



# City of Richmond

900 East Broad Street  
Richmond, VA 23219  
www.richmondgov.com/cityclerk

## Minutes

### Organizational Development Standing Committee

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**Monday, March 5, 2018**

**5:00 PM**

**Council Chamber, 2nd Floor - City Hall**

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#### **Committee Members and Staff in Attendance**

The Honorable Chris Hilbert – Chair  
The Honorable Cynthia Newbille – Vice Chair  
The Honorable Andreas Addison – Member  
The Honorable Parker Agelasto – Member  
The Honorable Kim Gray – Member (*Late arrival and early departure*)  
The Honorable Michael Jones – Member  
The Honorable Kristen Larson – Member  
The Honorable Ellen Robertson – Member (*Late arrival and early departure*)  
The Honorable Reva Trammell – Member (*Late arrival*)  
Lou Brown Ali, Council Chief of Staff  
Debra Bowles, Assistant City Clerk  
Allen Jackson, City Attorney  
Charles Jackson, Council Budget Analyst  
Alexander Rawles, Boards and Commission Administrator  
Candice Reid, Interim City Clerk

#### **Call to Order**

Chair Chris Hilbert called the meeting to order at 5:06 p.m.

#### **Evacuation Announcement and Citizen Speaker Guidelines**

Debra Bowles, assistant city clerk, provided information on the appropriate manner in which the Council Chamber is to be evacuated in the event of an emergency along with citizen speaker guidelines.

#### **Approval of Minutes**

There being no corrections to the minutes of February 5, 2018, the minutes stood approved as presented.

*Member Ellen Robertson arrived and was seated.*

#### **Board Vacancies**

*Members Kim Gray and Reva Trammell arrived and were seated.*

Boards and Commissions Administrator Alexander Rawles reviewed board appointment applications for consideration by the committee.

*Member Ellen Robertson spoke on behalf of Vivek Murthy and requested that the committee approve a recommendation to reappoint Mr. Murthy to the City Planning Commission.*

Member Kristen Larson requested that the committee consider the appointment of Bruce Gould to the City Planning Commission. Ms. Larson stated that there are no members of the commission that live south of the James River and there should be representation from all areas of the city.

Member Kim Gray requested that the committee consider the appointment of Albert S. Diradour to the City Planning Commission. Ms. Gray requested that, if Mr. Diradour is not considered for appointment to the current vacancy, that he be considered for future appointment.

Member Andreas Addison stated that, if a member desires reappointment and has met the expectations of their position on the commission, that member should be considered for reappointment.

Chair Chris Hilbert stated that he also believed a request for reappointment of a member of the commission should be considered. Mr. Hilbert also stated that he appreciated Ms. Larson's comment regarding there being no representation from south of the James River and that this should be considered for a future appointment.

Member Michael Jones stated that he supported the reappointment of Vivek Murthy; however, he shared member Larson's concern of a lack of representation from south of the James River.

Member Larson inquired on the timing of the next commission vacancy and would the additional listed applicants in the vacancy packet be considered at that time.

Mr. Rawles stated that the next vacancy will be July 23, 2018; however, due to Council's new term limit policy the commission member currently in the position, would be asked if they desire consideration or reappointment. Mr. Rawles explained that the additional applicants included in the packet would be notified that they were not recommended for appointment and their applications would become inactive. Mr. Rawles indicated that, if an applicant wishes to be considered for a future appointment, the applicant should reply to his notification that he/she wants their application to remain active for future consideration for six months.

Vice Chair Cynthia Newbille stated that she was in agreement that the reappointment of an active member should be considered and she agreed that diversity and geographical consideration should also be considered. Ms. Newbille also stated that the Organizational Development Standing Committee should review all boards and commissions for diversity and inclusivity.

Member Parker Agelasto stated that the accessibility of a member of a board or commission to Council is important and Mr. Murthy has always been accessible; therefore, he will support his reappointment.

It was the consensus of the committee to forward the following reappointment to Council with the recommendation to approve:

<u>Board Name</u>	<u>Criteria for Appointment</u>	<u>Applicant Name</u>
City Planning Commission	Qualified Voter (1 vacancy)	Vivek Murthy (reappointment)

A copy of the material provided has been filed.

## Reports from City Administration, Council Staff and Other Parties

### Gallagher Classification and Compensation Study Results

Director of Human Resources (HR) Korita Jones provided a brief introduction to the classification and compensation study and staffing and efficiency survey presentation. Ms. Jones thanked Robin Redmond and Dr. Fred Rossen, internal HR staff, for their diligent work in compiling information and provided biographical information for Ronnie Charles, managing director, and Dr. Andrew Klein, principal consultant, of Arthur J. Gallagher & Co., a HR consulting firm.

Dr. Andrew Klein reviewed the classification and compensation portion of the presentation, commenting that the city's goal is to maintain a competitive compensation approach that ensures internal and external equity and provides for advancement opportunities of current employees. Dr. Klein reported that a position description questionnaire (PDQ) was completed by city employees to determine job classification and the 517 job classifications were reduced to 348. Dr. Klein then explained that approximately 100 positions were used to compare duties and pay ranges for positions locally and nationally. Dr. Klein stated that the city's salaries for general employees are approximately 8% below competitive markets, the salary structure is approximately 4% below the market median and the public safety positions are approximately 105% of the market median with exception of the starting pay. Dr. Klein indicated that the recommendation to the city is to increase the minimum hourly wage of all employees to \$12.07 per hour, including permanent and temporary employees. Dr. Klein also remarked that the city needs to review pay ranges annually and to adopt new public safety pay structures which should reduce recruiting and turnover issues. Dr. Klein informed the committee that the implementation of the recommendation would cost approximately \$1,610,200 for general employees and \$5,881,000 for public safety employees.

Mr. Ronnie Charles reviewed the staffing and efficiency portion of the presentation, reporting that thirteen departments were compared with those of six additional cities. Mr. Charles explained that the city's Fire and Emergency Services is lower than the market average in full time employees (FTE) and budget, but is higher in budget per FTE ratio. Mr. Charles also explained that Public Utilities is higher in FTE and budget, and higher per FTE ratio; however, most comparison cities do not have a natural gas utility, floodwall operation, storm water utilities and street light utility included in their utility functions. Mr. Charles informed the committee that Emergency Communications is equal to the market average in headcount but 44% lower in budget size, and the Department of Planning is significantly higher in headcount at 108 as opposed to the market average of thirty-six. Mr. Charles added that the city includes code enforcement positions in planning.

*Member Kim Gray inquired on the rate of pay for temporary staff, stating that it was understood that temporary staff is paid significantly less per hour than a city employee.*

Director Jones stated that the city's current living wage applies to the city's permanent full and part-time staff and that it is the recommendation of HR that salaries for all positions, including temporary staff, be raised to \$12.07 as the city's living wage.

Deputy Chief Administrative Officer (DCAO) for Finance and Administration Lenora Reid stated that administration is working diligently to implement recommendations of the Gallagher study and to fill all critical positions within the city.

*Member Parker Agelasto stated that a criticism of the city is that the top level administration salaries are very heavy per capita spent and asked if there will be a comparison of these positions addressed within the full Gallagher report.*

Mr. Charles responded that the administrative level was not captured within this study and the study was strictly based upon the number of FTE's assigned to a particular department. Mr. Charles also stated that there is a recommendation that the city complete an additional study related to administrative positions.

*Member Gray asked if vacant positions and the length of vacancies were considered within the report as the vacant positions could generate a significant savings if the positions were not included in the report.*

Director Jones stated that the amount referenced within the report is based on current staff not vacant positions.

*A copy of the material provided has been filed.*

### **Storefront for Community Design**

Executive Director Ryan Rinn of Storefront Design provided an update on city-wide services, the Six Points Innovation Center (6PIC) and an international design competition for Monument Avenue. Mr. Rinn stated that the program has served more than 450 clients since its beginning in 2011, more than 200 volunteers that are licensed in their professional fields have donated their time to the program and Storefront has worked with neighborhoods to assist in the vision and preparation for the city's master plan. Mr. Rinn provided a brief summary of the program, Recovery by Design, which is a service that is provided with Richmond Behavioral Health Authority (RBHA), to assist individuals with mental illness across the city. Mr. Rinn also shared information on 6PIC, located in Highland Park that serves approximately 40-70 students every day by offering programs that help students learn more about the city. Mr. Rinn reviewed information on the City Builders Program and how it prepares teenagers for future endeavors, and the mOB Studio, a partnership with the Virginia Commonwealth University (VCU) arts program. Mr. Rinn also stated that the National Endowment for the Arts has funded a design idea competition for Monument Avenue. Mr. Rinn further stated that architects, planners and designers, along with individuals, will submit ideas and designs to possibly recreate Monument Avenue and the top twenty designs, selected by a panel, will be displayed at the Valentine Museum beginning February 14, 2019. Mr. Rinn informed the committee that he has talked with neighborhoods and civic associations that either touch Monument Avenue or are in close proximity to Monument Avenue, and each support the program.

*Members of the committee offered words of appreciation for the Storefront's work.*

*Member Ellen Robertson departed the meeting.*

### **Department of Information Technology Software Roadmap**

Director for the Department of Information Technology (DIT) Charles Todd provided a brief summary of the DIT software stating that DIT is a layered program that should begin with hardware as its base, then the operating system, followed by software applications. Mr. Todd reviewed the various software programs informing the committee which programs are supported by manufacturers and can be updated, and which programs are no longer supported by manufacturers. Mr. Todd highlighted specific items of the Department of Public Utilities' (DPU) response to the IT Vulnerability Audit.

*Member Kim Gray inquired about the strategic direction of a study on the Customer Information System (CIS) and Advantex System, referencing when it will begin, how long it could take and the cost for each program.*

Mr. Todd stated that DPU intends to have a strategic plan in place for CIS by 2021 and that it could take a year to determine the needs for implementation. Mr. Todd also stated that there could be an additional cost involved for the assessment and recommendation and a significant cost to execute the implementation.

*Member Kristen Larson asked if the strategic plan will address the issues that were determined through the audit.*

Mr. Todd stated that the IT Vulnerability Audit is for an outside entity to map the current status of the programs and compare the current status to what the status of the programs should be.

City Auditor Louis Lassiter also responded that some of the addressed matters should be discussed in a closed session with Council in order to provide more information regarding the security audit.

*Member Gray stated that it would be helpful to have regular reports regarding to this matter in addition to a closed session and that it would be helpful to have the consultant available to answer questions.*

*Chair Hilbert requested that Mr. Todd provide an update at the committee's June meeting and asked Mr. Lassiter if the April Organizational Development Standing Committee meeting would allow ample time to prepare for a closed session. Mr. Lassiter acknowledged that it would be ample time to prepare.*

*A copy of the material provided has been filed.*

## **Discussion Item(s)**

### **Inspector General**

Council Chief of Staff Lou Brown Ali stated that information regarding the Inspector General's position was previously forwarded to committee members. Ms. Ali informed the committee that approval of the Inspector General would mean that there would be two separate departments, the Office of the City Auditor and the Office of the Inspector General. Ms. Ali also stated that the proposal for two departments was included in Council's legislative packet and the proposal to create a separate Inspector General position is awaiting Governor Ralph Northam's signature. Ms. Ali further stated that the proposed budget for the Office of the Inspector General is currently \$208,000; however, if an Inspector General is hired, additional funding will be needed for salary, benefits and additional equipment.

City Auditor Louis Lassiter stated that he is currently fulfilling both positions.

*Member Kim Gray expressed concern related to budgeting for the Inspector General position.*

City Attorney Allen Jackson stated that amendments to the City Code would be required and that Council could make budget amendments to transfer funds from the City Auditor's budget to the Inspector General's budget.

*Member Trammell requested a copy of the proposed job descriptions for the Office of the City Auditor and the Office of the Inspector General in addition to the changes that will be made upon the creation of the Inspector General position.*

*Member Michael Jones requested that the responsibilities of all positions within the two offices be provided to committee members.*

*A copy of the material provided has been filed.*

### **Council's Review Process for Proposals**

*Member Parker Agelasto expressed his concerns regarding Mayor Levar Stoney's request for proposals (RFP) to redevelop north of Broad Street, to include the Coliseum, John Marshall Court Building and additional building and parking lots within the area. Mr. Agelasto stated that Council has not seen the RFP bid received, the deadline for submission has passed and administration has to consider its next step by Friday, March 9<sup>th</sup>. Mr. Agelasto also stated that Council has not been involved in the consideration of the redevelopment of the Coliseum area and Council has not outlined the process to consider an offer. Mr. Agelasto further stated that Council has not adopted a resolution or requested a RFP and it should prepare a response process for administration at the time the information is brought forward. Mr. Agelasto indicated that Council should also be receiving information from administration regarding the development of the Boulevard area. Mr. Agelasto commented that he believes the Organizational Development Standing Committee is the proper place to address the process.*

*Chair Hilbert stated that Council is the governing body of the city and its authority needs to be asserted where prudent. Mr. Hilbert also stated that the property in question is city-owned real estate and does require a majority vote of Council to move forward.*

*Member Agelasto suggested that Council adopt a resolution that informs administration that, to move forward with the redevelopment of the Coliseum area, Council must be provided with information regarding the project given that administration has advertised a schedule by which a response will be provided to those that submitted a proposal.*

*Member Kristen Larson asked if Council staff has researched information related to the process.*

*Member Agelasto stated that Council has defined processes to follow, per City Code, relating to city-owned real estate and unsolicited offers. Mr. Agelasto informed members that Council, through resolution, typically makes the request for proposals but the Mayor put out the RFP which has caused a nuance left defined by City Code. Mr. Agelasto also stated that his main concern is based on the administration's date of March 9<sup>th</sup>, in which the city team will review and evaluate responses and determine the city's next steps. Member Agelasto pointed out that City Council is the governing body; therefore, any time city is referenced it is referring to City Council. Mr. Agelasto indicated that the schedule also states that selection and preliminary negotiations will be completed between March 9<sup>th</sup> and April 24<sup>th</sup>, and contract negotiation and Council approval will be completed between April 24<sup>th</sup> and September 30<sup>th</sup>. Mr. Agelasto further stated that the administrative process that has been used for this project keeps Council from operating the city to its best ability.*

*Member Reva Trammell added that, if the information provided by Mr. Agelasto is accurate, then the city's split form of government is not working in the best interest of the city and its citizens.*

*Member Kim Gray reiterated that a defined process needs to be completed to avoid error and to provide transparency to the public.*

*Member Michael Jones commented that transparency is important to citizens of Richmond.*

*Vice Chair Cynthia Newbille stated that she agrees there needs to be a delineated process with timelines and clear markers that would allow Council and the public an opportunity to review and provide feedback.*

City Attorney Allen Jackson reported that, in theory, the process can be done and stated that the administration's timeline of the RFP is open-ended.

*Member Agelasto pointed out that he had previously made this request for a closed meeting so Council could review the proposal city administration received; however, he was informed that no additional information would be shared.*

Deputy Chief Administrative Officer for Economic and Community Development Lee Downey explained that he was not prepared to speak in detail regarding the redevelopment project.

City Attorney Jackson made remarks relating to the RFP stating that the RFP does make clear that it is not an offer to sell anything and characterized the RFP as an invitation for submission of proposals for developing the property.

*Member Kim Gray departed the meeting.*

*Chair Hilbert requested that Mr. Downey inform administration of Council's concerns relating to the project.*

### **Closed Session**

At 7:55 p.m. Councilor Kirsten Larson moved that the Organizational Development Standing Committee go into a closed meeting pursuant to Section 2.2-3711(A)(1) of the Virginia Freedom of Information Act for the purpose of discussion, consideration, and interviews of one or more prospective candidates for appointment to the position of City Clerk, an appointee of City Council.

The motion was seconded and unanimously approved.

Member Michael Jones motioned to exit closed session. The motion was seconded and unanimously approved. Councilors reconvened in open session at 8:27 p.m.

### **CERTIFICATION OF CLOSED MEETING**

March 5, 2018

WHEREAS, the Organizational Development Standing Committee of the City Council of the City of Richmond Virginia, has convened in closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provision of the Virginia Freedom of Information Act; and

WHEREAS, Section 2.23712(D) of the Code of Virginia requires a certification by this Committee that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE,

BE IT RESOLVED:

That the Organizational Development Standing Committee hereby certifies that to the best of each member's knowledge (i) only public matters lawfully exempt from open meeting requirements by Virginia law were discussed in the closed meeting to which this certifying resolution applies; and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Committee.

WITNESS the following vote of Committee members, as recorded by Candice D. Reid, Interim City Clerk:

CERTIFYING:

Christopher A. Hilbert, Chair  
Cynthia I. Newbille, Vice Chair  
Andreas D. Addison  
Kristen N. Larson  
Parker C. Agelasto  
Reva M. Trammell  
Michael J. Jones

DECLINING TO CERTIFY:

**Adjournment**

There being no further business, the meeting adjourned at 8:29 p.m.