

**Real Estate and Major Capital Projects
Review
Joint Advisory Group**

ATTACHMENT 2

Sunshine Review and Response

July 31, 2005

Real Estate and Major Capital Projects Review Joint Advisory Group

Sunshine Review and Response *July 31, 2005*

SUMMARY:

The King County Council adopted Ordinance 14921 on June 1, 2004 creating the Real Estate and Major Capital Projects Review Joint Advisory Group to provide a forum for early policy level dialogue between the Executive and Legislative branches of King County government. The group is intended to explore and discuss emergent projects and issues, as well as ongoing proposals regarding major capital projects and major real estate projects. Ordinance adoption codified the group and its functions in Title 4.06 of the King County Code (KCC).

Per the ordinance, the Joint Advisory Group (JAG) is co-chaired by the Chair of the Metropolitan King County Council and the King County Executive, or their designees and is composed of three representatives from each branch of government.

To evaluate the functioning of the JAG, a "sunshine" clause was included in Ordinance 14921 to determine whether the group is functioning as envisioned when established in KCC and to ensure that the council has the ability to review the successes and/or failures associated with the group. Ordinance 14921 is included as **Attachment 1**. Section 9 reads as follows:

"By July 31, 2005, the group shall file with the clerk of the council and the chair of the council's budget and fiscal management committee, or its successor committee, a report for distribution to all councilmembers that reviews the group processes, to include successes and failures. The report is to help determine whether the committee should expire or continue."

This report is intended to provide the council the information requested¹.

¹ Ordinance 14921 also included a "sunset" clause that will allow the group to expire in January 2006 unless the council takes action to delete the clause at that time. The six month time period between the initial review and the expiration date should allow the council sufficient time to assess whether the group is functioning as envisioned. If the council should choose to discontinue the advisory group, no action would need to be taken and the group would lapse in January 2006.

BACKGROUND:

Properties Expert Review Taskforce

In 2001, the County was faced with a multi-million dollar CX fund deficit going into the 2002 fiscal year. The Council called for a task force to review the County's real estate holdings to determine if any of the properties could be sold and the proceeds used to help close the budget deficit. The Council wanted to ensure that County assets were being put to their highest and best use. Ordinance 14106, adopted in May 2001, called for a Properties Expert Review Task Force (PERT) to be convened and for Council staff to develop an assessment of all County properties by fund.

PERT was charged with evaluating the County's property inventory and developing criteria for the surplus and sale of County properties. In its analysis, PERT found that the County's inventory lacks the quality or depth of information necessary to facilitate an effective system of property management and that the County Code does not provide adequate policy or process guidance for County agencies to evaluate their property holdings and determine those that should be sold or retained.

Ultimately, PERT determined that it could not fulfill its original mission as directed in Ordinance 14106. Subsequently, PERT's work plan was revised to focus on developing a policy-level framework and recommendations relating to King County's capital asset management system. The PERT framework and recommendations were to cover acquisitions, management, and dispositions, as well as advice to the Council about needed Code changes, staffing resources, and potential contracting that might help the County implement an improved asset management system. PERT completed its report in October 2001.

In its report, PERT made several major recommendations. One specific recommendation was to create a "Real Estate Cabinet" that (1) would include both Executive and Council representation, (2) would be a major component of the decision-making process, and (3) would ensure that "no surprises" occur for the Council. PERT stated that too often real estate decisions have progressed too far before the Council is aware of the actions being considered. PERT noted further that when the Council is brought into the information loop on these occasions, it has been too late to address issues and problems or reverse the decision.

The King County Charter provides for the separation of powers between the executive and legislative branches, stating that the Council is the policy

determining body and that the Executive branch implements those policies under direction of the County Executive, who serves as the chief executive officer of the County. Due to the separation of powers provided for in the King County Charter, the PERT recommendation to make policy level decisions through a real estate cabinet had the potential to blur the division of the governmental branches. Consequently, the need for another type of vehicle was needed.

As discussions progressed toward the development of a "joint" committee, it became evident that major capital projects required the same level of scrutiny and dialogue as major real estate matters. In the case of major capital projects, a mechanism was needed to provide the Council with access to capital project policy issues as they arose in order to avoid costly and time consuming project direction changes later in the process.

The Council requested in Motion 11819 that legislation be formally adopted to create a countywide real estate and major capital projects oversight committee that would be structured to provide coordination and policy-level discussion between the Executive and Legislative branches of government regarding real estate asset management and major capital projects.

Joint Advisory Group

The Real Estate and Major Capital Projects Review Joint Advisory Group or "JAG" was created to provide a forum for early policy level dialogue between the Executive and Council on real estate and major capital project matters. The Council felt that knowledge and involvement at the early stages of major real estate transactions, considerations, development and/or major capital project decisions could forestall any "surprises" when legislation was transmitted by the Executive on these matters. In addition, it was felt that the JAG would promote cooperation and collaboration between the two branches of government and benefit the County as a whole, leading to a smoother and faster legislative process.

Ordinance 14921

Ordinance 14921, which created the JAG, included a "sunshine" clause to determine whether the JAG group is functioning as envisioned when established in KCC and to ensure that the council has the ability to review the successes and/or failures associated with the group. This report will discuss the obstacles and challenges, as well as the strengths and weaknesses the group has encountered.

OVERVIEW:

The Joint Advisory Group is structured to provide coordination and policy-level discussion between the Executive and Legislative branches of government regarding real estate asset management and major capital projects. The group is composed of members/representatives from both branches. The tension design that is intrinsic between the branches of government is also inherent to the JAG. The discussion process established for the group requires a level of trust that issues are presented in a timely manner and that responses will be provided in an opportune way.

As with any new group, the JAG has and continues to evolve to better distinguish its "mission" and to define the best methods of operation. This forum attempts to cover an extremely wide array of in-depth issues in a limited time format. This report will attempt to discuss not only how the group is addressing the issues, but obstacles that have arisen.

The group continues to work toward the high standard goals established in Ordinance 14921. The group believes that it may be too early to determine whether the JAG has experienced outright "successes and/or failures". However, the JAG participants believe that there are certain facts, opportunities and challenges that can be identified at this time.

Clarifying the Mission

Protocols

One of the first tasks for the group was to develop agreed upon protocols for the meetings including staff roles, representative roles, subject identification, and confidentiality. Due to agendas that included heavy issue items, the protocol development lagged. However, the protocols were developed in outside meetings for group consideration and were approved by the JAG on May 27, 2005. A copy of the adopted Protocols is included as **Attachment 2**.

Highlights of the adopted protocols include meeting procedures, permanent meeting times, roles and responsibilities that are discussed below.

Facts and Procedures

Enactment

Ordinance 14921 that created the JAG was enacted on June 14, 2004 and the first meeting was held on July 30, 2004. In general, the group has met monthly since enactment.

Meeting Attendance and Conduct

The JAG is regularly attended by both Executive and Council staff who serve as "designees" or delegates for the members identified in the ordinance. The meetings are conducted by the Co-Chairs who alternate responsibility between the branches on a monthly basis.

Staff who are not designees but who are directly involved in specific projects attend JAG meetings, as needed, to brief the group on new, emerging and on-going project development. The information and materials are confidential. The "official" attendees may also identify non-presenters that are critical to discussions. Presenters do not stay for the full meeting duration, but are available to make their presentations and to answer questions.

The JAG has included separately elected officials in meetings when issues affect their areas of responsibility.

Meeting Dates

The group agreed to meet on the last Friday of each month. Exceptions have occurred only due to either avoid holidays or schedule conflicts due to unavailability. (Any schedule changes are handled by Executive staff.)

As the meetings have progressed, they have become regular events on attendee's calendars. Consequently, meeting attendance is becoming more routine and regular. The JAG has held monthly meetings, with the only exception being last November during the County's budget adoption process. *The protocols state that during the budget process, meetings will be held in the King County Courthouse to accommodate time constraints upon council staff.*

Leadership Responsibilities

JAG representatives have the responsibility to regularly brief JAG members about the issues discussed and to receive their input and direction for future discussions. However, the protocols have specifically stated that designees do not speak for members, although they do relay information. In addition, the group has agreed that major legislative initiative briefings for Councilmembers will be conducted separately by Executive staff.

Staff Responsibilities

Per Ordinance 14921, the Council and Executive branches are to jointly staff the committee, splitting the administrative functions equally between the two branches of government. The protocols (discussed below) separate these responsibilities, such that Executive staff prepares and finalizes agendas and Council staff prepares and finalizes minutes.

Opportunities

In keeping with the direction provided by the PERT, both branches of government agree that this communication tool is one previously unavailable for in-depth early issue communication between the Legislative and Executive branches. The dialogue process established for the JAG requires a level of trust that sensitive issues are presented in a timely manner and that responses will be provided in an opportune way. This is a lofty goal that may still require adjustment in approaching issues.

In reality, the process is fragile. The tension inherent in the political process can highlight differences between the branches. It should be noted, however, that the JAG is intended to be an information avenue, not a forum to resolve political differences. Because trust is so important for both branches, any "glitches" have the potential to destroy past progress. The representatives are aware of this and are striving to overcome any setbacks.

In most cases, both branches agree that the early warning component for the group has worked well. However, this highly valuable system does not provide a

process to discuss quickly emerging issues or projects. Because the JAG meets monthly, feedback opportunities for imminent issues does not always avoid the “no surprises” directive. *(This item will be discussed further as “Challenges”.)*

Constraints

Rich Agendas

Monthly meeting agendas can become overloaded with issues. The result is that agenda items may not be covered in-depth or may be deferred to the next monthly meeting. The group strives to prioritize agenda items and define them as time sensitive, emerging issues, and work plan items. Due to this practice, high priority items are updated early in the meetings. However, meetings that were originally scheduled as two hour meetings can run over to almost three hours.

Staff Workload

Neither branch has dedicated staff directly assigned to or budgeted to the JAG. The workload support for the JAG has been added to already fully engaged staffing work plans and absorbed. Consequently, staff workload often prevents proactive analysis and productive work. Depending on the further development of the group as it evolves, the staffing for the group may eventually need dedicated staff.

Challenges

Omitted Issues

As noted earlier in the “Opportunities” section, quickly emerging issues may result in items being omitted from the agenda, or issues may emerge between meetings. Consequently, the “no surprises” directive/goal is occasionally not met. The result is that feedback opportunities are avoided on imminent issues and discussion does not occur at the JAG. A recent example was the proposal for possible acquisition of the Burlington Northern Santa Fe railroad property for County trail development. The Council was first made aware of the proposal via an Executive press release, rather than at the JAG.

The adopted protocols do not address how to manage fast developing concerns. These missed opportunities could be addressed in another way, but have not yet been focused on in the protocols.

Overall Asset Management

One of the biggest challenges for the County and the JAG is how to best meet the PERT goal for overall long term asset management. This long term component of the overall PERT vision has had no forward momentum.

The County often tends to react to immediate needs rather than planning long term and across departmental boundaries. The King County Code places this function in the Facilities Management Division. However, departments also have holdings that do not fall into the FMD management category. JAG has asked for but not yet received a listing of all county property holdings.

A recent example of lack of overall asset coordination was the proposed sale of the Kent James Park and Ride lot; a Transit property located in Kent near the Regional Justice Center (RJC). Although the sale was needed to honor a prior Transit agreement, the courts had concerns regarding parking needs at the RJC. This eight acre parcel was one of the last large County owned properties in the south county area. A decision was made to do an inter-fund loan to Transit to meet its contractual needs but to retain the property within the County's portfolio until further analysis of overall County needs was completed.

The JAG hopes to further develop a system to meet the asset management goal set forth by PERT.

Confidentiality

Due to the sensitivity of issues discussed by the JAG, confidentiality is a major concern. Many of the projects are in development and require discretion both for on-going negotiations (such as can occur during property acquisition) or for risk management issues. The group has been very careful in developing minutes to avoid inclusion of confidential discussions. Each meeting clearly denotes these items and the group has been successful in maintaining the privacy of the discussions, while still briefing members on the emergent issues.

Co-opting and Initiative Briefing Responsibilities

As noted in the Leadership Responsibility area, JAG representatives have the responsibility to regularly brief JAG members about the issues discussed and to receive their input and direction for future discussions. The JAG is envisioned as an "information highway" and early discussion group. The protocols have specifically stated that designees do not speak for members, although they do relay information.

When information is presented at the JAG it is usually in early development and presented at a broad conceptual macro level. Refined details are not included in the discussions. Designees brief members on these high level items. Details

that are contained in transmitted legislation have been further refined and developed. Lack of objection by designees to general overviews should not be interpreted as agreement with a final product. This concern about possible silence being interpreted as "co-option" has been raised in the past.

In addition, the level of review for final legislation is significantly different than for "informative briefings". Analysis of final legislation is thorough. Upon discussion by Councilmembers of final legislation, policy choices may be decided that are different from JAG briefings. **There is a significant difference between briefing JAG members on a broad level and agreement to the details contained in legislation when it is actually finalized and transmitted for Council consideration.**

JAG briefings are not comparable to the in-depth level briefings necessary to forward an Executive initiative and should not be considered as such. General understanding of an initiative by JAG representatives does not assure agreement with a finalized comprehensive initiative.


This type of misconception has occurred, causing frustration for both branches. The group has agreed that major legislative initiative briefings for Councilmembers will be conducted separately by Executive staff. Council JAG representatives are not responsible for initiative presentation.

The group is working to further clarify the parameters for each branch and to verify the scope and responsibility for Councilmember updates.

Recommendation: Moving Forward

The group understands that the briefing process for issues requires additional work for the staff to keep everyone "in the loop". At this time the group recognizes that Councilmembers have varying comfort levels with the process. JAG representatives acknowledge that further work needs to be done to keep everyone well informed.

In the final analysis, the JAG will not achieve its goals unless the elected officials of both branches are able to invest more personal time to its success. A fundamental challenge of JAG is that Council staff acting as designees are only authorized to relay information to Councilmembers. Council designees transmit information and provide Executive staff insight into the potential issues Councilmembers may have. From the Executive's perspective Council designees are not authorized to act on behalf of the Councilmembers or make commitments for them. This creates an imbalance since Executive staff are



assumed to speak for the Executive and are able to make commitments for him. The JAG will never reach its full potential as envisioned by the enabling legislation, until elected officials participate on a regular basis. Councilmembers and the Executive need to have an elected to elected discussion about how this may be achieved.

Real Estate and Major Capital Projects Review Joint Advisory Group

JAG MEMBERSHIP

July 31, 2005

Council:

Chair of the Metropolitan King County Council	Larry Phillips
Chair of the Budget and Fiscal Management Committee	Larry Gossett
Chair of the Labor, Operations and Technology Committee	Jane Hague

Executive:

Three participants are designated by the Executive.

Currently, the following designees attend regularly:

Designees:

Council:

For Council Chair	David Layton
For Budget Chair	Rebecha Cusack
For Labor Chair	Michael Alvine

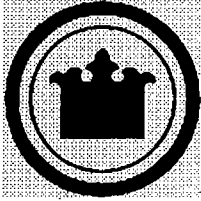
Executive:

Chief of Staff, Office of the Executive	Kurt Triplett
Council Relations Director, Office of the Executive	Ryan Bayne
Director of Facilities Management Division	Kathy Brown

Staff:

Council	Polly St. John
Executive	Sarah Jepson

Note: Executive staff presenters have included the facilities management division, the department of natural resources, the department of transportation, public health and the office of management and budget.



ATTACHMENT 1 to Sunshine Report

KING COUNTY Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

December 6, 2005

Ordinance 14921

Proposed No. 2004-0207.3

Sponsors Gossett and Phillips

1 AN ORDINANCE relating to real estate asset management
2 and major capital projects development, establishing a real
3 estate and major capital projects review joint advisory group
4 to facilitate coordination and communication between the
5 executive and council; and adding a new chapter to K.C.C.
6 Title 4.

7
8
9 **PREAMBLE:**

10 The King County budget office projected a thirty-six-million-dollar
11 imbalance in 2002 between ongoing current expense revenues and
12 ongoing base expenditures, which was produced by a need to backfill
13 fourteen million dollars of one time revenues that were unavailable in
14 2002 and an additional twenty-two million dollars shortfall due to annual
15 growth in expenditures such as wages and benefits that exceeded annual
16 growth in revenues.
17 King County is projected to have one hundred fifty-eight million dollars in

18 shortfalls between 2002 and 2006.
19 The metropolitan King County council supported in 2002 a thorough
20 review and cost-benefit analysis of possible efficiencies to provide
21 resources necessary to provide county services and make the best use of
22 county revenues and resources. Due to the projected impacts of ongoing
23 shortfalls in future years, the council wished to evaluate real property
24 resources to ensure that county assets were being put to the highest and
25 best use and that criteria were developed to evaluate the holding of county
26 assets.

27 The King County council established the properties expert review task
28 force (PERT) in Ordinance 14106 and tasked that body with the proposal
29 of criteria for decision making with regard to county owned real property
30 and capital asset management. The PERT review covered asset
31 acquisition, management, disposition, as well as recommendations about
32 King County code changes, staffing resources and potential contracting
33 that might help the county implement an improved asset management
34 system.

35 The PERT report recommended the creation of a real estate cabinet that
36 would include members from the executive and legislative branches that
37 would make policy level decisions regarding real estate.

38 The King County Charter provides for the separation of powers between
39 the executive and legislative branches, stating that the council is the policy
40 determining body and that the executive branch implements those policies

41 under direction of the county executive, who serves as the chief executive
42 officer of the county.

43 Due to the separation of powers provided for in the King County charter
44 the PERT recommendation to make policy level decisions through a real
45 estate cabinet could blur the division of the branches.

46 The council reiterated asset management concerns in Ordinance 14199
47 and directed that capital asset management be an integral part of a
48 requested study of the facilities management division organization
49 structure.

50 The King County council subsequently approved in Motion 11819 and
51 Motion 11732 the facilities management division reorganization reports,
52 including a recommended method for providing the council timely
53 information for policy-level discussion on major real estate and capital
54 project decisions.

55 The council requested in Motion 11819 that legislation be formally
56 adopted to create a countywide real estate and major capital projects
57 oversight committee that would be structured to provide coordination and
58 policy-level discussion between the executive and legislative branches of
59 government regarding real estate asset management and major capital
60 projects.

61 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

62 SECTION 1. The purpose of this ordinance is to establish the real estate
63 and major capital projects review joint advisory group to provide a forum for early

64 policy level dialogue between the executive and the council on major capital
65 project and major real estate matters.

66 SECTION 2. Codification. Sections 3 through 7 of this ordinance should
67 constitute a new chapter in K.C.C. Title 4.

68 NEW SECTION. SECTION 3. Establishment and purpose. The King
69 County real estate and major capital project review joint advisory group is hereby
70 established to provide a forum for early policy level dialogue between the
71 executive and the council on major capital project and major real estate matters.
72 The joint advisory group should provide the executive and legislative branches of
73 government an opportunity to explore and discuss emergent projects and issues, as
74 well as ongoing proposals regarding major capital projects and major real estate
75 projects. The items for discussion by the group should exclude major technology
76 projects considered for development and review that are included in the
77 information technology governance processes pursuant to K.C.C. 2.16.0757 and
78 2.16.0758.

79 NEW SECTION. SECTION 4. Definitions. The definitions in this
80 section apply throughout this ordinance unless the context clearly requires
81 otherwise.

82 A. "Designee" means the person appointed by a group member to
83 participate on his or her behalf at any given meeting. A designee may be a
84 councilmember, departmental director, or staff person, as determined by a group
85 member to represent them.

86 B. "Group" means the real estate and major capital project review joint advisory

87 group established by section 3 of this ordinance.

88 C. "Major capital project" means a capital project as defined in K.C.C. 4.04.020
89 that:

- 90 1. Has an estimated overall project cost that exceeds ten million dollars; or
- 91 2. Has an overall project cost that exceeds ten million dollars and is subject to CIP
92 exceptions notification as described in K.C.C. 4.04.020.O; or
- 93 3. Has an overall project cost that exceeds ten million dollars and exhibits major
94 unanticipated changes affecting scope, schedule or liabilities as determined by either the
95 executive or council; or
- 96 4. Has significant policy considerations as determined by either the executive or
97 council.

98 D. "Major real estate project" means any real estate transaction meeting the
99 definitions of county owned real property or surplus property as described in K.C.C.
100 chapter 4.56 that:

- 101 1. Has an estimated value that exceeds one million dollars; or
- 102 2. Is valued at one million dollars or more and is subject to the processes
103 established in K.C.C. 4.56.070 for acquisition, disposition, lease, sale or transfer of
104 property; or
- 105 3. Has significant policy considerations as determined by either the executive or
106 council.

107 **NEW SECTION. SECTION 5. Membership, chairmanship and ex officio**
108 **members.**

109 A. The group members shall be the chair of the metropolitan King County

110 council, the chairs of the budget and fiscal management committee and the labor,
111 operations and technology committee or their successor committees as defined by the
112 council's organizational motion, and three participants as determined appropriate by the
113 executive, depending on projects to be discussed. Executive participants may include the
114 facilities management director, the department of natural resources director, the
115 department of transportation director, or the office of management and budget director, as
116 assigned by the executive.

117 B. The chair of the metropolitan King County council and the King County
118 executive, or their designees, shall serve as group co chairpersons.

119 C. Group members may appoint a designee to participate in any meeting on their
120 behalf.

121 D. Councilmembers or executive branch persons directly affected by or with
122 specific knowledge of the real estate or major capital project program areas to be
123 discussed at a monthly meeting may be invited by any group member to participate as ex
124 officio members during consideration of that program area.

125 NEW SECTION. SECTION 6. Responsibilities. The group shall explore and
126 discuss issues surrounding major capital projects and major real estate asset management
127 matters. The group shall provide a forum for early policy level dialogue, discussion and
128 input to ensure timely and informed council decisions. The group shall:

129 A. Review and discuss policy matters regarding major capital projects;

130 B. Review and discuss policy matters regarding major real estate asset
131 management;

132 C. Provide early policy input regarding potential budget initiatives in major

133 capital projects and major real estate matters;

134 D. Provide early policy input regarding long-term strategic real estate asset
135 management and capital improvement project goals;

136 E. Discuss significant real estate policy issues related to major capital projects;
137 and

138 F. Assist coordination of capital project and real estate management matters
139 involving independent elected officials in King County government.

140 NEW SECTION. SECTION 7. Staffing, rules and procedures.

141 A. The group shall meet monthly.

142 B. The council and executive shall jointly staff the committee, splitting the
143 administrative functions equally between the branches of government. The co
144 chairpersons shall determine administrative assignments, and shall rotate assignments to
145 maintain equity in workload. The co chairpersons shall strive to keep administrative
146 functions to a minimum.

147 C. Group members may bring staff as needed to support the activities of the
148 group.

149 D. Any major capital project or major real estate project that meets the
150 definitions in section 4 of this ordinance should be added to the group's next monthly
151 meeting agenda.

152 E. Items for discussion shall be determined and forwarded to group members
153 before each meeting.

154 F. After each meeting, a list of projects discussed shall be provided to each group
155 member, each King County councilmember and participating staff. The list should

156 include the council district in which the projects are located.

157 SECTION 8. Enactment. The real estate and major capital projects review joint
158 advisory group shall begin meeting within thirty days of enactment of this ordinance.

159 SECTION 9. Review. By July 31, 2005, the group shall file with the clerk of the
160 council and the chair of the council's budget and fiscal management committee, or its
161 successor committee, a report for distribution to all councilmembers that reviews the
162 group processes, to include successes and failures. The report is to help determine
163 whether the committee should expire or continue.

164 SECTION 10. Expiration. The advisory group expires on January 31, 2006. It
165 is the intent of the council to evaluate the continued need of the committee before the
166 committee expires and to consider whether to repeal or continue the committee. Should

167 the council choose to repeal the group on January 31, 2006, sections 3 through 7 of this
168 ordinance expire.

169

Ordinance 14921 was introduced on 4/19/2004 and passed as amended by the Metropolitan King County Council on 6/1/2004, by the following vote:

Yes: 12 - Mr. Phillips, Ms. Edmonds, Mr. von Reichbauer, Ms. Lambert, Mr. Pelz, Mr. McKenna, Mr. Ferguson, Mr. Hammond, Mr. Gossett, Ms. Hague, Mr. Irons and Ms. Patterson
No: 0
Excused: 1 - Mr. Constantine

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

ATTEST:

APPROVED this 14th day of June, 2004.

Attachments None

JAG Protocols
As adopted 5/27/05

Council JAG Representatives: Rebecha Cusack, David Layton, Michael Alvine
(Polly St. John)

Executive JAG Representatives: Kurt Triplett, Ryan Bayne, Kathy Brown
(Sarah Jepson)

Other Attendees: Executive and Council staff as needed

PROTOCOLS

Monthly Meetings:

- Meetings will be held the last Friday of each month from 10:00-12:00
- Meetings will be held in a space that can accommodate the members with another nearby space to accommodate staff that will address issues
- During the Council's budget process, meetings will be held in the Courthouse
- Meetings will include JAG members only
- Staff providing presentations will not stay for the full meeting, but will be available for their presentation and to answer questions
- Members will identify non-presenters critical to discussions

Leadership:

- Meetings will be conducted by the Co-Chairs who will alternate responsibility between branches on a monthly basis
- Designees will regularly update the delegates on issues
- Designees do not speak for members, but will relay information

Responsibilities:

Agendas:

- Will be prepared by the Executive for Council input and review
- Will denote whether issues are time sensitive
- Will identify emergent issues
- Will identify "next steps" (up coming items)
- Will be finalized and distributed on Monday before the Friday meetings
- Briefing materials for agenda items will be in writing and distributed at the meeting

Minutes:

- Will be prepared by Council for Executive input and review
- Draft will be distributed within three days
- Responses back within three days for final distribution within a week
- Confidential topics will be specifically noted

Scheduling:

- Any schedule changes will be handled by the Executive staff

Briefing Delegates:

- Representatives will be responsible for updating delegates on issues
- Major briefings on legislative initiatives will be conducted separately by executive staff (with council staff as requested)

Sensitive Matters:

- Confidential issues will be identified by type such as litigation, real estate sales, or publicly bid contracts
- Minutes will denote topic and why the issue is sensitive
- Minutes will not include details

General:

- Polly and Sarah will be designated for each branch to communicate data from a central point
- Everyone will strive to provide accurate and complete information