

WORKING PAPERS

City Council Retreat

February 8, 2011

Camille Miller asked council members what accomplishments they're proud of in the last year.

- Mayor Keyserling said that council works well together, and he credits the work sessions in part for that.
- Councilwoman Beer said community involvement has helped council.
- Councilman McFee said he's proud of inter-government cooperation.
- Councilman Sutton said service delivery measurement, performance, and recalculation for where the city is now.
- Councilman Fordham said good leadership from city staff, citing particularly Scott Dadson, Shirley Hughes, Mack Cook and Kimberly Foxworth.
- Mayor Keyserling added that they have strived for and created a stronger sense of transparency.
- Councilwoman Beer said she is pleased with the quality of staff and the improvements to communication as well as to the budget process.
- Councilman McFee congratulated staff for being able to impart information so that council can understand it; budgets, for example, were once incomprehensible. The sense of cooperation and the intelligence of staff and boards are a push forward.
- Councilman Sutton said a critique of where the city is is easy; "the themes that resonate from yesteryear need to be tackled." There is a comp plan, but nothing has been done yet. There's greater efficiency, but council needs to engage the entities that move the city into the future.
- Councilman Fordham said he agrees with Councilman Sutton, and the council needs to be more involved with leadership. He's pleased with staff. He's curious to see how the retreat pans out and expects he'll be able to give an opinion then.
- Mayor Keyserling said that "everyone's talking about reinventing themselves," and he feels the city has made headway, but it's not the headway they want to make. There are still issues in the Northwest Quadrant, for example, but for the first time there is a neighborhood association there with members on volunteer boards. They need to balance the way volunteers, council and staff interact. They need to not knock too many chinks into the foundation. He feels this is all a function of communication.

February 9, 2011

Mayor Keyserling began by bringing up a discussion of work sessions and regular public council meetings. He proposed that council have two workshops, a formal meeting, and a joint work session that would include the chairs of the Planning Commission and the Redevelopment Commission to enhance communication. Ms. Miller surveyed the council members on their opinions. Councilman Sutton felt as if work sessions should be more focused than they are. Presently, they sometimes only accomplish what should be done, he feels, in the regular session, and this "diminishes the value of the formal meetings." He agrees that the component of connecting to the boards and commissions is missing. The information flow needs to be clearly worked out for the Office of Civic Investment. The chairs of the various boards and commissions could come to a "listening session" community meeting.

These could be weekly or quarterly. Mayor Keyserling said this would be the meeting the public would come to if they wanted to see what's going on. He feels that the formal city council meetings don't accomplish as much communication as they could, citing the example of the county council meetings.

Ms. Miller said one or the other of the following processes is at play during meetings: 1) task-oriented and 2) process (which is more relationship-building). Everyone prefers one or the other. The meeting's intent and content needs to be known and it needs to be managed, as well. Councilman McFee said the accessibility and informality of the work sessions is intended, and he feels that the agenda is held to pretty well in terms of management. Regular council sessions stick to the agendas. Councilwoman Beer said the public feels more intimidated about speaking at a formal meeting; at the work sessions, they are more comfortable and the discussions are in detail. She's heard no complaints about the meetings from constituents.

Mayor Keyserling sees more public resistance as things are done differently, and a gulf is developing between the city manager, staff, and council. He sees the need for more issues to be brought up, and more awareness of what the city manager is doing. The council needs to be able to give him more feedback on what staff is doing. He agreed with Councilman Sutton that a presentation on insurance, for example – a meeting “where we're just hearing, not having a conversation” – may not be the best use of work session time. Mayor Keyserling feels they need to think about structure in order to use the time best. Council talks to one another and does so between meetings, but the more they talk together, build consensus, and direct staff, the better. There's more consensus-building.

Councilman Sutton said he prefers a special meeting be convened for special issues. He agrees that the table-top format is good. He knows more communication is needed from council to do the job they should do. He wants more information and prefers that it not come via the internet. He has experienced issues with getting and reading the information in the packets electronically. He would like to look at the design of the council chambers by adding a conference table to make it more suitable for what they're doing. He thinks televising would be the best thing they could do long-range.

Mayor Keyserling advocated building a feeling that the council is listening and interacting with the public, “not just talking at them from on high.” He's in favor of getting work done.

Ms. Miller said one issue at play in this discussion is “building change”; it's a different council than in the past. Mayor Keyserling said he believes there is more trust in this council than in the past, whereas the direction of the country is going the other way. Councilwoman Beer said there's less public input than they would like, but if the issue is controversial and focused on a particular neighborhood, people will come in.

Ms. Miller said when change begins, the public's response is initially *denial* – “That's not needed” - and then they go to *bargaining* – “Let's wait on that for awhile.” Then the intensity builds, and the response is *anger*. When it begins to level off, there is a sort of *depression*, and then after a period of time, they move to *acceptance*. The city is going through significant changes, and council has to have the will to sustain itself through these periods until the point of acceptance.

Councilman Sutton said the council's experience has been that when the anger phase comes up, the council goes into a “stalling” mode in reaction, even though they are only hearing from a small, not

necessarily representative, sample of the populous. Mayor Keyserling sees it not as stalling but as “working through.” Ms. Miller said it can be a reflective time, but it can also move into a stall.

Councilman Sutton said the public deserves to know everything council does. Though they want to be transparent, Ms. Miller said citizens can’t know everything; council deals with a great volume of information sometimes. There was discussion of historic issues in Beaufort government in which council was locked out of the process.

Ms. Miller said there’s still a need for “over-communication.” She sees council as the architects of the vision, but they rarely get involved in the laying of bricks and mortaring. Continuing the analogy, Mayor Keyserling said the architects do come on-site to supervise the work, though. The “architects” have Redevelopment Commission and Planning Commission, city staff and the city manager, and external relationships to do the work. The question is how to make the meetings work, given this.

Mayor Keyserling said the workshops are the place information is exchanged on a consistent basis. Councilman McFee said staff works for Mr. Dadson, not for council. Councilwoman Beer feels that the volunteer board members have been appointed because of their background or experience, which makes them more professional. Councilman Sutton said no council members sit on the volunteer boards except Redevelopment Commission, so they are not connected to the various parts of the hierarchy. Mayor Keyserling said though they’re architects of the vision, they are necessarily dependent on staff to draft it, and they may not always fully understand the plan.

Ms. Miller said each council member could be a liaison to each board/commission. Councilman Sutton said the web site is less up-to-date and timely than it should be. Mr. Dadson said he does a weekly report and sends e-mails, so council has been told that the site is being updated. He feels it’s a problem that they “want every detail” but admittedly “can’t read every detail.” He feels it’s not necessary to know everything in order to lead. He believes there can be too much communication. Architects don’t design the whole house; other experts come in for separate parts. Mr. Dadson said in a large organization, there are things that won’t get done. Management has to know what the group thinks is most important, and that’s what gets reported. This method will get the majority of things done the majority of the time.

Communication

- No surprises
- Level of detail
- Format

Pro-active vs. reactive

Ms. Miller said the city council is not the same as it was even two years ago. She asked: *What structure is council striving for that brings blueprints and clarity?*

CITY COUNCIL VISION (sends vision directives to city manager) – Council needs to be informed and prepared.

I

I

V

CITY MANAGER (sends professional advice to council)

He's balancing maintaining operations and research and development / PLANNING

Structural impediment

Amount of information

Increased number of meetings

CITY STAFF

EXTERNAL EXPERTS

BOARDS AND COMMISSIONS

Councilman McFee said in his experience, policy and procedure comes from the board, but the board doesn't develop the idea. He doesn't have the experience that a city manager or planner would have, but that doesn't mean he doesn't set policy.

Councilman Sutton said the vision now is based on collective work from the community through the comp plan. Something has changed in the process now. Council was once heavily *managing* where the city was, and now he feels the city manager is planning more. Mayor Keyserling said council had their arms around less in the past, and now that there's more, there's a huge pressure on the city manager to service and communicate with council the way he did before, when he had half as much on his plate. Mr. Dadson has to plan for the future *and* manage the city. Perhaps, Mayor Keyserling feels, council isn't up to speed.

Mr. Dadson said there are constituent concerns and issues and how they're dealt with, and there's constituent engagement, which is something different. Staff has been working to make maintaining operations more efficient and stable. The focus now is on R&D. The comp plan shifts that focus to R&D which council shifted in turn to the Planning Commission (regional reach) and the Redevelopment Commission (local reach).

Ms. Miller asked if anything council is feeling is related to what is and isn't working because of the changes they are making themselves as a council group.

Mayor Keyserling said that council manages the "anger" – they "sell, educate, converse" to move the public to acceptance. As staff grows and issues grow more complicated, it's confusing to know what to go to Mr. Dadson with that won't burden him. Mayor Keyserling feels council is a resource in terms of feedback and public education. Ms. Miller said if they have two work sessions a month, and a joint work session with the board chairs and vice chairs, this might be an opportunity to get information back to Mr. Dadson.

Mr. Dadson said not all the *regulatory* boards are listed as needing to be a part of the joint work session because, for all intents and purposes, they are staff. The Redevelopment Commission and the Planning Commission need to always be communicated with because they help set policy and vision. Council

always must communicate with the city manager to get the information to staff. Mr. Dadson advocated monthly engagement with the Planning Commission and Redevelopment Commission chairs in an informal way because council needs to focus on R&D and planning. There needs to be board-like debate and times when they do business / take action. Other than that, they listen and learn. Ms. Miller said council would be linked to staff, external experts, and boards and commissions through these monthly meetings.

Councilman Sutton asked who presents the common council vision and to whom they present it. Ms. Miller said she's hearing Councilman Sutton say that he has a personal vision that he'd like accomplished which seems disconnected to council's collective vision as it's expressed in the comp plan. Councilman Sutton said "the entire comp plan may not be council's vision." He feels "the vision needs to be looked at regularly." Mayor Keyserling said the comp plan includes regional cooperation (Metro Planning Commission); a more predictable regulatory process /zoning (form-based code and the Office of Civic Investment) ; and more citizen involvement.

Councilman Sutton said council hasn't revisited and confirmed their beliefs and where they're going, and times are changing. He asked who presents the council vision to these boards. This could happen in the sessions where the chairs and vice-chairs attend. He wants to ensure that the Redevelopment Commission and Planning Commission are championing the council. Councilman Sutton said he feels he doesn't know what the Redevelopment Commission and Planning Commission are doing, and there is no formal process to learn that. There needs to be "communication up to council."

Mr. Dadson disagreed. He said the groups are moving forward as they were set to. The boards and staff were modified to carry out the council's vision. He feels the things the council wants to happen are happening. Councilwoman Beer feels there's more communication now than there's ever been. She thinks a monthly meeting with the public and the heads of the Planning Commission and Redevelopment Commission is a good idea.

Ms. Miller encouraged a work session to revisit priorities if they've changed for any member of council. Councilman McFee said when the comp plan vision was implemented, there have been differences in understanding the nuances of what the comp plan is and there should be. He noted that the comp plan came before the economic downturn.

Mayor Keyserling said "in an effort at transparency, the \$700,000 contract got way out of control and distracted the community." The sudden appearance of the Office of Civic Investment logo on the web site and an ambiguous press release further confused the council and the community. So now council is a little gun-shy and intimidated.

"Insight moments":

Mr. Verity said the importance of communication stands out for him and having a monthly meeting seems like a great idea.

Mr. Dadson said the mayor summed it up and that the process for the flow of information is part of management's job to get to council. He knows council is committed to moving forward and staff wants to work on that and make it better.

Councilman Sutton doesn't feel like there's resolution yet; he agrees with the mayor's summary. Councilman Sutton has lost some trust because of the series of recent events and how they unfolded. He wants to know things ahead of the media, so boards need to report what's going on and discuss with council. He wants work sessions to be about *work*, not to hear complaints.

Councilwoman Beer said she feels like they're heading in the right direction and will continue to if the communication with the public is good.

Councilman McFee feels there are communication issues, which are to be expected with tight schedules and small budgets. He doesn't want to sacrifice being informed. Council is on the streets and doesn't want to be blindsided. The public elected council with the belief that they will be the representatives that they believed them to be. That's not realistic, but that's the perception. They are "the face of change" and must therefore be informed, Ms. Miller said.

Ms. Miller asked what is working well in terms of implementation of plans and what needs to be tweaked. Councilwoman Beer said re-engaging the Redevelopment Commission and forming the JMPC are two big steps toward being able to implement the plan. The Redevelopment Commission has been given a more definitive working model. The joint neighborhood improvement teams meet monthly to discuss problems they have. Staff listens to them and answers questions, which Councilwoman Beer said is more communication. Councilman McFee said they have opened up a need to have the neighborhoods vested and represented.

Councilman Sutton doesn't feel they are far enough along to say yet what is working. The neighborhood teams have taken positive, important steps, and the neighborhoods now have a connection to City Hall that they didn't have before, if they participate. He doesn't know what the Redevelopment Commission and the Office of Civic Involvement are doing. Ms. Miller said reporting in the joint work session will be critical, then.

Mayor Keyserling said the Planning Commission is supposed to give council a yearly audit and that should be forthcoming. There is generally more confidence in the city, partly because of work at the neighborhood level. He feels communication has improved at the staff / intergovernmental level. The relationship with Port Royal is growing and services are being shared. He sees an imminent partnership with the county as well. People are hearing about form-based code and infill, and even if they don't understand what they are, they're aware.

Councilman Sutton asked staff and council if they sensed "typical resistance to change." He is hearing resistance to change from a diverse group of people. Mayor Keyserling said it's a lack of understanding of the need to grow. Growth used to mean annexation, but that's not the case now. Revenue in the next budget will be flat, so business and residential have to grow to share the tax burden, and the people "need to be educated that this is good news."

Ms. Miller asked if council was comfortable with the direction under discussion for the course of the next 12 months. Councilman McFee said yes, though there are hurdles still, particularly perceptions that need to be managed.

Hurdles:

1. PERCEPTIONS
 - To be managed
 - People need to be educated / informed
2. RESISTANCE TO CHANGE
3. EDUCATION OF PUBLIC – 80% of time is spent managing 20% of the issues
4. FIND SOURCES OF REVENUE
 - Uncollected business licenses
 - Grant partnerships
 - Block-by-block inventory and audit

Councilman Sutton said he is comfortable with this path. Mayor Keyserling said he's on the R&D side, but he feels the need to seek out sources of revenue. There's concern that grants can be costly to manage, but he feels there is enough experienced staff to manage that.

Mr. Dadson said revenue can be improved if it's clear what is being collected and how it is generated in the first place. In the current market, Beaufort is an interesting niche. The land use development pattern south of the Broad doesn't work much anymore. North of the Broad, there are blank spots in the city and barriers to entry. The opportunity is in how it is packaged and marketed to create redevelopment and infill / manageable rooftop development. Councilman Sutton said the property inventory and audit will ask the question: "What (kind of property) are you and what are you contributing as a property owner?"

Ms. Miller asked if a tax-exempt organization can own property that generates revenue but that revenue is un-taxable. Mayor Keyserling said that taxation doesn't cover a hospital, but it's taxable if a church owns property. Ms. Miller suggested asking the city attorney to look into it. There are many buildings owned by non-profits that aren't paying taxes and are a huge burden to the city. Every 501(c)3 organization has a requirement to provide information. Some investigative work has been done.

Mayor Keyserling said churches are a part of civic infrastructure which is a part of people and not something other competitive cities necessarily have, so they can perhaps be negotiated with. Councilman Sutton said the churches with illegal parking lots need to be approached to see their long-term plan and how that can also benefit the city.

Ms. Miller said as more change happens in Beaufort, council has the opportunity to be ahead of the curve. She asked council to provide the critical points they want to make to the group in terms of: leveraging relationships, geometric progression of information, managing the change process, and engaging constituents in the process.

Leveraging relationships

Mayor Keyserling said institutions of higher learning are a huge challenge but also offer an important opportunity. The community as a rule has not given these institutions full support. The city needs to build incremental bridges. What could TCL provide or train people for that the city needs?

Councilman Sutton said they should leverage how property owners are using their property. Churches sitting at the table with Redevelopment Commission and council will show them how important it is, not

just to a team, but to the bigger city picture. The same is true of others at the neighborhood level. They need to target groups such as churches and neighborhoods and build - not erode - partnerships. A board member could give presentations – his Block By Block presentations got people behind that project – to get the community involved.

Councilwoman Beer said those on the city's boards and commissions need to know that their work makes a difference. The city needs to take advantage of the experience available to it to be tapped into.

Councilman McFee said relationships with the business community, Chamber of Commerce, Main Street Beaufort, island communities, and other stakeholders need to be targeted and educated.

Mr. Dadson said the city controls staff and whom they appoint to commissions, but how does it deal with other jurisdictions, school boards, service providers, library boards, the thirty levels of the county, etc.? Neighboring jurisdictions are just discovering they have fewer resources coming in. Few redistributed dollars come in from the state. He has concerns that as their positions are changed, the potential exists for Beaufort to be exploited - TIFs, EMS, the park system, etc.

Mr. Verity said the military is a big employment base; the MCAS is part of the city now. Lobbying might be done for a stormwater fee. There's "an enormous opportunity for additional revenue" in the F-35 program. Mayor Keyserling agreed that the military could do more for the city. The population of Laurel Bay could be brought in; they could do the stormwater fee; they could be more aggressive about purchasing goods and services from local businesses and letting the city know what their needs are. Retirees also have resources that could be put to use to help the city. Beaufort County has among the highest per capita percentage of millionaires in the US and percentage of college or post-grad educated individuals. This is skewed to the southern part of the county, but there are missed opportunities there for Beaufort, too.

Ms. Miller asked who should be tapped to leverage these relationships. The steps need to be assigned. Mayor Keyserling advocated the teamwork approach – at certain points the person tapped would need to be a council member, a Redevelopment Commission member, etc. "Sometimes it needs to be all of the above, which is why the communication part is so critical," he said. Councilman Sutton said when the Redevelopment Commission decides to approach someone, he'd like a council member to be brought in and those doors to be knocked on together. He'd love to introduce the Redevelopment Commission to the Baptist Church of Beaufort, for example, "and start that conversation." He doesn't need to be heavily involved in the process, but he would be able to lend legitimacy to the process. Councilman McFee said the church is fundraising and has plans to build a Christian school, which is a perfect opportunity for the Redevelopment Commission to be involved.

Mr. Dadson said last summer, council knew Riverview was interested in a school, and the Lawrence Group was brought in to help with that. They engaged everyone to participate. Staff saw that it needed to be really organized, so they brought in every school, church, etc. and collected a lot of information. The work plan is starting where it does because of the series of conversations that have been had. A lot of civic space is underutilized.

Ms. Miller said council is willing to allow some relationship leveraging "to emerge organically." Mayor Keyserling clarified that while this is organic, this will be driven by the block-by-block surveys. When

work has taken place on downtown civic space, they will sit down and figure out who is going to get involved where. All of council has been anxiously awaiting work product. The charettes will start this process, but they don't want to only see the same groups and people from the community who are always involved. Ms. Miller suggested that staff pull together a list of the civic groups that might be involved in conversations with council. Councilman Sutton said Habitat For Humanity hasn't come to council to explain what they do, how they do it, and what they're looking for. They need to be brought into the discussion. Mayor Keyserling said council can add to the list that staff creates "in ten minutes."

Fred Leyda's Community Alliance of Social Services has been tasked with "the housing thing." Ms. Hughes said at the meeting she attended, the people there included Mr. Leyda, Morris Campbell from the county, LCOG, the Economic Opportunity Commission, and others. The discussion evolved over another attempt to pull together appropriate entities in the county to begin to talk about housing in general. Ms. Hughes's point was that the Redevelopment Commission has a vested interest in doing housing. The city doesn't want to be in a position of tripping over other agencies, so they should be coordinating efforts. She discussed meetings with the Lowcountry Housing Trust, the block-by-block grant, etc. She will take someone from the Redevelopment Commission's housing group to the next meeting and Councilwoman Beer offered to go as well. Mr. Dadson said there have been several initiatives/objectives/strategies on housing over time, and this is a good example of the complexity of the relationships, which are "all over the place: a lot of fingers in pies." The state recognizes the LCOG, not the individual applying for a grant. These "gazillions of moving parts" are what the city is up against. So in a discussion of leveraging, they need to figure out how to be organized. There are so many layers and so much stuff all in the name of one thing – housing – that can happen.

Mayor Keyserling said Mr. Leyda is paid by the county to try to bring these groups together to determine what to do with the \$500,000 in the county budget. Mr. Dadson said it's difficult to include everyone, so it comes back to leadership. Councilman Sutton said re: housing, the way it's done in a focused way in Beaufort works better than the "broken form of the collective." Mr. Dadson said council's role is to say, "We're interested in this, here are the groups doing these things," and if someone wants in with energy, time and talent, council can plug them in and keep it better organized. Mayor Keyserling said they need to not be dragged down by the groups that do nothing but meet, though they can be told as a courtesy what's being done. Mr. Dadson said the Lowcountry Housing Finance Trust would be a hugely efficient way of handling resources.

Ms. Miller said in terms of engaging constituents in the process, everyone on council has said this is a critical thing for them. Opportunities have been missed, so she asked council to discuss how they can increase constituent involvement and what needs to be started and stopped and done better. Councilman McFee said the constituents need to buy into and be on board with council. 100% community buy-in would be great, but not realistic. Investing and engaging constituents leads to greater transparency and increases the education of the council members as well and creates a progressive, active plan and allies.

Mayor Keyserling said the obstacle to overcome is to go back to the demographics of the city. In Mossy Oaks, most people work. When asked what they want, they want to pay fewer taxes and be left alone. Renters are scattered and then there's the educated "elite." The city's greatest critics and most likely allies are part of the group of those who call Beaufort home but don't live in the city. The challenge of meetings, he said, is to get those people to *do* anything. This is a huge challenge but can be a huge

resource. "A center for civic engagement" is an institution that needs to be cultivated, Mayor Keyserling feels. When he speaks, people tell him they'd like to help the city, and he doesn't know where to send them. Social service agencies don't use these types of people very well, and they are a huge resource and have something to give to the city.

IMPLEMENTATION OF CHANGE: Ms. Miller asked about televising council meetings. Councilman Sutton said people will watch it before they will come to a 6 pm meeting, especially on a controversial topic.

Councilman Sutton said he's always been disappointed by the way the city's ads look when they run them. Council has a lot of announcements to make and they don't look good. Mayor Keyserling said the web site should be the first step, and parts of it can be used to market. Councilman Sutton said a bulk direct mail could also work. Newsletters, texts, e-mail were given out as possibilities. Ms. Miller suggested using e-mail "blasts" with a link. Mayor Keyserling uses his 3000 person e-mail list. They could possibly use a water-sewer bill, too.

Mayor Keyserling said much depends on having one place to go for everything. He sends people to the Boundary Street Plan, but that's just one thing. Ms. Miller suggested streaming video on the website if the capacity is there. **John Williams** said there's the ideal population who want to be involved and then there are the people who don't read bulk mail and are too busy. They need to be engaged, and it needs to be demonstrated to them why this stuff is important and why they should care. Ms. Miller said these are the "What's in it for me?" and the "Not in my backyard!" mentalities.

FRAMING THE ISSUE

The best tool to keep sharpening is the Web;

- Councilwoman Beer suggested adding an e-mail signature with a link to the web site to draw visitors to it.
- The Office of Civic Investment team will have its own web site linked to the city's site for logistical and security reasons.
- Councilman McFee suggested social networking linking into the web site as well: Facebook, Twitter, Linked In, etc. Mayor Keyserling said he has generated huge interest from his Facebook posts.

CRACKING THE OPPORTUNITY CODE

- Engage the intra-governmental entities – county, schools, towns – to drive regional plans and to educate and drive regional planning, the TIF districts, how metro-planning can be more cost-effective, etc.
- Set up lobbying for Federal dollars to spend at the state level with State representatives. Bring state reps to Beaufort, using connections and partnerships.
- Regional metro planning applied to service delivery – better service the layers and make it more cost-effective.
- Roundtable discussion with not-for-profits on economic health issues in the future, so they can see how the city could be partners, i.e., an organization may need a building and the city is looking for redevelopment opportunities.
- Educate and engage for TIF districts to end misconstrued ideas about them.

- Student housing – not just USCB – directly affects the vitality of the university, though the venue is limited. They need the neighborhood to support the university’s vitality - private sector development and looking at zoning issues – retain properties on the tax rolls.

Ms. Miller asked each council person what was the one thing on their minds to discuss.

Mayor Keyserling said he’s “back to communication.” It needs to start with a central place for information, and that’s the web site improvements. He feels that the second monthly formal council meeting should be converted to a meeting with the Redevelopment Commission and Planning Commission reps. There was discussion as to whether this was an ordinance issue, and Mr. Dadson said they would need to change the ordinance because there is one that applies to the formal/regular meetings.

- Work sessions would create future agenda items for the formal meetings
- Redesign seating space in council chambers
- Rotate other groups (not necessarily the regulatory boards) to be brought into joint work sessions?
- Office of Civic Investment team invited to meetings as well with council, Planning Commission and Redevelopment Commission
- Ms. Miller recommended that the next work session identify pipeline issues and prioritize for insertion into work sessions
- Council needs to be part of the construction of the agenda, Mayor Keyserling said, and he asked council’s role in oversight beyond just budget.
- Ensure that the commissions report to council in joint work sessions, and that council is prepared with questions for the commissions
- Put calendar on web site of council meetings, commission meetings
- Documents to council – hard copies of the council packets will be available for pick up, they could be delivered, or they can be uploaded and sent electronically.