

The City Council of the City of Charlotte, North Carolina convened for a Special Meeting on Monday, October 10, 2011 at 4:15 p.m. in Room CH-14 of the Charlotte-Mecklenburg Government Center with Mayor Anthony Foxx presiding. Council members present were Michael Barnes, Nancy Carter, Warren Cooksey, Andy Dulin, David Howard, James Mitchell and Edwin Peacock.

ABSENT: Council members Michael Barnes, Patsy Kinsey and Warren Turner.

ABSENT UNTIL NOTED: Council members Jason Burgess and Patrick Cannon,

Mayor Foxx thanked those who were able to make adjustment to be here at 4:00 and said we talked about this at our meeting two weeks ago about getting together to have a discussion about the evaluation process for the City Manager. I want to emphasize at this time this is not a job performance discussion, but a process discussion and for that reason we have been advised that this conversation is a public conversation and not one that would normally occur in closed session. The conversation about the process has really gone back a couple years. I think after the last evaluation period there was interest in having a discussion about process and a referral to Restructuring Government Committee. There have been some discussions in Restructuring Government about process, but we haven't received a recommendation out of Committee and Councilmember Cooksey can elaborate on that. Part of what drove the idea for having a discussion about process, as I understand, was a desire to dig more deeply into our overall goals in the evaluation process as well as our method in an effort to be as fair as possible to the City Manager in terms of giving him that from the entire Council and also to be fair to the citizens of Charlotte in terms of what kind of direction is given. Today I expect this to be kind of an open discussion about whether we think the process we use is adequate, whether there are some things we can do to strengthen it. For you who have come and who haven't traditionally been part of this conversation, it is going to sound like a lot of housekeeping, but hopefully you will enjoy the conversations. With that I will turn it over to Councilmember Cooksey. Most of the time when we do this we are looking retrospectively and I think there is an opportunity through the evaluation process to look prospectively into it. We want to speak with a unified voice as much as we can about the goals that we have and I want to applaud Councilmember Cooksey for finding of all places, a City Manager Evaluation Handbook from Dover, New Hampshire, always the one to find something useful from wherever it comes from, which I think does provide a good roadmap for how to do this. One of the things I've noticed in reading it, it does recommend taking several months to arrive at some of the criteria that are used in an evaluation and I don't know that given the timeframe we have, how much of that we can actually do, but I think it is worth having a conversation about.

Councilmember Cooksey said we did get that referral by motion by Councilmember Peacock some months ago and frankly, at the risk of mischaracterizing the opinions of Committee members who aren't present with us or perhaps their absences reinforces what I'm about to say. There hasn't been much interest in pursuing this topic in Restructuring Government Committee. The discussions kind of ranged from well, if we go too heavy into a process we may lock ourselves into a result that we don't want to support and we will be stuck having to support that kind of a recommendation if our process leads to it, all the way to the other side well I don't need a process, I know what I want to say and I know how I want to evaluate him. Neither one of which I think is a satisfactory result for the group. What it kind of boils down to is I think is one of the things we are lacking in the process is a sense during the evaluation and during the public part of the process, all we've been doing during the past few years as a Council have been we have the closed session evaluation as we can under state law, then we come out and do a motion on salary and that is it. We don't adopt any kind of speak as one voice as a Council or any kind of things that we are measuring. We kind of do that, in my opinion, somewhat piecemeal. I think there might be worthwhile something that Councilmember Peacock was animated with also and has gone. We actually have four Budget Committee members here and he got a new wind in his sails on this as a result of what the Budget Committee did some study on for financial partners. With that kind general and somewhat vague intro, I would recommend turning it over to Councilmember Peacock.

Mayor Foxx said one of the things we've going to have to do, given the somewhat late start is to try to do an up or down on the current process in terms of is what we are doing adequate, do we think we need to do some things differently, so the more we can kind of go down where people think we need to make some changes.

Councilmember Peacock said to echo Mr. Cooksey's point, I just want to see us have a process and my four years on Council, and I'll let Nancy as well as James tells me there was a little bit more deliberate type process before and it is largely seen that once we get to the discussion about what we think about the City Manager's performance, I think as a group we really don't come into that meeting knowing specifically what were the matrix that we had set for him or her, as in the case of Pam Syfert the predecessor as well. I was just hoping that we have a process and it just gives us a lot more structure going forward and I think more importantly as an organization, we need to have a statement that is consistent with the corporate scorecard and gives Council members a better range of things to look at in their City Manager, other than simply the question we've already been asking, which is the 2010 which is rather brief.

The other thing that I want to point out and I did put this together very loosely this morning with the help of Ruffin Hall's Office, during our budget process we had looked at each of our financial partners and Councilmember Barnes really asked two fundamental questions, one, talk to us about how you compensate your current CEO and how you arrived at that and what your process was. Secondly, he wanted to know the economic impact of each of those financial partners so in order here you will see some answers from the Budget Committee on January 26 about Charlotte Center City Partners. Mr. Cooksey, your reference earlier may be going too far. This is something from someone local, Karen Geiger who does a developmental 360 feedback on my goal. That afternoon I believe Mr. Mansfield couldn't be there, but you will see one of the answers. Basically the Chairman of the Charlotte Center City Partners Board was the one who gave the presentation about Michael and how they had arrived at that. You see an internal structure within their Board that we currently don't have, either as a part of our Budget Committee or as a part of Restructuring Government in order to really look at it and either make a report back to full Council as this Board structure has done. They of course used an outside consultant. That might be on the scale of going a little bit too far. Others that we see here I think that are pretty straight forward and there is also this document on President and CEO Comp Procedure, September 2010. This was the report they gave on Michael Smith and you can see it is just a broad based report about what were the goals and what were the objectives. I was impressed with this document.

Mr. Howard said who is "they"?

Mr. Peacock said this is Charlotte Center City Partners.

Mr. Howard said was this the consultant that did this?

Mr. Peacock said no, this actually came from Ernie Regal who delivered it, but I believe it was prepared by Todd Mansfield. This is simply rehashing some information that our Budget Committee had gone over. I don't think the full Council had seen to this extent how each of these partners of our had arrived at their procedures, but we looked again at Charlotte Center City partners, Charlotte Regional Partnership, Arts and Science Council as well as Charlotte Regional Business Authority. Back to the Mayor's point, today is about process and I just I would share some of the processes that I've seen.

Mayor Foxx said are there specific processes in your review of these other entities that you were suggesting or are you suggesting it go to a Committee that looks at compensation issues? What specifically do you think could be better?

Mr. Peacock said that is a good point. I think possibly a committee to look at just this and report to the full Council. It could be one particular strategy. I've not had a chance to read the Dover Document. Did they go that far?

Mr. Cooksey said they talked more about just general council. The Manager in their case is the one employee of the Council.

Councilmember Burgess arrived at 4:28 p.m.

Mr. Peacock said coming back to my original comment, I just want us to have a process in evaluating because generally what has happened here is either the City Manager, through the
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Human Resources Department presents essentially a list of accomplishments, many of which are very, very impressive, but it is largely a retrospective at that point, it is not something that we can look at going forward and how we are best measuring is this person and putting together the best total organization to manage the very extensive challenges that we have in front of him. I think your take away might be possible strategy would be to form a compensation committee to look at the evaluation of the City Manager within the Budget Committee that would be one choice, and certainly the second choice might be an outside consultant doing a 360 type evaluation.

Mayor Foxx said I want to make it very clear to those who are watching, particularly those who watch and convey to other people who watch, that this is not a critique of the current City Manager in anyway shape or form. This is a discussion of process and regardless of who the Manager is and who the Council is we are trying to figure out, we've had a process, but I think the question is can we have a better one and that is what we are trying to talk through.

Mr. Howard said I'm trying to remember how this went. Looking at the document and the questions you asked on the 26th, do you have to use an outside consultant to do a 360 evaluation? This attached document is more of just a tool.

Mr. Peacock said I was just showing an example. We asked Financial Partners to tell us how they arrived at theirs and this was the document they produced. We have one Financial Partner who is choosing to use a 360, we have others that are not and are doing a process very similar and think Michelle's process of showing us the wages, the salaries and the approximate bonus ranges of which we could make a compensation decision off of.

Mr. Howard said I was talking about the fact that this tool, it is not Center City Partners stationary. Do they use a consultant to do their evaluation every year? Do you remember?

Mr. Peacock said apparently they do that every year.

Mr. Howard said I'm wondering why the Budget Committee or the Restructuring Government Committee wouldn't be the ones to take this on. Is it the time or what? We are giving them something specific, we are saying here are some tools, here are some thoughts, give us some reaction and not start from scratch.

Mr. Cooksey said one of the things I keep coming back to in this process is the forward looking part. We do a very good job I think of looking back at the year just past and we evaluate I think very well what happened. What we haven't done very well, at least during the time I've been here, is really set the stage for adding the year forward. The year just past, sometimes it kind of sneaks up on us. I remember at our Retreat last year when Mike ran through the list of all that had gone on and we said whoa that is a lot of stuff. To what extent can we be more forward thinking more deliberate about this? Something else the Mayor and I talked about to what extent if any do the focus area plan feed into this? To give you an example of what I mean by being more deliberate about forward thinking on this, we have the streamline City Manager evaluation from 2010. When Edwin and I came on the document was a much longer one, which I understand was an improvement over what was before, but it was too much so we went to this. We kind of fell into these categories, and these are balanced scorecard topics I think. They are not things that we as a Council adopted as a way to evaluate the Manager. I agree with Mr. Howard that setting up another committee might not be it, but one way to perhaps approach this subject on how we evaluate the Manager would be following the adoption of Focus Area Plans, have a temporary committee of the Focus Area Committee Chairs extract what the Council's expectations of the Manager are, based on what our Focus Areas are, and have that kind of adopted by the Council that this is what we are looking for in the year ahead specifically for the Manager's Office. Some of the things we do in the Focus Area Plans are our goals, some of them are measured targets, and it is kind of all over the place, but what I think we could be doing a better job at is rather than having the Manager wait until the evaluation to say as we look back at the year just past, gee, it was a pretty good year, or this could have been done better. What are we doing to set the stage for the year ahead for the Manager to say this is what we are expecting to happen over the next year. Then our evaluation becomes a lot more straight forward and what is their performance.

Councilmember Carter said I'm reacting to what you are saying Warren, and I really appreciate what you are saying. There is an interpretation by the City Manager as well as KBEs and I think when you get to that level you figure out what you can do with the budget with the construct that we have with the employees, etc. I think to leave them out of the process of determining what you do and what is possible is probably inappropriate. I think there needs to be an interface there and I think it is very important to determine what we can do with our personnel with our budget.

Mr. Peacock said would you repeat that one more time?

Ms. Carter said Warren was taking from our Focus Plans, targeted actions that we think, from this committee, that we will determine what is important to us to accomplish. Sometimes we go beyond capacity, sometimes we undershoot capacity and I think the 14-member cabinet is very important in determining what we can do if we have resources, if we have personnel and that has to interface with what we recommend. I think there has to be some way where we can marry the two processes, be realistic but also shoot for the goal. One of the things that we have left out of the evaluation here, and I think needs to be identified and dignified, Council priorities. That is under #5 Developing Executive Skills and I think it needs to be drawn out and addresses what I think we are saying. A separate evaluation and what we think is possible and what has been accomplished in the past, but also make recommendations for the future.

Mayor Foxx said are there Council priorities that don't fall in the focus area plans?

Ms. Carter said there have been some such as youth engagement with the City and that is I think an item for retreat. If it rises to the surface by Council vote, then I think it is a priority and it steps into one of those sites where we need council action, cabinet representation.

Mayor Foxx said this raises an important point which is that we adopt our focus area plans. I think historically and this goes back to Pam Syfert and it is kind of part of what has been historically true, which is that the staff will take those focus area plans and that is the ... on which council sets its priorities for the next year. If there are items that fall outside of that they are not really considered council priorities. The Focus Area Plan process is when we speak as a voice so if there are priorities that are not part of the Focus Area Plan discussion, I think that is an area where we need to have some very clear understanding between us as well as the city staff in terms of how those situations are to be treated. I think this conversation is one that we really haven't had at this level of detail, but I think it is helpful because it helps us understand how we think collectively and I think it helps the staff understand how we want to see things happen.

Ms. Carter said it is a process and it is a difficult process. We've worked for 6 years before we got an Environment Committee and then three years more to get someone who is targeted as the director for it and look what it has done for this city and for city government. It is very impressive. I think it is something that we should be very proud of, but it took time and process. If we had a side bar of discussions, wouldn't we then ... inaudible. Where are we in the balance? We need to deliver it and we need to take risks, which is something that I brought up two years ago. Risk is an important thing, that we be innovative, that we be willing to risk and not to criticize full risk Inaudible.

Councilmember Dulin said I would not like to add another committee to a committee. The Budget Committee can look at it, but I really think on Manager, Attorney, Clerk, we are the committee and it is a couple extra meetings for everybody, but we are the committee and the folks that live and work outside these walls expect us to take care of our internal business and move on so we can worry about what we are supposed to be worrying about. I'd like to keep the committee section to full Council. I haven't had too much problem with the way we've been evaluating although what we have a problem with is that not everybody fills out their forms. To show up and only 5 of the 11 have taken the time to fill out the form, it is no good to anybody. Even this form, and Mr. Cooksey that is something you guys were working on, I'm not sure it is all that workable. I brag about how well this city government does with letting our employees professionally grow and that is why when it comes time to look for somebody, a lot of times they are working in this building already. I really like that part of it. I'm not sure we are not over thinking this thing. We can give these three employees that we have some thumbs up and some thumbs down and then move forward.

Mayor Foxx said your thumbs up might be a thumbs down for someone else and someone else's thumbs down might be a thumbs up for you. I think part of the issue is how do we speak as one voice.

Mr. Dulin said we speak as one voice is the majority. It is like the City Attorney said a long time ago when we were trying to find somebody for the Westside on the Airport Advisory and somebody said well what is the Westside and Mac said it is anything that 6 or more of you say it is. This group gets along 99% of the time, but we weren't 100% last year on the compensation for the Manager and Attorney. That is pretty much how this board gets its business done, we come in and the majority rules. I think that is why it is nice to have all of us together.

Mayor Foxx said the only thing I would add to what you are saying is, first of all we can leave the process where it is. We can go through with the form we've got, we can set a schedule to get to late November and that is an option, so that remains something on the table. I think making a compensation decision is one issue, creating a common or at least a direction given by the council, not only over how we thought last year went, but to Mr. Cooksey and Mr. Peacock's point, next year what do we want you to accomplish, what do we want you to do and how do we want you to do it. That is an area we haven't explored historically in our evaluation process. We may be over thinking but we might not be also.

Mr. Dulin said I have one more, but I can wait until Mr. Mitchell and Mr. Howard speak so as not to take the floor too long.

Councilmember Mitchell said Edwin to your point, between 2000 and 2001 we had Lyle Summit outside consultant to come in and facilitate our City Manager evaluation. Then we got to the point that we as Council thought we can do this now so we terminated the contract with Lyle, and I'm not too sure we should have done that because things started sliding back. I do think there are three areas that we need to look at. One is a timeline perspective. To Mr. Cooksey's point, we do an evaluation in September by things that were accomplished fiscal end December 30th. That is light years that I would like to think about everything that happened June 30, the fiscal year to evaluate somebody in October or November. Two, we had talked about our Focus Area and the point that Nancy brought up is not included in the criteria. I like looking for the future. The third and critical thing that we always have attention on is how do we take the rating and match up with the merit pay. If an individual gets all of #8 does that constitute \$10,000 or does it constitute \$15,000. Those are the three areas that I thought that we need to do some more talking about the process and really spend some time on that. I will vote with the rest of the Council that keeping it in Restructuring Government has always been the most successful way for us to get something.

Mr. Howard said I agree with James. We do everything through committee and I think all we are saying is the committee take it and come back with some recommendations, but we can still do what we please with it if it is 6 of us. I would like to recommend it back to the committee. The Focus Areas tend to be kind of where the work plans come from for everybody and we are evaluating the Manager on how well the work plans happen all the way down the line. I haven't heard a lot about the personal goals which would be what we evaluate what he is going to do for the next year. I'm not sure we've had a lot of that and the one I sat through we were really honest about some of our concerns about different things, but I'm not sure that got captured in anything. I'm not sure it got added to the process which is what we are talking about. I would like to make that a formal recommendation that we send it to the Restructuring Government Committee.

Mayor Foxx said it can't be like a roach motel, it has to come out

Councilmember Burgess said I want to make sure we are giving the City Manager an opportunity to participate because he may see lots of opportunities for things he would like to accomplish but if we don't listen to any of those, then why is he doing them. Nancy mentioned this to me, but I would feel uncomfortable with the staff doing too much of the grading of their boss. I'm not sure how data collection the staff would be doing when they are talking about compensation for their boss so I'm a little uncomfortable with how that is supposed to happen.

Mayor Foxx said I think that is incredibly an important point and I think I can say this, today is Curt's birthday, but anyway it was my hope to have him here for this meeting, but if folks want to investigate this conversation about process, I definitely think one of the next steps is to involve him in some of the discussion on the process from his perspective as well.

Mr. Howard said I think it is important to make sure that we convey to Curt that we are not talking about Curt, we are talking about every future Manager and we are trying to set some predictability for future managers.

Mr. Cooksey said Mr. Mitchell touched on something else that is useful, another element that is useful is that if you do the forward planning, if you talk about not simply, well this is the year just past, but if you establish in the evaluation process, this is the expectation for the year ahead, you can set salary dollar figures to that which creates both an opportunity and risk. It creates the opportunity to know in advance what the target is for our employee, our expectations are 1, 2 and 3 and the accomplishment of that means this level of pay. The risk is, and I see Ms. Carter turning her head, and this is where the push back was, the risk is, like I said earlier, a concern by a committee member well, if you lock in a process that tied the expectation where a year later you have to do that. I think that is seriously something to discuss and talk about because is that necessarily a bad thing. I know if you have a particular economic concern, like we've had over the past couple of years, the idea that well yes, we set a target last year, and I think the County ran into this difficulty in the first year of the recession where they had set certain targets for the County Manager to achieve, he hit them all so he got a bonus payment for that. It was perceived at the time as being inappropriate for the times as they were, but the fact of the matter was, from a management perspective he was told to accomplish A, B and C, he did and there were dollars values for that. So to what extent, even with that cautionary, I think it is worthwhile to consider that one way to handle the salary of one of our employees that we evaluate is create the expectations for the year ahead rather than operating as ... concern at the end where we just talk about some amount until we come to something we all agree on.

Ms. Carter said I appreciate what you are saying, but I think an established range is probably better than X, Y, Z tying to accomplishments because we had a year where everything tanked in a year and the Manager handled it beautifully, better than 95% to 99% of the city managers in all the country. You have to be ready to address unexpected or options, expectations, something new that happens that is totally off the line and it comes to Council to evaluate. Looking forward is a very important thing I agree, but not for more than one year. I would love to see push forwards five year, ten year increments. We are looking at 20-year plans. Where does the Manager think we need to be?

Mayor Foxx said I think we are going to get a motion to refer this to Restructuring Government. I would like for us before we break up today to make a decision on an out date to get this process wrapped up, which would eliminate one item on the rest of our agenda tonight. I think the question is do we want to take on this before this coming evaluation or is this in your minds a long-range project?

Mr. Dulin said longer range project, but what we've got in front of us on our plate right now is the 2011 evaluation. I think the long-range project is what Council members Cooksey, Howard and Mitchell would like to have back in Restructuring Government. I did not want it to go to Committee. Actually I still don't want it to go to Committee but I'm alright with it going to a Committee that I'm not on. I've got all the meetings I can go to so if Restructuring wants it you can have it and we will see you later. When we got ranges last time of what they do in Phoenix, Nashville and Miami, I don't care really. I care about what we do with the tax dollars that we are entrusted with and it is the same way with Center City Partners and CRVA. Those folks are entrusted with tax dollars and I'm not sure if they really get that yet. They are paying a consultant big dollars to tell them what they ought to do when what they ought to do is just get together in a room and figure it out. I like the idea of us getting in a room, keeping control of what we do and it is a complicated process, but then us making the call. I will vote to send it to Committee if you all want it there, but I don't.

Mayor Foxx said is the goal of your motion to have this process reworked in advance of this coming evaluation, to give the Committee options to do that?

Mr. Howard said I think at the very least, there are some personal goals and looking forward needs to be a part of whatever we do with the process that we are in now. Something that is longer range that we look at and maybe becomes a tool or something that we use going forward. At the very least we should add this personal goal and forward looking idea that Nancy talked about going out a couple years and not just one year.

Mr. Cooksey said the next meeting is the 27th.

Mr. Burgess said I think it is important to know what other cities are paying their city managers because we have to compete with them. We are way underpaying ours and I think we need to go through that research instead of having ... the City Manager.

Mr. Dulin said we can know, but make our own decision.

Mr. Peacock said I will second the motion to keep it in Committee but what I'm hearing from the discussion here really is three things that I would like to see and maybe the group would agree adding it to the motion, would be for the Restructuring Government Committee to look at the City Manager evaluation process and come up with how we would like to acknowledge strong performance and define what strong performance is, two, some type of feedback method, the preferred feedback method which could be a method where staff presents us the data of the City Manager and the accomplishments or another method that I mentioned earlier as we seek from some of our financial partners, others use outside people to find out what the feedback is of that person's performance. Mr. Mitchell mentioned a method that you all were somewhere in between that before and using a moderator. The third thing was data and timeline. The data that we are looking at drives a lot of the decision and ultimately where each of us will make our individual decision on whether we think he or she should receive a pay ... I think the other improvement I would like to see from the Restructuring Government would be a timeline. A timeline is somewhat confusing and I think as we get through the December Holiday Season and many of us are thinking about goal setting, that is not a time when we set down with our City Manager historically and say what are your goals this year. We're working more on a fiscal year so maybe a timeline that you think in your committee that would be much more helpful for this and future councils.

Mr. Cooksey said that is something the Dover folks write-up acknowledges, is figuring out the timing of it when you evaluate your manager can be a tricky thing, particularly given the fiscal year cycle. When we are involved in working through the budget, that is not a time when we have the time. We don't have the capacity to do regular Council meetings, budget work and evaluations so that kind of wipes us from January to June. July and August we do the summer break, then we are into what gets very touchy and doing any kind of evaluation pre or post election is a tricky thing. If you are doing it pre election, you've got political issues and if you are talking about some future planning to do, you don't necessarily have the new Council members when any are elected to be a part of that, but if you wait until they are then you lose the older Council members for evaluation, so figuring out the timeline is a tricky thing to do, but it is something that I think there may be a way around it.

Mr. Peacock said my closing thought is that my four years on Council I think we've focused on past performance and to echo Mr. Cooksey's point I think we need to focus on future improvements, trying to seek a positive result. I think that really should be what a good evaluation includes, is this council coming together on what are those future improvements. I think if you get all three of those Mr. Cooksey, you will arrive somewhere close to that and at least feel good in this upcoming evaluation possibly.

Councilmember Cannon arrived at 4:56 p.m.

Mr. Howard said I was wondering if we could in the short-term ask the Human Resource Director to help us with adding criteria to what we already have, something that deals with goals and the future goals going forward for this year and then everything you said be made a part of what they are looking at for the process for future evaluation. I don't know if we can do everything you said in the time period.

Mr. Peacock said I will work on the timeline with the committee and feels comfortable trying to put something together in a quick fashion.

Mr. Howard said you gave them some input on what they should be looking at for whatever this process winds up being, but for what the Mayor is asking, for the short-term, I was trying to capture things that stood out to me and what came out of this conversation which is goals and looking forward.

Mr. Foxx said I would comment the committee to the appendices in this document which lays out some really ICMA Council/Manager Association recognized practices for effective local government management. It sets out 18 areas of focus and that may be a useful guidepost for talking through what criteria should we use. Could we ask that the Restructuring Government Committee to come back in 30 days? We don't have a lot of time and can we pick an out date for the evaluation as well? We have November 28th and November 30th that have been suggested. If we can go ahead and take care of this motion, I would also ask you to involve the City Manager in the discussion of all of this because we do need to have his feedback and input on how we go forward with this because we do want it to be a useful exercise for the Manager as well.

Mr. Dulin said I'm looking at dates and the 28th is the Environmental Committee but we can change that.

Mayor Foxx said let's do the referral first. The motion has been made by Mr. Howard, is there further discussion on that?

The vote was taken on the motion to refer this matter back to the Restructuring Government Committee and was recorded as unanimous.

Mayor Foxx said that will be 30 days.

Mr. Cooksey said 30 days suggests either a presentation at the Workshop on the 7th before election day.

Mr. Kimble said we have the installation on the first meeting of December.

Mayor Foxx said can we say by November 21st we will have a report back form Restructuring Government?

Mr. Cooksey said are we looking for this evaluation cycle, something from Restructuring Government that Council evaluates and blesses or is it more of a broader Restructuring Government jump into the process that exist already for this year. I want to be clear. Is Council expecting a process back before the Manager's evaluation for 2011?

Mayor Foxx said I think the answer to it is in the short-term, I think Mr. Howard's motion is to look at a way to incorporate personal goals into the current process and to incorporate forward looking goals into the process, as I understand the motion, while retaining the broader conversation for the next time.

Mr. Howard said I'm kind of open as to how that works out with the short term.

Ms. Carter said it could be done electronically.

Mayor Foxx said I think we have to be very clear. Are we giving this committee the charge to work directly with the HR Director or whoever is going to provide the survey or whatever we use without the Council blessing it or are we wanting to see this back for Council discussion?

Mr. Howard said because it involves the Manager that will help us with the HR Director because we should make him part of that. Even it comes back and it is not right, we've all talked about it and in a month or whenever we come back, we are still going to make a part as we talk about it. The problem is going to be looking at ways to make it more of what we were trying to get at if it is not quite there. Circulating it a head of time would be helpful, but I doubt we are going to

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forget it in a short period of time if it is something we said we wanted to make sure was part of it.

Ms. Carter said I want to make sure that our City Manager has enough time to think about what we ask so I think that needs to be factored in. Can we not take a vote that first week in December before the Council is dissolved? It is usually not done, but if that were pressed?

Mayor Foxx said we could but I think it would be great to have gotten this dealt with ... By the 21st we'll hear back from Restructuring Government Committee.

Councilmember Cannon said Mr. Deputy Manager, what is the process for the procedures for evaluation that the Manager and KBEs would use in evaluations?

Deputy City Manager, Ron Kimble said they are evaluated every year in the month of August. All KBEs and Deputy and Assistant Managers. We have a formal process of a self evaluation and evaluation of the Manager and the Deputy and Assistant Managers and all KBEs.

Mr. Cannon said what do those evaluation sheets look like as we talk about around this table relative to meets, exceeds and all these other things?

Mr. Kimble said they are around the five components here about running the business, builds the community, looks to the future for most management values and develops people. We've structured our performance, PRD they are called, they are structured predominantly around those five key areas.

Mayor Foxx said maybe the forms that are used in that process can be shared with Restructuring Government. November 30th is the farthest date out. Can we agree to shoot for that as an out date to get this done because it gives us a couple days beyond the 28th. Does anybody have a problem with that? Can we set the 28th as the out date and reserve the 30th if we need it? The 28th will be option A and if we need to go over we can reserve B. Can we have a vote on that?

[Motion was made by Councilmember Howard, seconded by Councilmember Dulin, to set]
[November 28th as the out date and reserve the 30th if we need it. The vote was unanimous.]

The meeting was recessed at 5:07

Ashleigh M. Price, Deputy City Clerk

Length of Meeting: 52 Minutes
Minutes Completed: November 29, 2011