



City Council and Mayoral Retreat

City of Richmond
February 28, 2025

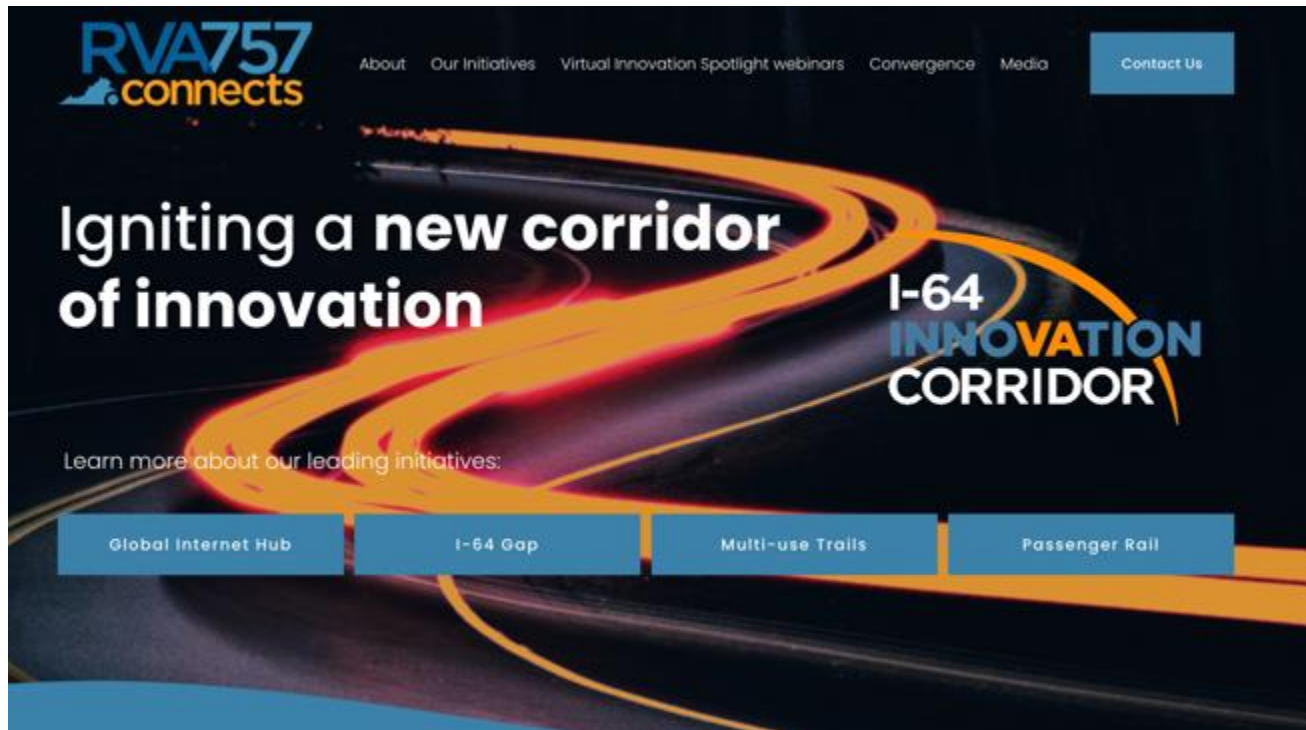




IMPROVING TOMORROW[®]



S.I.R. - Supporting Richmond-Hampton Roads Megaregion

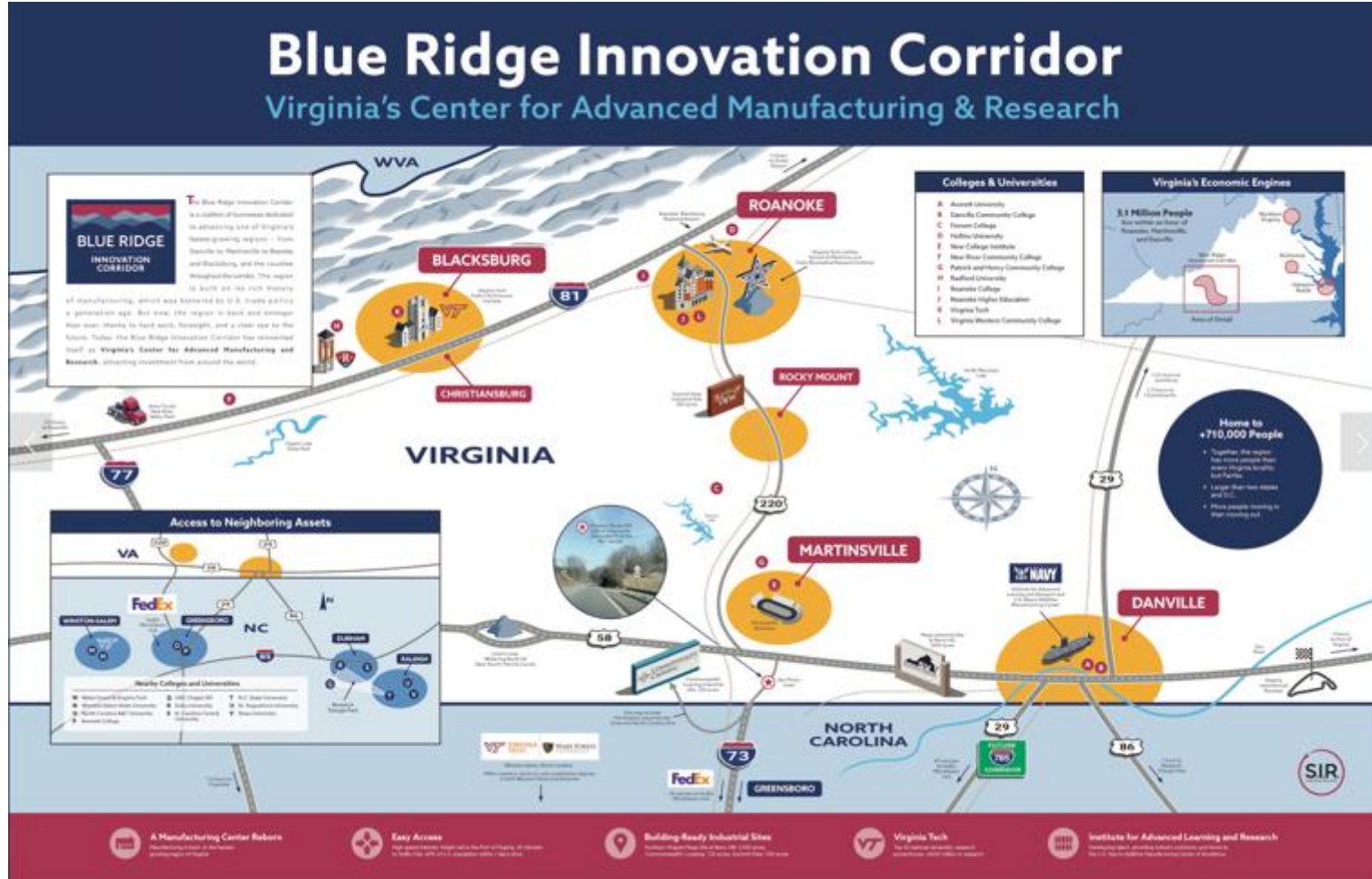


I-64 Widening
More Passenger Rail
Expanded Multiuse Trails
Growing Industries
Global Internet Hub

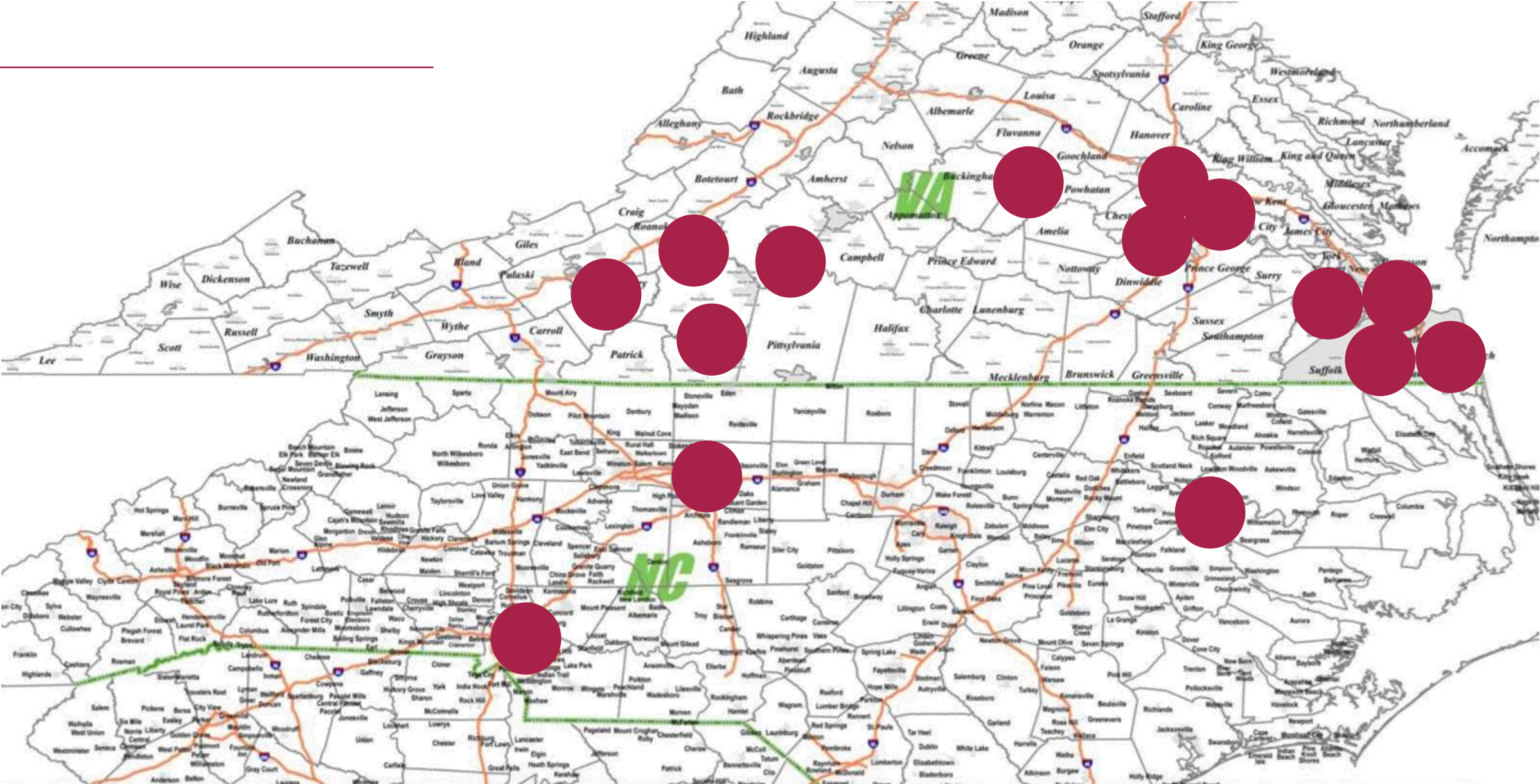


S.I.R. - Supporting Blue Ridge Innovation Corridor

Blacksburg, Roanoke, Martinsville, and Danville



S.I.R. - Supporting Municipal Governments





Next 90 Minutes

1. **Six Hats:** The six perspectives that make local officials most effective.
2. **Our Collaboration At Its Best:** Working together – yesterday and tomorrow.
3. **Key Takeaways:** What attitudes and behaviors on collaboration should we embrace as we move forward?

**This opening session is about
level-setting . . .**

(not

about explaining your roles but rather...)

**a framework to explore ways
to move forward together.**

1. Six Hats:

**The six perspectives
that make local
officials most
effective.**



Leading Research on What Drives the the Most Effective City Governance

James Keene

- Served as the city manager for:
 - Palo Alto, California
 - Berkeley, California
 - Tucson, Arizona
- Served as county manager for:
 - Coconino County, Arizona.
- Executive director of the California State Association of Counties (CSAC)
- Director of strategic issues for the International City/County Management Association (ICMA).

John Nalbandian

- Professor emeritus in the School of Public Affairs and Administration at the University of Kansas.
- Served on city council:
 - Lawrence, Kansas, City Council,
 - Two terms as mayor

Bob O'Neil

- Fellow for the Riley Center for Livable Communities, College of Charleston
- Senior Vice President, Public Finance, Davenport & Company
- Executive Director, International City/County Management Association in Washington, D.C.
- County Executive, Fairfax County
- City Manager, Hampton



**Over 100 Years of
Collective City
Governance Experience**

What Drives Effective City Governance?

Is it being good at many tasks?

- Establish long- and short-term objectives & priorities
- Review and approve the annual budget
- Oversee the performance of the local public employees
- Oversee the effectiveness of programs
- Establish tax rates
- Enter legal contracts
- Borrow funds
- Pass ordinances and resolutions
- Modify the city's charter (Dillon Rule implications)
- Regulate land use through zoning laws
- Regulate business activity (licensing and regulations)
- Regulate public health and safety
- Exercise the power of eminent domain
- Communicate policies and programs to residents
- Respond to constituent needs and complaints
- Represent the community to other levels of government

What Drives Effective City Governance?

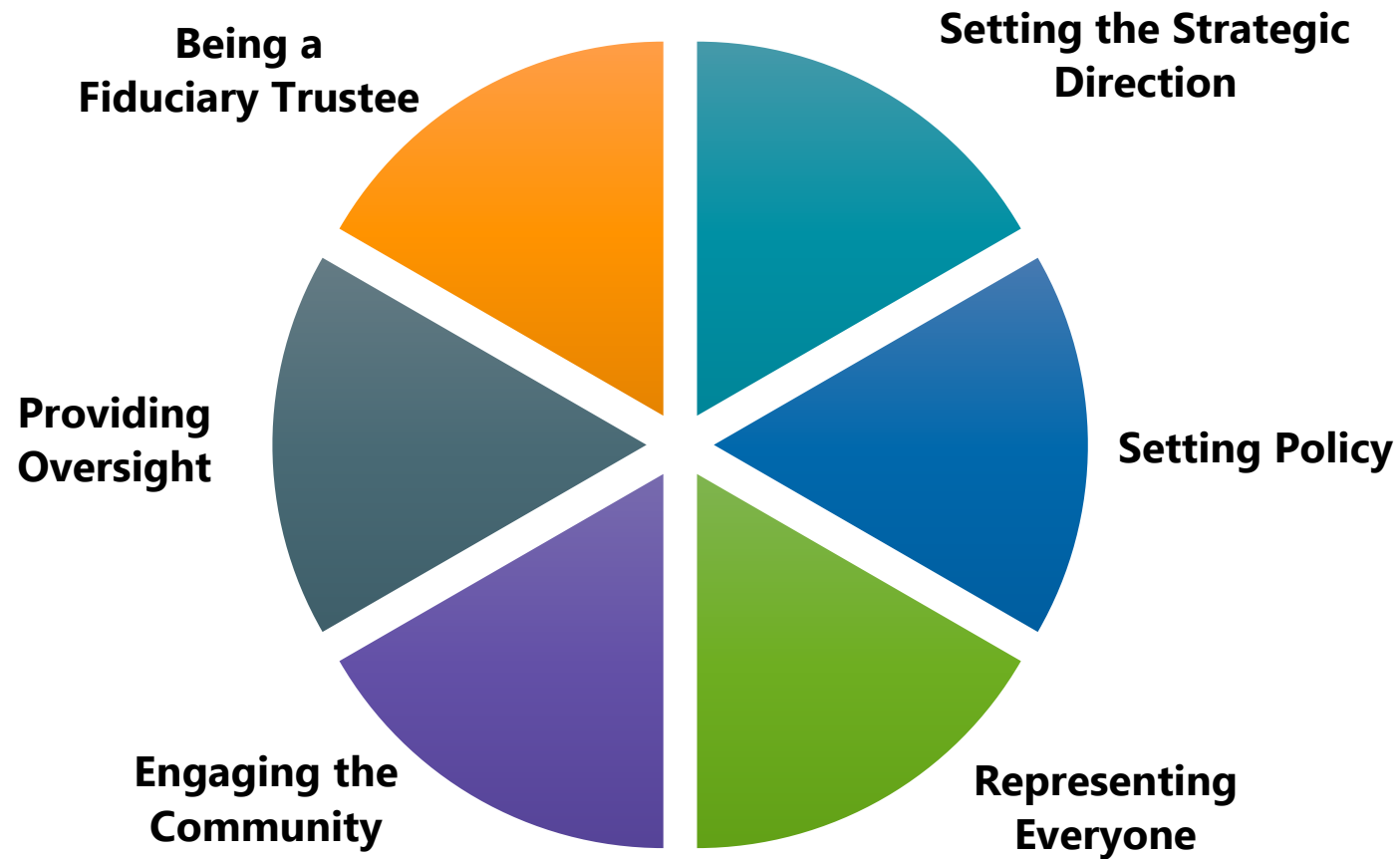
Is it being good at many tasks?

- Establish long- and short-term objectives & priorities
- Review and approve the annual budget
- Oversee the performance of the local public employees
- Oversee the effectiveness of programs
- Establish tax rates
- Enter legal contracts
- Borrow funds
- Pass ordinances and resolutions
- Modify the city's charter (Dillon Rule implications)
- Regulate land use through zoning laws
- Regulate business activity (licensing and regulations)
- Regulate public health and safety
- Exercise the power of eminent domain
- Communicate policies and programs to residents
- Respond to constituent needs and complaints
- Represent the community to other levels of government

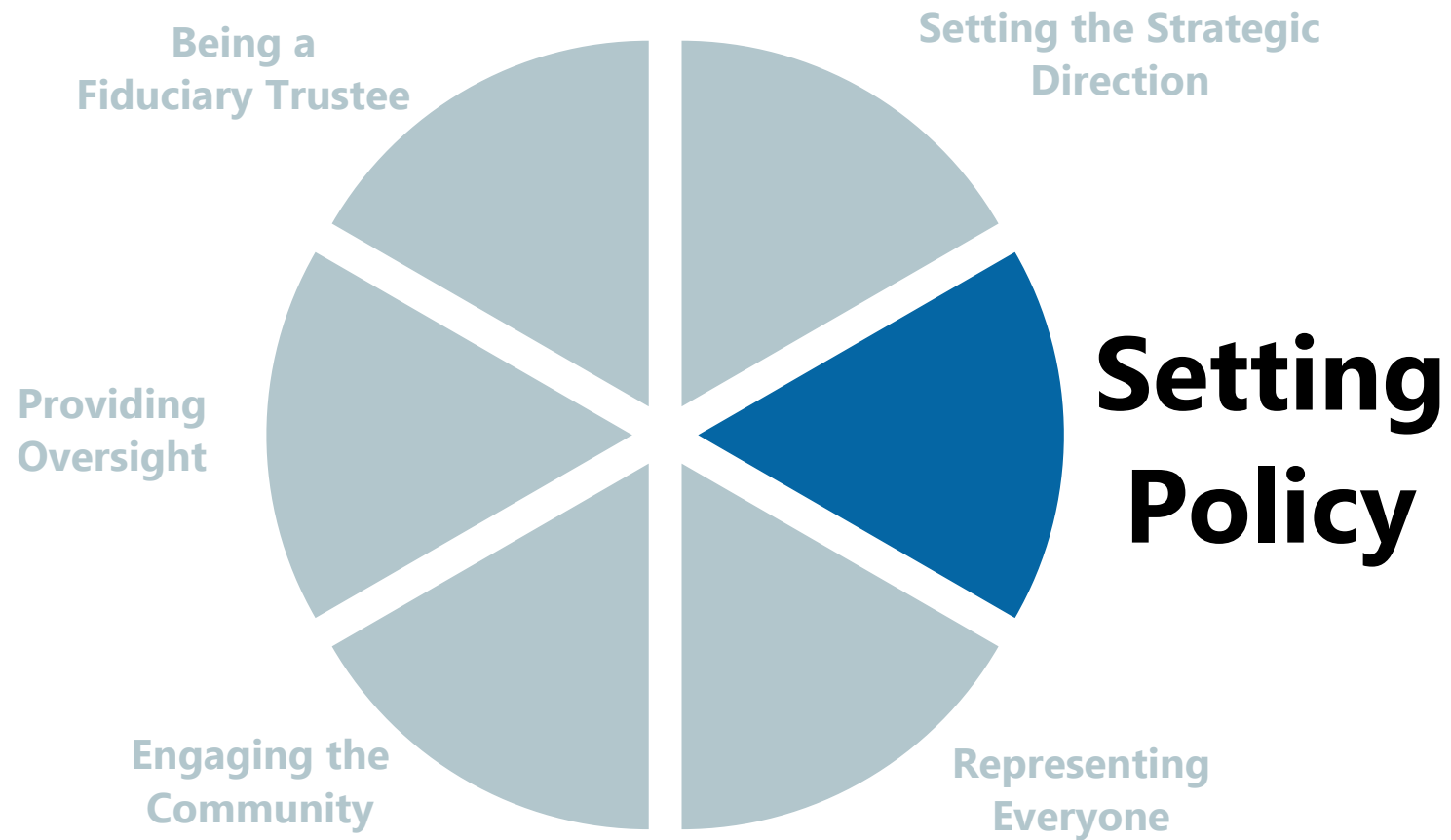
It is being good at wearing many hats together

The most effective city governance requires local mayors, city councils, and administrators to take on (wear) **multiple perspectives together.**

"6 Hats" That Make Local Officials Most Effective



6 Hats That Make Local Officials Most Effective



Setting Policy

Providing **consistent and clear direction** for decisions, actions, ethical conduct, and commitments.



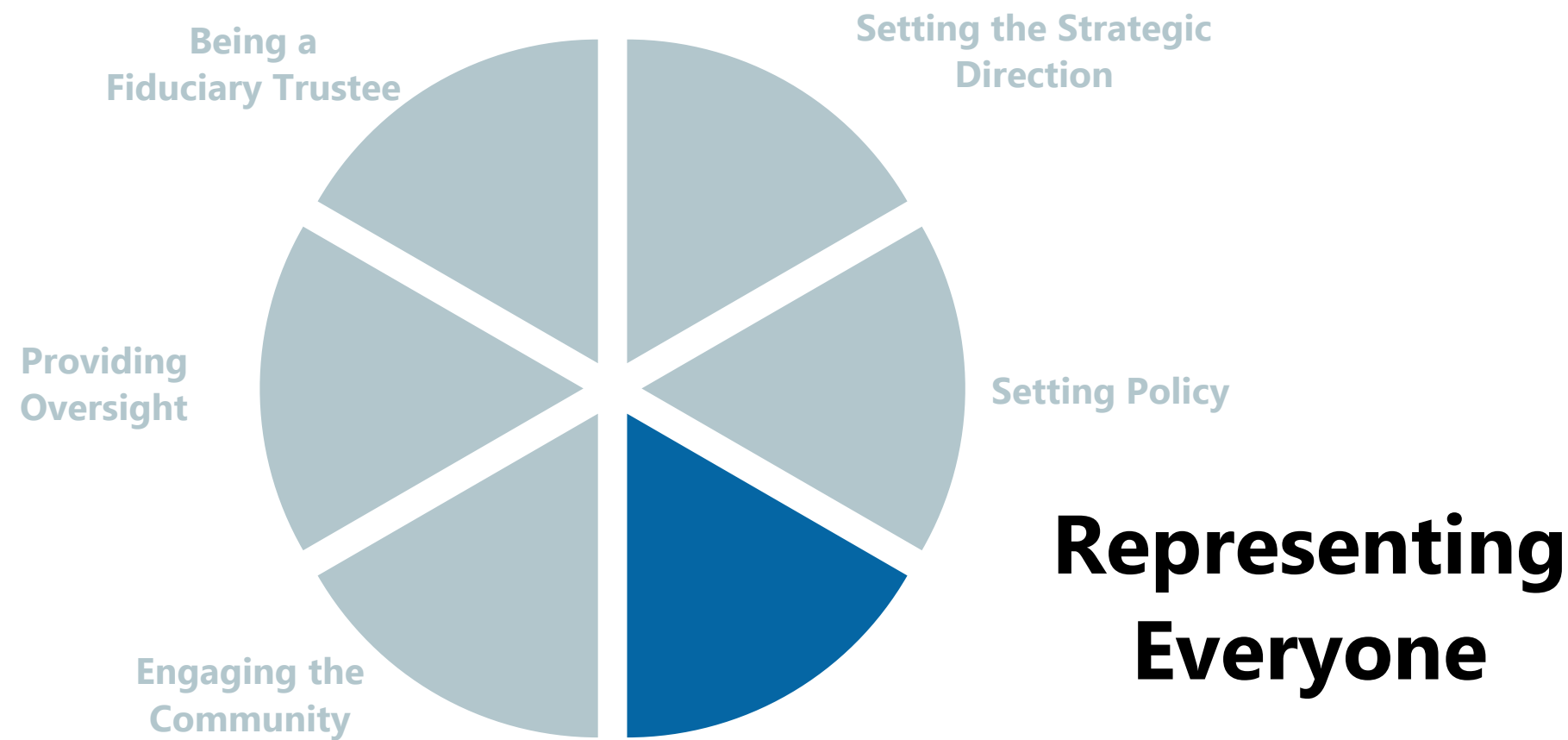
Setting Policy

Creating Policies from Legitimate Perspectives



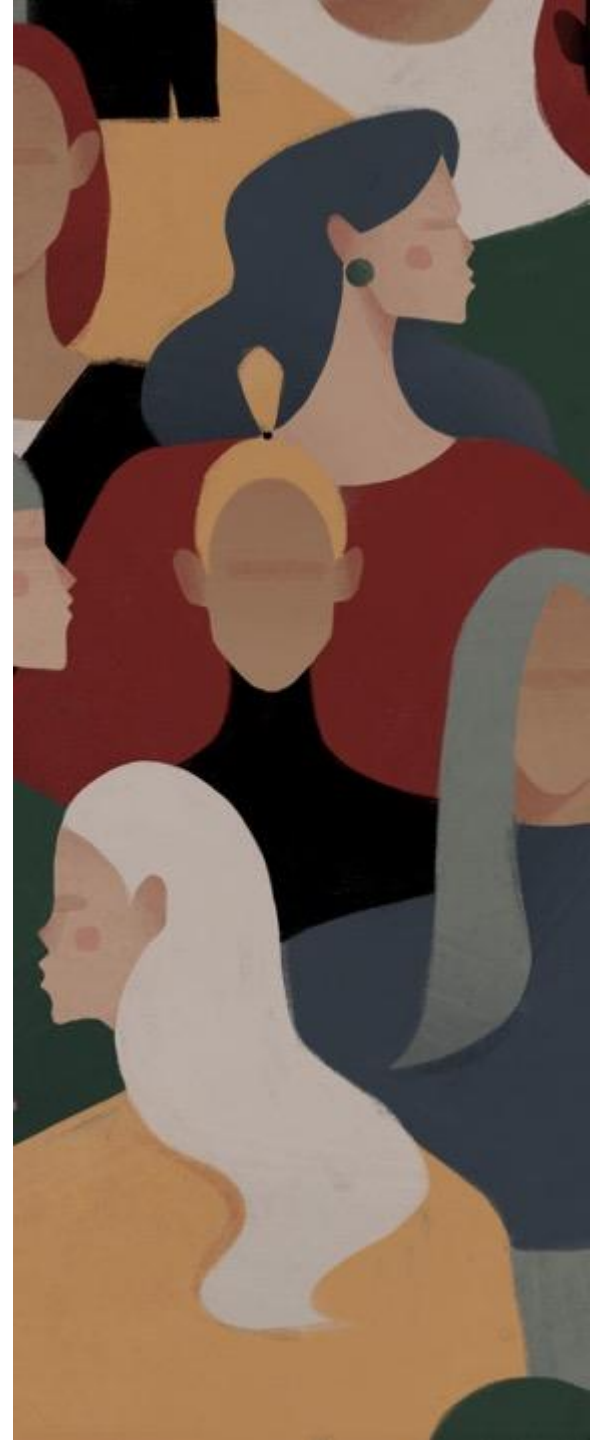


6 Hats That Make Local Officials Most Effective



Representing Everyone

Representing the perspectives and sentiments of all constituents and stakeholders.

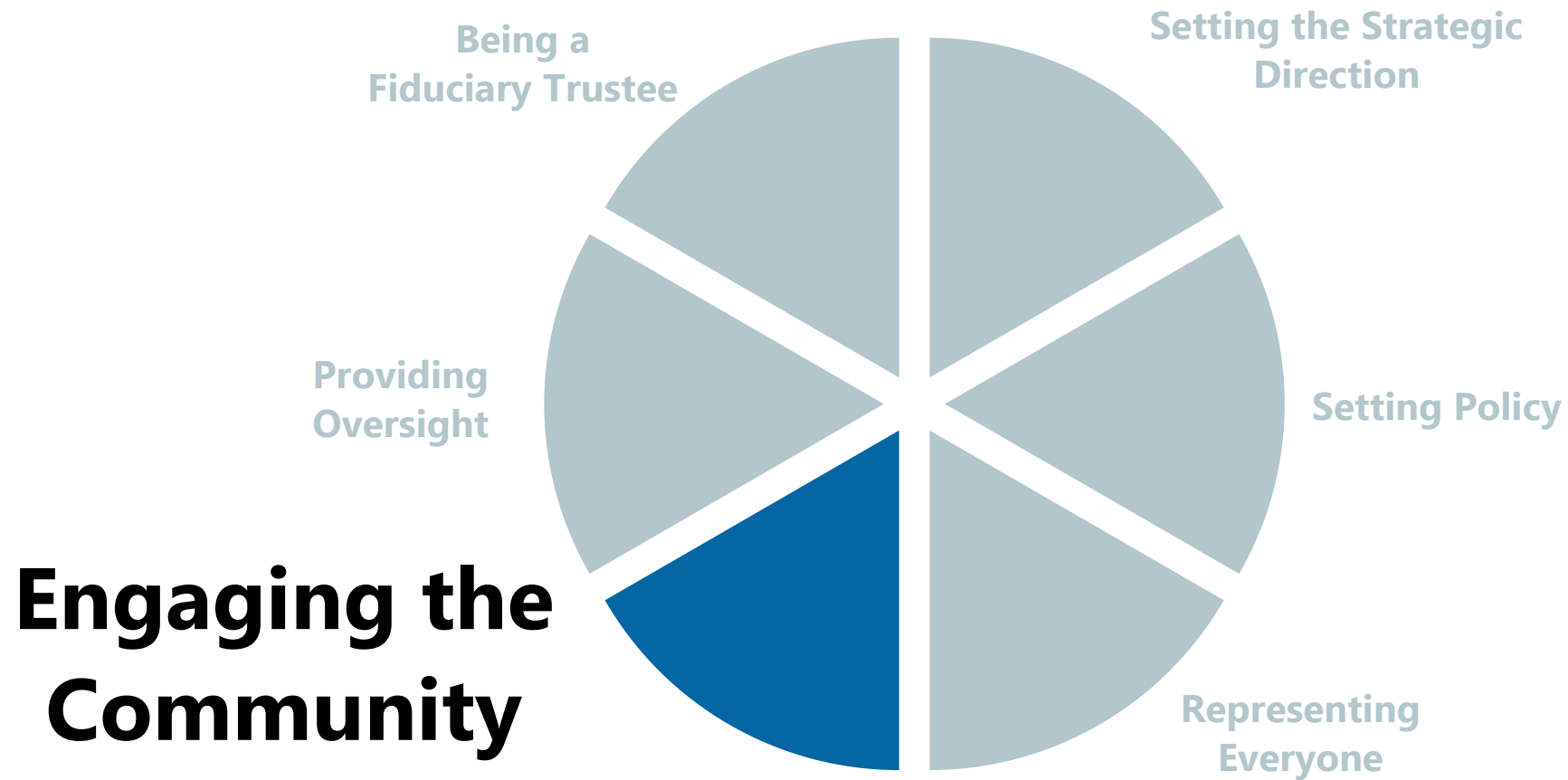


Toyota's Greensboro-Randolph N.C. Megasite North Carolina **over 8,000 jobs.**

10 Miles outside of the City



6 Hats That Make Local Officials Most Effective



Engaging the Community

Helping stakeholders **better understand and actively participate** in advancing key issues and important initiatives.



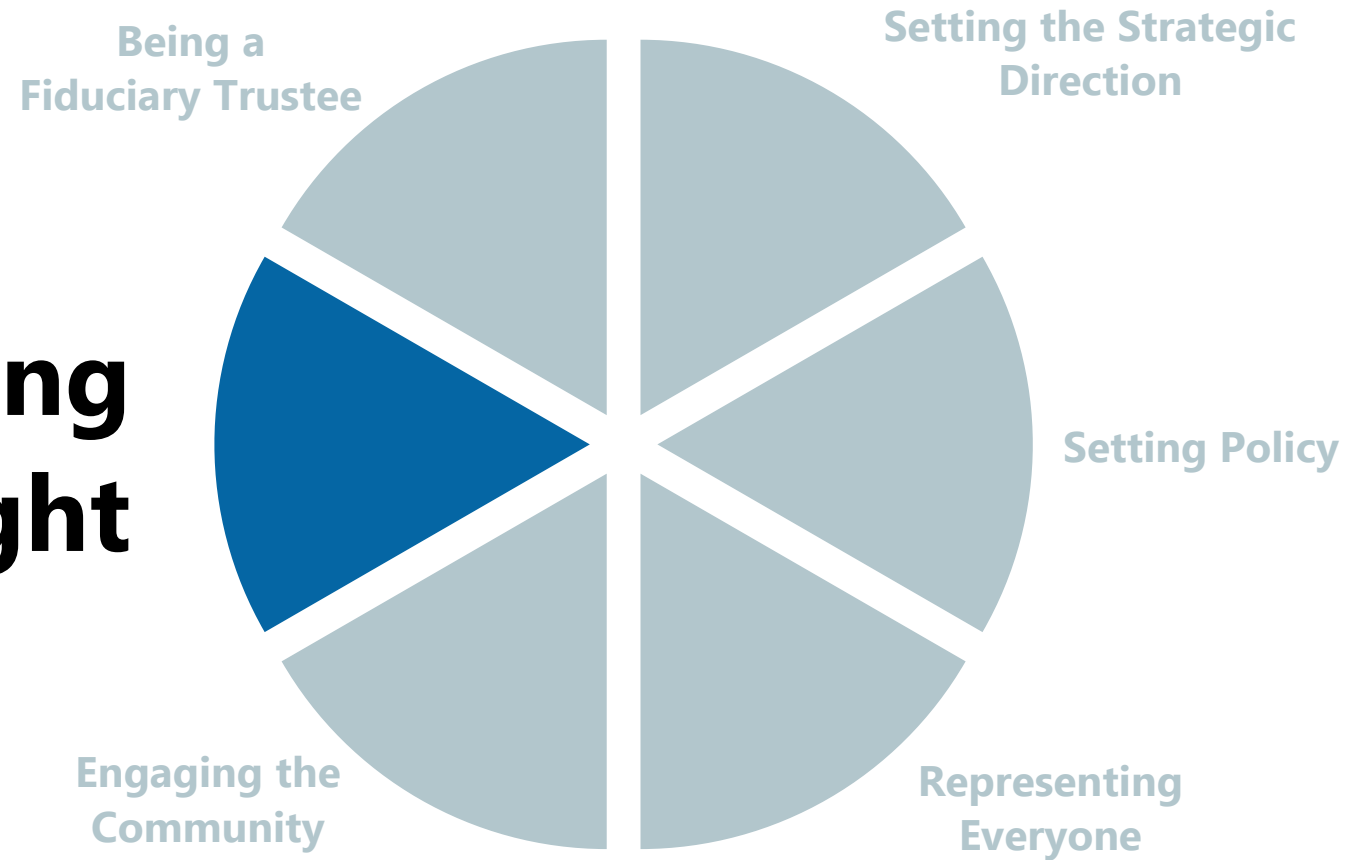


< **Welcome to the
City of Fort Worth**



6 Hats That Make Local Officials Most Effective

Providing Oversight



Providing Oversight

**Making sure the City
government **does what it is
supposed to do.****



City Dashboards



YouTube
Overview of Smart City dashboards ...



InetSoft
How City Governments Use Dashboards ...



Rifat Rahman - Medium
Designing the Ultimate City Dashboard ...



ScienceDirect.com
guidelines for building city dash...



FIWARE
Open Source Smart City Dashboard



University College London
City Dashboard is launched | Th



Smart City - EDAG Group
Smart City Dashboard - S...



Smart City - EDAG G...
Smart City Dashboa...



Snap4City
Smart City Control Room Das...



Semantic Scholar
Platform Architecture and Dashboar...



SlideModel · In stock
Smart City Monitoring Dashboard ...



GitHub
GitHub - Prayag-X/Smart-City...

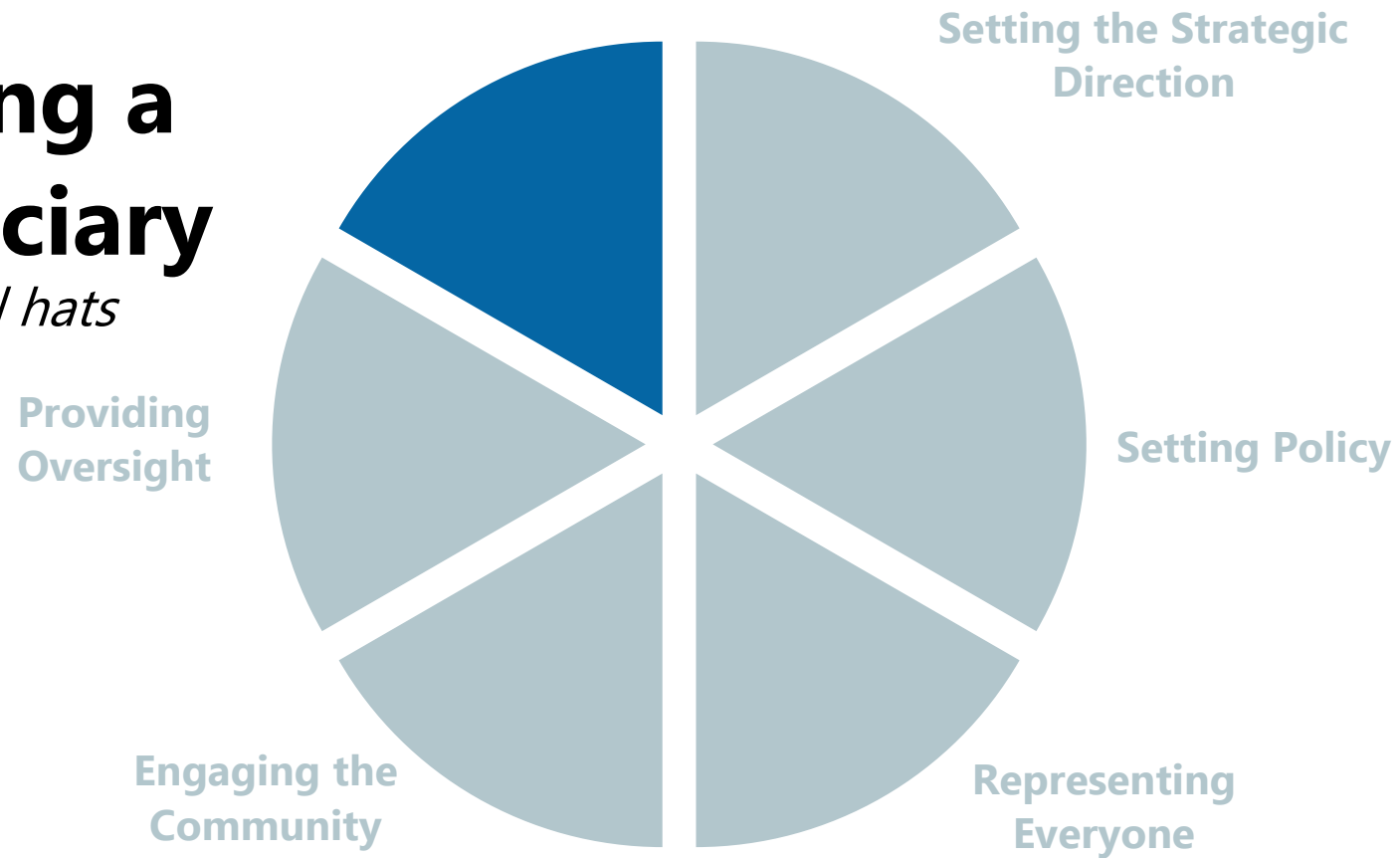


SuperMap
Presenting Smart City Information by ..



6 Hats That Make Local Officials Most Effective

**Being a
Fiduciary**
Impacts all hats

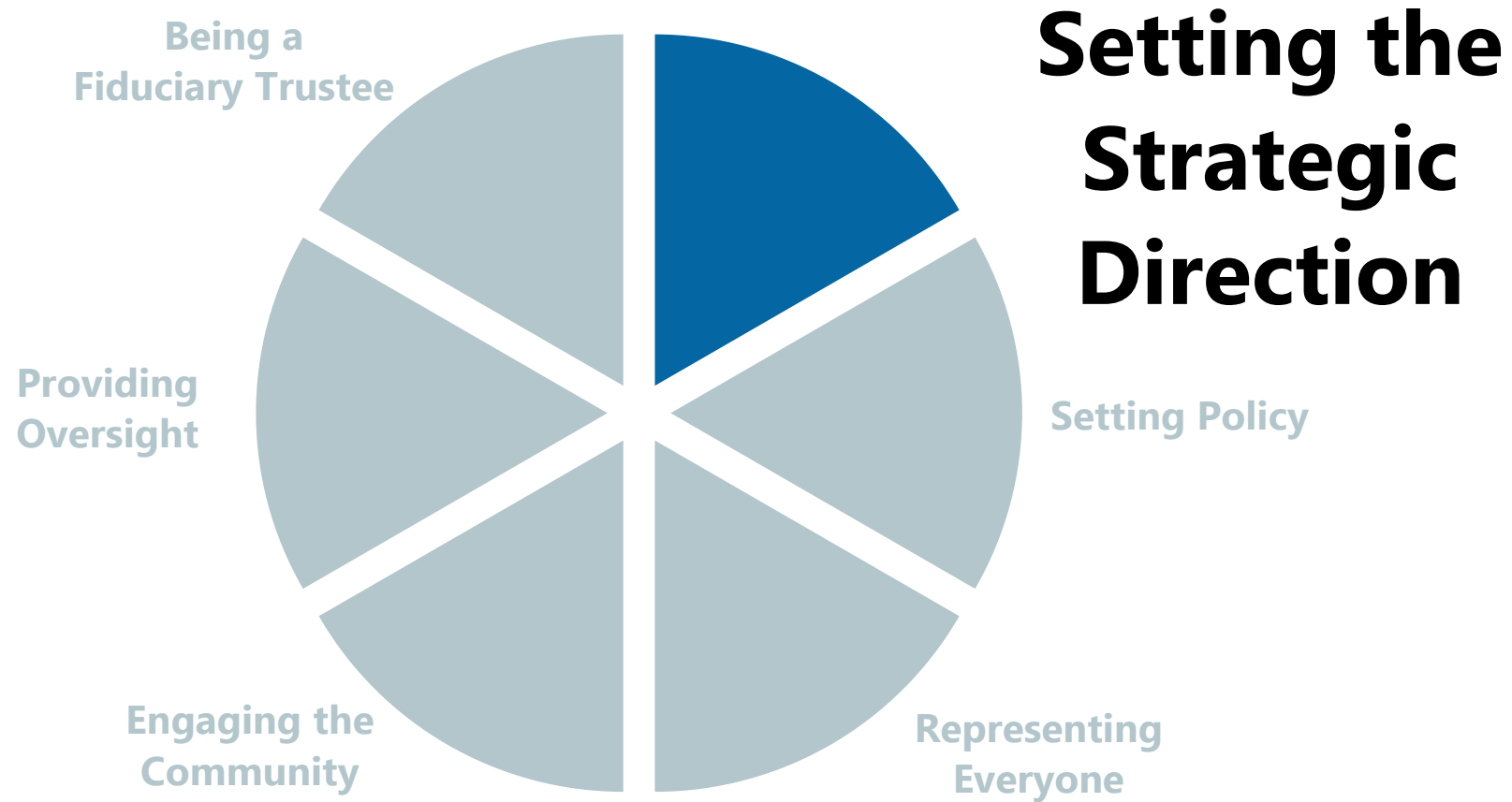


Being a Fiduciary

Fulfilling all ethical obligations to the public. Putting the public's interest before your own direct or indirect personal interests.



6 Hats That Make Local Officials Effective



Setting the Strategic Direction

Ensure the city has a **vision and movement towards a desired future state.**



Setting the Strategic Direction

**Many cities fall short on
setting strategic direction
for 2 reasons ...**



A. Making the Case for Change

Change requires a compelling reason for change.

In a dynamic world, perpetuating the status quo creates the conditions for decline.

City governments miss out on practical ways to meaningfully address systemic challenges.

Take advantage of challenges and opportunities that can change the trajectory of their city.

**“Good
Enough
is
Good
Enough”**

Charlotte

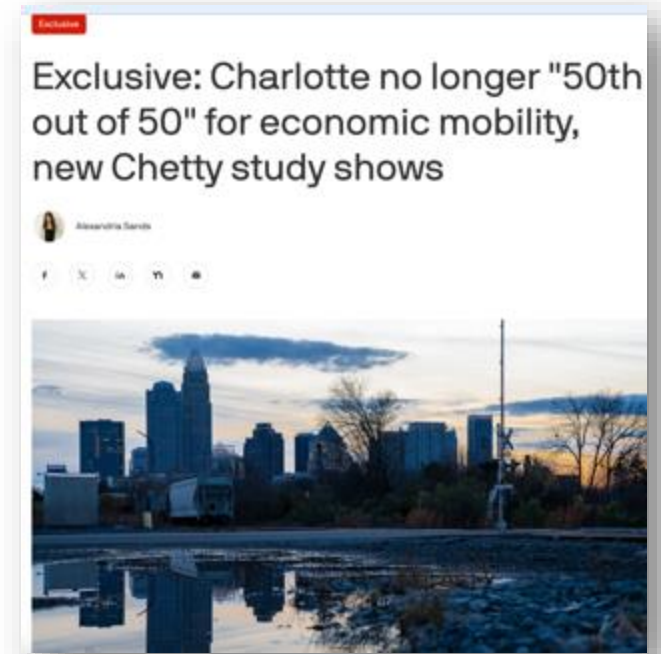
2014

Charlotte had the **lowest rate of upward mobility of the largest 50 metropolitan areas in the country.**

Instead of being discouraged by or seeking to challenge the data, local leaders and community members used 50 out of 50 as a call to action.

Convening difficult conversations and beginning the hard work necessary to build a community where opportunity exists for everyone.

Today



38 out of 50

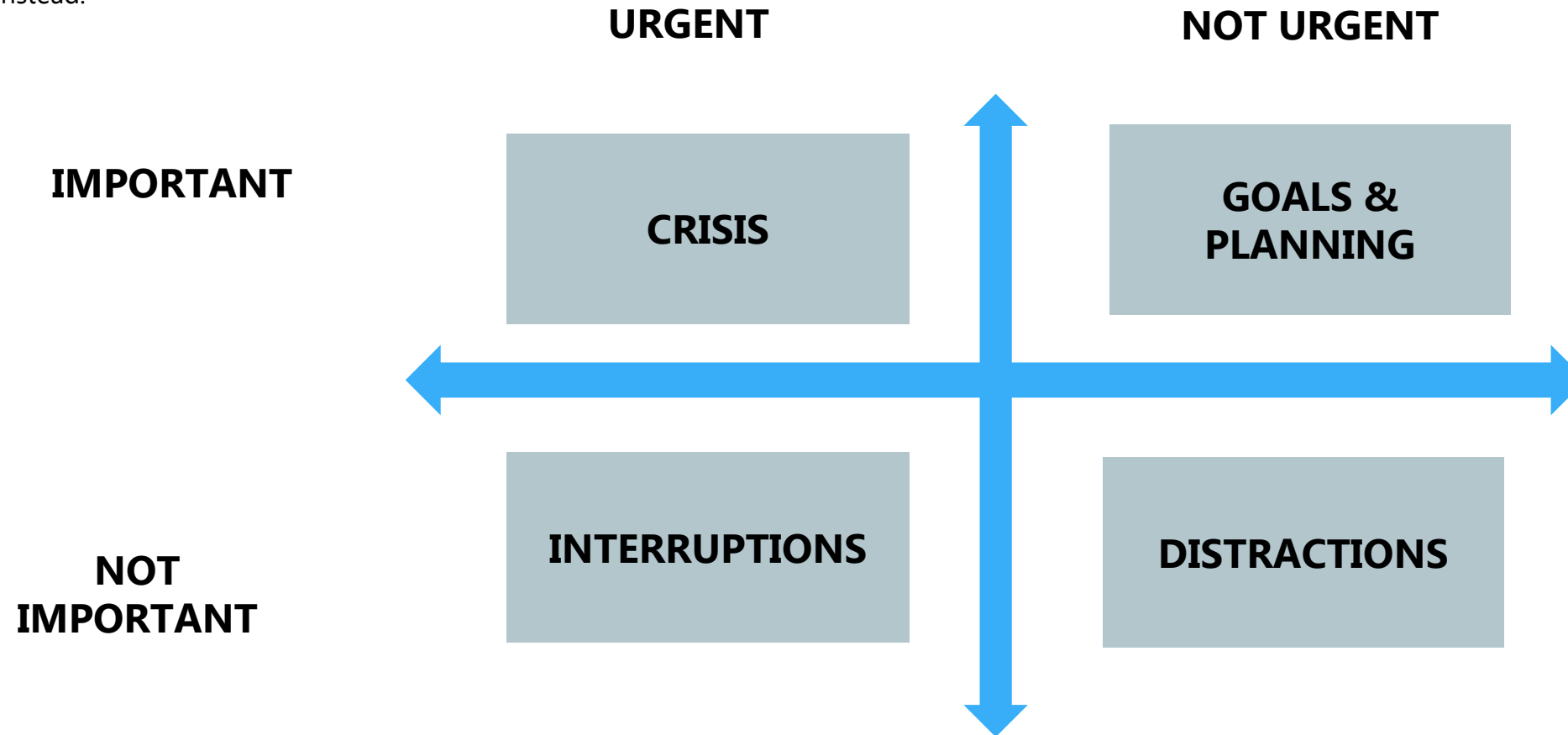
B. Not Building in the Time for Strategy



B. Not Building in the Time for Strategy

Urgent Tasks cause us to react. Crucially, we stop what we're currently doing to work on the urgent task instead.

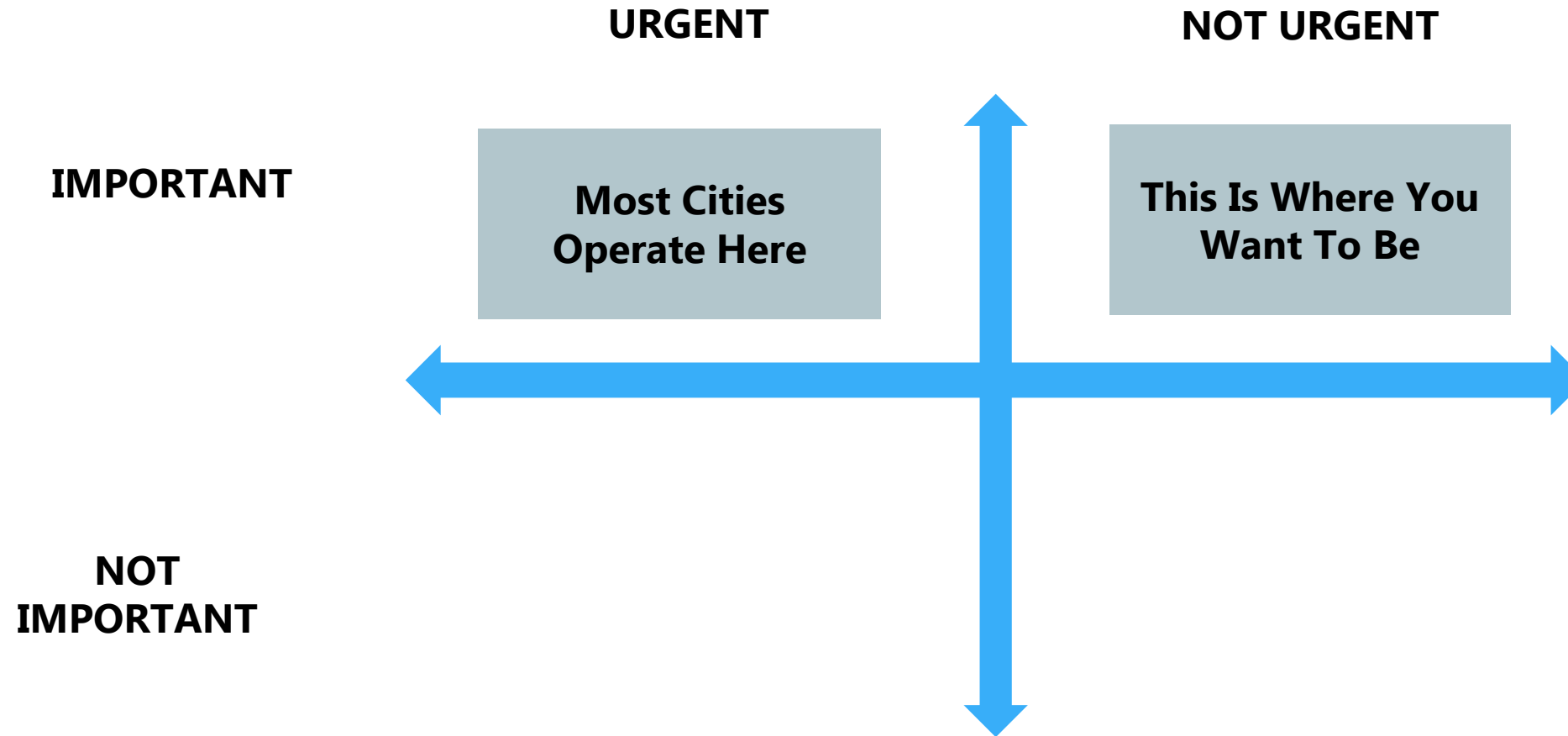
The Eisenhower Matrix



Non-urgent tasks lead us towards our overall mission or goals. These key actions often require planning, organization, and initiative.

B. Time for Strategy (Cont.)

The Eisenhower Matrix



Creating a Strategic Framework

A thriving City Hall (that gets things done)

To transform Richmond's local government into a model public-sector organization that stewards resources effectively, meets community needs, and has the trust of residents.

Thriving neighborhoods (that meet our housing needs)

Meet the housing needs of a growing city, so that Richmonders at every income level can afford good housing in safe neighborhoods with strong public amenities.

Thriving families (where every child succeeds)

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

A thriving economy (that leaves no one behind)

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.

Thriving and inclusive communities (where everyone's rights are protected)

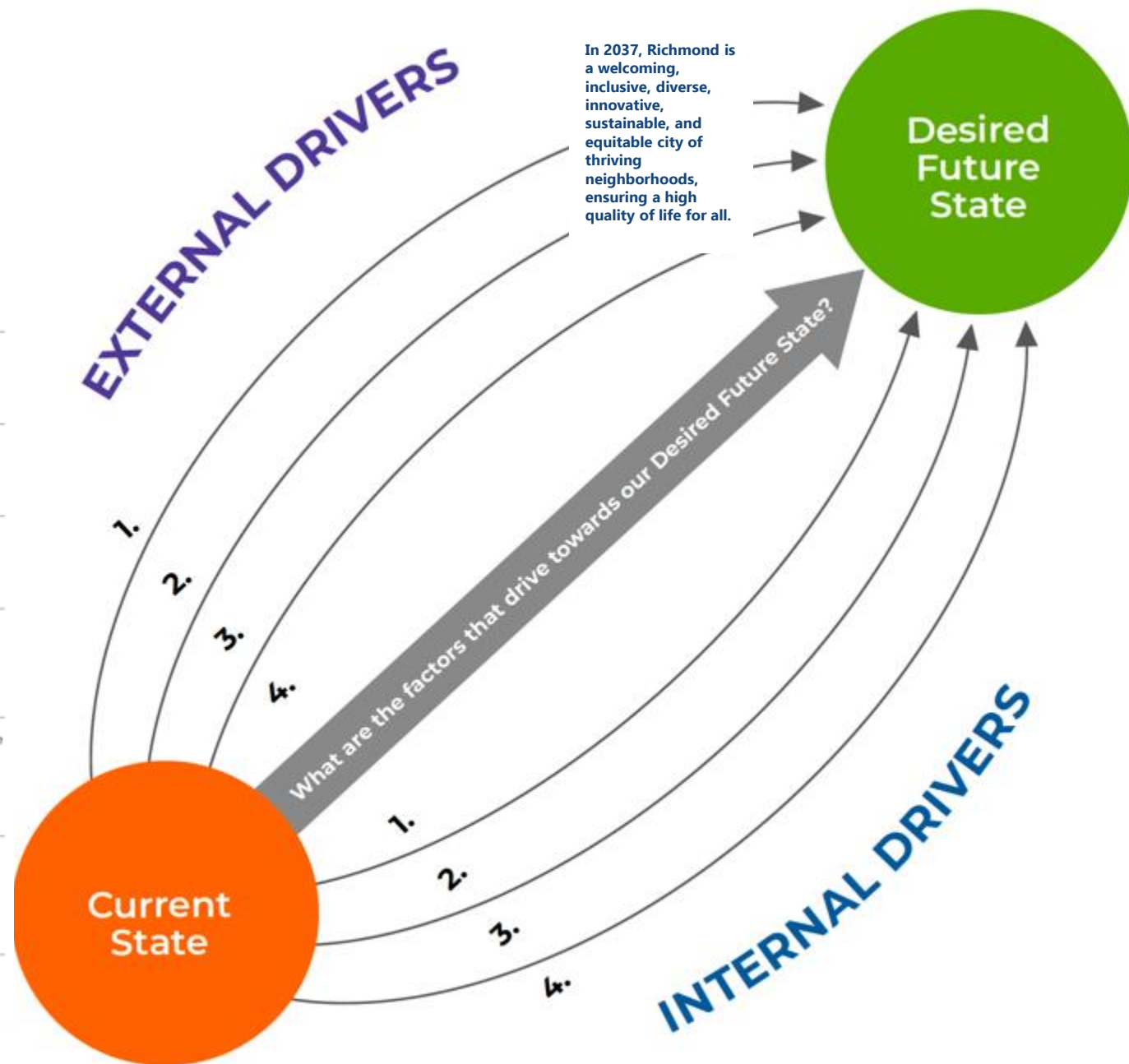
Protect everyone's rights — specifically the rights of immigrants, LGBTQIA+ residents, other politically targeted groups, and the reproductive rights of women.

A thriving and sustainable built environment (planned for future generations)

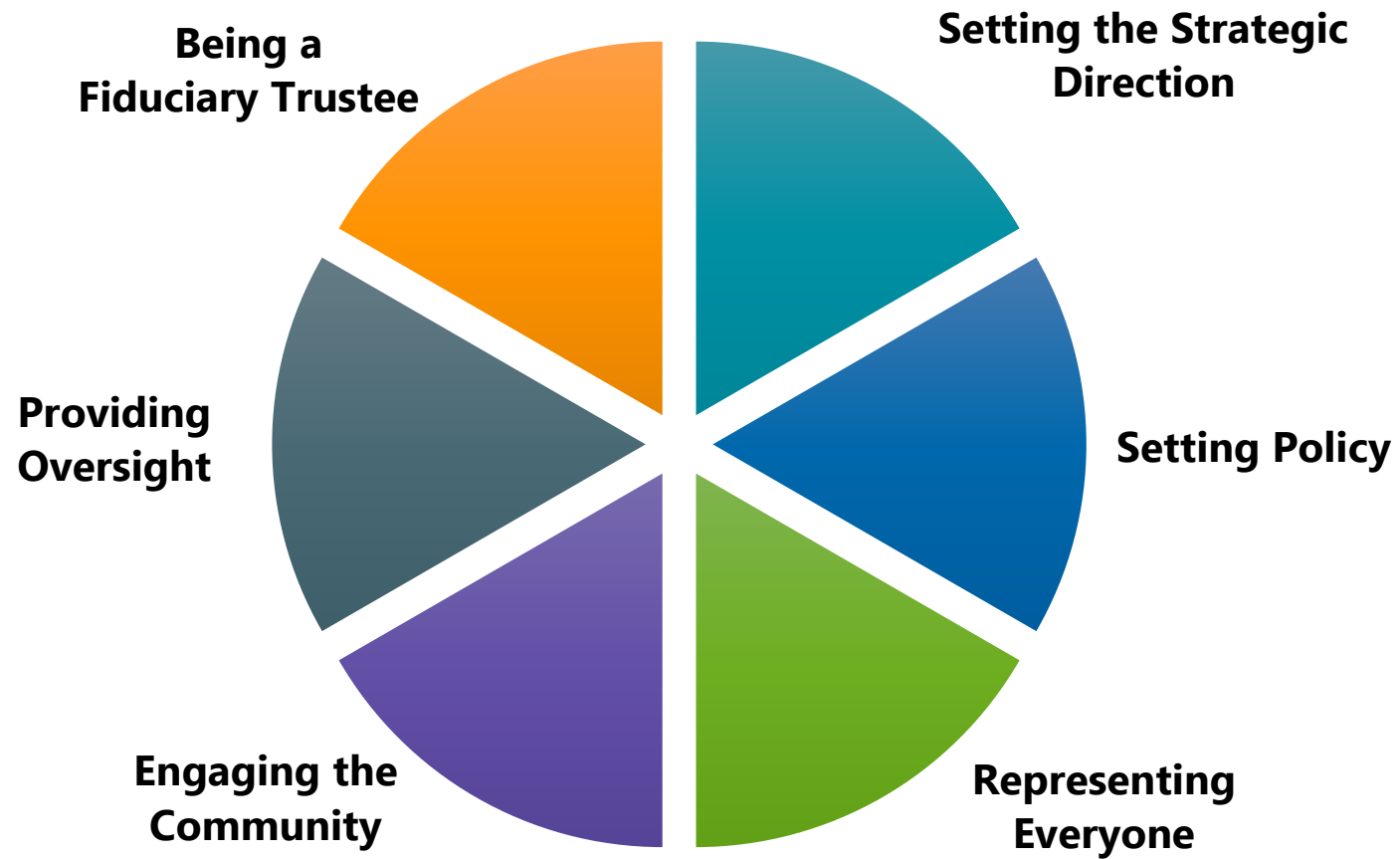
Shift toward a net zero greenhouse emission local economy through improved public and multimodal transportation, strong stewardship of our natural resources, greening neglected neighborhoods, and a strong commitment to sustainability across all departments.

A city that tells its stories (that tells the truth about its past and finds a healing path forward)

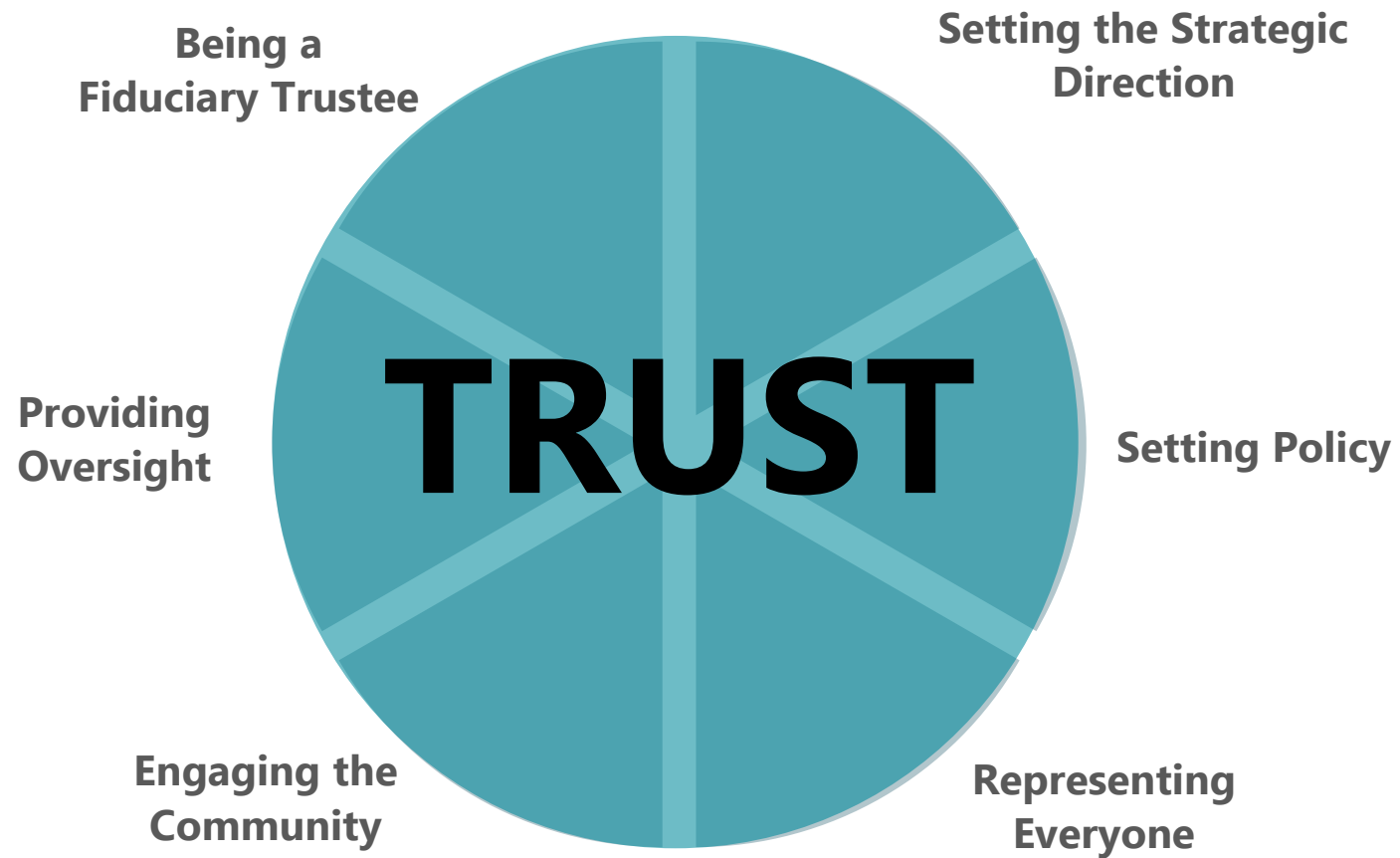
Make Richmond a national model for telling the truth about its own history — including slavery, racism, and struggles for Black empowerment since the city's founding. Use the arts as a vehicle for telling these stories and for strengthening connections across the different cultures found in our city.



The Keys To Success Wearing Each Hat?



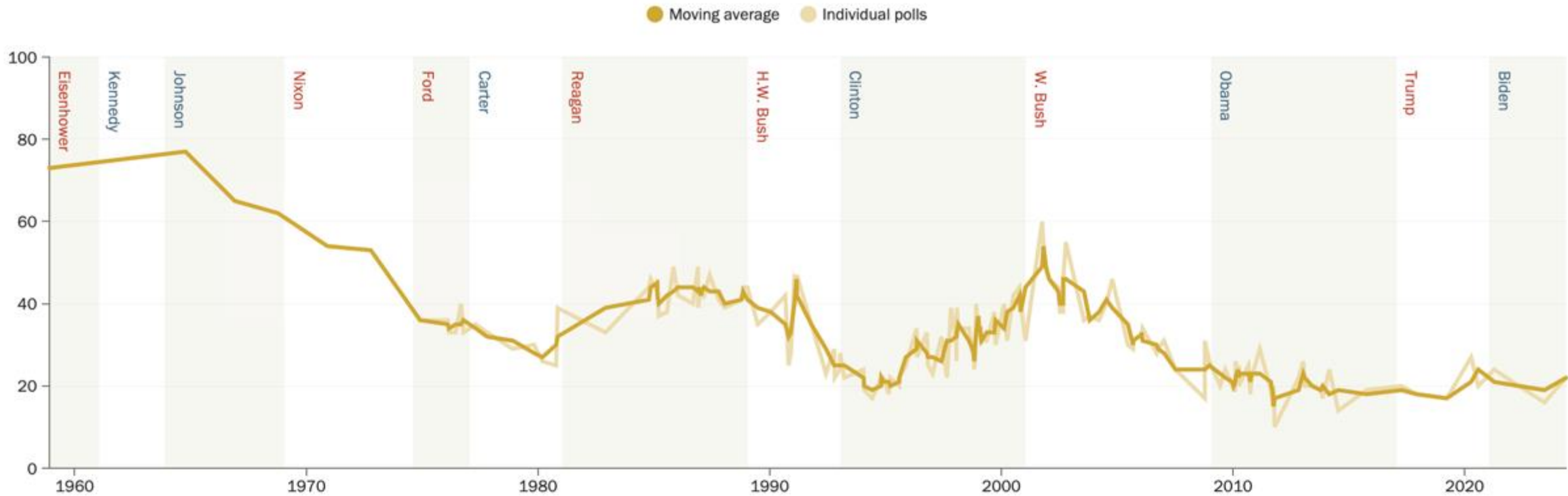
#1. Building Trust



Falling Trust in Government

Public trust in government near historic lows

% who say they trust the government to do what is right just about always/most of the time



Sources: Pew Research Center, National Election Studies, Gallup, ABC/Washington Post, CBS/New York Times, and CNN surveys.

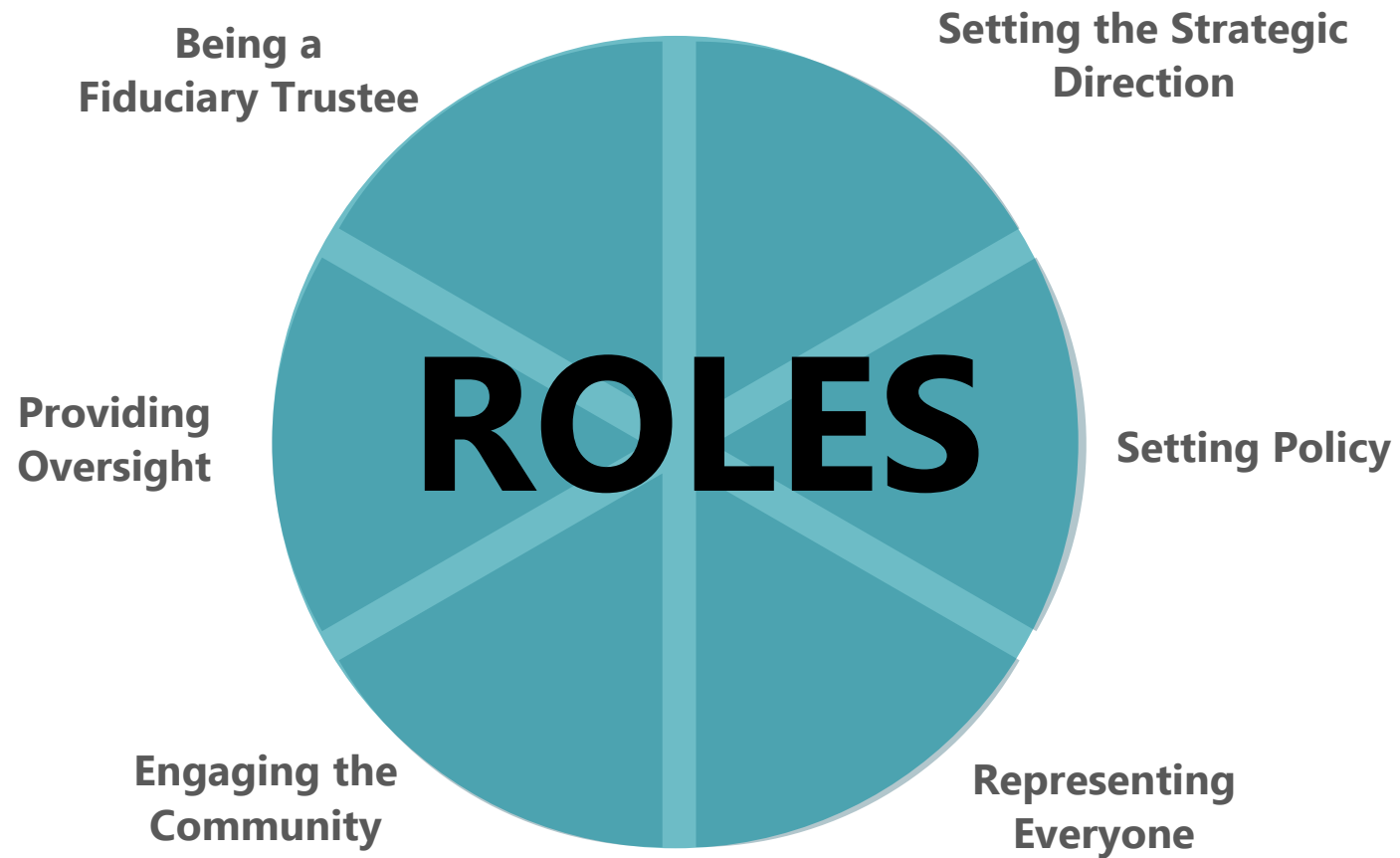
PEW RESEARCH CENTER



Keys to Building Trust

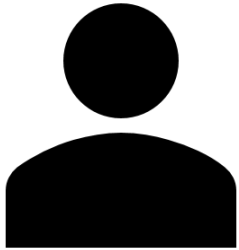
1. **Competence:** Being able to deliver.
2. **Integrity:** Being honest, ethical, and transparent.
3. **Empathy:** Understanding and caring about one another.
4. **Data:** Providing data when and where possible.
5. **Relationships:** Being together.
6. **Performance:** Delivering on your promises.
7. **What else?**

#2. Following Roles

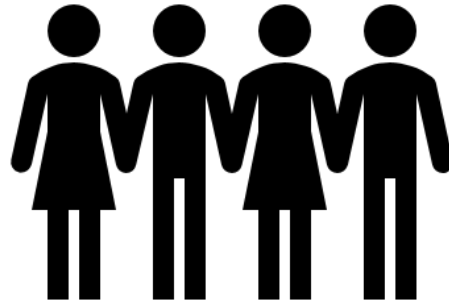


Follow Your Roles

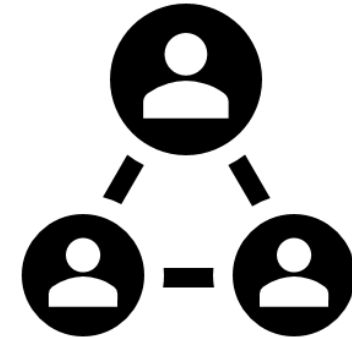
Mayor



City Council



CAO/City Administration



2. Our Collaboration At Its Best: Working together – yesterday and tomorrow.



**Let's discuss each of the six hats
– with our roles as a lens . . .**

**Looking back over time
when have we worked best
together in each of the
six hat areas?**

**How do we want to work
together in the future?**

1. **Policy:** Providing consistent and clear direction for decisions, actions, ethical conduct, and commitments.



Mayor: Proposes key policies, advocates for legislative changes, and ensures alignment with the City's vision.



City Council: Introduces, debates, amends, and approves ordinances, resolutions, and policy frameworks.



CAO/City Administration: Provides expert analysis and recommendations on policy feasibility, then executes and enforces policies through City operations.

Office of Community Wealth Building

**CITY OF
RICHMOND, VA**

NEWS & ALERTS | JOBS | VISIT RVA

Search our site

Community Wealth Building

About Us

Career Services

Youth Academy

Our Approach

AmeriCorps

Events/Calendar

News and Media

Basic Income

Wealth Building

Contact Us

Main Office - Operations
900 E. Broad Street, Suite 1502
Richmond, VA 23219 USA
Phone: (804) 646-3108
Fax: 804-646-3231
Email: AskCommunityWealthBuilding

Career Stations
East End Career Station
701 N. 25th Station 2nd Floor
Richmond, Virginia 23223
Phone: (804) 646 - 6464



The Office of Community Wealth Building



2. Representation:

Representing the perspectives and sentiments of all constituents and stakeholders.



Mayor: Serves as the City's primary spokesperson, representing the City at state, national, and international levels. Sometimes done with Council leadership.



City Council: Represents the interests of constituents at the local level, advocating for neighborhood concerns and priorities.



CAO/City Administration: Represents the city in administrative and professional capacities, working with regional and governmental agencies.

2015 UCI Road World Championship



3. Citizen Engagement:

Helping stakeholders better understand and actively participate in advancing key issues and important initiatives.



Mayor: Engages with the public through town halls, media appearances, community events, and social media to build trust and inform residents.



City Council: Conducts public meetings, gathers feedback, and ensures citizen input is considered in decision-making. Oversees boards and commissions. Communicate directly with own constituents.

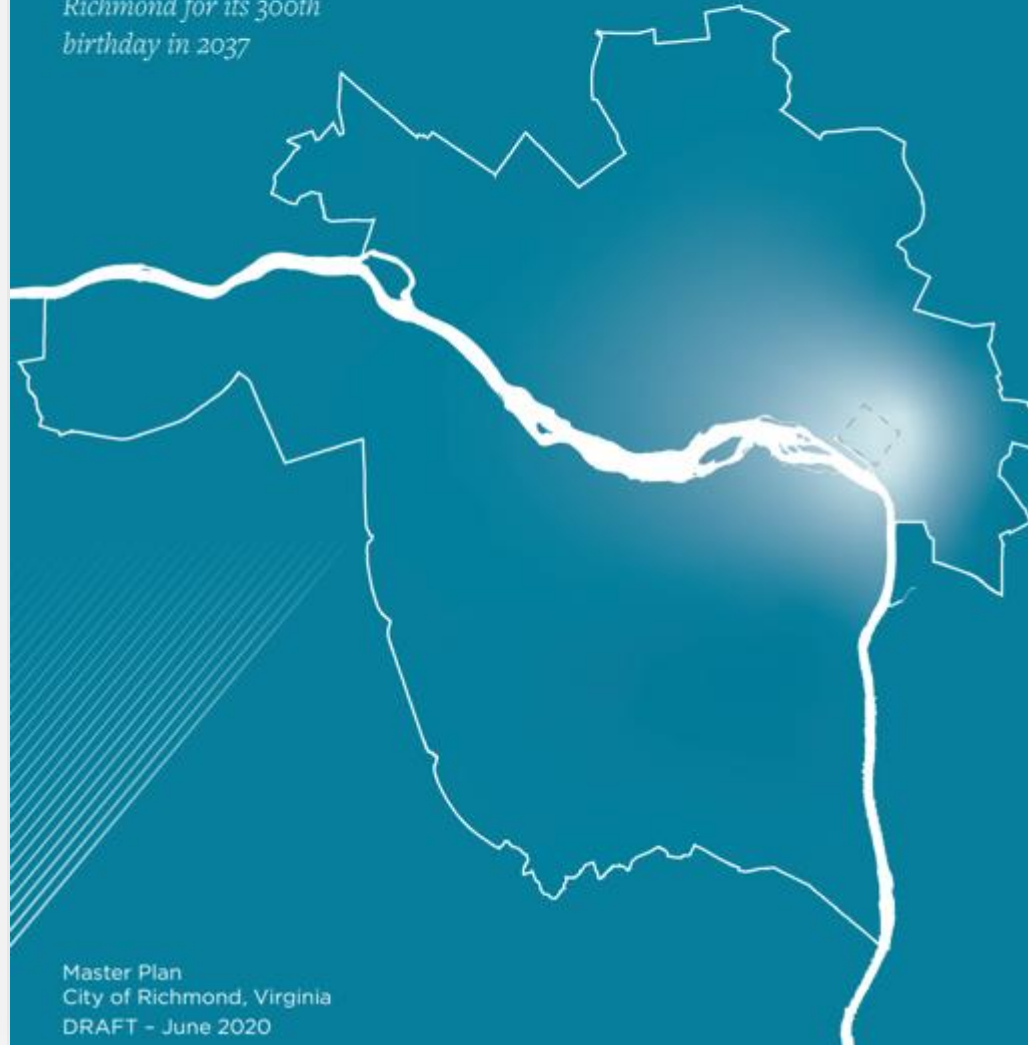


CAO/City Administration: Implements public outreach programs, responds to service requests, and provides data-driven updates to the community.

RICHMOND 300

A Guide for Growth

*Designing an equitable,
sustainable, and beautiful
Richmond for its 300th
birthday in 2037*



Master Plan
City of Richmond, Virginia
DRAFT - June 2020

4. Oversight: Making sure the City government does what it is supposed to do.



Mayor: Oversees City Administration at a high level, ensuring priorities are being met and the CAO and organization are functioning effectively.



City Council: Provides checks and balances on the administration by reviewing performance, conducting audits, and holding hearings.



CAO/City Administration: Executes Mayor's vision in compliance with policies set by City Council. Manages personnel, establishes and reports KPIs, and oversees daily operations of the Administration.

City Online Permitting

The screenshot shows the homepage of the City of Richmond Online Permit Portal. At the top left is the City of Richmond logo, which includes a circular seal with a figure and the text "CITY OF RICHMOND" and "ESTABLISHED 1771". To the right of the logo, the text "Online Permit Portal" is displayed in a large, bold, blue font, with "Richmond, VA" in a smaller font below it. In the top right corner, there is a link that says "Login or Register". Below the header is a dark navigation bar with several menu items: "Home", "Other Resources", "Apply", "Supporting Documentation", "Frequently Asked Questions", "Today's Inspections", "Search", and "Calendar". The main content area has a blue background with white text. It starts with a paragraph: "We recently completed an upgrade of our permitting system. This upgrade included a new user authentication process to enhance security for the portal. After the upgrade, **all users will need to re-register their online portal account.** Re-registration instructions and an FAQ sheet can be found under Supporting Documents/Permit Portal User Guides OR on the PDR website: <https://www.rva.gov/planning-development/review/permits-and-inspections>." This is followed by a bullet point: "Please reach out to CSSHelp@rva.gov for assistance with any questions you may have." and a closing sentence: "Thank you for your patience as we work to improve our systems!". Below this is a section titled "Welcome to Self Service" in bold black text. Underneath this title are three white boxes, each with a blue icon and text. The first box has a magnifying glass icon and is titled "Search Public Records"; it says "This tool can be used to search for existing permits, plans, inspections, code cases, requests and licenses." The second box has a checkmark icon and is titled "Apply"; it says "This tool can be used to apply for a permit, plan or license." The third box has a group of people icon and is titled "Login or Register"; it says "Login to an existing or create a new account. You can also find help if you forgot your login information."

Online Permit Portal
Richmond, VA

Login or Register

Home Other Resources Apply Supporting Documentation Frequently Asked Questions Today's Inspections Search Calendar

We recently completed an upgrade of our permitting system. This upgrade included a new user authentication process to enhance security for the portal. After the upgrade, **all users will need to re-register their online portal account.** Re-registration instructions and an FAQ sheet can be found under Supporting Documents/Permit Portal User Guides OR on the PDR website: <https://www.rva.gov/planning-development/review/permits-and-inspections>.

- Please reach out to CSSHelp@rva.gov for assistance with any questions you may have.

Thank you for your patience as we work to improve our systems!

Welcome to Self Service

Search Public Records

This tool can be used to search for existing permits, plans, inspections, code cases, requests and licenses.

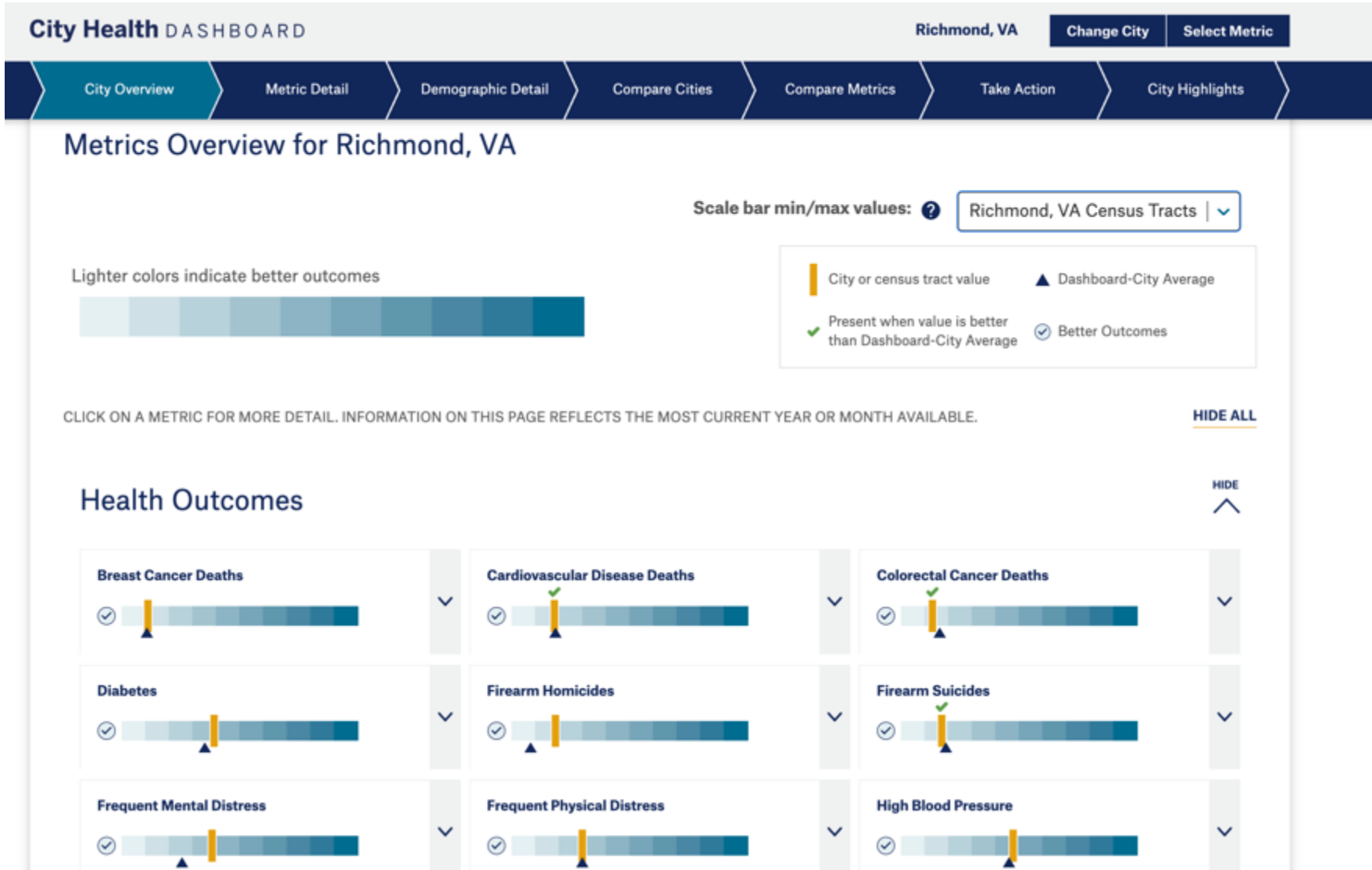
Apply

This tool can be used to apply for a permit, plan or license.

Login or Register

Login to an existing or create a new account. You can also find help if you forgot your login information.

City of Richmond Dashboard



5. Fiduciary Responsibility:

Fulfilling all ethical obligations to the public.
Putting the public's interest before your own direct or indirect personal interests.



Mayor: Develops and proposes the annual budget, advocating for funding allocations that support strategic priorities.



City Council: Reviews, amends, and approves the budget, ensuring responsible financial stewardship and fiscal transparency.



CAO/City Administration: Manages City finances, allocates resources, ensures budget execution aligns with Council-approved policies, and provides timely reports to the Mayor and City Council on the state of finances.

2024 Budget



6. Strategy:

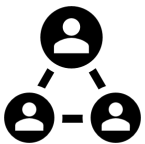
Ensure the city has a vision and movement towards a desired future state.



Mayor: Leads the development of the City's strategic vision, sets priorities, and champions long-term initiatives.



City Council: Reviews, refines, and adopts strategic plans, ensuring alignment with community needs and policy priorities.



CAO/City Administration: Implements strategic objectives by coordinating City departments, managing resources, and ensuring operational execution.

Diamond District



3. Our Future: What Are Our Key Takeaways?



**What attitudes and behaviors
on collaboration should we
embrace as we move forward?**

**Write down three of your
biggest take-aways
from this morning.**

**Let's then share one of your
insights with the group.**

Onward!



**Slides not being used at
this retreat – to much
“telling”**

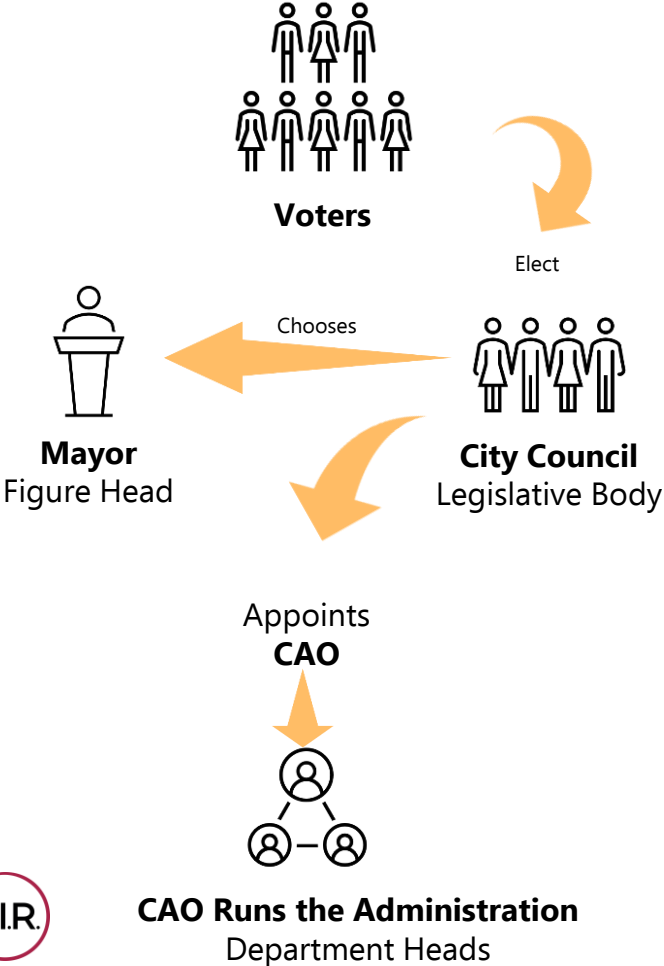
**To understand our assigned roles, we
need to understand the form of
government we have today.**

Our Uniqueness:

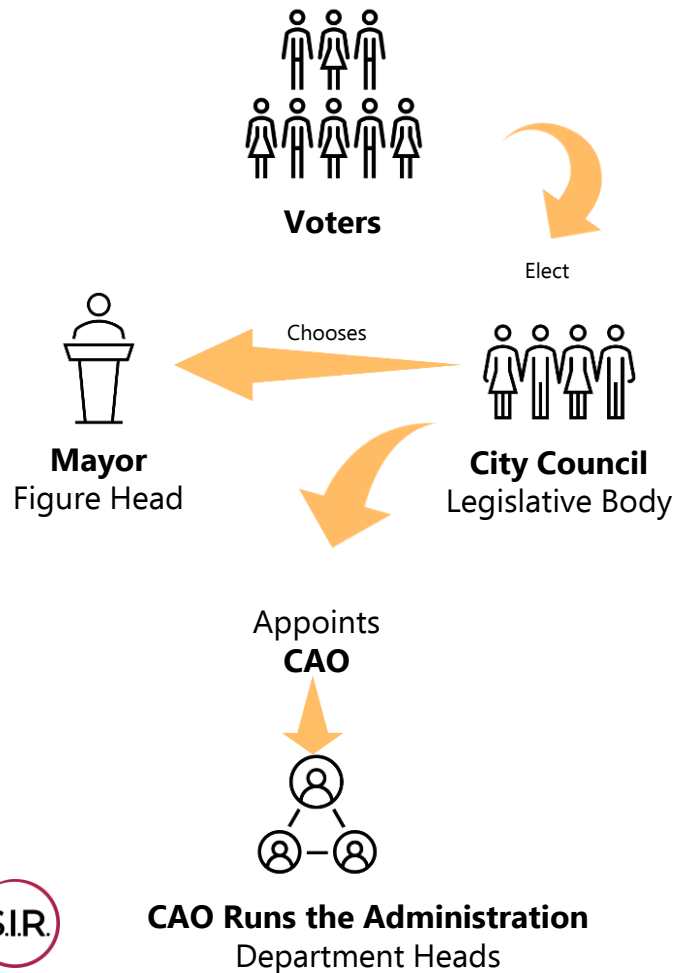
Richmond City's Government Overview



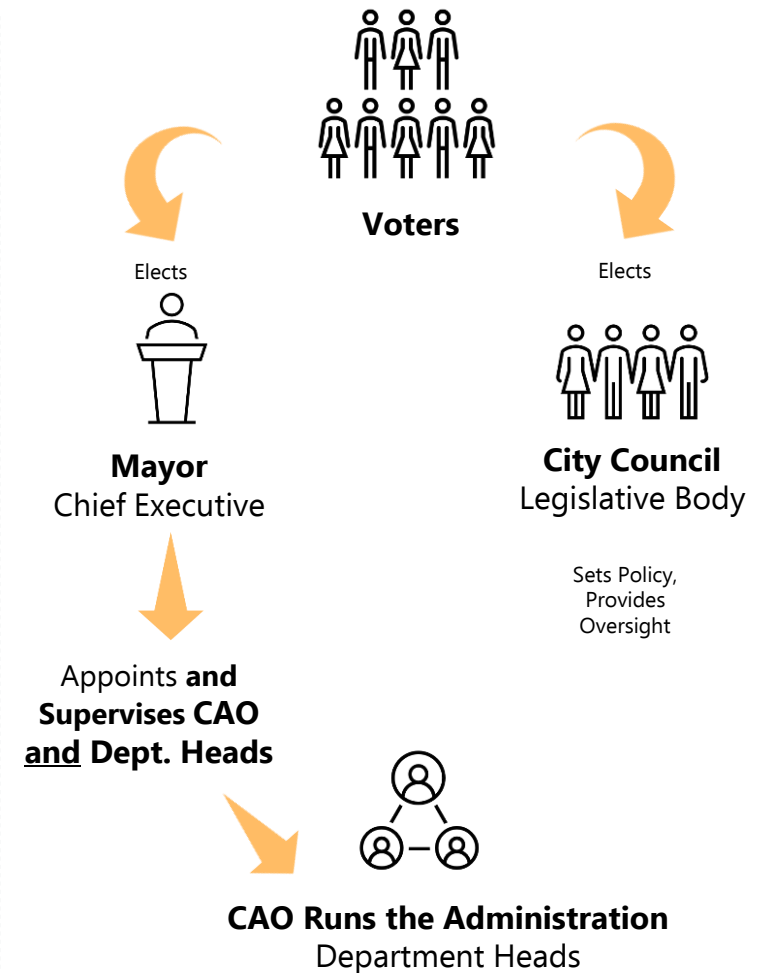
Council-Manager Model



Council-Manager Model



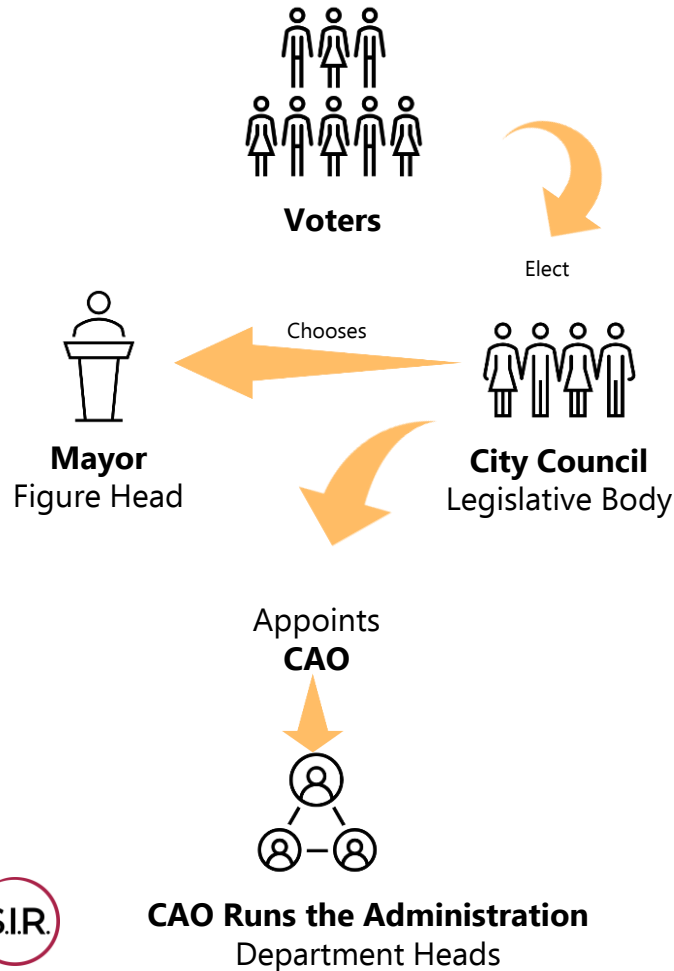
Mayor (CEO)-Council Model *(aka "strong mayor")*



Council-Manager Model

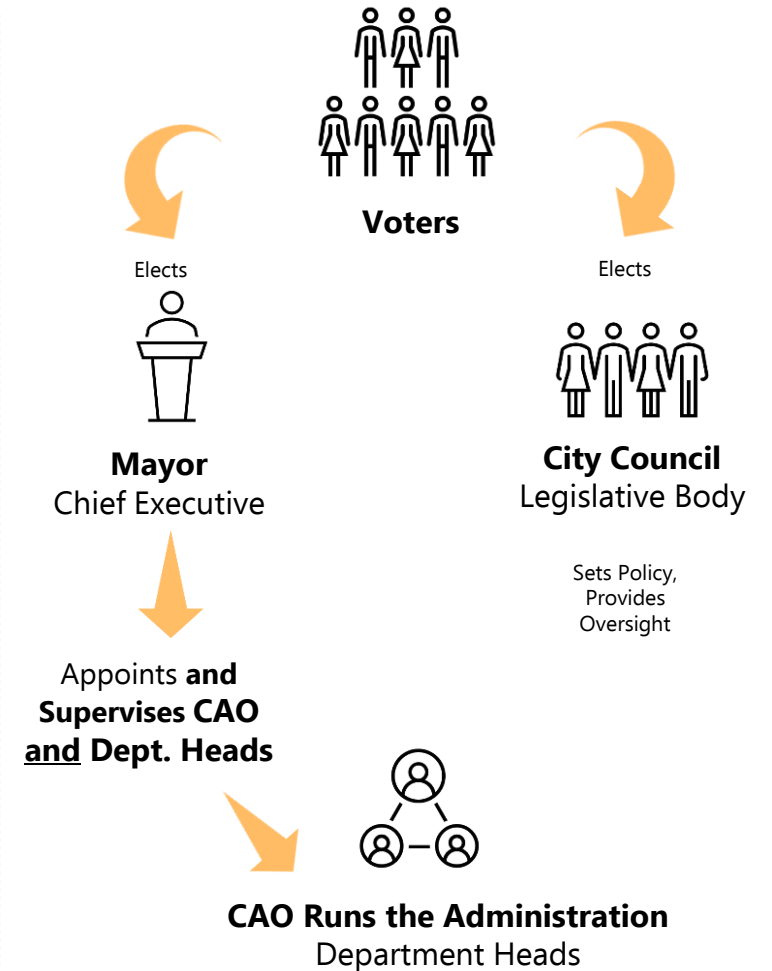
City of Richmond Model?

Mayor (CEO)-Council Model *(aka "strong mayor")*



"20 years ago - We wanted a mayor that would have some authority – that represents the City"

- **Win 5 of 9 Districts**
- **Mayor appoints CAO**
- **Council approves CAO**
- **CAO hires dept. heads**
- **Mayor supervises CAO**
- **Mayor and CAO work closely together**



Council-Manager Model

City of Richmond

Mayor (CEO)-Council Model *(aka "strong mayor")*

