

Agenda Item #6

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September 3, 2013

// A special meeting of the Council of the City of Lynchburg was held on the 3rd day of September, 2013, at 9:00 A.M. in the 2nd Floor Training Room, City Hall, Michael Gillette, President, presiding. The purpose of the meeting was to conduct a City Council Strategic Planning Session. The following Members were present:

Present: Cary, Foster, Nelson, Perrow, Gillette 5

Absent: Helgeson, Johnson 2

// Vice Mayor Johnson arrived at 9:05 a.m.

// Council Member Helgeson arrived at 9:10 a.m.

// Mayor Gillette reviewed the agenda and expectations for the strategic planning session. The Strategic Plan was the focus for the morning session. Deputy City Manager Bonnie Svrcek provided an introduction on the background of Strategic Planning. There are several reasons why the City needs a Strategic Plan:

- To set direction and priorities
- To get everyone on the same page
- To simplify decision-making
- To drive alignment
- To communicate the vision

Ms. Svrcek stated that the diverse range of goals was pulled from other existing planning documents. Ms. Svrcek went on to say the underlying objective is to make it easier to articulate the City's goals and to provide a chart for the following progress towards meeting those goals. Ms. Svrcek further stated the goals will be measured more deliberately than the City is currently doing. There still will be benchmarks and an annual reporting process. The following three goals were discussed:

Goal 1: Review and adopt proposed revisions to Sustainable Lynchburg Elements and Vision Statements

Goal 2: Adopt a vision for the City of Lynchburg

Goal 3: Endorse the proposed cycle for annual review of the Strategic Plan

// Deputy City Manager Bonnie Svrcek, Director of Information Technology Mike Goetz and City Assessor Greg Daniels explained the progress to date and reviewed the work of the Strategic Planning Team (SPT).

Progress to Date:

- Sustainable Lynchburg
 - City Council adopted the original 11 elements in August 2008
 - Annual Reports to Council on accomplishments in each element
 - Chosen as the building blocks for a Strategic Plan process
 - Foundation for Council to consider in creating a vision for the City

Informing Documents:

- Identifying major strategic objectives
 - Community Development Block Grant/HOME Consolidated Plan
 - Comprehensive Plan

- Department Plans (Fire & EMS, Parks & Recreation, Police)
- Economic Development Strategic Plan
- Housing Results and Strategies – 2012
- Region 2000 Economic Development Strategy
- Region 2000 Blueways and Greenways Plan
- School Comprehensive Plan

The Strategic Planning Team (SPT) linked strategic objectives from informing documents to Sustainable Lynchburg elements, made minor revisions to Sustainable Lynchburg vision statements to ensure alignment with informing documents, and identified broad “External Partners” for each element. How we will know if we are making progress:

- use Citizen Survey and other relevant metrics to measure success and/or progress on strategic objectives
- align Sustainable Lynchburg elements with Citizens Survey focus areas
- define other meaningful metrics

The following Sustainable Lynchburg elements were reviewed by Council:

Arts and Culture	Citizen Engagement	Economic Development
Healthy and Active Living	Infrastructure	Land Use
Lifelong Learning	Natural Resources	Neighborhoods
Safe Community	Social Equity	Transportation

// City Council took a break at 10:20 a.m. and reconvened at 10:30 a.m.

// Deputy City Manager Bonnie Svrcek discussed Goal 2 - Adopt a Vision for the City. The following are elements of a great vision statement:

- Clear, realistic, descriptive, and concise
- Understood and shared by the community
- Inspiring and uplifting to everyone
- Easy to communicate (short enough to fit on a t-shirt or euro-sticker)

Council considered several ideas for the vision statement. Council wrote a one sentence vision statement in an effort to make it more memorable and user-friendly. The new vision statement is “LYN: A great place to live, work and play” which will be put to a final vote in October.

// Deputy City Manager Bonnie Svrcek discussed Goal 3 – Endorse Strategic Planning Cycle.

Council's discussion included endorsing the proposed cycle for annual review of the Strategic Plan.

Council's next steps for the strategic plan are as follows:

- Process outcome of today's meeting
- Create a Strategic Planning Steering Committee
- Create an abbreviated Strategic Planning process to use in developing FY 2015 Operating Budget and Capital Improvement Plan

// City Council recessed the meeting at 12:00 Noon for Lunch.

// City Council reconvened the meeting in City Council Chamber at 1:00 p.m. The following Members were present:

Present: Cary, Foster, Helgeson, Nelson, Perrow, Gillette

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Absent: Johnson

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// City Manager Kimball Payne and Human Resources Director Margaret Schmitt provided information on the benefits for active employees and retirees. Ms. Schmitt stated there are four reasons why we are discussing medical benefits:

- Council expressed interest in Fall 2012
- Evaluating all benefit programs due to Affordable Care Act (ACA) and major changes in Virginia Retirement System (VRS)
- Market comparisons with other Virginia organizations
- Times have changed: Public and Private sector employers are reconsidering funding strategies for medical coverage

Mr. Payne asked Council what their goals were regarding medical benefits for active employees and retirees. Some of the goals that Council suggested for discussion were: reduce cost, support employees, honor past “promises”, clarify equity issues across categories, attract qualified employees, competitive benefits – market competitive, and competitive compensation. There were two options suggested to reduce City benefit costs:

1. Shift cost to members
 - Change the plan components
 - Deductibles
 - Co-Pays
 - Co-Insurance
 - Covered Services
 - Share premium cost with members
2. Avoid costs through health management
 - Reduce utilization
 - Improve member health
 - Manage chronic disease

During the discussion on medical benefits, Council had several concerns to address. After the discussion, Mayor Gillette stated there would be no decisions made today; further discussion was needed on this topic and Council would revisit this in October.

// Human Resources Director Margaret Schmitt provided information on the benefits for part-time employees. Ms. Schmitt explained the need for part-time employees such as: flexibility, meet short term needs and lower employee costs. Ms. Schmitt further stated the advantages and disadvantages of part-time employees. Some of the advantages are: flexibility, meet short term needs and lower employment costs. The disadvantages are: higher turnover, less attractive employment and lower job satisfaction. Ms.

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Schmitt further explained the need to find the right balance between part-time positions that help meet operational needs and employment opportunities that attract and retain qualified employees. No decisions were made regarding the benefits for part-time employees.

// The meeting was adjourned at 3:38 p.m.

Clerk of Council