

## Jeffrey Bremer

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**From:** Shannon Martin  
**Sent:** Tuesday, February 23, 2016 9:02 AM  
**To:** Jeffrey Bremer  
**Subject:** Trilogy of Transparency -Part 2

Jeff,

I would like to add an additional item to the retreat agenda regarding the above referenced memo dated February 9th.  
Please call it: Policy Discussion re: Trilogy of Transparency-Part 2

Thank you,

Shannon

Sent from my iPhone



"A City for All Ages"

# **CITY OF PORT ST. LUCIE**

*Office of the City Manager*

## **MEMORANDUM**

**JEFF BREMER**  
*City Manager*

TO: Mayor and City Council

FROM: Jeff Bremer, City Manager 

DATE: February 9, 2016

RE: TRILOGY OF TRANSPARENCY – PART 2

This memorandum is the second of three that I have come to term "Trilogy of Transparency". The first part of the trilogy was the February 1, 2016 memo on our efforts with respect to the provision of public documents.

This memorandum will crystalize a path towards communications both externally and internally which, hopefully, will provide a top level of communication and reduce miscommunication or a lack of communication. First, external communication followed up with internal communications.

### PROCESS FOR CONTACTS BY MEDIA SOURCES - EXTERNAL:

Gone are the days of allowing any employee under my control to speak to the news media. While the decentralized approach of access to key personnel by the media has generally worked well, recent events have prompted a more centralized and controlled approach to responding to the media. With this in mind, the following process is hereby established.

1. All requests for information or quotes shall filter through the City's Public Information Officer (PIO), currently assigned to Jenny Newell. Where possible, questions from the media should be in writing so that there can be no confusion as to what is being asked.
2. Once received, the PIO will send out the questions organization wide, including City Council so that everyone is aware that a news story is being considered.
3. Staff will prepare a messaged response to the questions which will be sent out organization wide that will represent the City's official position.
4. If other points or information will help to fill in the blanks, this information will also be provided.
5. This will only work if everyone is on board and follows this process. It is highly recommended that if City Council receives a call from the news media that the above process is followed. This will insure that all members of Council and staff are kept in the loop and we can stay on message as much as possible.

## PROCESS FOR COMMUNICATIONS – INTERNAL:

Since it appears that the decentralized approach to providing information to City Council that has generally worked over the past three years is not producing the desired effect, a more centralized and formal process will be implemented as follows:

1. Once per month, or more if needed, formal meetings will be set with each Council member for specific time frames. These time frames will be locked in so that Council Aides can schedule appropriately. For example, the second Wednesday of each month at a time certain we will provide updates on major projects.
2. In attendance at these meetings will be the senior staff that includes the City Manager, City Attorney and the Assistant City Managers. Others may be in attendance if deemed necessary.
3. Updates will be given on major projects or items of outstanding concern.
4. Bullet points/timelines are being updated where they exist and new ones created where none exist.
5. If proper communication is to provide continuity, it is imperative that meetings be kept and not cancelled. This will defeat the purpose of the regular updates.
6. All other forms of communication will continue. These include Bulletins of Interest, one-on-one meetings, face to face discussions, phone calls, etc.
7. Recognizing that communication is two way, we would appreciate knowing if any member of Council will be attending a meeting as a representative of the City, such as an HOA meeting, so that we can send a staff representative with you to assist in answering questions. It will also allow staff to take notes on issues of concern and provide them to me so that we can immediately work towards addressing them. Finally, if there are specific topics, we can provide talking points for your presentation.
8. Finally I will be reaching out to you before each council meeting should you have any questions/concerns.

This concludes Part 2 of the Trilogy of Transparency. It is hoped that with this process in place we can move forward and insure that no one is embarrassed by a lack of information. The final part of the trilogy will be issued on Thursday and will address Section 3.07 of the City Charter.