



# City Manager's Work Plan



# City Manager's Work Plan

*Stabilizing and Strengthening City Government  
Fiscal Year 2024*



# FY2024

Stabilizing

&

Strengthening

- Prioritized performance evaluations
- Relaunched employee engagement
- Built on best practice budgeting
- Prioritized transparency and public engagement
- Committed to planning strategically, allocating appropriately, and executing consistently



# City Manager's Work Plan

*Compensation, Collective Bargaining, Communication & Coordination  
Fiscal Year 2025*



# FY2025

*Compensation*

*Collective Bargaining*

*Communication*

*Coordination*

- Invested in our people
  - Implemented Collective Bargaining
  - Significantly reset Class & Compensation System
- Consistently communicated to the public
  - *Inside Charlottesville*
  - *City Manager's Reports*
  - *CityScoop*
- Collaborated regionally
  - *City, County, UVA, Regional localities*



# City Manager's Work Plan

*Implementing Our Plans  
Fiscal Year 2026*

**FY26 CITY MANAGER’S WORK PLAN**

July 1, 2025 – June 30, 2026



**Commitment to Community Prosperity**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Operationalize accessibility priorities to demonstrate a citywide commitment to sustaining an <b>ADA Culture of Compliance</b>	Transition Plan Priorities Sidewalk Priorities List Dominion Pole Removal Project CAT Amenities Plan	Ongoing Dec 2025 Feb 2026 Jun 2026		City Manager’s Office All Departments & Offices	ADA Transition Plan
Prioritize efforts to support civil rights and empowerment priorities that ensure prosperity for all	HR Ordinance Alignment PCOB operations reset Adult programming Anti-Violence Projects Assess Re-Entry Supports	Ongoing		Human Rights PCOB Human Services City Manager’s Office City Attorney’s Office	Community Violence Intervention/Interruption Fund
Establish high performance standards for social services and human services to ensure fair engagement for all	Define Quality Standards Achieve High Performance	Dec 2025 June 2026		Human Services Social Services City Manager’s Office	
<b>Deepen integration of Social Determinants of Health in local government operations</b>	Project List Host Community Convenings Develop Health/Wellness Plan Produce community data sets	Quarterly		City Manager’s Office	Utilize CHNA, Orange Dot Report, Community Well-Being Report, Weldon Cooper reporting
<b>Explore community initiatives to redress systemic and historic pain and injury</b>	Develop Priority List Host Community Convenings	June 2026		City Manager’s Office	

**Strategic Outcome: Economic Prosperity**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Focus on the alignment of additional work projects to support the implementation of the Zoning Ordinance	Implementation Work Plan Short Term Rental Management Program Environmental & Regulatory Studies	Jul 2025 Oct 2025 Dec 2025 Jan 2026		NDS City Manager’s Office City Attorney’s Office	Vision Plans for 10 <sup>th</sup> & Page & Rose Hill
<b>Leverage the financial outcomes of low wealth residents to create economic mobility &amp; opportunity</b>	<b>Integrate ICMA E&amp;O Officer</b> Pursue model programming Launch three initiatives	Oct 2025 Dec 2025 Feb 2026		Emergency Management City Manager’s Office	Economic Mobility & Opportunity Officer (ICMA)

Develop a robust employment opportunity initiative using city's Downtown Job Center	Downtown Job Center Assessment Program Enhancements List Create Economic Mobility Plan	Dec 2025 Feb 2026 Apr 2026	City Manager's Office Human Services Social Services	Economic Mobility & Opportunity Officer (ICMA)
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**Strategic Outcome: Climate Action**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Continue environmental sustainability projects using plastic bag tax revenue	Complete annual project list	June 2026		Sustainability Office	
Maintain robust Climate Action planning with citywide work plan	Year End Report Annual Plan Collection of citywide lists	July 2025 July 2026 Dec 2025		Sustainability Office All Departments & Offices	
Sustain commitment to decarbonizing the Gas Utility	Implement Decarb Priorities	Quarterly		City Manager's Office Utilities Sustainability Office	Carbon Offsets Connection Fees Sustainability Contributions
Integrate EV buses into transit fleet	Complete EV Infrastructure Deploy 2 EV buses	Dec 2025 Jun 2026		Sustainability Office CAT NDS	Integrate 2 additional EV buses if grant awarded

**Strategic Outcome: Education**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Operationalize a comprehensive schools investment strategy to define operational, development, interior maintenance, groundskeeping, and enrichment programming and codify by agreement for annual planning	Sustainability Work Plan Facilities Work Plan Groundskeeping Schedule Enrichment Program List Revised Funding Formula Long Term Facilities Plan	Ongoing		City Manager's Office Public Works Human Services Parks & Recreation City Attorney's Office Budget/Grants Management	

**Strategic Outcome: Housing**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Explore and initiate a series of consistent homeless intervention strategies	Low Barrier Shelter Ops Plan COC Capacity Enhancements Outreach Services Strategy Long-Term Management Plan	TBD Jul 2025 Sep 2025 Oct 2025		City Manager's Office Human Services Social Services	
Continue the implementation of the Affordable Housing Plan with focus on underperforming categories	Assess 30% AMI impacts Initiate a Tracking Report HEAT Program Deployments	Oct 2025 Dec 2025 Mar 2026		NDS City Manager's Office	CSRAP Program Update Land Bank Ordinance Tax Abatement Program

**Strategic Outcome: Organizational Excellence**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Recruit highly qualified candidates to fill critical positions to support organizational excellence	Sr. Budget Analyst Deputy City Attorney (2) Deputy Parks Director (1)	Ongoing		City Manager's Office Human Resources	
Continue to modernize approach to human resource management and systems	Define Meet & Confer Process Labor Relations Engagement Hard to Fill Analysis Update Evaluation Program	Sep 2025 Quarterly Dec 2025 Jan 2026		Human Resources	
Develop and deploy communications & public engagement priorities to consistently prioritize transparency for public access to the local government	Internal Plan External Plan Completed Projects List	Oct 2024 Dec 2025 Mar 2026		Communications & Public Engagement City Manager's Office Clerk of Council Information Technology	CM Budget Forums Report to the Community Produce Media Center content Expanded Work Session Series
Enhance budget office focus to include workflow management to support annual citywide budgeting	Integrate grants workflow Strengthen office capacity Produce FY26 Budget	Jul 2025 Dec 2025 Apr 2026		Budget & Grants Management	
Improve capital improvement planning process and procedures	Progress Report Meetings CIP Management Procedures	Oct 2025 Jan 2026		City Manager's Office Information Technology	
Produce informative assessments to support strategic planning to implement council's vision with reliable implementation strategies	Survey Result Priority List Strategic Planning	Sep 2025 Jun 2026		City Manager's Office Information Technology	Closeout FY24-FY26 Plan Produce FY27-FY31 Plan
Prioritize highly effective finance department of internal services to achieve organizational excellence	Implement recommendations Migrate to new ERM system Onboard new City Assessor	Ongoing Aug 2025 Jul 2025		Finance Assessor's Office	
Invest in the stabilization of the City Attorney's Office with consistent legal representation and consultation	Internal Policy Updates (12) Deploy records management strategy Complete hiring plan	Monthly Dec 2025 Jan 2026		City Attorney's Office City Manager's Office	
Maintain focus on the development and sustainment of a high functioning City Manager's Office with broad organizational capacity	Reimagining CMO & workflow Conduct/implement internal service assessments	Oct 2025		City Manager's Office	
Prioritize Council-Manager contacts to support cooperation and decision making	Retreats (2) Policy Priorities Boards & Commissions Liaison			City Manager's Office City Attorney's Office Clerk of Council	Legislative Agenda Strategic Retreat Organizing Retreat

**Strategic Outcome: Partnerships**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Prioritize mutually beneficial regional agreements	Mutual Aid Agreements Regional Leader Convenings Town & Gown Engagements	Annually Quarterly Quarterly		City Manager's Office City Attorney's Office Police Fire	
Pursue Accountability Measures in community investment activities	Implement metrics in funding allocations per FY budget Maintain city grants inventory	July 2025 Mar 2026 Jun 2026		Human Services Budget & Grants Management	
Continue management of ARPA funding to until program expires	Performance Audit Reports to US Treasury	Dec 2025 Quarterly		Finance	
Maintain collaborative relationships to sustain high quality of life for all	Quality of Life Investments Signature Partnerships	Quarterly Spring 2026		City Manager's Office	Quality of Life Fund
Establish a collaborative liaison relationship with city boards & commissions and council appointees	Produce City Service Handbook Create B&C Bylaws Repository	Dec 2025  June 2026		City Manager's Office Clerk of Council	

**Strategic Outcome: Public Safety**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Sustain a committed approach to public engagement prioritizing <b>Community Safety &amp; Support</b> to build community trust	Community Walks Community Academy Gun Buyback Program Police Explorer Program Youth Liaison Group	Monthly Annually Jan 2025 TBD TBD		City Manager's Office Police Human Services	
<b>Strengthen citywide emergency management framework</b>	Onboard Coordinator Comprehensive Work Plan Tabletop Exercises & Drills	Aug 2025 Dec 2025 June 2026		Emergency Management Fire Police Chief	
<b>Support and facilitate critical Infrastructure Improvements</b>	<b>Street acceptance agreements</b> <b>Community Impact Projects</b> <b>Deploy OpenGov Asset Mgmt</b>	Dec 2025  Continuous  Jan 2026		Public Works Utilities City Manager's Office City Attorney's Office	Central Water Line Schenks Branch
<b>Maintain prioritization of mental health and substance abuse interventions</b>	Opioid Abatement Plan Public Health Strategies Marcus Alert Implementation Anchor Enhancements	Continuous		City Manager's Office Human Services Social Services Police Chief	

**Strategic Outcome: Recreation, Arts, Culture**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Prioritize Downtown Mall Investments to preserve the city's primary quality of life amenity	Lighting Improvements Management of Fountains Dedication of Mall Manager Increased maintenance plan	0426 1025 0725 Ongoing		City Manager's Office NDS Public Work Economic Development Parks & Recreation	
Demonstrate commitment to the implementation of the Parks & Recreation Master Plan	Complete Priority Projects Complete Parks Equity Plans	0325		Parks & Recreation	Equity Plans: Market Street, Court Square, Tonsler Park, Washington Park
Develop and manage a citywide public art program to capture the creative attractiveness within the city	Standard Operating Policy Public Art Program Ordinance	1124		City Manager's Office NDS Public Works City Attorney's Office	

**Strategic Outcome: Transportation**

ACTION ITEM	TARGET MEASURE	COMPLETION DATE	STATUS	RESOURCE ALLOCATION	NOTES
Maintain commitment to individual development to achieve sustained performance w/VDOT Portfolio	Combine Project Mgmt Team Complete Portfolio Assessment Realign Portfolio w/VDOT	0724 1024 1124		City Manager's Office Public Works	
Implement enhancements to reliability, frequency, and ridership with climate innovation	Set FY27 Budget Priorities Integrate System Enhancements	0126 Quarterly 0425		CAT NDS	
Complete priority transportation initiatives to demonstrate commitment to accessibility and public safety	Complete assembled lists	Quarterly 0626		Public Works NDS CAT	Safe Routes to Schools Urgent Infrastructure Sidewalk Priorities Transit Amenities

The City Manager's responsibility is to ensure that every effort possible is focused on implementing **Council's Vision for Charlottesville: To be a place where everyone thrives**. This work plan is first centered on Council's *Commitment to Community Prosperity* with a set of actionable items categorized by the Strategic Outcome Areas adopted by Council in September 2023 for the City of Charlottesville Strategic Plan (FY2024-FY2026).

**TIER ONE:** *Housing, Education, and Transportation*

**TIER TWO:** *Climate Action, Organizational Excellence, and Public Safety*

**TIER THREE:** *Economic Prosperity, Partnerships, and Recreation, Arts, & Culture*



# FY2026

## Implementing Our Plans

- Parks Master Plan
- ADA Transition Plan
- VDOT LAP Portfolio
- Downtown Mall Enhancements
  - [DTM50/VA250](#)
  - [CIP Priorities FY26-30](#)
- NDS Work Plan
  - [Short Term Rentals](#)
  - [Regulatory Studies](#)



# FY2026

## Implementing Our Plans

- Opioid Abatement Plan
- Transportation Plans
  - Urgent Infrastructure Projects
  - Sidewalk Priority List
  - Safe Routes to Schools Priority List
  - Transit Strategic Plan
- Affordable Housing Plan (ROI Analysis)



# FY2026

Creating Other Plans

- Community Safety & Support Plan
- Emergency Management Plan
- Community Prosperity Plan
- Economic Mobility & Opportunity Plan
- Comprehensive Transportation Plan
  
- FY2027-2031 Strategic Plan



# COMMUNITY INTERVENTIONS

Setting a New Standard

&

Managing Expectations

## Homeless Intervention Plan

- Strengthening the capacity of BRACH
- Looking at multiple tiny village options
- Proposing a low barrier shelter
- Looking at options for alternate placement
- Considering multiple shelter types for deployment
- Adding homeless outreach workers
- Investing in PSH and other low AMI units
- Evaluating how to better direct funds to key gaps
- Considering housing support for unhoused projects
- Providing bags to unhoused for keeping their things
- Continuing long term storage for unhoused
- Advocating for regional unhoused supports
- Cleaning up problematic areas
- Managing encampments with care
- Seeking genuine partnership to work the issue in meaningful ways from multiple angles

# Council's Vision

Council's vision for the City of Charlottesville is  
*To Be a Place Where Everyone Thrives*

