AGENDA

Meeting Type:	S
Date:	12/10/1999

City of Charlotte, City Clerk's Office

Retreat Information

Directions to the White Oaks Conference Center

From I-277 North (John Belk Freeway)

- Take the Third Street exit (Exit 2A, the sign also says Kenilworth Avenue and Fourth Street)
- Turn right at the bottom of the exit onto Third Street
- Go through five stop lights (Note Third Street becomes Providence Road)
- Immediately after the fifth stop light, turn right on Ardsley Road
- Follow Ardsley to the stop sign and then turn right onto Hermitage Road
- Proceed on Hermitage until you see a fork in the road – bear left and immediately enter the gated driveway on the let (400 Hermitage Road)
- Follow the drive up to the White Oaks parking area

Dress

- Please dress casually for the retreat

Meals

- Breakfast and lunch will be prepared and served at the Conference Center

Meeting Rooms

- Breakfast will be served in the solarium (White Oaks staff will direct you upon arrival)
- Meetings will be held in he Main Conference Room
- Lunch will be served in the Dining Room

Messages

- Message may be left for you by calling the White Oaks Conference Center at 714-4400

Schedule

7:30 Deluxe Continental Breakfast - *Solarium*

8:00 Session Begins – *Main Conference Room*

- Challenges for City Leaders
- Framework for Council Effectiveness

10:00 Morning Break - *Solarium*

10:15 Session Resumes – *Main Conference Room*

- Teamwork The Key to Council Success
- Understanding Individuality and Individual Contributions
- "Council" Rules

12:00 Lunch – *Dining Room*

1:00 Session Resumes – *Main Conference Room*

- Strategic Goals Setting Process
- Charlotte Today

2:30 Afternoon Break - *Solarium*

2:45 Session Resumes – *Main Conference Room*

- Charlotte 2005+
- Policy Agenda 2000 Targets for Council Action

4:00 Adjourn

Facilitator Information

Lyle Sumek will serve as the facilitator for this session and the February Council Retreat Lyle is the President of Lyle Sumek Associates, Inc. a consulting organization that specializes in strategic goal setting for local governments, developing more effective governing bodies and governance process, and assisting local governments and fire departments as they work with their communities

After receiving a bachelor's and master's degree from San Diego State University, he worked in the office of the City Manager in San Diego He then went to the University of Southern California and received a doctorate in Public Administration He has taught at the University of Southern California, Northern Illinois University and was Associate Professor and Assistant Dean for the Graduate School of Public Affairs at the University of Colorado (Boulder)

Over the past twenty years, Lyle has developed a national clientele of cities and counties He has published articles on the changing political environment facing local public managers He has developed material and conducted numerous workshops for the National League of Cities, National Association of Counties, International City/County Managers Association, and over twenty-five state municipal leagues and county associations

Corporate Performance Report

Attached is a copy of the FY00 Fall Corporate Performance Report on Council Priorities.

CHARLOTTE

Corporate Performance Report

FY00 Fall

Council Priorities

"Public Service Is Our Business"

Top Priorities

Transportation Plan

Planning design and construction is in progress for the 25 major transportation projects approved in the 1996 and 1998 road bonds

Policing Evaluation and Direction

Police Chief Stephens has begun discussions with Council s Public Safety Committee about how to define the 'safest city concept and how to achieve that goal The Public Safety Committee is scheduled to discuss this topic at its November meeting This topic will also be part of the Council retreat agenda in February

State Roads Action: Increased Funding

Efforts continue to pursue alternatives with the state legislature toward increasing state funding for state roads including maintenance

25 Major Transportation Bond Projects

Project	Total	Project	Total
Providence & Sharon Amity	$250 000	Johnston Road Extension	$500 000
Randolph &Wendover	$2 250 000	Monroe & Sardis Rd North	$950 000
Central & Kilborne/Norland	$1 185 000	Plan Study Freedom Dr Widening	$500 000
Fairview Rd & Sharon Rd Widening	$3 925 000	Freedom Drive Widening	$20 250 000
Monroe & Sharon Amity	$2 255 000	Albemarle/Harris Interchange	$12 250 000
CSX RR Bridge at Mt Holly Rd	$5 700 000	Billy Graham/Wilkinson Interchange	$15 000 000
Beatties Ford Widening	$1 500 000	South Boulevard Median	$3 300 000
Runnymede/Woodlawn & Selwyn	$1 410 000	Brookshire Blvd Widening	$3 000 000
Parkwood & The Plaza	$1 345 000	West Blvd Realignment	$4 000 000
Colony Rd Extension	$10 945 000	Old Statesville Rd Widening	$13 000 000
Hoskins Rd Widening	$1 320 000	Wilkinson Blvd Widening	$3 000 000
Prosperity Church Rd Widening	$4 000 000	Statesville Avenue Widening	$6 000 000
Tenth & Graham Streets	$3 375 000		

Maintenance of State System Streets

Maintenance of state system streets is under review by City staff Options for addressing these needs will go to Council s Transportation Committee In 1999 State system streets were rated for the first time in 1999 receiving a rating of 87

Coordination with NCDOT

City staff has met with NCDOT staff to review and develop proposed new roadway alignments Transportation Improvement Program and Transportation Bond Projects and land development improvements affecting the State Highway System

City Road Maintenance

Charlotte roads were rated of 89 on the 1999 NC State University s Institute for Transportation Research and Education (ITRE) survey The rating is down from a 1991 high rating of '96

Transit Plan and 1/2¢ Sales Tax: Implementation

Qualifications of consultants for land use/corridor studies for the 2025 Transit/Land Use Plan are under review Selection will occurred in November

Transit service hours were expanded to 455 945 during FY99 The goal was 456 000 hours Planning is underway for additional expansion Plans include aggressive marketing customer surveying driver training and vanpool promotion

For the first 13 weeks of FY00 Special Transportation Services costs were $13 27 per ride 88¢ lower than the target cost of $14 15

Westside Strategic Plan: Implementation

The Planning Committee unanimously approved the Westside Strategic plan on September 28 1999

The Planning Commission presented the Plan to the Economic Development and Planning Committee on November 16 and the Plan will be presented to Council in December

Work has been completed on the following neighborhood development projects

- Choyce Avenue (August 1999)
- Lakewood (August 1999)
- Villa Heights (September 1999)
- Druid Hills (September 1999)

All Employment and Business Services responsibilities under the Neighborhood Action Plans were completed

The US Attorney is presenting the Westover Shopping Center project to the Department of Justice (DOJ) for approval The Department of Justice must approve of its disposal because this is an unusual situation in that the proposed transfer is not to a Police Department but ultimately to a non profit group The U S Attorney is trying to duplicate what other attorney s have done around the country

The DOJ should respond by December 1999 at which time the complete plan will go to City Council for approval The Reid Park Community Development Corporation and Norcom Development are co developers of the site

Streetscape improvements to be implemented within the Westside study area include

FY99-00 CIP projects

- Wilkinson Boulevard Gateway
- West Boulevard Streetscape
- Westinghouse Boulevard Streetscape
- Brookshire Boulevard Streetscape
- Morris Field Drive Widening

FY01 CIP projects

- Harlee/Stafford Realignment
- Johnson C Smith University
- West Morehead Streetscape
- Rozzelles Ferry Road
- Old Steele Creek Road Widening

Charlotte Mecklenburg Utilities is progressing on Westside capital improvement projects The following are on target for completion

- Moores Chapel Road water and sewer rehabilitation
- Shopton Road West 24 water main
- Steel Creek outfall
- Walker Branch outfall to Paw Creek Pump Station

High Priorities

Corridor Plan

Additional improvements are underway for West Boulevard and North Davidson Streets

Fifteen Façade Grants projects totaling $98 484 have been awarded since the program began in January 1999 $42 169 has been expended year to date The businesses receiving grants are located along several corridors

Beatties Ford

E Jackson Business Center
Long & Son Mortuary Service

Central Avenue

Swing 1000
Grown Folks Inc
Norman Sounds Production
The Johnson Beer Company
Gordon s Barber Shop
Hair Original 2000
TL Brown Properties

Freedom Drive

Proformance Management Group

N Graham Street

Deborah s Signature of Beauty
Gooding Building
HAD s Art & Beauty Center

West Boulevard

Princess Palace Learning Center
Exclusively Yours Hair Design

Planning for the City: Economic Development and Center City Plan

Preliminary design plans for the vintage trolley were completed in September 1999 and final design is underway Council awarded the first of several construction contracts on October 11 The contract covers the construction footings inside the Convention Center for piers that will support the new bridge over Stonewall Street The work will be done in December when activity in the Convention Center is at a minimum The remainder of the construction will be awarded in Spring 2000 The trolley project is scheduled to be complete in 2001 depending on Convention Center Hotel progress

The South Corridor Transitway Study is underway to ensure the trolley infrastructure can be used by future rail transit operating on the same line should the study identify this option for implementation

In First Ward Place Bank of America Community Development Corporation has invested $3 7 million in construction loans and $9 8 million in tax credit equity to date The Housing Authority contributed $5 6 million in construction loans and $2 8 million Hope IV Equity Duke Energy has also paid to bury power lines the estimated cost of which is unknown at this time

Neighborhood/Business Revitalization Strategy

Staff is continuing its work on developing a policy frame work for citywide neighborhood business initiatives Once developed the policy will define the City s role identify realistic outcomes and delineate an action plan

East Side Strategic Plan

A presentation was made to the Economic Development and Planning Committee in June 1999 on the Eastside Strategic Plan The Planning Commission expects to present the Plan for approval to the Economic Development and Planning Committee and to City Council in Early 2000

The FY2000 2004 includes $8 0 million in FY00 and $3 15 million in FY01 for East Side Strategy Plan projects These projects include improvements for the following areas

- Central Avenue
- Albemarle Road
- Pence Road
- Hickory Grove Road
- The Plaza
- Norland Road
- Eastland Mall area

Request for Qualifications for FY00 projects will be distributed in fall 1999

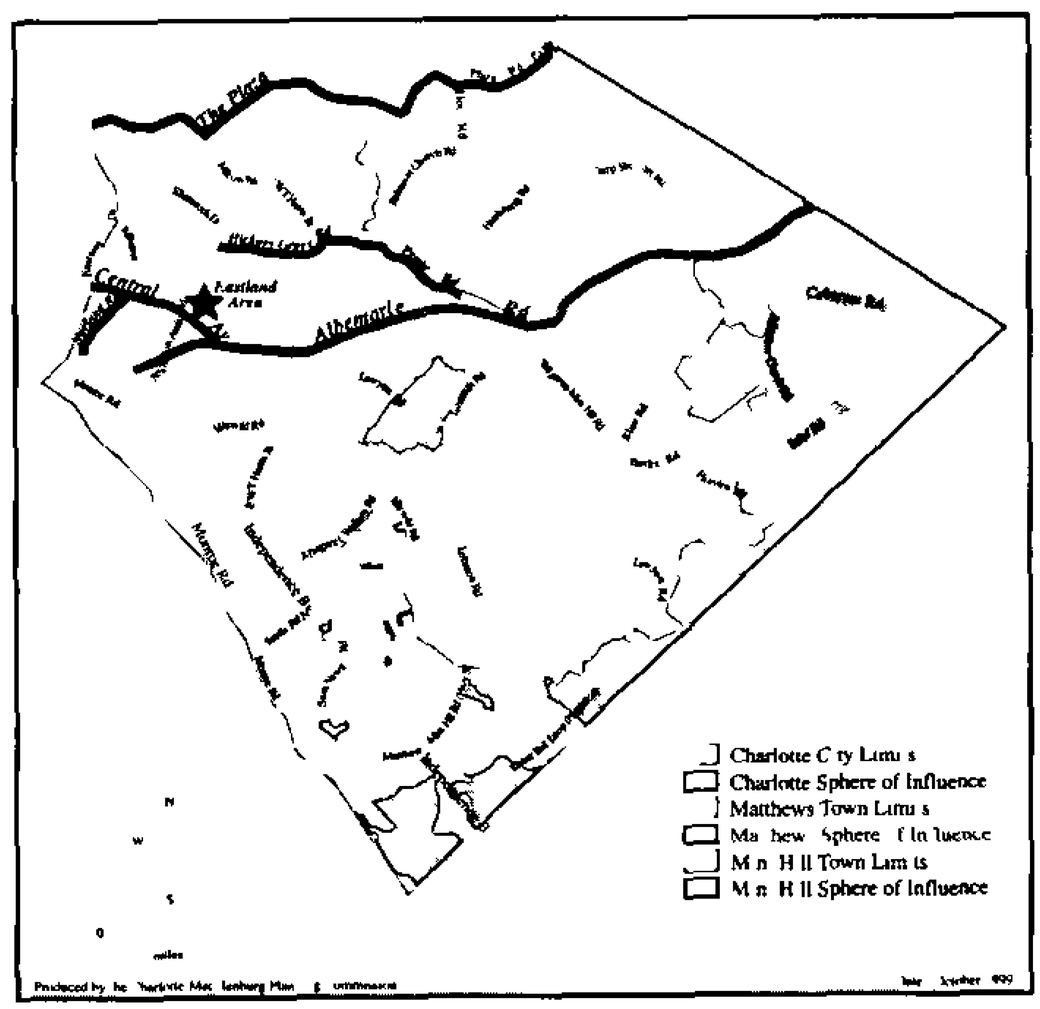
Court System Expansion

No new progress has been made on this priority since the FY99 Year end Corporate Performance Report in which the addition of personnel for the District Attorney Clerk of Court and Drug Court were reported The Police department is still exploring options

Business Retention Strategy

City Council and the County Commission approved the Business Investment Program in January 1999 The program has made no loans A survey of businesses has been completed and will be presented to City Council in early 2000

East Side Strategy Map



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2000 - 2005
FOCUS AREAS
Mayor & City Council
City of Charlotte
December 1999

1

GOALS/ FOCUS AREA

1 COMMUNITY SAFETY:
Safest City (Large) in
United States

Means:

Gaps:

COLD FIBRE®

2 TRANSPORTATION

Means:

Gaps:

COLD FIBRE®

3 ECONOMIC DEVELOPMENT

Means:

Gaps:

4 NEIGHBORHOOD VITALITY AND INTEGRITY

Means:

Gaps:

COLD FIBRE

5 GOVERNMENT SERVICES EFFECTIVENESS AND AFFORDABILITY

Means:

Gaps:

6 PLANNED, ORDERLY GROWTH AND DEVELOPMENT

Means:

Gaps:

FOLD FIBE®

THOMAS-KILMANN CONFLICT MODE INSTRUMENT

Kenneth W. Thomas
Ralph H. Kilmann

Consulting Psychologists Press, Inc.

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INSTRUCTIONS

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?

On the following pages are several pairs of statements describing possible behavioral responses. For each pair, please circle the "A" or "B" statement which is most characteristic of your own behavior.

In many cases, neither the "A" nor the "B" statement may be very typical of your behavior; but please select the response which you would be more likely to use

THOMAS-KILMANN
CONFLICT MODE INSTRUMENT

1. A. There are times when I let others take responsibility for solving the problem.
   B. Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.

2 A. I try to find a compromise solution.
   B. I attempt to deal with all of his/her and my concerns.

3. A. I am usually firm in pursuing my goals.
   B. I might try to soothe the other's feelings and preserve our relationship.

4. A. I try to find a compromise solution.
   B. I sometimes sacrifice my own wishes for the wishes of the other person.

5. A. I consistently seek the other's help in working out a solution.
   B. I try to do what is necessary to avoid useless tensions.

6. A. I try to avoid creating unpleasantness for myself.
   B I try to win my position.

7 A. I try to postpone the issue until I have had some time to think it over.
   B. I give up some points in exchange for others

8. A. I am usually firm in pursuing my goals.
   B. I attempt to get all concerns and issues immediately out in the open.

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THOMAS-KILMANN
CONFLICT MODE INSTRUMENT

9. A. I feel that differences are not always worth worrying about.
   B. I make some effort to get my way.

10 A. I am firm in pursuing my goals.
   B. I try to find a compromise solution.

11. A. I attempt to get all concerns and issues immediately out in the open.
   B. I might try to soothe the other's feelings and preserve our relationship.

12 A. I sometimes avoid taking positions which would create controversy.
   B. I will let the other person have some of his/her positions if he/she lets me have some of mine.

13 A. I propose a middle ground.
   B. I press to get my points made.

14 A. I tell the other person my ideas and ask for his/hers.
   B. I try to show the other person the logic and benefits of my position.

15 A. I might try to soothe the other's feelings and preserve our relationship.
   B. I try to do what is necessary to avoid tensions.

16. A. I try not to hurt the other's feelings.
   B. I try to convince the other person of the merits of my position.

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THOMAS-KILMANN
CONFLICT MODE INSTRUMENT

17. A. I am usually firm in pursuing my goals.
B. I try to do what is necessary to avoid useless tensions.

18 A. If it makes other people happy, I might let them maintain their views.
B. I will let other people have some of their positions if they let me have some of mine.

19 A. I attempt to get all concerns and issues immediately out in the open.
B. I try to postpone the issue until I have had some time to think it over.

20. A. I attempt to immediately work through our differences.
B. I try to find a fair combination of gains and losses for both of us.

21. A. In approaching negotiations, I try to be considerate of the other person's wishes.
B. I always lean toward a direct discussion of the problem.

22 A. I try to find a position that is intermediate between his/hers and mine.
B. I assert my wishes.

23 A. I am very often concerned with satisfying all our wishes.
B. There are times when I let others take responsibility for solving the problem.

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THOMAS-KILMANN
CONFLICT MODE INSTRUMENT

24. A. If the other's position seems very important to him/her, I would try to meet his/her wishes.
B. I try to get the other person to settle for a compromise.

25 A. I try to show the other person the logic and benefits of my position.
B. In approaching negotiations, I try to be considerate of the other person's wishes.

26 A. I propose a middle ground.
B. I am nearly always concerned with satisfying all our wishes.

27 A. I sometimes avoid taking positions that would create controversy.
B. If it makes other people happy, I might let them maintain their views.

28 A. I am usually firm in pursuing my goals.
B. I usually seek the other's help in working out a solution.

29 A. I propose a middle ground.
B. I feel that differences are not always worth worrying about.

30. A. I try not to hurt the other's feelings.
B. I always share the problem with the other person so that we can work it out.

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SCORING THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT

Circle the letters below which you circled on each item of the questionnaire

	Competing (forcing)	Collaborating (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)
1				A	B
2		B	A		
3	A				B
4			A		B
5		A		B	
6	B			A	
7			B	A	
8	A	B			
9	B			A	
10	A		B		
11		A			B
12			B	A	
13	B		A		
14	B	A			
15				B	A
16	B				A
17	A			B	
18			B		A
19		A		B	
20		A	B		
21		B			A
22	B		A		
23		A		B	
24			B		A
25	A				B
26		B	A		
27				A	B
28	A	B			
29			A	B	
30		B			A

Total number of items circled in each column:

2	5	8	9	6	= 30
Competing	Collaborating	Compromising	Avoiding	Accommodating	

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Conflict Resolution and Negotiations

Charlotte, North Carolina
December 1999

		NEGOTIATIONS			
NAME	Compete	Collaborate	Compromise	Avoid	Accommodate
McCROLY	9	9	4	3	5
CANNON	6	5	8	5	5
NANCY	2	9	7	4	8
SARA	4	5	10	7	4
MALCOLM	5	4	10	4	7
ROD	6	8	6	5	5
SUSAN	5	6	9	6	4
JOE	6	6	11	2	5
LYNN	10	7	9	2	2
DON	6	6	9	1	8
MIKE	2	8	9	7	4
JAMES	4	7	8	2	9

TARGETS FOR ACTION 2000
Mayor & City Council
City of Charlotte
December 1999

PICK 10 YOU THINK SHOULD BE ADDRESSED IN THE NEXT YEAR.

1 ARENA : DIRECTION

Policy Questions

Actions

2 SOUTH PARK : DIRECTION

Policy Questions

Actions

1. Complete Study
2. Revise Zoning

3 ZONING AND ZONING ORDINANCE COMPREHENSIVE EVALUATION

Policy Questions

Actions

4 DEVELOPMENT STANDARDS: EVALUATION AND POLICY DIRECTION

Policy Questions

Actions

GOLD FIBRE®

5 STATE D.O.T. CHANGE IN FUNDING POLICY FOR ROADS

Policy questions

Actions

6 FINANCIAL POLICY EVALUATION AND POLICY DIRECTION

Policy questions

Actions

COLD FILE®

7 C.W.A.C. EVALUATION AND POLICY DIRECTION

Policy Questions

Actions

8 SPORTS POLICY: EVALUATION AND POLICY DIRECTION

Policy Questions

Actions

GOLD FIBRE

9 HOUSING POLICY : DIRECTION

Policy Questions

Actions

1. Complete Housing Study

10 POLICE STAFFING LEVEL AND COMPENSATION

Policy Questions

Actions

11 I-485 INTERCHANGES: ZONING AND DIRECTION

Actions

Policy Questions

12 YOUTH STRATEGY AND SHORT TERM ACTION PLAN

Actions

Policy Questions

FOLD FIRST

13 EDUCATION AND SCHOOLS: CITY POLICY AND ACTIONS

Policy questions

Actions

14 BELMONT AREA PLAN DIRECTION

Policy questions

Actions

COLD FIBRE

15 UNIVERSITY CITY : ACTION PLAN

Policy Questions

Actions

16 GREENSPACES : POLICY AND ACTION PLAN

Policy Questions

Actions

17 HOMELESS: POLICY AND PROGRAM/ RESOURCE DIRECTION

Policy Questions

Actions

18 MINORITY BUSINESS PROGRAM: EVALUATION AND FUTURE GOALS

Policy Questions

Actions

19 "OLD" STRIP MALLS: EVALUATION, POLICY AND ACTIONS

Policy Questions

Actions

20 MANAGED COMPETITION PROGRAM: EVALUATION, GOALS AND DIRECTION

Policy Questions

Actions

COLD FIBRE®

21 N. TRYON CORRIDOR: ACTION PLAN

Policy Questions

Actions

22 TRANSIT: SHORT TERM ACTION PLAN

Policy Questions

Actions

23 COMMUNITY POLICING PROGRAM: EVALUATION, POLICY, RESOURCES

Policy Questions

Actions

24 COMMUNITY DIVERSITY AND MULTI CULTURALISM: ACTIONS

Policy Questions

Actions

25 OLD CONVENTION CENTER: USE AND DIRECTION

Policy questions

Actions

26 ECONOMIC DEVELOPMENT: POLICY AND FUTURE DIRECTION

Policy Questions

Actions

27 COMPREHENSIVE PLAN : UPDATE

Policy Questions

Actions

28 RAIL TRANSIT PROJECT
(Norfolk Southern Line)

Policy Questions

Actions

COLD FORE®

29 ANNEXATIONS : POLICY AND NEXT STEPS

Policy Questions

Actions

30 GOVERNMENTAL CONSOLIDATION DIRECTION AND ACTIONS

Policy questions

Actions

COLD FIBER®

31 CAR TAX ELIMINATION: DIRECTION

Policy Questions

Actions

32 PARKS: FUTURE NEEDS AND PLANS

Policy Questions

Actions

33 USE OF TECHNOLOGY: COMMUNICATING WITH CITIZENS

Policy Questions

Actors

34 PROPERTY MAINTENANCE: POLICY AND PROGRAM REVIEW

Policy Questions

Actors

COLD FIB E®

35 AREA PLANNING : NEXT STEPS

Policy Questions

Actions

36 NEIGHBORHOOD STABILIZATION ACTION PLAN

Policy Questions

Actions

37 NEIGHBORHOOD FLOODING: EVALUATION AND DIRECTION

Policy Questions

Actions

38 OVERLAY ZONING FOR TRANSIT CORRIDORS: DIRECTION

Policy Questions

Actions

COLD FIBRE®

20

39 NEIGHBORHOOD IMPROVEMENT BONDS 2000

Policy Questions

Actions

40

GOLD FILE®

Teamwork: The Key to Success

Effective TEAMS Are:

Goals

Unifying Purposes
- Direction Based Upon Vision
- Community Wide Outcomes
- Work Program: Realistic, Doable

Roles

Working Together
- Individual Contribution
- Responsibilities: Defined, Followed
- Game Plan and Protocol

Execute

Produce Results
- Analyze → Decision
- Delegate → Action
- Evaluate → Adjust

Attitude

Cooperation and Respect
- Sense of "We"
- Sacrifice for Greater Good
- Celebration and Pride

Trust

Commitments Into Actions
- Follow Through
- Learning from Past
- Support for Each Other

NAME_____

LEARNING STYLES INVENTORY

INSTRUCTIONS: There are nine sets of four words below Rank in order each set of four words, assigning a 4 to the word which best characterizes your problem solving style, a 3 next to the word which next best characterizes your problem solving style, a 2 next to the next most characteristic word, and a 1 to the word which is least characteristic of you in solving problems Be sure to assign a different number to each of the four words in each set. No two items in the same set of four should receive the same ranking

1. 1 discriminating	- 2 tentative	4 involved	- 3 practical
(2) 2 receptive	3 relevant	- 4 analytical	1 impartial
(3) 3 feeling	- 1 watching	- 2 thinking	- 4 doing
(4) 1 accepting	4 risk-taker	- 3 evaluative	2 aware
(5) 1 intuitive	3 productive	- 4 logical	2 questioning
6 1 abstract	- 2 observing	3 concrete	- 4 active
(7) 1 present-oriented	- 2 reflecting	4 future-oriented	- 3 pragmatic
(8) 2 experience	- 1 observation	- 4 conceptualization	- 3 experimentation
9 2 intense	- 1 reserved	- 4 rational	- 3 responsible

SCORE

CE 10 (234578)	RO 9 (136789)	AC 21 (234589)	AE 20 (136789)
AC-CE + 11		AE-RO + 11	

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21
10
11

20
9
11