



Charlotte City Council

Governance & Accountability Committee

Meeting Summary for September 22, 2014

COMMITTEE AGENDA TOPICS

- I. **Subject:** City Manager and City Attorney Evaluation Process
- II. **Subject:** Internal Audit Update
- III. **Subject:** Ethics Overview
- IV. **Subject:** Next Meeting
Monday, October 27, 2014 at noon in Conference Room 280

COMMITTEE INFORMATION

Present: Council Members David Howard, LaWana Mayfield, John Autry, Patsy Kinsey and Greg Phipps
Other: -
Time: 12:00 p.m. to 12:50 p.m.

ATTACHMENTS

- 1. Agenda Package

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 2

DISCUSSION HIGHLIGHTS

Committee Chair Councilman David Howard called the meeting to order and asked those in attendance to introduce themselves.

City Manager and City Attorney Evaluation Process

Howard: We are going to jump right into the process we just finished which was evaluations for both the City Manager and City Attorney and talk about next steps. I thought we should go to the goals or in other words performance objectives or dimensions for next year to start some conversation about what expectations are for next year so that we're not doing next year exactly what we did this past year, which was scrambling, which is what we do every year in Council. So we're continuing to try to put some form around this. So with that, we have both Ron and Bob here and we have what they both see as their performance objectives. Ron, yours is a lot more detailed so opposed to trying to explain myself I'm going to give you the floor so that you can do that.

Carlee: Sure, mine is much more detailed because my job is much different than Bob's. It's more managerial and operational and requires the ability to think strategically and tactically where as much of Bob's job is reactive as to clean up what I get wrong.

Howard: So one of the objectives should be to give Bob the stuff to worry about.

Carlee: That's exactly right (laughter in the room). So what I've done is used the same template patterned off the one used by my predecessor which works fine as far as I'm concerned. I sent you a first draft of this with my self-assessment on this prior year. This version has been revised based on comments that I got from Council in a performance review session. The area in here that is most dynamic is item #6. That is Manage Special Projects and/or High Priority Issues Anticipated. One of the things I am trying to put on the table is looking beyond just my performance individually but in terms of our performance as a City overall. My leadership responsibility is a part of that. As you said I can't control all that stuff but a City Manager obviously plays a role so when you look at Item #1 among the things in there is Building Community. The question is what kind of community are we trying to build and are we losing here. So you have both the micro stuff in items #1-6 and then looking at the broader more macro outcome of where we really want to be. So again, Item 1-6 are exactly the same overall items and objectives that we used this past year. The ones where I filled in the bullets are the specific objectives that I will be looking to try to advance in the current year. I will draw your attention particularly around Item #3 (Promote Effective Relationships with Mayor and Council) as well as some expansion on #4 (Develop the City Government's Workforce). #6 is fairly dynamic. These are all the individual projects. You can probably fit them into one of the others but I thought it

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 3

was helpful to identify some of the special projects priority issues. And this list will obviously grow as opportunities and challenges will present themselves over the course of the year.

Howard: How do you start to disseminate this down the line?

Carlee: I've already shared this with the Executive Cabinet about three weeks ago where I went through with them extensively the feedback that I got from all of the different populations that gave me feedback particularly what I heard from Council. I shared with the entire Sr. Cabinet and then shared with my draft performance objectives.

Howard: Essentially these are theirs too.

Carlee: That's exactly right. They had small group discussions around the different ones and based on any feedback from this committee or from the Council as a whole I would then do a final revision and then translate that into a final objection both for my Executive Cabinet and my department so that what will be happening on the administrative side is assignments to various people for working with me and following up and executing these different things and Carol plays a large role in helping roll that out.

Howard: What I would suggest is what we have in front of us is kind of like Ron's work plan. Carol, what kind of timetable do we have on how to get this to Council?

Jennings: Well, after the committee makes a recommendation we would put it on the next agenda.

Howard: But can we put it on their calendar?

Jennings: No it just says on the upcoming agenda.

Howard: The problem that we have is that we are already into the fiscal year so the sooner the better.

Kinsey: Did you say that you met with all the Council members so they know about this because if they don't know I think it needs to be presented to them at a workshop in some way. In other words, just don't bring it to them in a Council meeting and expect them to understand it.

Carlee: No I have not talked the specifics with everyone. That has not been done. This was included in my review package as a first draft. This is a revised draft based on feedback from Council but yes I can do that and discuss in a small meeting.

Howard: My thoughts on this would be for us to take this back review and revise it and then come to the next meeting, vote on it and then send it on. By that time period it will be in October until Council gets it so we are already 4 or 5 months into the year.

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 4

Carlee: These are working documents. Obviously I am working from these now and I have not heard from any council members yet based on their having seen this in the past identifications of many things of what not to do. I have heard from people “don’t forget to put this on”. So I am comfortable with this being a working document. I think reviewing it in one of our quarterly meetings provides an opportunity for my sharing what I see as the work plan but also getting feedback simultaneously in terms of any concerns or issues or higher priorities.

Kinsey: I can understand you saying this is a working document. That makes sense. But are you still saying that you will either meet with council members or will they have it at a dinner meeting?

Howard: Yes, both or at the quarterly meetings where we’ve been doing it.

Carlee: But prior to that I would probably have had a meeting individually or with 1 or 2’s to go through it so people can come in with an understanding of it.

Howard: So digest this over the next month then we come back as a committee next month just as an action. If you have things you would like to see different share those with Ron so that we can make these changes between now and then and hopefully next month it will be a ceremonial thing.

Autry: Ron, the way you played this out would it be your anticipation that during the next quarterly meeting with us that we discuss these points and then seek from you some insight as to how you might approach accomplishing these things?

Carlee: In dealing with limitations of time to what extent this committee might tee up some of the things they think we should particularly discuss like we did with performance review I’m happy to go with the flow. But to the extent there emerges some areas of interest to a significant number of council members we would like to make sure we use our time wisely for some things important too.

Howard: Essentially this becomes an agenda for quarterly meeting. The next year we will get in front of this process so we will be ready to roll right after evaluation of the fiscal year so we can roll right into it. The only thing I want Ron is the backup information on this National Trends. So whatever this organization is I would love to know more of that.

Carlee: OK

Howard: Alright, anything else? So let’s move on to Bob. Bob do you have anything you would like to share?

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 5

Hagemann: These are the same performance objectives but I'm proposing the same that we use this year. One of the things that I did hear very clearly from the Mayor and Council is that understandably is that you don't really directly see my performance particularly in areas 3 & 4, services that we provide to the Manager. As we went into the evaluation period this past year in the spring Ron had put on the table and actually did extensive multi party ratings as part of his process and we discussed that and I asked for a year because I didn't feel like I would be able to put together an appropriate instrument that would be useful to me or to you that quickly. But what I'm proposing to do is to provide additional information particularly in those 2 categories is do as part of my evaluation process this year a multiparty rater instrument particularly to the Manager and his Sr. Staff department heads to get feedback for my benefit but also to share with you not only my individual performance but the office as a whole. So I would propose working that into the evaluation process this year then I'm thinking the following year of alternating in one year going to manager and staff and getting input and then the next year my office and my attorneys support staff so that I get that kind of feedback and share with you as well. If that works and is productive the idea would be to alternate year to year touching base with those two different groups. Other than that I did not pick up on anything that suggested to me that I had the areas described incorrectly or laid out incorrectly. So, certainly I'm open to your input but it's the same objectives and evaluation criteria as last year.

Phipps: Do you have in here included periodic summaries of major cases? Is that something that will be periodically provided to Council as formal communication?

Hagemann: Yes Mr. Phipps. As you do know I provided my first and what is intended to be and will be my quarterly reports on litigation. I provided that to you middle of July and I intend to do it each quarter following June 30th, following September 30th, December 30th and then in spring. Yes you will be getting one. In fact probably in about three weeks I will give you another quarterly update.

Howard: One thing that would be good, given where Mr. Phipps is going, is when Ron wanted to talk about how he would do each one of them. It may not hurt Bob to take #1-5 and do some bullets. You probably would have captured that had you fleshed it out a little bit more just so it starts to look like the way Ron did it.

Hagemann: Let me take a look at that.

Howard: And then if you have a way of giving us a base like Ron has it. I don't know if there is such a thing as a base the way attorneys run things so we can compare against national. Just some document, it's not a bad concept at all. Then when we get into subjects like salaries. You know it's not just salaries we're looking at; we're looking at how we are on par with everybody else. I have no idea if that's possible. I guess it's not. I don't know how you would judge yourself

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 6

against other people. I guess by how many lawsuits you kept us out of? I don't know. Or how many won? I don't know. It's just a thought. It's just a thought. Because then you would have captured what Greg just talked about because it would have been under "the way we're going to communicate with Council is blank, blank, blank". Ok, anything else for Bob? Anything else for Bob or Ron?

Phipps: I have a follow up. So will we get this communication as a formal document? Is it not something that will be discussed in a meeting? I don't know how these legal things work. Is that appropriate for a closed session?

Hagemann: I hadn't contemplated that. I would not want to discuss pending cases in an open session because obviously there are other parties to it that would be into that conversation and ways to use it to their advantage. We can discuss pending litigation in closed session because you know when we come forward we propose settlements we do that routinely. We could if Council desires schedule periodic closed sessions where you can ask questions about any of the pending items. Motions would be a little bit interesting because when we go into closed sessions we need to identify the case that's going to be discussed.

Phipps: Because one of the things that are of interest to me is what is the strategy and how do you propose to defend the City against a particular case? So this might be something that may be conducive to a one on one conversation.

Hagemann: And I would be happy to do that at your pleasure.

Howard: So what I think I heard is that we will come back next month. Between now and the next meeting we will give Ron feedback on what we have for him so that we can make adjustments if we need to before we send it to Council. For Bob, he is going to flesh out the books a little bit more. The next meeting we come together, we will vote on recommendation to Council and we will vote on performance evaluations and objectives.

Kinsey: And at some time that's when Council members will be briefed?

Howard: We will leave that up to them to do it their own way but the very least what we need to do is make sure we have a closed session with Ron and we will do it as a body. Alright, so no action on that one, we will talk about it again next month.

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 7

Internal Audit Update

McDowell: On September 12th the City Manager announced the hotline to employees through email and gave them a link to a website that would allow employees access to city policies, frequently asked questions and so our phones went live. It's out there. Posters have been provided, cards are available and brochures have been provided. In the ten days since this has been announced we have had one phone call and that's ok.

Howard: I thought it would be ok the first two weeks.

McDowell: Well there's no real template for comparison. There are folks who have hotlines for a long time, I don't know anybody who gets a large number so I would term what we did a little bit of a soft rollout but it will gain familiarity. People knew it was coming so it's different measuring. There was some concern that I would get inundated with phone calls and I would promise to use good judgment as to how to deal with those. The one we received required a little more research. Information was about something in the past not something that needs to be addressed right now. We will use it to determine our protocol; maybe something that gets refined in HR or maybe something that after review, we use some additional resources. The interesting thing is the way the system is set up is that I can call back the service and ask some follow up questions. We ask everyone to call back in two weeks. We have yet to determine appropriate reporting to you but as calls come in we will find a way to summarize them to come back to find out what is useful to know, the number of them, the status of them and how many hours we are spending on the research.

Phipps: I'm surprised we didn't get any material in our packets to familiarize ourselves with the rollout of the hotline.

Howard: It was in the Manager Memo.

Phipps: Are you saying all employees have been trained on the use of it? How does that work?

McDowell: No said that managers have been given information that should answer frequently asked questions but each department is going to come up with their own approach to how they hold meetings. I will be available to attend meetings and answer questions.

Jennings: All employees received communication from the City Manager about it with a link so a rollout went out from him and then more intense will be in each department.

Carlee: And we've had discussion in multiple sessions of Executive Cabinet meetings to lay the foundation for what we're doing and the expectations set forth.

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 8

Howard: I want to intensify this a little bit. I'm wondering in the next CROWN magazine do all the employees get a copy of that?

Jennings: Yes either electronically or hard.

Howard: That's fine. Can we make sure we get the Mayor to send a statement making it clear that we are really supportive as a Council of this? I would like for the public to know and I guess the Mayor would be an appropriate person to send the message. I also want the employees to hear it front and center from the mayor that we are serious as a Council in supporting you in rolling this out. To me that is a very important statement to make. Figure out how you want to do it.

Carlee: Let me think that through. I think people really understand the seriousness. We've had lots of discussion among Executive Cabinet pushing it. I think people appreciate us protecting and preserving our reputation. Especially in this form of government, professionalism on the administrative side of ethics is at the core.

Howard: We just got the reputation of trying to work around stuff. I want to make sure we are sending a message that is not what the twelve of us feel. That's the message I want the public to know.

Carlee: And at the same time we want to be careful that we don't create the misimpression that we think there are problems and that our staff is being tainted by the actions of others as well.

Howard: Well this is the balance that we're playing this whole thing around. Let's find a balance that they can hear. That's why I said the Mayor so it's not us all running around yet they know we are all serious about it.

Kinsey: I think because it's supposed to be anonymous I really don't think we should be talking to the public about it.

Phipps: Can the public call this hotline?

McDowell: No one will know exactly who is calling. So although we are calling it the Charlotte Employee Hotline obviously anyone can pick up this number from somewhere and call it if they choose to. The question is always asked however how do you know about the hotline and they would say I'm an employee.

Mayfield: I love the idea of it going into the CROWN magazine but I don't think there should be a lot of fanfare behind something that is internal for employees. This is really for our staff to have a safe place in order to report and we put the right mechanisms to wean out community concerns for some of the questions.

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 9

Howard: I just want to make sure the public as a whole knows the Council is making strides and that staff understands we are making strides and what happened on 3/26 never happens again. And that's why I wanted to send out something on top of what the City Manager is saying to let them know that we are all together on this one.

Autry: I think you can very easily as the Chair of this committee offer a 250 word column to the next issue of the Crown and you'll have the opportunity to make the statement.

Howard: Or the Mayor, and that's all I'm going to say. That's why I brought up CROWN and putting something out there saying hey something happened and the whole scheme of trying to make sure we are more transparent from Council all the way down. We want them to know we are supportive of this.

Carlee: I have some good ideas.

Howard: I was just throwing it out to you.

Carlee: I have some really good ideas.

Howard: Good

McDowell: Corporate Communications helped us with these materials and they contacted me recently to see if Tina Adams, Deputy City Auditor and I would be available for a picture and an interview. And although I don't go seeking media attention if the City Manager agrees I think it may be a good idea to do an internal media type of thing.

Carlee: Sure.

McDowell: I also want to emphasize and the communications we put out to employees is that we already have a process and ethics but we want them to know if you're not comfortable with that here is something else you can do. So yes it's a stretch and yes it's something beyond what we've had for years but it's providing something a little more available and of course anonymous if that's what they feel it takes. I wish I'd be able to tell you a couple of weeks ago that one phone call is not a bad number. It just means that the balloon was not ready to burst with people wanting to call.

Howard: It depends on what that one ripples down to. But I am happy that it is just one. I thought it would be a bunch in the beginning and then kind of taper off so that's actually really good news. And actually kind of rolls right into the next subject which is the Ethics Overview. And what you really hear me pushing is that I just want to make sure we give the public something that we've done as a work product regarding the March 26th series. That's really all I'm talking about. I'm not sure the public knows what we've been doing with it but they will know now.

Governance & Accountability Committee

Meeting Summary for September 22, 2014

Page 10

Ethics Overview

Hagemann: I have been working closely with the Chair and the Vice Chair and we have identified three areas of inquiry and effort. One is around disclosure. We are looking at policies regarding gifts and finally investigations. As part of our work we have looked at peer organizations in particular the State of North Carolina and some peer cities including Atlanta, Nashville, Indianapolis, Dallas and Austin as well as Mecklenburg County. I've also had conversations with staff at the school of Government as well as the State of Ethics Commission. Mr. Chair, I think we are working in the direction of putting together some kind of proposal for the committee's consideration hopefully over the next several months.

Howard: So those are the three buckets, Disclosure, Gifts and Investigations (Council Investigations). There are no surprises since we have been reading the vision about it. Hopefully we are going into the right direction. The goal is to get all inclusive documents and actually start to maybe take some advice from other people too. So we may start inviting guests to the next couple of this committee's meetings just to make sure we are venting out the best practices from other places.

Autry: Do we know when we will have some recommendations back?

Howard: As soon as we can all feel good about the document. This is not one of those that you get to review and review. Once we roll those out they should be pretty close and we can be ready to roll out and not have a prolonged conversation if necessary about it. I want the public to know that we took March 26th very seriously and we are working on it.

Meeting adjourned at 12:50 p.m. ~jcs

Governance & Accountability Committee
Monday, September 22, 2014 – 12:00 noon
Room 280

Committee Members: David Howard, Chair
 LaWana Mayfield, Vice Chair
 John Autry
 Patsy Kinsey
 Greg Phipps

Staff Resource: Carol Jennings, Chief of Staff

AGENDA

I. City Manager and City Attorney Evaluation Process

Staff Resource: Ron Carlee, Bob Hagemann

Action: The Committee will review and recommend to City Council the dimensions on which the City Manager and City Attorney will be evaluated in the coming year, including the work plan

II. Internal Audit Update

Staff Resource: Gregory McDowell, City Auditor

Action: The City Auditor will review the rollout of the Employee Hotline

IV. Ethics Overview

Staff Resource: Bob Hagemann

IV. Next Meeting

****Monday, October 27, 2014 at 12:00 noon in Room 280**

The Committee will assess the effectiveness of the evaluation process and provide recommendations to the Mayor/Council for revision

Distribution:

Mayor and City Council
Council Team
Greg McDowell
Sheila Simpson

City Manager's Executive Team
Bob Hagemann
Cheryl Brown
Robert Campbell

Corporate Communications
Stephanie Kelly

Ron Carlee
2014-2015 Proposed Performance Objectives
Developed June 22, 2014
Revised September 18, 2014 2014

1. ***Build Community*** consistent with the Mayor and Council's articulated vision, values, and focus area strategies. Ensure that Charlotte is greater than the sum of its parts, a "community of intent" – where people choose to live, work, or visit. A globally recognized and respected community where people are connected, engaged, and informed. Build collaborative relationships with other governmental units, the business community, and other institutions.
 - Work with Mayor/Council to take visioning work to the next level.
 - Re-evaluate the structure and programs of Neighborhood and Business Services to ensure that there truly is a focus on neighborhoods. Either reinstate the Neighborhood Symposium or develop an alternative proposal to bring neighborhood representatives together to network and to develop relationships with City staff.
 - Agree on a data dashboard for measuring the City's progress.
 - Present concrete plans for targeted neighborhood development in ways that support and nurture the neighborhoods.
 - Clarify vision and plan for transit-oriented development on Lynx Blue Line Extension.
 - Develop recommendations for defining and acting on the goal of "global competitiveness."
 - Present recommendations for redevelopment projects such as Eastland Mall, the Bojangle's property and the Charlotte Gateway Transit.

2. ***Provide Operational Leadership*** ensuring that City services are provided consistent with the policy direction of the Mayor and Council as expressed through the adopted annual operating and capital budgets and other plans. Engage and respond to the public with strong customer relations. Demonstrate efficiency and effectiveness. Provide stewardship in financial management, protecting the City's triple-A bond rating and financial resilience. Promote innovation and leading practices.
 - Demonstrate the sustainability of the capital program; develop recommendations for contingent capacity; secure triple-A bond rating for any general obligation issuances.
 - Provide a sustainable operating budget adjusting for impacts of legislative action or inaction related to the Business Privilege License Tax.
 - Develop recommendations for stable and sustainable maintenance of the water/sewer system.
 - Develop recommendations for a credible and sustainable storm water program.
 - Ensure the continued success of the aviation department during its transition.
 - Implement a revised Balanced Scorecard program.
 - Adopt new guidelines on procuring professional services and on contract change orders and extensions.
 - Integrate financial and planning services based on leading practices to ensure coordination with appropriate check and balances.

3. *Promote Effective Relationships with the Mayor & Council* *providing non-partisan, fair, equitable, and constructive support to each elected official, positioning the governing body to succeed as a whole. Foster trust, respect, honesty, collaboration and openness. Work with the Mayor and Council to define problems and focus desired outcomes. Provide timely communication on major projects, initiatives and critical incidents.*

- Be more communicative with Council. Meet individually with each Council member at least once a month. Stay in on-going communications with Council on an equitable basis, ensuring that all Council Members have access and the same information.
- Clarify policy issues with Council when the Council position is ambiguous or the Council is split. Do not get ahead of Council in public discussions. Ensure consistency in public comments with Council policy.
- Review staffing for Council Committees to clarify the staff's role and to ensure that Council Members are setting their own agendas and driving their work plans. Work with staff as needed to be more open to creative and alternative ways for approaching policy issues rather than starting with why something cannot be done. Help the Council get to "yes" where the Council so chooses, exploring leading practices and creativity.
- Keep Council informed of emerging issues.
- Work with Council to ensure meaningful retreats and workshops.
- Ensure measureable progress on the Council's Focus Area Plans.
- Ensure that all Council Members understand the role of Council's staff members. Make adjustments as need to meet the needs of Council.
- Work with the Council Budget Committee to evaluate last year's budget process so that the Committee can make recommendations to Council with regard to any process changes, including the role of the Budget Committee.

4. *Develop the City government's Workforce* *such that Charlotte is an employer of intent, where people feel valued and appreciated. Recommend and implement a compensation system that is internally fair and externally competitive. Promote internal values that create a positive work climate and culture. Recruit and retain high performing workforce that is reflective of the community. Ensure development at all levels of the organization.*

- Implement revised policy on ethics (including gifts and gratuities) and enhanced disclosure.
- Recommend a fair and sustainable compensation plan appropriate for field workers.
- Assess turnover and employee morale. Explore improvements to ensure smooth succession as people retire or leave.
- Review the City's EEO/AA goals and accomplishments.
- Review the safety record of the City and take actions to reduce preventable accidents and worker injury.
- Expand the use of multi-rater reviews for managers and executives.
- Update the policies for disciplinary action including dismissal to ensure organizational consistency and compliance with all local and federal laws related to fair treatment and non-discrimination.

5. ***Engage in professional development, participating in at least 40 hours of professional, technical, and/or managerial training and education. Participate in and provide leadership in regional, state, and national professional organizations in order to (a) keep current on emerging trends and leading practices; (b) build intergovernmental partnerships; and (c) showcase Charlotte as a local government leaders and globally competitive city.***

Professional Development Plan for 2014 as Submitted to ICMA's Credentialing Program

- Personal Development. Model leadership by asserting more self-discipline through time management, diet, and exercise. Participate in group wellness activities, attend relevant sessions at conferences, use wellness tools available on-line and promote the same with immediate staff and across the organization.
- Strategic Planning. Develop clearer approach to strategic planning and implementation through a deeper understanding on the theory and practice of the balanced scorecard in the public environment and its integration with vision, values, and operational planning. Attend relevant sessions at conferences, engage in self and group study, and use third party consultation.
- Staff Effectiveness & Personal Development. Continue the exploration of self/group awareness tools to build a highly performing team, including the Work Place Big 5 and EQi. Participate in group learning, independent reading, training sessions, and third party consultation.
- Staff Effectiveness & Personal Development. Use a multi-rater assessment consistent with guidelines for a Credentialed Manager.
- Other Professional Activities Planned: ICMA Annual Conference; North Carolina City/County Management Association summer & winter conferences; Large City Executive Forum summer & winter conferences; NC League of Municipalities annual meeting; NLC spring conference; Chamber Inter-City Visit and/or annual retreat.

6. ***Manage special projects and/or high - priority issues anticipated.***

- Neighborhood Redevelopment -- assuming voter approval of bonds, implement community investment program in ways that have transformational neighborhood impact, promoting private investment.
- Charlotte Business Inclusion Program – provide an assessment and recommendations as may be appropriate to enhance effectiveness of inclusion program, including the appropriate organizational placement of the program.
- Façade and Security Improvements Program – develop recommendations for expansion of use as part of neighborhood redevelopment
- Arena Negotiations – complete negotiations consistent with the City's contractual commitments and in a manner that is fiscally responsible.
- Immigrant Integration Task Force – monitor work of task force and its recommendations in order to ensure a community that is welcoming and accepting of people with diverse backgrounds.

- Mecklenburg Livable Communities Plan – ensure City participation in the plan, make policy recommendations, and take administrative actions to integrate the plan into the City’s strategic structures.
- Joint Communications Center – implement construction of the facility in a manner that responsibly meets the City’s emergency management needs and in a manner that contributes to redevelopment.
- Solid Waste Long-Term Plan – develop a long-range plan that provides dependable service and advances conservation and recycling.
- Corporate Communications – develop more effective use of mobile and social media to effectively tell the City’s story and interact with our different publics; ensure that departments have community engagement strategies.
- Permitting and inspections—coordinate with the County to facilitate development consistent with plans and policies.
- Historic Districts—implement policies and procedures for more effectively ensuring the protection of historic properties.
- Coal Ash—implement Council action and ensure protection of the City’s water and air quality.
- Airport Taxi Contract – work with the Aviation Director and others to ensure a fair and competitive process that provides opportunity to as many taxis as the level of business can support and as can be effectively managed to ensure strong customer relations.

Attachment A. Quantitative Measures Related to Council Adopted Performance Criteria

The concept behind this section is to develop a set of quantitative metrics that monitor the overall progress of the city and the city government organization toward meeting its vision and goals. This is a new component to the City Manager's evaluation and should be considered a work in progress.

Build Community Performance measures. The purpose of these measures is to assess whether or not we are building the type of community we want, i.e., achieving our vision. These measures should feed into the Council's Focus Areas.

- a. Citizen Satisfaction Surveys – the national citizen survey conducted this past year provides baseline data on the extent to which the people of Charlotte are satisfied with their city and connected to one another. Overall, the results for Charlotte are generally consistent with other cities with a population over 200,000, for which we have comparative data.

Important measures include the public's perceptions on the following:

1. Overall quality of life
2. Charlotte as a place to live
3. Their own neighborhood
4. Overall image of Charlotte
5. Charlotte's economic health
6. Overall feeling of safety
7. Contact with the City
8. Overall built environment
9. Sense of community
10. Openness and acceptance of people with different backgrounds
11. Engagement measures
12. Trust in city government

- b. Quality of Life Data – the city has compiled an impressive volume of data at the neighborhood level, which is easily accessible on the city's web site. There are 8 dimensions and 80 variables reported. The data are not, however, aggregated so that we can see the totals for the whole city and the strategy to use the data to drive results is not developed.

Among the measures that are important overall are the following:

1. Diversity of population
2. Proximity to transit
3. Property values
4. Household income
5. Employment
6. Business diversity
7. Education
8. Crime
9. Code Violations
10. Housing Diversity

We will also examine other benchmarking efforts for consideration for adoption and participation. For example, the International Organization for Standardization (ISO) in Geneva has recently listed 46 indicators for cities (See Attachment B). They cover the areas of economy, education, energy, environment, finance, fire and emergency services, governance, health, safety, shelter, solid waste, telecommunication & innovation, transportation, urban planning, waste water, and water & sanitation.

- c. Charlotte's ranking with other top tier cities – this is a new effort that will evolve over the next year. We will undertake to identify third parties that rank cities and understand their methodology for doing so. We will then assess Charlotte's ranking, identify areas where we want to rank higher, and develop strategies to do so. These include such areas as walkability, trees, biking, economic opportunity, and income disparity. See Attachment C. City Rankings.
- d. Civic Engagement metrics – this is also a work in progress. A number of approaches have been used to measure civic engagement, but none that are yet generally accepted.

Operational Leadership Performance Measures. These measures are intended to ask these questions about City services: How well are we doing? How do we know? In addition to the measures bellow, ICMA has recently developed a partnership with SAS, located in Cary, NC to launch a new performance benchmarking program, which we will be monitoring and assessing.

- a. Balanced Scorecard results for City departments – we're in the process of re-examining this program for the development of more relevant measures that help drive performance.
- b. Customer satisfaction surveys – this includes the citizen's survey that contains essentially a report card on city services. We will link it to other critical customer measurements that are collected by city departments.
- c. Assessments by the external and internal auditors; evaluations by the bond rating agencies – minimum requirements are a clean annual external audit and maintaining bond general obligation and revenue bond ratings.
- d. Awards and recognition of city services – we will begin to systematically collect recognition by third parties and report them together.

Mayor & Council Relationships Performance measures. These measure address the relationship between the manager and the elected body.

- a. Assessments by the Mayor & Council
- b. Responsiveness to Mayor & Council requests
- c. Proactive strategies to communicate to the Mayor & Council.

City government's Workforce Performance Measures. These measures assess the effectiveness of developing a motivated and productive workforce.

- a. Employee culture & climate surveys – our first survey will be conducted in the coming months and will establish our baseline.
- b. Subordinate feedback – This data will be specific executive performance of the city manager of other executives.

- c. Turnover, retention, and affirmative action measures – HR will develop key measures that will be tracked over time.
- d. Employee development measures – these measures will document efforts to provide development opportunity for employees and assess its effectiveness.
- e. Wellness & safety measures – data will come from our health plans and from risk management.

Attachment B. ISO City Data Standards

Economy

- City's unemployment rate
- Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties
- Percentage of city population living in poverty

Education

- Percentage of female school-aged population enrolled in school
- Percentage of students completing primary education
- Percentage of students completing secondary education
- Primary education student/teacher ratio

Energy

- Total residential electrical use per capita (kWh/year)
- Percentage of city population with authorized electrical service
- Energy consumption of public buildings per year (kWh/m²)
- Percentage of total energy derived from renewable sources, as a share of the city's total energy consumption

Environment

- Fine particulate matter (PM_{2.5}) concentration
- Particulate matter (PM₁₀) concentration
- Greenhouse gas emissions measured in tonnes per capita

Finance

- Debt service ratio (debt service expenditure as a percent of a municipality's own-source revenue)

Fire and emergency response

- Number of firefighters per 100 000 population
- Number of fire related deaths per 100 000 population
- Number of natural disaster-related deaths per 100 000 population

Governance

- Voter participation in last municipal election (as a percentage of eligible voters)
- Women as a percentage of total elected to city-level office

Health

- Average life expectancy
- Number of in-patient hospital beds per 100 000 population
- Number of physicians per 100 000 population
- Under age five mortality per 1 000 live births

Safety

- Number of police officers per 100 000 population
- Number of homicides per 100 000 population

Shelter

- Percentage of city population living in slums

Solid waste

- Percentage of city population with regular solid waste collection (residential)
- Total collected municipal solid waste per capita
- Percentage of city's solid waste that is recycled

Telecommunication and Innovation

- Number of internet connections per 100 000 population
- Number of cell phone connections per 100 000 population

Transportation

- Km of high capacity public transport system per 100 000 population
- Km of light passenger transport system per 100 000 population
- Annual number of public transport trips per capita
- Number of personal automobiles per capita

Urban Planning

- Green area (hectares) per 100 000 population

Wastewater

- Percentage of city population served by wastewater collection
- Percentage of the city's wastewater that has received no treatment
- Percentage of the city's wastewater receiving primary treatment
- Percentage of the city's wastewater receiving secondary treatment
- Percentage of the city's wastewater receiving tertiary treatment

Water and Sanitation

- Percentage of city population with potable water supply service
- Percentage of city population with sustainable access to an improved water source
- Percentage of population with access to improved sanitation
- Total domestic water consumption per capita (litres/day)

See more at: <http://citiscopes.org/story/2014/here-are-46-performance-measures-worlds-cities-will-be-judged#sthash.jsVmosye.dpuf>

Attachment C. City Rankings

Representative Samples – Research in Progress

Civic Life: Participates in Public Meetings

Rank: 3rd out of 50 Large Cities with 13.7% participation

Source: The Corporation for National and Community Service (CNCS), an independent federal agency <http://www.volunteeringinamerica.gov>

Additional Information: The data for this website were collected through two supplements to the Current Population Survey (CPS); the Volunteer Supplement and the Civic Supplement. The CPS is a monthly survey of about 60,000 households, (approximately 100,000 adults) conducted by the U.S. Census Bureau for the Bureau of Labor Statistics. The selected supplements collect data on the volunteering, voting, and civic activities of adults age 16 and older for volunteering and 18 and older for the civic supplement. Volunteers are considered individuals who performed unpaid volunteer activities through or for an organization at any point during the 12-month period, from September 1 of the prior year through the survey week in September of the survey year
* Appendix A

Civic Life: Active in Neighborhood

Ranking: 6th out of 50 with 12.3% active

Source: The Corporation for National and Community Service (CNCS), an independent federal agency
<http://www.volunteeringinamerica.gov>

Additional Information: The data for this website were collected through two supplements to the Current Population Survey (CPS); the Volunteer Supplement and the Civic Supplement. The CPS is a monthly survey of about 60,000 households, (approximately 100,000 adults) conducted by the U.S. Census Bureau for the Bureau of Labor Statistics. The selected supplements collect data on the volunteering, voting, and civic activities of adults age 16 and older for volunteering and 18 and older for the civic supplement. Volunteers are considered individuals who performed unpaid volunteer activities through or for an organization at any point during the 12-month period, from September 1 of the prior year through the survey week in September of the survey year

Upward Mobility

Ranking: 50th (last) out of 50 Cities

Source: A 2014 study published by the National Bureau of Economic Research
http://obs.rc.fas.harvard.edu/chetty/mobility_geo.pdf

Additional Information: We use administrative records on the incomes of more than 40 million children and their parents to describe three features of intergenerational mobility in the United States. While the study did not determine causal relationships, high mobility areas had (1) less residential segregation, (2) less income inequality, (3) better primary schools, (4) greater social capital, and (5) greater family stability.

Safest Cities in America (Population 500,000 or more)

Ranking: 8th

Source: Infoplease.com, part of Pearson, the world's largest Education company
[Safest and Most Dangerous U.S. Cities, 2013 | Infoplease.com http://www.infoplease.com/us/cities/safest-dangerous-cities.html#ixzz34SCq92LK](http://www.infoplease.com/us/cities/safest-dangerous-cities.html#ixzz34SCq92LK)

Additional Information: The rankings are based on a city's rate for six crime categories: murder, rape, robbery, aggravated assault, burglary, and motor vehicle theft.

America's New Opportunity Cities

Rank: 3rd out of Metropolitan Areas with over 1 million residents

Source: Demographer William Frey of the Brookings Institution for Yahoo Finance
<http://finance.yahoo.com/news/america-s-new-opportunity-cities-222209099.html>

Additional Information: Census Bureau data was analyzed to determine internal migration trends among big metropolitan areas with more than 1 million residents. His data exclude population growth due to birth or death rates or the immigration of foreigners, so they reveal which big cities working-age Americans are leaving and flocking to. Here are the 10 newest opportunity cities drawing workers looking for better jobs and a higher standard of living.

Health and Community Fitness

Ranking: 27th out of 50 Metropolitan areas

Source: ACSM (The American College of Sports Medicine)
http://americanfitnessindex.org/docs/reports/acsm_2014AFI_report_final.pdf

Additional Information: The American Fitness Index reflects a composite of personal health measures, preventive health behaviors, levels of chronic disease conditions, as well as environmental and community resources and policies that support physical activity, including parks, recreation centers, etc.

Most Sprawling Large Metro Areas 2014

Ranking: 5th worst (or 197th out of 220)

Source: Smart Growth America

<http://www.smartgrowthamerica.org/documents/measuring-sprawl-2014.pdf>

Additional Information: Large metro areas are defined as having a population more than one million.

Development in both MSAs and metropolitan counties was evaluated using four main factors: 1) development density; 2) land use mix; 3) activity centering; and 4) street accessibility. These four factors are combined in equal weight and controlled for population to calculate each area's Sprawl Index score. The average index is 100, meaning areas with scores higher than 100 tend to be more compact and connected and areas with scores lower than 100 are more sprawling.

Best Cities to Start a Business (2014)

Ranking: 18th out of the 50 largest US cities

Source: Nerdwallet.com

<http://www.nerdwallet.com/blog/cities/economics/best-cities-start-business>

Additional Information: The following factors were examined: access to funding, human capital, local economy, business-friendliness, and affordability.

Urban Road Conditions

Ranking: 19th out of 75 with 17% of roads ranked as poor, 27% of roads ranked as mediocre, 17% of roads ranked as fair, 40% of roads ranked as good

Source: TRIP, a nonprofit organization that researches, evaluates and distributes economic and technical data on highway transportation issues

http://www.tripnet.org/docs/Urban_Roads_Report_Oct_2013.pdf

Additional Information: In this report, an urban area includes the major city in a region and its neighboring or surrounding suburban areas. Pavement condition data are the latest available and are derived from the Federal Highway Administration's (FHWA) 2011 annual survey of state transportation officials on the condition of major state and locally maintained roads and highways, based on a uniform pavement rating index. The pavement rating index measures the level of smoothness of pavement surfaces, supplying information on the ride quality provided by road and highway surfaces.

Best-Performing Cities

Ranking: 27th out of 200 cities (up from 35th)

Source: The Milken Institute Index 2013

<http://www.best-cities.org/bestcities.taf?rankyear=2013&type=Large-Cities-Rankings>

Additional Information: The Institute ranks U.S. metropolitan areas by how well they are creating and sustaining jobs and economic growth. The components include job, wage and salary, and technology growth. In most years, these give a good indication of the underlying structural performance of regional economics.

Walkability

Rank: 138th out of 141 with a score of 24.4

Source: <http://www.walkscore.com>

Additional Information: Walk Score measures the walkability of any address using a patent-pending system. For each address, Walk Score analyzes hundreds of walking routes to nearby amenities. Points are awarded based on the distance to amenities in each category. Amenities within a 5 minute walk (.25 miles) are given maximum points. A decay function is used to give points to more distant amenities, with no points given after a 30 minute walk. Walk Score also measures pedestrian friendliness by analyzing population density and road metrics such as block length and intersection density. Data sources include Google, Education.com, Open Street Map, the U.S. Census, Localeze, and places added by the Walk Score user community.

90–100	<i>Walker's Paradise</i> Daily errands do not require a car.
70–89	<i>Very Walkable</i> Most errands can be accomplished on foot.
50–69	<i>Somewhat Walkable</i> Some errands can be accomplished on foot.
25–49	<i>Car-Dependent</i> Most errands require a car.
0–24	<i>Car-Dependent</i> Almost all errands require a car.

Robert Hagemann
2014-2015 Proposed Performance Objectives

1. Advise the Mayor and City Council

Provide high quality legal advice. When, as is often the case, the law is uncertain, advise as such and be creative in identifying and developing options and solutions that will assist rather than frustrate the Council in achieving its objectives. Understand that legal risk is but one of many factors for the Council to consider in making its policy decisions. Respond to requests for advice or assistance from elected officials in a timely, unbiased, and non-partisan fashion. Be accessible to and meet as needed with elected officials. Treat the Mayor and each member of City Council in a fair and equitable manner.

2. Represent the City's Interests

Professionally and aggressively defend legal challenges to Council decisions and actions of the City and its employees while treating the court, members of the bar, and our citizens with courtesy and respect. If the City has legally wronged a citizen, seek a resolution that is both fair to the citizen and protective of the taxpayer. Clearly and courteously explain the City's legal position to citizens and the media.

3. Assist the City Manager and Staff

Advise the City Manager and his staff as a member of the team. This day-to-day work ranges from providing legal opinions to creatively and collaboratively identifying and developing options for carrying out Council and Manager directives, policy initiatives, and providing effective service to our citizens.

4. Manage the City Attorney's Office

Develop an effective and efficient organization. Recruit and retain a competent and diverse staff. Promote opportunities for professional and career development of the attorneys and staff. Address personnel issues in a direct and timely manner.

5. Professional Development

Stay abreast of changes and developments in state and federal law, whether through judicial decisions, legislative enactments, or administrative rule-making and interpretation. Engage with the bar and professional organizations. Attend relevant Continuing Legal Education programs.