MINUTES

COUNCIL FINANCE, HUMAN RESOURCES and CITIZEN APPOINTMENT COMMITTEE

Monday, July 27, 2026 – 11:00am
City Hall Council Chambers

Members Present:	Dean Lytle, Chair, Council Member Susan Miller, Citizen Member (left at 12:25pm) Maureen Copelof, Mayor, Ex-Officio
Members absent:	Pamela Holder, Vice-Chair, Council Member
Staff Present:	Wilson Hooper, City Manager Dean Luebbe, Assistant City Manager/Finance Director Kelley Craig, Human Resources Director Denise Hodsdon, City Clerk (left at 11:15am) Chase Owen, Fire Chief Shawnee Cummings, Assistant to the City Manager
Guests:	Harvey Sankey
Media:	David Bradley

A. Welcome & Call to Order

Committee Chair Dean Lytle welcomed everyone and called the meeting to order at 11:01am.

B. Certification of Quorum

Assistant to the City Manager Shawnee Cummings certified that a quorum was present.

C. Approval of Agenda

Ms. Miller moved, seconded by Mr. Lytle to approve the agenda. The motion carried unanimously.

D. Approval of Minutes – June 22, 2026 Meeting and July 14, 2026 Meeting

Ms. Miller moved, seconded by Mr. Lytle to approve the minutes of the June 22, 2026 meeting as presented. The motion carried unanimously.

Ms. Cummings advised that she forgot to include the July 14, 2026 meeting minutes on the agenda, but they were also sent out. Mr. Lytle moved, seconded by Ms. Miller to

approve the minutes of the July 14, 2026 meeting as presented. The motion carried unanimously.

E. Remote Participation Policy Update

Ms. Hodsdon created a draft policy (Attachment A) based on the Committee's prior discussion that applies to boards and committees, but not to Council. It includes that members participating remotely count towards a quorum, may participate in discussion, and can vote; however, for Planning Board and Board of Adjustment (BOA), a remote member cannot be the deciding vote on any matter and remote participation shall not include voting on quasi-judicial applications. Additionally, quasi-judicial hearings cannot take place without an in-person quorum.

She added that physical attendance is encouraged, but she included authorized circumstances for remote participation, including personal illness, family or personal emergency, scheduling conflicts, and emergencies that justify remote attendance. It includes that a member who wishes to attend remotely needs to notify the Chair and Committee Secretary 24 hours prior to the meeting. She said recently we have had Committee members not notify or notify at the last minute that they will be attending remotely and it makes it hard to accommodate. At the start of the meeting, the Chair should announce that a member is participating remotely and the member shall identify themselves and the reason for participating remotely. Remote members must be fully heard and, if possible, seen by all Committee members and any other meeting attendees, and should be able to hear everything that happens at the meeting. Ms. Hodsdon added that remote members shall notify the Chair if leaving the meeting before it is adjourned and when rejoining the meeting after a period of absence.

All votes would be taken by voice vote, and the chair would call upon the remote participant to obtain their vote. Ms. Hodsdon stated that based on the last discussion, she included a provision stating that at the time the City has the necessary equipment in place, the notice of meeting would include the way in which the public can access the streamed meeting. The policy does not limit the number of scheduled meetings a member can attend remotely, nor does it limit the number of remote attendees at a given meeting, provided that the Chair or Vice Chair is present to run the meeting.

Mr. Hooper asked if voice vote means roll call. Ms. Hodsdon said it cannot be show of hands. Mr. Hooper clarified and asked if the people physically present vote at the same time while the remote individual votes individually. Ms. Hodsdon said that is how she reads it, but the main thing is that it cannot be show of hands.

Mr. Lytle said there is no limit on the number of meetings a member can attend remotely and asked if there should be a minimum number of meetings for in person attendance to avoid the meetings becoming remote. Mr. Luebbe suggested allowing a member to attend a percentage of meetings remotely within a rolling 12-month period. Ms. Hodsdon said that is how they tracked Council attendance in her previous role. Mr. Lytle suggested 25% of a member's attendance at scheduled meetings can be remote in

a rolling 12-month period, and anything beyond that constitutes a conversation with the Chair. Mayor Copelof said that emphasizes the importance of being in person. Mr. Lytle also said the types of scheduling conflicts should be more specific.

Mr. Lytle asked for a section on connection issues and how to handle it when someone gets disconnected, particularly if it happens during a vote or discussion. Ms. Hodsdon said she indicated that participants must have a continuous connection. Mr. Lytle said that is great, but they also need to know whether that person is considered to no longer be at the meeting after a disconnection, or what procedure to follow.

Mr. Lytle noted that there should be some language around participants needing to be in a private location and free from distractions. He added that most the information is public, but he wants to avoid someone having distractions in the background.

There was additional discussion about whether individual boards could have stricter requirements, but the Committee agreed that it would be difficult for Staff to manage.

Mr. Lytle added that minutes should record if a member is attending remotely and if there is an interruption.

Mr. Lytle asked if there are any laws or compliance requirements for Planning Board and BOA that differ from the other boards or committees. Mr. Hooper said he does not think there are any laws that prohibit the members from participating remotely, but they added in the previously mentioned precautions for that reason.

The Committee agreed that the policy did not need to be brought back to the Committee as long as the recommended changes were incorporated.

Ms. Miller moved, seconded by Mr. Lytle to refer the Remote Participation Policy with the recommended changes to the full Council. The motion carried unanimously.

F. Ecusta Trail Advisory Board Applications and Recommendation

An at-large member resigned from the Ecusta Trail Advisory Board (ETAB). The vacancy was posted on the website and in the Transylvania Times and the application deadline was July 17th. Staff received applications from Joseph Moore and Dale Ward.

Mr. Lytle said Mr. Ward did not give much information about his background, other than stating he is retired, so he does not know what he brings. He added that Mr. Ward is a member of the Bike Alliance, so that is good from a user standpoint, and he said he was interested in design, but did not indicate that he has experience with design.

Mayor Copelof said it would be nice to have some age diversity on ETAB, and if he is retired, he could bring a perspective that is not currently there.

Mr. Lytle said Mr. Moore is a former City Manager and is on the Rural Development Authority. Mr. Hooper said Mr. Moore recently retired and has a part-time position working with Timmons Engineering Group, but he is trying to get more involved in the community. Mr. Hooper added that Mr. Moore is also the Chair of the Civic Education Committee for the North Carolina City and County Management Association. Mr. Lytle said his background would be a strength as we get into implementation. Mr. Hooper said his doctoral studies in how downtown revitalization affects community and economic development would also help, as the Council wants Staff to identify ways to leverage the presence of the trail into commerce.

Ms. Miller said she supports having representation from the retirement community to ensure inclusivity. Ms. Craig said both are retired. Mayor Copelof said Mr. Moore is kind of retired and just moved here, so he is not yet part of the retirement community here.

The Committee agreed that additional information is needed to make a decision and directed Staff to call the applicants to get additional information on their backgrounds and skill sets. Mr. Hooper agreed to bring the information obtained to the next meeting.

Mr. Lytle moved, seconded by Ms. Miller to have Staff solicit inquiry questions from the Committee to both applicants and that the answers be brought back to the Committee for consideration and a decision at the next meeting.

Ms. Hodsdon asked if the application questions should be more specific. Mr. Lytle said that is a good question because this is not the first time it has come up. He suggested refining the question about employment to state "current or former" and if retired, to give detail on their background and how it relates to the appointment.

G. Parks, Trails, and Recreation Committee Applications and Recommendation

A Citizen Member resigned from the Parks, Trails, and Recreation Committee and the vacancy was posted both on the website and in the Transylvania Times. The application deadline was July 17th. Ms. Hodsdon said she had 2 applications come in at a time when there was no vacancies and she kept those on file. The first application was submitted in September 2025 by Mary Kathryn Craft and Ms. Hodsdon reached out to see if she was still interested, but she did not respond prior to this meeting. The other application was from Shanna Powell, who applied in April 2026, and she indicated she is still interested. An additional application was received in response to the vacancy by Ryan Olson, who previously served on the Committee.

Mr. Lytle said Ms. Powell has a degree is Recreation and Parks Management. He also asked why Mr. Olson left the Committee after serving. Ms. Hodsdon and Mr. Hooper said they believe it was a professional obligation and that he was no longer in the county.

Mayor Copelof said for this Committee, it would be nice to have someone with a broad perspective because many of the current members are very trail-focused and not recreation-focused. She added that someone with a recreation background would bring

a new perspective. Mr. Lytle said that Mr. Olson helped raise money for Bracken, to which Mayor Copelof confirmed and said that he was very trail-focused during his time on the Committee. Ms. Miller said Ms. Powell seems to have that broader view from her background. Mayor Copelof said the challenge we will be facing on that Committee will be different from what we have had in the past, which will really be about our recreation facilities and how to move forward with those. Mr. Lytle said Ms. Powell owns a mountain bike business, to which Ms. Cummings stated when the Parks, Trails, and Recreation Committee discussed e-bikes, Ms. Powell sent an email stating her views and that she could not make it to the meeting because she was teaching a mountain biking class for young girls. Ms. Hodsdon said if she could not make that meeting, then she wonders what her ability is to attend Committee meetings. Her application said she would need to know in advance and that she could adjust her schedule as needed. Ms. Craig said since it is a set meeting, she thinks she would just need to know in advance.

Mayor Copelof said she does like that Ms. Powell's degree is in Recreation and Parks Management. Mr. Hooper said she also has certifications in swift water rescue, global syndicate of mountain bike coaches, and wilderness first responder.

Mr. Lytle said this decision is tough because Mr. Olson has fundraising experience and that could lend itself to economic development, but he also sees the strength of Ms. Powell's recreation background. Ms. Miller said it is also policy going forward that we try to bring in new ideas and new people wherever we can in our appointment process.

Ms. Miller moved, seconded by Mr. Lytle to refer the appointment of Shanna Powell to the Parks, Trails, and Recreation Committee to Council. The motion carried unanimously.

H. Fire Department On-Call Pay

Chief Owen said currently, when part-time firefighters come back after 5pm or on the weekend, they automatically receive 2 hours of pay and that was put into place long before the City had paid staffing. He believes it is being taken advantage of and it should be looked at due to the amount of money it is costing the City. Part-time firefighters that come back between 8am-5pm, they automatically receive 1 hour of pay. He suggested making it 1 hour across the board, which would generate $20,000-$30,000 in savings.

Mr. Lytle asked why the part-time firefighters come back in. Chief Owen said there are only 3 firefighters maximum at the fire department at a time, and they have to depend on part-time firefighters to come back from home. For coming back in, part-time firefighters get 2 hours of pay, regardless of whether the call is for 5 minutes or 2 hours. He said the issue is when people show up to a medical call that lasts 15 minutes and get paid for 2 hours, which results in unnecessary money being spent. He wants people to be fairly compensated, but if they are there for 5 minutes, they should not get 2 hours.

Mr. Lytle asked if it includes travel time. Chief Owen said the clock runs from dispatch, or receiving the call at home, to clearing, or whenever the scene has been cleared. Mr. Lytle asked if they have to check in at the station first. Chief Owen said they use an

online system and responding firefighters go straight to the call. Mr. Lytle asked how far the travel distance can be. Chief Owen said it could be on the Blue Ridge Parkway or it could be down the street, but at most 25 minutes. As an example, 25 minutes there, 5 minutes on site, and 25 minutes back would still be under an hour and if the individual worked over an hour, they would get paid for that. It would just reduce the automatic 2 hours to 1 hour. Mr. Lytle asked how long the average call is. Chief Owen said the majority of calls are medical, so about 15-20 minutes. Ms. Miller asked if the individuals that are paged are assigned to be "on call." Chief Owen said with the exception of full-time staff and people working shifts, part-time firefighters are on call at will. If not working a shift, everyone is on call all the time. Ms. Craig said it is a transition from what used to be a volunteer fire department, where if you are available, you respond, to part-time firefighters being paid. Therefore, the part-time firefighters are not necessarily on call, but if they are available, they volunteer to respond and be paid.

Mr. Lytle asked if people notify Chief Owen that they are available to respond later. Chief Owen said everyone gets paged for every call and you can turn it off or on. Mr. Lytle asked how many firefighters it affects. Chief Owen said all part-time firefighters, so approximately 30. Mr. Lytle asked if it is the first to respond who shows up. Chief Owen said no, if all 30 wanted to show up, they could. Ms. Miller said that seems hard to manage to make sure you have the proper manpower on site when needed. Chief Owen said he agrees, which is why he needs full-time staffing. He said if there is a fire tonight, he probably needs 25 people, but if it is a medical call, he only needs the staff that are working, but everyone gets dispatched to both calls. Unless additional manpower is requested, the firefighters working shifts are sufficient to respond to medical calls.

Mr. Lytle said so you can have a fire where 10 people respond and you can have another fire where 30 people respond and in the first scenario we are paying 10 people and in the second scenario we are paying 30 and that is completely dependent on how many people choose to respond. Chief Owen confirmed. Mr. Lytle asked if Chief Owen likes that system. Chief Owen said again, that is why he needs full-time staffing. Mr. Lytle asked if there is a system that requests the exact number of firefighters needed, or that takes the first 10 that respond. Ms. Craig said when the dispatch goes out, you do not know who is going to be available to respond. Chief Owen also, if you tell 10 people they are going to be on call, that restricts their movement and they would need to be paid for that. Chief Owen said 99% of the time, they get 1 person that responds to a medical call in addition to those working shifts, and you get 5 additional for a fire.

Mr. Lytle said he is thinking of an uber driver and how when they accept a ride request, it no longer shows up for other drivers. Chief Owen said he thinks that is an unspoken rule within the department, in that if you see someone already heading in for an emergency, then you would not. Mr. Lytle asked if there are calls where they have too many firefighters show up and they are not needed. Chief Owen said rarely, and if they get to the scene and they do not need someone who is on their way to respond, they will cancel them before they arrive or ask them to stand by at the station because there is a high likelihood that another call will come in while the others are at the first scene. Mr. Lytle asked if they are still getting paid when going to the station. Chief Owen said yes.

Mr. Hooper said it is not very efficient. Chief Owen said it is not, but that is the way it is done across the country and it is a pretty standard system. Mr. Lytle asked if there are not departments where they dispatch out the exact number of firefighters they need. Chief Owen said not with departments designed like ours with on call part-time firefighters because there is no way to guarantee that if you dispatch out that number of people, that you would get that number of people or that specific group of people to respond because they are not receiving on call pay. Ms. Craig said a lot of times you do not know what you need until you get there. Chief Owen agreed and added that he does not know how you police that because he cannot be worried about who is coming and who is not while he is trying to run a fire. He added that he calls more resources until he gets what he needs. Mr. Lytle said it would have to be a system that handles it for him.

Mr. Lytle asked if this situation is being brought up because people are being paid for more time than they are at a fire. Chief Owen said the issue is unrelated to fires, as it is about people responding to medical calls, knowing they are not needed, to get paid for 2 hours. Mr. Lytle asked why the dispatch went out to them, to which Chief Owen said it has to go out to everyone. Additionally, if you do not dispatch everyone and you find out you need more staff, then you are 5-10 minutes behind on getting people there.

Chief Owen said he has 3 people that are taking advantage of the situation. Mr. Lytle asked if it is on the honor system and the firefighters know based on the type of call when they should be responding or not. Chief Owen confirmed. Mr. Lytle asked when there are 27 other people not taking advantage of the system, is this going to have unintended consequences where those people do not see it as worth it to respond if they are only going to get 1 hour. Chief Owen said he has thought about it a lot and he does not think so, as there are only 3 people it may negatively impact.

Mr. Hooper asked if someone responded to a call that they were needed at and worked for an hour and a half, would they only get paid for an hour and a half or would they get paid for 2. Chief Owen said 2, because once you go over an hour, it rolls to the next hour.

Mr. Lytle said he has a problem with this system and he sees it as a software issue, as there has to be a software that solicits the amount of help he needs. Ms. Miller said he already has his budget for the year so it is not about saving money to meet a budget. She added that she does not know if the City is in a position to make policy changes about payment until there is an organizational plan that lays out how you get from where you are today to where you want to be. She does not think a free-for-all where 30 people could show up is efficient and said there are different models, including full-time staffing, although she does not think they can afford it right now. Chief Owen said respectfully, they do have an organizational plan and a way to move forward, but given the cards they are dealt, this was an approach to save the City money. Mr. Luebbe said if we make this change, there is a high likelihood that part-time hours will be at or under budget and if we do not make the change, it will likely be over budget. Ms. Miller said the organizational plan needs to be laid out before it goes to Council. She added that Chief Owen should explain this to his part-time firefighters to get them involved in the process rather than just changing it to 1 hour to see what happens.

Mr. Lytle asked if everyone can see who else is responding to a call. Chief Owen said yes, if you indicate in the system whether you are responding. Mr. Lytle asked if there is ever a time that one of the people taking advantage will be needed at a call. Chief Owen said there are always going to be times when people are needed. Mr. Lytle asked if that is seldom. Chief Owen said it is pretty seldom on the vast majority of calls. Mr. Lytle asked how those 3 know this is a time when they are needed versus a time when they are not. Chief Owen said with time and experience. Mr. Lytle said he does not like this.

Ms. Miller said to Chief Owen, you are new to the organization, right? Chief Owen said he is new to the City but he has been a fire chief for the last 15 years. Ms. Miller said it seems like he would be able to take this issue and develop it in a way that Council could really understand what he needs to do his job. Mr. Lytle said to that point, and he is not talking about hundreds of thousands of dollars or a whole new staff, but to say he needs a system that would allow him to do this and it would save a certain amount of money. Mr. Lytle added that he may have a really strong case with that. Chief Owen said he agrees, but a combination department is difficult in terms of personnel and manpower because without paying people to restrict their movement, they have to depend on having those 30 available. Mr. Lytle asked if there is not a system that would allow a certain number to respond, to which Chief Owen said when there is a fire, that is the last thing on his mind and how do you police that. Mr. Lytle said the system would police it. Chief Owen said he hears what Mr. Lytle is saying, but in his experience, that is not reality. Mr. Hooper said he is not sure that such a system exists. Mayor Copelof said that takes a lot of research and money that is not in the budget this year.

Chief Owen said his system tells him how many people are coming, but there is no way for the system to police how many people he needs there at the time. He added that at a fire, there may be a time when he needs 40 people at a time and a time when he needs 5 people at a time. Mr. Hooper said he would like to reiterate an earlier point which is that even if such a system exists, whether we want to use it or not is a policy decision because you may find yourself in a situation where OCD says I need 15 and those 15 are out there, and then you realize you need 10 more, then a second notification has to be sent out and you have to wait for those 10. If the notification was sent out to the 10 the first time, they would already be there. He added that the extra risk we would be taking on would be something to discuss and if it is worth the savings to have that extra risk.

There was additional discussion as to whether those that respond and get cancelled before arriving would get 1 hour of pay while those that actually get to the scene and assist, or report to the station, would get 2 hours. Mr. Lytle asked if those 3 that show up end up getting cancelled and getting 2 hours before they even reach the scene. Chief Owen confirmed. The Committee agreed that it is a good idea but difficult to implement because it is hard to determine exactly where that cutoff is. For example, if someone is pulling into the scene in their car and gets cancelled, do they get 1 hour or 2?

Mr. Hooper said he recommends the Committee let Staff take some of the questions he has heard in this conversation and do some more research and refinement before bringing this back. He said he has ideas to run by Chief Owen and Ms. Craig as well.

Mr. Lytle said he would suggest working on a larger plan of where he wants the department to be. Ms. Miller also suggested using insurance ratings to help justify costs and demonstrate the potential benefits to the community. Mr. Lytle said Chief Owen needs to answer the question of what is needed to be the best fire department in the country for a City our size and to think beyond staffing. Mr. Lytle said they need a similar plan to what the police department had performed by a consulting firm, but to do it internally as much as possible. Chief Owen said if he had known they were going to ask for it, he would have brought his 5- and 10-year plans. Mr. Lytle said he is not saying it should have been brought today, but he is taking this opportunity to ask for that too.

I. Public Comment

Harvey Sankey asked if they will always need volunteers. Chief Owen said yes, until they have full-time staffing. Mr. Sankey asked how many full-time staff he needs. Chief Owen said if moving to a full-time department, he needs 6-9 full-time firefighters per shift. Ms. Miller asked how many he has now. Chief Owen said 1 full-time firefighter per shift. Mayor Copelof said in Fire's defense, they have come to Council for years about their manning and at no budget did Council fully support what they need to build out their department in the way they told Council they need to. Mr. Hooper said there is only 1 full-time firefighter per shift, but there are also 1-2 scheduled part-time firefighters per shift. If all firefighters working shifts are called out to a scene, that is when part-time firefighters are paged from home. Overnight, there is 1 full-time and 1 scheduled part-time and during the day, there is 1 full-time and 2 scheduled part-time. Mr. Hooper said in the middle of last fiscal year, they changed the policy to start scheduling a part-time firefighter overnight, as there were some savings, but they ended up exceeding the budget for part-time hours. In the FY27 budget, that was codified and Fire has resources to pay for a 2nd overnight person through the full year.

Mr. Sankey asked if we looked at other towns that have on call pay and how they handle it. Chief Owen said the majority of fire departments of similar size are all full-time departments. Conover, which is a little smaller, is similar to our department, in that they have two people per shift and everyone else comes back as an hourly employee. Chief Owen said there is not really on-call pay, as it is typically hourly or pay-per-call.

Mr. Bradley asked what the budget was for part-time hours past 5pm. Ms. Craig said it is not broken out that way, it is just part-time hours, both scheduled and unscheduled.

Regarding the Remote Participation Policy, Mr. Sankey asked if a remote participant could record and share the Committee meeting on the internet. Mr. Lytle said being remote does not make a difference, as he could do that in person.

Mr. Sankey said for the ETAB appointment, you do not need an older person on the Committee, you need a qualified person.

Mr. Sankey also asked if there should be a separate recreation committee.

J. Set Date for Next Meeting

The next regular meeting is scheduled for Monday, August 24, 2026, at 11am.

K. Adjourn

There being no further business, the meeting was adjourned at 12:32pm.

Minutes Approved: August 24, 2026

X _____
Dean Lytle, Chair, Council Member or
Pamela Holder, Vice Chair, Council Member

X Shawnee A. Cummings
Shawnee Cummings
Assistant to the City Manager

CITY OF BREVARD
POLICY FOR REMOTE PARTICIPATION IN OFFICIAL MEETINGS OF APPOINTED BOARDS AND COMMITTEES

The purpose of this policy (the "Policy") is to establish procedures for appointed members of boards and committees who are unable to physically attend a board or committee meeting to participate remotely. To promote full participation of advisory board and committee members while ensuring access and transparency for the public as required by the Open Meetings Law, G.S. 143-318.9 *et seq*., the Brevard City Council authorizes remote participation in advisory board and committee meetings subject to existing board or committee policies, state law, and the following procedures and requirements:

A. This policy only applies to appointed boards and committees and does not apply to City Council.

B. For purposes of this policy, "Remote Meeting" is defined as an official meeting, or any part thereof, in which one or more members of the appointed board or committee participate by simultaneous communication via conference telephone, conference video, or other electronic means. Remote participation does not include email, web chat, or text messaging technologies.

C. A member participating remotely shall be counted toward a quorum and may fully participate in all discussions and votes on business of the body, provided that simultaneous communication is maintained for that member.

D. For members of the Brevard Planning Board and the Board of Adjustment, the vote of a member participating remotely shall not be effective as a deciding vote on any matter. Remote participation shall not include voting on quasi-judicial applications, nor shall quasi-judicial hearings be held without a quorum of members present in person, except during a declared national, state, or local emergency covering the city and pursuant to the provisions of NCGS 166A-19.24.

E. Physical attendance by members is strongly encouraged. As such, remote participation may be used in limited circumstances only. Authorized Circumstances for Remote Participation include:

    1. Personal illness or disability that does not impact the member's ability to participate remotely;
    2. Family or other personal emergency;
    3. Other scheduling conflicts that make in-person attendance impracticable; or
    4. Other emergencies that justify remote participation, such as a declaration of a national, state, or local emergency covering the city.

F. A member wishing to participate remotely in a meeting must notify the board or committee chair and the board or committee secretary of the need to participate remotely at least 24 hours in advance of the meeting, unless advance notice is impracticable.

G. At the start of the board or committee meeting, and prior to participating in any discussion, the chair shall announce that a member is participating remotely. The member shall identify themselves and state the reason they are participating remotely.

H. A member participating remotely must be fully heard and, if possible, seen by other members of the board or committee and any other individual in attendance at the meeting. A member participating remotely must also be able to hear all other members.

I. A member participating remotely shall notify the chair if leaving the meeting before it is adjourned or rejoining the meeting after a period of absence.

J. All votes taken shall be by voice vote. When casting a vote, a member participating remotely shall be called upon individually by the chair after all physically present members have voted to verbally cast their vote as "aye" or "nay" in such a manner as can be clearly heard by all members.

K. At such time as the necessary equipment is installed to provide for live streaming of board and committee meetings, all notices of those meetings shall include the means whereby the public can access the meeting.

L. This policy does not limit the number of scheduled meetings that a board or committee member may participate in remotely, nor does it limit the number of board or committee members who may participate remotely in a given meeting, provided that either the chair or vice-chair is physically present.