

Looking Forward FY 25 Wins Through *Transition*



Richmond City Council

The Voice of the People

Richmond, Virginia

Day 1

Richmond City Council Advance

Robert L. Dortch, Jr. | Principal

July 25-26, 2024

Jordan/Sydnor
Innovation Group

Opening Session

Day 1



Expectations

What do you want to get out of today?



Community Agreements

What will be our agreements be for the Advance ?



Community Agreements

ROOTS ON LOCATION COMMUNITY AGREEMENTS

- Honor your healthiest self to our collaborative space**
Spend the day before the meeting sleep and rest well, eat wholesome and nutritious foods, and drink plenty of water. Access a joyful or inspirational activity — something that honors your life.
- Honor your needs**
Physically tune in, listen and be obedient to your body. Void when you feel the urge.
- Listen for understanding, not to respond**
Practice whole being listening and being fully present with each other in the space.
- Translate meaning**
Patiently explain what you mean.
- Check for literacy**
Speak up and ask when you are not sure what someone means or if a term or phrase that is being used is unfamiliar to you.
- Speak your truth**
Be honest with yourself and others. Address disagreements and hurt feelings here and now. Do not hold them in your mind and body.
- Respect yourself and others**
Honor the feelings and perspectives of yourself and others.
- Practice body autonomy**
Ask for consent prior to touching others and offer immediate feedback if others cross a boundary.
- Make space, take space**
If you are a talker, allow space for others to speak. If you are quiet, speak up.



- 10. Practice confidentiality**
What is said here, stays here. What you learned here leaves here with no names attached.
- 11. Struggle together**
We are in this together. Stay committed to this community space throughout this intimate process and beyond.
- 12. Curiously engage with your growing edge**
Honor your feelings of discomfort and be committed to your growth.
- 13. Recognize comfort vs. safety**
Feeling discomfort is not the same as feeling unsafe.
- 14. Stay present the whole time**
Stay with us the whole time in body, mind, and soul, especially when it gets hard.
- 15. Speak from your own experience**
Share stories and examples from your own life rather than sharing other peoples' stories.
- 16. Acknowledge offense and harm w/ "ouch! oops"**
If someone offends you say "ouch," which is an opportunity to explain why. "Oops" is an acknowledgement of the harm and offers space to make mistakes and begin to heal.
- 17. Honor the process**
Change takes time. Trust the unfolding.

Resource Media's Community Agreements



BE PRESENT!
Be on time and participate. Try to refrain from checking email and doing other tasks as much as possible.



CALL EACH OTHER IN AS WE CALL EACH OTHER OUT.
When challenging someone's ideas or behavior, give feedback respectfully. When your own ideas or behavior are challenged, receive feedback respectfully.



CREATE A SPACE FOR MULTIPLE TRUTHS.
Seek your truth and seek understanding of truths that differ from yours. Celebrate and embrace different perspectives.



ASSUME BEST INTENTIONS.
Everyone comes in with a different set of experiences and knowledge. Seek first to understand and assume best intentions in all interactions.



RECOGNIZE THAT INTENT IS DIFFERENT FROM IMPACT.
The things we say or do may have a negative impact on others, despite our intent. Be accountable for the impact of your actions and words.



STEP UP, STEP BACK
Be mindful of taking too much or too little space.



SHARE GRATITUDE FOR FEEDBACK.
It is a gift when someone offers the time and risk to give feedback. Thank them for the opportunity and recognize that they may have work to do.



NOTICE POWER DYNAMICS.
Power shows up in many ways—be aware of how you may be unconsciously using privilege and power.



CENTER LEARNING AND GROWTH.
This work is sometimes uncomfortable and you may not always know how to arrive at next, today. We will make mistakes along the way. Remember we are learning and growing, both individually and collectively. We will get closer if we are willing to be uncomfortable.



Sample Community Agreements

We will commit to...

- Inviting everyone to participate while allowing everyone the right to pass
- Demonstrating respect by:
 - Giving our attention to the person who has the floor
 - Creating space for others' perspectives, experiences, ideas, and contributions
 - Prioritizing impact over the intention
 - Preserving confidentiality and privacy
 - Choosing and using our words with the intention of making assumptions by "calling people in" rather than "calling people out" (examples)
- Using inclusive language that is accessible to people with varying levels of knowledge and familiarity with the topics being discussed
- Taking space and making space by paying attention to how frequently, how long, and how quickly we participate
- Speaking from our own experiences by using "I" statements rather than generalizations
- Engaging in ongoing self-reflection and taking care of ourselves in a way that makes sense for each of us

Access the "Guide to Trauma-Informed Meetings, Discussions & Conversations" at ctipp.org

Council Staff Collaborative “Real World” Example

Honor the
Process

Be mindful of
yourself and
others

Be present

Assume best
intentions

Create spaces
for other ideas
and perspectives

Don't be afraid
to say “I don't
know”

Speak your
truth

Make
space/Take
space

Don't make
assumptions

Don't use
acronyms or
jargon

Acknowledge
different
cultural
perspectives

Correct gently,
but do correct
Ouch, Oops,
Whoa

Invite to
co-create



Success



what people think
it looks like

Success



what it really
looks like



Vision

What's your vision?

Create your 6-word headline/vision for
the City of Richmond



Leadership

Change

innovation



Session 1

Future-Focused Conversation



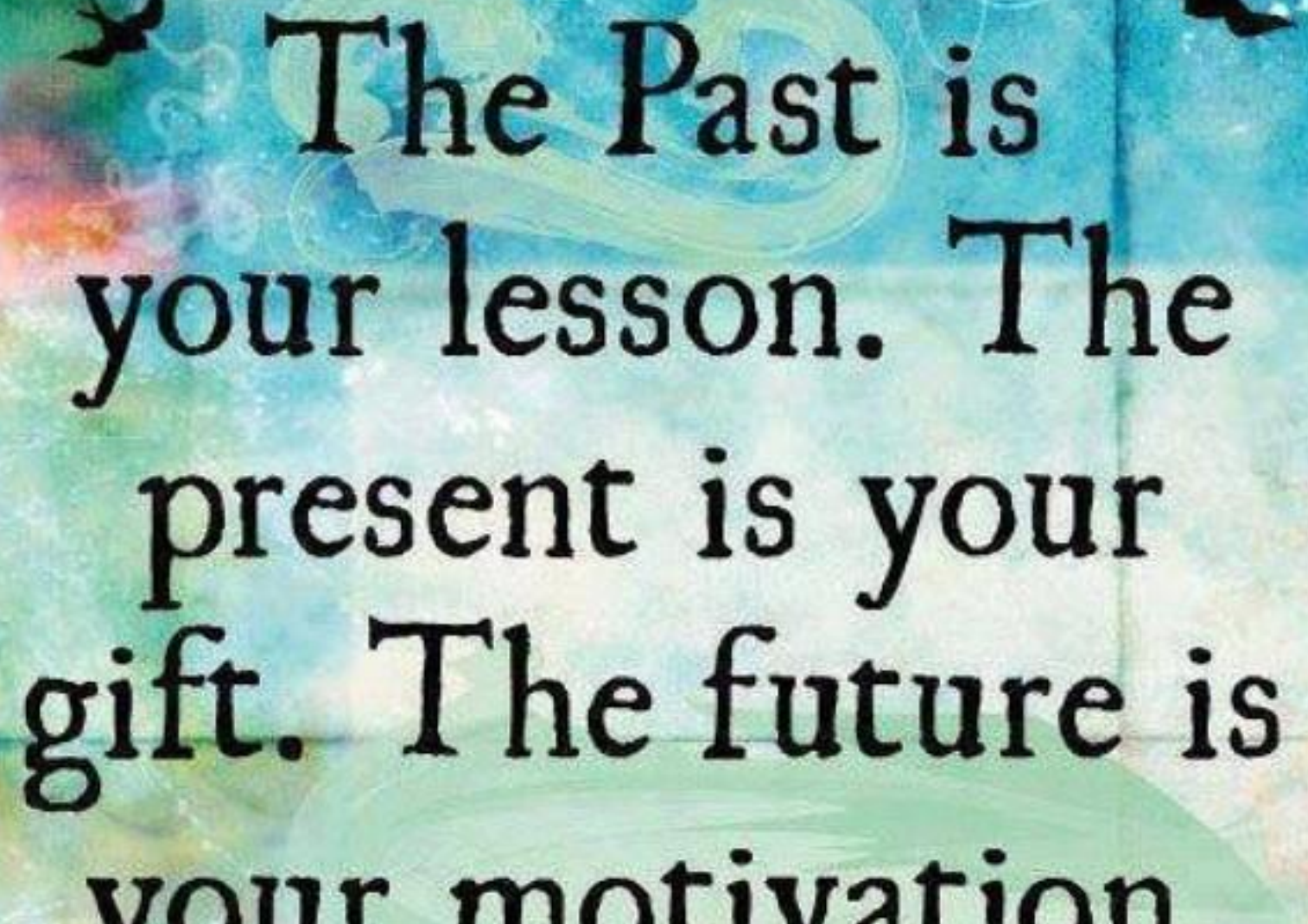
Updates

Lessons Learned

Impact



Past, Present,
Future



The Past is
your lesson. The
present is your
gift. The future is
your motivation



ENGAGE.
EMPOWER.
ENHANCE.
STRATEGIC PLAN
2024 - 2025

VISION:

To endeavor to empower Richmond City Council, enabling them to make informed decisions that promote sustainable growth, enhance quality of life, and ensure equitable opportunities for all residents. Through strategic planning, effective communication, and efficient coordination, we aim to create a vibrant, thriving beacon of progress, innovation and inclusivity that serves as a model of excellence, where government and citizens work together toward a prosperous future.

MISSION:

To coordinate, research, analyze, provide information, and make recommendations that assist the Richmond City Council in its role of creating and amending local laws, providing government policy and oversight, and establishing the Richmond Government Budget.



Richmond City Council

The Value of the People

Office of Council Chief of Staff

Providing support, information, coordination and recommendations to City Council to assist in their decision-making.

ENGAGE.

[in'gaj, en'gaj] verb occupy, attract, or involve; participate or become involved in:

We AIM to ENGAGE all stakeholders by ensuring their voices are included, valued, and heard. Collaboration is essential in supporting City Council's role as the voice of the people.



EMPOWER.

[em-POW-uhr] verb give the authority or power to do something:

We AIM to EMPOWER all stakeholders by providing accurate information, data, and recommendations to facilitate informed decision-making.

ENHANCE.

[en-hans,-hahns] to raise to a higher degree; intensify; magnify:

We AIM to ENHANCE our efforts by collectively monitoring progress and making adjustments, all with the ultimate goal of delivering improved services to the residents of the City of Richmond.



RICHMOND

City Council seeks residents to serve on new Richmond Civilian Review Board

by: Kendal McAuley
Posted: Jul 2, 2024 / 01:04 PM EDT
Updated: Jul 2, 2024 / 01:05 PM EDT



ORGANIZATIONAL EXCELLENCE & EXTERNAL BOARD SUPPORT

Strategic Goal

To foster a transparent, nimble organization of employees challenged to provide high quality, responsive and innovative services efficiently, effectively, equitably and inclusively

2024-2025 FOCUS Board and Commission Support

5.1 Inventory all boards and commissions and identify areas of need for support

5.2 Develop and continue support to Council Boards and Commissions

5.3 Identify technological improvements to increase efficiencies in board and commissions working efforts

Partnership & Collaboration

5.4 Coordinate strategic priorities with other Council Offices, administration and external partners

Capacity Building

5.5 Improve staff capacity to provide support to achieve overall goals and initiatives via hiring additional staff, professional development and creating efficiencies through detailed process mapping, software implementation, etc.





COMMUNICATION & CIVIC INNOVATION



Strategic Goal
To enhance the effectiveness of communication with all employees, partners, media and the general public and implement a combination of processes that support participation of ALL Richmonders inclusive of outreach and public engagement best practices and processes

2024-2025 FOCUS
Communications Plan Development
4.1 Develop a communications plan for internal and external communication enhancement

Utilization of Technology for Improved Communication
4.2 Identify technology to improve internal and external communications inclusive of SharePoint, engagement platforms, etc.

Student Engagement
4.3 Develop and support internships and fellowships that highlight the work of the legislative body in Richmond

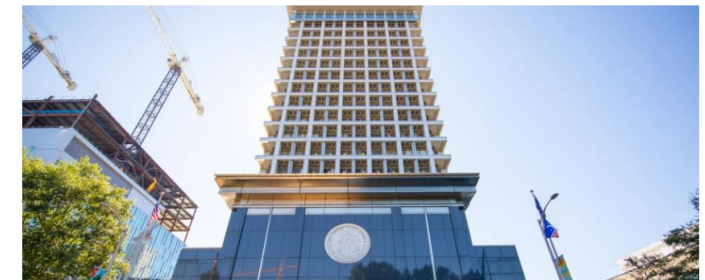
Internal & Public Engagement
4.4 Research and apply best practices in engagement

4.5 Implement activities identified in participatory budgeting rule book



Richmond City Council approves three union agreements with employees

VPM | By Barry Greene Jr.
Published May 15, 2024 at 7:00 AM EDT





City of Richmond
City Council Advance - Council Office Updates

<p>Office of the City Auditor</p> <p>§ 4.18. City Auditor There shall be a city auditor who shall be appointed by the council for an indefinite term. The city auditor shall have been certified as a certified public accountant by the Virginia State Board of Accountancy or by the examining board of any other state which extends to and is extended reciprocity by the Commonwealth of Virginia, and shall be qualified by training and experience for the duties of the city auditor. The city auditor shall have the power to appoint such accountants and other assistants for the performance of the duties of the city auditor's office as the council may provide for. It shall be the duty of the city auditor to examine and audit all accounts, books, records, and financial transactions of the city or any department, board, commission, office, or agency thereof, including all trust funds, special funds, and other funds. In performing the city auditor's duties, the city auditor shall have access at any and all times to all books, records, and accounts of each department and agency subject to examination and audit by the city auditor.</p> <p>Mission Promoting open and accountable government through independent audit services.</p> <ul style="list-style-type: none"> Plan and conduct independent audits of city departments that: <ul style="list-style-type: none"> Evaluate Internal Controls Evaluate compliance with policies, procedures, laws, and regulations Identify cost recoveries and improve efficiencies Detect and mitigate fraud, waste, and abuse Perform an annual risk assessment and develop a risk-based audit plan Organize and attend audit committee meetings Follow-up with departments on open recommendations
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City of Richmond
City Council Advance - Council Office Updates

<p>FY24 Accomplishments (Please provide 3 accomplishments that you and your team are proud of)</p> <ul style="list-style-type: none"> Issued 10 reports: funds, bank records, meals taxes. Made 66 recommendations to improve processes. Worked with city audit recommendations.
<p>FY25 Strategic Goals (Please provide 3 key areas of work you and your team will be working on in the coming fiscal year. Please provide context on how you are in service to council.)</p> <ul style="list-style-type: none"> Provide additional renewed audit management in how goods and services are procured fairly, policies and laws, contracts are managed, and submitting occur. Establish an IT audit city's IT systems compliance with Help mitigate risk focusing on follow-up. We will be revisiting where we had especially prominent currently in place process of follow-up with management lead to more im

For more information, visit <https://www.richmond.gov>



CONTINUOUS IMPROVEMENT

- **Strategic Goal**
To continuously evaluate the effectiveness of the work of the Office of Council Chief of Staff
- **2024-2025 FOCUS**
Resource Alignment

 - 3.1** Align facilities, staff and technology with office needs
 - 3.2** Continue to research, develop, implement and improve new, existing or advanced technology for all City Council Offices

Metrics & Data Analytics

 - 3.2** Collect, analyze and act on both quantitative and qualitative data to enhance practices, processes and work products

Project Management and Continuous Improvement

 - 3.4** Increase project management capacity across the office to ensure timely, accurate and quality work
 - 3.5** Develop a robust and fully functional Continuous Quality Improvement program for processing ideas and initiatives creating a culture of scientific, solutions-focused thinking and innovation
 - 3.6** Document existing and develop new and improved systems and processes to help ensure clarity among team members and all relevant stakeholders inclusive of easier, more efficient implementation
 - 3.7** Review processes and procedures regularly to drive seamless implementation and clarity in roles and requests



INCLUSIVE FISCAL ANALYSIS & BUDGET ADOPTION SUPPORT

Strategic Goal

To analyze fiscal activities to provide Richmond City Council with information to support their decisions to ensure that resources are being used to meet community needs and support equitable economic opportunity

2024-2025 FOCUS Budget Stewardship

2.1 Continuously review and analyze Council specific budgets (i.e. district funds, Council budget and CCOS budget)

Financial Reporting Review and Analysis

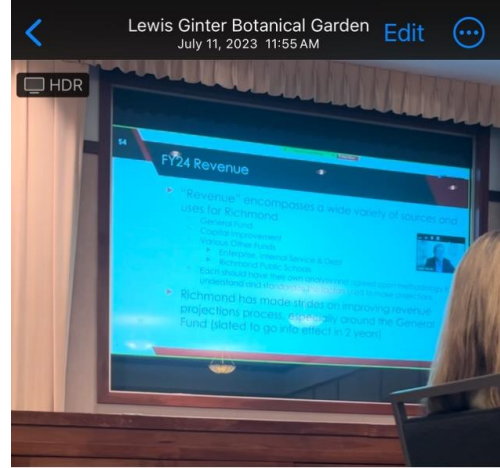
2.2 Provide review and analysis of financial reporting documents highlighting key areas and providing recommendations to City Council

Continuous Priority Review and Consideration

2.3 Identify fiscal, shared priorities of Council for budget development as well as consideration throughout the year with respect to legislation and analysis of services provided

Council Budget Review and Amendment Process

2.4 Review and Collect, analyze, and act on both quantitative and qualitative data informed



Richmond City Council passes \$2.9 billion budget

Story by Ryan Nadeau • 2mo • 3 min read



Richmond City Council passes \$2.9 billion budget © Provided by WRIC Richmond

RICHMOND, Va. (WRIC) — The Richmond City Council voted to pass the city's new budget for the 2025 fiscal year Monday night, allocating a total of \$2.9 billion.

During a scheduled meeting on Monday, May 13, councilmembers passed what Richmond Mayor Levar Stoney...



COUNCIL COLLECTIVE/SHARED PRIORITIES

1. Planned Growth, Economic Progress and Affordable Housing

2. Strong Futures for Children, Adults and Families

3. Responsive, Accountable and Innovative Government

4. Safe and Clean Neighborhoods

5. Strategic Infrastructure Investment



FY25 Richmond City Council Budget Cycle

At-a-glance



PRIORITY SETTING

Council Priority Setting & Individual Council Member District Priority Alignments

2024

Jan



COMMUNICATION & BUDGET DEVELOPMENT

Communication and analysis of Council Member District Priorities

2024

Feb - Mar



PLANNING & PROPOSED BUDGET INTRODUCTION

Budget Timeline, Identification of Budget Presentations, Early Questions and Discussions

2024

Mar

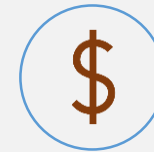


REVIEW & ANALYSIS

Budget Work Session Execution; Public Hearings & Budget Amendments

2024

Mar - Apr



ADOPTION

Budget adoption by **May 13, 2024**

2024

May



Preparation



Development



Review & Analysis



Adoption



**STRATEGIC,
FOCUSED
LEGISLATIVE
SERVICES
& POLICY
DEVELOPMENT**



Strategic Goal

To develop, review, research and analyze legislation that support Richmond City Council's strategic priorities, mission, and vision

2024-2025 FOCUS

Comprehensive Review and Analysis

1.1 Provide objective, well-researched information, evidence and data to support Richmond City Council's legislative decisions

Legislative Process Enhancements

1.2 Enhance process for submission of Council Action Requests in collaboration with all internal stakeholders

1.3 Develop technological infrastructure to support the enhanced process via Council Action Request Tracker (CART)

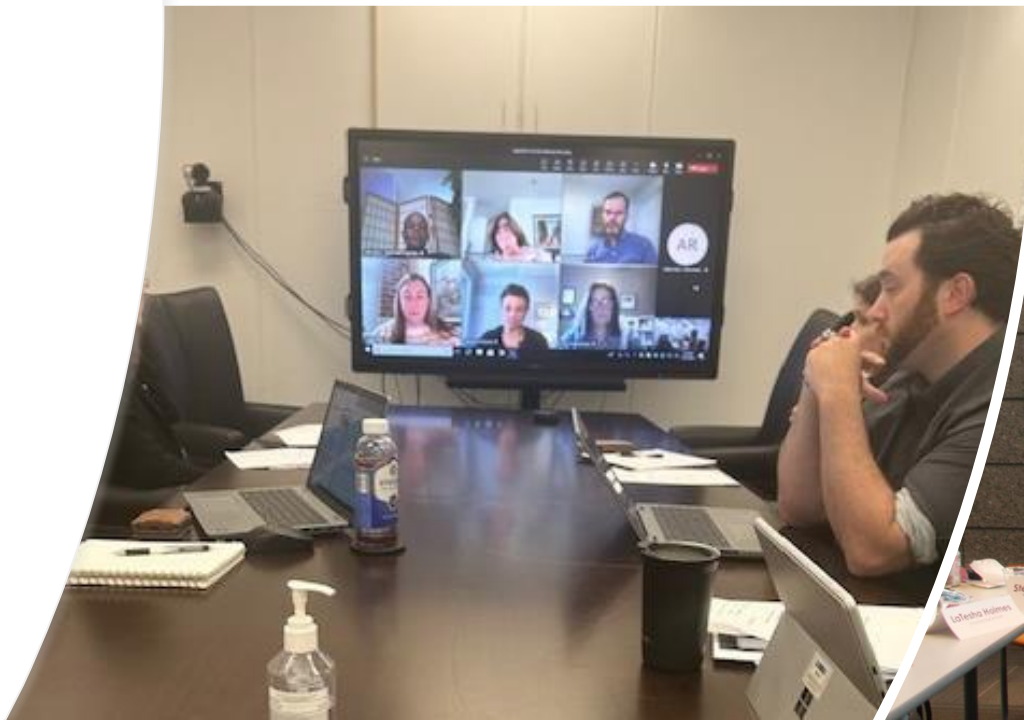
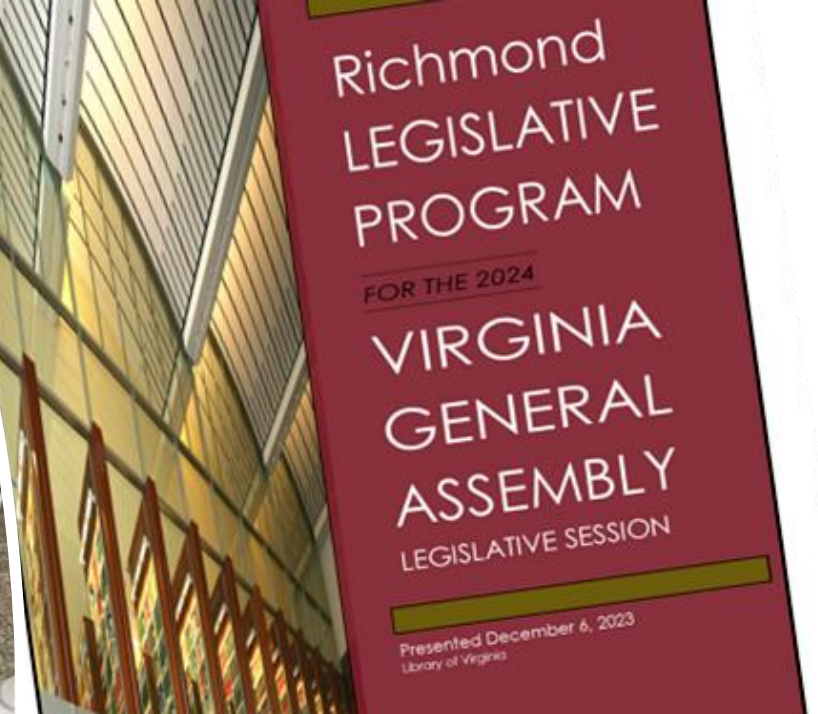
1.4 Inventory existing policies and legislation to assist in the development and amendment processes.

Legislative Priorities through Lobbying

1.5 Assist the Council contracted lobbying firm in the development, communication, tracking of Council legislative priorities for the City of Richmond

Partnering for Staff Initiated Projects

1.6 Develop proactive policy reviews and analyses



Key Takeaways

1. Not New; Defined and Outlined
2. Advanced Planning & Flexibility
3. Collaboration for All Stakeholders
4. Continuous Quality Improvement: Track and Adjust

Next Steps

- Effective April 1, 2024
 - Edited version of recorded presentation
 - Final documents posted to SharePoint
- Electronic System Approach to be Applied to other Processes
 - Requests for communications
 - Audits (Separate Process)
- July Review & Check In



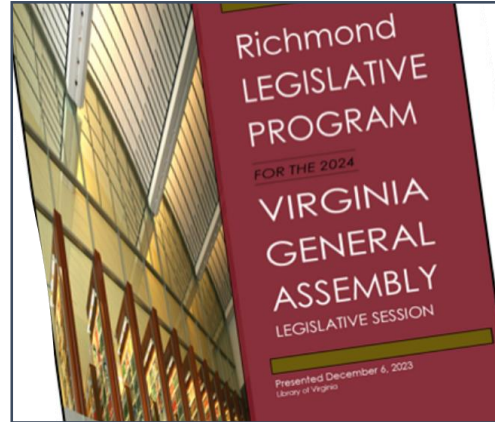
IMPACTS

POLICY & GOVERNMENT OVERSIGHT



- Additional Staff = Diversity of Thought & Enhanced Capacity → Elevated Innovation
- Increased efficiencies and Transparency
- Intentional Collaborations
- Evaluate effectiveness, efficiency, eliminating misuse, abuse and waste

CREATING & AMENDING LOCAL LAWS



- Focus on Legislative Process Enhancements
- Increased Collaboration Alignment with Strategic Shared Priorities
- Efficiencies that allow capacity for complexities that exist with Dillon's rule and changing landscape
- Proactive Planning; more research opportunities with peer cities

APPOINTING MEMBERS TO BOARDS & COMMISSIONS



- Enhanced opportunities for engagement
- Fosters transparency, responsiveness and innovation
- Equitable exchange of ideas and diversity of thought
- "Hands and Feet"

APPROVING ANNUAL RICHMOND GOVERNMENT BUDGET



- Stewardship of taxpayer money
- Increased collaboration
- Alignment with Strategic Shared Priorities
- Identification of ways to enhance process



Richmond City Council

The Voice of the People

Richmond, Virginia



Legislative Update

Lessons Learned

Impact



One Richmond: 2024 General Assembly Session Wins and Impacts

Richmond City Council Advance Day 1

July 25, 2024

One Richmond- 2024 Legislative Priorities

Legislation INITIATED by the City

- Prohibition of Auto Sears
 - HB22 Jones
- Higher Ed/School Crossing Zone Definition
 - SB535 Bagby
 - HB1072 Carr
- Civil Penalties for Demolition of Historic Properties
 - HB1415 McQuinn
- Charter Changes
 - HB331 Jones
- Affordable Housing Programs
 - HB1122 Carr
 - SB597 McPike (Became vehicle)
- Food and Beverage Tax
 - HB1535 Jones

One Richmond 2024 Budget Priorities

- Items **INITIATED** by the City
 - CSO Project- Carr/Hashmi
 - Richmond Teacher Residency Program- Cousins/Bagby
 - Auto Sears Prohibition- Jones
- Additional Items Adopted in Conference Report
 - City Road Maintenance- Carr
 - Help Me Help You- Jones
- Additional Items NOT Adopted in Conference Report
 - Joint Commission on Transportation Accountability- Carr
 - Fall Line Trail- VanValkenburg, Coyner
 - PiLOT- Carr
 - Sales Tax Capture- Williams-Graves

One Richmond: 2024 Information Sharing

- Weekly written reports, weekly meetings, regular phone calls:
 - City Council- President, Legislative Point of Contact, Chief of Staff
 - Administration- CAO, Director of Intergovernmental Affairs, Policy Advisors

Key Themes During the 2024 Session

- Housing
- Recreational Retail Sales of Marijuana
- Skill Games
- Early Childhood/K-12
- Land Use/Local Authority

Flipping Richmond's Narrative

- Legislative priorities that are based on our unique City and its History
- Recognizing and acknowledging Richmond as Virginia's Seat of Government
- Courageously acknowledging the continuing impact racism plays in many of our state policies and state funding decisions
- Highlighting the greatness of our City

Key Components

- Creating and supporting effective systems vs. “one time fixes”
- Rethinking how we talk about Richmond and the city’s legislative asks
- Building stronger partnerships across all levels of government
- Engaging the community in meaningful ways and working together more effectively
- Controlling the City’s narrative and telling a better story about Richmond

Time-out --- Break



Session 2

Addressing Change



What Does Not Change?



Embracing Change

See Change

Lead Change

Adapt to Change

Don't Get Left Behind by Change



See Change

What change(s) do you see coming?

Lead Change

What change(s) are you currently leading?

Adapt to Change

What change(s) are you adapting to?

Don't Get Left Behind by Change

What are the costs if you're unwilling to change?



Change In Action

Participatory Budgeting



Change in Action: Engaging Richmond



**DESIGNING
DEMOCRACY**

Redesigning Democracy for All
~Shari Davis

Thoughts on Redesigning Democracy in Richmond
~Matthew Slaats



Change In Action

How does

Participatory Budgeting

represent change?



Lunch

1:14pm



Session 3

Role of Innovation



What is innovation?



100 USES....



Why innovation?



Issues

What issues are you facing that requires

innovation?

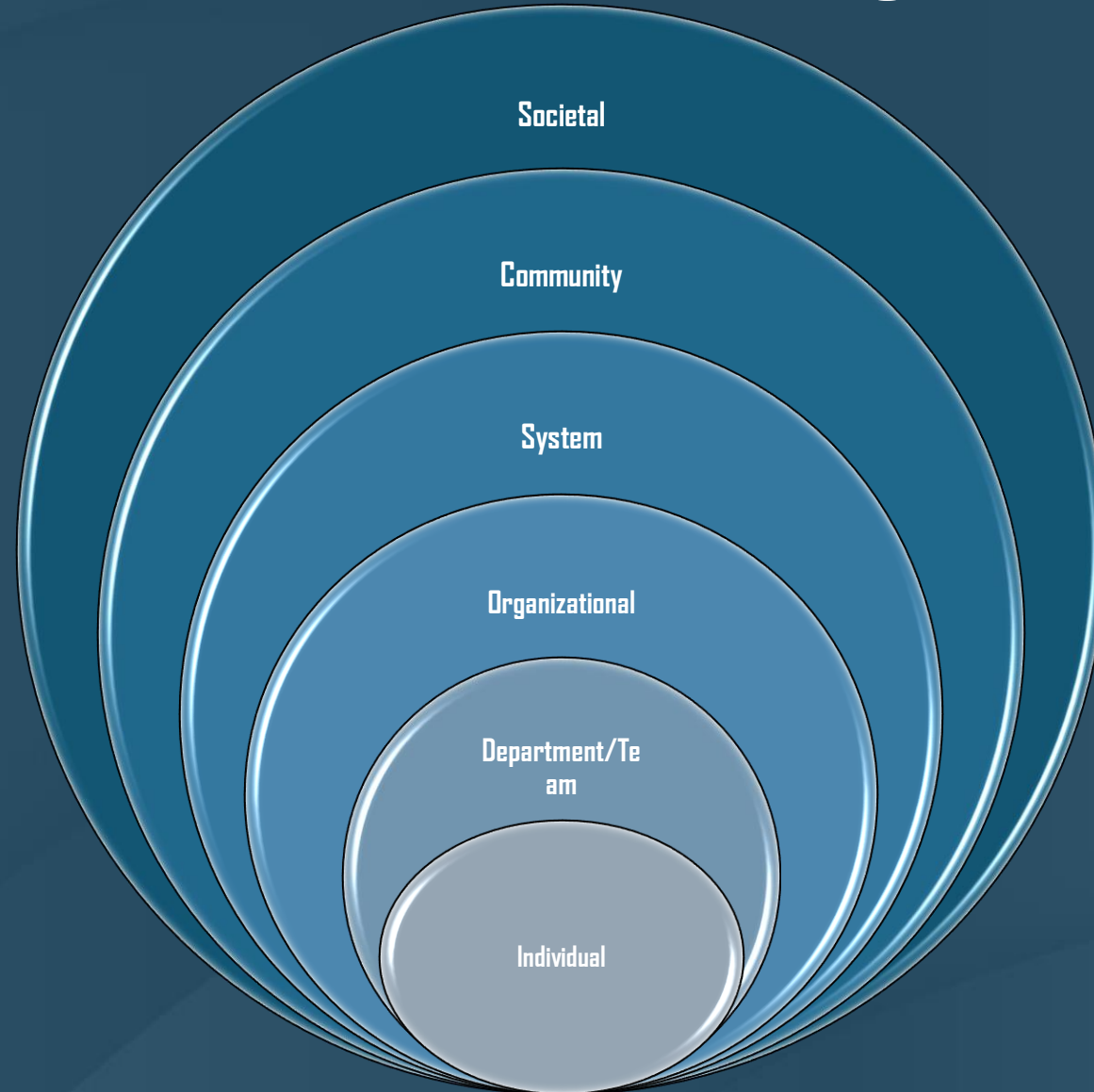


Impact

Where do you want to have an impact?



Level of Impact



Success



what people think
it looks like

Success



what it really
looks like



What are the various
types of
innovation?



One type of
innovation?

H.O.M.E



RACIAL DISPARITIES IN NEIGHBORHOOD HOME VALUES AND RELATED RISK OF DISPLACEMENT

HOUSING OPPORTUNITIES MADE EQUAL OF VIRGINIA (HOME OF VA)

THOMAS OKUDA FITZPATRICK, EXECUTIVE DIRECTOR

LAURA DOBBS, DIRECTOR OF POLICY





KNOW YOUR PRICE

Valuing Black Lives
and Property
in America's Black Cities

Andre M. Perry

In metro Richmond, the average home in majority Black neighborhoods is worth 17 percent less than it would be if it were located in a neighborhood with identical opportunities where the population was one percent Black or less.



Policy Approaches to Racial Disparities in Neighborhood Home Values and Related Risks of Displacement

Housing Opportunities Made Equal of Virginia



Published: January 2024

Updated: 4/16/2024

Racial demographics predict roughly half of the inequality in average home values between Richmond neighborhoods—far more than indicators of home size, type, and condition within the neighborhoods' housing stock.

HOME VALUES AND NEIGHBORHOOD RACIAL DEMOGRAPHICS

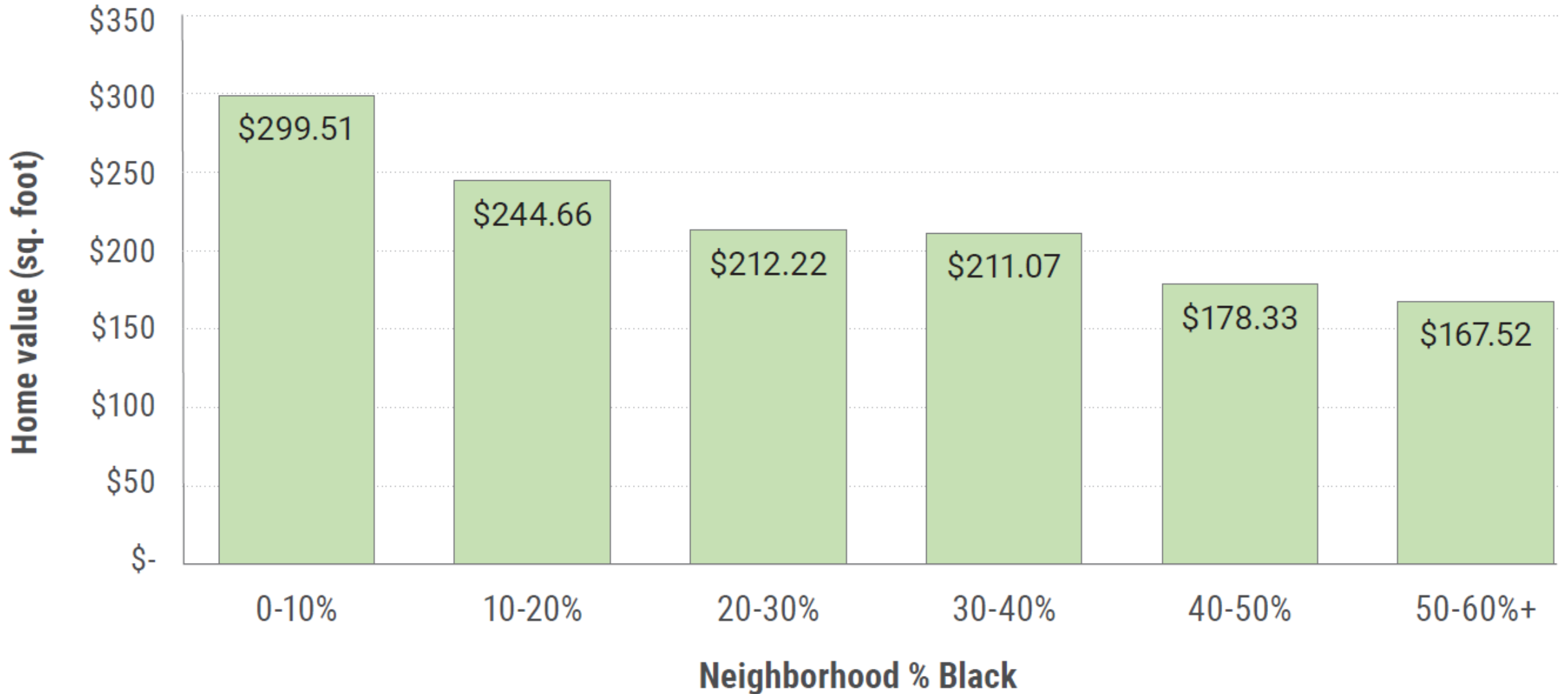


Figure 2. Home size and neighborhood racial demographics, City of Richmond

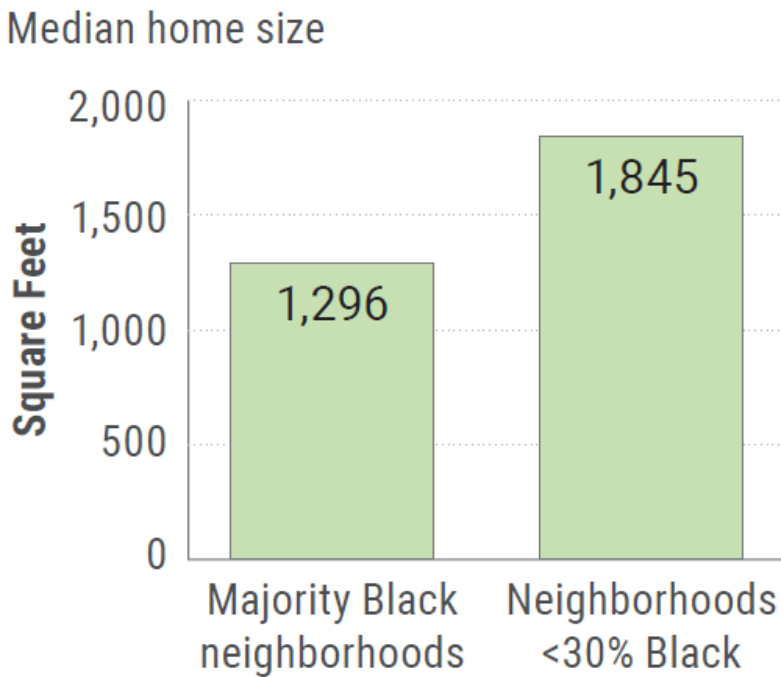


Figure 3. Home condition and neighborhood racial demographics, City of Richmond

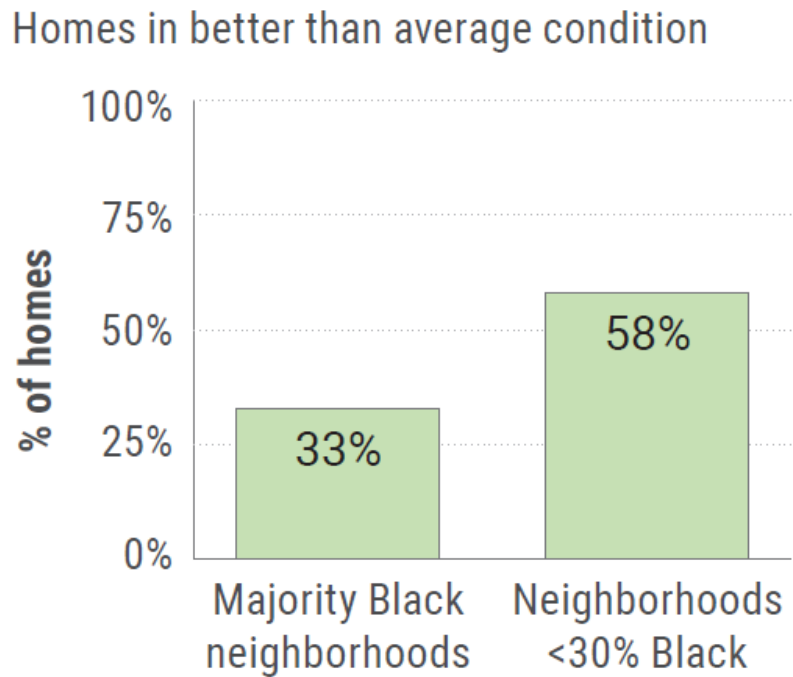
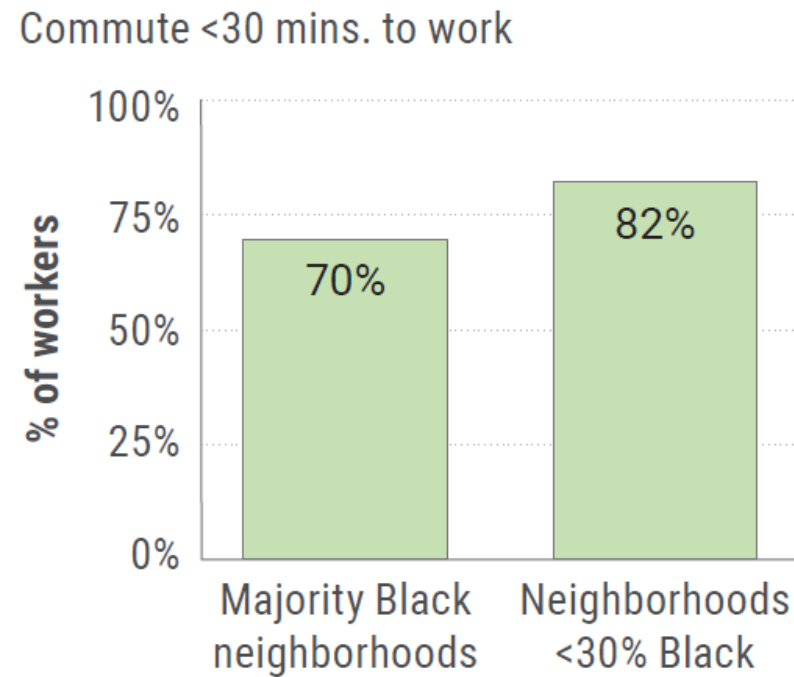
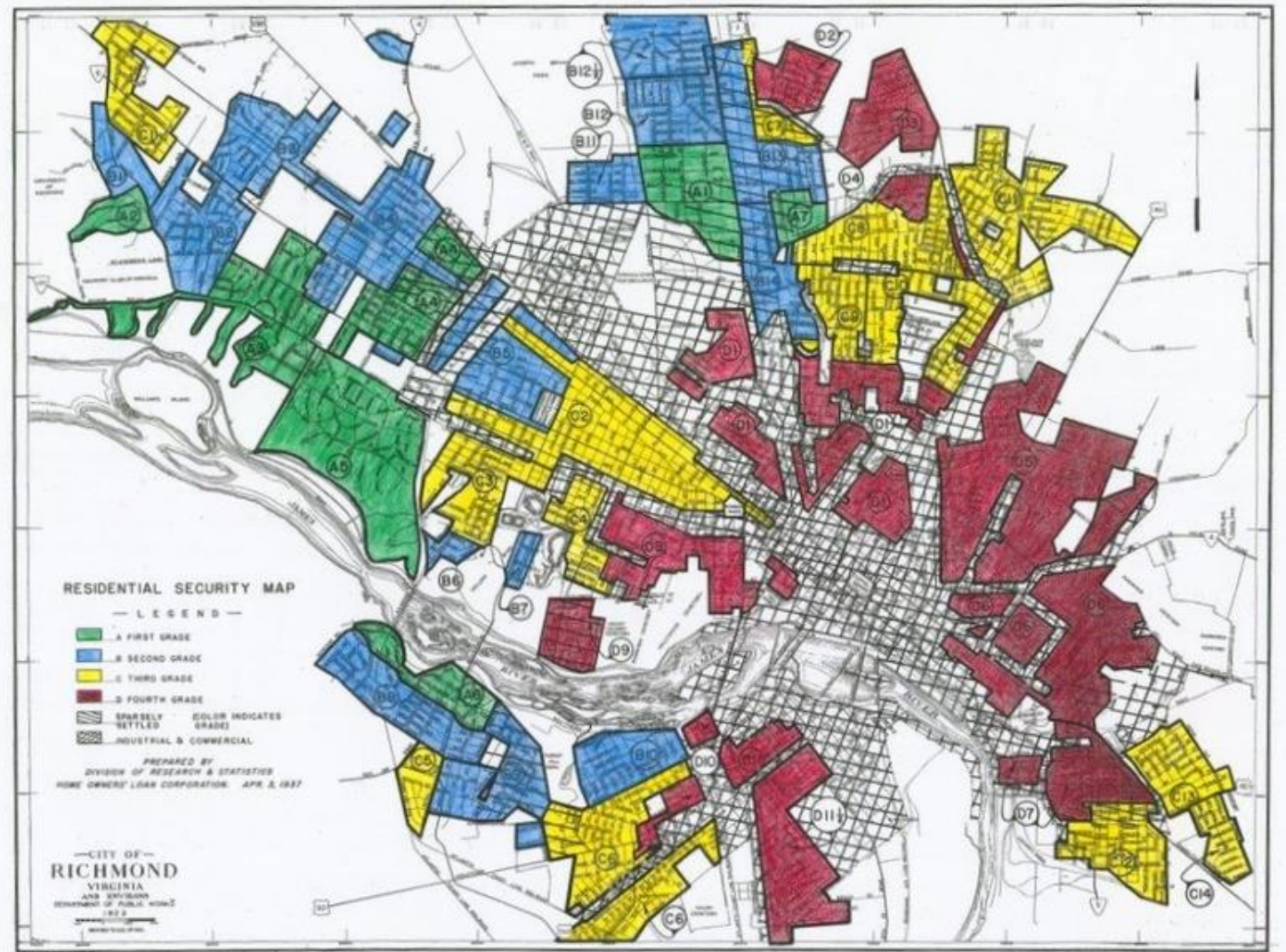


Figure 4. Commute time and neighborhood racial demographics, City of Richmond



WHY ARE HOME VALUES LOWER IN BLACK NEIGHBORHOODS?

- **Historic Underinvestment in Majority Black Neighborhoods**
- **Quality housing and socioeconomic opportunities are distributed unequally between Black and white neighborhoods**



WHY ARE HOME VALUES LOWER IN BLACK NEIGHBORHOODS?

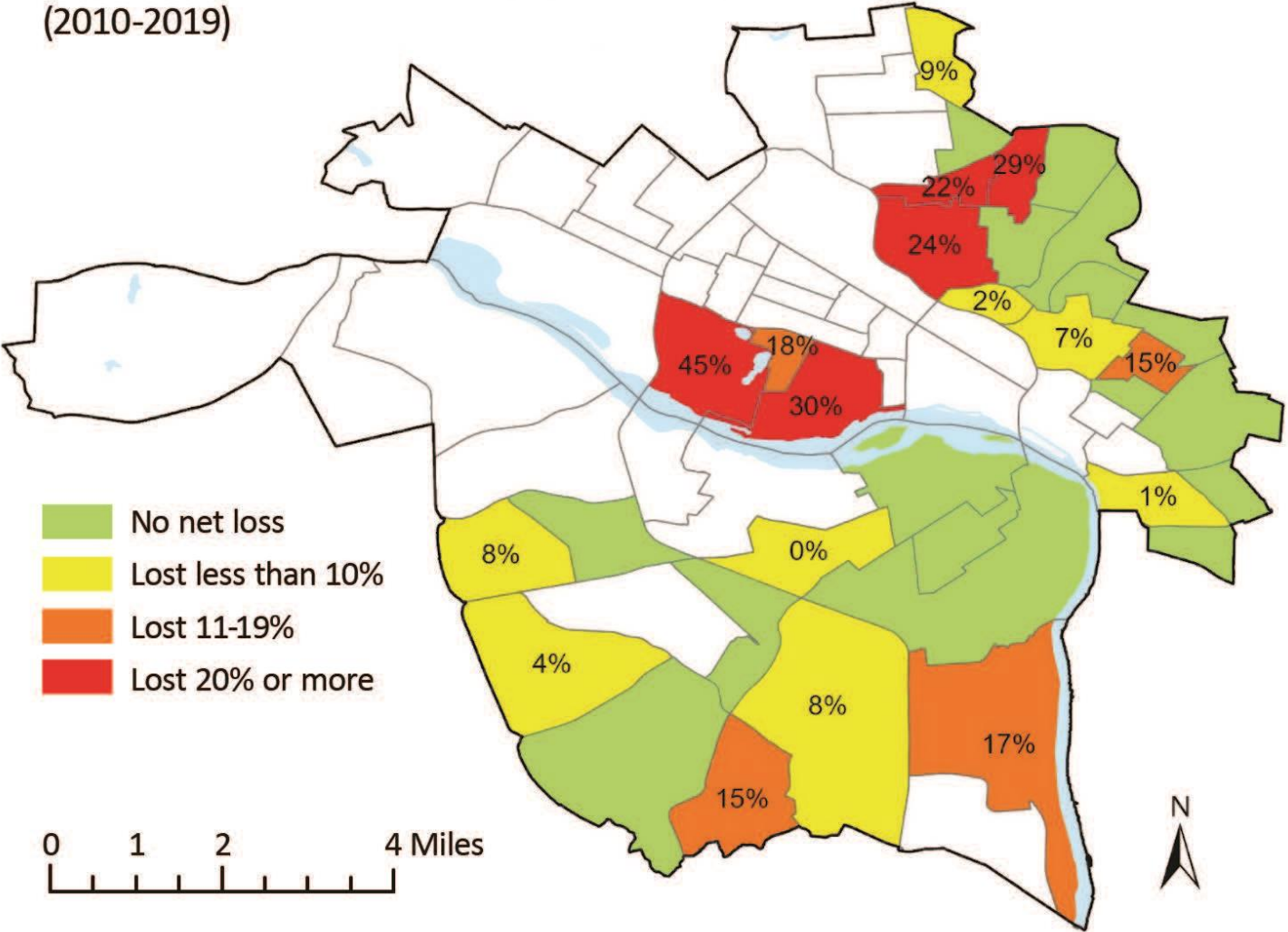
- *Appraisal bias.*
 - *Historic Appraisal Bias (starting point in the 1900s, with intentionally devalued houses in Black Redlined Neighborhoods)*
 - *Contemporary Sales Comparison*
 - *Selecting of Houses for Comparison*

One problem with appraisal methods is that they fail to correct for the unequal positions from which neighborhoods began their appraisal histories. Appraisers intentionally devalued homes in neighborhoods with Black residents in the early 1900s. These initial appraisals became the basis for new appraisals, which became the basis for newer appraisals, and so on.

MINIMIZING DISPLACEMENT WHILE SUPPORTING EQUITABLE HOME VALUATION

Decades of home devaluation have left Black neighborhoods vulnerable to community displacement through sudden spikes in housing costs.

Map 3. Relative loss of Black population by tract (2010-2019)



DISPLACEMENT MITIGATION TOOLS

- 1) Account for potential displacement impacts in the initial design of redevelopment plans
- 2) **Invest in long-term affordable housing so that fewer units are threatened by market forces when demand increases**
- 3) **Assistance for households in targeted neighborhoods**
- 4) **Enable residents of revitalizing neighborhoods to benefit from reinvestment**

ANTICIPATING AND MITIGATING DISPLACEMENT

Displacement Risk Ratio (DRR) - Richmond Area Market Value Analysis

- DRR is calculated using home sale prices and median family incomes
- Increasing housing prices and stagnant or declining incomes puts residents at greater risk of displacement
- Areas with artificially low home values (devalued homes) are particularly vulnerable to upward shifts in the values of those homes.

Recommendation: Conduct Displacement Risk Assessment as part of comprehensive planning and prior to rezoning.



INVEST IN LONG-TERM AFFORDABLE HOUSING

- Catalog subsidized homes and end dates of their affordability requirements.
- Incentivize existing/prospective owners of subsidized homes to extend affordability periods, and incentive owners of naturally occurring affordable housing to maintain the affordability of their units.
- Rehabilitation assistance as an incentive to preserve existing affordable housing.
- Upzone and expand residential use into new areas to make space for affordable housing.
- Fast track permitting and waive fees to incentivize affordable housing production.
- Buy property proactively in Black neighborhoods to protect it from the speculative market and reserve it for affordable housing use.
- If there is redevelopment of existing affordable housing, do one for one replacement.

REDUCE DISPLACEMENT OF HOMEOWNERS

- **Continue advocacy for Long-term Owner-occupant Program (LOOP) constitutional amendment.**
- **Outreach and awareness of current tax relief options**
- **Maintain robust payment plan for tax-delinquent owner-occupants.**
- **Assistance with home rehabilitation.**

REDUCE DISPLACEMENT OF RENTERS

- Continue funding eviction diversion programming.
- Provide legal representation to tenants facing eviction and harassment from landlords.
- Advocate for the General Assembly to extend the pay-or-quit period for evictions to 14 days, giving renters the opportunity to earn another paycheck in order to catch up on rent.
- Advocate for the General Assembly to give tenants the right to renew their lease.
- Support fair housing education and investigations to prevent illegal discrimination.

ENSURE COMMUNITY BENEFITS FROM REINVESTMENT

- Prioritize existing residents for admission into new affordable housing.
- Preserve the cultural and commercial amenities on which incumbents rely.
- Financial assistance to owners of historically and culturally significant establishments .
- Affordable commercial space minority business, such as financial incentive to landlords who provide them long-term commercial leases.
- Job set-asides for neighborhood residents.

5 Stages of *innovation*



5 Stages of *innovation*

5 Stages of Innovation

Ideation (1-4 years)	Start-up (1-4 years)	Incubate (1-4 years)	Scale (1-4 years)	Sustain (1-4 year)
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innovation

Adoption Life Cycle

5 Stages of Innovation				
Ideation	Start-up	Incubate	Scale	Sustain
Innovation Adoption Life Cycle				
Innovators (Visionaries) 2.5%	Early Adopters (Strategists) 13.5%	Early Majority (Pragmatists) 34%	Late Majority (Conservatives) 34%	Skeptics/Laggards (Late to Market) 16%



What's your
relationship with
innovation?



innovation

Adoption Life Cycle

5 Stages of Innovation				
Ideation	Start-up	Incubate	Scale	Sustain
Innovation Adoption Life Cycle				
Innovators (Visionaries) 2.5%	Early Adopters (Strategists) 13.5%	Early Majority (Pragmatists) 34%	Late Majority (Conservatives) 34%	Skeptics/Laggards (Late to Market) 16%



How can you make
the most of
innovation?



Operationalize *innovation*

5 Stages of Innovation				
Ideation	Start-up	Incubate	Scale	Sustain
Operations				
<ul style="list-style-type: none"> ➤ Generate BIG ideas. ➤ Brainstorming ➤ Create a culture of creativity, ➤ Explore diverse perspectives. ➤ Market Research 	<ul style="list-style-type: none"> ➤ Secure initial funding. ➤ Pilot/proof of concept. ➤ Gather feedback, ➤ Iterative development. 	<ul style="list-style-type: none"> ➤ Build infrastructure ➤ Develop organization capacity & processes 	<ul style="list-style-type: none"> ➤ Growing operations and customer base ➤ Implement scalable systems ➤ Manage growth 	<ul style="list-style-type: none"> ➤ Long-term sustainability ➤ Systems change.



Invest in *innovation*

5 Stages of Innovation

Ideation	Start-up	Incubate	Scale	Sustain
Investment/Financing/ Budgeting				
<ul style="list-style-type: none"> ▪ Budget for research & ideation ▪ Small grants or seed funding ▪ Allocate funds for creative tools and software 	<ul style="list-style-type: none"> ▪ Pilot/Proof of Concept ▪ Angel investors or early-stage venture capital. ▪ Invest in pilot testing and data collection 	<ul style="list-style-type: none"> ▪ Funds for space, technology, and infrastructure ▪ Talent and training ▪ Incubator or accelerator funding 	<ul style="list-style-type: none"> ▪ Investment in facilities and equipment ▪ Budget for marketing and expansion ▪ Series A/B funding or strategic partnerships 	<ul style="list-style-type: none"> ▪ Budget for sustainability and improvements ▪ Funds for risk management and compliance ▪ Long-term financing options (e.g., loans, bonds)



How can you make the most of

5 Stages of Innovation

Ideation	Start-up	Incubate	Scale	Sustain
Risk				
<ul style="list-style-type: none"> Higher Risk Tolerance /Threshold Financial/Non-Financial Risk 	<ul style="list-style-type: none"> Higher Risk “Fail Fast” 	<ul style="list-style-type: none"> Higher/ Moderate Risk “Messy Middle” 	<ul style="list-style-type: none"> Moderate Lower Risk Tolerance/Threshold 	<ul style="list-style-type: none"> Seeking to Manage and Minimize Risk
Skill Sets				
<ul style="list-style-type: none"> Entrepreneurial/ Visioning Creative Thinking 	<ul style="list-style-type: none"> Strategic Adaptive Inclusive 	<ul style="list-style-type: none"> Strategic Planning, Financial Management 	<ul style="list-style-type: none"> Growth Management Customers Operational 	<ul style="list-style-type: none"> Sustainability Planning, Continuous Improvement, Risk Management
Disruptive Innovation/ Can Be Messy & Uncertain		Incremental Innovation / Gradual Change Over Time		



Time-out

Break



Session 4

Growing A Culture of Trust




How do we grow “A Culture of Trust”?



Growing A Culture of Trust

FOUR TYPES OF TRUST

 COMPETENCE THE PERSON HAS THE RIGHT skills To solve your ISSUE. THEY'RE AN EXPERT OR AUTHORITY IN THEIR AREA.	CARE ♥ THEY CARE ABOUT YOUR WELL-BEING & WHAT'S BEST FOR you, NOT YOUR SUCCESS
CHARACTER Ⓢ PEOPLE WITH A STRONG MORAL COMPASS & UNCOMPROMISING VALUES.	CONSISTENCY ∞ RELIABLE, PRESENT, & AVAILABLE WHEN YOU NEED THEM.



From Jay Shetty, Think Like A Monk

Competence

What are your skills, strengths, expertise and/or experience(s) that others can count on?



Care

How do you show care for others in your position?



Character

What values guide your decisions and behavior?



Consistency

How do you show consistency in your current role?



4 Types of Trust

Competence

What are your skills, strengths, expertise, and/or experience(s) that others can count on?

Care

How do you show care for others in your current positions?

Character

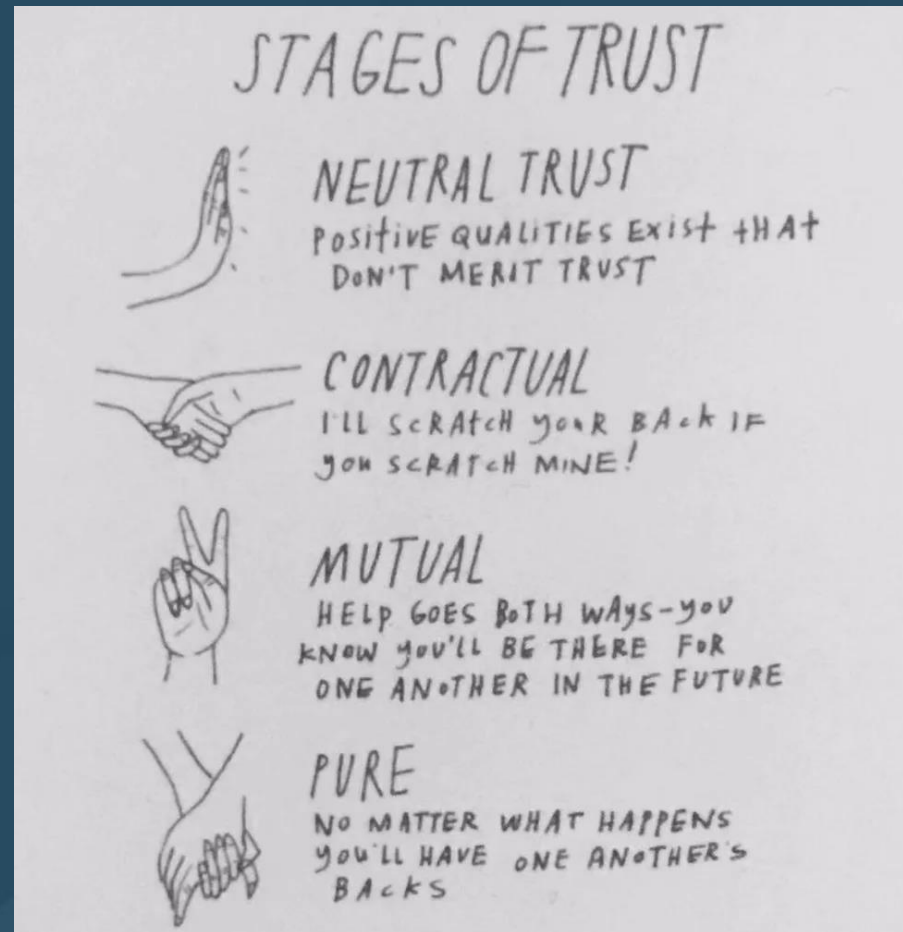
What values guide your decisions and behavior?

Consistency

How do you show consistency in your current role?



Growing A Culture of Trust



From Jay Shetty, Think Like A Monk



Growing A Culture of Trust

What stage of trust do you need for the City Council to succeed?

What stage of trust currently exists on the City Council?



Courage

What are the issues,
questions and decisions
that will require
courage?



Courageous Conversations

How do you have **courageous**
conversations?



Courageous Conversation in Action

Step 1: Set the Stage

- What ground rules should we establish to maintain a safe and constructive conversation?

Step 2: Define the Purpose

- Why are we having this conversation?
- What specific outcomes are we hoping to achieve?

Step 3: Share Perspectives

- What are your thoughts, feelings and concerns regarding this situation?

Step 4: Practice Active Listening

- Can you summarize what you heard the other person say to ensure you understand their perspective?
- What new insights have you gained from listening to others?



Courageous Conversation in Action

Step 5: Identify Common Ground and Differences

- Where do we agree? What common goals or values do we share regarding this issue?
- Where do our perspectives diverge, and why?

Step 6: Explore Options and Solutions

- What are some potential solutions to address this issue?
- What are the pros and cons of each solution?

Step 7: Make a Decision and Plan Next Steps

- What decision have we collectively reached?
- What are the next steps, and who is responsible for each action?



Commitment(s)

What's your individual commitment?

What's the "we" commitment?



Success



what people think
it looks like

Success



what it really
looks like



What's Next?

Day 2



Closing Reflections





Richmond City Council

The Voice of the People

Richmond, Virginia

Thank you!

Robert L. Dortch, Jr. | Principal

Jordan/Sydnor
Innovation Group

Closing Remarks



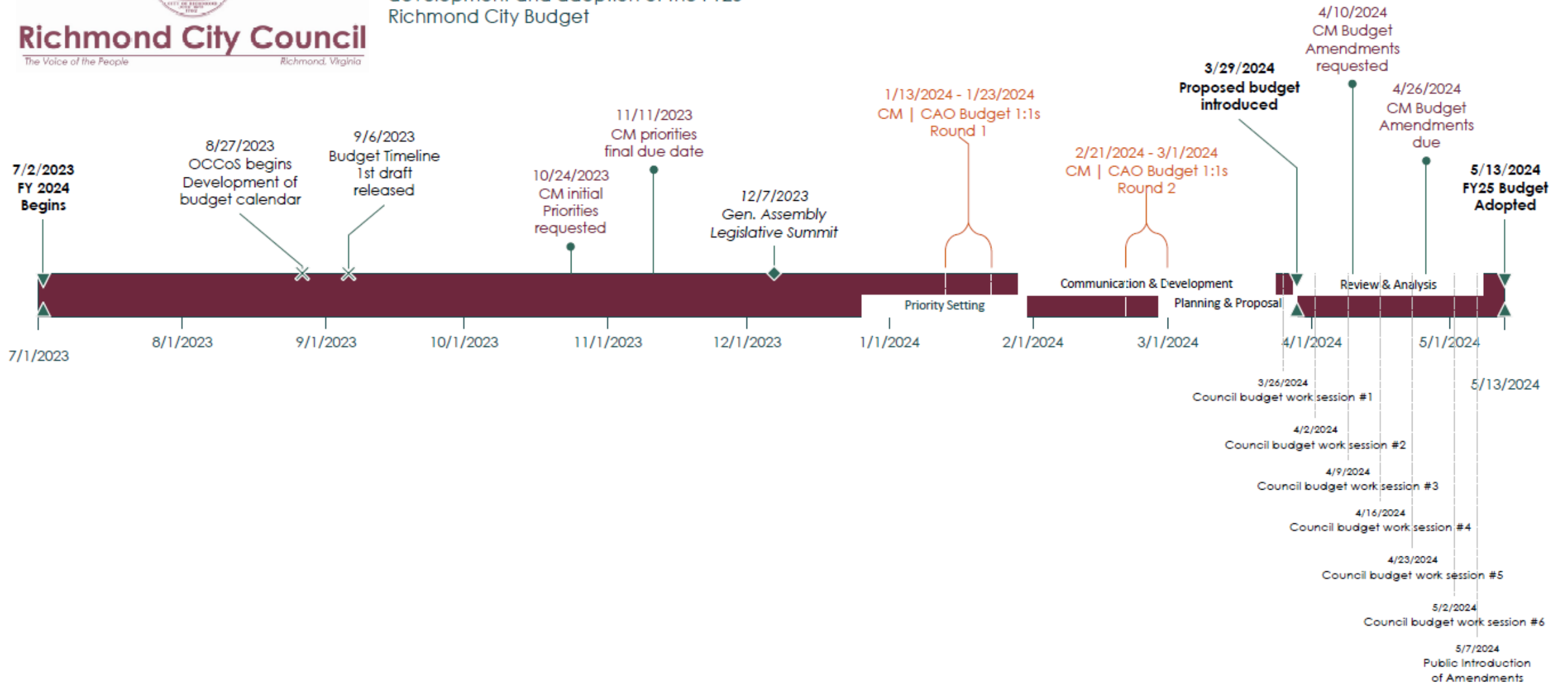


Richmond City Council

The Voice of the People

Richmond, Virginia

Please find a basic overview of the development and adoption of the FY25 Richmond City Budget





Richmond City Council

The Voice of the People

Richmond, Virginia

Thank you!

Robert L. Dortch, Jr. | Principal

Jordan/Sydnor
Innovation Group