



HARRISONBURG **IVA** FRIENDLY BY NATURE

PUBLIC INPUT FINDINGS AMERICAN RESCUE PLAN ACT (ARPA)



DETERMINING OUR FUTURE

....

CHAMPIONING OUR VALUES

....

HELPING OUR COMMUNITY



**Institute for Constructive
Advocacy and Dialogue**



**HARRISONBURG - ROCKINGHAM
Chamber of Commerce**

The American Rescue Plan Act (ARPA) was passed by Congress and signed by President Biden on March 11, 2021. ARPA included many programs providing funding to a variety of areas of the economy and levels of government, including the State and Local Fiscal Recovery Funds program from which Harrisonburg received \$23,834,094. These funds are intended to help states and localities fight the COVID-19 pandemic, maintain vital public services, and build a strong, resilient, and equitable recovery from the pandemic.

The City of Harrisonburg worked with JMU's Institute for Constructive Advocacy and Dialogue and the Harrisonburg-Rockingham Chamber of Commerce to develop a community engagement strategy that would be implemented in two phases.

PHASE 1

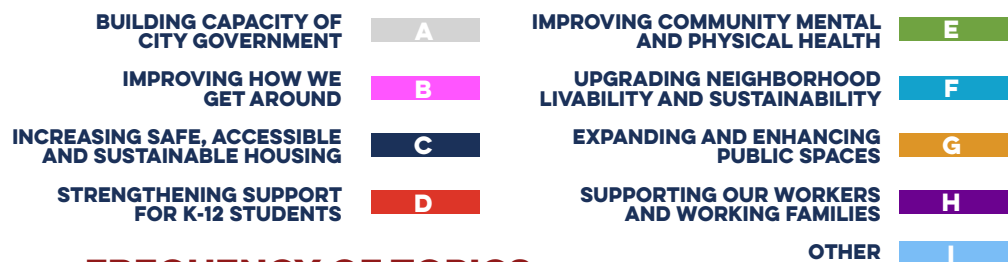
Phase 1 was designed to allow members of the community to share the challenges they faced because of the COVID-19 pandemic and the needs they believe are most important to address.

Intended to receive input from as many community members as possible, Phase 1 included several methods of participation, including an online survey available in numerous languages, three large public sessions held at gathering places throughout the City, and small group opportunities in which organizations with particular areas of specialty could provide their input.

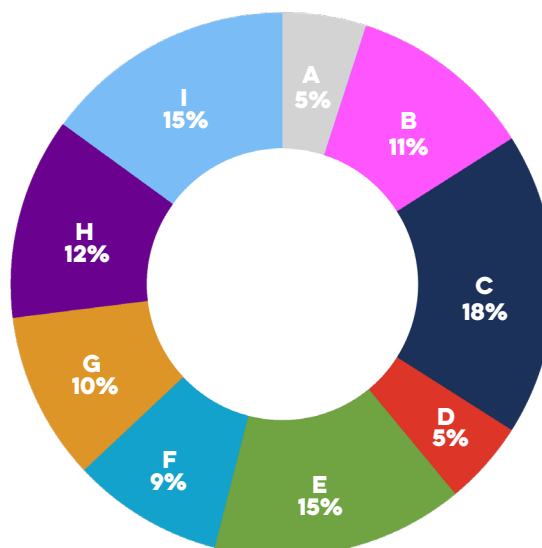
Phase 1 resulted in the largest amount of participation for any public engagement process in recent memory, reaching a total of 2,111 people, with 1,776 engaging with the survey, 178 attending a public session, and 157 attending a small group session either in-person or virtually. Notes from these sessions totaled 107 pages.

The Phase 1 process was advertised through a variety of means, including radio, social media, the City website, and yard signs, resulting in the participation of a diverse group of community members. Demographic information voluntarily collected from attendees at public and small group sessions showed that attendance at these events was more diverse than those who engaged with the online survey.

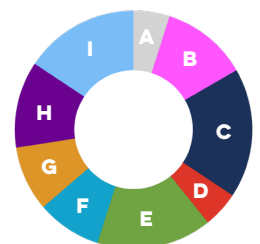
Learn more about Phase 2 on the next page.



FREQUENCY OF TOPICS MENTIONED IN ALL PHASE 1 INPUT:



PHASE 1: NEEDS SURVEY DATA



PHASE 1: PUBLIC MEETINGS DATA



AMERICAN RESCUE PLAN ACT (ARPA)

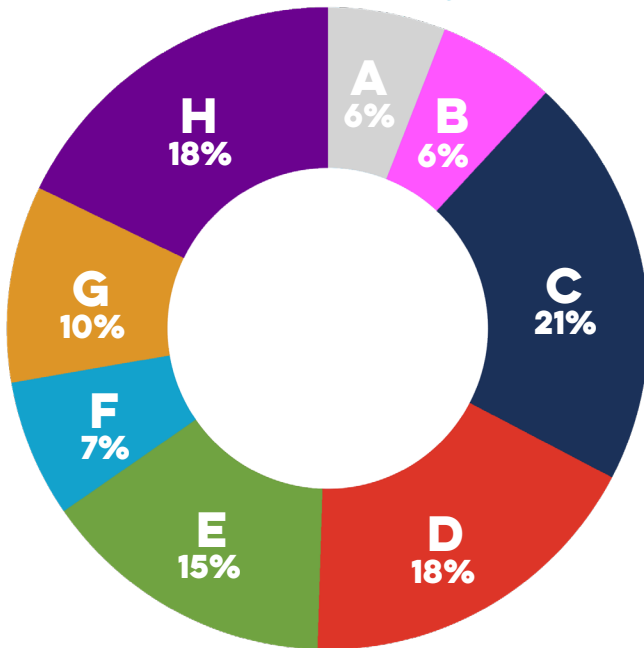
PHASE 2

Using the impacts and needs data gathered during Phase 1, the ICAD team identified eight categories of needs, each with 4-6 sub-categories. These needs categories and sub-categories were transformed into the Phase 2 survey, which asked respondents to rank the eight needs categories as well as the needs sub-categories within their top two categories. Surveys were completed primarily online, and Phase 2 survey reach totaled 1,099 individuals.

To gather as many responses as possible and to help ensure a more representative sampling of the community, the Phase 2 survey was advertised heavily through news and social media, yard signs throughout the city, and in partnership with community organizations. In addition, ICAD facilitators showed up at public events and spaces to walk through the survey with interested individuals. The frequencies that categories were chosen as a top three priority are below:

HOW PHASE 2 PARTICIPANTS RANKED THE IMPORTANCE OF EACH CATEGORY IDENTIFIED IN PHASE 1

TOP CHOICE FREQUENCY



BUILDING CAPACITY OF CITY GOVERNMENT

A

IMPROVING HOW WE GET AROUND

B

INCREASING SAFE, ACCESSIBLE AND SUSTAINABLE HOUSING

C

STRENGTHENING SUPPORT FOR K-12 STUDENTS

D

IMPROVING COMMUNITY MENTAL AND PHYSICAL HEALTH

E

UPGRADING NEIGHBORHOOD LIVABILITY AND SUSTAINABILITY

F

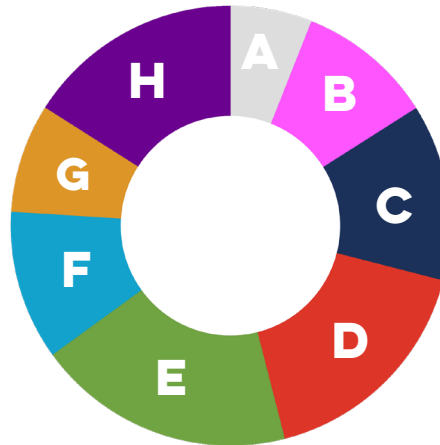
EXPANDING AND ENHANCING PUBLIC SPACES

G

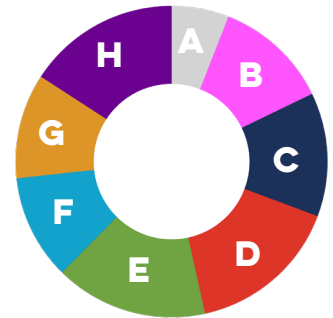
SUPPORTING OUR WORKERS AND WORKING FAMILIES

H

2ND CHOICE FREQUENCY



3RD CHOICE FREQUENCY



Revisiting Phase 1 Input

In addition to implementing the Phase 2 ranking survey, the ICAD team then returned to the Phase 1 survey, public meeting, and organizational input data and re-analyzed it using the eight needs categories and their subcategories. Of over 3,500 unique mentions, about 300 found in this re-analysis did not fit into these categories. These 'uncategorized' mentions included the following:

MENTIONS RELATED TO IMPROVING GENERAL (VS. SPECIFIC) INFRASTRUCTURE ACROSS ROADS, WATER, SEWER, STORMWATER, SIDEWALKS, ETC.

MENTIONS RELATED TO PROVIDING DIRECT FINANCIAL SUPPORT TO SMALL BUSINESSES

MENTIONS RELATED TO IMPROVING THE DOWNTOWN QUADRANT SPECIFICALLY

MENTIONS RELATED TO CALMING TRAFFIC IN NEIGHBORHOODS

MENTIONS RELATED TO IMPROVING ENVIRONMENTAL SUSTAINABILITY IN THE CITY IN GENERAL

MENTIONS RELATED TO PROVIDING DIRECT FINANCIAL SUPPORT TO NON-PROFIT ORGANIZATIONS PROVIDING SOCIAL SERVICES

MENTIONS RELATED TO BRINGING COMMUNITY MEMBERS TOGETHER TO STRENGTHEN RELATIONSHIPS AND COMBAT ISOLATIONISM



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IMPROVING COMMUNITY MENTAL AND PHYSICAL HEALTH

PHASE 1 FREQUENCY RANK: 2ND

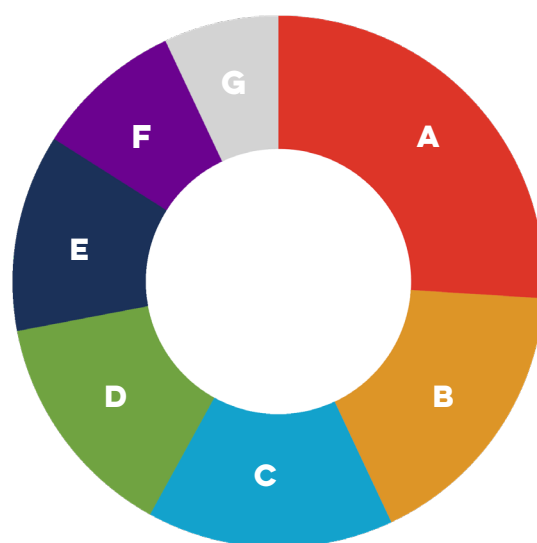
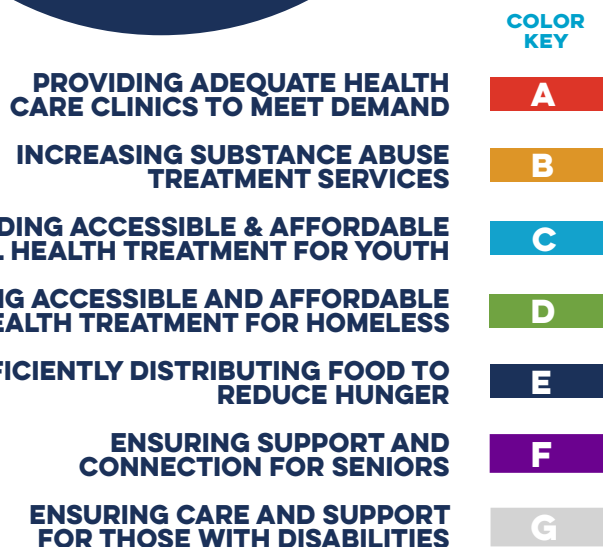
PHASE 2 AVERAGE RANK: 2ND



PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

Participants in public and small group meetings talked about removing barriers to receiving mental health services including increasing information about mental health signs and resources, and expanding providers. Participants also noted that the stresses of the pandemic and job loss contributed to the increase in mental health problems and people slipping back into substance abuse and addiction. It also expanded those dealing with food insecurity and participants suggested a need more mobile pantries, community gardens, and backpack programs.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:



PARTICIPANT FEEDBACK:

“NEEDS OF CAREGIVERS OF THE ELDERLY REALLY ROSE TO THE TOP. FAMILY CAREGIVERS WERE STRUGGLING AND OVERWHELMED EVEN BEFORE THE PANDEMIC. IT MADE THIS ‘HIDDEN’ ISSUE COME INTO VIEW.”

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP RANKED

BOTTOM RANKED



POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- BOOST THE SERVICES AVAILABLE AT NONPROFIT MENTAL HEALTH ORGANIZATIONS.

PROJECTS IN CURRENT CITY PLANS

- CONDUCT A VACANT PARCEL AND LAND USE AUDIT TO IDENTIFY POTENTIAL LOCATIONS FOR COMMUNITY GARDEN SPACES BASED ON PROXIMITY TO FOOD EQUITY ZONES.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- FUNDS FOR SCHOOL-BASED MENTAL HEALTH SERVICES TO CONTINUE TO RESPOND TO CHILDREN AND YOUTH MENTAL HEALTH NEEDS EXACERBATED BY THE COVID-19 PANDEMIC.

AMERICAN RESCUE PLAN ACT (ARPA)



INCREASING SAFE, ACCESSIBLE AND SUSTAINABLE HOUSING

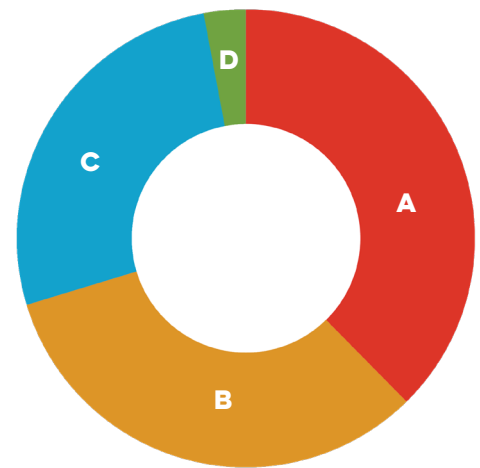
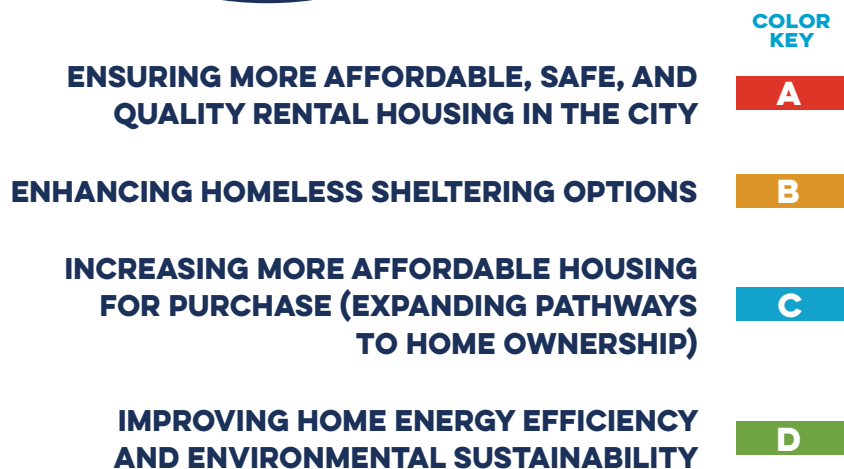
PHASE 1 FREQUENCY RANK: 1ST

PHASE 2 AVERAGE RANK: 4TH

PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

Participants in public meetings noted that there is a need for an advocate, a clear place to get help with housing needs and concerns, and a need to address and lower the barriers to access housing for many including recognizing the economic situation of those with disabilities in housing qualification. In addition to an identified need for more affordable housing, participants stressed there needs to be safeguards to ensure the housing that exists is safe and livable. Beyond just a shelter for those experiencing homelessness, participants said any shelter needs to offer things such as job training and mental health services.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:



PARTICIPANT FEEDBACK:

“COVID CAUSED AN ACCELERATION OF INEQUALITY. HOMELESSNESS ACCELERATED AND NOW HAS A DIFFERENT POPULATION THAN BEFORE COVID.”

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP RANKED

ENSURING MORE AFFORDABLE, SAFE, AND QUALITY RENTAL HOUSING IN THE CITY

INCREASING MORE AFFORDABLE HOUSING FOR PURCHASE (EXPANDING PATHWAYS TO HOME OWNERSHIP)

ENHANCING HOMELESS SHELTERING OPTIONS

BOTTOM RANKED

IMPROVING HOME ENERGY EFFICIENCY AND ENVIRONMENTAL SUSTAINABILITY

POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- INCENTIVIZE DEVELOPERS TO INCLUDE AFFORDABLE HOUSING IN NEW HOUSING DEVELOPMENTS.

PROJECTS IN CURRENT CITY PLANS

- CONDUCT A COORDINATED AFFORDABLE HOUSING PUBLIC CAMPAIGN.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- PROVIDE GAP FUNDING TO AFFORDABLE HOUSING DEVELOPERS THAT SUBMIT APPLICATIONS THROUGH A REQUEST FOR PROPOSALS PROCESS.

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SUPPORTING OUR WORKERS AND WORKING FAMILIES

PHASE 1 FREQUENCY RANK: 3RD

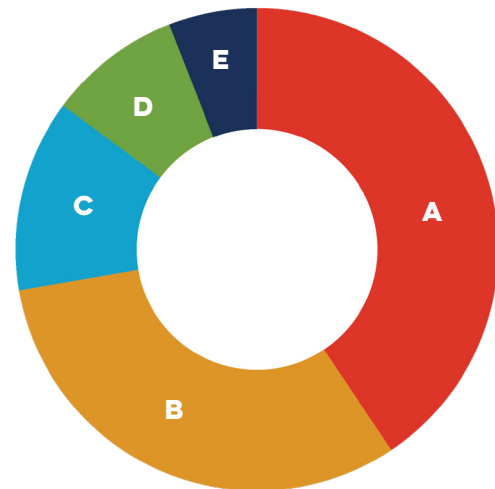
PHASE 2 AVERAGE RANK: 3RD

PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

Participants in public meetings recognized how child care and schools are core factors in the system of challenges - when we 'take away' child care, a lot of other pieces also fall. To ensure we have accessible child care participants said that competitive and sustainable wages for teachers and child care workers are essential as the current labor market is pulling people to other jobs that pay more.

As we recover, many discussed the need to invest in more job training or educational opportunities to build workforce capacity and that any programs should help employees gain the skills/education in order to make a living wage. Support for businesses was also addressed through the need for entrepreneurship development and business development support, perhaps in the form of a small business networking center/hub.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:



PARTICIPANT FEEDBACK:

"SO MANY FAMILIES JUST DEPEND ON SCHOOL FOR BASIC CHILDCARE - MAKE SURE THEIR KIDS ARE FED, SAFE. WHEN THE SCHOOLS SHUT DOWN, THAT WAS A GAME CHANGER FOR THOSE FAMILIES - THERE WAS NOTHING THERE TO HELP THEM."

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP RANKED

BOTTOM RANKED

ADVANCING LIVING WAGES FOR ALL WORKERS

SUPPORTING COMPETITIVE WAGES

ENSURING QUALITY, ACCESSIBLE, AFFORDABLE CHILDCARE

EXPANDING BOTH IN PERSON AND VIRTUAL TRAINING ACROSS MULTIPLE JOB TYPES

INCENTIVIZING NEW BUSINESSES

POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- PROVIDE HELP TO CHILDCARE PROVIDERS FOR PROFESSIONAL DEVELOPMENT, LICENSING, AND ACCESSING FUNDING.

PROJECTS IN CURRENT CITY PLANS

- INCREASE AWARENESS OF TOURISM MARKETING OPPORTUNITIES AND TO PROVIDE ASSISTANCE TO LOCAL BUSINESSES.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- SUPPORT A NON-PROFIT PARTNER TO ESTABLISH A SKILLS-BASED JOB READINESS PROGRAM THAT MATCHES LOW TO MODERATE INCOME RESIDENTS WITH SPECIFIC EMPLOYERS AND PROVIDES THOSE RESIDENTS WITH THE TRAINING AND SKILLS NECESSARY TO SECURE A CAREER PATH.

AMERICAN RESCUE PLAN ACT (ARPA)



STRENGTHENING SUPPORT FOR K-12 STUDENTS

PHASE 1 FREQUENCY RANK: 8TH

PHASE 2 AVERAGE RANK: 1ST

PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

Participants noted that systems for children disappeared during the pandemic – schools, daycare. Children of those who were essential workers often had to be left alone. They shared how youth were impacted from a lack of socialization and access to healthy activities, isolation, and having to take on roles as caregivers to help take care of younger siblings. This has resulted in youth who have less social skills, more anxiety, and are less active and solutions need to address these needs.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:

COLOR KEY

INCREASING AFFORDABLE SUMMER CAMP AND SPORTS ACTIVITY OPTIONS

A

GROWING BEFORE AND AFTER SCHOOL PROGRAMS

B

IMPROVING PUBLIC SCHOOL FACILITIES

C

IMPROVING TEACHER COMPENSATION AND SUPPORT

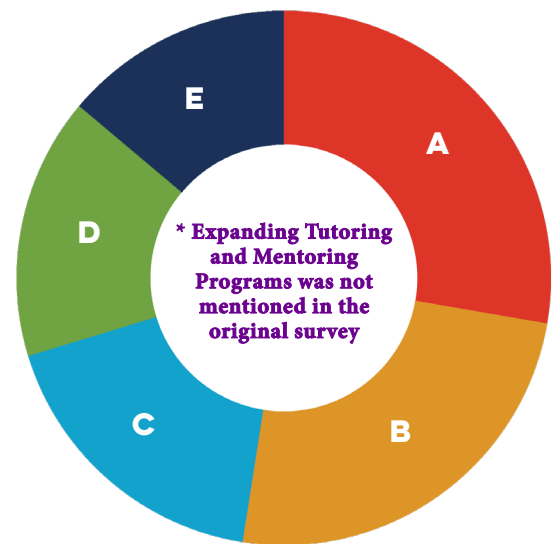
D

EXPANDING STUDENT MENTAL HEALTH SUPPORT

E

EXPANDING TUTORING AND MENTORING PROGRAMS

F



PARTICIPANT FEEDBACK:

“KIDS HAVE BEEN HIT HARD BY THE PANDEMIC - THEY ARE BEHIND DEVELOPMENTALLY, NOT BEING SOCIALIZED, AND WATCHING SCREENS ALL THE TIME WITH PARENTS TRYING TO WORK FROM HOME.”

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP RANKED

IMPROVING TEACHER COMPENSATION AND SUPPORT

EXPANDING STUDENT MENTAL HEALTH SUPPORT

GROWING BEFORE AND AFTER SCHOOL PROGRAMS

IMPROVING PUBLIC SCHOOL FACILITIES

EXPANDING TUTORING AND MENTORING PROGRAMS

INCREASING AFFORDABLE SUMMER CAMP AND SPORTS ACTIVITY OPTIONS

BOTTOM RANKED

POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- INCREASE FUNDING FOR SUMMER PROGRAMS THAT ARE EDUCATIONAL AND FUN SO THAT EVERY STUDENT CAN TAKE PART, REGARDLESS OF FINANCIAL NEED.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- STRENGTHEN SCHOOL-BASED ENGAGEMENT EFFORTS WHILE AT THE SAME TIME EXPANDING COMMUNITY-BASED ACCESS FOR FAMILIES BY EXPANDING THE DISTRICT'S PARENT AMBASSADOR AND CULTURAL BROKER PIPELINE WORK.

AMERICAN RESCUE PLAN ACT (ARPA)



IMPROVING HOW WE GET AROUND

PHASE 1 FREQUENCY RANK: 4TH

PHASE 2 AVERAGE RANK: 6TH

PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

A common refrain from participants in public meetings is that public transportation needs to be revamped and improved for accessibility, including looking beyond just busses as forms of public transport. Some mentioned that the investment in busses is minimal compared to infrastructure for cars and that this is not socially just. Participants also expressed a desire for there to be more biking and walking accessibility between parks and schools and the things people need access to.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:

COLOR KEY

A

B

C

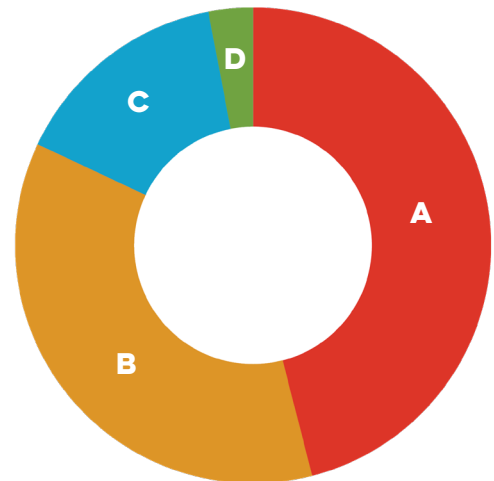
D

IMPROVING THE NETWORK OF USABLE SIDEWALKS AND ACCESSIBLE SIDEWALKS

INCREASING AND CONNECTING BIKE LANES AND TRAILS

EXPANDING PUBLIC TRANSPORTATION SERVICES

INCREASING PUBLIC AND PRIVATE ELECTRIC VEHICLE USE



PARTICIPANT FEEDBACK:

“TRANSPORTATION FOR GETTING AROUND AND FOR SPECIALIZED NEEDS LIKE GETTING TO AND FROM MEDICAL APPOINTMENTS—THIS WAS POOR PRIOR TO THE PANDEMIC AND HAS ONLY GOTTEN WORSE.”

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP RANKED

BOTTOM RANKED

IMPROVING THE NETWORK OF USABLE SIDEWALKS AND ACCESSIBLE SIDEWALKS

INCREASING AND CONNECTING BIKE LANES AND TRAILS

EXPANDING PUBLIC TRANSPORTATION SERVICES

INCREASING PUBLIC AND PRIVATE ELECTRIC VEHICLE USE

POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- ADD BENCHES AND/OR SHELTERS AT ALL BUS STOPS IN THE CITY.

PROJECTS IN CURRENT CITY PLANS

- IDENTIFY OPPORTUNITIES TO DEVELOP A NETWORK OF GREENWAYS AND TRAIL SYSTEMS CONNECTING PARKS AND RECREATIONAL FACILITIES THAT COULD ALSO SUPPORT THE NEEDS AND PRIORITIES IDENTIFIED IN THE CITY'S BICYCLE & PEDESTRIAN PLAN.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- PROVIDE SUBSIDIES AND FARE ASSISTANCE TO RESIDENTS THAT RELY ON PUBLIC TRANSPORTATION.

AMERICAN RESCUE PLAN ACT (ARPA)



UPGRADING NEIGHBORHOOD LIVABILITY AND SUSTAINABILITY

PHASE 1 FREQUENCY RANK: 6TH

PHASE 2 AVERAGE RANK: 5TH

PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

Participants in public meetings talked about needs in their own neighborhoods but two common themes were a need for continuous, maintained accessible sidewalks that connect neighborhoods and businesses and beautification efforts including trees and community gardens and food parks. In the Northeast neighborhood, residents expressed the need to turn the Dallard-Neuman House into a cultural site and/or community place, and a need for the neighborhood to regain what was lost in the unjust economic effort of the 1970's.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:

COLOR KEY

IMPROVING ROADS & SIDEWALKS

A

BEAUTIFYING NEIGHBORHOODS

B

EXPANDING PATHS THAT CONNECT NEIGHBORHOODS

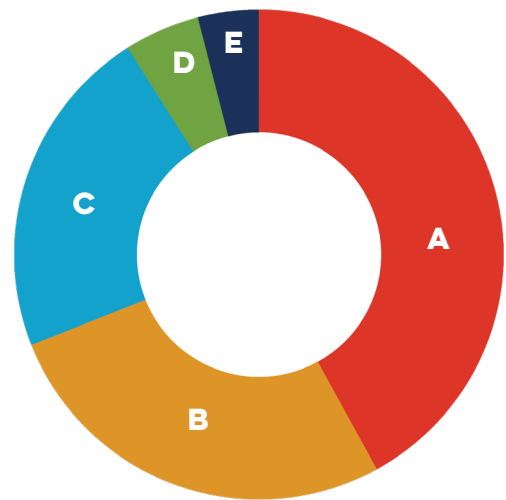
C

INCREASING ACCESS TO WIFI AND PUBLIC HOTSPOTS

D

REDUCING STREET AND YARD FLOODING

E



PARTICIPANT FEEDBACK:

"GREEN SPACES, TREE COVERS, AND WOODED AREAS NOT ONLY ENCOURAGE MORE OUTDOOR LIFESTYLE AND ACTIVITIES, BUT CAN HELP OUR ENVIRONMENT TO BE LESS POLLUTED AND THEREFORE HEALTHIER."

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP RANKED

IMPROVING ROADS AND SIDEWALKS

EXPANDING PATHS THAT CONNECT NEIGHBORHOODS

REDUCING STREET AND YARD FLOODING

BEAUTIFYING NEIGHBORHOODS

INCREASING ACCESS TO WIFI AND PUBLIC HOTSPOTS

BOTTOM RANKED

POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- ADD SIDEWALKS ALONG MT. CLINTON PIKE FROM ROUTE 42 WEST TO GEMEINSCHAFT HOME.

PROJECTS IN CURRENT CITY PLANS

- CREATE MORE GREENSPACES AND TREE PLANTING IN DOWNTOWN, NEIGHBORHOOD CONSERVATION AREAS, BUSINESS REVITALIZATION AREAS, AND CORRIDOR ENHANCEMENT AREAS.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- LEVERAGE COMMUNITY PARTNERS TO PROVIDE WORKFORCE DEVELOPMENT, PUBLIC INFORMATION CAMPAIGNS, AND COORDINATED PRIVATE CLEANUP EFFORTS

AMERICAN RESCUE PLAN ACT (ARPA)

EXPANDING AND ENHANCING PUBLIC SPACES

PHASE 1 FREQUENCY RANK: 5TH

PHASE 2 AVERAGE RANK: 7TH

PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

Participants in public meetings expressed a desire for more public facilities such as a pool, more soccer fields with bathrooms, an expanded skate park, and a downtown park. Most identified such spaces with positive physical and mental health and an ability to connect with others. Some recognized that these investments can help kids to get over what happened because the pandemic was very hard on them. In addition, there was support in many of the meetings for a community center that could provide a combination of social, educational, and health amenities accessible in multiple languages that could also serve as a multi-cultural gathering place to encourage connections across difference in the community.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:

COLOR
KEY

INCREASING AND IMPROVING PUBLIC
PARKS THROUGHOUT THE COMMUNITY

A

ENHANCING AND ADDING ARTS AND
CULTURAL HERITAGE CENTERS

B

OFFERING COMPREHENSIVE
COMMUNITY SERVICES AND SUPPORT
INFORMATION IN ONE PLACE

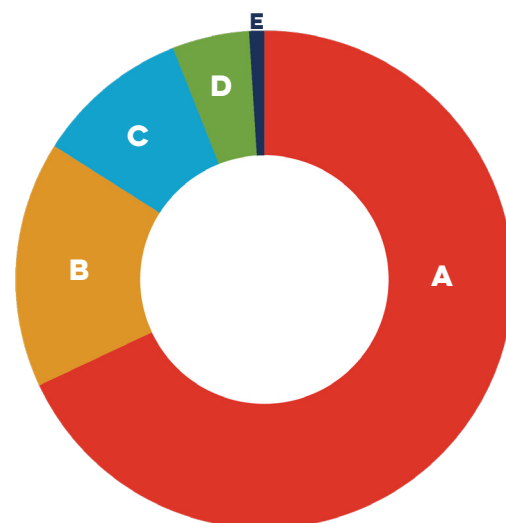
C

ENSURING RECREATION CENTERS,
PLAYING FIELDS, AND POOLS ARE
GEOGRAPHICALLY ACCESSIBLE TO ALL

D

ENSURING ACCESSIBILITY TO ALL PUBLIC
SPACES FOR PEOPLE WITH DISABILITIES

E



PARTICIPANT FEEDBACK:

“WE NEED PARKS AND
OUTSIDE SPACES FOR
THE KIDS TO HELP THEM
‘BE DISTRACTED’ AND
HELP THEIR MENTAL
HEALTH.”

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP
RANKED

INCREASING AND IMPROVING PUBLIC
PARKS THROUGHOUT THE COMMUNITY

ENSURING RECREATION CENTERS, PLAYING FIELDS, AND
POOLS ARE GEOGRAPHICALLY ACCESSIBLE TO ALL

ENHANCING AND ADDING ARTS
AND CULTURAL HERITAGE CENTERS

ENSURING ACCESSIBILITY TO ALL PUBLIC
SPACES FOR PEOPLE WITH DISABILITIES

OFFERING COMPREHENSIVE COMMUNITY SERVICES
AND SUPPORT INFORMATION IN ONE PLACE

BOTTOM
RANKED

POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- CREATE A DOWNTOWN PARK OR PLAYGROUND FOR FAMILIES.

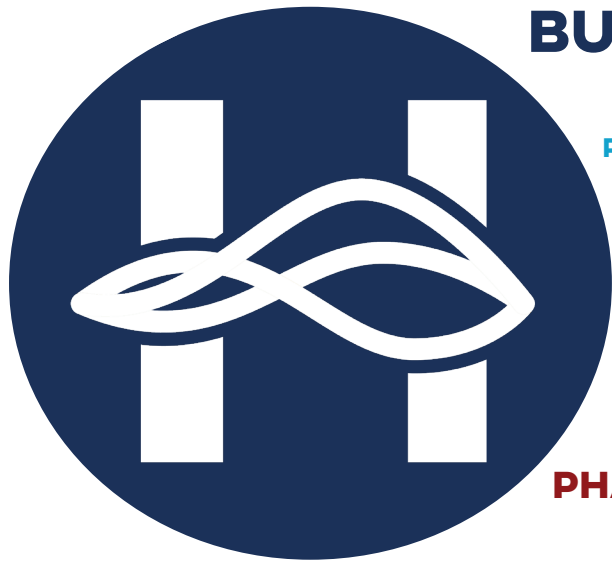
PROJECTS IN CURRENT CITY PLANS

- REDESIGN THE KIDS' CASTLE PLAYGROUND, CONSISTENT WITH THE PURCELL PARK MASTER PLAN.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- DEVELOP A SPACE THAT SUPPORTS THE ARTS COMMUNITY TO SHOWCASE WORK AND GATHER WHERE THE COMMUNITY FEELS WELCOME AND CAN EXPERIENCE ART AND CULTURE.

AMERICAN RESCUE PLAN ACT (ARPA)



BUILDING CAPACITY OF CITY GOVERNMENT

PHASE 1 FREQUENCY RANK: 7TH

PHASE 2 AVERAGE RANK: 8TH

PARTICIPANT FEEDBACK FROM PUBLIC FORUMS:

Participants in public meetings discussed the value of making infrastructure improvements and repairs that increase efficiency and safety (i.e. wastewater treatment plant and the water tower in the Northeast neighborhood). Some also pointed to these types of investments as increasing emergency preparedness and resiliency.

Another theme was providing competitive pay that can attract and retain public safety staff.

PHASE 1 SURVEY SUBCATEGORY MENTIONS:

COLOR KEY

PROVIDING COMPETITIVE WAGES THAT ATTRACT AND RETAIN QUALITY CITY WORKERS

A

FULLY STAFFING AND RETAINING POLICE, FIRE AND EMERGENCY DEPARTMENTS AND PERSONNEL

B

UPGRADING PUBLIC SEWER AND STORMWATER/FLOODING INFRASTRUCTURE

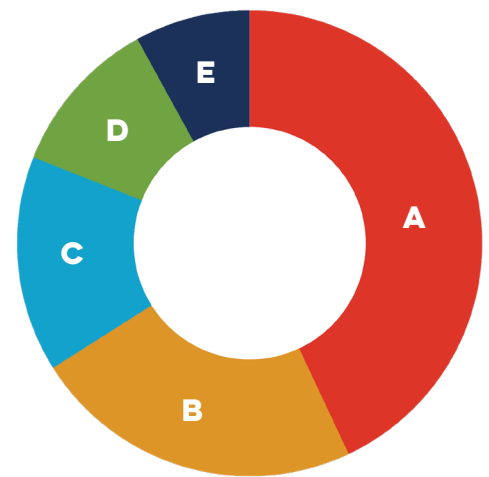
C

ENHANCING LANGUAGE ACCESSIBILITY OF CITY'S SERVICES

D

CONVERTING GOVERNMENT BUILDINGS AND VEHICLES TO ENVIRONMENTALLY SUSTAINABLE OPTIONS

E



PARTICIPANT FEEDBACK:

“IF WE PREPARE FOR THE IMPLICATIONS OF EMERGENCIES WE WON'T HAVE TO BE ‘RESILIENT.’”

PHASE 2 SURVEY SUBCATEGORY AVERAGE RANKING:

TOP RANKED

FULLY STAFFING AND RETAINING POLICE, FIRE AND EMERGENCY DEPARTMENTS AND PERSONNEL

PROVIDING COMPETITIVE WAGES THAT ATTRACT AND RETAIN QUALITY CITY WORKERS

UPGRADING PUBLIC SEWER AND STORMWATER/FLOODING INFRASTRUCTURE

ENHANCING LANGUAGE ACCESSIBILITY OF CITY'S SERVICES

CONVERTING GOVERNMENT BUILDINGS AND VEHICLES TO ENVIRONMENTALLY SUSTAINABLE OPTIONS

BOTTOM RANKED

POTENTIAL PROJECTS THAT COULD BE INCLUDED IN THIS CATEGORY:

PUBLIC-IDENTIFIED PROJECTS

- GIVE A ONE-TIME \$2,000 BONUS TO ALL POLICE OFFICERS, FIREFIGHTING PERSONNEL, TEACHERS, AND PUBLIC WORKERS, BUT NOT TO MANAGERS OR EXECUTIVES.

PROJECTS IN CURRENT CITY PLANS

- SUPPORT PROGRAMS TO INCREASE ENERGY EFFICIENCY OF MUNICIPAL OPERATIONS, BUSINESSES, AND HOUSEHOLDS.

PROJECTS OTHER ORGANIZATIONS HAVE CONDUCTED

- IMPROVE THE EFFICIENCY, QUALITY, AND SERVICE OF OUR WATER AND SEWER SYSTEMS THROUGHOUT THE CITY BY INCLUDING SMART SEWER AND WATER INFRASTRUCTURE AS PART OF THE CITY'S ONGOING TRANSPORTATION INFRASTRUCTURE PLAN.