

Council Strategic Planning Session

Wednesday, January 29, 2020 – 5:30 pm

Brookview
Valley Room
316 Brookview Parkway

5:30 pm	Social
6:00 pm	Dinner
6:30 pm	Group Exercise
7:00 pm	2019 Recap 2020 Action Steps



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2020 ANNUAL COUNCIL PLANNING SESSION





“You have to decide what your highest priorities are and have the courage—pleasantly, smilingly, nonapologetically, to say ‘no’ to other things.”

~ Stephen Covey

WELCOME STATEMENT



The City of Golden Valley believes in and stands for the values of social equity, inclusion, and justice.

We embrace diversity and recognize the rights of individuals to live their lives with dignity, free of discrimination, fear, violence, and hate.

We welcome individuals to Golden Valley regardless of race, color, creed, religion, national origin, immigration status, gender, gender identity, marital status, age, disability, economic status, sexual orientation, familial status, or cultural background.

We strive to provide fair and unbiased services and programs, giving opportunities for all.

We are dedicated to being a supportive and united community, strengthened by the diversity of our residents and visitors.

VALUES



Communication

Respect

Community

Innovation

Inclusion

Courage

Integrity

Accountability

VISION STATEMENT



Golden Valley strives to creatively connect people and places, preserve and enhance community resources, and nurture opportunities for all.

MISSION STATEMENT



The City of Golden Valley delivers high-quality, responsive services to ensure the community remains a vibrant and welcoming environment in which to live, work, and play.

ORGANIZATIONAL PRIORITIES



Strategic
Development
&
Redevelopment



Effective
Governance



Infrastructure
Maintenance
&
Enhancement



Financial
Wellness



Community
Affairs



Strategic Development & Redevelopment

Focusing redevelopment on four planning districts: Golden Valley's downtown area, LRT station area, Douglas Drive corridor, and I-394 corridor



Effective Governance

Governing with a focus on good communication and teamwork, respecting values and process, heeding meeting decorum and timely decision-making, and building citizen engagement and understanding



Infrastructure Maintenance & Enhancement

Maintaining and improving infrastructure at highest quality for the investment by prioritizing areas of need, identifying costs, and planning for future growth



Financial Wellness

Balancing spending with emphasis on maintaining current service levels, accommodating future needs, expanding tax base, growing reserves, maintaining bond rating, and improving efficiencies and effectiveness



Community Affairs

Considering policies that benefit society at large

CORE SERVICES



Brookview Amenities

City Administration

Communications

Economic Development

Elections

Emergency Management

Engineering

Finance

Fire Protection

Human Resources

Information Technology (IT)

Inspections

Legal Services

Motor Vehicle Licensing

Natural Resources Management

Park Maintenance

Parks and Recreation

Permits and Licensing

Planning

Police

Street Maintenance

Utilities Maintenance

Utility Billing

Vehicle Maintenance

ONGOING INITIATIVES



Affordable Housing Plan

Bike and Pedestrian Plan

Debt Reduction Plan

DeCola Ponds Stormwater Project

Downtown Study

Facility Needs Study

GreenStep Cities

Infrastructure Renewal Plan

Metro Blue Line LRT

Pavement Management Program
(PMP)

Rising TIDES

2019 CITY COUNCIL GOALS



Better protect neighborhood character; fix housing code to address 40-foot lots.



Develop a clear, concise, and consistent branding strategy.



Stay on course with long-term plans on infrastructure (including the Bike & Pedestrian Plan and Flood Mitigation).



Prioritize projects, issues, and ideas in relationship to needs and wants and the financial cost to the city and community.



Increase the minimum legal age for the purchase of tobacco products, including e-cigarettes, to 21 years (T21).

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CORE SERVICES

DEPARTMENT ACTION STEPS

ORGANIZATIONAL PRIORITIES

Strategic Development & Redevelopment

Effective Governance

Infrastructure Maintenance & Enhancement

Financial Wellness

Community Affairs

ONGOING ACTION STEPS

Downtown Study
Identify Properties to Return to Tax Rolls

Bike and Pedestrian Plan
Fire Study
Infrastructure Renewal Plan
Metro Blue Line LRT
Pavement Management Plan
DeCola Ponds B & C

Debt Reduction Plan

Affordable Housing Plan
Rising TIDES
GreenStep Cities
Waste Hauling Decision

2019 ACTION STEPS

Better protect neighborhood character; fix housing code to address 40-foot lots.

Develop a clear, concise, and consistent identity and branding strategy.

Stay on course with long-term infrastructure plans (Bike and Pedestrian Plan and Flood Mitigation).

Prioritize projects, issues, and ideas in relationship to needs and wants and the financial cost to the city and community.

Increase the minimum legal age for the purchase of tobacco products, including e-cigarettes, to 21 years (T21).

A SAMPLING OF 2019 ACCOMPLISHMENTS

2019 ACCOMPLISHMENTS

ADMINISTRATIVE SERVICES



- ✓ Configure and roll out Project Dox plan review software.
- ✓ Keep working with the MNLARS rollout to successfully get a working software package.
- ✓ Continue working on electronic timesheets for departments.
- ✓ **Transition to a 10 Year CIP.**
- ✓ Update financing for IRP roll-out.

2019 ACCOMPLISHMENTS

COMMUNICATIONS



- ✓ Implemented Survey Legend tool for community engagement (five published surveys, three in development, 1,903 total responses)
- ✓ Developed and implemented community input collection and reporting methods (343 pages of data in four reports since August 2019)
- ✓ Grew City's use of social media and use of video, including strategies and policies for each City social media channel. Doubled average Facebook reach per month from 31,795 to 60,256, and nearly tripled average number of Facebook video views per month, from 808 to 2,203.
- ✓ Branded Police Aviation Unit, CommunityCam, No Ticket Just Fix It, Human Rights Commission "EquALLity" stickers. Rebranded Run The Valley, Greens Classic, Neighborhood Watch. Developed and implemented four new Golden Valley apparel designs for merchandizing.
- ✓ Strengthened strategic marketing, brand standards, and promotion for Brookview businesses.

2019 ACCOMPLISHMENTS

FIRE



- Worked with the American Red Cross (ARC) to identify three facilities and reach agreements to provide sheltering for 187 beds. Brookview along with two churches are now on the national ARC registered shelters list
- Expanded the use of electronic technology to increase effectiveness of daily fire operations.
- Received \$63,313 in reimbursement training dollars from the Minnesota Board of Fire Training and Education (GVFD ranks the 10th in state).
- Maintained continuity of Fire Department operations during the four-month vacancy of the Assistant Chief position, including call response, training, hiring, public education, and public outreach.
- **Completed the first full year with a Duty Officer and Duty Chief on-call 24 hours a day, seven days a week. Having command staff on scene quickly led to good outcomes at a large number of calls, including 13 major events.**

2019 ACCOMPLISHMENTS

HUMAN RESOURCES



- ✓ **First year of Rising TIDES Task Force – propelling equity work forward.**
- ✓ **Successful first year partnership with BrookLynk.**
- ✓ Implemented performance evaluations.
- ✓ Posted 41 positions; Hired 21 full-time/part-time regular employees; promoted 14 employees.
- ✓ Completed organizational structure updates, job description updates, and policy and procedure updates.

2019 ACCOMPLISHMENTS

LEGAL



- ✓ Streamlined contract review, approval, execution, and archiving processes.
- ✓ Drafted purchasing, contracting, and signatory authority policy (pending approval).
- ✓ Worked with Physical Development team to refine a variety of development-related processes.
- ✓ Began process of updating document storage and retention policies.
- ✓ Standardized code enforcement procedures and began training key staff members.
- ✓ Worked with City Council to update tobacco licensing and regulation ordinance.

2019 ACCOMPLISHMENTS

PARKS & RECREATION



- ✓ Partnered with Three Rivers Park District for solar LED lighting on the winter recreation trail at Brookview.
- ✓ Implemented field improvement project at Lions, Schaper, and Wesley Parks using grant funds.
- ✓ **Added outdoor synthetic curling rinks at Brookview to provide new winter recreational opportunities for the community and increase weeknight traffic at Three One Six Bar + Grill.**
- ✓ Designed development of a connection/commuter trail along Hwy 55 from the Schaper Park intersection to Theodore Wirth Parkway.
- ✓ Facilitated partnership of St Louis Park Friends of the Arts and Golden Valley Arts to develop and sponsor the first and hopefully annual Artist Showcase at Brookview.

2019 ACCOMPLISHMENTS

PHYSICAL DEVELOPMENT



- ✓ Completed revisions to waste hauling ordinance.
- ✓ Configured and launched Project Dox
- ✓ Collaborated with Hennepin County on Glenwood Ave community engagement.
- ✓ Implemented Downtown Study Phase II.
- ✓ Implemented DeCola Ponds B & C funding, approvals, and commencement of project.
- ✓ Received GreenStep Level IV status, recognizing Golden Valley's advancement and commitment in the Minnesota GreenStep Cities program.

2019 ACCOMPLISHMENTS

POLICE



- ✓ **Filled Community Health Officer position and collaborated with local and regional resources in mental health services to help augment patrol officers in crisis calls and follow-up response.**
- ✓ Explored different approaches to hiring, recruiting, and training.
- ✓ Obtained final COA (Certificates of Waiver or Authorization) from the FAA for drone program, purchased needed equipment, trained staff, and implemented operating policy. Demonstrated program at GVPDU Citizens Academy, Public Safety Open House, and Public Safety In The Parks events.
- ✓ **Began developing a wellness program for officers and staff to include mental, emotional, and physical health, training from mental health experts, and updating current fitness area with forfeiture money.**
- ✓ Implemented summer internship program with BrookLynk.
- ✓ Began updating police policy manual and providing ongoing training.
- ✓ Helped develop a plan for a new public safety building.
- ✓ Initiated taillight/headlight program.

2019 ACCOMPLISHMENTS

PUBLIC WORKS



- ✓ Installed on-street bike route signs in Maintenance District 2.
- ✓ Used 5,122 tons of asphalt, repaired 35 manholes, and rebuilt 30 water valves as part of the 4.6 mile in-house Mill and Overlay Project.
- ✓ **Helped City become Level 2 Salt Certified from the Minnesota Pollution Control Agency.**
- ✓ Installed new pump and automatic controls at Janalyn Ponds to control flooding.
- ✓ Replaced playground structure and surface material at Schied Park.

2019 ACCOMPLISHMENTS

MAYOR HARRIS



- ✓ Provided timely and responsive quality customer service to resident requests.
- ✓ Launched Rising TIDES Equity Task Force.
- ✓ Began downtown redevelopment plan.
- ✓ Passed Tobacco 21 reforms.
- ✓ Continued efforts to reduce City's long-term debt.

2019 ACCOMPLISHMENTS

COUNCIL MEMBER FONNEST



- ✓ Promoted pollinator and habitat protection program.
- ✓ Passed solid waste collection ordinance.
- ✓ Began Downtown Study - Phase II.
- ✓ Passed tobacco licensing and regulation ordinance.
- ✓ Implemented 4d Affordable Housing Program.
- ✓ Passed 2020 budget and tax levies.

2019 ACCOMPLISHMENTS

COUNCIL MEMBER ROSENQUIST



- ✓ Concluded waste hauling discussions and overhaul of regulations.
- ✓ Implemented Rising TIDES Task Force work and community engagement.
- ✓ Significantly reduced debt.
- ✓ Completed tobacco ordinance process and reforms.
- ✓ Expanded innovative, early, and proactive community engagement.

DEPARTMENT ACTION STEPS

Each department was asked to identify one action step that advances equity, diversity, and inclusion in 2020.

Equity action steps are noted in purple.

2020 ACTION STEPS

ADMINISTRATIVE SERVICES



- Develop Request for Proposal for Municipal Advisor Services.
- Develop Request for Proposal for Audit Services.
- Develop procedures and training for Information Technology cyber attack ransomware event.
- Implement software conversion for reading meters.
- Attend working group meetings and provide input for new system to replace MNLARS.
- Research and evaluate language conversion software including reviewing current software packages. Train employees on use and procedures.

2020 ACTION STEPS

COMMUNICATIONS



- Edit, redesign, and implement upgraded City website including language conversion tools, while maintaining ADA compliance.
- Develop City intranet tool.
- Implement comprehensive community engagement tools, including incorporation of methods to reach under represented populations.
- Implement City Council Chambers update.
- Develop and implement strategies and policies for City LinkedIn and NextDoor social media channels. Improve use of all social media, including us of more video. Update Social Media Policy.
- Shift Brookview businesses to more digital marketing methods, and develop marketing strategies for potential recession behaviors.
- Increase community awareness of City government and services. Strategically assess information needs and develop tools to meet those needs. Continue to tighten City's branding standards by further consolidating and streamlining all City communications materials and developing a brand standards guide.

2020 ACTION STEPS

FIRE



- Expand involvement of City departments in emergency management through training while reviewing and updating various emergency plans.
- Replace City's current emergency notification system (ENS) program with new system prior to December 2020.
- Explore and implement options to forward the GreenStep Cities initiative by expanding use of electronic devices and explore using hybrid vehicles.
- Use data to develop a fire and life safety education program to address fire and life safety risks in the community.
- Explore, prepare, and implement a plan for a significant move towards the scheduled part-time staffing model by expanding the use of duty crews in 2020/2021.

2020 ACTION STEPS

HUMAN RESOURCES



- Continue managing equity work including completing Phase I of Rising TIDES and starting Phase II, facilitating all-staff training, and onboarding the new Equity, Inclusion, and Volunteer staff person.
- Complete successful compensation analysis and implementation, and conduct benefit analysis.
- Develop comprehensive recruitment strategy to include website update and LinkedIn presence.
- Develop strategic plan for training and development (employees and supervisors).
- Complete successful labor negotiations.

2020 ACTION STEPS

LEGAL



- Draft proposed amendments to the RLUIPA provisions of City Code.
- Draft proposed amendments to the sign regulations in City Code.
- Work with the City Clerk to modernize the City's document retention practices and provide training to key staff members.
- **Incorporate equity and inclusion principles into the City's RFQ, RFP, and bidding processes.**
- Update Social Media Policy.
- Provide training to key staff members in the following areas:
 - contracting requirements, process and best practices
 - data practices policy
 - data retention
 - code enforcement

2020 ACTION STEPS

PARKS & RECREATION



- Replace all high intensity discharge park lighting (from the 1970s) at Wesley Park (tennis courts, internal park trails, parking lots, general skating rink, hockey rink, and the basketball court) with LED lighting.
- Develop strategic plan and timeline to increase accessibility of City park shelter (includes assessing ADA compliance and updating HVAC, flooring, windows, and doors).
- Replace Lawn Bowling Green natural turf with artificial turf to meet the current use needs and diversify opportunities for use of the area.
- Develop 10-year plan for golf course bridge maintenance, repairs, and replacement.
- Incorporate equity and inclusion principles into RFP process to select preferred caterers for Brookview Golden Valley to begin providing service in 2021.

2020 ACTION STEPS

PHYSICAL DEVELOPMENT



- Complete Council Chambers remodel.
- Seek bids from and increase engagement with socially and economically disadvantaged businesses.
- Complete facilities study with meaningful engagement and a clear outcome.
- Continue "continuous improvement" efforts around process and engagement.
- Expand use of Project Dox to residential builders and residents.
- Expand City's environmental initiatives, including work in GreenStep Cities, Partners in Energy, and other related efforts.
- Increase economic development efforts, specifically around promotion, resources, and policies.

2020 ACTION STEPS

POLICE



- Get fully staffed and trained and begin three officer and one sergeant minimums in the later half of 2020.
- Continue to develop and increase use of the Community Health officer. Get second person trained as staffing permits.
- Start the mental health “Check Up from the Neck Up” program. Collaborate with Patrol union on policy, find a provider, and fund it in 2020 with forfeiture monies. Have 100 percent compliance by end-of-year 2020.
- Increase diverse candidate pool by analyzing recruitment practices and eliminating barriers in current hiring process. The current process limits the department’s ability to move swiftly when hiring quality candidates in an ultra-competitive market.
- Integrate drone program into Department culture so its use becomes commonplace.

2020 ACTION STEPS

PUBLIC WORKS



- Advocate Public Works as a career option to surrounding school districts to increase opportunities for a diverse workforce.
- Install on-street bike route signs in Maintenance District 4.
- Replace 25 percent of signs in Maintenance District 4 while eliminating unwarranted signs to reduce liability and expense.
- Upgrade Woodstock lift station and sewer flow meters.
- Implement South Tyrol Storm Sewer Restoration Project.
- Update Fats, Oils, and Grease Policy.
- Install new scoreboards at Isaacson Fields 2 and 3.
- Replace nine park/nature area identification signs with new composite signs.

CHAMPION YOUR CAUSE



Every cause needs a champion, and City Council members are in unique positions of influence.

Raise awareness.

Appeal for funding.

Petition or lobby for policies or legislation.

Motivate citizens into action.

Whether at a local, state, or federal level, your advocacy can help advance a cause or issue or effect a change in circumstances or policy.

PRIORITIZING NEW ACTION STEPS



Strategic Development & Redevelopment

- Proceed with Downtown Study/City Facility Needs Study. **GR**
- Continue strategic efforts to promote additional affordable housing. **LF**
- Continue ongoing work for NOAH (naturally occurring affordable housing) and new housing, including ADUs (accessory dwelling units). **SH**
- Proceed with HRA, affordable housing work. **GR**
- Prioritize affordable housing, including preserving NOAH units and adding new units. **KS**



Effective Governance

- Consider ways to boost voter turnout, including shifting elections to even-numbered years. **SH**
- Improve communication with residents and businesses through both existing (eg, website, email) and new (eg, paid social, signage) channels. **KS**
- Update Dog Leash Ordinance. **SH**
- Brand Golden Valley. **GR**



Infrastructure Maintenance & Enhancement

- Continue ongoing work on bike/pedestrian improvements, Bus Rapid Transit, and Light Rail Transit. **SH**
- Stay the course with long-term plans for infrastructure maintenance and enhancement. **LF**
- Improve traffic safety (improve signage, reduce speed limits on neighborhood streets, place reflective mirrors on curves or hills). **MH**
- Support the expansion of transit options in Golden Valley, including Bus Rapid Transit on Hwy 55. **KS**
- Proceed with Bus Rapid Transit and Metro Transit analysis and realignment in Golden Valley. **GR**



Financial Wellness

- Build strategic alliances to promote a reduction in the Minnesota Fiscal Disparities Tax formula to 30 percent. **LF**
- Create an economic development strategy for Golden Valley. **MH**
- Research the potential of creating a fund that residents put in a set amount to help fund road and related maintenance projects that would reduce the amount of money property owners pay for special assessments (like St Louis Park's program). **MH**
- Continue debt reduction and explore innovative revenue generation opportunities. **KS**
- Create an interactive budgeting portal (via Tableau or similar tool) that displays city revenue and expenditures for residents. **MH**



Community Affairs

- Focus on environmental sustainability, including continued implementation of strategies outlined in Resilience And Sustainability Plan. **KS**
- Proceed with diversity and equity work. **GR**
- Continue ongoing task force work to look at City fair wage policies and banking policies. **SH**
- Achieve GreenStep Cities Step 5 status and lay the base for eventual development of a Golden Valley climate action plan. **LF**
- Pursue conversion therapy ban. **KS**
- Ban the practice of conversion therapy. **LF**

FINAL PYRAMID OF SUCCESS

VALUES

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Communication

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CORE SERVICES

DEPARTMENT ACTION STEPS

ORGANIZATIONAL PRIORITIES

Strategic
Development &
Redevelopment

Effective
Governance

Infrastructure
Maintenance &
Enhancement

Financial
Wellness

Community
Affairs

ONGOING ACTION STEPS

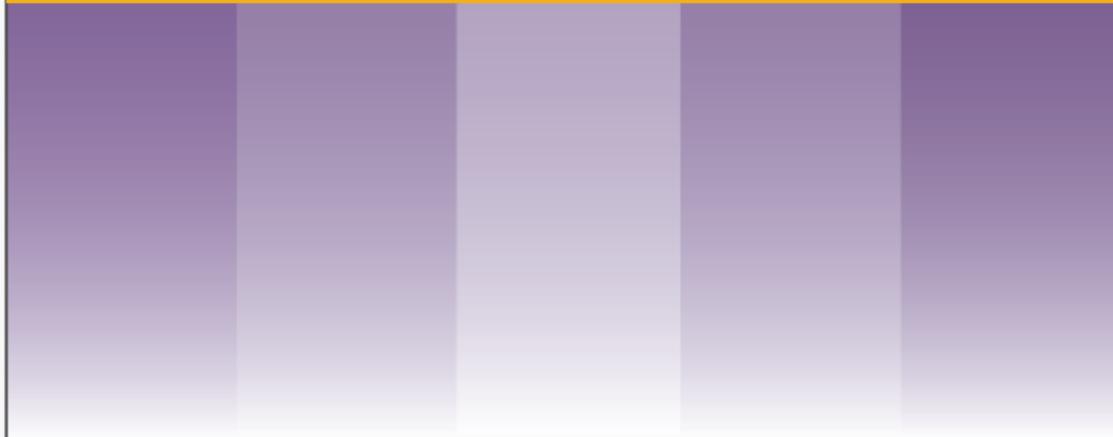
Downtown Study
Facility Needs Study
Affordable Housing
Plan

Bike and Pedestrian
Plan
Infrastructure
Renewal Plan
Metro Blue Line LRT
Pavement
Management Plan
DeCola Ponds
Stormwater Project

Debt Reduction
Plan

Rising TIDES
GreenStep Cities

POSSIBLE 2020 ACTION STEPS



MOVING FORWARD



"If you want to go quickly, go alone. If you want to go far, go together."

~ African Proverb