

★ **Roll Call Number**

**Agenda Item Number**

59B

February 11, 2013

**Date**

Recommendation from the City Council Employee Evaluation Sub-Committee regarding Rick Clark, City Manager.

Moved by \_\_\_\_\_ to approve the recommendation as contained in the Sub-Committee's letter.

COUNCIL ACTION	YEAS	NAYS	PASS	ABSENT
COWNIE				
COLEMAN				
GRIESS				
HENSLEY				
MAHAFFEY				
MEYER				
MOORE				
<b>TOTAL</b>				

**CERTIFICATE**

I, DIANE RAUH, City Clerk of said City hereby certify that at a meeting of the City Council of said City of Des Moines, held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my seal the day and year first above written.

MOTION CARRIED

APPROVED

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk



Rauh, Diane &lt;dirauh@dmgov.org&gt;

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**RE: City DM Council Personnel Committee**

1 message

Fri, Feb 8, 2013 at 4:33 PM

**Coleman Family** <colemanseven@mchsi.com>

To: "Rauh, Diane I." &lt;DIRauh@dmgov.org&gt;

Cc: Chris Coleman &lt;ccoleman@dm.bbb.org&gt;, mahafb@aedairy.com, CColeman@dmgov.org, fcownie@dmgov.org, hensley.chrissteve@gmail.com, brianjmeyerward4@gmail.com, skipmoore@dmgov.org, Brian Meyer &lt;brianjmeyer@gmail.com&gt;, "Griess, Halley" &lt;hrgriess@dmgov.org&gt;, Rick Clark &lt;racndm@me.com&gt;, "Lester, Jeffrey D." &lt;JDLester@dmgov.org&gt;, Coleman Family &lt;colemanseven@mchsi.com&gt;

**DIANE: PLEASE INCLUDE WITH ONLINE  
AGENDA FOR MONDAY! THANKS.**

Hi all....

A quick update on the City's Personnel Committee (Mahaffey, Hensley, Coleman, and the mayor as Ex-officio). We have had a very engaging process. Lots of paper, research, surveys of comps, and detailed meets with our direct reports. Here are some things I want you to hear from the committee because I intend to submit these items so they are published in our agenda heading into the weekend. At Monday's meeting, I will also have a narrative letter, the materials we used in reviewing the employees and a list of goals for each of the employees for 2013.

Important summary items (more details to come):

- The review with Rick, Diane and Jeff are complete and we have a consensus recommendation. It follows. The components listed below are limited to these three employees.
- First, the Council subcommittee take significant pride in our employees. All have tremendous work ethic, high stature among their peers, community recognition as real leaders, significant competency in all aspects of their responsibilities. Equally important is the integrity and character demonstrate and model to the entire organization and to the city they lead. Diane has been a steady and durable leader and trusted ally of the whole Council. Jeff has engaged in meaningful and positive ways from the very start of his tenure with the city. We feel confident about all he offers the Council and city. Rick Clark's style and tenure has made him one of the top business or civic leaders in the community. There can be no arguing the outcomes of the city's work...national honors every month, high financial rating, high morale among employees, tax levy lower than it was a decade ago, budget solutions that allow the rest to happen. Rick's leadership continues to be a huge reason the city has achieved such high outcomes.
- The review for Rudy Simms is being delayed. Rudy was on vacation when we identified the timeline and we are making a concerted effort to engage the Human Rights Commission in the review process. Rudy's review will come back to us on a future Council agenda. He is aware and supports the timeframe that enables Commissioners to engage. All aspects of his review and compensation will be acted on at a later date.
- The last time our direct reports have had a compensation change was 1/1/11. We are obligated to consider changes effective 1/1/12 and 1/1/13.
- Currently the salaries are as follows:

- o Rick: \$204,617
- o Diane: \$102,778
  - Jeff: \$159,649

- It is important to note that in 2009 and 2010 there was not change to their annual salary. They had 3.0% to 3.5% increase effective 1.1.11, which averages less than 1% a year between 2008 and 2011, with no other increases since then.
- It is our recommendation that we award a 2% increase in salary retroactive to 1.1.12. Further, we recommend a 2% one-time payment for the employees effective 1.1.13. This has been a strategy used by the city in the past for some employee groups that provide a one time income adjustment, but does not change the base for future or for retirement benefits. (FYI, this compares to SPM increases that were less than this proposal).
- Vacation. The Council Committee continues to be distressed by the amount of Vacation time in each bank. Therefore, the Council is authorizing and encouraging the cash out of up to 4 weeks of vacation. Further, the Committee recommends a new threshold be established that no bank of vacation hours can exceed 500 hours (down from 600). We strongly encourage the City Manager to implement similar vacation policies for employees and bargaining units. Rick is grandfathered by virtue of his initial employment agreement. Council Committee recommends that Rick uses the balance between his annual accrual and the amount cashed out (160 hours per year). This means that Rick is required to use at least 80 hours of vacation.
- Retirement. The City will increase by 5% the match to each employee's 401A plan. Council directs the City's Human Resources department to make the necessary plan amendments.
- Cell and Data Plan. The employees will be granted a \$100 per month reimbursement for cell and data plan with the stipulation that they are available to Council and city leaders as necessary. This is no increase for some and an increase for others. They will now all be \$100.
- Health Insurance. The employees will be required to increase their health insurance co-pay of premium costs from 10% to 15%. They will be required to increase their co-pay of dental insurance premiums from 0% to 15%. The Council Committee will continue to push for all employees and employee groups to share a greater burden of the cost for this valuable employee benefit. We are requiring, as in the past, our direct reports to lead by example.
- Wellness. The Council supports the efforts being made by many employees. The city has a wellness assessment and guidelines program. Our direct reports can earn a 2.5% reduction on health care/dental care (down to 12.5%) if they participate and verify as non-smokers.

Two additional issues:

- Rick Clark Retention. The Council is enormously proud and happy with Rick's performance. Every city employee and each of our direct reports has made a positive impact on the city, but Rick Clark's imprint is vast and the Council committee believes is lasting and durable. The Council has previously established a retention bonus for Rick Clark which is earned, but paid out upon retirement. In 2012 it was increased by \$2,500 per year to \$12,500. We recommend it continue, but increase by just \$1,000 in each of the next three years with the final payment to be earned on 6.30.2015, or on the date previously set in subsequent years.
- Jeff Lester Retention. We are establishing a Retention Bonus program for Jeff. Over the next five years, each July 1st, the City will allocate \$2,000 to this fund. The fund will grow, but Jeff will only be entitled to the assets of the account (\$10,000) when he leaves the city AND if he stays through the final payment. The payments will be made July 1, 2013 through July 1, 2017. The Council, at their future discretion may change or lengthen the plan, but they can not take away the first \$10,000 if Jeff stays

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though 6.30.2017.

Whew.....The four of us on the sub committee have agreed to this set of changes. We will also have a series of reports for you. I really want your reaction, as it is our sincere hope that we speak with one voice (unanimously) in recognizing the valuable contribution these three employees are making to the organization, to the city, and to our future.

Mid afternoon I will submit this for the agenda.

Chris Coleman

# **Memorandum**

February 11, 2013

To: Des Moines City Council  
Citizens of Des Moines

From: City of Des Moines Personnel Committee (Coleman, Hensley, Mahaffey)  
Mayor Cownie

Subject: Rick Clark Review and Evaluation

## **Section 1: Summary:**

The Council Personnel Committee has concluded its review and evaluation of City Manager Rick Clark. It is our recommendation that the Council offer strong commendations for Mr. Clark's leadership and positive imprint on the City of Des Moines and our future.

While it is evident in the specific successful outcomes of his goals and objectives, his impact on our city extends well beyond those. Rick is a strong and recognized community leader. He is seen as a power-broker on countless items. His vision for a stronger community is shared by the Council. He has hired and led a very capable and respected group of direct reports and Department Directors who are each making a significant impact on our city; in large measure to the mentoring, coaching and leadership from Rick Clark.

While Rick rose through the ranks of the City's Planning efforts, he has become a budget and fiscal expert; leading the city to historic positive budget years in times of great vulnerability for many cities across Iowa and the US. Our 2-year budget, high bond rating from independent agencies, stable tax rate, and sustainable innovations have been a hallmark of his tenure as City Manager.

The Committee rated Mr. Clark at the highest level and appreciates his service and leadership. It is our hope and desire (and the compensation recommendations below support it) that Mr. Clark's leadership extends well into the future.

Finally, it is important to note a specific observation of Mr. Clark. He has a tireless commitment to the city and a work ethic that is evident to all who work for or watch the city closely. We are thankful for this, for we know that his example raises the performance and commitment of all he leads.

## **Section 2: Compensation Changes Summary:**

It is with gratitude and appreciation that we recommend a 2% pay increase effective 1.1.2012 and a one-time payment equal to 2% of his salary effective 1.1.2013. This can be paid at a schedule and time acceptable to Mr. Clark and the Human Resources Director.

We encourage his use of vacation, including buying out up to four weeks from his bank. Further, we acknowledge Rick has made for planning vacation time during 2013, and we support that time and those dates.

We continue his “retention bonus” that was provided in his contract. While it increased by \$2,500 in 2012, we will continue to increase it by \$1,000 in each of 2013, 2014, and 2015.

We are increasing – to 15% - to copay level from the direct reports to the City Council for health and dental insurance. We are supporting the city’s wellness goals by reducing this amount by 2.5% if our direct reports participate in the city’s wellness program and a non-smokers.  
His deferred comp program will increase by 5%.

Details are found in the memo provided to Council on Friday, February 8<sup>th</sup>, 2013 and is attached to this agenda item.

### **Section 3: Review of past goals and accomplishments**

After review and recommendation by the Council Employee Evaluation committee, on September 26, 2011 the Council accepted eleven performance goals for the City Manager for the time period beginning September 26, 2011. The eleven goals are outlined below with a description of progress to date shown in *italics*.

#### **1. City Manager Reorganization Completed Including:**

- Deputy City Manager: Finance, HR, IT, Fleet, CMPT, Intergovernmental, Other
- Assistant City Manager for Operations and Infrastructure: CD, Parks, PW, Engineering, Sustainability, Regional Planning, Other
- Assistant City Manager for Economic Development, Communications, and Federal/State; Other

By not later than February 29, 2012, the CM will complete the CMO reorganization which will include re-alignment of reporting relationships in CMO with respect to the DCM and ACM, and designation of staff lead for Economic Development either as an ACM or as an Economic Development Administrator.

*Status: These actions have been completed with assignment of supervisory responsibilities to the two Assistant City Managers and Deputy City Manager. Of particular note, the Assistant City Manager position has been filled with Matt Anderson which has allowed us to eliminate the Economic Development Administrator position as was envisioned in the adopted operating budget, and to strengthen the City’s leadership in this important area . The retirement of the previous Deputy City Manager created a vacancy in that position, and the Deputy City Manager duties have been re-assigned for the time being. My intention is to fill this position later in 2013 after we have completed recruitment of the Public Works Director. In addition, we have hired a Management Fellow which resulted from a reconfiguration of the administrative support staff previously assigned to the Clerk’s office for Mayor and Council. The new Management Fellow will support the Mayor and Council, and will be particularly helpful in meeting the increasing demands placed upon the Mayor. It is expected that the Management Fellow will handle administrative and management work.*

#### **2. Develop Two Year Budget in Light of Significant and Ongoing Budget Challenges**

By not later than January 10, 2012, the CM will submit for Council's consideration a recommended plan for a 2 year balanced budget that addresses expected revenue reductions, maintains essential services to the maximum extent possible, and complies with principles of sound fiscal management. The formal budget document will be prepared and submitted for Council review and approval by not later than February 29, 2012.

*Status: Rick recommended and Council approved the City's second two year budget. Our two year budget proposal was presented to Council at a workshop on December 5, 2011. The budget was approved by Council in February, 2012. Moreover, our budget projections for the FY 2014 budget (to be approved Feb/March 2013) are consistent with our two year budget projections and no major actions appear to be necessary to achieve the second year balanced budget – aside from Council action that will be required to address the rulings of the district court on the franchise settlement. I would also note that the City outperformed the adopted budget for year ending June 30, 2012 with expenses less than revenues by \$2 million. And finally, the City once again received a clean audit from our independent auditor. We are particularly proud Rick and these accomplishments during a period of economic challenge which has undermined our basic revenue streams.*

### **3. Legislative Strategy for 2012 to Address Property Tax/Revenues**

Consistent with the overall direction of Mayor and Council, the CM will provide strategic leadership, support, and actions in the upcoming Legislative session necessary to achieve the best possible result in so far as State law changes specifically in the areas of property taxes, diversification of City revenues, State law mandates that result in unreasonable City expense, and changes that may improve our ability to provide cost effective services.

*Status: The City was an effective and constructive participant in an overall effort to encourage delay of property tax legislation that would have adversely impacted the revenue streams necessary to support essential city services. This effort, which required the leadership of Mayor and Council, included provision of highly competent and respected input from City staff on the various proposals being considered. In addition, I spoke at major public forums in order to articulate the City's concerns. In my judgment, the combined effect of the City's total effort, including Mayor, Council, lobbyist, Finance Director, City Attorney and the City Manager's office was well received and reflected positively on the City of Des Moines. This ground work should serve the City well as we continue efforts to obtain positive legislative results.*

### **4. Municipal Service Center - Master Plan and First Phase Implementation**

By July 1, 2012, the CM will submit an acceptable master plan for a new municipal service center, undertake the necessary land acquisition activities for phase one, complete building and site plans for phase one, ensure design provides for reasonable protection against any environmental threats, and other actions necessary to initiate the construction process for phase one. In addition, in light of Council's desire to expedite phase two of the project, the CM will identify a funding strategy for phase two.

*Status: Council has reviewed and approved the Master Plan for the Municipal Service Center, and work is currently underway on final design of the first construction phase. It is anticipated that construction contracts will be available for Council review and approval in mid-2013. The proposed CIP will include Phase Two design and construction.*

**5. Continue Development of City-Wide Strategy to Enhance, Integrate, and Communicate Sustainability Policies**

The CM will continue to move the City organization toward not just the low hanging fruit, but expand to systematic change in energy use, green infrastructure, flood management, and sustainable practices for new development. Measures will be in terms of program initiatives, and milestones established for each initiative. Progress will be somewhat dependent on funding outside of the general fund due to fiscal constraints.

- Institutionalize the City's green infrastructure program by providing training opportunities for the Departments most active in construction decisions, Eng, Public Works, Parks and CD. General City Training funds will be used with the first sessions.
- Continue participation in the STAR Beta program with existing staff and resources. This is facilitated by ICLEI and is dependent on their schedule. This project will develop greenhouse gas emissions strategy and baseline information, among many other measurement milestones.
- Make more direct information available to the public by reference in City communications and the web site. EECBG funds were used this past year with Ankeny Urbandale and West Des Moines to create "ShareGoodEnergy" for citizens. This will be perfected and publicized this next year as one of the few interactive websites to share information.
- Establish in each department a sustainable programs lead person responsible for bringing green solutions into each departments work.
- Reduce energy use in City buildings and expanding to Fire and Library facilities.
- Promote sustainability practices in ED considerations as appropriate to the project sponsor.
- Establish a City-wide Sustainability Report that demonstrates City initiatives for the past 5 years.

**Status: See attached report.**

**6. Realign our Approach to Economic Development to Maintain Strong Focus on ED in Light of TIF Reductions, and to Move Major Projects Forward Such as Kemin, Eastgate, Southridge, Riverpoint, Downtown, Neighborhood Commercial, and Other Projects that may be Identified in the Coming Year**

In light of the ongoing need to continue economic development in the downtown and our neighborhoods, and in light of overall economic conditions and declining tax and TIF revenues, the CM will re-evaluate and re-design our approach to economic development to deal with the new economic reality. This will be accomplished by July 1, 2012. Although we must continue to aggressively pursue economic development, our financial capacity to provide cash incentives has been lessened at least for the near term and we need to develop a new strategy for encouraging development, and we must be able to achieve success with key economic development projects.

***Status: We (Mayor, Council, staff) successfully articulated and advocated for the creation of the Des Moines Redevelopment Company (DMRC) which has already been instrumental in acquiring strategic land parcels and paving the way for major***



*development initiatives in the downtown. The DMRC has pledged of over \$10 million and will be able to bring private resources to bear at a time when the City is faced with relatively lower TIF revenues and the effective loss of eminent domain for economic development purposes. In addition, the City crafted an economic development approach to the new riverfront hotels (aka Hampton Hotel) which minimized impact on city financial resources by utilizing primarily project generated revenues. In addition, the City was able to significantly enhance the design quality of the hotel as part of our overall economic development approach. And finally, the City has continued to move in the direction of City/neighborhood collaborations in order to revitalize neighborhood commercial areas. This effort has and will continue to see results in areas such as Ingersoll corridor, Beaverdale, Highland Park, Roosevelt shopping area, SW 9th, SE 14th/Southridge, 6th Avenue corridor, and E.30th. These city/neighborhood collaborations directed at commercial redevelopment have become popular with neighborhood leaders around the city and represent a positive direction for the future of our neighborhoods.*

#### **7. Develop Strategy for Addressing Flood Threat Issues**

The CM will work with Federal officials (Corps of Engineers, etc.), Congressional delegation, and possibly State of Iowa, to identify funding strategies and procedural changes that will enable City of Des Moines to proceed as quickly as possible with improvements to our flood protection system necessary to protect against new “100 year” flood standard. If Federal or State assistance is not available, the City Manager will identify a flood protection program utilizing City resources to the maximum extent feasible.

*Status: The City has aggressively moved forward with a program to make strategic improvements to our flood protection system following the release of the US Army Corps of Engineer’s Flood Frequency Report which shows substantial increase in the risk of flooding for Des Moines. We have identified engineering solutions, moved forward with design, developed a funding approach, and presented plans for strategic flood improvements to Council for inclusion in the adopted CIP. In addition, and with the leadership of Mayor Cownie, we have spent considerable effort working with our Congressional delegation, Administration representatives, and Corps staff in an effort to identify Federal actions that will be necessary to facilitate and expedite the flood protection improvements before we are faced with another high water event.*

#### **8. SE Connector Funding Strategy**

The CM will insure that the City seeks funding for next phase of construction for SE Connector (SE 14th to SE 30th) to include additional MPO dollars, submittal of TIGER III application to USDOT, and submittal of RISE application to IDOT. Overall goal will be to obtain maximum amount of non-city dollars needed to complete project.

*Status: We have successfully obtained a RISE grant from the State of Iowa (about \$13 million), a Federal TIGER grant (\$10 million), and MPO/STP dollars needed to proceed with the next significant construction phase of SE Connector. City Engineers are now working to acquire the needed ROW and finalize design so that the SE Connector from SE 14th to SE 30th can be bid later this year with construction beginning in 2013.*

#### **9. Enhanced Communication Strategy**

By not later than July 1, 2012, the CM will review city-wide procedures and policies for media communications with the objective of improving coordination, quality, and timeliness of press releases and other forms of media communications. A key objective of

our enhanced communication strategy will be improved emphasis on the City's strengths and accomplishments. In addition, the CM will maximize use of various social media to enhance the City's ability to communicate with and serve the public to include implementation of a City facebook page, development of a plan for expanded use of internet to obtain permits or licenses, etc. In addition, the City newsletter will be continued but with increased emphasis on use of appropriate advertising revenue to defray cost.

***Status: The City has been the recipient of over 40 "best of" recognitions from a variety of national organizations over the past couple years. This recognition is enormously helpful in our efforts to establish Des Moines as a great place to live and work. The City has implemented several actions that have contributed to this success.***

***Press release procedures have been improved to ensure broader and more timely distribution. For example, press releases are now sent to a list of over 700 subscribers in addition to the media. The City has created a face book page, and we have established over 3,700 subscribers to our website to access information on specific topics of interest. Our Cable TV channel is an excellent forum within which to provide information about City government and it requires ongoing resource allocation to ensure content is good. The quarterly newsletter continues to be a popular vehicle to provide information to our citizens, and we generated nearly \$20,000 in advertising revenue in 2012 to defray the City printing and mailing cost. Improving the City's ability to provide useful and timely information to the public has become an ongoing priority of the CMO.***

***More and more we have learned that face to face contact with media representatives is necessary in order to explain complex issues that cannot be reduced to a sound bite. I have made it a priority to meet with reporters when requested and I have asked all departments to provide information requested by media in a prompt and comprehensive manner so as to be as transparent as possible. Work will continue in the coming year to improve organization-wide policies and procedures that enhance our communications.***

#### **10. Office Remodels in City Hall**

As was envisioned in the adopted budget, the CM will insure that the City Clerk will be relocated to the first floor of City Hall in order to manage the action center and improve customer service, by July 1, 2012. This will precipitate other moves within City Hall to accommodate this change such as PIO to second floor. To the extent possible, historic features of City Hall will be incorporated into remodeling plans, particularly in the first floor reception area.

***Status: We have completed the relocation of the City Clerk's office to the first floor which has afforded a more customer friendly service to the public. As part of this change, the Clerk's office has been charged with the responsibility of managing customer service needs previously handled by the Action Center. Other moves include the relocation of T&T to the second floor of City Hall, and the move of the Economic Development staff to the City Hall basement office space now occupied by T&T. The CMO also will be undergoing some minor upgrades (new partitions, office layout, carpeting, etc.).***

#### **11. Employee Wellness**

By July 1, 2012, the CM will insure that the City develops an effective Wellness program through partnering with other public/private organizations, use of employee teams, and review of best practices. The effort will be designed to improve employee wellness that will result in lower injury rates, reduced health insurance claims, reduced sick leave use, and improved moral.

*Status: Wellness efforts in both employee education and activities have increased this past year. This past fall the Wellness Committee hosted kickball and dodge ball tournaments, opened recreation nights at Pioneer Columbus Community Center, participated in the Healthiest State Walk initiative by leading our own walk that started and ended at City Hall, held lunchtime and afternoon walks led by my staff in the City Manager's Office, held an activity and nutrition challenge, sponsored a Wellness table and healthy snack alternative at the Combined Charities Chili Cook-off, and increased the health promotion communications that have been distributed through payroll and citywide e-mails. The Committee is also exploring an opportunity to site a wellness/fitness center near or in the Armory. Other planned activities include fitness classes at Pioneer Columbus Community Center, promotion of blood donor month and the blood drive in January, family ice skating at Brenton Ice Skating Plaza from January 18 to January 27, Live Healthy Iowa's 100 day challenge January 28 to April 5, indoor tennis (dates to be determined), and lunchtime/afternoon walks beginning in the spring. The Wellness Committee convenes monthly and in addition to performing their regular business, researches means to improve the Wellness program. The City is an active member in the Wellness Council of Iowa. The Committee has learned best practices from other benchmark organizations such as Meredith Corporation, Wellmark and the City of Ames. The activities and education spurred by the Wellness Committee promote employee involvement and engage them in health awareness. It's way too early to know the cause and effect on employee morale and health claims utilization, but continued and enhanced efforts will only assist in the desired outcomes from improved employee health. Efforts are also underway to identify locations for employee exercise facilities in city buildings (City Hall/Armory/Public Works) to supplement what is already available in for other city employees. And we continue to make wellness a priority in our collective bargaining negotiations. In fact, the recently ratified AFSCME contract includes an incentive for participating in a Wellness program.*

**Section 4: Goals and future issues for Rick Clark and his leadership of the city. These will be basis for future reviews.**

The 2011/2012 goals were substantially completed; however, many of these goals will require our ongoing attention and commitment. These "ongoing" goals include:

- Continue to maintain a two year balanced budget;
- Continue to identify and provide informed input on the major legislative issues facing the City, including legislation impacting local government revenues and expenses (property taxes);
- Continue with implementation of municipal service center;
- Continue to develop and implement cost effective sustainability policies (additional goals outlined below);
- Continue to maintain aggressive stance on economic development efforts that result in stronger tax base and an increase or retention of jobs (additional goals identified below);
- Continue to move forward as quickly as possible with flood protection improvements in advance of FEMA re-mapping proposals;
- Continue to move quickly towards construction of SE Connector from SE 14<sup>th</sup> to SE 30<sup>th</sup> such that construction bids are let within 12 months and all external funding to successfully utilized.
- Continue to implement an employee wellness program.

In addition to maintaining our focus on the ongoing goals identified above, the City is continually confronted with both challenges and opportunities that should be addressed. Outlined below are important new goals, as well as some significant additions to the ongoing goals identified above.

A critical overarching theme of these goals for 2013 concerns the need to strengthen the ability of the organization to meet future challenges in an increasingly demanding and complex environment. In recent years much of our attention has been focused, by necessity, on reducing expenses to balance the budget, dealing with the affects of a national economic recession, and dealing with adverse weather events – the floods of 2008 and 2010. With great leadership from the Mayor and Council, the City has effectively managed to deal with these challenges while still delivering the essential services that our citizens depend upon. But while we have focused effectively on overcoming these major “external” challenges, we have tended to focus less on the internal needs of the organization. As we look to the future, it is imperative that we begin to take steps to strengthen the ability of the organization in order to effectively respond to the needs of our citizens.

1. **Employee Investment** – The CM will insure that a comprehensive employee training program for City employees will be developed with implementation to begin before the end of 2013. Many specific areas of training will be addressed including a leadership development series that will coach current and emerging leaders in core leadership competencies, such as oral and written communication, conflict management, managing change, and performance evaluation. The new ERP system, mentioned below, will retrain employees on business processes, such as purchasing, budgeting, material requisition, etc. Training will continue in areas of employee safety, work place environment issues such as diversity, sexual harassment and workplace violence.
2. **Municipal Buildings** – There is a clear connection between the ability of an organization to efficiently use its human resources, and the design and location of the space within which our employees work and interact with the public. The City has made important strides towards improving the efficiency of city operations by construction of new fire facilities as well as major progress towards construction of the new municipal service center which will ultimately house Public Works, Parks, fleet, and related municipal functions. However, police operations, public meeting spaces (Council Chambers), and administrative functions are inefficient in both layout and location and not well suited to meet present and future needs of the organization and the public. These inadequate spaces have and will increasingly result in inefficient operations that are more costly and ultimately less conducive to the delivery of needed services. By the end of 2013 and with Council's approval, the CM will present to Council a strategy for conducting a comprehensive office space plan for the city operations now housed in Police station, City Hall, and the Armory.
3. **Employee Wellness** – The CM will continue to work with union leaders and city employees to develop and implement an employee wellness program. This will include feasibility analysis of fitness facilities accessible to all city employees, as well as training services.

4. **Implementation of ERP (Enterprise Resource Planning)** – Staff has been working on implementation of a new ERP that will offer enormous benefits to the City’s accounting, budgeting, human resources (payroll), and work order systems. This will result in vastly improved systems to track and analyze our use of financial and human resources. Not only will our accounting and budgeting processes be streamlined, but our ability to manage and utilize our resources in an optimal manner will be enhanced. 2013 will be a key year in implementation of the new ERP system with go live dates occurring throughout the year and into 2014. Proper implementation will be essential, to include sufficient staff training on the new system in order to maximize the resource.
5. **Civic Access** – Information technology offers a tremendous opportunity to allow better and faster interaction between citizens and city government. Increased on-line capabilities (building permits, for example), smart phone apps (to make service requests or report a problem), and many other options offer ways to use technology to enhance our ability to serve the public. By the end of 2013, the CM will prepare a plan to use technology to make city services more accessible and enhance the ability of the citizens to easily interact with city government. This will include the most up-to-date technology as well as the organizational modifications needed to support that technology.
6. **Succession Planning** – The City has recently recruited and selected several senior positions within the organization. At present, we have the Public Works Director and the Deputy City Manager positions that must be permanently filled. These positions should be filled by the end of calendar 2013. In addition, succession planning across the organization has been and will remain a key management objective in 2013 and beyond. Succession planning needs to be addressed in all levels within the organization. However, good succession planning begins with recruitment and selection of well qualified individuals at the entry level positions. This will continue to be an important priority.
7. **Safety and Security in Public Buildings and Parks** – The City has a responsibility to provide safe places for the public to visit and for our employees to work. By the end of 2013, the CM will present to council a plan to implement cost effective safety and security improvements to city buildings and public spaces.
8. **Additional Sustainability Goals** – The City has made progress towards creating a more sustainable community, however more work needs to be done. Key objectives for 2013 include:
  - Completion of a greenhouse baseline study. CM will present an RFP to council to undertake this study, with completion by end of 2013.
  - Continue working with Drake University to identify recommendations for policy and code improvements based on STAR Framework and provide recommendations for future use of STAR by the end of 2013.
  - Increase staff capability on green infrastructure. In conjunction with the green infrastructure training based in Sheperdstown, WVA, conduct a Des Moines based training seminar for 25 staff people.
  - Implement at least one pilot green infrastructure project in Des Moines on a city owned facility.
  - Continue to work with local developers and businesses to pursue highest possible LEED certification on building projects in Des Moines.

- Work with MidAm and State of Iowa to investigate possibility of establishing a LED lighting standard for street lights that would allow conversion of street lights to LED lights.
  - Work with our community partners to identify a strategy for moving forward with an affordable Urban Forest Master Plan for City-owned lands.
9. **Tomorrow Plan Approval and Implementation** - Support implementation of the Tomorrow Plan with emphasis on helping to establish the governance structure that will be necessary to carry out the goals of the program in future years.
10. **Continue Emphasis on Strong Economic Development Program** - Continue to pursue established and emerging economic development opportunities in neighborhoods and in the downtown. This will include:
- Work with the newly created Des Moines Redevelopment Company, Polk County, DCA, and others to actively pursue a new convention center hotel, the redevelopment of the existing County Convention Center (The Plex) and the possible redevelopment of the YMCA riverfront property.
  - Finalize plans for redevelopment of Walnut Street.
  - Encourage construction of new housing downtown in a variety of locations, as a key to the future of downtown. Particular emphasis will be made on attracting a mix of product types which meet a spectrum of price points and, where possible, repurpose existing obsolete office and warehouse buildings.
  - Continue to work towards redevelopment of Riverpoint West.
  - Identify and promote redevelopment plans for the Market District area (south of East Village).
  - Support revitalization efforts along SE 14<sup>th</sup>, Army Post, and SW 9<sup>th</sup> including possible resale of city owned vacant land.
  - Support efforts in Highland Park commercial redevelopment, Eastgate, and along E. 30<sup>th</sup> Street.
  - Support ongoing revitalization efforts along Ingersoll, Roosevelt commercial center, Beaverdale, and other emerging neighborhood commercial centers.
11. **Creation of a “City Development Office” to coordinate and expand fund raising efforts for City projects** - The City is constantly challenged with the need to improve or expand our “quality of life” facilities, yet declining capital funding makes it increasingly difficult to meet these needs. Although there are various private fund raising foundations associated with the City, these efforts are largely volunteer driven and ultimately limited in their ability to raise dollars. What is needed is dedicated professional staff (aka Development Officer) that would have the experience and skill necessary to establish and implement a robust fund raising program. With Council’s consent, this will be established by end of calendar 2013.

In addition, the three direct reports to the Council will work together on the following goals:

- Coordinate, draft and help execute a “Code of Conduct” with the City Council. The Personnel Committee believes strongly that a well communicated, detailed, and positive framework for interaction will benefit the city’s future.

- Develop and execute an orientation and training program for city Board and Commission members and the staff who support them. This will also include a review of all documents, policies and procedures for each Board/Commission to ensure that all outdated information is eliminated.

On behalf of the Committee, I whole heartedly encourage your affirmation of this report and approval of his compensation package.

Chris Coleman

## **Performance Review Addendum – Item 5 Sustainability**

*The Committee requested Rick submit a performance report on the Sustainable Initiatives within the city. Below is that report and serves as a portion of Rick's review materials. The Committee supports the Sustainability Goals of the city; and has provided Rick Clark very high marks for advancing these goals. The Committee concluded this was an impressive and successful period in addressing these critical issues. (FYI – the formatting issues below are Coleman's fault, NOT Rick's. He submitted a very professional looking document that I messed up.)*

**1. Institutionalize the City's Green Infrastructure Program by providing training opportunities for the Departments most active in construction decisions, Engineering, Public Works, Park & Recreation, and Community Development. General City Training funds will be used with the first sessions.**

- o To date, we have had 8 employees trained with the Conservation Fund. This core Green Infrastructure Team meets bi-monthly to discuss how green infrastructure design can be applied presently within the context of current City policies or projects and can be advanced in the future with updated City policies or project designs. Specifically, the team is drafting proposed additions to the City Landscaping Policy and investigating opportunities for green infrastructure at the Municipal Service Center.
- o To frame their work, the Green Infrastructure Team has developed the following working definition of green infrastructure from multiple professional sources:
  - Green infrastructure is a connected network of (1) open spaces and natural areas like greenways, stream buffers, wetlands, park land, forest preserves, and native plant vegetation and (2) site- based features that connect the natural and built environments like rain gardens, green roofs or walls, landscaping, tree plantings, and permeable pavement that, in combination, conserve natural ecosystem functions, improve water and air quality, and provide enjoyment, health, and safety benefits to people.
- o The Sustainability Team is coordinating a training session with the Conservation Fund staff. It's anticipated that the training will be held in mid-July. There will be room to train approximately 60 individuals from our staff to surrounding community staff and other individuals in the community interested in green infrastructure. The Green Infrastructure team recommends that departments active in construction, development, and land use decisions participate.
  - o Staff has also been able to attend alternative green infrastructure training sessions provided at no cost through the Iowa Economic Development Authority in the Fall of 2012.

**2. Continue participation in the STAR Communities Beta program with existing staff and resources. This is facilitated by ICLEI and is depending on their schedule. This project will develop greenhouse gas emissions strategy and baseline information, among many other measurement milestones.**

- o STAR is moving into its Pilot phase in early November. Des Moines staff has been evaluating the various measurements over the last 18 months and will be joining more than 20 other communities in the Pilot launch this fall. Staff has narrowed down the goals and objectives they feel we will be able to pursue over the next year. These objectives will be based on work already done, however, will



involve substantial data collection. This work will be done by existing staff with existing resources; however, it will mean dedication to this program may take priority over other projects in the pipeline.

- o Staff will be working on launching a GHG Baseline and Action Plan in the first quarter of 2013. This project will coincide with the STAR criteria and will be managed by an outside contractor.

**3. Make more direct information available to the public by reference in City communications and the web site. EECBG funds were used this past year with Ankeny, Urbandale, and West Des Moines to create "Share Good Energy" for citizens. This will be perfected and publicized in the next year as one of the few interactive websites to share information.**

- o Share Good Energy was completed in Fall 2011. No additional funding was secured to keep the page up and running after EECBG funding was utilized. Share Good Energy information was shared with the MPO and has been integrated into their website.
- o In summer, 2012 staff initiated a "Green Tip" in the CitySource Newsletter. This segment will include information on how homeowners can do their part to be more sustainable. Staff has also promoted various energy efficiency, LEED, and other sustainable projects completed by the City of Des Moines over the course of the last year.
- o Staff continues to look at branding and promoting sustainable efforts through the use of the Sustainability Team.

**4. Establish in each department a sustainable programs lead person responsible for bringing green solutions into each department's work program.**

- o Staff has initiated this approach and several departments have lead individuals responsible for bringing these solutions to their work programs including Community Development, Engineering, Public Works and Park & Recreation.

**5. Reduce energy use in City buildings and expanding to Fire and Library facilities.**

- o The Park & Recreation department oversees the building maintenance for all City buildings. The window installation at City Hall and the Police Station is now complete. The amount of day lighting has increased with the new windows and many offices now operate with use of natural light during the day, or with reduced overhead lighting. Annual cost savings are estimated at \$20,000.
- o This fall, staff is working on an RFP for an energy audit and plan for our facilities. This will be similar to the EcoCore project held downtown in Spring 2011, with a few tweaks that will include landscaping.
- o The Library is moving forward with energy efficiency improvements through an audit with MidAmerican Energy. The Franklin Avenue Library recently received Platinum LEED certification.
- o The Fire department is working towards energy efficiency and sustainability with its Fire and Training Logistics Center and the new Fire Station 1.

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**6. Promote Sustainability practices in Economic Development considerations as appropriate to the project sponsor.**

- o OED staff continues to work with developers on projects. Often discussing the incorporation of energy efficient and sustainable practices into the proposed developments. Recent examples include: Waterfront Lodging, Green and Main, Des Moines Building, Fleming Building, Re-Wall, Southridge Mall Redevelopment, DICO site redevelopment, CitiVille, and Youngkers.
- o In May, Council reviewed and adopted the 2009 International Energy Conservation Code.

**7. Establish a City-wide Sustainability Report that demonstrates City initiatives for the past 5 years.**

- o In winter 2011, staff completed the 2011 Sustainability Report that outlines the number of projects , principles, and programs that have been established and utilized over the preceding 5 years.
- o Over the last 5 years, the City has saved nearly \$1 million through energy efficiency improvements in our buildings and on our streets.

**8. Other Sustainability Initiatives of Merit**

- o City staff has spent a substantial amount of time on the efforts surrounding the Tomorrow Plan (Regional Sustainability Plan). To date, 645 hours of staff time has gone into the project as well as to citizen engagement (examples include recording and televising the speakers and promoted the project and the citizen outreach to the boards and neighborhoods).
- o Park and Recreation continues to increase native plant species to the parks systems, integrates less frequent mowing cycles.
- o Storm water utility is moving forward with green infrastructure solutions to Easter Lake.
- o Presentation on LEED to the council and public with continued emphasis on project designs featuring LEED objectives.
- o City Arborist has worked with various community members on a tree- related training and the recently created 501(c)3, Tree Des Moines.

- o In 2012 1,594 trees were planted. In recent years, 300 trees were planted per year. Species include: maple, London plantree, hybrid elm, linden, hackberry, honeylocust, multiple oak species, Kentucky coffee tree, tulip tree, redbud, lilac, and hawthorn. Value for tree plantings this year was \$342,018.
- o The CMO also purchased copies of "Breaking New Ground: promoting Environmental and Energy Programs in Local Government" for each department head.

## **9. Future Plans**

- o Greenhouse Gas Baseline – Staff is completing an RFP to launch a baseline study of city-wide energy consumption. This is expected to go out in early November with a study completed by early 2013.
- o Climate Action Plan – Staff is working with faculty at Drake University on the potential to organize a plan based on the findings of our Greenhouse Gas baseline. This would take place during the Spring 2013 term.