establish strategy for pooled TIF funds

Actions	Measure of Success	Who's Responsible	Target Date
Complete City Audit	Audit done and distributed	Finance	**Q3 2022**
Provide audit to Ehlers to create a TIF mgmt. plan	TIF mgmt. plan completed	Ehlers	**Q4 2022**
Internal evaluation of TIF mgmt. plan and recommendation prepared	Reports/ recommendations to HRA prepared	MP/JU, CD Mgmt	**Q1 2023**
Present TIF mgmt. plan to HRA and Council at work session for feedback	Complete work session	MP/JU, CD Mgmt	**Q1 2023**
Adopt TIF plan mods/plan	Plans/mods adopted	MP/JU, CD Mgmt	**Q3 2023**

Strategic Priority: Community Development   Outcome: Maintain Richfield as an affordable place to live
Targets: - Decline in cost-burdened households & creation of 66 units 30%, 29 units 31-50%, 26 units 51-80% housing

Initiative: Create community affordability strategy

Actions	Measure of Success	Who's Responsible	Target Date
Review of current programs	Report/ review completed	CD Staff	Q3, 2023
Track impact of inclusionary housing policy	How many units created; cost of units; etc.	CD Staff	Q4, 2024
Implementation of inclusionary housing policy by increasing capacity of property managers	Trained and capable property management staff & correct income qualification submittals.	CD Staff	ongoing
Create dashboard of affordability	Data available on public-facing dashboard	CD Staff	Q4, 2024
Facilitate construction of three fully-affordable housing projects.	Projects built and operating successfully in community.	CD Staff	2025
Develop affordable housing trust fund spending strategy/priorities.	Funding spent to support affordable units.	CD Staff, Executive	Q2, 2023

Strategic Priority: Community Development   Outcome: Increased tax base Target: -_$_ increase in value of new permits; Net increase in housing units; and Net increase in businesses
Initiative: Develop comprehensive redevelopment plan for HRA-owned sites

Actions	Measure of Success	Who's Responsible	Target Date
Recruit, hire, onboard Economic Development Coordinator	Fully on boarded ED Coordinator	MP, HRA	**Q4/2023**
Collect updated info on HRA owns sites	Data on HRA owned sites collected	ED Coordinator	**Q4 2023**
Evaluate sites in relation to strategic priorities	All sites evaluated and ranked	CD Mgmt.	**Q1 2024**
Identify additional info needed to market sites	Data and HRA needs identified	CD Mgmt.	**Q1 2024**
Collect additional info and prepare marketing materials for sites	Marketing materials prepared	Communication person, Consultant, CD	**Q3 2024**
Market sites	Sites posted for sale	CD Mgmt.	**2025**

Strategic Priority: Community Development Outcome: Increased tax base Target: $_ increase in value of new permits; Net increase in housing units; and Net increase in businesses Initiative: Update Development Review Process and Procedures*			
Actions	**Measure of Success**	**Who's Responsible**	**Target Date**
Research electronic plan review options with departments who participate in review.	Electronic Plan Review Software selected	Cross- department Team	**late 2022**
Sign contract and begin transition to electronic plan review	Data transferred to new system	Cross-department team	**Q2, 2023**
ARC Team establish procedures for use of new software	New process and procedures established	Cross-department team	**Q2, 2023**
Annually evaluate Process and Procedure list to see if there's areas for improvement	Streamlined and efficient processing of permits and plans	Cross-department team	**Annually**
***Also advances Operational Excellence**			

Strategic Priority: Sustainable Infrastructure   Outcome: Sustainable infrastructure financing Target: - Adopted comprehensive funding strategy for infrastructure by 2026

Initiative: Create comprehensive capital funding strategy

Actions	Measure of Success	Who's Responsible	Target Date
Hire a consultant to conduct a utility rate affordability assessment.	Assessment completed.	PW	**Q4 2022**
Consideration of including local option sales tax (LOST) in legislative platform.	Council consideration has occurred.	Executive	**Q4 2022**
If granted authority by State Legislature, host a referendum on a LOST.	Hold a vote at a general election within two years of legislative approval	Executive	**Q4 2024**
Determine sufficient cash balance for liquor operations to move to Recreation capital projects.	Analysis complete, appropriate funding levels identified	Finance, Liquor, Recreation	**2023**
Conduct an internal audit of utility fund charges (6052 Admin Charges).	Utility charges are justified.	Finance	**Q2 2023**
Determine debt limit capacity.	Debt policy developed and implemented into city financial planning	Executive, Finance, City Council	**2024**
Collaborate with state officials to examine the equitability of regional cost share policies.	Reduced financial burden on local municipalities from county and state infrastructure projects.	PW, Executive, City Council	**2023**
Explore the opportunity to sell water to other cities	Opportunity to sell water to other cities explored.	PW, Executive, City Council	**Q4 2023**

Strategic Priority: Sustainable Infrastructure   Outcome: City infrastructure supports service needs Target: - Adopted comprehensive asset management plan by 2025

Initiative: Create comprehensive asset management plan

Actions	Measure of Success	Who's Responsible	Target Date
Compile inventory and condition assessment of all city buildings.	Inventory and assessment completed.	Buildings, Recreation, PW	**Q4 2023**
Compile inventory and condition assessment of all underground infrastructures.	Inventory and assessment completed.	PW	**Q4 2023**
Compile inventory and condition assessment of all city fleet units.	Inventory and assessment completed.	PW	**Q4 2023**
Compile inventory and condition assessment of all city recreation facilities.	Inventory and assessment completed.	PW, Recreation	**Q4 2023**
Compile inventory and condition assessment of all city roadway elements (signs/crosswalks/walls).	Inventory and assessment completed.	PW	**Q4 2023**
Work with a consultant to conduct a needs assessment for all city assets.	Listed created by consultant of what assets are needed and what assets are no longer needed.	Consultant	**Q4 2024**
Work with a consultant to prioritize asset replacement, removal, and expansion. (tie to funding plan)	Clear understanding of priorities for asset replacement, removal, and expansion.	Consultant	**Q3 2025**
Work with a consultant to develop a timeline for replacement, removal and expansion priorities (Tied to 5 and 10 year funding plan).	Timeline completed	Consultant	**Q4 2025**

Strategic Priority: Sustainable Infrastructure   Outcome: Climate resilience is a priority. Target: - 2 highest priority Climate Action Plan projects completed by 2025

Initiative: Implement prioritized CAP initiatives

Actions	Measure of Success	Who's Responsible	Target Date
Develop long- and short-term action steps for CAP	Action chart created that aligns CAP projects with specific goals and timelines.	Recreation, PW	**Q3 2023**
Identify funding sources for CAP projects.	Designated funding for CAP implementation.	Rachel, Amy, Finance, Executive	**Ongoing**
Work with Council, stakeholders, and residents to seek input on CAP priorities.	Decisions influence work plan.	Sustainability Commission, Rachel, City Council	**Q2 2023**

Strategic Priority: Sustainable Infrastructure   Outcome: Climate resilience is a priority Target: 2 highest priority Climate Action Plan projects completed by 2025

Initiative: Create CAP education strategy for staff and public

Actions	Measure of Success	Who's Responsible	Target Date
Identify City events for CAP education outreach opportunities.	Tabling at several events/year.	Rachel, Amy, Communications team	**Ongoing**
Develop formal CAP educational opportunities.	Conduct education opportunities annually.	Rachel, Amy	**Ongoing**
Develop informal CAP educational opportunities.	Information is shared on the City website, social media, print materials, and video.	Sustainability Commission, Rachel, Amy, Communications team	**2025**
Create a calendar to identify outreach topics to help focus CAP education efforts.	Outreach calendar completed and utilized.	Sustainability Commission, Rachel	**2023**
Create CAP education materials for website.	Robust website launched.	Sustainability Commission, Rachel	**2025**

Strategic Priority: High Quality Workforce Outcome: Staff capacity to meet service demands Target: Maintain % fully authorized strength and retention rate increase _% to _% 2023-2026			
Initiative: Develop recruitment strategy			
Actions	**Measure of Success**	**Who's Responsible**	**Target Date**
Quantify current staff/membership composition and areas for improvements	Complete current analysis of employee and commissioner composition	HR, DEI coordinator	**2023**
Survey staff and commissioners on recruitment and retention questions for staff and commissioners.	Analyze employee survey results and needs determined	HR, DEI coordinator, Executive	**2023**
Identify and utilize outreach opportunities (advertisement, flyer, etc.) for a more diverse candidate pool	Opportunities for outreach and recruitment identified	HR, DEI coordinator, Communications Staff	**Annually, starting 2024**
Identify and utilize outreach opportunities (advertisement, flyer, etc.) for a more diverse commissioner applicant pool.	Opportunities for outreach and recruitment identified	City communications staff, Commissioner liaisons, DEI coordinator	**Annually, starting 2024**

Strategic Priority: High Quality Workforce Outcome: Staff capacity to meet service demands Target: - Maintain __% fully authorized strength and Retention rate increase _% to _% 2023-2026			
Initiative: Conduct salary & classification study			
Actions	**Measure of Success**	**Who's Responsible**	**Target Date**
Conduct wage/classification study	Study completed	HR, Executive, Consultant	**Q4 2023**
Develop recommendations based on results of the study	Recommendations developed and implemented	HR, Executive, DEI coordinator	**2024-2025**

Strategic Priority: High Quality Workforce Outcome: Staff capacity to meet service demands Target: - Maintain % fully authorized strength and Retention rate increase _% to _% 2023-2026

Initiative: Establish departmental succession plans

Actions	Measure of Success	Who's Responsible	Target Date
Identify and prepare for anticipated vacancies. Forecast and anticipate 3 to 5 years	Anticipated vacancies identified	Department directors, supervisors	**Q4 2024**
Departments must submit a succession plan (HR prepare sample) 10 year plan	Succession plan developed an submitted	Department directors, Supervisors, HR	**2024, review annually**
Prepare for sudden/unexpected vacancies (job descriptions, materials, requisition forms, document position processes/create transition documents, etc)	Materials created and updated annually	HR, Department directors	**Annually**

Strategic Priority: High Quality Workforce Outcome: A well-trained workforce Target: __% of all employees meet or exceed training goals by 2026 Initiative: Enhance professional development plan			
Actions	**Measure of Success**	**Who's Responsible**	**Target Date**
Identify opportunities for staff development- what areas could be improved and what organizations should we use for training	Areas for growth and partners developed	HR, Department directors, Supervisors, Staff	**Q1 2024**
Determine budget for professional development	Budget determined	Department directors, Supervisors	**2024 budget, then annually**
Identify and implement professional development opportunities	Training and professional development utilized	HR, Department directors	**2024 budget, then annually**

Strategic Priority: High Quality Workforce Outcome: Healthy Council-staff relationships Target: - Meet or exceed Council-staff trust and relationship target(s) by 2025 Initiative: Develop Council-staff relationship/workplan process			
Actions	**Measure of Success**	**Who's Responsible**	**Target Date**
Council encouraged to connect more with staff, meet with directors, and attend events	Improving cohesiveness between the groups and better collaboration in implementing strategic priorities	Council, Executive, Directors, Staff	**immediately and ongoing**
Develop relationship/work plan process with City Council and leadership team	Work plan created and approved	Executive, Directors	**2023**
Quarterly meeting with Council to review • **Standard of engagement** • **Strategic plan progress** • **Work plan** • **Budget**	Quarterly meetings held	Council, Executive, Directors	**2023-2026**
Host all managers meetings annually to review work plan as a group	Work plan reviewed internally annually and strategic priorities completed	Executive	**Annually, starting 2023**
As part of Commissions and board onboarding process go over strategic plans	Commissions and boards aligned with strategic plan and city work plan	Executive, liaisons	**2024**

Strategic Priority: Equity and Inclusion   Outcome: Reduced racial inequities and barriers for traditionally excluded groups Target:- A racial inequities reduction plan in all departments by 2025 Initiative: Develop strategy to hire DEI Coordinator

Actions	Measure of Success	Who's Responsible	Target Date
Evaluate DEI coordinators roles and responsibilities	DEI coordinators position evaluation completed	Executive, Admin (HR), DEI position supervisor	**Q3 2022**
Evaluate DEI coordinators position in org and if they need additional resources for success	DEI coordinators position evaluation completed	Executive, Admin (HR), DEI position supervisor	**Q3 2022**
Update DEI job description to reflect finding from prior research	DEI job description updated	Admin (HR), DEI position supervisor	**Q3 2022**
Post DEI position	Job posted	Admin (HR)	**Q4 2022**
Promote DEI position posting to the community	Position viewed by a large, diverse group of applicants	Admin (HR), Communications	**Q4 2022**
Onboard DEI position	Successfully onboard DEI coordinator	Executive, Admin (HR), DEI position supervisor	**Q1 2023**
Support DEI position	DEI position feels supported and empowered	Executive, DEI position supervisor	**Ongoing**

Strategic Priority: Equity and Inclusion   Outcome: - Reduced racial inequities and barriers for traditionally excluded groups Target: A racial inequities reduction plan in all departments by 2025

Initiative: Create equity plan

Actions	Measure of Success	Who's Responsible	Target Date
Identify data on racial inequity that can be collected, measured, and monitored	Data identified	DEI coordinator, CARES team,	**2024**
Each department will identify 3-5 metrics to focus racial inequity work on	Metrics identified	DEI coordinator, department leads	**Q1 2024**
Determine framework for equity plan	All sites evaluated and ranked	DEI coordinator	**2023?**
Annually review 3 ordinance and/or city policies with a specific focus on reducing racial inequalities	Gaps/recommended changes identified for inclusion in equity work plan	DEI coordinator, department leads	**2024, On going**
Share/Publish Equity Pan	Plan published	DEI coordinator, Executive, Communication staff	**2024**
Educate staff, council, commission, and community on equity plan	People are aware and informed on equity plan	DEI coordinator, Executive, Communication staff	**2024-2025**

Strategic Priority: Equity and Inclusion   Outcome: Reduced racial inequities and barriers for traditionally excluded groups Target: Increased rating on customer satisfaction survey

Initiative: Create customer service rating increase strategy

Actions	Measure of Success	Who's Responsible	Target Date
Review past surveys/Focus groups	Review complete	DEI coordinator, Exec.	**Q4 2023**
Identify communities, specifically historically excluded groups, in the city	List of historically excluded groups in our city created	DEI coordinator, Community engagement manager	**2024**
Identify community leaders, stakeholders, organizations	List of community leaders, stakeholders, organizations created	DEI coordinator, Community engagement manager	**2024**
Conduct additional surveys/focus groups of users of city services	Feedback collected from a wide variety of our community	DEI coordinator, Community engagement manager	**As needed**
Create and implement plan for collecting on going feedback	Process in place	DEI coordinator, Community engagement manager	**2024**
Develop and implement training program- develop outside opportunities for these trainings	Trainings scheduled and completed	DEI coordinator, HR	**2024-2025**
Conduct the National Community Survey	Survey completed	DEI coordinator, Community engagement manager	**2024**

Strategic Priority: Equity and Inclusion Outcome: Equity-based framework is applied to decision-making Target: _____% of City Council and staff decisions include use of equity framework 2023-2026*

Initiative: Develop and implement equity decision-making framework

Actions	Measure of Success	Who's Responsible	Target Date
Inventory equity tools currently available in our organization	Review complete	DEI coordinator	**2023**
Research processes and tools that other cities have implemented	Assessment completed	DEI coordinator	**2023**
Pilot equity toolkit with departments	Toolkit applied to some policies and procedures	DEI coordinator, few staff to test	**2023**
Train CARES team on equity toolkit	CARES team trained on equity toolkit	DEI coordinator, CARES team	**2023**
Implement toolkit in all departments – CARES team can assist in rollout	All staff trained on equity toolkit	DEI coordinator, CARES team, Department directors, Managers, Supervisors, Staff	**2023**
Research and identify equity lens for C.C.	Equity lens tool identified	DEI coordinator	**2023**
Add equity lens to staff reports	Staff reports updated with equity lens	DEI coordinator, IT	**2023**
Annually review toolkit and processes for improvement	Toolkit reviewed annually	DEI coordinator, CARES team	**Annually**