



MAYORAL



ACTION



PLAN



When I arrived at City Hall in January of 2025, I didn't want to just talk about ideas and plans, I wanted to set a clear vision for the kind of city I believed in my heart we could build together. So, I shared a set of seven pillars to build a Thriving Richmond:

1. A Thriving City Hall (that gets things done)
2. Thriving Neighborhoods (that meet our housing needs)
3. Thriving Families (where every child succeeds)
4. A Thriving Economy (that leaves no one behind)
5. Thriving and Inclusive Communities (where everyone's rights are protected)
6. A Thriving and Sustainable Built Environment (planned for future generations)
7. A City That Tells its Stories (and tells the truth about its past)

And now, I am so excited to share an important milestone with you: the release of the Mayoral Action Plan (MAP). The MAP spells out specific goals within each pillar, as well as numerous metrics that the City will develop and track to measure our progress. Together, the pillars and the MAP are the roadmap for building a Thriving Richmond.

The MAP matters because it brings clarity, accountability, and transparency to our work. It spells out what the pillars of a Thriving Richmond mean and how we will measure progress. It also highlights the multidimensional work our City workers do every day to keep this city moving forward. Over time, the MAP will tell our story.

The MAP is built on a few simple ideas. A thriving Richmond must be inclusive and must create opportunities—within housing, education, and the economy—for everyone. It must have a city government that gets the basics right, delivers services efficiently, and engages authentically with residents and businesses. It must be safe. And it must make space for voices across our beautiful, diverse communities, because real change and lasting progress comes from both honoring and building on lived experiences.

I want to thank everyone who has played a role in working tirelessly to bring the MAP to life. I am so excited for the promise that the MAP holds, and the vision we will realize together in our work carrying it out. The MAP isn't just a document, it's a shared commitment: to each other, to our residents, to the communities we serve. It's a promise to keep pushing until Richmond is thriving for everyone. I hope you'll take some time to read it and see how we will work together to write the next chapters of our city's story.

**Danny Avula**

Mayor, City of Richmond

Chief Administrative Officer Odie Donald II

It's an honor to support Mayor Avula in sharing his vision for Richmond and establishing a culture of delivery with Richmonders through the Mayoral Action Plan (MAP). It is clear that the MAP represents the Mayor's vision for the city that we can be. For me, this plan is a roadmap. As we focus on the "nuts and bolts" of government, the MAP is set to ensure we know where we're headed and the routes we'll take to get there.

Publication of this document is a big step forward — and one worth celebrating — but it's important to recognize it as just that, a first step. What does the MAP become now?

- **Common ground.** Each of our agencies has a role to play. This plan will help all City employees — no matter their agency or role — better understand how their work supports the success of the City as a whole. It also helps residents stay connected to the City's goals.
- **A measuring stick.** The MAP lays out metrics that steer our day-to-day tasks. Structural change takes time, and clear metrics help us know that we're moving in the right direction — even if the ultimate goal feels far away.
- **An accountability tool.** The MAP is a public promise of the work we commit to doing. As we measure and evaluate that work, everyone will be able to see what's going well and what we need to re-think. I don't think we'll execute the MAP perfectly right from the beginning, but I do intend to own up when we fall short and to ensure we take the right steps to get back on track.

The Mayor's laser focus on building a city that leaves no one behind speaks to one of my core values: People first, people ALWAYS. As you explore the MAP, I believe you will see those guiding philosophies show up on every page. I am just as confident that you'll see them show up in the way we execute this plan. I'm excited to stand with the Mayor and our more than 4,500 employees as we roll up our sleeves to deliver an even better Richmond for you.

In service,



Odie Donald II

Chief Administrative Officer

Misson, Vision, Pillars

MISSION	To provide trustworthy leadership and high-quality services that meet the needs of our vibrant city.
VISION	Richmond: A city where <i>all</i> people and places thrive.

Pillars

-  A Thriving City Hall (that gets things done)
-  Thriving Neighborhoods (that meet our housing needs)
-  Thriving Families (where every child succeeds)
-  A Thriving Economy (that leaves no one behind)
-  Thriving and Inclusive Communities (where everyone’s rights are protected)
-  A Thriving and Sustainable Built Environment (planned for future generations)
-  A City that Tells its Stories (and tells the truth about its past)

Values

Integrity - We deal honestly with one another. We welcome accountability from others and hold ourselves accountable to policy and stated expectations. We ask for feedback. We are responsible for what we say, how we say it, and what we say with our actions.

Encouragement - We encourage one another. We actively work to create a positive and safe environment in which to work, learn, fail, improve, and serve.

Excellence - We are focused on high standards of quality service delivery for the sake of our City, its residents, businesses and visitors, and not the credit we will receive.

Equity - We acknowledge that cultural differences and power dynamics of the many aspects of our identities are real and likely to impact our interactions. We commit to the hard work of equity and inclusion, identifying and removing barriers while including all voices to participate in shaping the future. We believe we have much to learn from those we work with and serve alongside. We seek to work together to build systems that are fair and just, taking into account the unique needs and strengths of each community.

Partnership - We will seek to partner with, collaborate with, and build up other organizations and people, even when it is hard or messy. We assume positive intent of others. We believe better work gets done when we work together.



MAYORAL ACTION PLAN

A Thriving City Hall

A Thriving City Hall



Transform Richmond's local government into a model public-sector organization that stewards resources effectively, meets community needs, and builds trust with residents and partners.

Goal A: Do the basics better: Improve core operations of City government.

What are some metrics that will help us know we're making progress?

A **decrease** in the employee vacancy rate. Fewer open positions mean more people filling needed roles to get things done.

Increases in:

- The contract compliance rate.
- The procurement policy compliance rate.
- Timely payment of bills to vendors.
- The % of IT systems that are current generation.

Goal B: Lead well: Practice accountability and implement meaningful performance review.

What are some metrics that will help us know we're making progress?

Increases in the % of:

- Supervisors who receive supervisory training during their first 90 days in the job.
- Continuing supervisors who receive annual supervisory training.
- Employees receiving constructive annual performance reviews.

A **decrease** in the employee annual turnover rate. Less turnover means less time hiring and more knowledgeable staff who can serve residents with expertise and skill.

Goal C: Keep standards high: Promote continuous improvement and professional development.

What are some metrics that will help us know we're making progress?

Increases in:

- The number of agencies fully accredited by a national professional organization.
- The % of audit findings addressed within a year. Internal process improvements directly impact the quality of services residents receive.
- Proactive communication with residents and businesses.
- Improvements to outdated processes.
- The responsible use of artificial intelligence (AI) tools and digital transformation processes.

Goal D: Build pride: Champion a strong shared vision and mission.

What are some metrics that will help us know we're making progress?

The **completion** of a finalized Mission, Vision, and

Values Statement. When we share a clear strategy, the entire City workforce can participate in moving a vision forward.

The **completion and annual update** of the Mayoral Action Plan, Key Performance Indicator dashboard, and all-agency strategic plan.

An **increase** in City work aligned with the Mission, Vision, and Pillars.

Goal E: Provide white glove service for all constituents.

What are some metrics that will help us know we're making progress?

The **completion** of standard operating procedures and service level agreements for all RVA 311 request types.

An **increase** in:

- The % of employees trained in customer response.
- The accuracy of tax and utility bills.

A **decrease** in the average time for:

- Processing and reviewing development permit applications.
- Issuing business licenses.
- Resolving tax bill discrepancies.

Goal F: Improve resident satisfaction and trust in City government.

What are some metrics that will help us know we're making progress?

An **increase** in 311, RVA Pay, and other service users who report finding systems easy to use.

An **increase** in residents who report feeling their local government is responsive to problems and taking steps to address needs.

Goal G: Steward public resources through strong financial management.

What are some metrics that will help us know we're making progress?

The **maintaining** of compliance with established financial policies and the City's bond rating designation.

The on-time **completion** of required annual financial reporting.

Increases in the collection rates for:

- Real estate taxes
- Delinquent taxes
- Personal property taxes
- Meals taxes

A **decrease** in the average number of days to resolve tax disputes or discrepancies.



MAYORAL ACTION PLAN

Thriving Neighborhoods

Thriving Neighborhoods

Meet the housing needs of a growing city, so that Richmonders across different income levels can access affordable housing in safe neighborhoods with strong public amenities.

Goal A: Build more homes for more people.

What are some metrics that will help us know we're making progress?

An **increase** in the number of new housing units each year.

An **increase** in the number of middle-income and affordable housing units supported by the City each year.

Goal B: Develop a new model of affordable housing and strengthen housing stability.

What are some metrics that will help us know we're making progress?

A **decrease** in the % of residents who are “cost-burdened,” which means more than 30% of their income is spent on housing.

A **decrease** in the # of residents who are identified as unhoused.

An **increase** in the % of residents able to use eviction-related services when they experience or are at risk of an eviction.

Progress toward redevelopment of large public housing communities that commits to 1:1 replacement of our region's subsidized housing units.

Goal C: Connect neighborhoods across the city to high-quality amenities like parks, public pools, and libraries.

What are some metrics that will help us know we're making progress?

The **completion** of an annual update on Richmond 300.

Increases in annual visits to:

- Parks and Rec facilities overall and by race, ethnicity, and council district.
- Richmond Public Library branches.
- Human Services community-based locations, like Social Services or the Office of Community Wealth Building.

An **increase** in the live release rate for animals entering Richmond Animal Care and Control.

Thriving Neighborhoods

Goal D: Keep our neighborhoods safe and prepared.

What are some metrics that will help us know we're making progress?

Decreases in the annual numbers of:

- Homicides.
- Gun violence victims.
- Violent crimes.
- Property crimes.
- Fire-related deaths.
- Traffic-related deaths.

A **decrease** in response times to 911 calls. The faster the response time, the sooner help arrives.

The **maintaining and improvement** of positive interactions between public safety agencies and community members.



MAYORAL ACTION PLAN

Thriving Families

Thriving Families

Support the education, health, and development of children and families — in and out of the classroom — so that students graduate from Richmond Public Schools well-prepared for success and connected to opportunities for further learning and career development.

Goal A: Support the academic success of Richmond Public Schools.

What are some metrics that will help us know we're making progress?

Increases in:

- The number of schools designated as “on track” or “distinguished.” A thriving city by definition is a great place to raise and educate kids—no matter what neighborhood you live in.
- The annual graduation rate.
- Student performance on SOLs.

Goal B: Partner with Richmond Public Schools to build a strong future for every child.

What are some projects we need to complete to make progress?

- A formula for City funding for Richmond Public Schools. RPS and the School Board have administrative responsibility for K-12 education, but the City plays a critical support role as the primary funder of RPS, which annually receives more local funding than any City agency.
- A shared legislative advocacy plan for greater state funding for RPS.

- A shared road map for supporting RPS kids and families during and outside the school day.
- A shared plan to address long-term RPS facilities needs.

Goal C: Send our children off to kindergarten ready to succeed.

What are some metrics that will help us know we're making progress?

- An **increase** in the number of City annual home visits to low-income parents.
- An **increase** in annual enrollment in RPS and partner pre-K programs.

Goal D: Connect school-age kids to high-quality activities beyond the classroom.

What are some metrics that will help us know we're making progress?

Increases in the numbers of:

- RPS pre-K centers and elementary schools with on-site after-care.
- Middle schoolers and high schoolers participating in high-quality out-of-school time programs and/or school athletics.
- Youth participating in violence prevention activities.

Thriving Families

Goal E: Give every student an opportunity to thrive after their K-12 education.

What are some metrics that will help us know we're making progress?

- An **increase** in the percentage of high school graduates entering higher education, national service, or the workforce with a living-wage job.
- A **decrease** in the number of adults aged 16-19 not enrolled in school and not employed.

Goal F: Respond to the needs of children and families in crisis.

What are some metrics that will help us know we're making progress?

An **increase** in timely processing for:

- TANF applications
- Refugee Assistance applications
- New clients in Homeless Services
- New clients in the Office of Aging and Disabilities

An **increase** in satisfaction with service delivery for Human Services clients and program participants.



MAYORAL ACTION PLAN

A Thriving Economy

A Thriving Economy

Support small and minority-owned businesses and employers providing quality, living-wage job opportunities. Create pathways for disadvantaged residents to move from poverty to stability to wealth building, and direct investments to historically neglected neighborhoods.



Key Economic Indicators

What are Key Economic Indicators (KEIs)?

Many local economic outcomes are important to know as we measure a “Thriving Economy,” but are driven by forces beyond the City’s control. State and federal policy shifts and national economic fluctuations can and will impact our city’s year-to-year economic outcomes at the municipal level. Significant shifts in trade policy as well as cutbacks in the federal workforce (projected to have a disproportionate impact on Virginia) may have ripple effects on Richmond. Tracking Key Economic Indicators separately from our other metrics sharpens the focus on what we can do to impact economic outcomes.

What KEIs would help us know we’re moving toward a Thriving Economy?

Increases in:

- The number of jobs located in City of Richmond.
- The City’s per capita GDP.
- Median household earnings, overall and by educational level.
- The percentage of adults working full-time and year-round, overall and by race/ethnicity.
- Overall employment level.

Decreases in the unemployment level, overall and by race/ethnicity.

A Thriving Economy

Goal A: Grow Richmond's economy.

What are some metrics that will help us know we're making progress?

Increases in:

- The number of jobs added or retained with support from Richmond's Department of Economic Development.
- Tax revenue coming from businesses and business activity.
- Capital investments connected to economic development projects. When economic development increases, it can support the tax base and foster inclusive wealth building for all residents.

Goal B: Connect people to jobs.

What are some metrics that will help us know we're making progress?

Increases in the numbers of:

- Jobs in our area residents can reach by public transit.
- Residents finding work or progressing in their careers through City initiatives.

Goal C: Reduce poverty and build wealth.

What are some metrics that will help us know we're making progress?

Decreases in:

- The poverty level, both overall and by race and ethnicity.
- The number of households living below the Asset-Limited, Income-Constrained Employed (ALICE) Threshold.

Increases in:

- Resident educational level by race and ethnicity.
- Homeownership by race and ethnicity.

Goal D: Support Small, Minority-Owned, Women-Owned, and Social Enterprise businesses.

What are some metrics that will help us know we're making progress?

Increases in:

- The number of small, minority-owned, worker-owned, and social enterprise businesses provided technical and financial support by City of Richmond.
- The % of City of Richmond procurement spending with minority-owned businesses.

A Thriving Economy

Goal E: Build a vibrant downtown where people love to live, work, and play.

What are some metrics that will help us know we're making progress?

- An **increase** in the number of new, preserved, or rehabilitated housing units in the City Center, especially those supported by the City.
- The **completion** of an annual update on redevelopment and revitalization efforts.

Goal F: Invest in the Southside.

What are some metrics that will help us know we're making progress?

Increases in:

- The number of new, preserved, or rehabilitated housing units in Southside, especially those with support from the City.
- Per capita public investment in Southside neighborhood amenities.



MAYORAL ACTION PLAN

Thriving and Inclusive Communities

Thriving and Inclusive Communities

Protect everyone's rights — specifically the rights of immigrants and refugees, LGBTQ+ residents, other politically targeted groups, and the reproductive rights of women. Work to redress long-standing racial inequities in health and well-being.

Goal A: Support Richmond's immigrant communities.

What are some metrics that will help us know we're making progress?

Increases in:

- The participation of non-English speaking households in Human Services programming and support.
- The number of City employees who have completed Language Access Plan training. Training staff emphasizes that all residents deserve to access City services through a language that is familiar to them.

Goal B: Support Richmond's LGBTQ+ communities.

What are some metrics that will help us know we're making progress?

- The **maintaining** of a perfect score on the Municipal Equality Index for LGBTQ+ inclusion. The City will continue to stand in defense of the human and civil rights of all residents.
- An **increase** in the number of LGBTQ+ residents who say they feel safe and supported in Richmond.

Goal C: Support reproductive freedom and maternal health.

What are some metrics that will help us know we're making progress?

- The **maintaining** of ongoing public access to clinics that provide reproductive care services, including abortion.
- An **increase** in City resources supporting maternal health and that address racial inequities in maternal health outcomes.

Goal D: Address racial inequities in health, wealth, and well-being.

What are some metrics that will help us know we're making progress?

Increases in:

- Life expectancy for African American and Latino residents.
- Richmond's Virginia County Health Rankings.
- Economic security for African American and Latino residents.



MAYORAL ACTION PLAN

A Thriving and Sustainable Built Environment

A Thriving and Sustainable Built Environment

Support continued progress on the execution of the RVAgreen 2050 comprehensive plan. Shift toward a net zero greenhouse emission local economy through improved public and multimodal transportation, strong stewardship of our natural resources, greening neglected neighborhoods, and a strong commitment to sustainability across all departments.

Goal A: Reduce carbon emissions, and work towards net zero emissions.

What are some metrics that will help us know we're making progress?

- A **decrease** in the city's estimated annual carbon emissions.

Goal B: Advance the goals of RVAgreen 2050.

What are some metrics that will help us know we're making progress?

Increases in the percentages of:

- City building energy consumption that uses renewable resources.
- Residents living within a ten-minute walk of quality green space.
- City departments with sustainability goals and actions built into their workplans and performance measures.

Decreases in:

- The reported incidents of standing water, flooding, and flooding-related emergency service.
- The total waste from single-family residences going to landfills.

Goal C: Partner with residents in our environmental justice work.

What are some metrics that will help us know we're making progress?

Increases in the number of residents:

- Completing training, education, and apprenticeship programs related to climate action and resilience.
- Receiving information on climate change impacts through City communications channels.

Goal D: Build, maintain, and repair City infrastructure that will serve residents for generations to come.

What are some metrics that will help us know we're making progress?

Decreases in:

- Unplanned utility service interruptions.
- Open requests for sidewalk maintenance.

Improvements in:

- The Citywide Facility Condition Index.
- The Pavement Condition Index.
- The completion rate for grounds facilities maintenance.

A Thriving and Sustainable Built Environment

Goal E: Make it easier for residents to get around by walking, rolling, riding, or taking the bus.

What are some metrics that will help us know we're making progress?

- **Increases** in total usage of the GRTC transit system and miles of bike lanes.
- The **maintaining** of fare-free ridership for GRTC transportation.
- The **expansion** of the regional BRT system to include a North-South line.



MAYORAL ACTION PLAN

A City That Tells its Stories

A City That Tells its Stories

Make Richmond a national model for telling the truth about its own history — including slavery, racism, and struggles for Black empowerment since the City's founding. Use the arts as a vehicle for telling these stories and for strengthening connections across the different cultures found in our city. Make clear (to residents and to national and global audiences) that the City of Richmond stands for inclusive multiracial democracy based on the sharing of power and shared commitments to building a better city.

The issues and inequalities addressed by every previous pillar stem from our history. The City of Richmond has witnessed both unthinkable inhumanity and courageous and visionary resistance to racism and oppression. In recent decades, the City has tackled the challenge of meeting high aspirations for shared prosperity, social justice and racial inclusion in a context of limited resources, limited legal powers, and often unfavorable policy contexts. A thriving Richmond must acknowledge its complex history and make space for creative dialogue and expression of the many stories, told and untold, that have shaped and continue to shape our City. By telling and listening to stories, we share our humanity and make the sharing of power through democratic means possible.

Goal A: Share Shockoe with the world as a place for reckoning and repair.

Goal C: Share and document Richmond's rich cultural history.

Goal B: Champion our arts and culture communities in their efforts to tell Richmond's stories.

Goal D: Help residents know how (and why) Richmond City government works for them.

What will help move these goals forward in Fiscal Year 2026?

- Oral histories and multimedia conversations with veteran and retired Richmond public servants.
- Visitor-friendly historical guides to studying Black empowerment and Civil Rights struggles in Richmond.
- Participation in the Virginia 250 commemorations.

