

# **AGENDA**

## **Executive Committee**

**March 10, 2022 -- 9 a.m.**

**James River Board Room- PlanRVA**

Register to attend the meeting virtually at:

[https://planrva-org.zoom.us/webinar/register/WN\\_OS6dDLIjTamjPeM7aitUsA](https://planrva-org.zoom.us/webinar/register/WN_OS6dDLIjTamjPeM7aitUsA)

Members of the public may observe the meeting on our YouTube Channel at [www.youtube.com/PlanRVA](http://www.youtube.com/PlanRVA)

View our complete [Public Participation Guide](#) for other ways to participate.

**1. Welcome and Introductions** (Davis)

**a. Roll Call of Attendees and Certification of a Quorum** (Heeter)

**2. Meeting Minutes** (Paige/page 3)

**Requested Action:** Motion to approve the meeting minutes from February 10, 2022.

**3. Old Business** (Heeter)

**a. PlanRVA Succession Management Plan** (page 6)

**Requested Action:** Motion to recommend approval of the Succession Management Plan by the full Commission in April.

**b. New Office Space Update** (page 25)

**Information Item:** Members will hear an update on the project schedule and other actions by the Audit, Facilities & Finance Committee.

**4. New Business** (Davis)

**a. PlanRVA Standard Practices for Announcing Public Meetings & Events** (page 27)

**Information Item:** Members are provided a copy of the summary memo requested by Chairman Winslow.

**b. CVTA Update**

**Discussion Item:** Members will be briefed on actions taken by the Authority on February 25, 2022, with a summary of impacts to PlanRVA and staff recommendations.

**c. RRTPO Update**

**Discussion Item:** Members will be briefed on actions taken by the Policy Board on March 3, 2022, with a summary of impacts to PlanRVA and staff recommendations.

d. **Virginia Health Insurance Program** (page 30)

**Discussion Item:** Members will be briefed on an opportunity to consider an alternative employee health insurance program for FY2023 or FY2024.

**5. Adjourn**

**Executive Committee  
Meeting Minutes  
February 10, 2022  
8:00 a.m.**

The PlanRVA Executive Committee meeting was held using electronic communication means as set forth by the Emergency Declaration set forth by the Richmond City Council in response to the continued spread of novel coronavirus, or COVID-19. The technology used for this meeting was a web-hosted service created by Zoom. A live stream of the meeting was available through YouTube to assure open access by members of the public. All recordings are available on our Plan RVA YouTube Channel at [www.youtube.com/PlanRVA](http://www.youtube.com/PlanRVA)

**Members Present:**

<b><u>LOCALITY</u></b>	<b><u>NAME</u></b>	<b>X (attended)</b>
Charles City County	William Coad	X
Chesterfield County	Christopher M. Winslow, Chair	X
City of Richmond	Dr. Cynthia Newbille (virtual)	X
Goochland County	Don Sharpe	X
Hanover County	Sean Davis, Vice Chair	X
Henrico County	Reverend Tyrone Nelson	X
New Kent County	Patricia Paige, Secretary	X
Powhatan County	Michael Byerly, Treasurer	X
Town of Ashland	Dr. Daniel McGraw (virtual)	X

**Others Present:**

Eric Gregory (Hefty, Wiley & Gore, PC)

**Staff Present:**

Martha Heeter, Janice Firestone, Sidd Kumar, Chet Parsons, Gilbrith Gogel

**Welcome and Introductions**

Chairman Winslow called the meeting to order at 8:06 AM.

**Roll Call of Attendees and Certification of a Quorum**

Ms. Heeter took attendance by roll call and confirmed a quorum was present.

### **Motion for Approval of Minutes**

Dr. Newbille made a motion to approve December and January meeting minutes. Mr. Byerly seconded the motion.

### **2022 Local Appointments, Alternates**

Ms. Heeter presented the 2022 Commission roster of members and alternates and asked for members to notify her of any appointment changes.

### **PlanRVA Succession Management Plan**

Ms. Heeter presented a professional development and succession plan for staff members. This plan was presented solely for review today as it will return to the Executive Committee for action next month.

### **Office Space Leasing**

**Requested Action:** Motion to enter a Closed Session for discussion of PlanRVA's office lease negotiations. (Sect. 2.2-3711(A)(3) and (A)(29)).

Rev. Nelson moved to enter closed session, Mr. Byerly seconded the motion.

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Following conclusion of the closed session, members of the Executive Committee certified that, to the best of their knowledge, only public matters lawfully exempted from open meeting requirements and that only such public business matters as were identified in the motion by which the closed session was convened, were heard, discussed, or considered.

<b><u>NAME</u></b>	<b>AYE</b>	<b>NAY</b>	<b>Abstain</b>	<b>Absent</b>
Byerly	X			
Coad	X			
Davis	X			
McGraw*	X			
Nelson	X			
Newbille	X			
Paige	X			
Sharpe	X			
Winslow	X			

**Requested action:** Motion to recommend to the full body selection of the property known as the Current and to authorize the Chair to negotiate and execute a lease agreement. Dr. Newbille made the motion, Mr. Davis seconded.

<u><b>NAME</b></u>	<b>AYE</b>	<b>NAY</b>
Byerly	X	
Coad	X	
Davis	X	
McGraw*	X	
Nelson	X	
Newbille	X	
Paige	X	
Sharpe		X
Winslow	X	

### **Adjourn**

With no other business, the Executive Committee adjourned at 9:03 AM.



# **Succession Plan**

**November 2021**



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## **PlanRVA Leadership Development and Emergency Succession Plan**

### **1. Rationale**

Ensuring that the functions of the Executive Director are clear and documented among staff and governing entities is critical to safeguarding the organization in times of unplanned or unexpected change. Such risk management is also helpful in facilitating planned leadership transitions.

This document provides a leadership development and emergency succession plan for PlanRVA. This plan provides guidance for PlanRVA's executive succession procedures and its commitment to sustaining a healthy functioning organization. PlanRVA's governing entity is the Richmond Regional Planning District Commission (the Commission). The purpose of this plan is to ensure that the organization's leadership has adequate information and a strategy to effectively manage PlanRVA in the event the Executive Director is unable to fulfill their duties.

### **2. Plan Implementation**

The Commission authorizes the Commission Chair to implement the terms of this emergency succession plan in the event of a planned or unplanned temporary or short-term absence.

- It is the responsibility of the *Executive Director* to inform the Commission Chair of an unplanned temporary or short-term absence, and to plan accordingly.
- It is the responsibility of the *Director of Transportation* to immediately inform the Executive Director of an unplanned temporary or short-term absence. The Executive Director will notify the chairs of both the Richmond Regional Planning District Commission (RRTPO) and the Commission.
- It is the responsibility of the *Director of Regional Planning and GIS* and the *Planning Manager – Environmental Program* to immediately inform the Executive Director of an unplanned temporary or short-term absence.
- It is the responsibility of the *Director of Finance* and the *Finance Manager* to immediately inform the Executive Director of an unplanned temporary or short-term absence.
- All other employees are responsible for notifying their immediate supervisor of an unplanned temporary or short-term absence.
- As soon as feasible, following notification of an unplanned temporary or short-term absence of the Executive Director, the Commission Chair shall convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them if needed, at its discretion.

### **3. Priority Functions of the Executive Director at PlanRVA**

The complete Executive Director position description (July, 2015) is attached to this plan. (See Appendix A).

Among the duties listed in the position description, the following are considered to be the key functions of the Executive Director and have a corresponding temporary staffing strategy (see Section #3 for further guidance about temporary staffing).

The positions assigned in the Temporary Staffing Strategy are based on PlanRVA's organizational structure as of November 1, 2021. In the event this plan is implemented and assigned positions are vacant or no longer available, the Commission Chair (or the Director of



Transportation, as Interim Executive Director as appropriate) shall select other senior staff to support each of the key Executive Director functions.

Key Executive Director Functions	Temporary Staffing Strategy
Oversees the work operations and staff	<p>Director of Transportation (Chet Parsons)</p> <p><b><i>In the absence of the Executive Director:</i></b>  The Director of Transportation (Chet Parsons) has the authority to act on behalf of the Executive Director.</p> <p>The Finance and Grants Manager (Diane Fusco) will report to the Director of Transportation (Chet Parsons) on Finance and Human Resources matters.</p> <p>The Mobility Coordinator (Ken Lantz) will report to the Director of Transportation (Chet Parsons) on safety issues.</p> <p>The Director of Planning and GIS (Mark Bittner) will coordinate on areas outside of transportation with and report to the Director of Transportation (Chet Parsons).</p> <p>The Planning Manager-Environmental Programs (Sarah Stewart) will report to the Director of Planning and GIS (Mark Bittner) on Environmental Programs.</p> <p>The Community Engagement Manager (Rashaunda Lanier-Jackson) will report to the Director of Transportation (Chet Parsons) on community engagement initiatives.</p>
Supports technical staff	The Director of Planning and GIS (Mark Bittner)
Coordinates, directs, and implements regional programs	<p>The Director of Transportation (Chet Parsons) will continue to have direct oversight of Transportation.</p> <p>The Planning Manager-Environmental Programs (Sarah Stewart) will continue to have direct oversight of Environment (including Emergency Management programs).</p> <p>The Director of Planning and GIS (Mark Bittner) will continue to have direct oversight of regional planning, Housing and Community Development.</p>
Provides strategic oversight and identifies priorities	The Director of Transportation (Chet Parsons) will provide oversight to ensure there is coordination among the leadership team in identifying strategic priorities.

Represents the Commission on regional organizations and makes presentations to internal and external constituents.	<p>The Director of Transportation (Chet Parsons) will be responsible for most general agency presentations. Other staff who will make presentations on behalf of the Commission include:</p> <p>The Director of Planning and GIS (Mark Bittner)- Partnership for Housing Affordability</p> <p>The Community Engagement Project Coordinator (Sidd Kumar)- YRVA and related ChamberRVA Committees. The Mobility Coordinator (Ken Lantz)- Advisory Groups for housing and other human services</p> <p>The Community Engagement Manager (Rashaunda Lanier-Jackson)- RVA Engage.</p>
Leads the agency in expanding discussion and effecting increased regional cooperation and policy development.	<p>The Director of Transportation (Chet Parsons)</p> <p>The Planning Manager-Environmental Programs (Sarah Stewart)</p> <p>The Director of Planning and GIS (Mark Bittner)</p>
Oversees administration of financial activities	<p>The Director of Finance (Dan van Doornick with VACo/VML Finance) will oversee the administration of financial activities.</p> <p>The Finance and Grants Manager (Diane Fusco) will support the Director of Finance on payroll and other tasks.</p>
Interprets and communicates the impact of local, state, and federal plans and programs on regional activities.	The Director of Transportation (Chet Parsons) will be the lead for high-level activities. The Planning Manager-Environmental Programs (Sarah Stewart) and the Director of Planning and GIS (Mark Bittner) will assist, as needed, for specific programs.
Commission Administration and Support	The Director of Transportation (Chet Parsons)
Human Resources	The Director of Transportation (Chet Parsons) and the Finance and Grants Manager (Diane Fusco)
Direct Project Management	Contingent upon project, as designated by the Director of Transportation (Chet Parsons), if needed.

#### 4. Succession planning in the event of a temporary, planned or unplanned absence – Short-Term

##### a. Definitions

- A temporary absence is one in which it is expected that the Executive Director will return once the events precipitating the absence are resolved.
- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as vacation or a sabbatical.
- A temporary absence is between 15 and 30 days.
- A temporary short-term absence is between 30 and 90 days.

#### **b. Temporary Staffing Strategy**

- For temporary planned or unplanned absences of 30 or fewer days, the Temporary Staffing Strategy described above may become effective.
- In the event of a temporary short-term planned or unplanned absence for the *Executive Director*, the Commission Chair shall determine if the Temporary Staffing Strategy is sufficient for this period of time and make a recommendation to the Executive Committee.
- In the event of a temporary short-term planned or unplanned absence for the *Director of Transportation*, the Executive Director shall determine if the Temporary Staffing Strategy is sufficient for this period of time and make a recommendation to the Commission Chair.
- In the event of a temporary short-term planned or unplanned absence for the *Director of Regional Planning and GIS* and the *Planning Manager – Environmental Program*, the Executive Director shall determine if the Temporary Staffing Strategy is sufficient for this period of time.
- See Appendix B for the temporary staffing strategy of the leadership team. PlanRVA will also develop temporary staffing strategies for the *Director of Finance* and *Finance Manager* positions by March 31, 2022.

#### **c. Appointing an Interim Executive Director**

Based on the anticipated duration of the absence, the anticipated return date, and accessibility of the current Executive Director, the Executive Committee may recommend appointment of an Interim Executive Director to the Commission, as well as continue to implement the Temporary Staffing Strategy. The Commission will vote upon the recommended Interim Executive Director candidate, if applicable.

#### **d. Standing Appointees to the Position of Interim Executive Director may include one of the following:**

- The current Commission Chair. If the current Commission Chair accepts the position, they will take a temporary leave from the Commission.
- An Executive Committee member or a current Commission member.
- An existing senior member of the staff.
- In the event the available staff is new to the position or fairly inexperienced with PlanRVA, the Executive Committee may consider another appointee or the option of splitting executive duties among designated appointees.

#### **e. Cross-Training Plan**

- The Executive Director shall develop a training plan for each staff member who will perform a key function of the Executive Director listed in Section 3.

- These plans will be developed by June 30, 2022, and will be attached to this document.

**f. Authority and Restrictions of the Interim Executive Director**

- The Interim Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.
- Decisions that shall be made in consultation with the Commission Chair and/or Executive Committee include staff hiring and terminations, financial issues, taking on a new project, and taking public policy positions on behalf of the organization.
- For additional communication guidelines, refer to the organization's operating policies on transitions. These documents will be developed by June 30, 2022.

**g. Compensation**

- The staff member appointed as Interim Executive Director may receive interim compensation, an end of year bonus, or additional benefits. This shall be determined by the Executive Committee based on the duration of the assignment and available resources.
- A current or former commission member appointed as Interim Executive Director may enter into an independent contractor or employment agreement, depending on the circumstances of their availability.

**h. Commission Oversight and Support to the Interim Executive Director**

- The Interim Executive Director reports to the Commission Chair. In the event the Commission Chair becomes the Interim Executive Director, the Vice Chair shall be appointed Commission Chair.
- The Executive Committee shall be aware of the special support needs of the Interim Executive Director in this temporary role. The Executive Committee shall convene monthly when an Interim Executive Director is appointed.

**i. Communications Plan**

- Within 48 hours after an Interim Executive Director is appointed, the Commission Chair and the Interim Executive Director shall meet to develop a communications plan including the kind of information that will be shared and with whom.
- The following chart identifies key supporters and a primary contact to facilitate communication.

<b>Key Supporters</b>	<b>Communication Responsibility</b>
Local government administrators	Commission Chair
State and federal agency funders	Commission Chair
Regional partner organizations and affiliated entities (RRTPO, CVTA, EMACV)	Commission Chair
State, regional, and national associations	Commission Chair

- As soon as possible, the Commission Chair and Interim Executive Director shall implement the communications plan to announce the organization's temporary leadership structure to staff, the Commission, and key supporters.
- Updated contact information is maintained by Commission staff and organized by stakeholder designation.
- Within 5 business days, the Commission shall distribute a press release or directly notify stakeholders, as appropriate to the situation.

## **5. Succession plan in the event of a temporary, unplanned absence – Long-term**

### **a. Definition**

- A long-term absence is 90 days or more.

### **b. Procedures**

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:
  - The Executive Committee shall give immediate consideration, in consultation with the Interim Executive Director, to temporarily filling any management position left vacant by an Interim Executive Director, or reassigning priority responsibilities where help is needed to other staff. This is in recognition that, for a term of 90 days or more, it may not be reasonable to expect the Interim Executive Director to carry the duties of multiple positions.
  - The Commission Chair and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Interim Executive Director according to the organization's Performance Review Policy. A review shall be completed prior to the conclusion of a 90-day appointment.

## **6. Succession plan in the event of a PERMANENT unplanned absence**

### **a. Definition**

- A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

### **b. Procedures**

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:
  - The Commissioners shall consider the need to hire an Interim Executive Director from outside the organization instead of appointing an Interim Executive Director. This decision shall be guided, in part, by internal candidates for the Executive Director position, the expected time frame for hiring a permanent executive, and the management needs of the organization at the time of the transition.
  - The Commission shall appoint a Transition Committee to develop and implement the organization's Executive Succession Plan.

### **c. Hiring an Interim Executive Director**

- If an Interim Executive Director is hired, the Commission Chair and Executive Committee shall negotiate an independent contractor or employment agreement with a defined scope of work.
- The scope of the agreement with an Interim Executive Director shall be determined based on an assessment of the organization's needs at the time of the leadership transition.

#### **d. Responsibilities of the Interim Executive Director**

- An Interim Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.
- Decisions that shall be made in consultation with the Commission Chair and/or Executive Committee include staff hiring and terminations, financial issues, taking on a new project, and taking policy positions on behalf of the organization.
- For additional communication guidelines, refer to the organization's operating policies. These documents will be developed by June 30, 2022.

#### **e. Commission Oversight and Support to the Interim Executive Director**

- The Interim Executive Director reports to the Executive Committee through the Commission Chair.
- The Executive Committee shall be alert to the special support needs of the Interim Executive Director in this temporary role. The Executive Committee shall convene monthly when an Interim Executive Director is hired.
- The Commission Chair and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Interim Executive Director according to the organization's Performance Review Policy. An initial review shall be completed between 30 and 45 days and 90 days thereafter.

### **7. Approvals and maintenance of record**

#### **a. Emergency Succession Plan Approval**

- This emergency succession plan shall be approved initially by the Commission.
- Thereafter, annually, the Executive Committee shall review the plan and recommend amendments to the full Commission as needed.

#### **b. Signatories**

- The Commission Chair, the Executive Director, and the appointees designated in the Emergency Succession Plan shall sign the plan.
- At all times the Commission Chair and Treasurer and at least one Director-level staff, in addition to the Executive Director, shall have signature authorization for checks and contracts for the organization.

#### **c. Maintenance of record**

- Copies of this plan shall be maintained by all members of the Commission, Director-level staff, and the organization's auditor in accordance with document retention requirements.

**d. Financial Considerations**

- It shall be the responsibility of the Executive Committee to review the organization's finances during an unplanned absence of the Executive Director.

## Appendix A



### EXECUTIVE DIRECTOR Richmond Regional Planning District Commission

The Richmond Regional Planning District Commission (RRPDC) is seeking a dynamic, highly energetic and entrepreneurial spirited individual to serve as Executive Director to lead the agency in expanding discussion and effecting increased regional cooperation and policy development.

The RRPDC is a regional planning agency with major emphasis in the areas of transportation, local technical assistance and information services including demographic, economic and geographic information systems. The Commission, which was formed by local governments under the authority of the 1969 Virginia Area Development Act, revised and retitled the Virginia Regional Cooperation Act in 1995, is comprised of elected officials and citizens who address mutual problems and develop solutions for the local governments which benefit from intergovernmental cooperation. The RRPDC currently houses the region's Transportation Planning Organization and coordinates a wide variety of transportation, regional planning, local government technical assistance and environmental planning programs.

The RRPDC, representing nine jurisdictions consisting of the Town of Ashland, the City of Richmond, and the Counties of Charles City, Chesterfield, Goochland, Hanover, Henrico, New Kent, and Powhatan, serves the "Capital" area of the Commonwealth, which is a rapidly growing area of approximately one million residents with a high quality of life and known for its well managed and progressive governments.

Under the direction of the RRPDC Board, the Executive Director is responsible for the following:

- overseeing the work operations and staff of the Richmond Regional Planning District Commission
- planning, coordinating, directing, and implementing regional policies and programs relating to social, economic, physical, and transportation planning
- providing strategic oversight and identifying priorities for the RRPDC focused on the Richmond region
- representing the Commission on the Richmond Regional Transportation Planning Organization (RRTPO)
- serving as the Co-Director of the Capital Region Collaborative (CRC) with the President/CEO of the Greater Richmond Chamber of Commerce
- leading the agency in expanding discussion and effecting increased regional cooperation and policy development in a number of areas including land use, transportation and environmental planning
- overseeing the administration of the financial activities of the RRPDC, including preparation of the RRPDC Budget and Work Program
- providing technical expertise on a wide variety of transportation, planning, local government and environmental programs
- interpreting the impact of local, state, and federal plans and programs on regional activities
- conducting presentations and undertaking speaking engagements with internal and external constituents
- participating with state and professional organizations such as the Virginia Association of Planning District Commissions, Virginia Association of Counties, Virginia Chamber of Commerce, the American Planning Association, and the Urban Land Institute, and other similar organizations

Successful candidate should possess the following qualifications:

- strong management and effective leadership to deliver high quality programs and services in an efficient manner
- excellent oral and written communication skills to effectively communicate complex issues to groups with varying interests
- ability to interact with a variety of local governments and agencies that are managing a multitude of growth related issues
- strong commitment to the overall success of the organization
- capability to think independently and possess a "big picture" vision and strategic perspective
- ability to negotiate with various constituencies and manage outcomes to satisfy various stakeholder interests

Applicants must possess a bachelor's degree in Planning or Public Administration, or related field (Master's degree is highly preferred), and a minimum of ten years of experience in a responsible position in a comparably sized and progressive regional planning district commission or council, local government, a state or federal government agency, or private sector/non-profit organization is preferred. An extensive background investigation including fingerprinting for an FBI criminal check is required.

This recruitment will remain open until **July 31, 2015, at 5 p.m.** Interested applicants should apply online at [www.hanovercountyjobs.com](http://www.hanovercountyjobs.com) and include a cover letter, resume, salary history and salary requirements, and three professional references. RRPDC is an Equal Opportunity Employer.



## Appendix B

### Essential Functions of Director of Transportation (Chet Parsons)

Essential Function (from Position Description)	Cross-Trained Staff	Candidates for Cross-Training
Oversees and coordinates the development and maintenance of the Long Range Transportation Planning processes for the Richmond region and coordinates with local, regional, state, and federal partners to realize the vision of that plan	Planning Manager (Sulabh Aryal)	Planning Manager (Myles Busching)
Coordinates with the RRTPO policy making and advisory bodies to establish an annual work program known as the Unified Planning Work Program in accordance with federal, state, and regional priorities	Executive Director (Martha Heeter)	Principal Planner (Barbara Jacocks)
Oversees the development of technical and policy plans, studies, and reports on transportation issues in accordance with the urban and rural Long Range Transportation Plans and Unified Planning Work Program	Planning Manager (Sulabh Aryal)  Planning Manager (Myles Busching)	Senior Planner (Greta Ryan)  Principal Planner (Barbara Jacocks)
Coordinates with the RRPDC Executive Director to assure adequate staffing is available to meet the needs and expectations of the RRTPO's UPWP and other regional transportation planning priorities	Planning Manager (Myles Busching)	Planning Manager (Myles Busching)
Manages staff assigned to complete work prioritized in	Principal Planner (Barbara Jacocks)	Principal Planner (Barbara Jacocks)

the Rural Transportation Work Program, UPWP, and in support of the RRTPO administrative and policy functions and performs associated necessary personnel functions of the management role		Director of Regional Planning and GIS (Mark Bittner)
Serves as primary liaison with state and federal partners regarding compliance with regulatory requirements and consistency with the 3C process including leadership in preparing for quadrennial certification reviews and regular submission of work status reports to the RRTPO, VDOT and DRPT	Executive Director (Martha Heeter)	Planning Manager (Myles Busching)  Planning Manager (Sulabh Aryal)
Represents the RRPDC and RRTPO in local, regional, state, and federal forums with focus on regional transportation needs and priorities including service on various committees and stakeholder groups and representation of the regional planning work at conferences, seminars, and public information sessions	Depends up on topic, but may include: Planning Manager (Myles Busching)  Planning Manager (Sulabh Aryal)  Principal Planner (Barbara Jacocks)  Senior Planner (Greta Ryan)  Executive Director (Martha Heeter)	Planner (Dan Motta)  Planning Manager-Environmental (Sarah Stewart)  Planner (Rebekah Cazares)
Reviews legislative and programmatic initiatives of federal, state, regional and local agencies for summary to appropriate stakeholders including member jurisdictions, the RRTPO and local staff	Principal Planner (Barbara Jacocks)	Planning Manager (Myles Busching)  Planning Manager (Sulabh Aryal)
Serves as lead staff to the CVTA	Executive Director (Martha Heeter)	Planning Manager (Myles Busching)

(New Essential Function)		
Coordinate with regional partners on identifying needs for TPO focus (New Essential Function)	Executive Director (Martha Heeter)	Principal Planner (Barbara Jacocks)

**Essential Functions of Planning Manager (Environmental Programs)**  
**(Sarah Stewart)**

<b>Essential Function (from Position Description)</b>	<b>Cross-Trained Staff</b>	<b>Candidates for Cross-Training</b>
Identifies planning study needs and develops scopes of work for projects	Director of Regional Planning and GIS (Mark Bittner) and  Planner (Rebekah Cazares)  Principal Planner (Barbara Jacocks)  Regional Emergency Management Coordinator (Katie Moody) (EM)	Planner (Rebekah Cazares)
Provides professional planning assistance to member communities on a variety of subjects	Topic dependent, but could include:  Director of Regional Planning and GIS (Mark Bittner)  Planner (Rebekah Cazares)  Planning Manager (Myles Busching)  Principal Planner (Barbara Jacocks)  Planning Manager (Sulabh Aryal)  Regional Emergency Management Coordinator (Katie Moody)	Planner (Rebekah Cazares)  Planner (Dan Motta)
Manages complex planning work efforts through project leadership, staff supervision and consultant management	Topic dependent, but could include:  Director of Regional Planning and GIS (Mark Bittner)  Principal Planner (Barbara Jacocks)  Planning Manager (Myles Busching)  Planning Manager (Sulabh	Planner (Rebekah Cazares)

	<p>Aryal)</p> <p>Regional Emergency Management Coordinator (Katie Moody) (EM)</p> <p>Transportation Director, if time allows (Chet Parsons)</p>	
Participates in regional advisory boards and committees and represents the interests of the agency in stakeholder and other community group gatherings	<p>Topic dependent, but could include:</p> <p>Director of Regional Planning and GIS (Mark Bittner)</p> <p>Planner (Rebekah Cazares)</p> <p>Principal Planner (Barbara Jacocks)</p> <p>Planning Manager (Myles Busching)</p> <p>Planning Manager (Sulabh Aryal)</p> <p>Regional Emergency Management Coordinator (Katie Moody)</p>	<p>Planner (Rebekah Cazares)</p> <p>Planner (Dan Motta)</p>
Writes and presents formal and technical reports, working papers and correspondence	<p>Topic dependent, but could include:</p> <p>Planning Manager (Sulabh Aryal)</p> <p>Director of Regional Planning and GIS (Mark Bittner)</p> <p>Planning Manager (Myles Busching)</p> <p>Senior Planner (Greta Ryan)</p> <p>Regional Emergency Management Coordinator (Katie Moody)</p>	<p>Planner (Rebekah Cazares)</p> <p>Planner (Dan Motta)</p>
Represents the agency at	Topic dependent, but could	Planner (Rebekah Cazares)

public meetings and presents material through formal and informal presentations	<p>include:</p> <p>Principal Planner (Barbara Jacocks)</p> <p>Planning Manager (Sulabh Aryal)</p> <p>Director of Regional Planning and GIS (Mark Bittner)</p> <p>Planning Manager (Myles Busching)</p> <p>Planner (Rebekah Cazares)</p> <p>Regional Emergency Management Coordinator (Katie Moody)</p>	Planner (Dan Motta)
Recommends priorities, schedules, and funding sources to implement organizational and community goals and provides support in developing performance reports and other briefings related to agency management and programmatic compliance	<p>Topic dependent, but could include:</p> <p>Principal Planner (Barbara Jacocks)</p> <p>Planning Manager (Sulabh Aryal)</p> <p>Director of Regional Planning and GIS (Mark Bittner)</p> <p>Planning Manager (Myles Busching)</p> <p>Planner (Rebekah Cazares)</p> <p>Regional Emergency Management Coordinator (Katie Moody)</p>	<p>Planner (Rebekah Cazares)</p> <p>Planner (Dan Motta)</p>
Data analysis to support planning, reports, and presentations (New Essential Function)	<p>Director of Regional Planning and GIS (Mark Bittner)</p> <p>Planning Manager (Myles Busching)</p> <p>Planning Manager (Sulabh Aryal)</p> <p>Planner (Rebekah Cazares)</p>	<p>Planner (Rebekah Cazares)</p> <p>Planner (Dan Motta)</p>

	Planner (Dan Motta)	
Grant writing and administration (New Essential Function)	Principal Planner (Barbara Jacocks)  Director of Regional Planning and GIS (Mark Bittner)  Regional Emergency Management Coordinator (Katie Moody)  Planning Manager (Sulabh Aryal)	Planner (Rebekah Cazares)  Planning Manager (Myles Busching)

## Essential Functions of Director of Planning and GIS

(Mark Bittner)

Essential Function	Cross-Trained Staff	Candidates for Cross-Training
Oversees information technology, data, and security	Senior Planner (Greta Ryan) Planner (Dan Motta)	Senior Planner (Greta Ryan) Planner (Dan Motta)
Manages IT managed services provider	Senior Planner (Greta Ryan) Planner (Dan Motta)	Senior Planner (Greta Ryan) Planner (Dan Motta)
Oversees the management of IT security, software licensing assignments, configurations and purchasing	Senior Planner (Greta Ryan) Planner (Dan Motta)	Senior Planner (Greta Ryan) Planner (Dan Motta)
Coordinates with Executive Director to ensure appropriate investments are made in technology to meet the agency's needs	Senior Planner (Greta Ryan) Planner (Dan Motta)	Senior Planner (Greta Ryan) Planner (Dan Motta)
Serves on senior leadership team and provides strategic advice on operations measures needed to be successful	Planning Manager-Environmental (Sarah Stewart)	Senior Planner (Greta Ryan) Planner (Dan Motta)
Oversees staff assigned to work on GIS functions	Senior Planner (Greta Ryan) Planner (Dan Motta)	Senior Planner (Greta Ryan) Planner (Dan Motta)
Manages planning projects on an as-needed basis	Planning Manager-Environmental (Sarah Stewart)  Planning Manager (Myles Busching)	Not applicable



ID	Task Name	Duration	Start	Finish	Timeline																																																							
					ber	December				January				February				March				April				May				June				July				August				September				October				November				December				January		
1	Building Tours	1 day	Fri 12/10/21	Fri 12/10/21	Building Tours 12/10 12/10																																																							
2	Programming/Test Fitting	2 wks	Tue 12/14/21	Mon 12/27/21	Programming/Test Fitting 12/14 12/27																																																							
4	Prelim Budget Pricing/Site Selection	7 wks	Tue 12/28/21	Mon 2/14/22	Prelim Budget Pricing/Site Selection 12/28 2/14																																																							
3	Lease Negotiations/Execution	2 mons	Tue 2/15/22	Tue 4/12/22	Lease Negotiations/Execution 2/15 4/12																																																							
5	Architect Contract Review/Release	2 wks	Tue 2/15/22	Tue 3/1/22	Architect Contract Review/Release 2/15 3/1																																																							
8	Furniture	145 days	Tue 2/15/22	Tue 9/6/22	Furniture 2/15 9/6																																																							
16	PlanRVA develop Furniture Inventory	2 wks	Tue 2/15/22	Tue 3/1/22	PlanRVA develop Furniture Inventory 2/15 3/1																																																							
15	Confirm what furniture can incorporate into the new space with architects	2 wks	Wed 3/2/22	Tue 3/15/22	Confirm what furniture can incorporate into the new space with architects 3/2 3/15																																																							
14	Determine Scope of Work for New Furniture	2 wks	Wed 3/16/22	Tue 3/29/22	Determine Scope of Work for New Furniture 3/16 3/29																																																							
13	Showroom Tours/Select 3 vendors	1 wk	Wed 3/30/22	Tue 4/5/22	Showroom Tours/Select 3 vendors 3/30 4/5																																																							
12	Vendors provide typicals and pricing	2 wks	Wed 4/6/22	Tue 4/19/22	Vendors provide typicals and pricing 4/6 4/19																																																							
9	PlanRVA select Furniture Dealer	1 wk	Wed 4/20/22	Tue 4/26/22	PlanRVA select Furniture Dealer 4/20 4/26																																																							
10	Finalize Furniture Plan/Pricing/Finishes	3 wks	Wed 4/27/22	Tue 5/17/22	Finalize Furniture Plan/Pricing/Finishes 4/27 5/17																																																							
11	Place Orders /Lead Times	16 wks	Wed 5/18/22	Tue 9/6/22	Place Orders /Lead Times 5/18 9/6																																																							
17	IT/AV Coordination	130 days	Tue 2/15/22	Tue 8/16/22	IT/AV Coordination 2/15 8/16																																																							
19	Network Room Design	3 wks	Tue 2/15/22	Tue 3/8/22	Network Room Design 2/15 3/8																																																							
22	AV Design	3 wks	Tue 2/15/22	Tue 3/8/22	AV Design 2/15 3/8																																																							
20	AV Design Check with SD Set	1 wk	Wed 3/30/22	Tue 4/5/22	AV Design Check with SD Set 3/30 4/5																																																							
18	AV Design Check with CD Set	1 wk	Wed 4/20/22	Tue 4/26/22	AV Design Check with CD Set 4/20 4/26																																																							
21	AV Order Approval and Lead Times	16 wks	Wed 4/27/22	Tue 8/16/22	AV Order Approval and Lead Times 4/27 8/16																																																							
6	Schematic Design/Design Development	4 wks	Wed 3/2/22	Tue 3/29/22	Schematic Design/Design Development 3/2 3/29																																																							
7	SD/DD Approval by PlanRVA	1 wk	Wed 3/30/22	Tue 4/5/22	SD/DD Approval by PlanRVA 3/30 4/5																																																							

D	Task Name	Duration	Start	Finish	Timeline																																						
					ber	December			January			February			March			April			May			June			July			August			September			October			November			December	
E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B
23	Construction Documents	4 wks	Wed 4/6/22	Tue 5/3/22															<b>Construction Documents</b> 4/6 → 5/3																								
25	MEP Design	4 wks	Wed 4/13/22	Tue 5/10/22															<b>MEP Design</b> 4/13 → 5/10																								
24	CD Page Turn/Final Review and Approval by PlanRVA	1 wk	Wed 4/27/22	Tue 5/3/22															<b>CD Page Turn/Final Review and Approval by PlanRVA</b> 4/27 → 5/3																								
26	Final CD Coordination (If Required)	1 wk	Wed 5/4/22	Tue 5/10/22															<b>Final CD Coordination (If Required)</b> 5/4 → 5/10																								
27	Issue Drawings for Landlord Review	2 wks	Wed 5/11/22	Tue 5/24/22															<b>Issue Drawings for Landlord Review</b> 5/11 → 5/24																								
28	Issue Drawings for 3rd Party Permit Review	6 wks	Wed 5/11/22	Tue 6/21/22															<b>Issue Drawings for 3rd Party Permit Review</b> 5/11 → 6/21																								
30	Issue GC RFP	3 wks	Wed 5/11/22	Tue 5/31/22															<b>Issue GC RFP</b> 5/11 → 5/31																								
31	GC Bid Review/Award	1 wk	Wed 6/1/22	Tue 6/7/22															<b>GC Bid Review/Award</b> 6/1 → 6/7																								
32	GC Release/Contract Negotiation/Release Long Lead/Mobilize/Demo	4 wks	Wed 6/8/22	Tue 7/5/22															<b>GC Release/Contract Negotiation/Release Long Lead/Mobilize/Demo</b> 6/8 → 7/5																								
29	Issue Drawings for Permit (estimated review time assuming 3rd party review)	2 mons	Wed 6/22/22	Tue 8/16/22															<b>Issue Drawings for Permit (estimated review time assuming 3rd party review)</b> 6/22 → 8/16																								
33	Estimated Construction/Substantial Completion	4 mons	Wed 8/17/22	Tue 12/6/22															<b>Estimated Construction/Substantial Completion</b> 8/17 → 12/6																								
36	PlanRVA Lease Expiration Date	1 day	Mon 10/31/22	Mon 10/31/22															<b>PlanRVA Lease Expiration Date</b> 10/31 → 10/31																								
34	Punch List & Furniture/AV/Signage Install	3 wks	Wed 12/7/22	Tue 12/27/22															<b>Punch List &amp; Furniture/AV/Signage Install</b> 12/7 → 12/27																								
35	Tenant Move-In	1 wk	Wed 12/28/22	Tue 1/3/23															<b>Tenant Move-In</b> 12/28 → 1/3																								

## Memorandum

To: Chris Winslow, Chair  
From: Martha Heeter, Executive Director  
Re: Standard Practices for Notification of Public Meetings and Events  
Date: February 22, 2022

### Background

Below is a summary of the practices established and followed by PlanRVA staff in supporting public notification for any public meeting or other special event hosted or supported by PlanRVA staff. These activities include notification for meetings and events of the Regional Commission (PlanRVA), the Richmond Regional Transportation Planning Organization (RRTPO), and the Central Virginia Transportation Authority (CVTA).

#### Universal Materials

A [standard guide for public participation](https://planrva.org/get-involved/) is included in meeting materials (at the top of the agenda) and on our website at <https://planrva.org/get-involved/>. RRTPO also has a standalone public participation plan at <https://planrva.org/transportation/public-participation-plan/>.

#### Meeting Materials – Formal Meeting Notifications

All public meeting notices are posted on the PlanRVA Full Calendar at <https://planrva.org/calendar/>. As meeting materials are posted online via the respective organization's page, the full calendar entries are updated to provide information for how members of the public may participate.

Members of the public bodies, their identified interested parties and stakeholders, and our media contacts are included in all public meeting notifications pursuant to public notice guidelines. We maintain these distribution lists across all three organizations and work to make updates as changes to contacts occur. Meeting notifications are made electronically by email and include links to the subject meeting materials, our public participation guide, and instructions for virtual participation.

#### Informal Meeting Notifications

Announcements of upcoming meetings and events are posted on our social media channels including Facebook, LinkedIn and Twitter directing members of the public to our website for more information.

#### Earned and Unearned Media

Press releases are utilized from time to time to garner additional media coverage of critical decisions and announcements of the public bodies. Paid Advertisements are purchased in local newspapers when specific actions such as public hearings and comment periods are scheduled. CVTA in particular has committed additional funding to support public hearing notifications in equity-supportive regional news outlets and publications.

## **Emerging Practices and Capacity**

In 2020, PlanRVA sought funding support from the Community Foundation for a greater Richmond and was awarded \$50,000 to support development of our first Community Engagement Strategy for the agency. We identified the need to improve our efforts to actively engage with the public to increase participation in the work of the agency and the public bodies we support.

The Strategy evaluated our current practices for community engagement, articulated a clear set of goals, objectives, and targets for increased engagement and serves as the foundation for increasing staff capacity in FY2022. The Commissioners approved establishment of a Community Engagement Manager position which was filled in November 2021. This position is charged with implementing the Community Engagement Strategy under the guidance of the Public Outreach & Engagement Committee of the Commission.

We have identified strategies to implement to improve our communications with several audiences including our own members and locality representatives, partner organizations and stakeholders, media, and the general public.

## **Findings and Next Steps**

We have experienced successes in several efforts to increase our exposure and need to sustain those efforts while reducing energy expended in less effective tactics. The following are key findings in reflecting on the efforts described above:

- Our outreach promoting the opportunities to participate in the Long-Range Transportation Plan and Bicycle and Pedestrian Plan processes were the most successful in our history of these efforts. These successful efforts rise from intentional commitment of all staff working on the projects to cultivate early messaging and talking points for use throughout the project. We initiated the planning process with engagement as a critical component of the project and not as an afterthought. Every project we undertake should incorporate an outreach strategy to identify audiences, articulate messaging and evaluate results.
- Ongoing outreach “campaigns” supporting the Don’t Trash Central Virginia and PlanSafe have assisted in creating additional material to regularly share with the public through our media channels strengthening our capabilities in content development and strategic communications. We need to create a consistent set of messaging that is “brand aligned” and regularly promotes the ongoing activities of PlanRVA and the public bodies we support (RRTPO and CVTA) that not only highlights the major accomplishments, but the decisions made along the way to recognize the importance of guiding the realization of our region’s future.
- We have experienced successful media coverage when we coordinate with our member localities or partnering organizations to cultivate an accessible and relevant story of the impacts of our work in the region. These stories require planning, coordination and a “pitched” approach with media. We have limited relationships with local media outlets and should cultivate these more strongly, establishing ourselves as an invaluable resource for both story content and background. Coordination with member locality public information offices can greatly assist in this effort.
- PlanRVA hosted approximately one hundred public meetings since the start of the fiscal year. Likely, we are oversaturating our interested parties and media distribution lists with

meeting notifications, diluting our efforts, and drowning out our own invitations to get involved. We should evaluate alternatives to assure fresh announcements without burdening recipient inboxes and pursue digital tools to make communications more efficient, on demand and customized to our audience members.



Together, we can do *more*.

**January 28<sup>th</sup>, 2022**

**Presented by:**

Cheri Herschman, *Area Senior Vice President*

Tanner Baldwin, *Benefits Consultant*

# VAHIP

In association with



**Gallagher**

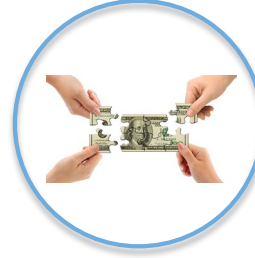
## Today's Agenda



About  
Gallagher



What Is  
VAHIP?



The  
Model



Member  
Case Studies

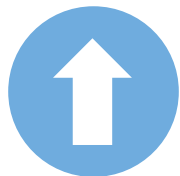


# About Gallagher



# About Gallagher

## A Global Snapshot



Founded in

1927



32,000+

employees worldwide



6,000+

Public entity clients



850+

offices worldwide



In association with  
Gallagher



World's Most  
Ethical  
Companies

Ethisphere® Institute



The Best  
Employers for  
Women

Forbes



Best Places to  
Work for LGBTQ  
Equality

Human Rights Campaign



Platinum Partner

Special Olympics  
International

# Gallagher Knows Risk Pools

# VAHIP

In association with



Name	Northern Illinois Health Insurance Program 'NIHIP'	Intergovernmental Personnel Benefit Cooperative 'IPBC'	Educational Benefit Cooperative 'EBC'	Metropolitan Assoc for Improved School Legislation 'MAISL'	West Michigan Health Insurance Pool 'WMHIP'	Illinois Community College Consortium 'ICCC'	Illinois Fire Districts Employee Benefit Cooperative 'IFDEBC'	Rochester Area Schools Health Plan 'RASHP 1'	Rochester Area Schools Health Plan 'RASHP 2'	Washington Counties Insurance Fund/Washington Counties
<b>Year Formed</b>	1983	1979	1984	2000	2005	1988	1986	1986	2004	2008
<b>Years Active</b>	<b>35</b>	<b>39</b>	<b>34</b>	<b>18</b>	<b>13</b>	<b>30</b>	<b>22</b>	<b>32</b>	<b>14</b>	<b>10</b>
<b>State</b>	Illinois	Illinois	Illinois	Michigan	Michigan	Illinois	Illinois	New York	New York	Washington
<b>Market Segment</b>	Scholastic	Municipal	Scholastic	Scholastic	Scholastic / Public Entity	Higher Education	Municipal	Municipal	Municipal	Public Entity
<b>Number of Entities</b>	28	115	102	11	54	23	10	19	19	110
<b>Covered Lives (medical only)</b>	7,500 Medical 8,600 Life	14,000	22,000	10,000	4,200 EE's 11,000 total	11,118	390	3,000	16,000 actives, 6,000 retirees	18,000
<b>Funding</b>	Self Funded	Self Funded	Self Funded	Fully Insured	Self Funded	Fully Insured	Self Funded	Minimum Premium	Minimum Premium	Fully Insured
<b>Lines of Coverage</b>	Medical, Dental, Life	Medical, Dental, Life	Medical, Dental, Life	Life, Disability, FSA	Medical, Dental, Life	Life, Disability	Medical, Dental, Life	Medical	Medical	Medical, Dental, Vision, Life, LTD, STD, LTC, Wellness
<b>Gallagher Contact</b>	L. Yefsky, Itasca	V. Correa, Itasca	M. Diaz, Itasca	Mary Beth Seeger, Bingham	D. Derks, Grand Rapids	D. Torri, Itasca	G. Aleman, Itasca	M. Martone, New York	M. Martone, New York	N. Kokenge, Seattle

**VAHIP**  
is Gallagher's  
24th health pool

Name	Missouri Affiliated Schools Consortium 'MASC'	Missouri Affiliated Government Insurance Consortium 'MAGIC'	Public Risk Management of Florida 'PRM'	Alliance of Schools for Cooperative Insurance Programs 'ASCIP'	Voluntary Hospitals of America 'VHA'	Alliance for Senior Care Communities 'ASCC'	Reta A Catholic Healthcare Trust 'Reta Trust'	Senior Care Network	GBS PBM Coalition	Missouri Educators Trust 'MET'	NJ Shared Services RX Pool	Delaware County Public Schools Healthcare Trust	NCHIP
<b>Year Formed</b>	2005	2006	1988	1988	2008	2009	1976	2003	2004	2014	2013	2014	2017
<b>State</b>	Missouri	Missouri	Florida	California	Washington	New York	Multiple	Missouri	National	Missouri	New Jersey	Pennsylvania	North Carolina
<b>Market Segment</b>	Scholastic	Municipal	Municipal	Scholastic	Hospitals	Nursing Homes	Catholic Dioceses	Nursing Homes	Public Sector / Higher Education	Scholastic	Scholastic	Scholastic	Municipal
<b>Number of Entities</b>	15	10	42	53	11	4	51	9	19	70	11	14	14
<b>Covered Lives (medical only)</b>	2,200	900	9,900	8,000 Medical, 40,000 Dental, 28,000 Vision	29,000	1,300	33,000	2,200	15000 ees/40000+ members	10,000	8,000	7500 Medical 11500 RX	xxxx Medical xxxxx RX
<b>Funding</b>	Fully Insured	Fully Insured	Self Funded	Self, Fully and HMO	Self Funded	Fully Insured	Self Funded & HMO	Minimum Premium	Self-Funded		Fully Insured	Self-Funded	Self-Funded
<b>Lines of Coverage</b>	Medical, Dental, Life	Medical	Medical, Dental, Vision, Life, EAP, STD, LTD	Medical, Dental, Vision, Life/LTD	Stop Loss	Medical	Medical, Dental, Vision	Medical, Dental, Vision, Life/LTD, Voluntary	PBM/Rx Only	Self-Funded	RX	Medical RX and Life	Medical RX
<b>Gallagher Contact</b>	J. Martin, St. Louis	J. Martin, St. Louis	R. Schell, Boca Raton	B. Caldwell, Lakspur	Scott Gregory, Orange County	S. Brogna, New York	R. Burnett, San Francisco	P. Bushnell, St. Louis	D. Ross, Denver	Doug Jenkins, Springfield	Joe Columbo, Princeton	Chris Brown Radnor	Wes Gringston Charlotte

## Core Consulting Team

**Kyle Armeny**  
Area President  
Executive Sponsor

**Cheri Herschman**  
Area Senior Vice President

**Tanner Baldwin**  
Benefits Consultant

**Senior Client Manager**

**Senior Client Associate**

## Specialty Consulting Team

**Susan Kleiman**  
Compliance Counsel

**Rani Collins**  
Wellbeing Consultant

**Bob Jordan**  
Senior Healthcare Actuary

**Matt Patella**  
Pharmacy Consultant

**Rhonda Marcucci**  
HR Technology Practice

**Matt Cadle**  
Voluntary Benefits Practice

**Barbara Holden**  
Underwriting

# Partnership Model

## Wellbeing & Engagement

- “Whole Person Approach”  
Health – Family – Career - Financial

## Communication & Education

- Multi-media Deliverables
- Aligned with Culture
- Surveys
- Enrollment Meetings

## Compliance

- 27 Attorneys
- Monthly Directions Newsletter
- HCR Updates
- Technical Bulletins
- Webinars
- Quarterly Seminars

## Strategic Consulting

- Multi-Year Planning
- Sustainability Modeling
- “Best in Class” Strategies
- Evaluate Emerging Trends

## Analytics & Reporting

- Underwriting/Actuarial Support
- Public Sector Benchmarking
- Monthly Reporting
- Data Analysis & Warehouse
- PBM Analytics
- Workforce Evaluation

## Account Management

- Account Management
- Vendor Management
- RFP/Marketing
- Annual Service Calendar
- Benefit Advocate Call Center
- Issue Resolution

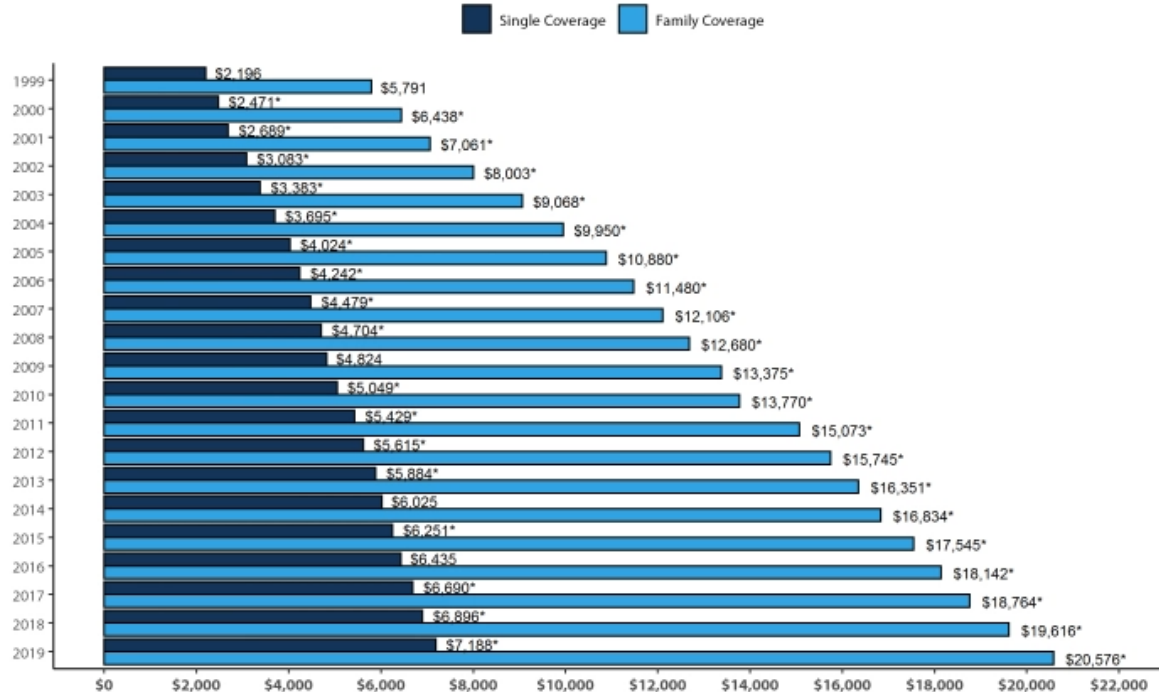




# Why are we here?

# Healthcare Trends

Average Annual Premiums for Single and Family Coverage, 1999-2019



The KFF Employer Health Benefits survey for 2020 survey shows the average employer for 2020 was \$7,470 for single and 21,342 for family.

\* Estimate is statistically different from estimate for the previous year shown (p < .05).

SOURCE: KFF Employer Health Benefits Survey, 2018-2019; Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 1999-2017

## Healthcare Trends



# VAHIP's Core Advantages

# VAHIP

In association with



- I. Provides financial stability – reducing healthcare spend and increasing predictability with our average renewal across all pools at 1-3% year over year
- II. Participation in Rx Rebates
- III. 100% transparency into all claims data with monthly claims reporting and reviews with the Gallagher team
- IV. Completely flexible plan designs and eligibility\*
- V. Efficient customized electronic benefits administration platform
- VI. Ability to create claims reserves – no penalty to exit VAHIP
- VII. Conservatively managed by pricing actuaries
- VIII. Dedicated wellness consultant for pool members

\*For groups over 50 employees





# The Model

# What is VAHIP?

- Intergovernmental agreement
- Allowed by the State, Regulated by the DOI
- Member Driven
- Financial vehicle
- Preserve plan design freedom
- Conservatively funded and reserved
- Managed by the State's preeminent public sector vendors
- Fully-transparent
- **Stable, Budgetable, and Predictable**

# Making The Unpredictable....Predictable

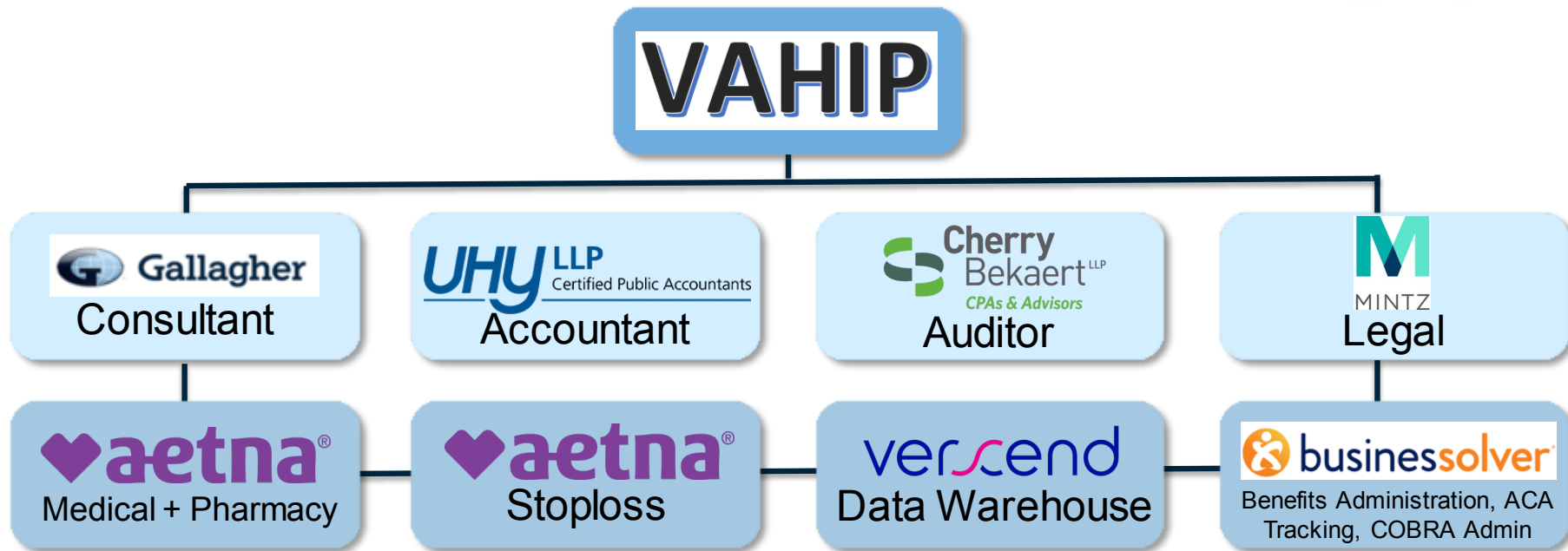


## Why It Works

VAHIP Members share risk in all claims over \$50,000.

No one high claimant will disproportionately impact any VAHIP Member.

# VAHIP Partners



# VAHIP Board of Trustees

# VAHIP

In association with



## Duties of the VAHIP Board

- Review financials
- Evaluate vendor relationships
- Discuss trends and innovative strategies
- Plan for the future
- Evaluate new member/partners



*We're in it together!*

# VAHIP Service Platform

# VAHIP

In association with



- Strategic Planning
- Service Plan Execution
- Renewal Projections
- Cost containment strategies
- Vendor Management and Negotiations
- Financial Reporting
- Benefit administration staff training

**VAHIP**  
Services to the Entire Pool

## Services to Each Entity

- Claim issue resolution
- Plan design & Contribution consulting and modeling
- Attend insurance committee meetings
- Employee communications
- Service and place non-pool coverage
- Negotiations Support
- Wellness Consulting

# Case Study - NCHIP

# History, Membership and Governance

## History

**Established  
July 1, 2018**

**Grown to 20  
Governments**

## Membership

**Open to Counties, Cities  
and Towns with 100+  
enrolled on Health Plan**

**1 year membership term  
(July 1 Renewal)**

**New members admitted  
by recommendation of  
Board of Trustees**

## Governance

**Members own the Trust**

**Each government  
appoints a member to  
the Board of Trustees**

**The Board consists of a  
Chair, Vice Chair,  
Treasurer and Secretary**



# NCHIP Today

**4**

**Years in Operation**

**20**

**# of Governments**

**7,500**

**Total  
Employees**

**11,000**

**Total  
Members**

# Who's In?

# NCHIP

In association with



## July 1, 2018



105 employees



1,035 employees



130 employees



1,050 employees



195 employees



1,205 employees



TOWN of  
WAKE FOREST  
340 employees

## July 1, 2019



95 employees



250 employees



290 employees



420 employees

## July 1, 2020



275 employees



330 employees



550 employees

## July 1, 2021



330 employees



210 employees



130 employees



265 employees



NEWTON  
BRILLIANT LEGACY + BRIGHT FUTURE

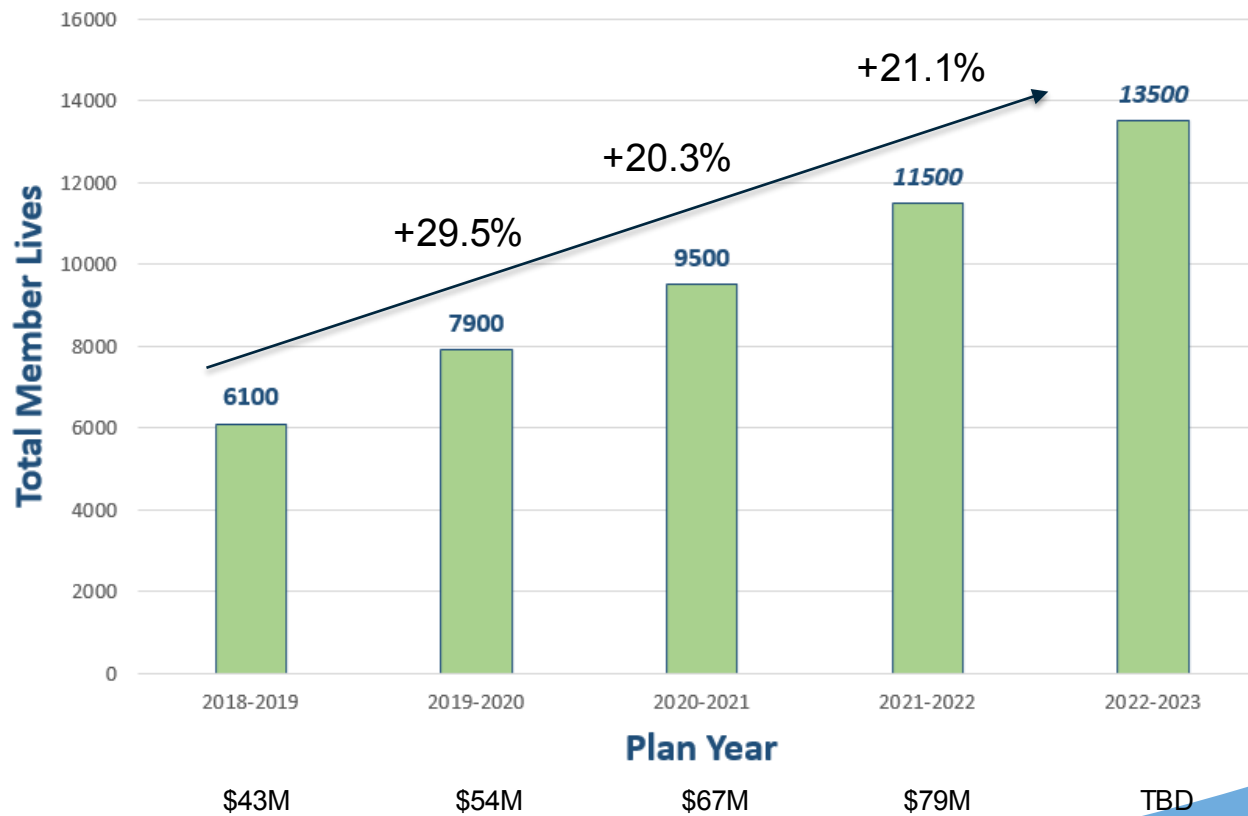
200 employees



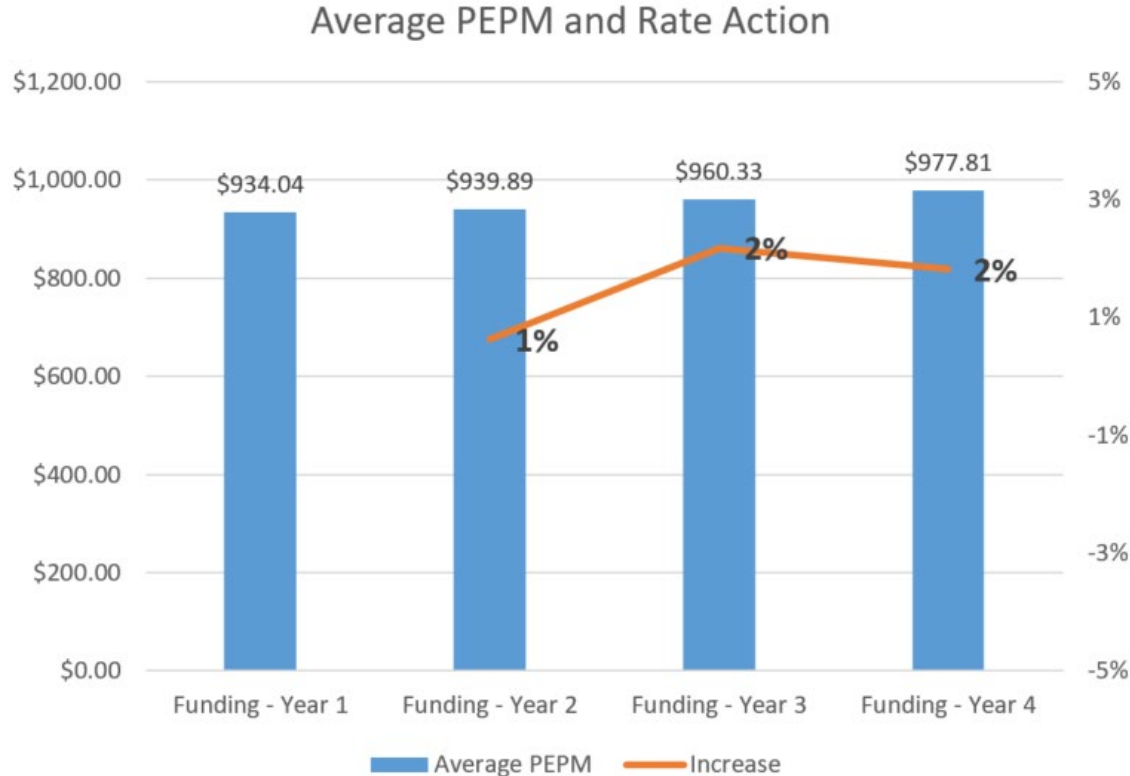
PIEDMONT TRIAD  
REGIONAL COUNCIL

76 employees

# Year-To-Year Membership Growth



# NCHIP Renewal History



## Key Statistics

**100%**

Member  
Retention

**20%+**

Year-to-Year  
Growth

**0.9%**

Average Annual  
Renewal

**\$10M**

Current  
Reserves

**\$3M**

Return of  
Surplus

# Town | ~275 employees

## 3<sup>rd</sup> Year Member

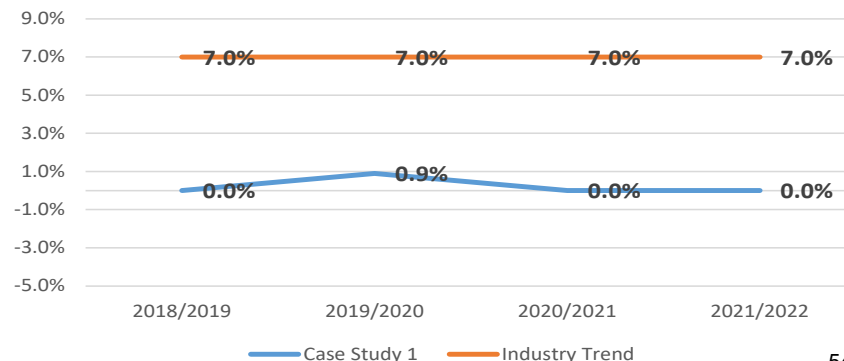
2018/2019			2019/2020			2020/2021			2021/2022		
Average Employees (Year 1)	Funding Year 1	PEPM Year 1	Average Employees (Year 2)	Funding Year 2	PEPM Year 2	Average Employees (Year 3)	Funding Year 3	PEPM Year 3	Average Employees (Year 4)	Funding Year 4	PEPM Year 4
268	\$2,994,465	\$931	274	\$3,088,829	\$939	274	\$3,088,829	\$939	274	\$3,088,829	\$939

### Highlights:

Average renewal since inception = 0%  
Total Reserves (Sep 2020) = \$1.7M  
Surplus vs Estimated needs = \$1.5M

**Prior to NCHIP:** Fully-Insured (BCBS)

Case Study 1



# County | ~130 employees

3<sup>rd</sup> Year Member

# NCHIP

In association with



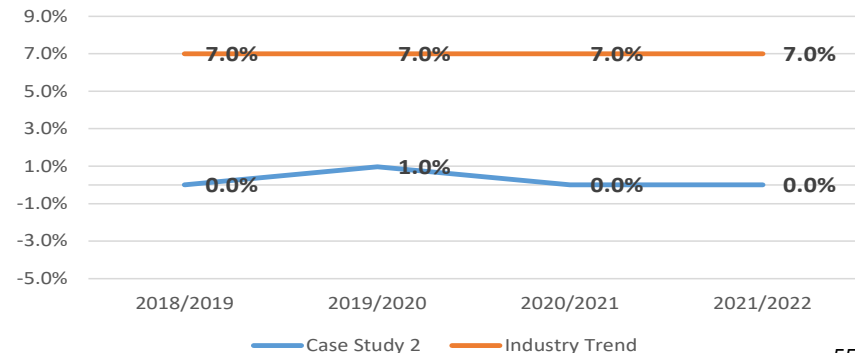
2018/2019			2019/2020			2020/2021			2021/2022		
Average Employees (Year 1)	Funding Year 1	PEPM Year 1	Average Employees (Year 2)	Funding Year 2	PEPM Year 2	Average Employees (Year 3)	Funding Year 3	PEPM Year 3	Average Employees (Year 4)	Funding Year 4	PEPM Year 4
132	\$1,409,378	\$890	137	\$1,476,928	\$898	137	\$1,476,928	\$898	137	\$1,476,928	\$898

## Highlights:

Average renewal since inception = 0%  
Total Reserves (Sep 2020) = \$750K  
Surplus vs Estimated needs = \$650K

**Prior to NCHIP:** Fully-Insured (NCLM/Medcost)

Case Study 2



# County | ~1,070 employees

3<sup>rd</sup> Year Member

# NCHIP

In association with



2018/2019			2019/2020			2020/2021			2021/2022		
Average Employees (Year 1)	Funding Year 1	PEPM Year 1	Average Employees (Year 2)	Funding Year 2	PEPM Year 2	Average Employees (Year 3)	Funding Year 3	PEPM Year 3	Average Employees (Year 4)	Funding Year 4	PEPM Year 4
1064	\$12,920,743	\$1,012	1071	\$13,023,785	\$1,013	1071	\$13,023,785	\$1,013	1071	\$13,023,785	\$1,013

## Highlights:

Average renewal since inception = 0%

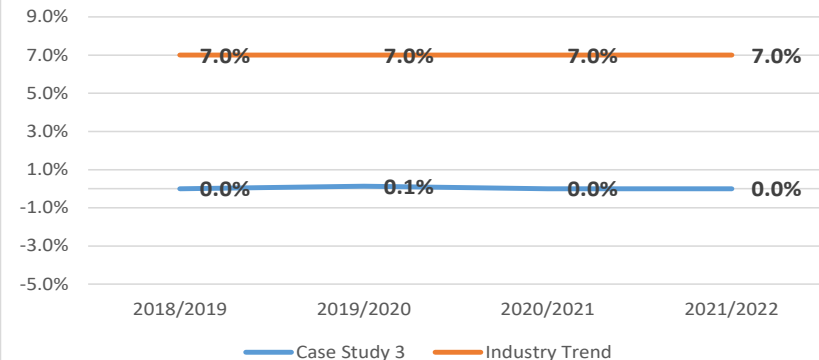
Total Reserves (Sep 2020) = \$4M

Surplus vs Estimated needs = \$3.4M

*(returned \$1M in surplus to County in Oct 2020)*

**Prior to NCHIP:** Self-Insured (UHC)

## Case Study 3







# Next Steps

# Next Steps

Key Task	Date	Notes
Data Request and Projection Development	Immediate	Once data is received, projection will be produced within 5 business days for review
Commitments for 7/1/22	Commitments by March 31 <sup>st</sup> , 2022	Gallagher is able to present to any key stakeholders within your organization after we review the financial projection with your team
Implementation and Trust Agreement Signed	April 1 <sup>st</sup> through May 15 <sup>th</sup> , 2022	
VAHIP Start	July 1 <sup>st</sup> , 2022	

# Bylaws + Trust Agreement



In association with



## VAHIP Bylaws

## VAHIP Trust Agreement

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BYLAWS  
of  
NORTH CAROLINA HEALTH INSURANCE POOL  
7-1-2018

FINAL VERSION	
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Interlocal Agreement for a Group Self-Insurance Pool for Benefit Risk Sharing	1
Witnesseth	1
Whereas, certain municipalities and other units of local government of the State of North Carolina have agreed to pool the risks associated with the provision of benefits for their designated benefit plan participants (hereinafter "participants") pursuant to, and to be governed by, the provisions of North Carolina General Statutes § 160A-460 et seq. (Part 1 of Article 20 of Chapter 160A), § 153A-445, and § 58-23; and	1
Whereas, the members of the Trust have agreed upon designation of a Board of Trustees, in accordance with North Carolina General Statutes § 58-23.10 and pursuant to Article V of the Bylaws of the North Carolina Health Insurance Pool dated as of the date hereof (the "Bylaws"), to direct the affairs of the Trust, to adopt rules, regulations, and policies, and maintain Bylaws for implementing and administering the Trust, and to pass upon the admissibility of future members of the Trust; and	1
Whereas, by this Agreement the Trust will undertake to discharge, solely from the assets of this Trust, by payment, any claims for benefits covered by the Trust's plan of insurance and benefits, which awards shall have been authorized by the rules of the Trust, and when claims are otherwise determined to be due as a result of a court judgment or settlement agreement; and	1
Whereas, the members of the Trust agree to pay premiums and/or contributions based upon appropriate classification, rates, loss experience, and other criteria adopted by the Board of Trustees in accordance with the Bylaws, out of a portion of which the Trust will establish and maintain a fund for the payment of the claims of participants of members, and further, that the members covenant and agree there will be no disbursements out of this fund by way of dividends or distribution of accumulated reserves to the respective members, except at the discretion of the Board of Trustees or as otherwise expressly permitted by the Bylaws;	1
Whereas, the members of the Trust, through action of their respective governing bodies, have elected to comply with the conditions of this Agreement;	1
Now, THEREFORE, for and in consideration of the mutual covenants, promises, and obligations herein contained, which are given to and accepted by each member hereof to the other, the parties hereto agree as follows:	1
SECTION 1. PURPOSE OF AGREEMENT; COMPOSITION OF BOARD OF TRUSTEES	1
The purpose of the Trust established by the signatories hereto is to allow members to jointly provide health benefits, including but not limited to life, medical, accident, and other related insurance benefits, for their participants and to provide for the risk sharing associated therewith. To this end, the Trust shall be governed by a Board of Trustees which shall be elected and act in accordance with Article V of the Bylaws.	1
1	

Interlocal Agreement for a Group Self-Insurance Pool  
FOR BENEFIT RISK SHARING

This Interlocal Agreement for a Group Self-Insurance Pool for Benefit Risk Sharing ("Agreement"), made and entered into in duplicate originals this day of April 24, 2018 by and between all the parties who are now, or may hereafter become, members of the North Carolina Health Insurance Pool (hereinafter "Trust").

WITNESSETH:

WHEREAS, certain municipalities and other units of local government of the State of North Carolina have agreed to pool the risks associated with the provision of benefits for their designated benefit plan participants (hereinafter "participants") pursuant to, and to be governed by, the provisions of North Carolina General Statutes § 160A-460 et seq. (Part 1 of Article 20 of Chapter 160A), § 153A-445, and § 58-23; and

WHEREAS, the members of the Trust have agreed upon designation of a Board of Trustees, in accordance with North Carolina General Statutes § 58-23.10 and pursuant to Article V of the Bylaws of the North Carolina Health Insurance Pool dated as of the date hereof (the "Bylaws"), to direct the affairs of the Trust, to adopt rules, regulations, and policies, and maintain Bylaws for implementing and administering the Trust, and to pass upon the admissibility of future members of the Trust; and

WHEREAS, by this Agreement the Trust will undertake to discharge, solely from the assets of this Trust, by payment, any claims for benefits covered by the Trust's plan of insurance and benefits, which awards shall have been authorized by the rules of the Trust, and when claims are otherwise determined to be due as a result of a court judgment or settlement agreement; and

WHEREAS, the members of the Trust agree to pay premiums and/or contributions based upon appropriate classification, rates, loss experience, and other criteria adopted by the Board of Trustees in accordance with the Bylaws, out of a portion of which the Trust will establish and maintain a fund for the payment of the claims of participants of members, and further, that the members covenant and agree there will be no disbursements out of this fund by way of dividends or distribution of accumulated reserves to the respective members, except at the discretion of the Board of Trustees or as otherwise expressly permitted by the Bylaws;

WHEREAS, the members of the Trust, through action of their respective governing bodies, have elected to comply with the conditions of this Agreement;

Now, THEREFORE, for and in consideration of the mutual covenants, promises, and obligations herein contained, which are given to and accepted by each member hereof to the other, the parties hereto agree as follows:

SECTION 1. PURPOSE OF AGREEMENT; COMPOSITION OF BOARD OF TRUSTEES

The purpose of the Trust established by the signatories hereto is to allow members to jointly provide health benefits, including but not limited to life, medical, accident, and other related insurance benefits, for their participants and to provide for the risk sharing associated therewith. To this end, the Trust shall be governed by a Board of Trustees which shall be elected and act in accordance with Article V of the Bylaws.

1

# Why Consider VAHIP?



## STABLE. BUDGETABLE. PREDICTABLE.

- Owner / Partner
- **Keep Your Plan Design**
- Flat Monthly Premiums
- **Access To Data**
- Group Purchasing Power
- **Access To “Big Company” Programs**
- One Monthly Invoice
- **Long-Term Financial Stability**
- Best-In-Class Carrier Partners
- **Partner With Your Peers**



# Questions?

Your Gallagher Team!

**Cheri Herschman**

Cheri\_Herschman@ajg.com

**Tanner Baldwin**

Tanner\_Baldwin@ajg.com

# VAHIP

In association with



**Gallagher**

# Appendix

# Projection Review

## Group A - Pool

Projection Period - 7/1/2021 through 6/30/2022

	MEDICAL		PRESCRIPTION DRUG		TOTAL MEDICAL & RX	
	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020
Paid Claims	\$22,877,728	\$20,457,990	\$5,528,016	\$5,772,296	\$28,405,744	\$26,230,286
COVID-19 Adjustment	\$0	\$920,610	\$0	\$0	\$0	\$920,610
Total Claims Exceeding Stop Loss Threshold	(\$2,849,799)	(\$3,950,251)	\$0	\$0	(\$2,849,799)	(\$3,950,251)
Total Net Paid Claims	\$20,027,929	\$17,428,348	\$5,528,016	\$5,772,296	\$25,555,945	\$23,200,644
Claim Adjustments	1.000	1.000	1.000	1.000		
Benefit Plan/Migration	1.000	1.000	1.000	1.000		
Demographic Adjustment	1.000	1.000	1.000	1.000		
Adjusted Claims	\$20,027,929	\$17,428,348	\$5,528,016	\$5,772,296	\$25,555,945	\$23,200,644
Experience Period Lives (Lagged 1 Month)	26,639	26,778	26,639	26,778	26,639	26,778
Per-Employee-Per-Month (PEPM) Claim Cost	\$751.83	\$650.85	\$207.52	\$215.56	\$959.34	\$866.41
Claims <\$50,000					\$22,211,700	\$19,689,138
Claims \$50,000-\$200,000					\$3,344,245	\$3,511,506
Claims \$0-\$200,000					\$25,555,945	\$23,200,644
Claims PEPM <\$50,000					\$833.80	\$735.27
Claims PEPM \$50,000-\$200,000					\$125.54	\$131.13
Claims PEPM \$0-\$200,000					\$959.34	\$866.41

# Projection Review

	MEDICAL		PRESCRIPTION DRUG		TOTAL MEDICAL & RX	
	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020
Claims PEPM <\$50,000					\$833.80	\$735.27
Average Pool Claims PEPM \$50,000-\$200,000					\$125.54	\$124.72
Allocated Claims PEPM \$0-\$200,000					\$959.34	\$860.00
Annual Trend					6.5%	6.6%
Trend Months					31.0	19.0
Trend Factor					1.1758	1.1057
Trended PEPM Claim Cost					\$1,128.03	\$950.88
Large Claimant Adjustment					\$52.55	\$74.69
Adjusted Claim Cost - PEPM					\$1,180.59	\$1,025.57
Period Weighting					40%	60%
Projected Claim Cost - PEPM					\$1,087.57	
Projected Monthly Headcount					2,240	
Months to Project					12	
Projected Claim Cost					\$29,234,004	
Claim Fluctuation Margin					1.000	
Benefit Adjustment					1.000	
Adjusted Projected Claims					\$29,234,004	



# Projection Review

	MEDICAL		PRESCRIPTION DRUG		TOTAL MEDICAL & RX	
	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020	12/1/2018 through 11/30/2019	12/1/2019 through 11/30/2020
Aggregate Stop Loss Fees	\$0					
Specific Stop Loss Fees	\$3,164,314					
Administrative Fees	\$1,020,096					
Other Fees/Credits	\$0					
Total Projected Fixed Expenses	\$4,184,410					
Rx Rebate/Credits (70%)	(\$2,558,976)					
Total Projected Costs	\$30,859,438					
Current Premium	\$30,927,710					
Projected Increase	-0.2%					

# The Gallagher Team & Partner Team

# VAHIP Market Leaders



**Cheri Herschman** is an Area Senior Vice President for Arthur J. Gallagher in the Rockville, MD office. As an Area Senior Vice President for the Rockville office, Cheri Herschman will be responsible for the overall management of your Client Service and Consulting Plan. Cheri will manage the coordination of resources assigned to ensure that all timelines and client commitments are met and all possible outcomes are maximized. Before coming to Gallagher, Cheri spent 20 years of her career with various consulting houses including NFP, Alliant and Mercer. Through this experience, Cheri has handled all complexities and has become an expert in self-funded and analytics.

Cheri holds two masters degrees, most recently receiving an MBA from R.H. Smith School of Business in December 2017. Her prior masters degree was in Policy Science—Statistics & Analytics from UMBC in Baltimore.



**Tanner Baldwin** is a Benefit Consultant for Arthur J. Gallagher in the Rockville, MD office. Tanner joined the Gallagher team in 2019 after interning in the Boca Raton office for nine weeks during the summer of 2018.

In his role, Tanner is responsible for the overall account management of the client service and consulting plan. Tanner is passionate about helping his clients meet their overall organizational goals while utilizing data to make effective strategic decisions. Tanner enjoys implementing customized, sustainable healthcare benefits strategies that attract and retain top talent. Tanner currently supports several public sector clients.

Tanner graduated from the Honors College at the College of Charleston with a degree in Business Administration.

# VAHIP Market Leaders



**Wes Grigston** is an Area Vice President for Arthur J. Gallagher in the Charlotte, NC office. He joined the Gallagher team in 2011 and has over a decade of insurance solutions and risk management experience.

During his time with Gallagher, Wes has become an active member in Gallagher's niche practice areas, primarily the Public Sector niche. Wes has distinguished himself as an expert in the Public Sector space and immerses himself in organizations such as NCCCCMA, NCGFOA, NCLGBA and NCIPMA. His core responsibility is serving as the strategy and marketing lead for the North Carolina Health Insurance Pool—NCHIP—an innovative purchasing cooperative designed by Gallagher to assist NC counties, cities and towns better manage their health insurance budgets.



**Jeff Ries** joined Gallagher in 2014 and is currently Area Senior Vice President. Jeff works primarily with Gallagher's larger, self-funded clients. Jeff maintains ultimate responsibility for clients, overseeing all aspects of service delivery including financials, strategy development, compliance and wellness. Jeff is a member of the Gallagher Innovation Advisory Team.

Before coming to Gallagher, Jeff spent 18 years of his career with Mercer Health & Benefits, a global benefits consulting firm. He was a Principal within Mercer and had ultimate responsibility for managing client relationships.

Jeff graduated from the University of Iowa with a Bachelor of Science degree in Actuarial Science. Jeff also received in Masters of Business Administration degree from the University of Arizona.

# VAHIP Market Leaders



**Bob Jordan, ASA, MAAA, FCA** is a Senior Consulting Actuary with Healthcare Analytics Consulting, a Division of Gallagher Benefit Services, Inc. He has over 30 years of varied experience in the actuarial field with over 25 years specifically in healthcare. Bob joined the Gallagher family of companies in September of 2014.

An area of concentration for Bob is in cooperative feasibility studies. He is also deeply involved in the rate development and rating methodology of many of Gallagher's cooperatives. As a pricing actuary, Bob is an appointed actuary for multiple captives that Gallagher consults on and he is often utilized for his vast experience in Collective Bargaining for clients with Union populations.



**Kyle Armeny** is an Area President for Gallagher's Mid-Atlantic Region. Kyle joined the Gallagher team in 2013 .

In his role, Kyle oversees the Mid-Atlantic team with offices in Maryland and Virginia, which serves clients throughout Maryland, Washington, D.C. and Virginia. Kyle is responsible for the overall P&L of the office, as well as maintain executive responsibility for client relationships. Kyle also manages carrier and vendor relationships, branch growth, client retention, recruiting and staff development.

Kyle graduated from the University of Pennsylvania with a Bachelor of Arts in Economics.

# VAHIP Market Leaders



**Rani Collins** serves as a wellbeing and engagement consultant for the Southeast Region. Rani brings 18 years of experience in developing and implementing systems, policies, and strategies that optimize organizational, group, and individual wellbeing. Rani works with Gallagher teams and clients to design and integrate holistic, innovative methodologies that address all dimensions of wellbeing.

Prior to joining Gallagher Benefit Services, Rani served as a Prevention Director and Special Staff Officer for the United States Marine Corps.

Rani graduated from the Ohio State University. She holds a Master of Public Health (MPH), specializing in Health Behavior and Health Promotion and a Bachelor of Arts with an emphasis in Medical Sociology. She has presented at national conferences such as the American Public Health Association and American School Health Association.

## **Seth Hall - Business Solvers**



Joining Businessolver in 2000 made Seth our company's fourth employee ever hired. Since then he's led the charge in growing our intentional focus on serving the needs of complex pooled insurance groups. In his 20+ years at Businessolver, Seth supports pooled groups, which currently represents 30% of Businessolver's client base. His background in psychology and commitment to meeting each customer's unique needs has allowed Seth to positively impact the bottom lines of hundreds of our clients. Outside Businessolver, Seth is the founder and vice president of Bacon Enjoyment with the Blue Ribbon Bacon Festival, an organization that hosts annual events in Des Moines, IA, Keystone, CO, Reykjavik, Iceland, and Tokyo, Japan.