

AGENDA
CITY COUNCIL RETREAT
NOVEMBER 7, 2017
8:45 A.M. – 4:00 P.M.

Region 2000 Conference Room - Bank of the James Building – 12th Floor

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| I. | Gathering and Welcome
- Mayor Joan Foster | 8:45 a.m. – 9:00 a.m. |
| II. | Review City Council's Rules of Procedure
- Mayor Joan Foster | 9:00 a.m. – 9:30 a.m. |
| III. | Highlights of FY 2018 - FY 2019 Work Plan
- Charles Hartgrove, Deputy City Manager | 9:30 a.m. – 10:15 a.m. |
| | BREAK | 10:15 a.m. – 10:30 a.m. |
| IV. | Poverty
a. Update and Future Steps
b. Proposed Guidelines for Access to City Funding
- John Hughes, IV, Assistant City Manager | 10:30 a.m. – Noon |
| | Working Lunch | Noon |
| | Introducing the City's New App – A Preview
- Joann Martin, Director of Communications and Marketing | 12:15 p.m. – 12:30 p.m. |
| | Human Resources Overview: Glancing Back/Focusing Forward
- Heather Brown, Director of Human Resources | 12:30 p.m. – 1:00 p.m. |
| V. | FY 2017 Financial Results, FY 2018 First Quarter
Financial Update, and FY 2019 Operating Budget BIG Issues

FY 2019 – FY 2023 Capital Improvement Program Overview
- Donna Witt, Director of Financial Services | 1:00 p.m. - 2:30 p.m. |
| | BREAK | 2:30 p.m. – 2:45 p.m. |
| VI. | FY 2019 Budget Development/Council Discussion
- Bonnie Svrcek, City Manager | 2:45 p.m. – 3:45 p.m. |
| VII. | Closing Remarks: Mayor Foster and City Council | 3:45 p.m. – 4:00p.m. |

LYNCHBURG CITY COUNCIL RULES OF PROCEDURE

(Adopted September 23, 2008;
Amended August 11, 2009, July 9, 2010, July 3, 2012, May 14, 2013 and July 12, 2016)

Introduction

These rules of procedure were designed and adopted for the benefit and convenience of the Lynchburg City Council. Their purpose is to help City Council conduct its affairs in a timely and efficient manner. They incorporate the general principles of parliamentary procedure found in *Robert's Rules of Order Newly Revised* and applicable Virginia laws. The rules of procedure do not create substantive rights for third parties or participants in proceedings before City Council. Further, City Council reserves the right to suspend or amend the rules of procedure whenever a majority of Council decides to do so. When City Council's rules of procedure do not address a procedural issue, Council may consider the most recent edition of *Robert's Rules of Order* for guidance. The failure of City Council to strictly comply with the rules of procedure shall not invalidate any action of City Council.

SECTION 1 - PURPOSE AND BASIC PRINCIPLES

Section 1-1. Purpose of Rules of Procedure

- A. To enable the Lynchburg City Council to transact business fully, expeditiously and efficiently while affording every opportunity to citizens to witness the operations of government;
- B. To protect the rights of each individual Council member;
- C. To preserve a spirit of cooperation among Council members; and
- D. To determine the will of City Council on any matter.

Section 1-2. Basic Principles Underlying Rules of Procedure

- A. The business of the City Council should proceed in the most efficient manner possible;
- B. City Council's rules of procedure must be followed consistently;
- C. City Council's actions should be the result of a decision on the merits and not a manipulation of the procedural rules;

- D. Only one subject may claim the attention of City Council at one time;
- E. Each item presented for consideration is entitled to full and free discussion;
- F. Every member has equal rights to participate and vote on all issues;
- G. Every member must have equal opportunity to participate in decision making;
- H. The will of the majority must be carried out, and the rights of the minority must be preserved; and
- I. The Council must act as a body.

SECTION 2 -- MEETINGS

Section 2-1. When and Where Regular Meetings are Held

The time and place of regular meetings of the Lynchburg City Council (hereinafter referred to as the Council) shall be established at each organizational meeting. Meetings shall be held in the City Council Chamber, on the first floor in City Hall, as follows:

Second and fourth Tuesday of the month, at 4:00 p.m.; except, there will be no regular meeting on the fourth Tuesdays during the months of July, August, and December.

The Council may hold additional meetings at other locations and times, or may change the locations and times of regularly scheduled meetings as it deems appropriate to do so. Notice of such additional meetings or changes to the location or time of regularly scheduled meetings shall be provided to the public and the press as required by State Code. Additional meetings shall be referred to as “additional scheduled meetings” and shall be approved by Council during a regularly scheduled meeting.

Section 2-1.1. Continued Meetings

A regular meeting shall be continued to the immediately following Thursday of that week, or to the next regularly scheduled meeting, at the same time and place as the regular meeting if the Mayor, or Vice Mayor, is unable to act, finds and declares that weather or other conditions are such that it is hazardous for members to attend the regular meeting. Such finding shall be communicated to the Council members and the press as promptly as possible. All hearings and other matters previously advertised shall be conducted at the continued meeting and no further advertisement is required.

Section 2-2. Special Meetings

A. The Council may hold such special meetings, as it deems necessary, at such times and places as it may find convenient; and it may adjourn from time to time. A special meeting of the Council shall be called pursuant to Section 15.2-1417 of the Code of Virginia (1950), as amended, Section 9 of the City Charter and Section 2-19 of the City Code.

B. Special meetings may be called by the Mayor, the City Manager, or any two (2) members of the Council in writing to the Clerk of Council for the purpose stated in the notice of the special meeting. The Clerk of Council shall forthwith notify the members of the Council of the time and place designated and the purpose of the meeting. Written notice of the special meeting shall be delivered to each member of the Council by leaving a copy thereof at his or her place of abode or place of business at least twelve hours before the time scheduled for the special meeting. Only matters specified in the notice of the special meeting shall be considered unless (1) all of the members of the Council are present and (2) the Council determines in good faith at the meeting that it is essential to discuss or act on such additional item(s) immediately.

C. Notice to the public of any special meeting shall be given contemporaneously with the notice provided the members of the Council, the City Attorney, and the City Manager.

Section 2-3. Legal Holiday

When a regularly scheduled meeting falls on a legal holiday, the meeting shall be held on the following business day unless the meeting is canceled by a majority vote of the Council.

Section 2-4. Adjourned or Recessed Meetings

A. A meeting of the Council is adjourned when the Council has finished its business and is bringing the meeting to a close, with the intention of holding another meeting at a later date. Generally, when a meeting of the Council is adjourned, the next meeting of the Council is preceded by opening ceremonies. A meeting of the Council is recessed when the Council takes a break between sittings and after the recess business is resumed where it left off.

B. A properly called regular, additional scheduled, or special meeting may be recessed or adjourned to a time and place certain by a motion made and adopted by a majority of the Council in open session during the regular, additional scheduled, or special meeting. The motion shall state the time and place when the meeting will reconvene. No further notice need be given of such a recessed or adjourned session of a properly called regular, additional scheduled or special meeting.

Section 2-5. Cancellation or Rescheduling of Meetings

A regularly scheduled meeting may be cancelled or rescheduled, in special circumstances and for the convenience of Council, if the change would not impact an advertised public hearing or a scheduled public presentation. The Mayor and Vice Mayor shall agree to any such change

and the remaining members of the Council shall be immediately notified of the change and the reason therefore. If any member of the Council objects, the regularly scheduled meeting shall proceed as originally planned. In the event that no member of the Council objects, the public and the media shall be notified promptly of the change.

Section 2-6. Organizational Meeting

A. The first meeting in July of each year in which a Council election is held shall be known as the organizational meeting. The Clerk of Council shall preside during the organizational meeting pending the election of the Mayor.

B. The Mayor shall be elected at the organizational meeting for a term of two years.

C. Following the election of the Mayor, he or she shall preside during the election of the Vice Mayor.

D. Following the election of the Vice Mayor, the Council shall:

1. Establish the dates, times and places for regular meetings; and
2. Adopt its Rules of Procedure.

Section 2-7. Procedure for Election of Mayor and Vice Mayor

A. The Clerk of Council shall preside during the meeting at which the Mayor is elected, pending the election of the Mayor. Following the election of the Mayor, he or she shall preside during the election of the Vice Mayor.

1. The presiding officer shall call for nominations from the membership.
2. Any Council member, after being recognized by the presiding officer, may place one or more names in nomination and discuss his or her opinions on the qualifications of the nominees.
3. After all nominations have been made the presiding officer shall close the nominating process and open the floor for discussion.
4. After discussion the presiding officer shall call for the vote.
5. The membership shall vote by written ballot and the completed ballots shall immediately be passed to the Deputy Clerk who shall collect the ballots, read them aloud, publicly announce how each member of the Council voted and tally the respective votes.
6. Each member shall cast one vote for any one nominee.

7. In the case of three-way race, the candidate receiving the least number of votes will be dropped from the slate of nominees, and another vote will be taken.

8. A majority of those voting shall be required to elect the Mayor or Vice Mayor.

B. The Mayor and Vice Mayor shall serve until replaced.

Section 2-8. Seating Arrangement

The Mayor shall occupy the center seat on the dais with the Vice Mayor occupying the seat at his or her immediate right. The remaining members of the Council shall determine their seating arrangement by seniority with the most senior member selecting his or her seat first and the remaining members selecting their respective seats in seniority order based on years served on the Council. In the event that two or more Council members have equal seniority, the selection of seating for those members shall be determined by chance.

SECTION 3 -- OFFICERS

Section 3-1. Mayor and Vice Mayor

The Mayor shall preside over all meetings of the Council. The Vice Mayor serves in the absence of the Mayor. In the absence from any meeting of both the Mayor and Vice Mayor, the Council members present shall choose one of their members as temporary presiding officer.

Section 3-2. Clerk

The Clerk of Council shall be appointed by the Council. He or she shall prepare the agenda for Council meetings, shall attend all Council meetings, and shall keep an accurate record of the proceedings.

Section 3-3. Parliamentarian

The City Attorney shall serve as the Parliamentarian for the purpose of interpreting these Rules of Procedure and the Code of Virginia (1950), as amended, as may be directed by the presiding officer, or as required as a result of a point of order raised by one or more Council members. If the City Attorney is unavailable, the City Manager shall serve as the Parliamentarian.

Section 3-4. Preservation of Order

A. At meetings of the Council, the presiding officer shall preserve order and decorum. The presiding officer shall have the following powers:

1. To rule motions in or out of order, including any motion not germane to the subject under discussion or patently offered for obstructive or dilatory purposes;
2. To determine whether a speaker has gone beyond reasonable standards of courtesy in his or her remarks and to entertain and rule on objections from other members on this ground;
3. To entertain and answer questions of parliamentary law or procedure;
4. To call a brief recess at any time;
5. To adjourn in an emergency.

B. A decision by the presiding officer under any of the first three powers listed above may be appealed to the Council upon motion of any member. Such a motion is in order immediately after a decision under those powers is announced and at no other time. The member making the motion need not be recognized by the presiding officer, the motion does not require a second, and the motion, if timely made, may not be ruled out of order. There are two exceptions to this right of appeal. The presiding officer may adjourn without the Council's vote or appeal in an emergency, and he or she may also call a brief recess without a vote at any time, when necessary to "clear the air" and thus reduce friction among the members.

SECTION 4 – AGENDA

Section 4-1. Preparation

A. The Clerk of Council shall prepare an agenda for the regularly scheduled meetings conforming to the order of business specified in Section 5-1 entitled "Order of Business".

B. Any Council member may request that items be placed on a meeting agenda by contacting the Clerk at least seven (7) days prior to the Council meeting for which they wish the item scheduled. The Clerk shall place requested items on the agenda for the next regular meeting following the request.

C. All items which are requested to be placed on the agenda and which have not been submitted within the prescribed deadline shall be placed on the following regular agenda for consideration.

D. Nothing herein prohibits the Council from adding items to the agenda, provided that such a request is in the form of a motion, voted upon by a majority of the Council. Members must use discretion in requesting the addition of items on the agenda. It is considered desirable to have items listed on the published agenda.

E. Unless required by law, no item will be scheduled for a public hearing unless by unanimous consent or the vote of a majority of the Council to hold a public hearing on the item.

F. Any individual or group who wishes to address the Council during a regular meeting on any item of City business shall submit a written request to be on the agenda to the Clerk of Council by noon on the Wednesday preceding the Council meeting.

Section 4-3. Delivery of Agenda

The Council meeting package, including the agenda and related materials, shall be delivered to each member of the Council and the City Attorney the Thursday prior to the Tuesday Council meeting. Delivery by electronic means is the preferable method.

Section 4-4. Public Access to Agenda Materials

The Clerk of Council shall post the agenda documents for all Council meetings on the Internet for public information as promptly as possible. Copies of the agenda will also be available in the Main and Downtown branches of the Public Library and at the Front Information Desk in City Hall for public inspection. Furthermore, paper copies of agenda documents will be provided upon request in the Council/Manager Office.

SECTION 5 -- ORDER OF BUSINESS FOR COUNCIL MEETINGS

Section 5-1. Order of Business

A. At regular meetings of the Council on the 2nd and 4th Tuesdays of the month, the order of business shall generally be as follows:

1. 4:00 p.m. Call to Order
2. Council Work Session
3. Roll Call
4. Recess
5. 7:30 p.m. Call to Order
6. Invocation & Pledge of Allegiance
7. Special Recognitions by the Mayor or Council (if any)
8. Consent Agenda
9. Public Hearings
10. Public Presentations (if requested)
11. General Business
12. Closed Meeting (if necessary)
13. Adjournment

B. The above order of business may be modified by the Clerk of Council to facilitate the business of the Council.

Section 5-2. Consent Agenda

A. The consent agenda shall include, by way of illustration but not limitation, the following:

1. Approval of minutes.
2. Ordinances or resolutions that are routine.
3. Final/second readings of appropriations, ordinances or resolutions which received unanimous approval upon introduction at a previous meeting.
4. Any item believed by the Clerk of Council to be routine and not controversial in nature.

B. The consent agenda shall be introduced by a motion "to approve", and shall be considered by the Council as a single item.

C. There may be a short discussion of consent agenda items to answer questions or clarify a matter. There shall be no lengthy debate or discussion of a consent agenda item.

D. Upon request of any Council member, an item shall be removed from the Consent Agenda. The item shall be considered separately after adoption of the Consent Agenda.

Section 5-3. Citizen Participation

A. Every petition, communication or address to the Council shall be in respectful language and is encouraged to be in writing.

B. Public Presentations

1. Individuals or groups wishing to speak at a regular Council meeting shall submit a written request to the Clerk of Council by noon on the Wednesday prior to the regular meeting date.
2. Public presentations shall be for the purpose of allowing members of the public to present any matter, which, in their opinion, deserves the attention of the Council. They shall not serve as a forum for debate with the Council.
3. Remarks shall be addressed directly to the Council and not to staff, the audience, or the media.

4. The presiding officer shall open the Public Presentations.
5. Each speaker shall clearly state his or her name and locality of residence.
6. There shall be a time limit for each individual speaker of 3 minutes.
7. A representative of a group may have up to five (5) minutes to make a presentation. The representative shall identify the group at the beginning of his or her presentation. A group may have no more than one spokesperson.
8. Speakers are not permitted to donate time to other speakers.
9. There shall be no comment during Public Presentations on a matter for which a public hearing is scheduled during the same meeting.
10. There shall be no comment during Public Presentations on a matter that has already been the subject of a previous public hearing where no final vote has been taken.
11. Any issue raised by the public which the Council wishes to consider may be put on the agenda for a future Council meeting by a majority vote.
12. Council members shall not discuss issues raised by the public except by consent of a majority of the Council members present.
13. Once the Council has heard a presentation from an individual or organization on a particular subject, the individual or organization may not make another presentation on the same subject within three (3) months of the first presentation, except by a majority vote of the members of the Council present and voting.
14. The above rules notwithstanding, members of the public may present written comments to the Council or to individual Council members at any time during the meeting. Such written comments shall be submitted through the Clerk of Council.

C. Other than as stipulated above or during public hearings, no person shall be permitted to address the council orally, except by permission of the Council, and such permission shall not be granted unless with the consent of a majority of the members of the Council present at such meeting.

D. No speaker's time shall be extended except by unanimous consent or a two-thirds (2/3) vote of the Council members present.

E. Any person who desires to submit written statements for forwarding to the Council prior to a Council meeting must submit nine (9) copies to the Clerk of Council by 4:00 p.m. on the Thursday preceding the Council meeting.

Section 5-4. Prohibited Conduct

A. Persons appearing before the Council will not be allowed to:

1. Campaign for public office;
2. Promote private business ventures;
3. Use profanity or vulgar language or gestures;
4. Use language which insults or demeans any person or which, when directed at a public official or employee is not related to his or her official duties, however, citizens have the right to comment on the performance, conduct, and qualifications of public figures;
5. Make non-germane or frivolous statements;
6. Interrupt other speakers or engage in behavior that disrupts the meeting including but not limited to applause, cheers, jeers, etc.;
7. Engage in behavior that intimidates others;
8. Address the Council on issues that do not concern the services, policies or affairs of the city.

B. The presiding officer shall preserve order and decorum at Council meetings. He or she may order the expulsion of any person for violation of these rules, disruptive behavior, or any words or action which incites violence or disorder, subject to appeal to the Council. Any person so expelled shall not be readmitted for the remainder of the meeting from which expelled. Any person who has been so expelled and who at a later meeting again engages in behavior justifying expulsion may also be barred from attendance at future Council meetings for a specified and reasonable period of time not to exceed six months, or upon a still subsequent expulsion a period not to exceed one year either by the presiding officer, subject to appeal to the Council, or by motion passed by the Council.

Section 5-5. Public Hearings

A. This section of the agenda shall be for public hearings as required by City, State, or Federal law, or as the Council may direct.

B. The presiding officer shall conduct all public hearings.

C. The order of public hearings shall be as follows:

1. The presiding officer shall open the public hearing.
2. Hearings shall begin with a brief presentation from a staff member and/or representative from the cognizant board, authority, commission or committee by recognizing the City Manager. The presentation shall summarize the facts about the issue and the staff recommendation. Council members may seek clarification during the presentation.
3. In land use cases (rezoning or conditional use permit) the applicant or his or her representative shall be the first speaker(s). There shall be a time limit of ten (10) minutes for the applicant's or his or her representative's presentation.
4. The presiding officer shall then solicit comments from the public, asking those in favor of the proposal to speak first, and then those opposed to the proposal. Each speaker must clearly state his or her name and locality of residence. There shall be a time limit of three (3) minutes for each individual speaker. If the speaker represents a group, there shall be a time limit of five (5) minutes. A speaker representing a group shall identify the group at the beginning of his or her remarks. A group may have no more than one spokesperson. The Council, by unanimous consent or by a two-thirds (2/3) vote of the members present, may allow any speaker to proceed past the time limit.
5. After public comments have been received, in a land use case, the applicant or the representative of the applicant, at his or her discretion, may respond with a rebuttal. There shall be a five (5) minute time limit for rebuttal.
6. Upon the conclusion of public comments, or the applicant's rebuttal in a land use case, the presiding officer shall close the public hearing.

D. When a public hearing has been closed by the presiding officer, no further public comment shall be permitted. Council members, however, may direct questions to the applicant, the representative of the cognizant board, authority, commission, committee, to a speaker, or to a staff member for clarification prior to taking any vote, if a vote is in order.

E. Following the close of the public hearing, the presiding officer may entertain a motion to dispose of the issue and the Council may debate the merits of the issue.

Section 5-6. General Business

This section of the agenda shall include items of a general nature to be considered by the Council. The last items on the agenda shall be adoption of appropriation resolutions introduced at a previous meeting which did not receive unanimous vote upon introduction. After the

presiding officer has stated the item for consideration, staff may be asked to provide a brief summary.

Section 5-7. Items Not on the Agenda

With the Council's consent, items may be added to the agenda to respond to situations and/or questions of a critical nature which have arisen after the deadline has passed for items to be placed on the agenda.

Section 5-8. Closed Meetings

A. Closed Meetings should only be used when the matter to be discussed is too sensitive for discussion in public and only as allowed by law.

B. No meeting shall become a Closed Meeting until the Council takes an affirmative record vote during the open meeting.

1. The motion shall state specifically the purpose or purposes which are the subject of the closed meeting and reasonably identify the substance of the matters to be discussed. The motion shall make specific reference to the applicable exemption(s) under the Freedom of Information Act, which authorizes the Closed Meeting.

2. Members shall request the assistance of the City Attorney when making additions to the published Closed Meeting agenda.

C. No resolution, ordinance, rule, contract, regulation or motion considered in a Closed Meeting shall become effective until the Council reconvenes in an open meeting and takes a vote of the membership on such resolution, ordinance, rule, contract, regulation or motion which shall have its substance reasonably identified in the open meeting.

D. At the conclusion of a Closed Meeting, the Council shall reconvene in open meeting immediately thereafter and shall cast a vote certifying that to the best of each member's knowledge:

1. Only public business matters lawfully exempted from open meeting requirements were discussed; and;

2. Only public business matters identified in the motion convening the Closed Meeting were heard, discussed or considered.

3. Any member who believes that there was a departure from the above requirements shall so state prior to the presiding officer's call for the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

E. The failure of the certification to receive the affirmative vote of the majority of the members present during the Closed Meeting shall not affect the validity or confidentiality of the Closed Meeting with respect to matters considered therein in compliance with the Freedom of Information Act.

F. The Council may permit non-members to attend a Closed Meeting if their presence would reasonably aid the Council in its consideration of an issue.

G. Individuals attending a Closed Meeting should respect the Council's decision that the subject matter is too sensitive for public discussion and should treat the Closed Meeting discussion as confidential.

SECTION 6 – RULES OF PROCEDURE FOR COUNCIL MEETINGS

Section 6-1. Quorum

A. As provided by Section 15.2-1415 of the Code of Virginia, a majority of the members of the Council must be present to conduct business. A quorum is a majority of the entire membership of the Council, including any vacant seats.

B. Quorum refers to the number of members present at a meeting, not the number of members voting on an issue. If no quorum is present or if a quorum is lost, the Council can only (i) adjourn, (ii) recess, or (iii) take steps to obtain a quorum.

C. If a quorum fails to attend any meeting, those attending may adjourn to such other time prior to the next regular meeting as they may determine and the Clerk of Council shall enter such adjournment in the minute book of the Council and shall notify absent members thereof in the same manner as required for special meetings.

D. If the Virginia Conflict of Interests Act prevents some of the members of the Council from participating in an item of business, Sections 2.2-3112 and 15.2-1415 of the Code of Virginia provide that a majority of the remaining members of the Council shall constitute a quorum.

Section 6-2. Priority in Speaking on the Council

When two or more members of the Council wish to speak at the same time, the presiding officer shall name the one to speak.

Section 6-3. Comments, Queries of Council Members

Council members are to observe the following rules during the discussion of agenda items:

A. The presiding officer shall keep discussion germane to the subject. Points of clarification shall be limited to questions only. The presiding officer shall rule other comments out of order.

B. Council members may address questions to the City Manager or staff present at the meeting. Staff members should be at a microphone when answering Council members' questions. All legal questions should be addressed to the City Attorney.

Section 6-4. Action by the Council

A. Items of business will be considered and dealt with one at a time, and a new proposal may not be put forth until action on the preceding one has been concluded.

B. When a proposal is perfectly clear to all present, and the proposal will not obligate the Council in any manner nor finally decide an issue before the Council, action can be taken upon the unanimous consent of the Council members present, without a motion having been introduced. However, unless agreed to by unanimous consent, all proposed actions of the Council must be approved by vote under these rules. Silence, or the lack of spoken dissent, is taken as consent.

Section 6-5. Motions

A. Informal discussion of a subject is permitted while no motion is pending.

B. Any member, including the presiding officer, may make a motion.

C. Members are required to obtain the floor before making motions or speaking, which they can do while seated.

D. A member may make only one motion at a time.

E. Except for matters recommended by a Council committee, or as otherwise stipulated in these rules of procedure, all motions require a second and a motion dies for lack of a second.

Section 6-6. Substantive Motions

A. A substantive motion is any motion that deals with the merits of an item of business and is within the Council's legal powers, duties and responsibilities.

B. A substantive motion is out of order while another substantive motion is pending.

Section 6-7. Procedural Motions

A. Procedural motions are those motions that the Council may use to "act upon" a substantive motion by amending it, delaying consideration of it, and so forth. Procedural motions are in order while a substantive motion is pending and at other times, except as otherwise noted.

B. In addition to substantive proposals, only the following procedural motions, and no others, are in order. Unless otherwise noted, each motion requires the floor and a second, is debatable, may be amended, and requires a majority of the votes cast, a quorum being present, for adoption. Procedural motions are listed below in their order of priority. If a procedural option is not listed below, then it is not available.

1. To Appeal a Procedural Ruling of the Presiding Officer. A decision of the presiding officer ruling a motion in or out of order, determining whether a speaker has gone beyond reasonable standards of courtesy in his remarks, or entertaining and answering a question of parliamentary law or procedure may be appealed to the Council which shall decide the matter by majority decision. Such an appeal is in order immediately after such a decision is announced and at no other time. The member making the motion need not be recognized by the presiding officer, the motion does not require a second, and the motion, if timely made, may not be ruled out of order.

2. Motion To Adjourn. At a meeting of the Council, a motion to adjourn shall always be in order. The motion may be made only at the conclusion of action on a pending substantive matter; it may not interrupt deliberation of a pending matter. The motion is not debatable and cannot be amended.

3. To Take a Brief Recess. This motion allows the Council to pause briefly in its proceedings. A motion to take a brief recess is in order at any time except when a motion to appeal a procedural ruling of the presiding officer or a motion to adjourn is pending

4. To Suspend the Rules. The Council may suspend provisions of its rules of procedure. The Council may not, however, suspend any provisions of the rules that state requirements imposed by law on the Council. For adoption, a motion to suspend the rules requires unanimous consent or an affirmative vote of two-thirds (2/3) of members present.

5. To Defer Consideration. The Council may defer action on a substantive motion to a more convenient time. The Council may use the following motions to defer consideration of a substantive motion:

(a) The motion to "lay on the table" is used to temporarily set aside an item of business to deal with a more urgent item. Once an item of business has been laid on the table, a motion to "take from the table" is needed to bring the item back before the public body for discussion.

(b) The motion to “postpone” delays debate on an item of business so that it may be considered at a later date. An item of business may be “postponed definitely,” when it is continued to a definite time or date or “postponed indefinitely” if no future time or date is specified in the motion. A matter that has been postponed to a certain time or day shall be brought up again automatically when that time arrives. When a matter has been postponed indefinitely it takes an affirmative vote of a majority of the Council to bring the matter back for further discussion.

(c) Section 15.2-2286 of the State Code requires that a zoning petition must be “acted upon” within a “reasonable time,” not exceeding one year. The Council may defer action on a zoning petition for consideration at a more convenient time. However, the Council may not dispose of a zoning petition with a motion to postpone indefinitely.

6. Call the Question. The motion to call the question is not in order until every member of the Council has had an opportunity to speak once and the deliberation by the Council on an item of business has exceeded thirty (30) minutes. The motion is not amendable or debatable.

7. To Amend. Any substantive motion properly on the floor may be amended. An amendment to a motion must be pertinent to the subject matter of the motion. An amendment is improper if adoption of the motion with that amendment added would have the same effect as rejection of the original motion. A proposal to substitute completely different wording for a motion or an amendment shall be treated as a substitute motion. A motion may be amended no more than twice. Once a motion has been offered to the Council, it is up to the Council to decide whether or not it should be changed by amendment. It is not necessary for the person making the original motion to approve of any proposed amendment to the motion.

8. Substitute Motion. A substitute motion shall be allowed to replace any motion properly on the floor. It shall have precedence over an existing motion and may be discussed prior to being voted on. If the substitute motion fails, the former motion can then be voted on. If the substitute motion passes, the substitute motion replaces the main motion and the new main motion will be considered and acted upon by Council. No more than one (1) substitute motion may be made. If a substitute motion passes and replaces the main motion, no further substitute motions may be made. (Amended July 9, 2010)

9. Withdrawal of Motion. A motion may be withdrawn by the introducer at any time before it is amended or before the presiding officer puts the motion to a vote, whichever occurs first.

10. Motion to Reconsider. The Council may vote to reconsider its action on a matter. The motion to reconsider must be made no later than the next succeeding regular meeting of the Council and can only be made by a member who voted with the prevailing side. In the event of a tie vote on the original motion any Council member may introduce a motion to reconsider. The motion cannot interrupt deliberation on a pending matter but is in order when action on a pending matter concludes. A motion to reconsider may not be used in a land use decision involving a rezoning or a conditional use permit.

11. Motion to Prevent Reintroduction for Six Months. The motion shall be in order immediately following the defeat of a substantive motion and at no other time. The motion requires for adoption a vote of the majority of the entire membership (4) of the Council. If adopted, the restriction imposed by the motion remains in effect for six months. As with every other procedural motion, the motion to prevent reintroduction may be dissolved by a motion to suspend the rules

Section 6-8. Debate

A. The presiding officer shall state the motion and then open the floor to debate. The presiding officer shall preside over the debate according to the following general principles:

1. The maker of the motion is entitled to speak first;
2. A member who has not spoken on the issue shall be recognized before someone who has already spoken;
3. To the extent possible, the debate shall alternate between proponents and opponents of the measure.
4. A member of the Council may vote against his or her motion, but may not speak against his or her motion.
5. The presiding officer may participate in the debate prior to declaring the matter ready for a vote.
6. Council members shall not engage in electronic communications amongst themselves regarding a motion that is on the floor for debate.

Section 6-9. Duty to Vote

A. Each member of the Council who is present at a meeting shall be required to vote upon all issues presented for decision unless prohibited from doing so by the Virginia Conflict of

Interests act or unless excused from voting by the other members of the Council. A member who wishes to be excused from voting shall state his or her reasons for abstaining and the presiding officer shall ask if any of the remaining members object. If there are any objections, the Council shall take a vote of the remaining members on the question of whether or not to allow the member to abstain from voting.

B. If there is an abstention, it shall be the responsibility of the Clerk of Council to note the abstention and the reason for abstaining for the record.

Section 6-10. Method of Voting

A. After debate, the presiding officer shall ensure that the motion is clear and call for the vote.

B. All questions submitted to the Council shall be determined by a majority vote of the members voting on any such question, unless otherwise required by special or general law. A majority is more than half.

C. An "affirmative vote" by a majority of the Council present being necessary to adopt a motion, a tie vote means that the motion, resolution or issue has been rejected. When a motion fails on a tie vote, the "noes" prevail.

D. In order for a motion in a zoning matter to be adopted, it must be approved by a majority of those voting.

E. All questions submitted to the Council for decision shall be decided by a vote of the Council utilizing the electronic voting board in Council chambers. In the event of a malfunction of the electronic voting board, or if the meeting is held in a space without such a device, the question shall be decided by an oral vote of "aye" or "nay". Any member may request a roll call vote. In any case, the presiding officer shall announce the results of the vote

Section 6-11. Decisions on Points of Order

Any Council member may raise a point of order without being recognized by the presiding officer. The presiding officer shall refer any point of order to the Parliamentarian. The Parliamentarian shall advise the presiding officer who shall then make a ruling on the point of order. A Council member may appeal the ruling of the presiding officer to the full Council which shall decide the matter by majority decision.

SECTION 7 -- BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Section 7-1. Appointments to Boards, Authorities, Commissions, and Committees

A. Members of boards, authorities, commissions and committees shall be appointed by an affirmative vote of a majority of the members of the Council to serve specified terms as may be deemed to be appropriate by the Council.

B. The Mayor shall make all appointments to, and select the chairs of, the Council's two standing committees (Finance and Physical Development). Substitutes or alternates may participate on Council committees only if so authorized by the Mayor. Committee members will serve two-year terms.

C. Ad hoc committees, such as special task forces, may be created from time to time, for specific purposes, as determined by the Council.

Section 7-2. Standing Committees Roles and Guidelines

A. The roles of and the operating guidelines for the Finance and Physical Development committees shall be as adopted by a majority of the Council.

SECTION 8 -- GENERAL OPERATING POLICY

Section 8-1. Broadcasting Council Meetings

Regular meetings of the Council shall be broadcast live on the City Government Channel 15 and the Internet. Copies of the broadcast may be obtained by the public from the Department of Communications and Marketing at cost.

Section 8-2. Numbering and Indexing of Resolutions and Ordinances

It shall be the responsibility of the Clerk to number and index all resolutions and ordinances adopted by the Council. The resolutions shall be numbered consecutively, and use the last two digits of the calendar year. Example: for the first resolution in January, 2008, the resolution number would be shown as: #R-08-01. Ordinances shall also be numbered consecutively.

Section 8-3. Minutes of the Council Meetings

The minutes of the Council meetings shall reflect the official acts of the Council. They shall provide a summary of discussion and record Council votes. Minutes shall be considered for approval within a reasonable time after the meeting they record.

Section 8-4. Amending the Rules of Procedure

These rules may be amended at any regular meeting, or at any properly called special meeting that includes amendment of the rules as one of the stated purposes of the meeting. Adoption of an amendment shall require an affirmative vote of four (4) members of the Council.

Section 8-5. Special Rules of Procedure

The Council may adopt its own special rules of procedure to cover any situations that are not adequately addressed in these Rules of Procedure. Adoption of a special rule of procedure shall require an affirmative vote of a majority of a quorum of the Council.

AMENDMENTS:

August 11, 2008: the time of Council meetings was changed to the present schedule.

July 9, 2010: amended Section 6-7, B (8) to stipulate that if a substitute motion passes it becomes the main motion for consideration and action and there may be no additional substitute motions.

July 3, 2012, amended as follows:

- Introduction; added a process to consider when the Rules of Procedure do not address a procedural issue.
- Section 2-1; adjustments reflecting the practice of no longer distinguishing separate “work session” meetings. The work session will be recognized as a part of Council’s regular meeting and that section will be separated from the rest of the meeting by a recess.
- Section 4-3 to 4-4; clarifying language reflecting that agendas are now prepared, delivered, and are available to the public electronically. Section 4-5 was deleted.
- Section 5-1; amended the order of business to reflect current practice.
- Section 5-3, B; added a restriction on speakers donating their time to other speakers.
- Section 6-8, A; added a restriction on electronic communication between Council members regarding an item under debate.
- Section 6-10. D; clarification that action on a zoning matter requires a majority vote of those present for resolution.
- Section 7-1, C; acknowledgement of the Mayor’s responsibility to appoint Council members to the Audit Committee.

May 14, 2013: amended Sections 5-3 and 5-5 to eliminate the requirement that a speaker provide his or her physical address and replace it with the requirement that the speaker identify his or her locality of residence when speaking in a public meeting.

July 12, 2016: amended Section 7-1(C) to eliminate provision providing for the appointment of Council members to serve on the Audit Committee.

The Evolution of Our ~~Strategic~~ Work Planning Process



How did we get here?

- November 10, 2016: City Council identified four strategic focus areas at their Fall retreat: **economic development, workforce development, infrastructure, and poverty.**
- December – April: Teams were assigned for goal setting.
- May 10, 2017: Charles and Alex (Cities Reimagined) introduced an alternative to the Leadership Team to create an **action oriented plan** focused on mapping out connections between departments with concrete goals, measures, and timelines for implementation. The Leadership Team agreed with the process as well as the need to value:
 - Organizational culture change and integration of the initiatives into our culture!
 - Creative thinking and options to do things differently!
 - Peer involvement in the process of thought and change!

How did we get here?

- From the outset of this transition, City of Lynchburg leadership had three main goals for this document:
 1. To create an internally facing plan that identifies opportunities for departments to work collaboratively, reducing the duplication of efforts within the organization.
 2. To be actionable, rather than a 30,000 ft. guiding document with broad recommendations and strategy.
 3. To be built by staff, incorporating the ideas and feedback from all staff, from entry level to leadership team.

How did we get here?

- May 24, 2017: City staff of all levels (entry level, mid management, leadership team) and from all departments participated in a design thinking workshop to contribute their ideas on council's four areas of focus. Over 90 city employees participated in this workshop.
- June – September: Leadership, staff, and Cities Reimagined worked through the ideas to transform them into action plans. To the extent possible, the wording of the original action item has been maintained so its originator can recognize their contribution.

ED4	
Action Item: Revise the real estate rehab program to incentivize development in alignment with the comprehensive plan.	
GOAL	
Reward and encourage investment and grow the tax base.	
IMPLEMENTATION TEAM	
LEAD: City Assessor	
SUPPORT: Economic Development, Community Development, Communications and Marketing	
ACTION STEPS	
☐ Formalize revisions of the real estate rehab program by putting it in code. (Completed August 2017)	
☐ Codify infill development incentive. (Council consideration November 2017)	
☐ Increase citizen use of the real estate rehab program by creating a video and a direct mail piece.	
☐ Set date for air and for mailing.	
☐ Create a process to evaluate the return on investment of incentives issued through the real estate rehab program.	
MEASURES	
☐ General Assembly adoption of legislation being brought forward from the City of Lynchburg on the real estate rehab program.	
☐ Increase in real estate rehab applicants year over year between 2018 and 2020.	
TIMELINE	FISCAL IMPACT
October 2018	4

What are we doing now?

- Asking for Leadership Team feedback on the work plan action items.
 - Additional action items that should be considered?
 - Are the action items in the right place?
 - Where should your department be involved?
 - How are we measuring and tracking? Subset of Leadership Team will incorporate changes and develop final drafts.
- Plan Sheets will be distributed to leads and support staff teams to vet; teams asked to focus on “how can we” as opposed to “why can’t we.”

Where are we going?

- Begin using the workbook! This is a template that is designed to be changed, added to and edited by staff.
- Action plans will be linked to the 2017 National Citizen Survey results as part of measuring performance indicators.
- Action plans in this workbook have implementation deadlines ranging from Fall 2017 to Spring 2019.
- This template can be used year after year by walking back through the human centered design process we used in the development of this draft.

Infrastructure

Public Infrastructure repair and replacement needs exceed fiscal capacity.

Public Infrastructure needs are growing and must be planned for.

A Great Place to Live, Work and Play



Economic Development

Improve our economic well-being through efforts that entail job creation, job retention, tax base enhancements and quality of life.

Poverty

Lynchburg has a 24% Poverty rate.

Other
Awesome
Ideas

Workforce Development

Improve the quality and skill sets of individuals, to place them in jobs.

Help businesses find an employee base in line with their needs.

Conclusion

- Feedback – Questions? Suggestions?
- Thank you!

Charles Hartgrove
Deputy City Manager



ED8

Action Item: Create a policy and communications document for City businesses about disaster preparedness and recovery.

GOAL

Equip Lynchburg businesses with the ability to communicate with the City and each other in the case of a disaster.

IMPLEMENTATION TEAM

LEAD: Economic Development

SUPPORT: Emergency Services, Community Development

ACTION STEPS

- ☐ Create an e-book emergency action plan for businesses to use and publish, using a template from IEDC (International Economic Development Council).
- ☐ Schedule bi-annual table top exercises and invite businesses to participate.
- ☐ _____
- ☐ _____

MEASURES

- ☐ Number of e-book downloads from the Opportunity Lynchburg website.
- ☐
- ☐

TIMELINE

April 2018

FISCAL IMPACT

\$ _____

IN 1

Action Item: Renew, replace, and expand our infrastructure in a manner that considers the safety, social, economic, and environmental priorities of the community while understanding that we must utilize the limited resources we have available in the most sustainable and efficient manner possible.

GOAL

Develop a strategy that incorporates these factors to address the most critical infrastructure needs first while still providing adequate resources to improve the overall quality of life for the citizens of Lynchburg.

IMPLEMENTATION TEAM

LEAD: Public Works, Water Resources, Parks and Rec, Fleet, Lynchburg City Schools

SUPPORT: Community Development, Financial Services, Information Technology, Office of the City Manager

ACTION STEPS

- Develop an overall capital improvement priority ranking system that includes factors such as: safety, regulatory, quality of life, and other factors such as likelihood and consequence of failure.
- Coordination of funding sources. For example: how to reconcile when Water Resources has funding available for the replacement of a critical water line but the associated streetscape funding is not available or is a lower priority.
- Incorporate Green Infrastructure in projects where possible in order to improve our local environment and the functionality of our existing infrastructure.
- Coordinate departmental master plans to more effectively utilize our resources.
- Evaluate alternative project delivery methods such as: design build, public-private partnerships, and construction manager at risk as a means to help lower project costs and improve project quality.

MEASURES

-
-
-

TIMELINE

May 2018

FISCAL IMPACT

\$___

WD8

Action Item: Offer neighborhood specific, skill based learning opportunities in neighborhood community centers in the evening hours.

GOAL

Create opportunities for neighborhood residents to meet one another, learn practical skills like urban gardening or home repair and renovation, based on the needs of the neighborhood.

IMPLEMENTATION TEAM

LEAD: Parks and Recreation

SUPPORT: Office of the City Manager

ACTION STEPS

- ☐ Identify neighborhood specific needs or opportunities. (i.e. —historic neighborhood, home renovation classes. Vacant parcels in neighborhood, urban gardening course.)
- ☐ Identify community partners or city employees to teach classes.
- ☐ Schedule dates, times, market courses to neighborhood residents.
- ☐ _____

MEASURES

- ☐ Number of attendees at community center classes.
- ☐ Number of hours of instruction provided by community partners / city employees.

TIMELINE

March 2018

FISCAL IMPACT

\$ _____

PV10

Action Item: Host a series of EDGE classes on the Poverty to Progress initiative to educate city employees on the "why".

GOAL

Educate city employees on the value of reducing poverty to local government.

IMPLEMENTATION TEAM

LEAD: Poverty to Progress Initiative

SUPPORT: Human Resources

ACTION STEPS

- ☐ Create an agenda and presentation for the EDGE training.
- ☐ Schedule a date with HR, advertise the EDGE class.
- ☐ _____
- ☐ _____
- ☐ _____

MEASURES

- ☐ Number of city employees attending the P2P EDGE training.
- ☐
- ☐

TIMELINE

May 2018

FISCAL IMPACT

\$ _____



Poverty Update

City Council Retreat

November 7, 2017



Background



- ❑ City's Poverty Rate was 24.8% in 2015.
- ❑ City Council made poverty a priority and endorsed an approach to address poverty at the 2016 retreat.
- ❑ \$50,000 allocated to poverty reduction efforts.
- ❑ Assistant City Manager position designated to spend half-time managing the ongoing poverty reduction plan.



The Approach...



Intervention

Prevention

Community Engagement





The Process...



Exploration

- Review of Data
- Call to Action
- Raise Awareness
- Engage Community

Action Items

- Facilitator Meetings
- Actionable Goals
- Community Update:
October 5, 2017

Action Plans

- Discuss Process
and Next Steps
- Identify Available
Resources
- City Council
Retreat/Input
- Collaboration

Plan Execution

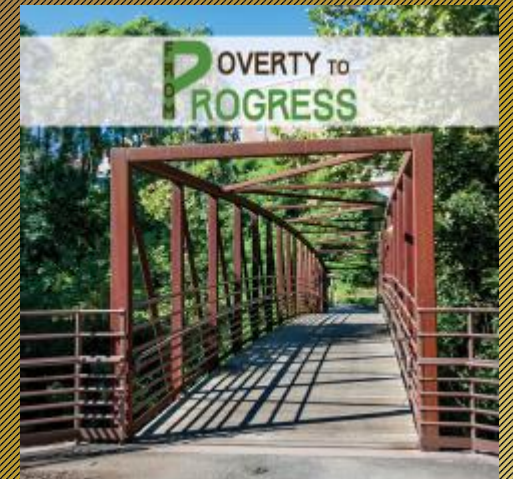
- Plan Outline
- Implementation
- Quantifiable Data
- Council
Board/Commission
- Thriving City
- Assessment



From Poverty to Progress



- ❑ Mayor Foster issued a call to action at the State of the City address in March 2017.
- ❑ “From Poverty to Progress” begins.
- ❑ May 4th, 2017 meeting.
- ❑ Focus groups and action items.
- ❑ October 5th, meeting.
- ❑ Action plan development.





Focus Areas



Poverty 101

Childcare

Education

Food Disparity

Physical/Mental Health

Housing

Legal System

Transportation

Workforce Development



Poverty 101



- ☐ Increase community dialogue and education.
- ☐ Create directory of resources.
- ☐ Research innovative programs and/or data collection.



Childcare



- ❑ Create a map to display childcare programs and locations to identify current areas of scarcity and development.
- ❑ Distribute surveys requesting input from local employers about their childcare concerns for employees, with an objective of gathering information about the challenges and barriers to employment in the community.



Education



- ❑ Support the work of Lynchburg Together, a community group formed to support our City schools.
- ❑ Improve Kindergarten readiness by increasing access to quality Pre-K programs and promoting preschool literacy.



Food Disparity



- ❑ Community support and outreach for the Oasis Project.
- ❑ Volunteer recruitment and organizational collaboration to strengthen food security for the elderly.
- ❑ Increasing awareness of and expanding summer feeding programs through partnerships with Lynchburg City Schools (LCS) nutrition program and Blue Ridge Area Food Bank (BRAFB).



Physical and Mental Health



- ☐ Improve access to services.
- ☐ More effective communication across all areas of the community about the needs and issues regarding health and mental health.



Housing



- ❑ Establish a Housing Navigator position
- ❑ Conduct a study to identify factors that impact housing needs specific to our community and, to reflect the current status of housing (rentals) market.



Legal System



- ☐ Increase public awareness of rights and resources to help individuals avoid entering the legal system.
- ☐ Assist inmates with re-entry.



Transportation



- ❑ Conduct surveys among the community concerning transportation issue. (*survey at: gltc.metroquest.com*)
- ❑ Develop collaborative databases to connect and coordinate existing services.
 - ❑ *Link Up* – an interactive database to assist in gathering information and connecting individuals to available resources.
 - ❑ *Move Up* – a ridesharing app to be available community wide.



Workforce



- ❑ Utilize and coordinate existing resources to develop a comprehensive *Employment Ready* training program.
 - ❑ Basic computer skills, interviewing skills, financial literacy, and “employment etiquette.”

- ❑ Establish a *Second Chance* employment program
 - ❑ Partnership development with employers and municipalities as well as mentorship assignments.



Facilitators



- ❑ **Childcare:** *Lisa Darby, Jane Gerdy, Ruth Talian*
- ❑ **Education:** *Laura Hamilton, Dr. Ken West, Pat Price*
- ❑ **Food Disparity:** *Jeanell Smith, Dr. John Abell, Dr. Bob Brennan, Liza Dobson*
- ❑ **Health/Mental Health:** *Tabatha Robertson, Michael Elliott*
- ❑ **Housing:** *Denise Crews, Megan Wood*
- ❑ **Legal System:** *Jane Henderson, Heidi Lang*
- ❑ **Poverty 101:** *Margaret Schmitt & Kevin Camm*
- ❑ **Transportation:** *Brian Booth, Mary Winston-Deacon, Dr. John Salmon*
- ❑ **Workforce Development:** *Bob Leveque, Jan Walker*



Facilitator Concerns



- ❑ 50 families/households is a nebulous number. Would like to change the narrative to a more community-oriented strategy.
- ❑ Progress for All
- ❑ Community Wealth Building
- ❑ Thriving City Initiative



Ongoing Efforts



- ☐ TechHire program
- ☐ Inter-Agency collaboration
- ☐ Temporary Assistance for Needy Families (TANF) Grant
- ☐ Bloomberg Mayor's Challenge
- ☐ Community dialogue
- ☐ Faith-based organization outreach



Council Discussion



- ☐ Reaction?
- ☐ Adjustments?
- ☐ Goals for FY 2019?
 - ☐ Create a board or commission on poverty
- ☐ Next Steps?



POVERTY ALLOCATION DISBURSMENT

City Council Retreat
November 7, 2017

Rational

- Lynchburg City Council requested guidelines on how to address citizen and organizational requests for funding associated with the \$50,000 poverty-reduction allocation in the City's budget.

Protocol

- City Council's allocation was provided with the intent of City staff usage in the programming and planning efforts to reduce poverty in the locality.
- Current restrictions on this allocation include Council's mandate to have any request for funding approved by the governing body through the customary procedure.

Recommendation

- As this \$50,000 allocation is appropriated for the reduction of poverty, the committees associated with From Poverty to Progress should have access to the funding.

Disbursement Method

- Committees of the From Poverty to Progress Initiative (or other name if changed) will submit a written request for funding to the Assistant City Manager (ACM) for consideration by Council.
- ACM will draft an Agenda Item Summary for inclusion in the Council Meeting.
- Council will vote to approve or deny the request.

Limitations

- Each request must be presented by the representative of a From Poverty to Progress workgroup.
- Request must be related to one or more of the action items define by the workgroups.
- Request may be up to \$5000 each.
- Groups may request funding once per fiscal year.
- Allocation subject to available funding.

Council Discussion



Poverty Reduction Funding Request

Requesting Representative: _____

Poverty Initiative Workgroup: _____

Action Item: _____

Nature of Request:

Amount Requested: _____

Measure(s) of Success:

Representative Signature

Date

John H. Hughes, IV; Assistant City Manager



The City of Lynchburg, Virginia

Human Resources Department

MEMORANDUM

TO: City Council
Bonnie Svrcek, City Manager
Charles Hartgrove, Deputy City Manager
John Hughes, Assistant City Manager

FROM: Heather M. Brown, Director of Human Resources

DATE: November 2, 2017

RE: Fiscal Year 2017 Workforce Overview Report

This report contains an overview of the state of the City of Lynchburg workforce including summary information related to employee demographics and current human resources projects.

The City's workforce of 1,187 full-time equivalent employees has seen little demographic variance over previous years, representing a stable, experienced employee group.

Our desire is for our employees to be representative of the larger Lynchburg Community which is 37% minority and 63% white.

Demographics:

- Average length of service 11 years
- Average age 44
- Gender distribution 60% male and 40% female
- Ethnic distribution 24% minority and 76% white

Turnover: The City's ability to attract and retain qualified employees is the cornerstone of effective service delivery. Compensation and employee benefits are the primary tools used to achieve our recruitment and retention goals. Annual studies of turnover and market pay competitiveness have helped us understand the labor market and determine if adjustments are needed.

Total turnover is comprised of voluntary resignations and other types of turnover such as retirements, promotions, demotions, dismissals, resignations in lieu of dismissal and releases during the initial employment period. While total turnover creates the full scope of recruitment

needs, resignations are a primary indicator of workplace conditions. Therefore, we track resignation and the reasons cited closely. We typically track turnover on a calendar year basis but, for the purposes of this report have used the fiscal year as a parameter. When we do the calendar year calculation in January, we can make comparisons to data from prior years. Preliminarily, fiscal year numbers show a decrease in turnover for both the Fire and Police departments. Indications are that turnover in Emergency Services has increased slightly. According to the Society for Human Resources Management, the average national turnover rate is 19%.

Turnover statistics for the entire workforce are as follows:

Citywide	
Voluntary (Resignations)	Total (All Reasons)
8.88%	12.67%
Sworn Police	
Voluntary (Resignations)	Total (All Reasons)
9.36%	13.45%
Sworn Fire	
Voluntary (Resignations)	Total (All Reasons)
2.23%	7.82%
Emergency Services	
Voluntary (Resignations)	Total (All Reasons)
16.67%	16.67%

Compensation: Generally, City of Lynchburg ranges and salaries lag the regional market and currently, we use the three legged “stool” of low market competitiveness, high turnover and difficulty attracting applicants to guide compensation decisions. City Council approved a compensation study in FY 2018 budget and we have engaged the Korn Ferry/ Hay group to complete the project for the City and Lynchburg City Schools. Anticipated completion is late February/early March 2018. The study will include:

Data Collection and Analysis

- Customized survey sent to similarly situated localities and some private organizations
- Review of employee compensation data, job descriptions and other documents and the current compensation structure and philosophy
- Interviews with employees

Transparent communication to all stakeholders

Final Report which incorporates all findings, final recommendations and feedback

Training for staff on Hay Group’s streamlined job evaluation methodology

The comprehensive review will help us appropriately plan for future salary adjustments in a more informed and systematic way.

Benefits: This critical part of the total compensation picture for the City of Lynchburg continues to have a strong, well-funded array of employee benefits. As you know, we transitioned to Anthem as our Third Party Administrator in January 2017. With Anthem we have enjoyed:

- An expanded network
- Anthem and Mobile Health Apps
- Live Health
- Wellness Focus

In calendar year 2018, we will be making medical plan changes to mitigate rising health care costs instead of an increase to employee contributions. Changes include:

- Increased deductible
- Increased out-of-pocket maximum
- Decreased outpatient drug out-of-pocket maximum
- Emergency room facility cost share
- Cost share for outpatient surgery
- Cost share for labs and x-rays
- Outpatient pregnancy cost share
- Increased office visit copay for specialists

The City and Lynchburg City Schools have partnered with Mark III Employee Benefits to offer enhanced voluntary benefits to employees. Additionally, for the first time, employees will have access to Legal Shield, ID Shield, a Roth IRA through ICMA and expanded access to loans from their ICMA 457B accounts.

Occupational Health: As you will recall, we stopped providing in-house occupational health services when the nurse resigned in December 2016. The City and Lynchburg City Schools awarded the occupational health services contract to Centra Healthworks. We conducted a thorough process to understand departmental needs and believe enhanced services will be delivered through Healthworks' state of the art facility and high quality infrastructure.

Training and Development: Human Resources filled the Training and Organizational Development position and continues to provide employee development through tuition assistance, instructor-led training, Employee Resource Groups and Development programs.

I appreciate the opportunity to share this information about our workforce and welcome your questions and comments.



Glancing Back and Focusing Forward

Workforce Overview FY 2017

November 7, 2017



Demographics

Average Length of Service:

11 Years

Gender Distribution:

40% Female

60% Male

Average Age:

44

Race Distribution:

24% Minority

76% Caucasian



Fiscal Year 2017 Turnover Statistics

Citywide

Voluntary (Resignations)

8.88%

Total (All Reasons)

12.67%

Sworn Police

Voluntary (Resignations)

9.36%

Total (All Reasons)

13.45%

Sworn Fire

Voluntary (Resignations)

2.23%

Total (All Reasons)

7.82%

Emergency Services

Voluntary (Resignations)

16.67%

Total (All Reasons)

16.67%



Compensation Study

The Korn Ferry/Hay Group was engaged to conduct the City/Schools Compensation Study and Implementation Plan after a thorough RFP process.



Compensation Study

The Comprehensive Study will involve:

➤ Data Collection and Analysis

- Customized survey sent to similarly situated localities and some private organizations
- Review of employee compensation data, job descriptions and other documents and the current compensation structure and philosophy
- Interviews with employees



Compensation Study

- Transparent communication to all stakeholders
- Final Report which incorporates all findings, final recommendations and feedback
- Training for staff on Hay Group's streamlined job evaluation methodology



Health Insurance Benefits

The City and Schools transitioned to Anthem to serve as Third Party Administrator in January 2017.

Added benefits include:

- An expanded network

- Anthem and Mobile Health Apps

- Live Health

- Wellness Focus



Health Insurance Benefits

For 2018:

Plan changes will be made to prevent an increase in employee contributions:

- Increased deductible

- Increased out-of-pocket maximum

- Decreased outpatient drug out-of-pocket maximum

- Emergency room facility cost share

- Cost share for Outpatient Surgery

- Cost share for labs and x-rays

- Outpatient Pregnancy cost share

- Increased office visit copay



Voluntary Benefits

An enhanced array of voluntary benefits to employees through a new partnership with Mark III is being offered:

- Group Accident
- Group Cancer
- Hospital Indemnity
- Critical Illness
- Short and Long Term Disability
- Whole Life

Other added benefits:

- Legal Shield
- ID Shield
- ICMA Roth IRA
- ICMA 457 loan options



Occupational Health

Services have been outsourced to Centra HealthWorks

- Conducted a thorough process to understand departmental needs.
- Enhanced service delivery through a state of the art facility and quality infrastructure



Training and Development

Filled Training and Organizational Development position in HR

Ongoing development for employees through:

Tuition Assistance

Development Programs

- Groom and Bloom

- Emerging Leaders

- Employee Resource Groups

Training

- Back to Basics Training Series

- Fierce Conversations

- 21 Irrefutable Laws of Leadership

- Active Shooter

- Government on the Go!



Questions or Concerns





*FY 2017 Financial Results,
FY 2018 1st Quarter Highlights,
FY 2019 Operating Budget Big Issues
and
FY 2019 – FY 2023 Capital
Improvement Program (CIP) Review*

City Council Retreat
November 7, 2017



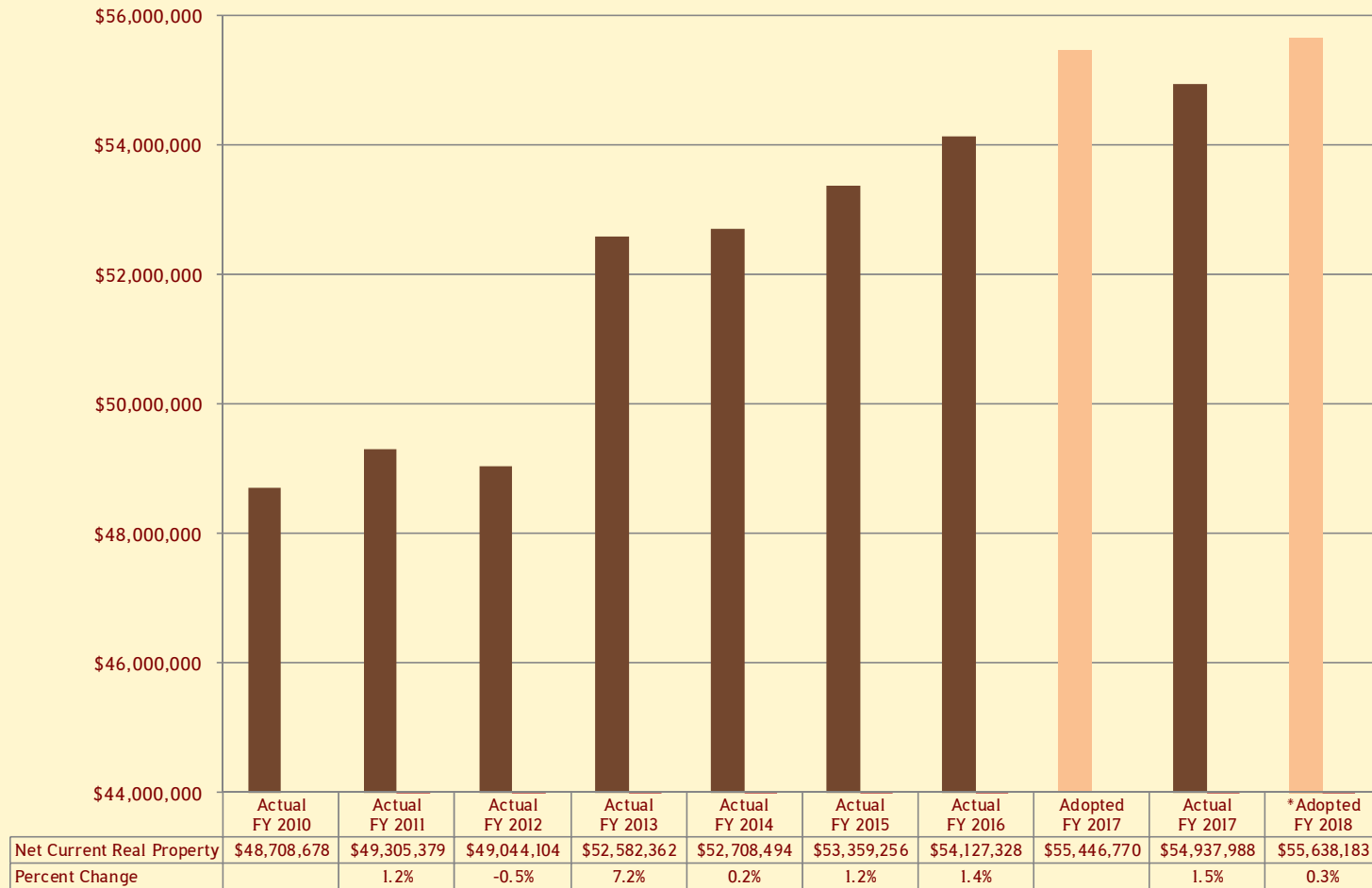
FY 2017 Year-End (unaudited)

- Actual FY 2017 General Fund Non-Dedicated Revenues exceeded the Adopted FY 2017 Budget by 1.2% (\$1.7 million).
- Actual FY 2017 Expenditures were 98.6% (within \$2.6 million) of the Adopted FY 2017 Budget.



Major Revenues

Net Current Real Property



* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

Net Current Real Property includes the real property tax less allowances for the tax relief program, rehab program, and an anticipated percentage of uncollectable accounts. Even fiscal years reflect re-assessment. Actual FY 2017 reflects a 1.5% increase over Actual FY 2016, which did not meet the FY 2017 Adopted projections. The July 1, 2016 Land Book was lower than projected by \$330,000 which negatively impacted billing and collections. The first installment of FY 2018 is due November 15th.



Rehab Program

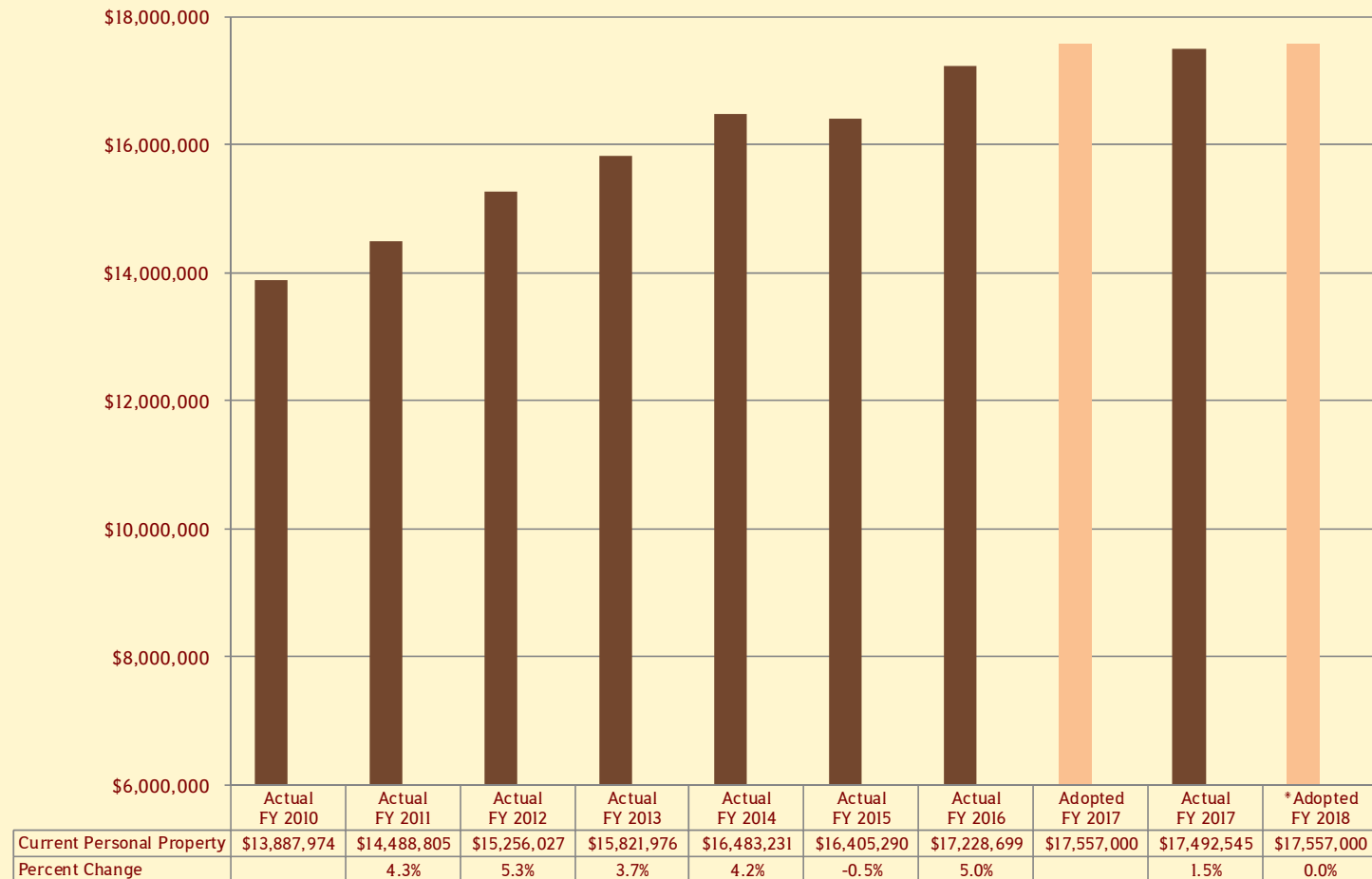
15-Year Phase Out of Properties in Rehab Program (values not cumulative)

Year	Number of Properties	Rehab Value	Tax Value
2018	26	\$2,458,300	\$27,287
2019	12	\$2,412,800	\$26,782
2020	9	\$1,623,400	\$18,020
2021	10	\$9,201,400	\$102,136
2022	7	\$2,766,500	\$30,708
2023	0	\$0	\$0
2024	11	\$1,313,700	\$14,582
2025	17	\$5,055,400	\$56,115
2026	22	\$1,515,300	\$16,820
2027	38	\$9,712,600	\$107,810
2028	14	\$5,457,500	\$60,578
2029	12	\$2,994,100	\$33,235
2030	16	\$6,918,600	\$76,796
2031	18	\$3,314,000	\$36,785
2032	25	\$7,534,401	\$83,632



Major Revenues

Personal Property – Local Portion



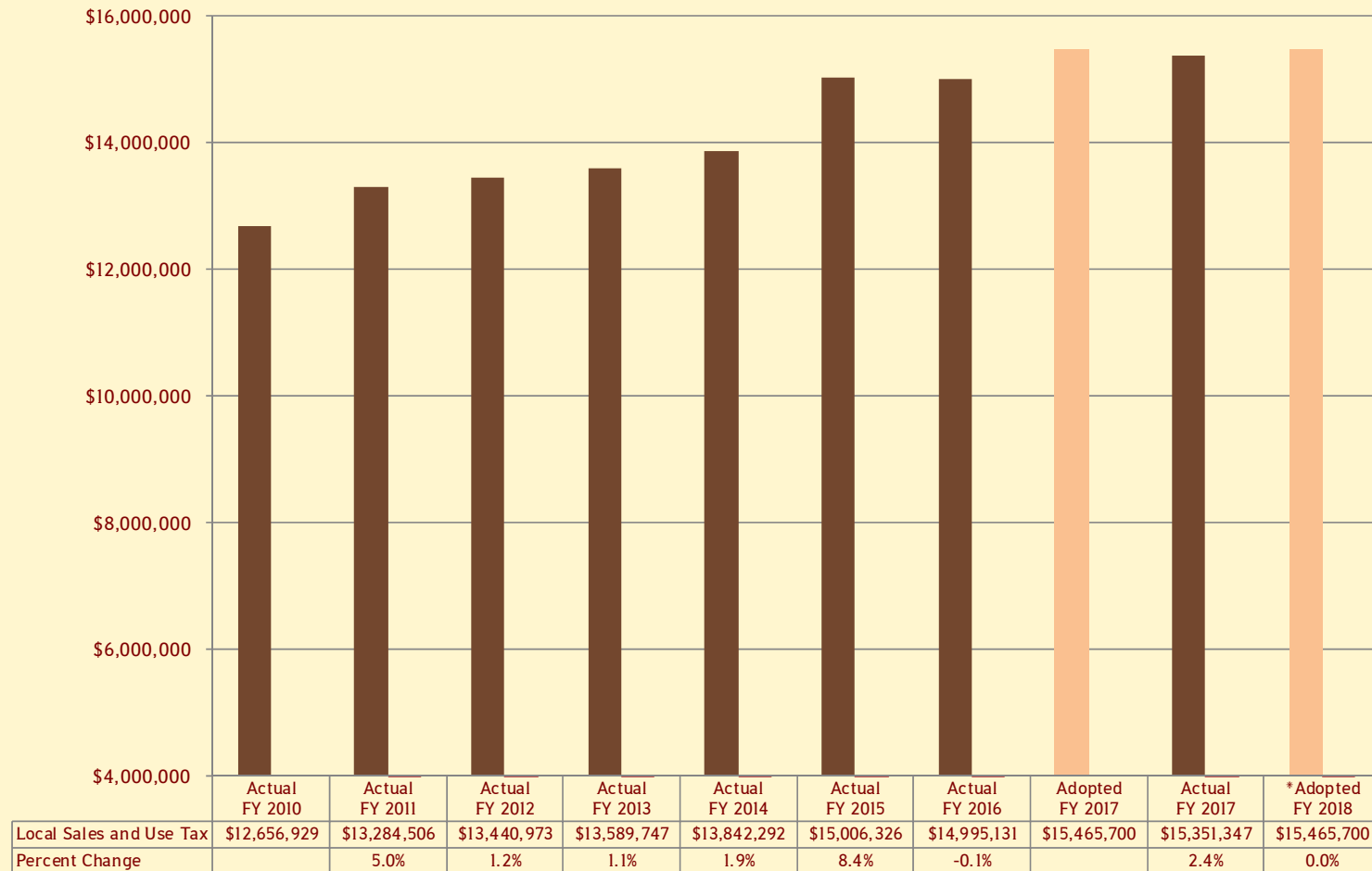
* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

Current Personal Property Tax revenue is based on NADA values. Actual FY 2017 reflects a 1.5% increase over Actual FY 2016 even though collections were just short of the Adopted Budget. FY 2016 saw record car sales due to the drop in gas prices, unemployment rates, and dealer incentives for lower interest rates. Assessments for FY 2018 are reflecting slight growth.



Major Revenues

Local Sales and Use Tax



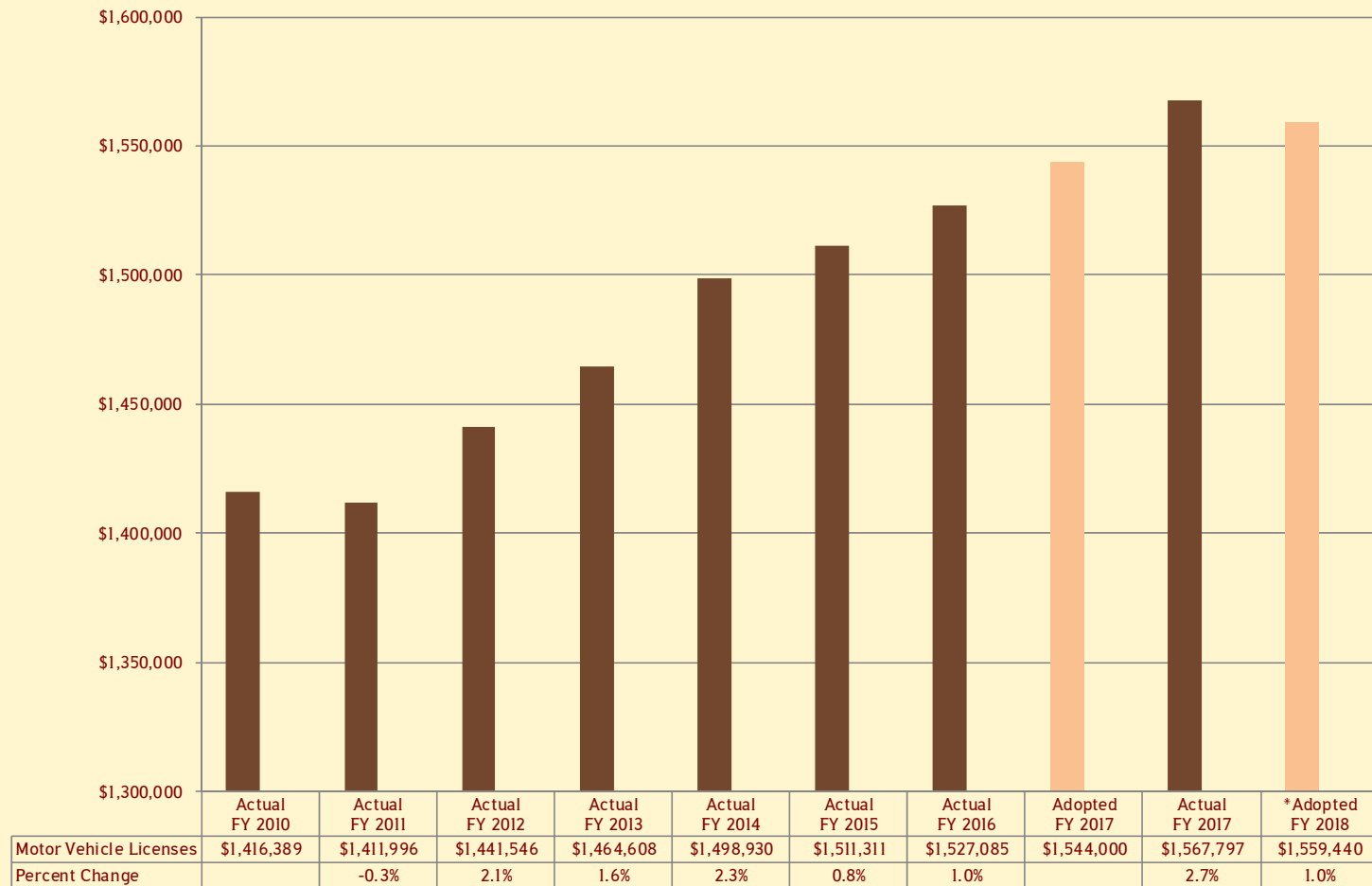
* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

FY 2015 includes a one-time reimbursement of \$145,000 from the State. Actual FY 2017 reflects a 2.4% increase over Actual FY 2016, but fell short of the FY 2017 Adopted Budget. The 2.4% represents healthy growth, except for the anomaly in FY 2015, compared to the years coming out of the 2008 recession. July and August 2017 revenue are down compared to FY 2017 Actual and the FY 2018 Adopted Budget. Use Tax collections are inconsistent year to year.



Major Revenues

Motor Vehicle Licenses



* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

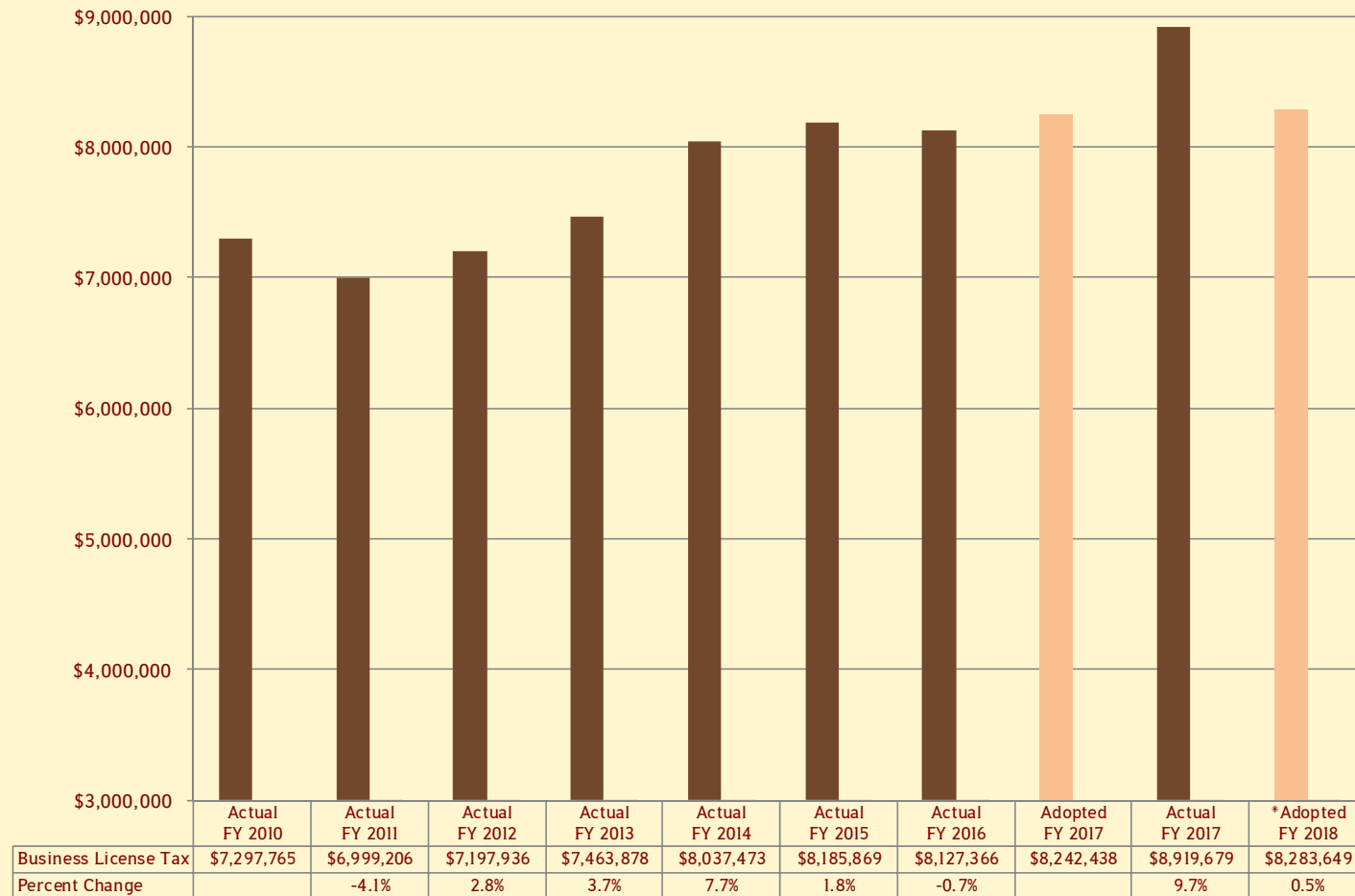
Actual FY 2017 Motor Vehicle Licenses reflect the slight continued growth in Personal Property Tax.

Note: Unlike Personal Property tax, State code authorizes cities to levy a Motor Vehicle License tax on all motor vehicles, trailers, and semi-trailers without exemption.



Major Revenues

Business License Tax



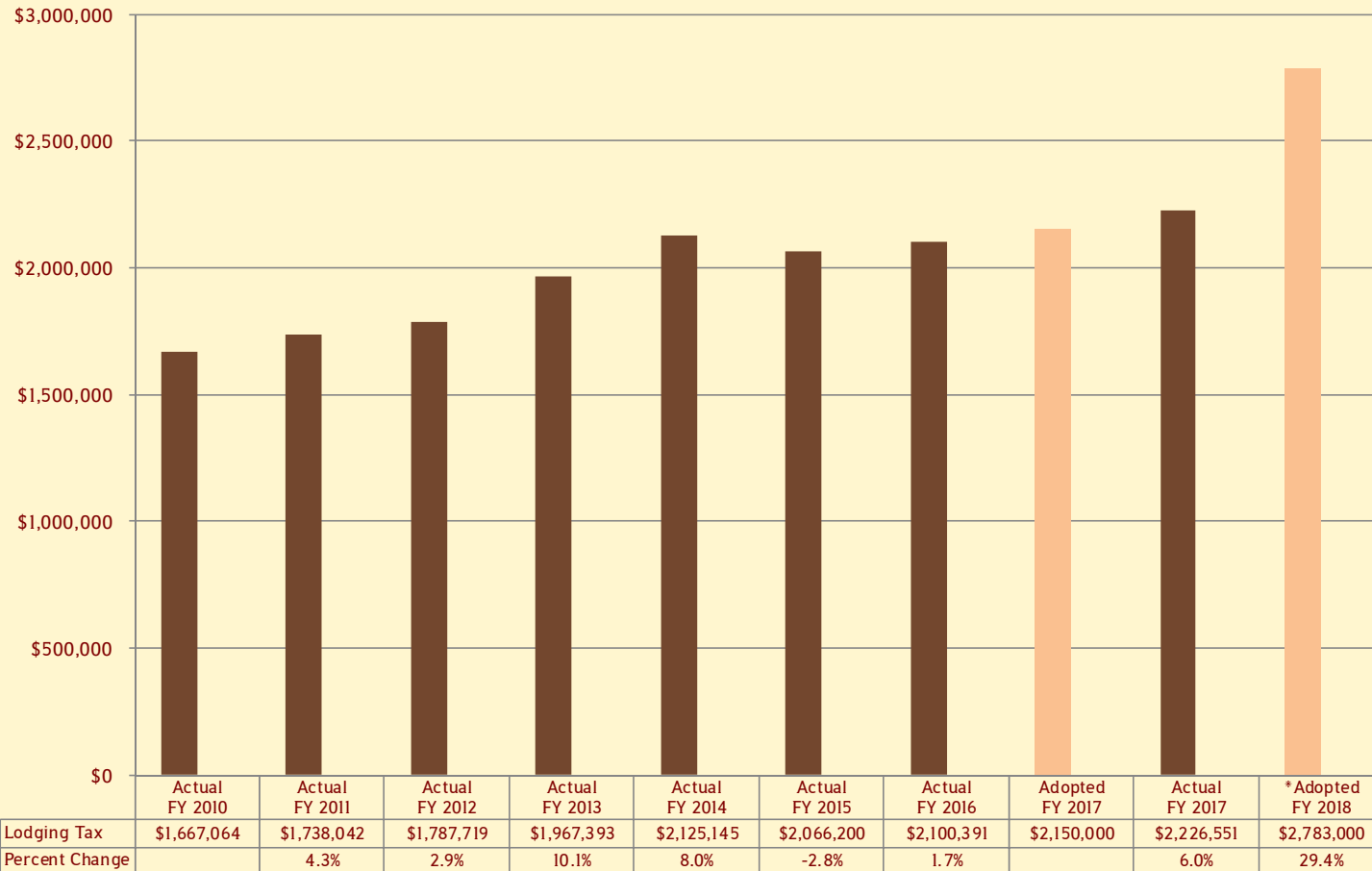
* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

Actual FY 2017 reflects a 9.7% increase over Actual FY 2016. This includes a large one-time catch-up payment of \$290,000 from a local company. FY 2018 collections are anticipated to reflect a slight increase over Actual FY 2016; however, may come in higher if FY 2017 assessments hold at \$8.5 million.



Major Revenues

Lodging Tax



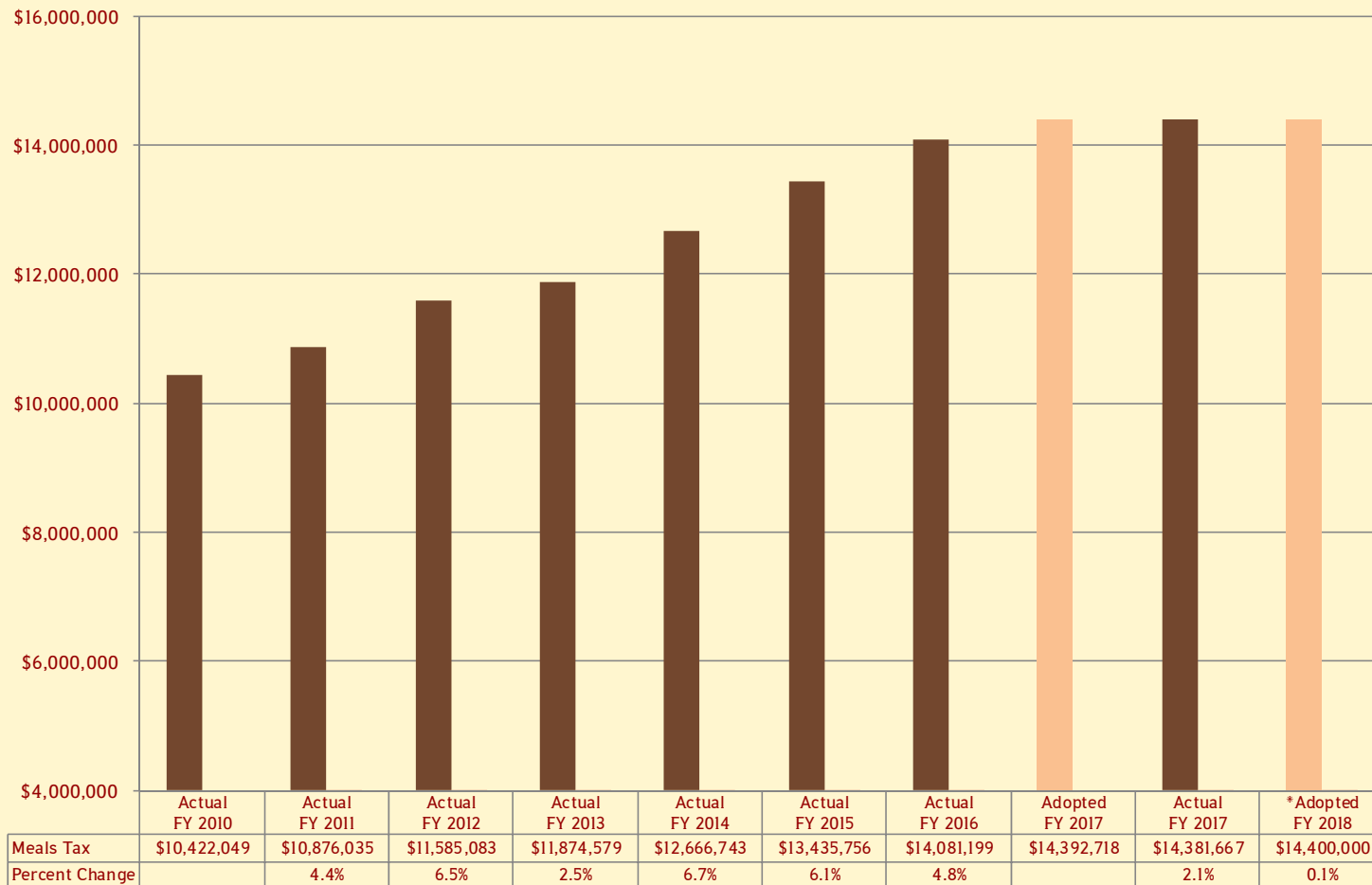
* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

FY 2017 Lodging Tax Collections realized a 6% increase over FY 2016 which exceeded budget projections. With 3 new hotels slated to open in FY 2018 and the increase in the rate from 5.5% to 6.5% in the Adopted Budget, Lodging Tax revenue is expected to see continued growth. July and August 2017 reflects the 1% rate increase over FY 2017 actuals but still does not meet the FY 2018 Adopted Budget projection.



Major Revenues

Meals Tax

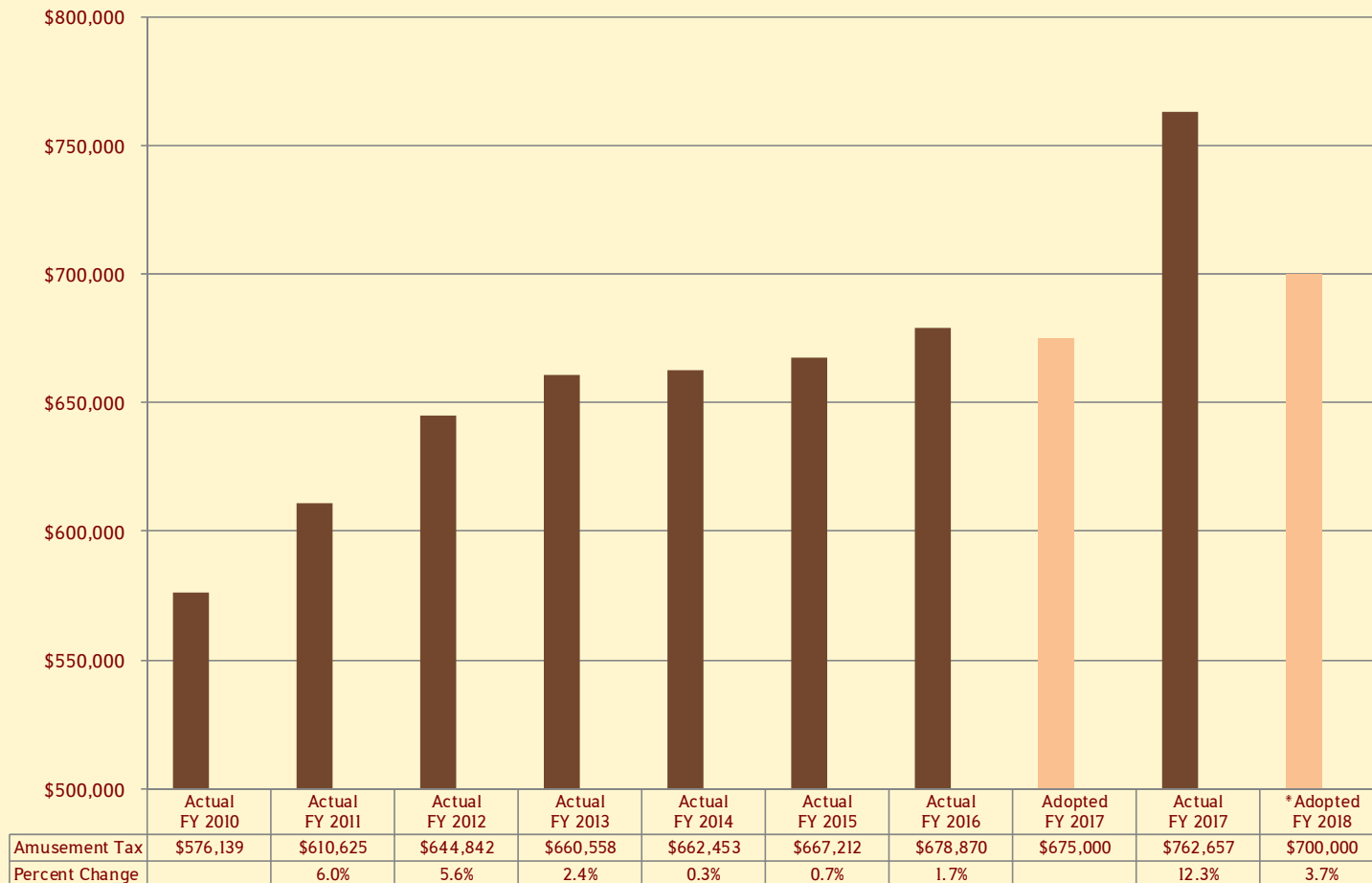


* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

FY 2017 Meals Tax collections exceed FY 2016 collections by 2.1%. This is the lowest year over year growth since post 2008 recession. July and August 2017 collections are slightly above FY 2017 collections but are not meeting Adopted revenue expectations.



Major Revenues Amusement Tax



* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.

Actual FY 2017 Amusement Tax collections reflect a 12.3% increase over Actual FY 2016. This increase is due to increased movie ticket sales and more events that include an admission fee. Early FY 2018 collections are down due to summer movies doing poorly nationwide.

Note: A portion of Amusement Tax revenues are dedicated to the Arts and Culture District Grant Program. In FY 2017 this amount was \$39,529.



Big Concerns for FY 2019

REVENUES

- Decreased Growth in Sales Tax
- Nominal Growth in Meals Tax
- Flat Real Estate Assessments

EXPENDITURES

- Interest in FY 2019 associated with the Line of Credit
- Continuation of funding for Long-Term “On-Time” Debt Financing Reserve
- Rising Worker’s Compensation Claims
- Rising Health Care Claims
- Employee Compensation
- Increase in fuel costs due to closure of Colonial Pipeline
- Capital Improvement Program
- Possible decrease in Virginia Retirement System (VRS) (re-benchmarking year)



*FY 2019 – FY 2023
Capital Improvement
Program (CIP) Review*



Capital Improvement Projects Requested FY 2019 - FY 2023

BUILDING PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Major Building Repairs and Improvements	\$2,544,400	\$1,729,400	\$1,848,000	\$3,474,000	\$2,543,270	\$12,139,070
Parking Deck Repairs and Maintenance	765,000	0	0	0	0	765,000
Roof Replacement	270,980	460,000	290,000	405,000	225,000	1,650,980
BUILDING PROJECTS TOTAL	\$3,580,380	\$2,189,400	\$2,138,000	\$3,879,000	\$2,768,270	\$14,555,050

BUILDING PROJECT	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Public Safety Complex (including PD \$39m, GDC \$3.2m, CC \$6.2m, no property purchase)	\$1,500,000	\$45,400,000	\$0	\$0	\$0	\$46,900,000
New Downtown Parking Deck Facility	0	0	0	0	11,500,000	11,500,000
BUILDING PROJECT TOTAL	\$1,500,000	\$45,400,000	\$0	\$0	\$11,500,000	\$58,400,000

RESERVES	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
City Baseball Stadium Capital Maintenance Reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Snow, Street, and Bridge Reserve	250,000	250,000	250,000	250,000	250,000	1,250,000
RESERVES TOTAL	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000



Capital Improvement Projects Requested FY 2019 - FY 2023

TRANSPORTATION PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Downtown Streetscape	\$2,750,000	\$550,000	\$3,350,000	\$600,000	\$4,000,000	\$11,250,000
Link Road Bridge	693,000	1,584,000	662,000	488,000	73,000	3,500,000
Route 501/221 One Way Pair	4,000,000	0	21,000,000	0	0	25,000,000
College Lake Dam Improvements	2,000,000	2,000,000	0	0	25,000,000	29,000,000
John Capron Road	3,500,000	0	0	0	0	3,500,000
Old Forest Road (US-501 to Kings Drive)	1,100,000	0	0	0	0	1,100,000
Nationwide Drive - Roundabout & Pedestrian Improvements	1,500,000	0	0	0	0	1,500,000
Graves Mill Adaptive Signal System	475,000	0	0	0	0	475,000
Kemper Street - Bike/Pedestrian Improvements	375,000	0	0	0	0	375,000
Florida Avenue Sidewalk	0	6,800,000	3,050,000	0	0	9,850,000
5th Street, Phase IV - Taylor Street to Railroad Bridge Reconstruction	0	4,000,000	0	0	0	4,000,000
Atlanta Avenue Improvements and Shared Use Path	0	437,500	0	0	0	437,500
Vassar and Langhorne Intersection Improvements	0	1,500,000	0	0	0	1,500,000
Rivermont Ave. and Bedford Ave. Intersection Improvements	0	750,000	0	0	0	750,000
Forest Brook Road Improvements	0	2,200,000	0	0	4,000,000	6,200,000
Expressway/Candlers Mountain Road Interchange	0	0	16,200,000	0	0	16,200,000
Wards Ferry Road at Atlanta Avenue	0	0	1,000,000	0	0	1,000,000
Border Street Sidewalk	0	0	500,000	0	0	500,000
Timberlake Road Bridge, West Bound	\$0	\$0	\$0	\$250,000	\$1,750,000	\$2,000,000
Bedford Avenue Bridge	0	0	0	4,000,000	0	4,000,000
Lakeside Drive/College Street Intersection Improvements	0	0	0	0	4,000,000	4,000,000
Graves Mill Road/Expressway Interchange Improvements	0	0	0	0	6,000,000	6,000,000
Breezewood Drive Widening	0	0	0	0	7,500,000	7,500,000

Projects highlighted in yellow reflect FY 2018 Planned Projects/Unidentified Funds.



Capital Improvement Projects Requested FY 2019 - FY 2023

TRANSPORTATION PROJECTS (continued)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Wards Ferry Road at Harvard Street Roundabout	0	0	0	0	2,000,000	2,000,000
Lynchburg Expressway/Odd Fellows Road Interchange	0	0	0	0	6,000,000	6,000,000
Jefferson Ridge Extension	0	0	0	0	10,100,000	10,100,000
Bridge Maintenance	400,000	420,000	440,000	460,000	480,000	2,200,000
Culvert Replacement Program	600,000	65,000	600,000	65,000	600,000	1,930,000
General Street Improvements	775,000	775,000	850,000	850,000	850,000	4,100,000
Public Works Infrastructure Improvements	230,000	241,000	253,000	266,000	279,300	1,269,300
Retaining Wall Replacement/Repair Program	400,000	50,000	400,000	50,000	400,000	1,300,000
Storm Drainage System Repairs/Replacement	135,000	150,000	160,000	170,000	180,000	795,000
Street Overlay Program	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Traffic Signal Replacement/Repair Program	245,000	250,000	250,000	260,000	260,000	1,265,000
TRANSPORTATION PROJECTS TOTAL	\$21,678,000	\$24,272,500	\$51,215,000	\$9,959,000	\$75,972,300	\$183,096,800

TRANSPORTATION PROJECTS TOTAL BY FUNDING SOURCES	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Revenue Sharing	\$5,000,000	\$5,000,000	\$10,175,000	\$0	\$8,750,000	\$28,925,000
Transportation Alternatives	0	350,000	300,000	0	0	650,000
Highway Safety Improvement Program	2,800,000	6,100,000	500,000	0	0	9,400,000
State of Good Repair	693,000	84,000	662,000	488,000	73,000	2,000,000
Smart Scale	0	0	0	0	26,100,000	26,100,000
INFRA	0	0	8,100,000	0	0	8,100,000
Local Highway Maintenance	3,265,000	3,311,000	3,353,000	3,396,000	3,439,300	16,764,300
Local	9,920,000	9,427,500	28,125,000	6,075,000	37,610,000	91,157,500
TRANSPORTATION PROJECTS TOTAL BY FUNDING SOURCES TOTAL	\$21,678,000	\$24,272,500	\$51,215,000	\$9,959,000	\$75,972,300	\$183,096,800



Capital Improvement Projects Requested FY 2019 - FY 2023

ECONOMIC DEVELOPMENT PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Downtown Development	\$500,000	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
General Development Support	250,000	250,000	250,000	250,000	250,000	1,250,000
Street and Utility Extensions to Promote Economic Development	250,000	250,000	250,000	250,000	250,000	1,250,000
ECONOMIC DEVELOPMENT PROJECTS TOTAL	\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,500,000

* \$500,000 is committed per year to the Academy Center of the Arts FY 2018 - FY 2020



Capital Improvement Projects Requested FY 2019 - FY 2023

PARKS AND RECREATION PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Parks and Recreation Needs Assessment	\$0	\$65,000	\$0	\$0	\$0	\$65,000
Athletic Field Maintenance	175,000	125,000	90,000	250,000	250,000	890,000
City Armory Air Conditioning (Gym)/NEW	0	0		175,000	0	175,000
College Park Upgrade	0	250,000	0	0	0	250,000
Community Park Investment Fund	75,000	0	75,000	0	75,000	225,000
Creekside Trail Bridge Replacement	0	275,000	0	0	0	275,000
Hollins Mill Bridge Improvements	0		75,000	0	0	75,000
Jefferson Neighborhood Center Renovation	0	175,000	0	0	0	175,000
General Park Maintenance	100,000	100,000	89,000	100,000	100,000	489,000
Lumos Network Connections at Parks and Recreation Facilities	40,000	40,000	0	0	0	80,000
Miller Park Aviary Site Improvement, Formerly Phase I	0	50,000		0	0	50,000
Miller Park Pool Replacement Assessment and Design	0	0	160,000	0	0	160,000
Miller Park Pool Replacement	0	0	0	0	2,400,000	2,400,000
Parks Paving and Lighting/Reconstruction	278,000	197,000	278,000	278,000	278,000	1,309,000
Pedestrian Suspension Bridge (Structure #4)/NEW	85,000	0	0	0	0	85,000
Riverfront Phase II (aka Internet)	100,000	0	400,000	300,000	0	800,000
Riverside Park - Entry and Entrance Road Rebuild Park Overlook Stabilization	85,000	0	0	0	0	85,000
Riverside Park - Park Overlook Stabilization	1,140,000	0	0	0	0	1,140,000
TOTAL PARKS AND RECREATION PROJECTS	\$2,078,000	\$1,277,000	\$1,167,000	\$1,103,000	\$3,103,000	\$8,728,000



Capital Improvement Projects Requested FY 2019 - FY 2023

SCHOOLS - RENOVATIONS/REPLACEMENT PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Sandusky Elementary School Replacement	\$1,500,000	\$20,000,000	\$0	\$0	\$0	\$21,500,000
Linkhorne Elementary School Renovation	0	500,000	9,300,000	0	0	9,800,000
Paul Munro Elementary School Renovation	0	0	400,000	7,600,000	0	8,000,000
Three (3) Elementary School Gym Addition	1,500,000	0	0	0	0	1,500,000
Two (2) Elementary School Gym Addition	0	1,000,000	0	0	0	1,000,000
New Transportation Building	0	0	0	0	2,800,000	2,800,000
SCHOOLS - RENOVATIONS/REPLACEMENT PROJECTS TOTAL	\$3,000,000	\$21,500,000	\$9,700,000	\$7,600,000	\$2,800,000	\$44,600,000

Projects highlighted in yellow reflect FY 2018 Planned Projects/Unidentified Funds.



Capital Improvement Projects Requested FY 2019 - FY 2023

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - MECHANICAL/ELECTRICAL	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Bedford Hills Elementary School Chiller Replacement	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Dearington Elementary School for Innovation Chiller Replacement	0	0	250,000	0	0	250,000
Bass Elementary School HVAC Replacement	0	600,000	0	0	0	600,000
Dunbar MS Chiller Replacement	0	350,000	0	0	0	350,000
Perrymont Elementary School HVAC	0	0	0	0	450,000	450,000
Linkhorne Middle School - chiller rebuild (2)	0	0	150,000	0	0	150,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - MECHANICAL/ELECTRICAL TOTAL	\$0	\$1,250,000	\$400,000	\$0	\$450,000	\$2,100,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PLUMBING/RESTROOM RENOVATION	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Sheffield Elementary School	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Dearington Elementary School	0	45,000	0	0	0	45,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PLUMBING/RESTROOM RENOVATION TOTAL	\$45,000	\$45,000	\$0	\$0	\$0	\$90,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SECONDARY SCHOOL ATHLETICS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
E.C. Glass High School Turf	\$0	\$0	\$0	\$0	\$650,000	\$650,000
Sandusky Middle School Track	0	0	90,000	0	0	90,000
Heritage High School Baseball Turf	0	0	0	550,000	0	550,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SECONDARY SCHOOL ATHLETICS TOTAL	\$0	\$0	\$90,000	\$550,000	\$650,000	\$1,290,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ELEMENTARY SCHOOL GYM FLOOR REPLACEMENT	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Bass Elementary School Gym Floor	\$60,000	\$0	\$0	\$0	\$0	\$60,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ELEMENTARY SCHOOL GYM FLOOR REPLACEMENT TOTAL	\$60,000	\$0	\$0	\$0	\$0	\$60,000



Capital Improvement Projects Requested FY 2019 - FY 2023

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ROOF REPLACEMENT/REPAIR	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Heritage Elementary School	\$720,000	\$0	\$0	\$0	\$0	\$720,000
Paul Munro Elementary School	500,000	0	0	0	0	500,000
Linkhorne Elementary School B, C, D, E, K	300,000	0	0	0	0	300,000
Dearington Elementary School - Section A and C	0	185,000	0	0	0	185,000
Dunbar Middle School - West (low roof)	0	0	130,000	0	0	130,000
Sheffield Elementary School - 2001 Addition	0	0	95,000	0	0	95,000
R.S. Payne Elementary School	0	400,000	0	0	0	400,000
E.C. Glass High School - Main gym and locker rooms	0	325,000	0	0	0	325,000
Laurel - Section A&B	0	0	0	0	110,000	110,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ROOF REPLACEMENT/REPAIR	\$1,520,000	\$910,000	\$225,000	\$0	\$110,000	\$2,765,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PAVING AND FENCING TOTAL	\$171,000	\$178,000	\$185,000	\$192,000	\$200,000	\$926,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PLAYGROUNDS TOTAL	\$129,000	\$0	\$0	\$150,000	\$150,000	\$429,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS TOTAL	\$1,925,000	\$2,383,000	\$900,000	\$892,000	\$1,560,000	\$7,660,000
SCHOOLS - TOTAL	\$4,925,000	\$23,883,000	\$10,600,000	\$8,492,000	\$4,360,000	\$52,260,000



Capital Improvement Projects Requested FY 2019 - FY 2023

IF NO RENOVATION

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - LINKHORNE ELEMENTARY SCHOOL (ES)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Linkhorne Elementary School - Mechanical/Electrical - Electrical	\$0	\$0	\$0	\$0	\$450,000	\$450,000
Linkhorne Elementary School - Mechanical/Electrical - air handlers	0	0	0	0	550,000	550,000
Linkhorne Elementary School - Plumbing/Restroom Renovation	0	0	100,000	0	0	100,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - LINKHORNE ELEMENTARY SCHOOL (ES) TOTAL	\$0	\$0	\$100,000	\$0	\$1,000,000	\$1,100,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PAUL MUNRO ELEMENTARY SCHOOL (ES)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Paul Munro Elementary School - Mechanical/Electrical - HVAC	\$0	\$0	\$0	\$0	\$450,000	\$450,000
Paul Munro Elementary School - Mechanical/Electrical - Electrical	0	0	0	350,000	0	350,000
Paul Munro Elementary School - Plumbing/Restroom Renovation	0	0	90,000	0	0	90,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PAUL MUNRO ELEMENTARY SCHOOL (ES) TOTAL	\$0	\$0	\$90,000	\$350,000	\$450,000	\$890,000

IF NO NEW BUILDING

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SANDUSKY ELEMENTARY SCHOOL (ES)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Sandusky Elementary School - Mechanical/Electrical - HVAC	\$0	\$0	\$0	\$550,000	\$0	\$550,000
Sandusky Elementary School - Mechanical/Electrical - Electrical	0	0	350,000	0	0	350,000
Sandusky Elementary School - Plumbing/Restroom Renovation	0	100,000	0	0	0	100,000
Sandusky Elementary School - Roof Replacement/Repair	0	0	600,000	0	0	600,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SANDUSKY ELEMENTARY SCHOOL (ES) TOTAL	\$0	\$100,000	\$950,000	\$550,000	\$0	\$1,600,000



Pay-As-You-Go History

	ADOPTED BUDGET
FY 2008	\$4,992,435
FY 2009	5,949,245
FY 2010	2,820,617
FY 2011	7,508,881
FY 2012	7,000,000
FY 2013	4,591,759
FY 2014	6,108,802
FY 2015	7,339,676
FY 2016	9,556,866
FY 2017	3,223,392
FY 2018	1,655,377
Projected FY 2019	3,800,000