

CHARTER REVIEW ADVISORY COMMISSION

CITY OF TAMPA, FLORIDA

MEMORANDUM

TO: The Honorable Alan Clendenin, Chair of the Tampa City Council

FROM: Ashley Morrow, Chair of the Charter Review Advisory Commission (CRC)

CC: The Honorable Jane Castor, Mayor of the City of Tampa
Members of the Tampa City Council
Robert Hendrickson, Facilitator to the CRC
Kenneth A. Tinkler, CRC Attorney
Scott Steady, City Attorney
Martin Shelby, City Council Attorney
Members of the CRC

DATE: September 14, 2026

RE: **Final Report of the Charter Review Advisory Commission**

On behalf of the 2025-2026 City of Tampa Charter Review Advisory Commission, I am pleased to provide you with our attached final report.

Included are the following:

1. Our recommended proposed amendments to the City of Tampa Charter, adopted by at least a majority vote of the CRC members, for consideration by the Tampa City Council.
2. A summary of our activities and operations, "2025-2026 City of Tampa Charter Review Advisory Commission (CRC) Overview."
3. Copies of our minutes and public comments received at CRC meetings.

The members of the CRC asked me to pass along their thanks to the Mayor and the entire City Council for the opportunity to serve in this role for the City of Tampa. We appreciate the faith you have shown in us to perform this important review.

**2025-2026 CHARTER REVIEW ADVISORY COMMISSION
RECOMMENDED CHARTER AMENDMENTS**

CHARTER AND RELATED LAWS

Part A CHARTER

AMENDED SECTIONS:

ARTICLE II. LEGISLATIVE

Section 2.03. Organization.

Immediately upon taking office the city council members shall meet for the purpose of organization and at such meeting shall: (1) choose a chair who shall preside at all meetings and who shall from time to time appoint committees as the council shall deem necessary for the conduct of the affairs of the council, and (2) choose a chair pro tem who shall preside in the absence of the chair. The chair and chair pro tem shall be council members representing any council district. The council members may adopt such bylaws, regulations, and rules of procedure for their own guidance and government as they may deem expedient and necessary, to ~~compel~~require the attendance of the members, and to enforce the same by fine or penalty, if they so elect.

(Ord. No. 8148-A, § 3, 1-6-83; Ord. No. 89-34, § 1, 1-26-89; Ord. No. 2023-73, § 2, 5-18-23, election of 3-5-19)

Section 2.04. Staff.

The city council shall have as its staff the following who shall be responsible to the city council through the chair of the council: (a) Budget Analyst. The city council is authorized to employ a Budget Analyst II or an individual with similar qualifications, pursuant to the city's position classification code, to assist in the budgetary matters of the city council. The city council by ordinance shall define the qualifications, pay and responsibilities of said employee in accordance with the city's position classification code; (b) City Council Attorney. The city council may employ one city council attorney, whose salary and qualifications shall be set by city council in accordance with those established for comparable assistant city attorneys. Said city council attorney shall: (1) serve in an advisory capacity to the city council, and shall perform such duties, including drafting of ordinances, legal research, legal advice to individual city council members relating to city council matters and providing independent advisory opinions, as requested by the city council; and (2) be subject to termination only by vote of the city council. Said city council attorney shall not file suit, bring, or defend any action in court on behalf of the city council, the mayor, the several departments, officers and boards of the city government except with written authorization of the city attorney. No action or opinion of said city council attorney shall be construed to be the official legal position of the city, and such official legal position and actions shall be solely within the scope of the powers and duties of the city attorney; (c) each city council member may employ one fulltime equivalent legislative aide, whose hours are subject to the discretion of the council

member; (d) Other Staff: The city council may create and fill other staff positions for the purpose of assisting in the performance of its legislative function; however, such other staff positions must be approved by an affirmative vote of no fewer than five members of the city council; funds for such positions must be ~~found~~ allocated within ~~in~~ the city council's budget, and, any additional costs thereof must first be approved by the mayor.

(Ord. No. 94-264, § 1, 12-1-94; Ord. No. 2008-120, § 1, 7-31-08; Ord. No. 2018-129, § 3, 8-23-18, election of 3-5-19)

Section 2.08. Reading.

Except as provided in Section 2.09(b), a proposed ordinance shall be read pursuant to the requirements of general law. When two readings are required, ordinances shall be read only by title on two separate days, ~~provided that upon demand of~~ unless three members vote in the affirmative to require the final reading of an ordinance ~~shall~~ be read in full; the ayes and nays shall be taken upon the passage of all ordinances and entered upon the minutes.

(Ord. No. 7497-A, § 1, 9-18-80)

ADDED SECTION:

Section 2.15. Rezoning Process

- (a) **Zoning Hearing Officer.** The city shall designate one or more independent zoning hearing officers, appointed by a majority of city council, for renewable terms not to exceed four (4) years. A zoning hearing officer shall be licensed to practice law in the State of Florida with demonstrated experience in land use and zoning, or shall hold a certification recognized in land use planning with equivalent demonstrated expertise, as further defined by ordinance. A zoning hearing officer shall not hold any other elected office or city employment, shall not concurrently represent any party before the city in land use matters, and shall be subject to removal only for cause. The zoning hearing officer shall neither initiate nor consider ex parte communications concerning any potential or current rezoning application.
- (b) **Hearing and Recommendation.** Prior to city council conducting a public hearing on any application to rezone a parcel or parcels of land, the application shall be reviewed by the independent zoning hearing officer at a duly noticed public hearing. The public hearing shall afford the applicant, city staff, and members of the public an opportunity to present relevant evidence and testimony. Within fifteen (15) days of the close of such public hearing, the zoning hearing officer shall render a written, non-binding recommendation to city council that includes findings of fact and conclusions regarding the application's consistency with the city's comprehensive plan and applicable law.
- (c) **City Council Public Hearing.** The record of the public hearing before the zoning hearing officer, together with the hearing officer's written recommendation, shall be transmitted to city council for final decision at a subsequent duly noticed public hearing. City council shall base its decision on the record before the zoning hearing officer; provided that city council may, by majority vote, admit additional evidence upon a showing of good cause, as provided by ordinance. Only those persons who qualified as parties of record before the zoning hearing officer may participate in the city council

public hearing. City council shall retain full authority to approve, approve with conditions, or deny the rezoning application regardless of the hearing officer's recommendation.

- (d) **Implementation.** Upon approval of this section by the electors of the city, an ordinance implementing the above subsections shall be adopted within six (6) months. If no ordinance is adopted within six (6) months, city council may, by resolution, extend the deadline for a period not to exceed an additional ninety (90) days. The ordinance shall, at minimum, establish: (i) the qualifications, disqualification standards, and vacancy-filling procedures for the zoning hearing officer; (ii) notice and public hearing requirements for hearings before the zoning hearing officer; (iii) the definition of "party of record" and the procedures for qualifying as such; (iv) procedures for the preparation and transmission of the written recommendation to city council; (v) the circumstances and procedure for admission of additional evidence before city council; and (vi) all other processes and procedures consistent with due process as required by law.
- (e) **Planning Commission.** The implementation of this section shall not conflict with Chapter 97-351 of the Laws of Florida, as amended, regarding the role of the Hillsborough County City-County Planning Commission.

AMENDED SECTIONS:

ARTICLE VI. CONDUCT OF GOVERNMENT

Section 6.02. Term.

The term of ~~all officers~~ the mayor, and city council members, created as provided for by this charter shall be for four years and until their successors have been duly qualified; ~~provided however, that the mayor and city council members elected in the 1979 municipal elections shall hold office for a term of three and one-half (3½) years~~ and provided further that the terms of all officers appointed by the mayor shall terminate with the term of office of the mayor so appointing, except the city clerk and those board members appointed for fixed and staggered terms.

(Ord. No. 6964-A, § 1, 6-29-78; Ord. No. 2018-129, § 11, 8-23-18, election of 3-5-19)

Section 6.03. Appointment.

The mayor, within ninety days after taking office or after a vacancy shall exist, shall ~~nominate~~ appoint and submit to the city council for ~~appointment~~ confirmation, by no fewer than four votes of the entire council, heads of departments and any administrative personnel with administrative authority or responsibility equal to or greater than that of a department head. The city council, within fifteen days after such submission, shall ~~appoint~~ confirm or disapprove such ~~nomination~~ appointment; and the failure of the city council to act upon any such ~~nomination~~ appointment within said time shall constitute ~~appointment~~ confirmation of the mayor's ~~nominee~~ appointment. In the event of disapproval by the city council of any said ~~nomination~~ appointment, the mayor, within ninety days thereafter, shall make another appointment and submit that appointment to the city council ~~the name of another nominee~~ for confirmation. The mayor

may make an interim appointment of an existing city employee who may serve until the [mayor makes an appointment of the mayor's nominee by city council](#), which interim appointment shall be for a period not to exceed ninety days, but which can be extended by the mayor for an additional ninety days. The power of removal of such officers shall be vested exclusively in the mayor, with the exception of the city clerk as provided in Section 3.01 herein.

(Ord. No. 94-263, § 1, 12-1-94; Ord. No. 2018-129, § 12, 8-23-18, election of 3-5-19; Ord. No. 2023-2, § 1, 1-5-23, election of 3-7-23)

Section 6.05. Oath.

Each officer of the city before entering upon the discharge of the officer's duties shall take and subscribe an oath, before a person authorized to administer oaths in the city, that the officer is ~~a resident of the city and is~~ entitled to hold and will faithfully perform the duties of the office to which the officer has been elected or appointed and will support, uphold, and defend the charter and ordinances of the City of Tampa, the Constitution and laws of the State of Florida, and the Constitution and laws of the United States of America.

(Ord. No. 2018-129, § 13, 8-23-18, election of 3-5-19)

Section 6.06. Salaries.

The ~~initial salaries of compensation of all officers of the city shall be the same as they were upon the date of the referendum upon this charter, provided that from and after October 1, 1975, such~~ salary or salaries [of officers of the city](#) may be increased or decreased at any time by the concurrence of the mayor and a majority [of no fewer than four votes](#) of the entire city council, which concurrence shall be documented by resolution, [or ordinance](#) of the council recommended or approved in writing by the mayor.

(Ord. No. 2018-129, § 14, 8-23-18, election of 3-5-19)

AMENDED SECTION:

ARTICLE VII. FINANCES

Section 7.05. Millage.

Upon adoption of the annual budget, or as soon thereafter as practicable, the city council shall proceed to determine the amounts which may be necessary for the carrying on of the municipal government during the next ensuing fiscal year from ad valorem taxes and shall proceed to fix the millage or tax necessary [in accordance with state law \[F.S. § 200.065, as it may be amended from time to time\]](#), which millage as so determined shall be certified by the mayor to the proper authorities.

(Ord. No. 2018-129, § 15, 8-23-18, election of 3-5-19)

ADDED SECTION:

Section 7.12. - Progress of City Projects.

Each year, on a date determined by resolution of city council, the mayor or their designee shall provide to city council, via placement on a city council consent agenda, a progress report identifying the current status, any current delays or issues that have arisen, and anticipated completion date for each capital improvement project funded in the current capital improvement plan budget, and all previously funded projects valued in excess of \$100,000, including those funded in whole or in part by grants, that have not been completed.

AMENDED SECTION:

ARTICLE IX. BOARDS AND COMMISSIONS

Section 9.02. Personnel.

Each board, with the advice and consent of the mayor, shall have power to appoint and to remove a director who shall execute the administrative policies or determinations of the board and supervise and manage the personnel of the board, ~~except that the chief building inspector shall be ex-officio director of the zoning adjustment board.~~ The mayor within budgetary limitations and subject to civil service requirements shall employ such additional personnel for each board as shall be necessary.

AMENDED SECTIONS:

ARTICLE X. MISCELLANEOUS

Section 10.06. Reemployment.

No former elected official of the city shall hold any compensated appointed city office or employment until one year after the expiration of the term for which they were elected; ~~provided, however, that the provisions of this section shall not take effect until January 1, 1976.~~

(Ord. No. 2023-73, § 8, 5-18-23, election of 3-5-19)

Section 10.07. Initiative and Referendum.

The qualified voters of the city shall have power to propose ordinances to the council or to require reconsideration of any adopted ordinance by petition signed by the electors of the city equal in number to nor less than 10 percent of the electors of the city qualified to vote at the last general municipal election; the form and content of such petition shall provide for under the provisions relating to recall of officers as

provided herein. If the council fails to adopt an ordinance so proposed or to repeal an ordinance so reconsidered, the qualified voters shall approve or reject such ordinance at a city election provided that such powers shall not extend to the budget or capital improvement program, zoning, the comprehensive plan, or any emergency ordinance, or ordinance relating to the appropriation of money, levy of taxes or salaries of city officers or employees. The procedure to be followed for citizen initiative and referendum will be provided by ordinance in accordance with F.S. § 166.031 (as it may be amended from time to time), which ordinance shall be initially enacted within six months of the passage of (this amendment to) the charter and once passed shall not be amended more frequently than once every two years and only within a time frame of ninety (90) days after a general election.

(Ord. No. 2018-129, § 21, 8-23-18, election of 3-5-19)

Section 10.10. Charter Review.

Commencing in ~~2025~~September 2037, and every ~~eight~~twelve years thereafter, ~~there shall be established by ordinance~~ a Charter Review Advisory Commission (CRC) shall be appointed for a term of one (1) year, composed of nine (9) members; seven (7) members appointed by resolution of the city council, and two (2) members appointed by the mayor. It shall also have two (2) alternates appointed, one by the city council and one by the mayor. However, the city council may by ordinance, have the power to call for the establishment of a CRC more often in the event it so chooses. No members of the CRC shall be elected officials or city employees. Each member of the CRC shall be a city resident and elector. Vacancies on the CRC shall be filled within thirty (30) days in the same manner as the original appointment. Legal counsel, who is not a city employee, to provide legal advice to the CRC and a professional facilitator to facilitate the charter review process shall be engaged by the city with city council approval. Necessary funding shall be provided to ensure full transparency and citizen participation including dedicated city staff for administrative and research support to allow for a comprehensive ~~in the~~ charter review process. The CRC may adopt ~~other~~ rules for its operation and proceedings, as it deems desirable, ~~within the direction given to it by the city~~. The members of the CRC shall receive no compensation.

(Ord. No. 2018-129, § 22, 8-23-18, election of 3-5-19; Ord. No. 2023-5, § 1, 1-5-23, election of 3-7-23)

AMENDED SECTION:

ARTICLE XI. TRANSITIONAL PROVISIONS

Section 11.03. Officers, Employees and Agents.

The adoption of this charter, except as otherwise specifically provided, shall not affect or impair the rights, privileges, or immunities of persons who are city officers, employees or agents at the time of adoption of this charter. ~~All officers elected in the 1975 regular election shall continue in office for the term to which elected.~~

ADDED ARTICLE:

ARTICLE XII. INSPECTOR GENERAL

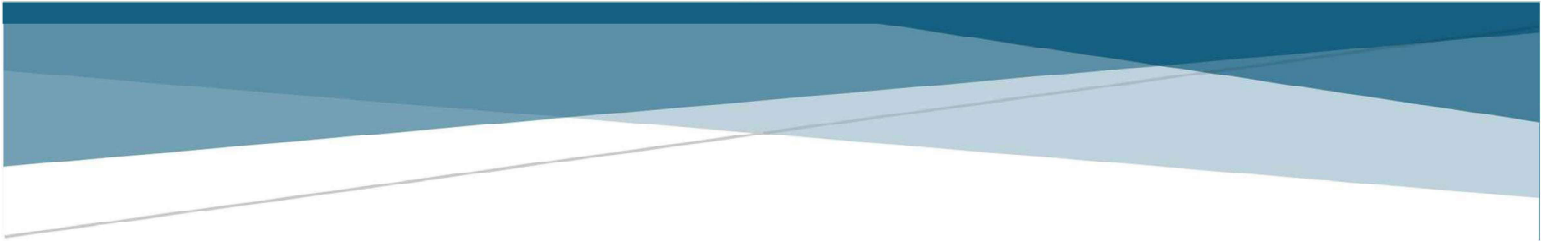
Section 12.01. Office of Inspector General.

- (a) **Establishment; Purpose.** The Office of Inspector General is hereby established as an independent body to perform investigations, audits, and reviews of city matters, including city contracts, programs, projects, and expenditures, in order to identify inefficiencies and to detect, investigate, and prevent fraud, waste, mismanagement, misconduct, and abuse of power. The organization and administration of the office shall be sufficiently independent to ensure that no outside interference or external influence adversely affects its independence and objectivity. The office shall not exercise any legislative, executive, or administrative power, but shall have access to all officers, departments, and boards of the city to promote the public trust and the transparent and accountable operation of government.
- (b) **Powers.** The office may only initiate an investigation, audit, or review when a matter is referred to it by the mayor, city council, or any city staff member or resident who submits a written request which includes their name and contact information. The office shall have the discretion to decide whether initiation of an investigation, audit, or review is in the public interest. The office shall have the option to issue a request or subpoena to require the appearance of any city elected official, staff member, or contractor for interview. The office may not issue a subpoena for records, but may make public records requests pursuant to Florida law. After investigation, audit, or review, the office shall have the power to file ethics complaints, refer matters to internal or external authorities, and to publish independent public reports of its findings.
- (c) **Appointment; Inspector General Selection & Retention Committee.** The Inspector General shall be appointed by the mayor and confirmed by a majority vote of city council upon nomination by at least five (5) affirmative votes of an Inspector General Selection & Retention Committee. All meetings of the committee shall be noticed and held in a manner consistent with Section 286.011, Florida Statutes. There shall be nine (9) members of the committee, which shall be comprised of the following individuals:
- (1) The mayor, or their designee;
 - (2) The chair of the city council, or their designee;
 - (3) The president of the George Edgecomb Bar Association, or their designee;
 - (4) The president of the University of South Florida, or their designee;
 - (5) The State Attorney of the Thirteenth Judicial Circuit, or their designee;
 - (6) The Public Defender of the Thirteenth Judicial Circuit, or their designee;
 - (7) The Chief Judge of the Thirteenth Judicial Circuit, or their designee;
 - (8) The Stetson University Dean of the College of Law, or their designee; and
 - (9) The chair of the City of Tampa Ethics Commission, or their designee

All designees shall have prior experience in law, audit, accounting, or public administration. Should any member decline to serve and fail to make a designee, a substitute member shall be appointed by the mayor and confirmed by a majority vote of city council.

If the committee fails to make a nomination within thirty (30) days of convening, if the mayor fails to appoint the individual nominated within thirty (30) days of nomination, or if the city council fails to confirm the appointee within forty-five (45) days of appointment, the city shall re-advertise the position and reconvene the committee within ninety (90) days of such failure.

- (d) **Periodic Review of Performance.** The Inspector General Selection & Retention Committee shall meet every twelve months with the Inspector General to review their performance and make recommendations on their operations.
- (e) **Removal.** The Inspector General may be removed either by the mayor with the approval of the city council by at least five affirmative votes or by resolution of the city council passed by at least five affirmative votes and with consent of the mayor.
- (f) **Vacancy.** Should a vacancy caused by completion of the removal process specified in subsection (e) or due to the death, resignation, or expiration of term of the Inspector General occur, the position of Inspector General must be advertised by the city and the committee convened to make a nomination pursuant to subsection (c) within ninety (90) days of the vacancy.
- (g) **Interaction with Internal Audit Department.** The office shall not supplant or otherwise replace the Internal Audit Department established under Section 5.01(c) of this charter.
- (h) **Employment Status; Contract Basis.** The Inspector General need not be a full-time city employee and may be retained individually or through a firm on a negotiated contract basis.
- (i) **Ordinance.** An implementation ordinance shall be adopted and only address the following provisions in a manner consistent with this section: the qualifications required of the Inspector General; the term of office; budget and staffing; and whistleblower protections for persons who report to the office.
- (j) **Implementation.** Upon approval of this section by the electors of the city, the ordinance specified in subsection (i) shall be adopted within six (6) months. If no ordinance is adopted within six (6) months, city council may, by resolution, extend the deadline for a period not to exceed an additional ninety (90) days. Upon adoption of the ordinance, the position of Inspector General shall be advertised by the city, and the committee shall be convened to make a nomination pursuant to subsection (c) within ninety (90) days of adoption of the ordinance.



2025 - 2026 CITY OF TAMPA CHARTER REVIEW ADVISORY COMMISSION (CRC) OVERVIEW

September 1, 2026

Robert Hendrickson
CRC Facilitator

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Purpose

The purpose of this document is to memorialize the work of the City of Tampa Charter Review Advisory Commission (CRC) and serve as a reference for future CRCs and those tasked with coordinating their efforts.

About the Charter Review Commission

The City of Tampa Charter Review Advisory Commission (CRC) acts as the formal mechanism for evaluating and modernizing the municipal constitution of Tampa, Florida. The City Charter establishes the foundational rules of local governance, detailing the separation of powers between the Mayor and the City Council, the structure of executive departments, financial protocols, and election procedures. Recognizing that the city's operational needs evolve alongside its population, Tampa voters approved a 2023 ballot measure amending Section 10.10 of the Charter. This change mandates that a citizen-led review panel be convened every eight years rather than the prior decennial approach.

Following this voter mandate, the Tampa City Council passed Ordinance No. 2025-98 and Resolution No. 2025-1044 to establish the current CRC. This commission is composed of nine uncompensated city residents who are neither elected officials nor municipal employees: seven chosen by the City Council and two by the Mayor (and an alternate chosen by each). To ensure a fair and objective evaluation process, the panel relies on its own independent legal counsel and a professional facilitator.

The commission's final recommendations must be submitted to the City Council in written form by September 17, 2026. For any of these proposed adjustments to become law, they require approval from the City Council to be placed on the upcoming municipal election ballot scheduled for March 2, 2027. Ultimately, the local electorate holds the final decision-making power, ensuring that any structural changes to Tampa's governance are directly driven and approved by its citizens.

CRC Appointees

There were 11 CRC members appointed by the City Council and the Mayor. Nine were principal members and two were alternate members.

City Council appointees:

- Garrett Greco - Appointed by Council Chair Alan Clendenin, District 1 At-Large
- Stephen Benson - Appointed by Council Member Guido Maniscalco, District 2 At-Large
- Bobby Creighton - Appointed by Council Chair Pro-Tem Lynn Hurtak, District 3 At-Large
- Bill Schifino - Appointed by Council Member Bill Carlson, District 4

- Ashley Morrow - Appointed by Council Member Naya Young, District 5
- Rebecca Kert - Appointed by Council Member Charlie Miranda, District 6
- Alan Cohn - Appointed by Council Member Luis Viera, District 7
- Alison Hewitt (Alternate) - Appointed by Tampa City Council

Mayoral appointees, appointed by The Honorable Jane Castor:

- Ron Christaldi
- Kathleen Shanahan
- Sue Carlton (Alternate)

CRC Facilitator

Per Resolution No. 2025-1044, the CRC will have the administrative support of “A professional facilitator to facilitate the charter review process....”

Robert Hendrickson, a Hillsborough County employee and former business consultant, served as the CRC facilitator. On October 23, 2025, City Council Chairperson Alan Clendenin introduced Mr. Hendrickson to the City Council. On December 18, 2025, City Council selected Mr. Hendrickson for this assignment. As facilitator, Mr. Hendrickson:

- Developed meeting agendas and supporting presentations
- Captured key points during the meeting on flip charts
- Guided CRC discussions toward decisions related to charter amendments
- Documented key CRC decisions and CRC-requested action items
- Completed action items requiring input from City staff, e.g. requested documents from the City Attorney.
- Configured and maintained the CRC SharePoint site to facilitate document sharing and the tracking of charter amendments.
- Corresponded with CRC members to make it as efficient as possible for them to prepare for meetings, e.g. by recapping progress and plans for the next meeting, providing requested information, etc.
- Tracked CRC attendance.
- Reviewed and provided feedback on meeting minutes.
- Developed this final report.

CRC Attorney

Per Resolution No. 2025-1044, the CRC will have the administrative support of “... legal counsel who is not a city employee will both be engaged to support the CRC during its tenure.”

Kenneth A. Tinkler, Esq., a Board Certified, by The Florida Bar, Specialist in City, County and Local Government Law and a shareholder with Carlton Fields, PA, was hired by the City to provide legal services to the CRC. As the CRC attorney, Mr. Tinkler conducted legal

research, answered legal questions on local and state requirements, and drafted proposed charter amendments, all as directed by the CRC.

City of Tampa Clerk's Office

The City Clerk's Office provided support services to the CRC, including conducting the oath of office, performing meeting roll calls, tracking that CRC members filed their financial disclosure forms, drafting minutes and updated amended minutes, and preparing the meeting room (logging into meeting files being displayed, printing and distributing minutes from the prior meeting, distributing name placards, and setting sign-up sheets for public comment). Additionally, the City Clerk's Office coordinated with Gavin Barrera, Workstation Support Technician I, from the Technology & Innovation department to live stream the meetings on YouTube.

The following City Clerk's Office staff provided assistance:

1. Karencia Ciagala - Senior City Council/City Clerk Support Specialist, City Clerk (Clerk to first half of CRC meetings, currently retired)
2. Tonia Wilcox - Senior City Council/City Clerk Support Specialist (Interim Clerk to the CRC during staffing transition in Clerk's office)
3. Dharsh Saravana - City Council/City Clerk Support Specialist (Clerk to last half of CRC meetings)
4. Suling Lucas-Harris - Deputy City Clerk (Provided staffing for and coordinated CRC meetings as needed)

CRC Chairperson and Vice Chairperson

During the January 20, 2026, CRC meeting, CRC members selected Ashley Morrow as Chairperson and Alan Cohn as Vice Chairperson.

CRC Logistics

Meeting Location & Times

The CRC met in the “Sister Cities” room inside Tampa City Hall every second and fourth Tuesday from January 20, 2026, to August 11, 2026, and once more on September 1, 2026, to review the CRC’s final report package. Meetings started at 6:00pm and were scheduled to end at 9:00pm.

Meeting Equipment & Setup

The Sister Cities room was configured for CRC members to sit in a “U” formation, with a side table and chairs for alternates, another side table and chair for the Clerk and the CRC Attorney, and an area for the public to view proceedings.

At the front of the room was a large rolling television/computer that was used to display meeting materials and allow virtual participation via Zoom and a flip chart stand and flip chart paper for the facilitator’s note taking. A microphone and a speaker device were positioned near the back of the room to improve audio quality.

File Storage & Sharing

At the facilitator’s request, a City of Tampa SharePoint site was established before CRC meetings commenced. The facilitator configured the site to be used for:

- Saving and sharing CRC files, including:
 - A City of Tampa Charter with CRC-approved amendments
 - Meeting materials (PowerPoints, minutes, flip chart images).
 - Materials provided by the City or City Council, e.g. memos.
 - Research materials, e.g. summaries of other jurisdictions’ charter language.
- Tracking attendance.
- Sharing the meeting parking code for the Fort Brooke Garage and instructions for resetting email passwords.

Use of City Email

As part of their onboarding, all CRC members, the facilitator, and the CRC attorney were assigned City of Tampa email addresses to ensure CRC-related correspondence met Public Records Law requirements.

Virtual Meetings (and YouTube)

Zoom software was used for CRC members who could not attend in person. Meetings were livestreamed and then posted to the Charter Review Advisory Commission YouTube site accessible via <https://www.youtube.com/@CityofTampaCRC>.

Room & Meeting Preparation

Before each meeting, the Clerk completed room preparation tasks, including:

- Distributing name placards.
- Printing and distributing the agenda and minutes from the last meeting.
- Logging into the CRC SharePoint site and opening all files to be used in the meeting, e.g. the main PowerPoint presentation.
- Loading the flip chart easel with paper.

A City of Tampa technology support person opened Zoom and initiated the broadcast and recording just before every meeting began.

Minutes

The Clerk documented minutes for every meeting. The facilitator and CRC attorney reviewed, and, if necessary, edited the minutes. At the beginning of each CRC meeting, the CRC considered, edited, and voted to accept the minutes (or accept as amended if changes were necessary, in which case the Clerk updated the minutes).

Attendance Tracking

CRC attendance was tracked using a SharePoint list showing absences as well as virtual versus in-person meeting attendance. Appendix 1 includes CRC attendance information.

CRC Public Engagement & Transparency

CRC Website Page

The City of Tampa created a dedicated CRC web page accessible via the City's website (www.tampa.gov/city-clerk/info/boards-and-commissions/charter-review-advisory-commission). This web page included a list of CRC members and who appointed them, relevant ordinances and resolutions, the current City charter, meeting agendas and minutes, an online form to submit public comments, and a link to the CRC YouTube channel.

CRC YouTube Channel

The City of Tampa created a YouTube channel (www.youtube.com/@CityofTampaCRC) to house recordings of CRC meetings for public viewing. Those videos were livestreamed and then posted roughly one week after each meeting and capture meeting materials and an audio recording of the proceedings.

Public Comment

Per resolution No. 2025-1044, the CRC was required to provide a method for accepting public comments in writing and in-person:

- “The CRC shall provide an opportunity for a public comment, consistent with section 286.0114, Florida Statutes, at the meeting before taking final action on its proposed recommendations to the City Council.”
- “All meetings of the CRC shall be open to the public consistent with Florida law. In-person public comment of no more than fifteen minutes in total shall be afforded at the start of each meeting. Alternative methods of communicating comments to the CRC such as a webform submission shall be provided.”

Consistent with these requirements, every CRC meeting agenda afforded time for public comments at the beginning of each meeting. Additionally, the CRC SharePoint site was programmed to include a page that displayed a full inventory of all public comments received via the City of Tampa webform accessible via the City's CRC web page.

Public comments received via webform are listed in Appendix 2. Public comment materials collected in-person during meetings are included with the minutes of those meetings.

CRC Meeting Management

Presentation Materials

The facilitator prepared a PowerPoint presentation for every meeting. The PowerPoint presentation covered the agenda and high-level topics to be discussed during the meeting. Additionally, the facilitator captured notes on flip chart paper during the meeting.

Decision & Action Item Tracking

To capture CRC decisions and action items, the facilitator created a document in which a table was used to display each charter section (column 1) and to capture CRC decisions and related action items (column 2). If materials were received related to that charter section, the facilitator inserted hyperlinks to those documents on SharePoint.

Charter Changes Tracking

Using a version of the current charter, the CRC attorney drafted and highlighted all charter amendments as they were approved by the CRC. By the conclusion of the CRC's discussions, this document chronicled all CRC-approved amendments.

Pre-Meeting Correspondence

By the Friday preceding each Tuesday night meeting, the facilitator emailed CRC members the following information:

- A reminder to respond if anyone would miss or join the next meeting virtually.
- A summary of the agenda, e.g., which charter sections or topics would be covered.
- A link to the prior meeting minutes for CRC review.
- Updates regarding action items from the prior meeting, including but not limited to links to materials secured in response to CRC requests from the prior meeting and links to materials the CRC attorney provided, e.g., research materials, proposed charter amendment language.
- A reminder that a guest speaker or speakers would be attending.
- The current month's parking code.

On or before the Monday preceding each CRC meeting, a City of Tampa IT staff member emailed the Zoom meeting link to CRC members.

Guest Speakers

The CRC requested the presence of guest speakers when more information was needed about a charter section or to better understand the City Council's provided questions for consideration.

- The Planning Commission's Yassert Gonzalez and Melissa Zornitta attended on March 24, 2026. Mr. Yassert covered demographic trends and redistricting.
- City Attorney Scott Steady attended on March 10, 2026. He fielded questions regarding the City Attorney's role and interactions with the City Council Attorney.
- City Council Chairperson Alan Clendenin attended on April 14, 2026, and covered topics related to the City and City Council attorneys' roles and City Council's budget and investigative authority.
- The City's Chief Financial Officer attended on April 28, 2026, to explain the budget process, how the Mayor's salary is set, historical City Council salaries and how those are set and classified.
- Hillsborough County Attorney Julia Mandell, who specialized in land use law during her career, attended on June 23, 2026, in her private capacity, to share her experiences regarding the potential use of a zoning hearing master process in the City.

Requests of the Mayor's Administration

To aid in its charter reviews, the CRC requested information from the Mayor's administration, most of which was provided by the City Attorney, the City Chief Financial Officer, and the Chief of Staff. The following list is a summary of their responses and/or information they provided. Supporting documentation for these items is saved in the "Reference Materials" SharePoint directory.

- Confirmation there are no residency requirements applicable to City employees beyond those included in the current Charter, which applies only to elected officials.
- Confirmation that City Council cannot amend the redistricting map recommended and approved by the Planning Commission.
- A list of discrepancies between City of Tampa Charter and related laws related to elections.
- Prior city charters and ordinances amending the City Charter from 1975 to 2024.
- Charter housekeeping changes made by the City Attorney's office.
- Data covering salary increase percentages beyond COLA and merit adjustments occurring mid-budget year – over the past 3 years.
- Clarification of the meaning of "administrative" when defining the Mayor as "administrative and executive head of the City."
- Viewpoint that City Council could not, by resolution, limit the Mayor's authority unless otherwise expressly provided for in the Charter.
- A summary of the steps by which City Council requests mid-cycle budget amendments and the duration of that process.
- Data covering the number of budget amendments resulting from City Council requests in the current fiscal year and the quantity of denied City Council budget amendment requests.
- Viewpoint that the budgeting process would not change nor be delayed if the City Council was granted new authority to direct versus request the CFO/budget office to initiate a budget amendment.
- A description of the respective roles of City Council and the Mayor and the process by which the issuance of debt is approved when it is required for a project (and how debt approval relates to project approval).
- Ethics Commission rules, regulations and information describing the process by which ethic complaints are reviewed and investigated.
- A job description for the City's current Internal Auditor.

- Internal Auditor procedures and timeframes for releasing reports to City Council and the public, including mayoral reviews.
- City of Tampa Personnel Manual sections related to fraud, waste and abuse and to whistleblower policy.
- Impacts of maintaining charter section 6.03 language City Council initiated in 2023 by which the Mayor nominates and City Council appoints department heads, versus prior language by which the Mayor appoints department heads and City Council confirms those appointments.
- Tampa Police Department Biking Citation Program background information.
- Conflict of interest information covering purchasing practices, City employee and mayoral responsibilities, and Ethics Code conflict of interest provisions applicable to City Council members.
- Information related to five Municode-included Charter sections attributed to Ordinance 2018-129 and the March 5, 2019, election that were never submitted to or approved by the voters.

Appendices

Appendix 1 – CRC Attendance

The table below chronicles CRC attendance. “Yes IP” means in-person attendance. “Yes V” means virtual attendance.

Title	JAN20	FEB10	FEB24	MAR10	MAR24	APR14	APR28	MAY12	MAY26	JUN9	JUN23	JUL14	JUL28	AUG11	SEP1
Shanahan, Kathleen	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes V	Yes IP	Yes IP	Yes IP	Yes IP	Yes V	Yes V	Yes V	Yes IP	Yes IP
Cohn, Alan	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP
Schifino, Bill	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes V	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP
Creighton, Bobby	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP
Greco, Garrett	Yes IP	Yes IP	No	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP
Kert, Rebecca	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes V	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	No
Christaldi, Ron	Yes IP	Yes IP	Yes V	Yes IP	Yes IP	Yes IP	No	Yes V	Yes IP	Yes IP	Yes V	Yes V	Yes V	Yes IP	Yes IP
Benson, Steven	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes V	Yes IP
Carlton, Sue	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	No	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP
Morrow, Ashley	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP	Yes IP
Hewitt, Allison	Yes IP	Yes IP	Yes IP	Yes IP	No	Yes IP	Yes V	Yes V	Yes IP	Yes V	Yes IP	Yes V	Yes IP	Yes IP	Yes IP

Appendix 2 – Public Comments Received via Webform

The following public comments were submitted via the webform accessible on the CRC City of Tampa web page. These comments appear as submitted (no editing has been done). Public comments submitted during meetings are appended to CRC minutes.

Stephanie	Poynor	RUN for TCC that someone must live in the city BEFORE they file to run? Ideally, they would live in the city for a year prior to filing. Thanks! Stephanie	1/29/26
Stephanie	Poynor	Why does TCC need an attorney independent of the City Attorney's office? Two names- Gudes and Dingfelder https://www.cltampa.com/news/tampa-city-attorney-used-personal-phone-to-discuss-dingfelder-case-and-other-legal-issues-records-show-13141457/ https://www.bizjournals.com/tampabay/news/2021/10/07/city-attorney-says-she-will-not-defend-councilman.html https://www.cltampa.com/news/tampa-officials-confirm-former-city-attorney-gina-grimes-is-not-working-with-the-city-in-any-capacity-14300926/ WITH that being said, I'd also like to point out that the Mayor is the boss of the legal department. Technically, TCC is the boss of their attorney, budget analyst and their aides. They SHOULD be the boss of the CRA employees as well, but they are not. For those of you who haven't watched TCC meetings lately, you might want to start with the CRA board meeting from 2/12/2026. It is very important that you note the SLOW ROLL is used many times during that meeting talking about city staff who are not evaluated by TCC not getting things done in a timely manner. I am going to listen to the hearing again because I think there were other questions that were asked in the meetings that folks who were ON the commission could not answer. NOTE that all of you have access to the person who appointed you! YOU SHOULD ASK THEM! There is NO reason not to ask them about their opinions on things happening in the meeting. Please remember, you are there representing the CITIZENS of Tampa, all of us. Have a great Sunday, Stephanie	2/15/26

Stephanie	Poynor	Good Morning, I have a concern about 2.02 from the Charter-- pasted below. I want candidates for any office in the CITY of Tampa to be residents of the COT before they run for office in our city. I don't have as big an issue with folks moving from one district to another BUT when we have candidates who live in RIVERVIEW running for office, that is NOT ok. Since someone asked for an example. Nicole Payne had homestead with her 100% disabled husband in Riverview during the 2023 elections. When it was brought to the attention of Craig Latimer he did not remove her from consideration. I have not went to check if this information is current, but I do know that this was factual during the elections in 2023. Mrs Payne spoke about living with her husband during Tiger Bay candidate forum and that was the only Nicole Payne in the hillsborough county tax collectors records. These are not personal judgements about Mrs. Payne, they are simply stating the answer to the question posed by a member of the commission about examples of this issue. Stephanie	2/15/26
Stephanie	Poynor	Do you want to know why TCC should have investigative powers????????? This is the HR lawsuit against the City. SEE BELOW the meeting! 5:01 P.M. - CLOSED SESSION MEETING Closed session to be held at 5:01 p.m., in the 8th Floor Conference Room of Old City Hall, 315 E. Kennedy Blvd., in order to discuss a settlement negotiation in the case of Lopez v. City of Tampa, with the following persons in attendance at the closed session: members of Tampa City Council, City Council Attorney Martin Shelby, City Attorney Scott Steady, Assistant City Attorney Toyin Aina-Hargrett, Christopher Bentley, Esq., Erin Jackson, Esq., and certified court-reporter Cheryl Westfall. It is directly connected with the Firing of Mrs Jorgenson and the departure of other employees from that department who appeared before TCC to tell their stories. https://www.tampabay.com/news/tampa/2025/01/31/tampa-council-moves-forward-with-whistleblower-grievance-changes/ THIS is also related to the lawsuit.... Don't dismiss it! https://www.tampa.gov/news/2025-05/mobility-director-vik-bhide-step-down-june-167881	2/15/26

Alison	Hewitt	MEMORANDUM 2/20/26 To: Members, City of Tampa Charter Review Advisory Board From: Alison A. Hewitt Date: February 17, 2026 Subject: Proposed Charter Amendment – Monthly Evening Public Meeting to Advance Transparency, Equity, and Public Access Purpose The purpose of this memorandum is to request that the Charter Review Advisory Board consider recommending a Charter amendment requiring at least one regular meeting per month of the Tampa City Council to be held at or after 5:01 p.m. in order to: • Increase public participation • Improve transparency and accountability • Expand access for working residents • Promote equitable civic participation across all neighborhoods Background and Equity Considerations The City of Tampa Charter establishes the framework for governance and public participation. While meetings are legally open, many are held during normal working hours, creating a practical barrier for residents who cannot leave work, secure childcare, or travel during the day. This issue disproportionately affects: • Residents working hourly or service-sector jobs • Seniors and caregivers • Small business owners • Residents in East Tampa and other historically underrepresented communities In many neighborhoods, particularly in East Tampa, residents have repeatedly expressed a desire for greater accessibility to decision-making processes. Public participation is strongest when meetings are scheduled at times when working families can realistically attend. The City already demonstrates that evening meetings are feasible. City Council land-use hearings are routinely scheduled at 5:01 p.m., establishing an operational precedent. Florida’s Government-in-the-Sunshine Law establishes that meetings must be open and accessible to the public. True accessibility, however, requires more than legal compliance—it requires practical opportunity for participation. Why This Matters for East Tampa and Similar Communities Communities that are most impacted by public policy decisions—particularly those related to: • Housing affordability • Redevelopment and CRA investments • Infrastructure improvements • Small business support • Public safety and quality of life are often the communities least able to attend daytime meetings. When participation is limited, decisions may unintentionally proceed without the voices of the residents most affected. Improving meeting accessibility is one of the most cost-effective ways to
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		strengthen equitable participation in government. Proposed Charter Language (Draft) Proposed Addition to the Tampa City Charter – Public Meeting Accessibility Section [New Section Number]. Public Meeting Accessibility a. To promote transparency, accountability, and equitable public participation, the City Council shall conduct no fewer than one regular meeting each calendar month at or after 5:01 p.m. b. Advisory boards and commissions are encouraged, and where practicable may be required by ordinance, to conduct evening meetings to increase public accessibility. c. Nothing herein prevents the City Council or any board from scheduling additional evening meetings as necessary. Public Benefit Adopting this amendment would: • Improve civic engagement • Increase transparency and trust in government • Provide working residents a meaningful opportunity to participate • Support equitable access to decision-making • Strengthen long-term community outcomes This proposal does not require significant new funding or administrative restructuring. It simply aligns meeting schedules with the realities of residents' daily lives. Recommendation I respectfully recommend that the Charter Review Advisory Board: 1. Place this proposal on a future agenda for discussion 2. Request input from the City Attorney's Office regarding placement within the Charter 3. Consider forwarding a formal amendment recommendation to City Council Closing Public meetings should not only be open—they should be accessible. A modest change in scheduling can meaningfully expand participation, strengthen accountability, and ensure that all Tampa residents have a voice in the decisions that shape their neighborhoods.	
Rick	Fifer	There should be a structural change regarding the accountability of the City Attorney office. While the Executive/Mayor has oversight/management over the various Departments, the City Attorney office is unique and should not report directly to the Mayor. The city has no actual Judicial branch so this office should be Equally accountable to both the city's Executive and Legislative branches. Neither should have final determination or say so in directing or withholding the engagement of the City Attorney to the other branch nor should termination be the exclusive prerogative of either branch.	2/24/26
Rick	Fifer	We have a very strong Mayor system. That system is out of balance when it comes to guiding the direction of the City. All Department heads should have to be ratified by a simple majority of City Council as Council Members are those most closely accountable to the residents of Tampa. Also City Council should be able to effectuate the removal of a Department head with a 2/3rds vote. This would help provide greater balance and accountability from both the Executive and Legislative to the citizens of Tampa.	2/24/26

Rick	Fifer	In the early 20th century Tampa City Council was once comprised of 9 members. This was before the 1950's expansion of Tampa City limits and the 1990's expansion to "New Tampa". Tampa's population has tripled and then some since 1930. I believe for accountability and more effective representation that Tampa City Council should be expanded with the addition of 2 additional single member districts to assure the concerns of every section of the city has more effective representation and voice in the direction of our city.	2/24/26
Andy	Mikulski	The City of Tampa's whistleblower and ethics procedures must be revised to eliminate conflicts of interest and remove barriers to reporting "violations of law, threats to public health and safety, or acts of gross mismanagement, waste, or neglect of duty." (Tampa City Code Sec. 2-676.) I worked for the City of Tampa from 2021 to 2024 and resigned in July 2024 following what I believe was a retaliatory Human Resources (HR) investigation related to my reporting of unethical conduct and potential corruption involving a business operating without required permits while hosting fundraisers for city councilmembers and police charities, and contributing to political campaigns. During this process, I felt unable to publicly defend my reputation because of the City's current ethics and whistleblower procedures. During my time with the city, I served as Urban Design Coordinator and later as a Senior Planning Coordinator, working on major initiatives such as the Main Street Quick Build project, the 12th and Osborne redevelopment concept, and expanding areas where Accessory Dwelling Units (ADUs) are permitted. I did this work while under constant stress from the HR investigation and concern for my family's safety. For more than a year, my family and neighbors endured constant noise from a local business. Despite numerous complaints from residents, the city did nothing. It was common knowledge that the business lacked a certificate of occupancy and necessary building permits, and was in violation of its Alcohol Beverage (AB) permit. Despite repeated complaints, no enforcement action occurred, even as the business continued hosting political fundraisers. I was puzzled that a business operating outside the law had the confidence to weaponize official city processes against me. The only explanation is that political donations and fundraisers bought them protection. After I raised these concerns with city staff and City Council in November 2022, the business filed an HR complaint against me. Although I was cleared, the process felt like an intimidation tactic and an attempt to silence me. I considered filing whistleblower and ethics complaints, but my attorney pointed out those items are handled within the same HR department that investigated me, creating a clear conflict of interest. I obviously was not comfortable filing whistleblower and ethics complaints with the very same people who were investigating me, so I decided I had no choice but to resign from the city. These functions should instead be assigned to an independent body such as an Inspector General, independent Ethics Commission, or City Auditor with investigative authority. Strengthening independence in these processes would improve transparency, protect employees, and increase public trust.	3/21/26

Christopher	Soto	Good evening, chair and members of the commission. My name is Chris Soto. I am a lifelong resident of Tampa and a proud graduate of the University of South Florida. Professionally, I work as a Security engineer. In my world, we don't just hope things work; we build resilient systems designed to identify and mitigate "single points of failure." I'm looking at our City Charter through that same lens tonight. To me, this charter isn't just a legal document—it's the source code for our city's government, and right now, that source code needs a security update. Growing up here, I've always loved that Tampa is a city of fusion. Our iconic Cuban sandwich is a perfect example: a mix of Spanish, Italian, German, and Cuban influences fused together. But as many locals know, for that sandwich to work, the ingredients must remain distinct. If the flavors bleed too much, you lose the balance. The same can be true for our city. As Madison and Hamilton argued in the Federalist Papers, the executive and legislative branches must be distinct to prevent the consolidation of power. When those lines blur, the recipe for our democracy begins to fail. To restore that balance and protect the working class, I am advocating for three specific "system safeguards": 1. Independent Council Attorney: In engineering, you never want one person controlling both the access and the audit. The council needs its own legal voice to ensure a true separation of powers. Sharing an attorney with the mayor is a single point of failure for our checks and balances. 2. Mayor term limits: While we have consecutive limits, we lack a lifetime limit. Just as we refresh security credentials to keep a system safe, we need to refresh our city's leadership every eight years to bring in the "new recipes" and fresh ideas Tampa deserves. 3. Objective salary formulas: Let's take the politics out of pay. By using an independent formula, we ensure that our leaders stay focused on service, not on the optics of voting their own raises. George Washington warned us about the dangers of over-concentrated authorities. As a resident invested in Tampa's long-term future, I urge you to put these safeguards on the 2027 ballot. Let's give Tampa a government that is as secure, resilient, and authentically balanced as the heritage we celebrate.	4/9/26
Gene	Wells	Thank you for your time and for your service. Terms should be strictly limited to two terms, period. No district hopping to remain on council more than 8 years.	4/16/26

Brittney

Llewellyn

Good evening, Chair and members of the Charter Review Commission.

7/28/26

My name is Brittney Llewellyn. I am a Tampa native, a former City of Tampa employee, and a resident who cares deeply about the future and integrity of our local government.

First, I would like to thank the Commission for its work and for its recent 6–3 vote recommending the establishment of an independent Inspector General for the City of Tampa. I believe that was an important first step for our City.

Now comes the equally important responsibility of determining how the office will be structured. The decisions you make today, and those you leave for the future, will determine whether the office can fulfill its intended purpose.

My interest in this issue comes directly from spending the last several years trying to navigate the City's many internal systems as an employee. Those experiences led me to spend more time than I ever expected studying municipal governance, state and federal law, and government oversight frameworks – including one proposed by the U.S. Department of Justice in recent matters involving the City of Tampa.

That journey brings me before you this evening to respectfully ask the Commission to establish, through the Charter, the structural safeguards necessary to ensure the City of Tampa's Inspector General remains independent, effective, and accountable for generations to come.

The City of Tampa is a large and complex organization with an annual budget approaching \$2 billion and responsibilities that touch every resident. Effective oversight of an organization of this size cannot be treated as a part-time responsibility. While some may focus on the cost of funding such an office, the real cost is failing to identify waste, inefficiencies, and systemic problems before they become more expensive to correct. If this office is expected to strengthen accountability, protect public resources, and build public trust, it must be established with the authority, resources, and staffing necessary to carry out that mission.

To that end, I encourage the Commission to include the following foundational safeguards directly in the Charter:

- * independence from political or administrative influence;
- * meaningful authority to conduct objective and proactive oversight across all City departments;
- * a full-time Inspector General supported by sufficient staffing; and
- * stable funding to fulfill its mission.

By embedding these safeguards in the Charter, you make them part of the City's enduring framework rather than leaving them to future ordinances or administrative decisions.

Thank you again for your time and thoughtful consideration.

Brittney Llewellyn