



# **HARRISONBURG CITY COUNCIL 2043 VISION**

## **2024-2027 PRIORITIES ACTION PLANS**

### **COUNCIL MEMBERS:**

Mayor Deanna Reed  
Vice-Mayor Laura Dent  
Council Member Dany Fleming  
Council Member Christopher Jones  
Council Member Monica Robinson



**HARRISONBURG** **IVA**  
**FRIENDLY BY NATURE**

# **HARRISONBURG 2043**

## **ADOPTED COUNCIL VISION 2023**

### **WE ARE THE CAPITAL OF THE SHENANDOAH VALLEY**

**WE PROVIDE A QUALITY URBAN LIVING OPTION FOR  
EVERYONE WHO WANTS TO RESIDE HERE**

**OUR DIVERSE POPULATION THRIVES IN A WELCOMING CITY  
WHERE ALL ARE VALUED AS FRIENDS AND NEIGHBORS**

**OUR INCLUSIVENESS IS OUR STRENGTH AND REFLECTS  
THE TRUE SPIRIT OF OUR CITY**

**THE PILLARS OF OUR MULTICULTURAL, MULTI-ETHNIC,  
AND MULTI-GENERATIONAL CITY CONSIST OF A ROBUST  
ECONOMY AND A VIBRANT EDUCATION EPICENTER,  
ALONG WITH A BROAD RANGE OF AMENITIES AND A  
BEAUTIFUL NATURAL ENVIRONMENT THAT ENRICH LIFE**

**THIS IS MADE POSSIBLE BY THE FISCALLY SOUND  
PLANNING OF OUR STAFF AND ELECTED LEADERS**

**BOLD THINKING, COMMUNITY INPUT, AND  
BEST PRACTICES LEAD THE CITY TO CONSIDER NEW  
PATHS AND STRUCTURES THAT HAVE LED TO OUR  
RECOGNITION AS A MODEL LOCALITY**



# **HARRISONBURG 2043**

# OUR ATTENTION TO THESE FOCUS AREAS ASSURES THIS FUTURE . . .



## A CITY FOR ALL

WE ARE A HARMONIOUS, CARING, WELCOMING CITY WHERE DIFFERENCES ARE EMBRACED, CELEBRATED, AND ACCOMMODATED. RECOGNIZING HARRISONBURG'S DIVERSITY, OUR SUPPORT SYSTEMS ASSURE THAT ANY COMMUNITY MEMBER HAS ACCESS TO CITY SERVICES. WE ARE A CITY THAT ALLOWS ALL PEOPLE TO FEEL SAFE, VALUED, AND HAVE ABUNDANT OPPORTUNITY. WE CONTINUOUSLY OVERCOME BARRIERS TO PROGRESS AND BOLDLY ADDRESS INEQUITIES.



## ECONOMIC DEVELOPMENT: GOALS, GAINS, AND GROWTH

HARRISONBURG IS THE ECONOMIC CAPITAL OF THE SHENANDOAH VALLEY. WE ARE THE REGIONAL DESTINATION FOR EDUCATION, SHOPPING, DINING AND ENTERTAINMENT. OUR ECONOMIC DEVELOPMENT PARTNERSHIPS HAVE RESULTED IN THRIVING TECHNOLOGY ZONES, HIGHER WAGE JOBS, AND A VIBRANT NORTH END GATEWAY. LOCAL ECONOMIC ACTIVITY IS ROBUST THROUGHOUT THE CITY AND IS EASILY ACCESSIBLE. OUR ECONOMIC DEVELOPMENT STRATEGIES CONTINUE TO GROW EXISTING BUSINESSES, ENCOURAGE ENTREPRENEURSHIP, AND ATTRACT NEW OPPORTUNITIES.



## A THRIVING EDUCATIONAL EPICENTER

HARRISONBURG HAS AN EXCEPTIONAL PUBLIC EDUCATION SYSTEM. OUR SCHOOLS ARE AWARD WINNING AND NATIONALLY RECOGNIZED. OUR INVESTMENT IN EDUCATION ATTRACTS FAMILIES AND ENGAGED LEADERS, AND DEVELOPS ENTREPRENEURS AND FORWARD THINKING BUSINESSES THAT CONTRIBUTE TO OUR COMMUNITY. THE CITY IS A PARTNER IN ENSURING THAT EARLY CHILDHOOD EDUCATION IS UNIVERSALLY AVAILABLE FOR ALL CHILDREN. CITY SCHOOL GRADUATES ARE SKILLED AND QUALIFIED INDIVIDUALS WHO ARE COLLEGE, CAREER, AND LIFE READY. MOREOVER, AS THE HOME OF TWO INSTITUTIONS OF HIGHER LEARNING, AND IN PARTNERSHIP WITH OUR REGIONAL COMMUNITY COLLEGE, THE CITY IS A HUB OF INNOVATION, TECHNOLOGY, AND WORKFORCE DEVELOPMENT.



## AVAILABLE HOUSING FOR ALL

HARRISONBURG IS AT THE FOREFRONT IN DEVELOPING A COMPREHENSIVE APPROACH TO MEETING A SPECTRUM OF HOUSING NEEDS THROUGH INNOVATIVE PLANNING AND EFFECTIVE PARTNERSHIPS. THE CITY HAS LOGISTICALLY INTEGRATED HIGH QUALITY AFFORDABLE HOUSING THROUGHOUT ITS NEIGHBORHOODS. AS A RESULT, HARRISONBURG'S NEIGHBORHOODS REFLECT ITS DIVERSE AND UNIQUE CHARACTER. CREATIVE LAND USE PLANNING HAS PERMITTED FLEXIBLE REDEVELOPMENT OF OUR RESIDENTIAL AREAS. SUPPORT AND SERVICES ARE AVAILABLE FOR PEOPLE EXPERIENCING HOUSING INSECURITY SO THEY CAN REMAIN SAFELY AND SECURELY HOUSED. MOREOVER, THE CITY HAS ACHIEVED THESE GOALS WHILE MAINTAINING A STRONG AND SUSTAINABLE TAX BASE.



## COMMUNITY RESILIENCY AND THE NATURAL ENVIRONMENT

HARRISONBURG IS A COMMUNITY WITH EXTRAORDINARY BEAUTY AND AN ABUNDANCE OF NATURAL ASSETS. WE PRIORITIZE PROTECTION OF THESE NATURAL ASSETS - AIR, STREAMS, MOUNTAINS, TREES, AND OPEN SPACE - CRITICAL TO MAINTAINING OUR QUALITY OF LIFE AND VIBRANT ECONOMY. WE ARE A RESILIENT COMMUNITY PREPARED TO FACE NUMEROUS CURRENT AND FUTURE CHALLENGES SUCH AS FLOODING, EXTREME FLUCTUATION IN WEATHER, AGING INFRASTRUCTURE, NEW ENERGY TECHNOLOGIES, AND WATER SUPPLY AS DEMANDS INCREASE. WITH OUR PARTNERS, WE ARE EFFECTIVELY REDUCING AND RESPONDING TO CLIMATE CHANGE IMPACTS, ESPECIALLY AS THEY IMPACT HISTORICALLY DISADVANTAGED COMMUNITIES. INVESTMENTS IN SUSTAINABLE ASSETS AND INFRASTRUCTURE HAVE ESTABLISHED A STRONG FOUNDATION FOR THE FUTURE.



## DISTINCTIVE, RELIABLE DELIVERY OF HIGH QUALITY CITY SERVICES

HARRISONBURG PRIDES ITSELF ON HIGH QUALITY SERVICE PROVISION. THE CITY IS CLEAN, SAFE, AND HAS ABUNDANT AND DIVERSE RECREATIONAL OPPORTUNITIES. TRAVELING THROUGH THE CITY IS PLEASANT AND EASY, WHETHER BY CAR, BIKE, FOOT, OR TRANSIT BUS. OUR HIGHLY ENGAGED COMMUNITY MEMBERS KNOW THE CITY IS RESPONSIVE TO THEIR CONCERNS. INNOVATION IN SERVICE DELIVERY IS ENCOURAGED AND OTHER COMMUNITIES TURN TO HARRISONBURG AS A CENTER FOR BEST PRACTICES. THE CITY GOVERNMENT ATTRACTS AND RETAINS TALENTED PUBLIC SERVANTS DUE TO ITS REPUTATION FOR BEING WELL-MANAGED AND AS A GREAT EMPLOYER.



## FISCAL RESPONSIBILITY AND PLANNING

WE ARE A CITY WITH A LONG-TERM COMMITMENT TO MEETING DEMANDS FOR INCREASED SERVICE WHILE MAINTAINING HIGH STANDARDS. THE CITY IS FINANCIALLY SECURE WITH THE HIGHEST BOND RATING AND A HEALTHY FUND BALANCE. THE CITY BALANCES ITS GROWTH THROUGH THOROUGH EVALUATION OF FUTURE NEEDS AND THOUGHTFUL PLANNING. THERE IS RECOGNITION OF THE NEED FOR CAREFUL FINANCIAL MANAGEMENT, WHILE ALSO PRIORITIZING INVESTMENT IN ESSENTIAL OPERATIONAL AND CAPITAL PROGRAMS TO LEAD US TOWARD A MORE PROGRESSIVE FUTURE.

# HARRISONBURG 2043

## TABLE OF CONTENTS

PAGE #	PRIORITIES		CHAMPION
<b>A City For All</b>			
1	Priority #1	Develop a central resource/hub for newcomers that makes them welcome in City Hall, provides information, and ensures access to City services	Michael Parks
3	Priority #2	Create an assessment tool/process that periodically reviews City services to ensure that all residents, visitors, and businesses have effective access to those services and use it to review progress on Council's Vision	Michael Parks
5	Priority #3	Coordinate and promote awareness of Public Safety services/programs that enhance community safety.	Matt Tobia, Kelley Warner, Courtney Doberstein
8	Priority #4	Implement a discussion of measures/actions the Council can take to remedy past harms	Ande Banks
10	Priority #5	Identify and employ tools to give citizens greater access to City decision-making, including addressing barriers to participation in governmental processes	Amy Snider
<b>Community Resiliency and the Natural Environment</b>			
12	Priority #1	Promote community goals for the widespread adoption of renewable energy and efficiency measures	Keith Thomas
14	Priority #2a	Continue implementation of the urban forest management plan	Aaron Rhoney
14	Priority #2b	Continue implementation of Urban Wood Program	Aaron Rhoney
14	Priority #2c	Develop and implement a landscape management plan	Aaron Rhoney
17	Priority #3	Explore and enable sustainable practices that support financial stability for lower income families, including education regarding environmental impacts	Keith Thomas
19	Priority #4	Update the Stormwater Improvement Plan	Keith Thomas
<b>Economic Development: Goals, Gains, and Growth</b>			
21	Priority #1	Collaborate with private regional workforce transportation partners to establish a well-connected public transportation system, focused on enhancing workforce transportation within the area.	Ande Banks
23	Priority #2	Provide the Black and Brown-Owned Business Growth Program (B-Cubed) effort with greater city support and buy-in, which might include: <ul style="list-style-type: none"> <li>•Increasing the City's support of B-Cubed as a means of addressing historical inequities</li> <li>•Enhancing support and funding to the B-Cubed as a city initiative</li> <li>•Considering funds for BIPOC entrepreneurs to provide start-up capital and technical assistance to build generational wealth and correct past harms</li> <li>•Sharing B-Cubed successes</li> </ul>	Peirce Macgill
25	Priority #3	Develop an economic development strategic plan, including the identification of new business sectors for the City and appropriate recruitment strategies Discussion: <ul style="list-style-type: none"> <li>•Invite partners to help us with this and to generate buy in</li> <li>•Include enhanced awareness of our vibrant tech/ed program</li> </ul>	Brian Shull
<b>A Thriving Educational Epicenter</b>			
27	Priority #1	Consider new and creative ways to enter into and expand early childhood education in the City This might include: <ul style="list-style-type: none"> <li>•Assess and determine how to provide additional support to expand early childhood education and after-school programs run by the City</li> <li>•Consider building an early childhood education center in the northeast and the southwest as an extension to the after-school program run by Parks and Recreation</li> </ul>	Amy Snider
30	Priority #2	Work with the School Board to identify a successful strategy to meet our school growth	Ande Banks
32	Priority #3	Enhance the City/University relationship for the benefit of residents and students and to achieve greater understanding of impact on the community, land use, and development	Ande Banks
<b>Fiscal Responsibility and Planning</b>			
34	Priority #1	Update Financial Management Policies	Larry Propst
<b>Available Housing for All</b>			
36	Priority #1	Complete the zoning ordinance re-write	Thanh Dang
38	Priority #2	Develop and implement a strategic housing plan	Liz Webb
40	Priority #3	Continue relationship with City/County Homeless Coalition to ensure collaboration and communication among service providers	Amy Snider
<b>Distinctive, Reliable Delivery of High Quality City Services</b>			
41	Priority #1	Complete the study for the Transit Strategic Plan	Gerald Gatobu
43	Priority #2	Follow through on the study for on-demand microtransit	Gerald Gatobu
45	Priority #3	Continue strengthening city staff's ability to meet and serve our city into the future	Angela Clem
49	Priority #4	Develop methods to effectively acquire customer service feedback	Michael Parks
51	Priority #5	Complete the Update to the Comprehensive Parks and Recreation Master Plan	Vic Garber
53	Priority #6	Identify costs to create a justice system that aligns with the values of the City	Chris Brown
55	Priority #7	Design and construct Station 5 in the Northwest Section of the City and begin implementation of the planned replacement of Station 4 in the Northeast Neighborhood	Matt Tobia
57	Priority #8	Update the Bike-Pedestrian Plan	Erin Yancey



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

A City for All

### PRIORITY #1

Develop a central resource/hub for newcomers that makes them welcome in City Hall, provides information, and ensures access to City services

### RATIONALE AND CONSIDERATIONS

A centralized location with interpretation services will increase access by creating a convenient, welcoming location for new residents to learn about services the City provides and to receive navigation support, including signing up for these services and programs. By creating this centralized hub, we will remove barriers, increase trust and transparency, and improve efficiency of delivery of services. Considerations include:

- What are the best location(s)? Should it be mobile?
- How will this be staffed?
- What are the best operating days and hours?
- Are there potential partnerships with other organizations doing similar work?

### STAFF CHAMPION

Michael Parks

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Do a strategic assessment with systems mapping to understand how the newcomer to the community currently accesses services and how to improve navigation of services and access to them	January 2024
2. Evaluate and propose a listening session with segments of our community that could inform what information and assistance they are seeking	October 2024
3. Solicit input from City departments and other community stakeholders on what information is of highest demand and what programs and opportunities should be better highlighted through this location	January 2025
4. Research similar models of a centralized hub in other communities	January 2025
5. Consider the best location or format for this type of service (Ex: Should this be a centralized location and/or have mobile components that can be utilized for festivals and community events?)	January 2025
6. Develop a communications plan for promoting the new location to all segments of our community	July 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

A City for All

### PRIORITY #2 (ORIGINAL)

Create an assessment tool/benchmark process that periodically reviews City services to ensure all citizens have access to those services and use it to review progress on Council's Vision

### PRIORITY #2 (PROPOSED REVISION)

Create an assessment tool/process that periodically reviews City services to ensure that all residents, visitors, and businesses have effective access to those services and use it to review progress on Council's Vision

### RATIONALE AND CONSIDERATIONS

The City should ensure language and physical access to City services on a regularly reoccurring basis. The effective access to those services should be measured by an annual survey instrument (digital, hard-copy mailing, in-person engagement) and should include applicable services provided by the City. The survey delivery options should include language inclusivity. The survey can potentially be a basis for future budgetary performance metrics. It might also be possible to request feedback regarding services that could benefit from enhancement or future needed capital projects. Another addition to consider is the use of an in-person listening session/focus group, which may increase the quality of the feedback. We should also evaluate the audiences we are attempting to reach, including marginalized communities.

### STAFF CHAMPION

Michael Parks

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Convene a multi-disciplinary workgroup of ELT members or staff members they recommend (approximately 5-8), in addition to the Director of Communications/Outreach Coordinators	July 2024
2. Evaluate best practices and models from successful organizations around an annual resident survey.	August 2024
3. Create the survey based on service focus areas and research different surveying options	September 2024
4. Workgroup presents the draft survey to ELT, DLT, Harmony & Equity Committee, and City Ambassadors. Explore needs and translate survey into top 8 languages, including leveraging technology to improve language accessibility.	November 2024
5. Create a communications and outreach strategy focused on educating the community about the survey and encouraging their participation	December 2024
6. Beta-test the survey	January 2025
7. Create a schedule around public engagement opportunities (in-person listening sessions, focus groups, presence at faith-based organizations, engagement at neighborhood events, etc.), including marginalized groups	February 2025
8. Collect data	March 2025
9. Compile and analyze data in a presentation format. Present the data to internal stakeholders and City Council (through the City Manager)	May 2025
10. Show community ways their input from the survey is being used to improve service by departments.	July 2025





## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA A City for All

- PRIORITY #3 (ORIGINAL)**      Coordinate and promote awareness of HPD and HFD services/programs that enable community safety
- PRIORITY #3 (PROPOSED REVISION)**      Coordinate and promote awareness of Public Safety services/programs that enhance community safety.

### RATIONALE AND CONSIDERATIONS

Currently, the City’s Public Safety Departments (Police, Fire, Emergency Medical Services, 911 Services, and Emergency Management) have robust community public safety programs. The Public Safety Departments currently host the following community outreach programs:

Fire	Police	ECC
Car Seat Safety Program	Cookout with a Cop	
Fire Alarm Awareness	Coffee with a Cop	
Pizza Night (Co2/smoke Alarm Installation)	Cone with a Cop	
Targeted Smoke Alarm Canvasses	High Five Fridays	
Camp LIT	Walk to School Days	
Fire Prevention Month Activities (Annual Art Contest, etc.)	Shop with a Cop	
Touch a Truck	Touch a Truck	Touch a Truck
Citizen Fire Academy	Citizen Police Academy	Community Academy
Juvenile Fire Setter Program	Dog Walk & Watch Program	
	Victim Service Liaison Coordinator	
National Night Out	National Night Out	National Night Out
*HFD should be included	Church World Service Assimilation Talks	*ECC should be included
School Return Community Knock and Talks	School Return Community Knock and Talks	School Return Community Knock and Talks

What is needed is more public awareness and accessibility to the programs provided by these departments and respective divisions, with a focus on prevention, access, mitigation, and recovery. Over the next 3 years this would include the construction of Station 5, replacement of Station 4, expansion of the Community Paramedic Program, enhancement of language services, text to 911, NextGen 911, exploration of Artificial Intelligence in 911 Services, leveraging emerging technology to enhance caller and responder safety, planning/space considerations around the Public Safety Building, and enhanced staffing to focus on crisis intervention by mental health professionals, etc.

A significant underlying issue in improving saturation and target audience reach is gaining trust in communities that are historically distrustful of public safety and/or government officials so that EVERYONE can access programs that increase public safety and provide assistance where necessary.

**STAFF  
CHAMPION**

Matt Tobia, Kelley Warner, Courtney Doberstein

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Form a committee comprised of Public Safety team members and Michael Parks to develop a plan to collaborate on efforts and share opportunities to 'get the word out' about our collective services.	July 2024
2. Determine who the target audience is and identify trusted leaders within the target audiences.	August 2024
3. Develop a strategy to convene community leaders to raise awareness about Public Safety services and programs.	September 2024
4. Strengthen internally the referral system when community members have problems or needs, but the resources are provided by a community partner.	November 2024
5. Utilize the new Community Outreach Specialist in the Police Department to coordinate methods to advertise events and services in our outlying communities (targeted audience) and share with our Public Safety Partners.	December 2024
6. Convene community leaders for meetings to seek understanding about how public safety agencies can build trust and improve the willingness and ability to access public safety service	January 2025
7. Measure/evaluate an increase in requests for public safety engagement in marginalized communities	February 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

A City for All

### PRIORITY #4

Implement a discussion of measures/actions the Council can take to remedy past harms

### RATIONALE AND CONSIDERATIONS

The City must educate our community about and acknowledge its own history of discrimination and racial injustice in order to move our City forward and fulfill our vision as a City for All. The government was complicit in perpetuating racial disparity through policy decisions and tools such as condemnation that dismantled the City's historically black neighborhood and business center and forcibly displaced black residents from their homes, places of worship, and community gathering spaces. These actions continue to fuel distrust in government. Some considerations about how the City might remedy past harms include:

- How the City can best invite those residents impacted directly and residually to share their stories
- How best to educate the community regarding these actions and past harms
- How to identify adequate remedies

### STAFF CHAMPION

Ande Banks

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Research similar measures taken domestically and internationally to acknowledge and memorialize past harms	March 2024
2. Utilize a facilitator to assist Council in deciding on their preferences and to inform research by City staff	August 2024
3. Analyze legal issues involving potential remedies	September 2024
4. Take steps to follow through on solutions that are selected; develop new action plans	January 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

A City for All

### PRIORITY #5

Identify and employ tools to give citizens greater access to City decision-making, including addressing barriers to participation in governmental processes

### RATIONALE AND CONSIDERATIONS

Participation in local government is important to good and equitable governance. Some considerations include how to identify and understand barriers and how to educate residents regarding the importance of being active in local government.

### STAFF CHAMPION

Amy Snider

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Plan and implement a strategic assessment to identify barriers, learn how people want to have communication, and what would inspire participation	March 2024
2. Consider holding rotating town halls in different locations around the City	April 2024
3. Evaluate and quantify the cost of providing stipends for boards and commissions	June 2024
4. Evaluate and quantify the cost of providing food and childcare at community meetings	June 2024
5. Consider a resident newsletter	September 2024
6. Evaluate strategies and tools that could be provided to Council Members to empower them to be ambassadors to invite residents to be more participatory in their government	September 2024
7. Launch a robust public access channel that can be a portal for boards, commissions, public meetings, educational opportunities and programmatic highlights of City services	December 2024



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Community Resiliency and the Natural Environment

### PRIORITY #1\*

Previously Priority #1  
under Fiscal  
Responsibility and  
Planning

Promote community goals for the widespread adoption of renewable energy and efficiency measures

### RATIONALE AND CONSIDERATIONS

The City has an adopted Environmental Action Plan that is a guide for city leaders, staff, and community members to implement sustainability visions and principles. The City seeks to be a leader by our actions in our municipal operations and facilities, providing visible examples and highlighting experiences with renewable energy and efficiency measures, addressing climate change in a proactive manner, engaging with the public through different organizations, institutions, communities, and backgrounds to develop more holistic responses as well as reducing disparate impacts..

The City currently participates in SolSmart and utilizes SolarApp which is aimed at improving zoning and permitting to reduce barriers and soft costs. Other organizations and federal and state tax credits provide rebates, funds, and incentives for adopting and implementing renewable energy and energy efficiencies. Virginia Code 15.2-1804.1 establishes high performance building standards for municipal buildings including provisions for energy efficiency and renewable energy systems.

### STAFF CHAMPION

Keith Thomas



## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Continue to utilize an environmental review lens as we develop additional comprehensive plans, CIP, and budgets for the City	September 2022
2. Demonstrate leadership through developing solar implementation plan to install solar on city facilities	July 2023
3. Demonstrate leadership through conducting building energy audits to understand potential energy efficiency upgrades	July 2023
4. Develop a customized education and outreach strategy for various target audiences in the City to better engage with the community <div style="text-align: center;">Equity Considerations:</div> <ul style="list-style-type: none"> <li>• Consider best practices for reaching disadvantaged communities</li> <li>• Consider ways to meet people where they are</li> <li>• Consider including payment for people’s time, such as daycare and/or food during meetings</li> <li>• CEH to review draft strategy</li> </ul>	January 2024
5. Evaluate feasibility of operational changes in water operations from Dry River that utilize in-line generation to reduce energy use or generate energy	December 2024
6. Evaluate feasibility and funding strategies for implementing cost share programs for sustainable practices <div style="text-align: center;">Equity Considerations:</div> <ul style="list-style-type: none"> <li>• Consider ways to minimize the upfront costs for low-income residents</li> <li>• Consider ways to minimize potential conflicts with income-based social assistance programs</li> <li>• Prioritize low-income residents in program design and eligibility</li> </ul>	July 2024
7. Explore potential partnerships to promote and encourage adoption of renewable energy and energy efficiency <div style="text-align: center;">Equity Considerations:</div> <ul style="list-style-type: none"> <li>• Consider ways to minimize the upfront costs for low-income residents</li> <li>• Consider ways to minimize potential conflicts with income- based social assistance programs</li> </ul>	July 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Community Resiliency and the Natural Environment

**PRIORITY #2  
(ORIGINAL)**

Continue implementation of urban forest management plan

**PRIORITY #2  
(PROPOSED  
REVISION)**

Continue implementation of greenspace management plans  
to include:

#2a: Urban Forestry Management Plan

#2b: Urban Wood Program

#2c: Landscape Plan

### RATIONALE AND CONSIDERATIONS

Greenspace management includes the Urban Forestry Management Plan (UFMP), Urban Wood Program, and a Landscape Plan. The Urban Forestry Management Plan (UFMP), establishes when, where, and how to plant trees and how to maintain them to promote healthy urban forests as well as to maintain and expand our tree canopy. Urban forests are important as they provide multiple benefits such as reducing the impacts of urban heat islands, CO2 sequestration, reducing stormwater runoff, and reducing erosion. Urban trees increase the desirability of public spaces and neighborhoods. The City of Harrisonburg's Urban Wood Program presents a vision to reclaim public trees for a second life at their highest use, use reclaimed wood in city projects whenever possible, educate the public about the urban wood program, and continue to make public wood waste available to the public. The Landscape Plan for the City of Harrisonburg will demonstrate responsible environmental stewardship, cost effectiveness, and efficient maintenance, all while being aesthetically pleasing year-round. A consideration for these greenspace management plans is that urban forests utilize space that may conflict with other priorities such as renewable energy, housing, and open space parks.

**STAFF  
CHAMPION**

Aaron Rhoney

## IMPLEMENTATION PLAN

### Priority #2a: Continue implementation of the urban forest management plan

TASKS	TARGET DATES
1. Continue to plant trees across the city in public right of way	July 2019
2. Promote value of trees to community through education, outreach, and workshops	July 2019
3. Expand greenspace staff to better maintain existing trees	September 2023
4. Incorporate trees into capital infrastructure projects, including stormwater and transportation projects	September 2023
5. Update tree canopy study and inventory	December 2024
6. Determine outreach strategies to encourage desired plantings and best practices on the part of residents and businesses and pursue strategies as appropriate	Ongoing

### Priority #2b: Continue implementation of Urban Wood Program

TASKS	TARGET DATES
1. Preserve through contract language all cut timber within city capital projects to utilize wood	April 2022
2. Develop marketing strategies and procurement policies to get wood products to end users	January 2024
3. Expand partnerships to expand urban wood program	January 2024
4. Create plan for increased lumber storage	September 2024
5. Promote and increase the awareness of urban wood utilization to community through education, outreach, and workshops	January 2022

Priority #2c: Develop and implement a landscape management plan

TASKS	TARGET DATES
1. Assemble team of stakeholders	September 2023
2. Develop inventory of areas, plant list, amenity types, and gateways	October 2023
3. Develop RFP	January 2024
4. Implement study to include public engagement to determine key values, evaluate amenity types, and create acity-wide plan through the consultant	August 2024
5. Report study results	August 2025
6. Develop implementation funding schedule to implement high priority strategic action plans and capital projects	July 2026



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Community Resiliency and the Natural Environment

### PRIORITY #3

Explore and enable sustainable practices that support financial stability for lower income families, including education regarding environmental impacts

### RATIONALE AND CONSIDERATIONS

Historically disadvantaged and lower-income communities and households are disproportionately impacted by climate change. These groups also tend to have the fewest resources to help mitigate climate change impacts, such as access to air conditioning and filtration, the ability to pay for increased energy expenses during extreme weather events, or adequate insurance to recover from climate-based damage. These communities are also more likely to have pre-existing health conditions that put them at further risk from air pollution and extreme heat.

Fortunately, many climate solutions can also increase the financial stability and health outcomes of the historically disadvantaged and low-income communities, like home weatherization, energy efficiency renovations, rooftop solar, effective public transit systems, bicycle and pedestrian infrastructure, and green space access and tree cover. A consideration is that other organizations, including federal and state tax credits, provide rebates, funds, and incentives for supporting sustainable practices that support and enhance financial stability for lower income families.

### STAFF CHAMPION

Keith Thomas

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
<p>1. Develop a customized education and outreach strategy for various target audiences in the City to better engage with the community</p> <p style="text-align: center;">Equity Considerations:</p> <ul style="list-style-type: none"> <li>• Consider best practices for reaching disadvantaged communities</li> <li>• Consider ways to meet people where they are</li> <li>• Consider including payment for people’s time, such as daycare and/or food during meetings</li> <li>• CEH to review draft strategy</li> </ul>	<p>January 2024</p>
<p>2. Develop website, in coordination with housing coordinator, to consolidate resources to include weatherization and energy efficiency rebates for residents</p> <p style="text-align: center;">Equity Considerations:</p> <ul style="list-style-type: none"> <li>• to the maximum extent practicable, ensure materials on website are translated into multiple languages</li> </ul>	<p>March 2024</p>
<p>3. Evaluate feasibility and funding strategies for implementing cost share programs for sustainable practices</p> <p style="text-align: center;">Equity Considerations:</p> <ul style="list-style-type: none"> <li>• Consider ways to minimize the upfront costs for low-income residents</li> <li>• Consider ways to minimize potential conflicts with income-based social assistance programs</li> <li>• Prioritize low-income residents in program design and eligibility</li> </ul>	<p>July 2024</p>
<p>4. Explore partnerships with landlords and property management firms to undertake energy efficiency updates to save money for the property owner and renters</p> <p style="text-align: center;">Equity Considerations:</p> <ul style="list-style-type: none"> <li>• Utilize mechanisms from other energy efficiency and weatherization programs to help ensure savings are realized for renters too</li> </ul>	<p>July 2025</p>



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Community Resiliency and the Natural Environment

**PRIORITY #4  
(PROPOSED  
ADDITION)** Update the Stormwater Improvement Plan

### RATIONALE AND CONSIDERATIONS

The Stormwater Improvement Plan (SWIP) is intended to be a long-range visionary plan that incorporates the City's stormwater needs to achieve regulatory compliance, mitigate areas of drainage concern, and improve water quality. The update will identify how residents would like to see water quantity concerns and climate change impacts incorporated into the stormwater program.

**STAFF  
CHAMPION**

Keith Thomas

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Secure funding to solicit consultant to complete study	July 2023
2. Develop RFP	August 2023
3. Initiate study to include public engagement, to determine key values, incorporate water quantity and climate change impacts into the program, evaluate stormwater fee adequacy, and determine water quality compliance strategies through the consultant	November 2023
4. Conclude study and report results	December 2024
5. Develop implementation funding schedule to implement high priority strategic action plans and capital projects	December 2024





## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Economic Development: Goals, Gains, and Growth

### PRIORITY #1 (PROPOSED REVISION)

Collaborate with our transportation partners to establish a valley-wide transportation system, particularly enhancing workforce transportation

### PRIORITY #1 (PROPOSED REVISION)

Collaborate with private regional workforce transportation partners to establish a well-connected public transportation system, focused on enhancing workforce transportation

### RATIONALE AND CONSIDERATIONS

Transient workforce transportation needs driven by the cost of living within the Harrisonburg/Rockingham area necessitates consideration of transportation options for those who work a distance away from where they reside.

### STAFF CHAMPION

Ande Banks

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Give City Manager and Director of Public Transportation the authority to engage private workforce transportation providers and Rockingham County to determine how to collaborate on workforce transportation	January 2024
2. Engage private workforce transportation providers to gather information on current transportation offerings/operations through the Chamber of Commerce	February 2024
3. Establish areas of connection between established private transportation and current HDPT fixed route transportation network based on established scheduled times	April 2024
4. Establish realistic and regulation specific connections, with consideration of public transportation rules and regulations	August 2024
5. Consider Microtransit connections once Rockingham County's on-demand transportation feasibility study is complete	December 2024



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Economic Development: Goals, Gains, and Growth

### PRIORITY #2

Provide the Black and Brown-Owned Business Growth Program (B-Cubed) effort with greater city support and buy-in to include:

- Increasing the city's support of B-Cubed as a means of addressing historical inequities
- Enhancing support and funding to the B-Cubed as a city initiative
- Explore funding sources for BIPOC entrepreneurs to provide start-up capital and technical assistance to build generational wealth and correct past harms
- Sharing B-Cubed successes

### RATIONALE AND CONSIDERATIONS

Harrisonburg cannot enjoy true economic success unless everyone participates in that success. Black and brown business owners and entrepreneurs have historically faced barriers to starting and growing a business, limiting their ability to share in the city's economic success. As a means of addressing historical inequities, this program is increasing black and brown entrepreneurship and is helping existing black and brown businesses sustain and grow their businesses. Sixty-eight individuals (covering 11 cohorts) have enrolled in this program since April 2021. It is important to note that many funding sources, including city and federal funding, cannot be directed to race-specific programs according to federal law, so exploring all potential funding sources is critical. It is the desire of City Council to continue to promote, support, and grow this program.

### STAFF CHAMPION

Peirce Macgill

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Update B-Cubed achievements brochure	February 2024
2. Write B-Cubed success stories and distribute via current marketing mediums (social media, newsletters, etc.)	February 2024
3. Identify grant opportunities to provide funding for the program in compliance with State and Federal law	March 2024
4. Meet with the Harrisonburg-Rockingham Chamber of Commerce to discuss a more active role for them to include hosting pro-bono workshops	March 2024
5. Identify opportunities for city departments to host workshops for B-Cubed participants (Procurement, Community Development, Parks and Rec events)	March 2024
6. Seek partnerships for grant opportunities	May 2024
7. Work with existing B-Cubed participants to identify new participants	November 2024
8. Convene B-Cubed Action Team (HED, SBDC, HDR) to plan B-Cubed programming for 2025	December 2024



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Economic Development: Goals, Gains, and Growth

### PRIORITY #3

Develop an economic development strategic plan, including the identification of target business sectors for the City and appropriate recruitment strategies Sharing B-Cubed successes within the area.

### RATIONALE AND CONSIDERATIONS

Economic development is crucial to the long-term success of Harrisonburg and the well-being of all its residents. An economic development plan will guide economic development goals and identify crucial economic partners. Economic conditions are prone to factors outside the City's control, thus the strategies and goals within this plan must be flexible to meet the City's changing economic development needs. The City currently utilizes existing internal plans and strategies, including the Downtown 2040 Master Plan, and engages with regional partners to implement regional economic development plans. It is the desire of City Council to grow new businesses, help existing businesses, and attract new businesses. Existing internal and external strategic plans and strategies will inform the development of Harrisonburg's Economic Development Strategic Plan.

### STAFF CHAMPION

Brian Shull

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Assemble existing internal and strategic plans (Downtown Plan, Technology Sector Marketing Plan, Shenandoah Valley Partnership’s Strategic Plan, internal economic development strategies, etc.)	February 2024
2. Procure a consultant to conduct an industry cluster analysis, which might identify new areas in which to focus economic development activities	May 2024
3. Create an economic development strategic plan framework	June 2024
4. Conduct Strength, Weaknesses, Opportunities, and Threats analysis to inform economic development plan priorities and strategies	July 2024
5. Convene existing businesses across all sectors to solicit feedback on specific strategies related to their sector	January 2025
6. Convene development stakeholders to solicit feedback	February 2025
7. Convene tourism stakeholders to solicit feedback on specific strategies related to their sector	March 2025
8. Convene entrepreneurship stakeholders to solicit feedback on specific strategies related to their sector	April 2025
9. Write economic development strategic plan, including information from existing plans, results of the cluster analysis, results of the SWOT analysis, and feedback from stakeholder groups	May 2025
10. Present draft plan to City Manager	December 2025
11. Present plan to City Council	January 2026



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

A Thriving Educational Epicenter

### PRIORITY #1

Consider new and creative ways to enter into and expand early childhood education in the City

This might include:

- Assess and determine how to provide additional support to expand early childhood education and after-school programs run by the City
- Consider building an early childhood education center in the northeast and the southwest as an extension to the after-school program run by Parks and Recreation

### RATIONALE AND CONSIDERATIONS

Early childhood education is a crucial factor for a child's success. In addition to the benefits of early childhood education, childcare plays a foundational role in allowing city residents to get to work and generate economic development. Currently, the City operates an after-school program through the Parks and Recreation Department and works with Shenandoah Valley Partnership, whose business plan includes consideration of the childcare needs of regional employers. Additionally, City Council has prioritized using \$596,000 of American Rescue Plan Act (ARPA) funding to increase childcare seats in the city through helping in-home providers become licensed and supporting childcare centers.

Implementation of this priority necessitates consideration of the capacity of facilities, City staff, and financial realities. The Child Care and Early Learning Needs Assessment will obtain data on the current supply of child care by provider type, ages served, cost, and hours of availability; identify gaps by provider type, age, hours, and geographic location; and quantify the quantity and category of seats needed to meet community demand. A primary purpose is for local data and information to be used to guide community decisions around child care and early learning.

**STAFF  
CHAMPION**

Amy Snider

**IMPLEMENTATION PLAN**

TASKS	TARGET DATES
1. Research cost of similar needs assessments and potential outside funding/partnership funding sources.	January 2024
2. Request FY24-25 funding in City Manager’s Office budget to complete the needs assessment	January 2024
3. Convene key partners (County, Chamber of Commerce, JMU, Sentara RMH) for an exploratory conversation about creation of a needs assessment for the community	February 2024
4. Write a scope of work for a needs assessment to include all existing public and private childcare efforts, including HCPS, and issues in early childhood education	March-April 2024
5. Procure a consultant to conduct an early childhood education needs assessment	July 2024
6. Conduct a Child Care and Early Learning Needs Assessment to identify current public and private childcare availability, community childcare needs, and potential action items to increase childcare capacity in the city, if necessary	September 2024
7. Incorporate the results of the Child Care and Early Learning Needs Assessment into the Economic Development strategic plan to identify opportunities to expand private childcare businesses, if necessary	May 2025
8. Convene key partners in the city school system to discuss opportunities for expanding early childhood education capacity	June 2025



<p>9. Incorporate results of the Child Care and Early Learning Needs Assessment into the Parks and Recreation Department Master Planning process to identify opportunities to expand City early childhood education programs, if necessary</p>	<p>July 2025</p>
<p>10. Develop strategies and staff recommendations for City-led actions on child care and early childhood education for City Council</p>	<p>December 2025</p>
<p>11. Request funding for City-led actions on child care and early childhood education in FY26-27 Budget</p>	<p>January 2026- July 2026</p>



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

A Thriving Educational Epicenter

### PRIORITY #2

Work with the School Board to identify a successful strategy to meet our school growth

### RATIONALE AND CONSIDERATIONS

City Council is responsible for funding the City Schools and therefore must be involved in shared strategy and obligation to address the operational and capital needs of the school system in the context of the broader community needs and demands. Considerations include:

- Acknowledgment of reality that City School Board is duly elected to make policy decisions regarding public education and to operate the schools
- Need to determine how to best facilitate communication and cooperation between the two Bodies

There are limitations on state funding for capital improvement

### STAFF CHAMPION

Ande Banks

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Work with the City-City Schools Liaison Committee to develop a scope for a Weldon Cooper Center study of population projections	February 2024
2. Hold facilitated work session(s) between the City School Board and the City Council on student projection methodology, capital planning, and expansion needs.	June 2024
3. Develop a facilities plan in conjunction with the City Schools to address citywide school capacity needs	January 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

A Thriving Educational Epicenter

### PRIORITY #3

Enhance the City/University relationship for the benefit of residents and students and to achieve greater understanding of impact on the community, land use, and development

### RATIONALE AND CONSIDERATIONS

Our universities, when combined, contribute over half of the City's population and therefore drive our economy and create pressures on our City services. We would benefit from a greater degree of collaboration on significant issues. Considerations include:

- The universities are independent institutions
- JMU is a state institution that is not subject to the City's jurisdiction in many situations  
There are limitations under State law regarding what can be required of state institutions

### STAFF CHAMPION

Ande Banks

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
<p>1. Bring multi-departmental City group together to identify and evaluate issues, needs, and possibilities that might be addressed with the universities to focus the interaction(s)</p> <ul style="list-style-type: none"> <li>• Identify participants and best avenues for meetings</li> <li>• Review past meetings for improved interactions</li> <li>• Determine new approaches and how success might be realized/enhanced</li> </ul>	<p>March 2024</p>
<p>2. Enhance City liaison committees with EMU and JMU by creating a set schedule of meetings and agenda items to include forums for City, University, property owners/rental management companies and resident communication and land use and service delivery.</p>	<p>September 2024</p>
<p>3. Work with JMU to hold annual meetings with student organizations to share about community expectations.</p>	<p>July 2024</p>
<p>4. Work with JMU and EMU to create an annual or bi- annual meeting between department heads and the senior leadership of the universities.</p>	<p>July 2024</p>
<p>5. Evaluate a rental inspection program from a cross-departmental perspective in conjunction with a landlord stakeholder group and the universities.</p>	<p>December 2024</p>



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Fiscal Responsibility and Planning

### PRIORITY #1 (PROPOSED ADDITION)

Update Financial Management Policies

### RATIONALE AND CONSIDERATIONS

There is currently a City Council-approved Financial Management Policy, last updated in March 2014. The City has a responsibility to its residents to account for public funds, manage its finances wisely, and allocate its resources efficiently and effectively to provide the services desired by the public. We are updating the financial policies to enhance and continue to strengthen the City's financial resilience into the future. This is also important as it links to City Council's vision of a high bond rating and a healthy fund balance.

### STAFF CHAMPION

Larry Propst

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Review current best practices for local government finances (and model policies) related to our financial policies, which will include a review of operating budget policies, capital budget policies, fund balance policies, revenue policies, investment policies, debt policies, among other financial topics.	July 2024
2. Propose updates and enhancements to our policy based on the review of model policies, with the inclusion of enterprise funds. This will include a workgroup with Public Utilities Leadership Team members.	August 2024
3. Make a recommendation to Administration on draft policies. Present to City Council through the City Manager.	October 2024



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Available Housing for All

### PRIORITY #1

Complete the zoning ordinance re-write

### RATIONALE AND CONSIDERATIONS

The Zoning Ordinance has not been updated since the mid-1990s and should be modernized to meet current trends and needs (ex. create more opportunity for more housing, reduce parking requirements, increase tree canopy, increase home businesses, etc.)

### STAFF CHAMPION

Thanh Dang



## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Project kick off including presentations to City Council, Planning Commission, and Ordinance Advisory Committee	July 2020
2. Host stakeholder meetings	October 2020
3. Begin writing draft of Module/Part 1 of the Ordinances	December 2020
4. Begin writing draft of Module/Part 2 of the Ordinances	June 2021
5. Begin writing draft of Module/Part 3 of the Ordinances	2021
6. Commence public comment period for Module/Part 1, including open house event	July 2021
7. Kick off Re-start Ordinances Update Project, including a presentation to City Council	January 2024
8. Reconvene Ordinance Advisory Committee and Staff Technical Team	March 2024
9. Commence public comment period for Module/Part 2, including open house event and Ordinance Advisory Committee and Staff Technical Team meetings	April 2024
10. Commence public comment period for Module/Part 3, including open house event and Ordinance Advisory Committee and Staff Technical Team meetings	July 2024
11. Commence public comment period for Modules/Parts 1, 2, and 3, including open house event and Ordinance Advisory Committee and Staff Technical Team meetings	October 2024
12. Present ordinances at public hearings at Planning Commission and City Council for adoption	January 2025
13. Implement new zoning ordinance	Spring 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

### VISION AREA

Available Housing for All

### PRIORITY #2

Develop and implement a strategic housing plan

### RATIONALE AND CONSIDERATIONS

The 2021 Comprehensive Housing Assessment and Market Study provided data and multiple strategy recommendations. A Strategic Housing Plan (SHP) is a work plan that will further define the actions, resources, and agencies/partners necessary to pursue the identified recommendations. While working on the SHP, other recommendations may be identified.

### STAFF CHAMPION

Liz Webb

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Estimate project cost and identify potential funding strategies and develop proposal for City funds as required.	January 2024
2. Define Scope of Work for SHP, including research on other localities' housing plans and processes used	February 2024
3. Pursue grants, such as Strategic Planning Grant from Virginia Housing to use for consultant support of SHP.	March 2024
4. Begin writing RFP.	Juen 2024
5. Complete writing RFP and post.	August 2024
6. Select consultant, including evaluation of best proposal for City.	October 2024
7. Begin SHP work including developing the project plan	November 2024
8. Complete SHP.	November 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

<b>VISION AREA</b>	Available Housing for All
--------------------	---------------------------

<b>PRIORITY #3</b>	Continue relationship with City/County Homeless Coalition to ensure collaboration and communication among service providers
--------------------	---

### RATIONALE AND CONSIDERATIONS

In 2019 the City, with the leadership of Mayor Reed, began convening monthly meetings with agencies providing services to unhoused community members. These meetings have been important forums for the City and direct services providers to discuss challenges, needs, and solutions. These meetings promote information-sharing, dialogue, and create stronger connection between the City Manager’s Office, Department of Community Development, and Harrisonburg Police Department and agencies providing services to unhoused community members.

<b>STAFF CHAMPION</b>	Amy Snider
-----------------------	------------

### IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. City staff will continue to convene monthly meetings.	January 2024
2. Once the Homeless Services Center is operational, City staff will evaluate if the topics of focus, frequency, and structure of the meetings should change.	January 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #1  
(ORIGINAL)** Complete the study for the long-range transportation plan

**PRIORITY #1  
(PROPOSED  
REVISION)** Complete the study for the Transit Strategic Plan

### RATIONALE AND CONSIDERATIONS

HDPT's Transit Strategic Plan (TSP), a 10-year plan, will ensure that transit services are planned in a way that meets the mobility needs of all residents of the City of Harrisonburg. The TSP is an opportunity for HDPT to evaluate and update its services and network to respond to changes in demand. Stakeholder priorities, along with current and potential rider feedback concerning where and how to provide services in an efficient and cost-effective manner will be considered.

**STAFF  
CHAMPION**

Gerald Gatobu

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Convene stakeholders to kick off project	May 2023
2. Consultant review of existing transit system data and develop proposed transit route configurations	June 2023
3. Consultant presents proposed transit route configurations to stakeholders	October 2023
4. Commence public outreach including pop-up events and surveys. Review public outreach results	November 2023
5. Develop an implementation plan (includes asset management and capital improvement plan)	December 2023
6. Develop the financial plan (includes capital and operations budget)	February 2024
7. Convene stakeholders to review draft Transit Strategic Plan	April 2024
8. Completion of Transit Strategic Plan and presentation to City Council	August 2024



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #2** Follow through on the study for on-demand microtransit

### RATIONALE AND CONSIDERATIONS

HDPT's microtransit technology will allow City of Harrisonburg residents to book trips on demand in advance via an app or call in for a ride. The technology will allow efficient real time routing, trip sharing and flexible scheduling within a defined service zone. The service will allow for greater coverage and extended hours that will complement HDPT's current fixed route services.

**STAFF  
CHAMPION**

Gerald Gatobu

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Request for Quote issued	March 2021
2. Commence data gathering and analysis	August 2021
3. Establish operations, maintenance and capital cost	December 2021
4. Establish conceptual microtransit zones	January 2022
5. Conduct funding analysis	February 2022
6. Verify conceptual zones	September 2022
7. Administer public survey	March 2023
8. Microtransit Feasibility Study complete	June 2023
9. Apply for state Demonstration Grant from Department	December 2023
10. Grant approval determination from DRPT	May 2024
11. Begin Microtransit Program	August 2024





## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #3** Continue strengthening city staff's ability to meet and serve our city into the future

### RATIONALE AND CONSIDERATIONS

The City currently serves a community population of 57,000 with approximately 800 full-time and part-time employees. Objectives that would strengthen staff's ability to meet and serve the city into the future include:

- Continue to offer, evaluate, and enhance employee total rewards
- Comprehensively evaluate current and future staffing needs
- Provide initial and ongoing professional develop programs,
- Adequately prepare for succession and the transfer of institutional knowledge,
- Foster diversity, equity, inclusion, accessibility, and belonging (DEIAB) in the organization through the Committee for Harmony & Equity, and
- Integrate an understanding and practice of the High Performance Organization (HPO) concepts throughout the organization.

**STAFF  
CHAMPION**

Angela Clem

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
<p>1. Conduct a Comprehensive Benefits Study</p> <ul style="list-style-type: none"> <li>a. Convene Multi-disciplinary Benefits Study Group</li> <li>b. Create a Communications Strategy</li> <li>c. Create Schedule for Employee Listening Sessions + Create Anonymous Survey</li> <li>d. Analyze and present listening session/survey data to Administration, then employees</li> <li>e. Perform a fiscal analysis</li> <li>f. Evaluate the potential implementation of new benefits</li> </ul>	<p>August 2023-May 2024</p>
<p>2. Conduct an annual classification and compensation review and review the annual cost of labor in accordance with the budget calendar; conduct an annual market review of a segment of position classes/departments</p> <ul style="list-style-type: none"> <li>a. Hire a Compensation Analyst</li> <li>b. Subscribe to Economic Research Institute and other necessary compensation/labor databases</li> <li>c. Complete a schedule for market reviews and network with HR colleagues in the Commonwealth (other recruitment/compensation specialists)</li> <li>d. Conduct market reviews and annual cost of labor analyses</li> <li>e. Periodically conduct classification and compensation studies externally as necessary</li> </ul>	<p>January 2024</p>

<p>3. Comprehensively evaluate current and future staffing needs</p> <ul style="list-style-type: none"> <li>a. Request a 5-10 year plan from Department Directors related to workload</li> <li>b. Evaluate creative strategies to explore shared services</li> <li>c. Explore technology to enhance customer service, potentially reducing additional employee workload Explore position control for Human Resources and Finance in order to better monitor positions listing and organizational development; include an understanding of HR resources that would be needed to complete this task</li> <li>d. Create a human resources plan for workforce, similar to the creation of a capital planning document</li> </ul>	<p>January 2025</p>
<p>4. Provide for professional development programs in order to retain and prepare employees for technical and supervisory roles</p> <ul style="list-style-type: none"> <li>a. Hire a Learning &amp; Development Specialist within the HR Department</li> <li>b. Utilizing the ADDIE method, create a comprehensive Learning &amp; Development schedule for Citywide regulatory and other necessary training programs</li> <li>c. Create a Supervisor's Academy Program</li> </ul>	<p>January 2024-January 2025</p>

<p>5. Adequately prepare for succession and transfer of institutional knowledge</p> <ul style="list-style-type: none"> <li>a. Identify essential/key positions that would threaten the department’s ability for continuity of operations in meeting its core mission</li> <li>b. Determine whether or not the department has a continuity of operations plan</li> <li>c. Identify opportunities for cross-departmental support</li> <li>d. Create a cross-training program for identified staff</li> <li>e. Create professional development plans for all team members</li> </ul>	<p>January 2026</p>
<p>6. Foster diversity, equity, inclusion, accessibility, and belonging (DEIAB) in the organization through the work of the Committee for Harmony &amp; Equity</p> <ul style="list-style-type: none"> <li>a. Finalize the charter, bylaws, and committee responsibilities document for the Committee</li> <li>b. Create a Strategic Work Plan for the Committee that includes learning and development opportunities, employee feedback and access programs, budget equity analyses tool implementation, policy and program review implementation, evaluation and bias education within hiring practices, etc.</li> </ul>	<p>January 2024</p>
<p>7. Integrate an understanding and practice of the High Performance Organization (HPO) model and concept throughout the organization</p> <ul style="list-style-type: none"> <li>a. Provide a retreat for the Executive Leadership Team and the Deputy Leadership Team to host an onsite consultant for education related to the High Performance Organization model and concepts to gain a baseline understanding at a leadership level</li> <li>b. Integrate the HPO model into the City’s training programs</li> <li>c. Practice utilizing the concepts across the organization through the use of workgroups, etc</li> </ul>	<p>January 2026</p>



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #4** Develop methods to effectively acquire customer service feedback

### RATIONALE AND CONSIDERATIONS

City Council would like to provide access AND high quality services – and receive that feedback from users immediately. Add these quality benchmarks to the annual survey found in Focus Area, #1, Priority #2. There is a desire to consider an opportunity for customers to call a phone line, scan a QR code to reach a feedback portal, or fill out a physical notecard to provide customer service feedback. This feedback mechanism shall include language accessibility. Also, a consideration to place a full-time customer service employee for customers to access on a regular basis at City Hall; and for that individual to develop a proactive mechanism.

**STAFF  
CHAMPION**

Michael Parks

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Integrate a Likert scale about quality of services into the annual survey process noted in Focus Area #1, Priority #2.	March 2024
2. Research and identify the most effective strategies to capture resident, visitor, and business owner feedback. Research various citizen self-service portals/citizen inquiry systems utilized by other organizations.	July 2025
3. Make a recommendation as to the best methods to capture real time feedback on quality of City services/performance.	October 2025
4. Create a communications and outreach strategy focused on educating the community about abilities to provide feedback on customer service.	October 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #5** Complete the Update to the Comprehensive Parks and Recreation Master Plan

### RATIONALE AND CONSIDERATIONS

The 2013 Parks and Recreation Comprehensive Master Plan is in need of an update for the city in its role as a regional leader in the development and delivery of positive experiences through quality parks, recreation facilities, and programs. The citizen driven Master Plan establishes the Parks and Recreation Department's core services and responsibilities, redefines service priorities as well as important capital investments, and outlines the manner in which the parks and recreation facilities and program services will be delivered.

Additionally, the goal of the Parks and Recreation Department is to become Nationally Accredited through CAPRA, the Commission for Accreditation of Parks and Recreation Agencies. The approved Comprehensive Parks and Recreation Master Plan update is a fundamental standard in the accreditation process. Becoming "Nationally Accredited" is a valuable measure of a department's overall quality of operation, management, and service to the community and ensures the use of best practices. There are presently 206 accredited agencies in the US and 13 in Virginia

Components of the plan to include:

- Strong community input to include public meetings, focus groups, interviews with key stakeholders and a statistically valid survey.
- Demographic and market trends analysis as well as ADA, equity considerations and results from the childhood education needs assessment
- Facility and program needs assessment of the overall system to include a benchmark analysis
- Strategic direction and recommendations for service and capital investment priorities

**STAFF  
CHAMPION**

Vic Garber

**IMPLEMENTATION PLAN**

TASKS	TARGET DATES
1. Write the scope of services and develop the RFP to include the Early Childhood Needs Assessment as appropriate	July 2025
2. Acquire funding to solicit consulting firm inquiry systems utilized by other organizations.	July 2025
3. Procure best consulting firm following presentations and final negotiations	November 2025
4. Secure contract for consulting firm.	January 2026
5. Begin plan to include strong community engagement	February 2026
6. Provide final report study results to City Council and	January 2027





## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #6** Identify costs to create a justice system that aligns with the values of the City

### RATIONALE AND CONSIDERATIONS

The City Council believes our residents desire a separate criminal justice system, as seen in other independent cities around the Commonwealth, and seeks to quantify the costs in order to better inform the community. Considerations include:

- Need to quantify the operational and capital costs
- Substantial legal obligations to establishing a separate system
- Are we able to selectively separate some, but not all, portions of criminal justice system?
- What are the impacts of ending shared services in this area on other shared services?

**STAFF  
CHAMPION**

Chris Brown

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Create a multi-departmental project team to review operational and fiscal impacts	February 2024
2. Staff to report to Council on findings in a work session	February 2025
3. Pursue alternative social justice efforts that may address historic trends of impacts to communities of color	July 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #7  
(PROPOSED  
ADDITION)** Design and construct Station 5 in the Northwest Section of the City and begin implementation of the planned replacement of Station 4 in the Northeast Neighborhood

### RATIONALE AND CONSIDERATIONS

The City had long-identified the need for a fire station in the Northwest Section of the City where response times are the longest. Due to the availability of ARPA funding, Station 5 was approved by City Council in December 2022. In addition, the City has also planned to replace Fire Station 4 in the Northeast Neighborhood due to its age (50 years old). The implementation of that replacement project is scheduled to begin as soon as Station 5 is completed.

**STAFF  
CHAMPION**

Matt Tobia

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Identify and secure land for new fire station	December 2022
2. Conduct an RFP/RFQ process to acquire a design-build firm. (Contract began April 2023. Will conclude February 2024 with award of contract.)	April 2023
3. Recruit staffing for Fire Station 5 based on Fire Department staffing analysis and budgetary approval	July 2024
4. Construct Station 5	July 2024
5. Conduct neighborhood listening sessions pertaining to the exterior appearance of Station 4, service impacts, and construction period in the Northeast Neighborhood	September 2025
6. Upon opening of Fire Station 5, conduct an RFP/RFQ process for Fire Station 4 (contingent on design/construction funding being granted)	October 2025



## 2043 CITY COUNCIL VISION 2024-2027 PRIORITIES ACTION PLAN

**VISION AREA** Distinctive, Reliable Delivery of High Quality City Services

**PRIORITY #8  
(PROPOSED  
ADDITION)** Update the Bike-Pedestrian Plan

### RATIONALE AND CONSIDERATIONS

The Bicycle and Pedestrian Plan is intended to be a long-range visionary plan that incorporates the current and future bicycle and pedestrian needs throughout the city. The plan identifies priority areas and segments currently lacking sufficient infrastructure. City staff utilize this plan to inform the Capital Improvement Plan and to seek grant funding. The update will identify new priorities and new segments and will include an enhanced community engagement component to ensure historically disadvantaged communities have input.

**STAFF  
CHAMPION**

Erin Yancey

## IMPLEMENTATION PLAN

TASKS	TARGET DATES
1. Secure funding to solicit consultant to complete study. Consider use of cooperative procurement or CSPDC on-call contract to streamline procurement.	July 2024
2. Contract Executed, Study Kickoff	January 2025
3. Implement study to include public engagement to determine key values, expand the desirability and safety of the walking and biking environment, and evaluate areas with insufficient infrastructure and access through the consultant. Conduct prioritization process.	June 2026
4. Report study results and develop implementation funding schedule to implement high priority strategic action plans and capital projects.	July 2026