



**STRATEGIC ACTION PLAN**  
**FISCAL YEAR 2025**  
**BUDGET & STRATEGIC PLANNING**

# DEPARTMENT OF BUDGET & STRATEGIC PLANNING

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Senior, Deputy Chief Administrative  
Officer for Finance and Administration



# ORGANIZATION OF LOCAL GOVERNMENT

## The City of Richmond | FY 2025



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# EXECUTIVE SUMMARY

The City of Richmond's Strategic Plan is a cyclical process and is revisited at least annually as part of the annual budget planning process. The plan seeks to align management priorities and the associated performance indicators with budgeting and appropriate resource allocation for the next several years. In addition to the Stoney Administration's Priority Areas, the Strategic Plan is aligned and nested with the City Council's Five Critical Focus Areas. It is important to note that strategic planning is always ongoing. Items can change from year to year or as senior leaders' priorities change.

In this section, many of the city's agencies present their strategic action plans as required by City Council Ordinances 2018-030 and 2019-157. These plans are the conclusion of a collaborative process among city agencies and activities. Each plan begins with a brief summary and general overview and then continues with its goals and initiatives. Also covered are the critical services performed and any issues and trends. Each plan concludes with an organizational chart of the agency.

Among the key strategic objectives envisioned by the action plans include: 1) a shared funding strategy; 2) collaboration and partnerships; 3) business attraction and retention; 4) workforce development programming; 5) a regional multimodal transportation system; 6) accessible housing options; 7) improved perception of safety; 8) healthy lifestyles; and, 8) the highest quality, customer-focused, city services.





# CITY OF RICHMOND'S STRATEGIC VISION

## OUR VISION

Richmond is a welcoming, inclusive, diverse, innovative, and equitable city that ensures a high quality of life for all. In other words, "One Richmond - A city that works, and works together."

## OUR MISSION

Professional, accountable, transparent, and compassionate government that provides exceptional municipal services.



**Economic Empowerment:** Attract new businesses to the City, retain and expand existing enterprises, and create new opportunities for local entrepreneurs, to include minority, small, and emerging businesses. Create and retain jobs, increase household incomes, and enable thriving self-sufficient families.

Planned Growth, Economic Progress, and Affordable Housing and Strong Futures for Children, Adults, and Families



**Adult & Youth Education:** Comprehensively promote improved educational outcomes, skill development, and demand-driven workforce readiness while pursuing strategic partnerships.

Strong Futures for Children, Adults, and Families and Responsive, Accountable and Innovative Government



**Vibrant, Inclusive, and Mobile Communities:** Promote neighborhood improvement, affordable housing, access to amenities, and a safe, equitable, efficient, and sustainable citywide transportation network while ensuring all those in Richmond's diverse communities experience a high quality of life.

Planned Growth, Economic Progress, Affordable Housing, and Responsive, Accountable, and Innovative Government



**Public Safety, Health, and Wellness:** Address all issues related to public safety and population health related opportunities and challenges, including the implementation of community-oriented governance that addresses all aspects of public preparedness and operations, while providing the infrastructure and services that will ensure that all Richmonders have the opportunity to experience an exceptional quality of life.

Safe Neighborhoods and Responsive, Accountable, and Innovative Government



**Efficient & High Quality Service Delivery:** Promote a well-managed government that delivers high-quality services (both internal and external) to all, thereby inspiring confidence and preserving the public trust.

Responsive, Accountable, and Innovative Government, and Strategic Infrastructure Investment



# CITY OF RICHMOND VALUES

## **ACCOUNTABLE**

We strive to use public resources responsibly, provide transparency, and act in the best interest of the public at all times.

## **COMPASSIONATE**

We care about the well-being of the people we serve (citizens, visitors, workforce, etc.) and that concern inspires us in the work we do every day.

## **COMPETENT**

City of Richmond administration and agencies must demonstrate a willingness to work together skillfully and in a timely manner.

## **EQUITABLE**

In the interest of our residents, the city will be just and fair in its availability of opportunities for residents to improve or maintain their quality of life.

## **INCLUSIVE AND DIVERSE**

We acknowledge the experiences of all people, regardless of race, gender, disability, socio-economic status, sexuality, or religion. Our city is truly One Richmond and is for everyone.

## **INNOVATIVE**

We strive to redefine the standard of excellence in the services we provide. Therefore, we are open to ideas that challenge conventional views and drive innovation.

## **INTEGRITY**

We strive to do what is right and do what we say we will do.

## **PERSEVERANCE**

We demonstrate continued dedication to the public and strive for consistent and better results.

## **RESPONSIVE**

By exhibiting conscious leadership, the City of Richmond will be receptive of public feedback and proactive in finding solutions.



# ORGANIZATIONAL DEVELOPMENT



The Committee is responsible for reviewing the operations of every department, bureau, agency and other unit of City government and for making such recommendations for operations and organizational development as may be appropriate.





# SUSTAINABILITY

## RVAgreen 2050 Initiatives (In coordination with PDR Small Area Plan) (15% Complete)

- Community Engagement Sessions
  - East End Solar Farm
  - Sustainable Design Standards
  - Environmental Justice Tours
  - Programming

### New Sustainability Programs

- The Neighborhood Climate Resilience Grant Program ([www.rva.gov/sustainability/ncrgrantprogram](http://www.rva.gov/sustainability/ncrgrantprogram))
- Sustainability Guide: Our office has compiled a Sustainability Guide to help Richmonders on their journey toward a more sustainable city. Richmond Climate Funding Convening: continued to bring non-profit and quasi/governmental organizations together to collaboratively apply for funding opportunities.
- Joint Energy Team: Interdepartmental team made up of 100+ city decision-makers working together to advance Richmond's clean energy goals; the 6 committees in FY24 were 'Municipal Energy Assessments', 'EV Transition', 'Resource Conservation Policy', 'Smart Infrastructure', 'Renewable Energy Planning', and 'Sustainable Procurement'

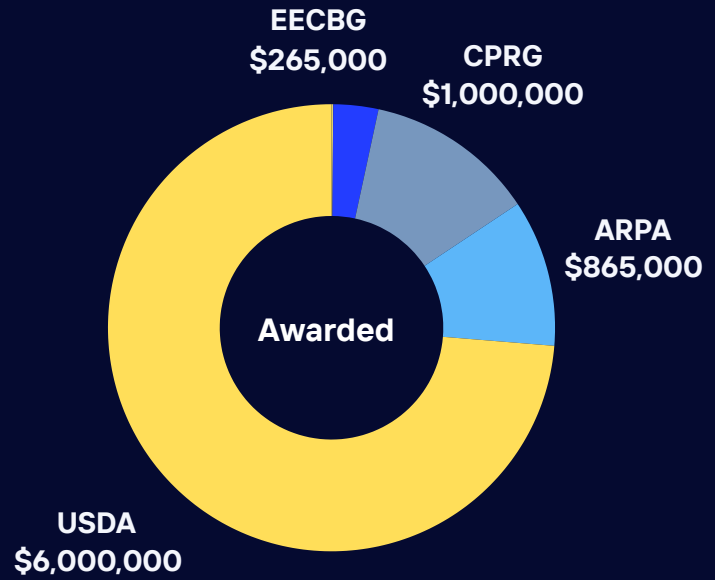
 **1,000**  
planted through  
the Cool the City  
Campaign  
(\*Grant\$)

 **277**  
planted through  
Parks Workforce  
Development

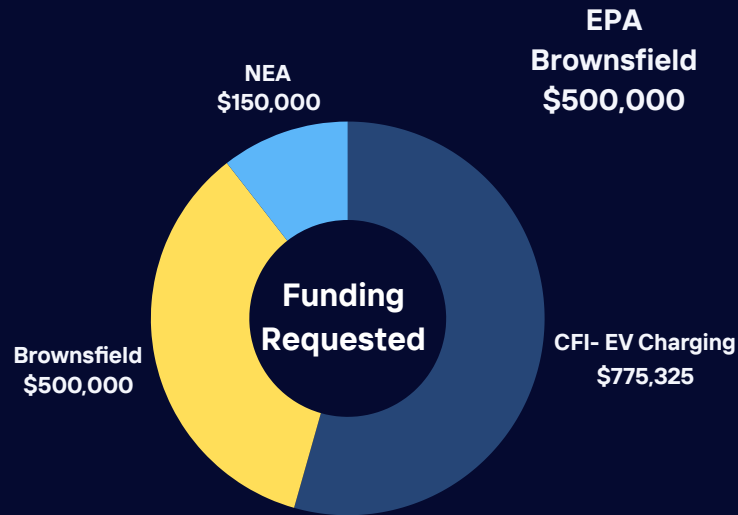
 **372**  
DPW replanted  
and replaced  
trees



# GRANT FUNDING



- ARPA - American Rescue Plan
- USDN - Emergent Learning Fund
- EECBG - Residential Energy Efficiency
- CPRG - Richmond Metro Area (PLANNING)

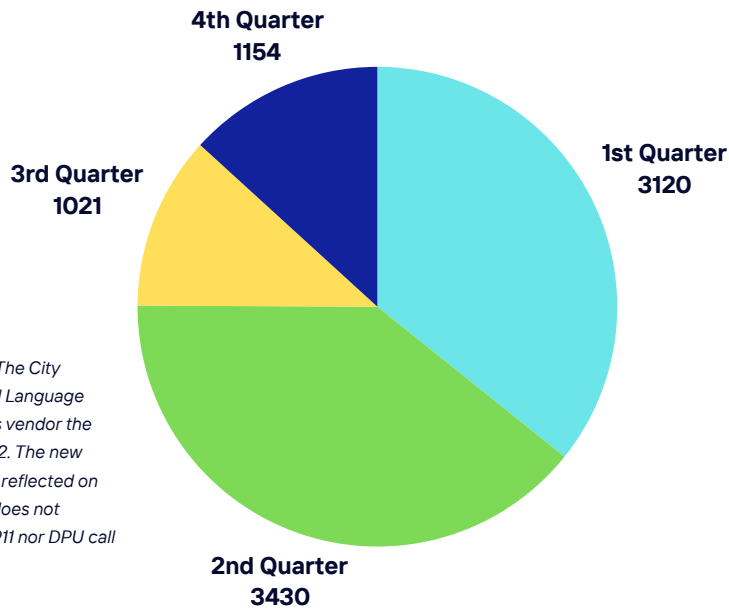


These trees individually offset about 10kg of CO2 annually, leading to a reduction in greenhouse gasses of 2,770kg. Additionally, scores of volunteer groups and nonprofit partners have tree planting events in our parks and greenspaces throughout the year, leading us to believe that our total offset annually exceeds 6700kg of CO2.



# IMMIGRANT & REFUGEE ENGAGEMENT

## LANGUAGE SERVICES REQUESTS



**\*NOTE:** The City switched Language services vendor the end of Q2. The new contract reflected on Q3/Q4 does not include 911 nor DPU call centers.

## CITY LANGUAGE WORK

- Trained 664 New City employees on language access services during new employee orientations.
  - 100 % of NEW City employees have been trained.
  - Current City employee training will recommence in FY 2025.
- Due to the change to a new Language Services Vendor, trainings offered have been delayed to align with new requirements.
  - The change caused a 50% reduction in the number of supplemental trainings for client facing departments.
  - Top 3 Languages Requested:
    - Spanish
    - Arabic
    - French

1,514

Requests for navigation services

60%

Departments using in-house language services

269

Translation Requests

106

Interpretation Requests

70%

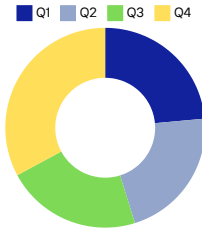
Departments credentialed for external language services



# CITIZEN SERVICE & RESPONSE

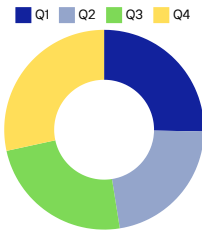
## CALL VOLUME

**\*NOTE:** Q4 had a higher call volume do to Tax billing season.



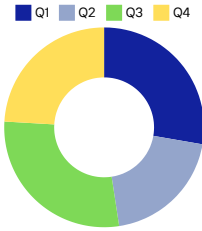
Q1 Status	46,325
Q2 Status	42,553
Q3 Status	43,138
Q4 Status	64,673

## CALLS ANSWERED



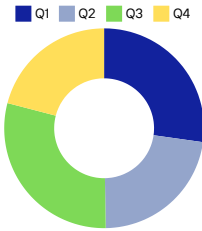
Q1 Status	40,223
Q2 Status	35,330
Q3 Status	38,367
Q4 Status	45,182

## ANSWERED IN SERVICE LEVEL



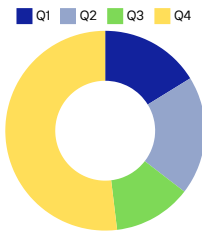
Q1 Status	21,091
Q2 Status	15,117
Q3 Status	21,559
Q4 Status	18,313

## SERVICE LEVEL



Q1 Status	52%
Q2 Status	43%
Q3 Status	56%
Q4 Status	40%

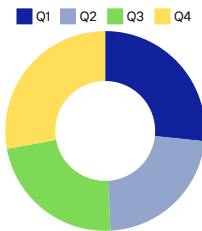
## ABANDONED AND DEQUEUED CALLS



Q1 Status	6,090
Q2 Status	7,218
Q3 Status	4,753
Q4 Status	19,491

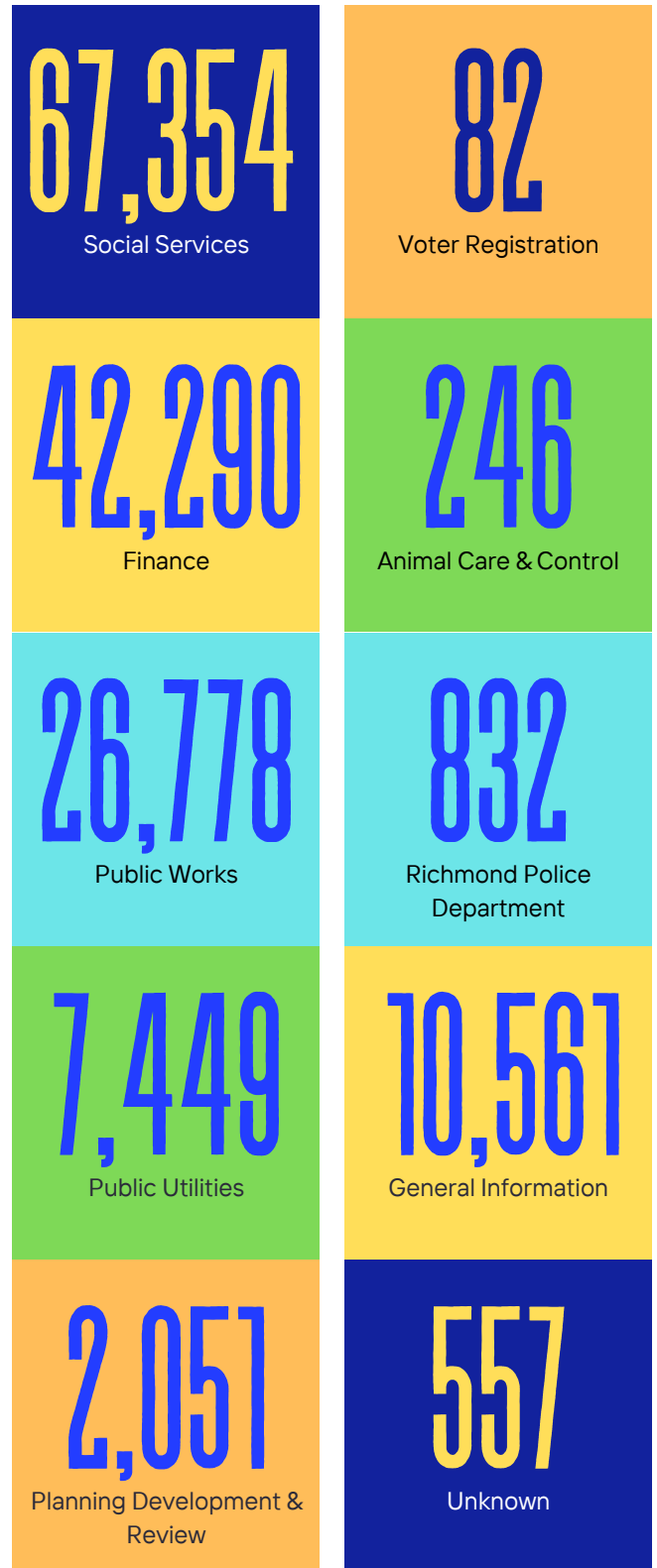
## ONLICE SELF-SERVICE REQUESTS

**\*NOTE:** Q4 impacted by several new technology projects and Finance call volume.



Q1 Status	6,002
Q2 Status	5,071
Q3 Status	5,174
Q4 Status	6,277

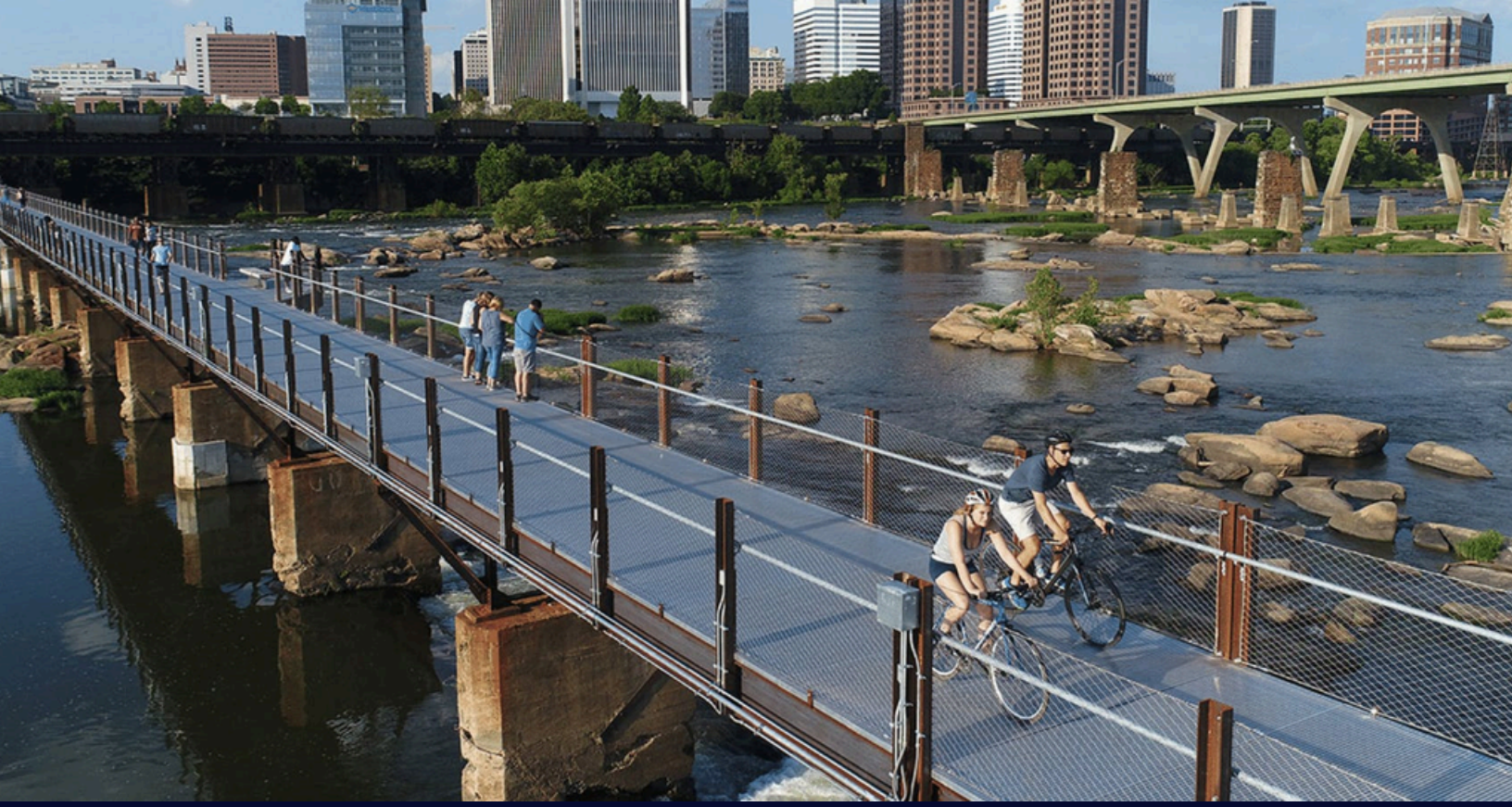
## CALL VOLUME BY DEPARTMENT



**\*NOTE:** Includes RVAPay requests



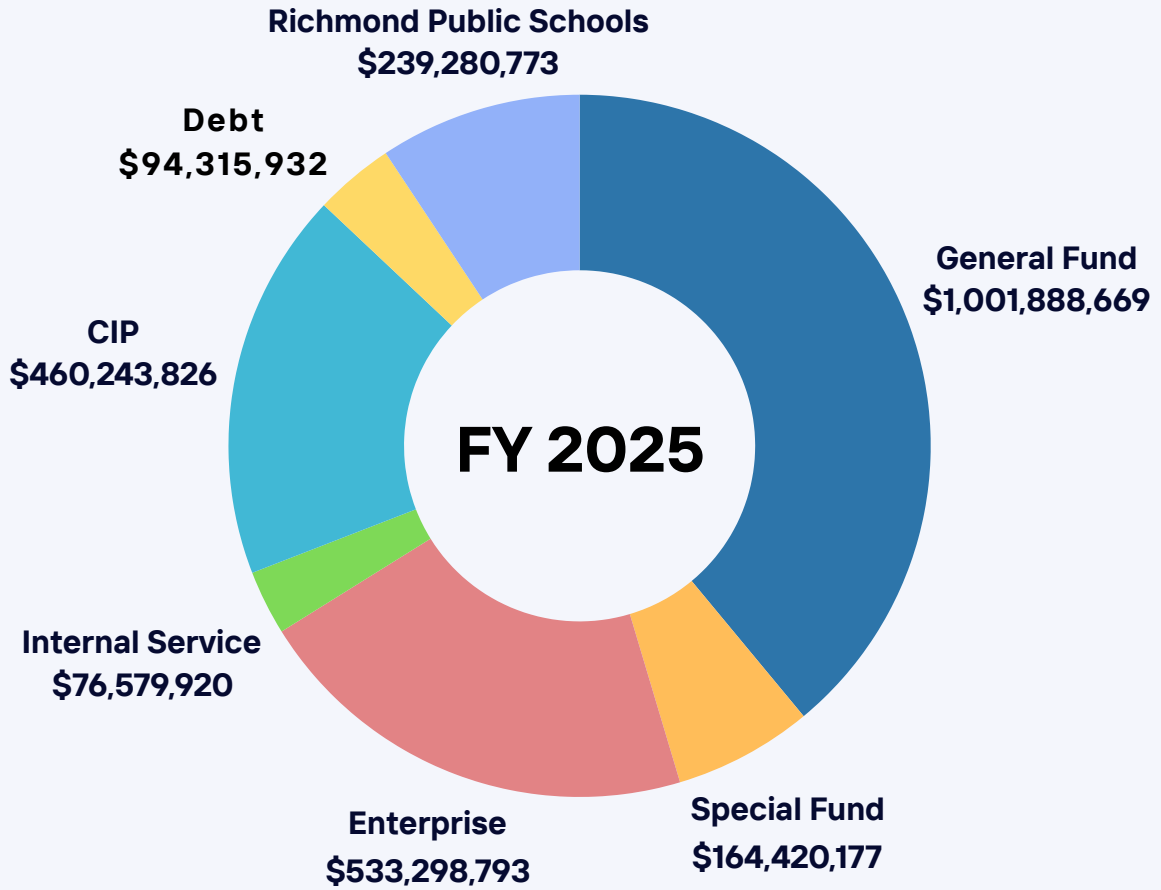
# FINANCE & ECONOMIC DEVELOPMENT



The Committee monitors and recommends to Council an official policy on the financial health of the City, including its budgetary processes, revenue and expense structures, and its internal fiscal controls.



# CITY BUDGET

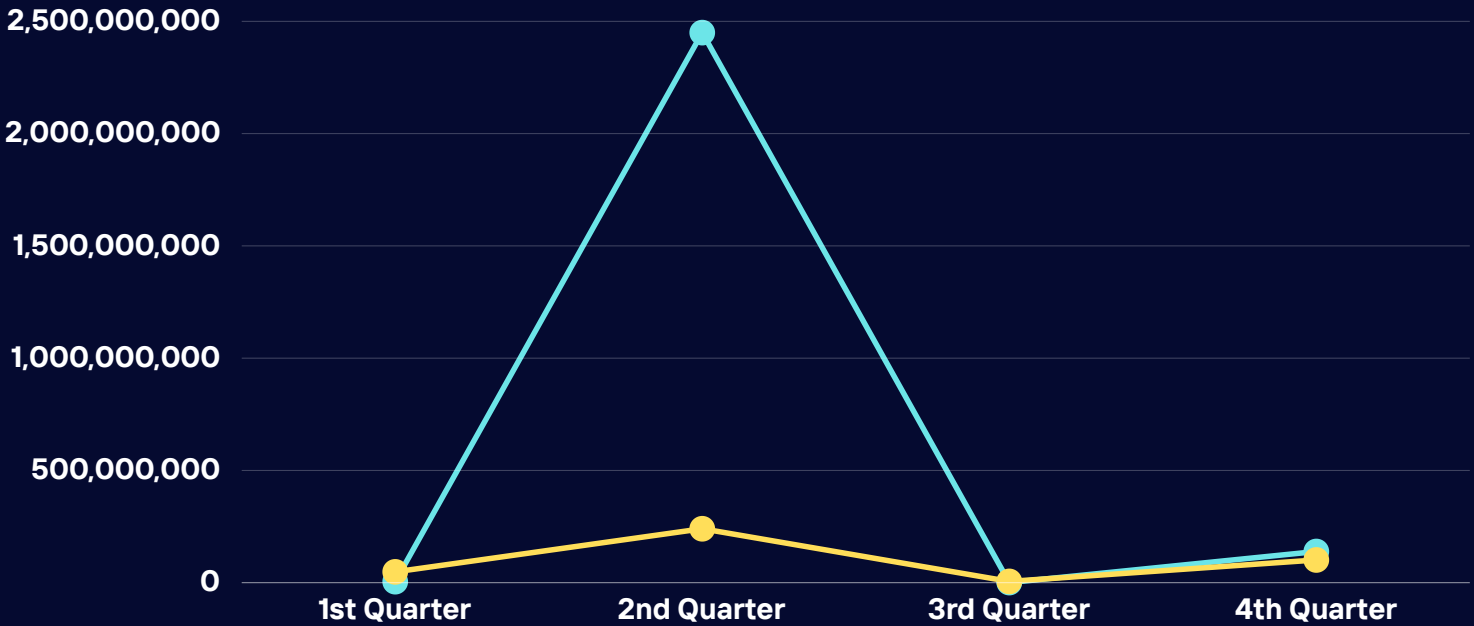


NON-DEPARTMENTAL	FY 2025 ADOPTED
Intergovernmental Expense	\$53,160,110
Economic Development Incentive	\$2,165,062
Organizational Subsidy	\$37,277,926
Charitable Organizations	\$13,361,734
<b>Total General Fund</b>	<b>\$88,669,253</b>



# FINANCE

## AMOUNT OF CAPITAL INVESTMENTS



\*\* There was a significant increase in the 2nd Quarter for FY 2024 due to the capital investment in building new RPS Schools.

## FINANCE SUCCESS



# 1,526

The tax relief program provides assistance to the elderly and disabled homeowners of Richmond with their real estate taxes. Citizens who participate in the program have their annual real estate tax bills reduced by 25% to 100%, depending on their household income

- **City's first ever 'AAA' bond rating**
- Diamond District Financing
- Enhanced fund balance policy
- First billing with RVA Pay for Personal Property Taxes
- Improved Payment Arrangement Agreements with reduced or no barriers to entry
- Legislatively reduced penalty and interest for late payments for Personal Property Taxes
- Legislative removal of credit card fees being passed on to rate/tax payers citywide
- RRS to VRS Transition and RRS POB financing
- RVA 311 customer service ticket resolution improvements
- Tax/Ratepayer Lockbox Transition
- Annual Real Estate Reassessment Shift



# MINORITY BUSINESS DEVELOPMENT



**1,236**

Entrepreneurs are offered training classes and workshops for guidance by industry professionals.

**42%**

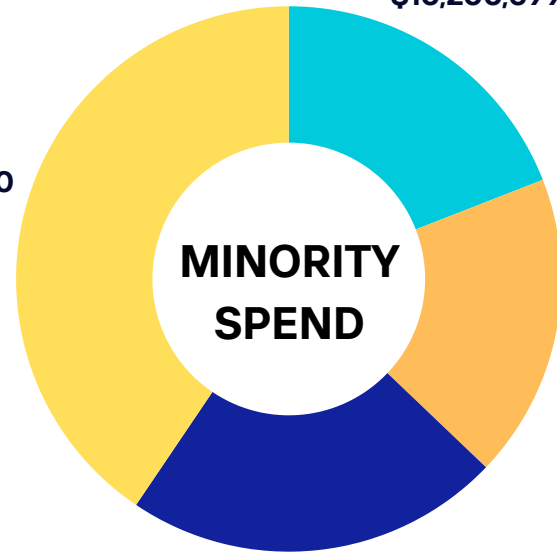
increase since FY 2023



**193**

One-on-one classes are offered for support of City of Richmond small business to enable stability and growth opportunities.

4th Quarter  
\$21,676,432.00



1st Quarter  
\$10,200,699.69

2nd Quarter  
\$9,653,588.08

3rd Quarter  
\$11,937,436.00

- **OMBD City of Richmond Loan Program (\$1.5 million)**

The Capital Access Loan Fund (CLF) seeks to increase capital access for historically underserved and historically marginalized businesses by expanding financial products to eligible organizations. The Black-owned and minority-owned businesses are a diverse mix of start-ups and emerging businesses; there are limited capital tools/resources available specifically for this business community in the Richmond region. The fund's goals include:

1. Serving small businesses with an emphasis on those sectors that have been disproportionately impacted by COVID-19 and/or historically disadvantaged (i.e., economically).
2. Creating an "evergreen" loan fund to provide affordable lending capital to the City's business community.
3. Expanding technical assistance, services, and lending products.
4. Increasing economic activity in under-resourced communities around the region.

- **Triple A:** stands for the program's three core steps: assess, address, and activate. All activities will be used to build, support, and strengthen businesses. The program will be implemented with ARPA funds and benefit from the expertise of local partners and entrepreneurs.
- **Disparity Study:** The study is currently in its final stages of review. The report is expected to be completely finalized soon.





# ECONOMIC DEVELOPMENT

In FY24, the City made progress on its strategic economic development objectives in redevelopment, business attraction, business retention, and marketing. National interest in our city as a top destination to live, run a business, and visit continued. In FY24, the Richmond metro area was named in the top ten metro areas for corporate headquarters by Business Facilities Magazine; in the top ten metro areas for black-owned businesses by LendingTree; and in the top 50 best places to live in the U.S. by the U.S. News and World Report. Despite progress, Richmond, like cities nationwide, saw a smaller pipeline of qualified projects for new office leases, signaling that tenants continued to evaluate office needs in light of post-pandemic telework practices and other technology-driven space efficiencies and broader macroeconomic conditions.



**2023 EXCELLENCE  
IN ECONOMIC  
DEVELOPMENT  
AWARDS**

**IEDC Awards:** Richmond and its partners received nine Excellence in Economic Development Awards from the International Economic Development Council (IEDC) conference in September 2023. The awards recognize the best economic development programs, partnerships, and marketing initiatives for their efforts to create positive change in communities. Winning programs included the City's Strategic Plan for Equitable Economic Development (SPEED), the Commercial Area Revitalization Effort (CARE) Program, and the new economic development marketing website RichmondEDA.com. Additional details can be found online here.

**Diamond District:** The City took major steps forward in the Diamond District project—the planned \$2.44 billion redevelopment project to transform 67 acres of under-utilized City property into a vibrant, mixed-use, mixed-income destination. The City approved a new financing plan and related bond sales, which will reduce costs by an estimated \$215 million over 30 years, approved the Diamond District Redevelopment Project Purchase and Sale and Development Agreement, and created the Diamond District Community Development Authority. These actions position the project for an FY25 Q1 groundbreaking.



**Amphitheater:** The City celebrated the official groundbreaking of the Richmond Riverfront Amphitheater in January 2024. This landmark project, with its prime spot overlooking the James River, is set to become a significant draw for the region. The 7,500-person amphitheater will host 25-30 major acts annually, serving as a quality-of-life asset for residents and attracting new tourism dollars from outside Richmond. The project's development team, led by Red Light

Management (one of the nation's largest music management companies and the developer and operator of popular outdoor venues in Charlottesville and Nashville) and Live Nation (the nation's largest promoter of live events), will make an estimated \$30.5 million in capital investment<sup>1</sup> to build the project.





# ECONOMIC DEVELOPMENT

**Business Investment Efforts:** Despite macroeconomic challenges in the office sector and limited deal flow for businesses seeking new office space, Richmond, as a whole, continues to demonstrate resiliency when compared to other Cities. A 2023 report based on keycard data from Kastle Systems suggests office occupancy rates are higher in the Richmond market than in 25 of the largest markets across the nation. Richmond's strategic location, skilled workforce, and quality of life also enhance its attractiveness to potential investors.

To help generate new business attraction prospects, the Business Investment Team participated in three out-of-market call trip missions and attended 11 conventions/conferences, one of which was successfully hosted in Downtown Richmond. The team participated in five familiarization ("FAM") tours, events where groups of influential site selectors are invited to Richmond to tour sites and hear about the business ecosystem. Locally, the Business Attraction Manager attended various events aimed at the local broker/developer community and continued to represent the City with a seat on the Board of the Greater Richmond Association for Commercial Real Estate (GRACRE).

**Business Retention and Support Programs:** In FY24, the Department of Economic Development (DED) visited 309 Richmond businesses to build relationships, connect them with City programs, and support their growth. Department efforts included targeted "Biz Blitzes," where DED staff collectively walked door-to-door in specific corridors to engage with business owners. Richmond Economic Development also led BizConnect: Empowering Entrepreneurs Expo, a resource and information fair for aspiring and existing business owners. The event brought together resources and staff from the Office of Community Wealth Building, Dept. of Planning and Development Review, Office of Minority Business Development, Procurement, Finance (Business Tax Division), Fire, and external resource providers. Finally, the Department hosted the second annual Celebration of Business event to thank Richmond's businesses and partners for contributing to the city's economic strength.

**Financial Tools:** To encourage job creation and commercial revitalization across the City, Richmond awarded \$569,717 through its Enterprise Zone Program (\$286,469) and CARE Program (\$283,246). A significant portion of the funds were awarded to small businesses that provide essential services and vibrant flavors that make Richmond unique.



**Marketing:** In collaboration with the EDA, the Department made significant strides in the marketing and branding initiatives defined in the adopted Strategic Plan for Equitable Economic Development (SPEED). DED built on the launch of a new economic development website and "Richmond Real" branding in late FY23, with increased social media outreach and new rebranded materials. Year-over-year, we have seen a 327% increase in our number of LinkedIn followers, a critical outreach channel for economic development. Additionally, while data limitations prevent year-over-year comparisons for website performance, trends are promising, with 16,000 visitors to richmondeda.com and 40,000 pageviews in FY24.



**Affordable Housing:** Following the passage of enabling state legislation (HB 1194), the City, in partnership with the EDA, launched Richmond's new Affordable Housing Performance Grant program to incentivize the construction of new quality affordable housing – an essential component of a thriving local economy. During FY24, this financing tool has aided the advancement of affordable housing projects that will produce nearly 1,300 new affordable housing units in the City.

# LAND USE, HOUSING, & TRANSPORTATION



The Committee monitors and recommends to Council an official policy on land use planning, environmental issues, housing and transportation in the City.



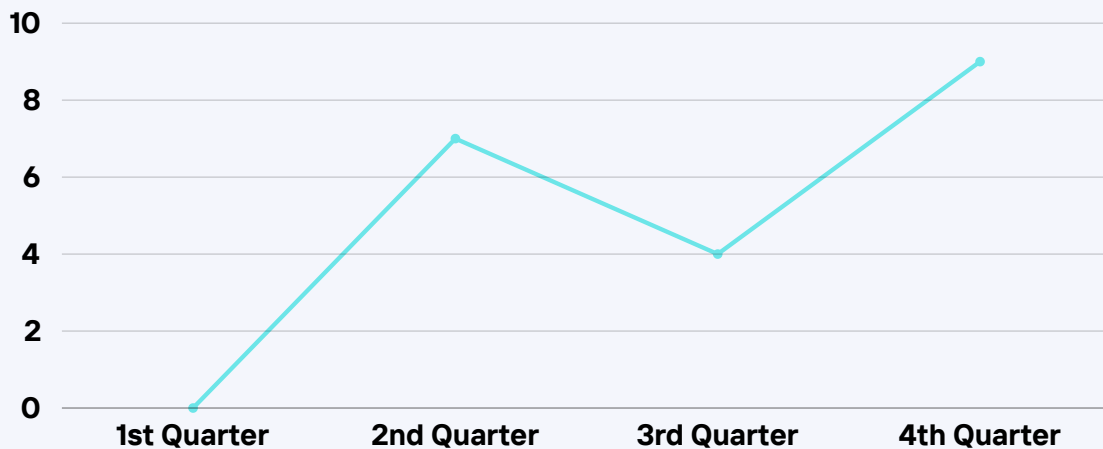


# HOUSING

MULTIFAMILY PRESERVATION & DEVELOPMENT	FY 2024 YEAR END
Multifamily preservation and development projects normally take two (2) years to complete, especially given the current housing market environment.	
# of Awarded Affordable Rental Housing Units Developed or Preserved	1,030
# of Council-Approved Revitalization Areas and/or support for Economically Mixed-Use, Mixed-Income projects	3
# of Associated Affordable Housing Units in Revitalization Areas or in the Economically Mixed-Use, Mixed-Income Projects	444

SINGLE-FAMILY HOUSING REHABILITATION	FY 2024 YEAR END
Single-family rehabilitation as well as new construction takes approximately two (2) years to complete, especially given the current housing market environment.	
# of SF Housing Units Rehabilitated	41
Healthy Homes Program (New Initiative) HCD started the revised Healthy Homes Program in May 2023**	27
Substantial Housing Rehabilitation (Proposed New Initiative) Substantial Housing Rehabilitation Program will begin in October if City Council approves**	*Proposed New

**Mobile Home Park Rehab - Phase 1**

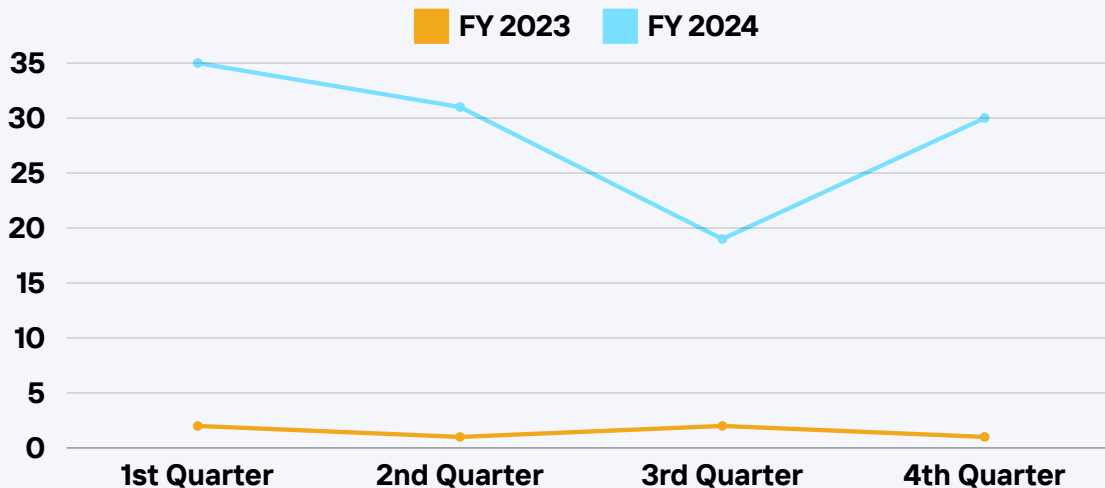




# HOUSING

HOUSING RELATED SERVICES	FY 2024 YEAR END
# of Participants in Tenant and Landlord Education and Information Classes	167
# of Participants in Eviction Diversion Required Housing Stabilization Counseling Classes <b>**Program ended March 31, 2024**</b>	268
# of Households Assisted Under Code Enforcement Activities	50
# of Tenants Assisted (HOPWA) (Housing Opportunity for People with AIDS)	596
# of Homeowners that Received Post-Purchase Counseling and Foreclosure Prevention Assistance	133
# of LGBTQ Identifying Youth Experiencing Homelessness Assisted with Housing Services - Unduplicated <i>(There has been a sharp decline in need since FY 2023)</i>	3
# of Persons Engaged Through Street Outreach	1,516
# of Associated Affordable Units Under the Affordable Housing Partial Tax Exemption Program	42

## Homeowners - Post-Purchase Counseling & Foreclosure Prevention



# PLANNING & DEVELOPMENT

## REVIEW

### HERITAGE CAMPUS



#### Shockoe Institute

12,000 square foot exhibition and educational space to open in ground floor of Main Street Station in 2025



#### Shockoe Hill African Burying Ground

Community engagement sessions in 2024 to discuss designs for a permanent memorial



#### Shockoe Project

City unveiled master plans in 2024 for ten-acre campus development that includes the National Slavery Museum, Lumpkin's Slave Jail, the Shockoe Institute, memorial gardens, public art, walking trails, and a pedestrian bridge



### SMALL AREA PLANS



#### Richmond 300

Priority Neighborhoods Amendment: designates Creighton Court, Fairfield Court, Hillside Court, Mosby Court North, Mosby Court South, and Whitcomb Court as priority growth neighborhoods; City Planning Commission adopted in July 2023, Council approved in November 2023



#### Shockoe Small Area Plan

City Planning Commission adopted in November 2023, Council approved in February 2024



#### Oak Grove Hillside Bellemeade

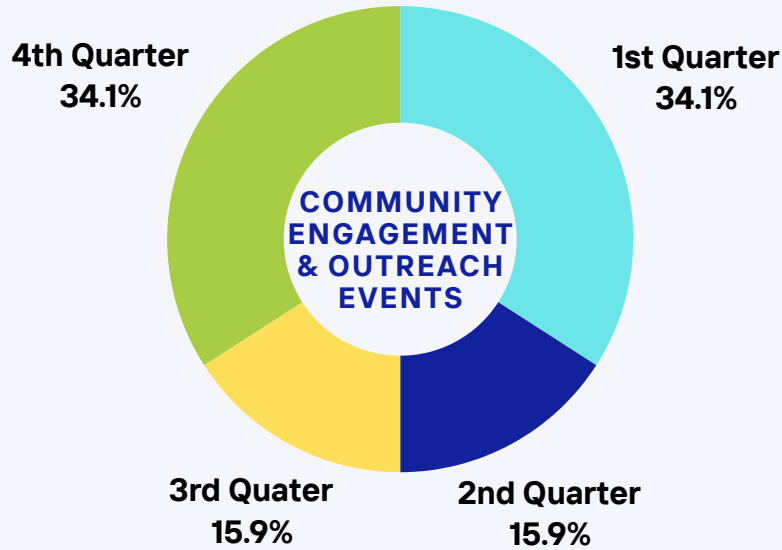
Community Plan: conducted significant community engagement in 2023 and 2024; drafting plan for public release in late 2024



#### Jackson Ward Community Plan

Submitted complete draft to HUD for review and approval; working with Historic Jackson Ward Civic Association to potentially add elements regarding 2nd Street

# PLANNING & DEVELOPMENT REVIEW



## Council adopted three major zoning code changes in FY24:

- 1) Eliminated minimum off-street parking requirements citywide;
- 2) Permitted accessory dwelling units (ADUs) by right citywide; and
- 3) Amended short-term rental (STR) regulations.

## PERMIT APPLICATION APPROVAL



**2 Days**

Average time to intake and process building permit application



**77%**

Complete initial review of small residential building plans in under ten (10) days

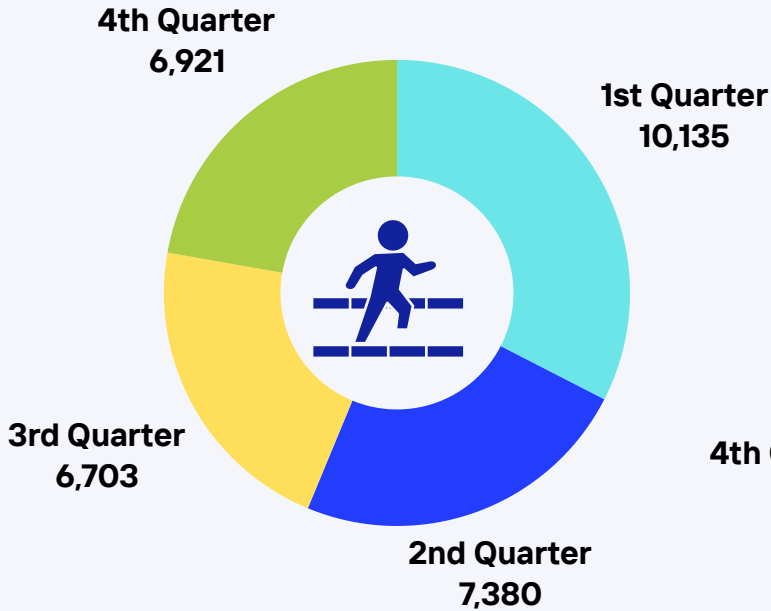


**61%**

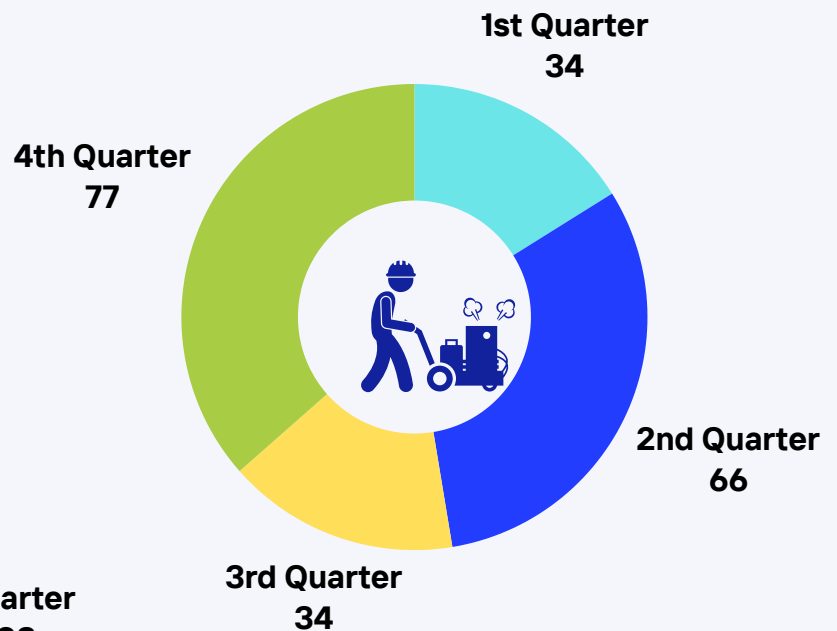
Complete initial review of small commercial building plans in under ten (10) day

# PUBLIC WORKS

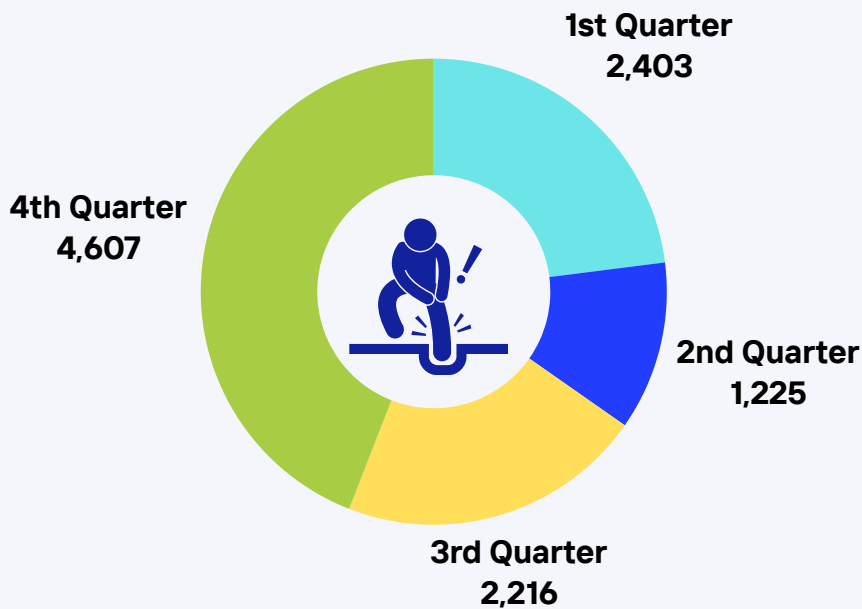
## LINEAR SIDEWALKS INSTALLED



## LINEAR MILES PAVED



## POTHOLES REPAIRED



# DISTRICT PROJECTS

## 1ST DISTRICT

- 2 - Street Paving
- 1 - Streetscape
- 1 - Park Improvement
- 1 - School Pedestrian Improvement

## 2ND DISTRICT

- 3 - Street Paving
- 2 - Streetscape
- 1 - Green Space
- 2 - Bridge Replacement
- 1 - Median Improvement
- 1 - Shared Use Path
- 1 - Parking Improvement

## 3RD DISTRICT

- 1 - Fall Line Trail
- 1 - Streetscape
- 1 - Bridge Replacement
- 1 - Park Improvement
- 1 - Percent for Art

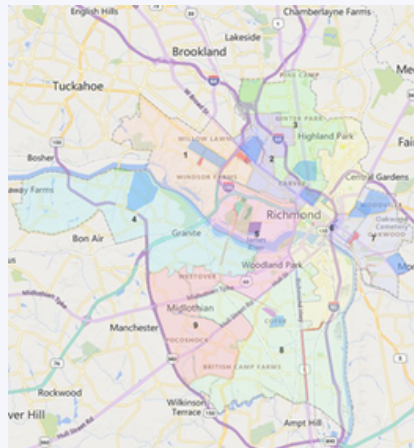
## 4TH DISTRICT

- 3 - Street Paving
- 1 - Bike Infrastructure
- 1 - Pedestrian Improvement
- 1 - Road Improvement
- 1 - Park Improvement

## 5TH DISTRICT

- 2 - Street Paving
- 5 - Bike/Pedestrian Infrastructure
- 1 - New Construction
- 1 - Road Improvement
- 1 - Percent for Art
- 1 - Park Improvement
- 3 - Street/Curb Improvement
- 1 - Reservoir Rehab Project
- 1 - Highway Improvement

## FISCAL YEAR 2025 CAPITAL PROJECT DASHBOARD



## 6TH DISTRICT

- 1 - Street Paving
- 2 - Streetscape
- 6 - Pedestrian Infrastructure
- 1 - Bridge Replacement
- 1 - Sewer Improvement
- 2 - Capital Trail Connector
- 2 - Fall Line Trail
- 2 - Roadway Improvement
- 2 - Percent of Art
- 1 - Park Improvement

## 7TH DISTRICT

- 1 - Shockoe Project
- 1 - Street Paving
- 2 - Street Improvements
- 3- Streetscape
- 1 - Slope Repair
- 1 - Community Center
- 2 - Bridge Replacement
- 1 - Sewer Improvement
- 1 - New Construction
- 1 - Greenway
- 1 - Sewer Improvement

## 8TH DISTRICT

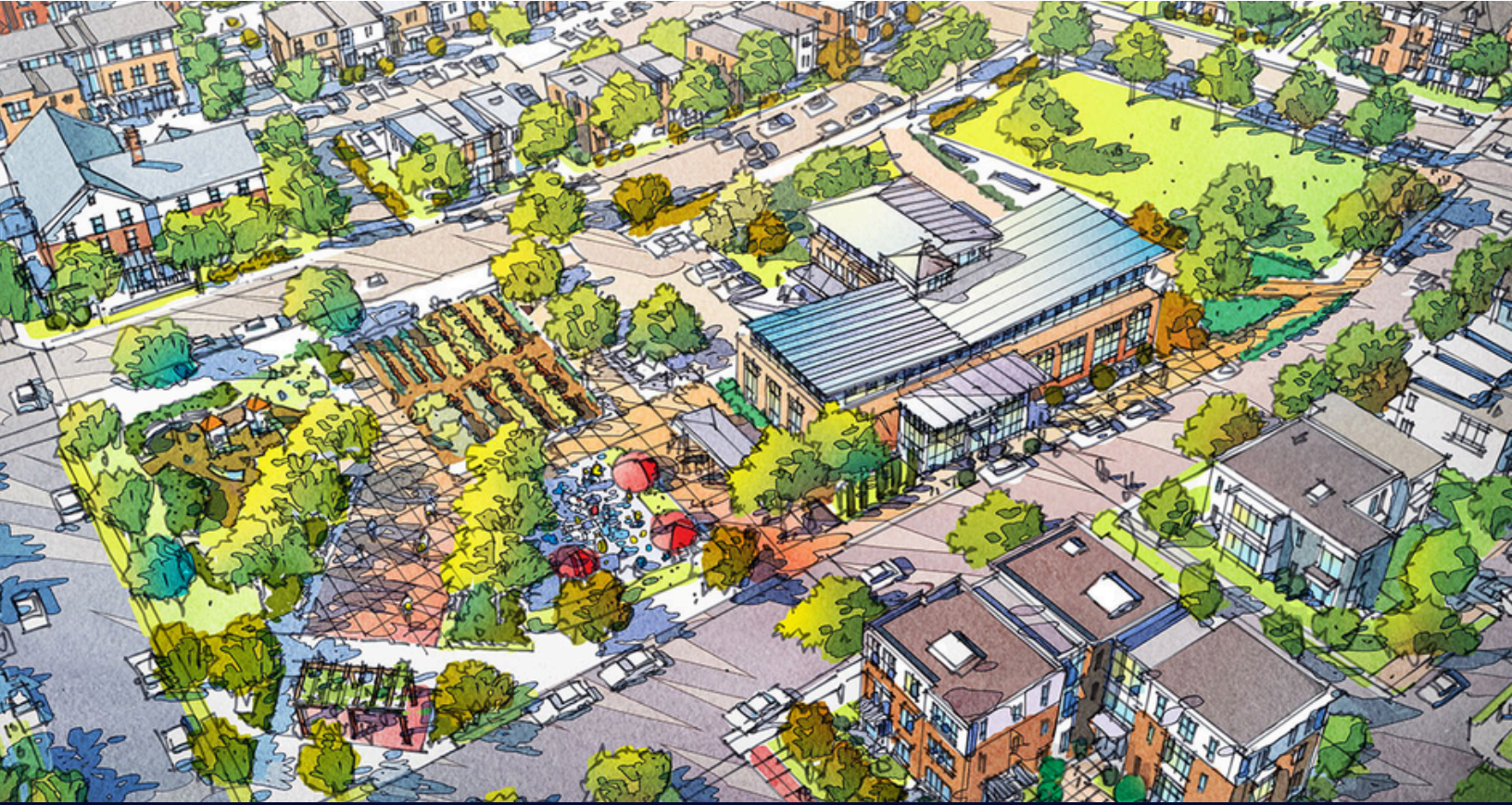
- 1 - Street Paving
- 3 - Street Improvements
- 1 - Pedestrian Improvement
- 1 - Community Center
- 1 - Percent for Art
- 1 - Drainage Improvement
- 1 - Fall Line Trail
- 1 - Branch Trail
- 2 - Highway Improvement
- 1 - Bridge Replacement
- 1 - New Construction

## 9TH DISTRICT

- 1 - School Sidewalk
- 3 - Street Improvement
- 1 - New Construction
- 2 - Percent for Art
- 1 - Branch Trail
- 1 - Hull Street Phase I-III
- 1 - Community Center
- 1 - Gateway Improvements



# EDUCATION & HUMAN SERVICES

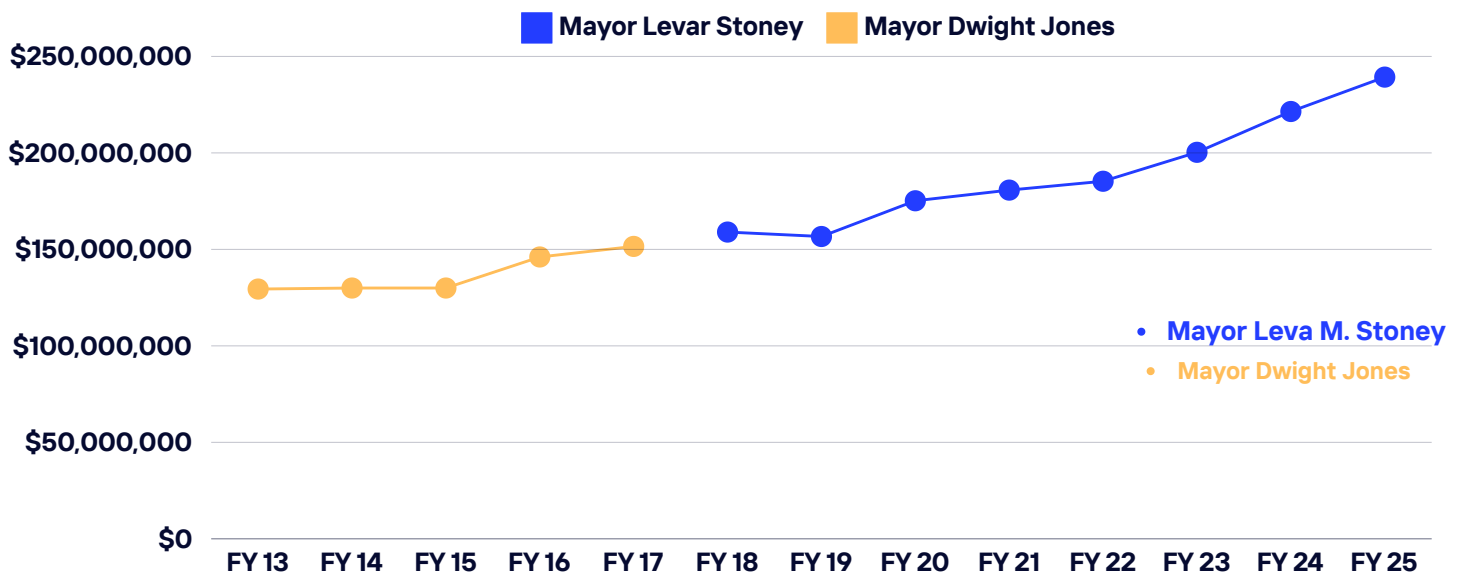


The Committee monitors and recommends to Council official policy in the areas of recreation, social services, public health, mental health, substance abuse, advocacy, and public education. The Committee also balances the primary role of the School Board in crafting policy for Richmond Public Schools against the responsibility of Council for oversight imposed by the appropriation of public funds.

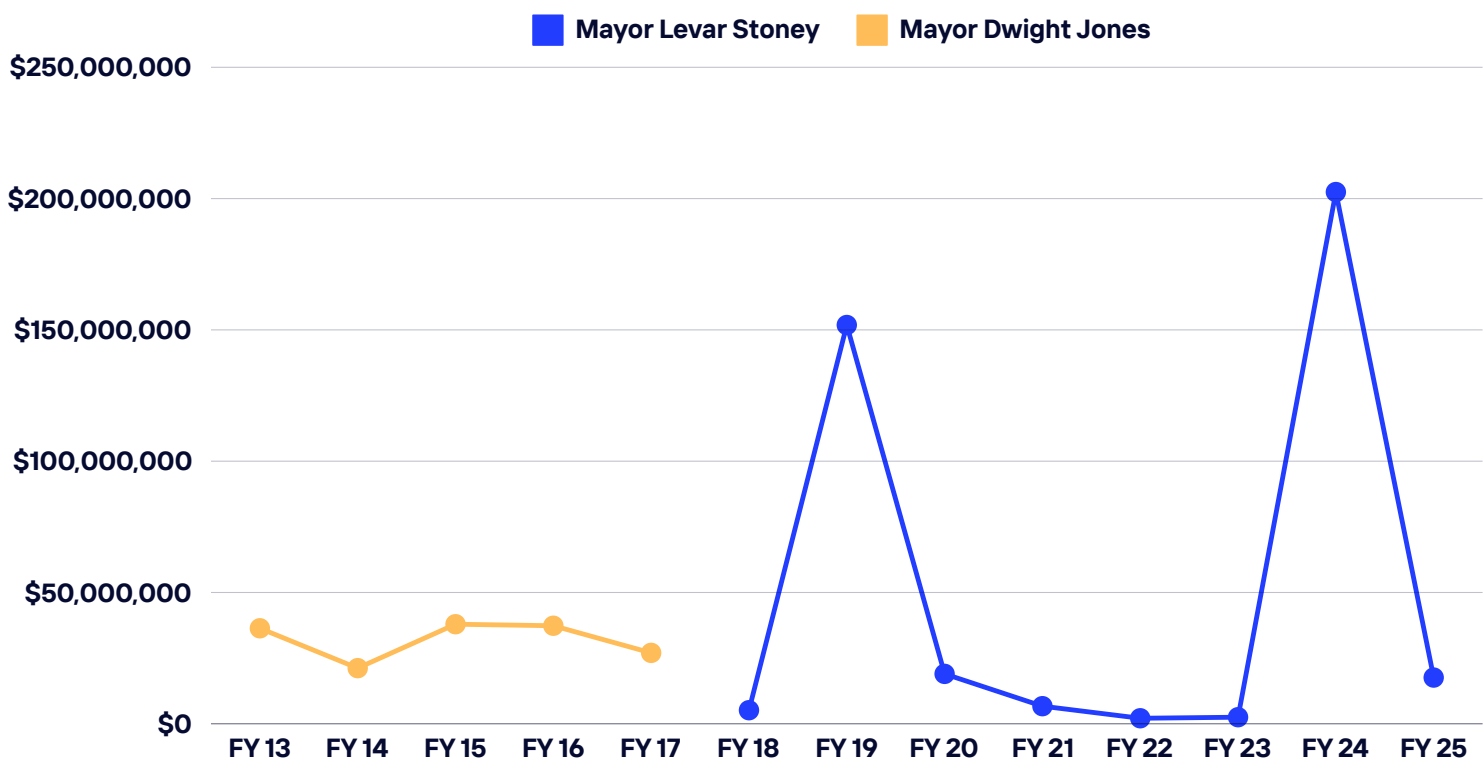


# EDUCATION

CITY OF RICHMOND - 12 YEAR GENERAL FUND RPS CONTRIBUTIONS



CITY OF RICHMOND - 12 YEAR CAPITAL IMPROVEMENT RPS CONTRIBUTIONS



# NEIGHBORHOOD & COMMUNITY SERVICES

"Housing is a vaccine for poverty — it is the foundation upon which stable, healthy and successful lives depend. It is time we balance the scales by working together to protect our families and help them stay in their homes."

**MAYOR LEVAR M. STONEY**

Strengthening customer service happens by establishing strong community relationships. As we re-envision our service delivery, we are prioritizing a direct community connection and engagement. To build a deeper relationship with our community, neighborhoods, and civic leagues, we are creating the Department of Neighborhood and Community Services.



# HOMELESS SERVICES

## INCLEMENT WEATHER SHELTER

800

Provided services to over 800 residents with overnight stays between November 1-30, 2023. The Salvation Army took over operations starting December 1, 2023.

## CALLS FOR SERVICE

175

Received and assisted with calls regarding to housing and shelter related matters.

82

Received and assisted calls for food, clothing, rental, utility assistance, car repair, transportation and medical needs.

45

Received and helped connect 45 calls with surrounding jurisdictions.

## ENCAMPMENTS

117

Held over 117 encampment clean-ups in partnership with RPD's Hope Unit and DPW

## TRAININGS

25

Provided various training workshops regarding OHS services and resources, including to federal probation officers, 25 faith-based organizations, NAACP-Housing, DPW, Wells Fargo, and Arc 3 Gas

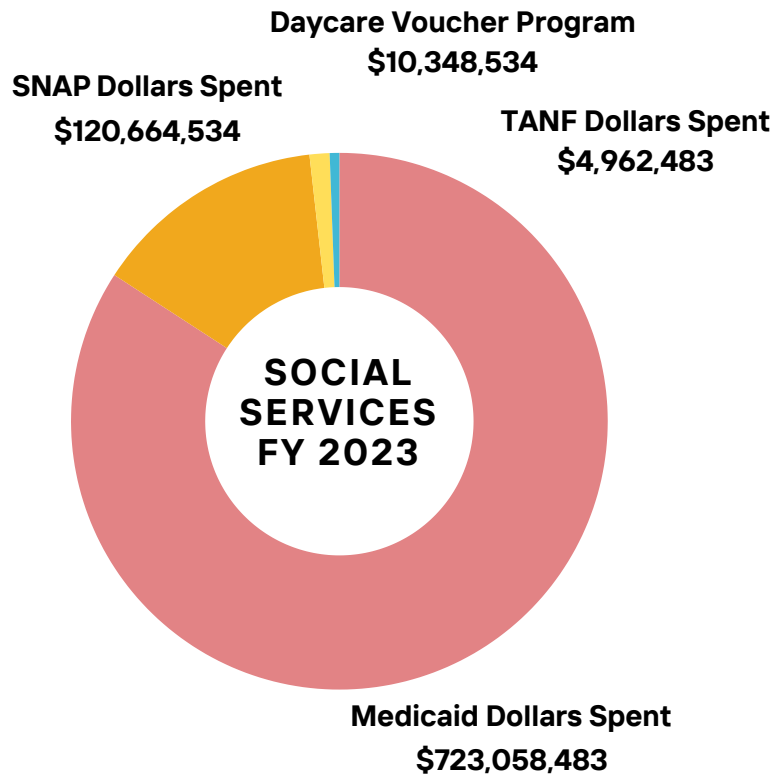
## COMMUNITY MEETINGS

11

Attended 11 Council and Community meetings to provide information regarding services and resources available.



# COMMUNITY FAMILY SUPPORT



## HOMELESS SERVICES

Street outreach and case management services, ID & birth certificate assistance, rent, security deposit & utilities assistance, information & referrals (i.e. emergency shelter, permanent housing, clothing, food, furniture, employment & benefit referrals) and housing counseling & code enforcement services were offered.

**850**

Homeless and/or at risk citizens were serviced with the Department of Social Services. Increased from 598 in previous FY.

**70%** ↑

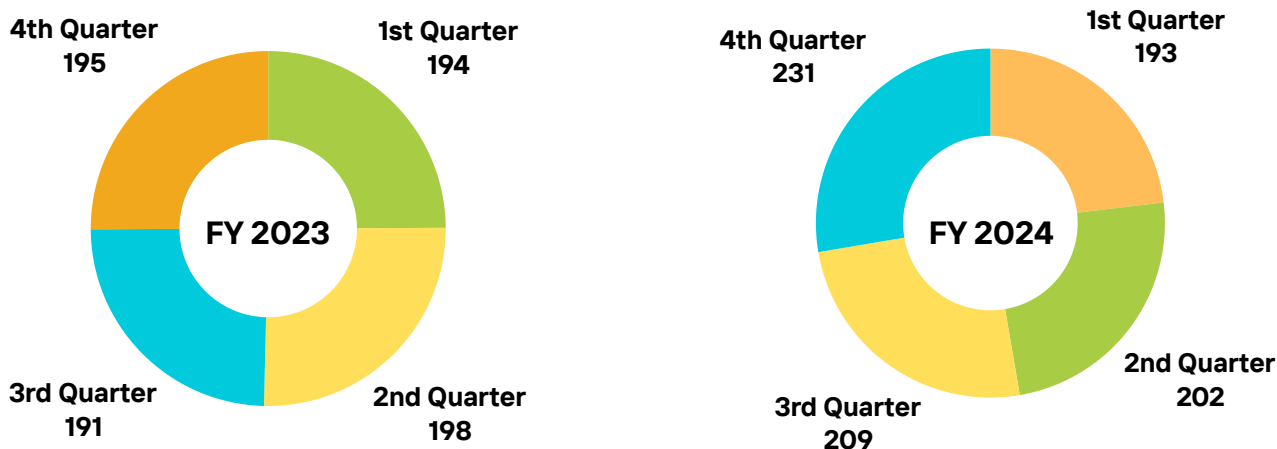
**\$9,993**

Yearly total of dollars spent on Homeless Aide. Increased from \$8,834.24 in previous FY.

**13%** ↑

# FOSTER CARE TRANSITION SUPPORT

Transitional support for foster care clients provides a safety net for young people during their transitional phase to adult independence. These programs strive to prevent instances of poverty and homelessness.



## MEDICAL ASSISTANCE



New legislation has been passed regarding medical coverage for young adults formerly in foster care that now means youth in foster care under the age of 18 aren't the only individuals eligible for medical coverage. If you were in foster care and received Medicaid in Virginia at the age of 18 (or older), and you are currently under the age of 26 (even if you "aged out" at 18 and had a lapse in medical coverage), you may be eligible for Medicaid or other medical coverage.

## HOUSING SUPPORT PROGRAM



For youth who are not participating in Fostering Futures at any point between the ages of 18 and 21 may be eligible for housing support, for a period of no more than six months (consecutive or non-consecutive) from the age of 18 until their 21st birthday. Currently, in the process of finalizing an agreement with RRHA to obtain housing resources for eligible youth aging out of foster care.

## FOSTERING FUTURES



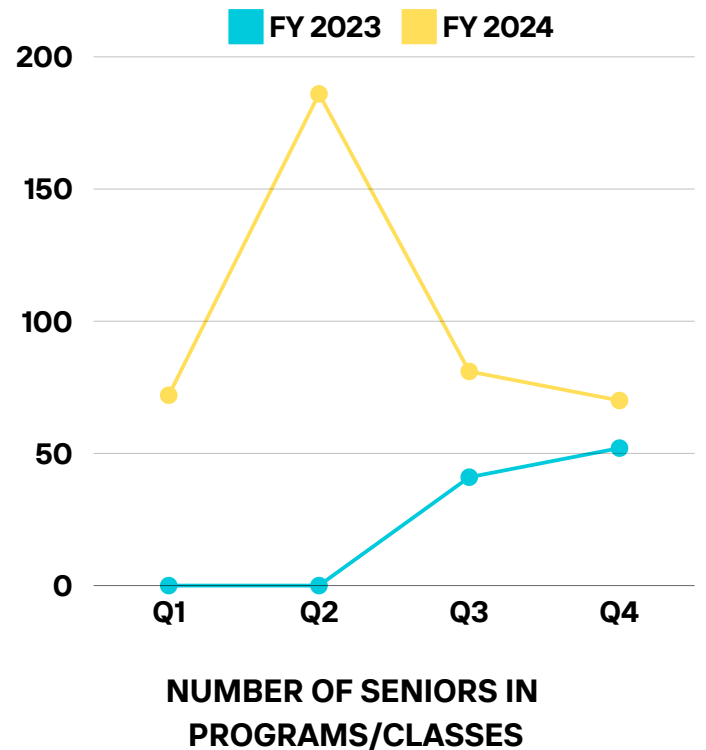
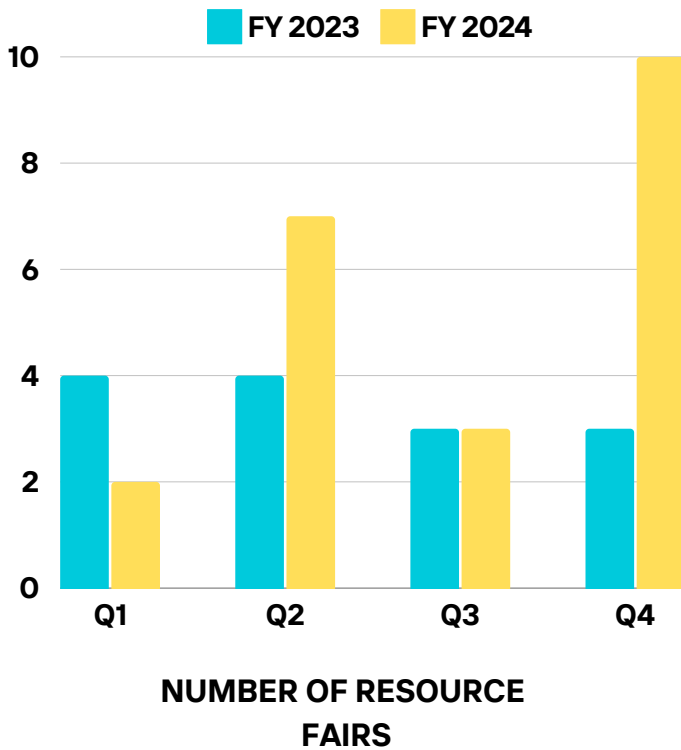
A voluntary program available to young adults in foster care after age 18 that provides housing support, education/vocation assistance, and other resources. The program enables local departments of social services to provide additional supports through age 21 to assist participants in successfully transitioning into adulthood.

## EDUCATION & TRAINING VOUCHER PROGRAM (ETV)



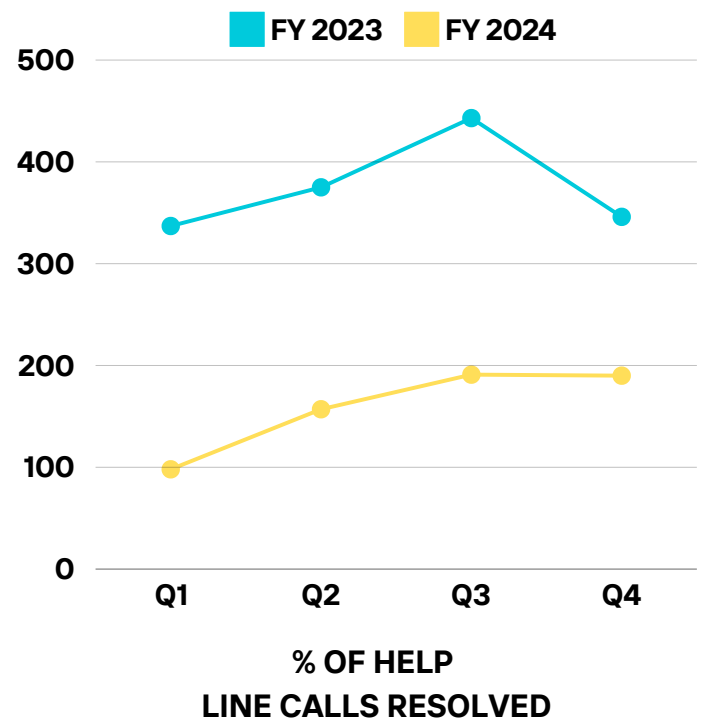
Financial assistance is available to assist with education and training expenses for college, universities, and post-secondary vocational training programs, including tuition, room/board, books, and more. Eligible students must be between 14-25 years of age and currently or formerly in Virginia's foster care system.

# AGING & DISABILITY SERVICES



## SENIOR LEARNING OPPORTUNITIES/CLASSES

- **1st Quarter:** Law Day Clinic, Museum of History and Culture, Book Club
- **2nd Quarter:** Centenarian Celebration, Medicare 101 (x6), Thanksgiving Basket Food Giveaway
- **3rd Quarter:** Book Club Launch, Law day, Women's History Month event
- **4th Quarter:** Horticulture Session, Men's Health Month, Older Adult Learning Series



# PARKS, RECREATION, & COMMUNITY FACILITIES

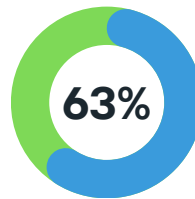
## PARKS PROJECTS

- Dock Street park was officially opened to the public on Tuesday, July 9th when the Mayor cut the ribbon for the addition to the James River Park System. The CIP team is working toward closing out the Land Water Conservation Fund paper work to receive a reimbursement grant to offset the costs of the property purchase. With additional grant funding forthcoming, the JRPS team and CIP team will work to schedule more public engagement and work to make improvements to the space in accordance with the conservation easement on the property.
- Design Workshop was selected by staff and a contract was signed with them in December of 2023. A project website has been established ([www.richmondinspire.com](http://www.richmondinspire.com)) and data collection and analysis of existing conditions is ongoing. Public engagement will commence with a survey and community workshops in each Council district this fall. The plan is expected to be completed by early 2025.
- PRCF maintains more than 50 miles of trails and pathways that, in the James River Park System alone, are used by more than 3 million people on an annual basis. Additionally our VITA course in Byrd Park, the Virginia Capital Trail, and our Open Streets Initiative in parks provide safe areas for residents to walk and bike throughout the year, improving overall quality of life for residents and visitors alike.



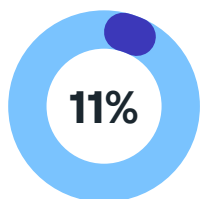
### Workforce Development

An **increase** from 7 in FY 2023 to 14 in FY 2024



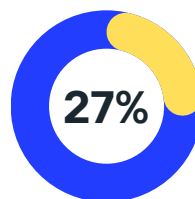
### Trail Users

An **increase** from 1,061,593 in FY 2023 to 1,677,051 in FY 2024



### Out of School

An **increase** of registered participants from 1,540 in FY 2023 to 1,628 in FY 2024



### JRPS Volunteers

An **increase** of registered participants from 3,005 in FY 2023 to 4,831 in FY 2024

Tens of thousand of City of Richmond residents have been served by the hard work and professionalism of Parks, Recreation, and Community Facilities!

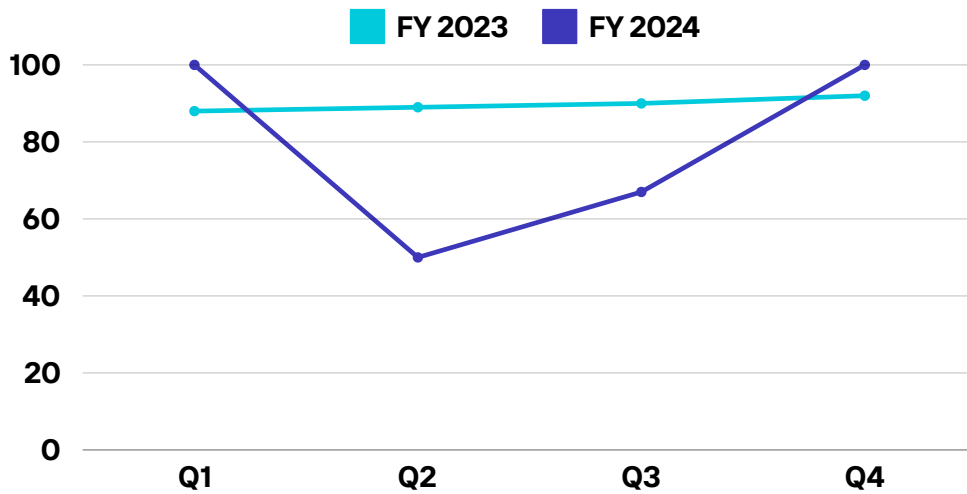
- 775 - # of shelters, park houses, ball fields, mobile stage, etc. rentals based on permits (Special Events)
- 4,831 - # of program participants James River Park System (JRPS) (Rec Services)
- 1,894 - # of athletic program participants (Rec Services)
- 1,353 - # of summer camp participants (Rec Services)
- 68,889 - # of aquatics program participants
- 1,325 - # of special events & senior trip program participants (Sr. & Sp. Needs)





# COMMUNITY DEVELOPMENT

## REFUGEE ASSISTANCE



Department of Social Services (DSS) strives for the timely process **Refugee Assistance** applications in accordance with VDSS requirements for timely processing at a rate of 97%.

## NEW HOUSING PROGRAMS

The Department of Housing and Community Development, in collaboration with the Department of Economic Development and the Economic Development Authority (EDA), has introduced a new tool for affordable housing development called Performance Grants.

This is a tool used by developers who are doing new construction. The grant can go up to 100% of the incremental real estate taxes above the baseline resulting from the new improvements at the project site. In FY24, HCD processed 8 applications.

## COMMUNITY RESOURCE AND TRAINING CENTER

Assisted with the design, plan, and implementation of the CRTC to open on Sept. 11, 2024, including partner engagement, scheduling, staffing, interviewing, and training

331

Homeownership  
Preparation Counseling

374

Credit Repair & Credit  
Management Counseling

16

Households Assisted with  
Down Payment Assistance

30

Awarded Single-Family  
Houses to be Developed

6

Houses Sold



# JUSTICE SERVICES

## TRAUMA PRACTICE TRAINING (BENEFITS TO CLIENT AND THEIR HEALTH)

For FY 2024, the Richmond Juvenile Detention Center (RJDC) saw 267 admissions. All youth admitted to the center receive physical exams and mental health assessments.

Psychiatric services were also provided to forth-six (46) youth in FY 2024. All youth that were discharged from the center with known mental health needs (20 total), are linked to Richmond Behavioral Health Authority for continuing services in the community. The RJDC is in partnership with Planned Parenthood to offer sex and health education services in the center.

### SUCCESS STORIES

- In November 2023, Youth Justice visited the University of Virginia to discuss gun violence and to commemorate the 1 year anniversary of the murder of the 3 UVA football players: Devin Chandler, Lavel Davis, Jr., D'Sean Perry. Teens were guests on a podcast hosted by UVA students.
- In April 2024 Youth Justice hosted the "757 Tour" during Spring Break. Attendees visited the College of William and Mary, Christopher Newport University, Hampton University, Old Dominion University, and Norfolk State University.
- In June 2024, Youth Justice sponsored a cultural trip to the Smithsonian Museums in Washington D.C. The trip promoted unity and was attended by youth and their parent/caregivers. Sites visited were the MLK Memorial Statute, the African-American Museum, the Museum of American Indians, and Museum of Natural History.
- Two Youth Justice Leaders graduated high school and plan to attend Radford University and Old Dominion University in the fall.
- During the summer of 2023, Youth Justice offered two (2) one-week Life Skills summer camps. Participants received life skill training, Law Related Education/VA Rules and attended educational field trips. Youth Justice leaders presided over 20 hearings.

### PROSOCIAL SKILL DEVELOPMENT



Q1 Status	100%
Q2 Status	100%
Q3 Status	100%
Q4 Status	100%

### CASE PLANS TARGETING CRIMINOGENIC



Q1 Status	100%
Q2 Status	100%
Q3 Status	100%
Q4 Status	100%

### JUVENILE FACE-TO-FACE FOR COMPLIANCE



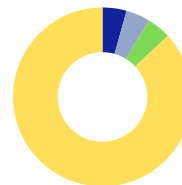
Q1 Status	100%
Q2 Status	100%
Q3 Status	100%
Q4 Status	100%

### DISCHARGE WITH COMPLETED PLAN GOALS



Q1 Status	75%
Q2 Status	0%
Q3 Status	80%
Q4 Status	0%

### COMPLETED TRAUMA INFORMED PRACTICES



Q1 Status	5%
Q2 Status	5%
Q3 Status	5%
Q4 Status	100%

### PROSOCIAL SKILLS DEVELOPMENT

- Youth Justice offered group programming to two teen cohorts: those referred by the community and those referred by Court Services Unit (CSU). There were 10 week CSU groups for: Anger Management, Girl's Group Positive Outlook and Self-Esteem, and Law Related Education/Virginia Rules for weapons offense referrals.
- The Community group's curriculum focused on preventing illegal drug use and managing conflict. Approximately 50% of teens who participated in programming received employment through the Mayor's Youth Academy or other employers.



# PUBLIC SAFETY



The Committee monitors and recommends to Council an official policy in all matters concerning law enforcement, the judiciary, fire safety, ambulance service, and emergency communication.



# ADULT DRUG COURT

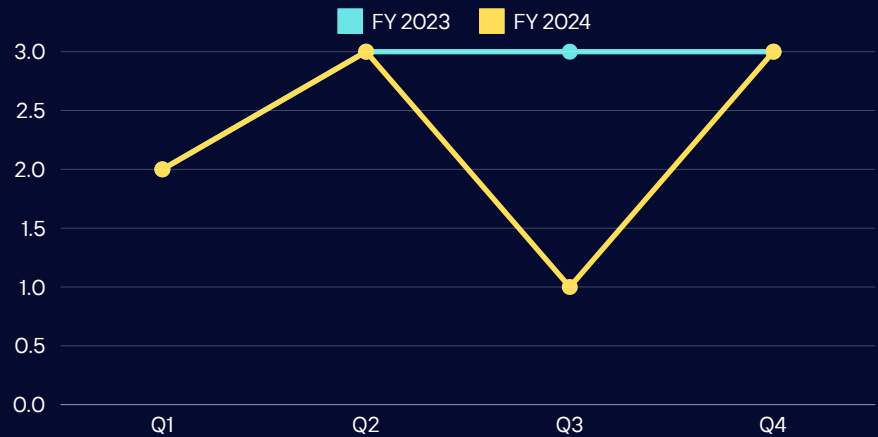
The Richmond Adult Drug Court/Richmond Recovery Court is grateful to the Department of Public Works for continuing their collaboration with our program, and allowing our participants second chances at seeking public employment.

Since 2011, DPW has given members of our substance abusing population temporary employment opportunities with their department. This has ensured participants the ability to earn a living and develop job skills that will allow them to prepare for lifelong careers. By expanding this economic opportunity for justice-involved individuals assigned to our program, recidivism rates among participants have been reduced.

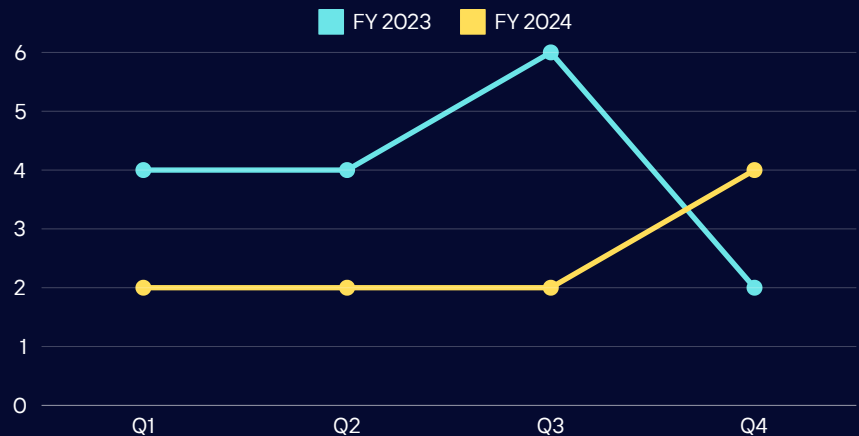


## FOCUS AREAS

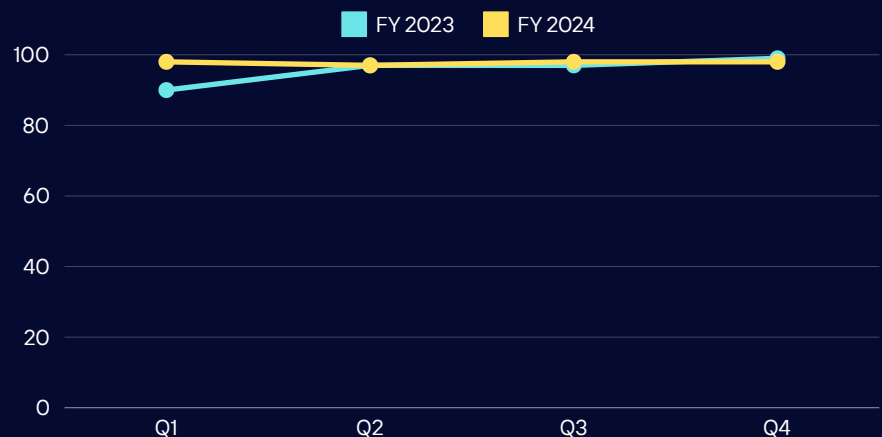
### Successful Program Completions



### New Clients



### Negative Drug Tests



# FIRE & EMERGENCY SERVICES



**4196**

Fire Safety  
Inspections  
Performed



**7**

Fire  
Related  
Injuries



**296**

Smoke  
Detectors  
Installed



**82**

Avg. Seconds  
Turnout EMS  
Dispatch Time



**429**

Avg. Seconds  
First Engine  
on Scene



**259**

Total  
Training  
Hours

## SAFER GRANT

- CBA implementation by end of FY 2024;
- RFD put in service 7 new fire apparatuses;
- We graduated 2 recruit classes;
- We hired 7 new fire inspectors; reduced mutual aid reliance-dependence;
- New milestone - we were never in a no unit available (NUA) status;
- RFD reduced injuries;
- RFD received over \$2 million in new grant funding in FY24;
- The Department broke ground on a new Fire Station 21;
- RFD implemented a fire officer academy;
- RFD designated in FY-24 to host 8 Saudi Arabian firefighters;
- Hosted Equity and Diversity Conference;
- SCBA maze construction finished;
- Participate in a national Fire organizational safety survey with 90 other US fire departments;
- Created a lithium battery database to protect of firefighters from Risk associated with lithium ion fires;
- Created a vacant properties list to prevent unnecessary risk when responding to fires in structures that have been deemed vacant by Community Development.

# EMERGENCY COMMUNICATION, PREPAREDNESS, AND RESPONSE



## EMERGENCY MANAGEMENT

CALEA Re-accreditation; DECPR went through our re-accreditation process with CALEA, receiving a full accreditation for the next 4 years.

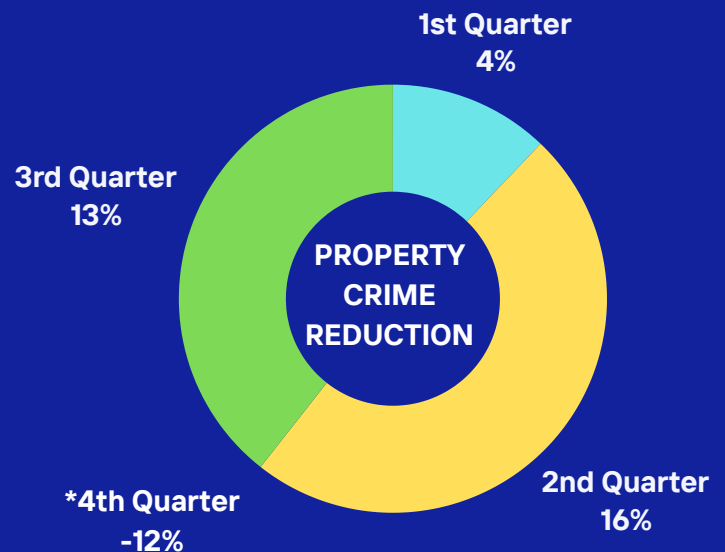
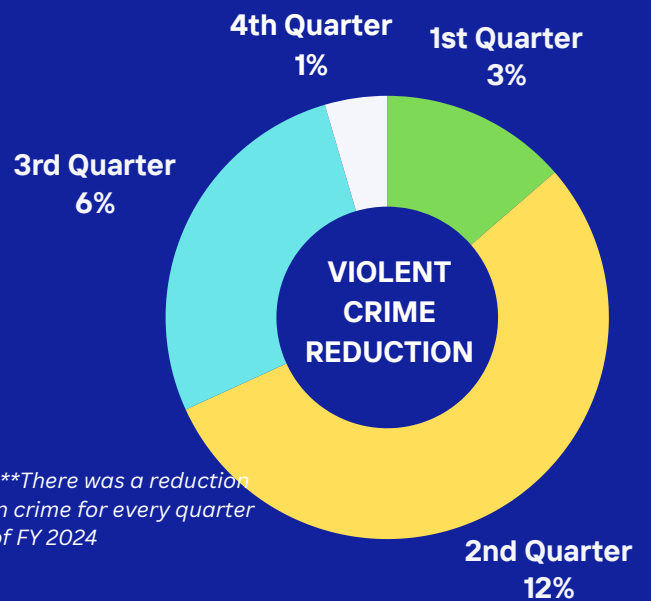
## MARCUS ALERT

Emergency Medical Dispatch (EMD); DECPR worked with our protocol vendor and RAA on the implementation of EMD within the communications center during FY24 EMD was implemented on July 8, 2024

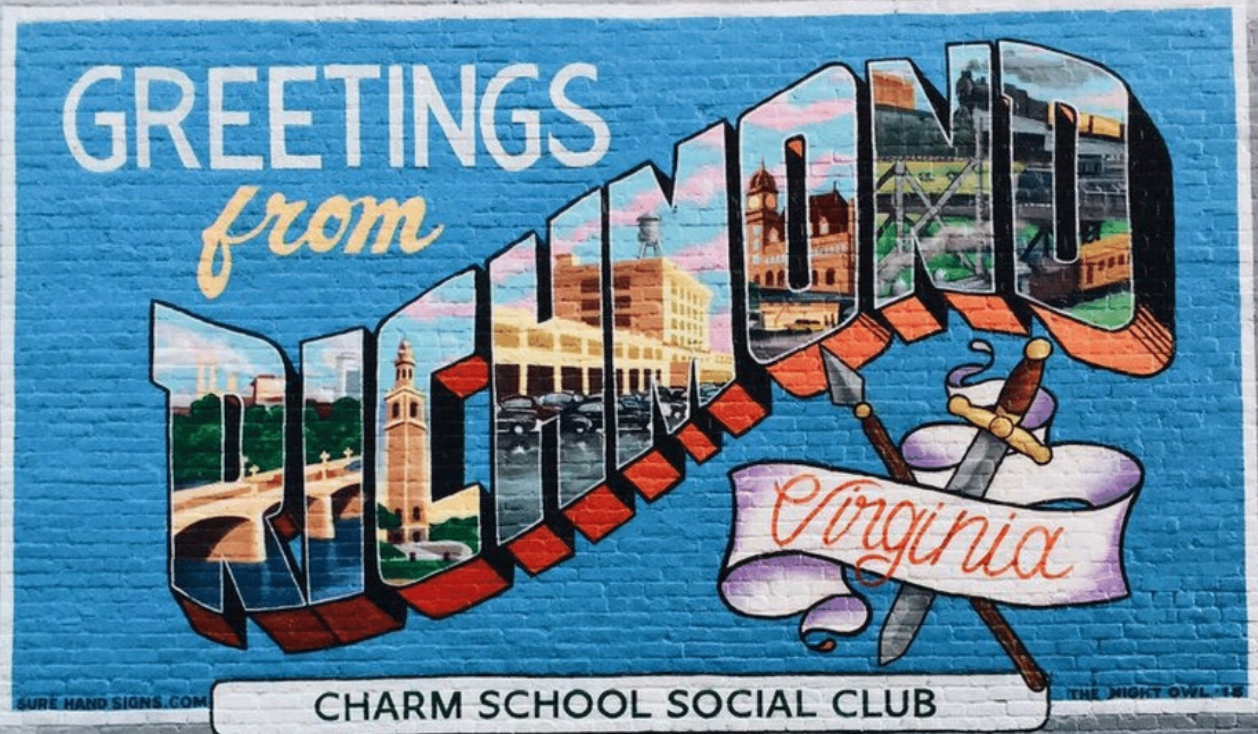
# POLICE DEPARTMENT

## COMMUNITY FOCUS

- Richmond Coalition of Police (RCOP) became the department’s collective bargaining agent
- APEX Virtual Reality System providing realistic scenarios to help officers address real-life situations
- Community Pop-Ups – Fun engagements w/multi-agency informational tables and resources



# GOVERNMENTAL OPERATIONS



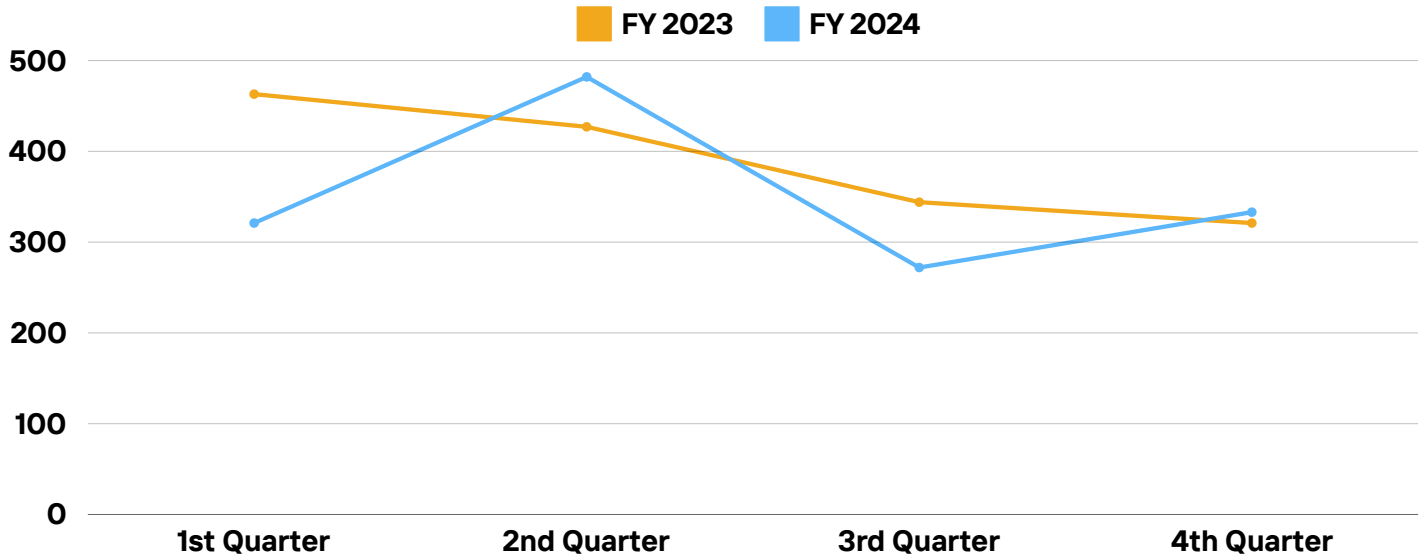
The Committee reviews City issues and policies that are not related, or assigned, to the other Standing Committees. The Committee is also tasked with the review and recommendation of issues assigned by the Organizational Development Standing Committee.



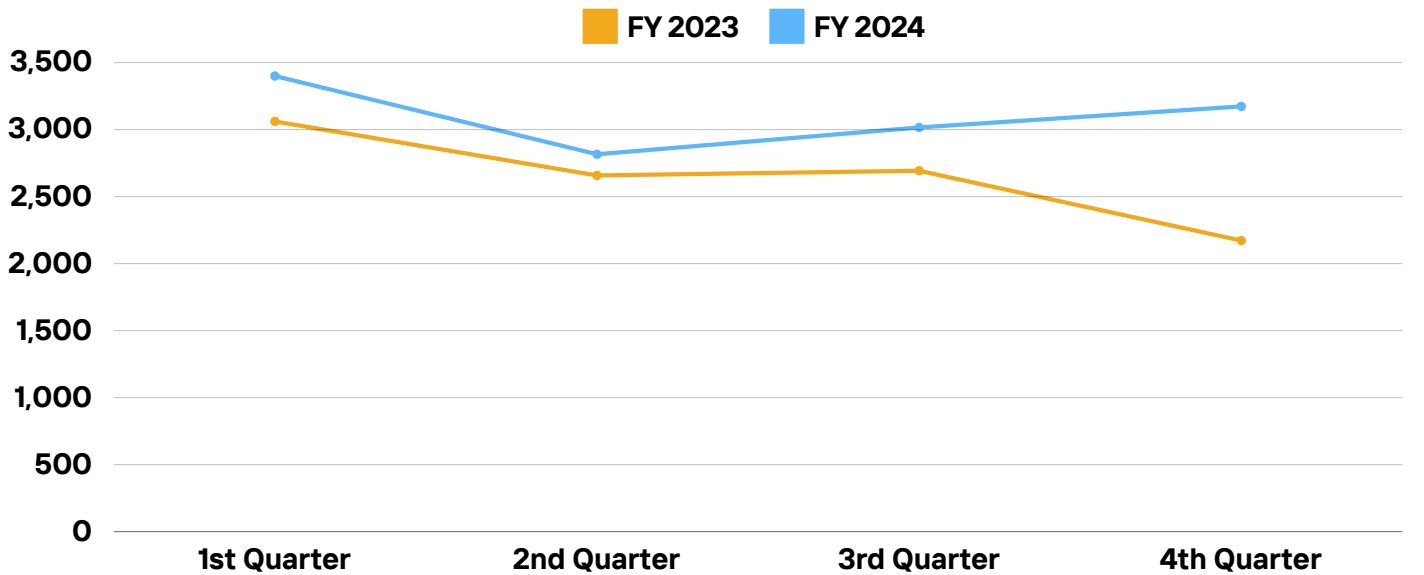


# ANIMAL CARE & CONTROL

## Number of Pet Adoptions



## Completed Calls for Service



*RACC is offering free spay/neuter for any City resident pet in need through a donation gifted to our foundation.*





DEPARTMENT OF

**BUDGET AND  
STRATEGIC  
PLANNING**