

“Helpful Hints” - Writing a New City Charter

MML Break-out Session - Marquette City Charter Commission

October 15, 2014

Michigan Municipal League Annual Convention

Marquette Michigan

MML Program Description "Your Charter: Refreshed"

Does your charter contain illegal or outdated provisions? Sometimes changes are needed to correct misleading, unreliable or unresponsive charters. Hear from members of the Marquette Charter Commission on how they successfully made changes to their charter. They had a goal of making revisions over the course of several years and ended up completing all of their changes in a year! The group held hearings, involved citizens and civic groups, and had assistance from the local newspaper. Hear what worked for them and how you can use their model to make successful revisions to your charter.

Speakers

Members of the Marquette Charter Commission

Introductory Comments:

Robert Kulisheck: Chair - Marquette Charter Commission

- Welcome attendees
 - Introduce panelists
 - A listing of “positive changes” included among provisions in the new charter
- 1) Ethical standards covering elected officials, employees and volunteer members of boards and committees;
 - 2) A communication plan using the most current print, electronic and other appropriate media;
 - 3) Requirements for periodic review of the city charter every ten years;
 - 4) Regular strategic planning;
 - 5) Continuing economic development planning;
 - 6) Promotion of intergovernmental relations and cooperation;
 - 7) Clarification of the relationship between the City and the Board of Light and Power;
 - 8) Establishment of procedures related to the long term leasing of city property;
 - 9) Requirements for the annual evaluation of the City Manager and City Attorney.

Topic # 1: The “Ideal” Charter Commission

Michael Coyne - Current City Commissioner and Charter Commission Member

Marquette did indeed have the “Ideal Charter Commission”. That was not an accident. It is critical to get excellent people to run for election and then allow the voters to choose the best candidates. It is also critical to have candidates with a wide variety of backgrounds including: age and gender. Previous experience in government is also important. For example, it was found that Marquette’s old charter had 72 antiquated provisions and it did not consider the impact of inflation on dollar values with regard to such things such as bidding requirements. Background in government is important because those folks will have experienced how important the charter is and how frustrating it is to work with an outdated charter containing things which are just plain wrong or are no longer relevant today. I served on the study committee and I chose to run for the Charter Commission because I had experienced for more than 30 years the frustration of dealing with the old charter and was interested in establishing a better foundation for city government.

It is also helpful for the candidates to have demonstrated the ability to: disagree without being disagreeable, to not have just one agenda, and to be able to listen and think clearly.

Thirteen people ran for the Charter Commission. Nine were elected. Of these five were previous mayors, one was a former commissioner, one served on the planning commission, one was a former school board member and one was a former high school government teacher with expensive experience in state and federal government appointed positions. Three were women, six were men. Their ages ranged from the 30s to the 70s.

Topic # 2: The Importance of Timing

Thomas Baldini - Vice Chair, Charter Commission

When is the best time for your community to do a charter review; what are some of the markers you must consider and how long do you have to get it all accomplished?

First: The law requires that you have the entire process completed three years after the Charter Commission has been elected. It is ample time but you must factor in:

- time to hold meetings, conduct research,
- meet with the public and constituent groups such as the professional staff, or a municipal power board or some other such groups;
- approval of the document by the Attorney General and the Governor prior to having a vote by the citizens of the community; and
- proper notification to officials to have the issue on the ballot or the calling of a special election.

This all takes time and planning. It is important that at your first work session, you might want to begin at the end of the calendar and work forward setting targets for each phase of the process.

We felt it important that our work be completed in a maximum of two years to avoid:

- dragging the process on for a long time;
- the problem of circumstances or issues changing; and
- the additional problems of members resigning and having to appoint some new members. That could be very disruptive if the new member or members wanted to revisit some of the already agreed upon sections of the charter language.

We also felt it important for our community that we hold a ratification vote with the other general election occurring in the community to ensure a large voter turn-out and also avoid the cost of a special election. We planned our agenda and schedule accordingly. We identified the election date and worked backwards. We also had a backup plan in case we ran into scheduling or work completion problems.

Second – just as critical if not more so --- when does your community or commission begin the charter process? You have all heard “You fix the roof when the sun shines”. The same principle applies to when you should go for a charter revision or rewrite in your community. It’s best not to do it in the middle of some major crisis in the community or financial problem. That or those issues will take center stage and remain a focus even though they don’t deserve that attention.

To avoid the perception that a Commission is springing something on the community, we have a provision in our new charter that the Commission “Every ten years shall appoint a charter study group. The charter study group shall review this charter and make recommendations for changes in this charter. The charter study group shall make its recommendations within one year after appointment.” This group could recommend an amendment or two or even a new document.

Third: Timing is important when certain provisions of the new charter take effect or are implemented. If a fiscal year is changed, it can impact the collection of taxes, cash flow and a number of other such very important operating procedures. The professional staff of the city can be very helpful and flag any possible problems with implementation if they are kept advised.

To quickly summarize – go with the idea of a new charter when things are moving smoothly in your community – as smoothly as one can expect. Start at the end of the process and work your way backward planning meetings, research, writing and approval by the A.G. and the Governor. Don’t forget that the placing of the issue on the ballot takes some planning with wording and timing.

Topic # 3: Keeping the Public Informed

Michael Coyne - Current City Commissioner and Charter Commission Member

This part of redoing your charter is extremely important. Most people:

- 1) Didn't know what the charter is and what it did,
- 2) Didn't have any idea that there were problems with the existing charter
- 3) Didn't understand why existing charter needed to be updated, and
- 4) Lastly, the public had a lot of plain wrong information.

The members of the Charter Commission felt initially that we had to develop good reliable ways to communicate our work. We worked with the media, newspapers, TV, radio, a web page and live televised meetings in an effort to be very transparent and open.

The first thing we did was to develop a clear timetable of meetings and plan to complete the process and stick to it. This timetable allowed each meeting to have an agenda with the topics to be discussed, thereby allowing the public to participate in items of interest to them. We stuck rigidly to this schedule.

We also scheduled public hearings throughout the timeframe to review our progress with the community and to make changes if necessary. We got great coverage and cooperation from the media and all this resulted in the community getting involved and aware of the process and issues. In addition to the media coverage we went to every service club to talk with them about our work. This proved to be very positive and useful.

All of this may seem intuitive, and obvious, but it was a carefully planned campaign and without it I am not so sure the charter would have received such strong support. Keeping the public informed is very, very critical and important to redoing your charter. Without doing so you run a good risk of the new charter not passing.

In summary, the Charter Commission should:

1. Conduct periodic public hearings throughout the drafting process.
2. Announce the time, date and topics to be included on the agenda for each of the Charter Commission's meetings.
3. Invite residents to submit written opinions, and/or address the commission during a public comment period at the beginning of the meeting during which the issues about which they are concerned are scheduled to be discussed

4. Designate the amount of time each speaker will be allowed to speak during the public comment period. This is necessary so everyone will have an opportunity to speak during the public comment period.
5. Be proactive, reach out to the local media and encourage them to cover the work of Charter Commission. (e.g., commercial and public TV and radio stations, the local news paper(s) and local monthly publications.
6. Post the proceedings of the Charter Commission on the City's web-site.
7. Make presentations to local service clubs and civic organizations.
8. Send out charter related informational brochures with city water bills.
9. Televisе all meetings.
10. Be open. Don't violate the open meeting act. Comply with FOIA requests.
11. Don't be discouraged if large numbers of people don't turn out for each meeting.

Topic # 4: Involving City Officials and other City "Stakeholders"

David Bleau - Clerk, City of Marquette

Involving City Officials and other City "Stakeholders in the Process"

In the discussion of who should be involved in this process of Revising the City Charter, the Charter Commission realized that this should be a fully involved effort as it was understood that the impacts of a new City Charter would impact City operations, the community and in some cases beyond. Once it was determined that the Commission should reach out to all stakeholders it then had to be determined who the stakeholders were and how to appropriately obtain input from them. From that point it was a matter of:

Identifying Our Stakeholders which included:

- City Commission
- City Manager and his Administration
- City Board of Light and Power (BLP)
- City appointed Boards/Commissions and Committees
- City Residents
- Community Organizations/Groups/Businesses and the DDA
- Other Agencies

Outreach Priorities:

With the list of outreach needs as noted above, it soon became clear that the Commission needed to organize and prioritize its outreach effort. As follows:

- City Commission
- City Manager and Staff
- City BLP
- City appointed Boards/Commissions and Committees
- City Residents, Community Organizations/Groups, Individuals, and other Agencies

From that point: Outreach Methods had to be considered:

It was then determined that outreach methods should include the use of direct contact by email or letters, the use of PSA's (to all media), and the use of advertising in print media for the Commission's meeting schedule and for notice of the public hearings. The Charter Commission also aired all of its meetings and public hearings on the City's cable local access channel (the City website was also utilized to publish information on the Commission's activities and to push out informational documents),

There was also:

- Direct contact with the City Commission, City Administration, and the BLP
- Contact with residents, individuals, businesses and miscellaneous outside agencies was done through the use of media PSA's and print advertising, and
- Contact using email communications was established with City appointed Boards/Commissions and Committees as well as Community Organizations/Groups the DDA and other miscellaneous stakeholders

Next: We had to consider:

How Input from the Outreach Effort was involved in the Charter Revision Process:

Now that Commission had identified and prioritized stakeholders it was determined that the best way to reach out for their input had to be done in a variety of ways including:

- Holding a Joint Work Session Meeting with the City Commission
- Adding some directly to meeting agendas by invitation: City Manager and his Administrative Team (to discuss the administrative review), City BLP and Administration (to discuss the BLP's administrative review), and
- Holding four public hearings offering time for all other stakeholders: City appointed Boards/Commissions and Committees, City Residents, Community Organizations/Groups, Other individuals and business owners, as well as other miscellaneous sources

In summary this was a very effective process that allowed Charter Commissioners to hear directly from as many stakeholders as possible prior to deliberating on changes that needed to be made in order to Revise the City Charter.

Topic # 5: The Need for Professional Assistance

Robert Kulisheck - Chair, Marquette Charter Commission

Talking Points

In order for the Charter Commission to complete its work in a timely fashion it will be necessary for it to seek professional assistance.

The following groups and individuals can provide valuable assistance to the members of the Charter Commission.

1. City staff from the offices of the city manager, clerk and attorney will provide much of the needed professional assistance. However, these people have other responsibilities, so the Charter Commission will need to seek additional outside assistance.
2. The Michigan Municipal League has a wealth of written material covering technical, legal and political factors that need to be addressed during the writing of a city charter. Representatives of the League are available to answer questions via telephone, e-mail or in person.
3. Elected and appointed officials from other Michigan cities who have recently drafted a new city charter are usually willing to share their experiences and offer advice. If asked, other cities will provide copies of their new charters. When appropriate, provisions from these new charters can be retrofitted for use your city's new charter.
4. The Municipal Code Corporation can provide highly professional, reasonably priced, prompt assistance. The services of the MCC made it possible for the Marquette Charter Commission to successfully complete the drafting of its new charter in a timely fashion.
5. The final draft of a proposed city charter must be approved by the Michigan Governor and Attorney General before it can be submitted to the voters. Consequently, it is advisable to talk with officials in these offices before sending them the final draft. These officials cannot help with drafting the document, but they will be able to answer specific technical and legal questions at the point at which the final draft is being prepared.

Topic # 6: Developing Clear and Workable Procedures

Robert Kulisheck - Chair, Marquette Charter Commission

Talking Points

In order for a Charter Commission to successfully complete its work in a reasonable time period a number of procedural issues need to be addressed at the outset.

1. The City should provide a budget to support the operation of the Charter Commission.

2. Hold an organizational meeting to elect officers, establish procedural rules and schedule future meeting.
3. It is helpful to set a tentative a target date for completion of the drafting of the new charter at the beginning of the process.
4. Identify a leadership team with the responsibility to guide the process. This team could be made up of a Chair, Vice Chair and the City Clerk. The team should set and publicize the agenda for each meeting and distribute supporting materials prior to the meeting.
5. Use the old charter as a guide. Recognize that most of the provisions in the old city charter will be retained. The Charter Commission does not have to start from a completely “clean slate”.
6. Review the old charter and draft the new charter on chapter-by-chapter basis.
7. Provide advanced public notice announcing the dates when specific chapters of the old charter will be reviewed and the corresponding provisions for the new charter will be drafted.
8. Conduct meetings in an orderly, predictable and understandable fashion.
9. The chair should - Begin each meeting with a description of the agenda for members of the public who are attending the meeting and to those viewing the meeting on TV. - Moderate the public comment period. - Ensure that all commission members have ample opportunity to present their points of view on the charter provisions to be considered. - Call for a motion when it appears that discussion of a charter provision being considered has been completed. - Moderate discussion of the motion. - Call for a vote on the motion regarding the wording of the charter provision under consideration.
10. After a motion has been approved, the city clerk should be directed to draft “legally correct” wording for that proposed charter provision. - The public should be informed that the clerk’s “legally correct” draft of the provision will be reviewed and voted on again at the next regular meeting. - If the services of a group such the MCC have been engaged it can assist the clerk with drafting the “legally correct” wording for each charter provision that has been tentatively approved by the Charter Commission.
11. This step-by-step process provides a way to gain closure on each provision before moving on to the next item of business. - After preliminary agreement has been reached and a vote has been taken, the agreed upon provision should be placed in a file. - At the end of the drafting process the Charter Commission should review and approve or reject each of the charter provisions that have received preliminary approval and placed on file.

Topic # 7: The Election Campaign to Support the New Charter

Thomas Baldini - Vice Chair, Charter Commission

We have all been involved with issues or projects that required a great deal of work and when we get to the end we are fatigued or have forgotten how we are going to implement or have a positive vote.

Begin thinking about the end process – voter approval, at the beginning of this charter process. Everything you do to get to a final charter should include recognition of the need to sell this document to the voters when all is said and gone to press. The Charter Commission is a public body and must abide by the open meetings rules. Just having public meeting, however, is not enough, -- you want to be proactive.

Let me make some quick points and we can elaborate in the Q & A if necessary.

- From the first meeting and through the process the commission made it clear that this is an open process and all opinions were welcome orally or written. We established rule for public comment for the beginning and end of each meeting with time limits.
- We reached out to the local media immediately – prints, radio, TV. We also kept them advised during the entire process.
- Our local newspaper and the city’s web site posted the meetings and what issues were going to be review at certain meetings. We also made a point of indicating what groups from the city governance were going to be present at a specific meeting.
- We also held meetings for just the public with no other items on the agenda in the afternoon and evening to provide an opportunity for residents to express opinions on the broader topic of just the charter.
- All of our charter commission meetings were televised for the audience over the city cable network.

Election: When it came time to hold an election, we felt we had kept the interested public advised, BUT we still took the opportunity to campaign.

Let me relate one problem we believed we might have had with the passage of our charter proposal.

In November of 2012 we had five statewide proposals on the ballot in Michigan. The interest groups were spending a significant sum of money attempting to convince everyone to just vote “no”. The sixth item on the ballot in Marquette was the charter proposal. We were concerned that voters would follow the advice of the interest groups and vote no on all items and our charter proposal would go do with all of them.

We designed an aggressive campaign emphasizing two things --- the improvements in the new charter and vote “yes” on proposal six.

- We made presentations to local service clubs and civic organizations;
- We reached out to our local media of print, radio and TV and took the opportunity to sell our product. We did stand-up interviews for TV; used our public television network for lengthier presentations;
- Our chair provide guest editorials for the local media;
- We announced the availability of locations of copies of the charter for those wanting to read it;

- We printed a three-fold on an 8 ½ by 11 sheet explaining what the charter was about; a few significant changes and the reminded of the sixth item on the ballot. It was an inexpensive piece and high gloss. **See Below – Attachment Item # 1**
- We also made a poster that we took from presentation to presentation showing where our proposal was located on the ballot and reminder the folks that an aggressive campaign was being wages to vote no on all proposals but that did should not include us.
- We raised some funds to cover the cost of printing – very minimal. It was a campaign done of the cheap but with a great deal of public contact by the members of the Charter Commission.

In summary let me restate, start thinking about the final step – voter approval, at the beginning of the process. How are you going to sell it and keeping the public with you through the entire process will produce dividends in the final vote.

Topic # 8: Implementation of the Marquette’s New City

Robert Niemi – Mayor, Marquette

After the Charter was approved by the voters, the City Commission directed the City Manager to prepare a timeline/matrix (see below) for the implementation of new charter provisions detailing staff responsible and deadlines for implementation. **See Below – Attachment Item # 2**

This task was necessary because the new City Charter included instructions and deadlines regarding how some of the more involved new charter mandated requirements should be implemented over a specified periods of time.

Topic # 9: Question and Answer Period

Moderator: Robert Kulisheck - Chair, Charter Commission

Time: 15 minutes

See Attached Items Presented Below

Attachments

Item # 1

Some Common Questions: Marquette's Proposed New City Charter

Marquette Voters: A proposal regarding a new Marquette city charter will appear on the November 6, 2012 Ballot. Please review the issues and vote on this important ballot proposal.

What is the purpose of a city charter?

A city charter is a basic law formulating the government for a city. It establishes the framework of government, defines powers and duties, and identifies the rights and responsibilities of a city in fulfilling the needs of its citizens.

What was the job of the Marquette City Charter Commission?

In November 2011 the voters of Marquette approved a ballot proposal calling for the revision of the City Charter. The voters also elected a nine person Charter Commission to draft a proposed new city charter which would be submitted to the voters for their approval. Members of the Charter Commission are: Robert Kulisheck – Chair, Thomas L. Baldini – Vice Chair, Members: Robert Berube, Sara Cambensy, Martha E. Conley, J. Michael Coyne, M. Cameron Howes, Cornelia Mazzuchi, Thomas Tourville, and Administrative Liaison – Dave Bleau - City Clerk.

The Charter Commission conducted a series of public hearings, and held joint work sessions with the City Commission and City staff. The Charter Commission invited representatives of the Board of Light and Power, the Peter White Public Library and members of the City's appointed boards, commissions and committees to present suggestions. Prior to each Charter Commission meeting, the topics to be covered during that meeting were reported by the local media and residents of Marquette were encouraged to submit written statements and/or to attend the meetings and present their comments.

The Charter Commission's primary mission was to draft an updated, understandable, modern charter that will enable the City to operate in an efficient, effective and transparent fashion. The Charter Commission has now completed its work and the draft of the new City Charter will appear on the November 6, 2012, ballot.

Why was it necessary to write a new Marquette City Charter? (Six Reasons)

First, numerous provisions in the current City Charter are no longer relevant because they have been nullified by changes in state and federal laws, regulations and court decisions. The antiquated nature of the current charter forces city staff to waste time verifying that proposed new city policies do not violate state or federal laws and regulations.

Second, the City's fiscal year as designated in the current City Charter is no longer the same as the state and federal fiscal years. This inconsistency causes delays, complicates grant applications and interferes with the city's overall interactions with state and federal agencies.

Third, the dollar values stated in the current City Charter regarding bidding requirements etc. are based on 1951 dollars. Using the average rate of inflation, \$1.00 at the time the current charter was written is now worth \$9.29.

Fourth, antiquated and confusing provisions in the current City Charter make it difficult for city staff to operate the city in an efficient and cost effective fashion.

Fifth, because of these antiquated and confusing provisions, the meaning of the current City Charter is not clear. Citizens of Marquette should be able to read and understand their city's charter without the assistance of a lawyer.

Sixth, following a thorough review, it was discovered that the current City Charter should be completely revised. There were found to be so many major changes needed in the current City Charter that it would be impractical to revise the Charter through a series of twenty or more separate amendments.

What elements of the current City Charter are retained in the proposed new charter?

Based on the information gathered during public hearings, public comment during Charter Commission meetings, joint work sessions with the elected and appointed city officials, and a review of written comments submitted to the City Clerk, the Charter Commission discovered that the people of Marquette were not in favor of changing the basic structure of municipal government. Consequently, the draft of the proposed new City Charter retains the current Commission-Manager form of government, while also making necessary changes in procedures that will enable the City to operate in a more efficient, effective and transparent fashion.

Will the proposed new city charter affect the millage rate or the type of taxes collected by the City?

Questions relating to taxation are of major concern to the people of Marquette. The proposed new city charter will not increase the millage rate nor will it alter the type of taxes collected by the City.

Where can a draft of the proposed new City Charter be found, along with a record of the work of the Charter Commission?

A draft of the proposed new city charter and documentation relating to the work of the Charter Commission are available for review on the City's website www.mqtcty.org Hard copies of the proposed new charter may also be reviewed in the City Clerk's office at the City Hall and at Peter White Public Library.

Why is it important for Marquette residents to vote on the ballot proposal for a new city charter at the November 6, 2012 election?

Given the importance of a city charter, Marquette voters are encouraged to review the proposed new charter and to cast a ballot on the proposal at the November 6, 2012 election. If the past is a guide, a new city charter could serve our community well into the 21st Century.

What changes appear in the proposed new Marquette City Charter?

- 1) Establishment of fiscal year dates consistent with those of the State and Federal Governments;
- 2) Establishment of up-to-date ethical standards covering volunteer members of boards and committees as well as elected officials and employees;
- 3) Establishment and maintenance of an up-to-date communication plan using current print, electronic and other appropriate media;
- 4) Establishment of procedures related to the long term leasing of city property;
- 5) Requirements for periodic review of the city charter;
- 6) Requirements for regular strategic planning;
- 7) Requirements for continuing economic development planning;
- 8) Requirements for the annual evaluation of the City Manager and City Attorney;
- 9) Promotion of intergovernmental relations and cooperation;
- 10) Clarification of the relationship between the City and the Board of Light and Power;
- 11) Elimination of scores of redundant, antiquated and confusing provisions in the current charter.

Item # 2

Timeline - New City Charter Requirements

<i>Charter Section</i>	<i>Number 1 Priorities Based on Timeline</i>	<i>Date</i>	<i>Person(s) Responsible</i>
Sec. 5-2	Annual Performance review of City Manager and City Attorney ¹	Evaluation materials approved July 2013; Review held in September 2013.	Bill Vajda/Susan Bohor
Sec. 6-9(3)	Commissioner pay – new cycle based upon 12 City Commission pay periods vs. current bi-weekly schedule.	Completed September 2013	Bill Vajda/Susan Bohor

<i>Charter Section</i>	<i>Number 2 Priorities Based on Timeline</i>	<i>Date</i>	<i>Person(s) Responsible</i>
Sec. 7-1(b) Sec. 7-1	<p>15 month budget (07/01/13-09/30/14)</p> <p>Fiscal year and budget process (10/01/14-09/30/15)</p> <ul style="list-style-type: none"> ➤ Budgets/Audit (to follow accordingly). ➤ Submitted by second meeting in July. <p>Planning Commission Capital Improvement Program review process.</p>	Completed July 1, 2013	Gary Simpson/ Department Heads

¹ No timeline in Attorney's contract

Sec. 5-11	Public library board reporting (10/01/14–09/30/15) change to new 12 month period.	Completed July 1, 2013	Pam Christensen
Sec. 8-9(b)	Collection of Summer Taxes	Completed September 2013	Gary Simpson/Diane Giddens
Sec. 8-9(c)	Interest starts to accrue at a rate of 1%	Sept. 15 of each year, beginning 2013	Gary Simpson/Diane Giddens
Sec. 10-1(b)	Purchases and sales ordinance Budget Threshold to be set via Ordinance.	Completed June 10, 2013	Bill Vajda/Gary Simpson
Sec. 11-4	Collection of rates and charges. Utility charge concurrent with Budget Ordinance.	Each Budget	Gary Simpson/ Department Heads

<i>Charter Section</i>	<i>Number 3 Priorities Based on Timeline</i>	<i>Date</i>	<i>Person(s) Responsible</i>
Sec. 6-13	Ethics and code of conduct	Adopted Dec. 9, 2013 (Work Session 08/21/13 and 11/21/13)	Ron Keefe/Dave Bleau
Sec. 10-1(a)	Real Estate Ordinance	Adopted Dec. 9, 2013 (Work Session 11/21/13)	Dennis Stachewicz
Sec. 13.8	Public information and communication ordinance	Adopted Dec. 9, 2013 (Work Session 11/21/13)	Kyle Whitney
Sec. 13-9	Strategic plan - City Manager recommends process.	Process approved by CC on 08/12/13	Bill Vajda/Dennis Stachewicz

Sec. 13-9	Strategic plan creation within one year of adopted process.	08/12/14	Bill Vajda/Dennis Stachewicz
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<i>Charter Section</i>	<i>Number 4 Priorities Based on Timeline</i>	<i>Date</i>	<i>Person(s) Responsible</i>
Sec. 6-12	Merit system ordinance.	01/01/15	Susan Bohor
Sec. 10-1(i)	Administrative Acquisition Regulations	01/01/15	Bill Vajda/Gary Simpson

<i>Charter Section</i>	<i>Number 5 Priorities Based on Timeline</i>	<i>Date</i>	<i>Person(s) Responsible</i>
Sec. 13-6	Economic development plan	01/01/16	Bill Vajda/Dennis Stachewicz
Sec. 13-9	24-month strategic plan review	08/12/16	Bill Vajda/Dennis Stachewicz
Sec. 13.8	Three-year review of Public Information and Communication Ordinance	01/01/17	Susan Bohor/ Kyle Whitney
Sec. 13-9	24-month strategic plan review	08/12/18	Bill Vajda/Dennis Stachewicz
Sec. 13.8	Three-year review of Public Information and Communication Ordinance	01/01/20	Susan Bohor/ Kyle Whitney

Sec. 13-9	24-month strategic plan review	08/12/20	Bill Vajda/Dennis Stachewicz
Sec. 13-9	24-month strategic plan review	08/12/22	Bill Vajda/Dennis Stachewicz
Sec. 13-7	Charter study group	01/01/23	Dave Bleau