City of Harrisonburg

409 S. Main Street
Harrisonburg, VA 22801

Meeting Agenda - Final

City Council

Tuesday, November 24, 2026 | **7:00 PM** | **Council Chambers**

1. Roll Call

2. Moment of Silence

3. Pledge of Allegiance

4. Special Recognition

5. Consent Agenda (any item placed on the consent agenda shall be removed and taken up as a separate matter, if so requested by any member of Council, otherwise all items will be voted on with one (1) motion)

5.a. Minutes from the November10, 2026 City Council meeting

Attachments: Minutes

5.b. Consider a request to amend the Zoning Ordinance to amend the definition of "shopping center" and to provide a parking calculation for shopping centers

Attachments: Memorandum
Extract from Planning Commission
Current Ordinance Reflecting Recommended Amendments
PC Memorandum
Notice of Public Hearing
Presentation

6. Public Hearings

7. Regular Items

7.a. Consideration of Next Steps with Unsolicited PPEA Proposal submitted by Build Our Park and Partners Excavating Co.

Attachments: Memorandum
APPENDIX F PPEA Guidelines
Donation agreement and addendum

7.b. Presentation on the Annual Compensation Market Study (Three-Year Contract)

Attachments: Memorandum
Presentation

7.c. Presentation on the City of Harrisonburg's Comprehensive Learning & Development Programming

Attachments: Memorandum
Elevate - Curriculum Overview
Presentation

7.d. Request for approval of the City's participation in settlement of Opioid-related claims with Albertsons.

Attachments: Memorandum
Resolution

8. Other Matters

8.a. Comments from the public, limited to five minutes, on matters not on the regular agenda. (Name and address are required)

8.b. City Council and Staff

9. Boards and Commissions

Visit http://www.harrisonburgva.gov/boards to see current and upcoming vacancies.

9.a. Planning Commission

Attachments: Joe Fitzgerald
Todd Alexander
Sarah Baker McEvilly

10. Adjournment

NOTE TO THE PUBLIC:

Residents/Media will be able to attend the meeting.

The Public can also view the meeting live on:

- **The City's website, https://harrisonburg-va.legistar.com/Calendar.aspx**
- **Public Education Government Channel 1072**

A phone line will also be live where residents will be allowed to call in and speak with City Council during the Public Hearings and the Public Comments portion of the night's meeting. We ask those that wish to speak during the public comment period to not call in until after all the public hearings and public comment on those have been heard. This will avoid anyone calling on any other item from holding up the queue and then being asked to call back at a later time.
The telephone number to call in is: (540) 437-2687

Residents also may provide comment prior to the meeting by visiting this page: www.harrisonburgva.gov/agenda-comments

Interpretation Services

Language interpretation service in Spanish, Arabic and Kurdish is available for City Council meetings. To ensure that interpreters are available at the meeting, interested persons must request the accommodation at least four (4) calendar days in advance of the meeting by contacting the City Clerk at (540) 432-7701 or by submitting a request online at: www.harrisonburgva.gov/interpreter-request-form

El servicio de intérpretes inglés-español está disponible para las reuniones públicas del consejo municipal. Para asegurar la disponibilidad de intérpretes, cualquier interesado deberá solicitar la presencia de un intérprete al menos cuatro (4) días calendarios antes de la reunión comunicándose con la Secretaría Municipal al (540) 432-7701 o por medio de la página por internet al: https://www.harrisonburgva.gov/interpreter-request-form

Legislation Text

File #: ID 26-406, **Version:** 1

Subject:
Minutes from the November10, 2026 City Council meeting
Presented By: Pamela Ulmer, City Clerk

City of Harrisonburg

409 S. Main Street
Harrisonburg, VA 22801

Meeting Minutes - Draft
City Council

Tuesday, November 10, 2026 | **7:00 PM** | **Council Chambers**

1. Roll Call

Present: 3 - Mayor Deanna R. Reed, Vice-Mayor Dany Fleming and Council Member Nasser Alsaadun

Absent: 2 - Council Member Laura Dent and Council Member Monica Robinson

Also Present: 5 - City Manager Ande Banks, City Attorney Chris Brown, City Clerk Pam Ulmer, Chief Matthew Tobia and Police Chief Joseph Tucker

2. Moment of Silence

Mayor Reed offered a moment of silence

3. Pledge of Allegiance

Mayor Reed led the Pledge of Allegiance.

4. Special Recognition

5. Consent Agenda (any item placed on the consent agenda shall be removed and taken up as a separate matter, if so requested by any member of Council, otherwise all items will be voted on with one (1) motion)

A motion was made by Vice-Mayor Fleming, seconded by Council Member Alsaadun, that the c onsent agenda be approved. The motion failed with a recorded roll call vote taken as follows:

Yes: 3 - Mayor Reed, Vice-Mayor Fleming and Council Member Alsaadun

No: 0

Absent: 2 - Council Member Dent and Council Member Robinson

5.a. Minutes from the October 27, 2026 City Council meeting

These minutes were approved on the Consent agenda

5.b. Minutes from the October 29, 2026 Special Meeting of City Council

These minutes were approved on the Consent agenda

6. Public Hearings

6.a. Consider a request to amend the Zoning Ordinance to amend the definition of "shopping center" and to provide a parking calculation for shopping centers

Adam Fletcher, director of Community Development, presented a zoning ordinance amendment to Section 10-2-24, 10-3-25 and 10-3-27 related to shopping center parking. He reviewed the requested amendments.

He stated staff and Planning Commission (7-0) recommend approval.

Discussion took place regarding the definition of shopping center and requirements for common parking.

At 7:07 p.m., Mayor Reed closed the regular session and called the first public hearing to order. A notice appeared in the Daily News-Record on Wednesday, October 28, 2026 and Wednesday, November 4, 2026

Panayotis "Poti" Giannakouros spoke on the discussions at the zoning ordinance rewrite meetings related to parking and parking minimums.

At 7:12 p.m., Mayor Reed closed the public hearing and the regular session reconvened.

A motion was made by Vice-Mayor Fleming, seconded by Council Member Alsaadun, that this PH-Zoning Ordinance be approved. The motion carried with a recorded roll call vote taken as follows:

Yes: 3 - Mayor Reed, Vice-Mayor Fleming and Council Member Alsaadun

No: 0

Absent: 2 - Council Member Dent and Council Member Robinson

7. Regular Items

7.a. Child Care Needs Assessment Findings

Kelly Schaffer, Nicole Lessard, Patti Greenstein and My Linh Nguyen, Foundations for Families, were present.

Ms. Schaffer provided information on Foundations for Families and the four reasons for the Child Care Needs Assessment. She reviewed the following:

- Methodology for the assessment;
- City profile;
- Early Childhood Landscape;
- Stakeholder Insights on:
    - Access
    - Affordability

  - Expansion
  - Workforce Development
- Facilities;
- Policy and Practice Strategies;
- Looking ahead;

Mayor Reed stated this was a very detailed report.

Discussion took place regarding how the data related to workforce needs was obtained; the possible need for an advisory committee for childcare; childcare provider licensing, expansions, and capacity; stakeholder commitment;

This Report was received and filed.

8. Reallocations

8.a. Consider a reallocation of ARPA funds

City Manager, presented a reallocation of ARPA funding from the Child Care fund to ongoing paving project in the Northeast Neighborhood.

A motion was made by Vice-Mayor Fleming, seconded by Council Member Alsaadun, that this Reallocation be approved. The motion carried with a recorded roll call vote taken as follows:

Yes: 3 - Mayor Reed, Vice-Mayor Fleming and Council Member Alsaadun

No: 0

Absent: 2 - Council Member Dent and Council Member Robinson

9. Other Matters

9.a. Comments from the public, limited to five minutes, on matters not on the regular agenda. (Name and address are required)

Panayotis “Poti” Giannakouros, spoke as the Secretary of the Martin Luther Kinkg, Jr. Way Coalition, about the election, the National Right to Work committee, and collective bargaining.

Steve Brydge, spoke on his need to be connected to public water and sewer at 1200 Sharon Lane, Rockingham County. He was told prior to purchasing the property that public water and sewer connections would be possible, but now he is being denied.

The following spoke in favor of collective bargaining for the employees of Harrisonburg Department of Public Transportation:

Austin Moody, East Gay Street,
Levi Rupkey, Devon Lane
Andy Thompson,
Jade Oh, Blue Ridge Drive,
Jessica, small business owner in city,
Rachel Sullivan, Liberty Point

Bucky Berry, spoke on the homeless, a need for additional shelter, and upcoming blanket drive.

9.b. City Council and Staff

Vice Mayor Fleming spoke on a recent event for the Latino Business Council, the HEDI program, Virginia First Cities meeting and the Virginia Brown Field fund;

Council Member Alsaadun spoke on the recent Veterans Parade, an upcoming Hunt Institute K-12 Education meeting, and the upcoming National League of Cities (NLC) conference

Mayor Reed stated NENA will be celebrating 25 year anniversary, and her attendance to several other meetings.

Consider cancelling the December 22, 2026 City Council meeting.

A motion was made by Council Member Alsaadun, seconded by Vice Mayor Fleming, to cancel the December 22, 2026. The motion carried with a unanimous voice vote.

10. Closed Session

10.a. Closed Session as authorized by the Virginia Freedom of Information Act, Virginia Code Section 2.2-3711(A), under:

Subsection 3 for a discussion of the acquisition of real estate for a public purpose where the discussion in an open session would adversely affect the bargaining position or negotiating position of the public body.

8:25 pm

At 8:25 p.m., a motion was made by Vice-Mayor Fleming, seconded by Council Member Alsaadun, to enter into closed session as Authorized by the Virginia Freedom of Information Act, Virginia Code Section 2.2-3711(A), Subsection 3 for a discussion of the acquisition of real estate for a public purpose where the discussion in an open session would adversely affect the bargaining position or negotiating position of the public body. .The motion carried with a recorded roll call vote taken as follows:

Yes: 3 - Mayor Reed, Vice-Mayor Fleming and Council Member Alsaadun

No: 0

Absent: 2 - Council Member Dent and Council Member Robinson

11. Adjournment

At 8:32 p.m., the closed session ended and the regular session reconvened. City Attorney Brown read the following statement, which was agreed to with a unanimous recorded vote of Council: I hereby certify that to the best of my knowledge (1) only public business matters lawfully exempted from open meeting requirements under Chapter 37 of Title 2.2 of the Code, of Virginia, 1950, as amended, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the closed meeting by the City Council.

At 8:32 p.m., there being no further business and on motion adopted, the meeting was adjourned.

_____ _____

CITY CLERK MAYOR

Legislation Text

File #: ORD 26-025, **Version:** 2

Subject:
Consider a request to amend the Zoning Ordinance to amend the definition of “shopping center” and to provide a parking calculation for shopping centers
Presented By: Adam Fletcher, Department of Community Development
A request to amend the Zoning Ordinance to amend the definition of “shopping center” in Section 10-2-24 and to add “shopping centers” to Section 10-3-25 (17) to provide a parking calculation for shopping centers. The intent is to codify a standing interpretation for the application of Sections 10-3-25 and 10-3-27 to developments that qualify as a shopping center.

CITY OF HARRISONBURG

November 10, 2026 City Council Meeting

Title
Consider a request to amend the Zoning Ordinance to amend the definition of "shopping center" and to provide a parking calculation for shopping centers — Planning Commission and Adam Fletcher, Community Development

Summary

Zoning Ordinance	Amend Sections 10-3-24 and 10-3-25(17)
Purpose	To revise the definition of "shopping center" and add "shopping center" to the parking regulations
Ordinance Initiation	By Planning Commission on April 8, 2026
Planning Commission	October 14, 2026 (Public Hearing)
City Council	November 10, 2026 (First Reading/Public Hearing) Anticipated November 24, 2026 (Second Reading)

Recommendation
Option 1. Staff and Planning Commission (7-0) recommend approval of the Zoning Ordinance amendment.

Context & Analysis
The proposed Zoning Ordinance (ZO) amendment would amend the definition of "shopping center" in Section 10-3-24 and add "shopping centers" to Section 10-3-25 (17). The intent is to codify a standing interpretation for applying the minimum off-street parking regulations for retail establishments to developments that qualify as a shopping center.

The ZO currently defines a shopping center as follows:

> Commercial development of more than one (1) retail sales or service establishment on a single parcel of common ownership attached by common walls or if located in separate buildings are interconnected by walkways and/or access ways, providing common parking facilities for all establishments, having multiple tenancy of a single or several large common structures, and otherwise present the appearance of one continuous commercial area.

The proposed amendment would revise the definition of "shopping center" to clarify the types of businesses allowed within a shopping center and establish a minimum combined floor area of at least 10,000 square feet. The definition of shopping center is proposed to be amended as follows:

> ***Shopping center:*** ~~Commercial~~ A development of more than one (1) ~~retail sales or service establishment~~ mercantile establishment; personal service establishment; restaurant; office; place of assembly for the purpose of entertainment or education; or house of worship. The uses must be located on a single parcel of common ownership attached by common walls, or if located in separate buildings, are interconnected by walkways, ~~and/or~~ access ways, or both, providing common parking facilities for all establishments, having multiple tenancy of a single or several large common structures, having a combined floor area of at least 10,000 square feet, and otherwise present the appearance of one continuous commercial area.

The ZO does not currently include a minimum parking requirement for shopping centers. When the uses of a proposed shopping center are unknown at the time of site plan or building permit review, staff has applied the parking requirement for retail stores, sales rooms, and similar mercantile establishments when the shopping center has a combined floor area of at least 10,000 square feet. When the proposed uses are known, parking has been calculated based on the parking requirements for the individual uses. In addition, because uses within a shopping center may change over time, calculating parking based on individual uses could require parking to be recalculated when a new business occupies a tenant space under staff interpretation of the existing definition.

All of the existing developments currently identified as shopping centers have a combined total floor area of more than 10,000 square feet. Existing shopping centers include uses such as, but are not limited to, restaurants, offices, and houses of worship, not just retail sales or service establishments. Although the minimum floor area and range of uses were not included in ZO, staff has consistently applied the shopping center interpretation to these developments. The proposed amendment would codify this longstanding practice without expanding the types of developments currently identified as shopping centers or changing applicable parking ratios.

The proposed amendment would also add the use of "shopping centers" to Section 10-3-25(17), which establishes the parking calculation for retail stores, sales rooms and similar mercantile establishments, as follows:

> (17) Retail stores, sales rooms and similar mercantile establishments, shopping centers, and tobacco, smoke, or vape shops (applicable where no other specific retail standard is set forth): If ten thousand (10,000) square feet or less of gross floor area, one (1) parking space for each two hundred (200) square feet of gross floor area; if over ten thousand (10,000) square feet of gross floor area, one (1) parking space for each two hundred and fifty (250) square feet of gross floor area.

Developments that meet the definition of "shopping center" would have a parking calculation based on one (1) parking space for each 250 square feet of gross floor area.

The amendment would establish a consistent parking calculation for shopping centers and allow changes in tenancy within an existing shopping center without requiring parking to be recalculated.

If a shopping center is redeveloped in a manner that no longer meets the definition of a shopping center, the associated parking requirements would be calculated at the time of redevelopment.

Staff recommend approval of the ZO amendment.

Options

1. Approve the Zoning Ordinance amendments.
2. Approve the Zoning Ordinance amendments with modifications.
3. Deny the Zoning Ordinance amendments.

Attachments

- Extract from Planning Commission
- Current Ordinance Reflecting Recommended Amendments

CITY OF HARRISONBURG
COMMUNITY
DEVELOPMENT

409 SOUTH MAIN STREET, HARRISONBURG, VA 22801
OFFICE (540) 432-7700 • FAX (540) 432-7777

October 30, 2026

TO THE MEMBERS OF CITY COUNCIL
CITY OF HARRISONBURG, VIRGINIA

SUBJECT: *Consider a request to amend the Zoning Ordinance to amend the definition of "shopping center" and to provide a parking calculation for shopping centers*

EXTRACT FROM THE DRAFT MINUTES OF HARRISONBURG PLANNING COMMISSION MEETING HELD ON: October 14, 2026

Chair Baugh read the request and asked staff to present.

Ms. Soffel said the proposed Zoning Ordinance (ZO) amendment would amend the definition of "shopping center" in Section 10-3-24 and add "shopping centers" to Section 10-3-25 (17). The intent is to codify a standing interpretation for applying the minimum off-street parking regulations for retail establishments to developments that qualify as a shopping center.

The ZO currently defines a shopping center as follows:

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All of the existing developments currently identified as shopping centers have a combined total floor area of more than 10,000 square feet. Existing shopping centers include uses such as, but are not limited to, restaurants, offices, and houses of worship, not just retail sales or service establishments. Although the minimum floor area and range of uses were not included in ZO, staff has consistently applied the shopping center interpretation to these developments. The proposed amendment would codify this longstanding practice without expanding the types of developments currently identified as shopping centers or changing applicable parking ratios.

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> (17) Retail stores, sales rooms and similar mercantile establishments, shopping centers, and tobacco, smoke, or vape shops (applicable where no other specific retail standard is set forth): If ten thousand (10,000) square feet or less of gross floor area, one (1) parking space for each two hundred (200) square feet of gross floor area; if over ten thousand (10,000) square feet of gross floor area, one (1) parking space for each two hundred and fifty (250) square feet of gross floor area.

Developments that meet the definition of "shopping center" would have a parking calculation based on one (1) parking space for each 250 square feet of gross floor area.

The amendment would establish a consistent parking calculation for shopping centers and allow changes in tenancy within an existing shopping center without requiring parking to be recalculated. If a shopping center is redeveloped in a manner that no longer meets the definition of a shopping center, the associated parking requirements would be calculated at the time of redevelopment.

Staff recommends approval of the ZO amendment.

Chair Baugh asked if there were any questions for staff.

Commissioner Seitz said I think we discussed this in terms of the proposed Zoning Ordinance as well, but there is no provision for nonconcurrent uses, correct? For instance, a house of worship might only be used on Saturday or Sunday, depending on who is there. Other places may not be open those days. Is there any opportunity to consider a reduction in parking because uses may be nonconcurrent in the space?

Ms. Soffel said the proposed zoning ordinance rewrite would address those parking considerations. We acknowledge that is a concern, but we want to allow the Zoning Ordinance Rewrite to go through the public engagement process and get feedback on those parking matters. For this specific amendment, we are not changing parking calculations.

Ms. Dang said actually, in the proposed Zoning Ordinance update, we have removed provisions about those ratios because we found in practice that people are not using them. There has only been one instance, that I am aware of, on Neff Avenue, where that provision had been used.

Mr. Fletcher said currently, it is Section 10-3-26(b), and there is a table in the [current] zoning ordinance for shared parking. It gives times of the day and different uses. What Ms. Dang is referring to is that we found in practice there were many instances where staff tried to apply it, but it resulted in the 100 percent rule every time when considering different uses at different times of day.

Commissioner Seitz said yes, and I remember discussing that in one of the work sessions. Thank you.

Councilmember Dent said I am curious. We had a definition of shopping center, but where was that used if it was not in the parking requirement?

Ms. Dang said that it was not used in the ordinance. It was just a term that was there. It may have been a relic from something in the past. I do not know the history of how that term came to be in the definitions section.

Councilmember Dent said but now it is useful.

Ms. Dang said yes.

Vice-Chair Porter said I had a question about the 10,000 square feet... Why that number? I am curious where that line of demarcation came from or how that was selected.

Ms. Soffel said (Section 10-3-25) subsection 17, it already has retail stores, sales rooms, and similar mercantile establishments. If it was under 10,000 square feet, it was one space per 200 square feet, and if it was over 10,000 square feet, it would be one space per 250 square feet. As we reviewed the various shopping centers that have been approved, the shopping centers where staff applied this interpretation, have all been over 10,000 square feet.

Vice-Chair Porter said thank you.

Commissioner Kettler said where do the 200 square feet of area per parking spot or 250 square feet per parking space… where do those numbers come from?

Ms. Soffel said those are the parking ratios in the current ordinance.

Commissioner Kettler said do we know where those come from?

Ms. Soffel said I do not know.

Mr. Fletcher said the one per 200 square feet is often found in a lot of different places. It might be stated mathematically in a different way, but the ratios end up being one per 200 square feet, or five per thousand square feet. There are different ways to express it.

Commissioner Kettler said what I am getting at is that a lot of times when I am at any shopping center, there are a lot of empty parking spaces, not as a rule, but in practice every time I have been in a shopping center, there are a lot of empty parking spaces, no matter how busy it is. I am wondering, as common as it is across different municipalities and jurisdictions, whether there is some rational basis for that. There may not be an answer for that right now.

Mr. Fletcher said there probably is, and I will not have an answer right now. I also want to remind everyone that when you see those shopping centers, it does not necessarily mean they are meeting only the minimum. Oftentimes, they are providing much more than the minimum because there is no cap. You would have to know how big the building is, what the use is, and count the parking spaces to determine whether that was because of a government code or a private desire to have that many parking spaces.

Ms. Soffel said in the shopping centers reviewed, all but one had more than the minimum.

Commissioner Jezior said will this change increase the minimum for many of the existing shopping centers if they were built now, or would it decrease it?

Ms. Soffel said if a shopping center were predominantly restaurants, for example, which has a higher minimum, it could see a reduction. But for retail stores, the minimums are based on whether the store is over 10,000 square feet of gross floor area, so it would be the same. It maintains that same ratio.

Commissioner Jezior said okay. So that would be the same unless it was all restaurants.

Commissioner Alsindi said I am not sure how substantial my question is, but from reading the text and the order of shopping center in the text, it is my impression that shopping is more generic. Why does it not come first in the text, when the others are more precise and defined? That is how I see it. Why is it here precisely in this order?

Ms. Soffel said there was no specific order.

Commissioner Alsindi said do you think the order is somehow necessary here? I know it could be secondary or cosmetic.

Ms. Soffel said it could have been first.

Commissioner Alsindi said I see that in the future, shopping will need more definition. That is my prediction. I see the word shopping as encompassing others generally. At this point, it is good, but that is my personal perspective. I can forecast that in the future there will be a need to shape it more and define it more. From the text-writing point of view, I think it would be proper for it to be at the beginning.

Ms. Dang said assuming that the proposed zoning ordinance is adopted in a similar fashion to what staff has proposed, the term shopping center will not exist in that new ordinance either. We have reduced the parking ratios for uses such as restaurants to one per 250 square feet, for example, so it equalizes and staff does not have to define shopping center and have that category. My point is that, if you want to recommend moving the order, the Commission could consider that at this point. If it does not matter, it will only be for a short period of time.

Commissioner Alsindi said as long as there was some back-and-forth discussion, I will be very specific about what pushed me to say what I said. I hope that tobacco, smoke, and vape do not come with shopping. It psychologically incentivizes people to shop. I would not prefer to put the rest with shopping. Put shopping at the beginning, and then maybe it is secondary. It is from a future customer satisfaction and behavior perspective that pushes me to say what I say. Thank you.

Commissioner Kettler said I really like this change. I think it simplifies it, which is the direction we all want to go with a lot of this. I think the question Commissioner Seitz asked about concurrent uses also reflects the need for more flexibility in parking requirements.

Chair Baugh asked if there were any more questions for staff. Hearing none, he opened the public hearing and invited anyone in the room or on the phone wishing to speak to the request.

Seth Roderick, Monteverde Engineer, said this is a very important code change and a step in the right direction. I know there is a lot more text coming. I want to emphasize the practical matter on our side as we develop properties. Shopping centers are often built with known tenants at the beginning, and that can be reviewed by staff easily as it pertains to individual uses that are segregated out. Sometimes that can have an impact and create more parking if there is a restaurant use mixed in with retail spaces that do not drive a lot traffic. When the project moves forward to construction, sometimes those tenancies drop out or get replaced. Maybe 10, 15, or 20 years later, a lease ends, other leases become available, and a restaurant user wants to backfill a site that was previously retail and now wants to open a restaurant. It is a good space otherwise for a small independent business owner trying to open a sandwich shop, but they do not have enough parking to meet the requirement because everything was based on a retail basis and now there is a restaurant use. This is a practical application. I think it is a worthwhile change. I recommend approval. I appreciate your consideration of this, and I appreciate staff's willingness to tackle an issue that has been present for a while in advance of the full rewrite. We can either put everything off until the full rewrite is done or tackle these issues as they become available. This is a good one. I appreciate it.

Chair Baugh closed the public hearing and opened the matter for discussion.

Commissioner Jezior said I think it is a good change. I think it simplifies everything for future tenants in shopping centers, and I think it is good.

Councilmember Dent said I appreciate the real-world comment about the complexities that could arise before the simplification. I like it.

Commissioner Seitz said I move to approve the zoning ordinance amendment as presented.

Chair Baugh said we have a motion to approve as presented. Is there a second?

Vice-Chair Porter said second.

Chair Baugh called for a roll call vote.

Commissioner Seitz	Aye
Vice-Chair Porter	Aye
Councilmember Dent	Aye
Commissioner Alsindi	Aye
Commissioner Kettler	Aye
Commissioner Jezior	Aye
Chair Baugh	Aye

The motion to recommend approval of the zoning ordinance amendment passed (7-0). The recommendation will move forward to City Council on November 10, 2026.

AI, specifically ClerkMinutes and GovAI, was used to assist in the development of this content. All content has been reviewed and approved by human oversight.

ORDINANCE AMENDING AND RE-ENACTING MULTIPLE SECTIONS OF TITLE 10 – PLANNING AND DEVELOPMENT, CHAPTER 3. – ZONING, THE CODE OF ORDINANCES CITY OF HARRISONBURG, VIRGINIA

Be it ordained by the Council of the City of Harrisonburg, Virginia:

Section 10-3-24. – Definitions.
Amend the definition of "shopping center" as shown:

> ***Shopping center:*** ~~Commercial~~ A development of more than one (1) ~~retail sales or service establishment~~ mercantile establishment; personal service establishment; restaurant; office; place of assembly for the purpose of entertainment or education; or house of worship. The uses must be located on a single parcel of common ownership attached by common walls, or if located in separate buildings, are interconnected by walkways, ~~and/or~~ access ways, or both, providing common parking facilities for all establishments, having multiple tenancy of a single or several large common structures, having a combined floor area of at least 10,000 square feet, and otherwise present the appearance of one continuous commercial area.

Section 10-3-90. – Off-street vehicle parking regulations.
Amend subsection (17) as shown:

> (17) Retail stores, sales rooms and similar mercantile establishments, shopping centers, and tobacco, smoke, or vape shops (applicable where no other specific retail standard is set forth): If ten thousand (10,000) square feet or less of gross floor area, one (1) parking space for each two hundred (200) square feet of gross floor area; if over ten thousand (10,000) square feet of gross floor area, one (1) parking space for each two hundred and fifty (250) square feet of gross floor area.

The remainder of each Section is reaffirmed and reenacted in its entirety, except as hereby modified.

This ordinance shall be effective from the _____ day of _____, 2026. Adopted and approved this _____ day of _____, 2026.

_____
MAYOR

ATTESTE:

_____
CITY CLERK

CITY OF HARRISONBURG

October 14, 2026 Planning Commission Meeting

Title
Consider a request to amend the Zoning Ordinance to amend the definition of "shopping center" and to provide a parking calculation for shopping centers — Nyrma Soffel, Community Development

Summary

Zoning Ordinance	Amend Sections 10-3-24 and 10-3-25(17)
Purpose	To revise the definition of "shopping center" and add "shopping center" to the parking regulations
Ordinance Initiation	By Planning Commission on April 8, 2026
Planning Commission	October 14, 2026 (Public Hearing)
City Council	Anticipated November 10, 2026 (First Reading/Public Hearing) Anticipated November 24, 2026 (Second Reading)

Recommendation
Option 1. Recommend approval of the Zoning Ordinance amendment.

Context & Analysis
The proposed Zoning Ordinance (ZO) amendment would amend the definition of "shopping center" in Section 10-3-24 and add "shopping centers" to Section 10-3-25 (17). The intent is to codify a standing interpretation for applying the minimum off-street parking regulations for retail establishments to developments that qualify as a shopping center.

The ZO currently defines a shopping center as follows:

> Commercial development of more than one (1) retail sales or service establishment on a single parcel of common ownership attached by common walls or if located in separate buildings are interconnected by walkways and/or access ways, providing common parking facilities for all establishments, having multiple tenancy of a single or several large common structures, and otherwise present the appearance of one continuous commercial area.

The proposed amendment would revise the definition of "shopping center" to clarify the types of businesses allowed within a shopping center and establish a minimum combined floor area of at least 10,000 square feet. The definition of shopping center is proposed to be amended as follows:

> ***Shopping center:*** ~~Commercial~~ A development of more than one (1) ~~retail sales or service establishment~~ mercantile establishment; personal service establishment; restaurant; office; place of assembly for the purpose of entertainment or education; or house of worship. The uses must be located on a single parcel of common ownership attached by common walls, or if located in separate buildings, are interconnected by walkways, ~~and/or~~ access ways, or both, providing common parking facilities for all establishments, having multiple tenancy of a single or several large common structures, having a combined floor area of at least 10,000 square feet, and otherwise present the appearance of one continuous commercial area.

The ZO does not currently include a minimum parking requirement for shopping centers. When the uses of a proposed shopping center are unknown at the time of site plan or building permit review, staff has applied the parking requirement for retail stores, sales rooms, and similar mercantile establishments when the shopping center has a combined floor area of at least 10,000 square feet. When the proposed uses are known, parking has been calculated based on the parking requirements for the individual uses. In addition, because uses within a shopping center may change over time, calculating parking based on individual uses could require parking to be recalculated when a new business occupies a tenant space under staff interpretation of the existing definition.

All of the existing developments currently identified as shopping centers have a combined total floor area of more than 10,000 square feet. Existing shopping centers include uses such as, but are not limited to, restaurants, offices, and houses of worship, not just retail sales or service establishments. Although the minimum floor area and range of uses were not included in ZO, staff has consistently applied the shopping center interpretation to these developments. The proposed amendment would codify this longstanding practice without expanding the types of developments currently identified as shopping centers or changing applicable parking ratios.

The proposed amendment would also add the use of "shopping centers" to Section 10-3-25(17), which establishes the parking calculation for retail stores, sales rooms and similar mercantile establishments, as follows:

> (17) Retail stores, sales rooms and similar mercantile establishments, shopping centers, and tobacco, smoke, or vape shops (applicable where no other specific retail standard is set forth): If ten thousand (10,000) square feet or less of gross floor area, one (1) parking space for each two hundred (200) square feet of gross floor area; if over ten thousand (10,000) square feet of gross floor area, one (1) parking space for each two hundred and fifty (250) square feet of gross floor area.

Developments that meet the definition of "shopping center" would have a parking calculation based on one (1) parking space for each 250 square feet of gross floor area.

The amendment would establish a consistent parking calculation for shopping centers and allow changes in tenancy within an existing shopping center without requiring parking to be recalculated.

If a shopping center is redeveloped in a manner that no longer meets the definition of a shopping center, the associated parking requirements would be calculated at the time of redevelopment.

Staff recommends approval of the ZO amendment.

Options

1. Recommend approval of the Zoning Ordinance amendments.
2. Recommend approval of the Zoning Ordinance amendments with modifications.
3. Recommend denial of the Zoning Ordinance amendments.

Attachments

- Current Ordinance Reflecting Recommended Amendments

NOTICE OF PUBLIC HEARING

The Harrisonburg City Council will hold public hearings in the City Council Chambers, 409 South Main Street, Harrisonburg, VA on Tuesday, November 10, 2026, at 7:00 p.m., to consider the following:

Zoning Ordinance Amendment – Shopping Center Parking Calculations

A request to amend the Zoning Ordinance to amend the definition of "shopping center" in Section 10-2-24 and to add "shopping centers" to Section 10-3-25 (17) to provide a parking calculation for shopping centers. The intent is to codify a standing interpretation for the application of Sections 10-3-25 and 10-3-27 to developments that qualify as a shopping center.

Applications and other information are available for review by contacting the Department of Community Development, 409 South Main Street, Monday through Friday, 8:00 a.m. to 5:00 p.m. Please call (540) 432-7700 to obtain a copy by email or by appointment. More information is available at www.harrisonburgva.gov/public-hearings. Interested parties will be able to attend the meeting and to watch the meeting on Public Education Government Channel 1072, and the City's website at www.harrisonburg-va.legistar.com/Calendar.aspx.

Publication dates:
Wednesday, October 28, 2026
Wednesday, November 4, 2026

Zoning Ordinance Amendment
Shopping Center Parking

- No parking calculation specific to Shopping Centers.
- Current practice
  - If uses are known → parking is calculated for known uses.
  - If uses are not known → parking is calculated for retail stores, sales rooms, and similar mercantile establishments.
  - Applied to shopping centers with a combined floor area ≥ 10,000 sf.

Zoning Ordinance Amendment
Shopping Center Parking

What does the ZO amendment do:

- Codifies current practice
- Clarifies permitted uses
- Provides parking calculation clarity for property owners, tenants, and developers
- Avoids having to recalculate parking when uses change over time

What the ZO amendment does not do:

- Does not expand the types of developments that qualify
- Does not change parking ratios

Section 10-3-24 Definitions

Shopping center: ~~Commercial~~ A development of more than one (1) ~~retail sales or service establishment~~ mercantile establishment; personal service establishment; restaurant; office; place of assembly for the purpose of entertainment or education; or house of worship. The uses must be located on a single parcel of common ownership attached by common walls, or if located in separate buildings, are interconnected by walkways, ~~and/or~~ access ways, or both, providing common parking facilities for all establishments, having multiple tenancy of a single or several large common structures, having a combined floor area of at least 10,000 square feet, and otherwise present the appearance of one continuous commercial area.

Section 10-3-25 Off-Street Parking

(17) Retail stores, sales rooms and similar mercantile establishments, shopping centers, and tobacco, smoke, or vape shops (applicable where no other specific retail standard is set forth): If ten thousand (10,000) square feet or less of gross floor area, one (1) parking space for each two hundred (200) square feet of gross floor area; if over ten thousand (10,000) square feet of gross floor area, one (1) parking space for each two hundred and fifty (250) square feet of gross floor area.

Recommendation

Staff and Planning Commission (7-0) recommend approval of the Zoning Ordinance amendment.

Legislation Text

File #: ID 26-411, **Version:** 1

Subject:
Consideration of Next Steps with Unsolicited PPEA Proposal submitted by Build Our Park and Partners Excavating Co.
Presented By: Brian Shull, Director, Economic Development
The City received a Conceptual PPEA Proposal on October 16, 2026 outlining a plan to develop an urban park on publicly-owned land adjacent to Harrisonburg Municipal Building and Turner Pavilion in downtown Harrisonburg. Proposed amenities include a performance stage, canopy-covered dining area, nature play area for children, restrooms, landscaped tree grove for sitting, and a large hardscape plaza. Benches, bicycle racks, site lighting and a water feature have also been proposed. A City staff Evaluation Team has reviewed the submitted PPEA proposal and offers the following recommendation.

CITY OF HARRISONBURG

November 24, 2026 City Council Meeting

Title

Consideration of Next Steps with Unsolicited PPEA Proposal submitted by Build Our Park and Partners Excavating Co.—Brian Shull, Economic Development Director

Summary

The City received a Conceptual PPEA Proposal on October 16, 2026 outlining a plan to develop an urban park on publicly-owned land adjacent to Harrisonburg Municipal Building and Turner Pavilion in downtown Harrisonburg. Proposed amenities include a performance stage, canopy-covered dining area, nature play area for children, restrooms, landscaped tree grove for sitting, and a large hardscape plaza. Benches, bicycle racks, site lighting and a water feature have also been proposed. A City staff Evaluation Team has reviewed the submitted PPEA proposal and offers the following recommendation.

Recommendation

Option 1. Accept this Unsolicited PPEA proposal for further consideration and solicit competing proposals as authorized by Virginia's Public-Private Education Facilities and Infrastructure Act of 2002. In addition, the Evaluation Team recommends that Council approve competitive negotiation as the procurement structure for this project.

Fiscal Impact

Build Our Park, a community-led 501©(3) organization, is raising private funds to build a public park to be situated on City-owned land. Build Our Park's goal is to fund 100% of the project through private philanthropy, charitable contributions, grants and other community support, together with donated or reduced-cost contractor labor, equipment and materials. Under the

existing Donation Agreement between the City and Build Our Park, Build Our Park is responsible for fundraising. After demonstrating the accumulation of sufficient funds, Build Our Park shall transfer funds to the City for use solely in construction of the Park.

Context & Analysis

Virginia's Public-Private Education Facilities and Infrastructure Act of 2002 has a well-defined process and timeline for responding to project proposals. If Council decides that it would like to further study the potential of an urban park in the proposed location, then the appropriate next step involves acceptance of the unsolicited proposal. City staff would then post and publish a request for competing proposals, providing a minimum 60-day window to receive competing proposals. At the same time, the public will be given the opportunity to review the initial proposal.

Acceptance of the Unsolicited Proposal at this stage is not a commitment by the City to proceed with this project. It enables (1) continued negotiation with Build Our Park and (2) solicitation of competing proposals for consideration by the City.

Options

1. Accept this Unsolicited PPEA proposal for further consideration and solicit competing proposals as authorized by Virginia's Public-Private Education Facilities and Infrastructure Act of 2002. In addition, the Evaluation Team recommends that Council approve competitive negotiation as the procurement structure for this project.
2. Choose to accept this Unsolicited PPEA proposal but to structure the procurement process to follow competitive sealed bidding.
3. Choose not to proceed with consideration of Build Our Park's proposal.

Attachments

1. Guidelines for the Implementation of Public Private Education Facilities & Infrastructure Act of 2002 (PPEA Guidelines)
2. Donation Agreement between City of Harrisonburg and Build Our Park

APPENDIX F. GUIDELINES FOR THE IMPLEMENTATION OF PUBLIC PRIVATE EDUCATION FACILITIES & INFRASTRUTURE ACT OF 2002 (PPEA GUIDELINES)

The following are the adopted guidelines for the implementation of the Public-Private Education Facilities and Infrastructure Act of 2002. These guidelines are intended to encourage competition, guide selection of projects for the City of Harrisonburg ("City"), and channel innovative solutions to public problems through a multi-phase approach.

The PPEA grants a responsible public entity the authority to create public-private partnerships for the development of a wide range of projects for public use if the entity determines that there is a need for a project that such a partnership might provide the project to the public in a more timely or cost-effective manner than standard procurement under the Virginia Public Procurement Act ("VPPA"), It may also incorporate innovative and creative concepts in project delivery, operation, maintenance or finance. The City is a responsible public entity under the PPEA and adopts these guidelines to manage its implementation of the PPEA.

Because the PPEA is intended to encourage innovative partnerships between responsible public entities and private entities, the City is able to maintain an open dialogue with private entities to discuss the need for infrastructure improvements.

Although guidance with regard to the application of the PPEA is provided in this document, it is incumbent upon all entities, both public and private, to comply with the provisions of the PPEA and other applicable laws. In the event that the applicable law is amended in a manner that conflicts with these Guidelines or concerns material matters not addressed by these Guidelines, then these Guidelines shall be interpreted in a manner to conform to the law. The City may amend these Guidelines from time to time consistent with applicable law. If these Guidelines are not amended prior to the effective date of the new law, these Guidelines nonetheless shall be interpreted in a manner to conform to the PPEA as amended.

1.0 SUMMARY OF THE PPEA PROCESS

1.1 Solicited vs. Unsolicited

PPEA procurements may be structured either as "solicited" or "unsolicited." A solicited proposal features release and advertisement of a general request for proposals or invitation for bids, for which creative responses are sought and evaluated. The requirements for any particular solicited proposal shall be as specified in the solicitation document published by the City for that proposal. An unsolicited proposal is for a public-private solution where the public body has made it known that a problem exists that it needs to solve. This is often included in a locality's comprehensive plan, capital improvements program, or other strategic or long-term planning document.

For the purposes of these guidelines, a submission on an unsolicited basis is not an offer responding to the City's previously published solicitation.

1.2 Phases of the PPEA Process

Regardless of whether a proposal is solicited or unsolicited, the general phases are:

1. *Conceptual (Initial) Phase*. Firms or groups of firms make proposals to the public body for how they would solve the relevant infrastructure problem. An evaluation team is formed to analyze the proposals and meet with the Offerors and advise City Council on how best to proceed. This initial phase should contain information regarding the Offeror's qualifications and experience, project characteristics, project financing, anticipated public support or opposition, or both, and project benefit and compatibility.
2. *Detailed Phase*. The public body may—but need not—proceed to the detailed phase with one or more Offerors. The selected Offeror(s) and the public body's evaluation team might meet several more times

to refine ideas to meet the public body's needs. In the event that the conceptual proposal is sufficiently detailed to permit the City to proceed to negotiation of the interim or comprehensive agreement, the City may elect to dispense with the detailed phase and move directly to negotiation of an interim or comprehensive agreement.

3. *Interim Phase*. Based on the detailed phase, the public body may proceed to the interim phase with one or more Offerors. During the interim phase, design work; acquisition of real estate interests; arrangement of financing, permitting, and other contingencies; and negotiations of the comprehensive agreement, as appropriate and necessary to the project, begin in earnest. The Offeror(s) are typically paid for some of this work on a time-and-material, fixed-price, or mixed basis. In the event that contingencies have been sufficiently mitigated in the detailed phase, the City may elect to dispense with the interim phase and proceed directly to the comprehensive phase.

   An Interim Agreement may or may not be elected to be used. In the instance where an Interim Agreement is elected to be used, it may allow for the Offeror to commence activities relating to the Qualifying Project (i.e. planning & development, design & engineering, environmental analysis & mitigation, survey & ascertaining availability of financing for the facility). The Interim Agreement may establish the process and timeline of negotiating the Comprehensive Agreement.

4. *Comprehensive Phase*. The comprehensive phase is when the "work" of the agreement really happens. Depending on the nature of the project, there may be two sub-phases to the comprehensive phase:

   a. *Construction Sub-Phase*. This is when the physical work occurs.

   b. *Operations Sub-Phase*. This is the long-term operation and maintenance involved in achieving the goals of the project.

   A Comprehensive Agreement shall be executed with required information as addressed in 56-575.9. A copy of the Comprehensive Agreement must be submitted within 30 days of execution to the Auditor of Public Accounts electronically per 56-575.9 F & 56-575.18. The Comprehensive Agreement shall establish a date for commencement of activities as related to the Qualifying Project per 56-575.4 F.

Each of these phases is subject to numerous additional specific requirements. Nevertheless, because of the flexibility built into the PPEA processes, multiple considerations must be taken into account. PPEA proposals fall into several different types, and contain widely differing scopes of work.

1.3 Interim (Optional) & Comprehensive Agreements

Prior to execution of any Interim or Comprehensive Agreement, City Council shall review and approve the proposed agreement. In accordance with 56-575.17 C, after negotiation but before signature, the City shall post on the Commonwealth's e-procurement website, eVA, a copy of the Interim or Comprehensive Agreement.

1.4 Qualifying Project

In order for a project to come under the PPEA, it must meet the definition of a "Qualifying Project" as defined in 56-575.1. Delivery of services may be included as part of a Qualifying Project in accordance with 56-575.5. Other projects may only be deemed as Qualifying Projects by City Council per 56-575.4 C

1.5 Responsible Public Entity When Additional Agencies Involved

The City most often will be the responsible public entity under any PPEA project; however, under some circumstances the City might work with other political subdivisions or agencies of the Commonwealth to form positive partnerships for the community. If the proposal is submitted to multiple public entities, they shall make a determination within 60 days of submission of the proposal which entity will be the coordinating responsible public entity.

2.0 GUIDELINES FOR SUBMISSION

PPEA proposals may either be solicited (i.e., initiated by issuance of a solicitation by the City) or unsolicited (i.e., initiated by a potential private partner in response to a need expressed by the City).

The City Purchasing Agent shall serve as the point of contact to receive proposals submitted under the PPEA and to respond to inquiries regarding the PPEA or these Procedures. Except where a decision is expressly reserved to the City Council by law, the City Manager or Purchasing Agent has discretion to seek a decision or direction by City Council at any decision point in the PPEA process.

2.1 Solicited Proposals

The City may issue solicitations inviting proposals from private entities to develop, finance, operate, and/or maintain projects (Virginia Code §§ 56-575.4(B), 33.2-1803(B).). In such a case, the City will set forth in the solicitation the format and supporting information that is required to be submitted, consistent with the provisions of the PPEA. The timeline for advertisement and acceptance of conceptual proposals for a solicited PPEA will be set forth in the solicitation.

Under the PPEA, the City may issue a solicitation at any time it determines that the public interest may be served by solicitation of proposals. The solicitation should specify, but not necessarily be limited to, information and documents that must accompany each proposal and the factors that will be used in evaluating the submitted proposals (Virginia Code §§ 2.2-4302.1, 2.2-4302.2.). The solicitation will contain or incorporate by reference other applicable terms and conditions, including any unique capabilities or qualifications that will be required of the private entities submitting proposals. Pre-proposal conferences will be held as deemed appropriate by the City.

There is no proposal review fee for processing solicited proposals.

2.2 Unsolicited Proposals

The City's general policy is to reserve acceptance of unsolicited proposals for cases of truly innovative ideas, because, in other cases, traditional procurement processes are generally viewed as more likely to achieve full and open competition from the bidding community. Additionally, the City discourages unsolicited proposals for capital projects when the City has already paid for design of the project because such a proposal will duplicate work. Accordingly, the City will likely reject an unsolicited proposal that lacks truly innovative ideas or which is for a project wherein the design is substantially underway or completed (Virginia Code §56-575.3:1(B)(1).).

The detailed proposal should contain specified deliverables, namely, project benefits, scope of work and a financial plan that contains enough specificity so that the City may fairly evaluate the financial feasibility of the qualified project. The cost analysis of a proposal should not be linked solely to the financing plan, as the City may determine to finance the project through other available means.

Proposals should be prepared simply and economically, providing a concise description of the Offeror's capabilities to complete the proposed Qualifying Project and the benefits to be derived from the project by the City. Project benefits to be considered are those occurring during the construction, renovation, expansion or improvement phase and during the life cycle of the project.

For a complete list of what should be included in the unsolicited proposal, see Annex 2. Unsolicited Proposal Checklist – Conceptual Stage.

Any unsolicited proposal shall be submitted to the City by delivering one (1) hard and one (1) electronic copies (additional copies may be requested by the City at the Offeror's expense), together with any required review fees, to:

Attn: Purchasing Agent,
409 S. Main St., Third Floor,

Harrisonburg, VA 22801

2.3 Affected Jurisdictions (56-575.6)

Any "Affected Jurisdiction" as defined by 56-575.1 shall be notified by the Offeror within five (5) business days of submission of the proposal to the City. The Offeror shall provide at least one (1) copy of the proposal to the Affected Jurisdiction(s) by certified mail, express delivery, or hand delivery. The City reserves the right to request proof of delivery and receipt to the Affected Jurisdiction(s) from the Offeror. It is important that Affected Jurisdictions are part of the process and have input in potential Qualifying Projects. The private entity should consider the Qualifying Project's compatibility with any Affected Jurisdiction's comprehensive plan, local infrastructure development plans, the capital improvements budget, or other government spending plan.

Per 56-575-6 B, the Affected Jurisdiction(s) shall have sixty (60) days from receipt of the proposal to submit written comments to the City and to indicate whether the proposed Qualifying Project is compatible with the (i) local comprehensive plan, (ii) local infrastructure development plans, and/or (iii) capital improvements budget or other government spending plan. Comments received within the 60-day period shall be given consideration by the City prior to entering a comprehensive agreement pursuant to 56-575.9; however, the City may begin or continue its evaluation of any such proposal during the 60-day period for the receipt of comments from Affected Jurisdictions. No negative inference shall be drawn from the absence of comment by an Affected Jurisdiction(s).

2.4 Proposal Review Fee for Unsolicited Proposals (56-575.4 D)

The City may charge a fee to the private entity submitting an unsolicited proposal to cover the costs of processing, reviewing, and evaluating any unsolicited proposal or competing unsolicited proposal submitted under the PPEA, including but not limited to, City staff time, cost of materials or supplies expended, a fee to cover the costs of outside attorneys, consultants, and financial advisors. Any fee charged for such review of a proposal will be reasonable in comparison to the level of expertise required to review the proposal and will not be greater than the direct costs associated with evaluating the proposed qualifying project. "Direct costs" may include (i) the cost of staff time required to process, evaluate, review and respond to the proposal and (ii) the out-of-pocket costs of attorneys, consultants, and financial advisors.

The proposal fee may cover all or part of the initial review process. The City may require a proposal fee in an amount sufficient to cover all anticipated direct costs associated with evaluating the proposal, or may require a smaller initial processing fee with an additional proposal fee to be charged should the project proceed beyond the initial review.

> *(i) Initial fee*: Private Entities interested in submitting an Unsolicited Proposal are required to pay a non-negotiable Proposal Review Fee at the time of submitting the Unsolicited Proposal to the City. The Proposal Review Fee is $25,000.00 for all Unsolicited Proposals submitted with a total proposed and conceptual value of under $50M. For Unsolicited Proposals submitted with a total proposed and conceptual value of $50M and greater, the Proposal Review Fee will be $50,000.00. The form and manner of the Proposal Review Fee payment submission shall be determined and specified by the Responsible Public Entity. Offerors submitting multiple Proposals for unrelated projects will be required to submit a Proposal Review Fee for each Unsolicited Proposal submission. Payment of an initial fee must accompany the submission of the Unsolicited Proposal to the City in order for the City to proceed with its review.
>
> (ii) *Additional fees*. Additional fees shall be imposed on and paid by the private entity throughout the processing, review, and evaluation of the Unsolicited Proposal if and as the City reasonably anticipates incurring costs in excess of the initial fee paid by the private entity. The City will notify the private entity of the amount of such additional fees as and when it anticipates incurring such costs. Prompt payment of such additional fees is required before the City will continue to process, review, and evaluate the proposal.

(iii) *Reimbursement of excess fees paid*. In the event the total fees paid by the private entity exceed the City's total costs incurred in processing, reviewing, and evaluating the proposal, the City shall reimburse the difference. Otherwise, the City shall retain all fees paid.

3.0 REVIEW & DETERMINATION OF ACCEPTANCE OF UNSOLICITED PROPOSAL

Upon review of the Unsolicited Conceptual Proposal, the Purchasing Agent or designee may choose to accept or not accept the unsolicited proposal for further consideration. (56-575.16)

3.1 Unsolicited Proposal Accepted By City Council

If the proposal is accepted for consideration, the Purchasing Agent or designee will notify the applicant of the decision. The Purchasing Agent or designee will coordinate a presentation of the proposal to City Council for final acceptance of proposal consideration pursuant to 56-575.16.

Upon acceptance by City Council, an Interim or Comprehensive Agreement will be executed.

3.2 Unsolicited Proposal Not Accepted By City Council

If the proposal is not accepted for consideration, the Purchasing Agent or designee will notify the private entity and City Council, with an explanation of why no further consideration is warranted and return the proposal along with any accompanying documentation. The City reserves the right to retain a copy of the proposal and any accompanying documentation for reference.

4.0 UNSOLICITED PROPOSAL ACCEPTED: CONCEPTUAL PROPOSAL PHASE

4.1 Public Posting of Conceptual Proposal (Notice Period) & Receipt of Competing Conceptual Proposals

Conceptual proposals submitted in accordance with PPEA § 56-575.17 and accepted by the City shall be posted on the Commonwealth's e-procurement website eVA within 10 working days after acceptance (56-575.17, A.2). At least one copy of the proposals shall be made available for public inspection.

Trade secrets, financial records, or other records of the private entity excluded from disclosure under the provisions of subdivision 11 of § 2.2-3705.6 shall not be required to be posted, except as otherwise agreed to by the responsible public entity and the private entity. (56-575.17, A. 2)

The notice should state that the City (i) has received an unsolicited proposal under the PPEA, (ii) intends to evaluate the proposal, (iii) may negotiate an interim or comprehensive agreement with the Offeror based on the proposal, and (iv) will receive for simultaneous consideration any competing proposals that comply with the procedures adopted by the City and the PPEA. The notice also must summarize the proposed qualifying project or projects, and identify their proposed locations.

4.2 Conceptual Proposal Review Evaluation

After reviewing the original proposal and any competing proposals submitted during the notice period, the City may determine:

1. Not to proceed further with any proposal;

2. To proceed to the detailed phase of review with the original proposal;

3. To proceed to the detailed phase with a competing proposal;

4. To proceed to the detailed phase with multiple proposals; or

5. To request modifications or amendments to any proposals.

In the event that more than one proposal will be considered in the detailed phase of review, the City will consider whether the unsuccessful Offeror should be reimbursed for costs incurred in the detailed phase of review, and such reasonable costs may be assessed to the successful Offeror in the comprehensive agreement.

Discussions between the City and private entities about the need for a Qualifying Project(s) shall not limit the ability of the City to later determine to use standard procurement procedures to meet its needs. The City retains the right to reject any proposal at any time prior to the execution of an interim or comprehensive agreement. With respect to a PPEA proposal, if the City rejects a proposal initiated by a private entity that purports to develop specific cost savings, the City shall specify the basis for the rejection.

4.3 Detailed Review

Review at the detailed stage will be specifically tailored to the project and the proposal. Formatting suggestions for proposals at the conceptual stage are found in Annex 3. Unsolicited Proposal Checklist – Detailed Phase. In the event that the conceptual proposal is sufficiently detailed to allow negotiation of an interim or comprehensive agreement, the City may elect to dispense with the detailed phase and move on to execute a Comprehensive Agreement.

4.4 Public Hearing Held

At least 30 days prior to entering into Interim or Comprehensive Agreement, City shall hold public hearing on the proposals during the proposal review process (56-575.17, B)

5.0 PUBLIC INSPECTION OF PROCUREMENT RECORDS RELATED TO PPEA

The records relating to a PPEA procurement shall be open to public inspection only after an Interim or Comprehensive Agreement is executed. The open records inspection shall not include trade secrets, etc listed above in #1 (56-575.17, D)

Cost estimates shall not be open to public inspection (56-575.17, E)

Inspection of procurement transaction records under this section shall be subject to reasonable restrictions to ensure the security and integrity of the records (56-575.17, F)

ANNEX 1. SAMPLE TIMELINE FOR UNSOLICITED PPEA

Receipt of unsolicited proposal	Day 1 ("D")
Decision whether to accept the unsolicited proposal, whether to use competitive sealed bidding or competitive negotiation, and structure of process	D + 45
Prepare notice of unsolicited proposal, post, publish, and allow for public inspection	D + 75
Receive competing conceptual proposals	D + 135
Evaluation of conceptual proposals, determine whether to proceed to detailed phase, and what proposer(s) to invite to proceed to detailed phase	D + 195
Receive detailed phase proposals	D + 225
Evaluate detailed phase proposals, conduct interviews, and select proposer(s) for negotiation of interim or comprehensive agreement	D + 270
Negotiate interim agreement or comprehensive agreement	D + 350
Advertise proposals for public hearing and post negotiated interim or comprehensive agreement on City website	D + 400
Hold public hearing and obtain City Council approval	D + 430
Execute approved interim or comprehensive agreement	D + 460

ANNEX 2. UNSOLICITED PROPOSAL CHECKLIST – CONCEPTUAL STAGE

Matters to be included in the conceptual stage proposal for a PPEA include:

Submission Requirement	YES	NO	Waived
Qualifications and Experience			
1. Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the project, the management approach and how each partner and major subcontractor in the structure fits into the overall team.			
2. Describe the experience of the firm or consortium of firms making the proposal and the key principals involved in the proposed project including experience with projects of comparable size and complexity. Describe the length of time in business, business experience, public sector experience and other engagements of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.			
3. Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.			
4. Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.			
5. Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to the Virginia State and Local Government Conflict of Interests Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2.			
Project Characteristics			
6. Provide a description of the project, including the conceptual design. Describe the proposed project in sufficient detail so that type and intent of the project, the location, and the communities that may be affected are clearly identified.			
7. Identify and fully describe any work to be performed by the City.			
8. Include a list of all federal, state, and local permits and approvals required for the project and a schedule for obtaining such permits and approvals.			
9. Identify any anticipated adverse social, economic, and environmental impacts of the project. Specify the strategies or actions to mitigate known impacts of the project.			
10. Identify the projected positive social, economic, and environmental impacts of the project.			
11. Identify the proposed schedule for the work on the project, including the estimated time for completion.			
12. Propose allocation of risk and liability for work completed beyond the agreement's completion date, and assurances for timely completion of the project.			

13. State assumptions related to ownership, legal liability, law enforcement, and operation of the project and the existence of any restrictions on the City's use of the project.			
14. Provide information relative to phased or partial openings of the proposed project prior to completion of the entire work.			
15. List any other assumptions relied on for the project to be successful.			
16. List any contingencies that must occur for the project to be successful.			
Project Financing			
17. Provide a preliminary estimate and estimating methodology of the cost of the work by phase, segment, or both.			
18. Submit a plan for the development, financing, and operation of the project showing the anticipated schedule on which funds will be required. Describe the anticipated costs of and proposed sources and uses for such funds including any anticipated debt service costs. The operational plan should include appropriate staffing levels and associated costs. Include supporting due diligence studies, analyses, or reports.			
19. Include a list and discussion of assumptions underlying all major elements of the plan. Assumptions should include all significant fees associated with financing given the recommended financing approach. In addition, complete disclosure of interest rate assumptions should be included. Any ongoing operational fees, if applicable, should also be disclosed as well as any assumptions with regard to increases in such fees.			
20. Identify the proposed risk factors and methods for dealing with these factors.			
21. Identify any local, state, or federal resources that the proposer contemplates requesting for the project. Describe the total commitment, if any, expected from governmental sources and the timing of any anticipated commitment. Such disclosure should include any direct or indirect guarantees or pledges of the City's credit or revenue.			
22. Identify the amounts and the terms and conditions for any revenue sources.			
23. Identify any aspect of the project that could disqualify the project from obtaining tax-exempt financing.			
24. For a transportation facility, identify the risks, liabilities, and responsibilities to be transferred, assigned, or assumed by the private entity for the development and/or operation of the facility, including revenue risk and operations and maintenance.			
25. For a transportation facility, identify how the proposal will address the needs identified in the appropriate state, regional, or local transportation plan by improving safety, reducing congestion, increasing capacity, and/or enhancing economic efficiency.			
Project Benefits and Capability			
26. Identify who will benefit from the project, how they will benefit, and how the project will benefit the overall community, region, or state.			

27. Identify any anticipated public support or opposition, as well as any anticipated government support or opposition for the project.			
28. Explain the strategy and plans that will be carried out to involve and inform the general public, business community, and governmental agencies in areas affected by the project.			
29. Describe the anticipated significant benefits to the community, region, or state, including anticipated benefits to the economic condition of the City and whether the project is critical to attracting or maintaining competitive industries and businesses to the City or the surrounding region.			
30. Describe compatibility with the local comprehensive plan, local infrastructure development plans, the capital improvements budget, or other government spending plan.			
31. Provide a statement setting forth participation efforts that are intended to be undertaken in connection with this project with regard to the following types of businesses: (i) minority-owned businesses, (ii) woman-owned businesses, and (iii) small businesses.			
Other			
32. Written request for protection of confidential/proprietary materials, providing justification as to (i) trade secrets, (ii) financial records, or (iii) other information that would otherwise affect the financial interest or bargaining position of the City or private entity.			

Based on City of Harrisonburg, Virginia, PPEA Guidelines and Va. Code §§ 56-575.4(A) and 33.2-1803(A).

Attach reasons for waivers in separate memorandum.

ANNEX 3. UNSOLICITED PROPOSAL CHECKLIST – DETAILED PHASE

Detailed stage proposals and the procedures to evaluate them will differ significantly based on the type and scope of the project.

Matters to be included in the detailed stage proposal for a PPEA include:

Submission Requirement	YES	NO	Waived
1. A topographical map (1:2,000 or other appropriate scale) depicting the location of the pro-posed project			
2. A list of public utility facilities, if any, that will be crossed by the qualifying project and a statement of the plans of the proposer to accommodate such crossings			
3. A statement and strategy setting out the plans for securing all necessary property			
4. A detailed listing of all firms that will provide specific design, construction and completion guarantees and warranties, and a brief description of such guarantees and warranties			
5. A total life-cycle cost specifying methodology and assumptions of the project or projects and the proposed project start date. Include anticipated commitment of all parties; equity, debt, and other financing mechanisms; and a schedule of project revenues and project costs. The life-cycle cost analysis should include, but not be limited to, a detailed analysis of the projected return, rate of return, or both; expected useful life of facility; and estimated annual operating expenses			
6. A detailed discussion of assumptions about user fees or rates, and usage of the project or projects			
7. Identification of any known government support or opposition, or general public support or opposition for the project. Government or public support should be demonstrated through resolution of official bodies, minutes of meetings, letters, or other official communications			
8. Demonstration of consistency with appropriate local comprehensive or infrastructure development plans or indication of the steps required for acceptance into such plans			
9. Explanation of how the proposed project would impact local development plans of each affected jurisdiction			
10. Identification of the executive management and the officers and directors of the firm or firms submitting the proposal. In addition, identification of any known conflicts of interest or other disabilities that may impact the City's consideration of the proposal, including the identification of any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to the Virginia State and Local Government Conflict of Interest Act, Chapter 31 (§§ 2.2-3100 et seq.) of Title 2.2			
11. Additional material and information as the City may reasonably request			

ANNEX 4. SAMPLE PUBLIC HEARING NOTICE

NOTICE IS HEREBY GIVEN, pursuant to § _____, Code of Virginia, 1950, as amended, that a public hearing will be held before the Harrisonburg City Council on _____, or as soon thereafter as may be heard, in the Council Chamber of the City Hall, 409 South Main Street, Harrisonburg, VA 22801, for the purposes of receiving public comment on _____ (_____) proposal(s) received by the City of Harrisonburg (City) pursuant to the authority of Public Private Education Facilities & Infrastructure Act 2002. Such proposal(s) was/were, respectively, submitted by _____, relate to _____, and are available for public inspection and review at the City's Purchasing Office, 409 South Main Street, Third Floor, Harrisonburg, VA 22801, during normal business hours (Monday through Friday, 8:00 a.m. to 5:00 p.m.). A negotiated Comprehensive Agreement concerning such/one of such proposal(s) will be posted publicly in accordance with applicable law and considered by the Harrisonburg City Council for acceptance at a later date. All interested persons are invited to appear at the said public hearing and present their views. Questions and/or comments may be referred to _____, the City's _____, who may be contacted by phone at _____ and by email at _____.

ANNEX 5. SAMPLE COMPREHENSIVE AGREEMENT

WHEREAS, the _____ ("_____") grants responsible public entities the authority to create public-private partnerships for the development of a wide range of public facilities or projects; *and*

WHEREAS, the City of Harrisonburg, Virginia ("City") is a responsible public entity and has adopted guidelines which establish procedures for the development of public facilities or projects through public-private partnerships pursuant to the _____; *and*

WHEREAS, the City received an unsolicited proposal from _____, pursuant to the _____ and the said guidelines for the _____ of a _____ (the "Project"), said proposal being expressly incorporated herein by reference; *and*

WHEREAS, given the Project is permitted under the_____, the City reviewed such proposal, determined it met the City's needs, advertised for competing proposals, received _____ (_____) other competing proposal(s), and after reviewing such proposal(s), selected _____ proposal for negotiation of a comprehensive agreement; *and*

WHEREAS, a Comprehensive Agreement for the Project has been thoroughly negotiated between the City and _____, and the applicable requirements of § _____ of the Code of Virginia, 1950, as amended, were duly satisfied by the City.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF HARRISONBURG:

1. That the negotiated Comprehensive Agreement between the City of Harrisonburg, Virginia ("City") and _____ (_____), dated _____, specific to the Project, is hereby approved. Such Comprehensive Agreement is expressly incorporated herein by reference, and the City Manager is authorized and directed to execute such Comprehensive Agreement on behalf of the City, on or after _____; the Clerk of Council shall attest the same, and the City Attorney shall approve the form of the same.

2. That the Purchasing Agent is authorized and directed, on behalf of the City, under such terms and conditions as he may deem appropriate, to _____, and the like which may be related to fulfilling the purpose(s) and/or responsibilities of the said Comprehensive Agreement, and to take any and all other actions he may deem necessary and pertinent to fulfilling the purpose(s) and/or responsibilities of the said Comprehensive Agreement.

3. That this Ordinance shall be effective upon its adoption.

Adopted:

Certified: _____
Clerk of Council

DOWNTOWN HARRISONBURG PARK DONATION AGREEMENT

This Downtown Harrisonburg Park Donation Agreement ("**Agreement**") is entered into effective on the last date set forth below (the "**Effective Date**") by and between City of Harrisonburg, a Virginia municipality (the "**City**") and Downtown Harrisonburg Park Corporation, d/b/a Build Our Park, a Virginia nonstock corporation ("**Build Our Park**").

WHEREAS, the Harrisonburg City Council ("**City Council**") adopted a Donation Policy on July 26, 2022, which policy sets forth the terms and conditions upon which City Council will accept donations to support City programs and services, including the requirement that all donations of $10,000 or more be documented by a legal agreement; and

WHEREAS, Build Our Park, an IRC § 501(c)(3) nonstock corporation that was incorporated for the purpose of assuring the construction of a City park in the location and generally of the nature depicted in **Exhibit A (the "Park")** (which design was approved by vote of City Council on September 24, 2024), and which has begun raising funds from the general public to financially support this objective, wishes to enter into this Agreement, as required by the Donation Policy, in order to authorize Build Our Park to fund the construction of the Park without City financial support; and

WHEREAS, City Council and Build Our Park believe that the Park, as constructed and operated by City's Department of Parks and Recreation ("**Parks & Rec**"), would greatly enhance the quality of life within the City of Harrisonburg for its citizens and visitors and serve as an economic development engine for downtown Harrisonburg and City in general;

WHEREAS, City, having obtained the applicable approval of its City Council by a vote held on [November 26, 2024], wishes to enter into this Agreement with Build Our Park in order to accomplish its objective that the Park be constructed and placed into operation as a City park;

NOW THEREFORE, for goods and valuable consideration, the receipt and sufficiency of which is acknowledged by the parties hereto, the parties agree as follows:

1. **Construction of the Park.**

   (a) Role of Build Our Park.

   (i) *Plans for Park*: Build Our Park shall make best efforts to prepare and submit to the City Manager, within one hundred and eighty (180) days after the Effective Date, a detailed projected budget for all aspects of the Park's construction, including the preparation of conceptual and construction plans. The City Manager, making best efforts to do so within sixty (60) days, shall review the budget for completeness and reasonableness. The City Manager may utilize City staff and outside third parties in the review, at the City's expense. If the City Manager's review determines the submitted budget to be incomplete or fail to account for reasonably sufficient costs of construction of the Park, the projected budget will be revised as required by the City Manager to determine the projected costs of constructing the Park. The final budget approved by the City Manager shall be referred to as the "**Budget**" hereunder.

(ii) *Fundraising for Park*: Build Our Park shall continue raising funds for the construction of the Park. At such time that Build Our Park can provide conclusive proof to the City Manager that it has raised sufficient funds for the construction of the Park, based on the Budget, such funds (the "**Park Funds**") shall be paid to the City, solely to be used in the construction of the Park in accordance with this Agreement. City and Build Our Park will discuss in good faith the possibility of Build Our Park, after it has demonstrated to the City that its accounts contain sufficient Park Funds, transferring the funds to the City in tranches that correspond to identified phases of development and construction of the Park.

(b) Role of City. Upon payment by Build Our Park to the City of the funding as set forth above, City shall, within ninety (90) days, issue a Request for Proposal or Invitation to Bid, as appropriate, to secure final plans (including construction plans) for the Park ("**Final Plans**"). The Final Plans will be shared with Build Our Park for comment and Build our Park shall make best efforts to provide comments to the City Manager within thirty (30) days. City Manager shall make best efforts to give final approval of the Final Plans with sixty (60) days of receiving Build Our Park's comments. Within ninety (90) days of City Manager's approval of the Final Plans, City shall issue a Request for Proposal or Invitation to Bid, as appropriate, to secure a general contractor for the Park's construction. The City shall award the contract pursuant to its procurement policies promptly unless delayed pursuant to section 1(c) below. The City shall take all reasonable action to ensure the Park is constructed in accordance with the Final Plans and is completed within two (2) years of City's receipt of all Park Funds from Build Our Park. The Park's construction shall be contracted for and completed under the requirements of the Virginia Public Procurement Act and City procurement policies adopted pursuant thereto.

(c) Revenue-Neutral Construction. It is understood by the parties that the Park will be constructed solely utilizing the funds of Build Our Park, which shall be duly and lawfully raised from donors through Build Our Park's own efforts. The City is not obligated to provide funding for the construction of the Park. In the event the lowest bid received for the construction for the Park exceeds the Park Funds paid to the City by Build Our Park, Build Our Park will be responsible for securing the additional funding and the City may delay awarding a construction contract for the Park until the funding is received by the City. Any further funds raised by Build Our Park for the above-described purposes are the "**Additional Park Funds**" hereunder. It is further acknowledged by the parties that the City could choose to cooperate with Build Our Park, Harrisonburg Downtown Renaissance, or other entities or persons in applying for and securing Federal, state, or private grants directed at supporting the construction of the Park, in which event the parties will coordinate on assuring such funding, when received, is allocated to and utilized for Park construction and the intended Park-related purposes.

(d) Naming Rights. City acknowledges that it may be advantageous for Build Our Park's Park construction fundraising efforts, and thus advantageous for the City's interest in

constructing the Park, that naming rights associated with particular features or amenities within the Park be extended in return for substantial contributions. In this event, City and Build Our Park shall reasonably coordinate on whether a particular naming right can be extended provided, however, that any naming right granted must comply with the City's then existing naming policy.

(e) Time Limitations. This Agreement may be terminated by the City if Build Our Park fails to raise funds sufficient for the construction of the Park and transfer such funds to the City within three (3) years of the Effective Date. Further, this Agreement may be terminated by Build Our Park if (i) the City fails to issue the RFPs or ITBs described in Section (b) above and begin construction of the Park within nine (9) months of the transfer to the City of funds sufficient for the Park's construction, provided that, in the event that additional funds are deemed necessary to construct the Park under Section 1(c) above, this period will be tolled until City's receipt of Additional Park Funds. Upon such termination by Build Our Park the City shall refund to Build our Park all funds paid to the City under this Agreement.

2. Operation of the Park.

(a) Operation; Build Our Park Role. Upon completion of the Park, the City, through Parks & Rec, shall operate the Park as a community Park facility in accordance with its duly adopted procedures. Upon completion of the Park and for a period of ten (10) years thereafter, Build Our Park has a right, for so long as the Park remains a City park, and subject of City Council approval of the individual and his or her successors, to have a non-voting seat on the Harrisonburg Parks and Recreation Committee.

(b) Disqualifying Events. Build Our Park shall lose the right of appointment of a designated representative on the Parks and Recreation Committee hereunder if it (i) ceases to be designated as a charitable organization under IRS § 501(c)(3) or (ii) is dissolved pursuant to its Articles of Incorporation.

3. General Provisions.

(a) Effectiveness. This Agreement is effective when executed by (i) the City Manager of City and (ii) the President of Build Our Park or another authorized person.

(b) Governing Law. This Agreement shall be governed by the laws of the Commonwealth of Virginia.

(c) Counterparts. This Agreement may be executed in counterparts.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date last set forth below.

Downtown Harrisonburg Park Corporation,
d/b/a Build Our Park, a Virginia nonstock corporation

Eddie Brumbaugh (SEAL)

BY:

ITS: Eddie Brumbaugh

City of Harrisonburg,
a Virginia municipality

(SEAL)

Alexander Banks VI, City Manager

EXHIBIT A

Park Location and Design

ADDENDUM No. 1 to

DOWNTOWN HARRISONBURG PARK DONATION AGREEMENT

This Addendum No.1 to Downtown Harrisonburg Park Donation Agreement (the "Addendum"), is entered into as of March 24th, 2026 by and between the City of Harrisonburg, a Virginia municipality (the "City") and Downtown Harrisonburg Park Corporation, d/b/a Build Our Park, a Virginia nonstock corporation ("Build Our Park"). All terms in this Addendum shall have the same meaning as set forth in the Agreement unless noted otherwise.

RECITALS

1. The City and Build Our Park entered into that Downtown Harrisonburg Park Donation Agreement (the "Agreement") on December 10th, 2024 in order to set forth the rights and obligations of the Parties regarding the funding for, and construction of, the Park (as defined in the Agreement).
2. The Parties have fully performed the obligations set forth in Section 1(a)(i) of the Agreement regarding the preparation and approval of the Park's Budget.
3. Build Our Park believes that the Park may be designed, funded, and developed in a more efficient and economical manner through the Public-Private Education Facilities and Infrastructure Act (the "PPEA") than through the Agreement.
4. The City is willing to accept and review a proposal made by Build Our Park and/or a third party contractor for the development of the Park in accordance with the PPEA and the City's guidelines adopted thereunder (the "Guidelines").

ADDENDUM

In consideration of the Agreement and Build Our Park's efforts thereunder, the Parties agree as follow:

1. Build Our Park and/or a third party contractor may submit a proposal (a "Proposal") for the development of the Park which meets the requirements of the PPEA and the Guidelines.
2. The City will accept and review the Proposal in accordance with the PPEA and the Guidelines. Approval of the Proposal and authorization to enter into a comprehensive agreement under the PPEA will be in the sole discretion of the Harrisonburg City Council.
3. If the Proposal is approved by the Harrisonburg City Council and a comprehensive agreement is entered into by the Parties, such comprehensive agreement shall replace the Agreement and this Addendum, which shall be deemed terminated.
4. If the submitted proposal is not approved by the Harrisonburg City Council and a comprehensive agreement is not entered into by the Parties, or if Build Our Park and/or a third party contractor does not submit a proposal under the PPEA for the development of the Park, then the Agreement shall remain in full force and effect.

5. This Addendum is effective when executed by the City Manager of the City and the President of Build Our Park or other duly authorized person and may be executed in counterparts.

Downtown Harrisonburg Park Corporation,
d/b/a Build Our park, a Virginia nonstock corporation

By: Edwin C. Brubaugh

Its: President

City of Harrisonburg,
a Virginia municipality

Alexander Banks, VI, City Manager

Legislation Text

File #: ID 26-408, **Version:** 1

Subject:
Presentation on the Annual Compensation Market Study (Three-Year Contract)
Presented By: Angela Clem, Director of Human Resources
Presentation on the upcoming annual compensation market study. The City is contracting with Baker Tilly for a three-year period to complete the market assessment, evaluating 1/3 of its positions per year, representing all grades in our respective salary schedule. This will inform competitiveness with the external market and pay equity within the organization.

CITY OF HARRISONBURG

November 24, 2026 City Council Meeting

Title

Presentation on the Annual Compensation Market Study (Three-Year Contract) – Information Only

Angela K. Clem, Director of Human Resources

Marissa B. Keagy, Deputy Director of Human Resources

Summary

Ms. Clem will be presenting information on the upcoming annual compensation market study. The City is contracting with Baker Tilly for a three-year period to complete the market assessment, evaluating 1/3 of its positions per year, representing all grades in our respective salary schedule. This will inform competitiveness with the external market and pay equity within the organization.

Recommendation

Option 1. This item is for information only at this time.

Fiscal Impact

The cost for the annual compensation market study (for a three-year contract period) has been budgeted for within the Human Resources professional services (consulting services) budget.

Context & Analysis

N/A

Options

1. N/A

Attachments

1. Power Point Presentation/Slide Deck

CITY OF HARRISONBURG
HUMAN RESOURCES

ANNUAL COMPENSATION MARKET ASSESSMENT



November 24, 2026

ANNUAL COMPENSATION Market STUDY

What is an annual compensation market study?

An annual compensation market study (often called a salary or compensation survey) is a structured, data-driven report that collects and analyzes external pay practices across specific roles, industries, and geographic regions.

Why now? Background:

- Implementation of a comprehensive classification and compensation study in FY 2023
- HR moved its strategic focus to Benefits in FY 2024-FY2026
- Budgeted for a multi-year contract

Why Conduct a Study?

External Competitiveness

Benchmarking with comparable peer organizations and aspirational communities; check similar positions in the private sector

Internal Pay Equity

Utilizing statistical tools like a regression analysis and a pay compression analysis to ensure positions (and employees within those positions) are appropriately placed

Pay Transparency

Builds trust and fairness in the organization and community

Data-Driven Budgeting

Informs Administration what the cost of labor is, how much salary schedules should move annually, and where employees are in relation to the market and each other

Scope of Project

Market Review

- Reaffirm selection of peer organizations
- Analyze private sector data sets
- Survey ⅓ of City positions (per year)
  - Selection of positions in every grade
- Apply geographic cost of labor differential

Pay Strategy Design

- Complete a regression analysis to compare internal and external results
- Complete a compression analysis
- Evaluate and recommend pay structure adjustment (if necessary)
- Evaluate and recommend recalibration of grade assignments (if necessary)

Implementation & Administration

- Complete cost modeling pertaining to implementation (if pay structure and/or grade assignment adjustments are recommended)
- Present and communicate final recommendations

Timeline - 3-Year, 4 -6 Month Study Process



THANK YOU!

CITY OF HARRISONBURG
HUMAN RESOURCES

Angela K. Clem, SHRM -SCP
Director of Human Resources
angela.clem@harrisonburgva.gov

Marissa B. Keagy, CCP, SHRM -CP
Dep. Director of Human Resources
marissa.keagy@harrisonburgva.gov

Legislation Text

File #: ID 26-409, **Version:** 1

Subject:
Presentation on the City of Harrisonburg's Comprehensive Learning & Development Programming
Presented By: Jennifer Nelson, Learning and Development Specialist, Human Resources
Presentation on the development of the City's comprehensive Learning & Development programming. She will outline Human Resources' three-part strategy, which includes the development of current City leadership/supervisors, emerging City leaders, and essential trainings for all City employees.

CITY OF HARRISONBURG

November 24, 2026 City Council Meeting

Title

Presentation on the City of Harrisonburg's Comprehensive Learning & Development Programming – Information Only
Jennifer Nelson, M.Ed., MPA, Learning & Development Specialist
Angela K. Clem, SHRM-SCP, Director of Human Resources

Summary

Ms. Nelson will be presenting information on the development of the City's comprehensive Learning & Development programming. She will outline Human Resources' three-part strategy, which includes the development of current City leadership/supervisors, emerging City leaders, and essential trainings for all City employees.

Recommendation

Option 1. This item is for information only at this time.

Fiscal Impact

The costs for learning and development programming are included within the current Human Resources budget. Many of the classes are taught by internal instructors, with only a couple of outside consultants being utilized. There are no budgetary requests at this time.

Context & Analysis

In November 2024, the City hired its first Learning & Development Specialist to place an emphasis on comprehensive learning and development strategies to a growing and diverse workforce. Jennifer Nelson was hired and has developed numerous departmental trainings, has developed the supervisor training program, *Elevate: Skills for Effective Supervision*, and has rolled out a new citywide Learning Management System (LMS).

Options

1. N/A

Attachments

1. Power Point Presentation/Slide Deck
2. Handout: *Elevate: Skills for Effective Supervision* Overview

ELEVATE

SKILLS FOR EFFECTIVE SUPERVISION
Program Overview

ELEVATE: Skills for Effective Supervision is a leadership-development program designed to build a strong knowledge base and unified practices among the City's managers. Organized across five learning tracks, courses provide immediately applicable skills and resources to help you lead more confidently.

CURATED CURRICULUM: Each manager's *Leadership Classification*, based on class specification and job functions, determines their ELEVATE curriculum. ***Leadership Classifications*** **are found on the City's LMS, City EDGE.** From the homepage: Click the gear icon (upper right) and then choose "My Account."

WHAT'S MY LEADERSHIP CLASSIFICATION?



- **A - Executive Leader** (Directors and Deputy Directors)
- **B - Senior Department Leader**
- **C - Department Supervisor**
- **D - Functional Leader** (Managers of high-impact processes or programs, either City wide or within a large operations department, who do not have direct reports)

LEARNING TRACK | COURSE NO. & TOPIC	A	B	C	D
Leadership Foundations and Public Service				
1 - Foundations of Government Leadership	✓	✓	✓	✓
2 - Ethical Leadership & Decision-Making	✓	✓	✓	✓
3 - Stepping Into Supervision	*	*	✓	✓
People, Culture, and Workplace Inclusion				
4 - Communication & Relationship Management	✓	✓	✓	*
5 - Supervisory Conflict & Difficult Conversations	✓	✓	✓	*
6 - Belonging, Inclusion, & Public Service	✓	✓	✓	✓
Talent, Performance, and Team Development				
7 - Hiring & Onboarding (department hiring managers may attend)	✓	✓	✓	
8 - Maximizing Performance through Coaching & Development	✓	✓	✓	
9 - Talent Development, Succession Planning, & Change Readiness	✓	✓		
Risk, Legal Compliance, and Employee Relations				
10 - Workplace Policies & Risk Management	✓	✓	✓	
11 - Managing Employee Leave & Workplace Accommodations	✓	✓	✓	
12 - Employment & Labor Law	✓	✓	✓	
Operations, Finance, and Organizational Readiness				
13 - Budgeting & Financial Management	✓	✓	*	*
14 - Procurement & Contract Management	✓	✓	*	*
15 - Operational Planning & Execution for Supervisors	✓	✓	✓	✓
16 - Public Communications, Emergencies, & Crisis Management	✓	✓		

* - *Course attendance is optional*

Questions about leadership classifications should be referred to your department's leadership team. **Contact HR about with questions** about the ELEVATE program: **(540) 432-8920**

LEARNING & DEVELOPMENT

CITY OF HARRISONBURG



Learning & Development

INVESTING IN EMPLOYEES

A coordinated investment in supervisory excellence, future leadership capacity, and organization -wide professional development.

STRENGTHENS SERVICE TO RESIDENTS

...by building employees' skills, confidence, and ability to respond effectively to community needs.

PROMOTES CONSISTENT, ACCOUNTABLE LEADERSHIP

...through practical supervision practices and management skills across City departments.

PREPARES THE CITY FOR THE FUTURE

...by developing leadership capacity, supporting organizational change, and building a resilient workforce.

Three - Part L&D Strategy

Current Supervisors



Training Program #1

Future City Leaders



Training Program #2

All City Employees



Training Program #3

Elevating Current Supervisors

Training Program #1

ELEVATE: Skills for effective supervision

- **AUDIENCE:** Current **supervisors** and **functional leaders**
- **IMPACT:** Aims to **improve daily performance** and **ensure consistency** in supervisory practices across City departments
- **LEARNING EXPERIENCE:** **Instructor -led** and **content -driven**; trainings feature immediately applicable **resources and best practices**
- **APPROACH/CONTENT:** Provides **practical, policy,** and **compliance-based** training for **managing people** and **operations**

Developing the Next Generation of City Leaders

Training Program #2

Emerging Leaders Academy

- AUDIENCE: Employees who demonstrate **leadership potential** and **aspire to lead in public service** (competitive application process)
- IMPACT: Builds a stronger **internal pipeline** of adaptable, strategic, and ethical leaders
- LEARNING EXPERIENCE: **Discussion-driven and experiential**; **Cohort model** fosters relationship development; **guest speakers** and **case studies** will deepen understanding
- APPROACH/CONTENT: Offers strategic, reflective, **forward -thinking leadership development** for participants, always keeping the **City's bigger picture in focus**

learning Opportunities for All Employees

Training Program #3

City Essentials: Skills for Service & Success

- **AUDIENCE:** **All City employees**
- **IMPACT:** Strengthen professional effectiveness, **cross-departmental collaboration**, and **consistent, high-quality service** to Harrisonburg residents.
- **LEARNING EXPERIENCE:** Practical, **role-relevant trainings** adapted from the *Elevate* and the *Emerging Leaders Academy* programs
- **TRAINING CONTENT:** Focus on **professional skills** that support a **capable** and **service-oriented workforce** (i.e. communication, teamwork, customer service, culture and inclusion, and problem-solving)

"Understanding the ethos for leadership at the City: leadership at all levels, open communication with staff and management, continuous improvement."

"Learning about continuous improvement and high-performance organizations."

"The reminder that number one above all else we serve the residents of Harrisonburg."

"I'm excited to be involved in the other classes and look forward to more continuous learning."

"Hearing directly from the city manager and having candid conversations with peers outside of my department."

94%

of participants would recommend *Elevate* to a colleague



ELEVATE:
How It's Going

Participants' Most Valuable Takeaways (11/12/26)

Legislation Text

File #: RES 26-011, **Version:** 1

Subject:
Request for approval of the City's participation in settlement of opioid-related claims with Albertsons.
Presented By: Chris Brown, City Attorney
Albertsons has reached an agreement to settle opioid-related litigation, under which Albertsons will pay approximately $749.5 million nationwide to resolve opioid-related claims against it.

CITY OF HARRISONBURG
OFFICE OF THE
CITY ATTORNEY
409 SOUTH MAIN STREET, HARRISONBURG, VA 22801
OFFICE (540) 432-7701 • FAX (540) 432-7778

TO: Ande Banks, City Manager
FROM: Wesley Russ, Deputy City Attorney
DATE: November 13, 2026
RE: Additional Proposed Settlement of Opioid-Related Claims

Summary: Request for approval of the City's participation in settlement of opioid-related claims with Albertsons.

Background: Albertsons has reached an agreement to settle opioid-related litigation, under which Albertsons will pay approximately $749.5 million nationwide to resolve opioid-related claims against it.

Key Issues:

Environmental Impact: N/A

Fiscal Impact: While the City's portion of the proposed settlement with Albertsons has not yet been determined, the City will receive funding and resources related to mitigating opioid-related issues.

Prior Actions: City Council previously approved participation in similar settlement agreements with opioid manufacturer Janssen Pharmaceuticals and its parent company, Johnson & Johnson, and distributors McKesson, Cardinal Health, and Amerisource Bergen in 2021; and similar settlement agreements with retail pharmacies Walmart, Walgreens, and CVS, as well as opioid manufacturers Teva and Allergan in 2023; and a similar settlement agreement with retail pharmacy Kroger in 2024.

Alternatives: (a)

Community Engagement: N/A

Recommendation: Staff recommends adoption of the resolution as presented.

Attachments: Resolution

Review:

The initiating Department Director will place in Legistar, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda. The completion of

409 SOUTH MAIN STREET, HARRISONBURG, VA 22801
OFFICE (540) 432-7701 • FAX (540) 432-7778

review only addresses the readiness of the issue for Council consideration. This does not address the recommendation for approval or denial of the issue.

A RESOLUTION OF THE HARRISONBURG CITY COUNCIL APPROVING OF THE CITY'S PARTICIPATION IN THE PROPOSED SETTLEMENT OF OPIOID-RELATED CLAIMS AGAINST ALBERTSONS, AND DIRECTING THE CITY ATTORNEY TO EXECUTE THE DOCUMENTS NECESSARY TO EFFECTUATE THE CITY'S PARTICIPATION IN THE SETTLEMENT

WHEREAS, the opioid epidemic that has cost thousands of human lives across the country also impacts the Commonwealth of Virginia and its counties and cities, including the City of Harrisonburg, by adversely impacting the delivery of emergency medical, law enforcement, criminal justice, mental health and substance abuse services, and other services by Harrisonburg's various departments and agencies; and

WHEREAS, the Commonwealth of Virginia and its counties and cities, including Harrisonburg, have been required and will continue to be required to allocate substantial taxpayer dollars, resources, staff energy and time to address the damage the opioid epidemic has caused and continues to cause the citizens of the Commonwealth and Harrisonburg; and

WHEREAS, a settlement proposal has been negotiated that will cause Albertsons, as defined in the Albertsons Settlement Agreement, to pay approximately $749.5 million dollars nationwide to resolve opioid-related claims against it; and

WHEREAS, the City has approved and adopted the Virginia Opioid Abatement Fund and Settlement Allocation Memorandum of Understanding (the "Virginia MOU"), and affirms that the pending settlement with Albertsons shall be considered a "Settlement" that is subject to the Virginia MOU, and shall be administered and allocated in the same manner as the opioid settlements entered into previously with opioid distributors McKesson, Cardinal Health, and AmerisourceBergen, opioid manufacturers Janssen Pharmaceuticals, Teva Pharmaceuticals, and Allergan, and retail pharmacy chains CVS, Walgreens, Walmart, and Kroger;

WHEREAS, the City Attorney has reviewed the available information about the proposed settlement with Albertsons and has recommended that the City participate in the settlement in order to recover its share of the funds that the settlement would provide;

NOW THEREFORE BE IT RESOLVED that the Harrisonburg City Council, this ___ day of _____, 2026, approves of the City's participation in the proposed settlement of opioid-related claims against Albertsons, and directs the City Attorney to execute the documents necessary to effectuate the City's participation in the settlement, including the required release of claims against Albertsons.

_____
Mayor

Attest: _____
City Clerk

Legislation Text

File #: ID 26-403, **Version:** 1

Subject:
Planning Commission
Presented By: Pamela Ulmer, City Clerk
The Clerk has been advised that Dr. Heja Alsindi has resigned due to scheduling conflicts. This leaves an unexpired term to expire on December 31, 2027 vacant. All applications of interest are attached.

Application Form

Profile

Prefix	First Name	Middle Initial	Last Name	Suffix
	Joe		Fitzgerald	

joseph.gus.fitzgerald@gmail.com
Email Address

93 Middlebrook St,
Home Address

Suite or Apt

Harrisonburg
City

VA
State

22801
Postal Code

How many years have you been a resident of Harrisonburg?

37

Home: (540) 246-8302
Primary Phone

Alternate Phone

Retired
Employer

Retired
Job Title

Demographics - *(Submission of this information if voluntary and will not subject you to any adverse treatment should you chose to not complete)*

Ethnicity

☑ Caucasian/Non-Hispanic

Gender

☑ Male

What is your age?

☑ 50+ years old

Are you reapplying for a current position you hold? *

☑ No

Which Boards would you like to apply for?

Planning Commission (PC): Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I am using the Planning Commission as a placeholder. I want to apply for a board not listed yet, the City of Harrisonburg–James Madison University Working Group. As a former mayor, DNR editor, and JMU employee, I could bring a unique perspective to the group.

What other interests or concerns do you have regarding the community?

I am a citizen blogger with an ongoing concern for all aspects of community life.

What relevant experience or education do you have to this board or commission?

Writer, business analyst, technical coordinator, newspaper editor, webmaster.

Please list any past or present community involvement e.g. City Council, Boards and Commissions, Citizen Academy, etc. in Harrisonburg or elsewhere:

I have served on the Harrisonburg City Council, several panels while I held that job, the Executive Board of the Frontier Culture Museum, and Sen. Warner's advisory group, his so-called Kitchen Cabinet.

Upload a Resume

EPSAC Applicants only

Bike/Pedestrian Subcommittee Applicants only

Application Form

Profile

Prefix	First Name	Middle Initial	Last Name	Suffix
	Todd	W	Alexander	

tdalex271@gmail.com
Email Address

271 Paul Street
Home Address

Suite or Apt

Harrisonburg
City

VA
State

22801
Postal Code

How many years have you been a resident of Harrisonburg?

54

Mobile: (540) 435-7125
Primary Phone

Alternate Phone

Retired
Employer

N/A
Job Title

Demographics - *(Submission of this information if voluntary and will not subject you to any adverse treatment should you chose to not complete)*

Ethnicity

☑ Caucasian/Non-Hispanic

Gender

☑ Male

What is your age?

☑ 50+ years old

Are you reapplying for a current position you hold? *

☑ No

Which Boards would you like to apply for?

Board of Zoning Appeals (BZA): Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I have served previously many years ago and love the opportunity to give back to the community that has given so much to me. I am proud to be a Harrisonburg Native and have the time to give back to the community.

What other interests or concerns do you have regarding the community?

I am interested in the growth and zoning of the amazing city that I am fortunate to call home for almost all of my life. I am interested in helping downtown businesses get the word out about all the unique stores that the downtown area has to offer.

What relevant experience or education do you have to this board or commission?

I have completed the Va Tech Planning Commissioner and BZA courses many years ago. Served on the planning commission, BZA and was assigned to the Rockingham County planning commission as the city liaison

Please list any past or present community involvement e.g. City Council, Boards and Commissions, Citizen Academy, etc. in Harrisonburg or elsewhere:

Planning commission, BZA, Citizens Police Academy all in Harrisonburg, VA

Todd_Resume.doc

Upload a Resume

EPSAC Applicants only

Bike/Pedestrian Subcommittee Applicants only

TODD W ALEXANDER
271 Paul Street Harrisonburg, VA 22801
(540) 435-7125 tdalex271@gmail.com

Employment History

Eagle Express / 10Roads Express September 2018 – May 2025
Dispatch Manager

- Manage a group of dispatchers who handle moving mail across the Eastern US. This includes scheduling of employees to ensure all shifts have adequate coverage and schedule time for vacations, sick leave, LOA etc. I am responsible for the payroll for this group of employees. I problem solve logistical issues daily to assure timely delivery of the mail to its destination.

Mountain Milk Hauling Inc. April 2013 – September 2018
Regional Operations Manager

- Manage operations by location, direct emergency events, advise on DOT regulations, visit dairy farms, start and maintain Appendix N lab on site, obtained state sampling license and train newly hired employees to receive their state sampling license.

Great Eastern Purveyors/Great Eastern Resort December 2001 – 2021
Customer Service

- ID center Manager, Security Officer, Ski Patrol

Massanutten Adventures April 2003 – January 2013
General Manager

- Managed employees and equipment for water sport division. I established with the FMCSA the authority to operate a fleet of motor coaches which were operated by a separate company Blue Ridge Tours owned by the same owner of Massanutten Adventures. I also managed 10 rental properties and 2 farms owned by the same individual.

Great Eastern Resort December 2001 – April 2003
ID Center Manager

- Issue ID cards to timeshare owners, schedule employees, payroll.

Virginia Scientific Research March 1995 – December 2001
Director of Operations

- Responsible for FDA five-year study of the effects of BST in dairy cows, maintained overall dairy operation including bovine diets, stall sanitation, milking procedures, creating SOPs, and working closely with pharmaceutical representatives to ensure quality study was conducted under the guidelines of the Food and Drug Administration

TODD W ALEXANDER
271 Paul Street Harrisonburg, VA 22801
(540) 435-7125 tdalex271@gmail.com

Education

Blue Ridge Community College
Harrisonburg High School

Licenses and Certifications

- State of Virginia Milk Sampling License 53-364428
- Certified Instructor for American Red Cross - First Aid Certified, CPR Certified, AED Certified, OEC Certified

Skills

- Knowledge of Microsoft Products: Word, Excel, Outlook
- Completed the MTC Electrical program including AC/DC theory, Electrical I, II, III and Electrical code class for the state of Virginia.
- Completed Plumbing 1, 2 and 3 as well as plumbing code class.
- Completed classes in Auto Cad
- Completed 1.5 years of Masonry class.

Application Form

Profile

Prefix	First Name	Middle Initial	Last Name	Suffix
	Sarah		Baker-mcevilly	

sarahbmc@bmcbakes.com
Email Address

364 broad st
Home Address

Suite or Apt

harrisonburg
City

VA
State

22802
Postal Code

How many years have you been a resident of Harrisonburg?

10

Mobile: (302) 535-5934
Primary Phone

Alternate Phone

bmc bakes
Employer

owner
Job Title

Demographics - *(Submission of this information if voluntary and will not subject you to any adverse treatment should you chose to not complete)*

Ethnicity

☑ Caucasian/Non-Hispanic

Gender

☑ Female

What is your age?

☑ 18-30 years old

Are you reapplying for a current position you hold? *

☑ No

Which Boards would you like to apply for?

Planning Commission (PC): Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I have lived in Harrisonburg for nearly a decade and have fallen in love with the city and the community that has been built here. I am very invested in the development of Harrisonburg and how it can be better for everyone.

What other interests or concerns do you have regarding the community?

I am interested in zoning, the growth of downtown, and responsible housing initiatives.

What relevant experience or education do you have to this board or commission?

I worked for Senator Chris Coons in 2020, where I gained experience drafting political statements and addressing constituent concerns. These skills that taught me how to thoughtfully engage with diverse community needs. I hold a degree in Justice Studies, which shaped my understanding of responsible housing initiatives, fair community representation, and the importance of local civic involvement. In addition, I own a small business in downtown Harrisonburg and have worked in the restaurant industry here for five years. These experiences give me firsthand knowledge of how zoning, development, and planning decisions directly affect the vitality of our downtown and the day-to-day operations of local businesses. I bring both policy experience and a grounded, community-level perspective to the commission.

Please list any past or present community involvement e.g. City Council, Boards and Commissions, Citizen Academy, etc. in Harrisonburg or elsewhere:

This would be my first community board involvement, but I worked for Senator Chris Coons at his Dover Delaware office focusing primarily on communication with local constituents. I volunteered for the International Center for Religion and Diplomacy in Washington D.C. and for the Interdisciplinary Study of Religion and Diplomacy during my time attending JMU. I currently own a small business and am very involved with Harrisonburg Downtown Renaissance and participating in their events to revitalize downtown.

Resume.pdf

Upload a Resume

EPSAC Applicants only

Bike/Pedestrian Subcommittee Applicants only

SARAH BAKER-MCEVILLY

BMC Bakes

Owner and Founder

Entrepreneur

PROFILE

After my time in the military, I returned to Harrisonburg to pursue my dream of owning a business and fell in love with baking. I am creative and persistent, always focusing on the next step of advancement. I excel at facing challenges head on and adapting to the needs of my environment, which is why I am looking to serve my community through involvement with the Planning Commission.

CONTACT

302-535-5934

Sarahbmc227@gmail.com

157 N Main st
Harrisonburg, VA 22802

WWW.BMCBAKES.COM

EXPERIENCE

BMC Bakes

2022-PRESENT

As the Owner of BMC Bakes, I have designed and implemented my business concept to functionality today. I started out by myself at market style events making $300 an event and have grown to ten employees and over $100,000 in sales a year in three years. I directly handle all social media, marketing, hiring, scheduling, inventory, menu selections and all other day to day operations.

Cuban Burger

2021-2023

As the manager of Cuban Burger I operated the bar during opening hours and handled inventory of alcohol and other food resources. In addition to this I oversaw staff hiring and scheduling.

U.S. Army

2019-2021

In the United States Army, I participated in various training exercises and classes that enhanced my adaptability in the face of the unexpected. I was placed in a leadership position overseeing the recovery of soldiers injured in training. In this position I would organize and direct 30 people to and from meal times, delegate assignments and advise trainees on standard daily procedures.

SKILLS

- Leadership
- Project management
- Creative problem solving
- Social media management
- Working in teams
- Adaptability
- Culinary skills

EDUCATION

James Madison University

2015-2019

Bachelor of Arts Justice Studies
Bachelor of Arts Religion

GPA 3.4