

HARRISONBURG CITY COUNCIL 3 YEAR PRIORITIES
April 23, 2019

A City for All

1	<p>Develop a “how to” for city services to improve access.</p> <ul style="list-style-type: none"> • Create a presentation with an overview of frequently-accessed city services (paying taxes, permits, etc) and any significant changes to services to present at civic groups. • Improve and expand the existing “Helpful Guides” section of the City website, including better marketing and accessibility of the guide for new residents. • Produce a digital and printed Community Guide that provides an overview of City services, which could be provided to new residents and potentially to realtors.
2	<p>Review our process for citizen appointments to boards and commissions and implement improvements as needed.</p> <ul style="list-style-type: none"> • Continue City efforts to broadly and creatively advertise opportunities to serve on boards and commissions in order to recruit a diverse, knowledgeable pool of applicants. • Promote positive stories on City media platforms and through press releases about the work and purpose of the boards and commissions to increase resident awareness. • Adopt software tool to better organize boards and commissions and enhance application process.
3	<p>Enhance access to language support for Council meetings and city services.</p> <ul style="list-style-type: none"> • Implement provision of interpretation service upon advance request at City Council and Planning Commission meetings. • Create a Language Access Plan to plan for expansion of existing language support services and creation of new supports such as document translation. • Develop a process to ensure the public and all City staff are informed of the existing availability of over-the-phone interpretation service for limited English proficient individuals.
4	<p>Enhance resident opportunities for civic engagement.</p> <ul style="list-style-type: none"> • Explore creating a formal partnership with the International Festival organization. • Director of Communications will coordinate a rotation of town halls throughout the city with representatives from multiple departments to listen to neighborhood concerns and share information relevant to the neighborhood. • Continue community outreach with neighborhood walks and town hall style information sessions by Harrisonburg Police Department and Harrisonburg Fire Department. • Continue to offer Citizen Academy, service learning, Community Police Academy, Community Fire Academy, and Camp L.I.T. (leadership.integrity.trailblazer).
5	<p>Develop and begin implementing appropriate recommendations of an environmental sustainability plan.</p> <ul style="list-style-type: none"> • Complete Phase 1: the creation of an Environmental Action Plan (EAP) document that describes goals, co-benefits, and strategies, and identifies tasks and responsible parties (such as a city department, private businesses, or community organizations).

	<ul style="list-style-type: none"> • Complete Phase 2: gathering data and conducting study of municipal and community activities in order to develop baselines to be later used to measure progress towards achieving goals. • Complete Phase 3: The Environmental Performance Standards Advisory Committee and City staff will together revise the EAP to reflect the findings of Phase 2 and establish targets based on the findings. During Phase 3 the updated EAP will be presented to City Council for consideration to adopt.
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Economic Development: Goals, Gains, and Growth

1	<p>Pursue economic development goals that establish stronger retail, job creation, and a healthier economy.</p> <ul style="list-style-type: none"> • Pursue creation of a cohort-based program that equips entrepreneurs of all kinds with the insights, relationships, and tools needed to turn ideas into a business. • Market the new federal Opportunity Zones to attract new investment. • Continue to support tourism activities and involvement in regional partnerships.
2	<p>Further enhance our downtown area.</p> <ul style="list-style-type: none"> • Facilitate the development and implementation of a Downtown Master Plan: <ul style="list-style-type: none"> ○ Redevelopment of Water Street deck; ○ Redevelopment of Elizabeth Street deck; ○ Coordination with downtown park efforts. • Complete a downtown parking study. • Continue implementation of the Downtown Streetscape Plan and Bicycle and Pedestrian Plan, to further develop and connect sidewalks and shared use paths into the core of Downtown. • Implement a revised solid waste collection program for the Downtown area to include centrally located collection sites within the area.
3	<p>Continue to improve City processes and infrastructure to attract new business and development to the City.</p> <ul style="list-style-type: none"> • Analyze the current process for review and approval of developments and determine how the City can improve the navigation of the process for developers. • Continue to appropriately plan and maintain public infrastructure in order to attract and retain businesses. • Develop a guide for new businesses to assist in navigating the steps to locate in the city. • Study the steps necessary for the City to increase its Insurance Services Office (ISO) Fire rating to a 1.

A Thriving Educational Epicenter

1	<p>Continue our commitment to public education through adequate and realistic funding.</p> <ul style="list-style-type: none"> • Continue participation in the City government and City schools liaison committee.
2	<p>Build a new high school.</p> <ul style="list-style-type: none"> • Fund the design and engineering services for the new high school. • Secure bond funding to build second high school. • Ensure the design includes all components needed to have a functioning high school and the ability to access the new school location by all modes (car, bus, biking, walking, etc) and traffic management mitigations will be necessary. • Encourage School Board and administrative staff to include City representatives on the design and construction of the new school.
3	<p>Continue the efforts of the James Madison University/City Liaison Committee with a focus on issues such as:</p> <ul style="list-style-type: none"> • Funding; • Growth, land use, and transportation; • Safety; • James Madison University student civic engagement.
4	<p>Approach the Eastern Mennonite University President about establishing an Eastern Mennonite University/City Liaison Committee.</p>
5	<p>Explore establishing a work group comprised of public safety officials (Fire Department, Police Department and Emergency Communications Center) from James Madison University, Eastern Mennonite University, and the City.</p>

Available Housing for All

1	<p>Develop a comprehensive housing plan.</p>
2	<p>Increase flexibility in development and redevelopment of residential areas to enhance our housing inventory.</p> <ul style="list-style-type: none"> • Complete a comprehensive review and update of the Zoning and Subdivision Ordinances.
3	<p>Create an advisory council to assist the Harrisonburg Redevelopment and Housing Authority.</p>
4	<p>Work with community stakeholders to create a committee focused on producing a plan for addressing homelessness.</p>

Distinctive, Reliable Delivery of High Quality City Services

1	<p>Enhance multimodal transportation options in the City.</p> <ul style="list-style-type: none"> • Implement the strategies adopted in the Comprehensive Plan, Bicycle Pedestrian Plan, Transit Development Plan, Transit Route Study, Capital Improvement Plan, and other City planning documents. • Partner with Harrisonburg Rockingham Metropolitan Planning Organization, Virginia Department of Transportation, and Rockingham County for projects that work to improve multimodal transportation for our region. • Improve bus stops and construct sidewalk for the last ¼ mile connections from bus stops to activity centers (commercial, employers, etc). • Continue to pursue funding for new Bus Transfer Station and park and ride. • Explore transitioning to a fleet of electric busses.
2	<p>Develop a communications strategy to better tell the City’s stories and inform residents of the high quality services available to them, including a uniform strategy for updating residents about events or incidents.</p>
3	<p>Invest in infrastructure based on regularly updated planning documents.</p> <ul style="list-style-type: none"> • Implement study recommendations of a variety of short- and long-term planning documents (Street Improvement Plan, Bicycle and Pedestrian Plan, Transit Development Plan, Capital Improvements Plan). • Implement Purcell Park Master Plan/Kids Castle renovation. • Implement the Parks and Recreation Comprehensive Master Plan completed in FY21. • Implement the Raw Water Supply Management Plan. • Implement the Potable Water System Management Plan. • Implement the Sanitary Sewer Management Plan.
4	<p>Work with departments to identify, examine, and implement emerging technology.</p>
5	<p>Enhance City salary, benefits, employee engagement, and promotional opportunities to increase recruitment and retention of talent.</p> <ul style="list-style-type: none"> • Support the professional development of staffing through job specific competency programs and with adequate compensation. • Develop a compensation philosophy. • Invest in human potential to attract and retain a highly-professional workforce who are responsible for delivering city services by: <ul style="list-style-type: none"> ○ Standardizing the use of departmental funds for employee education, training, and certifications; ○ Adjust current education reimbursement program to amounts that are competitive with other employers. • Identify and implement a technology solution to improve efficiency of human resources processes, improve consumer experiences for employees, and enhance quality of services through the use of quantitative and qualitative data.

6	<p>Pursue and maintain accreditations of public safety departments.</p> <ul style="list-style-type: none"> • Fire Department through the Commission on Fire Accreditation International (CFAI). • Police Department through the Commission on Accreditation for Law Enforcement Agencies (CALEA). • Harrisonburg Rockingham Emergency Communications Center through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
7	<p>Conduct a formal citizen survey based on best practices to evaluate satisfaction with City service provision.</p>
8	<p>Maintain and further provide secure online services for document filings and payment.</p>

Fiscal Sustainability and Planning

1	<p>Examine and restructure the process/strategy by which we commit City funding to the contributions portion of our budget.</p>
2	<p>Develop, expand, and regularly update all City planning documents to include needs assessments, cost estimates, and implementation.</p> <ul style="list-style-type: none"> • Parks and Recreation Comprehensive Master Plan. • Capital Improvement Plan. • Information Technology Strategic Plan. • Asset Management Plans. • Fleet Maintenance and Replacement Plan.
3	<p>Evaluate cost recovery across all city services and modify fees as necessary.</p>
4	<p>Evaluate and support long term financial models for both the water and sewer funds that recognize the need for adequate operation and maintenance expenses, future and existing debt, and capital for new growth and retirement of existing assets.</p>