

FOUR-YEAR STRATEGIC PLAN SUMMARY 2023–2027

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	- 80% of Strategic Plan targets completed by 2026	a) Create a strategic plan for Richfield b) Create a public dashboard for the strategic plan
	Financial capacity to deliver essential services	- Fund balance growth - Revenue growth - New revenue sources	- Stable funding for essential services in place by 2026	c) Develop long-term financial plans for capital and operations d) Create organization-wide continuous improvement plan
	Operational capability to deliver essential services	- System gaps closed - Process improvements - Service levels identified, met	- Office 365 implemented by 2023 - Process improvement in each department implemented annually - Essential service delivery plan in place by 2026	e) Develop organization-wide tech plan f) Establish essential service delivery plan
COMMUNITY DEVELOPMENT <i>Creating a community where all can thrive</i>	A vibrant downtown (DT)	- # new DT housing units - # new DT business	- 500 new DT housing units by 2026 - 15 new business in DT by 2026	a) Develop a downtown strategy b) Establish strategy for pooled TIF funds
	Diversified tax base	- % increase in commercial tax base - % increase in multifamily tax base - % increase in non-single-family tax base	- <u>TBD</u> % increase in commercial tax base - <u>TBD</u> % increase in multifamily tax base - <u>TBD</u> % increase in non-single-family tax base	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 current number 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	- <u>TBD</u> % 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 95% fully authorized strength - Annual retention rate increase of 2% for all employees until maintaining 90% retention	c) Establish departmental succession plans d) Enhance professional development plan
	Healthy Council-staff relationships	- Council-staff trust, relationship survey results	- Senior leadership team's annual survey scores 85% or better by 2024	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	-Our staff and commissioners represent the diversity of our community: - 3% annual increase for underrepresented leadership - 3% annual increase for BIPOC employees - 3% annual increase for BIPOC Commissioners. -BIPOC retention 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	-80% of City Council and staff decisions include use of equity framework 2026	

TBD is to be determined