



2023 – 2026

STRATEGIC PLAN

JULY 2022





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.



strategy

The Plan

Five Strategic Priorities

- 1 OPERATIONAL EXCELLENCE
- 2 COMMUNITY DEVELOPMENT
- 3 SUSTAINABLE INFRASTRUCTURE
- 4 HIGH-QUALITY WORKFORCE
- 5 EQUITY AND INCLUSION

STRATEGIC PLAN SUMMARY 2023–2026

City of Richfield

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
OPERATIONAL EXCELLENCE <i>An organization that delivers results</i>	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
	Financial capacity to deliver essential services	- Fund balance growth - Revenue growth - New revenue sources	- Stable funding for essential services in place by 2025	b) Create organization-wide continuous improvement plan c) Develop organization-wide tech plan
	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	d) Establish essential service delivery plan
COMMUNITY DEVELOPMENT <i>Creating a community where all can thrive</i>	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
	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*	c) Create community affordability strategy d) Develop comprehensive HRA redevelopment plan
	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 - #/% of existing housing units at 30/50/60/80% AMI	- 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	e) Update development review process and procedures
SUSTAINABLE INFRASTRUCTURE <i>Infrastructure that meets community needs</i>	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
	Sustainable infrastructure financing	- Utility rate, tax base, debt capacities - External revenue source usage	- Adopted comprehensive funding strategy for infrastructure by 2026	c) Implement prioritized CAP initiatives d) Create CAP education strategy for staff and public
	Climate resilience is a priority	- CAP initiatives approved - CAP priorities funded	- 2 highest priority Climate Action Plan projects completed by 2025	
HIGH-QUALITY WORKFORCE <i>A stable, well-trained workforce</i>	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
	Staff capacity to meet service demands	- Time-to-fill reduction - Retention rate improvement	- Maintain ___ fully authorized strength* - Retention rate increase ___ to ___ 2023-2026*	c) Establish departmental succession plans d) Enhance professional development plan
	Healthy Council-staff relationships	- Council-staff trust, relationship survey results	- Meet or exceed Council-staff trust and relationship target(s) by 2025	e) Develop Council-staff relationship/workplan process
EQUITY AND INCLUSION <i>A diverse, inclusive and thriving hometown</i>	Reduced racial inequities and barriers for traditionally excluded groups	- # of documented disparities - BIPOC community ratings	- Progress on reducing racial inequities measured by citywide metrics by 2025	a) Develop strategy to hire DEI coordinator b) Create equity plan
	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	c) Create customer service rating increase strategy d) Develop and implement equity decision-making framework
	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

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.

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.

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.

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.

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. This 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. The results are displayed below.

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

SWOT Analysis

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

OPPORTUNITIES

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

THREATS

STRATEGIC PRIORITY 1

Operational Excellence



OUTCOME

Focused City leadership

KEY OUTCOME INDICATOR

Targets achieved; strategic plan modifications

TARGET

___% of strategic plan targets completed by 2026*

OUTCOME

Financial capacity to deliver essential services

KEY OUTCOME INDICATOR

Fund balance growth; revenue growth; new revenue sources

TARGET

Stable funding essential services in place by 2025

OUTCOME

Operational capability to deliver essential services

KEY OUTCOME INDICATOR

System gaps closed; process improvements; service levels identified, met

TARGET

Office 365 implemented by 2023; ___#_ improvements in each service area implemented 2024-2026; Essential service delivery plan in place by 2026

STRATEGIC INITIATIVES

- Develop long-term financial plans for capital and operations
- Create organization-wide continuous improvement plan

- Develop organization-wide tech plan
- Establish essential service delivery

*To be determined

STRATEGIC PRIORITY 2

Community Development



OUTCOME

A vibrant downtown

KEY OUTCOME INDICATOR

• _#_ of new DT housing units; _#_ of new DT businesses

TARGET

• _#_ of new DT housing units 2023-2026*
• _#_ of businesses between 2023-2026*

OUTCOME

Increased tax base

KEY OUTCOME INDICATOR

• "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*

OUTCOME

Maintain Richfield as an affordable place to live

KEY OUTCOME INDICATOR

• _#_ of households paying more than 30% of income on housing; progress toward Met Council Comprehensive Plan 30/50/80% AMI need allocation; #/% of existing housing units at 30/50/60/80% AMI

TARGET

• 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

STRATEGIC INITIATIVES

- 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

*To be determined

STRATEGIC PRIORITY 3

Sustainable Infrastructure



OUTCOME

City infrastructure support service needs

KEY OUTCOME INDICATOR

Asset plans adopted; replacement plan compliance

TARGET

Adopted comprehensive asset management plan by 2025

OUTCOME

Sustainable infrastructure financing

KEY OUTCOME INDICATOR

Utility rate, tax base, debt capacities; external revenue source usage

TARGET

Adopted comprehensive funding strategy for infrastructure by 2026

OUTCOME

Climate resilience is a priority

KEY OUTCOME INDICATOR

CAP initiatives approved; CAP priorities funded

TARGET

2 highest priority Climate Action Plan projects completed by 2025

STRATEGIC INITIATIVES

- Create comprehensive capital funding strategy
- Create comprehensive asset management plan

- Implement prioritized CAP initiatives
- Create CAP education strategy for staff and public

STRATEGIC PRIORITY 4

High-Quality Workforce



OUTCOME

A well-trained workforce

KEY OUTCOME INDICATOR

Training goals met; training completed

TARGET

___% of all employees meet or exceeding training goals 2026*

OUTCOME

Staff capacity to meet service demands

KEY OUTCOME INDICATOR

Time-to-fill reduction; retention rate improvement

TARGET

Maintain ___% fully authorized strength*
Retention rate increase ___% to ___% 2023-2026*

OUTCOME

Healthy Council-staff relationships

KEY OUTCOME INDICATOR

Council-staff trust, relationship survey results

TARGET

Meet or exceed Council-staff trust and relationship target(s) by 2025

STRATEGIC INITIATIVES

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

*To be determined

STRATEGIC PRIORITY 5

Equity and Inclusion



OUTCOME

Reduced racial inequities and barriers for traditionally excluded groups

KEY OUTCOME INDICATOR

of documented inequities; BIPOC service ratings

TARGET

Progress on reducing racial inequities measured by citywide metrics by 2025

OUTCOME

Staff, Boards and Commissions reflect the diversity of the community

KEY OUTCOME INDICATOR

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

OUTCOME

Equity-based framework is applied to decision-making

KEY OUTCOME INDICATOR

___% decisions using equity framework

TARGET

___% of City Council and staff decisions include use of equity framework 2023-2026*

STRATEGIC INITIATIVES

- a. Develop strategy to hire DEI Coordinator
- b. Create Equity Plan

- c. Create cultural competency strategy
- d. Implement equity tools across the organization

*To be determined

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