

Date: April 7, 2015

To: Mayor Jonathan Rothschild; Councilwoman Regina Romero; Councilman Paul Cunningham; Councilwoman Karin Uhlich; Councilwoman Shirley Scott; Councilman Richard Fimbres; Councilman Steve Kozachik

From: Kasey C. Nye, Chairman Charter Review Committee



Cc: Roger Randolph, Clerk of City of Tucson; Mike Rankin, City Attorney; Martha Durkin, Interim City Manager; Prof. Raphe Sonenshein; Diana Rhoades, Vice-Chairwoman and Members of Charter Review Committee

Report of Charter Review Committee Recommendations For Referral to Voters

Report of Recommendations

Charter Review Committee Process

The Charter Review Committee (the "CRC" or "Committee") was formed pursuant to Resolution No. 22213 that was adopted by Mayor and Council on April 8, 2014. On June 3, 2014, Mayor and Council issued additional direction to the Charter Review Committee, and accepted a grant from the Community Foundation of Sothern Arizona to assist with retention of a qualified consultant. After reviewing candidates proposed by the City Procurement department, Mayor and Council voted to retain Raphael Sonenshein, PhD., the Director of the "Pat" Brown Institute for Public Affairs at California State University, Los Angeles to facilitate the Committee's deliberations.

Mayor, Council and the City Manager appointed the following members to the Committee:

Member	Role	Appointor
Mr. Kasey Nye	Chairperson	Mayor
Ms. Diana Rhoades	Vice Chairperson	Ward 1
Mr. Mark Crum	Member	Ward 6
Ms. Randi Dorman	Member	Ward 5
Ms. Tannya Gaxiola	Member	Ward 3
Ms. Stephanie Healy	Member	Mayor
Mr. John Hinderaker	Member	Ward 6
Ms. Edna Meza-Aguirre	Member	Ward 1
Mr. Richard Miranda	Member	City Manager
Mr. Leonard Porges	Member	Ward 2
Ms. Bonnie Poulos	Member	Ward 3
Mr. Tom Prezelski	Member	Ward 2
Pastor D. Grady Scott	Member	Ward 5
Mr. John Springer	Member	Ward 4
Mr. Moon Yee	Member	Ward 4

The Committee met and deliberated on the following dates: August 14, 2014, September 15, 2014, October 6, 2014, October 22, 2014, November 10, 2014, November 20, 2014, December 15, 2014, January 8, 2015, January 20, 2015, February 9, 2015, and February 19, 2015. In those meetings, the Committee began by reviewing the entire Charter and brainstorming topics that it believed should be considered for possible revision or amendment. After compiling a long list of issues, the Committee grouped them into five major working topics:

- Form of Government (Council/Manager vs. Mayor-Council; salary; manager role, etc.);
- Elections (Non-partisan; Ward-Only for general election, etc.);
- Administration (Civil Service protections of management; manager/department head roles and evaluation, etc.);
- Access to Government (Role of neighborhoods; public transparency, technology updates; responsibility for arts, natural environment; supporting business, etc.); and
- Fiscal Authority (Property tax caps; pledging sales taxes for bonds, etc.).

The Committee discussed perceived problems with the Charter and City Government. In particular the Committee explored the way commonly perceived problems with responsiveness, accountability, and responsibility result in lack of trust in City Government.

Using these issues the Committee developed the following goals to help guide its deliberations: The Charter should:

- structure City Government to provide a sense of trust in City Government and City Leaders.
- provide for accountability to and representation of voters, residents, and taxpayers.
- provide that City Government be carried out through transparent processes with clarity about responsibility.
- strengthen City Government's capacity to position Tucson for a prosperous future.
- structure City Government to give elected and appointed officials appropriate authority, tools, and flexibility to effectively serve people that live, work, visit, or do business in Tucson.
- structure City Government to attract high quality elected and appointed officials.
- reflect the diversity and values of our community (multi-cultural, multi-partisan, value the arts, neighborhoods, environment, businesses and people, etc.).

The Committee undertook a systematic process through which it considered every recommendation in at least 2 separate public meetings, each of which included 2 separate Calls to the Audience. After the conclusion of the February 19 meeting, the Committee issued proposed recommendations for public comment. The Committee conducted two public hearings: the first at El Pueblo Neighborhood Center on the south side on March 10, 2015 and the second on the east side at Morris K Udall Regional Center on March 12, 2015. In addition, the Committee received and considered extensive written comments that were submitted to the Clerk.

On March 25, 2015, the Committee met to review its recommendations and consider public comment. In that meeting the Committee discussed and voted on each individual recommendation. As described below, in addition to recommending certain amendments be placed on the ballot for this November, the Committee is also recommending that Mayor and Council form a Working-Group to evaluate the Charter regarding Elections issues in order to develop Charter amendments for consideration by voters in the following City election. The Committee considered and unanimously voted to recommend submitting its proposed Charter changes to voters through five (5) separate ballot measures. Finally, the Committee voted unanimously to refer its recommendation regarding a working group on City elections and five proposed ballot measures to Mayor and Council.

Recommended Ballot Measures to Amend Charter for November 2015 Election

The Committee recommends that Mayor and Council refer the following measures to the ballot:

1. **Ballot Measure amending Charter to clarify responsibilities to improve accountability and transparency:**

The First Ballot Measure the Committee recommends referring to voters incorporates a number of the Committee's discrete recommendations. This Ballot Measure is intended to implement important changes to the structure of City Government that simplify and clarify who is responsible to whom with respect to implementing policy. As you know Tucson has a Council-Manager form of government. In a Council-Manager form of government a City Manager is responsible for directing City Staff to carry out the services provided by City Government. The City Manager is accountable to Elected Officials (Mayor and Council) who are responsible for setting policy as well as appointing, overseeing and directing the City Manager. Elected Officials are accountable to voters.

Tucson's Charter, however, contains an unusual and confusing patchwork that spreads accountability for executive functions too diffusely among Mayor, Council, City Manager, and Department Directors. Tucson's confusing patchwork of responsibility and accountability makes it unnecessarily difficult for City Government to be effective, and makes it unnecessarily challenging for people that live, work, visit, or do business in Tucson to access City Government or hold the City Government accountable if things go wrong.

This Ballot Measure would simplify the chain of command creating clear lines of responsibility and accountability. Under this Ballot Measure, City Staff are accountable to their Department Directors, but have protection from undue political influence through the Civil Service Merit System. Department Directors are accountable to the City Manager, but as "at will employees," may be terminated for any lawful reason, including change in policy direction. The City Manager is accountable to Mayor and Council for implementing ordinances and policy direction in a satisfactory manner. This proposal requires the Manager to obtain Mayor and Council approval when appointing Department Directors, but sole authority to terminate department directors. In addition to incorporating recommendations to better defining and aligning responsibility and accountability for executive functions for Tucson's Council-Manager form of government, this Ballot Measure would also provide persuasive (a preamble) and legally enforceable (mutual respect and non-interference requirements) tools to help the Public hold City Government (whether staff or elected officials) accountable. Finally, this ballot measure would clean up and modernize the Charter with both technical fixes and making the Charter Gender Neutral. Each proposed amendment is described in detail below.

a) Adopting a Preamble to Charter. The Committee recommends amending the Charter to incorporate the following preamble:

We, the people of the City of Tucson, under the authority granted by the Constitution of the State of Arizona, establish this Charter as the fundamental law of the City in order to protect and enhance the health, safety, education and general welfare of the people; to enable municipal government to meet the needs of the people effectively and efficiently; to improve the quality of life for the City's residents, businesses and visitors; to support cooperation with regional jurisdictions and our international neighbors; to encourage fair and equal participation of all persons in the affairs of the City; to provide educational and economic opportunities that allow all to prosper; to provide for accountability and ethics in public service; to appreciate the power of diversity and unity; to protect the natural, scenic, historic and aesthetic qualities of the Sonoran Desert environment; and to promote the arts and the diverse cultures that contribute to the uniqueness of this City.

Reasoning. Despite not having legal force, Preambles help identify the aspirations and values of a city. As such they provide important tools for helping to shape future policy debates, interpret the

Charter and City Ordinances, and well as influencing the implementation of policies and City services. The Committee believes this preamble would be a valuable point of reference that incorporates community values to help Tucsonans hold municipal government accountable.

b) Granting Mayor Full Voice and Vote in the City Council. The Committee recommends amending the Charter to:

Grant the Mayor a full voice and vote on all matters before the Council and so that the Mayor counts toward a Council quorum.

Reasoning. Under the current Charter, the Mayor is the elected chief executive of City Government. Most Tucsonans consider the Mayor to be the City's highest elected official with an important role leading Tucson's government. Under Tucson's current Charter, the primary tool available to the Mayor to influence the direction of the City is his or her authority to set the agenda for City Council meetings. The only checks and balances the Mayor can provide City Council is a tiebreaker vote when Council is deadlocked. However, Tucson's Charter denies the Mayor any vote on a variety of issues, including removing important top administrative officials such as the City Manager. This effectively gives the Mayor *less* authority over the City Manager and executive functions than Councilmembers. Not only is this structure an outlier for Council-Manager governments, it is inconsistent with the public's perception of the Mayor's responsibilities. This change to the Charter will give the Mayor better tools to hold City administration acceptable and influence city policy.

c) Simplifying Appointment and Removal Process for Appointive Officers and Department Directors. Amend the Charter to change appointment and removal procedures for Appointive Officers and Department Directors as follows:

1. *Mayor and Council appoint and remove the City Manager, City Clerk, City Attorney, and City Magistrates by majority vote.*
2. *Granting the City Manager authority to appoint all other Appointive Officers and Department Directors with approval by a majority vote of Mayor and Council.*
3. *Except for the Offices that may be removed by Mayor and Council under (1) above, granting City Manager sole authority to remove Department Directors and Appointive Officers.*
4. *All Department Directors and Appointive Officers shall be "at will" employees exempt from Civil Service Protections, except that the Police Chief and Fire Chief will retain their limited advisory civil service appeal rights. No change would be made to the civil service protections of rank-and-file employees.*

Reasoning. This amendment simplifies and clearly defines the responsibilities of the City Manager and Elected Officials with respect to appointment and removal of Department Directors. Currently the Charter contains a confusing patchwork of responsibility for appointment and termination. The current lack of clarity and department leadership often have multiple decision makers regarding termination. There is also a confusing patchwork governing the applicability of civil service protections for Department leadership, which is reputed to limit the ability of Managers to implement policy direction from Elected Officials. Under this amendment to the system, everyone in City Government knows to whom they are accountable. Department Directors would be accountable to the City Manager. The Manager would be accountable to the Elected Officials. Elected Officials are accountable to the voters. This amendment would grant the City Manager greater flexibility to make changes to department leadership and thereby put his or her, own management team in place to administer City business. This amendment would make department leadership more accountable to City residents and Elected Officials while protecting rank and file employees from undue political and special interest influence. The Committee found that the Police

and Fire Chiefs have unique roles protecting the safety of the community that require some insulation from political influence. Therefore, the Committee voted for the Police and Fire Chiefs to retain their current level of advisory Civil Service protection.

d) Incorporate mutual respect and noninterference language from Code of Ethics Ordinance into the Charter. The Committee recommends adopting the following language into the Charter:

The City Manager and all City employees shall:

- 1) Consistently demonstrate professionalism and the commitment to ethics and excellence;
- 2) Recognize that the Mayor and Council serves as the link between the citizens and government, and as the legislative authority of the City, making the policy decisions about City functions based on the recommendations of the Manager; and
- 3) Recognize that they do not set policy, but make policy recommendations and are responsible for carrying out the Mayor and Council's policy decisions.

The Elected Officials of the City, and their appointed staff members, shall:

- 1) Consistently demonstrate professionalism and the commitment to ethics and excellence;
- 2) Recognize and respect the role of the City Manager and City staff, and shall not interfere with the execution by the City Manager of the Manager's powers and duties, or order, directly or indirectly, the appointment by the City Manager of any person to an office or employment or removal there from; and,
- 3) Work solely through the City Manager or the City Manager's designated staff. They may ask other City administrative officers and employees about the status of a matter and may ask for information, but shall not expressly or implicitly give orders or direction to those employees, publicly or privately.

Reasoning. It is important that the Charter is clear that both administration and elected officials understand and respect their roles under Tucson's form of government as established by the voters. Most modern charters contain noninterference language similar to the foregoing regarding the obligations of elected officials and their appointive staff members. However, the Committee believed that the city's ethics ordinance which sets forth the obligations of the city manager and city employees is just as important. There is a great deal of concern in the community about department leadership of staff acting as policymakers just as there is concern about elected officials going around the Manager with city staff. The Committee believes including this language into the Charter will give it more weight than it playing in an ordinance where it can be changed by a simple majority vote of Mayor and Council

e) Cleaning up Charter language to make it gender neutral and to correct or delete references to departments or positions that have changed or no longer exist:

Amend the Charter throughout to replace "Councilman" with "Councilmember", "Councilmen" with "Councilmembers"; "he" with "he/she" and "his" with "his/her" and amend the charter throughout to change references to "Superintendent of Streets" with "Transportation Director," and "Superintendent of water department" with "Water Department Director" and deleting references to offices that no longer exist such as the library board or treasurer.

Reasoning. The Charter contains a great deal of outdated language in particular with respect to the gender, and references to departments or positions that no longer exist. These changes are not controversial, so the committee deemed them appropriate for corrections as part of a proposed

ballot measure dealing with references to Council authority and departments, which will be affected by the proposed ballot measure anyway.

f) **Cleanup Fire Chief's job description to accurately reflect job function:**

Amend Chapter 10 § 9 to insert the following language requested by the Fire Chief in order to more accurately reflect his/her duties: "The fire chief shall direct all activities within the fire department including: all hazards, fire/rescue response, emergency medical response, emergency communications, emergency management, fire prevention, and community risk reduction activities and education."

Reasoning. The Fire Chief requested changes to modernize the description of the responsibilities of that office. These changes are not controversial, so the committee deemed them appropriate for corrections as part of a ballot measure dealing with references to council authority and departments, which will be affected by the ballot measure anyway.

2. **Ballot Measure clarifying City authority to acquire property or tax for public arts and culture institutions:**

This Second Ballot Measure the Committee recommends be referred to voters is much more focused and narrow in scope. It is the result of consistent effort by Tucson Pima Arts Council and other organizations that are active in the arts in Tucson. TPAC is a private non-profit agency that fills a role administering public arts funding that is typically undertaken by a municipal department. Yet, from time to time funding for the arts and culture institutions such as TPAC are challenged as being outside the scope of the City's authority under the Charter. This Ballot Measure is intended to clarify the City's authority to acquire property, tax, and bond to support public art and culture institutions and facilities. Specifically the Committee recommends the following amendments:

Amend Chapter IV § 1 (6) *Enumerated Powers* to expressly authorize the city to acquire property for public performing arts facilities and public cultural facilities; and, amend Chapter XIII § 8 to authorize the City to tax for bonds for the establishment and support of public arts and culture institutions.

Reasoning. These amendments would clarify the City's authority to acquire property, tax, and bond to support public art and culture institutions and facilities. Nothing about this authority requires the City to do so. Instead it simply clarifies the Mayor and Council's right to set such policies. The Committee recommends that this be placed on the ballot separately because it is not related to structural issues addressed in the First Ballot Measure, and

3 **Ballot Measure granting city greater flexibility to obtain cost-effective financing:**

The Third Ballot Measure the Committee recommends be referred to voters is one of three recommendations relating to the fiscal authority originally referred to the Committee by Mayor and Council. Currently the City is forced to use relatively complex and expensive bond structures known as certificates of participation due to a provision in Chapter IV § 1(16)(a) that prohibits the city from pledging certain kinds of tax revenue. This evidence presented to the committee established that this prohibition limits the City's financing options, while not providing any meaningful protection to taxpayers. Accordingly the Committee recommends eliminating this prohibition from the Charter.

Amend Chapter IV § 1(16)(a) to delete the prohibition on pledging excise taxes.

Reasoning. Tucson is the only Arizona city with a Charter that prevents it from using sales tax revenues to secure the repayment of bonds. The Committee could not identify any reason that would arguably support retaining this provision in the Charter. The Committee believes that the City's inability to use sales tax revenues to secure the repayment of bonds forces Tucson to use less flexible financing vehicles that carry higher interest rates and other charges (certificates of

participation) but provides no meaningful protection to taxpayers or the City's general fund in return. Removing this provision from the Charter would not increase taxes or make tax increases more likely, but it would allow the City to obtain financing on more favorable terms.

4 Ballot Measure to grant City greater flexibility to ask voters to approve bonds secured by secondary property taxes:

The Fourth Ballot Measure the Committee recommends be referred to voters is the second of three recommendations relating to the fiscal authority originally referred to the Committee by Mayor and Council. Chapter IV § 2 grants the City authority to impose business transaction privilege taxes, and limits the City to a \$1.75 per \$100 of assessed value cap on ad valorem property taxes. Tucson appears to be the only Arizona jurisdiction to apply any kind of cap to secondary property taxes. Most Arizona charter Cities either have no such cap, or limit it to primary property taxes. Currently the City's combined primary and secondary property taxes are approaching this cap (with the bulk of those taxes being the secondary property taxes), so as to prevent the city from asking voters to consider even relatively minor infrastructure improvement projects. Confusingly this section heading only refers to business privilege taxes. This Ballot Measure seeks to modify the cap while still protecting tax payers and clean up the heading so that it is easier to find these important provisions regarding property taxes. Specifically the Committee recommends the following amendments:

Amend Chapter IV § 2 Change the Heading to "Business privilege tax and property tax," and modify the \$1.75 per \$100 of assessed value limit on ad valorem taxes so that it does not apply to secondary property taxes, **but only so long as** state law requires a majority of voters to approve any increases to the secondary property tax on the ballot in a general election.

Reasoning. This restriction was last modified in the Charter in 1969, when \$1.75 had the same purchasing power as \$11.29 does today. Tucson is also the only jurisdiction in Arizona that applies a cap to both primary and secondary property taxes in the aggregate. State law prohibits Tucson increasing the primary tax more than 2% per year, making substantial increases to the primary property tax by the City Council impossible. Most importantly, secondary property taxes must be used to repay bonds that can only be issued with prior voter approval. Thus, no increase in the secondary property tax could occur without the voters' approval. The Committee found that the current cap on secondary property taxes prevents the City from even asking voters to consider capital project that could improve Tucson's infrastructure, neighborhoods, and economy. This is not a tax increase.

5 Ballot Measure granting City greater flexibility to impose business privilege taxes if approved by a majority of voters in a City election by amending Chapter IV § 2 to:

The Fifth Ballot Measure the Committee recommends be referred to voters is the third of three recommendations relating to the fiscal authority originally referred to the Committee by Mayor and Council. Chapter IV § 2 grants the City authority to impose business transaction privilege taxes not to exceed 2%. The Committee was provided two presentations by City Staff on this issue during its deliberations, but did not initially recommend any change to the sales tax limitation, primarily based on practical concerns that there wasn't support in the community for such a measure. However, during the public comment period, there was an extensive campaign that supporting a change to the limitation in order to allow Mayor and Council to propose sales tax increases to voters. Currently that is only possible if accompanied by a Charter amendment. In light of the apparent support for such a change the Committee recommends the following be placed on the ballot as a standalone measure:

Amend Chapter IV § 2 to authorize Mayor and Council to impose a transaction privilege tax that exceeds 2%, **but only if**, such additional sales tax could only become effective after it is placed on the ballot and approved by a majority of voters at the next general election.

Reasoning. This recommendation would dispense with the need to amend the City's Charter as part of any City sales tax increase, but would protect taxpayers by requiring any increase in the sales tax be approved by a majority of voters in a City election. The amount of the sales tax should be a policy question, not a constitutional issue. The Committee believes that voter approval creates appropriate checks and balances. This proposed amendment is not a tax increase in and of itself; and would require voter approval for any sales tax increase above the existing rate.

Recommendation to Form Working-Group to Evaluate Charter Relating to Elections

When it published its original recommendations for public comment, the Committee narrowly voted (8-7) to recommend amending the Charter to change to Ward-Only general elections for Councilmembers. During the public comment period the Committee received extensive comments supporting and opposing the proposed amendment.

In its final deliberations, the Committee did not approve referring Ward-Only general elections for Councilmembers to the ballot for this November; the proposal did not pass on a deadlocked 7-7 tie vote. Instead the Committee approved the following recommendation:

Mayor and Council form a working-group to continue to evaluate the issue of Ward-Only elections together with other interrelated election issues.

Reasoning. Judging from the public comment and the Committee's votes on the issue, there is strongly divided opinion on the question of Councilmember Elections. Some Tucsonans believe the current election system is unfair and needs to be changed. Other Tucsonans believe the system is fair, and have serious concerns about the consequences (both foreseen and unforeseen) of changing to a ward-only election system. These concerns are exacerbated by the fact that Councilmember Elections are part of a complex system with many moving parts —staggered elections, mayoral elections, redistricting, annexation, and campaign finance — and stakeholders — individual voters, neighborhoods, businesses, political parties, and elected officials — that would be impacted differently by changes to Councilmember Elections.

The controversy and complexity surrounding any recommendation makes it unlike the Committee's other recommendations. Importantly, among the various proposed recommendations considered by the Committee, the possible changes to Councilmember Elections was the only recommendation that did not have overwhelming support.

Despite deadlocking on whether to recommend changes to Councilmember Elections the Committee strongly supported the formation of a working group focused exclusively on evaluating issues surrounding Councilmember Elections and related Elections issues to see whether any Charter amendments can be developed that the potential to garner broader support.

Conclusion

Since it began working 7 months ago, the Charter Review Committee, and its preamble Subcommittee, have conducted 14 public meetings lasting approximately 42 hours. A number of the issues addressed by the Committee were highly complex. Each of the Committee's members has worked diligently. I cannot tell you how impressed I am with the Committee's sincerity, thoughtfulness, willingness to listen and be flexible, and respectfulness of others perspectives. To borrow a phrase from University of Arizona Basketball Coach Sean Miller, the Committee has "honored the process."

By that I mean the Committee has honored its agreement to live with recommendations that were accumulated, and considered tentative, until its very last meeting. Honoring the process has meant consistently valuing public input and doing our work entirely in public, and standing up for Committee decisions even when even when doing so is uncomfortable. Honoring the process is also demonstrated by the Committee's unanimous vote to referral of its final recommendations to you referring Five Ballot Initiatives to the voters in this November's General Election and proposing formation of an Elections Working Group. The Committee's recommendations are summarized below:

Recommended Ballot Measures to Amend Charter for November 2015 Election

The Committee recommends that Mayor and Council refer the following measures to the ballot:

1. **Ballot Measure proposing Charter Reforms to clarify responsibilities for elected officials and city administration and improving accountability and transparency:**
 - Adopting a Preamble to Charter
 - Granting Mayor Full Voice and Vote
 - Simplifying Appointment and Removal Process for Appointive Officers and Department Directors Including Changes to the Civil Service System for Department Directors.
 - Incorporating Mutual Respect and Noninterference Language from Code of Ethics Ordinance into the Charter.
 - Cleaning up Charter language to make it gender neutral and to correct or delete references to departments or positions that have changed or no longer exist.
 - Cleaning up job description of Fire Chief to accurately reflect job function.
2. **Ballot Measure clarifying authority to acquire property or tax for public arts and culture institutions:**
 - Amend Chapter IV § 1 (6) *Enumerated Powers* to authorize the city to acquire property for public performing arts facilities and public cultural facilities.
 - Amend Chapter XIII § 8 to authorize the City to tax for bonds for the establishment and support of public arts and culture institutions.
3. **Ballot Measure granting City greater flexibility to obtain cost-effective financing:**
 - Amend Chapter IV § 1(16)(a) to authorize the City to pledge City excise tax revenue.
4. **Ballot Measure granting City greater flexibility with respect to proposing bond projects supported by secondary property taxes:**
 - Amend Chapter IV § 2 to modify the \$1.75 per \$100 of assessed value limit on ad valorem taxes so that it does not apply to secondary property taxes, **but only so long as** state law requires a majority of voters to approve any increases to the secondary property tax on the ballot in a general election
 - Correct the heading to Chapter IV § 2 to include reference to property tax.
5. **Ballot Measure granting City greater flexibility with respect to business privilege tax:**
 - Amend Chapter IV § 2 to authorize Mayor and Council to impose a business transaction privilege tax that exceeds 2%, **but only if**, placed on the ballot and approved by a majority of voters in a general election.

Recommendation to Immediately Form Working-Group to Evaluate Charter Relating to Elective Officers and Election Process

There is strongly divided opinion on the question of Councilmember Elections. Some Tucsonans believe the current election system is unfair and needs to be changed. Other Tucsonans believe the system is fair, and have serious concerns about the consequences (both foreseen and unforeseen) of changing to a ward-only election system. The Committee deadlocked on a proposal to change Councilmember Elections. The Committee did, however, form a consensus that perceived problems around City Elections— citywide Councilmember Elections is hardly the only perceived problem —need to be addressed sooner rather than later. Therefore, the Committee recommends the creation of a working-group to evaluate the Charter relating to elections to see if it is possible to develop recommendations for Charter changes that have the potential to garner broader support.