

Report on Reports (Round 2)

Governmental Operations Standing Committee

7.23.25

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Methodology

- Solicited feedback from Clerk's office staff about board and commission reports and processes
 - Clerk's office provides reports to Council and annual updates about report completion status
- Shared list of city department reports with Administration staff across DCAO portfolios, requesting key information:
 - Level of effort required to complete report (minimal, moderate, or substantial)
 - Link to most recent published version (or copy of file if not online)
 - Any notes or other relevant context
- Analyzed updated dataset for level of effort and completion status

Big-Picture Findings (Round 2)

Finding 1: 81 reports required to be submitted to Council (most are annual reports, as noted in Round 1):

- 52 from Boards, Commissions, and Affiliate Organizations (e.g., Airport Commission, RAA, etc.)
- 27 from City Departments (increase of 2 from Round 1)
- 2 from Council agencies (Auditor & Assessor)
- *Note: Does not include annual strategic action plans required of every city agency*

Big-Picture Findings, Continued (Round 2)

Finding 2: Most reports mandated of city departments require **moderate to substantial effort** to prepare

- Moderate effort: 9 reports
- Substantial effort: 9 reports
- Minimal effort: 5 reports
- Level of effort unclassified/unknown: 4 reports

Minimal Effort: Preparing the report is easily absorbed into the standard work week/month

Moderate Effort: Preparing the report requires concerted additional effort that may be somewhat disruptive to routine activities or analyses

Substantial Effort: Preparing the report requires considerable additional effort that is likely to be somewhat to substantially disruptive to routine activities or analyses

Detailed Findings: Level of Effort

Level of Effort	Reports
Minimal Effort (i.e., preparing the report is easily absorbed into the standard work week/month)	<ul style="list-style-type: none"> • Annual Refuse, Litter, Weed Control & Abatement Report (PDR) • Annual Notification of Anticipated Audited Financial Report Delay (Finance) • Annual City Parking Performance Report (DGS) • Semiannual Acquisition of City-Owned Real Estate Report (Real Estate) • Annual Report of Real Estate Sales Transactions (Real Estate)
Moderate Effort (i.e., preparing the report requires concerted additional effort that may be somewhat disruptive to routine activities or analyses)	<ul style="list-style-type: none"> • Annual Derelict Building Program Report (PDR) • Annual 5-year City Finance Plan (DCAO F&A) • Quarterly Vacancy and Turnover Report (HR) • Monthly Overtime Report (HR) • Annual Progress Report on Biennial Homeless Strategic Plan (DCAO HS) • Annual Progress Report on Economic Impact Statements for Econ. Dev. Projects (DED) • Quarterly Capital Projects Report (Finance) • Biennial Real Estate Strategy (Real Estate) • City-owned Real Estate and Surplus Real Estate (Real Estate)
Substantial Effort (i.e., preparing the report requires considerable additional effort that is likely to be somewhat to substantially disruptive to routine activities or analyses)	<ul style="list-style-type: none"> • Quarterly Neighborhood Safety Districts Stabilization Report (ONSE) • Annual Poverty Reduction Initiative Report (OCWB) • Annual Non-Departmental Funding Report (DCAO HS) • Biennial Homeless Strategic Plan (DCAO HS) • Annual Minority, Emerging Small, & Women Businesses Enterprise Report (OMBD) • Biennial Employee Compensation Review (HR) • Monthly Financial Synopses (Finance) • Annual General Fund Surplus Report (Finance) • Annual Audited Financial Report (Finance)

Big-Picture Findings, Continued (Round 2)

Finding 3: Most reports required of city departments (17 of 27, 63%) are being submitted to Council, though no recent submission record could be found for 10 of 27 reports (37%)

- Lack of recent submission is not necessarily a problem in all instances (e.g., “annual notification of anticipated audited financial report delay” - if no delay, no need for notification)
- Unsubmitted reports by committee: Finance (6), Gov Ops (2), Public Safety (1), LUHT (1)
- Unsubmitted reports by DCAO portfolio:
 - Finance & Administration (+ Operations): 7
 - Planning & Economic Development: 2
 - Human Services: 1

Detailed Findings: Unsubmitted Reports

DCAO Portfolio	Report(s) with No Recent Submission and Context Provided by Administration Staff
Finance & Administration (+ Operations)	<ul style="list-style-type: none"> • Annual Efficiencies in Procurement of Architectural and Professional Engineering Services: No recent institutional memory of this reporting requirement. • Quarterly Acceptance of Gifts Report: Gifts are accepted via council amendment. No department is currently assigned to produce this report. • Annual Notification of Anticipated Audited Financial Report Delay: Notice for FY24 ACFR delay provided through other means. • Annual General Fund Surplus Report: Reported annually in advance of ACFR publication. • Semiannual Acquisition of City-Owned Real Estate Report: No recent institutional memory of this reporting requirement. • Quarterly Open Data Report: This program is unstaffed. No work or reports are being generated. • Annual Open Data Report: This program is unstaffed. No work or reports are being generated.
Planning & Economic Development	<ul style="list-style-type: none"> • Annual Minority, Emerging Small, & Women Businesses Enterprise Report: No recent institutional memory of this reporting requirement, though OMBD is planning to improve reporting capacity and develop an annual report this year. • Annual Progress Report on Economic Impact Statements for Econ. Dev. Projects: No recent record of public reporting due to complexity and data protection issues; Code includes a sunset clause of 2025.
Human Services	<ul style="list-style-type: none"> • Quarterly Neighborhood Safety Districts Stabilization Report: Program has not received any applications per the ordinance.

Key Questions to Consider

- Would there be value in **centralizing publication of required government agency reports** as the Clerk's office does for boards and commissions?
 - This could be especially helpful given variation in submission or publication method (e.g., presentation to Council or committee, email to Council Chief of Staff or City Clerk for distribution to Members, posting to city website, etc.).
- How does **Council's use of the information** in required reports from city departments **compare to the level of effort** required to prepare them?
- What changes could be made, if any, to **maximize the cost effectiveness of required reporting by city departments** (i.e., better align level of effort and utility)?

Proposed Next Steps

- Council and Administration staff use committee structure and reporting cadence, **beginning with Finance**, to identify and pilot changes to reporting process, content, and frequency, including the following:
 - Evaluating quality and Code fidelity of information in reports
 - Uncovering and addressing root causes of unsubmitted or incomplete reports
 - Identifying reporting requirements that could be changed or eliminated
- Solicit **additional feedback** about reporting requirements, report transparency/accessibility, and processes from **non-government stakeholders or subject-matter experts who rely on information in city reports** such as advocacy groups, representatives of the news media, and analysts from credit ratings agencies

Proposed Next Steps, Continued

- Prepared to present (or submit in writing) Round 3 to Governmental Operations **by November 2025**, including assessment of relative utility and level of effort for selected Finance reports

Discussion

Appendix

- Clerk's office webpage documenting reports submitted by boards & commissions in 2024 ("2024 Annual Reports" tab):
<https://www.rva.gov/office-city-clerk/boards-and-commissions>
 - 27 entities listed on page, with link to report if available and notation if the entity was not active in 2024
 - Among 27 listed entities, no report link or notation of inactivity for:
 - Richmond Metropolitan Transportation Authority (RMTA)
 - Richmond Area Metropolitan Planning Organization (MPO)
 - Local Finance Board for Other Post-Employment Benefit (OPEB) Trust
 - Greater Richmond Convention Center Authority
 - Central Virginia Waste Management Authority

Appendix, Continued

- Round 1 presentation with detailed list of reports available on Legistar [here](#)
- Reports added in this round (relevant committee LUHT):
 - Annual report: City-Owned Real Estate and Surplus Real Estate (Ord. 2017-170, Code § 8-56. (b))
 - Biennial Real Estate Strategy plan (Ord. 2017-170, Code § 8-56. (c))

Appendix, Continued

Report	Effort	Method of Transmission	Recommended Committee	Notes from Administration Staff
Annual 5-year City Finance Plan	Moderate	Website + Presentation	Finance	Five-year financial plan is embedded in annual 5-year budget
Annual Non-Departmental Funding Report	Substantial	Presentation	Finance	The “substantial effort” designation is primarily the result of the work required to compile and format the information in a way that can be easily digested by Council and the general public. Most of the raw information within the report is already being collected. According to the Auditor's interpretation of code, this report has been delivered too late. However, given his interpretation, providing the report on time would require the report be developed before the current year's project period has been completed and before performance reports are due. If his interpretation is correct, we recommend amending city code to develop a timeline that allows the administration to deliver a report that can include an evaluation of the full year of work from outside agencies. Also worth noting - EHS and Org Development have been the committees to receive the reports in the last two years.
Annual Progress Report on Biennial Homeless Strategic Plan	Moderate	Presentation	Presentation	A formal annual progress update has not been published. However, numerous ongoing updates on the City's homeless services strategies and action steps have been provided to Council at the EHS standing committee. Recent formal updates include presentations to the EHS Committee on Feb. 8, 2024, Nov. 14, 2024, and Mar. 13, 2025. The link included is for the Nov. 14th meeting as that meeting includes a presentation link. The other two updates had presentations but were classified as discussion items rather than a formal presentation.

Appendix, Continued

Report	Effort	Method of Transmission	Recommended Committee	Notes from Administration Staff
Biennial Homeless Strategic Plan	Substantial	Presentation	EHS	The City finalized the Strategic Plan to End Homelessness 2020-2030 in May 2020. The plan lays out seven strategies the City can use to combat homelessness and was developed with Council engagement. The City has made progress on all seven strategies laid out in the plan. The Administration anticipates the Office of Homeless Services will have its first Director in place by the end of July. A top priority will be to revisiting the strategic plan.
Annual Progress Report on Economic Impact Statements for Econ. Dev. Projects	Moderate	No current record	Finance	<p>Fiscal impact statements have been a constant with the introduction of economic development ordinances (purchase sale agreements, development agreements, etc.), but annual economic impact statements have not been a common practice.</p> <p>DED and Finance and Economic Development Standing Committee staff are currently discussing the likelihood of quarterly economic development reports and what that template could look like. The implementation of this report is to be determined, but it may easily equip the DED with the completion of an annual economic impact report if implemented.</p> <p>There are certain elements of the economic impact report (e.g., actual revenues) that may be difficult to obtain.</p>
Annual Report of Real Estate Sales Transactions	Minimal	Email	LUHT	Most recent submission September 1, 2022

Appendix, Continued

Report	Effort	Method of Transmission	Recommended Committee	Notes from Administration Staff
Semiannual Acquisition of City-Owned Real Estate Report	Minimal	No current record	LUHT	No recent record of submission
City-owned Real Estate and Surplus Real Estate	Moderate	Website	LUHT	Was not included on this list originally
Biennial Real Estate Strategy	Moderate	Website + Presentation	LUHT	Was not included on this list originally
Annual Open Data Report	N/A	No current record	Gov Ops	This program is unstaffed. No work or reports are being generated.
Quarterly Open Data Report	N/A	No current record	Gov Ops	This program is unstaffed. No work or reports are being generated.
Annual City Parking Performance Report	Minimal	Email	LUHT/Gov Ops?	Submitted annually to Council Chief of Staff
Annual Audited Financial Report	Substantial	Website + Presentation	Finance	
Annual General Fund Surplus Report	Substantial	No current record	Finance	
Annual Notification of Anticipated Audited Financial Report Delay	Minimal	No current record	Finance	
Monthly Financial Synopses	Substantial	Website + Email	Finance	Available on Finance webpage at rva.gov
Quarterly Acceptance of Gifts Report	N/A	No current record	Gov Ops	Gifts are accepted via council amendment. No department is currently assigned to produce this report.
Quarterly Capital Projects Report	Moderate	Website	Finance/Gov Ops	Reports (dating back to FY16) are posted to Budget Department webpage

Appendix, Continued

Report	Effort	Method of Transmission	Recommended Committee	Notes from Administration Staff
Biennial Employee Compensation Review	Substantial	Website + Presentation	Finance	Last study was completed in house. Findings were presented to Council as part of the compensation plan budget presentation.
Monthly Overtime Report	Moderate	Email	Finance	Administration submits to Committee on a monthly basis in advance of committee meetings. A fair amount of staff time is required to compile these reports each month.
Quarterly Vacancy and Turnover Report	Moderate	Presentation	Gov Ops	Presented to Governmental Operations committee March 2025
Annual Minority, Emerging Small, & Women Businesses Enterprise Report	Substantial	No current record	Finance	
Annual Poverty Reduction Initiative Report	Substantial	Website + Presentation	Informal Session	The Mayor is required to deliver the report orally to Council during Informal Meeting, in addition to providing the required written report. This was previously 2 annual reports but recently amended to 1 report, due by Oct 31 each year. City Code Section 2-744 enumerates 6 required elements.
Quarterly Neighborhood Safety Districts Stabilization Report	Substantial	No current record	Public Safety	Program has not received any applications per the ordinance.
Annual Derelict Building Program Report	Moderate	Email	LUHT	PDR/PMCE has not presented on this program since 2023 due to it being in a transition phase.
Annual Refuse, Litter, Weed Control & Abatement Report	Minimal	Email	LUHT/Public Safety	PDR/PMCE somewhat presents this to Council (Public Safety Standing Committee), but that presentation does not fully encompass what's in the ordinance. A separate report is shared with council members.
Annual Efficiencies in Procurement of Architectural and Professional Engineering Services	N/A	No current record	Finance	