

CHARLOTTE INTERNATIONAL CABINET

October 2012

Background

Charlotte International Cabinet (CIC) was created in October 2008 with a merger of the Mayor's International Cabinet (MIC) and Charlotte Sister Cities (CSC). Merging the two distinct organizations into one entity created both opportunities and challenges. With the departure of the Executive Director in May 2012, the CIC Executive Board developed a transition plan that included hiring an external consultant to conduct an assessment of the organization.

In June 2012, The Lee Institute was engaged by CIC to conduct an assessment of the current mission and structure of CIC in order to create recommendations regarding:

- the mission, vision and objectives of the organization
- the optimal structure to support the mission and vision
- clarity around CIC's role in the community
- engaging Cabinet members in the work of the organization, and
- leadership needs for the organization.

From June through September 2012, The Lee Institute, working with CIC's Executive Board and Staff has:

- Conducted 20 interviews with CIC stakeholders (*Appendix A: Completed Interviews*)
- Researched International Cabinet/International Affairs Department best practices and conducted telephone interviews (*Appendix B: International Cabinet/International Affairs Department Research*)
- Researched Sister City best practices and conducted telephone interviews with Sister City organizations (*Appendix C: Sister Cities Research*)
- Offered an online survey for input from Charlotte City Council members and CIC Cabinet members (*Appendix D: City Council & Cabinet Member Survey*)

Research

In order to assess CIC's current mission and structure and prepare recommendations for going forward, The Lee Institute conducted interviews with CIC staff and stakeholders, compiled information on practices in other cities with International Cabinets or Offices of International Affairs and information on practices in other cities with active Sister City organizations, gathered data on other international organizations in Charlotte and assessed CIC's current programs and services. A summary of the research conducted and the findings is described below.

One of the purposes of compiling information on similar organizations in other cities is to look for best practices that can be used for an organization. In conducting the research on both International Cabinets and Sister City organizations, The Lee Institute found that there was not a set of best practices for either organization. In the absence of best practices, The Lee Institute focused on those things that worked best for organizations, and especially those practices that were common to more than one organization.

Interviews

The Lee Institute conducted 20 in-person and/or telephone interviews with city leaders and staff, CIC staff, CIC stakeholders and representatives of other organizations that work in the international community in Charlotte. A complete list of those interviewed is found in *Appendix A: Completed Interviews*. Interviews were conducted using a common set of questions, designed to assess the perception and understanding of CIC's mission and role, CIC's strengths and opportunities for improvement and solicit ideas for CIC's structure and role moving forward. Responses were recorded and then themed and summarized. A complete list of questions, themed responses and representative quotes is found in *Appendix E: Interviews - Theming Summary*.

When asked to describe the mission or work of CIC, a majority of respondents indicated that they were unsure of CIC's mission and vision and wondered if CIC had a clear mission. Others felt that CIC should support the economic development efforts of other organizations in the city, that it should be a resource and convener for all groups in the international arena and that CIC should be a resource for city leaders (Mayor, City Manager, City Council and staff).

"Not specifically defined...it seems like every time you turn around, they say 'We're thinking of doing this, we want to do that.'"

Overwhelmingly, those interviewed felt that one of the primary strengths of CIC was the MICA awards. It is a well-respected event that has raised the awareness of the international community and one that should be continued and strengthened. In addition, respondents felt that CIC's role as a neutral convener, their relationship building and volunteer leadership were also important strengths.

When asked what areas of CIC might need improvement, defining the mission was the most frequent response. In addition, the Sister Cities program, the structure of CIC (Board, committees and staff) and the engagement of Cabinet members were all cited as areas that need improvement.

“Economic development in the government to government role. International countries want to have a government to government relationship.”

Supporting economic development, encouraging collaboration and partnerships, serving as a resource for international companies in the region and the protocol function were specific areas identified that CIC should be addressing. When asked specifically about CIC’s role related to economic development, those interviewed responded that CIC should play a resource or supportive role.

The interviews pointed out that CIC serves as the entry point for many international organizations, including but not limited to, government to government interactions. These interactions can be the starting point for relationships that can develop into an economic opportunity for the city or region. Interviewees who discussed this type of interaction expressed the need for CIC to fill the role of acting as the initial point of entry and then identifying and engaging the appropriate partners throughout Charlotte – both inside and outside of government.

Those interviewed felt that the structure and organization of the Sister Cities program needs to be redesigned using practices from other successful Sister City organizations. In addition, it was suggested that CIC recommend and the City establish criteria for the addition of any new Sister City relationships. Those criteria should include a focus on business and economic development.

Those interviewed were asked about the size of the Cabinet, how Cabinet members are appointed, the optimal organization and staff structure for CIC and whether the Office of Protocol should be housed in the Mayor’s Office or with CIC. Respondents agreed that the current size of the Cabinet (30 members) is too large and that some of the appointments should be nominated or recommended by the Cabinet to the City Council and Mayor. Currently, the Mayor and City Council members appoint all members of the Cabinet. While there was a range of thinking regarding the organization and staff structure, the majority felt that either the CIC should become a city department or be totally restructured and given adequate resources to meet the important mission this organization could serve. The majority of respondents felt that the Office of Protocol should be part of the future structure of CIC or an International Affairs Department. It was felt that the City was missing opportunities that might occur as a result of the interface Protocol has with foreign visitors and dignitaries.

“Need to decide about mission and Board/Cabinet committee structure. They have 2 ½ FTEs – is that enough to run a defined strategy?”

International Cabinet Research

In order to determine how cities comparable to Charlotte structured the functions currently addressed by CIC, The Lee Institute conducted online research, followed by telephone interviews with selected cities:

- Seattle, Washington
- Atlanta, Georgia
- Phoenix, Arizona
- Austin, Texas
- Jacksonville, Florida
- Dallas, Texas
- Indianapolis, Indiana

In the research conducted, The Lee Institute found no other city with a structure similar to CIC – a separate 501(c)3 organization that addresses international affairs and houses the Sister City relationships. In five of the cities researched the international affairs function is a city department housed in the city manager’s or mayor’s office. Typically the primary function of the Office of International Affairs is to work with the city to promote and support economic development. Being a direct department of the government provides an immediate government to government relationship, a relationship that is important, if not necessary, for many international relationships.

In addition, The Lee Institute found that, in most cities, the protocol function is housed in the Office of International Affairs, providing a department that works collaboratively to establish and maintain international relationships.

In the majority of cities, the Sister Cities program is overseen by the International Affairs Office, although the structure of those programs varies. (See next section for the Sister Cities research.)

The Lee Institute did not find consistent practice around Board or Advisory Committee structure and organization of these departments. See *Appendix B: International Cabinet/International Affairs Department Research* for additional details.

Sister Cities Research

In order to determine best practices in cities with successful Sister City programs, The Lee Institute conducted online research, followed by telephone interviews with selected cities:

- Seattle, Washington
- Atlanta, Georgia
- Ft. Worth, Texas
- Tampa, Florida
- Phoenix, Arizona
- Chicago, Illinois

Although the structure and organization of the Sister Cities programs varies from city to city, in most cities the Sister Cities program is a separate 501(c)3 organization, or organizations, overseen by the city's Office of International Affairs. This organization allows oversight and coordination with a city department, while allowing the Sister City organization fundraising ability.

Most Sister City organizations receive some funding from the city, with additional funding coming through a variety of fundraising activities. These activities include membership dues, sponsorship opportunities for events and activities, international festivals and fees for participating in Sister City sponsored activities (i.e. student exchange programs).

Although the Sister Cities relationships retain a cultural aspect, the majority of cities have seen a shift in focus to economic development, especially when considering new Sister City relationships. The close affiliation with the Office of International Affairs supports this focus and promotes a collaborative approach to the international relationships.

Seattle has also developed a set of criteria that must be met for establishing a Sister City relationship, but also criteria that is used to evaluate the ongoing relationships. In order for a city to remain on "active" status, the following criteria that must be met or exceeded include:

- a minimum number (30) of paid memberships (the Sister City organizations are membership organizations with annual dues)
- a comprehensive work plan for the calendar year that demonstrates how the activities of the association will further the objectives of the Sister City program, activities, fundraising, etc.
- a calendar year budget for the association's activities that includes plans for funding its activities and how it will spend the City's funds
- non-profit status (each Seattle Sister City must register with the state of Washington as a non-profit organization authorized to solicit gifts or contributions)
- program activity – at least two program activities annually.

A summary of the research conducted can be found in *Appendix C: Sister Cities Research*.

Charlotte City Council and Charlotte International Cabinet Members Online Survey

An online survey was developed and administered for Charlotte City Council members and CIC Cabinet members. Four of 11 City Council members and 18 of 25 current CIC Cabinet members responded to the survey. The survey was designed to solicit feedback on the operating structure of CIC and to prioritize the programs and services that are either currently offered or could be offered by CIC. Those who responded stated:

- CIC should adopt best practice with regard to Cabinet size and structure – decrease the number of Cabinet members to 18 to 24 and structure the Cabinet so that the majority of work and policy making is done at the Cabinet level and not by the Executive Committee (22 of 22 responses)
- CIC staff and current Cabinet members should have input into Cabinet appointments so the Cabinet can be more strategic about adding members that are strongly engaged in the mission (18 of 22 responses)
- The following areas had the highest priority when asked which should be a part of the CIC’s mission and work (respondents were asked to select six out of the eleven listed):
 - Government to government gateway for international relationships - including trips (14 responses)
 - Support for Sister Cities committees and programming (14 responses)
 - Advocacy for Charlotte’s role as an international city (12 responses)
 - Convener of international organizations in the Charlotte community (11 responses)
 - Maintain close relationships with the Charlotte Chamber of Commerce, Charlotte Regional Partnership and International Chambers of Commerce (11 responses)
 - Develop and maintain a virtual portal and branding initiative for all international activities in Charlotte – Global Charlotte (11 responses)
 - Through government to government connections serve as an entry point for foreign economic development (11 responses)
- The Protocol Office for Charlotte should be housed with CIC (15 of 22 responses); a number of respondents were not familiar with the position

The final question addressed whether CIC should be a part of the City Economic Development Department. Of those who responded, 12 felt that it should be part of the City Economic Development Department, 7 felt that it shouldn’t and a number of comments expressed uncertainty or questioned whether this was the right department.

A complete summary of the results and comments can be found in *Appendix D: CIC Cabinet Members & Charlotte City Council Survey Summary*.

Current Roles of the International Organizations in the Charlotte Community

The World Affairs Council (WACC) is a non-profit, non-partisan organization supported by private funding from individual and corporate member dues and contributions. As a member of the World Affairs Council of America, their mission focuses on improving international education and encouraging citizens to participate in the national debate on world affairs. WACC conducts a variety of programs outlined in *Appendix F: Current Roles of International Organizations in the Charlotte Community*. WACC has a full time staff of three and a 22 member Board of Directors composed of individuals from the corporate and educational community.

International House is a non-profit organization supported by membership dues, grants and programming fees. International House promotes international understanding by serving as a center for diversity, advocating for people of diverse national backgrounds and facilitating professional and cultural exchange programs. They provide a variety of programs outlined in *Appendix F: Current Roles of International Organizations in the Charlotte Community*. International House has a full time staff of 12, a 14 member Board and a 21 member Advisory Board. The Board and Advisory Board are composed of members from the Charlotte corporate and international community.

Charlotte International Cabinet Programs and Services

To better understand the current focus of CIC and the programs and services currently offered, The Lee Institute thoroughly reviewed the FY 2013 Objectives prepared for the City of Charlotte (See *Appendix G: FY 2013 Objectives*). In addition, Lee facilitated an exercise with the CIC Executive Board to discuss accomplishments around each objective as well as to identify what else can be done or accomplished in each area.

The analysis of the objectives and discussion with the Executive Board reinforced and supported the findings of the research conducted via interviews and surveys – that CIC needs to find clarity around its mission, specifically define its role in the Charlotte international community and address its structure and organization. Once the mission and role of the organization are clearly defined it will be important for CIC to **focus** its energy and resources on those areas.

The Executive Board identified the following strengths of CIC:

- MICA,
- strong relationships established throughout the Charlotte International Cabinet,
- the strength and success of some of the Sister City relationships (Arequipa, Limoges),
- the December 2011 Beijing trip and
- the International Organizations Meeting.

The CIC Executive Board felt significant improvement could be made in many of the areas defined by the FY 2013 Objectives, specifically:

- Strengthen Neighborhoods
 - Goal 1: Identify issues of concern to community leaders with multicultural constituents. Once issues are identified, work with City staff and other nonprofit organizations to assess support or interventions needed – making sure that it is not work that fits under the mission of International House.
 - Further define CIC’s role in this area, making sure the focus is clear and discreet.
 - Define CIC’s role in organizing the International Organizations Meeting.
 - Goal 2: Conduct education outreach throughout the Charlotte community
 - Creating and maintaining a focus on educational outreach and student exchange programs (both incoming and outgoing) should be a priority for CIC.
- Promote Economic Development
 - Goal 1: Support economic development in Charlotte
 - Focus more attention on creating economic development opportunities with the established Sister Cities.
 - Better coordination and collaboration with the other organizations that operate in the economic development arena.
 - Act as a convening body to establish a collaborative for the organizations that operate in this arena.
 - Goal 2: Recognize the impact of foreign-owned business on the Charlotte community and the contributions of foreign-born Charlotteans
 - Continue to build on the strengths of MICA.
 - Rebuild collaborations with Charlotte Regional Visitors Association.
- Enhance Customer Service
 - Goal 1: Increase effectiveness of international relationships with Charlotte’s Sister Cities
 - Establish guidelines for Sister City relationships and committees.
 - Establish method and guidelines for accountability.
 - Formalize the structure of the Sister City Committees.
 - Create opportunities for collaboration among the Sister City committees and other international organizations.

Recommendations

Mission and Focus

Creating and maintaining working relationships that support and foster international economic development for the city of Charlotte and foster its stature as a global city, including oversight of the Sister Cities program should be CIC's primary focus. CIC should not play the primary role in economic development, but serve as an entry point for international relationships primarily government to government, supporting the work of and working collaboratively with the Charlotte Chamber of Commerce, Charlotte Regional Partnership and other organizations that work in the arena of international economic development. It is imperative that CIC be viewed as a neutral organization that works on behalf of both the City of Charlotte and Charlotte's international community. Acting as a convener of the international organizations – those that play an economic role as well as those that play a more cultural role – is an essential role for CIC.

- Recommended mission statement:
CIC's mission is to create and maintain working relationships with organizations and government entities that support and foster economic development and trade opportunities for Charlotte/Mecklenburg and maximize its stature as a global city with a robust Sister Cities program.

- Recommended areas of focus include:
 - External International Relations - working with other organizations involved in international affairs and programming in Charlotte/Mecklenburg
 - Economic Development – act as a point of entry and host in government to government interactions, support other economic development partners (Chamber and CRP), coordinate with economic development partners and Sister Cities Committees on Mayor or Council trips to support economic development
 - Sister Cities – a robust set of programs that focus on educational and economic development opportunities
 - Protocol - serve as a resource and primary point of contact with regard to protocol for international dignitaries, trade missions and visitors; the office would play a key role in hosting international delegations, trade missions, foreign dignitaries and country representatives.
 - Promoting Charlotte/Mecklenburg as a Global City in the region, nationally and internationally.

Structure and Organization

There are two primary options for CIC's structure and organization going forward:

- Maintain its current 501(c)3 status and quasi-governmental affiliation with the City of Charlotte. The Sister Cities organization would remain a part of CIC, with significant changes to structure and oversight as outlined below.
- Become an Office of International Affairs housed in the City Manager's or Mayor's office or in the Economic Development Department. In this model, the Sister Cities program would retain the 501(c)3 status, but would be a separate entity overseen and managed by the Office of International Affairs.

Maintaining the current 501(c)3 status and quasi-governmental affiliation with the City of Charlotte would allow CIC to continue to function within its current structure, based on the recommendations as outlined within this report. Significant reorganization of the Cabinet, Executive Board, Sister City committees and policies, and CIC programs and services would need to occur in order for CIC to become a more productive, focused and effective organization. Additional resources would be needed to support staff salaries and benefits, including adding a position dedicated to supporting the Sister Cities committees. If the organization is to effectively engage in the scope of work described in this report, the current staff structure and salary levels for key personnel are inadequate.

Becoming an Office of International Affairs housed in the City Manager's or the Mayor's office would allow a more seamless and integrated response to government to government interactions and requests. Many cities across the US have recently reinvigorated their international efforts, recognizing that establishing and maintaining an Office of International Affairs as a city department allows an entry point for creating and facilitating economic development connections. Establishing a city department for International Affairs would send the message that the City of Charlotte is actively promoting and supportive of international relationships – both economic and cultural. In addition, the Office of International Affairs would act as the primary focus for international businesses in the community on establishing “outgoing” relationships – facilitating local connections within the Charlotte region and the global market. It further elevates the work and mission of the organization as a partner with the Charlotte Chamber of Commerce and Charlotte Regional Partnership.

The Sister Cities organization would be a separate entity, maintaining the 501(c)3 status, but would be overseen by the Office of International Affairs. We would strongly recommend that a person on the International Affairs staff be dedicated to support of Sister Cities. This structure would allow Sister Cities to maintain the necessary fundraising capability, while benefiting from the structure and support of the city office.

Board Structure

The current CIC Board structure and organization results in a group that is too large. Cabinet members do not have a clear sense of their roles and responsibilities. The 6 to 8 member Executive Board carries out the work that is typically addressed by a full Board, resulting in further separation between the Cabinet and the work of CIC. In addition, the current committee structure does not address the needs of the organization. The Lee Institute recommends the following Board structure for CIC:

- The current Cabinet and Executive Board structure would be restructured to form one Board (CIC Board).
- The CIC Board would be composed of 18 to 24 members, in accordance with nonprofit board best practices.
- The CIC Board would have the following standing committees:
 - Sister Cities
 - Finance
 - MICA and Fundraising
 - Nominating
 - ProgramsAdditional committees appointed as needed.
- The CIC Board would have a Chair, Vice-Chair, Treasurer and Secretary.
 - The Mayor and current Chair appoint the incoming Chair.
 - The remaining officers will be nominated and elected by the full CIC Board.
- CIC Board members would be nominated by the sitting Board via a Board Nominating Committee. The Nominating Committee would consider individuals that had submitted applications to the City Clerk's Office expressing interest in the CIC as well as recommendations from the Mayor and City Council. The slate of nominees would be passed on to the Mayor and City Council for their consideration. Nominees would meet some number of the following criteria:
 - Their profession is directly related to international business or international education (60 to 70% of the Board should meet this criteria)
 - They are foreign nationals or serve on a Sister City Committee
 - At least 3 Board members would be chairs of the Sister City Committees
 - Two slots would be held for a Charlotte Chamber of Commerce Representative and a Charlotte Regional Partnership Representative
- CIC Board meetings would be held six times per year with a focus on the work and mission of CIC. Additional public, informational and/or networking meetings would be scheduled separately.
- Once approved for the CIC Board, new members would attend a new member orientation conducted by the Executive Director and staff as needed. The new member orientation would provide detailed information about CIC as well as outline the expectations and responsibilities of Board members.

If the City of Charlotte establishes an Office of International Affairs, The Lee Institute recommends that the Office create an Advisory Board similar in structure to the CIC Board described above, with one significant change. The Sister City organization would have a separate Board, as required by the 501(c)3 status, composed of the Chairs of each Sister City Committee, a representative from the Advisory Board of the Office of International Affairs and 5 to 6 representatives from the community at large, including a representative from the Charlotte Chamber of Commerce and Charlotte Regional Partnership . In addition, the chair of the Sister City Board should be a member of the Office of International Affairs Advisory Board.

Sister City Structure

Charlotte has eight Sister City relationships with a separate Sister City committee for each relationship. Current CIC policy states that the Chair for each committee is appointed by the International Relationships Committee Co-Chairs after completing an application process and being approved by the Executive Board. Once appointed, the Chair selects a Vice-Chair and committee members from a volunteer pool.

While some Sister Cities have strong, functioning committees with an active relationship with their city, others do not. There are no official guidelines or policies beyond those outlining the Chair and Vice-Chair. In addition, there is no regular meeting of the Sister City committee chairs with one another or with CIC staff or Cabinet. Without policies and guidelines or any regular meetings, there is a lack of accountability for the Sister City committees and relationships.

The Lee Institute makes the following recommendations for the Sister Cities program:

- A Sister Cities Committee of the Board
 - Each Sister cities Committee chair is a member of the Sister Cities Committee
 - At least three Sister City Committee chairs are full Board members
 - The Sister Cities Committee meets at least 6 times per year
- Develop guidelines and policies for the Sister Cities programs and relationships based on best practices from around the country
- Develop guidelines and policies for establishing any new Sister Cities relationships – any new relationships should have an economic development component
- A full-time or part time staff member to coordinate the Sister Cities committees and relationships
- Encourage Sister Cities to establish programs or activities for fundraising opportunities

If the City of Charlotte establishes an Office of International Affairs with the Sister Cities organization maintaining the 501(c)3 status, the organization would be required to have a full Board. The Lee Institute recommends that this Board be composed of the Chairs of each Sister City Committee, a representative from the Advisory Board of the Office of International Affairs and 5 to 6 representatives from the community at large, including a representative from the

Charlotte Chamber of Commerce and Charlotte Regional Partnership. In addition, the chair of the Sister City Board should be a member of the Office of International Affairs Advisory Board.

Staff Structure

In order to adequately support the activities of a highly functioning International Cabinet or Office of International Affairs, The Lee Institute makes the following staff recommendations:

- **Executive Director**— a full-time Executive Director (ED) whose primary responsibility is to build relationships within the Charlotte community and within the international community. The ED should have experience in the international arena and experience in building and developing collaborative partnerships with a variety of people and organizations.
- **Program and Events Director** —a part-time or full-time Program Director to oversee and manage the CIC/Office of International Affairs programs and events.
- **Sister Cities Director/Coordinator** – a full-time Director or Coordinator with fundraising experience to oversee and manage the Sister City relationships and committees and organize and support fundraising efforts.
- **Protocol Officer** – a part-time Protocol Officer to work in partnership with the Mayor’s Office, Charlotte Regional Partnership, the Chamber of Commerce, World Affairs Council of Charlotte, International House, educational institutions, and corporations allowing effective coordination of international visits and relationships.
- **Administrative Assistant** – a part-time or full-time Administrative Assistant to support the work of the office.
- **Interns** –interns currently play an important role in the work of both the International Cabinet and Sister Cities. This program should be continued and used to support specific programming and the Sister Cities committees.

In 2010-2011, CIC staff evaluated their time spent on various activities, and while this is hard to accomplish as an estimate after the fact, they estimated they were using over 3,000 hours per year in time by interns and that both full-time staff members were working over 50 hours per week. Hours allocated directly to Sister Cities work, which included chaperoning trips, was over 1000 hours annually – an average of 20 hours per week. This does not include any of the data base management, newsletter work or board support related to Sister Cities.

While Protocol is not housed within CIC, but in the Mayor’s office, the position is currently part-time. The current protocol officer estimates she spends more than 20 hours per week on protocol.

In our estimation, it does not appear CIC has excess capacity to add new programming. The Lee Institute does feel that by refining the mission and providing a focused plan of work supported by the above recommended positions the organization can become a valuable and important contributor to the international business and economic development area and to building a

strong and connected Sister Cities program. Without adequate staff support both in terms of the number of people and an elevation of the Executive Director position in terms of experience and therefore, pay range this organization will probably continue to limp along without significant improvement in their ability to support a revised mission and a robust Sister Cities program.

Programs

In its current structure, it can be difficult to identify and define the specific programs and services offered by CIC. The Lee Institute recommends that CIC focus on the following programs:

- **Sister City Relationships** – see Sister City Structure for additional information
- **MICA Awards** – community awards gala focused on recognizing corporate and individual giving, philanthropy and commitment to the Charlotte Regional community; this event should also showcase CIC or Charlotte International Affairs office and be restructured and strengthened to become a fundraising event for CIC or Sister Cities.
- **CIC Forums** – meetings open to the public, focused on a specific issue and used for an exchange of ideas and/or raising awareness; these forums should be separate from the CIC Board meetings
- **International Organization Meeting** – a meeting for the organizations that work with Charlotte’s international community, primarily designed as a community outreach event
- **International Entrepreneur and Small Business Owners Meeting** – a meeting or entrepreneurs and small business owners in Charlotte’s international community, includes workshop and speakers focused on a particular sector of the business community; designed to help those who attend learn more about growing their business in the international community
- **Student Exchange Program** – establish a student exchange program for Charlotte area high-school students structured around the Sister City programs; a student exchange program is one of the centerpieces of Sister Cities programs throughout the country
- **Beaujolais Festival** - restructured to become a fundraiser for the Sister Cities committees

Resources

In fiscal year 2011-12, the CIC profit and loss statement shows:

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| Income from sponsorships and programs | \$136,690 |
| City Funding | <u>153,060</u> |
| Total Funding | \$289,750 |
| Expenses related to sponsorship and programs | \$129,190 |

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| Payroll expenses* (2 FT plus \$8,400 for consultant) | 95,755 |
| Rent, Technology, Telephone | 29,389 |
| Payroll processing, bookkeeping, audit | 7,032 |
| Postage, printing, office supplies, website, on-line services | 6,480 |
| Sister Cities membership | <u>1,665</u> |

Total expenses **\$267,186**

**Does not include any benefits as part of compensation*

CIC also has a reserve fund of \$79,000 these funds are reserved for specific programs.

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| Mayor's travel fund | \$18,677 |
| Arequipa School funds (SC funds for Arequipa school projects) | 6,818 |
| Mica awards (excess from past programs to be used for MICA) | 27,607 |
| Queens Friends with Music (for SC exchange around music) | 2,614 |

Current funding levels for CIC prevent a robust Sister Cities organization and active roles in both the economic development area and as a connector and convener of the international community. The Lee Institute recommends that any additional funding for CIC first be directed to:

- staff salaries to more adequately reflect the revised mission and that are competitive,
- inclusion of benefits, and
- stronger support for Sister Cities functions, with fundraising experience required for this position.

Charlotte International Cabinet Recommendations

The Lee Institute recommendations were presented to the Charlotte International Cabinet at the October 4, 2012 Cabinet Meeting and the City Council on October 8, 2012. At a specially called Cabinet Meeting on November 15, 2012, the Charlotte International Cabinet (CIC) voted:

1. to formally accept the Charlotte International Cabinet Evaluation & Recommendations, dated October 2012, prepared by The Lee Institute (the Evaluation); and
2. with respect to the Evaluation, to recommend that:
 - a. the CIC staff become an office of international affairs within the appropriate department of the City of Charlotte;
 - b. the CIC itself become an advisory board to the office of international affairs; and
 - c. the current NC nonprofit corporation continue, with a focus on developing and nurturing relationships between the City of Charlotte and other cities and regions (i.e., not limited to Sister Cities).

The CIC Executive Board, at a meeting immediately following the Cabinet meeting, approved the votes set forth in items 1 and 2 above.