

**A report of the  
Harrisonburg, VA  
American Rescue Plan Act Public Engagement Process  
and Resultant Data**



**Submitted by the Institute for Constructive Advocacy and Dialogue  
August 2022**

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The Institute for Constructive Advocacy and Dialogue at JMU serves to advance the practice of designing and facilitating conversations that help communities talk and think together. ICAD believes that encouraging people to engage in problem-solving in their communities strengthens the promise of democracy. We work in partnership with communities to shape conversations that impact individuals, organizations and communities. Our staff are faculty with theoretical understandings of collaboration, dialogue, public problem-solving, and deliberative democracy, as well as decades of experience designing and facilitating processes that employ best practices for inclusive and authentic engagement.

We partnered with the City of Harrisonburg at the request of the City Council to plan a public engagement process to gain insight into the needs of the community resulting from the pandemic and their ideas on how the ARPA funding might be spent to promote equitable recovery and sustainability.

### **Best practices for public engagement**

The engagement process needed to meet the particular needs of Harrisonburg, a diverse community in which many of those hardest hit by pandemic impacts were struggling well before the pandemic. In addition, we wanted the process to both meet the goals of dialogue (understanding) and deliberation (choice-weighting) in support of sound community decision-making. Our multi-tiered engagement process recognized that when done well, engaging community members can provide several orders of benefits including trust-building, collaborative learning, community-member empowerment, and the emergence of sound judgment (Carcasson, 2009<sup>1</sup>).

A special issue of the *Journal of Public Deliberation* (2016) focused on equity, diversity, and inclusion in public engagement. In that volume, Beauvais E. & Baechtiger<sup>2</sup> point to differences in foregrounding universal equality, which abstracts people from their social and material circumstances, and equity which requires attending to those differences. They recognize that the goals for engagement should determine the approach, and in the case of ARPA funds which aim to help communities equitably recover from the pandemic, our approach was grounded in ideals of equity.

Aceto (2021)<sup>3</sup> in a National League of Cities publication, stated that “Underserved populations and neighborhoods may have the greatest recovery needs. Hearing from community members will help leaders uncover valuable insights and guide decisions on how to spend funds equitably, both immediately and in the long term ... Gathering data through public input can help leaders see differences in access to resources and services across groups. Once municipalities have this data, they can begin to align funding with efforts to promote equity.”

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<sup>1</sup> Carcasson, M. (2009). *Beginning with the End in Mind: A Call for Goal-Driven Deliberative Practice*. A Public Agenda Occasional Paper.

<sup>2</sup> Beauvais E. & Baechtiger A., (2016) “Taking the Goals of Deliberation Seriously: A Differentiated View on Equality and Equity in Deliberative Designs and Processes”, *Journal of Public Deliberation* 12(2). doi: <https://doi.org/10.16997/jdd.254>

<sup>3</sup> Aceto, J. (2021). How to spend ARPA funds with an equity lens., <https://www.nlc.org/article/2021/08/13/how-to-spend-arpa-funds-with-an-equity-lens/>

Goldberg<sup>4</sup>, for the National League of Cities offered this guidance for communities seeking to approach their ARPA spending decisions through an equity lens:

- Involve the community with spending decisions.
- Seek to understand problems; don't simply throw money at them.
- Know that even 'boring' problems may still be important.
- Collaborate across governmental departments and programs.
- Think in terms of both the big and little pictures; be creative.
- Treat decisions as ongoing projects that need to be developed.
- Seek to address issues across multiple areas.
- Solicit feedback once decisions have been made.

Making good public decisions requires that a community understand complex issues and challenges. Opportunities to come together in dialogue offer the opportunity for the sharing of multiple perspectives which provide a more complete picture that can make targeting solutions more effective. It also allows people to share their experiences and feel heard - a key component of building both social and political trust, or trust in public institutions (Kumagai and Iorio, 2020<sup>5</sup>). This richer understanding can support the work of deliberation which recognizes that in any community, difficult decisions need to be made in the context of interconnected issues and limited resources.

Our multi-modal, multi-phase process was designed to allow people to first share their experiences and gain a broader understanding of the varying ways people and organizations in our community were impacted during the COVID-19 pandemic. They discussed the impacts and what they most needed in order to recover and thrive. Multiple options were offered in order to reach a diverse cross-section of the community. People could share this information in an open-ended survey or meet with others in public or targeted small group sessions. In addition, throughout the process, we drew on relationships with groups and organizations who served as convening partners to ensure that their membership engaged by taking surveys or attending in-person or online sessions.

We gained insight into a variety of ways we might reach into our community by reviewing how other communities were approaching collecting public input about ARPA funds. We were impressed by and drew upon the approaches of Richmond and Norfolk as these communities were offering multi-modal, multi-phase processes. Norfolk engaged in several surveys and public meetings over six-months resulting in community members ranking their priorities. Richmond also did two phases of public engagement, allowing community members to respond to a draft plan after the first round of engagement.

Aceto, J. (2021). How to spend ARPA funds with an equity lens., <https://www.nlc.org/article/2021/08/13/how-to-spend-arpa-funds-with-an-equity-lens/>

Beauvais E. & Baechtiger A., (2016) "Taking the Goals of Deliberation Seriously: A Differentiated View on Equality and Equity in Deliberative Designs and Processes", *Journal of Public Deliberation* 12(2). doi: <https://doi.org/10.16997/jdd.254>

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<sup>4</sup> Goldberg, H. (n.d.) Six considerations to leverage ARPA funds for economic mobility. National League of Cities, retrieved from <https://www.nlc.org/article/2021/05/11/six-considerations-to-leverage-arpa-funds-for-economic-mobility/>

<sup>5</sup> Kumagai, S. & Iorio, F. (2020) Building Trust in Government through Citizen Engagement. World Bank Group. Retrieved from [efaidnbmnibpcjpcglclefindmkaj/https://openknowledge.worldbank.org/bitstream/handle/10986/33346/Building-Trust-in-Government-through-Citizen-Engagement.pdf](https://openknowledge.worldbank.org/bitstream/handle/10986/33346/Building-Trust-in-Government-through-Citizen-Engagement.pdf)

Goldberg, H. (n.d.) Six considerations to leverage ARPA funds for economic mobility. National League of Cities, retrieved from <https://www.nlc.org/article/2021/05/11/six-considerations-to-leverage-arpa-funds-for-economic-mobility/>

## Methods: How Public Input Was Collected and Analyzed

### Overview

The City of Harrisonburg ARPA Public Input process entailed two phases with multiple pathways for community members to provide input. Values of inclusivity, transparency, efficiency, and validity guided decisions made about questions asked, input forums created, and reports generated.

This section provides the details regarding the timeline of the input process, the steps taken to design each public input pathway, and the procedures used to analyze what the public reported regarding the impacts of the pandemic and self, business and community, the needs that emerged or were exacerbated, the prioritization of these needs, and project ideas for addressing these needs.

### Timeline

Date	Activity
November 2021	Councilmember Jones proposes contracting with ICAD at JMU to design and operate a public input process for ARPA and coordinate this effort with the Chamber of Commerce.
December 6th, 2021	First meeting between ICAD, Chamber staff, and City Staff to discuss public input approach. These meetings continue every two weeks through June, 2022.
January 3rd to 10th, 2022	ICAD interviews each City Council member to understand individual ideas about what useful public input looks like and what report formats lend themselves to being useful tools.
January 21st and January 28th, 2022	First two City Council updates on the public input planning process.
February, 2022	ICAD initiates conversations with community ‘convening partners’, or coalitions and organizations who work directly with the population groups prioritized under ARPA guidance. These partners serve as advisors and collaborators for the public input process, hosting multiple public input sessions - both in-person and virtual - themselves, termed ‘focused input sessions’.
February 11th, 2022	Third City Council update on the public input planning process.
February 24th, 2022	<b>First public input survey launched</b> , asking respondents about pandemic impacts on households, business, and the community; about new and/or exacerbated needs; and, about initial priorities for allocating ARPA funds.

March 5th, 2022	<b>The first open public meeting</b> held at the Simms Center with 80+ residents attending.
March 28th, 2022	<b>The second open public meeting</b> held at Keister Elementary School with 70+ residents attending.
March 30th, 2022	<b>Public input meeting convened by the United Way ALICE Coalition.</b>
April 1st, 2022	<b>Public input meeting convened by the Arts Council of the Valley.</b>
April 2nd, 2022	<b>Public input meeting convened by Vine and Fig.</b>
April 10th, 2022	<b>Public input meeting convened by Our Community Place.</b>
April 19th, 2022	<b>Two public input meetings convened by Early Child Care and Education coalition.</b>
April 25th, 2022	<b>The third open public meeting</b> held at Stone Spring Elementary School with 40+ residents attending.
April 29th, 2022	<b>First public input survey closed.</b> Analysis begins on data collected through the survey as well as in all of the public and invited meetings to develop the second prioritization survey.
May 11th, 2022	Fourth City Council update on the public input planning process.
June 4th, 2022	<b>Second public input survey goes 'live'</b> , focusing on prioritization of the categories of needs identified in the results of the first survey.  First of 11 'pop-ups' happen where ICAD facilitators show up in a public space where people are already gathering to connect people to the survey and answer questions.
June 8th, 2022	Fifth City Council update on the public input planning process.
June 24th, 2022	<b>Second public input survey closed.</b>
June 28th, 2022	Public presentation of initial findings to City Council.
July, 2022	In depth analysis of public input data. Organization of project options from public input data, existing public reports and city plans, and exemplars from other communities.
August 23, 2022	Work session with City Council.

### *General Approach*

Drawing from best practices for facilitated public input processes, the ICAD team decided to operate the City of Harrisonburg's input process in two phases.

The purpose and subsequent design of Phase One focused upon:

- Capturing stories of the impacts that the pandemic had on individuals, families, businesses and organizations, and the community;

- Providing space for respondents to share their short and long-term needs in relation to ‘recovering from the pandemic impacts;’ and
- Creating an initial snapshot of priorities using the primary categories of ‘ARPA-eligible’ projects.

Between Phase One and Phase Two, the ICAD team analyzed all the stories, information, and data captured in Phase One to identify a comprehensive list of ‘need categories.’

Then, the purpose and design of Phase Two generated a second set of prioritization information based upon the need categories which emerged from Phase One.

The subsequent analysis phase examined needs and priorities broken down by City Census Districts, household income, and race and ethnicity and filtered project ideas derived from Phase One open ended comments and existing City plans through the ‘ARPA filter’, or the eligibility criteria provided in ARPA guidance. This produced initial project suggestions mapped to the needs and priorities of the groups highlighted in the ARPA guidance.

### *Specific Methods*

#### Phase One

##### **Survey Development**

The public input process began with the development of the Phase One Survey and an initial scan of the ARPA guidance to understand the broad parameters of how ARPA funds might be used so as to shape the types of questions useful for public input. This scan focused attention on what was referred to as the ARPA ‘buckets’, or the primary project categories mentioned under the ARPA Interim Final Rule- Community Health and Wellness, Neighborhood Investments, Community Services for Individuals and Families, Maintaining and Growing Jobs and Businesses, and Public Facilities and Services.

Then, the ICAD team interviewed each member of City Council individually to understand what ‘public input’ meant and to start forming a picture of what input would be most useful for their ARPA decision-making processes. Questions for Council members included:

- What does ‘effective public engagement’ look like?
- What will it mean if the community feels heard and listened to?
- What does the public input process need to include or do?
- What form of public input would be most useful to you?
- Which groups should we specifically connect with during the process?
- What is your ideal timeline for the public input process?
- How will you incorporate the input obtained into your decision-making process for allocating ARPA funds?
- What questions or concerns do you have about the public input process?

After that, the ICAD team examined how other communities comparable to the City of Harrisonburg approached their ARPA public input processes, including Charlottesville, Roanoke, Norfolk, and Alexandria. This review indicated that the public input process for the City of Harrisonburg would be more thorough and comprehensive than what most other communities implemented.

With the information from these three sources, the ICAD team drafted a set of questions for both an online survey as well as large and small in-person facilitated group discussions. By working through several iterations of these questions with City staff and by piloting questions with volunteers, a final set of questions emerged (Table 1).

*Table 1: Questions Asked in Phase One Survey and Meetings*

<b>Online Input Survey</b>	<b>In-Person Facilitated Input Meetings</b>
How has your financial situation changed since the start of the pandemic, March 2020?	How did the pandemic impact the quality of your life? OR What do you think the biggest impact on our community has been economically or socially?
Describe how your financial situation changed. In what ways did the pandemic impact your household financially?	Who in our community did you see the pandemic impact the hardest, and how? What problems or inequities already existed before the pandemic that contributed to this?
(If 'business owner) How has your financial situation changed since the start of the pandemic, March 2020?	What are some of the needs in our community that should be priorities to address? How were these needs impacted by COVID?
Describe the ways the pandemic impacted your household and/or business or nonprofit.	Based on the needs and problems we just discussed, what are specific projects you think the city should fund or expand to address these needs? For immediate relief? For long-term community sustainability and equity?
(If 'business owner) Describe the ways your employees were impacted by the pandemic.	
<b>Shared Questions Across Input Modes</b>	



Below is a list of broad areas of projects that can be funded through ARPA. Please rank order these opportunities to reflect which sets of ideas are most important to you.

\_\_\_\_\_ **Community Health and Wellness** *Supporting physical, mental health and substance abuse programs, and support for social services and programming.*

\_\_\_\_\_ **Neighborhood Investments** *Improvements to roads and sidewalks, parks and playgrounds, community and recreation centers, and trails to support biking and walking.*

\_\_\_\_\_ **Community Services for Individuals and Families** *Homelessness and housing services, childcare, youth services, programs and support for seniors.*

\_\_\_\_\_ **Maintaining and Growing Jobs and Businesses** *Investments in tourism, hospitality, and travel, efforts to increase job creation and workforce training.*

\_\_\_\_\_ **Public Facilities and Services** *Improvements in public services including water and sewer, public safety programs and equipment.*

What is your affiliation with the City of Harrisonburg? (i.e. resident, business owner, etc.)

In which census district (area) of the City Harrisonburg do you live and/or work?

What is your race or ethnic background?

What is your household annual income?

### Survey Implementation

The ICAD team, in collaboration with City Staff, marketed the Phase One survey through multiple means and media, including:

- A landing page on the City of Harrisonburg’s official webpage
- Social media messaging through both ICAD’s and the City of Harrisonburg’s accounts
- Direct emails to City staff, public email lists, and city school district constituents
- Direct conversations with and presentations to communities of interest, such as those experiencing homelessness, child care practitioners, social service non-profit organizations, business owners, immigrant and refugee organizations, racial and ethnic groups, etc.
- Distributing fliers at the open public input and focused input meetings.

### In Person Open Public Meetings

The first two open public meetings were scheduled and situated at their locations based upon reaching residents and participants proximate to those places. The meetings were advertised through partnering with City Council members, working with key community leaders, and posting yard signs in the area of the meetings.

When participants walked into the space, the ICAD team and City staff welcomed them and invited them to indicate on a large paper map in which Census District in the City they live or work. Then, participants filled out a brief demographic form in order to capture who, in general, was showing up. These data were then used to determine that a third open public meeting was needed to reach the Census Districts and racial or ethnic groups that were underrepresented in the first two meetings.

The agenda for each open public meeting was roughly as follows:

1. Welcome from City Council
2. ARPA overview by city staff
3. Explanation of a council/manager style of government
4. Public input process overview and guidelines for talking
5. Small group discussion first round
6. Small group discussion second round
7. Wrap-up

In the small group discussions, trained ICAD facilitators worked in pairs to ask the questions listed in Table 1 and recorded the primary ideas and themes voiced by participants both on large flip charts and with pen and paper. Participants were encouraged to talk with and ask questions of one another. City staff hired language translators to work with ICAD facilitators in these small group conversations, allowing non-English speakers to fully participate in the discussions with their English-only speaking neighbors through simultaneous translation.

### **Virtual and In Person Focused Input Sessions**

A key part of engaging with the public to generate robust response to the survey entailed collaborating with a number of individuals in the community who serve as coordinators of organizational networks or who are leaders within communities of interest for ARPA (i.e. low income households, diverse racial , cultural, and ethnic groups, etc.). These individuals were invited to design how the individuals, organizations, and businesses they represent or work with can best engage in the public input process. Then, individuals or groups could request that ICAD facilitators come to them during times and at places most convenient and appropriate to their needs to collect public input from individuals they would convene.

This approach resulted in nine synchronous (real time) public input meetings occurring both virtually and in person with over 110 individuals engaged with the following communities (Table 2). These meetings used the same process design and discussion questions as the ones used for the Open Public Meetings.

*Table 2: Groups Participating in Focused Input Sessions*

<b>Group</b>	<b>Focal Area</b>	<b># of Participants (approximate)</b>
United Way ALICE Coalition	Leaders at organizations working with the ALICE population	~30
Our Community Place	Unhomed, homeless, housing stressed individuals	18
Vine and Fig	Immigrant, refugee, previously incarcerated individuals	10
Child Care Coalition	Child care and early education center directors and staff	15

Valley Associates for Independent Living, Inc (VAIL)	People with disabilities	10
Valley Program for Aging Services (VPAS)	Senior citizens	9
Arts Council of the Valley	Arts and cultural programming	6
Northeast Neighborhood Association	NENA representative	1
Climate Coalition (five organizations)	Leaders and members of environmental and climate justice organizations	15

Phase Two

**Survey Development**

After the Phase One survey closed and as each input meeting ended, analysis of responses and notes to organize what we heard in Phase One into themes and categories began. The ICAD team first scanned the survey open ended responses and the input meeting notes to capture common themes related to ‘impacts’, or how people reported the pandemic impacting themselves, their neighbors, and their places of work. Then, the team expanded the original five ARPA ‘buckets’ to include more specific need categories that were heard during the in person and virtual public input meetings.

The team then coded (highlighted) the open-ended responses specific to ‘needs’, ‘priorities’, and ‘inequities’ against this second list of need categories. Any need or priority that did not fit into these categories was noted and then analyzed for additional categories.

After completing the coding of all open-ended survey responses and the notes captured from in-person and virtual public input meetings, the team sorted the final list of categories into eight ‘primary’ needs categories within which four to six sub-categories existed (Tables 3 and 4). Because they were derived from the Phase One public input data, these primary and sub-categories reflected Harrisonburg-specific needs.

*Table 3: Phase Two Survey Primary Categories*

<b>Increasing Safe, Accessible, and Sustainable Housing</b> This includes needs like ensuring more rental housing, more affordable housing for purchase, energy efficiency incentives, and sheltering the homeless
<b>Expanding and Enhancing Public Spaces</b> This includes needs like expanding and enhancing arts and cultural spaces, public parks, greenways, community recreation centers and pools, and centralizing community information
<b>Upgrading Neighborhood Livability and Sustainability</b> This includes needs like upgrading and expanding sidewalks, improving roads and bike lanes, managing flooding, increasing Wifi access, and beautifying neighborhoods
<b>Improving Community Mental and Physical Health</b> This includes needs like substance abuse help, mental

health treatment, health clinics, food access, and support for seniors and those with disabilities
<b>Strengthening Support for K-12 Students</b> This includes needs like school buildings, student mental health, tutoring, and summer and before/after school programs
<b>Supporting Our Workers and Working Families</b> This includes needs like competitive and living wages, job training, affordable and quality childcare, and incentivizing businesses
<b>Building Capacity of City Government and Its Services</b> This includes needs like fully staffing safety personnel and departments, water and sewer improvements, sustainability of city property, and offering services in multiple languages
<b>Improving How We Get Around</b> This includes needs like public transportation, bike lanes, creating a network of usable sidewalks, and electric vehicle charging stations

Table 4: Phase Two Survey Sub-Categories

<p><b>Increasing Safe, Accessible, and Sustainable Housing</b>  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  Improving home energy efficiency and environmental sustainability</p> <p><b>Expanding and Enhancing Public Spaces</b>  Increasing and improving public parks throughout the community  Offering comprehensive community services and support information in one place  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</p> <p><b>Upgrading Neighborhood Livability and Sustainability</b>  Expanding paths that connect neighborhoods  Reducing street and yard flooding  Improving roads and sidewalks  Increasing access to wifi and public hotspots  Beautifying neighborhoods</p> <p><b>Improving Community Mental and Physical Health</b>  Increasing substance abuse treatment services  Expanding accessible and affordable mental health treatment for homeless  Providing adequate health care clinics to meet demand  Ensuring care and support for those with disabilities  Ensuring support and connection for seniors  Efficiently distributing food to reduce hunger  Expanding accessible and affordable mental health treatment for youth</p> <p><b>Strengthening Support for K-12 Students</b>  Improving public school facilities  Expanding student mental health support</p>
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Growing before and after school programs  
Improving teacher compensation and support  
Expanding tutoring and mentoring programs  
Increasing affordable summer camp and sports activity options

**Supporting Our Workers and Working Families**

Supporting competitive wages  
Advancing living wages for all workers  
Expanding both in person and virtual training across multiple job types  
Ensuring quality, accessible, affordable childcare  
Incentivizing new businesses

**Building Capacity of City Government**

Providing competitive wages that attract and retain quality city workers  
Fully staffing and retaining police, fire and emergency departments and personnel  
Upgrading public sewer and stormwater/flooding infrastructure  
Enhancing language accessibility of city's services  
Converting city government buildings and vehicles to more environmentally sustainable options

**Improving How We Get Around**

Expanding public transportation services  
Increasing and connecting bike lanes and trails  
Increasing public and private electric vehicle use  
Improving the network of usable sidewalks and accessible sidewalks

These categories and subcategories formed the core of the Phase Two prioritization survey, which was produced in both English and Spanish.

The Phase Two prioritization survey asked respondents to rank the eight primary need categories and, after doing so, to rank the sub-categories within the top two primary categories from their list. The survey also asked a few more demographic questions on top of the ones asked in the Phase One survey and public input meetings. The team designed the survey to be easily completed on a smartphone, computer, and on paper (if needed.)

**Survey Implementation**

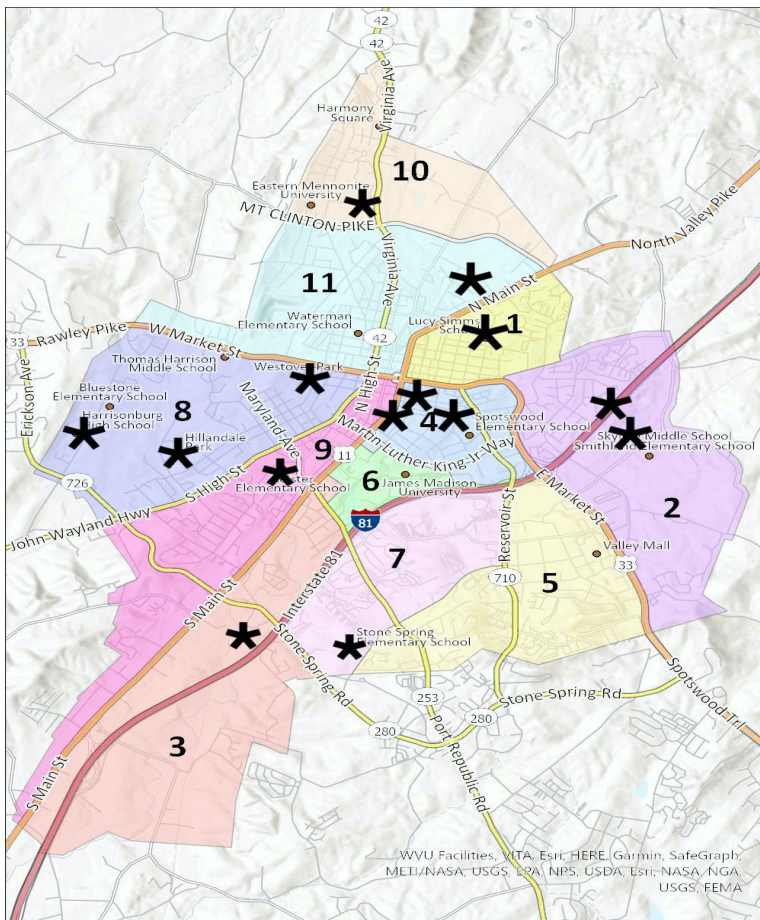
The ICAD team activated the Phase Two survey June 1st, 2022 by communicating its availability through the various avenues used by the City’s public communications staff, including the City ARPA website, local news media, social media accounts, and direct email lists.

Beginning Saturday, June 4th, the ICAD team ‘popped up’, or showed up at places where people naturally gathered (Table 5 and Figure 1) and promoted the prioritization survey with posters and fliers with the City ARPA website URL and a QR code that linked the participant directly to the survey itself. The success of this approach relied upon the ability of the team member to talk directly with individuals as well as in the individual following through and completing the survey.

*Table 5: ‘Pop-Up’ Places for the Phase Two Prioritization Survey*

Harrisonburg Farmers Market	Magpie Juneteenth Celebration	World Refugee Day
Smithland Road Soccer Fields	Westover Park swimming pool	Bike Rodeo at Hillandale Park
Fire and Rescue Open House at Harrisonburg Rescue Squad	Harrisonburg Democratic Caucus	HR Housing Authority Public Presentation Meeting
Smithland Road Dog Park	Ramblewood Soccer Fields	Best Weekend Ever in Downtown Harrisonburg

Figure 1: Location of 'Pop-Up' Places for Phase Two Prioritization Survey



Paper surveys were also distributed to the Virginia Mennonite Retirement Community, Open Doors, and the Harrisonburg Welcoming Council, targeting senior citizens, homeless residents, and the immigrant and refugee communities.

#### Data Analysis

Data collection efforts resulted in three distinct datasets of ARPA public input—the Phase One Survey, the Phase Two Survey, and the Input Meeting Notes (Table 6)—that were each analyzed separately due to their different

formats, questions asks, and types of data collected (i.e. words from respondents, multiple choice answers, facilitator notes from meetings, etc.)

*Table 6: ARPA Public Input Datasets*

<b>Phase One</b>	<b>Phase Two</b>
Open public input meetings	Prioritization survey (digital and on paper)
Virtual and in-person focused public input meetings	
Impacts and needs survey (digital only)	

### **Analysis of All Input - Impacts**

While the primary focus of the public input process was to identify the needs emerging from the pandemic and assess how respondents prioritize those needs, the public input pathways also collected data about how people were impacted to understand better why certain needs emerged.

In the Phase One survey, information about impacts was collected with multiple choice questions about financial impacts, an open-ended question about financial impacts, and an open-ended question about general impacts. In the Input Meetings, participants started their group discussions by sharing the impacts they experienced from the pandemic and facilitators captured broad impact themes in their notes.

Data produced by the multiple-choice questions were analyzed by calculating the frequency of mentions of each level of impact and comparing various demographic groups against those impacts.

The qualitative data generated around the impacts of the pandemic from both the Phase One survey and the public input meetings was analyzed in several ways. To ascertain the most frequent impacts reported and to understand general trends in the data, a document was created that combined data from the questions about impacts (financial and other) from the survey and the impacts documented in the notes from the three community listening sessions: Simms, Keister, and Stone Spring. Each impact statement was given a number and then the dataset was run through a text analyzer to get the 75 most commonly used words survey and in-person participants used when discussing impacts. As there were specific questions in the first survey about impacts to businesses for those who identified as business owners, this data can be explored separately from other types of impacts. Once the impacts were organized and identified, a deep reading and pattern analysis method was employed (Braun and Clarke,2006) and principles from the practice of high-volume qualitative data (Davidson et. al., 2018, p. 364) were employed, including thematic and keyword analyses.

### **Analysis of Phase One and Phase Two Survey - Needs and Priorities**

The ICAD team utilized Excel spreadsheets to analyze the Phase One survey, generating descriptive statistics such as frequencies, averages, and percentages that were incorporated into the graphs and charts included in this report. Specifically, for every direct and literal mention of a category or subcategory within an open-ended comment in the survey responses, a ‘1’ was entered for that category or subcategory for that respondent. Any part of the notes that did not clearly link to one of these categories was designated as ‘uncategorized’. A final list

of needs themes was then created out of the ‘uncategorized’ notes. They may be reviewed in the Findings section of this report.

Measuring the presence of a category or sub-category in a comment with a ‘1’ allowed for the summing of frequency of mentions of that need category or subcategory across all survey responses and, subsequently, the breaking down of who mentioned that need by various demographic variables. This enabled the production of the charts and graphs presented in the Findings section.

The Phase Two survey directly measured how respondents ranked the needs categories and sub-categories, producing a list of ranking numbers for each respondent. To measure the relative priority of a need against the others, the average ranking number was used, summing all the rankings indicated for a need and dividing it by the number of people providing ranking information for that need. This produced a more accurate measure of ‘priority’ by incorporating all of the ranking information submitted rather than only looking at the needs that received the most top priority votes.

These approaches produced two ways of measuring ‘needs priority’ akin to ordering something to drink at a restaurant. The first way of measuring priority needs is like having someone ask you ‘what would you like to drink?’ and you say what is on your mind at that moment. The second way of measuring priority needs is like having someone provide you with a menu of items from which you pick, causing you to weigh one option against others. Table 7 compares the ways that ‘priority’ was measured in the Phase One and Phase Two surveys.

*Table 7: Two Different Approaches to Measuring ‘Priority of Needs’*

Phase One Survey	Phase Two Survey
<p data-bbox="293 1205 664 1236"><i>‘What would you like to drink?’</i></p> <p data-bbox="155 1278 781 1344">The frequency at which survey respondents mentioned the need in their open-ended comments.</p>	<p data-bbox="846 1205 1451 1236"><i>‘Please select what you would like from this menu.’</i></p> <p data-bbox="824 1278 1456 1344">The average ranking of a need across all respondents when they consider a list of needs.</p>

One decision made during analysis of the Phase Two responses was not to include responses provided in the paper copies of the survey when respondents did not follow the instructions accurately and ranked multiple need categories as ‘1’ as this would skew the findings. Specifically, responses where a ranking number was used more than once in the rankings were removed (i.e. both the Housing and the Neighborhood categories were ranked ‘1’). The total number of Phase Two paper survey responses discarded numbered less than ten.

A second decision regarding the Phase Two Survey involved coding those respondents who indicated that they were homeless into the lowest household income if an income category was not selected.

**Analysis of Input Meetings - Needs and Priorities**

In each of the public meetings, facilitators took notes to capture how participants thought about pandemic impacts, the needs which emerged or were exacerbated, prioritization of these needs, and ideas for addressing needs.



Similar to the analysis of answers to the open-ended questions in the survey, the ICAD team coded these notes against the eight primary categories and related sub-categories as well as the themes that emerged from the 'uncategorized' data.

These categorizations allowed the research team to easily filter the input meeting notes to review how meeting attendees talked about the various needs categories and subcategories and to generate summaries of the different ways people discussed the same need. These summaries are included in the Findings section.

### **Analysis of Project Ideas**

Analysis of the Phase 1 survey data included an identification of specific projects mentioned by the public. While "project" is a vague term that can be applied to a wide array of ideas and responses, project identification defined "project" as an action that could be taken to meet a need. This conception of project filtered responses that did not provide an actionable idea, such as "increase mental health," out of the project list, while keeping responses that did provide an actionable idea, such as "hire more counselors for schools," in the project list. Some respondents included very specific projects, such as locations for traffic improvements, operational guidance for a homeless shelter, and locations to plant trees, while other respondents presented more general projects. Although the specific projects provide a much clearer roadmap for making decisions, the general projects provide an opportunity to generate conversation about the best approach to a project; thus, projects that were more general than specific were still retained in the project list.

After defining projects, the raw Phase 1 survey data was downloaded as an Excel file. Then, responses to questions 19, 20, and 34 were analyzed, and any response that did not contain a project was deleted. Question 19 asked "Based on the opportunities you ranked what are the most specific and immediate needs that should be addressed?", question 20 asked "Do you have any other thoughts or ideas?", and question 34 asked "Thinking about the long term, what are the kinds of transformative investments we can make as a community?" After removing responses that did not contain a project, the remaining data was cleaned to ensure that there was only one project per row in the Excel file.

Projects were then sorted according to the needs categories and sub-categories included in the Phase 2 survey. Any project that did not align with one of the needs categories was placed on a separate project list. During this sorting process, several responses that had initially been identified as projects were removed after re-evaluation indicated they were neither actionable nor specific. Some projects aligned with multiple needs categories and subcategories and were included in more than one.

The process for identifying projects from the data collected from the in-person and virtual gatherings was identical to the process for identifying projects in the online survey besides the difference that the in-person data was contained in a Word document rather than an Excel spreadsheet. The criteria used to define a project remained the same, and projects were sorted into the same needs categories and subcategories used for the online data.

Due to the wording of the survey questions, some responses including a project were not worded beginning with a verb. The language of these responses was changed slightly to begin the response with a verb and caused the response to read as more of an actionable idea. Other responses were lightly edited to fix grammatical and mechanical issues as well as to remove any profanity.

Projects were sorted based on their eligibility to be an ARPA expenditure. ARPA’s State and Local Fiscal Recovery Funds program is governed by the Final Rule—a document outlining all the eligibility and reporting requirements associated with ARPA expenditures. The Final Rule outlines four main expenditure categories or “buckets:” Revenue Loss; Public Health and Negative Economic Impacts; Premium Pay; and Water, Sewer, and Broadband. While the overwhelming majority of projects could be deemed an eligible expenditure through one or more of the expenditure buckets depending on how the project is framed and implemented, several projects were clearly ineligible expenditure under ARPA due to conflicts with state or federal laws or other regulations that limit the City’s jurisdiction. Projects that were determined to be ineligible ARPA expenditures were placed in a separate project list.

## Findings

### Overview

As articulated above, there were two phases of public input data collection across three different public input modalities (survey, open public meetings, focused input meetings.) The primary difference between the modalities is that the surveys involved individuals engaging and providing answers to preset questions while the meetings involved groups of people talking with each other in response to a set of open questions phrased differently from the survey while a note-taker captured primary points. As a result, the input data across the surveys and meetings cannot be combined and must be looked at separately.

### Survey Data

The survey data from both phases provide two different measures for ‘importance’ of needs; the Phase One survey measures ‘importance’ by the frequency of mentions of the need categories by respondents while the Phase Two survey measures ‘importance’ by respondents directly ranking need categories.

Each survey included questions that allow us to compare sub-groups (categorization variables) within those who participated. The following table indicates the ways that each survey can be divided into groups:

**Table: Categorizing Variables in Phase One and Phase Two Variables**

Sub-Groups	Phase One Survey	Phase Two Survey
All respondents	x	x
Census district (location in city)	x	x
Race	x	x
Household income	x	x
Financial impacts (personal)	x	
Financial impacts (business)	x	
City affiliation (resident, worker, employer)	x	x
Gender identity		x
Age		x
Housing status		x

The Phase One Survey also asked respondents to priority rank five generic categories of needs (see below) articulated in the official ARPA guidance. Because the results of this question did not inform development of the Phase Two survey and because the input process ended up with eight (instead of five) needs categories specific to Harrisonburg plus their sub-categories, the results of this question are not presented in this report.

### Phase One Survey Ranking Question

Below is a list of broad areas of projects that can be funded through ARPA. Please rank order these opportunities to reflect which sets of ideas are most important to you.

To rank order, click and drag opportunity statements into your preferred order, with 1 being your top priority

and 5 being least preferred.

\_\_\_\_\_ **Community Health and Wellness** *Supporting physical, mental health and substance abuse programs, and support for social services and programming.*

\_\_\_\_\_ **Neighborhood Investments** *Improvements to roads and sidewalks, parks and playgrounds, community and recreation centers, and trails to support biking and walking.*

\_\_\_\_\_ **Community Services for Individuals and Families** *Homelessness and housing services, childcare, youth services, programs and support for seniors.*

\_\_\_\_\_ **Maintaining and Growing Jobs and Businesses** *Investments in tourism, hospitality, and travel, efforts to increase job creation and workforce training.*

\_\_\_\_\_ **Public Facilities and Services** *Improvements in public services*

In the charts and graphs that follow, you will note there is variation in the 'N' values, or the number of respondents or mentions upon which the percentages used are based. For charts based upon Phase One survey open-ended questions, the frequency of mentions of specific need categories naturally varies; respondents collectively mentioned some needs more frequently than others, driving up the 'N' for that specific need category. For charts based upon Phase One survey multiple choice and Phase Two ranking questions, the varying 'N' values are due to the fact that not every respondent answered every question, a common occurrence in any survey work. For example, while 1776 respondents opened the Phase One Survey and indicated their affiliation with the City (resident, employed in the City, own a business), only 1235 respondents answered the question about race. To be most accurate to the information collected, the racial breakdown of Phase One survey respondents is therefore based upon the number of people who answered that specific question (1235) and not the larger number of those who opened the survey.

In addition, for the Phase One charts and graphs based upon the open-ended questions for which each comment was coded for which needs are mentioned and then added up all mentions, there is a difference between the primary category mentions and the sub-category mentions; not all primary category mentions also were coded as a sub-category mention. In order for a comment to be coded as a sub-category, the language had to clearly indicate that sub-category. As a result, there are different totals of sub-category mentions for each of the primary categories. For example, the total sub-category mentions in the Phase One open-ended questions are added, there are a total of 480 whereas the total number of mentions of 'housing' as a need in general in the answers to the Phase One open-ended questions is 331.

#### *Meeting Data*

Notes recorded from both the Open Public as well as the Focused Input Meetings reflect the primary comments given by individuals as they engaged with one another in their small groups. Because these meetings followed a general question protocol that started with reflection on how the pandemic impacted self and community and proceeded with discussion of emergent or exacerbated needs and their priorities, the reporting of these data should be interpreted as the result of group analysis - participants were distilling what is most important by engaging in dialogue with others. Therefore, what emerges in summaries of these notes is considered both a set of priorities brought to the meetings by specific interests as well as a record of how community members identified community priorities when filtered through what they were hearing from one another.

#### *Chapter Organization*

The remainder of this section follows this outline:

1. **Public Engagement Participation: Descriptive Statistics**
2. **Phase One Survey Personal Financial Impacts**
3. **Phase One Survey Business Financial Impacts**
4. **Public and Group Meetings General Impacts**
5. **Eight Primary Category Priorities**
  - Phase One Survey Frequency of Mentions
  - Phase Two Survey Rankings
6. **Sub-Category Priorities by Primary Category**
  - HOUSING: Increasing Safe, Accessible, and Sustainable Housing
  - HEALTH: Improving Community Mental and Physical Health
  - WORK: Supporting Our Workers and Working Families
  - GETTING AROUND: Improving How We Get Around
  - NEIGHBORHOODS: Upgrading Neighborhood Livability and Sustainability
  - PUBLIC SPACES: Expanding and Enhancing Public Spaces
  - CITY GOVERNMENT: Building Capacity of City Government and Its Services
  - K-12: Strengthening Support for K-12 Students

*Data for each category and its subcategories is presented as follows:*

- Phase One Survey Frequency of Mentions
- Phase Two Survey Rankings
- Summary of Meeting Comments

# 1. Public Engagement Participation: Descriptive Statistics

## Public and Group Meeting Participation in Phase One

Two pilot discussions were held with students in civics classes at Harrisonburg High School followed by three open public meetings at Simms Center, Keister Elementary, and Stone Spring Elementary. Nine meetings were also conducted, either in-person or online, with community groups or coalitions that wanted to discuss particular areas of concern. Some demographics were collected from these meetings, but completing these was voluntary and the data is incomplete. However, below is a view of the demographic data that was reported and collected for the public and group meeting participation.

		HHS Pilot 1	HHS Pilot 2	Simms Center (public)	Keister Elem. (public)	Stone Spring Elem. (public)	UW Alice	Arts Council	Vine and Fig	Our Community Place	Childcare	Northeast Neighborhood Association	Valley Assoc. for Independent Living	Environmental Coalition	Valley Program for Aging Services	Totals
<b>Census District</b>	<b>1</b>	1	1	21	2	4	1						1			29
	<b>2</b>	2	2	3	3	10										16
	<b>3</b>	1	2	1	2											5
	<b>4</b>	1	3	5	1	3	1						1			14
	<b>5</b>	3	4	6	3	3	2	1					1			16
	<b>6</b>			1	1	1	2									5
	<b>7</b>		2	2		2										4
	<b>8</b>	2	6	5	8	4	2									19
	<b>9</b>	4	4	4	11	2		2					6			25
	<b>10</b>		2	1	7	5	1	1					1			16
	<b>11</b>	3	4	10	6	2	1	1	10							30
<b>Race/Ethnicity</b>																
	<b>AI/Alaskan</b>															
	<b>Asian</b>		3													3
	<b>Black or AA</b>		1	5	3	3	1	1		3		1				17
	<b>Hispanic</b>	9	11	3	9	19			4	3						38
	<b>Hawaiian/PI</b>															0
	<b>White</b>		5	13	33	13	10	5	5	6			8	15	9	117
	<b>2 or more races</b>		4		3	1	1		1	2			1			9
	<b>Prefer not to say/Not listed</b>			1									1			2
<b>Household Income</b>																
	<b>Below 25,000</b>		5	6	5	6				14						31
	<b>25,000-40,000</b>	5	3	2	8	3		1					4			18
	<b>41,000-70,000</b>	3	5	8	10	14	4	1					3			40
	<b>71,000-100,000</b>	1		1	7	5	1	1					1			16
	<b>Over 100,000</b>		1	2	16	6	7	3					1			35
													2			
<b>Number of attendees</b>		25	26	80	70	36	30	6	10	14	24	1	10	15	9	305
<b>Age</b>																
	<b>Less than 18</b>			1												1
	<b>18-25</b>			0	9	3	2						1			15
	<b>26-40</b>			6	10	11	2	1					2			32
	<b>41-55</b>			5	8	9	3	2					4			31
	<b>56-70</b>			3	10	10	5	3					3			34
	<b>71+</b>			6	11	3										20

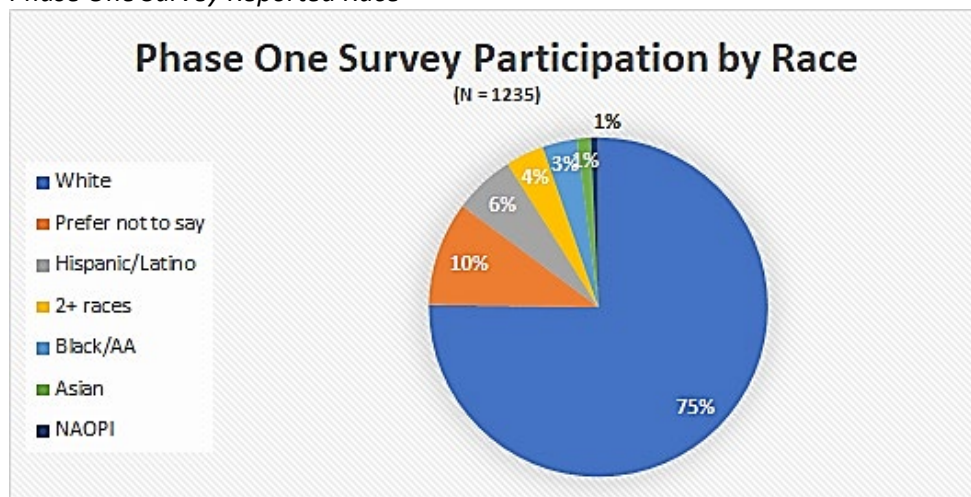
## Survey One Participation

### Phase One Survey Reported Census District

Phase One Survey Reported Census District		
	% of Total	Total Responses
CENS1	10%	232
CENS2	10%	240
CENS3	7%	174
CENS4	12%	298
CENS5	8%	202
CENS6	6%	137
CENS7	6%	133
CENS8	10%	250
CENS9	9%	214
CENS10	8%	192
CENS11	14%	327
TOTAL	100%	2399

*Multiple responses reported more than one Census District*

### Phase One Survey Reported Race



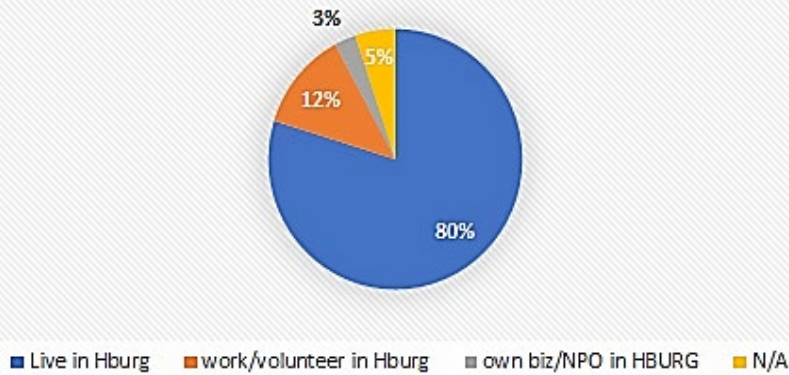
### Phase One Survey Reported Household Income

### Phase One Survey Participation by Income (N = 1233)



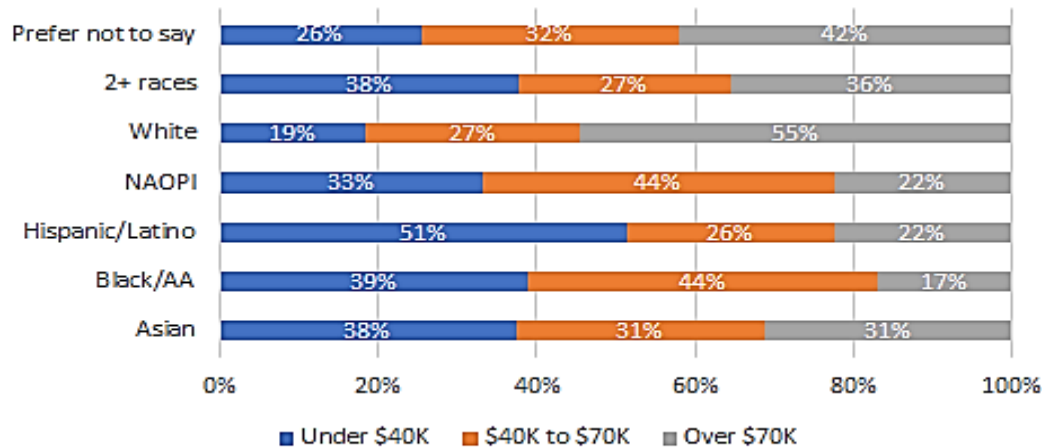
### Phase One Survey Reported City Affiliations

#### Phase One Survey City Affiliation (N = 1776)



### Phase One Survey Reported Household Income by Race

#### Household Income by Race (N = 1233)





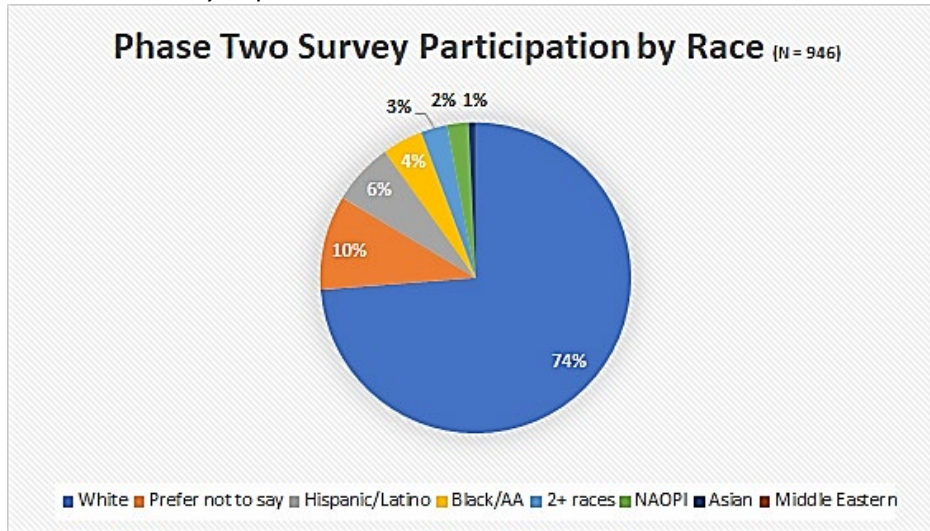
## Phase Two Ranking Survey Participation

### Phase Two Survey Reported Census District

Phase Two Ranking Survey Responses by Census District		
	% of Total	Total Responses
CENS1	10%	240
CENS2	8%	190
CENS3	8%	174
CENS4	11%	262
CENS5	6%	130
CENS6	5%	118
CENS7	5%	116
CENS8	10%	240
CENS9	14%	324
CENS10	7%	166
CENS11	15%	358
TOTAL	100%	2318

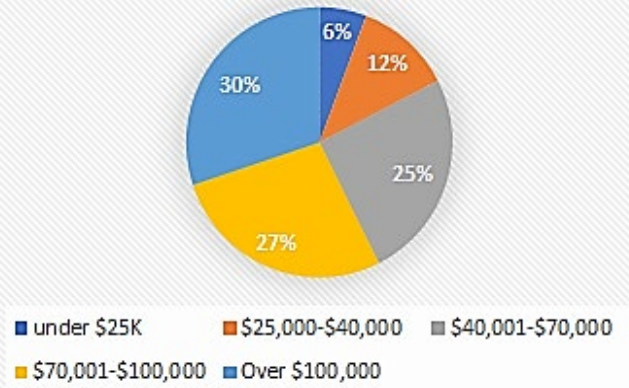
*Multiple respondents indicated more than one Census District*

### Phase Two Survey Reported Race



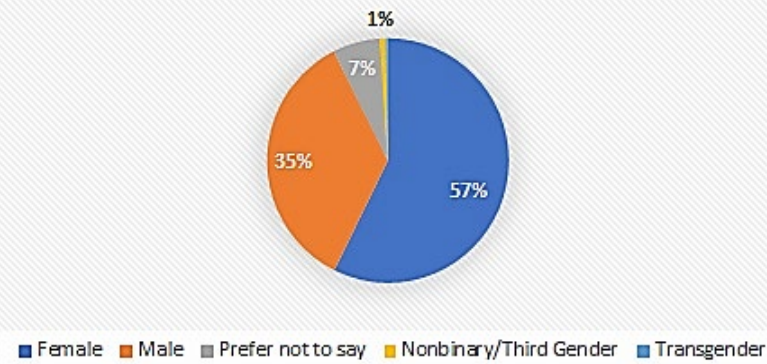
### Phase Two Survey Reported Household Income

### Phase Two Survey Participation by Income (N = 910)



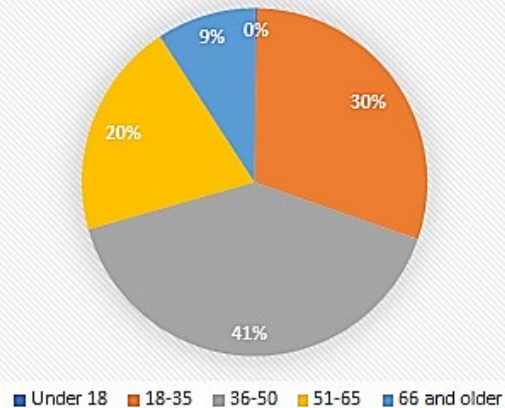
### Phase Two Survey Reported Gender Identity

#### Phase Two Survey Participation by Gender (N = 944)



### Phase Two Survey Reported Age

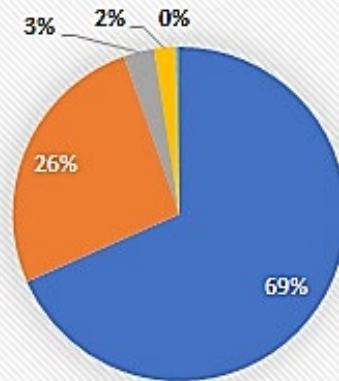
#### Phase Two Survey Participation by Age (N = 943)



Phase Two Survey Reported Housing Status

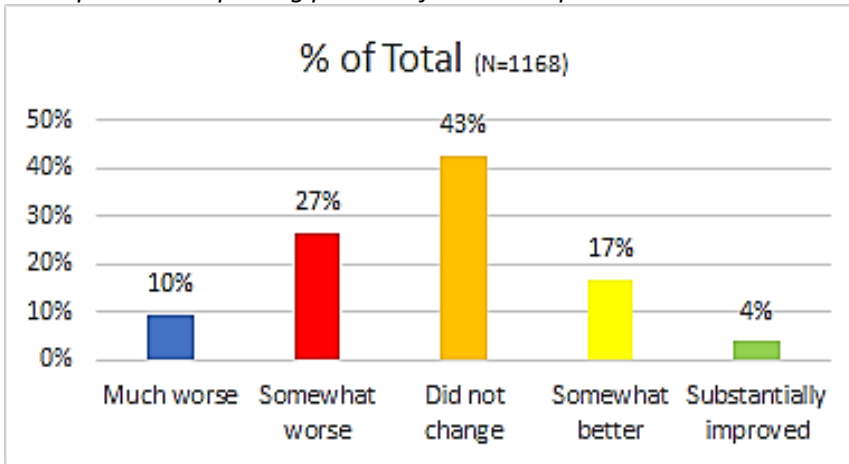
### Phase Two Survey Participation by Housing Status (N = 943)

- Owner of a house, townhouse or apartment
- Renting house, townhouse, or apartment
- Other
- Renting a room
- Homeless



## 2. Phase One Survey Personal Financial Impacts (Responses to Multiple Choice Questions)

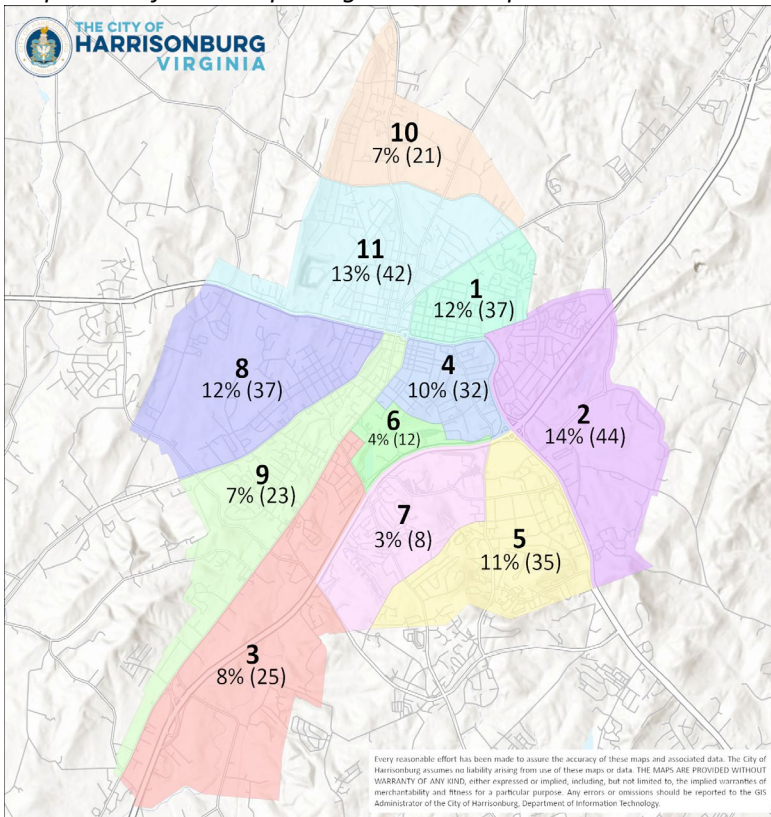
All respondents reporting personal financial impacts



By Census district (location in city)

- 1040 respondents provided Census District information
- 30% (316) of these respondents reported that their individual financial situation got much or somewhat worse

Proportion of those Reporting Financial Impacts Much or Somewhat Worse by Census District

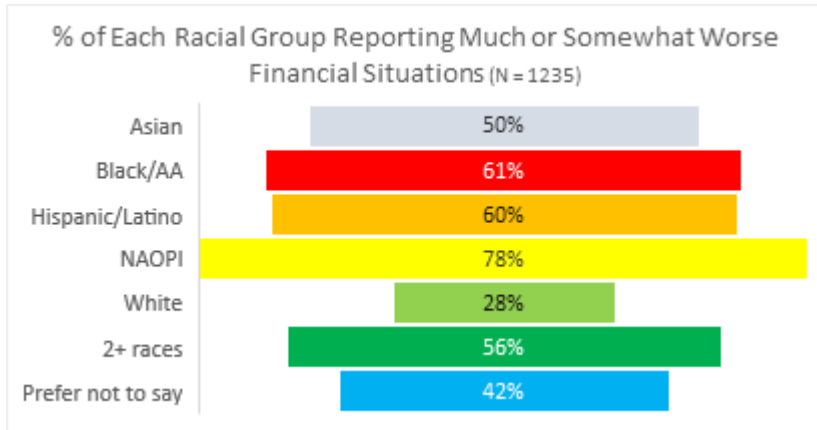


By Race

- 1235 respondents provided race group information

- 34% (424) of these respondents reported that their individual financial situation got much or somewhat worse

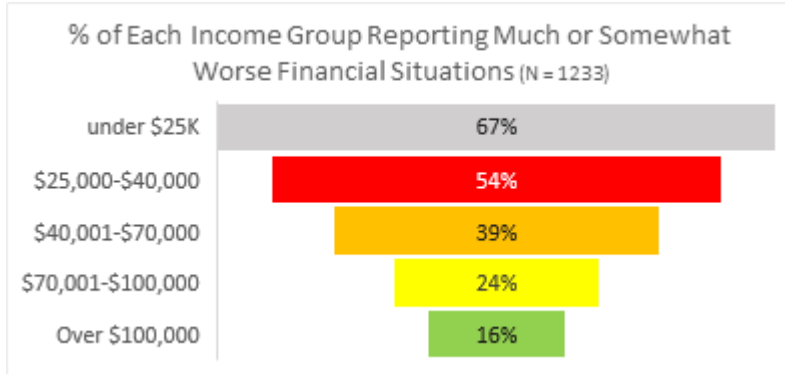
*Proportion of Each Race Group Reporting Financial Impacts Much or Somewhat Worse*



*By Household income*

- 1233 respondents provided household income information
- 34% (422) of these respondents reported that their individual financial situation got much or somewhat worse

*Proportion of Each Household Income Group Reporting Financial Impacts Much or Somewhat Worse*



**Personal Financial Impacts: Qualitative Summary**

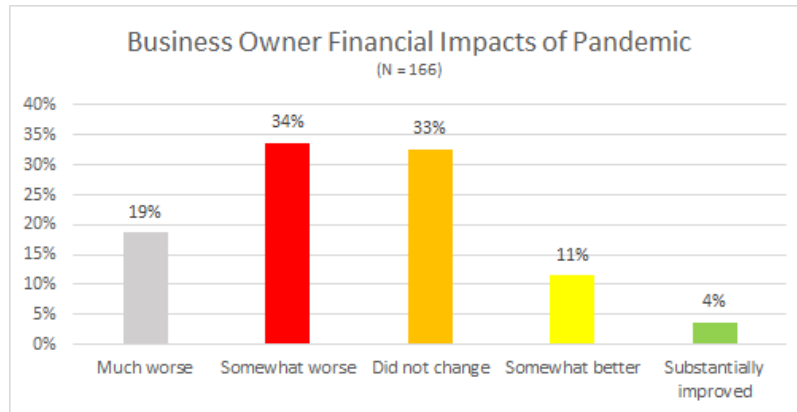
Participants reported both tangible financial impacts and more emotional impacts resulting from these financial impacts. Participants reported losing jobs they have been unable to recover. Those hardest hit were wage employees who do not get paid if they do not work. Those who were still employed, particularly essential workers, reported the stress of not being given enough personal protective equipment and the stress of worries about their health and safety. The worries extended beyond worries about getting COVID and included fears about losing their jobs if they could not report to work and being required to assume an increased workload. This was all in the context of a workforce that largely did not have access to childcare and whose school-aged children were at home. The lack of childcare highlighted the divide of those with the privilege of being able to stay at home with children and still work at home and those who could not. For those who were already living from paycheck to paycheck, the pandemic resulted in setbacks that will be hard to overcome. The resounding

word that emerged in these comments was “stress.”

## 2. Phase One Survey Business Financial Impacts (Responses to Multiple Choice Questions)

*All respondents reporting business financial impacts*

- 166 respondents answered the question about changes in business financial situation.



### Business Financial Impacts: Qualitative Summary

Those who own or run businesses or nonprofits shared the various impacts from COVID, which highlighted a loss of income and a need to let employees go. To offset lost income, business owners reported adapting and changing their business practices, depleting savings and applying for loans to stay afloat, but not all managed to do so. Businesses also reported having to manage upset customers who were not happy with changes in business delivery. Employers shared a continuing struggling to rehire people. However, some businesses and employers reported gaining new technology skills and using technologies in ways that they will continue to use. Others reported that creative thinking about responding to needs in the pandemic allowed them to reach and serve new markets.

The arts community was impacted by having to close the downtown theater, and much of the programming could not translate to an online environment. Loss of arts programming results in loss of opportunities to connect and witness and feel emotional expression. Loss of the arts also contributes to other losses as the local economy relies on the arts as an attractor for housing and business.

### 3. Public and Group Meetings Summary of Impacts

Comments from participants highlighted that the pandemic has been traumatic for individuals, families, businesses, and institutions such as schools, hospitals, and churches. Some of the most common impacts mentioned were:

- Lack of affordable housing and lack of access to resources.
- Mental health concerns for youth and adults.
- Isolation and atrophy of social skills for youth and adults.
- Fear, illness, and a lack of information or trust in rapidly shifting public health information.

- Extreme challenges for those in the community who rely on care

Those who work with the elderly community mentioned the extreme isolation experienced by seniors during the pandemic. For those who rely on support from area agencies, many had to navigate health services and other types of social support online, which was not possible for many and difficult for others. In addition, family members who serve as caregivers became even more overwhelmed and lacked support.

People and organizations who have disabilities or who work with and advocate for those with disabilities highlighted that everyday tasks took on even more challenges for this population. Many people lost their care attendants, and the isolation increased as transportation was lacking and outside spaces where many sought respite are often not fully accessible for those with disabilities.

Those in the Northeast Neighborhood highlighted how the pandemic increased issues and conditions that are a result of historical injustices and that COVID has increased a sense of apathy and a lack of feeling a commitment from the city to help.

#### 4. Eight Primary Category Priorities

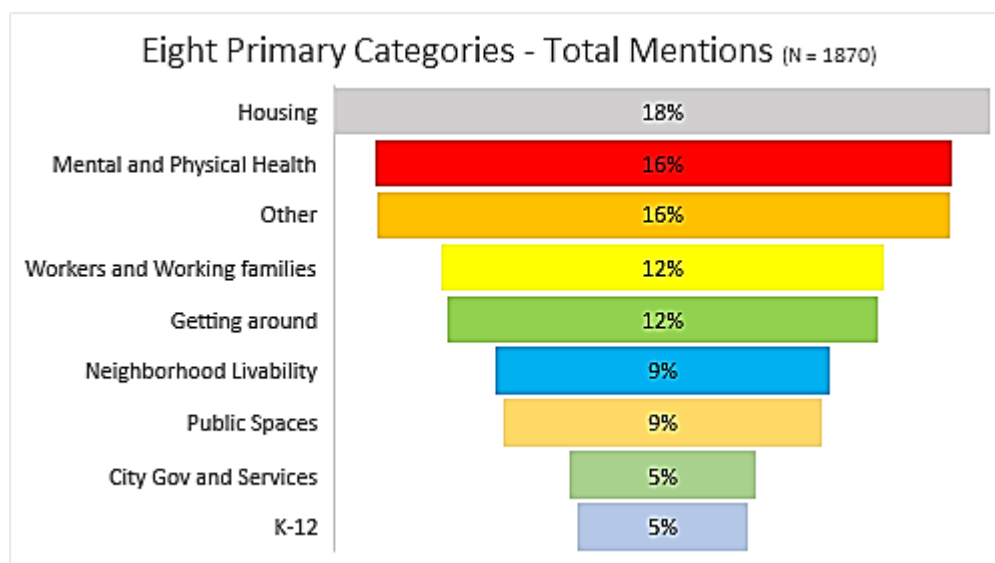
##### Phase One Survey Frequency of Mentions

###### *All Comments Collected by Phase One Survey*

After coding all qualitative comments collected from the Phase One Survey in response to the questions ...

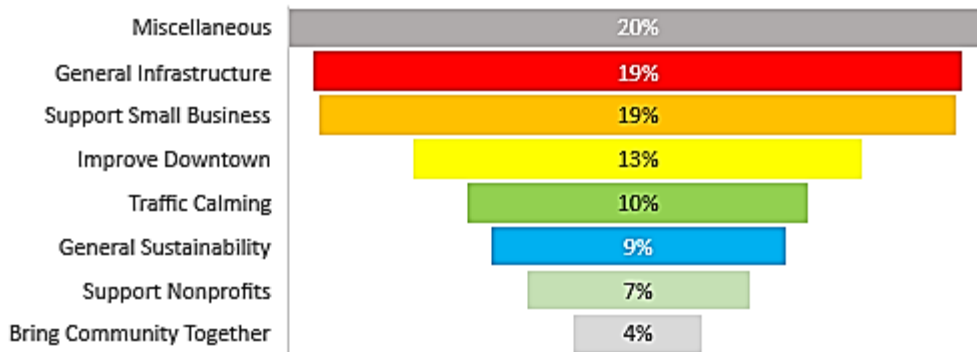
- Based on the opportunities you ranked what are the most specific and immediate needs that should be addressed?
- Thinking about the long term, what are the kinds of transformative investments we can make as a community?
- Do you have any other thoughts or ideas?

... against the eight primary needs categories used in the Phase Two survey, the proportion of mentions across all coded comments is as follows:



After recoding Phase One Survey qualitative comments against the eight categories, 290 comments did not fit. They are as follows:

### 'Uncategorized' Categories - Total Mentions (N = 290)

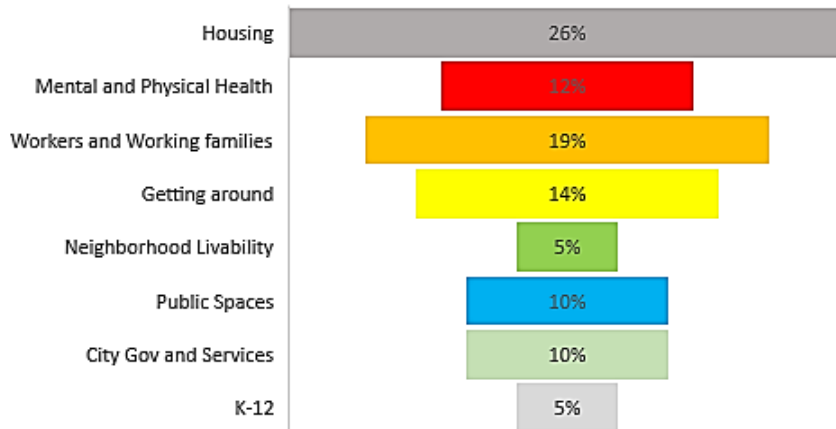


### By Census district (location in city)

Census District	Housing	Mental and Physical Health	Workers and Working families	Getting around	Neighborhood Livability	Public Spaces	City Gov and Services	K-12	TOTAL
CENS1	26%	19%	12%	15%	11%	7%	7%	3%	100%
CENS2	18%	20%	12%	16%	12%	8%	7%	6%	100%
CENS3	19%	24%	11%	8%	11%	9%	13%	4%	100%
CENS4	22%	19%	14%	14%	9%	11%	7%	4%	100%
CENS5	21%	16%	15%	12%	10%	11%	10%	4%	100%
CENS6	20%	17%	12%	13%	10%	12%	11%	4%	100%
CENS7	22%	20%	7%	13%	11%	9%	13%	5%	100%
CENS8	22%	17%	14%	13%	8%	13%	8%	6%	100%
CENS9	21%	21%	15%	12%	7%	12%	8%	4%	100%
CENS10	25%	17%	14%	12%	9%	7%	10%	7%	100%
CENS11	22%	19%	12%	14%	11%	10%	6%	6%	100%

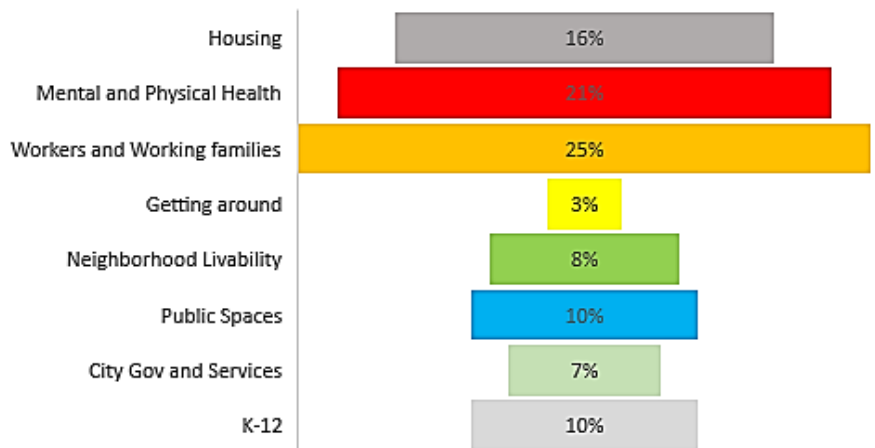
### Phase One Survey Primary Need Category Mentions By Race

#### % of Mentions by Black/African American (N = 42)

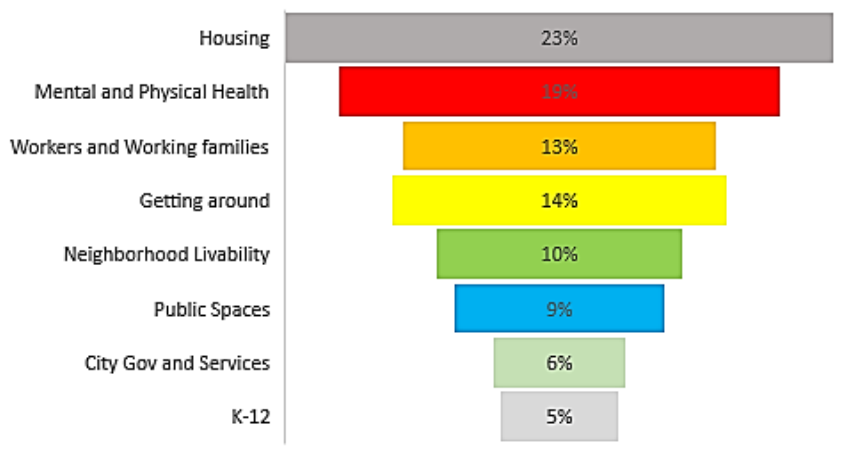




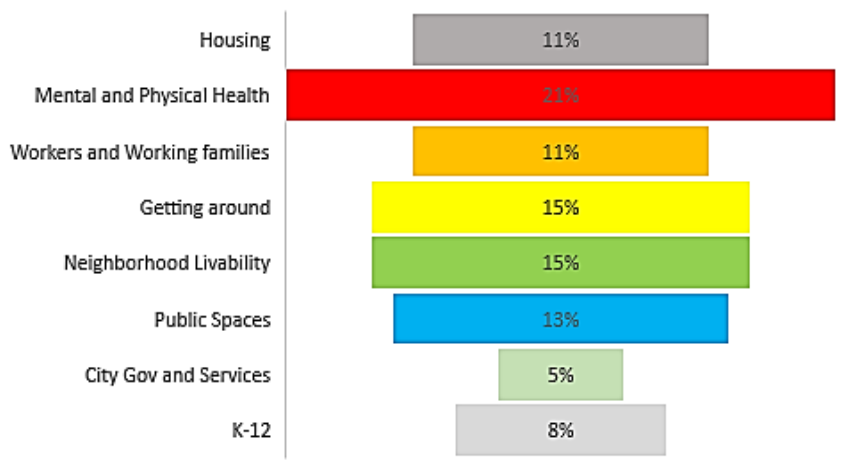
**% of Mentions by Hispanic/Latino (N = 61)**



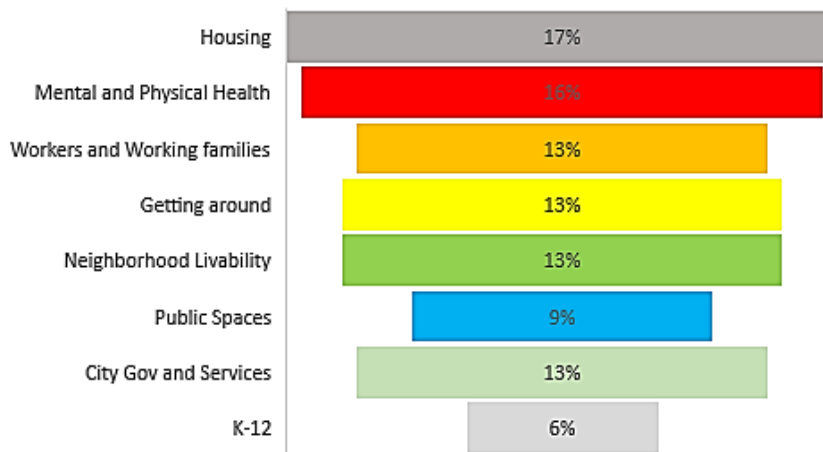
**% of Mentions by White (N = 1081)**



**% of Mentions by 2+ Races (N = 61)**

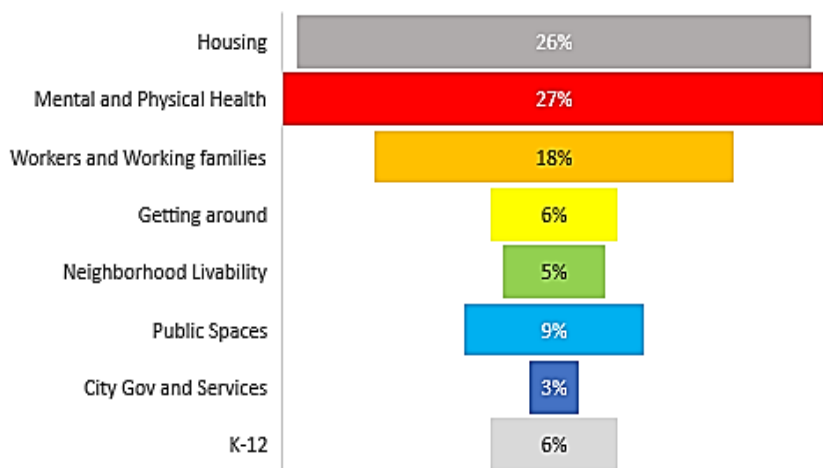


**% of Mentions by 'Prefer Not to Say' (N = 119)**

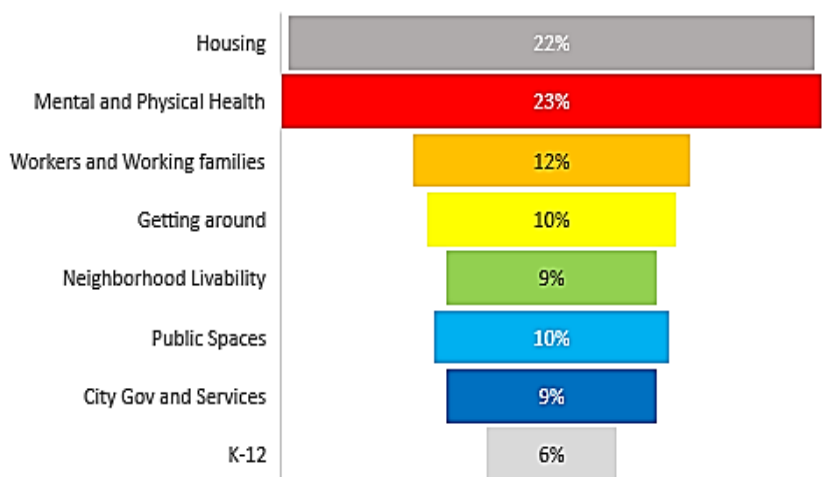


**Phase One Survey Primary Need Category Mentions by Household Income**

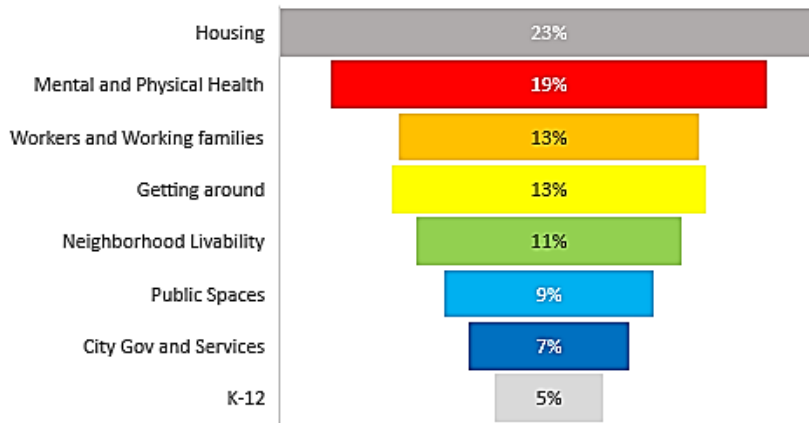
**% of Mentions by Under \$25K Household Income (N = 78)**



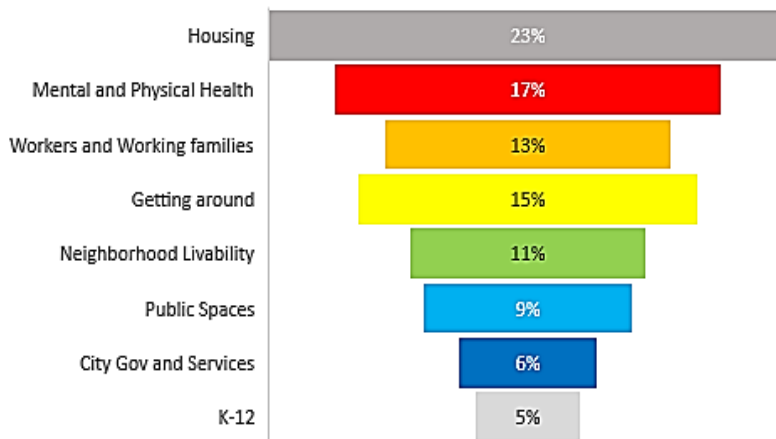
**% of Mentions by HH Income \$25K to \$40K (N = 181)**



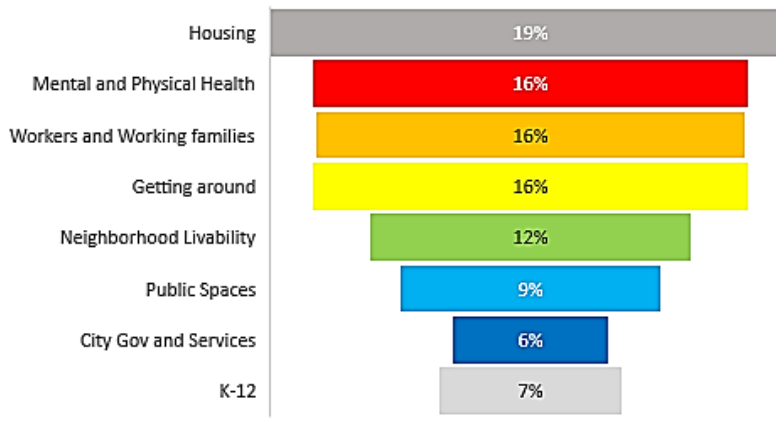
**% of Mentions by HH Income \$40K to \$70K (N = 379)**



**% of Mentions by HH Income \$70K to \$100K (N = 339)**

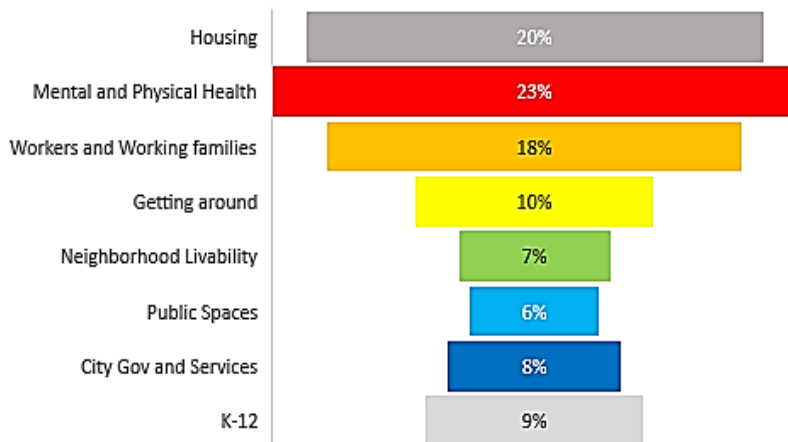


**% of Mentions by HH Income Over \$100K (N = 402)**

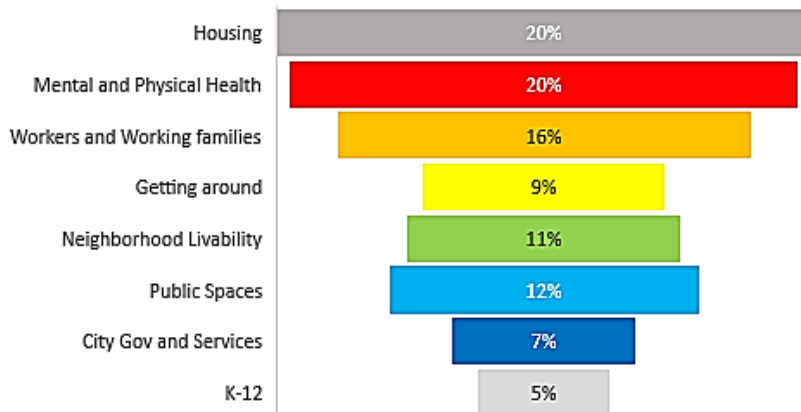


*Phase One Survey Primary Need Category Mentions by Financial impacts (personal)*

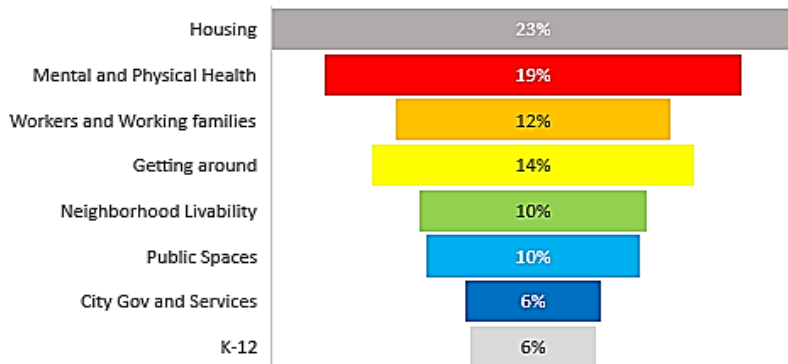
**% of Mentions by 'Much Worse' Financial Impacts (N = 106)**



**% of Mentions by 'Somewhat Worse' Financial Impacts (N = 352)**

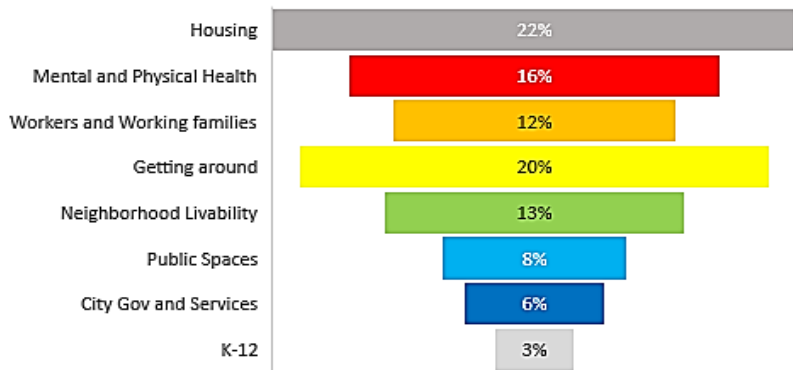


**% of Mentions by 'Did Not Change' Financial Impacts (N = 589)**



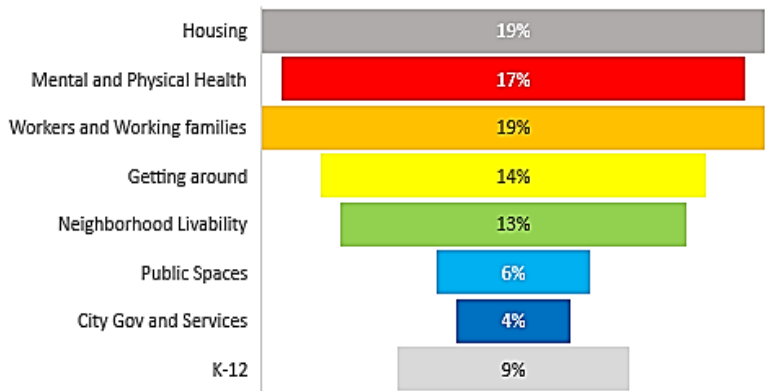
### % of Mentions by 'Somewhat Better' Financial Impacts

(N = 266)



### % of Mentions by 'Substantially improved' Financial Impacts

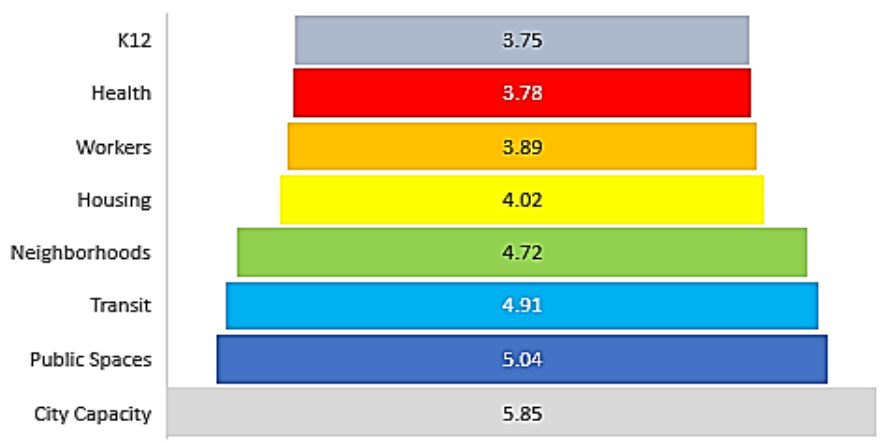
(N = 70)



### a. Phase Two Survey Rankings

#### All respondents

### Average Priority Ranking - All Respondents (N = 1086)



The following tables indicate the top two priorities for each grouping variable based upon the following key:

Top Priority
Second Priority

**Eight Primary Category Priorities Phase Two Survey Rankings**

*Census district (location in city)*

Average Ranking - By Census District											
	DIST 1	DIST 2	DIST 3	DIST 4	DIST 5	DIST 6	DIST 7	DIST 8	DIST 9	DIST1 0	DIST1 1
Housing	4.03	4.48	4.55	4.18	4.25	4.78	4.40	5.11	4.00	4.24	3.97
Public Spaces	5.37	4.93	5.45	4.92	5.25	5.25	5.40	4.93	5.20	5.16	5.18
Neighborhoods	4.83	5.15	5.00	4.87	4.94	4.95	4.86	4.28	4.94	4.83	4.75
Health	3.82	3.97	3.34	3.71	3.45	3.85	3.72	4.14	4.03	3.69	3.77
K12	4.11	3.63	3.94	3.89	4.08	3.83	3.84	3.47	3.64	3.70	4.11
Workers	3.29	3.55	3.31	3.86	3.68	3.63	3.17	3.74	3.64	3.66	3.83
City Capacity	5.45	5.25	5.20	5.58	5.26	5.05	5.12	5.49	5.65	5.60	5.61
Transit	5.12	5.04	5.21	4.99	5.11	4.66	5.48	4.84	4.90	5.12	4.78
<i>Total Respondents (N)</i>	240	190	174	262	130	118	116	240	324	166	358

*Race*

Average Ranking - By Race							
	Asian	Black/AA	Hispanic/Latino	NAOPI	White	2+ races	Prefer not to say
Housing	3.71	3.40	3.80	2.68	3.96	3.63	4.65
Public Spaces	5.31	5.31	4.89	5.76	5.16	4.84	4.68
Neighborhoods	5.29	4.88	5.26	5.11	4.73	4.54	4.46
Health	3.29	3.65	3.69	3.17	3.76	4.24	3.69
K12	4.00	3.85	2.77	3.82	3.78	3.21	4.04

Workers	4.43	3.00	4.05	4.28	3.89	3.68	4.01
City Capacity	5.57	6.23	6.10	6.59	5.85	6.75	5.74
Transit	4.43	5.55	5.44	3.82	4.86	4.65	4.73
<i>Total Respondents (N)</i>	7	40	61	21	698	26	93

Average Ranking - By Income					
	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Housing	2.55	3.48	3.79	4.14	4.40
Public Spaces	5.53	5.47	5.40	4.91	4.81
Neighborhoods	5.45	4.74	4.84	4.75	4.52
Health	3.53	3.45	3.62	3.85	4.00
K12	3.98	3.85	3.82	3.71	3.57
Workers	3.27	3.59	3.70	4.00	4.16
City Capacity	6.27	5.98	5.80	5.85	5.92
Transit	5.41	5.43	5.04	4.80	4.62
<i>Total Respondents (N)</i>	52	107	229	248	274

Average Ranking - By Age					
	Under 18	18-35	36-50	51-65	66 and older
Housing	5.00	3.39	4.26	4.18	3.90
Public Spaces	3.50	5.26	4.98	5.02	5.34
Neighborhoods	3.00	4.96	4.80	4.39	4.74

Health	4.50	3.73	3.87	3.79	3.05
K12	3.50	3.95	3.30	4.13	4.13
Workers	5.00	3.59	3.94	4.01	4.25
City Capacity	7.50	6.00	6.02	5.66	5.70
Transit	4.00	5.13	4.81	4.79	4.64
<i>Total Respondents (N)</i>	2	284	380	190	87

Average Ranking - By Gender					
	Male	Female	Nonbinary/Third Gender	Transgender	Prefer not to say
Housing	4.37	3.58	3.71	2.33	5.10
Public Spaces	4.65	5.45	6.00	6.00	4.45
Neighborhoods	4.49	4.94	5.14	3.67	4.62
Health	4.25	3.42	3.29	4.67	3.75
K12	4.20	3.43	2.71	4.33	3.95
Workers	4.06	3.75	4.43	3.67	3.93
City Capacity	5.49	6.19	6.29	7.33	5.67
Transit	4.44	5.22	4.43	4.00	4.53
<i>Total Respondents (N)</i>	333	541	7	3	60

*Housing status*

Average Ranking - By Housing Status					
	Homeless	Renting a room	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other



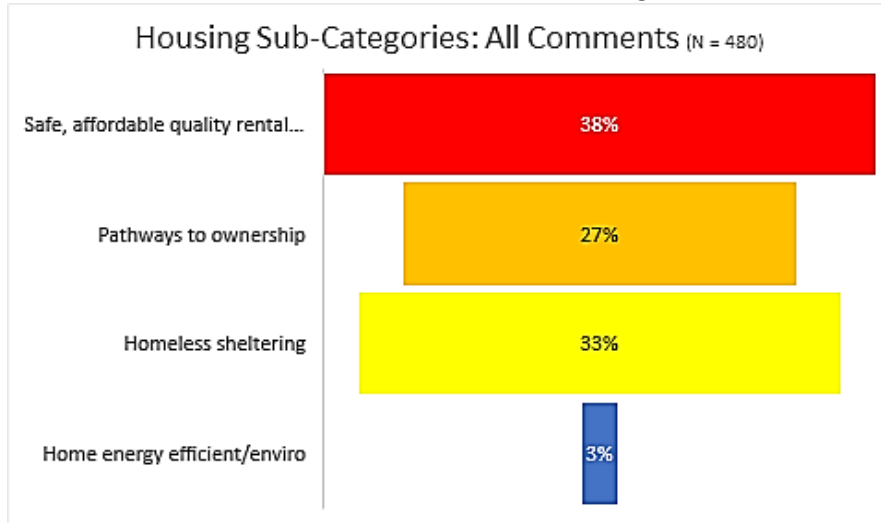
Housing	1.33	2.60	3.05	4.33	4.43
Public Spaces	5.67	5.70	5.50	4.95	4.96
Neighborhoods	3.00	4.45	5.00	4.65	5.39
Health	4.00	3.65	3.49	3.82	4.07
K12	3.33	4.05	3.89	3.69	3.29
Workers	6.00	4.00	3.52	4.02	3.39
City Capacity	6.67	6.90	6.29	5.74	5.43
Transit	6.00	4.65	5.19	4.77	5.04
<i>Total Respondents (N)</i>	<i>3</i>	<i>20</i>	<i>247</i>	<i>645</i>	<i>28</i>

## 5. Sub-Category Priorities by Primary Category

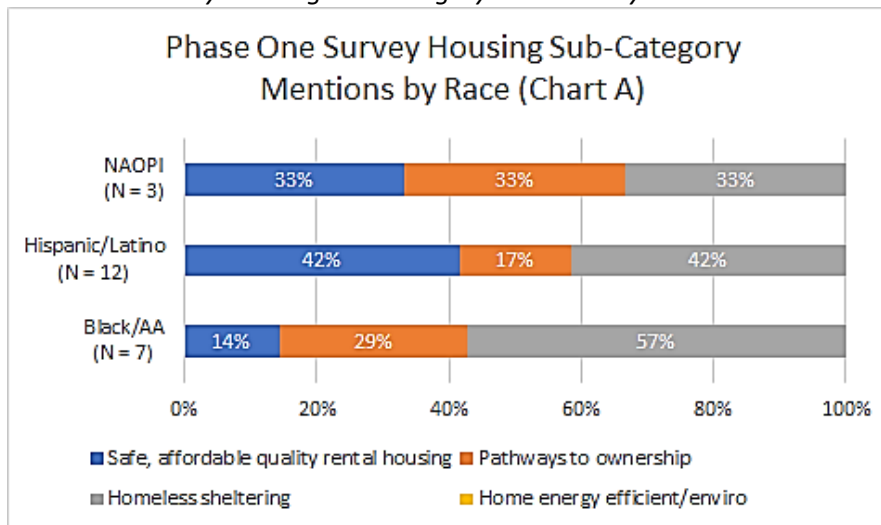
### HOUSING: Increasing Safe, Accessible, and Sustainable Housing

Phase One Survey - Frequency of Mentions

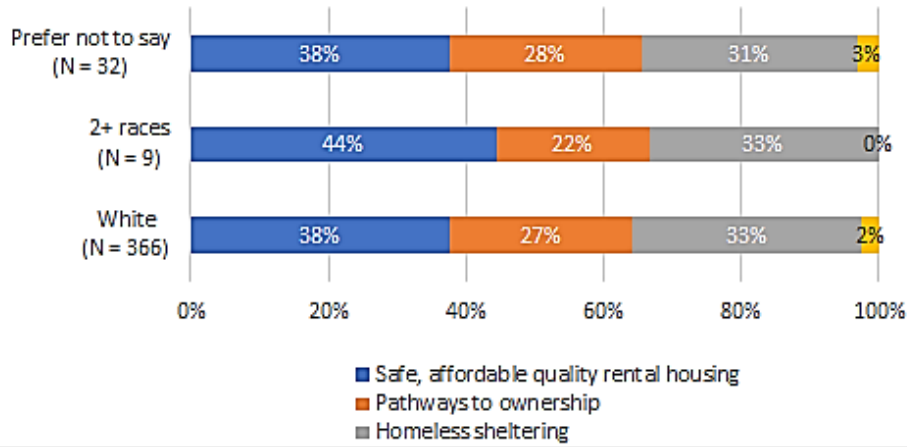
Phase One Survey Housing Sub-Category Mentions - All respondents  
 'N' refers to 'number of comments related to Housing'



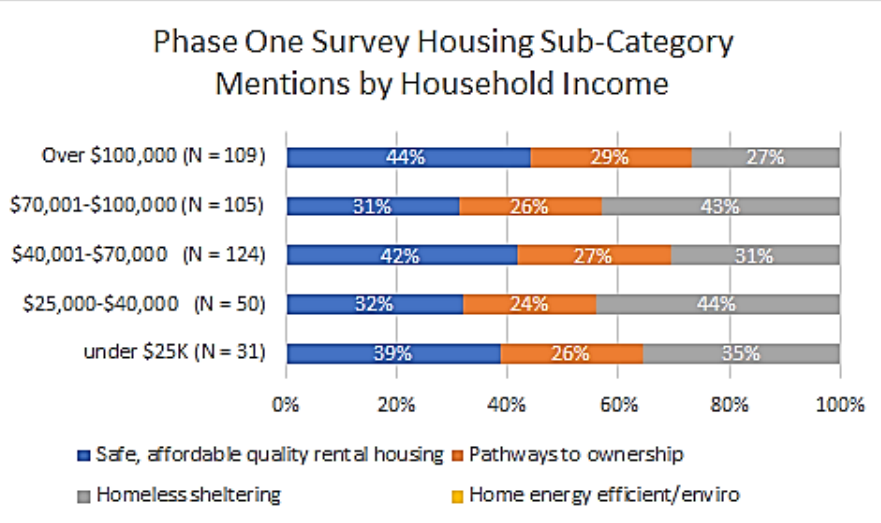
Phase One Survey Housing Sub-Category Mentions by Race



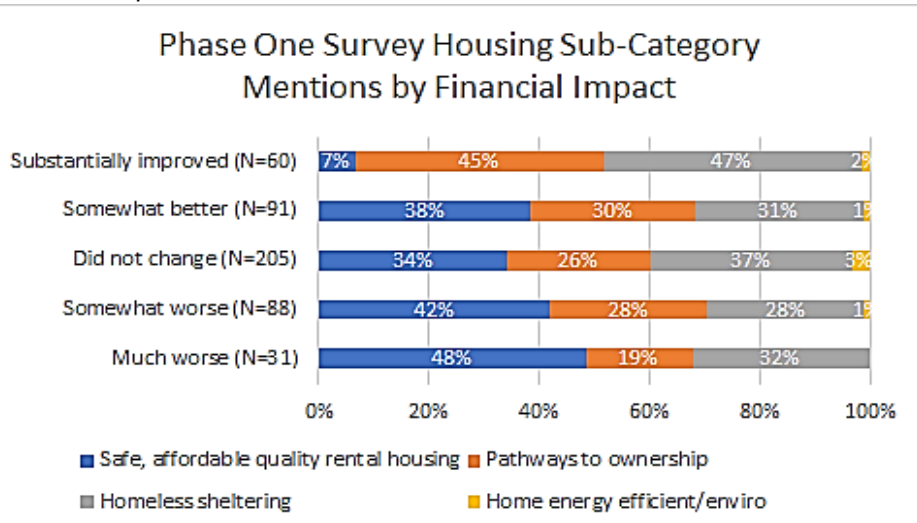
### Phase One Survey Housing Sub-Category Mentions By Race (Chart B)



### Phase One Survey Housing Sub-Category Mentions by Household Income

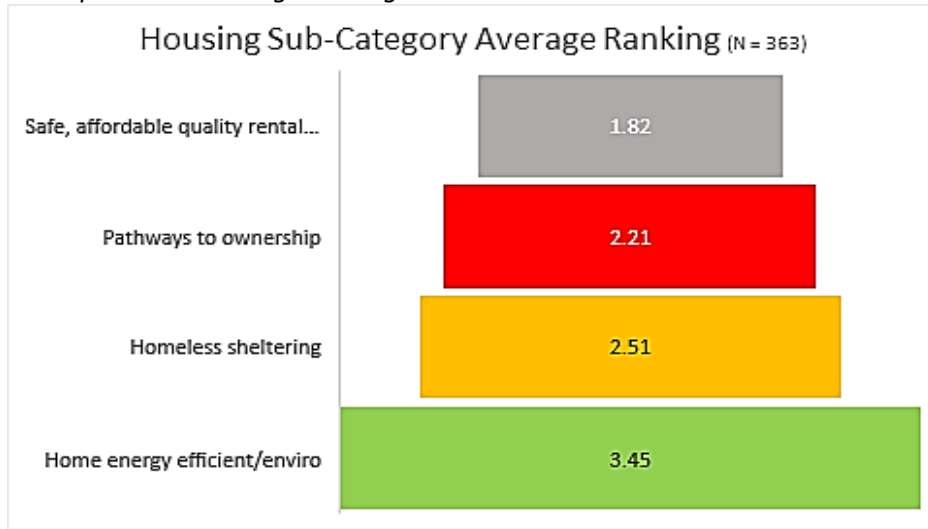


### Financial Impact



Phase Two Survey - Rankings

All respondents ranking 'Housing' as either #1 or #2



**Housing and Housing Sub-Categories Priority Rankings**  
*Reported by respondents choosing 'Housing' as a top 2 priority*

Housing Sub-Categories - By Race								
	Asian	Black/AA	Hispanic/Latino	NAOPI	Middle Eastern	White	2+ races	Prefer not to say
Safe, affordable quality rental housing	2.67	2.06	1.67	2.07	0	1.78	2.11	1.76
Pathways to ownership	2.12	2.12	1.87	2.15	0	2.26	2.44	2.28
Homeless sheltering	2.67	2.35	3.00	2.57	0	2.45	2.78	2.56
Home energy efficient/enviro	3.00	3.47	3.47	3.07	0	3.51	2.67	3.40
<i>Total Respondents (N)</i>	3	16	18	12	0	239	11	28

Housing Sub-Categories - By Income Category					
	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000

Safe, affordable quality rental housing	1.42	1.63	1.90	1.92	1.86
Pathways to ownership	3.08	2.34	2.08	2.05	2.20
Homeless sheltering	2.17	2.46	2.49	2.56	2.56
Home energy efficient/enviro	3.33	3.56	3.53	3.48	3.39
<i>Total Respondents (N)</i>	<i>30</i>	<i>45</i>	<i>88</i>	<i>72</i>	<i>79</i>

Housing Sub-Categories - By Age					
	Under 18	18-35	36-50	51-65	66 and older
Safe, affordable quality rental housing	0	1.78	1.89	1.84	1.75
Pathways to ownership	0	2.27	2.05	2.24	2.61
Homeless sheltering	0	2.40	2.69	2.47	2.31
Home energy efficient/enviro	0	3.56	3.36	3.45	3.28
<i>Total Respondents (N)</i>	<i>1</i>	<i>125</i>	<i>105</i>	<i>63</i>	<i>33</i>

Housing Sub-Categories - By Housing Status					
	Homeless	Renting a room	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other
Safe, affordable quality rental housing	0	1.45	1.77	1.91	1.44
Pathways to ownership	0	2.82	2.30	2.12	2.56
Homeless sheltering	0	2.36	2.41	2.58	2.22
Home energy efficient/enviro	0	3.36	3.49	3.82	4.07
<i>Total Respondents (N)</i>	<i>3</i>	<i>12</i>	<i>117</i>	<i>185</i>	<i>10</i>

## **Summary of Public Meeting Comments about Housing**

During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included ensuring more affordable, safe, and quality rental housing in the city; increasing more affordable housing for purchase; enhancing homeless sheltering options; and improving home energy efficiency and environmental sustainability.

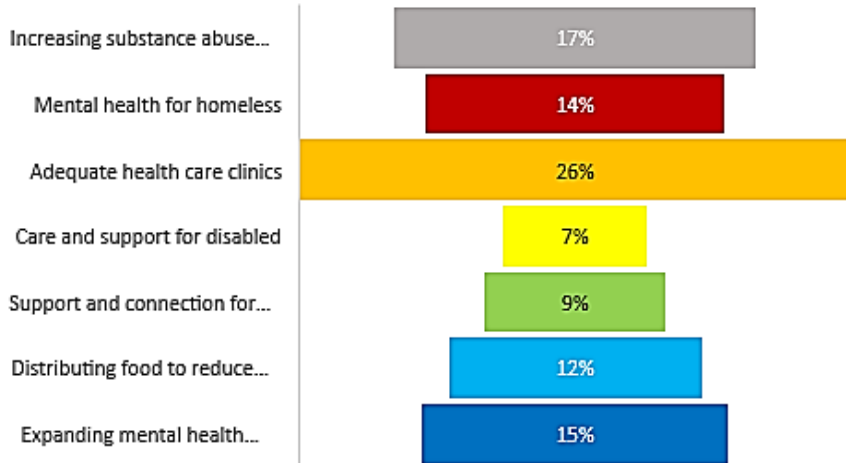
Potential projects that could be included in this category are: creating a local housing trust fund, investing in subsidized rental units for low-income individuals, providing incentives for the construction of affordable housing, establishing a year-round homeless shelter, create mobile units for services to the homeless population, increase communal housing options, retrofit low-income housing for energy-efficiency, provide weatherization for residential housing.

# HEALTH: Improving Community Mental and Physical Health

## Phase One Survey - Frequency of Mentions

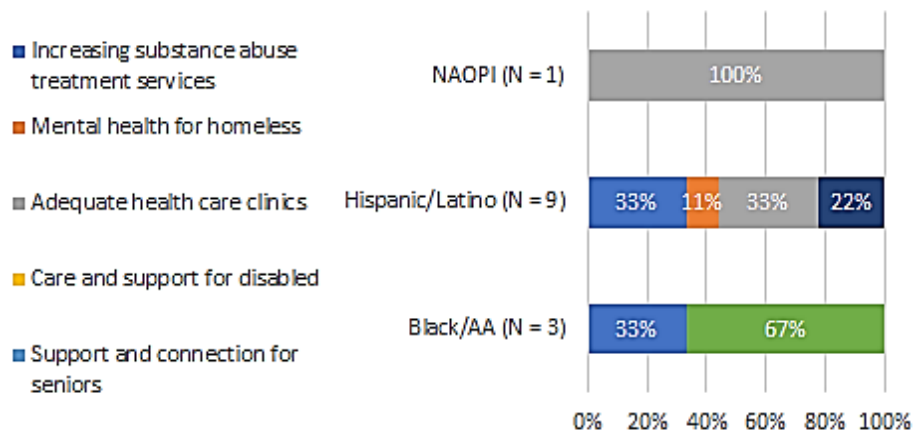
All respondents

Health Sub-Categories: All Comments (N = 232)

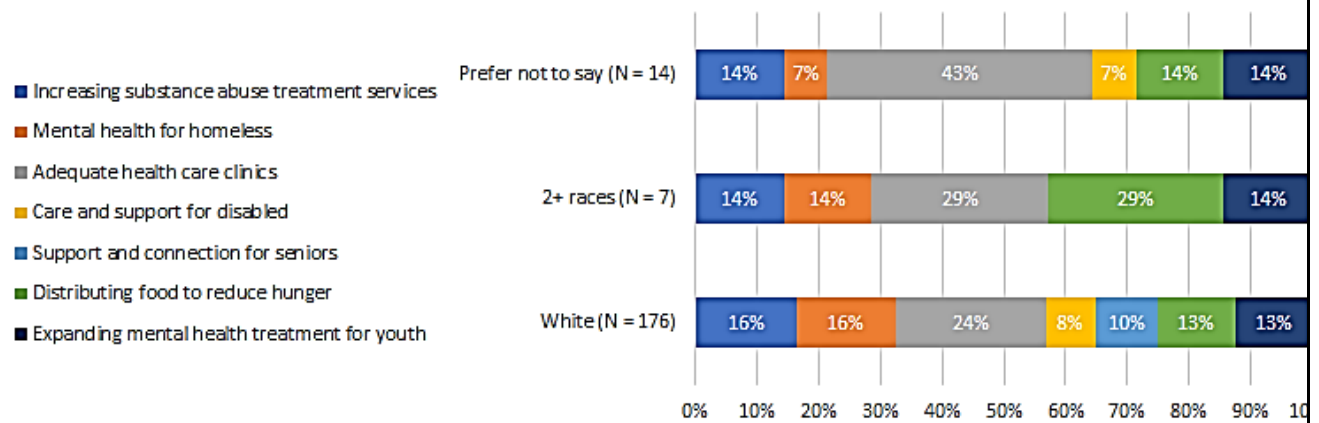


Race

Phase One Survey Health Sub-Category Mentions by Race (Chart A)

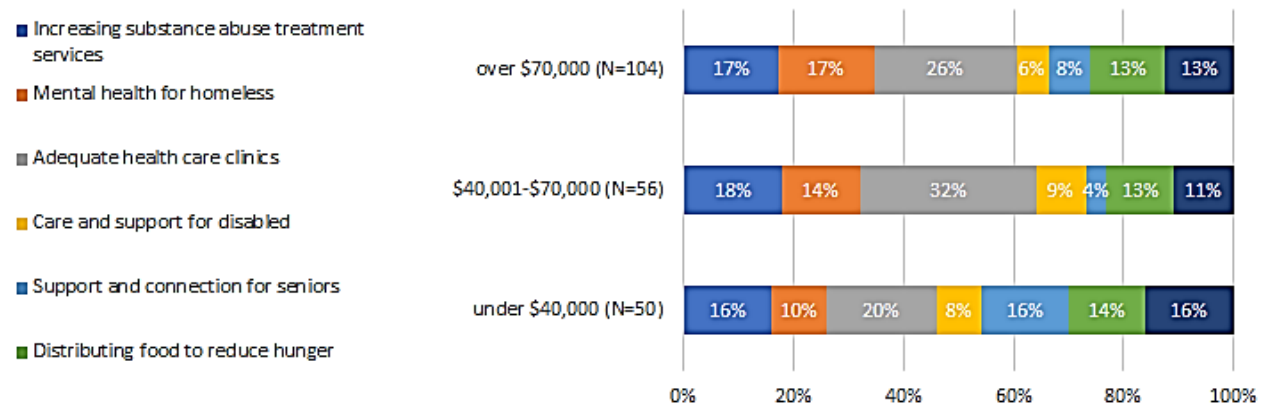


### Phase One Survey Health Sub-Category Mentions by Race (Chart B)



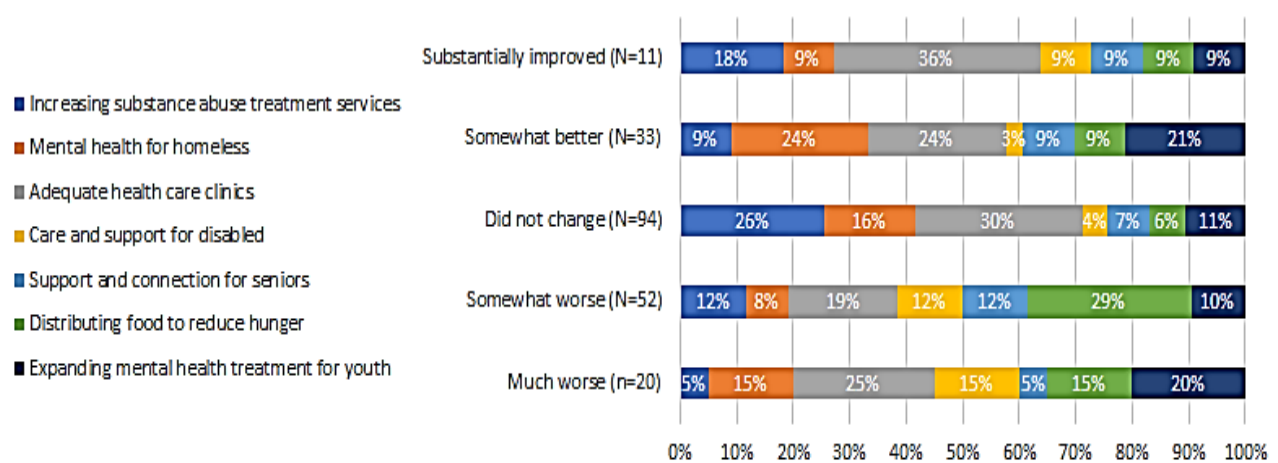
### Household income

#### Phase One Survey Health Sub-Category Mentions by Income



### Financial Impact

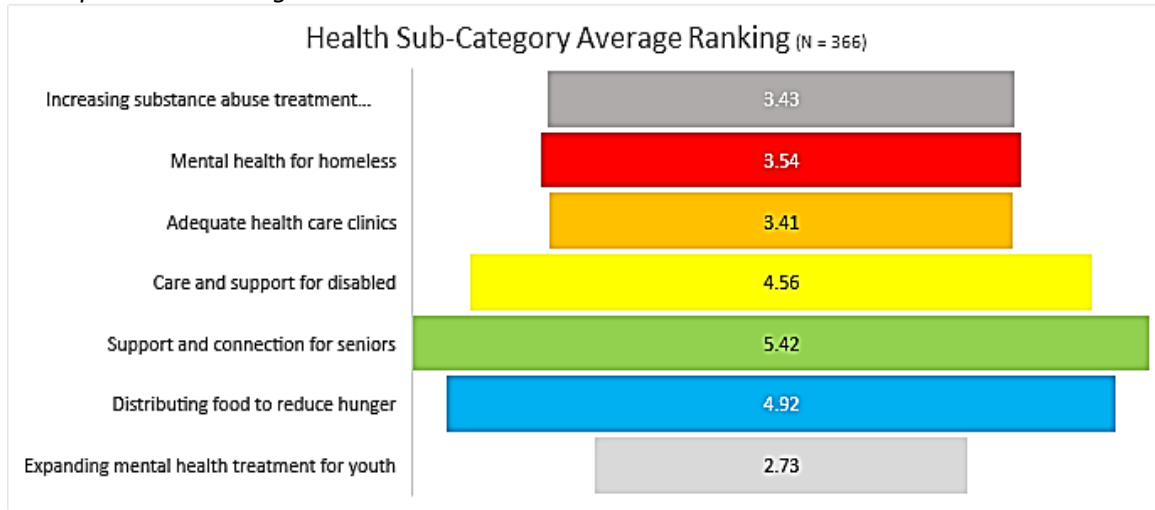
#### Phase One Survey Health Sub-Categories by Financial Impact





Phase Two Survey - Rankings

All respondents ranking Health as either #1 or #2



**Health and Health Sub-Categories Priority Rankings**  
*Reported by respondents choosing 'Health' as a top 2 priority*

Health Sub-Categories – By Race							
	Asian	Black/AA	Hispanic/Latino	NAOPI	White	2+ races	Prefer not to say
Increasing substance abuse treatment services	2.33	3.36	3.92	3.00	3.44	3.00	4.00
Mental health for homeless	4.00	4.00	3.29	4.60	3.44	3.50	3.79
Adequate health care clinics	5.67	2.91	3.25	3.50	3.33	3.33	3.96
Care and support for disabled	4.67	5.45	4.00	4.50	4.61	4.50	3.93
Support and connection for seniors	5.33	5.36	5.42	4.20	5.55	5.33	4.75
Distributing food to reduce hunger	4.00	4.09	5.38	4.00	5.00	5.67	4.89
Expanding mental health treatment for youth	2.33	2.82	2.75	4.20	2.65	2.67	2.68
<i>Total Respondents (N)</i>	4	11	25	9	240	6	29

Health Sub-Categories - By Income					
	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Increasing substance abuse treatment services	4.13	3.30	3.43	3.71	3.32
Mental health for homeless	3.31	3.35	3.44	3.34	3.57
Adequate health care clinics	2.50	3.74	3.24	3.42	3.53
Care and support for disabled	4.81	4.00	4.57	4.66	4.58
Support and connection for seniors	5.81	5.49	5.21	5.75	5.45
Distributing food to reduce hunger	5.06	5.07	5.34	4.66	5.03
Expanding mental health treatment for youth	2.38	3.05	2.78	2.45	2.53
<i>Total Respondents (N)</i>	<i>17</i>	<i>45</i>	<i>90</i>	<i>78</i>	<i>74</i>

Health Sub-Categories - By Age					
	Under 18	18-35	36-50	51-65	66 and older
Increasing substance abuse treatment services	1.00	3.59	3.60	3.40	3.10
Mental health for homeless	2.00	3.33	3.49	3.55	4.00
Adequate health care clinics	3.00	3.01	3.65	3.26	3.73
Care and support for disabled	4.00	4.34	4.62	4.79	4.29
Support and connection for seniors	5.00	5.90	5.46	5.27	4.37
Distributing food to reduce hunger	6.00	4.97	4.90	5.05	4.95
Expanding mental health treatment for youth	7.00	2.85	2.28	2.68	3.56
<i>Total Respondents (N)</i>	<i>1</i>	<i>97</i>	<i>122</i>	<i>64</i>	<i>39</i>

Health Sub-Categories – By Housing Status				
	Renting a room	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other

Increasing substance abuse treatment services	3.00	3.67	3.46	2.63
Mental health for homeless	3.63	3.55	3.54	2.38
Adequate health care clinics	2.88	3.29	3.44	3.88
Care and support for disabled	4.50	4.39	4.57	5.00
Support and connection for seniors	5.75	5.47	5.35	6.00
Distributing food to reduce hunger	4.38	4.83	5.02	5.38
Expanding mental health treatment for youth	3.88	2.80	2.62	2.75
<i>Total Respondents (N)</i>	<i>8</i>	<i>94</i>	<i>212</i>	<i>8</i>

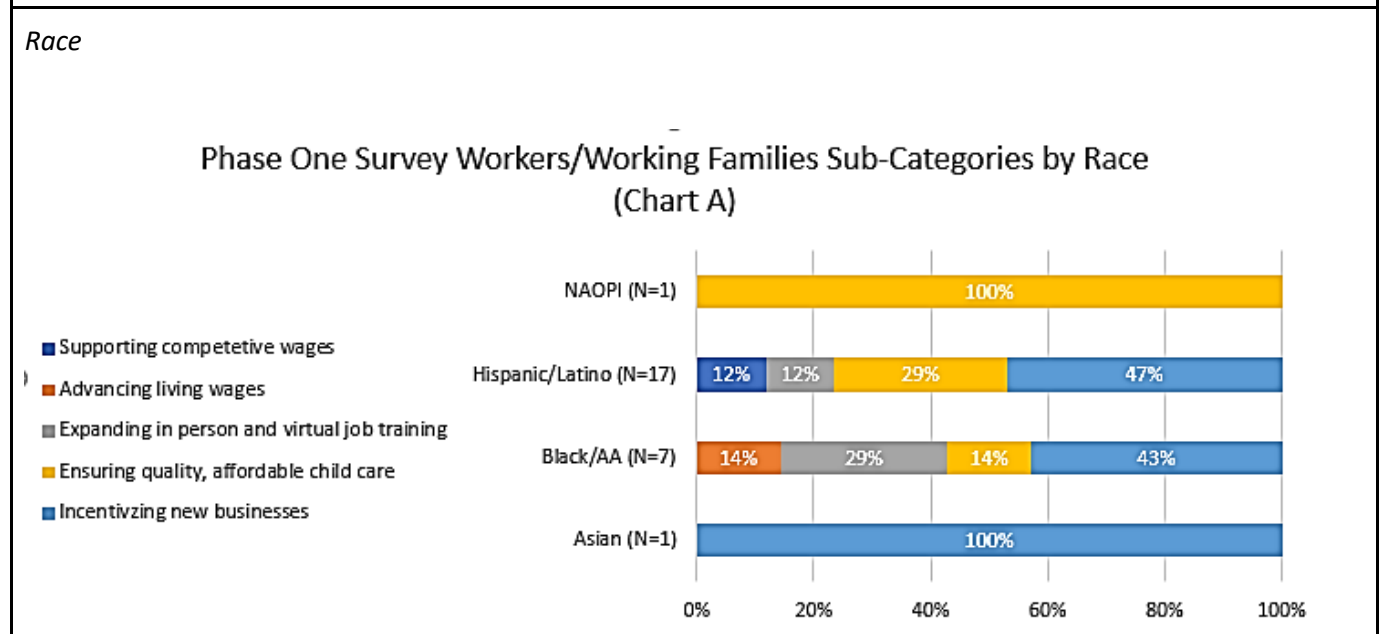
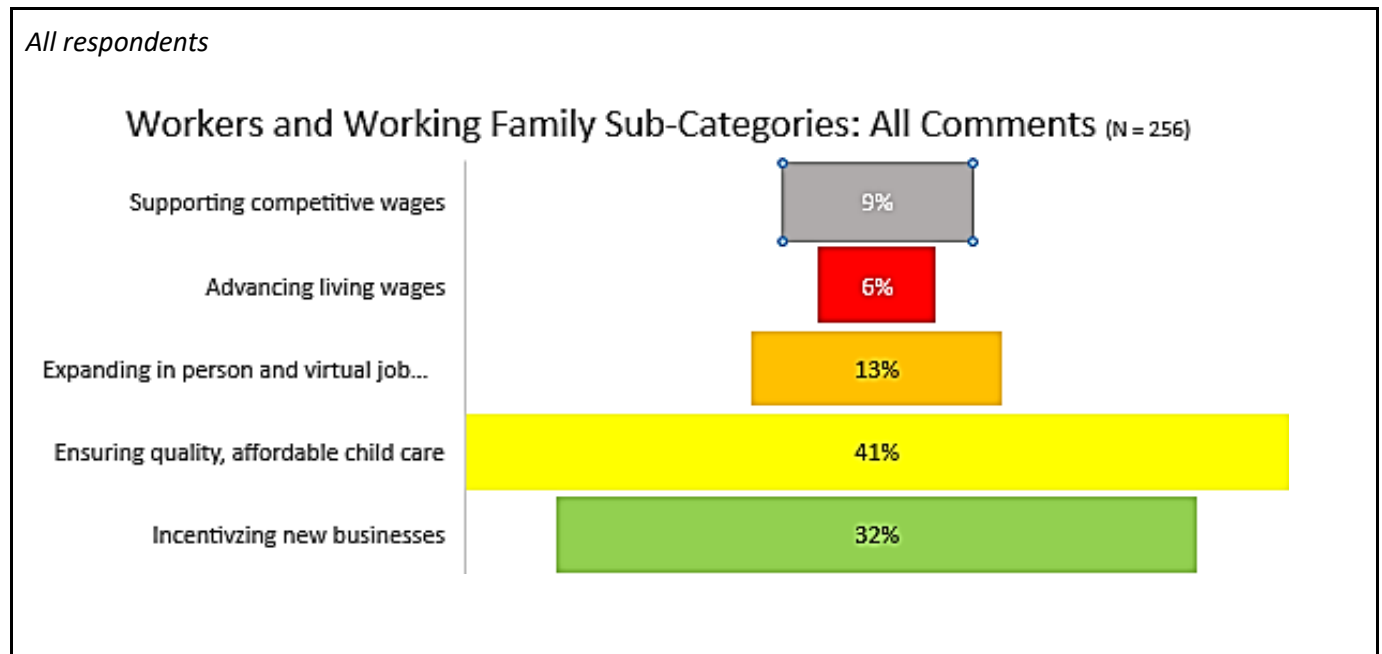
*Summary of Public Meeting Comments*

During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included increasing substance abuse treatment services, expanding accessible and affordable mental health treatment for homeless, providing adequate health care clinics to meet demand, ensuring care and support for those with disabilities, ensuring support and connection for seniors, efficiently distributing food to reduce hunger, expanding accessible and affordable mental health treatment for youth.

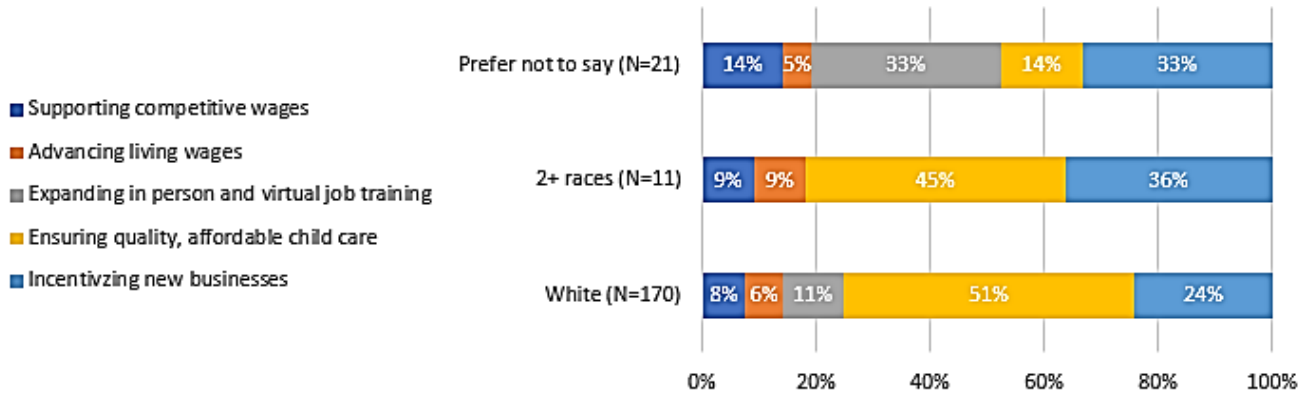
Potential projects that could be included in this category are: conduct community outreach to encourage safe health practices and improve vaccination rates; provide greater supports for those living with disabilities and their caregivers; create a network for elderly to afford and gain assistance for home repairs; support access to food through community gardens, backpack programs, and decentralization of grocery stores; expand access to mental health services by addressing capacity and cost; increase training for public safety personnel in dealing with mental illness; provide incentives for mental health counselors to come to Harrisonburg.

# WORK: Supporting Our Workers and Working Families

Phase One Survey - Frequency of Mentions

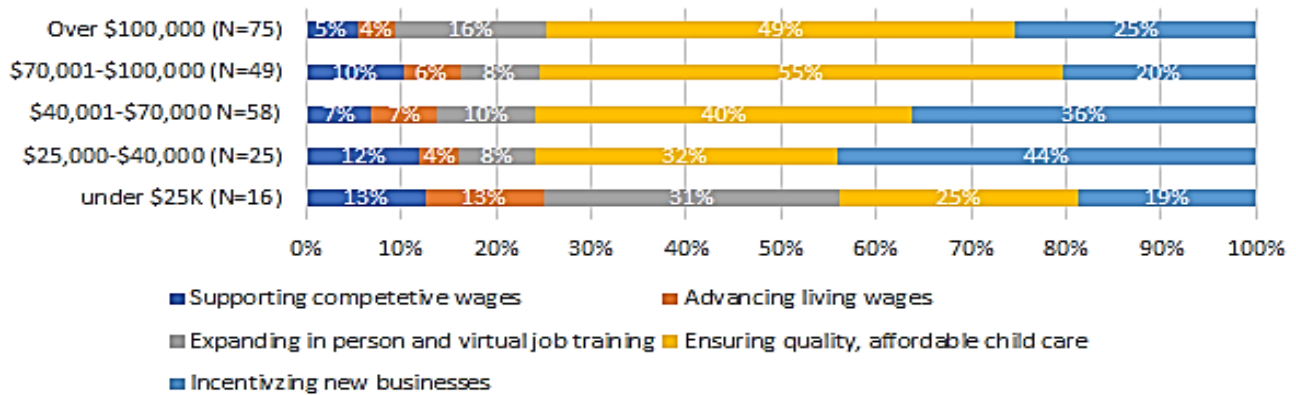


### Phase One Survey Workers/Working Families Sub-Categories by Race (Chart B)



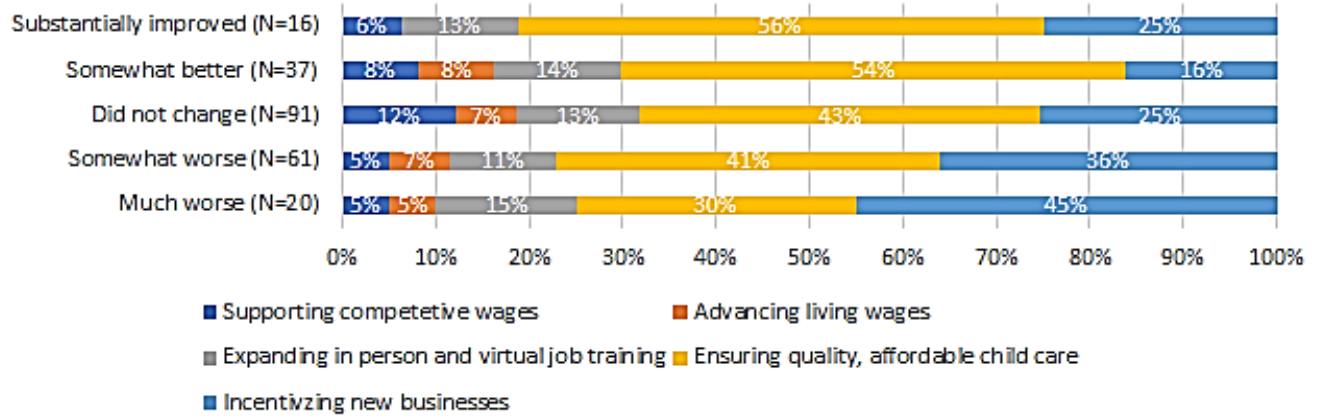
### Household income

### Phase One Survey Workers/Working Families Sub-Categories by Income



### Financial Impact

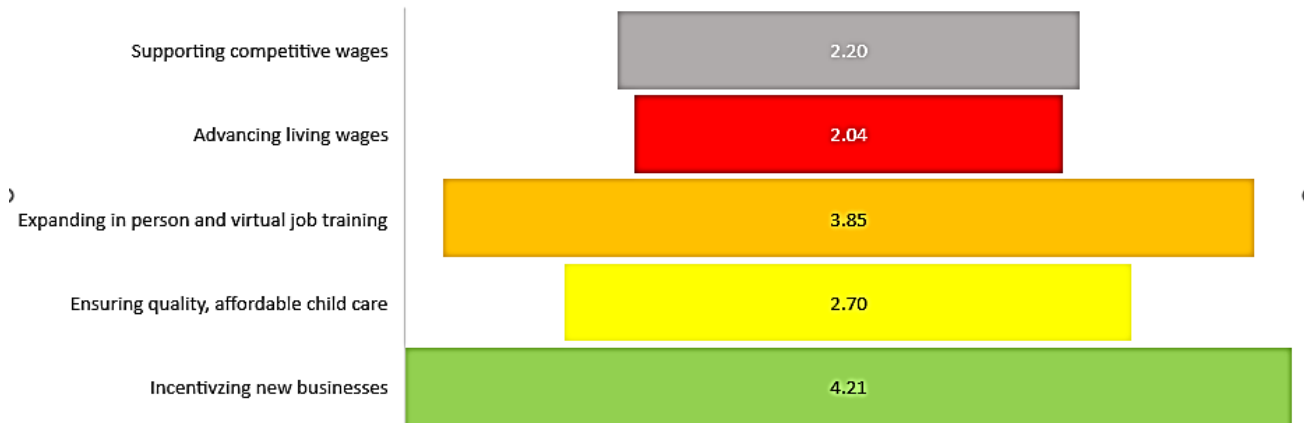
### Phase One Survey Workers/Working Families Sub-Categories by Financial Impact



### Phase Two Survey - Rankings

All respondents ranking Workers/Working Families as either #1 or #2

#### Workers Sub-Category Average Ranking (N = 358)



#### Work and Working Family Sub-Categories Priority Rankings Reported by respondents choosing 'Work and Working Families' as a top 2 priority

##### Workers and Working Families Sub-Categories - By Race

	Asian	Black/AA	Hispanic/Latino	NAOPI	White	2+ races	Prefer not to say
Supporting competitive wages	3.00	2.21	2.00	2.50	2.20	2.50	2.19
Advancing living wages	1.00	1.93	1.94	3.50	2.01	1.50	2.23
Expanding in person and virtual job training	5.00	3.79	4.00	2.80	3.91	4.25	3.87

Ensuring quality, affordable childcare	2.00	5.45	4.00	4.50	4.61	4.50	3.93
Incentivizing new businesses	4.00	4.14	4.28	3.40	4.28	4.25	3.71
<i>Total Respondents (N)</i>	1	18	20	2	225	9	33

Workers and Working Families Sub-Categories - By Income

	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Supporting competitive wages	2.29	2.00	2.16	2.20	2.31
Advancing living wages	1.71	1.74	1.97	1.89	2.35
Expanding in person and virtual job training	3.81	3.89	3.89	3.82	4.07
Ensuring quality, affordable childcare	2.52	2.69	2.69	2.82	2.49
Incentivizing new businesses	4.67	4.69	4.28	4.27	3.77
<i>Total Respondents (N)</i>	25	41	81	77	73

Workers and Working Families Sub-Categories - By Age

	18-35	36-50	51-65	66 and older
Supporting competitive wages	2.32	2.11	2.16	2.26
Advancing living wages	1.84	2.05	2.29	2.37
Expanding in person and virtual job training	4.05	3.89	3.65	3.83
Ensuring quality, affordable childcare	2.50	2.72	2.92	2.47
Incentivizing new businesses	4.30	4.23	3.98	4.00
<i>Total Respondents (N)</i>	103	124	63	17

Workers and Working Families Sub-Categories - By Housing Status

	Renting a room	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other
Supporting competitive wages	2.83	2.30	2.15	1.57
Advancing living wages	1.33	1.89	2.15	1.86
Expanding in person and virtual job training	4.33	3.85	3.91	3.71
Ensuring quality, affordable childcare	2.00	2.55	2.71	3.14
Incentivizing new businesses	4.50	4.40	4.08	4.71
<i>Total Respondents (N)</i>	5	95	198	9

*Summary of Public Meeting Comments*

During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included supporting competitive wages; advancing living wages for all workers; expanding both in person and virtual training across multiple job types; ensuring quality, accessible, affordable childcare; and incentivizing new businesses.

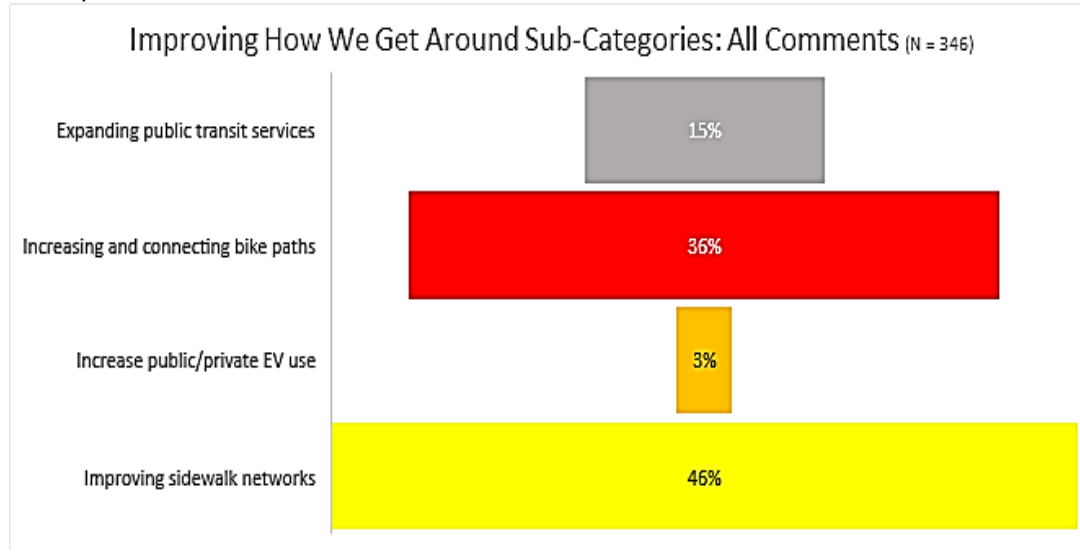
Potential projects that could be included in this category are: create workforce development programs that support both manufacturing and service-based jobs; offer expanded job training with free daycare; invest in workforce development of childcare workers; improve ease of access to employment programs for homeless people; expand assistance to existing non-profit childcare centers; offer scholarships for families for children to attend preschool; establish a childcare training hub at the community college level; create childcare partnerships with schools and local businesses; incentivize businesses to occupy empty spaces downtown; support living wage initiatives.



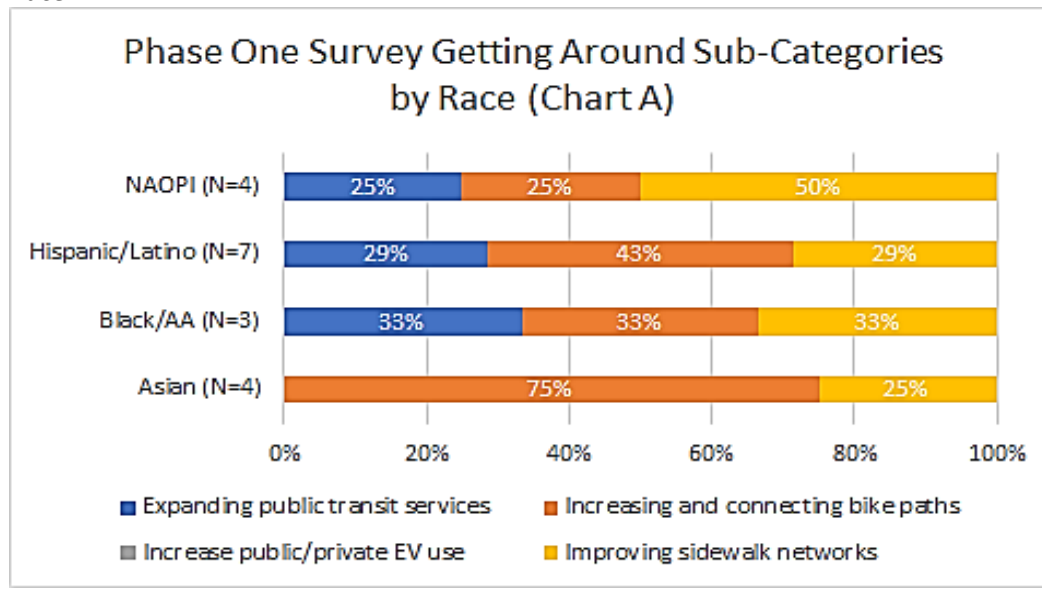
# GETTING AROUND: Improving How We Get Around

## Phase One Survey - Frequency of Mentions

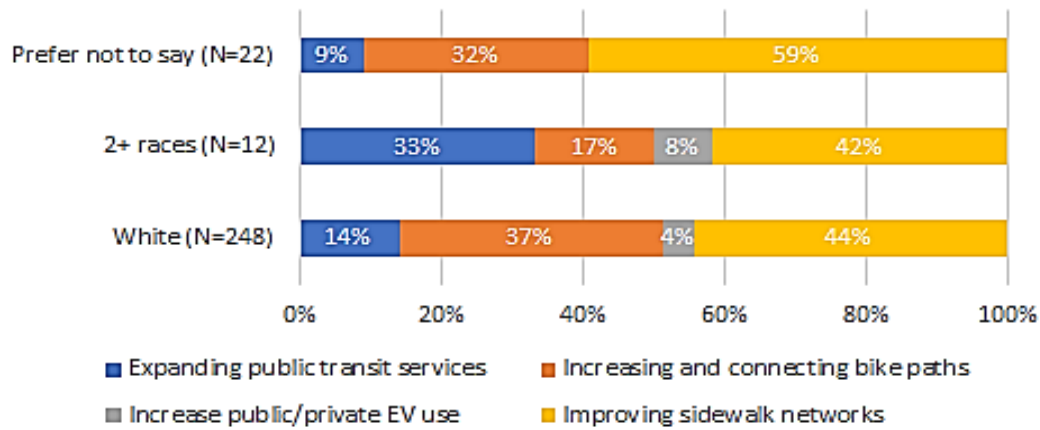
All respondents



Race

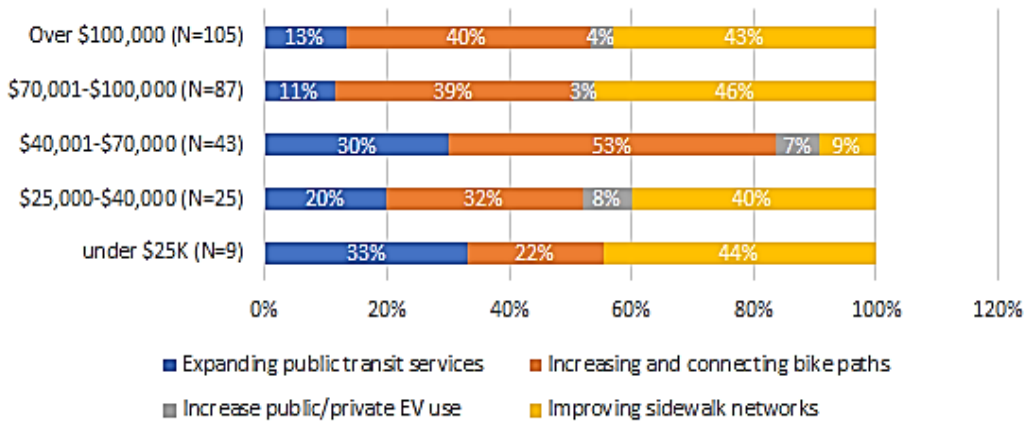


### Phase One Survey Getting Around Sub-Categories by Race (Chart B)



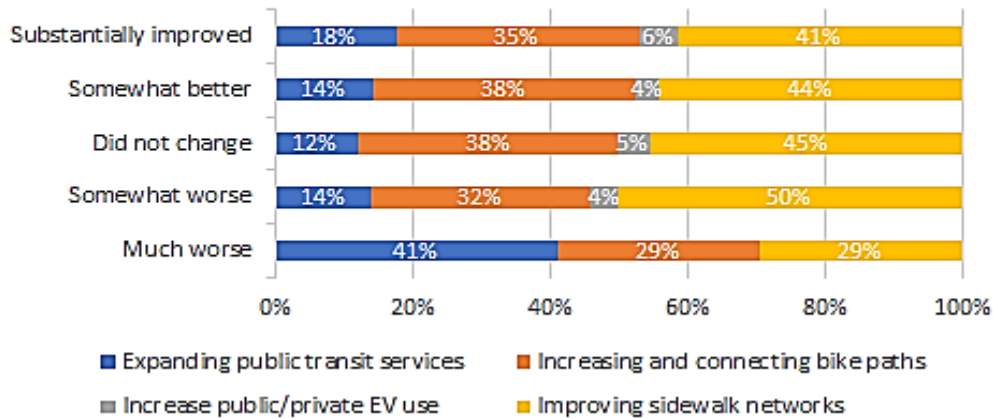
### Household income

#### Phase One Survey Getting Around Sub-Categories by Income



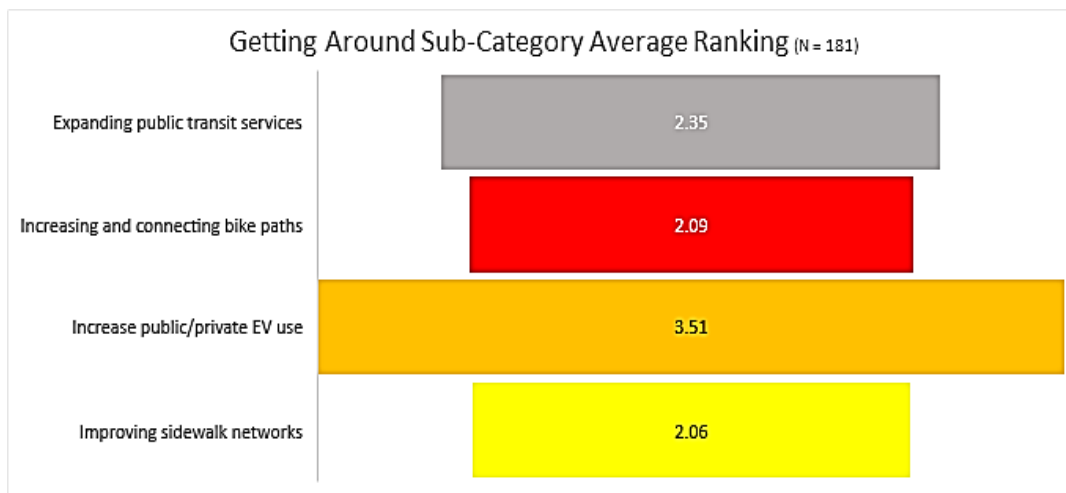
### Financial Impact

### Phase One Survey Getting Around Sub-Categories by Financial Impact



### Phase Two Survey - Rankings

All respondents ranking Getting Around as either #1 or #2



### Getting Around Sub-Categories Priority Rankings Reported by respondents choosing 'Getting Around' as a top 2 priority

Getting Around Sub-Categories - By Race						
	Black/A A	Hispanic /Latino	NAOPI	White	2+ races	Prefer not to say
Expanding public transit services	1.40	2.00	1.89	2.42	2.50	2.79

Increasing and connecting bike paths	2.60	2.40	2.33	2.07	2.00	1.64
Increase public/private EV use	3.20	4.00	3.22	3.48	4.00	3.57
Improving sidewalk networks	2.80	1.60	2.56	2.02	1.50	2.00
<i>Total Respondents (N)</i>	4	6	5	124	4	16

Getting Around Sub-Categories -By Income					
	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Expanding public transit services	2.80	2.27	2.37	2.48	2.39
Increasing and connecting bike paths	1.40	2.36	2.07	2.04	2.04
Increase public/private EV use	3.20	3.64	3.26	3.62	3.50
Improving sidewalk networks	2.60	1.73	2.30	1.86	2.07
<i>Total Respondents (N)</i>	5	13	29	50	55

Getting Around Sub-Categories - By Age				
	18-35	36-50	51-65	66 and older
Expanding public transit services	2.55	2.46	2.26	1.89
Increasing and connecting bike paths	1.86	2.21	1.85	2.67
Increase public/private EV use	3.47	3.51	3.62	3.22
Improving sidewalk networks	2.12	1.82	2.26	2.22
<i>Total Respondents (N)</i>	50	60	34	16

Getting Around Sub-Categories - By Housing Status				
	Renting a room	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other

Expanding public transit services	2.50	2.23	2.42	2.33
Increasing and connecting bike paths	2.00	2.23	2.03	2.33
Increase public/private EV use	3.17	3.20	3.61	3.00
Improving sidewalk networks	2.33	2.34	1.95	2.33
<i>Total Respondents (N)</i>	5	34	118	3

*Summary of Public Meeting Comments*

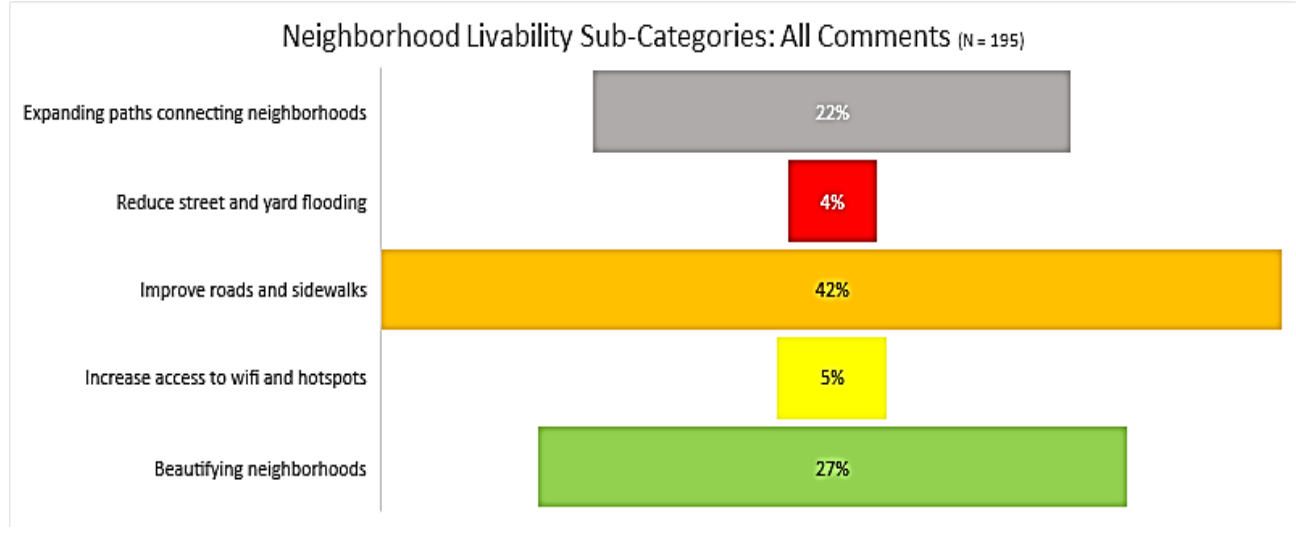
During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included expanding public transportation services, increasing and connecting bike lanes and trails, increasing public and private electric vehicle use, and improving the network of usable sidewalks and accessible sidewalks.

Potential projects that could be included in this category are: redraw the bus routes and extend the times and routes to meet community-member needs; employ smaller, electric busses on less high-traffic routes; provide more bus shelters; create biking and walking trails to connect communities to schools and parks, particularly in low-income communities; invest in protected bike lanes; increase the number of electric vehicle charging stations in the city; add sidewalks and crosswalks to major intersections; ensure all sidewalks are ADA compliant and community is educated on the need to keep sidewalks clear and passable.

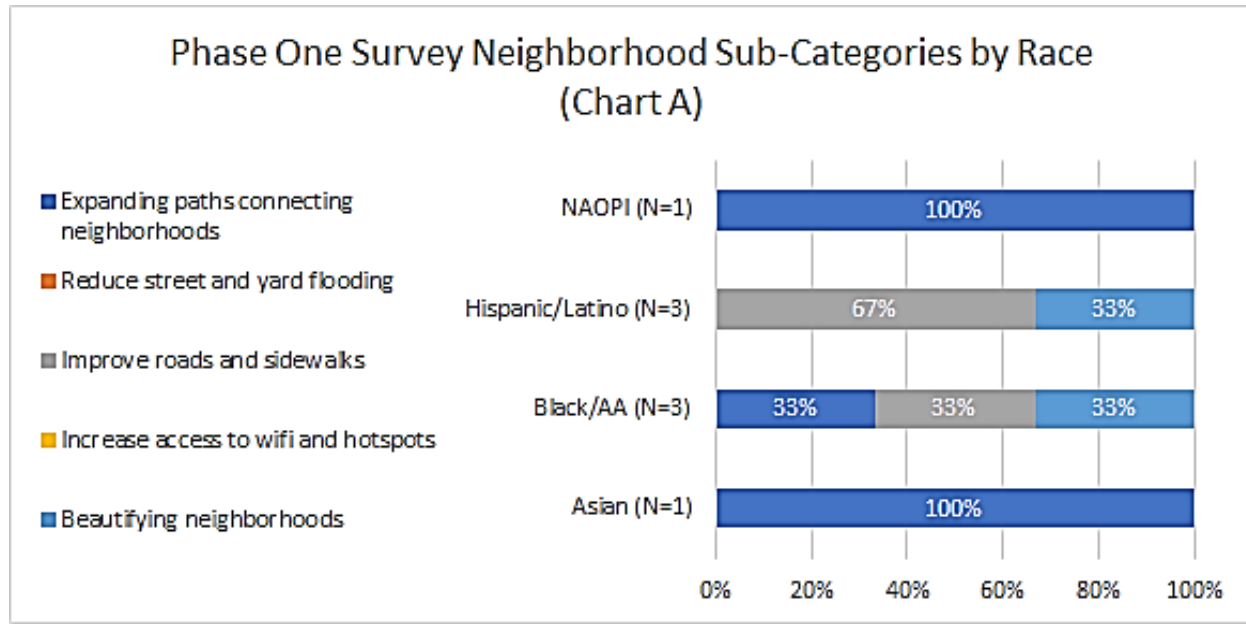
# NEIGHBORHOOD LIVABILITY: Upgrading Neighborhood Livability and Sustainability

## Phase One Survey - Frequency of Mentions

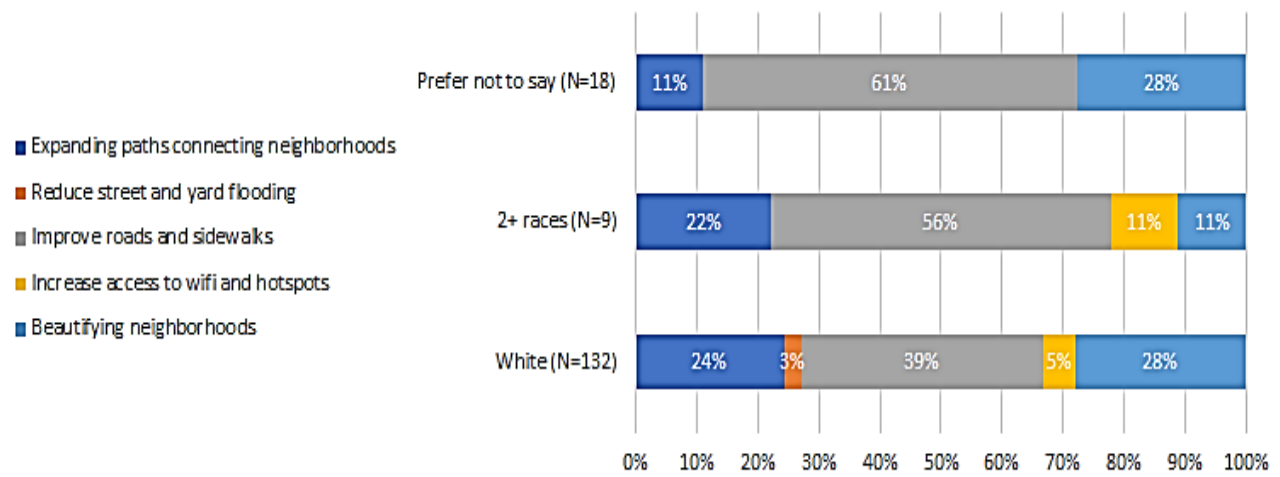
### All respondents



### Race

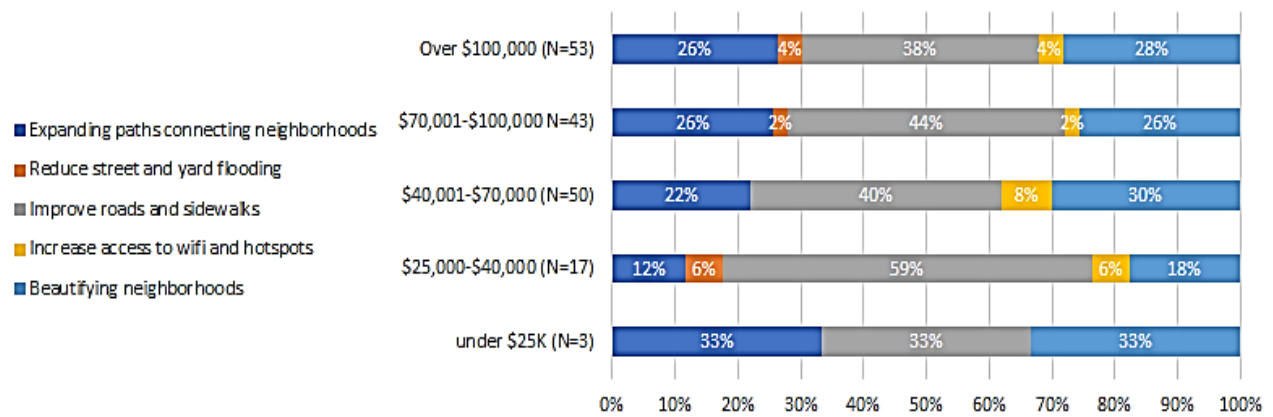


### Phase One Survey Neighborhood Sub-Categories by Race (Chart B)



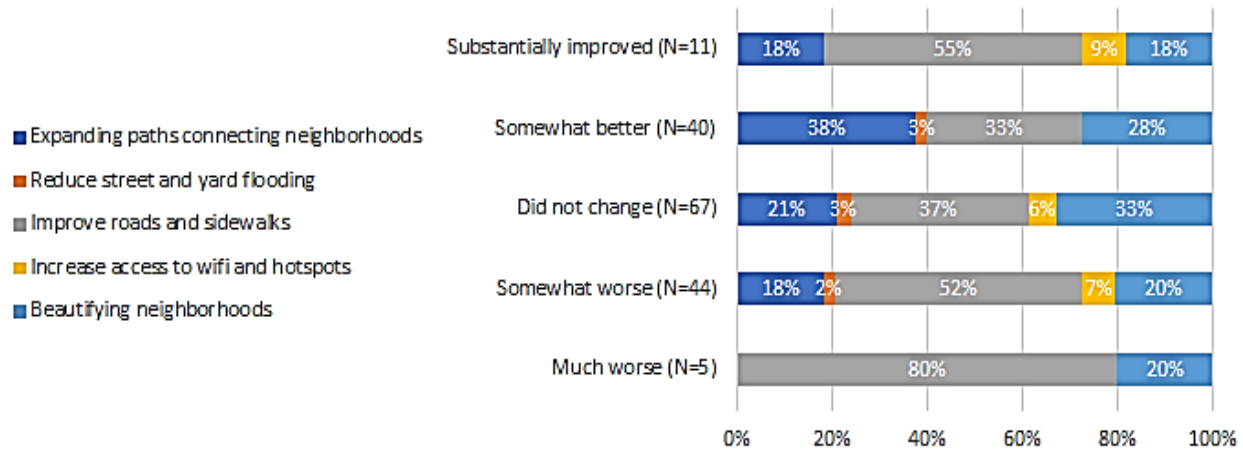
### Household income

#### Phase One Survey Neighborhood Sub-Categories by Income



### Financial Impact

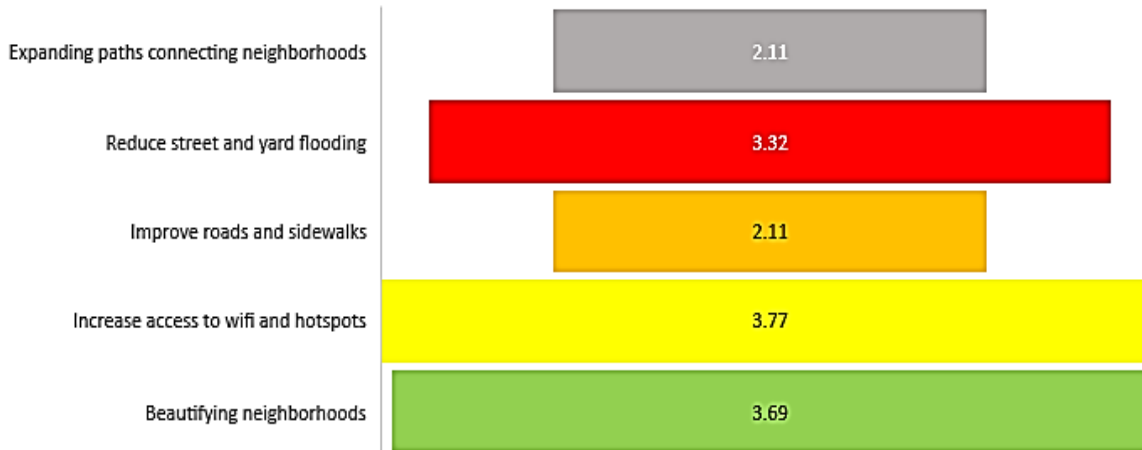
### Phase One Survey Neighborhood Sub-Categories by Financial Impact



### Phase Two Survey - Rankings

All respondents ranking Neighborhood Livability as either #1 or #2

#### Neighborhood Livability Sub-Category Average Ranking (N = 199)



#### Neighborhood Livability Sub-Categories Priority Rankings Reported by respondents choosing 'Getting Around' as a top 2 priority

Neighborhood Sub-Categories - By Race						
	Black/AA	Hispanic/Latino	NAOPI	White	2+ races	Prefer not to say
Expanding paths connecting neighborhoods	2.75	1.50	3.00	2.05	1.80	2.44
Reduce street and yard flooding	4.13	3.17	2.60	3.36	4.00	2.83



Improve roads and sidewalks	2.63	2.00	1.60	2.10	1.80	1.89
Increase access to wifi and hotspots	3.13	4.17	3.20	3.79	4.00	3.83
Beautifying neighborhoods	2.38	4.17	4.60	3.70	3.40	4.00
<i>Total Respondents (N)</i>	8	6	3	131	5	18

Neighborhood Sub-Categories - By Income					
	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Expanding paths connecting neighborhoods	4.00	2.07	2.26	1.95	2.03
Reduce street and yard flooding	3.00	3.14	3.23	3.48	3.40
Improve roads and sidewalks	2.00	1.71	2.29	2.10	2.01
Increase access to wifi and hotspots	3.00	4.36	3.43	3.80	3.90
Beautifying neighborhoods	3.00	3.71	3.80	3.68	3.65
<i>Total Respondents (N)</i>	17	45	90	78	74

Neighborhood Sub-Categories - By Age				
	18-35	36-50	51-65	66 and older
Expanding paths connecting neighborhoods	1.85	1.97	2.43	2.63
Reduce street and yard flooding	3.51	3.33	3.35	2.89
Improve roads and sidewalks	2.17	2.16	1.78	2.16
Increase access to wifi and hotspots	3.76	3.82	3.90	3.32
Beautifying neighborhoods	3.71	3.71	3.55	4.00
<i>Total Respondents (N)</i>	41	73	40	17

Neighborhood Sub-Categories - By Housing Status				
	Renting a room	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other
Expanding paths connecting neighborhoods	2.20	2.55	1.99	3.00
Reduce street and yard flooding	3.20	3.23	3.37	3.00
Improve roads and sidewalks	1.60	1.94	2.14	1.50
Increase access to wifi and hotspots	3.20	3.45	3.86	4.00
Beautifying neighborhoods	4.80	3.84	3.64	3.50
<i>Total Respondents (N)</i>	4	29	133	4

Summary of Public Meeting Comments

During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included expanding paths that connect neighborhoods; reducing street and yard flooding; improving roads and sidewalks; increasing access to wifi and public hotspots; beautifying neighborhoods.

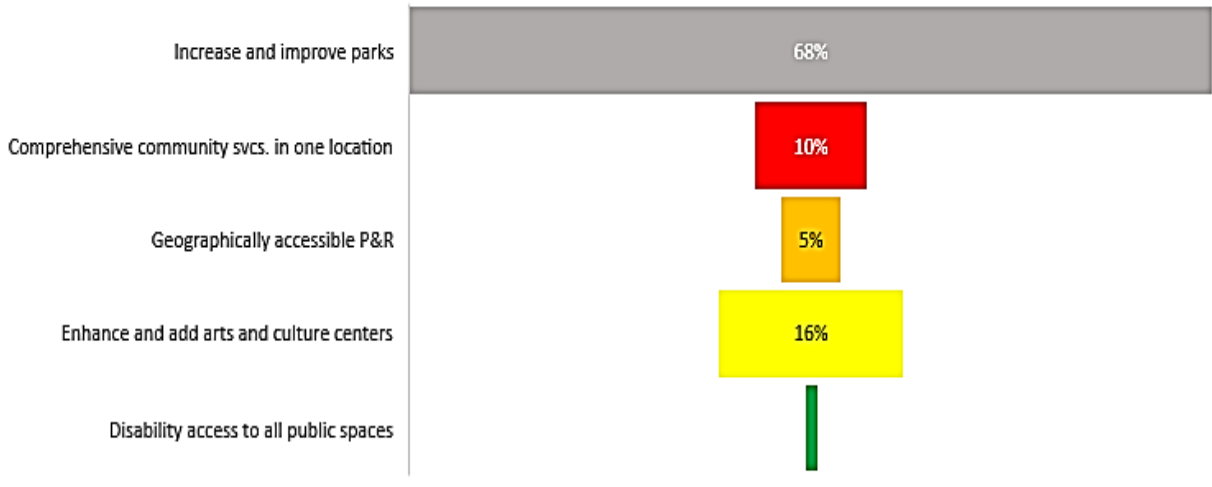
Potential projects that could be included in this category are: finish and connect existing greenways, improve connections between parks; add and maintain accessible sidewalks in neighborhoods (many specific locations were listed, see online dashboard for the complete list); improve road lighting in northern part of the city; provide city hotspots in neighborhoods that lack wifi access; add more trees to streets; add more garbage cans and increase pickup.

# PUBLIC SPACES: Expanding and Enhancing Public Spaces

## Phase One Survey - Frequency of Mentions

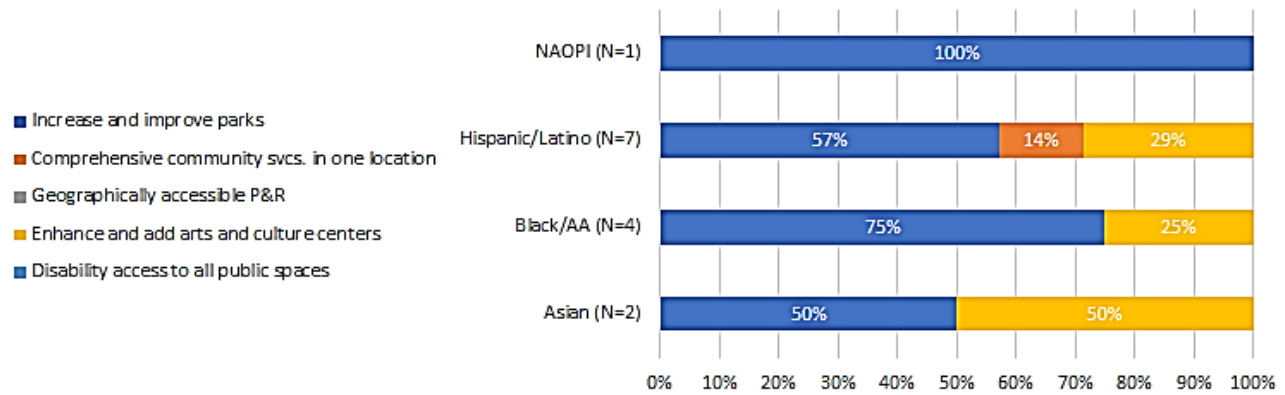
All respondents

Enhancing Public Spaces Sub-Categories: All Comments (N = 177)

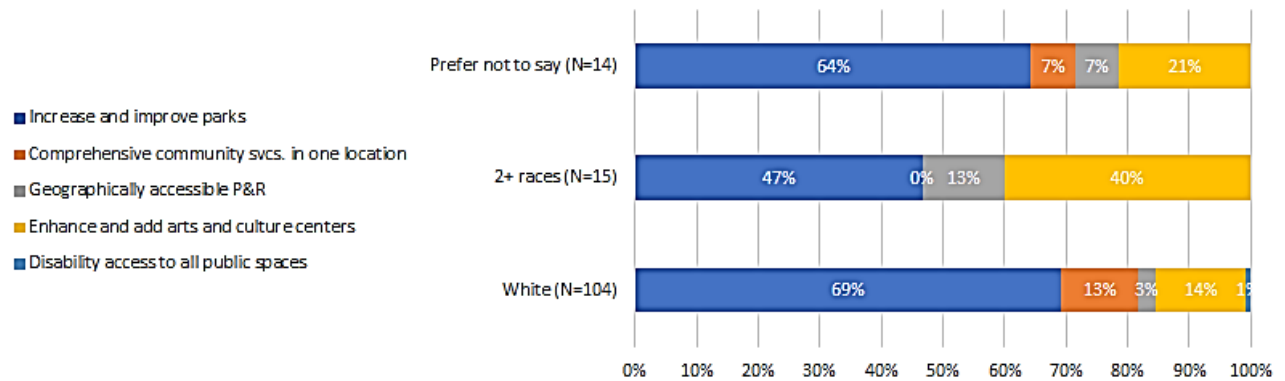


Race

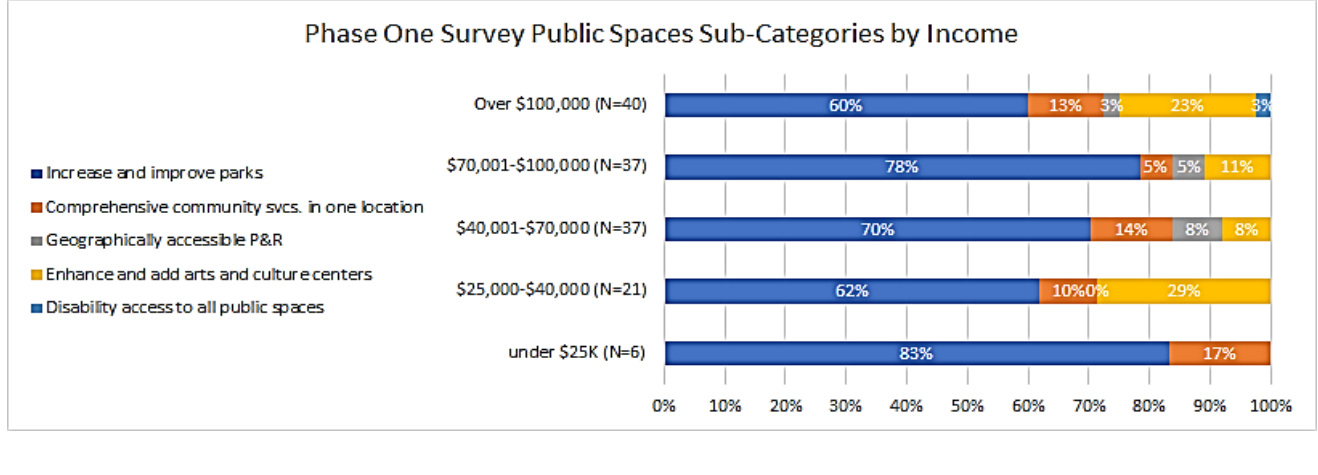
Phase One Survey Public Spaces Sub-Categories by Race (Chart A)



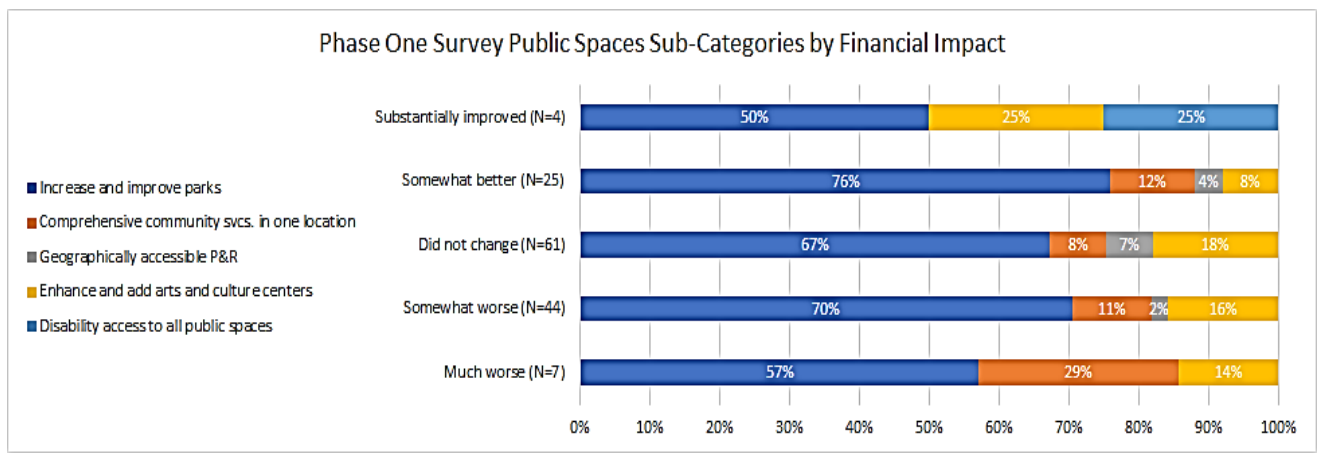
Phase One Survey Public Spaces Sub-Categories by Race (Chart B)



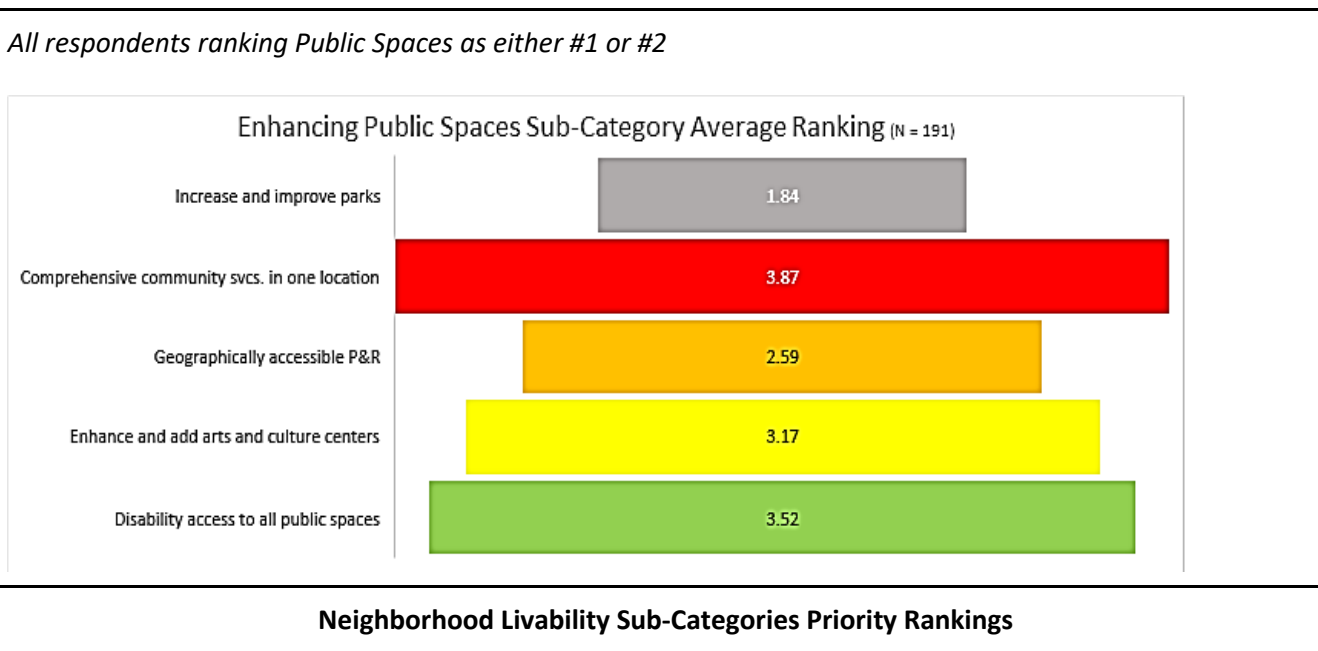
*Household income*



*Financial Impact*



*Phase Two Survey - Rankings*



**Reported by respondents choosing 'Getting Around' as a top 2 priority**

**Public Spaces Sub-Categories - By Race**

	Asian	Black/AA	Hispanic/Latino	NAOPI	White	2+ races	Prefer not to say
Increase and improve parks	1.00	2.00	1.50	3.50	1.87	1.20	1.36
Comprehensive community svcs. in one location	2.00	3.50	3.80	2.25	3.92	4.60	3.95
Geographically accessible P&R	3.00	2.00	2.10	2.25	2.81	2.00	2.41
Enhance and add arts and culture centers	4.50	3.38	3.50	4.75	2.99	4.20	3.59
Disability access to all public spaces	4.50	4.13	4.10	2.25	3.41	3.00	3.68
<i>Total Respondents (N)</i>	2	7	10	1	112	5	23

**Public Spaces Sub-Categories - By Income**

	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Increase and improve parks	2.75	2.56	1.55	1.64	1.69
Comprehensive community svcs. in one location	3.50	3.89	3.85	3.91	3.87
Geographically accessible P&R	1.75	2.67	2.70	2.80	2.59
Enhance and add arts and culture centers	3.25	2.67	3.58	2.82	3.37
Disability access to all public spaces	3.75	3.22	3.33	3.82	3.48
<i>Total Respondents (N)</i>	4	10	35	47	57

**Public Spaces Sub-Categories - By Age**

	Under 18	18-35	36-50	51-65	66 and older
Increase and improve parks	2.00	1.79	1.70	1.58	2.56
Comprehensive community svcs. in one location	5.00	3.64	4.04	3.82	3.56
Geographically accessible P&R	1.00	2.49	2.40	3.21	2.81
Enhance and add arts and culture centers	4.00	3.59	3.04	3.33	2.88
Disability access to all public spaces	3.00	3.49	3.81	3.06	3.19
<i>Total Respondents (N)</i>	1	40	70	34	15

**Public Spaces Sub-Categories - By Housing Status**

	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other
Increase and improve parks	2.08	1.67	1.80
Comprehensive community svcs. in one location	3.65	3.88	4.60
Geographically accessible P&R	2.65	2.64	2.40

Enhance and add arts and culture centers	3.43	3.18	2.80
Disability access to all public spaces	3.19	3.63	3.40
<i>Total Respondents (N)</i>	<i>35</i>	<i>118</i>	<i>5</i>

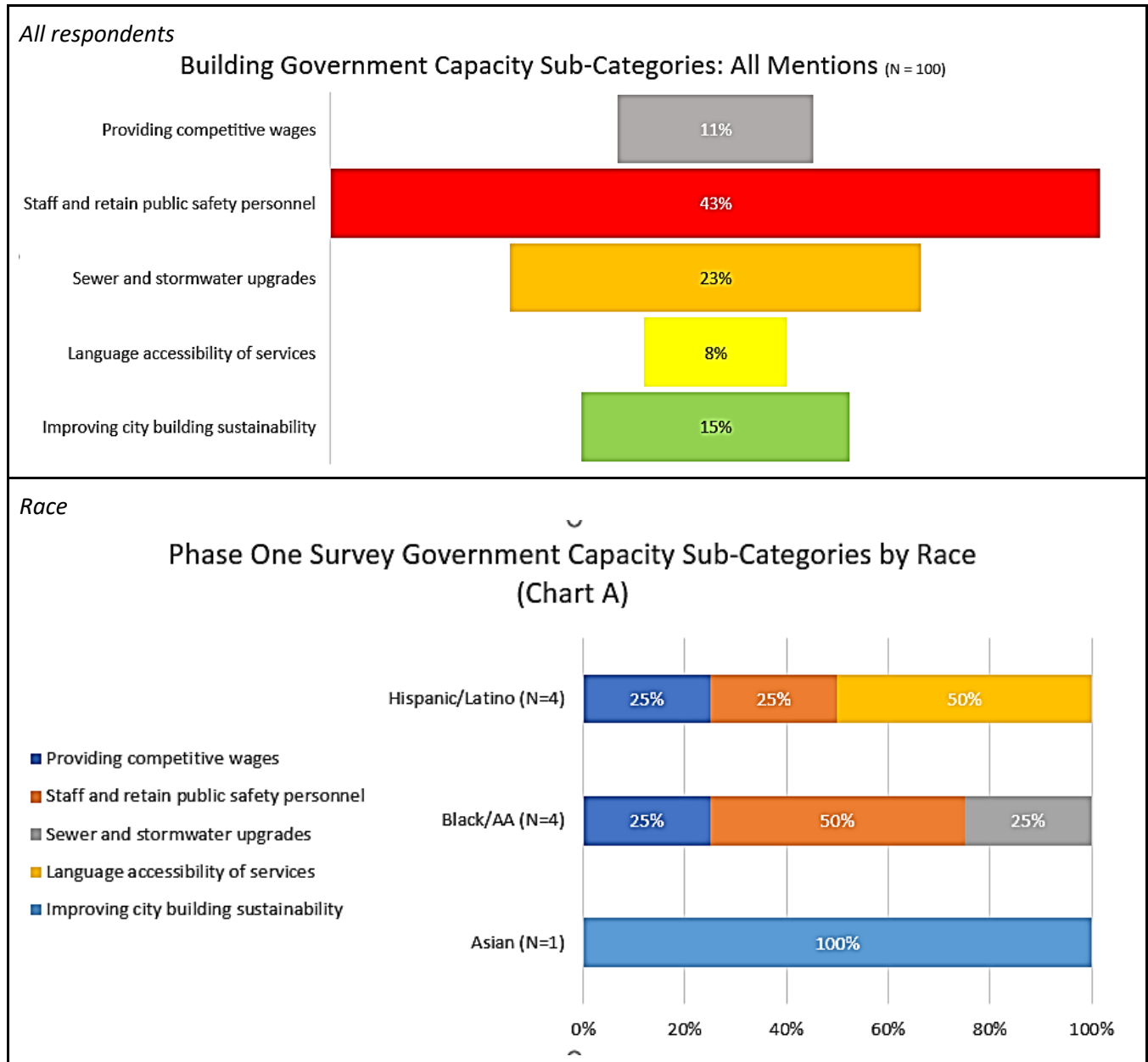
*Summary of Public Meeting Comments*

During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included increasing and improving public parks throughout the community; offering comprehensive community services and support information in one place; ensuring recreation centers, playing fields, and pools are geographically accessible to all; enhancing and adding arts and cultural heritage centers; and ensuring accessibility to all public spaces for people with disabilities.

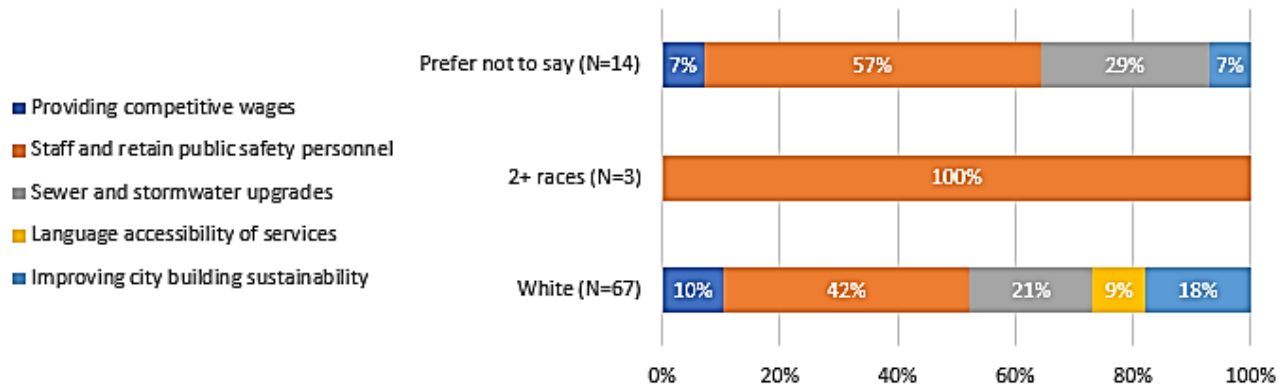
Potential projects that could be included in this category are: creating a downtown park, improving access to restrooms in public parks, update Ralph Sampson Park with new playground equipment and add a pool; increase and improve athletic fields, install mats rather than mulch for accessibility at all parks, create a place for centralization of community resources, create intergenerational and multicultural spaces and programming, improve local arts venues.

# CITY GOVERNMENT: Building Capacity of City Government and Its Services

## Phase One Survey - Frequency of Mentions

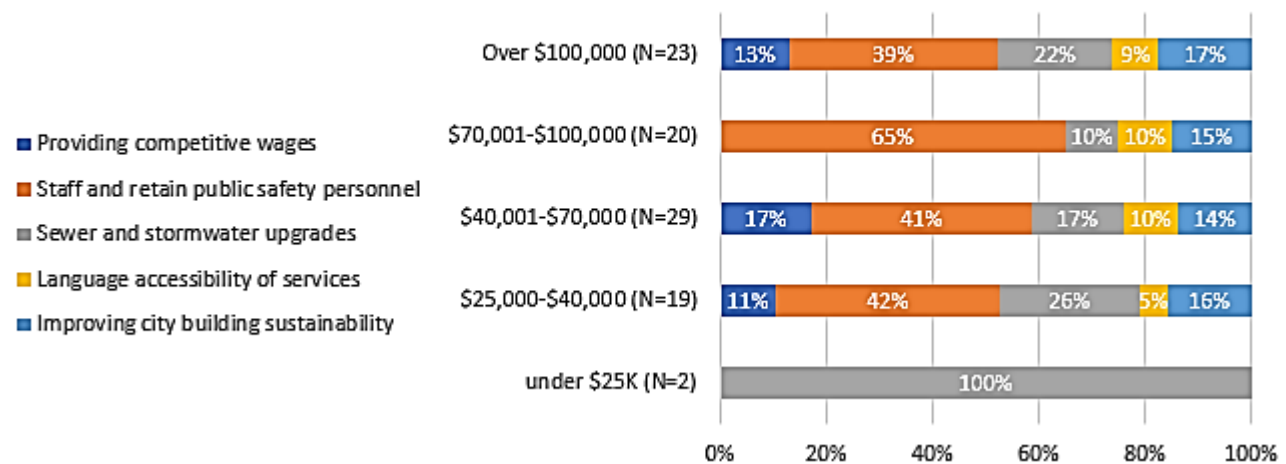


### Phase One Survey Government Capacity Sub-Categories by Race (Chart B)



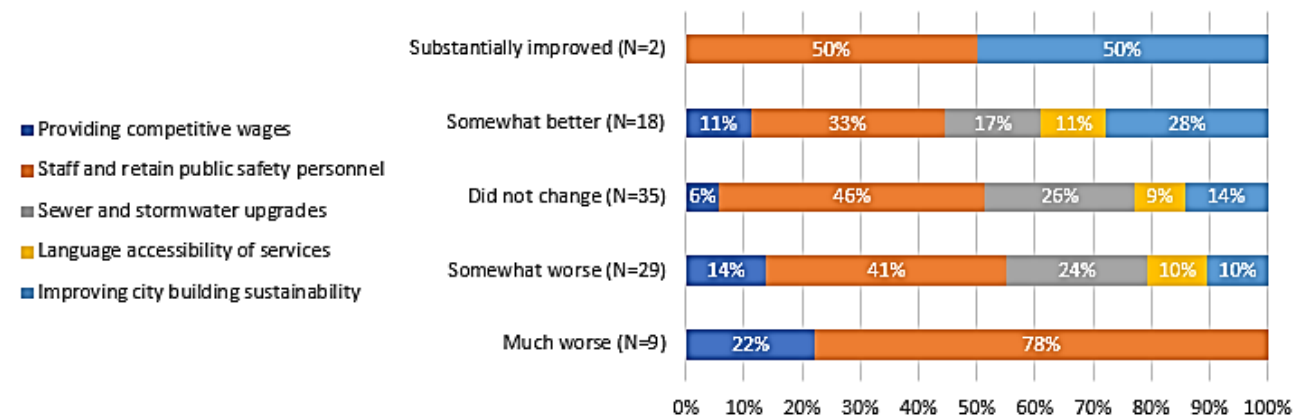
### Household income

### Phase One Survey Government Capacity Sub-Categories by Income



### Financial Impacts

### Phase One Survey Government Capacity Sub-Categories by Financial Impact





All respondents ranking Government as either #1 or #2

**Government Capacity Sub-Category Ranking (N = 131)**



**City Government and Services Sub-Categories Priority Rankings  
Reported by respondents choosing 'Building Government Capacity' as a top 2 priority**

**Reported by respondents choosing 'Building Government Capacity' as a top 2 priority**

City Capacity Sub-Categories - By Race							
	Asian	Black/AA	Hispanic / Latino	NAOPI	White	2+ races	Prefer not to say
Providing competitive wages	1.00	1.50	2.00	2.80	1.85	1.50	2.33
Staff and retain public safety personnel	5.00	3.50	3.80	2.25	3.92	4.60	3.95
Sewer and stormwater upgrades	4.00	2.00	2.10	2.25	2.81	2.00	2.41
Language accessibility of services	2.00	3.38	3.50	4.75	2.99	4.20	3.59
Improving city building sustainability	3.00	4.13	4.10	2.25	3.41	3.00	3.68
<i>Total Respondents (N)</i>	1	4	3	2	84	2	15

City Capacity Sub-Categories - By Income					
	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Providing competitive wages	2.00	1.70	1.78	1.87	1.97

Staff and retain public safety personnel	2.67	1.30	1.70	1.61	2.00
Sewer and stormwater upgrades	2.33	3.40	3.09	2.87	2.70
Language accessibility of services	3.33	4.10	3.87	4.26	4.13
Improving city building sustainability	4.67	4.50	4.57	4.39	4.20
<i>Total Respondents (N)</i>	3	13	24	35	30

City Capacity Sub-Categories - By Age				
	18-35	36-50	51-65	66 and older
Providing competitive wages	1.59	1.77	2.15	2.56
Staff and retain public safety personnel	1.86	1.83	1.73	1.56
Sewer and stormwater upgrades	3.31	3.03	2.50	2.50
Language accessibility of services	3.90	3.94	4.35	4.13
Improving city building sustainability	4.34	4.43	4.27	4.25
<i>Total Respondents (N)</i>	32	37	27	13

City Capacity Sub-Categories - By Housing Status			
	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other
Providing competitive wages	1.93	1.94	1.50
Staff and retain public safety personnel	1.79	1.79	2.00
Sewer and stormwater upgrades	3.43	2.77	3.17
Language accessibility of services	3.64	4.15	4.17
Improving city building sustainability	4.21	4.35	4.17
<i>Total Respondents (N)</i>	15	88	7

### Summary of Public Meeting Comments

During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included providing competitive wages that attract and retain quality city workers; fully staffing and retaining police, fire and emergency departments and personnel; upgrading public sewer and stormwater/flooding infrastructure; enhancing language accessibility of city's services; and converting city government buildings and vehicles to more environmentally sustainable options

Potential projects that could be included in this category are: enact physical and cyber security measures to protect the city's water supply; provide financial and staffing support for emergency response teams; update water and sewer infrastructure in older parts of the city; fund improvements that will result in decreasing costs of public utilities; address storm water issues and flood in the cemetery in the Northeast neighborhood; add solar panels on all municipal buildings; fund training and offer incentives to encourage more people to be interpreters to support more inclusive community engagement.

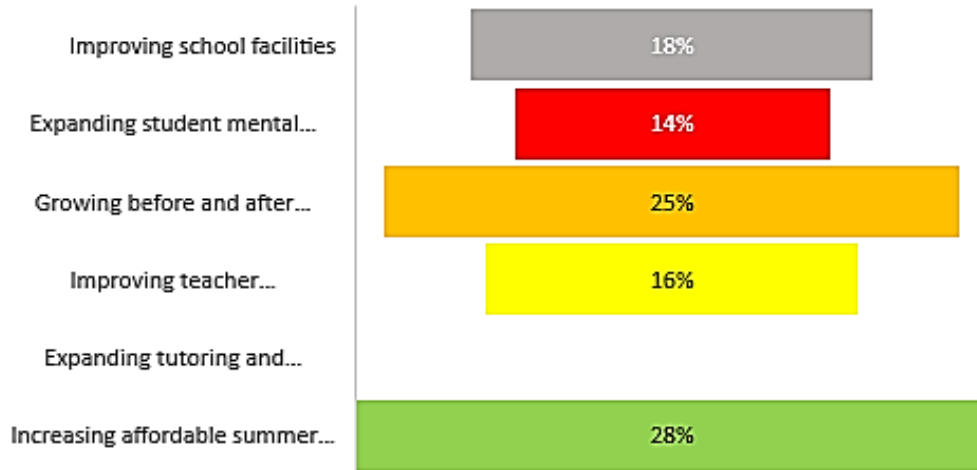
## K-12: Strengthening Support for K-12 Students

Phase One Survey - Frequency of Mentions

All respondents

### K12 Education and Schools Sub-Categories: All Mentions

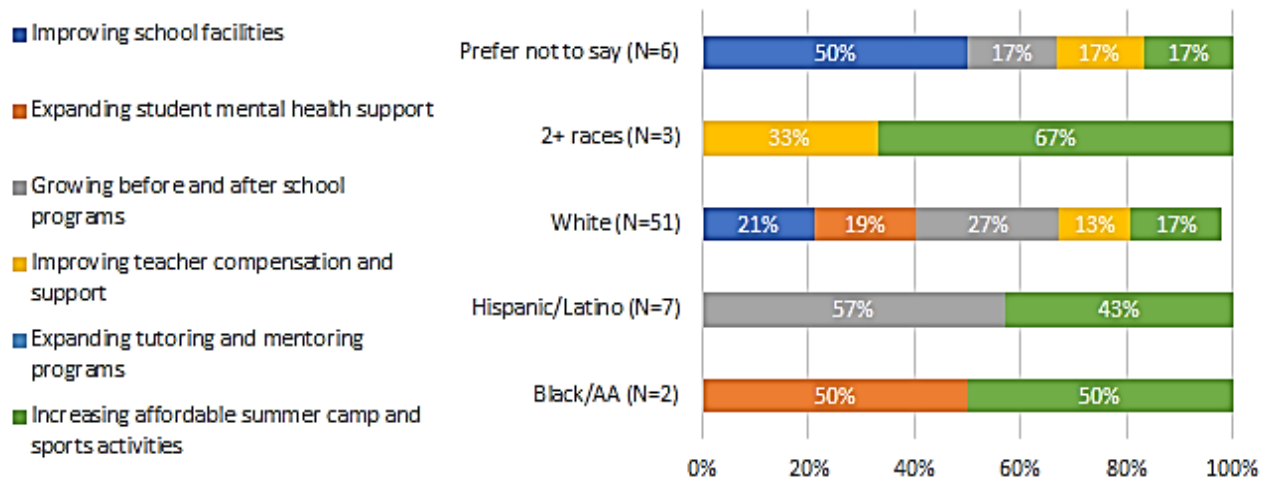
(N = 80)



Race

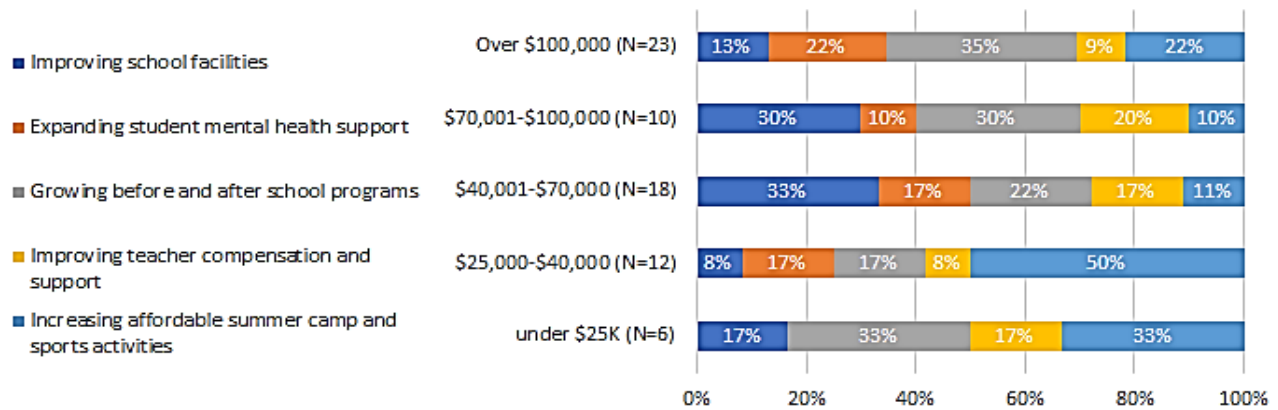
There were no (N=0) respondents who made comments about the K12 sub-categories who also identified as 'Asian' or as 'NAOPI'.

### Phase One Survey K12 Sub-Categories by Race



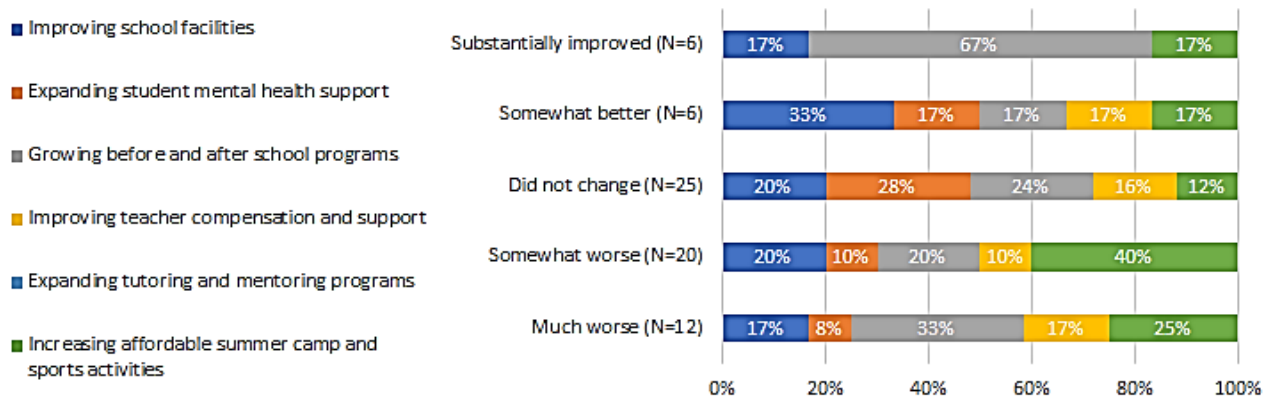
Household income

### Phase One Survey K12 Sub-Categories by Income



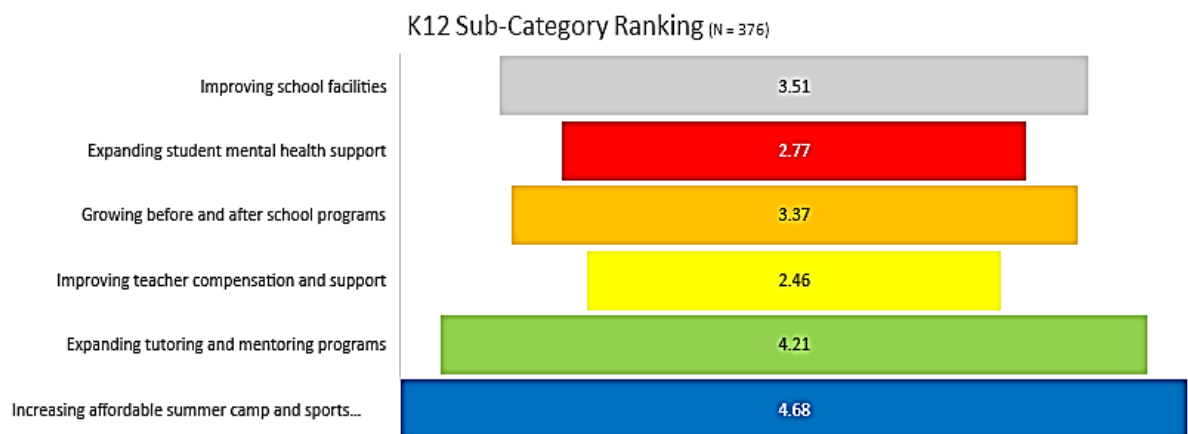
### Financial Impact

#### Phase One Survey K12 Sub-Categories by Financial Impact



### Phase Two Survey - Rankings

#### All respondents ranking K12 as either #1 or #2



**K-12 Sub-Categories Priority Rankings**  
**Reported by respondents choosing 'K-12' as a top 2 priority**

K12 Sub-Categories - By Race							
	Asian	Black/AA	Hispanic/Latino	NAOPI	White	2+ races	Prefer not to say
Improving school facilities	1.00	3.25	3.57	4.00	3.65	3.67	3.13
Expanding student mental health support	5.50	2.50	2.29	1.63	2.74	3.89	3.17
Growing before and after school programs	3.00	3.67	3.07	3.86	3.34	3.78	3.63
Improving teacher compensation and support	4.00	3.42	3.18	2.43	2.37	1.56	1.92
Expanding tutoring and mentoring programs	4.00	3.33	4.32	4.00	4.20	4.00	4.38
Increasing affordable summer camp and sports activities	3.50	4.83	4.57	4.57	4.70	4.11	4.79
<i>Total Respondents (N)</i>	2	12	34	4	239	9	24

K12 Sub-Categories - By Income					
	under \$25K	\$25,000-\$40,000	\$40,001-\$70,000	\$70,001-\$100,000	Over \$100,000
Improving school facilities	3.42	4.00	3.50	3.70	3.48
Expanding student mental health support	2.17	2.39	2.54	2.77	3.04
Growing before and after school programs	3.50	3.61	3.31	3.34	3.32
Improving teacher compensation and support	3.33	2.79	2.51	2.56	2.10
Expanding tutoring and mentoring programs	3.92	3.82	4.41	4.08	4.27
Increasing affordable summer camp and sports activities	4.67	4.39	4.71	4.54	4.79
<i>Total Respondents (N)</i>	13	31	74	92	106

K12 Sub-Categories - By Age				
	18-35	36-50	51-65	66 and older
Improving school facilities	3.57	3.68	3.25	3.62
Expanding student mental health support	2.49	2.93	2.60	2.57
Growing before and after school programs	3.72	3.15	3.49	3.40
Improving teacher compensation and support	2.61	2.42	2.29	2.35
Expanding tutoring and mentoring programs	4.19	4.20	4.20	4.10
Increasing affordable summer camp and sports activities	4.41	4.62	5.16	4.75
<i>Total Respondents (N)</i>	78	169	55	19

K12 Sub-Categories - By Housing Status

	Renting a room	Renting house, townhouse, or apartment	Owner of a house, townhouse or apartment	Other
Improving school facilities	4.86	3.37	3.64	2.89
Expanding student mental health support	2.86	2.16	2.92	3.11
Growing before and after school programs	3.14	3.61	3.29	3.67
Improving teacher compensation and support	2.43	2.94	2.31	1.78
Expanding tutoring and mentoring programs	3.43	4.30	4.16	4.44
Increasing affordable summer camp and sports activities	4.29	4.57	4.69	5.11
<i>Total Respondents (N)</i>	6	70	236	10

*Summary of Public Meeting Comments*

During initial conversations in public meetings held across Harrisonburg with a diverse audience, topics that would fall within this category included improving public school facilities, expanding student mental health support, growing before and after school programs, improving teacher compensation and support, expanding tutoring and mentoring programs, and increasing affordable summer camp and sports activity options.

Potential projects that could be included in this category are: install improved air filtrations systems at schools; providing mental health treatment and expand recreational opportunities for youth to promote positive mental well-being; create a summer works program for summer employment opportunities for teens; invest in sustainable approaches to increase teacher salaries; increase funding to provide equal access to summer enrichment activities for all youth.

## Public expression of values and criteria that should be used in making funding decisions

In addition to specific perspectives on the impacts of the pandemic and needs expressed generally or as specific projects, community members also indicated some values they feel should guide our spending as a community. Some of these are in tension with one another, and it is these tensions that will need to be managed as final spending decisions are made.

The values expressed about what should guide these decisions included:

### *We already have plans that should guide us*

- “Scrape through plans that exist ... Comp Plan, Bike/Ped plan, etc. ... and bring things that have not been done forward and add to the ‘to fund’ list as these are ideas that have gone through a public process as well”

### *Support what already exists and those already meeting needs*

- “Agencies are already filling so many roles - need more funding so we can have staff connecting to those existing - don’t need to create something new so programming can best be supported”
- “City is full of awesome nonprofits that do great work – glad city set aside grant funding to reach into the place where we need needs – city unfortunately doesn’t have the capacity to do all of this so I hope they lean on us as nonprofit leaders”

### *Investments should have beneficial future tax implications*

- “Make upgrades to infrastructure that are needed, avoid increasing taxes for this type of work.”
- “Support what exists and avoid creating new programs that will then have to be sustained through taxes.”

### *Invest in our most vulnerable*

- “Investing in its most vulnerable citizens should be the top priority of any city. That will have the longest-lasting and most significant impact of any other action.”

### *Seek long-term, innovative solutions*

- “It is time to be creative! The old ways of doing things no longer work. We are facing a future of climate change and reduced workforce numbers. We must be innovative and creative.”
- “The city needs to reevaluate ... short-sighted band aid services. Study what other cities have done; we’re not special, just short-sighted.”
- “Use the money wisely but boldly; this is an opportunity to focus on creating pathways to improving our education, environment, health, and our home here in Harrisonburg.”

### *Use to address past harms*

- “Thanks for asking for our opinion. We love where we live, and are very aware of the... difficult and troubling past when it comes to systemic racism, and how it has affected our friends and neighbors here in the NE neighborhood. I would encourage City Council/leadership to continue to invest in working to undo harm that is very much still affecting folks here. “

Finally, many people talked about how this engagement process is one that can have long-term impacts on our community engagement processes. Community members voiced their hope for “Investing in rebuilding community and reestablishing community norms that bridge divides and heal fractures, reducing misguided violence by funding community dialogues and spaces for ‘bringing people back together’; increase community engagement and communications to prepare for next challenges,” and “Investing in city capacity for inclusive community engagement going forward – don’t have this process just be ‘one and done’”



**HOUSING**

		Housing	Safe, affordable quality rental housing	Pathways to ownership	Homeless sheltering	Home energy efficient/enviro
Comment	Event/Focus					
Create 60 and over low-income housing for elderly	Aging focus	1	1	1		
Accelerate strategies for increasing affordable housing	ALICE pop. focus	1	1	1		
Access to affordable rental house	ALICE pop. focus	1	1			
As a Habitat person I would like to see housing projects that provide a range of housing but does not rely on out of City Contractors to provide rental property that is not affordable and takes money out of the community to large corporations. We have people in the community who can address housing issues if we form partnerships.	ALICE pop. focus	1	1	1		
Childcare – I think it’s impacted the homeless shelters and capacity to have more people – free medical clinic shut down during the pandemic	ALICE pop. focus	1			1	
Creating a path to from homelessness to affordable rental/homeownership; see how everything flows together	ALICE pop. focus	1	1	1		
Exacerbating homelessness population	ALICE pop. focus	1			1	
Finding places for homeless individuals to isolate was challenging	ALICE pop. focus	1			1	
Funding for affordable housing projects	ALICE pop. focus	1	1	1		
Housing instability - lack of affordable housing - we already had a problem and then the pandemic exacerbated things - moratorium on evictions for a while but the system depended on a lot of evictions - musical chairs with evictions to offer housing to others - froze up Disabilities focusable housing because no more vacancies	ALICE pop. focus	1	1	1		
Individual experiencing homelessness, limited services are Disabilities focusable	ALICE pop. focus	1			1	
Lack of affordable rental housing	ALICE pop. focus	1	1			
Language interpretation services have become more expensive and harder to access Fund and/or create an endowment for a new Housing Trust Fund to sustain ability to provide non-congregate housing for high risk homeless individuals (also called “supportive permanent housing”)	ALICE pop. focus	1			1	
Mental Health needs, affordable housing in community and staff retention/competitive salaries are priorities for our agency	ALICE pop. focus	1	1	1		
Not having a dedicated space for homeless people where service providers can show up Increasing capacity for mental health care and sustaining those capacities.	ALICE pop. focus	1			1	
Older adults moving to rural areas because they can't afford housing in the city, then because they can't drive they have trouble accessing services	ALICE pop. focus	1	1	1		
Part of supportive permanent housing is the “supportive” part, which is case management, that is, case managers who work in an ongoing way to help people with chronic mental health and behavioral challenges overcome challenges that would normally lead to eviction, conflicts with landlords, non-payment of rent, etc. Case management is NOT usually paid for through any affordable housing programs. Yet it is key to sustaining chronically homeless folks in housing.	ALICE pop. focus	1			1	
People who are already the most vulnerable are always the hardest hit in these situations i.e. homelessness, addiction community	ALICE pop. focus	1			1	
Pre existing problem that contributed to negative impacts: Lack of affordable housing, that is, the cost of housing for low income families and individuals, resulting in homelessness and stresses.	ALICE pop. focus	1	1	1	1	
reevaluation of these buckets and if/how many holes we have	ALICE pop. focus	1	1	1	1	
from accessing services in the ways that would support	ALICE pop. focus	1	1			
Supportive housing projects	ALICE pop. focus	1	1	1		
obviously the health aspect for seniors, isolation had just been	ALICE pop. focus	1				
Transitional housing projects	ALICE pop. focus	1	1		1	

development (ideas)	ALICE pop. focus	1	1		1	
the future in a different climate change context	Environment focus	1				1
financial literacy and home ownership that includes energy	Environment focus	1				1
poverty that pandemic incurred	Environment focus	1				1
furnaces to electric heat to address energy poverty	Environment focus	1				1
those who are interested	Environment focus	1				1
for public buildings and residences, community hub for	Environment focus	1	1	1		1
before a 24 hour shelter) - Tent set up by National Guard with	Homelessness focus	1			1	
harassed by police	Homelessness focus	1			1	
Access to teachers/education at shelters	Homelessness focus	1			1	
those experiencing homelessness. Develop this is partnership	Homelessness focus	1			1	
different areas of the city for those experiencing homelessness,	Homelessness focus	1			1	
Affordable housing, cheaper rents	Housing insecurity focus	1	1	1		
Mobile conveniences for homeless population	Housing insecurity focus	1			1	
people who need it.	Housing insecurity focus	1				
housing	Keister Elem. (public)	1	1			
Invest in energy efficiency upgrades	Keister Elem. (public)	1				1
Housing relief	Keister Elem. (public)	1	1			
needs	Keister Elem. (public)	1			1	
self-sufficient (Dignity Village in Portland, Oregon)	Simms Center (public)	1			1	
them skills	Simms Center (public)	1			1	
Housing/rent moratorium, grants etc	Simms Center (public)	1	1			
obtain a job.	Simms Center (public)	1			1	
Changing shelter policy to allow those with felonies	Simms Center (public)	1			1	
A 24/7 shelter	Simms Center (public)	1			1	
income	Simms Center (public)	1	1			
"universal" application	Simms Center (public)	1	1			
properly vetted	Simms Center (public)	1	1			
rather than the person having to go to all the different offices or	Simms Center (public)	1	1	1	1	
is connected to other services in the community.	Simms Center (public)	1			1	
Using parking lots to build affordable housing here	Simms Center (public)	1	1	1		
construction	Simms Center (public)	1	1	1		
Public bathroom facilities for the homeless	Stone Spring Elem. (public)	1			1	
Funds to support new homeowners	Stone Spring Elem. (public)	1		1		
housing	Stone Spring Elem. (public)	1	1	1		
with new developments	Stone Spring Elem. (public)	1	1	1		
Subsidize solar panels for low to middle income residents	Stone Spring Elem. (public)	1				1
Build more affordable, accessible housing	Stone Spring Elem. (public)	1	1	1		
Expand non-student housing	Stone Spring Elem. (public)	1	1			
Fund a local social safety net—rent, daycare	Stone Spring Elem. (public)	1	1			

**MENTAL AND PHYSICAL HEALTH**

Comment	Event or Focus	Mental and Physical Health	Increasing substance abuse treatment services	Mental health for homeless	Adequate health care clinics	Care and support for disabled	Support and connection for seniors	Distributing food to reduce hunger	Expanding mental health treatment for youth
Create 60 and over low-income housing for elderly	Aging focus	1					1		
Need a way for elderly to afford, get assistance with home repair (Create some kind of network or resource people can access)	Aging focus	1					1		
Dementia - Aging focus is working hard to offer education and support for families impacted by this. City needs to support this educational effort that is important to families and communities	Aging focus	1							
Invest in more intergenerational daycare/programs	Aging focus	1					1		
Community Services Adjusting and adapting (accessibility)	ALICE pop. focus	1				1			
Limited access to everything - even if we have services, how do we get there? We need transportation and volunteers aren't enough/fair (possible exposure to COVID, etc) Community Health and Wellness, No substance use programs in the area...e.g, first step such as detox. Basic health and wellness, having services that will accept Medicaid. Increase substance use services. Co-occurring challenges (substance & mental health)	ALICE pop. focus	1	1						
Free medical clinic shut down during the pandemic	ALICE pop. focus	1		1	1				
Individual experiencing homelessness, limited services are Disabilities focusable	ALICE pop. focus	1		1					
Mental health needs, affordable housing in community and staff retention/competitive salaries are priorities for our agency	ALICE pop. focus	1							
Not having a dedicated space for homeless people where service providers can show up Increasing capacity for mental health care and sustaining those capacities.	ALICE pop. focus	1		1					
People who are already the most vulnerable are always the hardest hit in these situations i.e. homelessness, addiction community	ALICE pop. focus	1	1						
Specifically addressing giant areas of expense that prevent folks from accessing services in the ways that would support sustainable choices for themselves. Childcare (and other family members), medical, mental health, housing, transportation. These expenses keep people in a constant state of anxiety and struggle.	ALICE pop. focus	1			1				
The only other really obvious one to me is seniors. In addition to obviously the health aspect for seniors, isolation had just been identified as affecting seniors, housing for seniors, seniors in our rural areas as well.	ALICE pop. focus	1					1		
Affordability/costs - if you can't get into a non-profit for free mental health you're just not going to get it, cost prohibitive	ALICE pop. focus	1			1				
Assessing mental health impacts on seniors to then know how to most effectively address these impacts Ability to continue to provide affordable and supportive housing for chronically homeless	ALICE pop. focus	1		1			1		
Childcare, elder care, home health care	ALICE pop. focus	1					1		
Community Health & Wellness AND Community Services (can't choose)	ALICE pop. focus	1							
Community Health + Wellness Mental Health support (CSB) + quicker service and affordable help	ALICE pop. focus	1							
Community Health and Wellness	ALICE pop. focus	1							
Community health and wellness is needed in this area - there is almost no	ALICE pop. focus	1	1						
Education around stigma and discrimination against those who struggle with	ALICE pop. focus	1	1						

Especially challenging for populations struggling with mental health Workforce	ALICE pop. focus	1							
Help facilitate backpack programs in Harrisonburg City Schools. It's	ALICE pop. focus	1						1	
I'm not sure what this looks like in terms of a specific project. Maybe	ALICE pop. focus	1			1				
Increased rates of suicide attempts and substance abuse/use	ALICE pop. focus	1	1						
Mental health care services - exist for the private world, not working with	ALICE pop. focus	1							
Mental Health enhancements	ALICE pop. focus	1							
Mental health support needed - stressors of the pandemic both personally	ALICE pop. focus	1							
Mental healthcare access for families	ALICE pop. focus	1							
Not just clients but also employees impacted as well people who needed a	ALICE pop. focus	1							
Outreach to help people understand recovery is possible	ALICE pop. focus	1	1						
Seniors were greatly impacted in the mental health arena	ALICE pop. focus	1					1		
The way that children suffer from not being in school, lacking really good care	ALICE pop. focus	1							1
Funding for food support - USDA is dropping funding soon	Child Care focus	1						1	
Sidewalks need to be increased and maintained and ALL must be ADA	Disabilities focus	1				1			
City needs to have an ADA transition plan	Disabilities focus	1				1			
Establish a system of community gardens to ease the food price burden,	Environment focus	1						1	
Link garden food production to home ownership	Environment focus	1						1	
Allocate money to hire more mental health workers for our community	Environment focus	1			1				
Create public/private partnership with private social services providers for	Environment focus	1			1				
Allocate space in Simms Center (public) Center for mental health services	Environment focus	1			1				
Create temporary space and staff to allow people to talk about pandemic	Environment focus	1			1				
Access to affordable medical services	HHS (student voices)	1			1				
Increased mental health services, and particularly outreach for minorities ho	HHS (student voices)	1			1				
Financial support for those who lack access to mental health services	HHS (student voices)	1			1				
Food access for all kids	HHS (student voices)	1						1	
Access to counseling services at shelters	Homelessness focus	1		1					
Nutrition support like decentralization of grocery stores (would be ideal if	Housing insecurity focus	1						1	
Education campaign about mental health and resources	Keister Elem. (public)	1							
'On the street' counseling	Simms Center (public)	1		1					
Take information/provide education at poultry plants (health education)	Stone Spring Elem. (public)	1							
More community clinics	Stone Spring Elem. (public)	1			1				
Establish/expand recreational facilities for youth to help with youth mental	Stone Spring Elem. (public)	1							1
More facilities like Generations Crossing	Stone Spring Elem. (public)	1					1		
Expand healthcare options through public/private partnerships, childrens'	Stone Spring Elem. (public)	1			1				

**WORKERS AND WORKING FAMILIES**

Comment	Event or Focus	Workers and Working families	Supporting competitive wages	Advancing living wages	Expanding in person and virtual job training	Ensuring quality, affordable Child Care focus	Incentivizing new businesses
Invest in more intergenerational daycare//programs	Aging focus					1	
Childcare - demand is so high and such a lack of accessible childcare - cannot afford \$20 an hour as a single working mother; rec center and after school orgs were not open or accessible for a while	ALICE pop. focus	1				1	
Competitive and sustainable wages for teachers and Child Care focus workers - the current labor market is pulling people to other jobs that pay more Inability to provide paid sick leave	ALICE pop. focus	1	1			1	
Childcare – From kind of my area of work too, I think it’s impacted the homeless shelters and capacity to have more people – free medical clinic shut down during the pandemic, I think that impacted them a lot – they don’t have as much of a voice	ALICE pop. focus	1				1	
Specifically addressing giant areas of expense that prevent folks from accessing services in the ways that would support sustainable choices for themselves. Childcare (and other family members), medical, mental health, housing, transportation. These expenses keep people in a constant state of anxiety and struggle.	ALICE pop. focus	1				1	
Childcare, elder care, home health care	ALICE pop. focus	1				1	
Community health and wellness is needed in this area - there is almost 0 substance abuse services/help in this area and it's a huge need. Without this basic help we aren't going to see people be successful or thrive in this area. Having substance abuse help/health resources that accept Medicaid Ability for organizations to raise pay to obtain people working or give more \$ for people working their jobs and another position due job loss	ALICE pop. focus	1	1				
Neighborhood Investments Socialization/Quality of Life (park improvements/sports/pool) Childcare facilities + wage balance	ALICE pop. focus	1		1		1	
Year round shelter and transitional housing programs Workforce development (ideas)	ALICE pop. focus	1			1		
Ability to pay employees better – help attract people to workforce	ALICE pop. focus	1	1				
All have felt the impact - less support and need to adapt. Childcare facilities were taking a large hit (capacity)	ALICE pop. focus	1				1	
Building skills for long-term successes	ALICE pop. focus	1			1		
Change paid sick leave policies to bridge gaps when people are required to stay home from work with COVID	ALICE pop. focus	1					
Child Care focus	ALICE pop. focus	1				1	
Creating flexibility for job training	ALICE pop. focus	1			1		
Developing life skills, supporting someone to becoming independent	ALICE pop. focus	1			1		
Expanding spaces for childcare	ALICE pop. focus	1				1	
I don't know if COVID impacted the staff shortage by making it very obvious that wages were – increase cost of Child Care focus so it's that never ending cycle, so I don't know if covid just made us aware of all that but i second everything Heather just said I don't know if COVID impacted the staff shortage by making it very obvious that wages were – increase cost of Child Care focus so it's that neverending cycle, so I don't know if covid just made us aware of all that but i second everything Heather just said	ALICE pop. focus	1	1			1	
Individuals seeking training and employment	ALICE pop. focus	1			1		
Investing in workforce development of Child Care focus workers (administrative and	ALICE pop. focus	1	1		1		
Lack of staff across the board - pay rates so that people are making enough money to	ALICE pop. focus	1	1	1			

Loss of childcare support for parents and caregivers	ALICE pop. focus	1				1	
Maintain + Grow Jobs & Businesses Get folks ready to go to work (training, travel,	ALICE pop. focus	1		1	1		1
Number of women who bear more Child Care focus responsibilities because of the drop	ALICE pop. focus	1				1	
Number of women who left the workforce during the pandemic, many who took on	ALICE pop. focus	1				1	
One of the things that happened during covid, one of the things that happened when	ALICE pop. focus	1	1			1	
Provide dollars to offset wage costs to attract and retain Child Care focus employees	ALICE pop. focus	1	1			1	
Seems like everyone is low on staff... its been really hard to get enough help anywhere	ALICE pop. focus	1	1				
So many families just depend on school for basically childcare – make sure their kids are	ALICE pop. focus	1				1	
Support from the city in childcare	ALICE pop. focus	1				1	
The need for increased minimum wage Lack of public transportation (and proximity)	ALICE pop. focus	1		1			
Transportation has been canceled for school (to/from school and to sporting events)	ALICE pop. focus	1					1
Wage is a huge issue - balancing pay and childcare costs Childcare was already lacking in	ALICE pop. focus	1		1		1	
Mental health care services - exiting for the private world, not working with	ALICE pop. focus		1				
Integrate early childhood work into the public schools as we are doing that work. Obtain	Child Care focus	1				1	
Need training to keep up with the times. (Not just checking boxes) Self-care, addressing	Child Care focus	1				1	
Subsidies for families - have to get the wage scale up for the workers.	Child Care focus	1	1	1			
Ability for providers to receive a license and keep higher numbers of children (point	Child Care focus	1				1	
Dire need for interpretation and translation services for Child Care focus centers	Child Care focus	1				1	
Training hub - at the Community College level	Child Care focus	1				1	
A Day Without Childcare - Could feel the impact (This was done in the past)	Child Care focus	1				1	
Use ARPA money and go to each center and ask how they could add capacity to each	Child Care focus	1				1	
City should purchase the Valley Mall and set up Child Care focus providers in the mall.	Child Care focus	1				1	
Assist existing Child Care focus centers with expanding/redesigning their spaces to enable	Child Care focus	1				1	
Help to get professional development, help getting licensed, help getting funding to make	Child Care focus	1				1	
Provide education/professional development/training in different languages - provide	Child Care focus	1				1	
Use funds to help smaller, in home providers vs building more large centers	Child Care focus	1				1	
Funding support for single parents / ALICE population to be able to afford childcare	Child Care focus	1				1	
City hires a pre-K lead teacher who works in a Child Care focus facility but is paid for by	Child Care focus					1	
Have a space for one stop shopping for families - SNAP, Child Care focus center	Child Care focus					1	
Provide a centralized service that all Child Care focus providers could have access to for	Child Care focus					1	
Invest in sustainability in NE Neighborhood (Energy efficiency for public buildings and	Environment focus	1				1	
Partner Simms Center (public) Center with Mass Tech to provide workforce development	Environment focus	1				1	
Establish a Child Care focus facility at the Simms Center (public) Center	Environment focus	1				1	
Insert Child Care focus into multiple public facilities	Environment focus	1				1	
More modestly priced childcare	Keister Elem. (public)	1				1	
Expand funding for orgs that assist with Childcare (Daycares, Boys and Girls club)	Keister Elem. (public)	1				1	
Address wage issue for childcare providers	Keister Elem. (public)	1	1			1	
Community center in the northeast and stores/business for economic growth	Simms Center (public)	1					1
Partnerships for childcare, childcare at places of work, incentives to have it there	Simms Center (public)	1				1	
Improved Child Care focus for the Hispanic community where single moms are pressured	Simms Center (public)	1				1	
community childcare (Harrisonburg Children's Museum is nice but there is a huge barrier	Simms Center (public)	1				1	
Using money to establish more city run childcare	Simms Center (public)	1				1	
The city should invest in more job training or educational opportunities to build	Simms Center (public)	1				1	
Establishing worker development programs	Simms Center (public)	1				1	
Building “entry points” to help people enter fields (more language capacity of	Simms Center (public)	1				1	
using the facility and area of Red Front—where Open Doors is located—to create a multi-	Simms Center (public)	1					1

Example of supportive infrastructure from a restaurant owner: an incubator kitchen to	Simms Center (public)	1					1
Homeless shelter that helps employ the homeless and teach them skills	Simms Center (public)				1		
Fund a local social safety net—rent, daycare	Stone Spring Elem. (public)	1				1	
Would be helpful if city offered training for industry credentials/certifications.	Stone Spring Elem. (public)	1			1		
Engage in outreach to Hispanic parents with information about tech schools and colleges	Stone Spring Elem. (public)	1			1		
Provide free first aid and emergency preparedness classes for the ad hoc Child Care focus	Stone Spring Elem. (public)	1			1		

**GETTING AROUND**

Comment	Event or Focus	Getting around	Expanding public transit services	Increasing and connecting bike paths	Increase public/private Electric vehicle use	Improving sidewalk networks
Look beyond just busses as a form of public transportation. A network of private vehicles that are easier for elderly to get into - city can support maintenance and gas of the fleet	Aging focus	1	1			
Specifically addressing giant areas of expense that prevent folks from accessing services in the ways that would support sustainable choices for themselves. Childcare (and other family members), medical, mental health, housing, transportation. These expenses keep people in a constant state of anxiety and struggle.	ALICE pop. focus	1	1			
The need for increased minimum wage Lack of public transportation (and proximity)	ALICE pop. focus	1	1			
Transportation has been canceled for school (to/from school and to sporting events) Maintaining and Growing Jobs and Businesses	ALICE pop. focus	1	1			
Public Service Transportation (public + 1:1 + accessibility)	ALICE pop. focus	1	1			
Public Services Transportation (to and from appointments)	ALICE pop. focus	1	1			
Reliable, affordable, safe transportation - accessible for older adults	ALICE pop. focus	1	1			
Consider how transportation, sidewalks and parks all connect and make the system accessible	Disabilities focus	1				1
Shut down downtown to car traffic to make it more accessible to all	Disabilities focus	1				1
Make sure all buses are accessible	Disabilities focus	1	1			
Create a safe route to school for Skyline Middle School students	Environment focus	1		1		1
Adjust transit approaches to allow ridership to rebound	Environment focus	1	1			
Change how city uses infrastructure budget dollars by reducing money for road repaving and applying it to improved bike/pedestrian safety infrastructure as fuel prices increase, exacerbating energy poverty	Environment focus	1		1		1
Generate a new bike/pedestrian accommodation plan and USE IT to make decisions	Environment focus	1		1		1
Build sidewalks and bike access with flexible funds i.e. Stone Spring Elem. (public) Rd. was 'improved' without sidewalk accommodations	Environment focus	1		1		1
Sustainability, environmental education in public education, improve public transportation and bike lanes, not get the energy from dominion - generate some of our own - cheaper and stays in our community, improve sidewalks so people can safely walk around the city	Environment focus	1	1			1
Sheltered bus stops	Environment focus	1	1			
Safe and maintained sidewalks	Environment focus	1				1
Reevaluate transit routes for communities that use them	Environment focus	1	1			
Close off traffic to downtown area to promote non-vehicle transit	Environment focus			1		1
Improved and expanded sidewalks	HHS (student voices)	1				1
Accessible transportation with better schedules (more frequent busses)	Homelessness focus	1	1			
Transportation that starts early as many homeless hold jobs on the south side of town	Homelessness focus	1	1			
Lack of transportation for people released from the hospital at night	Homelessness focus	1	1			
Transportation: Extending hours, increasing routes and drivers; removing the embargo on	Housing insecurity focus	1	1			
The ARPA funds need to privilege under-represented and under-resourced populations. As	Housing insecurity focus	1	1			
Bike paths, more interconnected lanes and trails to make biking easier	Housing insecurity focus	1		1		
Crosswalks and sidewalks need to be improved.	Housing insecurity focus	1				1



Improve consistency of sidewalks, not stop/start and with gaps.	Housing insecurity focus	1				1
Add more bus routes and expand hours	Keister Elem. (public)	1	1			
More EV charging stations	Keister Elem. (public)	1			1	
Creating a Spanish-speaking one-stop community information center where Spanish	Simms Center (public)	1	1			
Reorganizing public transport	Simms Center (public)	1	1			
Transportation – electric charging stations	Stone Spring Elem. (public)	1			1	
One time investment—increasing (creating more) and expanding multi-use paths. Funds	Stone Spring Elem. (public)	1		1		1
Offer bus service later at night—2nd 3rd shift (often see people walking home from	Stone Spring Elem. (public)	1	1			
Need bus shelters	Stone Spring Elem. (public)	1	1			

**NEIGHBORHOOD LIVABILITY**

Comment	Event or Focus	Neighborhood Livability	Expanding paths connecting neighborhoods	Reduce street and yard flooding	Improve roads and sidewalks	Increase access to wifi and hotspots	Beautifying neighborhoods
Neighborhood Investment Increase in recreation	ALICE pop. focus	1					
Lack of internet access for families	ALICE pop. focus	1				1	
Public Facilities Connectivity - wifi + better service/internet	ALICE pop. focus	1				1	
Providing technology - many in home providers do not have access to high levels of technology (computers, printers, scanners, etc)	Child Care focus	1				1	
sidewalks need to be increased and maintained and ALL must be ADA compliant	Disabilities focus	1			1		
Educate the community on the need to keep sidewalks clear	Disabilities focus	1			1		
Consider how transportation, sidewalks and parks all connect and make the system accessible	Disabilities focus	1	1				
Create a safe route to school for Skyline Middle School students	Environment focus	1	1				
High quality internet for all students	HHS (student voices)	1				1	
Mobile public hot spots (like they did with schools during Covid)	Homelessness focus	1				1	
Repaid and add more sidewalks	Keister Elem. (public)	1			1		
Connect all parks via trails	Keister Elem. (public)	1	1				
Improve stormwater management, address flooding issue in NE	Keister Elem. (public)	1		1			
Fix potholes and repair roads	Keister Elem. (public)	1			1		
Repair the roads, cemetery, Dallard-Neuman house	Simms Center (public)	1			1		
Greenery, trees, food parks (food gardens, etc)	Simms Center (public)	1					1
Beautification and rebuilding to have more plants	Simms Center (public)	1					1
Increased connectivity to/with internet	Simms Center (public)	1				1	
Food parks, community gardens, beautification - at least 1 of these food parks/community gardens/sector in Harrisonburg	Simms Center (public)	1					1
Investment into NorthEast community	Simms Center (public)	1					

Blacks Run being uncovered	Simms Center (public)	1					1
Wifi for everyone	Stone Spring Elem. (public)	1				1	
Community-wide access to wifi	Stone Spring Elem. (public)	1				1	

**PUBLIC SPACES**

Comment	Event/Focus	Public Spaces	Increase and improve parks	Comprehensive community svcs. in one location	Geographically accessible P&R	Enhance and add arts and culture centers	Disability access to all public spaces
Community Services Adjusting and adapting (accessibility)	ALICE pop. focus	1					1
Limited access to everything - even if we have services, how do we get there? We need transportation and volunteers aren't enough/fair (possible exposure to COVID, etc) Community Health and Wellness, Zero substance use programs in the area...e.g, first step such as detox. Basic health and wellness, having services that will accept Medicaid. Increase substance use services. Co-occurring challenges (substance & mental health)	ALICE pop. focus	1		1			
Neighborhood Investment Increase in recreation	ALICE pop. focus	1					
Neighborhood Investment Park Improvements	ALICE pop. focus	1	1				
Part of supportive permanent housing is the "supportive" part, which is case management, that is, case managers who work in an ongoing way to help people with chronic mental health and behavioral challenges overcome challenges that would normally lead to eviction, conflicts with landlords, non-payment of rent, etc. Case management is NOT usually paid for through any affordable housing programs. Yet it is key to sustaining chronically homeless folks in housing.	ALICE pop. focus			1			
Neighborhood Investments Socialization/Quality of Life (park improvements/sports/pool) Childcare facilities + wage balance	ALICE pop. focus	1	1				
Improve Public facilities (Theater and Smith House)	Arts in the community focus	1	1			1	
Improve facilities to attract higher level performances	Arts in the community focus	1				1	
Use funding investments to be able to broaden what kinds of programming can be offered – as a way to bring people to the theater through community partnerships	Arts in the community focus	1				1	
Some kind of sustainable funding from the city that would allow the theater to extend discounts to community residents and underserved populations (model Sipe Center in Bridgewater)	Arts in the community focus	1				1	
Fund an annex for the Smith House to offer classes (which would also create jobs)	Arts in the community focus	1	1				
Improve signage and visibility of Court Square Theater as key community asset	Arts in the community focus	1				1	
Marquee, signage, etc.	Arts in the community focus	1				1	
Fix exterior of the building, stucco falling offer which presents a safety issue	Arts in the community focus	1				1	

A true resource center that we know we can call (911) what we need. (Formerly served by Childcare Connection at Sentara)	Child Care focus	1		1			
Centralized waiting list. (So we know the actual need); Hburg City Schools Welcome Center as a model	Child Care focus	1		1			
Have a space for one stop shopping for families - SNAP, Child Care focus center enrollment, childhood medical screening, etc.	Child Care focus	1		1			
Provide a centralized service that all Child Care focus providers could have access to for working with non-English speaking families. I.e. a call center during certain hours for help with paper work, etc.	Child Care focus	1		1			
Adapt Hillandale and Purcell Park	Disabilities focus	1	1				1
Expand Dream Come True Park	Disabilities focus	1	1				1
side of town	Disabilities focus	1	1				1
Install mats rather than mulch at all parks.	Disabilities focus	1	1				1
public buildings and residences, community hub for emergencies, those experiencing homelessness. Develop this is partnership with	Environment focus	1		1			
Cultural centers to improve connections.	Homelessness focus	1		1			
focusable services	Housing insecurity focus	1				1	
Add pool to NE neighborhood	Keister Elem. (public)	1		1			
Improvement bathroom facilities in parks	Keister Elem. (public)	1	1				
attract tournaments	Keister Elem. (public)	1	1				
Work on Riven Rock	Keister Elem. (public)	1	1				
Build all improvements in Purcell Master Plan	Keister Elem. (public)	1	1				
Splash pads around the city	Keister Elem. (public)	1	1				
than the person having to go to all the different offices or call/email	Simms Center (public)	1		1			
center where Spanish speaking residents can get answers to how to	Simms Center (public)	1		1			
especially in winter when outdoor parks are not accessible.	Simms Center (public)	1	1				
invest in this.	Simms Center (public)	1				1	
economic growth	Simms Center (public)	1	1				
Red Front as center for housing and job creation/training	Simms Center (public)	1		1			
International festivals/activities in parks	Stone Spring Elem. (public)	1				1	
Expand Smithland Park	Stone Spring Elem. (public)	1	1				
Indoor sports complex to play soccer	Stone Spring Elem. (public)	1	1				
Need a Community Center	Stone Spring Elem. (public)	1		1			
Community center – enhance infrastructure	Stone Spring Elem. (public)	1	1				
needs are)	Stone Spring Elem. (public)	1		1			
help/what's aDisabilities focusable	Stone Spring Elem. (public)	1		1			
New sports/park complex/water park	Stone Spring Elem. (public)	1	1				
recreation in the summer months	Stone Spring Elem. (public)	1	1				
Reduce recreation facility fees	Stone Spring Elem. (public)	1	1				

recreation, education, etc.	Stone Spring Elem. (public)	1	1				
facilities such as restrooms, etc	Stone Spring Elem. (public)	1	1				
services	Stone Spring Elem. (public)	1		1			
soccer fields	Stone Spring Elem. (public)	1	1				
Increasing the number of soccer fields	Stone Spring Elem. (public)	1	1				
member to be at the skate park—increase safety, etc	Stone Spring Elem. (public)	1	1				
More softball fields	Stone Spring Elem. (public)	1	1				
Purcell park project stalled because of new HS	Stone Spring Elem. (public)	1	1				
center—making it a multi-use facility for immigrants and youth	Stone Spring Elem. (public)	1		1			
Keister Elem. (public))	Stone Spring Elem. (public)	1	1				
Build another community pool—allow another youth team	Stone Spring Elem. (public)	1	1				

**CITY GOVERNMENT/SERVICES**

Comment	Event or Focus	City Gov and Services	Providing competitive wages	Staff and retain public safety personnel	Sewer and stormwater upgrades (+ drinking water)	Language accessibility of services	Improving city building sustainability
Seems like everyone is low on staff... its been really hard to get enough help anywhere	ALICE pop. focus	1	1				
Language interpretation services have become more expensive and harder to access Fund and/or create an endowment for a new Housing Trust Fund to sustain ability to provide non-congregate housing for high risk homeless individuals (also called "supportive permanent housing")	ALICE pop. focus					1	
Funding for interpretation services as Sentara has changed their policies to use a for-profit entity that is more expensive than what they were charging	ALICE pop. focus					1	
Translations and interpretations	Child Care focus	1				1	
Dire need for interpretation and translation services for Child Care focus centers	Child Care focus					1	
Provide education/professional development/training in different languages - provide CPR/First Aid in languages other than English	Child Care focus					1	
Provide a centralized service that all Child Care focus providers could have access to for working with non-English speaking families. I.e. a call center during certain hours for help with paper work, etc.	Child Care focus					1	
Develop a vision for the Simms Center (public) Center as a 'resilience hub' that is an investment in the future	Environment focus	1					1
Create solar security for the Simms Center (public) Center with solar installations	Environment focus	1					1
Have battery storage in Simms Center (public) Center for energy generated so neighborhood has access to electricity in case of being cut off. This will also assist when HEC needs to redirect electricity in peak times ... like the EMU 'dial' for peak demand times	Environment focus	1					1
Weatherize Simms Center (public) to make as a model of energy efficiency	Environment focus	1					1
Solar panels and energy efficiency measures for Lucy Simms Center (public) center	Environment focus	1					1
Invest in sustainability in NE Neighborhood (Energy efficiency for public buildings and residences, community hub for emergencies, Child Care focus, Job Training, affordable housing)	Environment focus		1				1
Expand Language accessibility of 911 Services	Keister Elem. (public)	1				1	
Repair and ungrade old city infrastructure (water/sewer)	Keister Elem. (public)	1			1		
Increase efficiency of waste-water treatment plant	Keister Elem. (public)	1			1		
Pay to retain police and fire staff	Keister Elem. (public)	1		1			
Solar panels on public buildings	Keister Elem. (public)	1					1
Network of communication across departments, a lot of the time starting with police department (City of Alexandria was referenced)	Simms Center (public)	1		1			
Water tower for clean water )The Northeast community is most impacted by the	Simms Center (public)	1			1		
Having more police officers of color	Simms Center (public)	1		1			
Improved Child Care focus for the Hispanic community where single moms are pressured	Simms Center (public)					1	
Creating a Spanish-speaking one-stop community information center where Spanish	Simms Center (public)					1	
Put purifying plant on east side of city from Shenandoah and pipe that water to JMU	Simms Center (public)				1		
Engage in outreach to Hispanic parents with information about tech schools and colleges	Stone Spring Elem. (public)	1				1	
Programs that offer bilingual services	Stone Spring Elem. (public)	1				1	
Engage in outreach to Hispanic parents with information about tech schools and colleges	Stone Spring Elem. (public)	1				1	
Police bring social workers for domestic violence calls	Stone Spring Elem. (public)			1			

K-12

Comment	Event or Focus	K-12	Improving school facilities	Expanding student mental health support	Growing before and after school programs	Improving teacher compensation and support	Expanding tutoring and mentoring programs	Increasing affordable summer camp and sports activities
The way that children suffer from not being in school, lacking really good care during the day, that shock wave's going to reverberate. ... I was a schoolteacher during the pandemic – mental health of adults and children in between. Some really great ideas came up. I'm excited about the idea generation part of this process – also to support families, workplaces who need this as well. Mental health to summarize.	ALICE pop. focus	1		1				
Childcare - demand is so high and such a lack of accessible childcare - cannot afford \$20 an hour as a single working mother; rec center and after school orgs were not open or accessible for a while	ALICE pop. focus	1			1			
Competitive and sustainable wages for teachers and Child Care focus workers - the current labor market is pulling people to other jobs that pay more inability to provide paid sick leave	ALICE pop. focus	1				1		
Schools who provided support for students no longer able to do so Teachers stressed	ALICE pop. focus	1		1				
Students who are already failing, or having challenges outside of school, working outside of the home and taking care of family, student took on a lot of responsibilities, Kid drop out of programs because they did not have time, due to feeling responsibility to support family during the Pandemic	ALICE pop. focus	1			1		1	
Teacher hit really hard, having to pivot during this time. Came down on the teacher hard and dealing with the daily challenges of being a teacher.	ALICE pop. focus	1				1		
Integrate early childhood work into the public schools as we are doing that work. Obtain benefits of the K-12 system by becoming a program of the K-12 system.	Child Care focus	1			1			
City hires a pre-K lead teacher who works in a Child Care focus facility but is paid for by the City.	Child Care focus	1						
Fund summer educational camps for the next several summers to address educational inequalities exacerbated by the pandemic – this is an investment now to create a future outcome by catching students further behind up with their more well off peers	Environment focus	1						1
Expand current after school programming offerings	Environment focus	1			1			
Provide educational services in Simms Center (public) on financial literacy and home ownership that includes energy efficiency fixes	Environment focus						1	
Renovate older schools	Keister Elem. (public)	1	1					
Community gardens and school gardens	Keister Elem. (public)	1	1					
Childcare/enrichment in the summer	Keister Elem. (public)	1						1
Learning pods	Simms Center (public)	1						
Establish/expand recreational facilities for youth to help with youth mental health challenges	Stone Spring Elem. (public)	1						1
Build another community pool—allow another youth team	Stone Spring Elem. (public)	1						1
Mentors throughout the entire education system	Stone Spring Elem. (public)	1					1	
Give teachers competitive salaries	Stone Spring Elem. (public)	1				1		
Increasing mentorship programs both for teachers and for students	Stone Spring Elem. (public)	1					1	
Hiring counselors for schools	Stone Spring Elem. (public)	1		1				
Programs to make sure they finish high school and go to college (especially if needing to	Stone Spring Elem. (public)						1	
Expand tutoring services for all (youth and adults) and house these services separate from	Stone Spring Elem. (public)						1	



OTHER NEEDS/CONCERNS

Comment	Event or Focus	SMALL BUSINESS	NPO SUPPORT	BRING COMMUNITY TOGETHER	DOWNTOWN SPECIFIC IMPROVEMENT	GENERAL INFRASTRUCTURE	GENERAL SUSTAINABILITY
Public Services Transportation (to and from appointments)	ALICE pop. focus	1	1				
Reliable, affordable, safe transportation - accessible for older adults	ALICE pop. focus	1	1				
Consider how transportation, sidewalks and parks all connect and make the system accessible	ALICE pop. focus	1					
Shut down downtown to car traffic to make it more accessible to all	ALICE pop. focus	1					
Make sure all buses are accessible	ALICE pop. focus		1				
Create a safe route to school for Skyline Middle School students	ALICE pop. focus		1				
Adjust transit approaches to allow ridership to rebound	ALICE pop. focus		1				
Change how city uses infrastructure budget dollars by reducing money for road repaving and applying it to improved bike/pedestrian safety infrastructure as fuel prices increase, exacerbating energy poverty	ALICE pop. focus		1				
Generate a new bike/pedestrian accommodation plan and USE IT to make decisions	ALICE pop. focus		1				
Build sidewalks and bike access with flexible funds i.e. Stone Spring Elem. (public) Rd. was 'improved' without sidewalk accommodations	ALICE pop. focus		1				
Sustainability, environmental education in public education, improve public transportation and bike lanes, not get the energy from dominion - generate some of our own - cheaper and stays in our community, improve sidewalks so people can safely walk around the city	ALICE pop. focus		1				
Sheltered bus stops	ALICE pop. focus		1				
Safe and maintained sidewalks	ALICE pop. focus		1				
Reevaluate transit routes for communities that use them	ALICE pop. focus		1				
Improved and expanded sidewalks	ALICE pop. focus		1				
Accessible transportation with better schedules (more frequent busses)	ALICE pop. focus		1				
Transportation that starts early as many homeless hold jobs on the south side of town through temp agencies and there is no bus to get them there by 7. Also no bus running to get them home if they work second shift	ALICE pop. focus		1				
Lack of transportation for people released from the hospital at night	ALICE pop. focus		1				
Transportation: Extending hours, increasing routes and drivers; removing the embargo on number of packages that can be carried on to the buses.	ALICE pop. focus		1				
The ARPA funds need to privilege under-represented and under-resourced populations.	ALICE pop. focus		1				
Bike paths, more interconnected lanes and trails to make biking easier	ALICE pop. focus		1				
Crosswalks and sidewalks need to be improved.	ALICE pop. focus		1				
Improve consistency of sidewalks, not stop/start and with gaps.	ALICE pop. focus		1				
Add more bus routes and expand hours	ALICE pop. focus		1				
More EV charging stations	ALICE pop. focus		1				
Creating a Spanish-speaking one-stop community information center where Spanish	ALICE pop. focus			1			
Improve facilities to attract higher level performances	Disabilities focus		1				
City should purchase the Valley Mall and set up Child Care focus providers in the mall.	Environment focus		1				
Assist existing Child Care focus centers with expanding/redesigning their spaces to enable	Environment focus		1				
Help to get professional development, help getting licensed, help getting funding to make	Environment focus		1				
Provide education/professional development/training in different languages - provide	Environment focus			1			1
Use funds to help smaller, in home providers vs building more large centers	Environment focus			1			
Funding support for single parents / ALICE population to be able to afford childcare	Environment focus			1			
City hires a pre-K lead teacher who works in a Child Care focus facility but is paid for by	Environment focus				1		
Funding for food support - USDA is dropping funding soon	Environment focus					1	
Providing technology - many in home providers do not have access to high levels of	Environment focus						1
A true resource center that we know we can call (911) what we need. (Formerly served by	Environment focus						1
Centralized waiting list. (So we know the actual need); Hburg City Schools Welcome	Environment focus						1
Have a space for one stop shopping for families - SNAP, Child Care focus center	Environment focus						1
Provide a centralized service that all Child Care focus providers could have access to for	Environment focus						1
sidewalks need to be increased and maintained and ALL must be ADA compliant	Environment focus						1
Ensure that a support system is in place to keep education going of how to garden,	Homelessness focus			1			
Access to affordable medical services	Housing insecurity focus						1
Secure, designated place to sleep where they will not be harassed by police	Housing insecurity focus						
Access to teachers/education at shelters	Keister Elem. (public)		1				
Access to more public restrooms or access to porta potties in different areas of the city for	Keister Elem. (public)						1
Nutrition support like decentralization of grocery stores (would be ideal if Harrisonburg	Keister Elem. (public)						1
Cultural centers to improve connections.	Keister Elem. (public)			1			
Programming for the homeless community to address multiple needs	Simms Center (public)	1					
Add more city sport leagues (not just soccer)	Simms Center (public)			1			
Expand recycling hours of operation	Simms Center (public)				1		
Use the landfill to produce energy	Simms Center (public)					1	
Neighborhood/communica spaces for kids and teenagers	Simms Center (public)						1
Ride with a cop to help future generations improve relationships with the community and	Stone Spring Elem. (public)	1					
Water tower repair	Stone Spring Elem. (public)			1			
Starting up recycling at each house	Stone Spring Elem. (public)				1		
Developing a Business Center or Coalition	Stone Spring Elem. (public)				1		
Engage in outreach to Hispanic parents with information about tech schools and colleges	Stone Spring Elem. (public)					1	
Programs that offer bilingual services	Stone Spring Elem. (public)					1	
Engage in outreach to Hispanic parents with information about tech schools and colleges	Stone Spring Elem. (public)						1

## GENERATED PROJECTS LISTS AND EXPLANATION

These lists projects derived from a variety of sources for consideration for funding under ARPA or other sources.

The sheet titled "**Phase 1 ARPA-Eligible 8Cat**" includes those projects which community members mentioned in Phase One of the public engagement process, sorted by the eight different needs categories present in the Phase Two ranking survey based upon City staff's reading of the project as it was described by the member of the public who identified it. Based on City staff's reading of the Final Rule, all projects included in this sheet are eligible expenditures under at least one of the expenditure buckets outlined by the Final Rule. Column headings indicate the project and the demographic information of the individual who mentioned the project. If cells in the demographic information columns are empty, it is due either to the community member not providing their complete demographic information on the survey or to the comment being made by a community member at a public meeting or small group meeting where comments were not attributed to the specific individuals who made them. Just because a project has been categorized as an eligible expenditure does not guarantee that it is an eligible expenditure. Rather, the categorization represents City staff's best assessment of funding eligibility for the project based on the description of the project given by the community member who identified the project in Phase One with the ultimate determination being dependent on the on the final design of the project.

The next sheet, titled "**Phase 1 ARPA-Eligible Other**" includes those projects which community members mentioned in Phase One of the public engagement process that did not fit into one of the eight different needs categories or any of the subcategories in the Phase Two ranking survey based upon City staff's reading of the project as it was described by the member of the public who identified it. Based on City staff's reading of the Final Rule, all projects included in this sheet are eligible expenditures under at least one of the expenditure buckets outlined by the Final Rule. Column headings indicate the project and the demographic information of the individual who mentioned the project. If cells in the demographic information columns are empty, it is due either to the community member not providing their complete demographic information on the survey or to the comment being made by a community member at a public meeting or small group meeting where comments were not attributed to the specific individuals who made them. Just because a project has been categorized as an eligible expenditure does not guarantee that it is an eligible expenditure. Rather, the categorization represents City staff's best assessment of funding eligibility for the project based on the description of the project given by the community member who identified the project in Phase One with the ultimate determination being dependent on the on the final design of the project.

The next sheet, titled "**ARPA-Ineligible**" includes those projects which community members identified in Phase One of the public engagement process which City staff determined to be ineligible expenditures through any of the expenditure categories described in the Final Rule based upon City staff's reading of the Final Rule.

**Phase 1 ARPA-Eligible 8 Category**

<b>Project</b>
<b>Housing</b>
<b>Safe, affordable, quality rental housing</b>
Create a program for energy efficiency in new affordable housing.
Work with Rockingham County on hybrid housing development projects.
Incentivize developers to include affordable housing in new housing developments.
Reduce sprawl by concentrating on housing infill projects.
Build subsidized low-income family housing.
Invest in subsidized rental units for low-income individuals.
Create an affordable housing subsidy.
Support the creation of microvillages in the center of town.
Start building mixed housing.
Create a landlord/housing database to hold landlords accountable.
Encourage cohousing throughout the city.
Build Leed Certified units for seniors, so seniors can move out of their larger homes, making them available for younger families. The units for seniors could be one story, two bedroom, with garages, accessible to wide doors, showers and garages, without steps of any kind, and
Provide incentives for construction of more affordable housing.
Support intergenerational communities and opportunities by promoting shared living spaces that offer affordable options for older adults.
Provide central-based low-income housing within walking distance of necessary lifestyle services.
Create intergenerational housing communities.
Create low-income, city-owned housing.
Build decent, affordable housing for retired school teachers.
Rezone and improve vacant office buildings and retail spaces for affordable housing rather than building new structures.
Protect R1 zoning by infilling voids downtown with a mix of affordable housing and retail.
Pursue grants for housing and/or housing vouchers.
Increase incentives for developers to create mixed income housing.
Address and lower barriers to accessing housing for refugees.
Increase access to public housing for the disabled.
Create 60 and over low-income housing for elderly to feel safer and be able to build community.
Eliminate application fees for apartments or make a universal application.
Make sure landlords have been properly vetted and rental houses are livable.
Transform parking lots into affordable housing.
Eliminate or reduce city requirement costs associated with new housing developments.
Use the old Red Front building as a center for housing and job creation/training.
Create a local Housing Trust Fund.
Create grants for communities to offer affordable housing.
<b>Pathways to ownership</b>

Provide funds to support new homeowners.
Provide assistance to fix homes for those who cannot afford it.
<b>Homeless sheltering</b>
Establish a year-round homeless shelter that includes all the service organizations that can help those challenged find permanent housing.
Fully fund Our Community Place.
Build a homeless shelter or designate more money to the non-profits who address homelessness.
Create a permanent homeless shelter in the old Red Front building.
Create a permanent, 365 day-a-year homeless shelter with approximately 75 beds that can accommodate the flow of unhoused individuals coming from the county.
Offer career finding programs for the homeless.
Invest in building low-income housing for the homeless.
Ensure access to safe and secure public restrooms for the homeless.
Create housing pods for the homeless.
Have a bus that does runs for the homeless.
Provide direct cash money for housing to homeless individuals.
Create a village for the homeless with the ultimate goal of the residents becoming self-sufficient and moving out.
Create a trial of actually putting homeless people in a home first, then helping them access the other services they need.
Secure a permanent facility for Open Doors.
Rather than building shelters for the homeless, build learning centers to offer job training.
Create work programs to get homeless individuals working rather than providing them with money.
Build and staff a city facility (use an old hotel) where homeless people can be taken for observation and consultation to determine whether they need help in finding a job, help with drug addiction, help with education, help with mental illness issues or other. Provide them a safe place to live and eat and have clean clothes and rooms. Enforce those who can to work, provide job training to those who need to learn a trade and provide mental health support to those who need it, and provide childcare to those who can work. Provide financial training to teach people how to budget to live and provide them assistance in getting a bank account and money management. Assist those people who need the help to transition to other rental housing or to buy their own home or car so they can graduate to living their lives and supporting themselves and their children by themselves.
Repurpose old buildings for housing the homeless community.
Create mobile units for services to the homeless population that can go to wherever homeless services needs are.
Create a call center to filter calls specifically for homeless support.
Increase communal housing, like Vine and Fig.
Create a safe place for the homeless to be, congregate, and form a community, even before a 24-hour shelter is created.

Set up a National Guard tent with porta potties and electrical access to service the medical needs of the homeless. A potential location is the city-owned lot behind the Salvation Army.

Establish a secure, designated place for the homeless to sleep where they will not be harassed by the police.

Village in Portland, Oregon.

Establish a homeless shelter that helps employ the homeless and teaches them skills.

Establish a 24/7 shelter.

Have a community resource center in the homeless shelter with a 24/7 hotline to provide services support to homeless individuals.

### **Home energy efficient/environment**

Invest in supporting those individuals who want solar panels.

Reduce energy burdens on low-income and moderate-income households.

Retrofit low-income housing for energy-efficiency.

Expand the installation of solar panels on housing, providing subsidies when they are placed on residential homes.

Subsidize solar panels for low- to moderate-income residents.

Provide weatherization for residential housing.

Increase community weatherization efforts to address energy poverty that the COVID-19 pandemic exposed.

Provide funding to convert low-income houses from oil/gas furnaces to electric heat to address energy poverty.

Provide energy efficiency renovations for people who earn less

### **Public Spaces**

#### **Expand and improve parks**

Create more bike trails for kids.

Create a downtown park/play ground for families.

Work on places for kids and families to be in the Northeast Neighborhood, such as a splashpad or new facilities at Ralph Sampson Park.

Create green space, park space, and sustainable landscaping on the east side of town.

Put a playground in downtown.

Repurpose the golf course to serve a majority of the community.

Improve access to public restrooms in the parks. (So they don't close in winter).

Build a skatepark for skateboards, bikes, and scooters, like McIntire in Charlottesville.

Upgrade little league facilities or build fields out of the flood zone.

Create parks on the severely neglected east side of town.

Create something similar to the Rivanna Trail System that is in Charlottesville.

Create more soccer fields and maintain the current soccer fields.

Build a playground near the farmers' market downtown, possibly with a free splashpad for warmer months.

Add benches and shade trees along the Hillendale walking path that goes around the golf course.

Update Ralph Sampson Park with new play equipment.

Create a big recreation facility.

Add a nice turf or artificial turf sports field or within close walking distance to downtown.
Expand the number of multi-use athletics fields that are open to public use.
Open Gilkerson for weekend hours again.
Add a community swimming pool at Ralph Sampson Park.
Expand Hillendale Park by downsizing Heritage Oaks Golf Course.
Add more playgrounds on the east side of town.
Replace Heritage Oaks Golf Course with a botanical garden.
Create a nature center.
Increase access to surrounding forested land through parkour course, hiking courses, biking trails, natural playgrounds, and retreat spaces.
Offer more enrichment opportunities through Parks and Recreation.
Repair the skatepark at Westover.
Create a free ice skating rink for locals, such as the Town of Bridgewater has.
Develop more free, public mountain bike trails.
Expand recreation options to include classes held outdoors, such as yoga or other exercises.
Place emphasis on offering activities for all ages at the Cecil Gilkerson Center.
Ensure that Kids' Castle stays a destination park that offers opportunities for safe, "risky" play that encourages open-ended play rather than a location for a very structured play experience, such as the Dream Come True playground.
Expand options for tennis in the parks.
Add more pickleball courts.
Pave more walkways in the parks.
Update the exercise equipment and other equipment at Hillendale Park.
Acquire more land for parks.
Move forward with the plans to improve Purcell Park.
Purchase more land for a sports field complex.
Improve the playground structures at Purcell Park.
Add a dedicated biking path at Purcell Park.
Add a swimming pool in the Northeast Neighborhood.
Add a swimming pool at the Simms Center.
Change Heritage Oaks Golf Course to 9 holes.
Update security in more heavily wooded parks and at park facilities.
Create an indoor fitness pool.
Increase the affordability of Heritage Oaks Golf Course.
Create a passive recreation park.
Open parks and recreation programming to all, not just city residents.
Improve the safety of Kids' Castle at Purcell Park.
Improve bathrooms at parks and athletic fields.
Provide more fields and facilities and improve current fields and facilities to increase athletic competition in the area and bring in outsiders (tournaments, leagues, etc).
Complete the Smithland Park Complex.
Finish all the improvement in the Purcell Park Master Plan.
Add a swimming pool in the Northeast Neighborhood.

Add splash pads around the city.
Create a new sports complex or water park.
Build another public pool to allow for more accessibility to swimming recreation during the summer.
Increase the number of soccer fields.
Add a new skate park or improve Westover Skate Park. Consider hiring a staff member to monitor the park for safety.
Add more softball fields.
Adapt Hillendale Park and Purcell Park to make them more accessible.
Expand Dream Come True Park.
Add an accessible park, similar to Dream Come True, near EMU or on the north side of the city.
Treat the wheelchair basketball team as a city program and give it the access and marketing of a city program.
Install mats rather than mulch at all parks.
Turn the municipal parking lot into a parking deck and build a park around it with an amphitheater.
Make the downtown area less industrial and more parks and green spaces that are easily accessible by bike or walking.
Add attractions like parks, splash pad, and ice skating rinks downtown.
<b>Comprehensive community services in one location</b>
Bring information about housing, parks, recreation, daycares, day-programs, etc. to all local providers in English and Spanish.
Create a center that can centralize community services and triage needs.
Provide more education about what services are available and provide more resources to help if there is a need, such as filing for disability services, eldercare, childcare, etc.
Create a navigation center where services can be provided in a central location.
Make a website that easily lists community resources and how to access them.
Coordination would be for medical/mental health services, social services, financial services,
Create a tracking system for community resources to allow community members to see where services are provided.
Create a one-stop navigation center for community services.
Have trained staff to go door to door to educate residents about existing city programs and available community services.
Have the city reach out to residents with information about community services instead of residents having to come to the city to ask.
Create a one-stop community information center for the Spanish speaking community with transportation to and from the center.
Use the old Red Front building as a center for housing, job creation, and training resources.
Create information programs so that we all get involved in the city's activities and better understand its changes and needs
<b>Geographically accessible P&amp;R</b>

Add more playgrounds on the east side of town.
Create parks on the severely neglected east side of town.
Create green space, park space, and sustainable landscaping on the east side of town.
Add a swimming pool in the Northeast Neighborhood.
Add an accessible park, similar to Dream Come True, near EMU or on the north side of the city.
<b>Arts and cultural centers</b>
Build neighborhood centers outside of downtown so we can meet our daily needs without the use of a car.
Create intergenerational spaces with natural environments incorporated into them.
Create a community center thats free for youth and open on nights and weekends.
Create an outdoor community/music venue adjacent to new bike path at the "Quarry" off West Market Street.
Invest in schools and community programming including programs about cultural and historical and social issues.
Return community centers to normal hours, including weekends.
Improve the local venues, like the arts, to connect and inspire people.
Invest in our downtown theater, Court Square Theater to maintain it for the next generation.
Make community rooms available in the evenings.
mission of that organization while managing the Court Square Theater in effective, creative
Invest in free community arts events, and locations to host them.
Update current activity centers.
Create a recreation center that supports the entire population of the City.
Make the Welcome Center more focused on community members than on tourists.
Create a community center for youth and adults that provides recreation, education, etc.
Use the old Red Front area as an immigrant community center.
Create a multi-cultural community center that can be a place for young people to gather, is accessible year-round, hosts community movie nights, and has a paid staff person present to ensure safety.
Fund an annex for the Smith House to offer classes.
Improve the signage and visibility of Court Square Theater.
Fix the stucco that is falling off the exterior of Court square Theater.
Create a community center in the northeast portion of the city.
Create a music hall/live performance center with vendors.
<b>Disability access to all public spaces</b>
Make Parks more accessible for folks with mobility needs. Dream come true is great, but every park should be more accessible.
<b>Neighborhoods</b>
<b>Connecting paths</b>
Schools.
Install new sidewalks in the northeast.



Add sidewalks on Route 33, so people can walk by the mall, Kroger, and Martins.
Add more running and biking routes connecting parks to each other and to the JMU campus.
Finish the Bluestone Greenway.
Finish the North End Greenway.
School.
Add bikeable and walkable connections from HHS2 to existing bike/ped infrastructure.
Complete the planned walkway between Hillandale and Westover parks.
Pave more walkways in the parks.
Add sidewalk access to all parks.
Improve the connections between parks.
Use the funds as a one-time investment to amplify the multi-use path expansion projects that are already underway while ensuring that the paths go to grocery stores, services, and resources--not just parks.
Create a safe route to school for Skyline Middle School students.
Improve pedestrian connections between downtown and JMU, to bring students to city businesses.
<b>Address street and yard flooding</b>
My neighborhood needs protection from flooding. Our homes, roads are in danger of being destroyed.
<b>Improve roads and sidewalks</b>
Study how much of downtown is covered by asphalt, and find different solutions for car traffic downtown in order to transform areas into pedestrian areas and greenspaces.
Put a traffic light at the Liberty St. and Acorn St. intersection.
Make downtown car-free, like during Winter Wonderfest.
Fix the changes to downtown parking and build a new parking deck.
Create more pedestrian only areas downtown.
Build a downtown parking garage.
Add a sound barrier wall at Ramblewood Road.
Add a traffic light at the Stone Spring entrance.
Install No Engine Brake signs on all roads coming into the city.
Repave residential streets.
Add a sidewalk/bike lane on Mt. Clinton Pike from Smith Ave to Lincolnshire Dr.
Add sidewalks on College Avenue between EMU and Parkview Mennonite Church.
Add speed inhibitors on Mason St. between MLK and Market Street.
Add additional speed signage and inhibitors on N. Main between MLK and Court Square.
Add sidewalks, bike paths, or even a shoulder on Chicago Avenue near Waterman Drive.
Add more sidewalks around Waterman Elementary School.
Add traffic lights at uncontrolled intersections, such as Virginia Ave. and Harmony Drive.
Improve stoplight controls to make them synchronized or controlled by traffic.
Reduce the manhole cover to road depth to eliminate manmade potholes.
Install sidewalks, curbs, and traffic control measures in the Portland/Fieldale neighborhood.

Repair sidewalks and add speedbumps in the northeast neighborhood.
Widen Main Street.
Reduce congestion on East Market St.
Reduce the amount of parking required for new housing developments.
Make a vehicle-free zone downtown along mainstreet
Repair roads and sidewalks in the NE Community.
Add a stop light at the Stone Spring Road and Ramblewood Road intersection.
Add more speed limit signs, particularly in family neighborhoods.
Improve the traffic patterns around JMU.
Add more traffic calming measures on Virginia Avenue.
Deter through traffic in neighborhoods.
Add sidewalks along Mt. Clinton Pike from Route 42 west to Gemeinschaft Home.
Keep lights from turning green when someone is crossing through a crosswalk.
Add a sidewalk on Pleasant Hil Rd.
Synchronize traffic lights to improve traffic flow.
Add sidewalks along Greystone Street.
Add sidewalks along College Avenue.
Improve road lighting in northern Harrisonburg.
Do something to reduce traffic backup on Port Republic and Reservoir.
In the neighborhoods close to Sentara RMH, improve roads and sidewalks and limit through traffic.
Add a safe crossing at Mt. Clinton Pike and Route 42.
Generate a new bike/pedestrian accommodation plan and use it to make decisions.
Close off traffic to downtown area to promote non-vehicle transit.
Improve the sidewalks and streets in the Northeast Neighborhood and add speed bumps.
Build new parking decks downtown.
Turn the municipal parking lot into a parking deck and build a park around it with an amphitheater.
Add more parking downtown for workers who work at restaurants downtown.
<b>Access to wifi</b>
Provide free wifi for certain communities by setting up hot spots in areas with a high concentration of low socioeconomic background.
Provide free high speed internet across the entire city.
<b>Beautification</b>
Add more trees on the northern end of Main St. & Liberty St.
Add green space/park space/sustainable landscaping on east side of town.
Increase public art.
Plant more trees.
Plant flowering trees, such as the Virginia Redbud, in all city median strips.
Route 11.
Add trash bins along sidewalks/walkways, especially at bus stops.
Add trees in parking areas and run-down portions of town.

Add green spaces with sustainable flowers and trees in at-risk neighborhoods
Add trees to any small space, medians, sidewalks, around parking lots.
Plant a silver maple or willow by HEC to help drink up water and prevent flooding.
Plant trees in the median of 33, near the mall/ shopping corridor.
Uncover Black's Run and refresh the natural habitat through downtown Harrisonburg.
Plant more trees downtown.
Add more garbage cans and increase pickup.
Beautify the north end of downtown.
Add more poop bag stations downtown.
Add trash cans and poop stations on the north end of downtown.
Create gardening projects throughout the city.
Plant more trees throughout the city and protect the existing tree canopy.
Protect the Blacks Run riparian buffer.
Paint the homes of those who can't afford to paint them.
Provide more trashcans on the street to improve care for the environment.
Establish at least one food park or community garden in each sector of Harrisonburg.
Take down dead trees on private property.
Beautify the abandoned shopping centers, and transform them into green space if they are not usable.
<b>Mental and Physical Health</b>
<b>Homeless mental health</b>
Survey that population [homeless] to see if they do need free mental health care. If so, offer it at warming and feeding shelters.
Provide proactive mental health and substance abuse evaluation and therapy for anyone who is homeless, arrested, or in any way living as less than an integrated member of society.
Provide access to counseling services at homeless shelters.
Destigmatize mental illness in the homeless population.
Offer "on the street" counseling for the homeless population.
<b>Substance Abuse</b>
Fund mental health and substance abuse education, outreach and services targeting all age groups.
Look into the SMART Recovery Program for substance abuse.
Get a substance abuse rehabilitation center.
Improve access for private meeting spaces to 12 step programs.
Work with the Community Services Board to improve integration and interaction of their clients with the community at large.
<b>Clinics</b>
Conduct community outreach to improve vaccination rates and encourage safe health practices.
Fund access to healthcare providers, such as primary care, dentistry, behavioral healthcare, and psychiatry, through safety net organizations.

Establish free clinics for the homeless and underprivileged.
Establish a center that could centralize community service and triage needs.
Have in school dental hygiene.
Fund community education and programs on health and wellness so everyone can access the support.
<b>C&amp;S Disabilities</b>
Provide greater supports for children with disabilities and their caregivers.
Provide inclusive supports for independent living for the disabled.
Provide access to community jobs and living for individuals with disabilities.
Make downtown infrastructure accessible for citizens and visitors who are elderly or rely on mobility assistance.
<b>Seniors</b>
Create intergenerational spaces with natural environments incorporated into them.
Enlarge senior program spaces.
Create free programs for seniors who felt the isolation of COVID.
Expand aging services partnerships.
Create a network or resource for elderly individuals to afford and get assistance with home repairs.
Look beyond buses as a form of public transportation and consider a network of private vehicles that are easier for elderly to get into with the city supporting the maintenance and gas of the fleet.
<b>Food/hunger</b>
Increase food security by planting fruit trees and installing neighborhood gardens throughout the city.
Support things such as community gardens to help people be more self-sufficient, especially with the rising cost of food.
Transform the rose's parking lot into a vibrant community garden
Support the backpack program.
Show up with resources in places that kids gather to address food insecurity.
Distribute food to the food insecure in the city.
Have the public schools distribute food to students.
Decentralize grocery stores to improve nutrition support by providing funding and collaborating with local markets.
<b>General mental health</b>
Provide some free community event programming through Parks and Rec or grants to community groups to bring the community together in person to help combat isolation, mental health issues, and stress.
Fund mental health and substance abuse education, outreach, and services targeting all age groups.
Center.

Emphasize mental health care and teach strategies to deal with negative emotions.
Boost the services available at nonprofit mental health organizations.
Support existing counselors to meet the mental health crisis that has grown over the last two years.
Provide access to low-cost or free therapies.
Expand counseling services through incentives, such as scholarships, to attract more people to the profession.
Increase funds for MICT support for HPD or spin off MICT from HPD into a separate entity
Provide incentives for mental health providers to come to Harrisonburg.
Establish local hotlines and free counseling for those who are at risk.
Bolster mental health resources for police officers and first responders.
Pay for creative groups from therapists to do group movement or expressive group work that allows for connectedness and meaning.
Educate all ages on the effects of mental health.
Work with the Community Services Board to improve integration and interaction of their clients with the community at large.
Increase training of law enforcements officers to respond to mental health calls in nonlethal ways.
Implement the Services for Teens at Risk (STAR) program.
Hire more mental health counselors for CCC
Hire more mental health workers for our community.
Increase funding to the CSB as a one-time allotment.
Create public-private partnerships with private social services providers to increase mental health services.
Allocate space in the Simms Center for mental health services.
Create and staff a temporary space to talk about the impacts of the pandemic and to be heard.
Create a quality study of the mental health impacts incurred on the community to be used to then allocate future dollars.
Have cards that are issued that state that people have a mental illness or other needs that can be presented to police to provide info at crucial moments.
Invest in community support (emergency counseling etc) with the ultimate goal of divesting from police.
<b>K-12</b>
<b>Facilities and physical spaces</b>
Install air filters and windows that open at school to reduce community spread of COVID-19.
Install a hospital grade air system into the new school if it doesn't already have it.
Rank all schools as improving or not improving, and work on those that are not improving.
<b>Student mental health</b>
Providing our school age kids with mental health services.

Support the mental health of children with special needs.
Teach kids how to cope and deal with conflict, anxiety, unstable homes, depression and the inevitable hardships of this life through programs, including dance programs.
Establish or expand recreational facilities for youth to help with youth mental health challenges.
Hire more counselors for school.
<b>Before and after school</b>
Increase community programming for children.
Invest in engaging, fun, rewarding, and educational fully funded pre-school and after-school programs for pre-K-12-aged kids.
Pay a teacher to stay with kids for an hour or so before and after school.
Have places for teens to go and do things, such as arcades and bowling places that are not just for leagues.
Create a summer works type of program to provide summer employment opportunities for teens.
Provide free programs for youth in the city, especially when school is not in session.
Expand afterschool programs and make them accessible.
Fund programs for youth to increase physical activity and mental health.
<b>Teacher support and compensation</b>
Increase wages for school assistants in the school system.
Invest in sustainable ways to increase teacher salaries.
Give teachers competitive salaries.
<b>Tutoring and mentoring</b>
Offer field trips and opportunities for social interaction away from technology to focus on youth health and learning and experience loss.
Expand tutoring services for all (youth and adults) and house these services separate from the schools.
Increase mentorship programs for both teachers and students.
Increase the accessibility of learning pods.
<b>Camps and sports activities</b>
Increase the number of clubs in schools that might reach out to kids with different interests.
Create more programs for kid activity during the summer.
Offer assistance for youth to attend camps.
Increase funding for summer programs that are educational and fun so that every student can take part, regardless of financial need.
Increase funding for youth sports programs.
Offer free programming for youth in the city, especially when school is not in session.
Fund summer childcare and enrichment camp programs staffed by older high school or college students.

Fund summer educational camps for the next several summers to address educational inequalities exacerbated by the pandemic.

## **Workers and Working Families**

### **Competitive wages**

#### **Living wage**

### **Options for job training**

Create workforce development programs to help transition the Harrisonburg economy from manufacturing to more service-based.

Make long-term investments in Harrisonburg workforce development.

Create jobs and/or training programs for teens and adults, like career and outdoor activities, for youth and kids to stay active and out of problems.

Increase job training and offer free day care for those who need job training.

Increase technical education and apprentice work incentives for individuals .

Improve ease of access to employment programs for homeless people.

Increase STEM education and high tech vocational training, including programming.

Engage in outreach to Hispanic parents with information about tech schools and colleges where youth can learn trades and improve employability.

Invest in the work force development of childcare workers.

Provide job training for energy efficiency and weatherization jobs.

Partner with Massanutten Technical School to provide workforce development trainings and to remove transportation barriers to the school.

Establish worker development programs.

Build "entry points" to help people enter work fields by increasing businesses' language capacity and offering applications in multiple languages.

Use the old Red Front to create a multi-business center for job creation and job training.

### **Childcare**

Provide money for paying childcare professionals a living wage.

Support vital childcare nonprofits.

Expanded assistance to existing non-profit childcare facilities like Boys and Girls Club, and Harrisonburg Rockingham Child Day Care.

Fund early education and day care for families.

Create publicly funded childcare and fully fund preschool.

Offer stipends for parents to be able to stay at home with young children.

Create childcare partnerships with the schools and/or local businesses.

Provide incentives for childcare providers to come to Harrisonburg.

Provide free childcare so both parents can work.

Provide more community services for children to help maintain parents' work hours.

Offer scholarships for families to attend preschool.

Invest in Roberta Webb Childcare Center.

Provide payroll and tax incentives for childcare providers.

Increase wages incentives for childcare providers and employees.
Provide free first aid and emergency preparedness classes for the ad hoc childcare providers.
Provide funds to offset wage costs to attract and retain childcare employees.
Invest in workforce development of childcare workers.
Create a one-stop shop for childcare workers to get information and resources.
Establish a childcare training hub at the community college level.
Provide hands-on training for the various roles at daycare centers.
Create a centralized waiting list for childcare, using the Harrisonburg City Schools Welcome Center as a model.
See childcare as a systemic issue, and partner with the county to serve childcare needs, like the FAFSA for daycare.
Go to each childcare center and ask how they could add capacity.
Purchase the Valley Mall and set up childcare providers in the mall.
Establish a childcare facility at the Simms Center.
Insert childcare into multiple public facilities.
Support and subsidize programs in daycare centers.
Invest in more intergenerational daycare/day programs, such as Generations Crossing.
Use incentives to create partnerships for offering childcare at places of work.
Establish city-run childcare following the Elon Rhodes model.
Integrate early childhood work into the public school system.
Hire a lead pre-K teacher who works in a childcare facility but is paid by the City.
Provide a physical center or a call center for assisting childcare providers working with non-English speaking families.
Help existing childcare providers expand or redesign their space to increase capacity.
Provide help to childcare providers for professional development, licensing, and accessing funding.
Provide education and training, such as CPR and First Aid education, in more than one language for childcare providers.
Provide technology, such as computers, printers, and scanners, to in-home childcare providers who do not have access to such technology.
Help small, in-home childcare providers rather than building large childcare centers.
Support vital nonprofits, such as childcare, that maintain employment stability.
<b>Incentivizing new businesses</b>
Get more shopping choices in the north end of town.
Bring a Starbucks to the north end of town.
and Richmond.
Use tourism advertising to support new businesses.
Provide incentives for companies to headquarter in or around Harrisonburg.
Draw in technology and research facilities.
whether they be new and interesting food experiences, events and programming, or
higher end shops, modern venues for music, higher end bars/restaurants that aren't college
Clean up the Valley Mall and attract big brand stores.



Attract farmers markets and grocery stores to low income or under-served neighborhoods and make sure they are connected with walking and bike paths to the residential neighborhoods that they serve.

Allow people who want to start small businesses to receive low cost rents in vacant strip malls in the city.

Attract more businesses to the western portion of the city.

Provide incentives for local job creation in manufacturing and raw material refinement.

Lower the cost of entry for new businesses.

Increase the number of businesses and restaurants in the south side of town.

Incentivize businesses to occupy empty spaces downtown.

Bring more venues for healthy activities that give kids positive places to gather and connect, such as a Chuck E. Cheese, to the city.

Work to bring in some higher-end stores like Pottery Barn and Williams Sonoma, and restaurants like Cheesecake Factory. Look into the possibility of transforming the dying Valley Mall into an outlet mall to attract additional tourism.

Bring a minor league sports team to the city.

Move more city office paper filing for businesses online.

Provide supportive infrastructure for new businesses, such as an incubator kitchen for restaurant owners.

Develop and fund a Business Center or Coalition with low barriers to entry and a possible method of sustainability based on membership dues that offers entrepreneurship development, business development support, trainings, and website development.

### **City Government and Services**

Extend the open hours of the library.

Fund innovation in public service through the creation of competitive grants to support innovation and the rigorous reporting of outcomes.

Contract out snow removal to limit the wear and tear on city equipment, thus reducing the need to maintain salt damaged trucks, plows and manpower issues.

Enact physical and cyber security measures to protect the city's water supply.

### **City worker wages**

Provide a pay bonus for city employees.

Give retention bonuses that are not broken up over the year to employees.

Give a onetime two-thousand-dollar bonus to all police officers, firefighting personnel, teachers, and public workers, but not to managers or executives.

### **Staff and retain public safety personnel**

Increase pay for police officers.

Increase pay for first responders.

Hire more qualified police officers.

Provide assistance for police when non-criminal situations arise in order to better address mental health, such as the CAHOOTS program.

Provide pay raises, vehicles and equipment for our police, fire and EMT staff.
Provide financial and staffing support for emergency response teams.
Offer more competitive pay for public safety officers.
Expand public safety buildings rather than locating them all in one building.
Hire more police officers of color.
<b>Sewer and stormwater upgrades</b>
Update water and sewage especially in older parts of city.
My neighborhood needs protection from flooding. Our homes, roads are in danger of being destroyed.
Find ways to decrease the costs of public utilities, including making improvements to public utilities.
Address the Northeast Neighborhood's infrastructure and storm water management.
Approve the public works facility.
Invest in technology and equipment that would increase the efficiency of public works to help offset tax increases in years to come.
Fix the blockage issues with Greystone St. sewer system.
Update public facilities to plan for a growing population.
Continue utility update projects, including updates to water supply, wastewater processing, fixing leaking pipes.
Expand water and sewer infrastructure to meet population growth and reduce current sewer backups.
Address storm water issues at the cemetery.
<b>Language accessibility of services</b>
Fund training and offer incentives to encourage more people to become certified interpreters.
Offer free English classes.
Hire translators and community outreach people with multiple language skills as city employees to engage our residents in participatory decision making.
Offer language instruction for newcomers.
Provide immediate language interpretation for 911.
<b>Environmentally sustainable city assets</b>
Use solar energy for heating and electricity with all public and private buildings and transportation.
Assist with lowering GHG emissions by re-examining the city's utilities business model so that the emphasis is no longer on the "more energy usage brings more revenue to the utility and the city" approach.
Lead by example by improving the city's facilities' and operations' GHG footprint and by leveraging federal funds to incentivise residents, businesses, industrial companies to do so.
Increase Iternative energy and energy efficiency in government buildings.
Invest in solar and wind infrastructure for public buildings.
Transition all municipal vehicles to renewable energy.

Ensure that electric vehicle charging stations are readily available for municipal vehicles and the public.

Use smaller, electric buses since most buses are running empty.

Add solar panels on public buildings.

Add solar panels and energy efficiency measures for the Lucy Simms center.

Develop a vision for the Simms Center as a "resilience hub" that is an investment in the future.

Weatherize the Lucy Simms center to make it a model of energy efficiency.

## **Getting Around**

### **Public transportation**

Provide free public transit for all.

Move the bus transit hub to a more central location, closer to downtown.

Expand bus services by increasing the number of buses and routes.

Redraw bus routes.

Add benches and/or shelters at all bus stops in the city.

Provide free bus rides for low-income individuals.

Add more city shuttle buses in different directions.

Extend bus routes through the summer.

Have a bus that does runs for the homeless.

Increase the frequency of buses.

Increase support for rideshare and public transportation.

Buy electric buses rather than building parking lots.

Have public transportation routes run later into the night.

Have a dedicated bus route from campus or populated student areas that runs every 30 min?

Have 24 hour buses on key routes, even when students are not in town.

Increase access to transportation, particularly for rural communities and differently-abled persons.

Enhance HDPT services (consider microtransit options) and create better links between existing regional transit agencies for greater connectivity between regional jurisdictions.

Use smaller, electric buses since most buses are running empty.

Increase bus hours and expand accessibility.

Expand bus routes and provide more information on how to use buses.

Provide transportation passes for families to get to city parks.

Create more shelters around bus stops.

Look at a variety of transportation options like 12-15 passenger vehicles for kids to make it to activities.

Provide transportation to immigration centers.

Offer bus services later at night.

Re-evaluate transit routes for the communities that use them.

Prevent bus routes from shrinking when students leave to provide year-round transportation consistency.

Look beyond buses as a form of public transportation and consider a network of private vehicles that are easier for elderly to get into with the city supporting the maintenance and gas of the fleet.

**Bike lanes and trails**

Protect bike lanes with bollards or by making a dedicated lane off the road, particularly the turn off Vine onto Emerson.

Create bicycle friendly infrastructure and trail networks to enable non-motorized commutes as well as recreation and tourism

Increase biking and walking paths on the northeast side of the city.

Connect the Bluestone Trail to the greenway.

Create trails to connect communities to schools and parks, especially in lower income neighborhoods.

Pave the easement between Monticello and Myers.

Finish the bluestone greenway.

Finish the North end greenway.

Fix the pedestrian signals on Memorial Hall and MLKJ Way.

Increase free and public mountain bike trail development.

Improve bicycle connections across I-81.

Neff and Reservoir.

Continue the Rails to Trails to have it end in Harrisonburg, not Broadway.

Increase trails away from the road, like the Friendly City Trail.

Create separated bike lanes on Main St. and Liberty St.

Generate a new bike/pedestrian accommodation plan and use it to make decisions.

**EV Use**

Examine options for reducing carbon emitting vehicles in the city, such as the options from the transportation survey that was recently done.

Increase the number of EV chargers in the city.

Increase the number of EV charging stations that are free and not just downtown.

Increase the number of Electric Vehicle charging stations downtown.

**Usable and accessible sidewalks**

Ban cars from Court Square and downtown.

Add a sidewalk on Chicago Avenue.

Extend the sidewalk on the north end of Route 11 between the CSB and north end neighborhoods.

Turn the downtown into a walking district by taking Route 11 north over to S/N Mason St.

Make all areas of Harrisonburg walkable, especially from the outer neighborhoods to downtown and other business areas.

Add sidewalks and crosswalks to major intersections.

Give the northeast new sidewalks

Add sidewalks on Route 33 by the mall, Kroger, and Martins.

Add a sidewalk/bike lane on Mt Clinton Pike from Smith Ave to Lincolnshire Dr.
Add sidewalks on College Avenue between EMU and Parkview Mennonite Church.
Add sidewalks, bike paths, or even a shoulder on Chicago Avenue near Waterman Drive.
Add more sidewalks around Waterman Elementary.
Make downtown infrastructure accessible for citizens and visitors who are elderly or rely on mobility assistance.
Make sure all sidewalks connect and continue and are ADA compliant, including bike lanes or paved shoulders that also connect and provide safe human-powered means of transportation.
Add sidewalks along Mt. Clinton Pike from Route 42 west to the Gemeinschaft Home.
Add a sidewalk on Pleasant Hill Road.
Add sidewalks along Greystone Street
Add sidewalks along College Ave
Generate a new bike/pedestrian accommodation plan and use it to make decisions.
Educate the community on the need to keep sidewalks clear.
Shut down downtown to car traffic to make it more accessible to all.

<b>Phase 1 ARPA-Eligible Other</b>
<b>Project</b>
<b>Support for Small Businesses</b>
Provide more funds for small businesses.
Offer small business loans.
Support small businesses through grants rather than loans or through a BPOL tax rebate.
Invest in local small businesses that are outside of downtown.
Invest in small business improvements.
Run ads online and in the newspaper for businesses, groups, and neighborhoods to receive help.
Create a way for small business owners in specialized fields to have a place to consult, collaborate, and support each others work outside of the Chamber of Commerce.
Go around, meet business owners, and ask them what they need.
<b>Supporting People and the Organizations that Support People</b>
The government is not expected to provide all needed services, but it can support those who do provide services through start-up consulting services, business coaching, IT infrastructure/consulting, Project Mgmt services, etc.
Fund a domestic violence shelter program.
Offer shelter and services for survivors of domestic violence.
Have social workers reach out into the community to see if people need help.
Invest in programs like OCP, Mercy House that make a difference in those who need it the most.
Support the Skyline Literacy Program and The Community Foundation.
Invest in the nonprofits that provide services that meet basic needs: housing, child care, mental health, transportation, medical services, etc.
Invest more money in nonprofits that help individuals with utilities and rent.
Fully fund Vine and Fig.
Create some cooperative arrangement between local government and groups like OCP, Mercy House and others that directly deal with underserved folks.
Create community partnerships that provide seed money and ongoing support to human services non-profits.
Offer support for post-incarceration populations.
In terms of its human service agencies and nonprofits, check in with them on whether logistical needs are being met appropriately. Eg: sanitation, structural repair, utility service, public safety.
Help direct resources to those in need (clothing, household items) from those who have items to donate/provide.
<b>Bringing People to Community</b>
Offer language instruction for newcomers.
Invest in summer tourism projects.
Make changes so that people who graduate from JMU are more willing to stay in Harrisonburg, including adding biking trails, rock climbing gyms, dog parks, more restaurants, and activities in general that draw people to the city.
<b>Bringing People Together</b>
Invest in opportunities for families to be involved.

Have more socially inclusive events to assimilate different people together.
Have more events for adults to meet each other.
Create more events or cross over with the college to break through the campus bubble in order to get students more involved locally.
Have volunteer days for people to work together outside, like cleaning up or building something.
Plan community event for teens.
Offer free programming downtown, such as lawn parties or concerts.
Have community block parties.
Prioritize relationships by fully opening and promoting forums where people with different ideas, backgrounds and beliefs can get to know one another.
Build opportunities for young and old to help each other with after school projects, yard work, etc.
Create a regular community event/educational series encouraging community engagement. Consider a concert series to attract people but with table of public information and support services, possibly held at the JMU AUBC.
Bring back community programming downtown (4th of July, Halloween, first Fridays, concerts).
<b>Direct payments</b>
Direct the money to help people on water and sewer bills like Broadway did.
Consider returning remaining funds back to the taxpayers.
Provide refunds for services that have skyrocketed, such as electric bills.
Provide more money for the people on the City's front lines.
<b>Recycling</b>
Expand recycling efforts to include plastics #5 and #6.
Bring back curbside recycling.
<b>Public Safety</b>
Increase police patrols, especially on Main Street where there is daily activity of car racing.
Invest in restorative justice practices.
<b>Downtown</b>
Build a more dense downtown with housing, transit connections, and bike/ped focused street design.
Make downtown denser with more attractions.
Fully fund Harrisonburg Downtown Renaissance.
Use funds to replace one downtown parking deck with an improved parking garage and new residential units, to help bring office jobs back to the city.
Improve downtown by adding green space and public art.
Create a downtown mall area like in Charlottesville.
Turn downtown into a walking mall and invest in more nature spaces downtown.
Help create projects to lure locals downtown and have something for families to do downtown.
Create public restrooms downtown that are safe and maintained.
<b>Other</b>
Reckon with Newtown and determine how the City can repay in some way.

Consider implementing classes or workshops for non-technical residents to set up 2-Step Verification, learn how to use password manager, and be aware of common scams and attack vectors (e.g. phishing emails) in order to improve cybersecurity.

Promote partnerships between local businesses, non-profits, and disabled individuals to provide job opportunities for disabled individuals.

Invest in programs or incentives that promote the use of local businesses to developers coming into the city for them to use local talent instead of sourcing it from outside the city.

available that increase their bottom line thus increasing their generational wealth.

Add mixed use development on the northern end of downtown.

Create transitional housing for women.

Post signs at community places and playgrounds about the inherent risk of using these facilities.

Create a single Harrisonburg, VA, job/employment board for all organizations to post on that free to employers and employees if residents of Harrisonburg.

Create vouchers or cards that can be purchased at a discount price (or free to citizens who can provide proof of Covid related losses) to stimulate especially small business in the city.



<b>ARPA-Ineligible</b>
<b>Project</b>
Reduce tap fees for new affordable housing projects.
Work with the nonprofits that have affordable housing expertise, such as Habitat for Humanity, OCP, and Mercy House, and create a system that allows organizations such as these a first chance at property.
Increase the availability of Open Doors to the whole year.
Invest in permanent supportive housing, respite housing, and crisis care.
Use solar energy for heating and electricity with all public and private buildings and transportation.
Make parking free everywhere.
Add sky bridges between some buildings downtown.
Get an abortion clinic for the city.
Provide free birth control.
Provide financial assistance and grants to those who are starting businesses right now.
Establish a minimum wage indexed to the inflation rate.
Support micro businesses in increasing minimum wage.
Support living wages for care providers of children, older adults, and adults with disabilities.
Perhaps with this next increase of 5% the lowest paid employee will qualify for Gold Certification at \$15 an hour
Fix the bridge on East Market St. that goes over the interstate.
Repair the potholes on the Route 33 bridge west of I-81 that goes over the train tracks.
Widen I-81 through Harrisonburg.
Create a city bypass road.