



Presentation of the Strategic Plan Dashboard



Operational Excellence

Community Development

Sustainable Infrastructure

High-Quality Workforce

Equity and Inclusion



Richfield's 2023-2026 Strategic Plan

Strategic Plan Dashboard

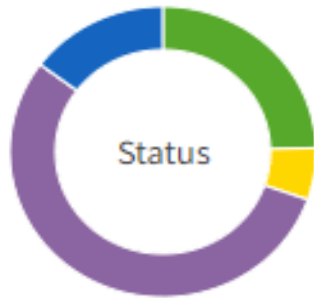
- Presentation tonight will show how the city will use this public dashboard to track progress on:
 - Initiatives, outcomes, and targets
- Has been a joint effort by staff over the past few months.
 - Representatives from all departments have worked to enter data into the dashboard.
- Works on desktops, tablets, and phones

Strategic Plan Background

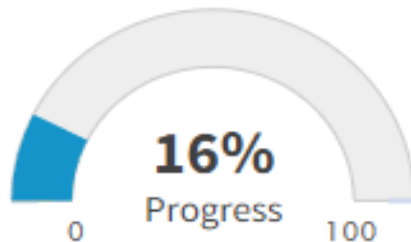
- From October 2021 through April 2022, the City of Richfield engaged in a strategic planning process.
 - The process yielded a strategic plan covering 2023-2026.
- The plan consists of five strategic priorities—issues of greatest importance to the City of Richfield over the next four years. The five priorities identified are:
 - Operational Excellence
 - Community Development
 - Sustainable Infrastructure
 - Workforce Capacity
 - Equity and Inclusion
- Associated with each priority is a set of desired outcomes, key outcome indicators, and performance targets.



Plan Status & Progress



	%	#
On Track	24.59	30
Some Disruption	5.74	7
Upcoming	54.92	67
Completed	14.75	18



Where are we now?

- City is *beginning* this journey;
 - Some initiatives may not have data or target detailed yet
- Dashboard Tracks
 - 5 Strategic Priorities
 - 15 Desired Outcomes
 - 26 Targets
 - 22 Initiatives
 - 118 Specific Actions
- 16% completed

Where are we now?



Operational Excellence

An organization that delivers results.



Operational Excellence Targets

- 80% of Strategic Plan targets completed by 2026
- Stable funding for essential services in place by 2025
- Office 365 implemented by 2023
- Improvement in each department implemented annually
- Essential service delivery plan in place by 2026



Community Development

Creating a community where all can thrive.



Community Development Targets

- 500 new DT housing units by 2026
- 15 new business in DT by 2026
- _\$ _ increase in value of new permits
- Decline in cost-burdened households
 - 66 units 30%, 29 units 31-50%, 26 units 51-80%
 - Maintain #/% of existing housing units at 30/50/60/80% AMI



Sustainable Infrastructure

Infrastructure that meets community needs.



Sustainable Infrastructure Target

- Adopted comprehensive asset management plan by 2025
- Adopted comprehensive funding strategy for infrastructure by 2026
- 2 highest priority Climate Action Plan projects completed by 2025

Where are we now?



High Quality Workforce




High Quality Workforce

A stable, well-trained workforce.




High Quality Workforce Target

- TBD % of all employees meet or exceed training goals by 2026
- Maintain 90% fully authorized strength by 2025
- Annual retention rate increase of 3% for all employees until maintaining 90% fully authorized strength by 2026
- Meet or exceed Council-staff trust and relationship target(s) by 2025




Equity and Inclusion



Equity and Inclusion




A diverse, inclusive and thriving hometown.



Equity and Inclusion Targets

- Progress on reducing racial inequities measured by citywide metrics by 2025
- Percentage increase 2023-2026:
 - 3% annual increase - underrepresented leadership
 - 3% annual increase - BIPOC employees
 - 41% BIPOC Commissioners
- BIPOC retention rate \geq overall rate
- 80% of City Council policy decisions and staff process improvements include use of equity framework by 2026

Next level: Outcomes

Description	Progress
Reduced racial inequities and barriers for traditionally excluded groups	
Staff, Boards and Commissions reflect the diversity of the community.	
Equity-based framework is applied to decision-making.	

Strategic Dashboard Next Steps

- The city's dashboard will be updated every quarter to ensure it's up to date and reflects the changing dynamics of our community.
- Application automatically reminds staff when updates are due.
- Progress reports can be automatically sent to directors and managers.
- Public dashboard will go live March 1.

Plan Elements	Department	Progress	2021	2022	2023	2024	2025
📄 Action 1.3.1.6 Imp	Richfield					→ Action	
📄 Action 1.3.1.7 Anr	Richfield	0%		→ Action 1.3.1.7 Annually evaluate process list to see if there are areas for improvement			
📁 Initiative 1.3.2 Devel	Richfield	16.7%		→ Initiative 1.3.2 Develop organization-wide tech plan			
📄 Action 1.3.2.1 Est	Richfield	0%		→ Action 1.3.2.1 Establish a baseline for each department on what they currently have (hard			
📄 Action 1.3.2.2 Nec	Richfield	100%		→ Action			
📄 Action 1.3.2.3 Dev	Richfield					→ Action 1.3.2.3 Develop plan: IT (software/ ha	
📄 Action 1.3.2.4 Moi	Richfield					→ Action 1.3.2.4 Monitor tech implementa	
📄 Action 1.3.2.5 Col	Richfield	0%		→ Action 1.3.2.5 Collect feedback from staff using the new tech and adjust based on survey			



Questions?

Other Dashboard Examples

Here are examples from other cities who use Envisio as the public dashboard for their strategic plans.

- Albuquerque, New Mexico - Public infrastructure - Public infrastructure goal
<https://performance.envisio.com/dashboard/abq1879/Goal-10704>
- Irving, Texas- Value of completed projects- CIP -
https://performance.envisio.com/dashboard/Future_in_Focus/Goal-10547
- Irving, Texas- Turnover rate or number of employees-
https://performance.envisio.com/dashboard/Future_in_Focus/Goal-10553
- Maplewood, Minnesota - Community Inclusiveness
<https://maplewoodmn.gov/1840/Strategic-Plan-Performance-Measurement-P>
- Edina, Minnesota – Budget Work Plan- *Just released*
<https://performance.envisio.com/dashboard/BudgetWorkPlan-Edina>



Future Targets for Strategic Plan Initiatives



Targets for Strategic Plan Initiatives

- The strategic plan provides targets, key outcome indicators and initiatives were consistent with the desired outcomes and priorities.
 - This review included researching and refining targets and key outcome indicators
 - At the time of strategic plan adoption, staff committed to identify future data and values for use in the strategic plan document in the next year.
- Staff has met with department directors recently to discuss and identify targets for strategic initiatives.
 - targets which will be achievable in a timely fashion.
 - may be stretch goals- intentionally set high
 - These goals are not expected to be achieved one hundred percent.
- Continue to work to determine a baseline for the data and specific targets.
- Progress and targets will be discussed as part of the annual effective governance meetings



Targets for Strategic Plan Initiatives

Operational Excellence

- **80%** of Strategic Plan targets completed by 2026
- Stable funding for essential services in place by 2025
- Office 365 implemented by 2023
- Improvement in each ~~service area~~ **department** implemented ~~2024-2026~~ **annually**
- Essential service delivery plan in place by 2026

Community Development

- **500** new DT housing units ~~2023-~~ **by** 2026
- **15** new business in DT ~~2023-~~ **by** 2026
- \$ increase in value of new permits
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Sustainable Infrastructure

- Adopted comprehensive asset management plan by 2025
- Adopted comprehensive funding strategy for infrastructure by 2026
- 2 highest priority Climate Action Plan projects completed by 2025

High-Quality Workforce

- TBD% of all employees meet or exceed training goals by 2026
- Maintain **90** % fully authorized strength by **2025**
- **Annual** retention rate increase of **2% for all employees until maintaining to 90% fully authorized strength**
- Meet or exceed Council-staff trust and relationship target(s) by 2025

Equity and Inclusion

- Progress on reducing racial inequities measured by citywide metrics by 2025
- Percentage increase 2023-2026:
 - **3% annual increase** - underrepresented leadership
 - **3% annual increase** -BIPOC employees
 - **41%** BIPOC Commissioners
- BIPOC turnover rate =/< overall rate
- **80%** of City Council and staff decisions include use of equity framework 2023-2026

Key
<u>ADDITION</u>
Subtraction