

DEPARTMENT OF BUDGET  
& STRATEGIC PLANNING

# STRATEGIC ACTION PLAN

- DEPARTMENTAL -



# FY 2026



# STRATEGIC ACTION PLAN ANNUAL REPORT

- PREPARED BY -  
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& Strategic Planning**

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Department of Budget &  
Strategic Planning



## **Mayor**

Dr. Danny Avula

“The City of Richmond’s strategic action plan is more than a mandate. Every agency contributes to a Thriving Richmond, and this document explains how.”



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CITY OF RICHMOND

# Organization Chart





MAYOR DANNY AVULA'S

# 7 Pillars



## Thriving City Government

\_\_\_\_\_ that gets things done  
\_\_\_\_\_



## Thriving Neighborhoods

\_\_\_\_\_ that meet our housing needs  
\_\_\_\_\_



## Thriving Families

\_\_\_\_\_ where every child succeeds  
\_\_\_\_\_



## Thriving Economy

\_\_\_\_\_ that leaves no one behind  
\_\_\_\_\_



## Thriving and Inclusive City

\_\_\_\_\_ where rights are protected  
\_\_\_\_\_



## Thriving and Sustainable Built Environment

\_\_\_\_\_ planned for future generations  
\_\_\_\_\_



## A City that Tells Its Stories

\_\_\_\_\_ and tells the truth about its past  
\_\_\_\_\_



CITY OF RICHMOND

# Portfolio Breakout

The City of Richmond departments are organized into seven portfolios, aligning services with strategic goals, fostering coordination across government functions, and ensuring accountability in advancing the Mayor's Action Plan.

## Community Development

- Economic Development
- Housing & Community Development
- Minority Business Development
- Planning & Development Review
- Sustainability

## City Council

- Assessor
- Attorney
- Auditor
- Clerk
- Inspector General

## Finance & Administration

- Budget & Strategic Planning
- Citizen Service & Response
- Finance
- General Services
- Human Resources
- Information Technology
- Intergovernmental Affairs
- Mayor's Office
- Procurement
- Retirement
- Strategic Communications

## Operations

- Public Utilities
- Public Works

## Human Services

- Community Wealth Building
- Parks & Recreation
- Library
- Neighborhood & Community Services
- Social Services
- Human Services
- Justice Services

## Public Safety

- Animal Care & Control
- Emergency Communications
- Fire & Emergency Services
- Police

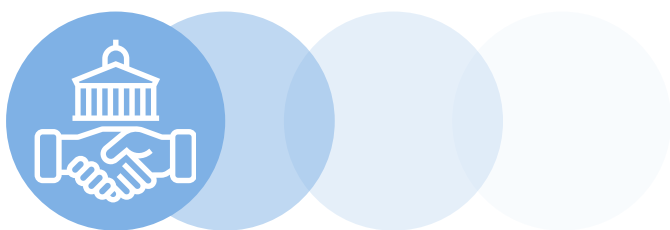




CITY OF RICHMOND

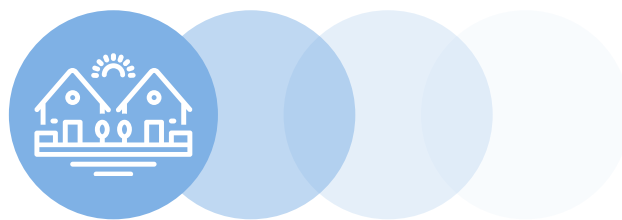
# Community Development

## Portfolio Highlights



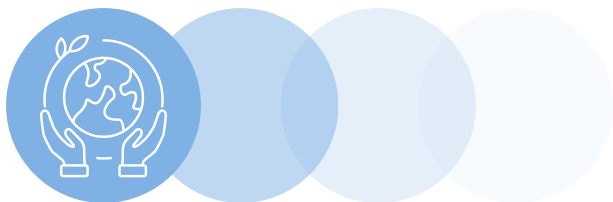
### Thriving City Government

that gets things done



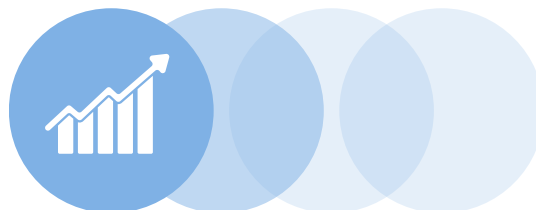
### Thriving Neighborhoods

that meet our housing needs



### Thriving and Sustainable Built Environment

planned for future generations



### Thriving Economy

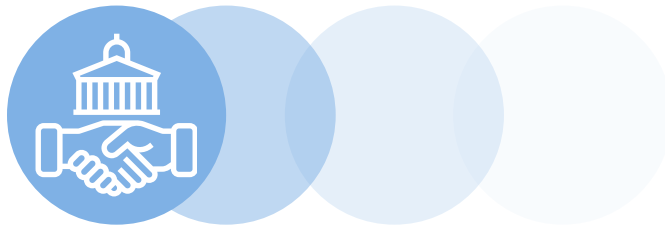
that leaves no one behind



City of Richmond

# Council

## Portfolio Highlights



### Thriving City Government

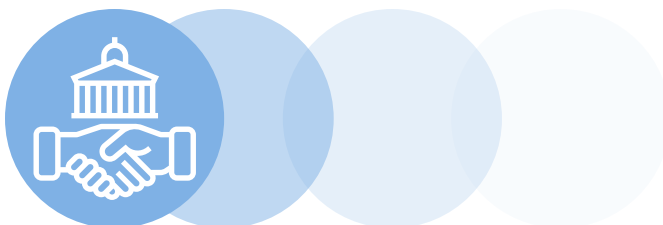
that gets things done



City of Richmond

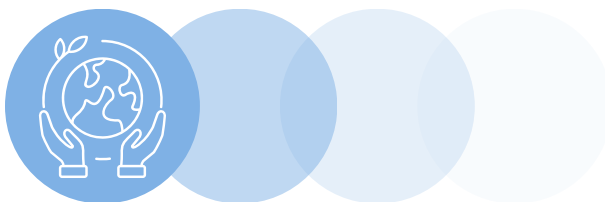
# Finance & Administration

## Portfolio Highlights



### Thriving City Government

that gets things done



### Thriving and Sustainable Built Environment

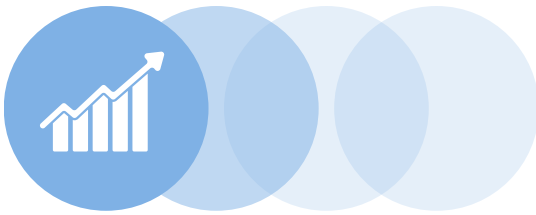
planned for future generations



City of Richmond

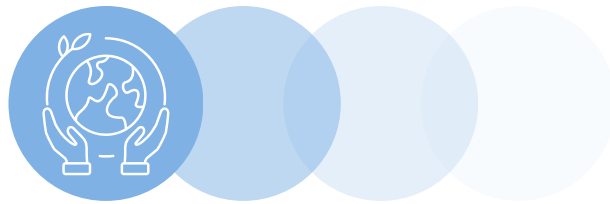
# Human Services

## Portfolio Highlights



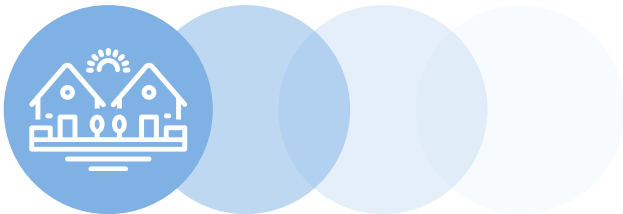
### Thriving Economy

that leaves no one behind



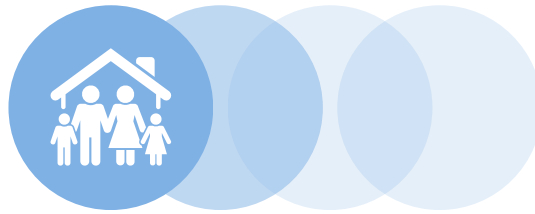
### Thriving and Sustainable Built Environment

planned for future generations



### Thriving Neighborhoods

that meet our housing needs



### Thriving Families

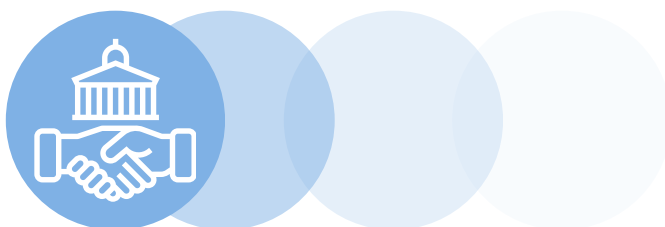
where every child succeeds



City of Richmond

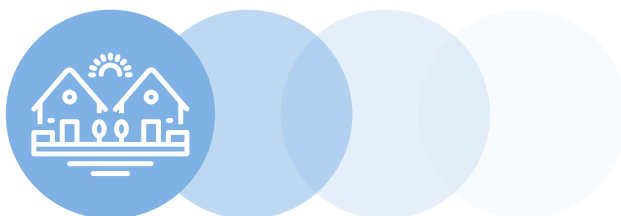
# Operations

## Portfolio Highlights



### Thriving City Government

that gets things done



### Thriving Neighborhoods

that meet our housing needs



City of Richmond

# Public Safety

## Portfolio Highlights



### Thriving Neighborhoods

that meet our housing needs



### Thriving City Government

that gets things done



CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Animal Care & Control



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Richmond Animal Care & Control

Submitted By: Christie Peters, Director



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##### Section 2: Mission & Purpose Statements

Mission Statement: To provide a safe and healthy community through professional enforcement of animal related laws, while providing and promoting the humane care of every animal in need.

Purpose Statement: Richmond Animal Care and Control (RACC) manages and protects the animal population in Richmond, VA, enforces animal ordinances, protects the health and welfare of the citizens, and strives to place as many unwanted animals as possible in loving homes.



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# Appendix

## Departmental Strategic Action Plan

### Attorney



### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: City Attorney's Office

Submitted By: Wirt Marks, Acting City Attorney



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#### Section 2: Mission & Purpose Statements

**Mission Statement:** The Office of the Richmond City Attorney endeavors to render timely legal services of only the highest quality to the City Council and the City Administration, consistent with its commitment to professionalism. The Office functions as both advisor and advocate it pursues the City's goals while remaining dedicated to principles of ethical behavior, efficiency, and accountability.

**Purpose Statement:** The Office of the City Attorney provides legal advice and defense along with comprehensive legal services to the City Council, the Mayor, the Chief Administrative Officer, and all departments, boards, commissions, and agencies of the City. The Office of the City Attorney functions as a full-service law firm which provides legal services in the practice areas of civil litigation, government and finance, human services, operations and development, and



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# Appendix

## Departmental Strategic Action Plan

### Auditor



### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: Office of the City Auditor

Submitted By: Riad Ali



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#### Section 2: Mission & Purpose Statements

Mission Statement: Promoting open and accountable city government through independent audit services.

Purpose Statement: To promote accountability, transparency, and effective city operations through independent audits that strengthen internal controls, assess risk, ensure compliance, and support continuous improvement.



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# Appendix

## Departmental Strategic Action Plan

### Budget & Strategic Planning



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Budget and Strategic Planning

Submitted By: Meghan Brown, Director

##### Section 2: Mission & Purpose Statements

Mission Statement: To provide corporate, performance informed oversight for the development, analysis, and execution of the city's budgeting and strategic performance management processes as well as grant support to balance the needs and resources of the community.

Purpose Statement: To implement mission-driven, outcome-oriented, and performance-based management tools, to include performance informed budgeting, to meet identified outcomes and evaluate success towards achieving City objectives.

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# Appendix

## Departmental Strategic Action Plan

### Citizen Service & Response



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Citizen Service and Response  
Submitted By: Peter Breil, Director

##### Section 2: Mission & Purpose Statements

Mission Statement: To empower Richmond citizens to get their non-emergency service needs met and help City government understand and respond to the public's needs and concerns effectively, with high citizen satisfaction.

Purpose Statement: Make it easy for residents to access information and non-emergency City services via multiple channels including phone, internet and mobile app, provide clear expectations regarding departmental responsiveness, and track the status of their requests from intake to completion.

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# Appendix

## Departmental Strategic Action Plan

### Clerk



### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: Office of the Richmond City Clerk  
Submitted By: Candice Reid

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#### Section 2: Mission & Purpose Statements

Mission Statement: The mission of the Office of the Richmond City Clerk is to ensure the preservation, integrity, and accessibility of the City's official record through the shared management of the legislative process, to provide administrative and technical support to the City Council, to create and disseminate accurate information concerning legislative decisions and policies, and to protect the City Seal.

Purpose Statement: The purpose of the Office of the Richmond City Clerk is to improve the internal and external communication of City operations and build a transparent government for City employees and citizens.



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# Appendix

## Departmental Strategic Action Plan

### Community Wealth Building



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Office of Community Wealth Building  
Submitted By: Caprichia Smith Spellman, Director

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##### Section 2: Mission & Purpose Statements

Mission Statement: The mission of the Office of Community Wealth Building (OCWB) is to drive solutions that improve the quality of life and expand pathways to prosperity for all Richmond residents to foster a stronger, more unified city.

Purpose Statement: We envision a thriving city where economic growth, community-rooted solutions, and generational advancement is accessible to all.



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# Appendix

## Departmental Strategic Action Plan

### Council Chief of Staff



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Richmond City Council Office of Council Chief of Staff

Submitted By: RJ Warren, Council Chief of Staff

##### Section 2: Mission & Purpose Statements

**Mission Statement:** The Mission of the Richmond City Council Office of Council Chief of Staff is to support the City Council by providing fiscal and policy analysis, public information, and administration on behalf of the City Council in creating/amending local laws, levying local taxes, providing government policy/oversight, and establishing the annual Richmond Government Budget.

**Purpose Statement:** The Office of Council Chief of Staff supports Richmond City Council by providing general management and control over Richmond City Council operations on behalf of the institution of Council. Responsibilities on behalf of the institution of Council include directing and managing day-to-day and ongoing administrative activities; research, analysis and facilitation of the Richmond Government Budget and proposed City and State legislation; monitoring compliance with established public policy and the Richmond Government Budget; management and delivery of Council Public Information and Special Events; facilitation between Council, Mayor's Office and Chief Administrative Officer and other City department/agencies; and oversight of Council Offices.

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CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Economic Development



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Economic Development

Submitted By: Angie Rodgers, Director, Department of Economic Development

##### Section 2: Mission & Purpose Statements

Mission Statement: To aggressively pursue and generate equitable economic opportunities that create high quality jobs for the citizens of the City of Richmond and increase the tax base to support the funding of essential services to Richmond residents.

Purpose Statement: Richmond is a premier city for equitable economic development.

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# Appendix

## Departmental Strategic Action Plan

### Emergency Communications



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Emergency Communications, Preparedness

Submitted By: Jonathan Fetterman

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##### Section 2: Mission & Purpose Statements

Mission Statement: DECPR provides leadership and support through coordination of emergency management resources, collaborative public safety partnerships, and reliable and efficient E-9-1-1 emergency services.

Purpose Statement: We believe everyone deserves to live in a safe community.



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# Appendix

## Departmental Strategic Action Plan

### Finance



### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: Department of Finance

Submitted By: Letitia Shelton, Director of Finance

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#### Section 2: Mission & Purpose Statements

Mission Statement: To manage and safeguard the shared capital of the City of Richmond's citizens, businesses, departments, and partners.

Purpose Statement: A citizen-focused Finance Department that is streamlined, transparent, and serves as a centralized resource for the City's many departments, offices, and partner organizations.



CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Fire & Emergency Services



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Richmond Fire and Emergency Services

Submitted By: Interim Chief Jeffrey Segal

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Action Plan](#)

##### Section 2: Mission & Purpose Statements

Mission Statement: The mission of the Department of Fire and Emergency Services is to provide safe, effective and efficient emergency services; built on strong relationships and designed to provide high quality results.

Purpose Statement: The purpose of the Richmond Fire and Emergency Services is to deliver the highest level of fire protection, emergency medical care, property conservation, and hazard mitigation to the City of Richmond with a spirit of excellence.



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# Appendix

## Departmental Strategic Action Plan

### General Services



### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: **GENERAL SERVICES**

Submitted By: Gail Johnson, Director

#### Section 2: Mission & Purpose Statements

Mission Statement: Provide for safe, effective, and cost-efficient services to all City employees.

Purpose Statement: DGS' purpose is to optimize the City's real estate portfolio of owned and leased facilities through strategic investment development; procuring and maintaining vehicle assets needed to support city delivered city services; overseeing parking operations which includes on and off street operations, immobilization, towing operations, implementation of the Residential Permit Program and the Clean Sweep, that supports businesses, residents, and visitors to the city; providing architectural/engineering design and construction management services that provide improved quality of life, strengthen public safety and emergency preparedness and elevate our Richmond Story; and to provide maintenance and security to city owned facilities to ensure functional, comfortable and safe working environments for all city citizens and staff.

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# Appendix

## Departmental Strategic Action Plan

### Housing & Community Development



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Housing and Community Development

Submitted By: Director Merrick T. Malone

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##### Section 2: Mission & Purpose Statements

**Mission Statement:** The City of Richmond's Department of Housing and Community Development's (HCD) mission is to build strong, healthy, and thriving mixed-income neighborhoods that meet the needs of all Richmonders by ensuring access to a spectrum of quality affordable housing options, both rental and homeownership, that are transit oriented, support commercial enterprises, offer community amenities, and are sustainable and resilient.

**Purpose Statement:** The Department of Housing and Community Development works to create and preserve safe, affordable, and inclusive housing opportunities, support neighborhood revitalization, and enhance the quality of life for all residents. Through strategic partnerships, equitable investment, and community engagement, the department aims to promote housing stability, prevent displacement, and foster resilient, thriving communities across the city.



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# Appendix

## Departmental Strategic Action Plan

### Human Resources



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Human Resources

Submitted By: Tyrome Alexander



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##### Section 2: Mission & Purpose Statements

Mission Statement: To provide high-quality, holistic, innovative, and human-centric services for its internal and external customers, who include administrators, staff, and prospective employees of the City of Richmond. The department's services elevate the city to an employer of choice by building a progressive, innovative, and inclusive organization, designing employee wellness and development programs, and administering equitable and consistent policy.



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# Appendix

## Departmental Strategic Action Plan

### Information Technology



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Information Technology

Submitted By: Charles G. Todd

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##### Section 2: Mission & Purpose Statements

Mission Statement: The Department of Information Technology is an internal service organization that provides centralized IT services for City agencies through the development, implementation, and operation of complex information systems.

Purpose Statement: The Department of Information Technology will deliver secure, reliable, and convenient technology services.



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# Appendix

## Departmental Strategic Action Plan

### Inspector General



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Office of Inspector General

Submitted By: Foster Curtiss

##### Section 2: Mission & Purpose Statements

Mission Statement: Promote accountability and maintain trust.

Purpose Statement: The Office of Inspector General exists to hold government officials accountable for efficient, cost-effective government operations and to prevent, detect, identify, expose and eliminate fraud, waste, corruption, illegal acts and abuse.

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Action Plan](#)



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# Appendix

## Departmental Strategic Action Plan

### Justice Services



### City of Richmond Departmental Strategic Action Plan FY 2026

#### Section 1: Department Information

Department Name: Justice Services

Submitted By: Dawn Barber

#### Section 2: Mission & Purpose Statements

Mission Statement: Prevent, reduce, and repair harm to the community by working with vulnerable citizens and holding them accountable through a range of programs and services designed to transform decision-making.

Purpose Statement: The desired outcomes for DJS clients and residents are to:

- satisfy all court obligations
- address behaviors that interfere with an individual's activities of daily living
- obtain employment and/or job readiness skills
- reduce the risk of re-offending by addressing criminal thinking and improving decision-making abilities

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# Appendix

## Departmental Strategic Action Plan

### Public Library



### City of Richmond

#### Departmental Strategic Action Plan

FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: Richmond Public Library

Submitted By: Scott Firestine, Director

#### Section 2: Mission & Purpose Statements

Mission Statement: To inform, enrich, and empower Richmond's residents to enrich the lives and expand opportunities for all residents by promoting reading and the active use of cultural, intellectual, and informational resources through a dedication to excellence and professional service.

Purpose Statement: To enhance the Library's role as a destination of choice for citizens, a partner of choice for community groups and other organizations seeking greater impact, and a more active and engaging learning institution for all city residents.

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CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Minority Business Development



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Office of Minority Business Development

Submitted By: Pat Foster

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Action Plan](#)

##### Section 2: Mission & Purpose Statements

Mission Statement: OMBD is committed to advancing economic inclusion by creating equitable contracting opportunities for Minority Business Enterprises (MBEs), Emerging Small Businesses (ESBs), and Disadvantaged Business Enterprises (DBEs) in the City of Richmond.

Purpose Statement: OMBD exists to eliminate barriers to economic opportunity by empowering historically underserved businesses to thrive, contribute to a more equitable economy, and strengthen the City of Richmond's economic landscape through inclusive participation in procurement and development.



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# Appendix

## Departmental Strategic Action Plan

### Neighborhood & Community Services



#### City of Richmond Departmental Strategic Action Plan FY 2026

##### Section 1: Department Information

Department Name: Neighborhood and Community Services

Submitted By: Tiffany Ford

##### Section 2: Mission & Purpose Statements

Mission Statement: To provide a coordinated service delivery model that promotes self-sufficiency of the neighborhood through a community service model.

Purpose Statement: The Department of Neighborhood and Community Services (NCS) for the City of Richmond is focused on fostering safe and healthy communities, strengthening coordination across services and neighborhoods, and breaking down silos to promote greater connectivity and collaboration. By encouraging sustainability and resilience at the neighborhood level, NCS aims to create the conditions for long-term success. These objectives reflect the department's broader mission to promote self-sufficiency through a community service model and to build strong partnerships that improve access, equity, and economic stability for all residents.

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CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Parks, Recreation, & Community Facilities



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: Department of Parks, Recreation, and Community Facilities

Submitted By: Chris Frelke, Director

#### Section 2: Mission & Purpose Statements

Mission Statement: Parks, Recreation, and Community Facilities is committed to Richmond and enriching citizens' quality of life by providing effective, efficient, and high-quality leisure facilities, services, and programs for all generations.

Purpose Statement: Parks, Recreation & Community Facilities (PRCF) is a professional, accountable, and compassionate department that works to build up Richmond by providing exceptional services and opportunities for a high quality of life for all citizens and strives to preserve, protect, maintain, and improve all of its natural resources, parkland, community facilities, and recreation opportunities for current and future generations. The department provides places and recreational opportunities for all people to gather, celebrate, contemplate, and engage in activities that promote health, well-being, community, and the environment.

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CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Planning & Development Review



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Planning and Development Review

Submitted By: Kevin J. Vonck, Director

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##### Section 2: Mission & Purpose Statements

Mission Statement: As directed by the City Charter and City Code, the Department of Planning and Development Review promotes health, safety, morals, comfort, prosperity, and general welfare through the physical development of the City.

Purpose Statement: The City of Richmond has an accessible, productive, resilient, and exceptional built environment.



CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Police



### City of Richmond

#### Departmental Strategic Action Plan

FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: Richmond Police Department

Submitted By: Chief Rick Edwards – Richmond Police Department

#### Section 2: Mission & Purpose Statements

Mission Statement: Our mission is to make the City of Richmond safer through community policing and engagement, to build open and transparent relationships within our diverse and vibrant communities, to reduce crime through relentless follow-up, to problem-solve utilizing a collaborative spirit, and to provide the highest standard of responsiveness, professionalism and protections guaranteed to all that live, work, and visit our great City. Also, see attached Guiding Principles.

Purpose Statement: Public safety in the City of Richmond: respond to calls for service, deter criminal activity, investigate crimes.

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Action Plan](#)



CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Procurement Services



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Department of Procurement Services  
Submitted By: Rene Almaraz

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Action Plan](#)

##### Section 2: Mission & Purpose Statements

Mission Statement: Support the City by performing the procurement function in a customer-focused, strategic, ethical, and transparent manner while providing opportunities to diverse suppliers and complying with applicable governing laws and policies.

Purpose Statement: The purpose of the Department of Procurement Services is to:  
(1) Increase public confidence in purchasing by this City;  
(2) Encourage competition in public purchasing among vendors or contractors;  
(3) Administer fairly and equitably purchasing policies among bidders; and



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# Appendix

## Departmental Strategic Action Plan

### Public Utilities



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Public Utilities

Submitted By: Scott Morris, Director



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##### Section 2: Mission & Purpose Statements

Mission Statement: To provide safe and reliable utility service while creating exceptional value.

Purpose Statement: To proactively serves the utility needs of regional customers through environmental stewardship and resource conservation, while providing cost effective, safe service.



CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Public Works



### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

#### Section 1: Department Information

Department Name: Department of Public Works

Submitted By: Bobby Vincent, Jr.



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#### Section 2: Mission & Purpose Statements

Mission Statement: The City of Richmond's Department of Public Works mission is to provide a clean, safe, and healthy environment.

Purpose Statement: The Department of Public Works will become the organizational leader in customer satisfaction by improving communication, assuring organizational alignment, and affecting positive change while preserving our national accreditation.



CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Retirement



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Retirement

Submitted By: Leo Griffin/ Kia Johnson

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##### Section 2: Mission & Purpose Statements

**Mission Statement:** To deliver timely and effective communications and retirement services with integrity and professionalism to the members of the Richmond Retirement System (RRS), its Board of Trustees, City officials, departments, and City Council.

**Purpose Statement:** Our vision is to be a leader in pension fund management and administration. Every employee of the Richmond Retirement System (RRS) displays a devotion to maintaining excellence in public service and embraces the highest standards of excellence, accountability, dependability and integrity. Active and retiree members should take pride in knowing the RRS provides the best retirement services available and is an exemplary steward of their pension funds.



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# Appendix

## Departmental Strategic Action Plan

### Social Services



#### City of Richmond Departmental Strategic Action Plan FY 2026

##### Section 1: Department Information

Department Name: Social Services

Submitted By: Shunda T. Giles

##### Section 2: Mission & Purpose Statements

Mission Statement: Improve the quality of life for all people of the City of Richmond through prevention, intervention and support services that foster self-sufficiency and resilience.

Purpose Statement: RDSS is a state supervised, locally administered social services department. The overarching goal of the department is to increase all participants' capacity to function independently and provide protection for abused and neglected children, the aged, and the disabled.

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CITY OF RICHMOND

# Appendix

## Departmental Strategic Action Plan

### Strategic Communications



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Office of Strategic Communications

Submitted By: Ross Catrow



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##### Section 2: Mission & Purpose Statements

Mission Statement: To facilitate open communication between Richmond and its stakeholders to encourage public participation and raise awareness of City programs, services and events; increase transparency, and enhance quality of life.

Purpose Statement: *Provide a brief description of the overall objectives of the agency.*

The Office of Strategic Communications tells the City of Richmond's stories and empowers residents to tell their



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# Appendix

## Departmental Strategic Action Plan

### Sustainability



#### City of Richmond Departmental Strategic Action Plan FY 2026

Refer to the "[Strategic Action Plan Template Guide FY2026](#)" attachment for definitions, SMART goal support, and detailed pillar alignment examples.

##### Section 1: Department Information

Department Name: Office of Sustainability  
Submitted By: Director, Laura Thomas



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Action Plan](#)

##### Section 2: Mission & Purpose Statements

Mission Statement: Serve as the "central hub" of equitable climate action and resilience

Purpose Statement: Achieve our Vision that all Richmonders, regardless of their identity or neighborhood, thrive in a climate resilient and climate neutral community

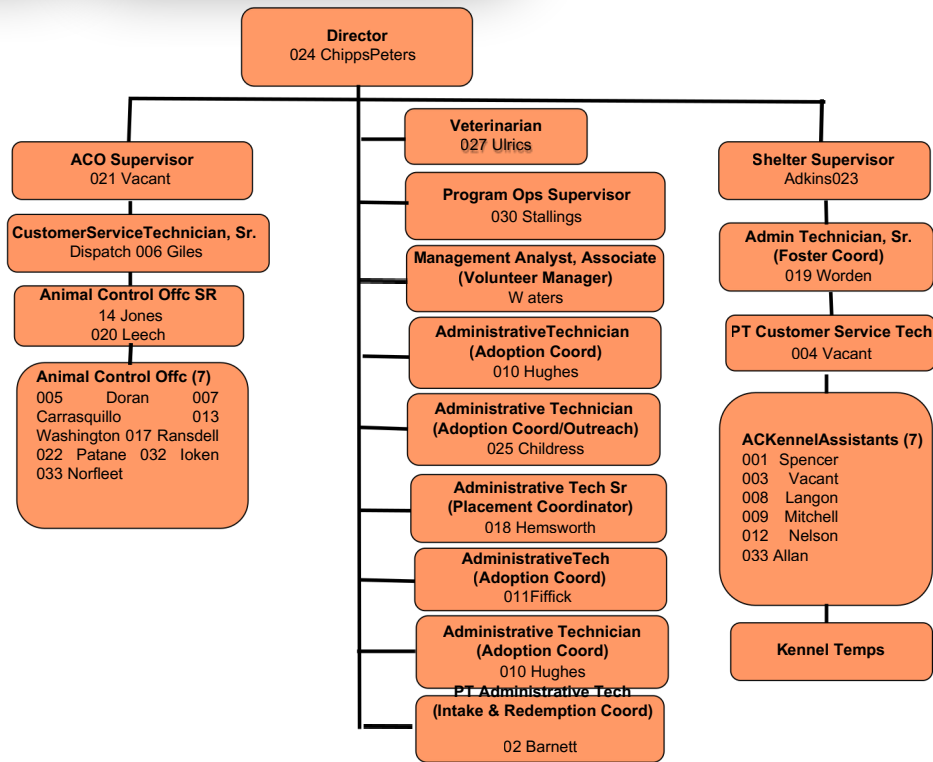


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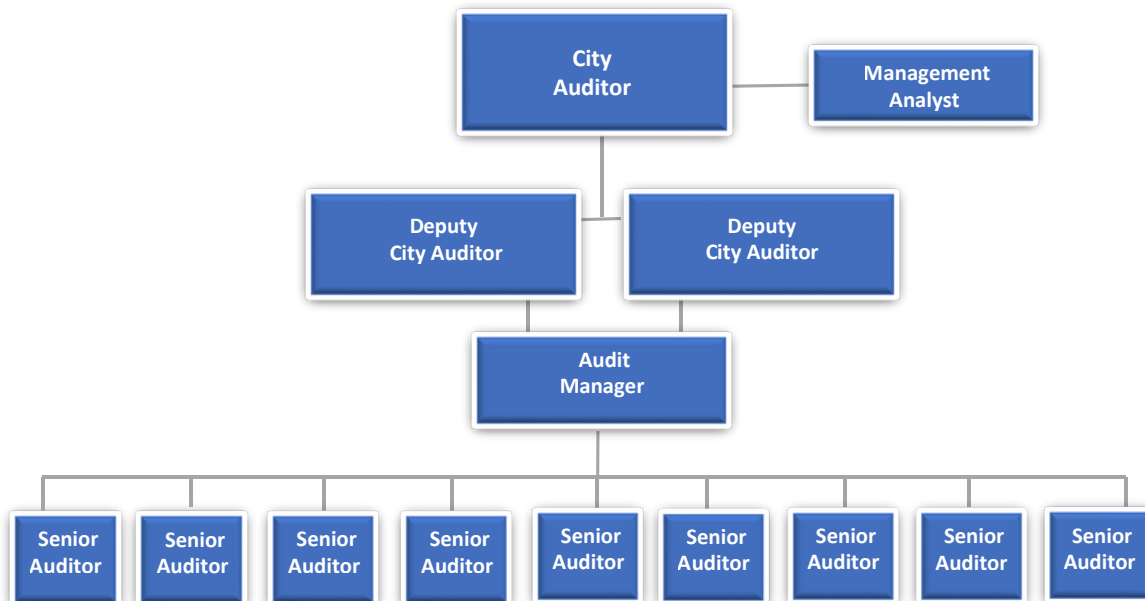
# Appendix

## Departmental Organization Chart

### Animal Care & Control



### Auditor



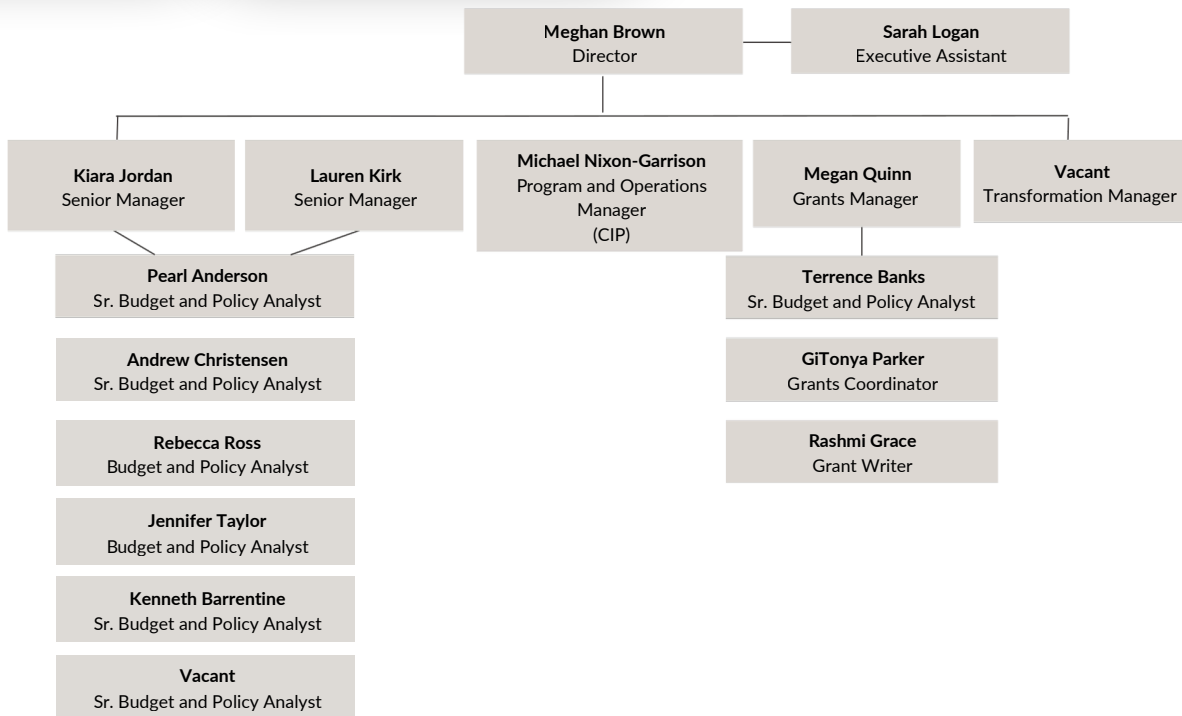


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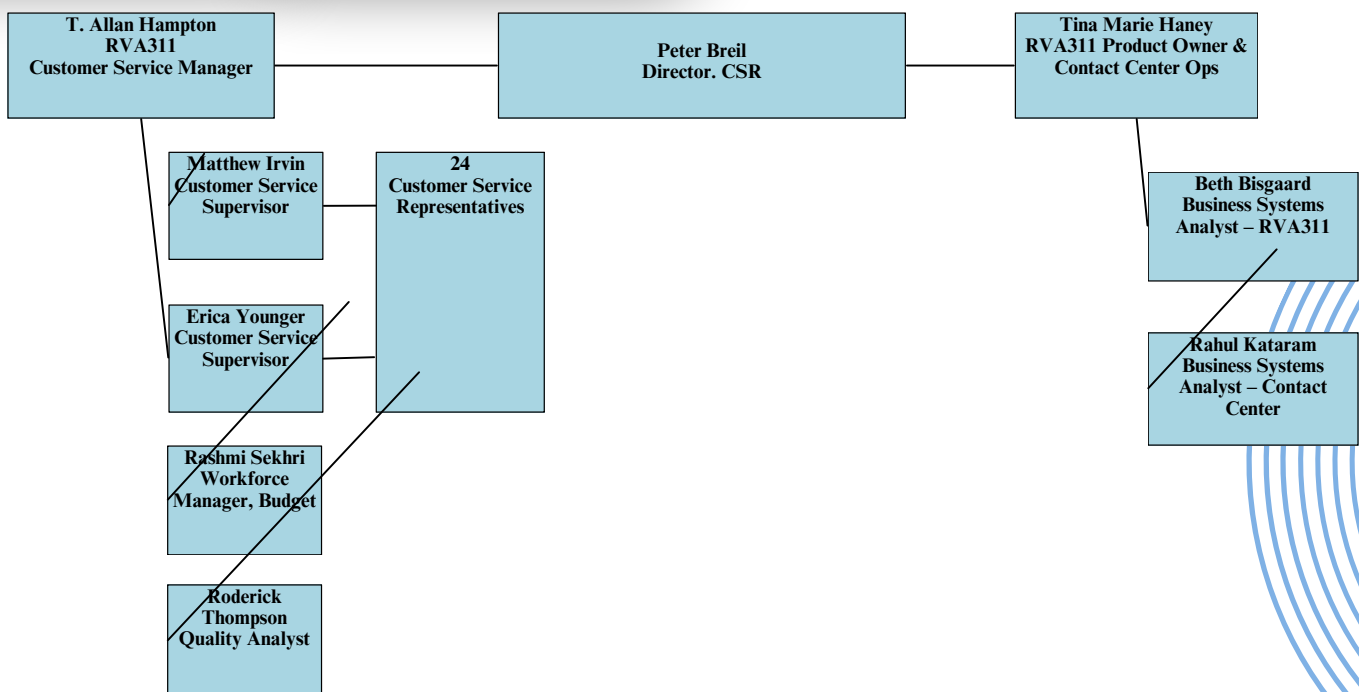
# Appendix

## Departmental Organization Chart

### Budget & Strategic Planning



### Citizens Service & Response



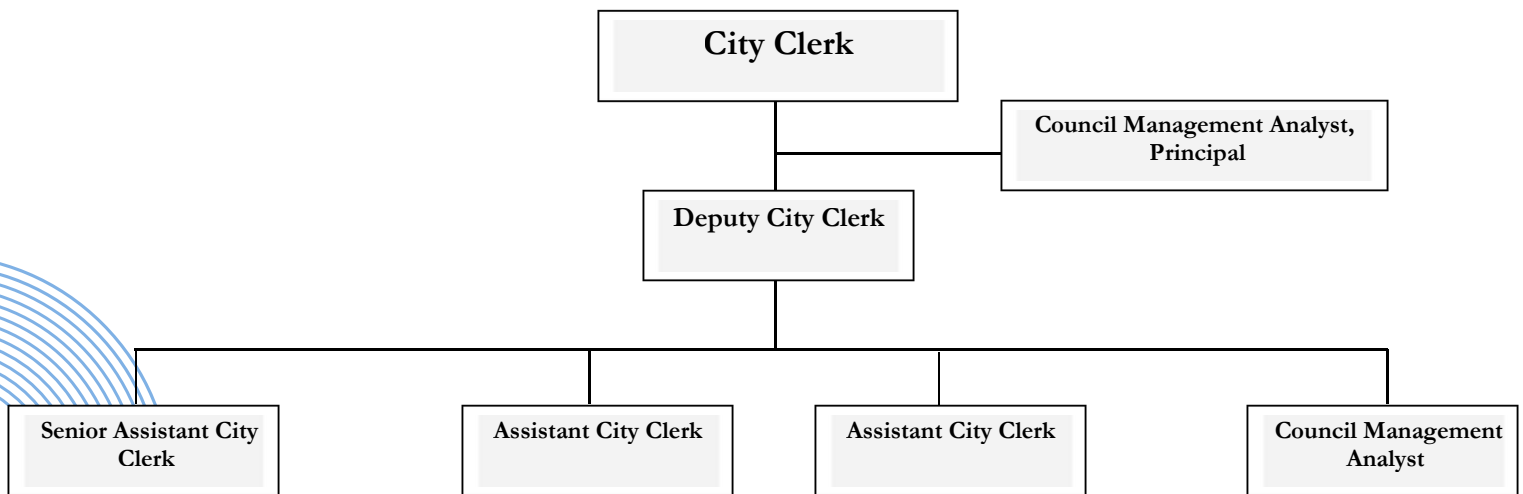


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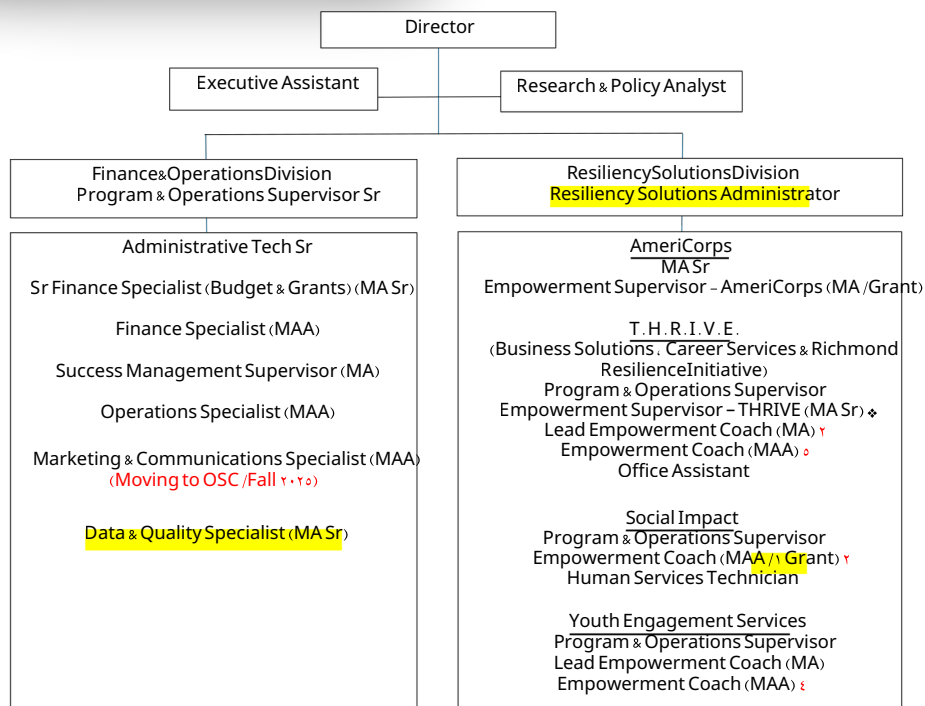
# Appendix

## Departmental Organization Chart

### Clerk



### Community Wealth Building



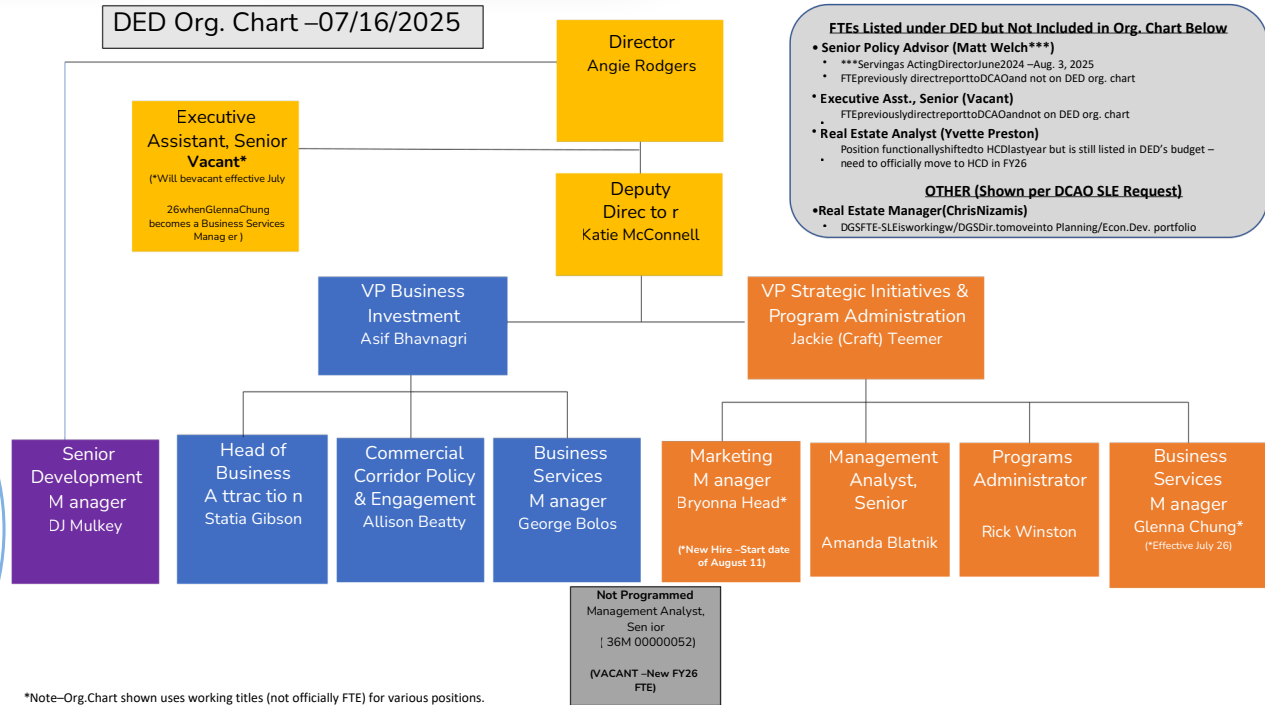


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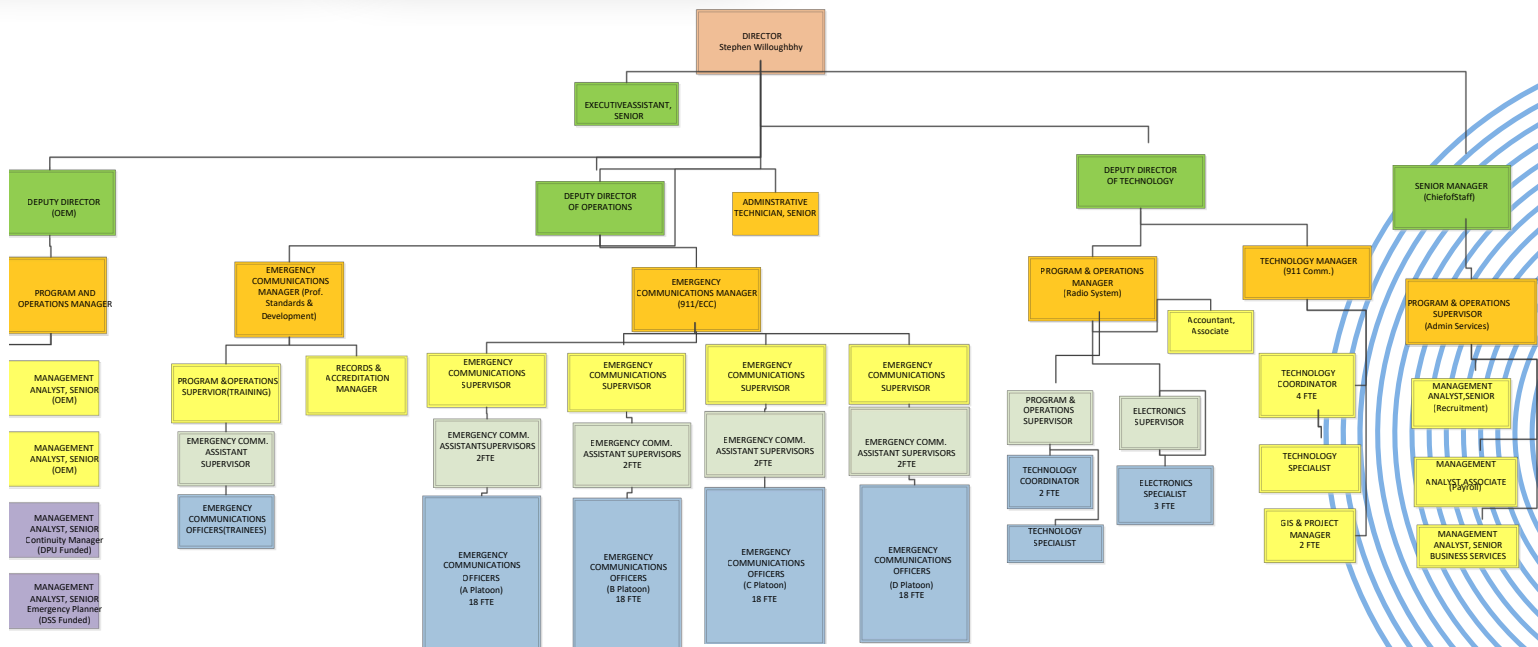
# Appendix

## Departmental Organization Chart

### Economic Development



### Emergency Communications



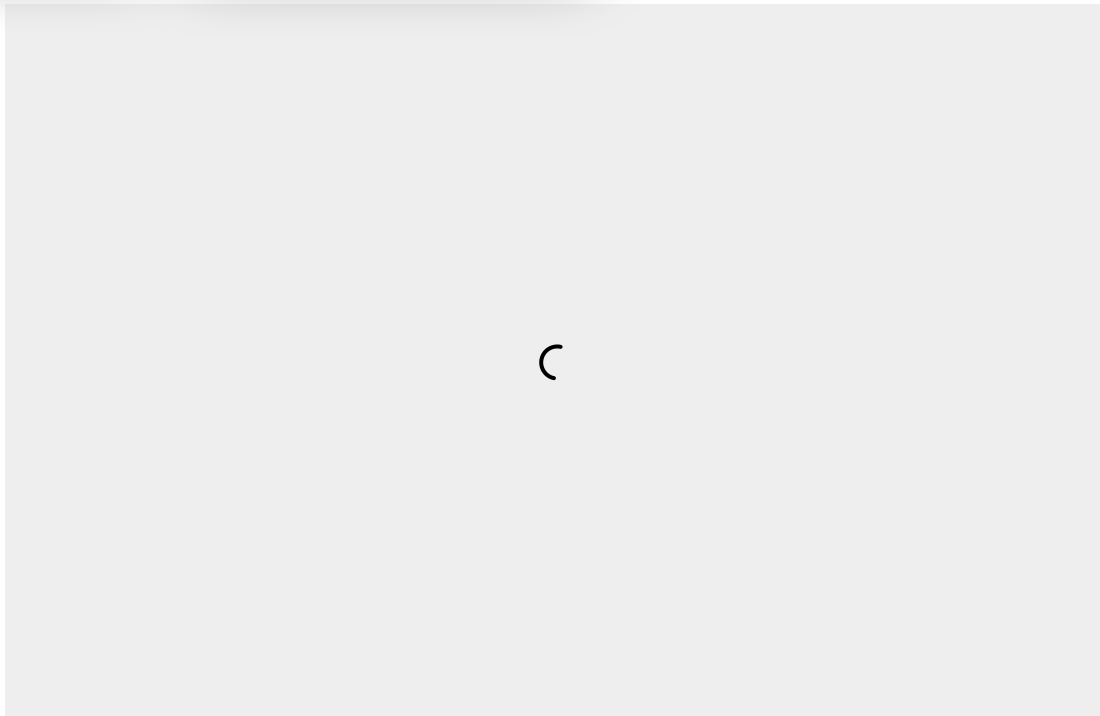


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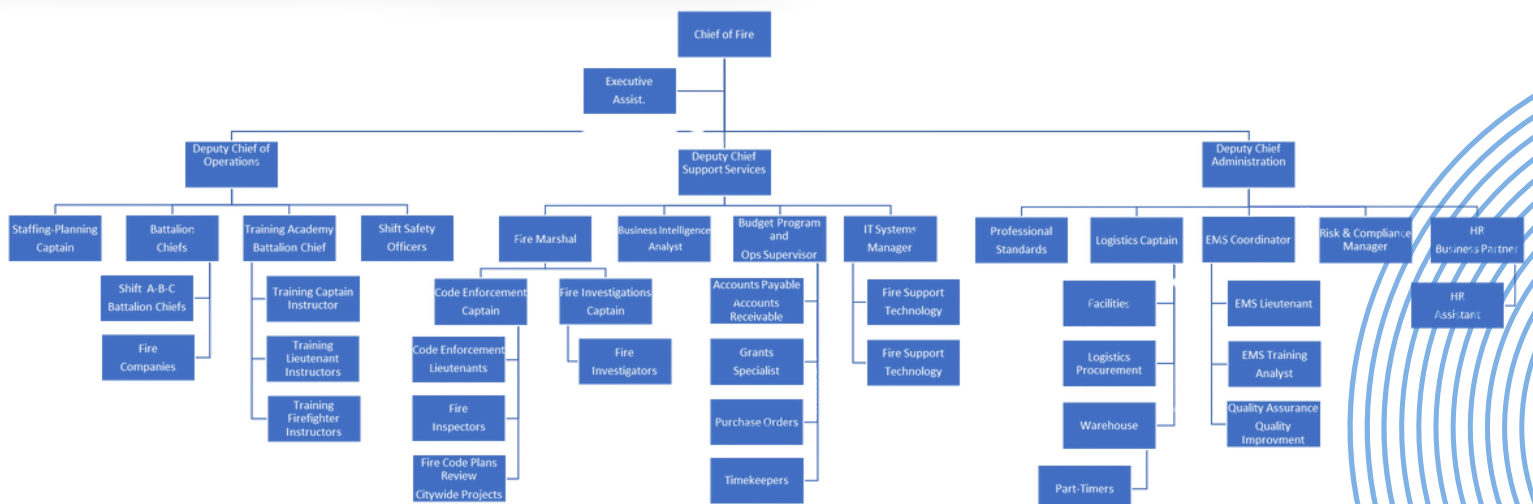
# Appendix

## Departmental Organization Chart

### Finance



### Fire & Emergency Services



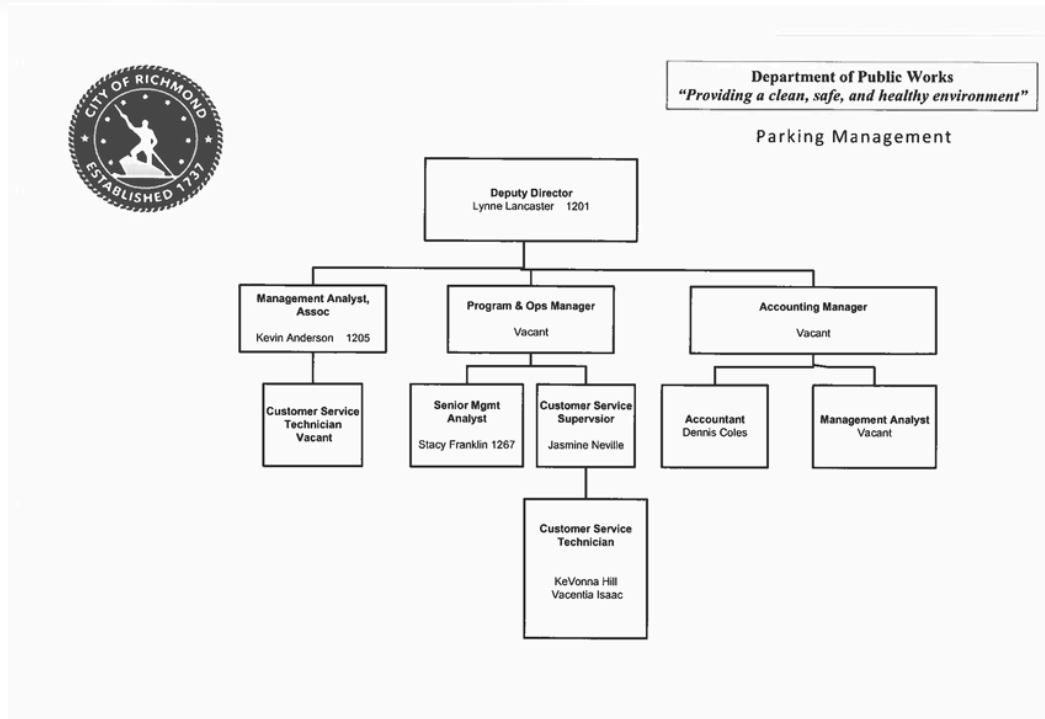


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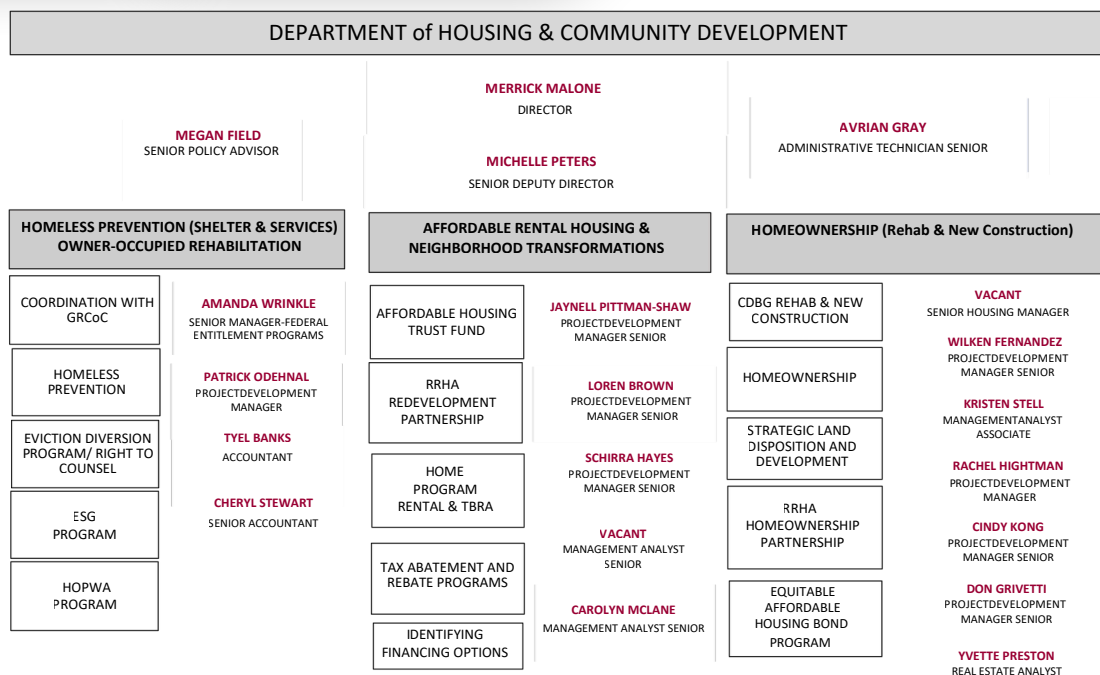
# Appendix

## Departmental Organization Chart

### General Services



### Housing & Community Development



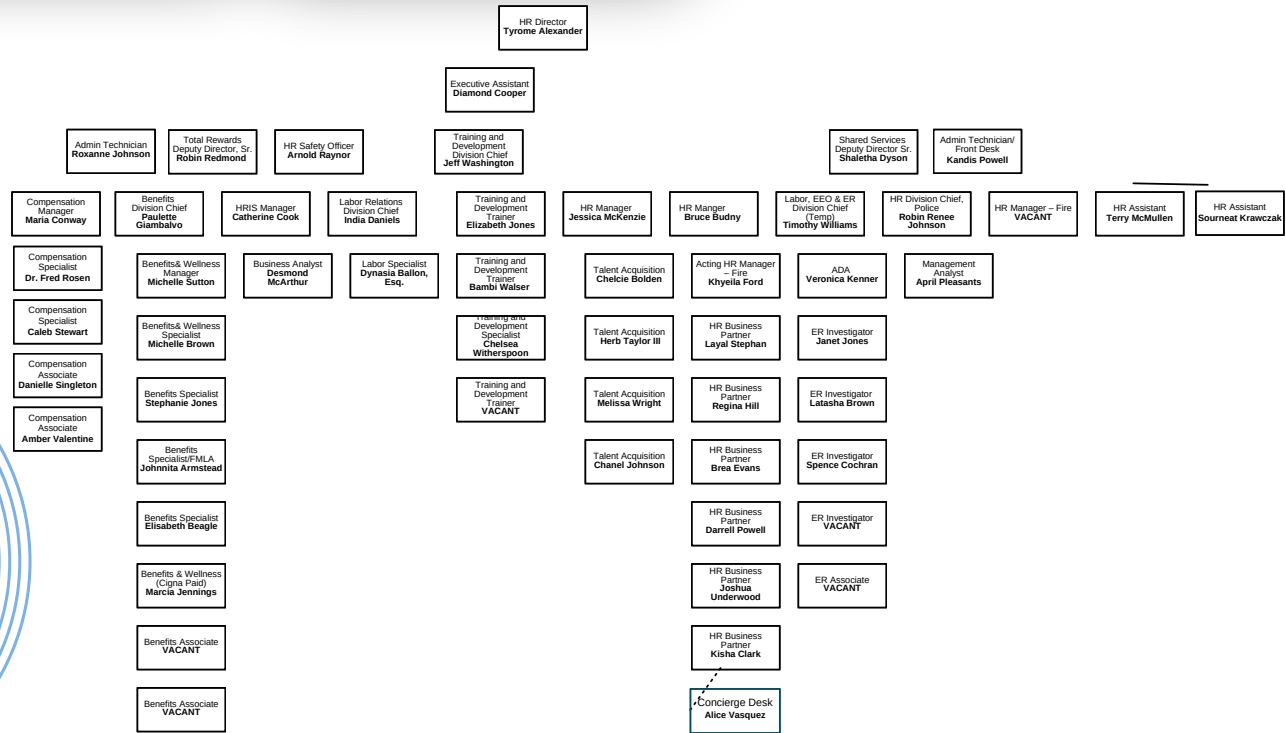


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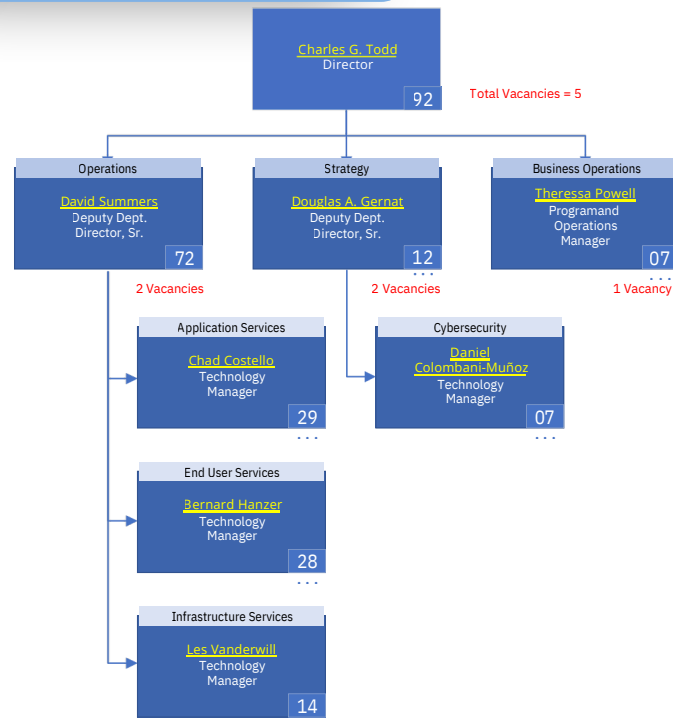
# Appendix

## Departmental Organization Chart

### Human Resources



### Information Technology



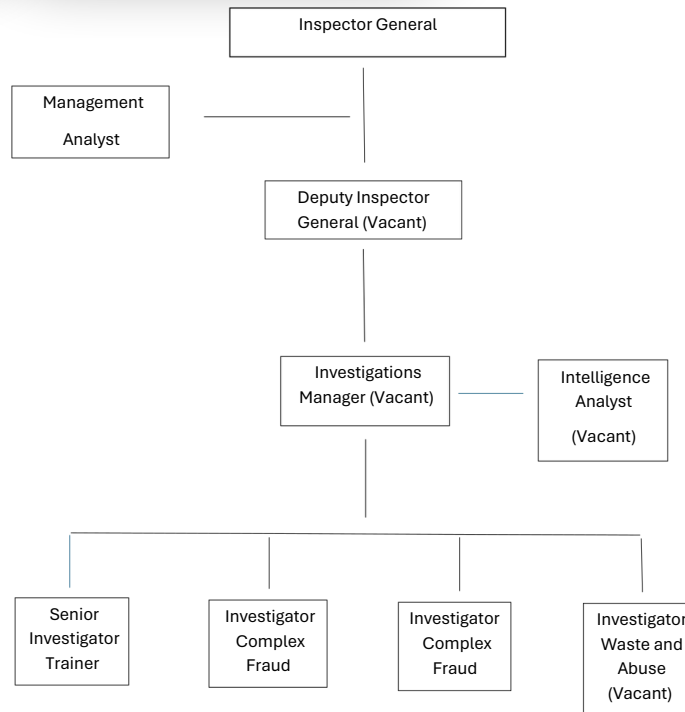


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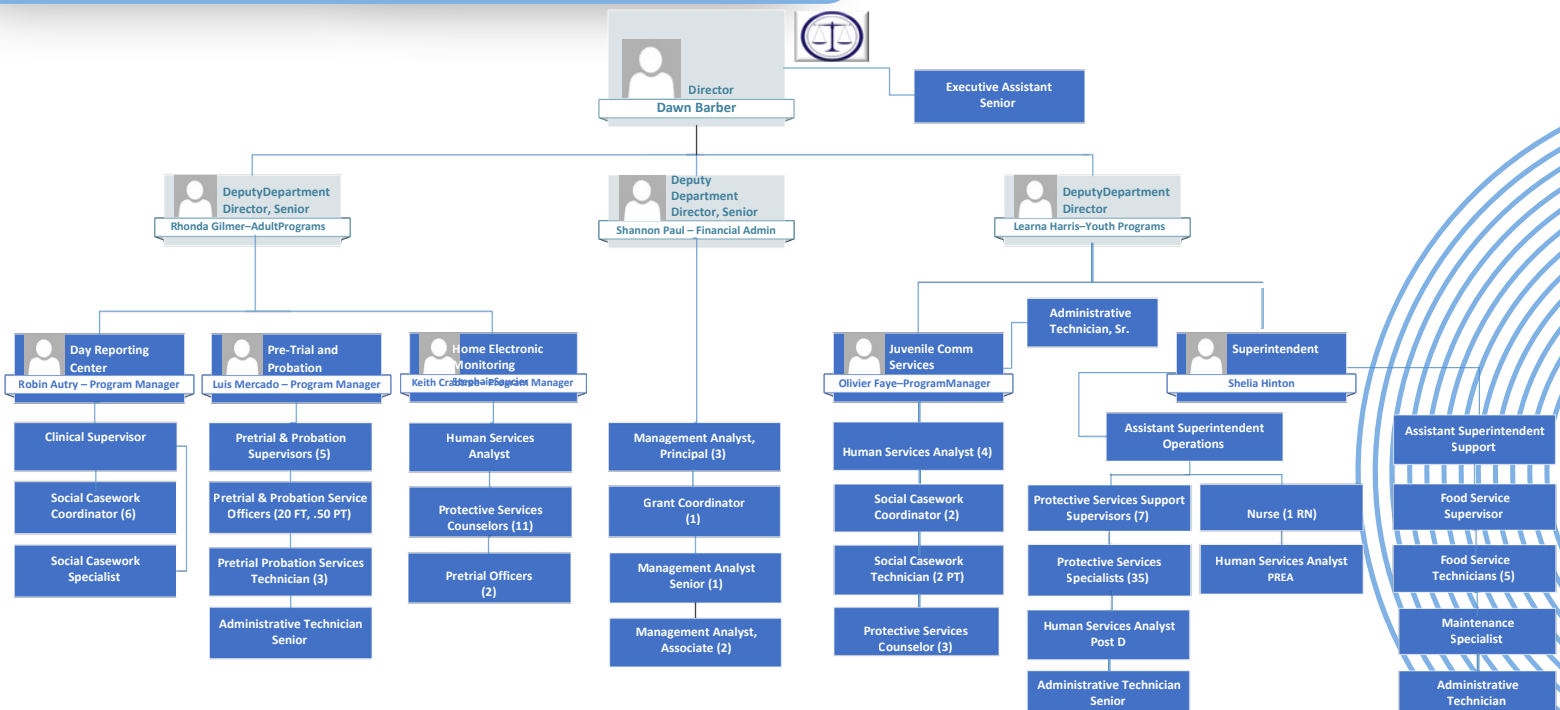
# Appendix

## Departmental Organization Chart

### Inspector General



### Justice Services





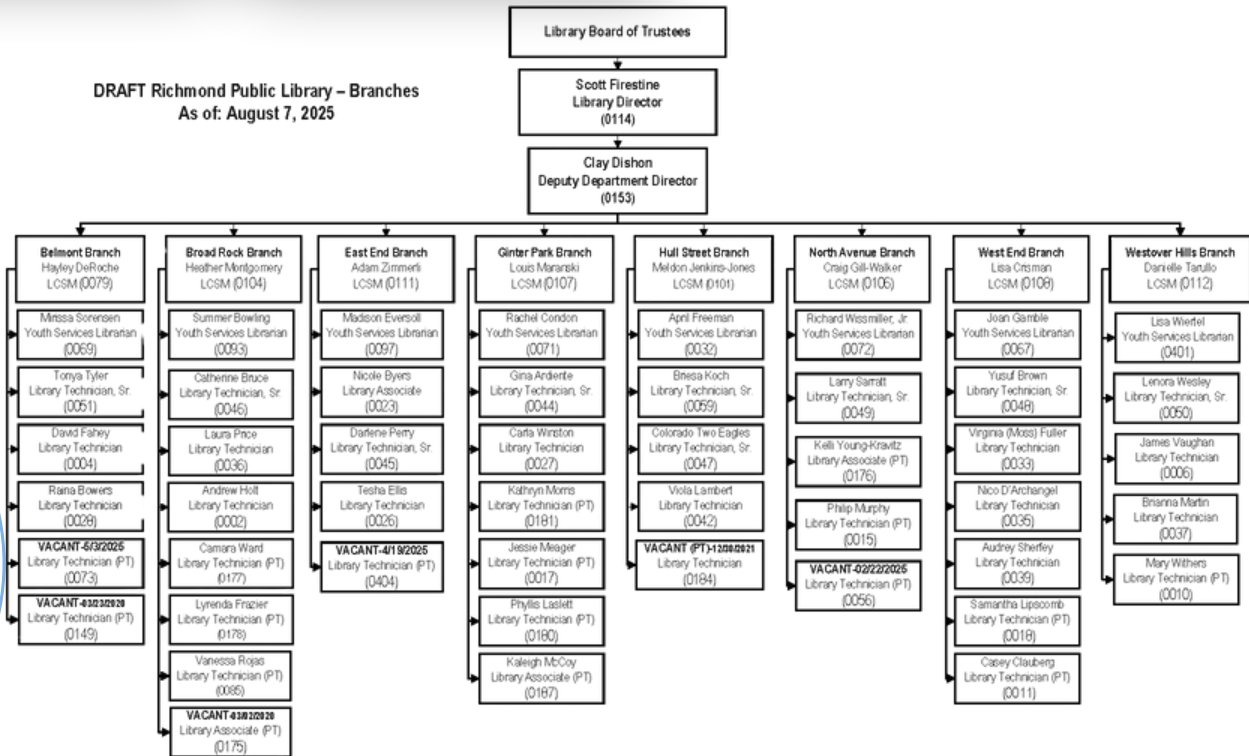
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# Appendix

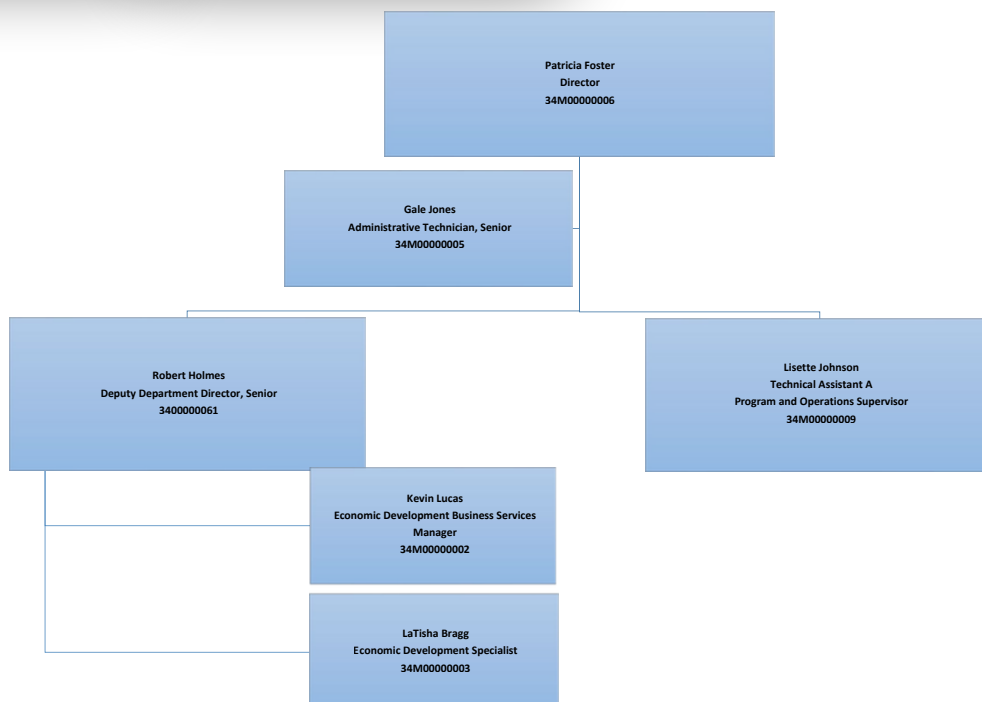
## Departmental Organization Chart

### Library

DRAFT Richmond Public Library – Branches  
As of: August 7, 2025



### Minority Business Development



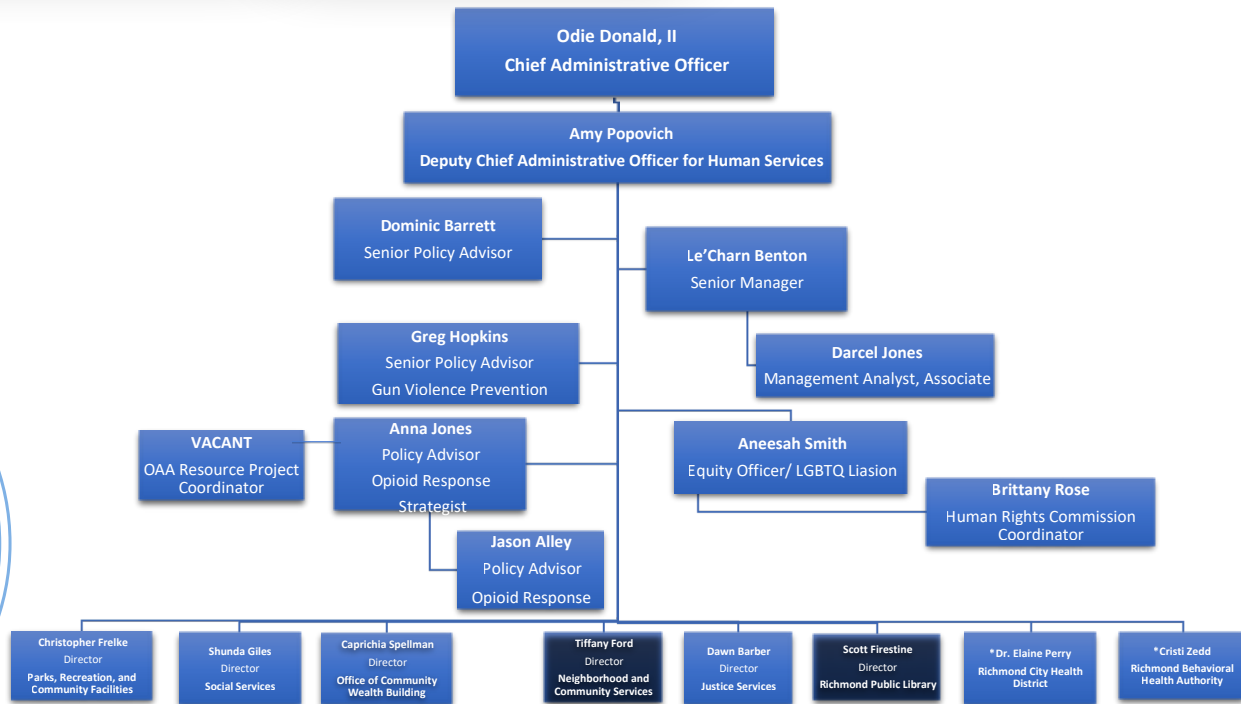


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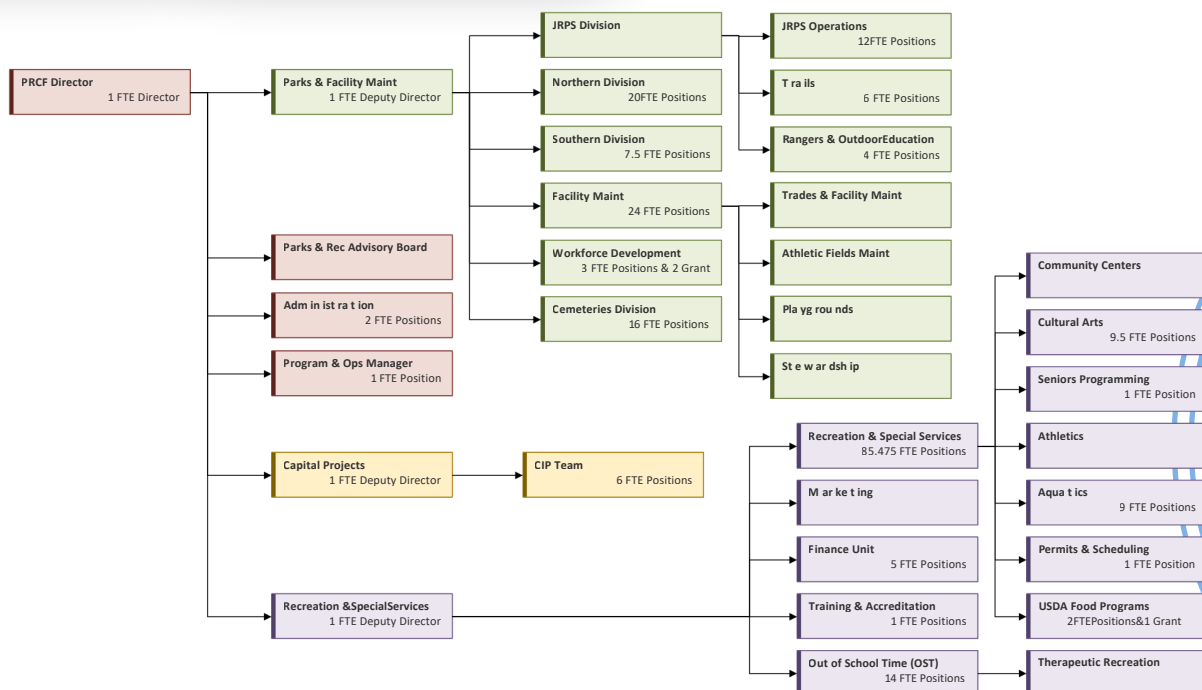
# Appendix

## Departmental Organization Chart

### Neighborhood and Community Services



### Parks, Recreation and Community Facilities



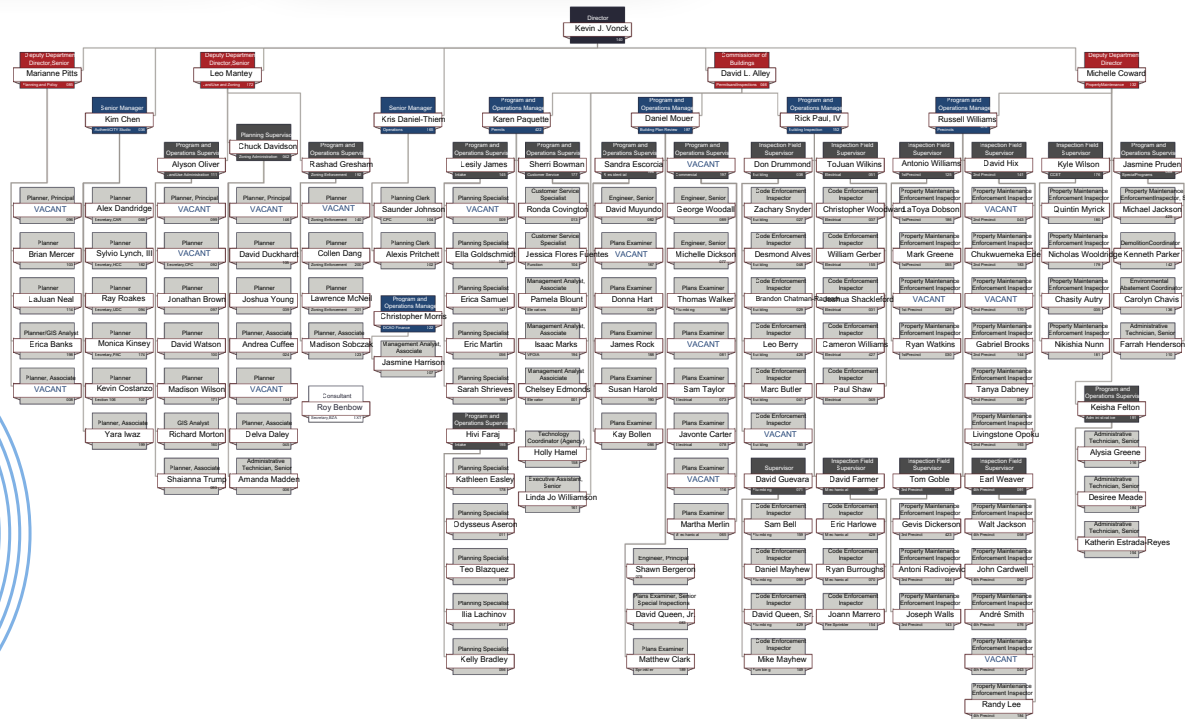


CITY OF RICHMOND

# Appendix

## Departmental Organization Chart

## Planning & Development Review



# Police

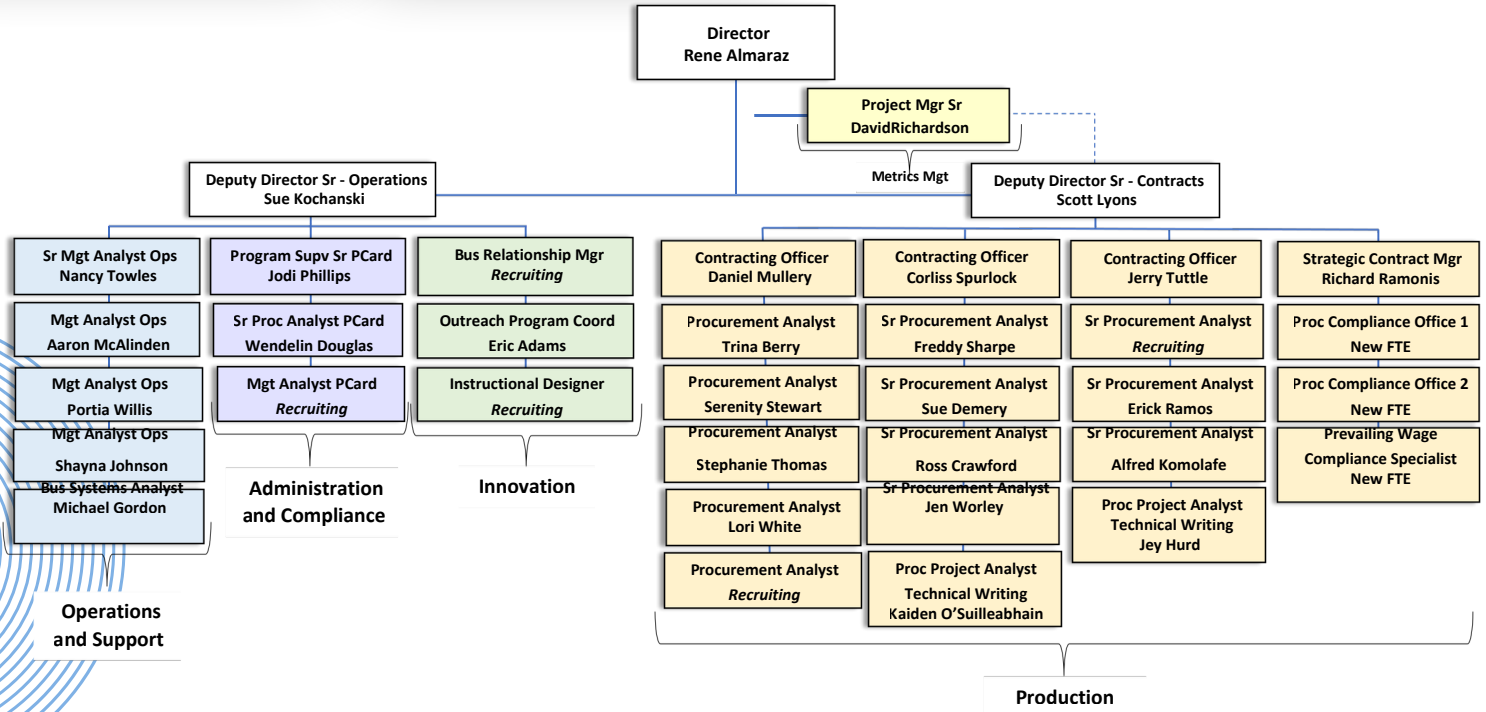


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# Appendix

## Departmental Organization Chart

### Procurement



### Public Utilities

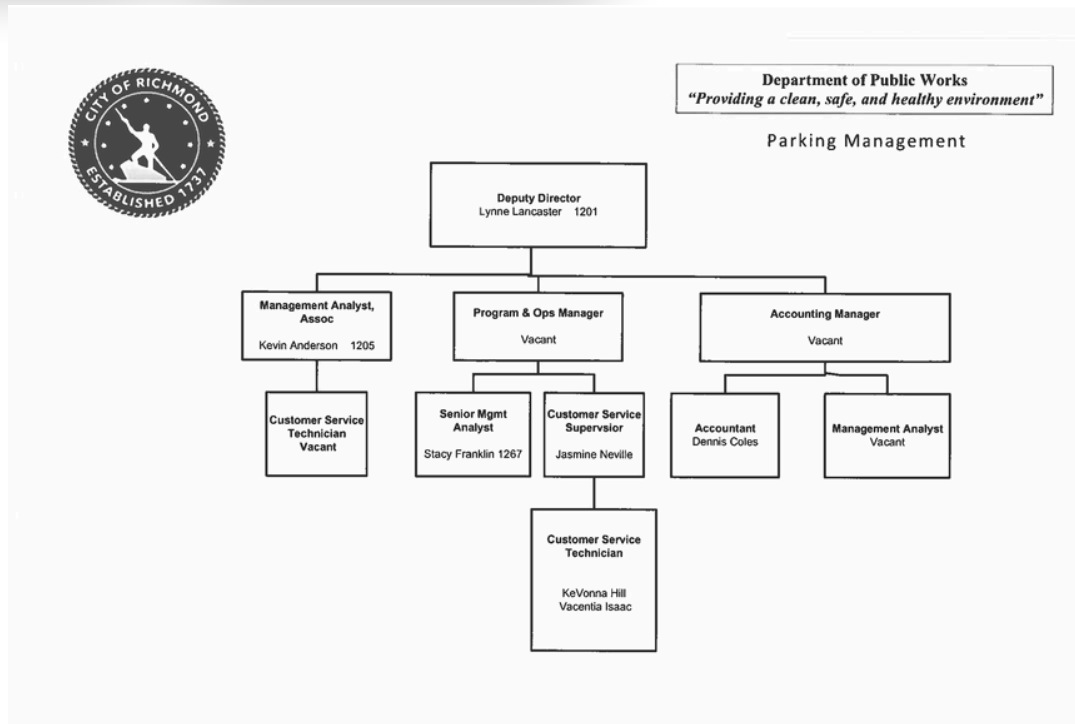


City of Richmond

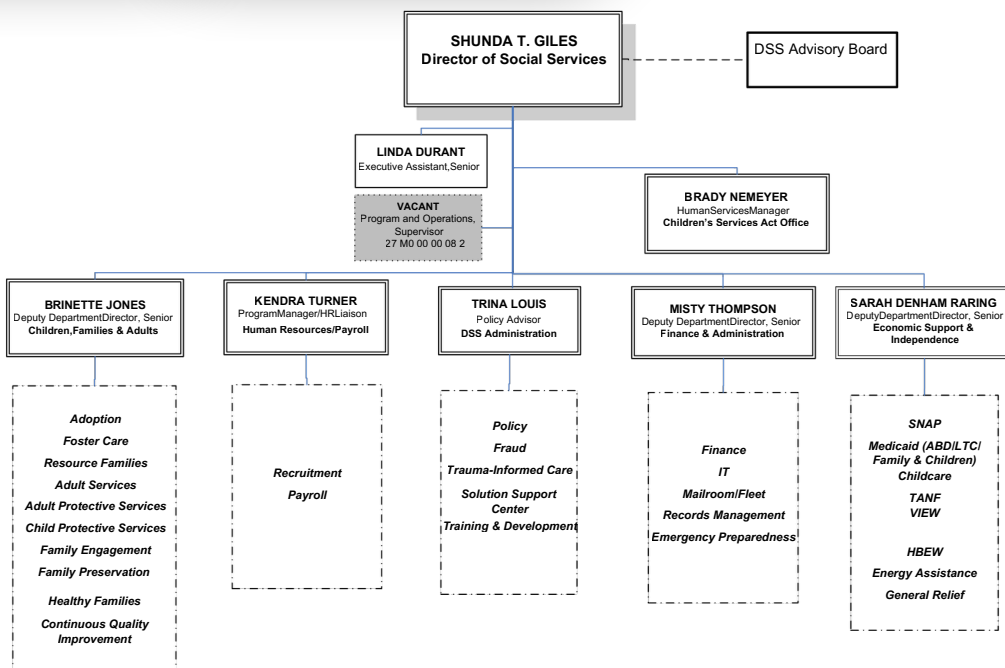
# Appendix

## Departmental Organization Charts

### Public Works



### Social Services



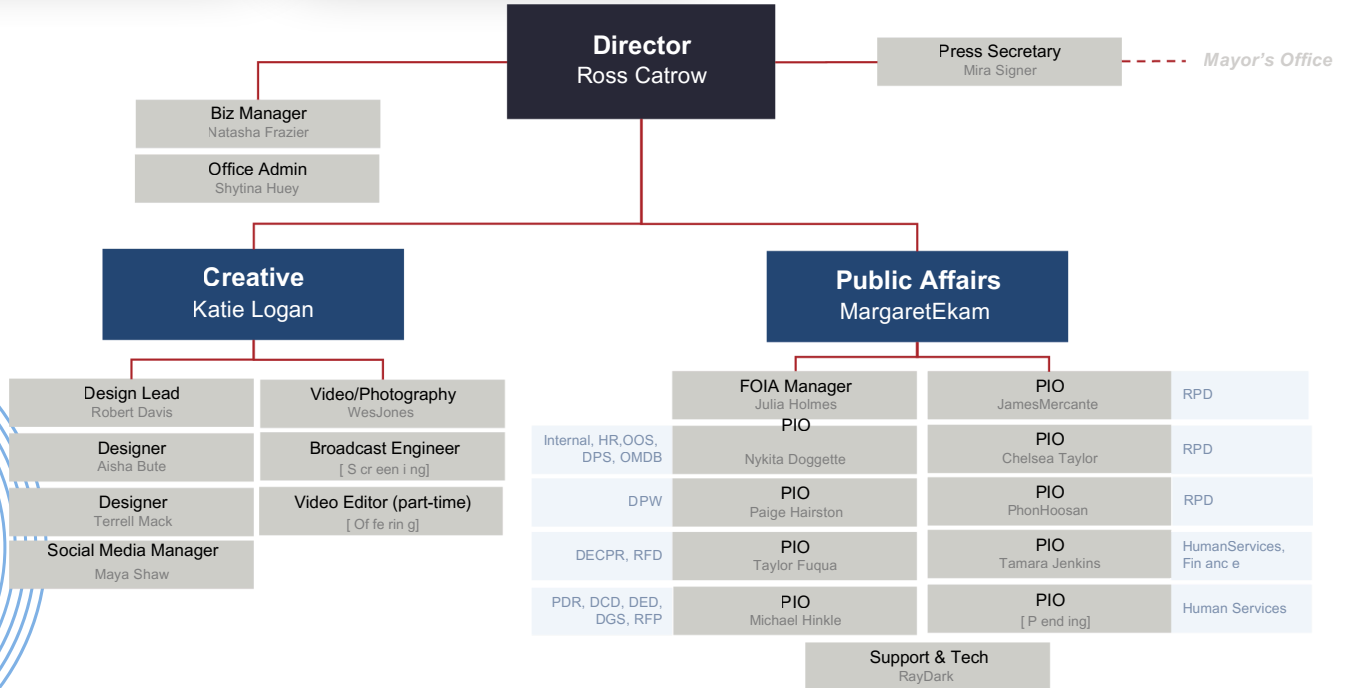


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# Appendix

## Departmental Organization Chart

### Strategic Communications



### Sustainability

