AGENDA

Meeting Type:	W
Date	03-06-1989
SUBJECT	

City of Charlotte, City Clerk's Office

CHARLOTTE.

MAYOR AND CITY COUNCIL
WORKSHOP AGENDA
March 6, 1989

MAYOR AND CITY COUNCIL
WORKSHOP AGENDA
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5:00 pm	Convention Center - Cost Benefit Analysis
6:00 pm	Dinner
6:15 pm	Airport Productivity Organizational Study
7:00 pm	Appointment/Nomination Procedure
7:15 pm	Council member Service on Non-Profit Boards and Commissions

Copies of the Laventhol and Horwath report were sent to Council on Wednesday, March 1. The attached consultant's resume was not received in time to forward with the study. Extra copies of the study will be available at the workshop on Monday.

DAVID C. PETERSEN

Qualifications in Convention Center Development

Mr. Petersen's background includes twenty years of diversified experience in public finance, community development, and real estate market analysis. Specific areas of documented expertise include project implementation, community economic planning; real estate financial and market analysis; municipal financial advisory services; and arena, convention center, stadium, and theater development planning.

Mr. Petersen is currently under contract to Urban Land Institute (ULI) to produce a development handbook entitled Convention Centers, Arenas and Stadiums, which will be in ULI's Community Builders Handbook Series.

After conducting the market research and designing a financing plan for an arena/exhibition hall/theater/hotel/retail complex in Lexington, Kentucky, Mr. Petersen served as executive director of the Lexington Center Corporation. His management of the financing plan, legal, architectural, engineering, and other components of the center directly resulted in the implementation of the plan and subsequent financing and construction of the facility. The financing program provides for over 50 percent of all funds for bond debt service for the complex to be supplied from nongovernment sources.

References for work recently performed by Mr. Petersen are as follows:

Project:	Tampa Convention Center
Scope of Work:	Alternative site evaluation for location of new center. Study focused on economic impacts, market analysis and financial projections.
Date Completed:	March 1982
Client Contact:	Lee Menzies
Title:	Executive Director, Tampa Downtown Development Authority
Telephone:	(813)223-8546

Project:	Union Station
Scope of Work:	Evaluation of prior market analysis and building design recommendations for a new convention center complex using an old train station in Worcester, Massachusetts.
Date Completed:	March 1986
Client Contact:	Angelo Scola
Title:	President, Angelo Scola & Associates
Telephone:	(617)754-8168

Project:	Savannah Civic Center
Scope of Work:	Market and financial feasibility analysis for the proposed expansion to existing convention facilities.
Date Completed:	October 1985
Client Contact:	Henry Moore
Title:	Assistant City Manager
Telephone:	(912)236-9523

Project:	Miami Beach Public Assembly Facility Expansion
Scope of Work:	Evaluation of market support, financial performance and economic impact of expansion of existing facility.
Date Completed:	October 1982
Client Contact:	C. W. Kramer
Title:	Executive Director, Miami Beach Visitor and Convention Authority
Telephone:	(305)673-7080

David C. Petersen
Convention Center Development

Project:	Hynes Convention Center Expansion
Scope of Work:	Market and financial projections with building program recommendations for Hynes Convention Center, Boston, Massachusetts.
Date Completed:	July 1983
Client Contacts:	Francis X. Hall
Title:	Partner in Charge; Howard, Needles, Tammen & Bergendoff
Telephone:	(617)267-6710
	Francis X. Joyce
Title:	Executive Director; Massachusetts Convention Center Authority
Telephone:	(617)723-0500
Project:	Cervantes Convention Center
Scope of Work:	Market and financial analysis and building program recommendations for expanded convention facilities in St. Louis, Missouri.
Date Completed:	November 1985
Client Contact:	Tom Mangogna
Title:	Chief of Staff, City Hall
Telephone:	(314)342-5025
Project:	Cervantes Convention Center and Kiel Auditorium (St. Louis, Missouri)
Scope of Work:	Operations analysis.
Date Completed:	September 1984
Client Contact:	Vincent Bommarito
Title:	Chairman, A. J. Cervantes Convention Center and Kiel Auditorium Commission
Telephone:	(314)342-5000
Project:	Lexington Civic Center
Scope of Work:	Assessment of market support, financial performance and economic impact for expansion to existing convention facilities in Lexington, Kentucky.
Date Completed:	February 1986
Client Contact:	Thomas D. Minter
Title:	Executive Director and General Manager
Telephone:	(606)233-4567
Project:	Lexington Civic Center
Scope of Work:	Operational analysis, economic impact, Lexington, Kentucky
Date Completed:	May 1977
Client Contact:	Bruce Glenn
Title:	Chairman, Lexington Center Corporation
Telephone:	(606)252-8901
Project:	Richmond Convention Center
Scope of Work:	Profile of select comparable convention centers including competitive market position, utilization levels and financial performance.
Date Completed:	July 1985
Client Contact:	Allen T. Williams
Title:	General Manager, Metropolitan Richmond Convention and Visitors Bureau
Telephone:	(804)648-7900

David C. Petersen
Convention Center Development

Project:	Orange County Convention-Civic Center
Scope of Work:	Estimate of market support and financial performance for expansion alternatives for existing convention facility.
Date Completed:	October 1985
Client Contact:	David O'Neal
Title:	Executive Director
Telephone:	(305)345-9800

Project:	Whittaker's Mill
Scope of Work:	Evaluation of market support, financial performance and building program recommendations for the conference and exhibit component of a proposed destination resort in Williamsburg, Virginia.
Date Completed:	June 1986
Client Contact:	Everette H. Newman, III
Title:	President, FCR Development Corporation
Telephone:	(804)253-0500

Project:	Roanoke Exhibition Facility
Scope of Work:	Building program recommendations, market support analysis and financial performance estimates for new exhibition facilities in Roanoke, Virginia.
Date Completed:	September 1986
Client Contact:	Brian Wishneff
Title:	Department of Economic Development, City of Roanoke
Telephone:	(703)981-2871

Project:	Kansas City Convention and Exhibit Hall, Overland Park, Kansas
Scope of Work:	Market analysis and financial projections for operation of newly completed 60,000-square foot exhibit hall adjacent to the 340,000-square foot Kansas City Merchandise Mart.
Date Completed:	In progress
Client Contact:	Nick Jordan, Overland Park Convention and Visitors Bureau
Title:	Executive Director
Telephone:	(913)649-3309

Project:	Greensboro Convention Center
Scope of Work:	Preliminary assessment of market support for a new convention center in downtown Greensboro, North Carolina.
Date Completed:	February 1985
Client Contact:	William Carstarphen
Title:	City Manager, City of Greensboro, North Carolina
Telephone:	(919)373-2002

Project:	Philadelphia Convention Center
Scope of Work:	Evaluation of management alternatives; proposed convention center.
Date Completed:	January 1985
Client Contact:	David Brenner
Title:	Director of Commerce, City of Philadelphia, Pennsylvania
Telephone:	(215)686-1776

David C. Petersen
Convention Center Development

Project:	New York Convention Center
Scope of Work:	Market analysis for support of expansion of facility.
Date Completed:	In progress
Client Contact:	Thomas F. Galvin, FAIA
Title:	President and Chief Executive Officer, New York Convention Center, New York, New York
Telephone:	(212)563-4848

Project:	Orlando Arena Civic Center (Convention-Exhibition Hall and Arena)
Scope of Work:	Economic impact, development planning.
Date Completed:	January 1977
Client Contact:	Robert N. Blackford
Title:	Chairman, Orlando Central City Neighborhood Development Board, Orlando, Florida
Telephone:	(305)843-4421

Project:	Washington State Convention and Trade Center
Scope of Work:	Building program and marketing operations review.
Date Completed:	November 1983
Client Contact:	Phillip Jacobson
Title:	TRA Architect Engineers
Telephone:	(206)682-1133

Project:	Nassau (Long Island, New York) Coliseum (Arena and Convention-Exhibition Hall)
Scope of Work:	Operational analysis.
Date Completed:	June 1977
Client Contact:	Harold "Hal" F. Madden
Title:	Chairman, Advisory Committee
Telephone:	(212) 826-0026

Project:	Jacksonville (Florida) Convention Center
Scope of Work:	Market and financial analysis for meeting, conference and exhibit building and site evaluation.
Date Completed:	May 1982
Client Contact:	Thomas M. Barry
Title:	Executive Director
Telephone:	(904)633-3591

Project:	Ocean Center, Daytona Beach, Florida
Scope of Work:	Market demand and financial operations.
Date Completed:	Current Consulting - Follow on
Client Contact:	Matt Wimer
Title:	Project Manager
Telephone:	(904)252-7766

Project:	Rochester (New York) Convention Center
Scope of Work:	Market, financial, impact analyses.
Date Completed:	May 1980
Client Contact:	Vincent M. Coughlin (Chairman, Advisory Committee)
Title:	Executive Director, Downtown Development Corporation
Telephone:	(716) 546-9620

David C. Petersen
Convention Center Development

Project:	Lansing (Michigan) Arena, Convention-Exhibition Hall and Ag-Expo Center
Scope of Work:	Market demand, financial operations, development costs, economic impact and site evaluation.
Date Completed:	August 1978
Client Contact:	Dave Froh
Title:	Contract Officer, Michigan Department of Commerce
Telephone:	(517)373-1820

Project:	St. Petersburg Beach (Florida) Convention Center
Scope of Work:	Market and financial feasibility analysis.
Date Completed:	June 1984
Client Contact:	Robert P. Renfrow, Esq.
Telephone:	(813)327-3126

Project:	Clearwater Convention Center, Downtown Clearwater
Scope of Work:	Market and financial feasibility analysis.
Date Completed:	July 1983
Client Contact:	Anthony Shoemaker
Title:	City Manager, Clearwater, Florida
Telephone:	(813)462-6700

Project:	Santa Clara Conference-Convention Center
Scope of Work:	Negotiate operating agreement with adjacent hotel, review and refine building program, develop operating budgets, prepare staffing plans and project facility usage under alternate operating plans.
Date Completed:	Current Consulting
Client Contact:	Don Von Raesfeld
Title:	City Manager, Santa Clara, California

Project:	Scottsdale Convention Center
Scope of Work:	Feasibility Study
Date Completed:	February 1987
Client Contact:	Larry Bussard
Title:	Planning-Economic Development Head
Telephone:	(602)994-2723

Project:	Crown Center Redevelopment Corporation
Scope of Work:	Market Analysis
Date Completed:	December 1986
Client Contact:	James D. Dawson
Title:	Vice President, Marketing
Telephone:	(816)221-6500

Project:	FCR Development Corporation
Scope of Work:	Market Analysis and Financial Projections
Date Completed:	December 1986
Client Contact:	Everette H. Newman, III
Title:	President
Telephone:	(804)253-0500

David C. Petersen
Convention Center Development

Project:	Georgia World Congress Center
Scope of Work:	Market Analysis for the Support of the Expansion of the Georgia World Congress Center.
Date Completed:	March, 1987
Client Contact:	Daniel Graveline
Title:	Director, Georgia World Congress Center
Telephone:	(404) 656-7600

Project:	Oregon Convention Center (Portland)
Scope of Work:	Prepare a Marketing and Operating Plan for a New Convention Center
Date Completed:	On-going Consulting
Client Contact:	Tuck Wilson
Title:	Project Director, Convention Center Project
Telephone:	(503) 221-1646

Prior to joining Laventhol & Horwath, Mr. Petersen was Vice President of Economic Research Associates and manager of their Florida office from 1975 to 1981. Also, Mr. Petersen worked for three years as a senior associate with Booz, Allen and Hamilton, where his duties consisted of developing, designing, and managing research assignments for public and private clients. Prior experience includes employment as the municipal bond analyst for Halsey Stuart and financial consultant to local government agencies.

Mr. Petersen received a Bachelor's Degree in economics from San Jose State College, where his academic honors included graduation with distinction and honors in economics. His record of involvement through professional memberships, research publications, lectures at universities and civic organizations, and community service participation reinforces and augments the achievement orientation evidenced by this academic and employment record.

NOTES

Airport Productivity Organizational Study

ORGANIZATION STUDY
CITY OF CHARLOTTE AIRPORT DEPARTMENT

Background·

The Airport Department's FY88 and FY89 budget request identified the need for 40 additional positions due to the rapid growth of the Airport. Budget and Evaluation suggested that an organization study be done before any new positions were added. In April of 1988 KPMG Peat Marwick, Airport Consultants, began their study of the Charlotte Airport Department. Attached is the Executive Summary of this report. Chris Orman and Nick Davidson of KPMG Peat Marwick will present their findings during the workshop. A copy of the final report is available in the Council Library.

Action Requested:

Implementation of the study recommendations which do not require Council action is planned to begin immediately. In the near future, Council will consider an amendment to the Airport Organization Chart adding new positions. The full costs of the study's recommendations will be included as part of the Airport FY90 budget.

KPMG Peat Marwick

Airport Consulting Services

Summary

Organization Study
City of Charlotte Airport Department

Prepared for

Budget and Evaluation Department
City of Charlotte, North Carolina

March 1989

Peat Marwick Main & Co Airport Consulting Services
Post Office Box 8007 • San Francisco International Airport • San Francisco California 94128 8007 • 415 571 7722

SUMMARY

ORGANIZATION STUDY
City of Charlotte Airport Department

INTRODUCTION

The existing organizational structure of the City of Charlotte Airport Department has been in place for many years, predating the rapid development of the Airport that has occurred since 1980. The organizational structure is shown on Exhibit A. In FY 1987/88, 160 positions were established in the Airport Department. In addition, five professional positions were funded by the Airport Department but located in other City departments.

Review of the existing organization of the Airport Department shows that the Airport has been effectively managed with a comparatively small staff throughout a period of intensive growth in airline service, passenger traffic, and physical development. During the review, however, a number of issues became apparent that suggest opportunities for organizational change to ensure that the Airport Department is best organized and staffed to meet the continuing demands of rapid development in the future.

KEY RECOMMENDATIONS

The key recommendations of the study are:

- The executive management team of the Airport Department should be increased from three to five positions to: (1) create additional capacity to manage both on- and off-Airport issues, and (2) group functions logically and ensure balanced, reasonable, and distinct spans of control.

- One functional manager position should be added to enable (1) executive management to focus on policy issues, and (2) each functional manager to assume responsibility for a discrete element of the Department's mission.

- Staffing should be increased from 165 to 202 established positions to ensure that the Department consistently meets the required standards of performance.

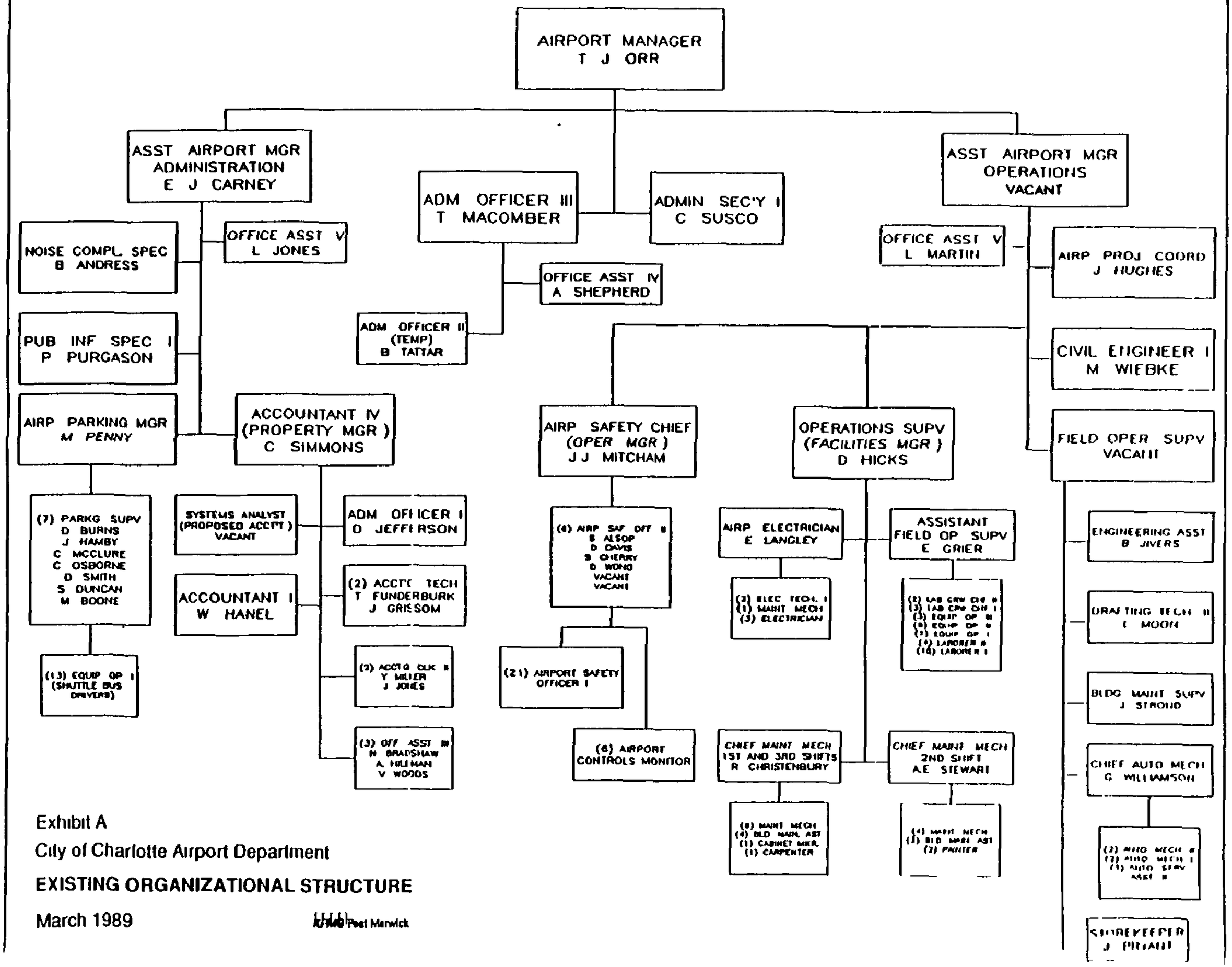


Exhibit A

City of Charlotte Airport Department

EXISTING ORGANIZATIONAL STRUCTURE

March 1989

Peat Marwick

- New Airport-specific position classifications should be implemented to ensure the recruitment and retention of appropriately qualified specialist staff.

- A revised system of performance measures should be implemented.

BACKGROUND

Large airports today operate in an environment that is fundamentally different from the environment that exists elsewhere in public service. Airport sponsors must respond to real competition for airline service and passengers, operate safely, and manage rapid rates of growth in a context of high technical complexity and environmental sensitivity.

To manage this wide range of issues effectively, some large airports increasingly are being run as high-volume "commercial" businesses, with the airport sponsor generally having responsibility for and control over the key functional areas directly involved with achieving its mission. These areas typically include finance, budget, leases, maintenance, operations, and community relations.

At Charlotte, in particular, Airport management must have the resources, appropriately organized, to manage (1) the continuing passenger growth forecast for the Airport, (2) a vigorous development program, (3) construction of a fourth runway, and (4) the community issues associated with extended operating hours, as well as the routine aspects of Airport administration and operations.

REVIEW OF EXISTING MANAGEMENT STRUCTURE

The existing organizational structure of the Airport Department consists of two major divisions--Administration and Operations. Administration includes accounting, property management, public and community information, parking supervision, and shuttle bus services. Operations includes Airport safety, facilities maintenance, planning, project coordination, vehicle maintenance, and janitorial services. Review of the existing management structure highlighted the following issues.

Executive Management Team

At present, the Airport executive management team consists of three positions--Airport Manager, Assistant Airport Manager - Administration, and Assistant Airport Manager - Operations. This executive team is very small by industry standards--no other large hub airport is currently managed by as few as three senior executives.

The existing executive management team will be increasingly over-extended to manage effectively both the large scale on-Airport development program and the growing range of off-Airport issues associated with the continuing growth of the Airport.

Spans of Control

In contrast to trends at other airports, the spans of control within the Airport Department are, in some cases, very wide. This has the effect of:

- Overloading some managers with day-to-day problems and reducing their capacity to handle broader management and policy issues.
- Forcing the level of decision-making upward to senior management, as middle managers with limited supervisory assistance become overloaded.

As an example, the Assistant Airport Manager - Operations is responsible for both day-to-day Airport operations and the extensive Airport development program, including an estimated $120 million in current construction contracts.

Functional Grouping

Functionally related activities are not in all cases grouped together organizationally. For example:

- Operations tasks are split between the Airport Safety Chief (safety, airfield inspections, terminal operations, airfield escorts), the Facilities Manager (snow clearance), and the Airport Project Coordinator (terminal cleaning).
- Administrative and clerical staff are dispersed throughout the organization.

- Parking and shuttle bus operations (which are operational in nature) are the responsibility of the Assistant Airport Manager - Administration.

The absence of functional grouping encourages responsibility and decision-making to move upward to senior management.

Shortfalls in Management Capacity

The existing organization does not include the management capacity to complete certain functions necessary to achieving the Department's mission for the Airport:

- No dedicated capacity exists within the Airport Department to respond to community issues; ensure representation of these issues in the Airport development process; and respond to, record, and analyze complaints.

- No senior management capacity exists within the Airport Department to "market" the Airport to potential commercial tenants and operators, the regional business community, or the local community.

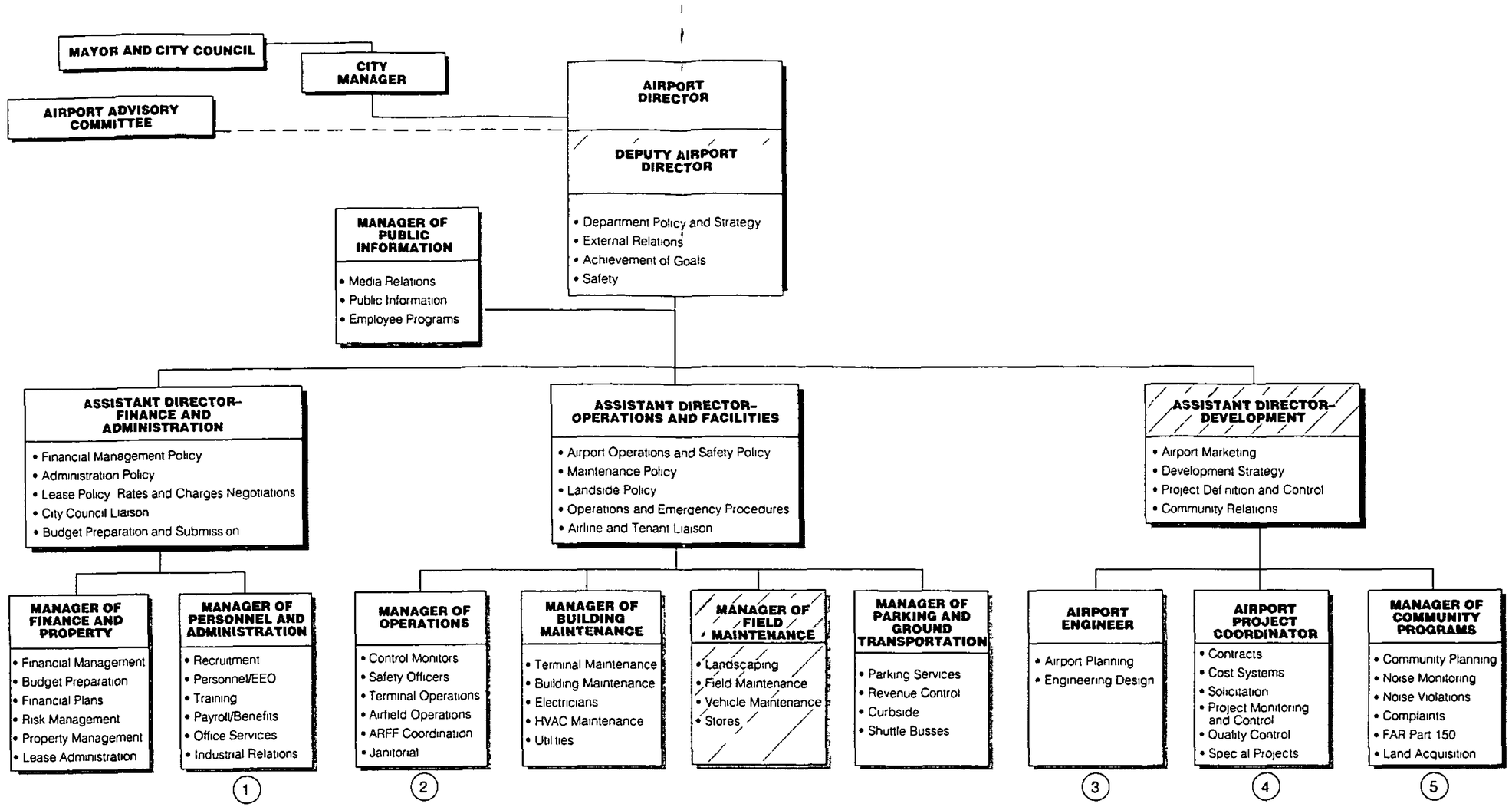
RECOMMENDED MANAGEMENT AND STAFFING

On the basis of the review of the existing organization, a revised organizational structure is recommended for the Airport Department, as shown on Exhibit B.

The recommended structure includes 5 executive management positions and 10 functional management positions, compared with 3 executive management positions and 9 functional management positions in the existing organization.

Executive Management Structure

It is recommended that executive management positions within the Airport Department be identified by the title "Director" to differentiate them from functional management positions, which should be identified by the title "Manager."



SUMMARY OF STAFFING RECOMMENDATIONS

Director	1
Deputy Director	1
Assistant Directors	3
Finance and Property Department	10*
Personnel and Administration Department	11
Operations Department	41
Building Maintenance Department	37
Field Maintenance Department	61
Parking and Ground Transportation Department	27
Planning and Design Department	4*
Projects Department	1
Community Programs Department	3
Public Information Department	2
Total	202

* Includes one position funded by Airport Department but located in City Administrative Offices

New Position

1. Redesignation of current Administrative Officer position
2. Redesignation of current Airport Safety Chief position
3. Redesignation of current Civil Engineer II position
4. Redesignation of current Technical Services Manager/Project Coordinator position
5. Redesignation of current Noise Compliance Specialist position

Exhibit B

City of Charlotte Airport Department

RECOMMENDED MANAGEMENT STRUCTURE

KPMG Peat Marwick

March 1989

It is recommended that the executive management staff for the Airport include the following positions:

- Airport Director
- Deputy Airport Director (new position)
- Assistant Director - Finance and Administration
- Assistant Director - Operations and Facilities
- Assistant Director - Development (new position)

This structure (1) creates additional executive management capacity to manage both on-Airport and off-Airport issues effectively, and (2) groups functions logically under three Assistant Director or "divisional executive" positions, with spans of control that are balanced, reasonable, and distinct.

Functional Organization

It is recommended that functional management be strengthened to enable (1) executive management to focus on policy issues, and (2) each functional manager to assume responsibility for a discrete element of the Department's mission. To achieve this, the following functional management positions are recommended:

- Manager of Finance and Property
- Manager of Personnel and Administration
- Manager of Operations
- Manager of Building Maintenance
- Manager of Field Maintenance
- Manager of Parking and Ground Transportation
- Airport Engineer
- Airport Project Coordinator
- Manager of Community Programs
- Manager of Public Information

The recommendations within each functional department are as follows.

Finance and Property Department. The effectiveness of the Property Manager/Accountant IV is, at present, limited by the lack of adequate supervision and qualified accounting support. To enhance the ability of the Finance and Property Department to achieve its mission consistently:

- The existing (vacant) Systems Analyst position should be reclassified as an Accountant II position, and staffed immediately.

- Accountant staff presently funded by the Airport Department but physically located in the City Finance Department should either be relocated to the Airport or more directly accountable to Airport management.

Personnel and Administration Department. At present, administrative and clerical functions are dispersed throughout the organization. All personnel, administrative, and clerical functions should be grouped under a Manager of Personnel and Administration to ensure consistent administrative support throughout the organization.

Within the Personnel and Administration Department, a "General Office" should be established to provide centralized clerical support (word processing, filing, etc.) to Airport Department staff.

Operations Department. Responsibility for the operations function is, at present, split between the Airport Safety Chief, the Airport Project Coordinator, and the Facilities Manager. The position of Airport Safety Chief should be redesignated as the Manager of Operations with responsibility for key operational functions, including safety, terminal and airfield operations, and terminal janitorial services.

To address the low morale and high turnover of the Airport Safety Officers, this position should be more clearly defined to focus on law enforcement tasks. The tasks unrelated to law enforcement currently performed by the Safety Officers and the tasks currently performed by the Controls Monitors should be performed by a new and separate staff position entitled "Airport Operations Officer."

Janitorial services should continue to be provided by a contractor. Qualified janitorial inspectors should be added to the Airport Department staff to ensure that high standards are maintained. More specific terms should be included in the forthcoming janitorial contract to define required service standards.

Maintenance Departments. The current responsibilities of the Facilities Manager are too broad. It is recommended that the maintenance function be divided into two separate elements--Building Maintenance and Field Maintenance--and that a manager be established for each.

An increased emphasis should be placed on preventive maintenance programs. Technician grade positions should be established in the Electrician Section to perform preventive maintenance and repairs on complex airfield and terminal equipment. Technician grade positions should also be established on all Building Maintenance shifts to enable recruitment of appropriately qualified personnel for maintenance of heating, ventilation, and air conditioning (HVAC) equipment. A new technician classification applicable to HVAC specialist tradesmen should be created.

Landscape maintenance should continue to be performed by Airport Department staff, but opportunities should be investigated for contracting certain elements of the work. A professional-level position should be established to plan and manage landscaping standards for the Airport. Additional landscaping staff will be required to perform the work proposed in the Airport Landscape Master Plan.

Vehicle maintenance should continue to be performed on-site by Airport Department staff.

Parking and Ground Transportation Department. The Airport parking facilities should continue to be managed by the Airport Department and operated by temporary contract personnel.

Curbside services require on-site supervision and a dedicated position should be established to manage this function.

Additional shuttle bus drivers and an additional parking supervisor are required both to ensure that appropriate levels of service are achieved more consistently than at present, and in anticipation of an increase in patronage as the parking facilities are expanded.

Community Programs Department. An Office of Community Programs should be established within the recommended Development Division to ensure (1) a strong and continuing interest in community land use and environmental needs within the Airport Department and representation of those interests in the planning and development of the Airport, (2) effective management of noise mitigation and land use compatibility programs, and (3) a permanent point of contact between communities and Airport management.

Public Information Department. The public information function should be repositioned in the organization to report directly to the Airport Director.

STAFFING

The table below shows comparative staffing levels at selected airports, adjusted (except as indicated) to include only those functional areas currently staffed with City employees at Charlotte. Therefore, the comparisons shown are reasonably direct. These data show that the present staffing of the Airport is relatively low compared with the staffing at other airports of similar size.

Airport	1986 Enplanements	1987 Established staff positions	Ratio of airport staff to enplanements
Charlotte/Douglas International	5,687,255	165	1 34,500
Memphis International	4,493,803	218	1 20,500
Philadelphia International	5,423,885	292[a]	1·18,500
Phoenix Sky Harbor International	7,719,503	295	1:26,200
Tampa International	4,493,803	235[b]	1.19,200

a. Police services are provided by the City of Philadelphia and are not included in the total.
b. Landscape maintenance staff are contracted and, therefore, not included in the total

On the basis of a detailed review of individual tasks, it is recommended that Airport Department staff be increased from the present 165 established positions to 202 positions.

A number of new, Airport-specific position classifications should be established to (1) enable recruitment of appropriately qualified personnel, and (2) resolve anomalies within the present classification structure.

COSTS OF STAFFING RECOMMENDATIONS

The total additional staff costs associated with these recommendations would be approximately $982,000 per year, based on 1988 staff costs.

PERFORMANCE MEASUREMENT

The Airport Department already has an extensive organizational performance monitoring system to report performance in certain work areas and compare attainment with agreed-upon service objectives.

While the existing measures provide insight into the performance of individual elements of the organization, they do not reflect the performance of the Airport Department as a whole, and do not enable any comparison of performance with industry averages. In the absence of overall measures, the quality of the Department can only be assessed in terms of detailed operational-level information.

Existing performance measures, therefore, should be integrated into a broader system, with measurement at two general levels:

- Overall comparative performance measures
- Task performance measures

Overall Comparative Performance Measures

Overall performance evaluation should focus on the relationships between the inputs and the outputs of the Airport--measured in physical and financial terms. Airport inputs are measured in terms of labor and capital. Labor can be measured in physical terms by staff numbers, and in financial terms by staff costs. Airport output can be measured in terms of revenue earned and, in physical terms, for example, by passenger enplanements, aircraft operations, and cargo weight.

The following measures should be used to monitor overall Airport performance:

1. Airport staff per enplaned passenger

2. Airport staff cost per enplaned passenger

3. Staff costs as a percent of total costs

4. Revenue earned per employee

5. Total costs per enplaned passenger

6. Operating cost (staff costs plus other operating costs) per enplaned passenger

7. Total revenue per enplaned passenger

8. Nonairline revenue per enplaned passenger, including detailed measures for concession revenue per enplaned passenger, parking revenue per enplaned passenger, etc.

Task Performance Measures

Additional task performance measures should be introduced for monitoring (1) personnel status, (2) complaints processing, and (3) overall financial performance.

All functional managers should be allocated responsibility for specific task performance measures.

Implementation

Recommendations to revise the organization, staffing, and performance monitoring of the Airport Department should be implemented in phases, probably over a period of about one year.

Appointment/Nomination Procedure

RESOLUTION OF THE CHARLOTTE CITY COUNCIL AMENDING ITS PROCEDURE FOR THE NOMINATION, CONSIDERATION AND APPOINTMENT OF PERSONS TO CITY BOARDS, COMMITTEES AND COMMISSIONS.

BE IT RESOLVED by the City Council of the City of Charlotte, that it hereby amends its procedure for the nomination, consideration and appointment of persons to City boards, committees and commissions, by deleting the procedures set forth in Resolutions of May 29, 1978, December 11, 1978 and July 14, 1980 in their entirety and substituting in lieu thereof the following:

1. At least four weeks prior to the quarterly date for nominations, the City shall publicize that nominations for appointment will be made by the Council and shall solicit citizens of the community to apply for appointment. Resignations received will be held over until the next quarter. Terms expiring during any quarter shall remain filled by the person then holding the position and until a successor (if any) is named.

2. At the first regular meeting of the first month of each quarter (January, April, July and October), provided that meeting falls early in the month, each member of the City Council shall have the opportunity to nominate one person for appointment to each of the positions to be filled. Forms will be provided to Council on which to write nominations. After Council has made nominations, forms shall be handed to the City Clerk. No nominations may be made after this meeting. If there is only one nominee, the appointment may be made by voice vote at the same meeting at which the nomination is made. Should the first regular meeting not fall early in the month, nominations shall be made the last regular meeting of the preceding quarter.

3. At the next regular meeting following the closing of nominations, the Council shall vote on the nominees for the positions to be filled. The appointments shall be determined by written ballot. The ballot containing the names of nominees, as well as a space for "none of the above," shall be

distributed to each Council member. Each Council member shall vote for a nominee, or for no nominee, sign the ballot and return it to the City Clerk who shall tally and announce the votes, and the results.

In accordance with the City Charter, no nominee shall be deemed appointed unless he or she receives at least six (6) votes. If no nominee receives at least six (6) votes on the first ballot, the balloting process shall be repeated for one additional time. Only the top two (2) vote getters shall be candidates for appointment on the second ballot. If as a result of the first ballot a tie vote situation produced more than two (2) top vote getters, (i.e. 3-3-3-2; 5-3-3; 4-2-2-2-1), the Council shall conduct a separate balloting to narrow the field of candidates to two (2). The top two (2) vote getters shall then be voted upon at second balloting. If no nominee receives at least six (6) votes after the second balloting, each Council member shall have an opportunity to make one additional nomination at the next meeting All nominations made shall lay on the table for a period of two weeks, and the balloting shall be done in accordance with this paragraph at the third Council meeting following the date of nominations.

This the _____ day of _____, 1989.

Approved as to form:

_____

City Attorney

- NOMINATION FORM -

City Council Appointments

Committee, Board or Commission _____

Name _____

Address _____

Telephone No. _____

- -

Committee, Board or Commission _____

Name _____

Address _____

Telephone No _____

- -

Committee, Board or Commission _____

Name _____

Address _____

Telephone No _____

- -

Committee, Board or Commission _____

Name _____

Address _____

Telephone No. _____

- -

Date _____

_____
Signature of Council Member

- - - - - - - - - - -

If you make a nomination of someone for whom an application is not included in the agenda attachment, please submit this form to the City Clerk and an application form will be immediately forwarded so that the biographical information can be included in the agenda when the appointment is to be made.

CITY COUNCIL APPOINTMENTS TO BOARDS, COMMITTEES AND COMMISSIONS

Second Quarter - April, May and June

Committee	Positions Open	Expiration Date
Auditorium-Coliseum-Conv. Ctr.	2	4/25/89
Certified Development Corp.	1	4/30/89
Convention & Visitors Bureau	8	3/26/89
Citizens Adv. Council/Hazardous Chems (?)	5	5/23/89
Citizens Oversight Comm./Cablevision	3	3/31/89
Civil Service Board	1	5/15/89
Charlotte Clean City Comm.	3	6/30/89
Historic Districts	3	6/30/89
Housing Appeals Board	1	4/4/89
Munic Information Adv. Board (?)	2	4/30/89
Parks Advisory Comm.	3	6/1/89
Planning Commission	3	6/30/89
Spirit Square Bd. of Directors	2	6/30/89

Request for Council Action

Charlotte

To the City Council

From the City Manager

Action Requested Recommend adoption of a resolution amending the procedures for the nomination, consideration and appointment of persons to City boards, committees and commissions.

Responsible Department City Clerk

This request should be organized according to the following categories Background, Explanation of Request, Source of Funding, Clearances, Bibliography

Background

During its Retreat, Council stated it wished to make appointments to boards, committees and commissions on a quarterly basis. Adoption of the resolution will allow the Council to do this

Explanation

Four weeks prior to the quarterly date for nominations, notification will be made that nominations for appointment will be made by the City Council Resignations received during this time will be held over until the next quarter. Terms expiring during any quarter will remain filled by the person then holding the position and until a successor (if any) is named

At the first regular meeting of the first month of each quarter (January, April, July and September), provided that meeting falls early in the month, Council will make its nominations on a form supplied for that purpose Should the first regular meeting not fall early in the month, nominations will be made the last regular meeting of the preceding quarter

If there is only one nominee, the appointment may be made by voice vote at the same meeting at which the nomination was made

At the next regular meeting following the closing of nominations, Council will vote on the nominees for the positions to be filled. The appointments will be determined by written ballot. Balloting procedures will remain as previously set forth.

Source of funding

None required.

Clearances

City Attorney and City Clerk

Bibliography

Copies of previous resolutions, procedures and current listing of boards committees and commissions are on file in the City Clerk's office.

NOTES

Service on Non-Profit Boards and Commission

POLICY OPTIONS COUNCILMEMBERS SERVICE ON NONPROFIT BOARDS AND COMMISSIONS

At the request of City Council, staff reviewed the issue of Councilmembers serving on nonprofit boards and commissions This issue was raised during the City Council retreat as a possible conflict of interest. The City Attorney has ruled that since these are nonprofit boards and commissions, that a Councilmember can serve and can vote on related matters without violating North Carolina law or the City Council Code of Ethics.

A survey of other comparable cities was done and the results are attached. Based on this survey, there are four options for Council's consideration:

- Not to serve on nonprofit boards and commissions
- Serve as a liaison to nonprofit boards and commissions
- Serve on nonprofit boards and commissions, but abstain when issues relating to them come to City Council
- The existing policy

A quick analysis of these options reveals the following points.

I. Do not serve on nonprofit boards and commissions

-eliminates question of conflict
-reduces City Council input and ties with independent organizations that implement public policy
-more surprises for City Council from independent boards and commissions

II. Serve as a liaison to nonprofit boards and commissions

-reduces question of conflict
-maintains City Council ties to organizations that implement public policy

III. Serve on nonprofit boards and commissions, but abstain from voting on related issues before Council

-eliminates question of conflict
-maintains City Council ties with organizations implementing public policy
-eliminates a knowledgeable Councilmember from participating in the debate and sharing their knowledge with fellow Councilmembers
-if more than one Councilmember, even for different reasons, have a conflict, it would handicap Council in attaining a positive outcome.

IV Serve on nonprofit boards and commissions and vote on issues that come before Council (current policy)

- maintains City Council ties with organizations that implement public policy
- question of conflict of interest remains

COUNCIL APPOINTMENTS OF FELLOW
COUNCILMEMBERS TO NON-PROFIT
BOARDS AND COMMISSIONS

City	Do Councilmembers serve on non-profit boards & commissions?	If yes, do they abstain from voting on related matters that come to Council?
Raleigh, NC	Sometimes	Abstain
Winston-Salem, NC	Yes, but not appointed by Council	Vote
Wilmington, NC	Yes	Vote
Greensboro, NC	Liason Only	Vote
Richmond, VA	Yes	Vote
Tampa, FL	Yes	Vote
Austin, TX	No	--
Ft. Worth, TX	No	--
Phoenix, AZ	Yes	Yes

NOTES