



CLEVELAND HEIGHTS

Charter Review Commission

February 10, 2024

9:00 AM

City Hall – Executive Conference Room

1) Call to Order

- a. Chair Linda Striefsky called the meeting to order at 9:01 AM.

2) Roll Call

- a. Members present: Harriet Applegate, Roland Anglin, Graham Ball, Drew Herzig, Graig Kluge, Guy Thellian, and Linda Striefsky.
 - a. Harriet Applegate arrived at 9:03 A.M.
- b. Members absent: Stephanie Morris and Jonathan Ciesla.
- c. Staff present: Assistant Law Director Lee Crumrine.

3) Public Comments

- a. None.

4) Interview with Shaker Heights Mayor David Weiss

- a. Chair thanked Shaker Heights Mayor David Weiss for meeting with the CRC. She explained that the CRC is interested in the relationship between Council and the Mayor in Shaker Heights. She noted that the charters of Shaker Heights and Cleveland Heights do not differ all that much. She noted that Shaker Heights has a long history of a mayoral form of government with a strong City Administrator with a visible role. She asked how the flow of information between Council and the Mayor occurs in Shaker Heights and how they interact. Mayor Weiss responded that there is nothing formal, like an ordinance, that governs that relationship and that it is a practice and culture. He stated that even in Shaker Heights it varies from topic to topic sometimes. He explained the process for legislation in Shaker Heights and that there is a lot of information exchanged through committees. Ideas bubble up from committees to Council. Legislation may go through 2 or more committees, plus the finance committee, before going to Council. Detailed memoranda are prepared for the committees.
- b. Drew Herzig asked if City staff is required to attend committee meetings. Mayor Weiss responded that there are City staff assigned to each committee, and the staff provides answers to Council questions. Drew Herzig explained that the CRC has heard from some Councilmembers that other Councilmembers are asking staff to

provide information because of the Councilmember's inexperience. Mayor Weiss explained that there is not a tradition in Shaker Heights of Councilmembers initiating legislation and that most of the legislation comes from the administration. Graig Kluge asked if it was fair to say that the administration is proactive about informing and working with Council, and Mayor Weiss agreed. Mayor Weiss explained that there have been occasions that departmental directors have become overwhelmed by requests of the public and Council, and it is difficult to respond substantively to the requests. Drew Herzig asked if Councilmembers understand that when they ask for information that answer to those questions will be presented to committees rather than to individual councilmembers. Mayor Weiss responded that generally there are not one on one discussions between Councilmembers and Directors because information is shared at committee meetings, allowing all to hear the information. Questions are addressed in committee meetings or at committee of the whole.

- c. Harriet Applegate asked Mayor Weiss to explain the committee process. Mayor Weiss explained that these committees comprise both residents and councilmembers. Councilmembers each chair one committee and serve on another committee or two. Historically, the residents have been appointed by the Mayor. Mayor Weiss has changed that to include an application process through the City's website. Mayor Weiss stated that residents are active on those committees. Drew Herzig asked if the Council needs to approve those appointments, and Mayor Weiss stated that there are 7 standing committees, for which no council approval is required as to public members. For Boards and Commissions, usually there is Council approval required.
- a. Guy Thellian asked what he meant by "monthly working meetings." Mayor Weiss explained that most of their committees meet monthly, while some meet quarterly. Council meets twice a month. One meeting is a work session, on one or two substantive topics, with no public comment allowed, but Councilmembers may ask questions. The second meeting includes an opportunity for public comment.
- b. He explained that since the COVID pandemic they started having luncheon work sessions on the off-weeks, which are also public meetings.
- c. Harriet Applegate asked if Councilmembers also initiate legislation, and Mayor Weiss said yes. Chair asked how city staff is involved in the development of that legislation initiated by a Councilmember. Mayor Weiss responded that every two years there is a retreat for the Mayor, Councilmembers and Directors. At that meeting a 2-year work plan is developed; they try to get consensus on city-wide initiatives, department by department. It can become chaotic and difficult to manage if other initiatives are introduced on an ad hoc basis, which can cause confusion for city staff and directors. If it is a big enough topic, they will set up a task force to address it. He gave the example of their mental health response initiative, which met regularly for six months to a year.
- d. Chair stated that it sounds like the mechanism of the retreat permits the City to channel its resources to priorities. Mayor Weiss stated that the vice mayor (a Councilmember) and the City Administrator work together with a facilitator to develop a list of priorities or plan to present to Councilmembers for discussion at

the retreat. The Directors and management team are at the retreat, to interact with Councilmembers.

- e. Harriet Applegate asked about the role of the City Administrator in relation to the Mayor. Mayor Weiss said there is not an easy answer to that question. He explained that it enables the Mayor to develop policy initiatives and direction without having the burden of handling day-to-day administrative issues. He explained that he tends to be a little bit more hands-on, and he regularly meets with the City Administrator. The current City Administrator has a tremendous amount of government experience and connections. Chair asked if the Mayor and the City Administrator are full-time. Mayor Weiss said the charter is silent as to whether the Mayor is full-time or part-time, but it has been difficult for past Mayors to do the job on a part-time basis. The City Administrator is full-time. Drew Herzig asked if the vice mayor is an elected position, and Mayor Weiss stated that the vice mayor is appointed by Council, but the job rotates every 2 years. Usually the vice mayor is the most senior member of Council who hasn't yet served as Vice Mayor. Mayor Weiss meets regularly with the Vice Mayor. He explained that that position is a key link between Council and the administration.
- f. Drew Herzig asked if the City provides training for newly elected Mayors and Councilmembers. Mayor Weiss stated that there is an internal orientation for newly elected officials, which includes meeting Directors and review of standard practices. He mentioned that new Councilmembers often already know the Directors, due to committee service. He stated that the Mayors and Managers Association has a one-day training every two years. Drew Herzig asked if the training is mandatory and if Shaker Heights has any training requirements in addition to training required under state law, and Mayor Weiss stated that there are not any additional training requirements.
- g. Mayor Weiss explained that the City administration is a clearinghouse for information. He explained that departmental directors do talk to the public and take phone calls from the public regularly. His assistant directs calls to Directors or staff, and the City Administrator helps manage that.
- h. Harriet Applegate asked if things work well in Shaker Heights because of cooperation or because it is transactional. Mayor Weiss responded that that there is no system that is good enough that its implementation cannot be screwed up. He gave the example of their hiring a new police chief from outside the city and the questions he received from candidates about political hiring and firing, and he explained that Shaker Heights does not have that tradition and that the administration is professionalized. Sometimes there are differences of opinion. The retreat results may not make everyone happy, but it all usually works out well.
- i. Mayor Weiss left the meeting at 9:45.
- j. CRC Discussion of the Interview with Mayor Weiss
 - i. Harriet Applegate noted that Shaker Heights's City Administrator is powerful because she is good and has a lot of experience, and she also noted that Cleveland Heights has a good City Administrator with a lot of experience. Drew Herzig noted that both South Euclid and Shaker Heights rely heavily on its City Administrator and that

the position may be underutilized in Cleveland Heights. Harriet Applegate noted that she does not have the impression that the City is not run based on democracy and that it is well-run from the top down from the City administrator.

- ii. Chair noted that Mayor Weiss previously served as a councilmember and came to the position of mayor with a lot of experience in city government.
- iii. Chair noted that the operations of council is based on consensus and does not have a lot of individual initiative. She also noted that a critical element is that there is city staff assigned to committees.
- iv. Drew Herzig noted that there is a history in Shaker Heights and that there is no history and tradition in Cleveland Heights to inform how things are done following the change in the form of government. Graig Kluge noted that what Mayor Weiss and Mayor Welo told the CRC about collaboration and openness is common sense.
- v. Guy Thellian stated that in both South Euclid and Shaker Heights there is city staff working with Council standing committees, and Cleveland Heights does not have that. Drew Herzig said that when he was on the Commission on Aging, City staff was present to support the Commission. Chair asked about Drew Herzig's experience serving on 2 city councils not in our City, and Drew Herzig stated that there was City staff assigned to Committees.

5) Interview with Mayor Kahlil Seren

- a. Chair thanked Mayor Seren for his survey responses and for meeting with the CRC. She explained to Mayor Seren what the CRC has accomplished and heard to date for background. Chair suggested that the first topic for this meeting be the issue of the balance of powers, including inquiry, to get Mayor Seren's input and perspective. Chair explained that they have found some overlap of the powers of the administrative and legislative branches of government. Chair noted that Mayor Seren and some Councilmembers have suggested revisions to the appointments process. Chair stated that the CRC has heard recommendations that directors be required to attend Council meetings. Chair stated there are a lot of different approaches that could be taken to address the relationship between the two branches of government.
- b. Chair stated that the charter should not get into the weeds or into details. Chair stated that she saw in Mayor Seren's responses his view that City staff serve the administration and not Council and that it appeared to be a transactional relationship rather than cooperative. Mayor Seren responded that he is not a fan of horse-trading in general, although that it is something that cannot fully be avoided in politics. He gave the example of appointments to the CRC.
- c. Chair asked about the instances of councilmembers proposing their own legislation and their need for access to City staff. Mayor Seren stated that, in his view, under this system of government (as distinct from the City Manager form), the City administration serves only the executive branch. Council has the authority to hire their own staff. He stated that City staff's role is not to be policy advisor to Council. He agreed that it is reasonable for Council to request

information from City administration that is not available elsewhere, but he drew a distinction between that and requiring City staff to advise individual Councilmembers on policy, especially a Councilmember's policy priorities may not align with those of the administration or of other Councilmembers. Mayor Seren stated that there is a relationship that develops over time, and he gave the example of Mayor Welo who has had much longer to develop that relationship. It is unreasonable to expect that Cleveland Heights after two years under this form of government should be at the same stage as South Euclid that has had an elected Mayor form of government for much longer. Mayor Seren questioned how much time and effort the administration should commit to an issue that the administration does not view as a priority or a problem.

- d. Drew Herzig asked that Mayor Seren identify his top 2 or 3 priorities for the charter, as has been asked of other elected officials. Mayor Seren said that the first three issues listed on his survey would be most important to him. Mayor Seren stated that a hybrid at-large/ward system with a primary would allow for more accountability and better representation. He stated that it should also include language similar to the county charter explicitly prohibiting councilmembers from individually directing public funds. Mayor Seren then identified as his top 3 priorities the first 3 listed in his survey response. He recommended the standardization of appointments to boards or commissions, so in all cases there would be appointment by the Mayor with the approval of Council. He compared it to the appointment process to that of the U.S. Senate. Mayor Seren stated that he firmly believes that Council should still be a part of that appointment process and that Council is especially well-suited to discuss and vet appointments.
- e. Chair asked if his responses included a recommendation for a public announcement regarding vacancy on boards and commissions, and Mayor Seren agreed that it is important to open up the appointment process to the public. Mayor Seren noted that there were concerns about diversity on the CRC, and he had suggested opening up the application process and period and being more proactive about seeking applicants. The application process should be open until the position is filled, which will allow for more input from the Council to shape the makeup of a board or commission. He noted that most of the boards and commissions are provided for under ordinance and that Council can make those changes itself, and he noted that such changes in the Charter may be unlikely to pass Council, but that it is important to advocate for such issues.
- f. Harriet Applegate gave a few examples about potential abuses of power in the appointment process by the Mayor if only the Mayor is making appointments. Drew Herzig noted that Council can refuse to confirm. Harriet Applegate stated that it cannot refuse to make any appointment to a board of commission. Mayor Seren and Drew Herzig disagreed and stated that Council could do so. Mayor Seren gave an example of the appointment of the Cuyahoga County Law Director by County Council at the beginning of that form of government. Councilmembers should recognize that that is not only within their authority but their responsibility to vet the Mayor's nomination in those situations, and the confirmation process needs to be taken seriously. Roland Anglin asked about guardrails for the appointment process to avoid partisan gridlock. Drew Herzig gave the example of Senator Tuberville's blocking of military appointments. Mayor Seren believes that that can be avoided using the mechanisms that are already in place, or that a

timeframe can be put in place as a backstop to a Council acting in bad faith. He noted that party politics is lopsided in Cleveland Heights, but there are other ways for politics to become partisan in one-party rule. He believes that obstructionism will be punished electorally.

- g. For his second issue, Mayor Seren is seeking clarification of a power of the Mayor that he believes is implicit, that being the power to investigate. He gave an example of a provision from Lakewood. Mayor Seren believes that this issue is related to the third, which would give Council investigative power through subpoenas. He stated that other Councils have those powers. Mayor Seren talked about potential abuses of that power, and so it should require a supermajority of the Council, not a Council committee, to issue a subpoena, so that it is used responsibly.
- h. Mayor Seren stated that the charter's restrictions on signature requirements for petitions, limiting the number of petitions a voter may sign, is confusing and causes problems for the Cuyahoga County Board of Elections.
- i. Harriet Applegate asked about the Mayor's power to investigate and how that addresses the balance of power and how it is balanced by giving Council the power of subpoena. Mayor Seren agreed that they are not; that the Mayor's power to investigate is inherent and this would only make it explicit. Harriet Applegate asked if these provisions are necessary. Mayor Seren stated that he has seen the usefulness of that power for County Council, but he does not anticipate that Council would use it often. Graham Ball asked for an example of when the Mayor would use his investigative power. Mayor Seren gave the example of city employees who are acting inappropriately or criminally. He explained that the additional of officers adds a bit of safety for residents because it includes people serving on boards and commissions allowing the Mayor to investigate conflicts of interests and corruption. ("Officers" would include Councilmembers.) Mayor Seren stated that he has witnessed events supported by public staff where campaigning occurs, which is something that should be avoided or inhibited as much as we can. Chair asked whether Council currently has the power to investigate the Mayor. The Mayor believes it does, through the subpoena power, but the Chair disagreed that the subpoena power is equivalent of an investigative power. Mayor explained how the subpoena power can facilitate an investigation. Harriet Applegate and Graig Kluge stated that subpoenas can and are often ignored. Mayor Seren explained that there would be political ramifications for a mayor to ignore a subpoena.
- j. Drew Herzig noted that it could be scary for the Mayor to have power to investigate Council. Recall is another alternative. He asked whether council has subpoena power, or whether a court needs to issue a subpoena?
- k. Drew Herzig relayed Jeanne V. Gordon's perspective that Citizens for an Elected Mayor saw a problem under the city manager-council form of government in that it was difficult to hold a city manager accountable, and he stated that those two provisions can address that accountability. Mayor Seren stated that he does feel the responsibility to be accountable, and he stated that he does not micromanage City staff. Rather, he puts faith and responsibility in staff. He believes that the city manager was more internally-focused under the prior form of government.

- l. Graig Kluge asked about his relationship with the City Administrator and whether that role needs to be tweaked. Mayor Seren spoke about his relationship with the previous City Administrator and explained that things were in flux at the beginning of the form of government within the administration, and they attempted to address those things, so that City Administrator was internally-focused. When the current City Administrator was hired, Mayor Seren wanted a City Administrator who would have a bigger role, and also would work with City Council. To that end, the Mayor shares administrative oversight with the City Administrator, and they have divided their responsibility, with some departments reporting directly to the Mayor and some reporting to the City Administrator. Mayor Seren gave the example of Council Vice President's dog park legislation, which he believes needs more development in consultation with Parks and Recreation Director Kelly Ledbetter. He explained that that department is overseen by the City Administrator, and Mayor Seren is deferring to and respecting this division of administrative oversight between him and the City Administrator even though the City Administrator reports to him.
- m. Graig Kluge asked if he is satisfied about the provisions in the charter related to the city administrator, and Mayor Seren did not provide any recommendations on that topic. Mayor Seren stated that he does not want to be a figurehead mayor, taking a backseat to the city administrator, and not be involved in the operation of the City, especially given the mandate for the change in the form of government to an elected Mayor who is directly accountable to the people. He stated that over time that may change.
- n. Drew Herzig explained what the CRC has heard from Mayor Weiss and Mayor Welo, and he stated that it sounds like there is growth needed on both sides. Mayor Seren stated that he did not want this form of government to be a council-city manager form of government in everything but name, which would defeat the purpose of the change. Drew Herzig noted that Jeanne V. Gordon stated that that is what the CEM amendment did for the most part. Mayor Seren noted that some changes were needed after the CEM amendment, such as reinserting the right of Council to hire staff; Council needed the right to hire a clerk and may need or want to hire additional staff or consultants. Mayor Seren noted also that the CEM amendment removed Council's involvement in the determining the structure and organization of the departments, and he noted that, as reflected in item number seven of his responses, he believes that the Mayor and the Council should collaborate on those issues, with the Mayor proposing ordinance language while Council has the right to approve the legislation. share that role. Mayor Seren stated that Council does not have the same operational understanding of this form of government that the Mayor has. The charter should provide a necessary role for the Mayor in the creation, combination, and dissolution of departments, to allow for protection from political influence, but those changes should be subject to Council's approval. Chair noted that this suggestion is a balanced approach that can be helpful to the city. Drew Herzig noted that Shaker Heights has retreats for setting a 2-year agenda. He noted that could include reorganizing departments. The Mayor noted that he integrat3ed the Planning and Development Departments.
- o. Harriet Applegate asked, regarding item number 8 of the Mayor's responses, for clarification about his reference to "repeated attempts on the part of Councilmembers to restrict other members' ability to introduce legislation."

Mayor Seren explained that he had noticed, when he was elected a Councilmember, that it did not appear that there was a clear understanding that Council could initiate legislation. He provided an example. Under the prior form of government, Councilmembers names would appear on legislation because of the requirement that a committee needs to report on legislation. He stated that he was working on legislation as a Councilmember. He stated that there was an attempt to create standing rules for council, with requirements for a second by another Councilmembers in order to allow a Councilmember to introduce legislation, which he believed was targeting him. In response, he offered an open invitation to other Councilmembers to use him a second on legislation in order to allow its introduction, because he believed a Councilmember should have the ability to introduce legislation to Council. Mayor Seren stated that, when he was a Councilmember, he proposed a set of rules based on County Council's rules. He also noted that currently Council is discussing rules, but he considers them to be punitive.

- p. Chair stated that the comments from Mayors Welo and Weiss indicate that their cities seem to have a practice of consistent staff interaction with councilmembers on committees and during work sessions. This seems to allow for discussion of ideas, framing of solutions and advancing policies. Mayor Seren stated that he thinks he agrees with the Chair, and this may be related to how long South Euclid and Shaker Heights have operated under their respective forms of government and have been allowed to develop a culture and trust, which takes time, but his concern is that that culture and trust cannot be forced or coerced and needs to be allowed to develop. Mayor Seren gave the example of the secretary of a federal department being forced to work on a policy with an oppositional legislator on a policy on which the administration does not agree. Chair gave the example of members of the U.S. Senate of opposite parties developing border legislation, and she expressed concern with a lack of contact. Mayor Seren distributed a record which he prepared to identify occasions on which city staff and consultants attended meetings with Council, in order to counter the view that there is a lack of contact with Council. The Mayor explained that this list does not include City Council meetings which directors sometimes attend. Mayor Seren gave an example of the issue of sidewalk snow removal and requests for input from Councilmember Gail Larson, and stated that the administration, including Public Works Director Clinkscale, have worked with her on it. The Director has been available on multiple occasions to discuss this issue with Councilmember Larson and her committee even if those discussions did not lead to agreement on a policy solution satisfactory to the Councilmember. Mayor Seren disagreed with the view that there is a lack of communication from the administration. The Mayor objects to what he sees as Councilmembers wanting to exclude him from conversations. He stated that communications happen at committee meetings and in emails. He prefers a record so there is no confusion. Mayor Seren believes that the Mayor must be involved in policy development. Mayor Seren stated that a record of these interactions is beneficial when people have different recollections of conversations.
- q. Mayor Seren made a distinction between asking for information from a director on administration policy as opposed to information to support a Councilmember's policy proposals. Mayor Seren gave as an example Council President Tony

Cuda, who has been interested in housing issues in the City. Council President Cuda is interested in proposing a resolution opposing a state policy restricting municipal authority over a housing issue, who reached out to city staff for assistance in obtaining data that is county-level data, not city data, that would require some research using a research tool. The research tool is available to Council President Cuda himself, as is training to use the tool. Mayor Seren distinguished between sending requests for information and sending a request to city administration for a policy research project. Chair asked why this is a big deal. Mayor Seren agreed that it may not be a big deal, but it is an inappropriate request that is the result of a lack of adjustment to the new form of government. Chair asked how long, in this example, it would take to develop the data – would it be 50 hours or 5 hours, for instance? The Mayor said perhaps 2 hours. Chair noted that there is a question for voters to decide, which may be outside of the charter, as to whether Councilmembers should have a shadow staff and/or consultants in order to do their jobs. It's a question of budget.

- r. Mayor Seren stated that in January of 2023 he asked councilmembers to copy him on communications to the directors. He had not even met with all of his directors yet, and he was asking for the cc in order to be better informed and do his job better, and that request was not entirely respected. Mayor Seren stated that only once the chain of command and separation of powers is respected, then can we start building those relationships in an honest and respectful way.
- s. Drew Herzig noted that the CRC had been told that the Mayor had required a pledge of city staff not to speak with Councilmembers, and asked if this was true or was just a rumor. Mayor Seren explained that in 2021, before he took office, the employee handbook was being updated. The employee handbook under the previous form of government stated that the chain of communication was through the city manager. When the employee handbook was updated, references to city manager was changed to mayor, and there were no substantive changes. When it was circulated, prior to his review and approval, employees were required to acknowledge that they received the updated employee handbook. Drew Herzig asked if Mayor Seren ever ordered city staff not to speak with certain members of council, and Mayor responded that he had not. He noted that he has seen or heard city staff make such statements to Councilmembers, and that he does not believe that is appropriate and that he would correct that misconception. He noted that there is a use in centralizing communications and the organizational voice of the city through certain processes. He wants the City to have a consistent and factual message. He acknowledged that City staff has relationships, including relationships with some Councilmembers, but he does not try to manage that. He noted that City staff speaks publicly about certain issues, and are even critical of him, and he does not want to gag anyone.
- t. Graham Ball asked about a communication that is Councilmembers' advocacy on behalf of residents, and he asked about Mayor Seren's view on how a Councilmember should communicate with a department and respond to a resident. Mayor Seren stated that that is a tough issue. He acknowledged that Councilmembers are viewed as and expected to be advocates for residents. Mayor Seren identified operational issues: There is a risk of residents with good relationships with Councilmembers gaining priority over others who do not, and there is another problem of the prioritization of responses by the City

administration. Mayor Seren stated that he has tried to create another avenue for resident issues and has been one of his goals to reduce the need for Councilmembers to act as advocates for residents. He recognizes that residents sometimes don't know who to call, so calling a Councilmember can be useful. He has asked Councilmembers to route resident issues to the Mayor's Office and the Mayor's Action Center because of the historical role of Councilmembers under the council-manager form of government. But he acknowledges that Councilmembers will take on the role of advocating for residents whether or not the charter identifies that as a Council role.

- u. Hariett Applegate explained her view that there is a longstanding lack of responsiveness to resident concerns by City Hall. She stated that that may be one of the reasons that residents approach Councilmembers instead. She noted that this is not a recent problem and that it predates the change in the form of government. She asked how Mayor Seren proposes to handle that problem. Mayor Seren stated that the City will continue to staff up, and he provided the example of the lack of staffing in the Community Services Department compared to the past. He also stated the City is working to train staff, including customer service training. The City was experiencing dramatic fiscal issues following the 2008 recession and that cuts were necessary, although they took austerity too far. One of the City's tasks now is to reverse that. Mayor Seren stated that new equipment will allow City staff to do their jobs, and also impact how the City relates to the public. Mayor Seren stated that one of his major initiatives is to implement a true performance leadership strategy that will track the outcomes and outputs that the City expects and allow regular management conversation about how well the City is achieving its goals.
- v. Drew Herzig asked about the current salary review and whether that will help. Mayor Seren explained that it has been not quite a decade since the previous salary review, and that the city is engaged with The Archer Company to perform that study. Mayor Seren also stated that there are upcoming collective bargaining negotiations for unionized workers too. Mayor Seren stated that this is another place where Council has authority where it either does not understand or is not confident enough to use that authority. He noted that any Councilmember may at any time introduce specific legislation amending the wages and salaries ordinance. Mayor Seren stated that he expects dramatic changes in wages and salaries as a result of the survey study and that it will clarify the duties of and expectations for city jobs.
- w. The Mayor volunteered to come again to speak with the CRC and welcomed questions. He also invited the CRC to invite Directors to speak with the CRC.

6) Old Business

- a. Revised draft project plan for CRC
 - i. Further discussion of public input meeting.
 - 1. Chair moved up discussion of the agenda for the Feb 12 public input meeting to the start of the agenda while waiting for Mayor Weiss to arrive. She asked if anyone had any comments on the draft agenda, which was circulated to the CRC.

2. The CRC continued the discussion between the interviews with Mayor Weiss and Mayor Seren.
3. Drew Herzig suggested moving question 3 up to question 2 because the discussion on the topic of the balance of power will take the most time. Guy Thellian stated that he will manage time for each question during the meeting.
4. Graham Ball asked if there would be an explanation of ranked choice voting. Chair stated that Guy Thellian could explain each topic prior to the discussion.
5. The CRC returned to the discussion after the interview with Mayor Seren. Chair expressed her preference for CRC members to have a light hand when participating in the discussions and that CRC members should be listening rather than leading those discussions.

7) Adjourn

- a. Motion to adjourn was made by Graham Ball and seconded by Graig Kluge.
Approved unanimously.

Next meeting: Public input meeting on Monday, February 12, 2024, at 6 PM.

Date	Meeting	Mayor's Staff and Consultants in attendance
2/5/2024	COW	Williams, Iorio
1/16/2024	COW	Williams, Zamft, Anderson, Knittle
12/18/2023	COW	Williams, Unetic, Bernard
12/4/2023	COW	Unetic
12/4/2023	P&D	Anderson
11/20/2023	COW	Williams, Unetic, Harry, Iorio, Anderson
11/17/2023	MSES	Clinkscale
11/13/2023	COW	Anderson
11/6/2023	COW	Zamft, Unetic, Anderson
10/26/2023	PSH	Toppin, Roesner
10/16/2023	P&D	Zamft, Butler, Anderson, Knittle
10/16/2023	COW	Zamft, Anderson, Unetic
10/16/2023	MSES	Williams
10/2/2023	COW	Bernard
9/18/2023	COW	*Nolde (GPD Group), *Neumeyer (GPD Group); *Greenland (NEORS)
9/18/2023	MSES	Clinkscale
9/15/2023	COW	*Khan (Guidehouse)
9/12/2023	PSH	Britton
9/12/2023	P&D	Zamft, Knittle, Iorio, Anderson
9/5/2023	COW	Unetic, Anderson
9/5/2023	CRR	Thomas
9/5/2023	H&B	Butler
9/5/2023	MSES	Boateng, *Nutter (Nutter Consulting)
8/22/2023	COW	*Khan (Guidehouse)
8/21/2023	COW	Zamft, Anderson
8/7/2023	COW	Unetic, Clinkscale, Bernard, *Greenland (NEORS), *Zaharia (NEORS), *Valentine (Stimson Studio), *Langan (Stimson Studio)
6/20/2023	PSH	Zamft, Butler, Ravanelli, Schmidt
6/20/2023	MSES	Ledbetter
6/5/2023	COW	Unetic, Zamft
5/30/2023	PSH	Prosser, *Temple (Technology Install Partners), Britton, Zamft
5/15/2023	COW	Unetic
5/15/2023	P&D	Zamft
5/1/2023	CRR	Thomas
4/24/2023	Special Council	Unetic, Ledbetter
4/17/2023	COW	Anderson, Unetic, *Khan (Guidehouse)
4/17/2023	P&D	Knittle, Iorio
4/3/2023	H&B	Butler
4/3/2023	COW	Unetic
3/20/2023	COW	Unetic, Anderson
3/20/2023	PSH	Clinkscale
3/6/2023	CRR	Fidanza
2/21/2023	COW	Thomas, Unetic
2/21/2023	PSH	Wagner
2/13/2023	COW	Anderson, Zamft, Unetic
2/6/2023	COW	Clinkscale, Ferrone, *Vander Tuig (Wade Trim)
1/23/2023	Special Council	Zamft
1/17/2023	COW	Zamft, Unetic