



THE CITY OF SAN DIEGO

OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

Date Issued: January 14, 2015

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Charter Review Committee Date: January 15, 2015

Item Number: 2

Comparative Information on City Charters from California's Largest Cities

BACKGROUND

On December 8, 2014, the City Council adopted a resolution creating a temporary Special Issues Council Committee on Charter Review. The Committee was established in response to a unanimous recommendation from members of the Committee on Economic Development and Intergovernmental Relations (ED&IR) on November 19, 2014. As stated in the ED&IR Working Group Report, the Committee will allow for an open and transparent public process to update the outdated, convoluted and confusing language in the current decades-old Charter. Additionally, the creation of the Committee on Charter Review (Committee) will allow the City to build upon ongoing process improvements the Mayor and Council have undertaken in recent years to enhance government function and responsiveness to the citizenry.

In preparation for the first Committee meeting, Council President and Committee Chair Lightner requested the IBA prepare a comparative analysis of charters in other California cities with a focus on charter composition and legislative history. This report responds to the Chair's request. In addition to providing information for the City and County of San Diego, we summarize charter characteristics for California's largest cities (shown below and in Attachment 1). For each city, we provide general information about government structure, major charter sections and charter amendments.

Los Angeles	San Jose
San Francisco	Fresno
Sacramento	Long Beach
Oakland	Bakersfield
Anaheim	Santa Ana

FISCAL/POLICY DISCUSSION

City of San Diego

2013 Population Estimate: 1,355,896

Current Charter Initiation Date:
April 1931

Government Structure: Mayor-Council

City Attorney (elected or appointed):
Elected

Charter Length: 149 pages

Number of Major Sections in Charter:
There are 15 articles in the City Charter.

Number of Adopted Charter

Amendments: According to the City Clerk's report number 15-01, there have been "245 chaptered Charter Amendments since 1931. In this time, there have also been eight Citizen Charter Review Committees, out of which 105 ballot measures went forward for a vote by the people" and 79 "of the 105 measures were approved. There have been twelve citizen petitions that qualified to amend the Charter since 1931; only three of which were approved by the voters."

Has the City's Charter been rewritten? Yes. San Diego's first freeholders city charter was adopted in 1889. The original version of today's City Charter was approved by voters on April 7, 1931, adopted by the State Legislature on April 15, 1931, and filed with the Secretary of State on April 24, 1931.

Major Sections of San Diego's City Charter

<i>Article</i>	<i>Title</i>
I	Corporate Powers
II	Nominations and Elections
III	Legislative Power
IV	The Mayor
V	Executive and Administrative Service
VI	Board of Education
VII	Finance
VIII	Civil Service
IX	The Retirement of Employees
X	Transfer of Police and Fire Department Employees into the Retirement System
XI	Fireman's Relief and Pension Fund
XII	Labor on Public Work
XIII	City Police Court
XIV	Miscellaneous Provisions
XV	Strong Mayor Form of Governance

San Diego County

2013 Population Estimate: 3,211,252

Current Charter Initiation Date: San Diego County's current charter was ratified by voters on June 6, 1978, and was accepted and filed by the Secretary of State on August 21, 1978.

Government Structure: Board of Supervisors

County District Attorney (elected or appointed): Elected

Charter Length: 18 pages

Number of Major Sections in Charter:

Including the preamble and the articles, there are 11 sections in the County Charter.

Number of Adopted Charter Amendments: In 17 elections between 1978 and 2010, 66 sections in the San Diego County Charter were amended, 20 were added, and 6 were repealed by voters.

Has the County's Charter been rewritten? Yes. The County's charter, which was originally enacted in 1933, was rewritten in 1978. This revised, "Plain Talk" Charter did not make substantive changes to the existing charter, but instead reorganized provisions in a more logical order, and restructured overly complex sentences. The 1978 Charter has been amended a number of times since it was enacted, with major "clean up" amendments and comprehensive updates approved by voters in 1986 and 2006.

Major Sections of San Diego County's Charter

Preamble

<i>Article</i>	<i>Title</i>
I	Definitions
II	Initiative, Referendum, and Recall
III	County Powers
IV	Board of Supervisors
V	Powers and Duties of the Board of Supervisors
VI	Elective Officers
VII	Appointive Officers and Boards
VIII	Budget and Accounting
IX	Personnel System
X	General Provisions

Los Angeles

2013 Population Estimate: 3,884,307

Current Charter Initiation Date: Los Angeles' new charter was adopted on June 8, 1999.

Government Structure: Mayor-Council

City Attorney (elected or appointed): Elected

Charter Length: It is 352 pages long, and has an additional 40 pages of tables outlining section changes and amendments. While 352 pages sounds long, it is much shorter than the previous charter, which was reported by the *Los Angeles Times* to be over 700 pages long and "heavier than the L.A. phone directory."

Number of Major Sections in Charter: 14

Number of Adopted Charter Amendments: 23

Has the City's Charter been rewritten? Yes.

The City's Charter was first enacted in 1889. It was successfully replaced in 1925 and 1999. In the early 1970s, there were two attempts to replace the 1925 Charter; however, both of these attempts failed. Under pressure from succession threats in the San Fernando Valley, the City of Los Angeles used two commissions over the course of two years to develop its revised charter. Although Mayor Richard Riordan and the Los Angeles City Council each had their own charter reform commissions (the Mayor's was elected and the Council's was appointed), the two commissions eventually came together to propose a unified charter. This new charter made significant changes to the 1925 Charter. In addition to reorganizing the sections and simplifying its structure and language, it expanded the authority of the mayor, clarified the city council's oversight and legislative roles, gave the elected comptroller the power to audit city departments, and expanded citizen participation by creating neighborhood councils.

Major Sections of Los Angeles' City Charter

Article	Title
I.	Incorporation and Powers
II.	Officers of the City
III.	Finance, Budget and Contracts
IV.	Elections
V.	Departments
VI.	Proprietary Departments
VII.	City Ethics Commission; Special Prosecutor
VIII.	Board of Education
IX.	Department of Neighborhood Empowerment
X.	Employment Provisions
XI.	Pension and Retirement Systems
Part 1	LA City Employees' Retirement System
Part 2	Water and Power Employees' Retirement Plan
Part 3	Fire and Police Pension Plan General Provisions

San Jose

2013 Population Estimate: 998,537

Current Charter Initiation Date: May 1965

Government Structure: Council-Manager

City Attorney (elected or appointed): Appointed by the City Council

Charter Length: 81 pages

Number of Major Sections in Charter: There are 18 articles, and a legislative history section at the end of the Charter.

Number of Adopted Charter Amendments: Between 1965 and June 2012, voters have weighed in on 30 different ballots regarding changes to San Jose's City Charter. As a result of those ballot measures, 122 charter sections have been amended, 29 have been added, 3 have been repealed, and 2 have been deleted.

Has the City's Charter been rewritten? Yes. San Jose's first charter went into effect in 1850. It has been rewritten a number of times, including in 1915 (effective in 1916), and in 1964 (effective in 1965).

Major Sections of San Jose's City Charter

<i>Article</i>	<i>Title</i>
I	Incorporation and Succession
II	Powers of the City
III	Form of Government
IV	The Council
V	The Mayor
VI	Legislation
VII	City Manager
VIII	Administrative Organization
IX	Officers and Employees
X	Boards and Commissions
XI	Civil Service System
XII	Fiscal Administration
XIII	Franchises
XIV	School System
XV	Retirement
XVI	Elections
XVII	General Provisions
XVIII	Transitional Provisions

Legislative History

San Francisco

2013 Population Estimate: 837,442

Current Charter Initiation Date: 1996

Government Structure: Mayor-Board of Supervisors

City Attorney (elected or appointed):
Elected

Charter Length: 577 pages. The preface, preamble, and articles make up the first 154 pages of the Charter, and the appendices make up the final 423 pages of the document.

Number of Major Sections in Charter:
Including the preface, preamble, articles, and charter appendices, there are 28 major sections.

Number of Adopted Charter

Amendments: Since 1996, voters have weighed in on 27 different ballots regarding 111 amendments to San Francisco's City Charter. Of these proposed charter amendments, 81 passed, and 30 failed.

Has the City's Charter been rewritten?

Yes. The Charter of San Francisco has been rewritten a number of times (including in 1851, 1854, 1855, 1900, and 1931), with the latest version taking effect in 1996. San Francisco's path to a new charter was long, but resulted in substantive changes. Seven different charter committees and commissions attempted to revise the charter before the 8th committee successfully facilitated a revised charter. This Select Committee on Charter Reform was comprised of three members of San Francisco's Board of Supervisors (Barbara Kaufman, Susan Leal, and Mabel Teng). The Committee: shortened the Charter from 370 pages to approximately 85 pages; updated outdated, contradictory and sexist language; combined the recorder and assessor functions; improved government accountability; and set clearer lines of political authority by giving the Mayor and Board of Supervisors more power, and replacing the chief administration officer with a city administrator.

Major Sections of San Francisco's City Charter

Preface to the 1996 Charter

Preamble

<i>Article</i>	<i>Title</i>
I	Existence and Powers of the City and County
II	Legislative Branch
III	Exec. Branch—Office of Mayor
IV	Exec. Branch—Boards, Commissions and Departments
V	Exec. Branch—Arts and Culture
VI	Other Elective Officers
VII	Judicial Branch
VIII	Education and Libraries
VIIIA	The Municipal Transportation Agency
VIIIB	Public Utilities
IX	Financial Provisions
X	Personnel Administration
XI	Employer-Employee Relations System
XII	Employee Retirement and Health Services Systems
XIII	Elections
XIV	Initiative, Referendum and Recall
XV	Ethics
XVI	Miscellaneous Provisions
XVII	Definitions
XVIII	Transition Provisions

Charter Appendices

A.	Employee Provisions
B.	Port Agreements
C.	Ethics Provisions
D.	Building Inspection Provisions
E.	Supervisorial District Boundaries
F.	Authority and Duties of City Services Auditor

Fresno

2013 Population Estimate: 509,924

Current Charter Initiation Date: The City's Charter was adopted by voters on April 8, 1957.

Government Structure: Mayor-Council

City Attorney (elected or appointed): Appointed by the City Council.

Charter Length: 55 pages

Number of Major Sections in Charter: The Charter has 15 Articles.

Number of Adopted Charter Amendments: According to Fresno's Charter Comparative Table, since 1977 (in 14 different elections), 71 sections of the City's Charter have been amended, 5 sections have been repealed, and 2 sections have been added.

Has the City's Charter been rewritten? Yes. Fresno's first City Charter was adopted by its voters in 1899, and approved by the California Legislature in 1901. The original Charter was rewritten in 1920, and the most recent City Charter was adopted in 1957.

Major Sections of Fresno's City Charter

<i>Article</i>	<i>Title</i>
I	Incorporation and Succession
II	Powers of the City
III	Elective Officers
IV	The Mayor
V	The Council
VI	Legislation
VII	Chief Administrative Officer
VIII	Officers and Employees
IX	Boards and Commissions
X	Civil Service System
XI	Retirement
XII	Fiscal Administration
XIII	Franchises
XIV	Elections
XV	General Provisions

Sacramento

2013 Population Estimate: 479,686

Current Charter Initiation Date:
The City's Charter was enacted in 1921.

Government Structure: Council-Manager

City Attorney (elected or appointed): Appointed by the City Council

Charter Length: 50 pages

Number of Major Sections in Charter: There are 19 Articles in the Charter.

Number of Adopted Charter Amendments: Between 1933 and 2002, there were 54 elections that considered changes to the Charter. In those elections, 111 of the changes passed, and 45 failed.

Has the City's Charter been rewritten?

Yes. Sacramento's first city charter was approved by voters in 1849, and enacted in 1850. According to Sacramento's 2009 Charter Review Committee, the city's current charter dates back to 1921.

Major Sections of Sacramento's City Charter

<i>Article</i>	<i>Title</i>
I	Introductory
II	Powers
III	The City Council
IV	Mayor
V	City Manager
VI	Other Appointive Officers
VII	Civil Service
VIII	Certain Departmental and Personnel Provisions
IX	Fiscal Administration
X	Elections
XI	Initiative, Referendum, Recall
XII	Board of Education
XIII	Franchises, Licenses, Permits, Leases and Sales
XIV	Public Contracts and Supplies
XV	Boards, Commissions and Agencies
XVI	Provisions Miscellaneous
XVII	Sacramento City Employees' Retirement System
XVIII	Impartial and Binding Arbitration for Police Department Employee Disputes
XIX	Impartial and Binding Arbitration for Fire Department Employee Disputes

Long Beach

2013 Population Estimate: 469,428

Current Charter Initiation Date: 1921

Government Structure: Council-Manager

City Attorney (elected or appointed):
Elected

Charter Length: 56 pages

Number of Major Sections in Charter:
There are 24 major sections in the City's Charter.

Number of Adopted Charter Amendments:
63

Has the City's Charter been rewritten? No. However, the Long Beach City Council has a standing Charter Amendment Committee, which is the only City Council committee that is made up of the entire Council. It is responsible for presenting and considering reforms to the City's Charter in order to clearly delineate responsibility, improve accountability, and provide flexibility and transparency.

Major Sections of Long Beach's City Charter

<i>Article</i>	<i>Title</i>
I.	Incorporation, Organization and Powers
II.	City Council
III.	City Manager
IV.	City Clerk
V.	Officers and Employees
VI.	City Attorney
VII.	City Prosecutor
VIII.	City Auditor
IX.	Parks and Recreation Commission
X.	Planning Commission
XI.	Civil Service
XIA.	Citizen Police Complaint Commission
XII.	Harbor Department
XIII.	Management of Oil Properties
XIV.	Water Department
XV.	Department of Public Utilities
XVI.	Franchises
XVII.	Finance
XVIII.	Contracts
XIX.	Nominations and Elections
XX.	Initiative, Referendum and Recall
XXI.	Retirement System
XXII.	Education
XXIII.	Miscellaneous

Oakland

2013 Population Estimate: 406,253

Current Charter Initiation Date: The current City Charter was adopted by the citizens of Oakland on November 5, 1968, and went into effect on January 28, 1969.

Government Structure: Mayor-Council

City Attorney (elected or appointed):
Elected

Charter Length: 95 pages

Number of Major Sections in Charter:
There are 19 *active* Articles in the Oakland City Charter.

Number of Adopted Charter

Amendments: Sections of the Oakland City Charter have been amended, added, or repealed over 230 times since it went into effect in 1969. Voters have weighed in on these changes at over 20 different elections between 1971 and 2008.

<u>Major Sections of Oakland’s City Charter</u>	
<i>Article</i>	<i>Title</i>
I	Powers and Form of Government
II	The Council
III	The Mayor
IV	City Officers
V	The City Manager
VI	Administrative Organization
VII	Port of Oakland
VIII	Fiscal Administration
IX	Personnel Administration
X	Franchises, Licenses, Permits, Leases and Sales
XI	Elections
XII	General Provisions
XIII	Kids First! Oakland Children's Fund
XIV	Police Relief and Pension Fund
XV	Firemen's Relief and Pension Fund
XVI-XIX	<i>Do Not Exist</i>
XX	Oakland Municipal Employees' Retirement System
XXI	Miscellaneous
XXII-XXV	<i>Do Not Exist</i>
XXVI	Police and Fire Retirement System
XXVII	Off-Street Vehicular Parking

Has the City's Charter been rewritten? Yes. Oakland’s City Charter has been rewritten a number of times, including in 1910 and in 1968.

Bakersfield

2013 Population Estimate: 363,630

Current Charter Initiation Date:
January 23, 1915

Government Structure: Council-
Manager

City Attorney (elected or appointed):
Appointed by the City Council

Charter Length: 21 pages

Number of Major Sections in Charter: Including the Articles and the Addenda, there are 16 *active* sections in the City Charter.

Number of Adopted Charter Amendments: 32

Has the City's Charter been rewritten? No.

Major Sections of Bakersfield's City Charter

Charter History

Charter Approval

Article

Title

I.	Name of Boundaries
II.	Political Subdivisions
III.	Legislative Department
IV.	Officers and Employees
V.	Finance and Taxation
VI.	Department of Public Welfare
VII.	Elections
VIII.	Judicial Department
IX.	Public Utilities
X.	Public Works and Supplies
XI	<i>Does Not Exist</i>
XII	Miscellaneous
Addendum 1.	Relief and Pension Fund for Members of the Fire Dept.
Addendum 2.	Civil Service for Officers and Employees in the Misc. Depts.
Addendum 3.	Civil Service for the Police Department
Addendum 4.	Certification Appearing in Original Charter Which Included Sections 1-164 Inclusive

Anaheim

2013 Population Estimate: 345,012

Current Charter Initiation Date: January 14, 1965

Government Structure: Council-Manager

City Attorney (elected or appointed):
Appointed by the City Council

Charter Length: 50 pages

Number of Major Sections in Charter: 15

Number of Adopted Charter Amendments:
59

Has the City's Charter been rewritten? No, but in May 2013 the City Council established a seven member Charter Review Committee to conduct a comprehensive review of the City's Charter. According to the Committee's website, "the Charter, which was adopted in 1964, has been reviewed four times and it has been more than a decade since the last review was conducted." As a result of this Committee, three measures including substantive amendments to the Anaheim City Charter were placed on the June 2014 ballot.

Major Sections of Anaheim's City Charter

<i>Article</i>	<i>Title</i>
I.	Name of City
II.	Boundaries
III.	Rights, Liabilities and Succession
IV.	Powers of City
V.	City Council
VI.	City Manager
VII.	Officers and Employees
VIII.	Left Blank Intentionally
IX.	Appointive Boards and Commissions
X.	Personnel System
XI.	Retirement
XII.	Fiscal Administration
XIII.	Elections
XIV.	Franchises
XV.	Miscellaneous

Santa Ana

2013 Population Estimate: 334,227

Current Charter Initiation Date: 1952

Government Structure: Council-Manager

City Attorney (elected or appointed):

Appointed (but they currently contract out for City Attorney services)

Charter Length: 54 pages

Number of Major Sections in Charter: There are 15 articles in the City Charter, and a Charter Comparative Table at the end of the document.

Number of Adopted Charter Amendments:

Between 1952 and 2012, 76 charter amendments were placed on the ballot, and 57 of those measures were approved by voters.

Has the City's Charter been rewritten? No. In

1946 Santa Ana voters were given an opportunity to adopt a city charter, but the measure was defeated. The next attempt at a city charter came in 1952, and this time, the measure was approved by voters.

Major Sections of Santa Ana's City Charter

<i>Article</i>	<i>Title</i>
I.	Incorporation and Succession
II.	Powers of the City
III.	Form of Government
IV.	City Council
V.	City Manager
VI.	Revenue and Taxation
VII.	Officers and Employees
VIII.	Board of Education
IX.	Appointive Boards and Commissions
X.	Civil Service
XI.	Miscellaneous Provisions Relating to Officers and Employees
XII.	Elections
XIII.	Franchises
XIV.	Retirement
XV.	Legal Provisions

Charter Comparative Table

CONCLUSION

At the request of Committee Chair Lightner, this report provides comparative information on the charters of San Diego, San Diego County and California's largest cities. In reviewing this information, we would highlight the following observations:

- Only three of the largest cities in California have older charters than San Diego: Bakersfield (1915), Sacramento (1921), and Long Beach (1921).
- Voters in seven of the ten largest cities in California have adopted rewritten charters.
- Voters in only three of the jurisdictions we reviewed have adopted rewritten charters in the last 40 years: Los Angeles (1999), San Francisco (1996), and San Diego County (1978).


The motivation to change or replace a city charter is typically driven by desire to clean up language, remove outdated material, reorganize provisions, and/or simplify wording to reduce the number of legal questions raised about a charter's meaning. This was true for San Diego County's "Plain Talk" Charter (enacted in 1978), which did not make substantive changes to the 1933 Charter, but instead clarified the intent of the Charter.

Alternatively, San Francisco and Los Angeles replaced their charters to reflect substantive changes in the structure of their governments. For instance, under pressure from succession threats in the San Fernando Valley, the City of Los Angeles used two commissions over the course of two years to develop its revised charter. Although Mayor Richard Riordan and the Los Angeles City Council each had their own charter reform commissions (the Mayor's was elected and the Council's was appointed), the two commissions eventually came together to propose a unified charter. This new charter made significant changes to the 1925 Charter. In addition to reorganizing the sections and simplifying its structure and language, it expanded the authority of the mayor, clarified the city council's oversight and legislative roles, gave the elected comptroller the power to audit city departments, and expanded citizen participation by creating neighborhood councils.


San Francisco's path to a new charter was long, but resulted in substantive changes. Seven different charter committees and commissions attempted to revise the charter before the 8th committee successfully facilitated a revised charter. This Select Committee on Charter Reform was comprised of three of San Francisco's Board of Supervisors (Barbara Kaufman, Susan Leal, and Mabel Teng). The Committee: shortened the Charter from 370 pages to approximately 85 pages; updated outdated, contradictory and sexist language; combined the recorder and assessor functions; improved government accountability; and set clearer lines of political authority by giving the mayor and Board of Supervisors more power, and replacing the chief administration officer with a city administrator.

Periodic charter modifications are necessary for a variety of reasons as mentioned above. Looking at the three major charter rewrites in the last 40 years, it can take many years and sometimes multiple charter review committees to replace a charter. Alternatively, it is often easier (but a more piecemeal approach) to update the Charter as needed over time.


On December 18, 2014, Council President Lightner requested that all Councilmembers and Department Directors submit potential Charter updates and modifications for Committee consideration by February 2, 2015 (Attachment 2). Additionally, the public will have the opportunity to comment and make suggestions to the Committee making this a transparent and participatory process. Once all suggestions have been captured and organized into a matrix, it will be easier for the Committee to prioritize desired modifications and develop a plan for taking these Charter modifications to the voters. In addition to the internal City offices and departments who will support the work of this Committee, the Committee may also wish to consider whether a specialized consultant should be hired to conduct charter research or assist with drafting ballot language in support of potential charter reform.



Jeff Kavar
Deputy Director



Trisha Tacke
Research Analyst



APPROVED: Andrea Tevlin
Independent Budget Analyst

Attachment: 1. Comparative Charter Matrix
 2. Council President Lightner's 12/18/14 Request for Charter Review Priorities

Comparative Charter Matrix

City	2013 Population Estimate	Current Charter Initiation (year)	Government Structure	City Attorney (elected or appointed)	Charter Length (pages)	Number of Major Sections in Charter	Number of Adopted Charter Amendments	Has the Charter been rewritten?
San Diego	1,355,896	1931	Mayor-Council	Elected	149	15	245	Yes
San Diego County	3,211,252	1978	Board of Supervisors	Elected	18	11	92*	Yes
Los Angeles	3,884,307	1999	Mayor-Council	Elected	352	14	23	Yes
San Jose	998,537	1965	Council-Manager	Appointed	81	18	156	Yes
San Francisco	837,442	1996	Mayor-Board of Supervisors	Elected	577	28	81	Yes
Fresno	509,924	1957	Mayor-Council	Appointed	55	15	78	Yes
Sacramento	479,686	1921	Council-Manager	Appointed	50	19	111	Yes
Long Beach	469,428	1921	Council-Manager	Elected	56	24	63	No
Oakland	406,253	1969	Mayor-Council	Elected	95	19	230*	Yes
Bakersfield	363,630	1915	Council-Manager	Appointed	21	16	32	No
Anaheim	345,012	1965	Council-Manager	Appointed	50	15	59	No
Santa Ana	334,227	1952	Council-Manager	Appointed**	54	15	57	No
<p><i>2013 Population Estimate retrieved from: http://www.census.gov/popest/data/cities/totals/2013/SUB-EST2013.html</i></p> <p><i>*Reflects the number of sections of the city charter that were amended, added, or repealed, and may not reflect the actual number of charter amendments used to make these changes.</i></p> <p><i>** The City Attorney is appointed, but currently the City of Santa Ana contracts out for City Attorney services.</i></p>								

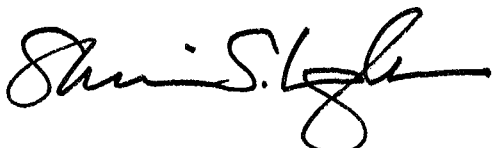


**CITY OF SAN DIEGO
COUNCIL PRESIDENT SHERRI S. LIGHTNER
DISTRICT ONE**

MEMORANDUM

DATE: December 18, 2014

TO: Honorable City Councilmembers
Honorable City Attorney Jan Goldsmith
Andrea Tevlin, Independent Budget Analyst
Eduardo Luna, City Auditor
Elizabeth Maland, City Clerk
All Department Directors

FROM: Council President Sherri S. Lightner 

SUBJECT: Request for Charter Review priorities

As the Chair of the newly formed Special Issues Committee on Charter Review, I am requesting that all Councilmembers and Department Directors submit potential updates and modifications to the Charter for consideration by the Committee.

These items may include, but are not limited to:

- Items that are duplicative under state or federal law
- Issues that have been rendered obsolete by technological advances
- Items that have proven ambiguous or conflicting with other city regulations
- Items that have proven impractical to implement
- Issues raised by members of the public throughout the course of day-to-day interactions
- Potential opportunities for legislative improvement and clarification for employees of the City of San Diego and members of the public

Additionally, if possible, potential remedies to issues raised within the Charter should be included in the responses.

I respectfully request that Department Directors submit identified issues to Chief Operating Officer Scott Chadwick and that all others submit identified issues to my office by **Monday, February 2, 2015**.

If you have any questions, please contact the Committee Consultant for the Charter Review Committee Mo Kantner at (619) 533-5906.

Thank you.

SL:mk

cc: Honorable Mayor Kevin Faulconer
Scott Chadwick, Chief Operating Officer