



Notice of Meeting  
City of Tucson  
Charter Review Committee

Pursuant to the provisions of A.R.S. Section 38-431.02, notice is hereby given to the members of the Charter Review Committee and to the general public that the Committee will hold a meeting open to the public on:

**DATE:** Thursday, January 8, 2015  
**TIME:** 4:00 p.m.  
**LOCATION:** City Hall Meeting Room (1<sup>st</sup> Floor)  
City Hall, 255 W. Alameda  
Tucson, Arizona

Agenda

1. Roll Call
2. Approval of Minutes and Legal Action Report.
3. Summary by Chair of Committee's Prior Actions
4. Call to the Audience
5. Committee Deliberation and Discussion of Goals
6. Committee Discussion of Public Comment Outreach Program
7. Presentations, Committee Deliberation, and Discussion Relating to Strengthening Executive Role in the Tucson City Charter, Including, but not Limited to:
  - a. Eliminating or Modifying Civil Service Protections for Department Directors and/or Deputy/Assistant Directors (Mike Rankin, Raphe Sonenshein); and,
  - b. Forms of Government in which Mayor Presides Over the Council, has a Veto but No Vote, but the City Manager has Authority over Appointment of Department Heads and City Administration (Raphe Sonenshein)
8. Presentations and Preliminary Discussion Regarding Transparency, Neighborhoods Businesses (Mike Rankin, Raphe Sonenshein)
9. Call to the Audience
10. Adjournment

Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the City Clerk's Office at 791-4213 (TDD: 791-2639). Requests should be made as early as possible to allow time to arrange the accommodation.



Southern Arizona Leadership Council

December 24, 2015

Dear Charter Review Committee Members:

We were impressed by your decisions at your Charter Review Committee meeting on Dec. 15. Strengthening the executive functions in the charter – as you unanimously voted – even as you ensure the city will have professional management appears to us to be precisely what Tucson needs. And it indeed seems prudent to have a more thorough discussion, as you decided, before allocating the executive functions between the mayor and the city manager.

As you may know, the Southern Arizona Leadership Council has been a diligent student of Tucson city government for at least the past five years. We have interviewed the current and past mayors, council members (often repeatedly), former city managers, department heads, city council aides, and experts on city governance – and our overriding conclusion is that Tucson needs to more clearly have an executive with the authority to run the government – and the corresponding accountability for doing a good job. Your decision yesterday reinforces what we have learned.

Since you have identified critically important areas for improving not only the city charter, but also the operations of Tucson city government, we would like to make a few comments that we believe are in keeping with the direction in which you are going.

- As you debate which authority to allocate to the mayor and to the manager, we encourage you to consistently consider whether each decision clearly puts somebody in charge and clarifies accountability.
- Whether the mayor or the city manager appoints department heads, we ask you to be cautious about giving the city council formal approval over the hiring and firing process.
  - If the council has final approval of hiring and firing department heads, then the council, and not the executive, is doing the hiring and firing. That means the department heads' loyalty most likely will be to the city council and not to the executive. That puts the executive in a weakened position to set directions for the various city departments.
  - As part of our own analysis of Tucson city government four years ago, we interviewed experts on city government and reviewed the Model City Charter from the National Civic League on this issue of hiring and firing department heads. All the sources recommended that the executive have sole authority to hire and fire department heads, without city council approval. (We've attached a memo detailing what we learned.)
  - At your meeting on Dec. 15, former City Manager Richard Miranda explained that a good executive would consult with the city council before making an important personnel decision. But he emphasized that this needs to be an informal process. We agree with both his points, as did the experts with whom we had consulted. The memo we mentioned above outlines several ways to ensure that the executive consults with the city council without giving the city council final authority over hiring and firings.

- Giving additional authority to the mayor or city manager affects not only those two officers, but most likely the city council as well. It may be necessary to delineate the roles of all three to eliminate ambiguity and to ensure each of the three offices understands how they relate to the other two.
- The key question you face, of course, is who should be the executive – the mayor or the city manager? We would be supportive of either answer.
  - Based on your Dec. 15 meeting, we think a majority of the members of your committee prefer the city manager to be the city's executive who has the authority to appoint, fire, and supervise the department heads. We believe this would more clearly lead to strong, professional and accountable government. This process would have a professionally trained and experienced city manager reporting to the city council; similar to a Chief Executive Officer reporting to a Board of Directors.
  - Importantly, if this approach were implemented, it would mean the city council could better focus on policy and strategic decisions in determining Tucson's future. It also would allow council members to maintain, or even strengthen, the attention they give to constituents' needs.
  - We believe the city council's job, ultimately, is to ensure the city is well-run, not to run the city.
- If the manager is the executive who runs the everyday operations of the city, then there are several ways to enhance the power of the mayor:
  - You have already tentatively decided on two ways to enhance the mayor's role: Giving the mayor a voice and vote in all council proceedings, and allowing the mayor to count towards a quorum.
  - Additionally, the mayor could have sole authority to set the agenda for city council meetings.
    - There could be a provision that allows four council members to place an item on the agenda through a written request.

In this letter we have made no effort to spell out the complete roles of the mayor, the city manager, or the city council. They are obviously more complex than just deciding who should hire and fire department heads. Should you like, we would be happy to discuss any of these provisions or other aspects of city governance in more detail.

In the meantime, please be aware of how much we appreciate the time, energy and effort you are putting into considering recommendations for creating a better government for the City of Tucson. Yours is a critically important role, and we are pleased that you are considering significant and relevant issues.

Sincerely,



Lisa Lovallo  
Governance Co-Chair



Si Schorr  
Governance Co-Chair



Sarah Smallhouse  
Governance Co-Chair

## Civil Service Basics

Most of the employees of the City of Tucson's fall into the "classified service," a/k/a "civil service" system, as established under Chapter XXII. of the Tucson Charter. The main features of the City's Civil Service system are:

- 1) Employees are hired or promoted based upon professional merit and qualifications, as determined through competitive examinations, and not based upon political or other affiliations. Examination procedures are established to ensure fair, competitive hiring practices of qualified employees.
- 2) Employees who have served through their probationary period (typically, 12 months) shall not be removed, suspended without pay, terminated, or demoted without "just cause," which shall not be religious or political.
- 3) "Just cause" is defined (by Code and in the Civil Service Rules) as:

"The following shall constitute just cause for discipline up to and including termination, although enumeration thereof shall not exclude other causes, namely: fraud in securing appointment; incompetence; inability to perform essential functions of assigned position with or without reasonable accommodation; dishonesty, insubordination; inattention to duties; discourteous treatment of the public, supervisors, or fellow employees; violation of the ordinances of the mayor and council, the rules and regulations of the commission, *administrative directive of the city manager*<sup>1</sup>, and the rules and regulations of the department in which an employee is employed; absence from duty without leave; intoxication on duty; violation of the city's directives on drug and alcohol use; addiction to the use of narcotics; conviction of a crime involving violence, moral turpitude, or the aggravating circumstances described in A.R.S. § 13-702(c)(15) [relating to "hate crimes"]; and conduct, while either on or off duty, tending to cause discredit to the city or the department that affects its ability to perform its mission, or the city or the department to question an employee's reliability, judgment, and trustworthiness in carrying out assigned responsibilities. In no case shall any political or religious belief of affiliation of any indefinite or vague charges, such as for the good of the service, be considered just cause."

- 4) Hiring and firing decisions are made by the appointing authority (the Department Director – NOT the political body) based on the above civil service requirements. Political influence in hiring or firing decisions is prohibited by Code.

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<sup>1</sup> The City Manager's Administrative Directives establish many rules of conduct that apply to City employees in the classified service, the violation of which can be the basis for discipline up to and including discharge. These rules include requirements ranging from putting in a full day's work to complying with all local, state and federal laws.

- 5) Employees who are the subject of discipline that involves termination, demotion, or suspension without pay for more than ten (10) days must receive written notice prior to the imposition of the discipline that includes a description of the reasons for the discipline, so that the employee can offer mitigating evidence to his/her appointing authority prior to the imposition of the discipline. If the appointing authority proceeds with that discipline, the employee has the right to appeal that discipline to the Civil Service Commission, which then conducts a fair and impartial hearing of that appeal. The Commission has the authority to sustain, reduce or overturn the discipline imposed by the appointing authority (department director).
  
- 6) Layoffs (reductions in force) are governed by rules to ensure that the layoff is not used as a substitute for discipline but instead is a reduction in force made necessary by a shortage of funds or other appropriate cause (like a reorganization that results in the elimination of positions). Employees who are laid off are entitled to prior notice and have the right to appeal the layoff to the Commission, to ensure that the layoff complies with the Civil Service Rules.

THE LEAGUE OF WOMEN VOTERS OF LOS ANGELES



**LOS ANGELES:  
STRUCTURE  
OF A CITY  
GOVERNMENT**

by Raphael J. Sonenshein, Ph.D.

*with the support of the*

John Randolph Haynes and Dora Haynes Foundation

THE LEAGUE OF WOMEN VOTERS OF LOS ANGELES

# Los Angeles

STRUCTURE *of a* CITY GOVERNMENT

by Raphael J. Sonenshein, Ph.D.

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## Neighborhood Councils

One of the most remarkable innovations in modern Los Angeles government is the system of neighborhood councils established in the 2000 charter. A long history of battles for citizen participation culminated in the creation of a new system of participatory democracy (*Pitt 2004*).

With its far-flung municipal boundaries, its small number of elected officials, and its history of annexation, Los Angeles has long been challenged to find more ways to connect neighborhood concerns to City Hall. Early proposals called for borough systems of government to link areas like Wilmington and San Pedro to the city.

Most such proposals made little progress through City Hall, and elected officials found their own ways to increase citizen participation. Mayor Tom Bradley hosted monthly open houses, at which any resident could ask questions or seek assistance. He increased the diversity of city commissioners so that City Hall would be more involved in the community. The Police Department developed Neighborhood Watch programs and a Senior Lead Officer program. Some council members established their own advisory neighborhood councils in their districts. Council Member Mark Ridley-Thomas went further and established the Empowerment Congress, devoting one-third of his office budget to make it work. But still no citywide policy or program emerged.

In 1996, Council Member Joel Wachs offered the first proposed ordinance to establish a system of neighborhood councils. Although the measure failed to make it to the council floor, Wachs remained a staunch advocate of neighborhood councils.

The dynamic of Los Angeles government changed dramatically with the rise of the secession movement in the San Fernando Valley in the mid-1990s. As Valley secession grew in force (with accompanying efforts in the San Pedro area and in Hollywood), the city began to seriously explore neighborhood empowerment. The two charter commissions decided to create neighborhood councils, and their inclusion in the new charter was a major advance.

There were major debates within the charter reform commissions about the powers such neighborhood councils should have. Some believed that elected, decision-making neighborhood councils should control land use. After examining neighborhood councils in other cities (in which all such systems were advisory), the commissions reached agreement that they should be advisory only. However, there was strong sentiment that these neighborhood councils should be fully integrated into the city's decision-making process, and that they should be heard in a manner that would allow them to be effective (*Bickhart 1998; Sonenshein 2004*).

The 2000 charter (Article IX) established a mandatory system of neighborhood councils for Los Angeles. The goal was for the system to become as broadly-based as possible. The charter specified that "neighborhood council membership will be open to everyone who lives, works or owns property in the area" (*Section 906*). Because participation in neighborhood councils is not limited to those living within the boundaries of the neighborhood council or those who are registered voters, non-citizens and other non-resident stakeholders can participate.

The funding for the neighborhood councils must be provided at least one year in advance, similar to the funding for the Ethics Commission. Unlike other portions of the new charter that were implemented on July 1, 2000, the provisions on neighborhood councils went into effect immediately upon voter passage of the charter in 1999.

The Department of Neighborhood Empowerment (DONE) was established in the charter. Advised by a seven-member Board of Neighborhood Commissioners (BONC), the department is charged with designing and running the system. The charter includes a prohibition against shifting powers from the DONE for five years. Without such a provision, Charter Section 514 would have allowed the mayor and council to shift even a charter-created department's powers and duties with a two-thirds vote of the council and the mayor's signature. Section 912 of the charter mandates that the city appoint a commission to review the neighborhood governance system seven years after its adoption. In 2006, the city established a Neighborhood Council Review Commission (nicknamed the 912 Commission) to evaluate the neighborhood council system.

The charter required that the city council adopt a plan and regulations to implement the system of neighborhood councils within one year of the establishment of the DONE and the BONC. An ordinance was

## Neighborhood Councils and the Brown Act

When Los Angeles adopted a system of neighborhood councils in 1999, the question arose whether or not these advisory bodies would be covered by the Brown Act. The city attorney's office determined that, as bodies created by the city government, neighborhood councils must comply with the open meetings provisions of the Brown Act.

The city attorney has a Neighborhood Council Advice Division to advise both the Department of Neighborhood Empowerment and the neighborhood councils. This division works with the department and the neighborhood councils on a host of legal issues, including Brown Act compliance, elections and certification.

Debate continues on whether or not the Brown Act, in its entirety, should apply to neighborhood councils, or whether a modified version of the Brown Act might be developed with the assistance of state lawmakers.

### **Neighborhood Council Highlights as of 2006**

*from the Department of Neighborhood Empowerment*

*Number of certified Neighborhood Councils: 86*

*Smallest: 7,323 residents*

(Elysian Valley Riverside Neighborhood Council)

*Largest: 103,364 residents*

(Wilshire Center-Koreatown Neighborhood Council)

*Largest board of directors: 51*

(Boyle Heights Neighborhood Council)

*First election: 4-17-02*

(Central San Pedro Neighborhood Council)

*Largest election turnout: 2,245*

(Greater Wilshire Neighborhood Council on 6-15-05)

## Where Do I Live?

Living in Los Angeles can be a bewildering experience for the resident who wants to become involved in government. Who represents me, and how can I contact them?

The first complication is that the county of Los Angeles includes the city of Los Angeles within it. The county largely handles social services, but also includes the Sheriff's Department. The sheriff serves those areas of Los Angeles County that are not incorporated as cities, and also those cities that contract with the county for law enforcement services. The city of Los Angeles, of course, has its own Police Department. Los Angeles County is by population the largest in the United States, with more than 10 million people. It is governed by a five-member elected board of supervisors. Every Los Angeles city resident is within one county supervisorial district. Every resident of Los Angeles city is also within one of 15 city council districts.

There are independent cities that are surrounded by the city of Los Angeles. This can be quite confusing. Beverly Hills, Santa Monica, Culver City and San Fernando are separate from Los Angeles city and have their own elected officials. If you live in those cities, you cannot vote in Los Angeles city elections.

If you are a resident of the city of Los Angeles, no matter what neighborhood you live in, you are represented by three citywide elected officials: the mayor, the city controller and the city attorney; you are also represented by one of the 15 city council members who are elected by district.

The city of Los Angeles website ([www.lacity.org](http://www.lacity.org)) provides an easy way to find your local city council member, as well as your state and federal officials, your neighborhood council, and even your zip code. Just put your address into the box for "My Neighborhood."

[www.lacity.org](http://www.lacity.org)  
"My Neighborhood"

adopted, effective August 30, 1999, and placed in the Administrative Code (Chapter 28), which set forth the duties of the DONE and the Board of Neighborhood Commissioners. The plan for a citywide system of neighborhood councils and the accompanying regulations in ordinance format (Ordinance Number 174006) were adopted by the city council in May 2001.

The ordinance clarified the role of the commission, which had been vague in the charter, specifying that the general manager is the head of the department. The commission has seven members, with an emphasis on diversity. The board has policy authority but no management responsibility. The ordinance delegated to the department the development of a formal plan, a detailed early notification system, and the linkage of that system with the Information Technology Agency.

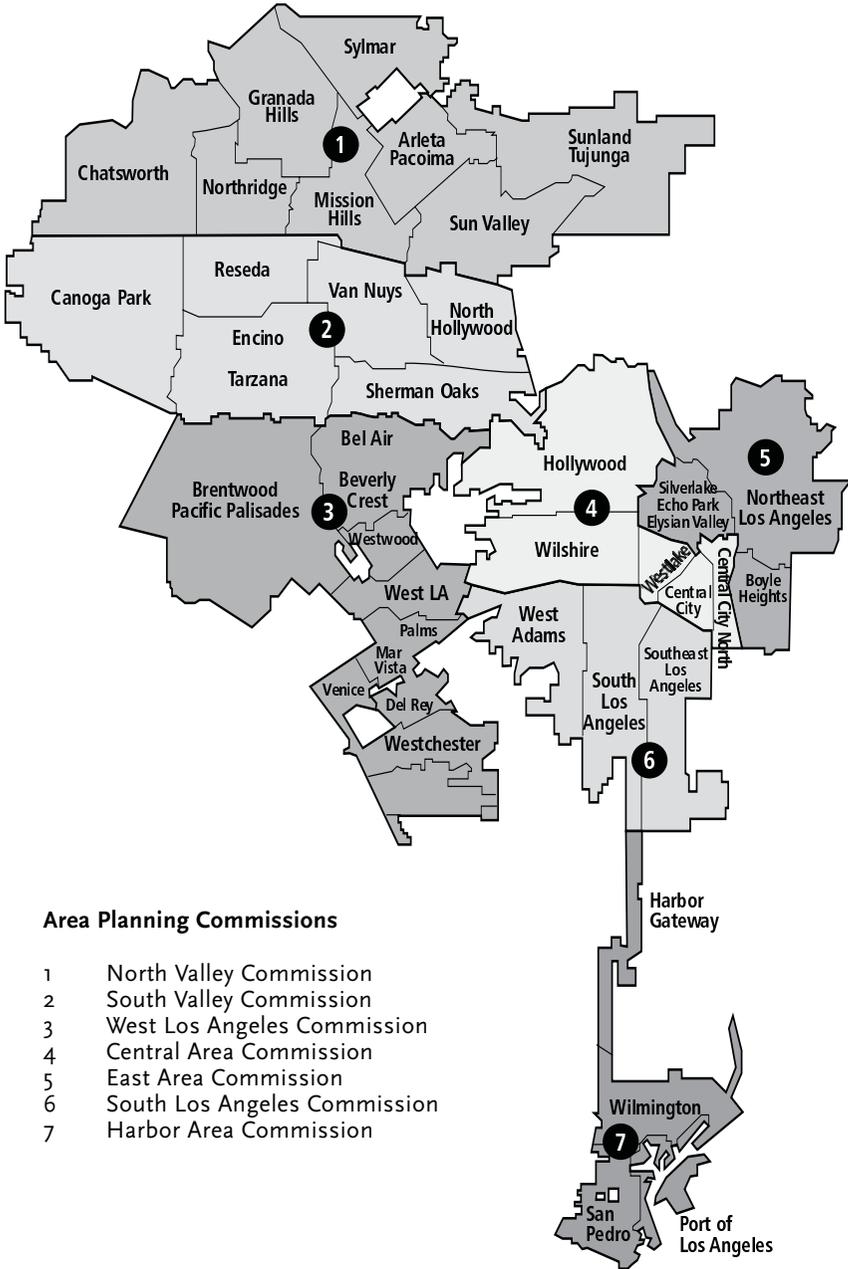
The new system is built around the principle of “self-selection.” Neighborhoods generate their own proposals for neighborhood council certification that specify their process of selecting officers and making other decisions. This proposal is presented to the department and then to the Board of Neighborhood Commissioners for certification.

In practice, potential neighborhood councils are required to prepare an application for certification, proposing in most cases to represent an area no smaller than 20,000 stakeholders. They are free to propose their own boundaries as long as they do not overlap with other councils. Applicants are required to gather between 200 and 500 signatures from local stakeholders.

Each council proposes a method of selecting officers, with the limitation that no single community stakeholder group can comprise a majority of a certified neighborhood council’s governing body. Furthermore, no person may serve more than eight consecutive years in office. Applications for certification first go to DONE staff for a recommendation, and then to the commission. A rejection at that level may be appealed to the city council, which must place the item on the council agenda and can by a two-thirds vote overturn the rejection. There is a process for decertification of a neighborhood council. DONE’s recommendation to decertify would be taken to the commission. A neighborhood council may also ask to be decertified.

Once certified, neighborhood councils are to have access to an early warning system to receive notification of upcoming decisions by governmental bodies, including the city council and city boards and

## Area Planning Commissions and Community Planning Areas



- Area Planning Commissions**
- 1 North Valley Commission
  - 2 South Valley Commission
  - 3 West Los Angeles Commission
  - 4 Central Area Commission
  - 5 East Area Commission
  - 6 South Los Angeles Commission
  - 7 Harbor Area Commission

commissions. Formal opportunities for input are to be created before such decisions are made and before the mayor's budget is submitted.

An early notification system was developed by DONE and the Information Technology Agency (ITA) built around the city's website. Residents can place themselves on a list for email notification of agendas of various government bodies. By inputting an address, residents can also find out which neighborhood councils are active in their area.

By 2004, certification had been received for 85 out of 97 proposed neighborhood councils, covering 3.1 million of the city's nearly 4 million residents. Neighborhood councils had already taken an active role in city debates over home burglar alarms and DWP utility rates.

## **Area Planning Commissions**

The neighborhood council system does not have formal decision-making authority over land use. However, the charter commissions did make a significant change to take some land use authority out of City Hall, through the creation of Area Planning Commissions (APCs).

Under the previous charter, only the city council, the City Planning Commission, and the staff of the Planning Department were involved in land use approvals. Appeals of even relatively small land use matters would have to be taken to City Hall.

Under the new charter, the city was directed to create at least five APCs in regions of the city. By ordinance, the city council expanded the number of APCs to seven.

The members of these commissions are appointed by the mayor, confirmed by the city council, and may be removed by the mayor alone. Each commission has five members, all of whom must live within the region served by the APC.

The powers of the APCs include hearing appeals of land use decisions made by city planning staff, such as variances from zoning regulations. Previously, such appeals would have gone to the Board of Zoning Appeals, which was eliminated in the new charter. Decisions of APCs can be appealed to the City Planning Commission or the city council, but not to both. The APCs may also exercise additional powers granted to them by the city council.

Some advocates of boroughs (self-governing entities within the city) hope that the Area Planning Commissions will someday become the template for such a decentralized system of land use governance.

## **Community Access Television**

When cable came to American cities some decades ago, the federal government sought to guarantee adequate public information and community access. Access channels were to be provided by cable providers (who often have monopolies granted by city governments) in negotiations with cities. There are three categories of access channels, referred to as PEG: public, education and government. In Los Angeles, public access is regulated by the cable companies themselves. Government access is provided by Channel 35, which is operated by the Information Technology Agency (ITA). Channel 35 televises council meetings and other activities of government.

The education side is operated by a non-profit organization, the Los Angeles Cable Television Access Corporation (LACTAC) and broadcasts on Channel 36. Channel 36 covers local election campaigns and debates and can range farther afield than Channel 35, which is the government broadcaster of record. As a non-profit organization, it can raise additional funds and also collects program and production service fees. It works closely with local universities and with the League of Women Voters, and even covers state and national elections. Channels 35 and 36 are widely watched by the city's cable audience, which in 2004 included roughly 640,000 homes.

Both channels get most of their revenues from the same source: payments to the city treasury by cable franchises. The city takes five percent of the gross revenue of all cable operations in the city. Of these funds, roughly 40 percent goes into the Telecommunication Development Account, which pays both for regulation of cable and for Channels 35 and 36. The 15-year agreements that the city negotiated with most of the cable operators ran out in 2002, and the city's cable system has been operating on extensions since then. The franchises must be negotiated by the Board of Information Technology Commissioners and then approved by the city council. Renegotiation of the cable franchises will provide an opportunity to incorporate new technology into the system.

# The Neighborhood Council System: Past, Present, & Future

Neighborhood Council Review Commission  
City of Los Angeles



Final Report

September 25, 2007



The Neighborhood Council Review Commission



NCRC Staff, NCRC Consultants, and City Staff

**Fig. 2.1 Neighborhood Council Systems Across the Country**

City	Population	# of NCs	Pop/# of NCs	Name	Legal Status	Powers
New York, NY	8,009,000	59	135,746	Community Boards	Autonomous city agencies	Advises elected officials; have input into city budget process and land use decisions
Los Angeles, CA	3,820,000	81	47,160	Neighborhood Councils	Considered to be city agencies	<b>Designed to receive early warning of all city decisions, and have input into city budget, land use, utility rate-setting, and other issues</b>
Houston, TX	1,954,000	88	22,205	Super Neighborhood Councils	Independent organizations (can organize as 501(c)3)	Devise neighborhood plans and may impact citywide policy through a citywide alliance
Columbus, OH	711,500	13	54,731	Area Commissions	City agencies subject to the same restrictions as other city agencies. Commissions cannot become nonprofit corporations	Identify problems, aid communications, review government operations, recommend nominees for city boards and commissions.
Portland, OR	529,200	95	5,571	Neighborhood Associations	Independent; some are incorporated as non profits	Make recommendations to any City agency on any topic affecting the livability of the neighborhood.
Minneapolis, MN	382,700	81	4,725	Neighborhood Revitalization Program	Independent neighborhood organizations	Develop (and help implement) Neighborhood Action Plans. Considerable authority over \$20 million per year from the city.
St. Paul, MN	287,200	19	15,116	District Councils	Independent, 501(c)3 organizations	Advise City Council
Raleigh, NC	276,100	18	15,339	Citizen Advisory Councils	Independent community organizations	Advise City Council
Anchorage, AK	260,300	38	6,850	Community Councils	Nonprofit, voluntary, self-governing associations	Give input on city decisions; create citizen participation plans for major projects.
Tacoma, WA	193,600	8	24,200	Neighborhood Councils	Independent, non-profit citizen organizations	Advise City Council
Dayton, OH	166,200	7	23,743	Priority Boards	Independent organizations	Set neighborhood priorities; advise city government; analyze city budget.
Vancouver, WA	143,600	60	2,393	Neighborhood Associations	Private organizations	Provide input to public agencies
Eugene, OR	137,900	21	6,567	Neighborhood Associations	Organization charters approved by City Council; legal status undetermined	Inform and advocate within city system.
Simi Valley, CA	111,400	4	27,850	Neighborhood Councils	City agencies subject to the Brown Act and supported by city staff	Advise city council
Missoula, MT	57,060	20	2,853	Neighborhood Councils	Semi-autonomous city agencies under auspices of City Clerk	Advise city council
Great Falls, MT	56,690	9	6,299	Neighborhood Councils	City agencies subject to same restrictions as other city agencies	Advise city government

Source: NCRC Staff Document

## Charter Review Committee

### Goals for Recommendations to Mayor & Council

- The Charter structure City Government to provide a sense of trust in City Government and City Leaders.
- The Charter structure City Government to strengthen accountability to and representation of voters, residents, and taxpayers.
- The Charter structure City Government so that its actions are carried out through processes that are transparent, predictable and flexible with clarity about responsibility.
- The Charter strengthens City Government's capacity to finance its operations and public improvement to position Tucson for a prosperous future.
- The Charter 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.
- The Charter structure City Government to attract high quality elected and appointed officials.
- Ensure that the Charter reflects the diversity and values of our community (multi-cultural, multi-partisan, value the arts, neighborhoods, environment, businesses and people, etc.)

## Charter Review Committee

Goals for ~~Charter Changes Recommended~~ Recommendations to Mayor & Council

~~– Proposed 12/15/14~~

- The Charter structure City Government to provide a sense of trust in City Government and City Leaders.
- The Charter ~~provide for~~ structure City Government to strengthen accountability to and representation of voters, residents, and taxpayers.
- The Charter ~~provides~~ structure City Government so that ~~City Government be its actions~~ are carried out through processes that are transparent ~~processes,~~ predictable and flexible with clarity about responsibility.
- The Charter strengthens City Government's capacity to finance its operations and public improvement to position Tucson for a prosperous future.
- The Charter structure City Government to give elected and appointed officials appropriate authority, tools, and flexibility to ~~help them be successful.~~ effectively serve people that live, work, visit, or do business in Tucson.
- The Charter structure City Government to attract high quality elected and appointed officials.
- Ensure that the ~~charter~~ Charter reflects the diversity and values of our community (multi-cultural, multi-partisan, value the arts, neighborhoods, environment, businesses and people, etc.)