

MINUTES

WORKSESSION FAIRFIELD COUNTY COUNCIL DECEMBER 4, 2008

Present: David L. Ferguson, James E. Branham, Mary Lynn Kinley (ARRIVED 6:45 P.M.), Kamau Marcharia, Dwayne Perry, Council Members; Philip L. Hinely, County Administrator; Shryll M. Brown, Clerk to Council.

Staff: Davis Anderson, Deputy County Administrator; John E. James, III, County Attorney

Absent: R. David Brown, Mikel R. Trapp

In accordance with the South Carolina Code of Laws, 1976, Section 30-4-80 (e), as amended, the following persons and/or organizations have been notified of the time, date, and location of this meeting: The Herald-Independent, The State, and Winnsboro Cablevision, and thirty-seven other individuals.

1. CALL TO ORDER

Chairman Ferguson called the meeting to order at 6:42 P.M.

2. INVOCATION

Council Member Perry gave the invocation.

3. ITEMS FOR DISCUSSION

Chairman Ferguson opened the meeting by saying the meeting will be fairly informal. He pointed out, that in addition to the items listed on the agenda, one piece of correspondence came in from Mr. Washington as it pertains to outdoor advertising industry sites. He asked that Council read the letter and give him their comments as appropriate.

A. Amending, Restating And Ratifying The Organizational Rules Of The Fairfield County Council

- Two proposals under this heading.
- First one pertains to ratifying a new way to indicate the number of terms an individual can stay on a board or commission.
- Currently, the rules state if anyone finishes out someone else's term, they can only serve one full term.
- Some individuals currently serving on boards are serving a month, less than a month, some less than three months on a person's tenure, and can only serve one additional three year term.
- Asked Mrs. Brown, Mr. Hinely and Mr. James to draft a new proposal that would allow an individual who serves less than half a term, they would be eligible to serve

the full two consecutive terms. If they serve any portion more than a half, they would be eligible to serve one more additional term.

Council reviewed and discussed the following draft submitted by Attorney James:

A person selected to serve on any board or commission is not eligible to serve more than two Terms. For purposes of this subitem, and for emphasis and clarification, if a person is selected to complete an unexpired term, and the remaining term to be served is equal to or less than one-half of the full term, the person's service during that unexpired term shall not be deemed service of a term for reappointment purposes. Conversely, if a person is selected to complete an unexpired term, and the remaining term to be served is greater than one-half of the full term, the completion of that term shall be considered to be service of a full term, and the person so serving shall be eligible for appointment of only one more consecutive term. Provided, however, no person shall serve more than seven and one-half consecutive years on a board or commission.

- > Ouestions From Council:
- ? If a person has served their term and a vacancy is there, are you saying allow that person to continue to serve to fill in that vacancy?

It was moved by Council Member Branham; seconded by Council Member Kinley to approve the amendment as submitted by the Attorney. Mr. James set forth that a word was inadvertently omitted in the first sentence. The first sentence should read: "A person selected to serve on any board or commission is not eligible to serve more than two consecutive Terms." Having heard the discussion from the Attorney, the motion carried unanimously to accept the motion to include the verbiage as set forth by the Attorney.

- Two Council Members expressed concern about some of the Council's travel rules.
- > Questions/Discussion From Council:
- Hinely: Reviewed travel. Council has been staying within budget. Sometimes there is public perception that things are not what they should be. Recommend: Might want to limit travel to the continental United States. May consider allocating (on an individual Council member basis), a certain amount of money and also have restriction about places that are considered exotic, that full Council should review that. The two conferences that the Council receives the most benefit from are Hilton Head and Washington. Recommend: At budget time, allocate certain amount of dollars for travel and training..
- ? What would you recommend as a travel budget? What is the average Council has had in the past?

{Council recessed at 7:38 P.M.} {Council returned to session at 8:14 P.M.}

- ? Did Council say it had to be those two (2) meetings: Washington, D.C. and Hilton Head or just two (2) meetings?
- Opined that Council should consider sticking to the dollar amount. Don't need to restrict Council to the point where members cannot accomplish what they need to do.

After discussion, Council acknowledged that the travel policy can be accomplished by:

- ♦ Each individual Council Member has an allocation. Currently, it is similar to a "pool";
- ♦ Approximately \$4,600 would allow for two major conferences;
- ♦ Limiting travel to a dollar amount (rather than number of places or location) is that there are times (i.e., chairman's capacity) when other travel is necessary;
- ♦ Limiting to certain two conferences could potentially be caught up in a technicality;

- ♦ Limiting to a dollar amount; and
- ♦ Limiting to inside United States

Council agreed that:

- ♦ Funds (at a dollar amount) would be placed in the budget and allocated out;
- ♦ Instruct the Administrator to come up with a reasonable amount in the budget;
- ♦ Funds to be used inside the continental United States;
- ♦ Funds would not carry forward;

Council agreed to allow the Administrator, Attorney and the Clerk to confer between tonight and Monday night to write a policy that is open-ended and broad, but at the same time, accomplish the goal of fiscal responsibility.

- ♦ Consider the cut-off time if a Council Member commits to go to a conference and do not go (other than for an emergency), they need to reimburse the County.
- ♦ Include in the proposal that if Council members have not notified the Clerk by the prescribed deadline of attendance plans (excluding medical emergencies), the cost/penalties would be absorbed by the Council Member.

Conclusion:

- ♦ For purposes of the policy, a {reasonable} amount will be placed in the budget every year to cover the two (2) basic trips (Hilton Head and Washington);
- ♦ Does not have to be the stated two trips (these were used for guidelines to determine the budgeted amount);
- ♦ Administrator to adjust accordingly each year, based on the facts;
- ♦ Council will vote on this at budget time (rather than having a dollar amount in the policy).
- ♦ Council asked to be prepared to vote on the revision Monday night.

B. January, 2009 County Council Planning Session

- Chairman set forth that he was requested to ask Council what they would like to see as a program for the planning session.
- Hinely: Suggest keep the session to a small group. Thought about having some department heads come to tell Council what they see facing them; however, believe it is too early for this. Believe more prudent to have just the Council with a facilitator—thinking along the lines of what the County will look like five years from now; what does the Council need to do to position themselves to do for that time? Envision some brainstorming; ideas thrown out; then the reality is money becomes a deciding factor and the Council would begin prioritizing; the Council would then ask the Administrator to work on certain objectives for the next year.
- Mr. Bill Tomes has done many of these sessions. He is good at bringing people back to the subject and has a vast knowledge of county government. He can walk the Council through the session. Rather than a set agenda, recommend go to the session ready. Suggest that Council make a list of those things deemed to be important. The session would be more of an informal, brainstorming planning session. Plan to stay the entire day with lunch served.
- Perry: Looking for the facilitator to come in; look at trends—where he sees the county going in the next five, ten or fifteen years and what the county needs to start getting prepared for. He may ask Council what are their expectations and what would the Council like to see.
- Kinley: Council needs to be able to leave from there with the top three (3) objectives for the county. The last time Council did the session (about twelve years ago), the number two priority was safety for the citizens of the county. At that time, approximately thirty items were on the list, which was narrowed down to the top ten,

the top five and the top three. Council should not start its year off without knowing where it wants the county to go and what the most important topics are. Open discussion gives everyone an opportunity for input—discussion that is not given to the Council, but created by Council. Would be a good idea to develop some teamwork at this session to see how important it is to depend on each other.

- Branham: Think the Council will do a fine job—to be able to discuss it and receive feedback and come out with what really needs to be done.
- Marcharia: Transportation (high speed), infrastructure of the county, access to the internet on a county-wide basis would help a lot of people, bio fuel and how it can be developed in this state and the county, housing, training the workforce, what is going to be the technology in the next five or ten years, developing relationship with employers and have more of a dialogue with the companies that employ people, what type of accommodations and facilities does the county have to attract and maintain tourism.

C. Request From Fairfield Memorial Hospital Re: 501c3 Status

- From what I have read and the purpose and reason for wanting to be a 501c3 is what 501c3 creates themselves to do—to be able to raise funds publicly, privately, etc. and as long as they have a board and the Secretary of State approves their 501c3, the request that I read is what 501c3 does as long it is not a conflict with any rules or anything we have to do with them, I didn't see a problem.
- How are they receiving some of these grants now if they need 501c3. I know the Hospital is already receiving different types of grants, so how are they receiving those grants now?
- I am not actually sure. I would imagine they are receiving them directly. The 501c3 just enables people to make donations on a tax-free basis based on the IRS designation. I would imagine that is what they are getting at.
- What they are wanting to do is go out and seek donations that are tax acceptable, plus get private foundation investments into the Hospital. They can't invest on it now the way it is as a county, public entity. That's the gist of it.
- What I am asking is how is that different from when we would get these grants from the Duke Endowment and other places like that. We were doing that back...I can understand from a personal donation if you want to be able to claim it as a tax write off, but we were getting grants before at the Hospital, so I guess I am trying to see how is that changing because I know the Hospital was getting grants from some of these different places. I guess I don't understand...maybe somebody can explain that. I still don't understand the difference, because we were getting grants from different places and they did not have 501c3 status.
- I think I can help you with that. In the mode they are right now if a company wants to donate, let's say SCE&G, if they want to donate, this is what they have to donate to. Being the entity they are, they have to donate to a 501c3 and that is what they are going after. They have hired a lobbyist who deal with those folks who actually used to work with SCANA in Columbia for years and years and years. He advised them to get the money from these non-foundation grants, you are going to have to be a 501c3. Most hospitals (and I have done a little bit of research on it) have some way of doing that. This is basically the main way they do it is to get non-foundation monies. That is what they are trying to do. They are trying to utilize a service from a person that is connected with some large corporations that have been instrumental in getting some grants for other folks who were non-foundation grants. That is what they have to do. He was told that by the Hospital attorney right off the bat that no matter who the Hospital—being a county entity.

- Thanks for clearing that up because being a past board member and chair, that just shows my ignorance because I would have thought that the Hospital would have already had 501c3 status. So I fully understand now from what you are saying so they can take those donations from private companies.
- ...And you can go out and solicit money from anybody.
- And I think the major advantage is being able to go out and solicit money from these private companies to donate to someone that has the status. Just like the county, when people come to us that is just one of the requirements that they have to have when they come before us, so I fully understand that.
- The only other thing that the Council needs to do is you need to suggest to Mr. Williams and the board how you would like the board members appointed, because those board members at the Hospital are appointed by this board, so you need to set the direction at which the board members would be appointed on the foundation board.
- My question is why is that going to affect what money the county gives them?
- Probably at the beginning, none. At some point in time if it gets to the place where it needs to be (that we hope it is going to be) it could mean a lot. It could mean we could start decreasing the allocation to the Hospital. They are trying to achieve a lot of things. They are trying to achieve a better facility in the Jenkinsville area. They are trying to look at doing some improvements at the Hospital that the county can't afford to do that we have looked at, and just we just can't afford to do it. The downturn that we are talking about and you can't talk about upgrading the Hospital when you are talking about down turning in funding. That's the main thing it is about. Some hospitals (midsize hospitals) have done great with this. I looked at some of the numbers and some of them have done astronomically well with foundations and 501c3's, but when this came up, it came up on the board and I just told them that it had to be run by the Council because this is the governing board of that facility it being a county hospital. Do we need to tell them how that board needs to be founded or do we need to just leave that up to them?
- You said how will it affect and I thought you meant will it affect us giving them money. In most places when they have these 501c3's, what really happens is the hospitals have made so much money, they use that as a way to give to agencies in the county. It's actually almost the reverse of what we are talking about here. Hopefully, we will get to that point (I don't know). A lot of places just say the hospital board acts just kind of like both those boards, so when you appoint your board member, you actually appoint them to both of those things. That's your call.
- My recommendation was to put it back on the hospital and let them do the research how it is done and then come back to Council.
- A lot of time it's just the hospital board, but they a separate hat. They actually have a separate meeting. They adjourn one meeting and have a separate meeting and all of that. A lot of times the chairman of the hospital board is not the chairman of the foundation. Just depends on what you want to do.
- I know there are about three ways to run at this, but when I go back over there in January and say this is what you all need to do...they are on the fast track. They want to be on the fast track and they need to be on the fast track. What I want to do is I don't want a train wreck somewhere down the road. I want to make sure that when I go back to them or when Phil writes them a letter, I want to know that we've got the train on the track. We are not fixing to cause a wreck. That's the reason I say how do we want this board determined, because those board members are our board members. We appoint them. Their rights to decisions revert back to this County Council in every positive way. We need to say this is the way you need to set it up. Mr. Hinely, if that is the way they have done it (if the other foundations have done it

- like that), I don't have a problem with doing it like that. If that board serves as the foundation board. Jack, is there any problem with that?
- No sir, I wouldn't say that it would be any problem with it. I guess you could look at it two ways: number one, it would be a private foundation, which would be separate and distinct from the hospital, but on the other hand, is integrally involved in the hospital, so it might be something the Council wants to have a lot of input into. On the other hand it is probably going to be basically, for all intents and purposes, one in the same in the sense that although the board members may be different, they are all going towards the same goal. You don't want to let the train get all the track, but it is more or less the fundraising arm of the hospital is what the intent would be. Depending on how much input and influence the Council would like to have I think it what it really boils down to.
- I think the Council is like me. I don't think we need to take on another job, personally. But, the fact of it is, I don't want it to be so far-fetched out there that the Council doesn't have some kind of oversight over it because it is a county hospital and we want to know that what's going on is in agreement with what the philosophy of the Council is.
- That's why I am suggesting is if it's the same board members, you appoint those people. If it's a separate board then there will be some discussion of the hospital should appoint them or you should appoint them. What I have seen typically is sometimes it's maybe just the finance committee of the board. Since this is a small board to start off with, you might just want to keep the whole board, but maybe say the chairman cannot be the chairman of that. You can't have the same person being the chairman of both.
- Have different officers.
- A lot of times what you would do is the chairman of the finance committee will be the chairman of this, but he won't be the chairman of the hospital board.
- Does that sound reasonable?
- Yes sir. That sounds very reasonable.
- Mr. Hinely, what we are going to do. We have five out of seven. We are going to go ahead and move on this tonight. We are not bringing this forward on Monday night. I think we have most of the things ironed out and designed on what we have talked about. Council, you have heard what Mr. Hinely and Mr. James have recommended, so I am going to ask for somebody to make a motion that we proceed in granting the Fairfield Memorial Hospital the right to go forward with a 501c3 status, with the appropriate makeup of the board, as discussed by Mr. Hinely.
- Branham: I make that motion, Mr. Chairman.
- Perry: I still have some discussion.
- Ferguson: Let's get the second before you have your discussion. (Ms. Kinley is totally out of this).
- Marcharia: I still have some questions.
- Ferguson: If we don't get a second, there won't be any discussion because it is going to die. If we get a second, we can go into discussion mode to discuss it. The Chairman doesn't normally take the place of a motion or second, but in this particular matter, I am going to second it for your and Mr. Perry's discussion. So it does have an official second by the Chairman.
- Before I vote on this, I need to...my stance on this is I would prefer to have more information from Mr. Hinely or whoever is going to be doing this research on the make up of the boards, because from being on that board, I think it is going to be challenging getting enough people currently on the hospital board that may even have the skill set to serve on this board (to go out and try to find money...to bring money into this hospital). We may not have the right make up of the (current) board that we have that's going to do a good representation for the hospital to go out and be that

arm to find grants. I am not sure that we do. We may, but at this point, I don't know that we do, and before I vote to say that we do or not, I want to know that. And I want to know because it may be a situation where we may want to have someone in addition to someone. And they may come back and say, we have x number of board members, but it's not the right make up—we would like to have this person involved. That's why I would like to hear from Mr. Williams and the hospital board on what their thoughts are. Rather than us drive this, I would like to know what their thoughts are, because they may somebody else they want to get involved that's not currently on the hospital board.

- I am not actively involved in it, but what I understand is they have actually kind of anticipated what you are taking about, they know they don't really have the skill set to do that, and I think they've engaged a lobbyist, and that would be his job to do that, but I would say he does not need to be on that board. He would meet with that board and say here's some suggested areas where I think there's some money for people to contribute. They would say that sound's good; go do it and come back and report. And then Mr. Williams would coordinate some of that too. That's how I would envision it.
- That sounds great and I think they may have anticipated my question, but I am not a mind reader, so I don't know their answers. I definitely was not involved in the discussion, so before I vote on something like that, I want to know what the plans are, how they plan on making this work before I, as a Council Member, vote on this. 501c3 status, I have no problem with, but as far as a separate board or someone to go out and do something in addition to (or the current board), I would like to know that before I voted on that (irregardless to how fast they want to move forward).
- I can get Mr. Williams to come Monday night.
- I can explain the makeup of it. The whole thing is going to be driven by the lobbyist that they have hired (both in the private sector and the public sector). He is a lobbyist; he has been a lobbyist in Washington; he's been a lobbyist in Columbia; he has worked for SCE&G for years. That is the arm that is going to be the arm that goes out from the hospital (that represents the hospital). It is not going to be a board that is going to be you go to this company; you go to that company and you go to this company. What it is going to be is this guy is going to go out, make contacts; he is going to come back to the hospital board or to this foundation board and say these are my recommendations; this is who I would like to make proposals to; is that alright with you. Then he brings a proposal back to them and this particular board will okay his proposals. He will go out and institute those proposals at SCANA, WIS and John Spratt's office and whoever. It's a single arm as far as the actual, physical going away from the hospital doing foundation work, it's simply the lobbyist is employed to do that. None of the board members are going to be actively involved in that—other than when he brings a proposal, they are the ones that are going to say we feel like that is worthwhile or that fits within the realm of the 501c3.
- I guess I am still a little confused because if they plan to hire a lobbyist, why wouldn't they wouldn't they just funnel everything back to the finance committee? If you are going to have someone that is going to be going out on the hospital's behalf to find this money, why do you even need to have a separate board. You could just bring that back to the finance committee.
- Well, to have a 501c3, you have to have a board.
- You have to have a separate board?
- It could be the same people.
- That's what I am saying. It could be. I would want to know that it is going to be the same people—not that it could be. It's not that it could be, if we are going to keep the same people; we're not going to appoint anyone; it has to be the same people on the

board. We are not going to bring anybody else into the pool. We have the same pool, so it has to be the same people on the board.

- If you don't give them some direction, they may think they need to get a separate board or they may think it might offend you if they pick themselves. They might be looking for you to say...
- I told them at the meeting last night that the 501c3 grant would have to come from the county. We would have to say grace over it because it is a county facility. Even though they have a board, we appoint that board. Anything that goes on over there board-wise has to be okayed with this Council because this is where it originates. This is where the funding originates; that's whose name is over the door. So, the seven of us are non-related responsible for the hospital just like we are every other entity in the county. If we have questions about it, there is a makeup you have to do when you have a 501c3 and we have to answer that. They are going to have to have a board that says we have this board in place. When the application goes in there is a place on it that says this is in place. The folks who are in the say are in place. This is going to have to go on there. All I am saying is I don't even care if it is the same people. All I am saying is how does Council want it to be finalized from that because we are ultimately responsible for it.
- I understand that, but when something is presented before me with twenty minutes to make a decision on, I am not prepared to vote on it tonight. I would really like to have Mr. Williams come and tell me more about what he is trying to do (or his board representative, the chairman of the board) because I would like to have a better understanding. If I am going to vote on something, I would like to have more time to digest it and think about it. Not against it, but I don't want to feel pressured that I am going to be voting on something when something is just presented to me. status, I have no problem with, but I also don't want to feel like I am compelled on something just because somebody presents something to me and I don't need somebody to explain something to me because I think I do a good job of understanding. That's not what I am saying, but I don't feel like I have to vote on something without someone from that board telling me, as a representative of the hospital, what they want to do and what their thoughts are. If we have someone running our hospital or on that board, and they can't come over here and communicate to me, as a Councilman, what they are trying to do, then I have concerns about the hospital. That is my point and my opinion.
- I have probably been working with 501c3's for thirty-something years. I find that to be a conflict of interest to have one board to make all the policies for the hospital; then you have to have a whole different other entity to run the 501c3, using the same people, just using a different person to chair a board. If find that, to me, that's legally challenging in my head. I don't have anything to back it up. You might say that it's legal, but I find that out of organizations I know to be a conflict of interest, because when you submit the 501c3, you have to have bylaws. Who made those bylaws up? How are the officers picked? How do you have a lobbyist to do something, when you don't even have the structure put in place to go out to do what? You are not even legally authorized to go out to do anything because you don't have structure here. How is this possible and using the same people. I just find that to be a conflict of interest to have the same people managing both pots of the money that 's coming in to the hospital. I need to hear a little bit more about that. I just find that a conflict.
- I can get Mr. Williams here Monday night.
- We can do that and I will say to that is Mr. Williams is not going to be able to tell you anything. I have been sitting on that hospital board ten years. Somebody didn't come in here and tell you something off the top of my head tonight about what the hospital is trying to do. I have been there ten years and I probably know as much about this 501c3 as anybody that is going to come in here from the hospital board. Probably

know more than anybody that is going to come in here from the hospital. But now if we want to put it off, that is fine. I don't have a problem with that. I do have a problem, however, with me bringing something forward, with the time I have had invested in it, is just bringing it forward in a quick, fast and in a hurry. We have already had the handout on the 501c3 for some time. My main thing, as Chairman of this Council, is to keep Council out of trouble. When this came up at the hospital, they were going to vote on the 501c3 without getting any kind of clearance from the county because they did not know they had to get clearance from the county. Just like they don't know the structure they are faced with right now and that is why I brought it to the Council to get some structure from the Council, who is ultimately responsible for giving them permission for this 501c3 because they belong to Fairfield County and the seven of us run Fairfield County. What I am trying to do is keep us out of any legal problems down the road because we didn't go through the proper steps in order to make sure that we were accepting our legal responsibilities of the hospital board. If Mr. John and Mike needs to come on Monday night. Mrs. Brown, put them on the agenda--towards the top of the agenda, so they won't have to stay all night.

- When was this 501c3 letter sent to us?
- Didn't we send the letter out?
- I got this letter on Wednesday (maybe Tuesday afternoon), so I haven't had much time to really (other than reading over it), definitely no discussion about it. I understand you have had a chance and you do go to the hospital board, but reading this letter we have talked about much more than just the 501c3 status. We have talked about boards and the makeup of boards and what we are going to do with the boards and how that is done. I think that is a very short time to actually go through this letter and I think that my due diligence to everyone in this county, I just need a little bit more time. I've only had a couple of days to really look over this letter and we had no discussion on it. That is all I am saying. Not to say that I expect Mike or anyone else to come in here and give me another explanation, I just think from a dialogue standpoint I would have liked more time to talk about this.
- On Monday night, if you would make those arrangements.
- In the last Council meeting, you brought it up and you might have even mentioned it, but you said you really wanted, before you even brought it to the Council, to have Mr. James, our attorney, to review it. We didn't really send it out to anybody until we actually saw if it was even legal for the county to even do that. That is why you didn't get it. These are good questions.
- I am going to table the motion until Monday night to move forward after discussion. I am going to keep the discussion portion of the motion open and once we get the discussion, then whoever made the motion will have the opportunity to leave it on the floor or take it off the floor.
- Can I have a legal interpretation of whether if you go into a 501c3 and you already have an existing board that, that board would take over all the operations and functionally be in charge of that. Somewhere in my head I find that to be really conflicting. If we are charged with the responsibility of appointing the board or that board is responsible, that is confusing to me also, because what we are saying we are taking away authority for them to do it and say you are just going to be the board. So, the process has me a little bit confused.
- The boards that you have known in the past at county-owned hospitals, the same boards?
- The same ones. We can research that. Mr. James, if you will research that by Monday and try to have us an answer in here on Monday night.
- I want to know that we are on legal ground and the fact that Council has some kind of oversight in it because I can't reiterate...it is a county facility so we can't give a whole

lot of authority to people who we don't have any kind of ties to whatsoever, legally, from this county.

D. Letter From Carlton Washington RE: Right Of Way Property Along County Roads **And Interstates**

- Presented to the Council for information and ascertain what the Council wants to do with it.
- Would like for the Council to say on Monday night whether they are interested or would like for Mr. Hinely to follow up on it.

E. Mr. Hinely's Short List

CLERK OF COUNCIL

- Recently enlarged the county vehicle fleet from surplus property.
- Would like it stated in an article why the county purchased certain vehicles. Address the mileage factor and how often vehicles are rotated in and out.
- Mr. Anderson has 4-wheel drive vehicle necessary during inclement weather.
- Working through process with attorney to consider abandoning roads where there are no homes.
- Presented plaque to Coroner Joe Silvia. He was pleased to receive it.
- Renovating of the two (2) recycling centers.

4. ADJOU	KN	ı
----------	----	---

SHRYLL M. BROWN	DAVID L. FERGUSON, SR.
CLERK OF COUNCIL	CHAIRMAN

The meeting was adjourned at 9:56 P.M., upon the unanimous approval of Council.