

Citizens Union of the City of New York



Principles of Council Reform

*Ideas for a More Democratic and
Effective City Council*



January 2006

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Ideas for a More Democratic and Effective City Council

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1

INTRODUCTION

“As in any government body, the City Council is ultimately accountable to the public. I believe that transparency and accountability are the cornerstones of good government.

-Councilmember Eric Gioia

As the law-making body of the City of New York, the City Council is charged with the critical responsibilities of monitoring the operation and performance of city agencies, making land use decisions, negotiating and approving the city budget, and proposing and passing legislation. A legal partner to the mayor, the council is designed to be the most accessible branch of city government.

In January of 2002, a City Council was seated with thirty-eight new members led by a unanimously elected new speaker, A. Gifford Miller. The first speaker elected in the term limits era, Miller, at the age of 32 would be responsible for leading the council through largely uncharted waters. Due to imposition of voter-approved term limits, a new dynamic was forming that would encourage greater leadership and a more visible role on behalf of individual council members. Even before the new session, a group of newly elected council members founded the Fresh Democracy Council and began to push for reforms to the rules of operation of the City Council. Responding to this call, Speaker Miller made notable improvements to the rules that have made the body less autocratic and more collaborative. Yet its operations are not as transparent, publicly deliberative or democratic as they should be.

The council no doubt deserves and needs a strong speaker in order for the council to operate effectively and serve as an effective counter weight to the mayor, whose charter and legal responsibilities make the institutional office very powerful. However, when debate over a bill on the council floor is a staged affair with the outcome never in doubt, questions arise over whether the autocratic control exercised at times by the speaker could impair the kind of “democracy in action” legislative body that the citizens of the City of New York deserve.

The challenge for the New York City Council is how to make it more democratic and effective when it is so largely controlled by one political party. In reviewing the ways in which local legislation and the city budget are deliberated and adopted, consider the following:

- Almost all votes that occurred on the council floor since 2001 were close to unanimous with a few scattered votes in opposition from Republican members. Democrats rarely voted “No” to a bill brought to the floor for a vote.
- Over the past four years, no piece of legislation has been defeated on the floor of the council. Of the two hundred six bills passed by the City Council since 2001, only five pieces of legislation have passed without a veto-proof margin.

- Committee chairs are able to hire their own legal counsels, but the speaker determines their salaries and they are ultimately accountable to the speaker and not the chair.
- Council meeting notifications are most often made available to the public only by the requisite minimum five days in advance of the meeting and are often cancelled or rescheduled in a less timely manner.
- The council website is not updated in real time and is not used to post transcripts, public testimony or web-casts of council meetings.

Citizens Union, as part of its historic effort to promote good government in the City of New York, believes that the following principles of reform should inform and affect the changes to council rules and practices. These principles – which are accompanied by a report outlining a menu of possible and specific reform options the council might consider adopting – are presented not to weaken the speaker’s ability to effectively and strongly lead the council. Instead, we believe that these reform principles will help create a more responsive, transparent and accountable City Council and allow it to better address constituent needs, and be a stronger force for effective city governance.

The following five principles of reform are the focus of this report. It is our belief that if measures were instituted to address these principles, they will help ensure a more transparent, democratic and effective City Council.

- *Greater Transparency of City Council Proceedings, Deliberations and Expenditures*
Greater transparency in the proceedings, deliberations and expenditures of the City Council will help instill greater confidence in the body as a whole and allow council members to better inform and engage their constituents in the activity of the council.
- *Stronger Council Committees*
A stronger committee structure will allow for more timely and thorough debates of the issues, increase the prestige of each committee, and allow chairs to take greater responsibility for what happens with their committees.
- *Greater Responsibility for Individual Council Members*
Council members, and the council as a whole, can be more effective and democratic if the rules and norms of the body empower them to operate with greater responsibility. This will create greater public discussion of issues, allow members to better represent their constituents, and allow voters to better hold their representatives accountable for the actions of the council.
- *A Clearer Accounting of the Distribution of Funds Across Council Districts and Committees*
Making clearer the accounting and distribution of funds that are available to council members will allow members to manage their offices more effectively and independently. This will provide them with sufficient resources and the ability to devote more attention to the issues that matter to their constituents.
- *A More Active Role for City Council Members in the Budget Process*
The role of City Council committees in budget decision-making is currently limited to a very small portion of the city budget. Chairs and their committees should have greater responsibility in the council’s review and approval of the city budget to ensure that the needs of New Yorkers are being addressed equitably and efficiently.

Presented herein is a report outlining areas in which the New York City Council could improve its operations. The principles identified above and the potential reforms highlighted in this report were identified as a result of incumbents' responses to Citizens Union's 2005 candidate questionnaire¹, interviews with New York City Council members, informal discussions with council members and other civic groups, and comparisons with city based legislatures around the country.

It is not our intent to suggest that it is necessary, or even reasonable, for each and every one of the potential reforms outlined in this report to be instituted. Rather, we present a menu of options that council members should weigh during their deliberations over the enactment of new rules. The reforms suggested are not intended to erode the vibrancy and potency of the body, but rather to enhance it. This analysis is intended to serve two key purposes, 1) to improve the operations of the council in order to make it more democratic and transparent, and 2) to increase council efficiency and effectiveness.

¹ See Appendix B

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THE NEW YORK CITY COUNCIL

HISTORY

The modern New York City Council (council) was born in 1938 under the auspices of the New York City Charter (charter). In 1938, the charter instituted the council as the sole legislative body and the Board of Estimate as the chief administrative body of New York City (NYC). Certain functions of the council, however, remained subject to the approval of the board.

At that time, a system of proportional representation seated a twenty six-member council to serve two-year terms. The term was extended to four years in 1945 to coincide with the term of the mayor. Proportional representation was abolished in 1949. It was replaced by a system of electing one council member from each State Senate district within the city. The charter also provided for the election of two council members-at-large from each of the five boroughs. In June 1983, however, a federal court ruled that the ten at-large seats violated the United States Constitution's one-person, one-vote mandate.

In 1989, the Supreme Court ruled that the Board of Estimate violated the one-person, one-vote mandate. In response, the Charter Commission created to address the governance issues raised by the Supreme Court proposed a new City Charter that abolished the Board of Estimate and provided for the redrawing of the council district lines to increase minority representation on the council. It also increased the number of council members from thirty five to fifty one. The council was then granted greater authority over the municipal budget, as well as authority over zoning, land use and franchises.²

The council presently functions as the legislative body for the City of New York. The council is comprised of fifty one members from fifty one council districts throughout the five boroughs. The council governs the city in partnership with the Mayor. The council currently monitors the operation and performance of city agencies, makes land use decisions and has sole responsibility for approving the city's budget.³ The council performs these functions through 43 standing committees.^{4,5} There are currently forty-seven Democrats, three Republicans and one Working Families Party member on the City Council. When the new council meets on January 4, 2006, there will be eight new members – all Democrats – joining the council, and the sole incumbent who previously only had the Working Families Party line has won reelection as a Democrat.

² New York City Council. < <http://www.nycouncil.info/tools/sitemap.cfm>>.

³ New York City Council. < <http://www.nycouncil.info/media/reports.cfm>>.

⁴ See Appendix A

⁵ See Appendix C

COUNCIL DUTIES AND OVERSIGHT

The Budget

The New York City Charter vests the responsibility for preparing an annual expense and capital budget with the mayor. The mayor must submit the expense and capital budget, referred to as the preliminary budget, to the City Council for its review and adoption. While the mayor proposes the city's spending priorities for the upcoming year, the council may change budget priorities and add special "terms and conditions" requiring city agencies to report to the council on how specific monies are being spent throughout the year, and has final budget approval powers.

Every budget consists of several parts:

- 1) the expense budget, which sets forth proposed appropriations for the operating expenditures for municipal services including debt service;
- 2) the capital budget and program, which sets forth proposed appropriations for capital projects for the upcoming fiscal year and the three succeeding fiscal years, and
- 3) the revenue budget, which sets forth the estimated revenues and receipts of the city.

In addition, the expense budget is further broken down into a contract budget, which can be viewed as a detailed portion of each agency's expenditures for contractual services that are personal in nature.

Since the fiscal crisis of the 1970's, the City is required to maintain a budget that is balanced in accordance with generally accepted accounting principles pursuant to state law. In addition, pursuant to the New York State Financial Emergency Act for the City of New York, the City is required to prepare a four-year financial plan, which is reviewed and revised on a quarterly basis and which includes the City's capital, revenue and expense budget projections and outlines proposed gap-closing programs for fiscal years with projected gaps. New York City's fiscal year begins on July 1st and ends on June 30th.

The Preliminary Budget

According to the Charter, the preliminary budget for the ensuing fiscal year is to be submitted by the Mayor to the City Council no later than January 16th. The council then has until March 25th to hold public hearings on the program objectives and fiscal implications of the preliminary budget; any statements of budget priorities of the community and borough boards; the draft ten-year capital strategy; and any borough president recommendations. These hearings are usually held during a two week period in which agency officials, as well as representatives of the borough and community boards, may come and testify regarding their needs for the coming fiscal year. In addition, any member of the public who wishes to testify may do so.

The Charter requires the council to issue its preliminary budget findings and recommendations by March 25th. The council usually issues a response to the proposed preliminary budget that includes various policy recommendations and expense and revenue proposals. In addition, a summary of all the budget hearings held by each of the council's committees is prepared. This summary outlines the issues raised as well as the recommendations and requests made by each committee.

The Executive Budget

The Charter requires that by April 26th of each year the mayor must submit to the council a proposed executive budget, along with supporting schedules that detail all the proposals in the executive budget. The Mayor also submits a budget message that includes an explanation of the major programs, projects and objectives of the budget. In addition, the message includes the general fiscal and economic conditions of the city; the tax and fiscal base of the city; and explanations of the various components of

the executive budget. It is then up to the council to conduct public hearings in the same manner in which it does for the preliminary budget. After these hearings have taken place, negotiations begin between the mayor's Office of Management and Budget and the City Council's Finance Division for a negotiated balanced budget. The council may increase, decrease, add or omit any unit appropriation for personnel other than personnel services and omit or change any terms or conditions related to any appropriation. The council then votes on the budget and any proposed recommendations of the Borough Presidents by June 5th. No later than five days after the council votes on the budget, the mayor may veto any increases or additions the council has made to the budget and any terms or conditions proposed by the council. If the council decides to make decreases to the budget, the mayor cannot take any action upon such decreases. The council may override a mayoral veto by a two-thirds vote of all the council members.

In practice, the council speaker and mayor work closely together to reach agreement on a negotiated budget before the start of the fiscal year to avoid a possible veto by the mayor to the council's version of the budget.

Land Use

Under the 1990 Charter revision, the council acquired the power to review land use issues and approve zoning changes, housing and urban renewal plans, community development plans and the disposition of city-owned property. This power gives the council the most significant voice in the growth and development of the city. The position of Chair of the Land Use Committee is one of the council's most prestigious chairmanships, along with that of the Finance Committee. Both chairs are awarded an \$18,000 per year stipend.

Oversight

The council holds regular oversight hearings on city agencies to determine how agency programs are working and whether budgeted funds are being well spent. These oversight hearings act as an important means by which to monitor the activities and functions of city agencies.

Legislation

As the legislative body of the city, the council makes and passes the laws governing the city. Legislation pending in the council is called an Introduction (often abbreviated to "Intro" or "Int") and is assigned a number. When the mayor signs an Introduction, it becomes a Local Law and is assigned a new number. Local Laws may also be enacted over the objection of the Mayor through the veto override process. In this case, when the Mayor vetoes a proposed law, the council can enact the law with a two-thirds vote.

Resolutions

Resolutions are used by the council as a vehicle to express the sentiment of the body on important public policy issues. These issues may or may not fall under City jurisdiction. Resolutions can be used to adopt land use decisions; adopt the annual City budget for both expense spending and capital spending; and to discuss issues that are of concern such as Resolution 866 of 2003 calling on Congress to provide New York City with a "fair share" of Homeland Security funding.

Council Structure

Council Speaker

The City Council Speaker (Speaker) is the most powerful position on the City Council. The speaker is elected by the City Council from amongst its members and has wide responsibilities. The speaker has the authority to hire central council staff, appoint the chairs of committees and set the schedule and agenda of the council. The speaker also has control over a considerable portion of the council's discretionary funds and the speaker is currently the only member who can bring a bill up for a vote on the floor. The outgoing speaker of the City Council is A. Gifford Miller from Manhattan.

Majority Leader

The Majority Leader is a member of the City Council who is elected by the party conference that holds the majority in the council to serve as the chief council spokesman for his or her party. Currently, there are forty-seven Democratic council members led by Majority Leader Joel Rivera from the Bronx.

Minority Leader

The representative for the position of Minority Leader is elected from among the party with the next largest representation. The Minority Leader works closely with leaders in the majority party to ensure that provisions important to the interests of his/her party are included in legislation, which often occurs if it can be done without seeming to be seen as particularly harmful to the interests of the majority party. Currently, the three Republican council members who are led by Minority Leader James Oddo from Staten Island.

The Committee System

The council currently has forty-three standing committees, up from thirty-one before Speaker Miller took office, with seven subcommittees and three select committees.⁶ It is in committees that proposed legislation is initially reviewed and considered and the members of other government branches and the public are given a chance to comment at public hearings. Committee assignments are made by the Committee on Rules, Privileges and Elections and voted on by the entire council. Each council member sits on at least three standing, select or subcommittees. Standing committees meet at least once per month. The Speaker of the Council, the Majority Leader, and the Minority Leader are all ex officio members of every committee.

Committee Chairmanships

Committee Chairpersons are responsible for a variety of committee-related matters that include: officiating committee meetings and public hearings; and leading the address of all other matters put before the committee. Chairpersons are required to operate their respective committees based on the Rules of the Council and the Charter of the City of New York. Chairpersons and council leaders are currently selected by the speaker and are allowed to receive stipends⁷ for their committee work. Council rules dictate that "committee chairs are to be filled within ninety days of vacancy by report of the Committee on Rules, Privileges and Elections and adopted by the council."⁸

Bill Introduction and Passage

Proposed legislation is first drafted at the request of a council member by the council's legislative drafting services, subject to the approval of the speaker. Legislative drafting duties usually falls on the

⁶ See Appendix A.

⁷ See Appendix E

⁸ Rules of City Council of NY § 7.20

shoulders of committee counsel, who are also paid by the speaker. Once drafted a bill is then filed by a council member with the council speaker's office. If approved by the speaker, the bill is then introduced into the council during a Stated Meeting and referred to the appropriate committee. One or more public committee hearings may be scheduled and held on the proposed legislation. After public testimony and committee debate, the bill may be amended. The committee votes on the final version of the bill. If passed in committee, the bill is sent to the full council for further consideration and possibly a final vote. If passed by an affirmative vote of a majority of all council members (at least 26 members) the bill is then sent to the mayor. The mayor can then choose to sign or veto the bill. If the Mayor does sign the bill, it immediately becomes a local law and is entered into the city's Charter or Administrative Code. The time before a new law becomes effective will vary from law to law. If the Mayor vetoes the bill, he or she must return it to the City Clerk with his or her objections to the council by the next scheduled Stated Meeting. The council then has thirty days to override the Mayoral veto. If the council does re-pass the bill by a vote of two-thirds of all council members (at least 34 members), it is then considered adopted and becomes a local law. If the Mayor does not sign or veto the bill within 30 days after receiving it from the council, it is considered approved automatically.

Hearings and Meetings

Standing committees usually meet at least once a month. One or more public committee hearings may be noticed and held on proposed legislation. Most council hearings are held in the Council Chambers or the adjoining Committee Room in City Hall. Meetings of the entire council, referred to as Stated Meetings, are held twice a month at City Hall. These meetings are open to the public. A weekly schedule of council hearings is available in the council's Office of Communications in City Hall. Monthly schedules are published on the last week of the previous month. In addition, an online calendar of hearings and meetings is available on the council's website. Automated weekly meeting schedule notifications are also available to the public via the council website.

3

THE COUNCIL SPEAKS

When a new City Council was seated in 2002 and Gifford Miller was elected as the first new speaker in the era of term limits, a climate of reform took hold that continues today. With another City Council and speaker about to take the reins of power in 2006, the reform movement has a new opportunity to further improve the operations of the City Council.

As has been the practice in every election since 1910, Citizens Union met with candidates running for office in 2005 and solicited their opinions on a range of issues of concern to New Yorkers. At the top of this list was issues related to increasing transparency and accountability in city government and creating a more vibrant and effective City Council. Candidates for City Council were asked not only to be present for face-to-face interviews, but also to share their opinions with the organization by submitting responses posed to them through written candidate questionnaires.

In 2005, Citizens Union received questionnaire responses from seventy-four candidates vying for City Council throughout the five boroughs.⁹ Twenty-seven of these candidates will serve on the 2006 City Council (twenty of these respondents were incumbents and seven won a seat in this year's election).

The 2005 candidate questionnaire asked candidates questions about their positions on the independence and strength of council committees, the role of the council in the budget process and the practice of awarding stipends to chairs of committees and council leaders, among other topics.

The responses to questionnaires from these twenty-seven council members showed broad support for many of the reform measures discussed in this report. Responses contained in this section are drawn directly from candidate questionnaires returned by the 2006 City Council class. Compiled results and select quotes are found below, as well as a table showing the simple “yes” or “no” answers provided by each of the candidates. Based on the broad array of support shown in the responses to the Citizens Union questionnaire, a realistic opportunity exists in early 2006 to bring greater reform to the rules and operations of the City Council.

“The strength of the City Council is the diverse experiences and ideas which its 51 members bring. In order to take greater advantage of these skills and to allow members to better represent their constituents, I think it is important that Committees have a greater role in the budget process. In addition to holding hearings on both the Mayor's Preliminary Budget as well as Mayor's Executive Budget proposals I think that Committees should vote on funding priorities for the agencies under their jurisdiction.”

-Councilmember Christine Quinn

⁹ To view responses visit: <http://www.citizensunion.org/vd.shtml>.

**CITIZENS UNION 2005 CANDIDATE QUESTIONNAIRE RESPONSES
FROM COUNCIL MEMBERS TAKING OFFICE IN 2006**

Questions:

Do you support allowing council committees to function more independently of the speaker than is presently the case?

- 25 Respondents Answered: Yes
- 0 Respondents Answered: No
- 2 Respondents Did Not Answer Yes or No

Should committee staff be hired by and report to committee chairs?

- 23 Respondents Answered: Yes
- 0 Respondents Answered: No
- 4 Respondents Did Not Answer Yes or No

Should committee hearings and votes be scheduled at the direction of the chairs?

- 24 Respondents Answered: Yes
- 1 Respondents Answered: No
- 2 Respondents Did Not Answer Yes or No

Should committees be able to issue subpoenas by a vote of their members?

- 24 Respondents Answered: Yes
- 0 Respondents Answered: No
- 3 Respondents Did Not Answer Yes or No

Do you support strengthening the rule and the practice of allowing council members to propose amendments to bills during consideration by the council at its regularly stated meetings?

- 23 Respondents Answered: Yes
- 4 Respondents Answered: No
- 0 Respondents Did Not Answer Yes or No

Do you support giving council committees a greater role in the budget process?

- 23 Respondents Answered: Yes
- 0 Respondents Answered: No
- 4 Respondents Did Not Answer Yes or No

“I believe that committee staff should be hired by committee chairs with the advice and consent of the Speaker. Committee chairs should have more power than they currently do to schedule votes on legislation, but those decisions must be made in consultation with the Speaker.”

*-Councilmember
Bill de Blasio*

~

“Committee members need more time with budget staff, more scheduling of oversight hearings, and more involvement in the budget process. Only then will the questions at hearings be more concise and transparency for the public be more of a reality.

*-Councilmember
Gale Brewer*

~

“It is a critical part of the legislative process to be able to debate and amend legislation before final passage.

*-Councilmember-elect
Dan Garodnick*

Do you support eliminating stipends for committee chairs and leadership positions and raising the base pay to a higher level that is equal among all City Council Members?

13 Respondents Answered: Yes
13 Respondents Answered: No
1 Respondent Did Not Answer Yes or No

Do you favor removal of restrictions on discharge petitions (currently, nine City Council members are needed to request a vote to the floor)?

14 Respondents Answered: Yes
9 Respondents Answered: No
4 Respondents Did Not Answer Yes or No

Do you support requiring earlier public notification of City Council meetings?

26 Respondents Answered: Yes
1 Respondent Answered: No
0 Respondents Did Not Answer Yes or No

“Following the Congressional example, each substantive committee should review and vote on the budget for the agency it oversees.”

*- Councilmember
David Yassky*

~

“The amendment procedure is essential to allowing for true democratic flow and makes for good legislation. It allows both the majority and the minority a chance to voice concerns and come to agreements.”

*-Councilmember
Michael Nelson*

Table 1: Incumbent and Council Member-Elect Responses to Citizens Union 2005 Candidate Questionnaire

NAME/DISTRICT BOROUGH	More Independence from the Speaker	Committee Staff Hired by and Report to Chairs	Hearings & Votes Scheduled by Chairs	Committees Issue Subpoenas	Strengthening Amendment Ability	Council Committees Greater Role in Budget	Eliminating Stipends for Chairs/Raising Base Pay	Remove Restrictions on Discharge Petitions	Earlier Public Notification of Council Meetings
Rosie Mendez (District 2, Manhattan)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Christine Quinn (District 3, Manhattan)	Y	Y	Y	Y	N	Y	N	N	Y
Dan Garodnick (District 4, Manhattan)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Jessica Lappin (District 5, Manhattan)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Gale Brewer (District 6, Manhattan)	Y	Y	Y	Y	Y	Y	Y	N	Y
Robert Jackson (District 7, Manhattan)	Y	Y	Y	Y	N	n/a	N	n/a	Y
Melissa Mark-Viverito (District 8, Manhattan)	Y	Y	Y	Y	Y	Y	N	Y	Y
Inez Dickens (District 9, Manhattan)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Oliver Koppell (District 11, Bronx)	Y	Y	N	Y	Y	Y	N	N	N
James Vacca (District 13, Bronx)	Y	Y	Y	Y	Y	Y	N	N	Y
Helen Diane Foster (District 16, Bronx)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Tony Avella (District 19, Queens)	Y	Y	Y	Y	N	Y	n/a	Y	Y
David Weprin (District 23, Queens)	Y	Y	Y	Y	Y	Y	N	Y	Y
James Gennaro (District 24, Queens)	Y	Y	Y	Y	Y	Y	N	N	Y
Helen Sears (District 25, Queens)	Y	n/a	Y	Y	N	n/a	N	N	Y
Eric Gioia (District 26, Queens)	Y	Y	Y	n/a	Y	Y	Y	n/a	Y

Table 1: Incumbent and Council Member-Elect Responses to Citizens Union 2005 Candidate Questionnaire (continued)

NAME/DISTRICT/ BOROUGH	More Independence from the Speaker	Committee Staff Hired by and Report to Chairs	Hearings & Votes Scheduled by Chairs	Committees Issue Subpoenas	Strengthening Amendment Ability	Council Committees Greater Role in Budget	Eliminating Stipends for Chairs/Raising Base Pay	Remove Restrictions on Discharge Petitions	Earlier Public Notification of Council Meetings
James Sanders Jr. (District 31, Queens)	Y	Y	Y	Y	Y	Y	N	Y	Y
David Yassky (District 33, Brooklyn)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Diana Reyna (District 34, Brooklyn/Queens)	Y	Y	Y	Y	Y	Y	N	Y	Y
Letitia James (District 35, Brooklyn)	n/a	n/a	n/a	n/a	Y	Y	Y	n/a	Y
Sara Gonzalez (District 37, Brooklyn)	Y	n/a	Y	Y	Y	n/a	Y	Y	Y
Darlene Mealy (District 41, Brooklyn)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Vincent Gentile (District 43, Brooklyn)	Y	Y	Y	Y	Y	Y	Y	Y	Y
Kendall Stewart (District 45, Brooklyn)	Y	Y	Y	Y	Y	Y	N	N	Y
Michael Nelson (District 48, Brooklyn)	Y	Y	Y	Y	Y	Y	N	N	Y
James Oddo (District 50, Staten Island/Brooklyn)	n/a	n/a	n/a	n/a	Y	n/a	N	n/a	Y
Total Yes	25	23	24	24	23	23	13	14	26
Total No	0	0	1	0	4	0	13	9	1
Total n/a	2	4	2	3	0	4	1	4	0
Total	27	27	27	27	27	27	27	27	27

Y= Yes

N= No

n/a = candidate did not provide yes or no answer

Bold indicates incumbent (other respondents are newly elected council members)

4

A LOOK OUTSIDE OF NEW YORK CITY

New York City has made great strides over the past several years with regard to improvements in local government effectiveness and transparency. Many credit the voter approved term limits passed in 1993 with ushering in not only a new class of council members, but also an invigorated democracy and a new sense of empowerment among individual council members. It is no longer possible to spend your entire political career in the City Council. Consequently, council members now want more from the process and play a more integral role in determining the outcomes of the city council's work. The outgoing Speaker of the City Council, Gifford Miller, first elected to the post at the age of 32, sought to make the body less autocratic and enacted several reforms along those lines. Some of the ways in which he opened up the process include allowing committee chairs to hire some of their own staff members, making voting records accessible, and giving some members leeway to vote "no" on many items.¹⁰

To assess the operations of the New York City Council, it is beneficial to also look at the governance mechanisms employed by other cities to further develop an understanding of what tools exist to improve New York City's legislative process.¹¹

This review was conducted with the understanding that the nature, character and complexity of New York City pose certain obstacles to a thorough comparison of best practices in other locales. The cities that were selected as being most comparable to New York City for the purposes of this report were Los Angeles, CA and Chicago, IL. These cities were chosen based on size, city council structure and diversity of constituents.¹² Comparisons to these cities did reveal certain governmental procedures that appeared to be useful as benchmarks for the New York City Council. In this section, we also provide best practices from other cities around the country where appropriate. Some of the cited practices are related to reforms proposed for the New York City Council later in this document and some are added solely for the sake of further discussion.

¹⁰ Berkey-Gerard, Mark. "Measuring Miller's City Council." *Gotham Gazette* 28 Nov 2005. 17 Dec 2005 <<http://www.gothamgazette.com/article/issueoftheweek/20051128/200/1660>>.

¹¹ See Appendix F (for the complete survey of best practices).

¹² See Appendix G.

Los Angeles, California

The Los Angeles City Council is the legislative body of the city. The council meets three days each week and these meetings are open to the public.¹³ As of 2005, the City of Los Angeles had a total population of 3,845,541 and a budget of \$17.3 billion dollars.¹⁴

- The council consists of 15 members elected by district.
- The council enacts ordinances (local laws) subject to the approval or veto of the mayor. It orders elections, levies taxes, authorizes public improvements, approves contracts, and adopts traffic regulations.
- The council adopts or modifies the budget proposed by the Mayor and approves the necessary funds, equipment, and supplies for the budgetary departments.
- The council confirms or rejects mayoral appointments of chief administrative officers of City departments, members of the boards of commissioners and members of standing commissions and boards.

Best Practices

The Los Angeles City Council has taken great strides in its use of technology in furtherance of government transparency and Member budgetary involvement.

- The City Council is currently offering a new service on a trial basis called “Los Angeles City Council Video Connection.” The service consists of a two-way audio and video link between Los Angeles City Council Chambers and the Valley Municipal Building and offers the opportunity for constituents to communicate directly with the Los Angeles City Council on issues pending before the City Council without having to travel downtown.
- Los Angeles has a very clear and easy-to-navigate website that offers the public various means by which to access meetings and legislation.
- The City provides live web-casts; broadcast coverage via telephone; live television broadcast coverage; and an early notification system through which subscribers can be notified via email of upcoming meetings and also receive agendas.
- The Committee on Budget and Finance and the mayor’s office provide an online budget expenditure chart of community development programs listed by neighborhood.¹⁵
- Council member and staff salaries are regulated and published online.¹⁶
- The council can modify the budget by disapproving of any item in whole or in part, or by increasing or decreasing any item, or by adding new items, and return the budget as modified by the council to the Mayor. Any action taken by the council in that regard must be taken by a majority vote of its members.¹⁷

Chicago, Illinois

The Chicago City Council is the legislative body of the city. The council usually meets once every month to exercise general and specific powers delegated by state statute. These meetings are open to the public. As of 2005, the City of Chicago had a total population 2,862,244 and a budget of \$5 billion dollars.¹⁸

¹³ City of Los Angeles. <<http://www.lacity.org/council.htm>>.

¹⁴ "2004 - 2005 Budget Summary." *City Administrative Office*. The City of Los Angeles. (2005). <<http://www.lacity.org/cao/BudgetSummary2004-05.pdf>>.

¹⁵ See Appendix H.

¹⁶ See Appendix I (1) and C (2).

¹⁷ See Appendix F.

¹⁸ "2005 Budget - Budget Overview and Revenue Estimates." *Office of Budget and Management*. The City of Chicago (2005). <http://www.cityofchicago.org/webportal/COCWebPortal/COC_EDITORIAL/Summary2005Budget_1.pdf>.

- The City Council votes on all proposed loans, grants, bond issues, land acquisitions and sales, zoning changes, traffic control issues, mayoral appointees, and other financial appropriations.
- The City Council is comprised of fifty aldermen each of whom serves a four-year term as representative to one of the fifty wards that make up the City of Chicago.¹⁹
- Its nineteen standing committees work with individual departments on the execution of city activities, and review proposed ordinances, resolutions and orders before they are voted on by the full council.

Best Practices

The City of Chicago is notable for its aldermanic committee structure and its Legislative Reference Bureau.

- There are currently fifty aldermen with only nineteen standing committees.²⁰ This streamlined committee structure allows for a more efficient council structure.
- The city also has a Legislative Reference Bureau (LRB). The LRB is mandated by the Municipal Code to prepare, upon the request of any member of the city council, ordinances, resolutions and orders proposed to be introduced in the city council by said members, including amendments, substitutes and revisions of existing or proposed ordinances, resolutions and orders.

Best Practices in Other Cities

The following cities – though not comparable to New York City with regard to size, complexity and nature of constituents – offer notable council practices that deserve honorable mention.

Columbus, OH

1) Public Access to Council Meetings

- Local residents subscribing to basic cable television can watch the City Council Meetings live or rebroadcast on GTC-3TV in streaming video format.²¹

2) Multi- Lingual Website

- The City Council website is available in 11 languages

Detroit, MI

1) Ordinance Procedures

- Upon the introduction of any ordinance, the City Clerk shall distribute a copy to each council member and to the Mayor, shall file a reasonable number of copies in the office of the City Clerk and such other public places as the City Council may designate
- The City Clerk also publishes a summary of the proposed ordinance in a daily newspaper of general circulation in the City together with a notice setting out the time and place for a public hearing thereon and for its consideration by the City Council.²² The public hearing may not be held sooner than five days after the publication.²³

¹⁹ The City of Chicago. <<http://egov.cityofchicago.org>>.

²⁰ See Appendix J.

²¹ The City of Columbus. <<http://www.columbuscitycouncil.org/howdoi/meetings.htm>>.

²² Rules and Orders of Business of the City Council of Detroit § 4-115.

²³ Rules and Orders of Business of the City Council of Detroit § 4-115.

2) Council Meeting Videotapes

- Videotapes are available for pickup within five business days from the date of request. All Legislative meetings are copied in their entirety.²⁴

Phoenix, AZ

1) Public Access to City Council Members

- Citizens can speak on any item by completing a citizen comment card and submitting it to city staff prior to a formal meeting. At the conclusion of the council formal session, citizens may speak out on issues or problems that are not being addressed as part of the regular agenda.
- Although a quorum of the City Council is not required, several council members usually remain in the chambers to hear citizen issues.²⁵

2) Public Meeting Notices

- The city's official bulletin board for posting notices is viewable 24 hours a day, seven days a week.
- Website indexes include notices of meetings of the City of Phoenix City Council, council subcommittees, all city boards, commissions and committees in a simple table.
- This table is updated daily, Monday through Friday.²⁶

3) Televised Formats

- Meeting information is available through municipal television station PHX11. The award-winning municipal station airs on Cox and Qwest cable and can be viewed by all subscribers within Phoenix city limits.
- The public can order duplicates of programs with money order or check from the channel station.
- Daily program schedule is available online, with up to two months of past programming information also available.
- People can take an online viewers survey about quality satisfaction.²⁷

San Diego, CA

1) Online Access to City Council Proceedings

- The City of San Diego provides live and archived video streaming of the City Council proceedings, Planning Commission meetings, council committee meetings, and other City TV 24 programming.²⁸
- San Diego provides online survey of web streaming service.²⁹

2) Fixing of Salaries

- The Charter requires that the council introduce a salary ordinance fixing the salaries of all officers and employees of the city.³⁰

²⁴ The City of Detroit <<http://www.ci.detroit.mi.us/legislative/CityCouncil/Default.htm>>.

²⁴ The City of Detroit <<http://www.ci.detroit.mi.us/legislative/CityCouncil/Default.html>>.

²⁵ The City of Phoenix, AZ <<http://phoenix.gov/CITYGOV/meetgen.html>>.

²⁶ The City of Phoenix, AZ <<http://phoenix.gov/PUBMEETC/indxhtml.html>>.

²⁷ The City of Phoenix. <http://phoenix.gov/CITYGOV/PHX11/index.html#P-5_0>.

²⁸ The City of San Diego. <<http://www.sandiego.gov/citytv/webstreaming/index.shtml>>.

²⁹ The City of San Diego. <<http://www.sandiego.gov/citytv/webstreaming/castsurvey.shtml>>

³⁰ San Diego City Charter § 290 (a)

San Jose, CA

1) Salary Setting Commission

- The Council Salary Setting Commission shall recommend to the council the amount of monthly salary. The amount recommended for each member of the council shall be the same, except that the amount recommended for the mayor may exceed that of the other members of the council.³¹
- For each member of the council, except the Mayor, a sum, as established by the council Salary Setting Commission, shall be deducted from the salary of such member for each regular meeting of the council, other than regular adjourned meetings, which he or she fails to attend in each such calendar month; provided, however, that such deduction shall not be made for his or her failure to attend any meeting during which he or she is away on authorized City business, or from which he or she is absent because of his or her own illness or the illness or death of a close family member. No deduction shall be made from the Salary of the Mayor because of his or her failure to attend any council meeting.

2) Streaming Web Broadcasts - “Civic Center Television”

- The city website provides streaming broadcasts of council meetings, committees, and special events.³²

Seattle, WA

1) Council Members Ability to Hire Staff

- Each City Council member receives a budget of more than \$200,000 to hire up to three full-time staff members and pay for office expenses.³³

³¹ San Jose City Charter § 407 <³¹ San Jose City Charter § 407

³² The City of San Jose. <<http://www.sanjoseca.gov/civiccentertv/>>.

³³ The Seattle Times, *Seattle's Council Members Among Highest-paid in U.S.* (2005).
< http://seattletimes.nwsourc.com/html/localnews/2002630896_councilpay18m.html >.

5

PRINCIPLES OF REFORM

In a vibrant city like New York one would expect a vigorous and robust democracy with active citizen participation and lively and contentious discussions of legislation on the council floor. While there is often discussion and vocal dissent, legislation that makes it to the floor never fails to pass and citizens are often left wondering exactly what it is that a City Council member does outside of providing constituent services.

The outcome of legislation to be voted upon by the New York City Council is never in doubt as it reaches the floor and the debate that does ensue never changes the ultimate outcome. Over the past four years, no piece of legislation has been defeated on the floor of the council. In fact, of the two hundred six bills passed by the City Council since 2001, only five pieces of legislation have passed without a veto-proof margin.³⁴ The very simple reason for this is that no bill that has not been vetted behind closed doors and approved by the speaker will make it that far in the process. All bills that get to the floor arrive in a manner that only can be described as *fait-accompli*.

While the New York City Council operates more effectively than the Albany State Legislature, which has come under increased scrutiny for its purported legislative “dysfunction,”³⁵ the legislative process at the City Council is not as publicly deliberative or as transparently democratic as one would expect of a democratically elected body in one of the nation’s oldest and diverse cities.

Likewise, the level of transparency and public involvement have been lacking in City Council operations. While the council’s website was revamped in 2005 and more documents are required to be posted online³⁶, hearing transcripts and public testimony are all but impossible to track down and meetings and

³⁴ Conversation with the Legislative Documents Office of the City Council, December 2005.

³⁵ Creelan, J.C. and Moulton, L.M. “*The New York State Legislative Process: An Evaluation and Blueprint for Reform*,” Brennan Center for Justice at NYU School of Law. 2004.

³⁶ The New York City Council passed Local Law 11 in 2003 requiring official publications of city agencies to be posted online within ten days of issuance. Councilmember Gale Brewer was the prime sponsor

votes on legislation often happen with an expedience that is worrisome to council members and the public alike.

But just as the inauguration of the current speaker ushered in changes, council members and speaker candidates are signaling support for a host of reforms that will help to create a more responsive, transparent and accountable City Council and allow it to better address constituent needs and be a stronger force for effective city governance.

Citizens Union (CU) has identified five Principles of Reform within the City Council along those lines. In evaluating the operations of the council with these principles in mind, and through informal discussions with past, current and incoming council members, other civic organizations, and a survey of practices around the country, several distinct goals emerged. These principles and goals are explained in the following pages. CU has even gone one step further and enumerated specific reform measures to realize these goals. It is recognized that not all of these measures will offer perfect fits for the New York City Council. However, we present them as a menu of options which we hope will receive attention and consideration as the new council prepares for the 2006 legislative session.

Principle #1

Greater Transparency in City Council Proceedings, Deliberations and Expenditures

Goal #1: Improve Public Notice and Agenda/Information Distribution Prior to Council Meetings

Background: Public hearings are a crucial means by which to guarantee citizen involvement in local government. The City Council presently maintains an online hearing calendar, utilizes a public email notification system, and makes its hearing schedules available via hotline. Despite this level of availability, critics report that hearing schedules are completed on short notice and are too often changed at the last minute at the request of council members. While the council calendar is currently made available to the public as ‘practicable’ online - the website does not include meeting agendas or up-to-date changes to hearing schedules, nor is the council required to distribute agendas to the public. Due to these shortcomings, the public is often left without proper opportunity to comment on issues being discussed before the council.

Likewise, council members are often not properly briefed on issues being discussed at committee hearings or voted upon on the floor due to a lack of adequate advance notice, discussion and/or failure to receive council mailings.^{37 38}

Current Council Rules

- The New York City Charter states that notice of a public hearing shall be published in the City Record for at least five days immediately preceding the commencement of such a hearing.³⁹

³⁷ "NYC Government Agencies." [NYC Citizen's Guide to Government and the Urban Environment](http://www.nylcv.org/guide/cityresources/citycouncil.html). NY League of Conservation Voters. 19 Dec. 2005 <<http://www.nylcv.org/guide/cityresources/citycouncil.html>>.

³⁸ Berkey-Gerard, Mark. "City Council Stated Meeting" [Gotham Gazette](http://www.gothamgazette.com/article/searchlight/20051130/203/1667) 30 Nov 2005. 19 Dec 2005 <<http://www.gothamgazette.com/article/searchlight/20051130/203/1667>>

³⁹ NY City Charter § 28 (g)

- The City Charter also makes a provision for the public to attend all sessions or meetings of the council, whenever items on the calendar are to be considered and acted upon in a preliminary or final manner.⁴⁰
- Council rules require committees to provide the public with reasonably advanced public notice of committee meetings. Notice is to be given to the news media and be posted in a public location at City Hall.⁴¹
- Council rules also mandate that the Legislative Document Unit must prepare and print a Calendar. This Calendar is to be ready for the first stated meeting of each month and include a cumulative list of all proposed local laws, resolutions and other matters submitted for consideration to the council and referred to a committee. This calendar is to be made available to the public as ‘practicable.’⁴²
- Council rules require the speaker to compile an agenda for each stated, charter and special meeting of the council and provide each Member with a copy thereof.⁴³

<i>Potential Reforms</i>	
	▪ Require an earlier public notification of City Council meetings and hearings; with an agenda to be prepared by the speaker and available to the public within a specified time frame and posted on the council’s website.
	▪ Require meeting and hearing notification to be sent out to all council members by email, fax and letter.
	▪ Create technology tools to allow individual council members to create email lists and contact their constituents more easily.
	▪ Investigate alternative communication methods by which to deliver timely notification (e.g. automatic email notification of meetings/agenda changes).
	▪ Prepare memos and hold conferences before scheduled meetings (e.g. every Tuesday when there is no stated meeting).

Goal #2: Improve Televised Presentation of Council Meetings and Public Access to Information

Background: City Council Rules and the City Charter require that the council and its committees make public meetings and hearings available for cable-casting and broadcasting. The City Charter also mandates responsibility for most all information sharing activities, including agency compliance, assistance, and educational outreach about council activities, is given to the Commission for Public Information and Communication (CoPIC).

Currently, the council meetings and hearings are aired on NYC TV Channel 74 and City Council hearings are also available online via live web-cast⁴⁴ and via hotline.

Unfortunately, City Council proceedings are currently aired weeks and sometimes months after they occur⁴⁵. In addition, council broadcasts are not terribly clear, camera angles are often skewed and titles

⁴⁰ NY City Charter § 1060 (a)

⁴¹ Rules of City Council of NY § 7.50 (d)

⁴² Rules of City Council of NY § 5.20

⁴³ Rules of City Council of NY § 2.10

⁴⁴ New York City Council. < <http://www.nycouncil.info/rightnow/webcasting.cfm>>.

⁴⁵ Conversation with council staff, office of Councilmember Gale Brewer. December 12, 2005.

of speakers and participants are not posted. While the council website has a link to live webcasts of hearings, the archive of previous webcasts is often months behind schedule.

Currently, transcripts of hearings are not available to the public online and neither is witness testimony. In contrast, the New York City Campaign Finance Board now admirably posts witness testimony, opening statements from the Board and relevant factual information online within 24 hours of the hearing.⁴⁶

In Los Angeles, the City Council is currently offering a new service on a trial basis called “Los Angeles City Council Video Connection.” This service consists of a two-way audio and video link between Los Angeles City Council Chambers and the Valley Municipal Building and offers the opportunity to communicate directly with the Los Angeles City Council on issues pending before the body without having to travel downtown, instead allowing constituents to teleconference from Valley Municipal Building. Los Angeles has a very clear and easy-to-navigate website that offers the public various means by which to access meetings and legislation and transcripts. In addition, the Los Angeles City Council not only provides live web-casts it also has broadcast coverage via telephone in addition to a live television broadcast.

Current Council Rules

- City Council rules and the City Charter require that the council and its committees make their public meetings and hearings available for cable casting and broadcasting.⁴⁷
- With regard to transcript availability, City Council rules mandate that the office of the speaker shall keep accurate records of council committee meetings, including the members present, committee reports, a description of each matter considered, the memorandum of support and fiscal impact statement accompanying each proposal local law or resolution, the names of witnesses appearing before the committee and copies of their written testimony, when submitted. These materials are to be open to public inspection; free of charge with copying at reasonable fees at such times as is practicable. Also, a complete transcript of each committee meeting shall be available for public inspection at the Office of the City Clerk, Clerk of the City Council, free of charge within sixty days of such meeting. Copies of transcripts requested shall be provided to the public by the Clerk of the City Council at a reasonable fee to cover the cost of copying and, if necessary, mailing.⁴⁸
- The Charter also mandates that a Commission for Public Information and Communication shall “undertake, by itself, or in cooperation with other entities, activities to educate the public about the availability and potential usefulness of city produced or maintained information and assist the public in obtaining access to such information; review all city information policies, including but not limited to, policies regarding public access to city produced or maintained information, particularly, computerized information; the quality, structure, and costs to the public of such information; agency compliance with the various notice, comment, and hearing provisions of the charter and other laws applicable to city agencies; and the usefulness and availability of city documents, reports, and publications; assist city agencies in facilitating public access to their meetings, transcripts, records, and other information, and monitor agency compliance with the provisions of the charter, and other laws which require such public access.”⁴⁹

⁴⁶ New York Campaign Finance Board. <http://www.nycfb.info/about/testimony/testimony_post-election.htm>.

⁴⁷ Rules of City Council of NY § 10.30, NY City Charter § 1063 (b)

⁴⁸ Rules of City Council of NY § 5.10

⁴⁹ NY City Charter § 1061 (1), (2) (i) (ii) (iii) (iv), (3)

<i>Potential Reforms</i>
<ul style="list-style-type: none"> ▪ Make council transcripts of hearings, witness testimony and briefing papers available online in a timely manner. Witness testimony submitted on paper should be posted within 3 business days.
<ul style="list-style-type: none"> ▪ Enlist the support of the Commission for Public Information and Communication to arrange for airing high quality live coverage and re-broadcast televised proceedings; include televised summaries of hearings and meetings in the broadcast.
<ul style="list-style-type: none"> ▪ Keep webcast archives of council meetings and hearings up to date.

Goal #3: Improve Member Item and Budget Transparency

Background: The Charter requires that budget documents be made available to the public. While the Office of Management and Budget posts the preliminary and adopted budgets on their website,⁵⁰ the council’s main budget allocations, via the discretionary budget, are not readily accessible or clearly identified. Local initiative expenditures/member items are not available (to the public or the council) by district or even by borough.

Los Angeles City Council’s Committee on Budget and Finance and the mayor’s office provide an online budget expenditure chart of community development programs listed by neighborhood in an online format that is easily accessible to the public.⁵¹

Current Council Rules

- The Charter provides for all budgetary documents “required by chapters ten, six, and nine of the Charter” to be made available to the public. “The official or agency responsible for preparing each such document shall file a copy in the municipal reference and research center, in the principal branch library of each borough and, for the various geographic based budget documents, in the relevant branch library. Copies of each such required budget document shall also be made available for reasonable public inspection in the office of the official or agency responsible for preparing it.”⁵²

<i>Potential Reforms</i>
<ul style="list-style-type: none"> ▪ Publish a listing of all projects and organizations receiving funding and report this listing by district on the council website.

⁵⁰ New York City Office of Management and Budget. <<http://www.nyc.gov/html/omb/html/budpubs.html>>.

⁵¹ See Appendix H.

⁵² NY City Charter § 1065

Principle #2 **Stronger Council Committees**

Goal #4: Improve Structure of Council Committees

Background: Currently, there are fifty-one City Council members with forty-three Standing Council Committees., seven subcommittees and three select committees. More than eighty percent of council members are chairs of standing committees. Council rules call for 28 standing committees. By way of comparison Chicago, IL, has fifty aldermen with only nineteen standing committees⁵³ and the U.S. House of Representatives has twenty standing committees for four hundred and thirty-five members.

Council members in New York City serve on multiple committees with several members serving on up to eight committees. The proliferation of committees can be distracting and prevent committees from developing the expertise they require. Too many committee appointments can be burdensome on council members, leaving them with inadequate time and resources to focus on a couple of key assignments.

A more streamlined approach would benefit the council by giving more authority to the most talented members, for whom a chairmanship would be a distinct honor, and allowing council members to focus more upon the work of the limited number of committees they do sit on. While there is no guarantee that the most talented members would receive chairmanships even in this system as these positions are often awarded based on political considerations and not relevant qualifications, it is worthwhile to examine the effectiveness and the necessity of the recently expanded committee structure.

A proposal by incoming council member Daniel Garodnick would collapse the committee structure into eighteen standing committees: Civil Service and Labor; Consumer Affairs; Economic Development (incorporating Small Business); Education (incorporating Higher Education); Environmental Protection (incorporating Waterfronts; and Parks and Recreation); Sanitation and Solid Waste Management; Finance (incorporating Contracts); General Welfare (incorporating Women’s Issues, Youth Services and Veterans); Governmental Operations(incorporating Services and Technology in Government; Libraries and International Intergroup Relations; State and Federal Legislation); Health (incorporating Mental Health, Mental Retardation, Alcoholism, Drug Abuse; Disability and Aging) Housing and Buildings; Immigration; Land Use; Public Safety (incorporate Fire and Criminal Justice Services); Rules, Privileges and Elections; Oversight and Investigations, Standards and Ethics; and Transportation.⁵⁴

Current Council Rules

- Council rules provide for a Committee on Rules, Privileges and Elections plus 27 other standing committees.⁵⁵

<i>Potential Reforms</i>
<ul style="list-style-type: none">▪ Reduce the number of council committees and redistribute their roles and responsibilities for greater effectiveness and efficiency.

⁵³ See Appendix J.

⁵⁴ Garodnick, Dan. “[City Council Reform](#).” (2005).

⁵⁵ Rules of City Council of NY § 7.00

Goal #5: Empower Committees to Have Greater Involvement in Staffing Decisions

Background: Currently, committee staff reports through various division heads to the Deputy Chiefs of Staff and the Chief of Staff, and ultimately, the speaker. While committee chairs are technically permitted under rules to hire and fire their own legal counsel, the speaker individually sets the salaries for committee counsels and makes many of the counsel hiring decisions, rendering counsel ultimately accountable to the speaker, not the committee chair. All other committee staff is hired by the speaker of the council and is considered part of central staff.

Without a standing set of guidelines to guide salary allocations, salaries for committee counsel and size of committee staff, work conditions vary from committee to committee and are at the discretion of the speaker. It is understandable that variances would exist between committees such as finance and parks and recreation. That said, the current structure leads to less autonomous committees, undermines the authority of committee chairs to supervise and control the staff that works for the committee and creates tension and conflicts of interest for committee counsel and staff.

Current Council Rules

- Council rules provide for at least one full time staff person per standing committee.⁵⁶
- Council rules mandate that the senior staff person assigned to each committee shall be designated by the chairperson of such committee.⁵⁷

Potential Reforms
<ul style="list-style-type: none">▪ Allow all committee chairs to make their own hiring and firing decisions while establishing a workable ‘checks and balances’ structure with the speaker; thereby ensuring that qualified staff are being hired and committee chairs have greater responsibility and autonomy.
<ul style="list-style-type: none">▪ Establish a pay scale and structure, and post publicly, for all committee and central staff and counsels.

Goal #6: Allow Committee Chairs to Schedule Committee Meetings and Votes and Set Committee Agendas

Background: The Speaker of the Council currently schedules committee hearings and votes and sets committee agendas. The inability of a committee and its chair to set their agenda, and schedule hearings and votes on the bills in committee calls into question the ability of a committee to tackle key issues and move legislation at its own pace, not to mention the general role of committees in the legislative process. While the speaker is mandated to prepare an agenda for stated, charter and special meetings, council rules do not specify who the creator of committee agendas must be. Giving committees more independence might result in a more active council, and allow issues to be debated and developed without requiring approval from the speaker.

Current Council Rules

- Council rules mandate that written agendas for committee meetings shall be prepared and distributed, as complete as practicable, to all members of the committee at least five days prior to the call of a meeting.⁵⁸

⁵⁶ Rules of City Council of NY § 7.40

⁵⁷ Rules of City Council of NY § 7.40

⁵⁸ Rules of City Council of NY § 2.107.50 (e)

Potential Reform

- Allow committees to schedule committee hearings and votes and set their own agendas and calendars.

Goal #7: Streamline Joint Committee Referrals

Background: Council rules presently provide for the practice of jointly referring bills to more than one committee. In the case of a joint referral, both committees must vote separately on a matter; an affirmative vote from both committees is required for a matter to move to the full council.⁵⁹

While the process of referring legislation to joint committees for review is not widely practiced, such a provision invites a situation in which one committee may hold legislation from reaching the full council for a vote when it has been voted out of committee by another.

Current Council Rules

- Council rules mandate that when a matter is jointly referred, each committee shall vote separately on the matter and an affirmative vote of both committees shall be required in order to repost such a matter to the full council.⁶⁰
- Council rules also mandate that at any time prior to a first meeting of such a committee to consider such proposed local law or resolution, such reference may be changed by the speaker.⁶¹
- The prime sponsor of the legislation also may, at any time prior to the first meeting of such a committee to consider such proposed local law or resolution, petition the speaker to change the committee to which the matter has been referred.⁶²

Potential Reform

- Allow one committee to vote legislation to the floor that has been referred to joint committees.

Goal # 8: Encourage Committee Power of Subpoena

Background: Committees have reported frustration with the process of encouraging agency and/or mayoral representatives to attend council hearings. It has been reported that agency commissioners have simply not shown up for committee meetings or have sent representatives to answer that they did not have the information sought by members. The Charter gives council committees the authority to issue subpoenas. Despite this provision, committee chairs have reported that they have requested speaker approval in issuing subpoenas. They also report that their requests have often been turned down.⁶³

⁵⁹ Rules of City Council of NY § 6.30

⁶⁰ Rules of City Council of NY § 6.30

⁶¹ Rules of City Council of NY § 6.30

⁶² Rules of City Council of NY § 6.30

⁶³ Freed, Kathryn. "Contracting Advice For The New Administration." Gotham Gazette 02 Jan 2006. 02 Jan 2006 <<http://www.gothamgazette.com/iotw/citycontracts/doc1.shtml>>

Current Council Rules

- Any standing or special committee shall have power to require the attendance and examine and take testimony under oath of such persons as it may deem necessary and to require the production of books, accounts, papers and other evidence relative to the inquiry. Copies of all reports or studies received by the council pursuant to section eleven hundred thirty-four and subdivision c of section ninety-three shall be assigned to the appropriate standing committees for review and action, as necessary.⁶⁴

<i>Potential Reform</i>
<ul style="list-style-type: none">▪ Allow committees to exercise their power of subpoena, independent of the speaker’s office.

Principle #3

Greater Responsibility for Individual Council Members

Goal #9: Eliminate Barriers to Bill Introductions, Hearings and Votes

Council members must currently submit a bill proposal to the speaker’s office for approval prior to council introduction. The bill is then introduced into the council during a stated meeting and referred to a committee for consideration. By allowing the speaker to tacitly approve legislative proposals before they are even written as an Introduction, a member’s ability to propose legislation to the council becomes subject to the will of the speaker. While the role of speaker is necessary to control the flow of legislation through the body, resting near total control over drafting the introductions and moving the bill through the legislature can dead end bills worthy of at least some public review and discussion and be used as a tool to prevent council members from proposing legislation that the speaker does not approve.

While council rules provide that legislative drafting services are readily available to all council members, in practice, council members have submitted requests for drafting services that have gone unanswered - in some cases for years.⁶⁵ In New York City, the bill drafting usually falls on the shoulders of committee counsel who are accountable to the speaker. Conflicts of interest arise as the counsel is often overworked, may not have the time to draft the legislation, and cannot proceed without the permission of the speaker. As legislation cannot be considered without being drafted, the process becomes bogged down and legislative proposals do not even make it to committee for a hearing and discussion.

The City of Chicago offers its Aldermen a Legislative Reference Bureau (LRB). The LRB is mandated by the Municipal Code to prepare ordinances, resolutions and orders upon the request of any member of the City Council. In addition, the LRB offers aldermen assistance in drafting amendments, substitutes and revisions of existing or proposed ordinances, resolutions and orders.

⁶⁴ NY City Charter § 27 (b)

⁶⁵ Garodnick, Dan. “City Council Reform.” (2005).

Current Council Rules

- Every proposed law or resolution introduced shall, upon its introduction, be referred by the speaker to a committee to consider and report thereon.⁶⁶
- Once a proposal has been referred to committee, it shall not be acted upon by the council until the committee has reported thereon or has been discharged.⁶⁷
- A committee may recommend to the full council the passage, adoption, approval or filing of any proposed law or resolution or any other matter referred to it for consideration.⁶⁸
- A committee may be discharged from further consideration of any matter referred to such committee, by a majority vote of the council. The first sponsor of a proposed local law or resolution shall give written notice at least seven business days in advance, to the committee chairperson and the speaker of the intention to so move at the next council meeting. Such notice shall be accompanied by a memorandum in support of the motion to discharge, which shall be signed by at least nine members, including the first sponsor.⁶⁹
- Council rules state that Legislative Drafting Services are to be provided by the council’s central staff to all members on an equitable and confidential basis. Central staff, to the extent practicable, shall respond to requests for legislation in the order in which they were received.⁷⁰

<i>Potential Reforms</i>
<ul style="list-style-type: none">▪ Reduce the number of signatures needed to move a bill out of committee through the petition to discharge provision and onto the floor. This will allow members some level of control over what legislation is allowed to reach the floor for consideration without the support of the speaker.
<ul style="list-style-type: none">▪ Create an independent and professional legislative drafting service that offers anonymous legislative drafting services to all City Council members and requires introductions by prepared within a specified and reasonable period.

Goal #10: Allow Council Members to Offer Legislative Amendments to Bills on the Floor

Background: Currently, legislation is presented to the full council only for an up or down vote. Council culture requires that all legislative amendments be first submitted to the speaker’s office for approval. While the process exists to offer amendments for bills to be voted upon on the floor, the practice is heavily discouraged by council leadership and not utilized by members. The council culture that discourages this practice limits valuable discussion that can lead to better legislative outcomes and compromises the autonomy of individual council members and their ability to legislate. Permitting members to offer amendments on the key issues in a bill might promote more substantive council debate.

Current Council Rules

- Council rules allow for a motion to amend an amendment modifying the intention of a motion to be made.⁷¹

⁶⁶ Rules of City Council of NY § 6.30

⁶⁷ Rules of City Council of NY § 7.130

⁶⁸ Rules of City Council of NY § 7.90

⁶⁹ Rules of City Council of NY § 7.130

⁷⁰ Rules of City Council of NY § 6.60

⁷¹ Rules of City Council of NY § 9.110

- Before any motion to amend a proposed law or resolution is debated, council rules require the amendment to be reduced to writing and “delivered to the Legislative Document Division and read.” All motions to amend the expense or capital budgets must be in writing.⁷²
- Council rules provide that a motion to amend will be entertained as a part of the meeting procedure.⁷³

<i>Potential Reform</i>

- | |
|---|
| <ul style="list-style-type: none"> ▪ Create an atmosphere that will encourage members to offer amendments to bills that are under consideration on the floor of the council. |
|---|

Principle #4

A Clearer Accounting of the Distribution of Funds Across Council Districts and Committees

Goal #11: Establish a More Equitable Distribution of Funds Based on Needs and not Political Considerations

Background: Member item funds, funds received from borough delegations and funds received from the speaker’s office are not determined by any known needs based formula, nor is the reporting of these funds publicly available. Often financial rewards for a member’s district are used to ensure cooperation on votes and other items in front of the council. Establishing a more equitable and publicly transparent distribution of these funds would ensure that a district’s constituents are not penalized for the actions of a council member.

Current Council Rules

- Council rules mandate that the amounts allocated in the council budget for the operation of individual members’ offices shall be the same for each member.⁷⁴
- Council rules require that the speaker provide to each member an annual report detailing the names of all individuals receiving compensation for work performed for the council, its members or any of its committees, the amount of such compensation, and a title and job description (including identification of the function or division of the council to which the individual is assigned). Each report shall also set forth the amount of allowance in lieu of expenses received by each committee chairperson.⁷⁵
- The speaker is also mandated to publish quarterly accountings of the council’s actual and planned expenditures, sufficiently detailed to indicate the positions and purposes which have been funded as well as activities and categories of materials and supplies purchased. Such accountings shall be accompanied by a summary description specifying, at minimum, the amounts devoted to the following functions and divisions of the council: the finance division; the land use division; the legal division; the council press office; each committee; the Sergeant at Arms and other security functions; and the speaker’s staff, including all amounts paid to all consultants as well as the functions of such consultants.⁷⁶

⁷² Rules of City Council of NY § 9.40

⁷³ Rules of City Council of NY § 9.20(8)

⁷⁴ Rules of City Council of NY § 2.60

⁷⁵ Rules of City Council of NY § 2.40

⁷⁶ Rules of City Council of NY § 2.40

Potential Reforms

- Ensure a more equitable distribution of funding to each council district (funds received from borough delegations, the speaker's office and budgetary allocations), based more on needs and less on political considerations.

Goal #12: Develop a Reasonable Stipend Award System for Council Leadership

Background: Currently, stipends (or lulus, as they are more commonly known inside the council) are awarded to chairs and other council leadership positions by the speaker. The level of award is not based on a publicly accessible formula.⁷⁷ Critics argue that these stipends are used as tools to discourage council members from challenging the leadership and keeping agendas and votes strongly aligned with the wishes of the speaker. In order to foster greater independence of members and a healthier and more deliberative legislative process, the stipend award system should be reformed.

Current Council Rules

- The Charter provides a salary of ninety thousand dollars a year for each council member. In addition, any member, while serving as a committee chairperson or other officer of the council may also be paid, in addition to such salary, an allowance fixed by resolution, after a hearing, for the particular and additional services pertaining to the additional duties of such position.⁷⁸
- The Charter also provides “if prior to the enactment of a local law increasing the compensation of council members, the council establishes a commission to study and make recommendations for changes in the compensation levels of council members, or if it otherwise causes an analysis of such compensation levels to be made to assist it in its consideration of a local law, such study or analysis may include an analysis of the benefits, detriments, costs and impacts of placing restrictions on earned income derived by council members from sources other than their council salary.”⁷⁹
- The City Charter also provides for a referendum to be called to consider the issue of a reduction of “the salary or compensation of a city officer or employee or increases the hours of employment or changes the working conditions of such officer or employee if such salary, compensation, hours or conditions have been fixed by a state statute and approved by the vote of the qualified electors of the city; and no provision effecting such reductions, increases or changes contained in any local law or proposed new charter shall become effective unless the definite question with respect to such reductions, increases or changes shall be separately submitted and approved by the affirmative qualified electors voting thereon.”⁸⁰
- Council rules state that “The amounts allocated in the council budget for the operation of individual member’s offices shall be the same for each member. The speaker may not reduce such amount for any member unless all members are subject to the same reduction. The speaker may not supplement the amount available to any member through direct or indirect payment, provided that the speaker may, with notice to all members, supplement the amount available to an individual council member in cases of special need. It is the intent of the body that the total amount allocated for the operation of individual staff members offices shall be reasonable in proportion to the amount allocated for central staff.”⁸¹

⁷⁷ See Appendix E

⁷⁸ NY City Charter § 26 (c)

⁷⁹ NY City Charter § 26 (b)

⁸⁰ NY City Charter § 38 (9)

⁸¹ Rules of City Council of NY § 2.60

<i>Potential Reforms</i>
<ul style="list-style-type: none">▪ Raise the base pay for all council members or increase the overall operating budget for council members and committees and eliminate committee stipends.
<ul style="list-style-type: none">▪ Limit and standardize stipends for committee chairs and council leadership positions.

Principle #5

A More Active Role for City Council Members in the Budget Process

Goal #13: Expand the Role of Council Members and Committees in the Budget Process

Background: The participatory role of City Council members in developing budget priorities is currently limited to the negotiation and allocation of discretionary funds — a very small portion of the city’s \$50 billion budget. While council committees perform budgetary oversight and review of the capital budget, their impact on the appropriation of these funds is minimal. Budget negotiations with the mayor’s office on capital allocations are done primarily through the speaker’s office and are not an open and transparent process. A process that allows more investment by council members and committees in the budget process would allow the council to more effectively challenge and review allocation decisions made by the mayor’s office.

Current Council Rules

- The City Charter requires the council, through its committees to “hold hearings on the program objectives and fiscal implications of the preliminary budget, the statements of budget priorities of the community boards and borough boards, the draft ten-year capital strategy and the report of the city planning commission on such strategy, the borough presidents recommendations submitted pursuant to section two hundred forty-five to the extent that such recommendations are available at the time of these hearings, and the status of capital projects and expense appropriations previously authorized. The public and representatives of community boards and borough boards may attend and be heard in regard to all such matters.”⁸²
- Council rules mandate that the speaker “provide to members copies of the proposed budget of the council for the following year as soon as practicable.”⁸³
- In addition, council rules allow members to submit amendments for expense and capital budgets in writing.⁸⁴

<i>Potential Reforms</i>
<ul style="list-style-type: none">▪ Allow committees and members to have greater review powers over capital budget allocations under that member’s/committee’s jurisdiction and afford the committees the opportunity to revise that portion of the budget and vote on it.
<ul style="list-style-type: none">▪ Create a capital budget committee or subcommittee through which members can openly and formally discuss allocations in the capital budget.

⁸² NY City Charter § 247 (a)

⁸³ Rules of City Council of NY § 2.50

⁸⁴ Rules of City Council of NY § 9.40

TABLE 2: SUMMARY OF PRINCIPLES, GOALS AND POTENTIAL REFORMS FOR THE NEW YORK CITY COUNCIL

PRINCIPLES OF REFORM				
<i>Principle #1</i>	<i>Principle #2</i>	<i>Principle #3</i>	<i>Principle #4</i>	<i>Principle #5</i>
Greater Transparency in City Council Proceedings, Deliberations and Expenditures	Stronger Council Committees	Greater Responsibility for Individual Council Members	A Clearer Accounting of the Distribution of Funds Across Council Districts and Committees	A More Active Role for City Council Members in the Budget Process
DESIRED GOALS OF REFORM				
<i>Goals</i>	<i>Goals</i>	<i>Goals</i>	<i>Goals</i>	<i>Goals</i>
<p>1) Improve Public Notice and Agenda/ Information Distribution Prior to Council Meetings</p> <p>2) Improve Televised Presentation of Council Meetings and Public Access to Information</p> <p>3) Improve Member Item and Budget Transparency</p>	<p>4) Improve Structure of Council Committees</p> <p>5) Empower Committees to Have Greater Involvement in Staffing Decisions</p> <p>6) Allow Committee Chairs to Schedule Committee Meetings and Votes and Set Committee Agendas</p> <p>7) Streamline Joint Committee Referrals</p> <p>8) Encourage Committee Power of Subpoena</p>	<p>9) Eliminate Barriers to Bill Introductions, Hearings and Votes</p> <p>10) Allow Council Members to Offer Legislative Amendments to Bills on the Floor</p>	<p>11) Establish a More Equitable Distribution of Funds Based on Needs and not Political Considerations</p> <p>12) Develop a Reasonable and Stipend Award System for Council Leadership</p>	<p>13) Expand the Role of Council Members and Committees in the Budget Process</p>
POTENTIAL REFORMS				
<i>Potential Reforms</i>	<i>Potential Reforms</i>	<i>Potential Reforms</i>	<i>Potential Reforms</i>	<i>Potential Reforms</i>
<p>1) Require an earlier public notification of City Council meetings and hearings; with an agenda to be prepared by the speaker and available to the public within a specified time frame and posted on the council's website.</p> <p>2) Create technology tools to allow individual council members to create email lists and contact their constituents more easily.</p>	<p>1) Reduce the number of council committees and redistribute their roles and responsibilities for greater effectiveness and efficiency.</p>	<p>1) Reduce the number of signatures needed to move a bill out of committee through the petition to discharge provision and onto the floor. This will allow members some level of control over what legislation is allowed to reach the floor for consideration without speaker support.</p>	<p>1) Ensure a more equitable distribution of funding to each council district (funds received from borough delegations, the speaker's office and budgetary allocations), based more on needs and less on political considerations.</p>	<p>1) Allow committees and members to have greater review powers over capital budget allocations under that member's/ committee's jurisdiction</p>

POTENTIAL REFORMS (CONTINUED)

<p>3) Prepare memos and hold party conferences before scheduled meetings (e.g. every Tuesday when there is no stated meeting).</p> <p>4) Investigate alternative communication methods by which to deliver timely notification (e.g. automatic email notification of meetings/agenda changes).</p> <p>5) Require meeting and hearing notification to be sent out to all council members by email, fax and letter.</p> <p>6) Make council transcripts of hearings, witness testimony and briefing papers available online in a timely manner. Witness testimony submitted on paper should be posted within 3 business days.</p> <p>7) Enlist the support of the Commission for Public Information and Communication to arrange for airing high quality live coverage and re-broadcast televised proceedings; include televised summaries of hearings and meetings in the broadcast.</p> <p>8) Keep webcast archives of council meetings and hearings up to date.</p> <p>9) Publish a listing of all projects and organizations receiving funding and report this listing by district on the council website.</p>	<p>2) Allow all committee chairs to make their own hiring and firing decisions while establishing a workable 'checks and balances' structure with the speaker; thereby ensuring that qualified staff is being hired and committee chairs have greater responsibility and autonomy.</p> <p>3) Establish a pay scale and structure, and post publicly, for all committee and central staff and counsels.</p> <p>4) Allow committees to schedule committee hearings and votes and set their own agendas and calendars.</p> <p>5) Allow one committee to vote legislation to the floor that has been referred to joint committees.</p> <p>6) Allow committees to exercise their power of subpoena, independent of the speaker's office.</p>	<p>2) Create an independent and professional legislative drafting service that offers anonymous legislative drafting services to all city council members and requires introductions by prepared within a specified and reasonable period.</p> <p>3) Create an atmosphere that will encourage members to offer amendments to bills that are under consideration on the floor of the council.</p>	<p>2) Raise the base pay for all council members or increase the overall operating budget for council members and committees and eliminate committee stipends.</p> <p>3) Limit and standardize stipends for committee chairs and council leadership positions.</p>	<p>2) Create a capital budget committee or subcommittee through which members can openly and formally discuss allocations in the capital budget.</p>
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6

CONCLUSION

Achieving meaningful reform to the operation of government institutions requires patience and fortitude. In New York City, a new movement of City Council reform began in earnest with voter approval of term limits in 1993 and gained significant ground with the swearing in of the then Speaker of the Council Gifford Miller in 2002. As the council prepares to welcome in eight new council members and a new speaker, the opportunity to create a more democratic, transparent and effective government is again upon us.

While the measures for success of the voter-approved term limits has so far been limited to an ambiguous set of variables — the influx of fresh blood and new ideas — one thing is for certain, the power dynamic that exists in the council has been fundamentally altered. As council members now have to look beyond City Hall and 250 Broadway to see their future, they are trying to create more of an impression while in those hallowed confines. Without the job security of the career politicians that roamed the halls in the 70's, 80's, and 90's, council members are demanding a bigger spotlight and a better seat at the table. And rightly so.

The ambition of today's council members is pushing speaker candidates to acknowledge the need for greater participation of their colleagues and a more consensual style of leadership. Speaker Miller recognized this and granted council members and committee chairs powers that they didn't historically possess and oversaw what is probably the greatest transition to open and transparent government the city has seen since the last days of Tammany Hall.

While many faulted Miller for allowing the council to become unruly and less disciplined than his predecessor, the council was far from inactive and dysfunctional. Miller's council passed four on-time budgets, helped spur new thinking and action around affordable housing and economic development and passed critical legislation to help improve the city's environment and conditions for the working poor.

But much more needs to be done to create a more effective and democratic legislative body. Council members still have a difficult time getting bills drafted that the speaker does not personally support, council meetings are still exercises in uniformity with most bills passing in near unanimity with little discussion on the floor and access to hearing transcripts and witness testimony at council hearings is all but non-accessible for the average New Yorker.

As our city continues to diversify and add new ideas and energy to the city that already never sleeps, the City Council will have to continue to respond to and reflect this momentum. Ensuring citizens greater access to city government, increasing transparency and accountability, and allowing elected representatives to speak with louder and more independent voices are all parts of this equation. Doing this while ensuring the council can provide a strong and powerful voice for the residents of New York is the challenge. As the body empowers its members and the people of New York City, the institution and the city stands to benefit.

7

APPENDICES

APPENDIX A – NEW YORK CITY COUNCIL COMMITTEES (2005)

Aging

Maria Baez, Chair
Maria del Carmen Arroyo
Domenic Recchia
Kendall Stewart
Helen Foster
Erik Martin Dilan
Dennis Gallagher

Charter Revision

Joel Rivera, Chair

Civil Service & Labor

Joseph Addabbo, Jr., Chair
Larry Seabrook
Dennis Gallagher
Sara Gonzalez

Consumer Affairs

Philip Reed, Chair
Joseph Addabbo Jr.
Charles Barron
John Liu
Oliver Koppell
Maria del Carmen Arroyo
Vincent Gentile

Contracts

Robert Jackson, Chair
Yvette Clarke
Joseph Addabbo Jr.
John Liu
Margarita Lopez
Kendall Stewart
David Yassky

Cultural Affairs, Libraries & International Intergroup Relations

Domenic Recchia, Chair
Eric Gioia
Philip Reed
James Sanders, Jr., Chair
Diana Reyna
Yvette Clarke
Eric Gioia
Domenic Recchia
Alan Gerson
Letitia James

Education

Eva Moskowitz, Chair
Bill DeBlasio
Leroy Comrie
Domenic Recchia
Albert Vann
Robert Jackson
John Liu
Helen Foster
Andrew Lanza
David Yassky
Oliver Koppell

Environmental Protection

James Gennaro, Chair
Margarita Lopez
Peter Vallone Jr.
Bill DeBlasio
Oliver Koppell
Dennis Gallagher
Domenic Recchia

Finance

David Weprin, Chair
Tracy Boyland
Gail Brewer
Bill DeBlasio
Lewis Fidler
Margarita Lopez
Eva Moskowitz
James Oddo

Land Use

Melinda Katz, Chair
Michael Nelson
Albert Vann
Charles Barron
Simcha Felder
Hiram Monseratte
Eric Gioia
Tony Avella
Leroy Comrie
Erik Martin Dilan
Bill Perkins
Christine Quinn
Miguel Martinez
Joel Rivera
Maria Baez
Michael McMahon
Andrew Lanza
Oliver Koppell
James Sanders, Jr.
Vincent Gentile
Annabel Palma
James Oddo
Larry Seabrook

**Mental Health,
Mental Retardation,
Alcoholism, Drug Abuse &
Disability Services**

Margarita Lopez, Chair
Helen Foster
Gale Brewer
Vincent Gentile
Kendall Stewart
Annabel Palma
James Gennaro

Oversight and Investigations

Eric Gioia, Chair
Tracy Boyland
Peter Vallone Jr.
John Liu

Parks & Recreation

Helen Foster, Chair
Joseph Addabbo Jr.
Dennis Gallagher
Letitia James
Gale Brewer
Alan Gerson
Maria del Carmen Arroyo
Erik Martin Dilan
Robert Jackson

Public Safety

Peter Vallone Jr., Chair
David Yassky
James Gennaro
Melinda Katz
Hiram Monserrate
Helen Foster
Philip Reed
Eric Martin Dilan
Sara Gonzalez
Vincent Gentile

Rules/Privileges & Elections

Leroy Comrie, Chair
Christine Quinn
Bill Perkins
Madeline Provenzano
Maria Baez
Joel Rivera
David Weprin
Melinda Katz
Yvette Clarke
A. Gifford Miller

James Oddo

Diana Reyna
Lewis Fidler

**Sanitation & Solid Waste
Management**

Michael McMahon, Chair
David Yassky
David Weprin
James Gennaro
Larry B. Seabrook
Andrew Lanza
Robert Jackson

Small Business

Micheal Nelson, Chair
Simcha Felder
David Weprin
Letitia James
Annabel Palma

Standards & Ethics

Helen Sears, Chair
Peter Vallone Jr.
A. Gifford Miller
David Weprin
Melinda Katz
Madeline Provenzano
Philip Reed
Joel Rivera
Andrew Lanza
Diana Reyna
Bill Perkins

State & Federal Legislation

Joel Rivera, Chair
Helen Sears
Joseph Addabbo Jr.
Erik Martin Dilan
Michael McMahon
Lewis Fidler
Hiram Monserrate
Maria Baez
Vincent Gentile

Technology In Government

Gale Brewer, Chair
Tracy Boyland
Bill DeBlasio
James Sanders, Jr.
Letitia James

Transportation

John Liu, Chair
Eva Moskowicz
Diana Reyna
James Sanders, Jr.
Helen Sears
Larry Seabrook
Miguel Martinez
Andrew Lanza
Joseph Addabbo, Jr.
Oliver Koppell
Sarah Gonzalez

Transportation

Hiram Monserrate, Chair
Michael Nelson
Tony Avella
Alan Gerson
Letitia James

Waterfronts

David Yassky, Chair,
 Joseph Addabbo, Jr.
 Gale Brewer
 Alan Gerson
 Eric Gioia
 Michael McMahon
 Vincent Gentile
 Sara Gonzalez

Women's Issues

Tracy Boyland, Chair
 Diana Reyna
 Sara Gonzalez
 Charles Barron
 Oliver Koppell

Youth Services

Lewis Fidler, Chair
 Alan Gerson
 Miguel Martinez
 Albert Vann
 Maria del Carmen Arroyo
 Simcha Felder

SELECT AND SUBCOMMITTEES***Land Use Subcommittees*****Landmarks, Public Siting & Maritime**

Simcha Felder, Chair
 Charles Barron
 Oliver Koppell
 Leroy Comrie
 Bill Perkins
 Annabel Palma
 James Oddo

Planning, Dispositions & Concessions

Miguel Martinez, Chair
 Michael Nelson
 Hiram Monserrate
 Joel Rivera
 Andrew Lanza
 James Sanders
 Vincent Gentile

Zoning Franchises

Tony Avella, Chair
 Eric Gioia
 Maria Baez
 Melinda Katz
 Michael McMahon
 Christine Quinn
 Albert Vann

Subcommittees**Juvenile Justice (Public Safety)**

Sara Gonzalez, Chair

Public Housing

Diana Reyna, Chair

Revenue Forecasting

Oliver Koppell, Chair

Senior Centers (Aging)

Michael Nelson

Select Committees**Civil Rights**

Larry Seabrook, Chair

Community Development

Al Vann, Chair

Lower Manhattan Redevelopment

Alan Gerson, Chair

APPENDIX C : 2004 - 2005 NEW YORK CITY COUNCIL MEMBER DISTRICT INFORMATION

Council Member	District	Borough	Political Party	Council Member	District	Borough	Political Party
Maria Baez	14	Bronx	Democrat	Robert Jackson	7	Manhattan	Democrat
Maria del Carmen Arroyo	17	Bronx	Democrat	Margarita Lopez	2	Manhattan	Democrat
Helen D. Foster	16	Bronx	Democrat	Miguel Martinez	10	Manhattan	Democrat
G. Oliver Koppell	11	Bronx	Democrat	Gifford Miller	5	Manhattan	Democrat
Annabel Palma	18	Bronx	Democrat	Eva S. Moskowitz	4	Manhattan	Democrat
Madeline T. Provenzano	13	Bronx	Democrat	Bill Perkins	9	Manhattan	Democrat
Joel Rivera	15	Bronx	Democrat	Christine C. Quinn	3	Manhattan	Democrat
Larry B. Seabrook	12	Bronx	Democrat	Philip Reed	8	Manhattan	Democrat
Charles Barron	42	Brooklyn	Democrat	Joseph P. Addabbo, Jr.	32	Queens	Democrat
Tracy L. Boyland	41	Brooklyn	Democrat	Tony Avella	19	Queens	Democrat
Yvette D. Clarke	40	Brooklyn	Democrat	Leroy G. Comrie, Jr.	27	Queens	Democrat
Bill de Blasio	39	Brooklyn	Democrat	Dennis P. Gallagher	30	Queens	Republican
Erik Martin Dilan	37	Brooklyn	Democrat	James F. Gennaro	24	Queens	Democrat
Simcha Felder	44	Brooklyn	Democrat	Eric N. Gioia	26	Queens	Democrat
Lewis A. Fidler	46	Brooklyn	Democrat	Allan W. Jennings, Jr.	28	Queens	Democrat
Vincent J. Gentile	43	Brooklyn	Democrat	Melinda R. Katz	29	Queens	Democrat
Sara M. Gonzalez	38	Brooklyn	Democrat	John C. Liu	20	Queens	Democrat
Letitia James	35	Brooklyn	Working Families	Hiram Monserrate	21	Queens	Democrat
Michael C. Nelson	48	Brooklyn	Democrat	James Sanders, Jr.	31	Queens	Democrat
Domenic M. Recchia, Jr.	47	Brooklyn	Democrat	Helen Sears	25	Queens	Democrat

Source: New York City Council Website <<http://www.council.nyc.ny.us/index.html&frame=/frame/history.html>>.

APPENDIX C: 2004 - 2005 NEW YORK CITY COUNCIL MEMBER DISTRICT INFORMATION (CONTINUED)

Diana	34	Brooklyn	Democrat	Peter F.	22	Queens	Democrat
Reyna				Vallone, Jr.			
Kendall Stewart	45	Brooklyn	Democrat	David I. Weprin	23	Queens	Democrat
Albert Vann	36	Brooklyn	Democrat	Andrew J. Lanza	51	Staten Island	Republican
David Yassky	33	Brooklyn	Democrat	Michael E. McMahon	49	Staten Island	Democrat
Gale Brewer	6	Manhattan	Democrat	James S. Oddo	50	Staten Island	Republican

Source: New York City Council Website <<http://www.council.nyc.ny.us/index.html&frame=/frame/history.html>>.

APPENDIX E – CITY COUNCIL MEMBER COMMITTEE STIPENDS (2005)

POSITION	MEMBER	STIPEND	STIPEND + SALARY
Speaker	Gifford Miller	\$29,500	\$119,500
Majority Leader/State and Federal Legislation	Joel Rivera	\$21,000	\$111,000
Deputy Majority Leader/Government Operations	Bill Perkins	\$20,000	\$110,000
Majority Whip/Rules, Privileges & Elections	Leroy Comrie	\$18,000	\$108,000
Minority Leader	James Oddo	\$18,000	\$108,000
Minority Whip	Dennis Gallahger	\$5,000	\$95,000
COMMITTEES			
Finance Chair	David Weprin	\$18,000	\$108,000
Land Use Chair	Melinda Katz	\$18,000	\$108,000
Education Chair	Eva Moskowitz	Declined Stipend	\$90,000
Housing and Buildings Chair	Madeline Provenzano	\$15,000	\$105,000
Health Chair	Christine Quinn	\$15,000	\$105,000
Consumer Affairs Chair	Philip Reed	\$15,000	\$105,000
Mental Health, Mental Retardation, Alcoholism, Drug Abuse and Disability Services Chair	Margarita Lopez	\$15,000	\$105,000
Women's Issues Chair	Tracy Boyland	\$15,000	\$105,000
Aging Chair	Maria Baez	\$10,000	\$100,000
Civil Service and Labor Chair	Joseph Addobbo, Jr.	\$10,000	\$100,000
Contracts Chair	Robert Jackson	\$10,000	\$100,000
Cultural Affairs, Libraries and International Intergroup Relations Chair	Jose Serrano	\$10,000	\$100,000
Economic Development Chair	James Sanders	\$10,000	\$100,000
Environmental Protection Chair	James Gennaro	\$10,000	\$100,000
Fire and Criminal Justice Chair	Yvette Clarke	\$10,000	\$100,000
General Welfare Chair	Bill DeBlasio	\$10,000	\$100,000
Higher Education Chair	Charles Barron	\$10,000	\$100,000
Immigration Chair	Kendall Stewart	\$10,000	\$100,000
Oversight and Investigations Chair	Eric Gioia	\$10,000	\$100,000
Parks and Recreation Chair	Helen Foster	\$10,000	\$100,000
Public Safety Chair	Peter Vallone Jr.	\$10,000	\$100,000
Sanitation and Waste Management Chair	Michael McMahon	\$10,000	\$100,000
Small Business Chair	Dominic Recchia	\$10,000	\$100,000
Standards and Ethics Chair	Helen Sears	\$10,000	\$100,000
Technology In Government Chair	Gale Brewer	\$10,000	\$100,000
Transportation Chair	John Liu	\$10,000	\$100,000
Veterans Chair	Hiram Monserrate	\$10,000	\$100,000
Waterfront Chair	David Yassky	\$10,000	\$100,000
Youth Services Chair	Lewis Fidler	\$7,500	\$97,500

APPENDIX E – CITY COUNCIL MEMBER COMMITTEE STIPENDS (2005)

POSITION	MEMBER	STIPEND	STIPEND + SALARY
SUBCOMMITTEES			
Revenue and Forecasting Chair	G. Oliver Koppell	\$10,000	\$100,000
Landmarks, Public Siting & Maritime Uses Chair	Simcha Felder	\$8,000	\$98,000
Planning Dispositions and Concessions Chair	Miguel Martinez	\$8,000	\$98,000
		Declined	
Zoning and Franchises Chair	Tony Avella	Stipend	\$90,000
Juvenile Justice Chair	Sarah Gonzalez	\$4,000	\$94,000
Public Housing Chair	Diana Reyna	\$4,000	\$94,000
Senior Centers Chair	Michael Nelson	\$4,000	\$94,000
Small Business, Retail and Emerging Industries Chair	Domenic Recchia	\$4,000	\$94,000
Crime and Substance Abuse Chair	Hiram Monserrate	\$4,000	\$94,000
SELECT COMMITTEES			
Civil Rights Chair	Larry Seabrook	\$4,000	\$94,000
Community Development Chair	Al Vann	\$4,000	\$94,000
Lower Manhattan Redevelopment Chair	Alan Gerson	\$4,000	\$94,000
Revenue and Forecasting Chair	G. Oliver Koppell	\$10,000	\$100,000
Landmarks, Public Siting & Maritime Uses Chair	Simcha Felder	\$8,000	\$98,000
Planning Dispositions and Concessions Chair	Miguel Martinez	\$8,000	\$98,000
		Declined	
Zoning and Franchises Chair	Tony Avella	Stipend	\$90,000
Juvenile Justice Chair	Sarah Gonzalez	\$4,000	\$94,000
Public Housing Chair	Diana Reyna	\$4,000	\$94,000
Senior Centers Chair	Michael Nelson	\$4,000	\$94,000
Small Business, Retail and Emerging Industries Chair	Domenic Recchia	\$4,000	\$94,000
Crime and Substance Abuse Chair	Hiram Monserrate	\$4,000	\$94,000

APPENDIX G - LARGEST US CITIES (2003 – 2004)

Rank	City	Population in 2004	Population in 2003
1	New York City , NY	8,104,079	8,109,626
2	Los Angeles, CA	3,845,541	3,819,413
3	Chicago, IL	2,862,244	2,875,585
4	Houston, TX	2,012,626	2,009,669
5	Philadelphia, PA	1,470,151	1,476,953
6	Phoenix, AZ	1,418,041	1,388,215
7	San Diego, CA	1,263,756	1,262,699
8	San Antonio, TX	1,236,249	1,214,154
9	Dallas, TX	1,210,393	1,205,084
10	San Jose, CA	904,522	897,399
11	Detroit, MI	900,198	912,472
12	Indianapolis, IN	784,242	784,462
13	Jacksonville, FL	777,704	768,653
14	San Francisco, CA	744,230	751,908
15	Columbus, OH	730,008	728,566
16	Austin, TX	681,804	673,418
17	Memphis, TN	671,929	673,120
18	Baltimore, MD	636,251	643,304
19	Fort Worth, TX	603,337	585,465
20	Charlotte, NC	594,359	585,301
21	El Paso, TX	592,099	582,087
22	Milwaukee, WI	583,624	587,205
23	Seattle, WA	571,480	570,407
24	Boston, MA	569,165	577,922
25	Denver, CO	556,835	556,039

Source: US Census Bureau 2005

APPENDIX H - LOS ANGELES CITY COUNCIL SALARIES

COUNCIL

<u>No.</u>	<u>Code</u>	<u>Title</u>	<u>2005-06 Salary Range and Annual Salary</u>	
<u>Regular Positions</u>				
15	0002	Councilmember		(143,837)
45	0186	Council Aide VII	3094	(64,602- 80,262)*
2	0191	Legislative Analyst I (1/2 time)	2354	(49,151- 61,053)*
7	0191	Legislative Analyst I	2354	(49,151- 61,053)*
9	0192	Legislative Analyst II	2776	(57,962- 72,015)*
8	0193	Legislative Analyst III	3282	(68,528- 85,127)*
3	0194	Legislative Analyst IV	4063	(84,835-105,423)*
2	0195	Legislative Analyst V	4884	(101,977-126,658)*
3	0196	Assistant Chief Legislative Analyst	5591	(116,740-145,032)*
1	1117-1	Executive Secretary I	2187	(45,664- 56,751)*
2	1117-2	Executive Secretary II	2406	(50,237- 62,431)*
1	1117-3	Executive Secretary III	2582	(53,912- 66,962)*
1	1141	Clerk	1432	(29,900- 37,145)*
2	1201	Principal Clerk	2190	(45,727- 56,814)*
2	1358	Clerk Typist	1492	(31,152- 38,711)*
2	1368	Senior Clerk Typist	1840	(38,419- 47,731)*
1	9184-1	Management Analyst I	2354	(49,151- 61,053)*
1	9184-2	Management Analyst II	2776	(57,962- 72,015)*
1	9296	Chief Legislative Analyst		(201,680)
108				
<u>To be Employed As Needed in Such Numbers as Required</u>				
	0180	Council Aide I	958	(20,003- 24,826)*
	0181	Council Aide II	1219	(25,452- 31,633)*
	0182	Council Aide III	1563	(32,635- 40,548)*
	0183	Council Aide IV	2050	(42,804- 53,160)*
	0184	Council Aide V	2416	(50,446- 62,681)*
	0185	Council Aide VI	2843	(59,361- 73,769)*
	0186	Council Aide VII	3094	(64,602- 80,262)*
	0191	Legislative Analyst I	2354	(49,151- 61,053)*
	0192	Legislative Analyst II	2776	(57,962- 72,015)*
	0193	Legislative Analyst III	3282	(68,528- 85,127)*
	0194	Legislative Analyst IV	4063	(84,835-105,423)*
	0195	Legislative Analyst V	4884	(101,977-126,658)*
	0196	Assistant Chief Legislative Analyst	5591	(116,740-145,032)*
	1116	Secretary	1998	(41,718- 51,824)*
	1141	Clerk	1432	(29,900- 37,145)*
	1323	Senior Clerk Stenographer	1840	(38,419- 47,731)*
	1358	Clerk Typist	1492	(31,152- 38,711)*

Source: "Detail of Positions and Salaries, Supplement to the 2005-06 Proposed Budget." City Administrative Office. The City of Los Angeles. (2005).

APPENDIX H - LOS ANGELES CITY COUNCIL SALARIES (CONTINUED)

COUNCIL - 2

<u>No.</u>	<u>Code</u>	<u>Title</u>	<u>2005-06 Salary Range and Annual Salary</u>	
<u>To be Employed As Needed in Such Numbers as Required (Continued)</u>				
	1368	Senior Clerk Typist	1840	(38,419- 47,731)*
	1501	Student Worker	\$10.85/hr.*	
	1502	Student Professional Worker	1068(5)	(27,707)*
	1508	Management Aide	1972	(41,175- 51,156)*
	1535-1	Administrative Intern	1256(5)	(32,572)*
	1535-2	Administrative Intern	1365(5)	(35,412)*
	1537	Project Coordinator	2598	(54,246- 67,379)*
	1538	Senior Project Coordinator	3085	(64,414- 80,033)*
	1539	Management Assistant	1972	(41,175- 51,156)*
	1542	Project Assistant	1972	(41,175- 51,156)*
	1793-1	Photographer I	2050	(42,804- 53,160)*
	1795-1	Senior Photographer I	2619	(54,684- 67,943)*
	9171-2	Senior Management Analyst II	4061	(84,793-105,318)*
	9184-1	Management Analyst I	2354	(49,151- 61,053)*
	9184-2	Management Analyst II	2776	(57,962- 72,015)*
	9482	Legislative Representative	3540	(73,915- 91,809)*
		Regular Positions		
Total	<u>108</u>			

Source: "Detail of Positions and Salaries, Supplement to the 2005-06 Proposed Budget." City Administrative Office, The City of Los Angeles. (2005).

APPENDIX I- LOS ANGELES EXPENDITURES BY NEIGHBORHOOD

COMMUNITY REDEVELOPMENT AGENCY

Expenditures 2003-04	Current Budget 2004-05	Estimated Expenditures 2004-05	Budget Estimate 2005-06
EXPENDITURES AND APPROPRIATIONS (Continued)			
PROJECT PROGRAM BUDGET			
\$ 1,326,900	\$ 1,790,800	\$ 859,600	\$ -
2,828,500	11,859,600	6,467,400	9,513,000
1,657,500	3,869,500	499,500	3,648,600
-	200,000	96,000	-
419,300	2,559,900	1,325,900	934,600
125,426,800	95,588,500	46,478,900	99,900,000
1,085,900	10,953,100	642,300	4,830,000
12,386,600	16,204,300	185,300	10,488,000
200,400	310,700	214,500	540,700
3,369,300	13,853,600	7,174,900	10,554,400
9,200	386,000	185,300	-
99,200	178,400	106,000	203,600
35,100	913,900	216,000	550,600
8,546,600	11,465,200	11,465,200	9,123,800
1,092,900	2,729,600	1,485,200	1,488,800
6,815,600	25,894,400	13,303,200	23,981,400
2,100,000	5,752,700	699,800	2,153,400
861,700	2,570,800	1,370,300	2,470,600
341,400	7,601,800	3,714,300	15,367,000
-	-	-	10,743,600
32,744,500	39,362,500	20,200,100	40,810,400
2,262,300	10,146,600	824,600	3,597,000
2,600	130,000	-	-
1,251,600	5,870,300	2,934,700	4,953,000
93,900	477,200	229,000	-
14,964,200	16,694,400	8,403,900	11,679,200
1,415,600	2,996,500	1,786,200	2,599,200
4,902,500	7,577,300	4,210,600	5,228,900
2,076,000	7,581,000	3,706,700	6,894,000
1,668,100	7,134,000	3,622,300	4,319,100
26,800,300	32,742,300	1,973,800	18,739,600
470,600	1,518,000	982,500	5,547,000
1,808,600	21,711,700	1,152,300	34,430,000
6,100,600	6,062,600	3,112,300	4,544,000
1,079,700	13,705,900	6,836,000	9,675,000
4,436,300	26,281,700	13,435,800	27,483,000
2,600	362,100	173,800	-
469,800	1,767,800	1,013,100	1,533,500
1,537,400	2,933,700	1,636,800	2,005,100
754,500	2,889,000	1,609,800	2,020,800
748,500	1,582,600	975,000	2,441,000
642,900	5,689,500	2,894,500	13,987,100
947,600	7,379,000	3,913,300	21,571,000
\$ 275,783,600	\$ 437,278,500	\$ 182,116,700	\$ 430,550,000
			Total Project Program Expenditures.....

Source: "Proposed Budget for the Fiscal Year 2005-06," City Administrative Office, The City of Los Angeles (2005)

APPENDIX J: STANDING COMMITTEES OF THE CHICAGO CITY COUNCIL

Committee on Aviation

Mitts, Allen, Daley, Tunney

Chairman: Patrick J. Levar
Vice-Chairman: William M. Beavers
Chairman: Haithcock, Olivo, Burke, Murphy, Zalewski, Chandler, Ocasio, E. Smith, Suarez, Banks,
Members: Allen, Doherty

Committee on Budget and Government Operations

Chairman: William M. Beavers
Vice-Chairman: Thomas W. Murphy
Chairman: Haithcock, Tillman, Stroger, Balcer, Olivo, Burke, T. Thomas, Coleman, Rugai, Troutman, Munoz, Zalewski, Chandler, Solis, Ocasio, Burnett, E. Smith, Suarez, Matlak, Mell, Austin, Banks, Allen, Laurino, O'Connor, Doherty, Natarus, Levar, Shiller,
Members: Schulter, M. Smith, Moore, Stone

Committee on Buildings

Chairman: Bernard L. Stone
Vice-Chairman: Thomas W. Murphy
Chairman: Hairston, Beale, Pope, L. Thomas, Burnett, E. Smith, Suarez, Matlak, Allen, Laurino,
Members: Shiller, M. Smith

Committee on Committees, Rules and Ethics

Chairman: Richard F. Mell
Vice-Chairmen: Edward M. Burke, Carrie M. Austin, Billy Ocasio
Chairmen: Flores, Haithcock, Tillman, Preckwinkle, Hairston, Lyle, Beavers, Stroger, Beale, Pope, Balcer, Cardenas, Olivo, T. Thomas, Coleman, L. Thomas, Murphy, Rugai, Troutman, Brookins, Munoz, Zalewski, Chandler, Solis, Burnett, E. Smith, Carothers, Reboyras, Suarez, Matlak, Colon, Banks, Mitts, Allen, Laurino, O'Connor, Doherty, Natarus, Daley, Tunney,
Members: Levar, Shiller, Schulter, M. Smith, Moore, Stone

Committee on Economic, Capital and Technology Development

Chairman: Margaret Laurino
Vice-Chairman: Michael R. Zalewski
Chairman: Flores, Lyle, Pope, Cardenas,
Members: T. Thomas, Brookins, Colon, Banks,

Committee on Education

Chairman: Patrick J. O'Connor
Vice-Chairman: Madeline L. Haithcock
Chairman: Tillman, Beale, Cardenas, Coleman, Troutman, Munoz, Solis, Ocasio, Burnett, Matlak,
Members: Laurino, Tunney

Committee on Energy, Environmental Protection and Public Utilities

Chairman: Virginia A. Rugai
Vice-Chairman: Shirley A. Coleman
Chairman: Preckwinkle, Beale, Pope, Balcer, Burke, Zalewski, Chandler, Ocasio, Austin, Mitts,
Members: Daley, Moore

Committee on Finance

Chairman: Edward M. Burke
Vice-Chairmen: Patrick J. O'Connor
Chairmen: Haithcock, Tillman, Preckwinkle, Beavers, Beale, Balcer, Cardenas, Olivo, Coleman, Murphy, Rugai, Troutman, Zalewski, Chandler, Solis, Ocasio, Burnett, E. Smith, Carothers, Suarez, Mell, Austin, Banks, Allen, Laurino, Doherty, Natarus, Levar, Shiller,
Members: Schulter, M. Smith, Moore, Stone

Committee on Health

Chairman: Ed H. Smith
Vice-Chairmen: Walter Burnett, Jr.
Chairmen: Tillman, Cardenas, T. Thomas, Coleman, Solis, Matlak, Mell, Austin, Colon, O'Connor,
Members: Shiller, Moore

Committee on Historical Landmark Preservation

Chairman: Arenda Troutman
Vice-Chairmen: Anthony Beale
Chairmen: Flores, Preckwinkle, Rugai, Brookins, Chandler, O'Connor, Doherty, Natarus, Daley, M. Smith,
Members: Moore, Stone

Source: The City Clerk Of Chicago Website < <http://www.chicityclerk.com/citycouncil/committees/listing.html> >.

APPENDIX J: STANDING COMMITTEES OF THE CHICAGO CITY COUNCIL – (CONTINUED)

Committee on Housing and Real Estate

Chairman: Ray Suarez
Vice- Arenda Troutman
Chairmen: Tillman, Stroger, Pope, Chandler, Ocasio,
Reboyras, Mell, Austin, Banks, Natarus,
Members: Shiller, Stone

Committee on Human Relations

Chairman: Billy Ocasio
Vice- Latasha R. Thomas
Chairmen: Hairston, Stroger, Pope, Balcer, Rugai,
Munoz, Chandler, Solis, Mell, Colon,
Members: Tunney, Shiller

Committee on License and Consumer Protection

Chairman: Eugene C. Schulter
Vice- Madeline L. Haithcock
Chairmen: Lyle, Olivo, T. Thomas, Coleman, Murphy,
Zalewski, Reboyras, Banks, Doherty,
Members: Natarus, Shiller, M. Smith

Committee on Parks and Recreation

Chairman: Mary Ann Smith
Vice- James Balcer
Chairmen: Flores, Preckwinkle, Hairston, Lyle,
Cardenas, L. Thomas, Munoz, Matlak,
Members: Mitts, Daley, Tunney, Schulter

Committee on Police and Fire

Chairman: Isaac S. Carothers
Vice- Virginia A. Rugai
Chairmen: Haithcock, Stroger, Pope, Balcer, Burke, Murphy, Troutman, Solis, Reboyras, Mitts, Laurino, Levar
Members:

Committee on Special Events and Cultural Affairs

Chairman: Madeline L. Haithcock
Vice- John Pope
Chairmen: Flores, Hairston, Stroger, Beale, T. Thomas,
L. Thomas, Brookins, Carothers, Colon,
Members: Suarez, Daley, Tunney, Levar,

Committee on Traffic Control and Safety

Chairman: Burton F. Natarus
Vice- Brian G. Doherty
Chairmen: Lyle, Stroger, Olivo, L. Thomas, Brookins,
Zalewski, Mell, Colon, Levar, Schulter,
Members: M. Smith, Stone

Committee on Transportation and Public Way

Chairman: Thomas R. Allen
Vice- Carrie M. Austin
Chairmen: Tillman, Beavers, Beale, Balcer, Rugai,
Burnett, Carothers, Reboyras, Suarez,
Members: Doherty, Levar, Schulter

Committee on Zoning

Chairman: William J.P. Banks
Vice- Ed H. Smith
Chairmen: Olivo, Burke, L. Thomas, Troutman, Suarez,
Matlak, Austin, Allen, Natarus, Daley,
Members: Schulter, Stone