

Staunton City Council Mini-Retreat

Friday, February 9, 2024, 9:00 a.m. – 4:00 p.m.

The R.R. Smith Center, 2nd Floor Lecture Hall

20 S. New St., Staunton, VA

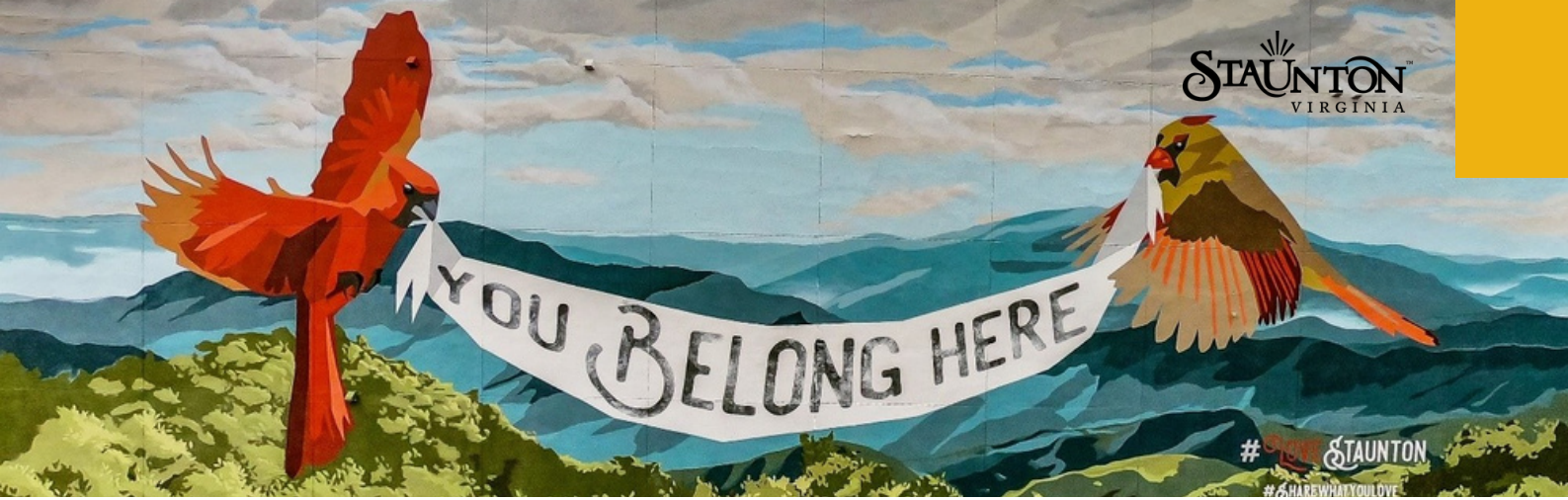
A G E N D A

9:00 a.m. to 9:45 a.m.	Call to Order, Introductions and Activity
9:45 a.m. to 10:00 a.m.	BREAK - Morning Stretch and Coffee Refill
10:00 a.m. to 10:45 a.m.	The Importance of Civility, VML Civility Pledge
10:45 a.m. to 12:00 p.m.	DEI Commission Final Report and Recommendations <u>**12/14/23 DEI Report and City Council Meeting Presentation</u>
12:00 p.m. to 12:45 p.m.	Lunch and Break Time
12:45 p.m. to 1:30 p.m.	State of the City Discussion <i>What has the city done well in the past year? What are we proud of?</i> <i>What can we improve or what are we worried about?</i>
1:30 p.m. to 2:15 p.m.	Review City Vision, Values and <u>The Staunton Plan</u>
2:15 p.m. to 2:30 p.m.	BREAK
2:30 p.m. to 3:45 p.m.	Plan Implementation/Define Measures of Success
3:45 p.m. to 4:00 p.m.	Next Steps, Wrap Up and Adjournment

Retreat facilitation provided by VRSA:

- Thomas Bullock, Director of Education and Training
- Peter Stephenson, Local Government Specialist

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Recommendations

of the
City of Staunton
Diversity, Equity, and Inclusion Commission

Goal A: Invest in Long-Term DEI Commitment

Action A-1: Hire or Name a DEI Officer Position to Provide Oversight of DEI Initiatives

Action A-2: Implement a Permanent DEI Commission, Consisting of Diverse Community Members to Assist with Community Building, Accountability, and Ongoing Data Collection, Synthesis, and Integration

Goal B: Promote Values of DEI in City Policies, Procedures and Staff Representation

Action B-1: Formally Review all City Hiring Practices Policies and Procedures Related to DEI, Including Staff Representation, Recruitment, and Procedures

Action B-2: Develop a Standardized DEI-Specific Onboarding and Training for All City Employees, Boards, and Commissions

Action B-3: Conduct an Accessibility Audit of Facilities and Public Areas

Action B-4: Ensure Public Transparency and Accountability in DEI Initiatives

Goal C: Promote and Model Values of DEI for the Community and Broader Region to Increase Community Engagement and Foster a Stronger Sense of Belonging

Action C-1: Address Broad Communication Gaps, and Ensure Communications are Diverse in Language, Tone, Access, and Platform

Action C-2: Develop a Staunton Equity Network

Action C-3: Create More Inclusive Communication to Increase Access to and Knowledge of Available Services for the Community, Including Language Access, and Platform and Technology Needs

Goal D: Prioritize Increased Opportunities for Residents to Gain and Sustain Economic Vitality

Action D-1: Address the Need for Affordable Housing

Action D-2: Enhance Public Transportation Services and Non-Car Options

Action D-3: Continue to Cultivate Industry and Business Opportunities, with a Focus on Minority Businesses

Goal E: Support Community Well-Being with an Enhanced Focus on Vulnerable Residents

Action E-1: Address the Intergenerational Needs of Staunton Residents

Action E-2: Build Community Awareness of the Diverse Lived Experiences of Staunton Residents and Community Needs - Including BIPOC, LGBTQ+, Unhoused, and Disability Community

Action E-3: Foster Collaboration and Coordination between Local Programs and Services Providers Focused on Mental Health, Physical Health, and Health-Related Services, Including Developing and Understanding of How the City can Support the Work of These Programs

Action E-4: Pursue Equity in Criminal Justice

Proposed 12-18 Month Framework

Current Commission January - June 2024

Leadership: Assigning a DEI Officer or staff member specifically dedicated to DEI issues will be crucial to DEI work moving forward. A City Council liaison should also be assigned to work directly with and, along with the DEI Officer, attend Commission meetings.

Policies and Procedures: The Commission will identify policies and procedures for assigning future Commission members and the role of the Commission in the work of the City.

Staff Cultural Competence: The Commission and the City will work together to establish mutual guidance and training. The City can assist the Commission in understanding aspects of City governance and recommendation implementations and the Commission can assist the City with training on competencies related to diversity, equity, and inclusion.

Future Commission June 2024 - June 2026

Data Collection and Analysis: The Commission and City will develop measures of success and goal outcomes for the recommendations laid out by the Commission. The Commission and City will also identify and collect any additional points of data required.

Community Engagement: The Commission and City will develop and facilitate community listening sessions and other opportunities for community outreach, especially those which the first Commission was not able to focus on.

Resource access: Particular attention should be paid to BIPOC businesses, media presence around DEI, and information on the City website in relation to connecting the community with resources.

Outreach: The Commission and City should develop a protocol on how to respond to people who want to learn more about the report and what the City is doing in relation to DEI issues.

Diversity, Equity, and Inclusion Commission Findings and Recommendations

December 14, 2023

Staunton City Diversity, Equity, and Inclusion Commission

Initial Charge:

“Objectively evaluate existing data, studies, and reports from available sources concerning social and racial equity in the City of Staunton that evaluate social determinants and inequitable outcomes within the City of Staunton.”

DEI Commission Members



Sabrina Burress, LPC, NCC, Chair

Lindsey Lennon, Ph.D., Vice Chair

Lou Boden

Joamarie García

Mark Jeter

Vicki Keyser

Jake Krug

Beth Nelsen

AnhThu Nguyen

Nathaniel Riddle, MPA

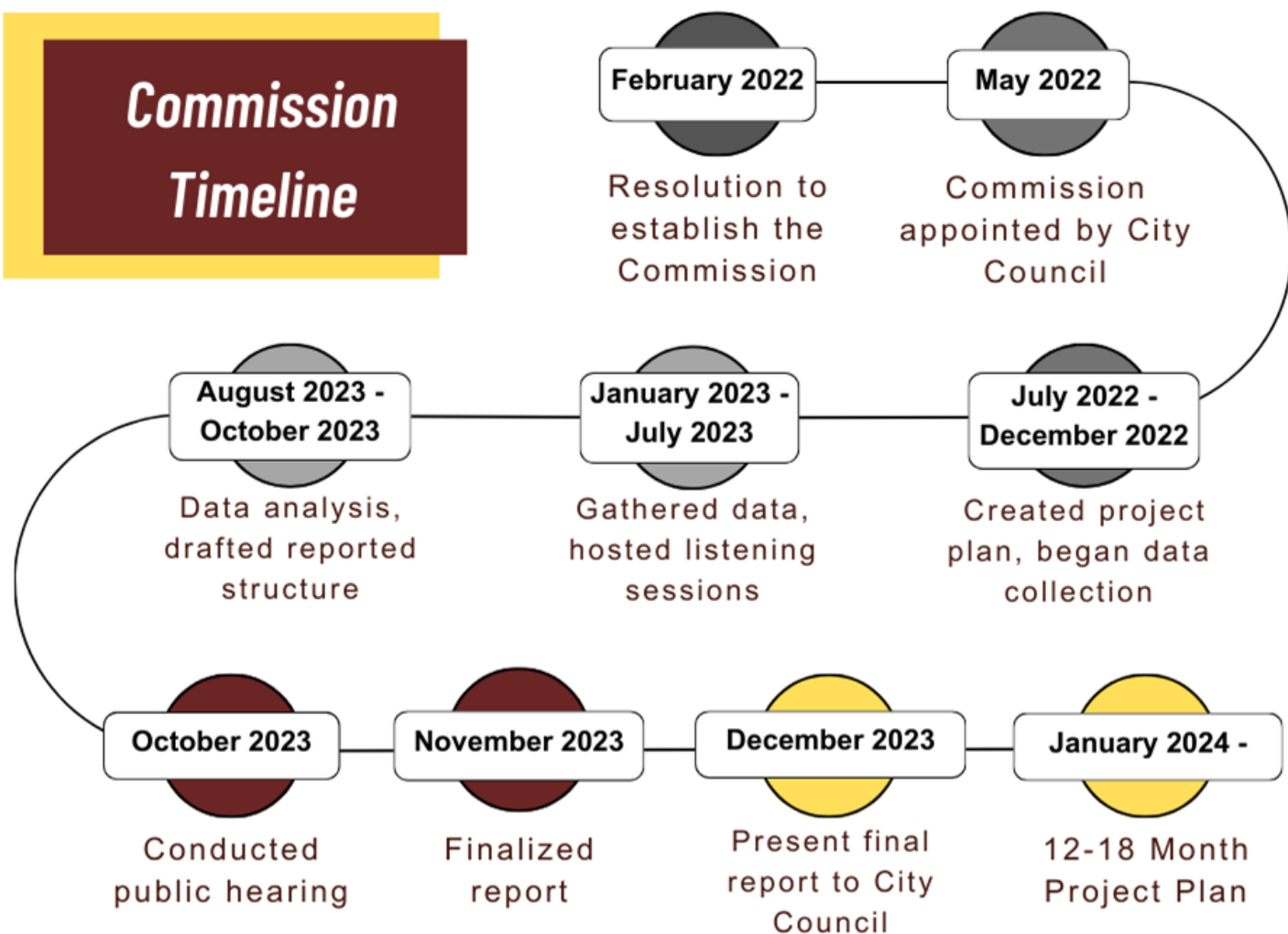
Daniel Stuhlsatz, Ph.D.

Jennifer Trippeer

Susan Venable

Zavia Willis

Commission Timeline



Data Collection

Data Type	Number of Sources Collected
External Reports	64
In-Depth Interviews and Focus Groups	28
Community Listening Sessions	6
Survey Responses	30
Other Community Events	3

Community Events



United Way of
Staunton, Augusta
County & Waynesboro



Meetings with Community and Stakeholders



Staunton, Augusta, and Waynesboro



Data Collection - Interviews

25 community partner interviews: January - July 2023

- City departments
- Non-profits
- Stakeholders in funding, community health, criminal justice, unhoused
- Youth, families, childcare, education
- Community support services

Data Collection - Listening Sessions

LGBTQ+ 4/23/23

Deaf, Blind and Differently Abled 4/30/23

Seniors 6/7/23

Interfaith 7/12/23

Black, Indigenous, People of Color (BIPOC) 6/22/23

General Population 7/26/23

Framework

National Equity Atlas (NEA) Categories

- ***Demographics***
- ***Economic Vitality:*** *What does the community offer to its citizens?*
- ***Readiness and Well-Being:*** *Do citizens have the experience, skills, and resources to thrive?*
- ***Connectedness:*** *Are citizens connected to their community and to economic opportunities?*

Data Analysis

- 29 unique Equity Indicators
- Systematic coding, key Indicators identified

Data Source Information			Economic Vitality					
Source Org	File Name	Description	Employment	Home-ownership	Poverty	Unemployment	Income/Wages	Business Ownership
Augusta Health	Community Health Needs Assessment	External Report	0	1	1	0	1	0
DEI Comm.	BIPOC Listening Session Notes	Listening Session	1	0	0	0	1	1

NEA Indicator	Coding Category	Number of Sources
Economic Vitality	Poverty and Unemployment	54
	Employment, Jobs & Wealth	53
	Business Ownership & Income/Wages	47
Readiness and Well-Being	Youth and Families	67
	Mental Health and Health Related Services	58
	Education Attainment and Schools	61
	Criminal Justice	39
Connectedness	Access to and Knowledge of Services	64
	Community Engagement	56
	Affordable Housing	52
	Transportation	45

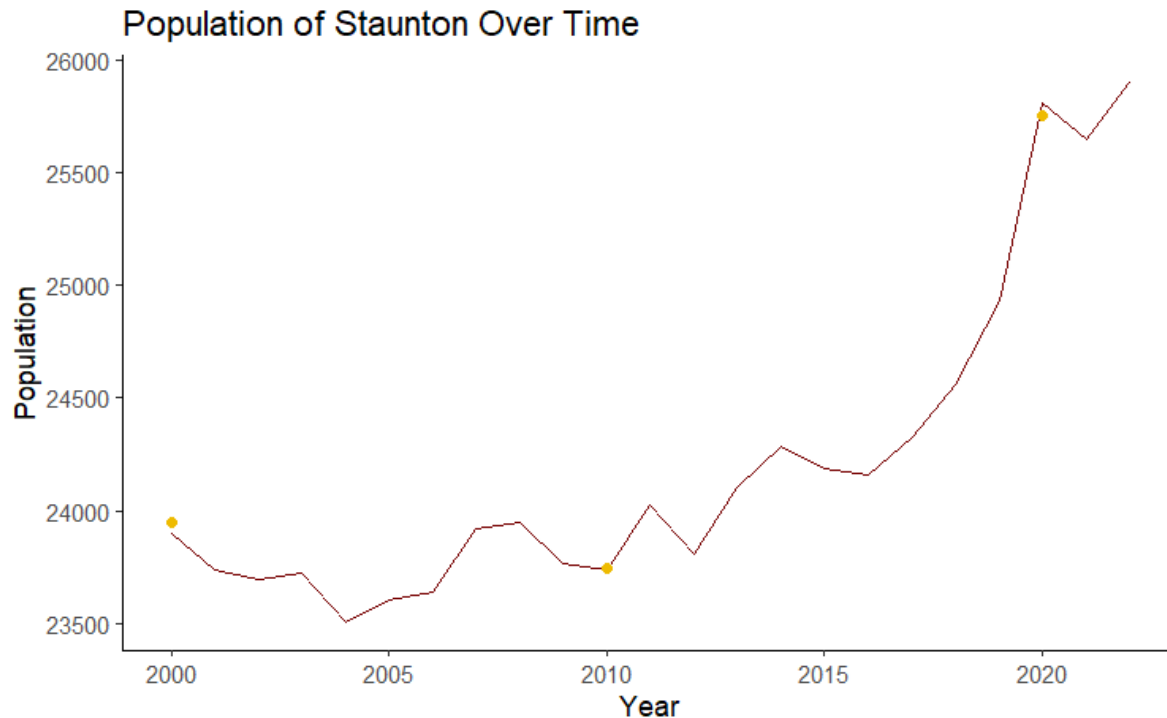
Key Research Findings: Introduction

- Historic, enriching area
- Education achievement
- Safety
- Attracts visitors
- Positive growth



Key Research Findings: Demographics

Total Population:
25,750



Source: Data from the Census Bureau Population Estimates Program

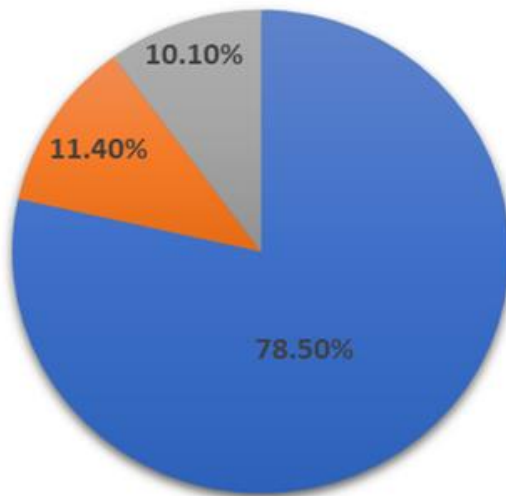
Key Research Findings: Demographics



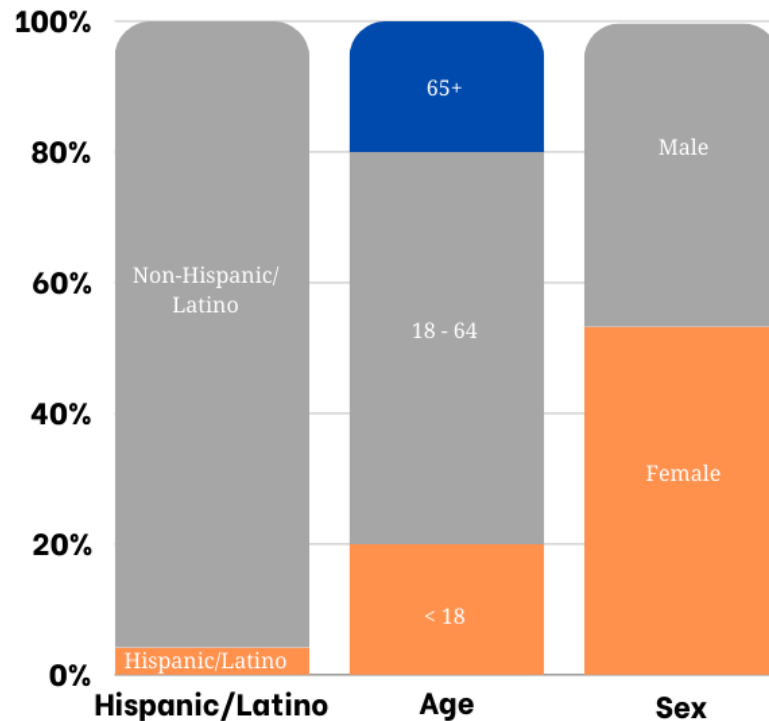
88.8% HS Diploma

30.3% Bachelor's Degree
or Higher

Staunton Demographics



■ White ■ Black ■ Other Race



Key Research Findings: Economic Vitality

Poverty and Unemployment
Employment, Jobs, & Wealth
Business Ownership & Income/Wages

2021 ALICE Staunton Profile

2021 Point-in-Time-Data

Population: 25,358 **Number of Households:** 11,125 (5% change from 2019)

Median Household Income: \$53,041 (state average: \$80,963)

Labor Force Participation Rate: 61% (state average: 65%)

ALICE Households: 33% (state average 28%) **Households in Poverty:** 13% (state average 10%)

Source United for ALICE. (2021). Virginia County Reports 2021: ALICE in Staunton City.

Key Research Findings: Readiness and Well-Being

Youth and Families

- Childcare: access to and expense
- Physical health
- Youth enrichment

**“Childcare always
affects someone’s job
opportunities.”**

Community Partner Interview

Key Research Findings: Readiness and Well-Being

Mental Health, Health-Related Services

- Availability
- Access
- Affordability
- Social factors:
 - Housing
 - Race and Ethnicity
 - Criminal background
 - Stigma

Local Households' Self-Reported Areas of Concern by Year

Household Experience	2018 Survey	2021 Survey
Depression/Anxiety	17.67%	60.66%
Unhealthy Weight	10.63%	28.69%
Poor Mental Health	5.89%	24.18%

Source: CAPSAW Community Needs Assessment Survey 2021

Key Research Findings: Readiness and Well-Being

Education and Schools

- Academic achievement
- Student climate
- Staffing diversity
- Teaching resources and funding

Black to White (B/W) and Hispanic to White (H/W) Achievement Ratios

Achievement Ratios	Reading Ratios			Math Ratios		
Academic Year	20-21	21-22	22-23	20-21	21-22	22-23
Black / White ratios	.64	.71	.77	.48	.64	.72
Hispanic / White ratios	.63	.83	.82	.52	.80	.82

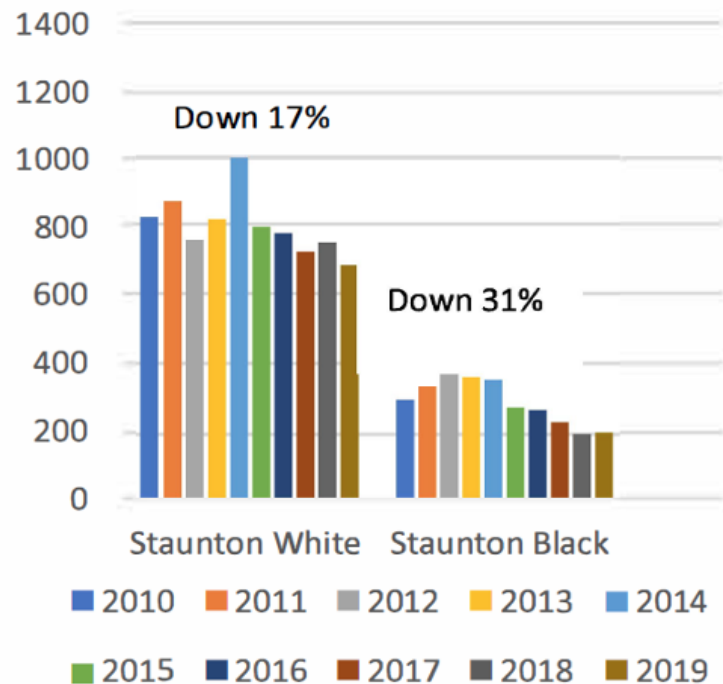
Source: VDOE: School Quality Reports

Key Research Findings: Readiness and Well-Being

Criminal Justice

- MRRJ intake
- Local commitments
- Resources and rehabilitation

**Chart 6: Middle River Regional Jail
Intakes by Race and Jurisdiction
(Staunton) 2010-2019**



*Source: Comprehensive Criminal Justice
Report [For](#) the Central Shenandoah Valley:
Part Two: Middle River Regional Jail Data*

Key Research Findings: Connectedness

Access to and Knowledge of Services

- Lack of awareness

Community Engagement/Belonging

- Lack of connection
- Representation

“The Black and Brown community is invisible here...”

“It is easy for smaller faith groups to feel invisible.”

“There is a level of [LGBTQ+] under-representation that is difficult to understand.”

Listening Session Participants

Key Research Findings: Connectedness

An opportunity for Staunton...

“By listening to people’s stories, and becoming familiar with their lives, one can begin to see how the policy guiding our major institutions – such as the criminal justice system, housing stock, childcare, etc. – intersect to create issues of well-being in our community.”

“The research would need to go beyond numerical representations to develop an in-depth understanding of individual and family perspectives and life experiences. This kind of information is only available from conversations and the testimony of citizens.”

Community Partner Interviews

Key Research Findings: Connectedness

Affordable Housing

- Access
- Social factors:
 - Poverty
 - Race
 - Age
 - Disability status
 - Criminal background
 - Health

“...some of the housing for older & aging populations are pieced together and makes [us] feel unwanted”

Listening Session Participant

Key Research Findings: Connectedness

Transportation

- Accessing basic needs
- Increasing costs
- Multifaceted, interrelated

“Voting access is also difficult for many...including transportation to the polls, parking and no large print or Braille ballots.”

“We need more awareness of wheelchair barriers in community events, for example - a recent [non-profit] event was totally inaccessible for those in wheelchairs.”

Listening Session Participants

Recommendations

Goal A: Invest in a Long-Term DEI Commitment

Recommendations

Goal B: Promote Values of Diversity, Equity & Inclusion in City Policies, Procedures, and Staff Representation

Recommendations

Goal C: Promote and Model Values of DEI for the Community and Broader Region to Increase Community Engagement and Foster a Stronger Sense of Belonging

Recommendations

Goal D: Prioritize Increased Opportunities for Residents to Gain and Sustain Economic Vitality

Recommendations

Goal E: Support Community Well-Being with an Enhanced Focus on Vulnerable Residents

Proposed Framework: 12-18 Months

The Current Commission: January 2024 - May 2024

1. Leadership
2. Policies and Procedures
3. Staff Cultural Competence

The Future DEI Commission: May 2024 - May 2026

4. Data Collection and Analysis
5. Community Engagement

Acknowledgements

- Staunton DEI Commission Members
- Dr. Robin Stacia
- Citizens and organizations in and serving Staunton City
- Leslie Beauregard, Morgan Smith, DEI Commission Liaison
Councilmember Alice Woods, and all other city staff
- Sean Stuhlsatz
- All city and private locations that offered space for community listening sessions
- Our family and loved ones who have supported us in this journey

“It’s not only about discovering great ideas; it’s also about the intrinsic value of a community coming together to solve their problems.”

Community partner interview

In Closing



Thank you

We look forward to your comments and questions

Engage the Diversity, Equity and Inclusion Commission



<https://www.ci.staunton.va.us/equity>



dei@ci.staunton.va.us

The Staunton Plan

OUR VALUES

Integrity ~ Inclusion & Equity ~ Excellence ~
Engagement ~ Environmental Consciousness

Strategic Areas



Infrastructure

This strategic area focuses on the foundational and physical framework, utility systems, and transportation network that supports the City of Staunton.



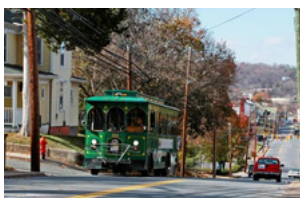
Economic Development

This strategic area affirms City Council's commitment enhancing the economic well-being and quality of life for the City of Staunton through attracting new industries in target areas and supporting the expansion and retention of existing businesses. This area also addresses housing and quality of life needs required to attract and retain a qualified workforce.



Responsive, Efficient Government

This strategic area focuses on the ways in which the city provides services, attracts and grows its employees, and fulfills City Council's goals.



West End

This strategic area indicates City Council's commitment to providing resources to Staunton's West End, to promote this community as an upcoming and vibrant area that has diverse business opportunities and great potential for economic growth.



Built Environment

This strategic area focuses on the city facilities owned and maintained by the City, with an eye on not only what is needed in the current environment but in the future as city space needs evolve and change.

OUR VISION

A culturally rich, historic city with an exciting future of innovation, growth and resilience.

You belong here!





Staunton Plan Update

November 9, 2023

Presented by the City Manager's Office



A culturally rich, historic city
with an exciting future of
innovation, growth and
resilience.

You belong here!

Vision

- *Integrity*
- *Inclusion & Equity*
- *Excellence*
- *Engagement*
- *Environmental Consciousness*

Values

Infrastructure



The foundational and physical framework, utility systems, and transportation network that supports the City.

Infrastructure



Plan for and provide appropriate water infrastructure

- Portion of Gardner Springs pump station project funded with grant funds(\$5.9M)
- Remaining bonds initially for project to be repurposed for other water projects

Quick Fact

- Pipe that runs from Staunton Dam to the city is 100 years old

What's Next

Continue to educate and plan for long term water needs going into FY 2025 budget cycle

Infrastructure



Complete the infrastructure for Staunton Crossing

- Received \$4.6M grant from the State to install sewer lines and pump station

Quick Facts

- Five years away from retiring the \$15M debt at Staunton Crossing

What's Next Apply for State grants to complete the needed water infrastructure

Infrastructure



Focus on creating walkable places (pedestrian focus, greenways, trails)

- Capital reserve funds (\$467,00) in place for sidewalks and bike/pedestrian infrastructure
- Future VDOT funded projects scheduled for Greenville Ave., North Augusta/Edgewood, Lewis Creek/Commerce Rd., Richmond Ave., pedestrian improvements to Downtown intersection (\$31M in locally and VDOT administered funds)

Quick Facts

- Community meeting held in September about Beverley St. bike infrastructure improvements
- Follow up on Beverley St. improvements with City Council in October

What's Next

January 2024
Council Work
Session to review
all upcoming VDOT
projects

Infrastructure



Plan for and provide stormwater infrastructure and flood mitigation solutions

- Gypsy Hill Park Stream Resto – Nov. 2023 bid
- Cole Ave. Stream Resto – Spring 2024 bid
- Working through processes to initiate tunnel maximization project study

Quick Facts

- Flood shield project underway – in discussion with 15 possible properties
- Flood sensors and new alert system in place and working

What's Next December 2023 work session on Stormwater long term planning and funding; continue to grow public information regarding stormwater management and flood awareness

Economic Development



Enhance the economic well-being and quality of life for the City through attracting new industries in target areas and supporting the expansion and retention of existing businesses. This area also addresses housing and quality of life needs required to attract and retain a qualified workforce.

Economic Development



Pursue targeted industries for development of Staunton Crossing

- Crossing Way road construction underway, to be completed in May 2024.
- Full marketing effort of Staunton Crossing in place – www.stauntoncrossing.com

Quick Fact

- Is the only publicly held site with 275 contiguous acres along the I-81/I-64 corridors.

What's Next Continue targeted marketing of Staunton Crossing.

Economic Development



Support the retention and expansion of existing businesses, attract new businesses and promote Staunton as a top tourist destination

- Many new businesses open and on the horizon
- You will hear more about tourism next.....

Quick Fact

- Economic Development forum held in March 2023

What's Next Continue to market the city as a business friendly place for existing and new business; continue integrated and targeted marketing and public relations for tourism

Economic Development



Prioritize affordable housing and housing for working families

- Two updates on Affordable Housing activities/initiatives provided to City Council – [August](#) and [October](#) 2023
- Housing and City Manager's Office staff participated in several regional housing meetings and summits

Quick Fact

- Over 200 people from across the region participated in the SAW Housing Summit held mid October

What's Next Provide educational opportunities to City Council on housing; distribute survey @ housing; create task list of housing-related activities city is doing or could be doing; explore outside funding sources; provide another update Spring 2024

Responsive, Efficient Gov't



Employee of the Year

Focus on the ways in which the City provides services, attracts and grows its employees, and fulfills the City Council's goals.

Responsive, Efficient Gov't



Recruit highly qualified employees, retain employees that receive continual training and development, compensate competitively, and maintain a workforce that reflects the community it serves

- Partial implementation of compensation & classification study recommendations in FY 2024
- No significant changes to employee health insurance
- Completed employee engagement & satisfaction survey

What's Next Continue to explore and implement innovative ideas for attracting and retaining employees; Continue offering professional development and growth opportunities; Employee of the Quarter to incorporate City Values

Responsive, Efficient Gov't



Prioritize regional solutions and problem solving

- Plans being finalized for new animal shelter facility
- Plans in progress for new and improved Lewis Street BRITE Transit Hub
- SAW regional approach to determine and allocate opioid settlement funds

What's Next Regional community visioning to determine priorities for allocation of opioid settlement funds; animal shelter to open in 2024; BRITE Transit Hub open in 2024

Responsive, Efficient Gov't



Review and implement changes to the City's organizational structure to better achieve Council's goals

- Reorganization to permanently split Community Development and Economic Development
- New organizational focus on affordable housing
- New organizational structure in Public Works to better streamline operations, find efficiencies and better serve the community

What's Next Continue to explore possible city organization structure changes with the FY 2025 budget

Responsive, Efficient Gov't



Develop an effective communications and engagement function

- Engagement & Communications Manager position recruitment is complete

What's Next With position filled, anticipate increased capacity for organization-wide communication and room for innovation

West End



West End Community Meeting



A commitment to providing resources to Staunton's West End – to promote this community as a vibrant area that has diverse business opportunities, cultural offerings, and great potential for economic growth and stability.

West End



Implementation of the West End Revitalization Plan

- West End revitalization plan underway and on track to be completed mid 2024
- City Council dedicated one penny of real estate tax revenue to a West End reserve as part of the FY 2024 budget (\$287,000)

Quick Fact

- West End Revitalization Plan funded with ARPA Funds
- The West End has an active business association with over 85 members

What's Next Complete revitalization plan by summer 2024; continue to resource future implementation of the plan

Built Environment



J & DR District Court Facility

Focus on facilities owned and maintained by the City, with an eye on not only what is needed in the current environment, but in future years as city space needs evolve and change.

Built Environment



Separation of City J&DR court operations from Augusta County

- J&DR Court Facility project [website](#) developed
- City staff met with West End Business Association regarding project
- Two [updates](#) provided to City Council and the public since the purchase of Chestnut Hills over the summer: August and October 2023

Quick Fact

- J&DR District Court will be ready for business in fall 2025

What's Next Continue to meet all Commonwealth deadlines for JDR facility; next update early 2024; break ground spring 2024

Built Environment



Plan for the future of public safety facilities

- Police/Fire & Rescue Space Needs Assessment completed

Quick Facts

- Two fire stations serve the 20 sq. mile city as well as portions of Augusta County and MBU

What's Next Staff to review needs assessment and then present plan to City Council; future capital budget planning as needed

Built Environment



Understand capacity needs and focus on repurposing facilities for City use

- Master Planning of Chestnut Hills underway to vision City use of remaining property
- Reviewing all City space needs – public library, warehouse/storage, community and meeting space, Office on Youth, Court Services, etc.

Quick Fact

- City staff maintains and improves over **369,000 sq. ft.** of city facility space

What's Next Library space needs assessment to be funded in early 2024; complete, review and discuss Master Plan and vision for Chestnut Hills property; plan long term for other city facility needs and opportunities



Next Steps

One Day City Council Mini-Retreat early 2024

- To discuss and review Staunton Plan
- Talk about measures of success

Continue to align city operations with values, goals and objectives and keep them in the forefront

Next Update on Staunton Plan

- May 2024