

HOT TYPE



Rob Warden

Report Bares Haste and

ing that the *Sun-Times* would not act too quickly, because Simpson wanted to save some of the glory for *Chicago Lawyer*, the respected investigative monthly edited by Rob Warden. That was fair: it was Warden's lawsuit that had finally pried the transition report loose from City Hall, and Warden was preparing an article on the legal battle for *Lawyer's* July issue. As Simpson told us, there was no hard agreement about when the *Sun-Times* would publish its account, "but it was presumed it would work out about the same time" (meaning the end of June).

But the *Sun-Times* was ready to go sooner than expected, and was about to kick off a three-part series on the report last Sunday. When Warden caught wind of this, last Friday (June 20), he phoned *Sun-Times* editor Ralph Otwell to request that he hold back a week. Otwell replied that the story was already in the paper, but that he'd try to postpone it—which, in fact, he was able to do. The first edition of Sunday's *Sun-Times* carried not a whit about Simpson, transitions, or waste.

But Warden didn't know this on Friday night, at 11 o'clock, at Riccardo's (the newsfolk's watering hole on Rush Street). That's where a friendly *Sun-Times* staffer—unaware of Otwell's high-level tinkering—sought out Warden to tell him the paper was running with the story that Sunday. Warden—a former *Daily Newsman* with no love lost for Field Enterprises—had no trouble believing that; he assumed Otwell had failed to pull the story, and felt the *Sun-Times* was shafting him by going back on the "deal" that had been made with Simpson.

So to retaliate, Warden decided to turn the *Sun-Times's* "exclusive" into no exclusive at all. By midnight, Warden was in the *Tribune* city room; by 1 AM Saturday, a couple of *Tribune* reporters had awaked William Bowe, who was analyzing the transition report for *Chicago Lawyer*, and who (at Warden's suggestion) led the reporters through its 700 available pages over the next three hours. By 5 AM, the *Tribune* was assembling an unexpected front page for Sunday's paper, and remaking its "Perspective" section to accommodate a lengthy scorecard of the report's findings.

Thus, imagine Warden's surprise when, on Saturday, he picked up the first editions of Sunday's papers—and discovered the *Sun-Times* had indeed

even used that week—but that each felt compelled to run because the other was doing so.

Managing editor Bill Jones told us the *Tribune* used solid news judgment in allotting so much space to the transition report (which, you'll remember, is 14 months old and aimed at malfeasance in *previous* administrations). "We decided if we were going to run this report, we would try to make it as clear and comprehensive as possible." But at least as likely an explanation is this: afraid of where the *Sun-Times* might play the story, and how extensively, the *Tribune* ran it in the only way, and in the only place, they *couldn't* be beat—long and on the front page.

Otwell all but assured us that, under other circumstances, the transition report would certainly, not have been a Sunday banner headline. "After all," he reflected, "it's a recycled story that wouldn't seem to justify the space and fanfare that *either* of us gave it, quite frankly." Even Warden—who apparently misunderstood the Simpson-*Sun-Times* arrangement, and then rather hastily set all this in motion last Friday night—thinks things got a little out of hand. Would he have run this somewhat dated story on the cover of *Chicago Lawyer*? "Hell no," he said.

At any rate, consider the real meaning of this whole ridiculous episode (which has probably set back any serious scrutiny of the transition report by months): a year-old story becomes a three-day, three-ring media circus, thanks to one overprotective magazine editor, two contentious dailies, and the city's zzy first family. And for a few moments, all of Chicago was fooled into thinking something important had happened.

Heat Treatment

Well, there's little doubt that the Richard Pryor incident will stack up as the bizarre news story of 1980—even if it *does* follow a rather standard story line (you know the one: hero meets old flame and gets carried away). Of course, we're as relieved as anyone that Pryor has started down Recovery Road: as one of the few comics who regularly flirts with genius, he's an invaluable national asset. Besides, we'd hate to miss the routine he'll undoubtedly work up on the whole mess. (After all, this guy's motto could be "Misery loves comedy.")

Taste and Incompetence in Daily Administration!

This is a tale of life on Media Row—a tale of misspent passions, split-second decisions, and late-night cloak-and-dagger. Specifically, it's the tale of how one magazine editor forced Chicago's dailies into beating him out of his own story, and then competing to see who could blow it out of proportion the most.

Our tale even has a subtitle: *Business as Usual in Chicago Journalism. And Then Some.*

In case you were out of the country, the *Tribune* and *Sun-Times* erupted last weekend in a jangle of headlines concerning Mayor Byrne's long-suppressed transition report. But the story behind those headlines may be more absorbing than the story they introduced. On June 6, former alderman Dick Simpson—the report's principal author—met with *Sun-Times* officials to offer them exclusive coverage of the transition team's findings, which the city had tried to keep bottled up since they were completed in the spring of '79. Simpson's purpose was twofold. He wanted to get the report's suggestions for cutting city waste on the table; and he wanted some publicity focused on the forthcoming book *Chicago's Future*, which he edited and which contains his own lengthy essay drawn from the report.

The meeting concluded with the loose understand-

papers—and discovered the *Sun-Times* had indeed held the story. Imagine Otwell's surprise—among other, less benign emotions—when Warden called to apologize and explain. (The *Sun-Times* then slapped the story across its front page, so as not to be left behind.) Imagine our surprise that the *Tribune*—which gave the story 350 column inches to the *Sun-Times*'s 98—had prepared in hours a clearer, more comprehensive report than its rival, which had had the story for weeks. (As it turns out, this had to do with the *Sun-Times* having suddenly to condense a three-part series into one article.)

Coupled with El Fast Byrne's celebrated nonouster of the *Tribune*'s city hall reporter, all this derring-do has camouflaged the real impact of the transition report—which isn't so hard, since its impact is pretty minimal in the first place. For, despite the *Tribune*'s claims, its coverage wasn't "exclusive": many of the same findings had run in the Lerner papers last November 18. And despite the yelping of both papers, the report wasn't even so "secret": Simpson's book, which discusses the findings, was originally published last spring, and had been in the possession of (among others) the *Sun-Times*'s Lois Wille and WBBM's Walter Jacobson since then. Make no mistake: the transition report contains plenty of good stuff, such as revealing intercity statistics and creative urban designs, and we suspect it'll easily withstand the charges of naive impracticality aimed at it. It would make a good page-seven story.

But it was transmogrified into an overblown front-page screamer. And in the process, media watchers were treated to the ironic spectacle of two dailies showcasing a story that neither would have

By now, you're probably aware of the suspected cause of Pryor's accident—namely, that he was preparing freebase, a mixture of cocaine and ether, when the gas caught fire. Then there's the official account from the Pryor camp: he was simply trying to light a cigarette, which somehow ignited the glass of rum in his hand. (Right.) We've actually heard a couple more suitable explanations. One suggests that Pryor was writing a check to his favorite white charity when he burst into spontaneous combustion; the other is that he was actually trying to shoot his lighter (but didn't realize his wife was in it). We figure it as an ether/or proposition.

At any rate, if you believe the wags, it all bodes well for Pryor's future. We hear he's been signed to endorse a new line of asbestos jogging suits, and that he'll also star in a remake of *The Flight of the Phoenix*. But rumors that he'll appear in one of those ads touting "a Coke and a smile" are strictly facetious.

Ah, but you know how cruel people can be. We won't be surprised when a San Francisco restaurant immortalizes the incident with an increase in tableside cooking, to be described on the menu as "a Pryori." And two days after the torching—this one's true, folks—an L.A. TV station interviewed Redd Foxx, who told the viewing audience, "Richard was trying to reach me just last week, but I didn't know it was important enough for him to send up smoke signals."

At least no one's suggested giving him a celebrity roast.

—NEIL TESSER

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Sunday, June 22, 1980

75¢

Tribune barred from City Hall: Byrne

WITHIN HOURS of a published report critical of the way the city was run prior to her administration, Mayor Byrne called The Tribune city desk Saturday evening and said she would throw the paper's reporters out of City Hall Monday morning.

"Today's paper was the last straw," she said. "Your paper will not have privileges at the City Hall press room. Never again will I respond to reports in the Chicago Tribune."

The mayor angrily denounced the report of a secret evaluation of the city prepared for her by a hand-picked team of advisers and later shelved by her administration that found widespread waste and incompetence in the city government she inherited.

THE MAYOR responded that: ● The report was done by "some college professors and a bunch of college kids." [The report was prepared by a transition team headed by Lewis Masotti, then on leave as director of Northwestern University's Center for Urban Affairs. Masotti was appointed by Mrs. Byrne to head the transition team. Former Ald. Dick Simpson (44th) wrote "90 to 99 per cent" of the report, Simpson said Saturday.]

● The Tribune management had a "vindictive vendetta" against her and had "covered for the Bilandic administration." Mrs. Byrne did not elaborate on what or how The Tribune had covered for the administration of former Mayor Michael Bilandic.

● An exclusive Tribune report about aides to Mrs. Byrne interfering in Police Department affairs on behalf of the mob

was "an insult to the city."

● Accused The Tribune by its coverage of her administration of encouraging Chicago businesses to flee to the Southwest. "All they have to do in the Sun Belt is hold up a copy of your paper [to encourage business to leave Chicago]," she said.

● The paper was remiss for not mentioning that she had hired Hay and Associates, a consulting firm, to analyze the city government. "No one mentions that we've hired the finest firm in the country, Hay and Associates."

"I KNOW WHAT'S going on over there; I don't mind your personal attacks, but your paper has damaged

Continued on page 8, col. 5

Secret city study cites waste, incompetence

Byrne report hits crisis in confidence

By George de Lama
and Lynn Emmerman

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Exclusive report

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The secret report, obtained Saturday by The Tribune, was apparently ignored, however, as the mayor and top officials of her administration deemed its recommendations for a general overhaul of the city's governmental structure and the dismissal of several clout-heavy department heads politically inexpedient.

PREPARED BY members of the mayor's transition team, the comprehensive document presents a frank and often stinging indictment of city government under previous mayors, echoing in its reform-minded tone many of Mrs. Byrne's campaign positions.

The evaluation, completed on April 27, 1979, contains analyses of virtually every major city department and lists more than 150 new policy recommendations. Many have not been implemented.

One that has been acted upon involves the Building Department, described in the study as racked by corruption and bribery. All building inspectors have since been transferred to the city's new Bureau of Inspectional Services.

But among other measures urged in

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● The man who orchestrated the report on the City of Chicago says it was designed "to assist a fledgling administration . . . to hit the floor running." Page 6.

the report were the dismissals of several politically well-connected department heads, including:

● J. Patrick Dunne, commissioner of aviation and brother of Cook County Board President George Dunne.

● Edward Quigley, longtime sewer commissioner and 27th Ward Democratic committeeman.

● William Quinlan, corporation counsel under the late Mayor Richard J. Daley and under former Mayor Michael A. Bilandic.

● Charles Swibel, controversial chairman of the Chicago Housing Authority who was recently appointed to the Chi-

Continued on page 6, col. 1

City study cites waste, incompetence

Continued from page one

ago Library Board by Mayor Byrne.
 ● Charles Pounian, city personnel director.

DESPITE THE many personnel changes brought about by Mrs. Byrne's government by revolving door during her first year in office, none of the above officials has yet to feel the draft.

Titled "New Programs and Department Evaluations: A Study Completed for the Jane Byrne Administration by the Evaluation Unit of the Transition Team," the 2 1/2-inch thick, 2-pound document paints a picture of a city with a bloated budget, inefficient management, and a lack of long-term planning.

In comparisons between the cost of government here and in other major cities, the report repeatedly found that Chicago may be the city that works—but at a cost consistently higher than other municipalities.

The study also corroborates recent Tribune findings of problems in the running of O'Hare International Airport, and details the comparatively high cost of the police department's motor vehicle maintenance operation, which has since come under federal investigation for unneeded repair costs, falsely billed repairs, missing squad cars, unnecessary purchases, and other irregularities.


In addition to its evaluation of city departments, the report also lists several general recommendations that range from the creation of community zoning boards and a Congress of Neighborhoods to the establishment of a special ticket booth at City Hall that would sell reduced-price tickets the day of theater, film, and musical performances.

THE SURVEY'S team of authors, headed by former independent Aid Dick Simpson (44th) and Leonora Cartwright, later named commissioners of human services by Mrs. Byrne, wrote in their introduction that the report should be used "as a beginning" to "generate more analysis and more new policy" and not "as the end of this work."

"These recommendations and analysis (sic) were developed by the task force, public interest groups, and academic circles," the authors wrote. "They represent a tremendous amount of information relevant to the mayor's commitment to reevaluate city government and city neighborhoods."

The report distilled the recommendations of a 26-member transition team named by Mrs. Byrne to help her prepare to take over the mayor's office in April, 1979. The team was headed by Louis Masotti, then on leave as director of Northwestern University's Center for Urban Affairs. Masotti quickly fell out of favor with Mrs. Byrne, however, and he returned to Northwestern shortly after he submitted the report.

MAYOR BYRNE said Saturday night she had not read the report but had given it to aides instead. The study was



Police Department

Cost per unit of major functions in Chicago
In dollars

Crime patrol
\$48 per call (includes preliminary investigation and apprehension)

Regulation/licensing
\$81 per investigation

Auto towing
\$48 per tow (includes tow only)

Missing persons
\$180 per case

Traffic accidents
\$74 per investigation (1.84 hours)

Vehicle service
\$6,250 per vehicle

In Milwaukee

Traffic accidents
\$53 per investigation

Missing persons
\$132 per case

Vehicle service
\$3,700 per vehicle

Source: "New Programs and Department Evaluations: A Study Completed for the Jane Byrne Administration by the Evaluation Unit of the Transition Team."

that a lack of long-range planning threatens Chicago's status as the nation's air-travel nerve center. A recent Tribune investigation uncovered similar findings.

"Despite the fact that O'Hare Field is the busiest airport in the country, the city's overall airport facilities are inadequate and the department is sparsely run," the report says.

"MEIGS FIELD is a try airport serving a landing field only for business executives. That it is unsafe, witness the frequent air crashes in Labs Michigan."

"The Department of Aviation has not only failed to plan a rational airport system, O'Hare operates inefficiently at high costs. Its costs are borne only because the airlines rather than taxpayers are directly footing the bill."

"The current commissioner should be replaced. He is not competent to run the department."

[Dunne is reportedly planning to retire July 1.]

The report questioned budgeted expenditures of \$1.8 million for "engineering" costs by contract, pointing out that O'Hare has 18 to 20 engineers of its own in addition to engineers from the city's Department of Public Works at its disposal.

The study went on to recommend that the city negotiate a tripartite with federal authorities for closing Meigs Field and building another airport to supplement O'Hare. It also suggested that an "embarkation tax" be levied on passengers using the facility and that noisy jets be prohibited from using the city's airports.

The city is currently negotiating with the federal government to expand the airport's international terminal. Thomas Kapsalis, the O'Hare administrator, has been acting in place of Dunne as a de facto commissioner of aviation for months, City Hall sources say.

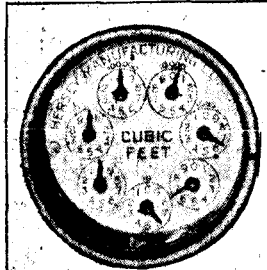
● "THE DEPARTMENT of Water and Sewers is perhaps one of the better examples of that foolish fantasy that Chicago is 'the city that works,'" the report said.

The department is "overstaffed, overpaid, and its equipment is outdated," according to the study.

Water meter readers in Chicago were paid \$20,000 a year, the report said, but they check an average of only 12,000 meters per year per man, as opposed to 28,000 meters by the average meter reader in Baltimore, or 41,000 in Cleveland.

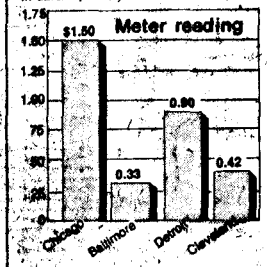
"Translated to costs, we pay \$1.50 for each meter read while Baltimore and Cleveland only pay 33 cents and 48 cents, respectively," the survey said.

"CHICAGO EMPLOYS one person in sewer maintenance for each 5 miles, while Detroit has one for each 12.3 miles, and Milwaukee for each 17 miles. Chicago could have saved 60 per cent of its \$21.3 million sewer maintenance

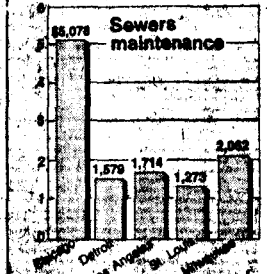


Department of Water and Sewers

In dollars per meter read



In thousands of dollars per mile



Source: "New Programs and Department Evaluations: A Study Completed for the Jane Byrne Administration by the Evaluation Unit of the Transition Team."

sance to the city, and is staffed by mainly attorneys appointed more for their political connections than their skills and more dedicated to their private law practices than to their city duties.

"Bill Quinlan should be allowed to resign and his position should be filled by a qualified lawyer with administrative skills."

[Quinlan is running unopposed for a

● PERSONNEL DIRECTOR Charles Pounian and four other personnel board members should be dismissed, the report said.

"First of all, no acceptable affirmative action program will be implemented while they remain and several administrative complaints [related to women and Latinos] are under investigation by the [U.S.] Office of Revenue Sharing. The loss of revenue sharing funds because of discrimination would be a crushing blow to the city in its current financial plight."

"Second, the current director and board members are not equipped to deal with collective bargaining which the mayor has promised to effect."

Since taking office, Mrs. Byrne has appointed Renault Robinson, the head of the Afro American Police League, and Patrick Nash, a housing specialist, to the board.

● CHICAGO POLICE vehicle services cost \$5,250 per vehicle a year, compared with \$3,700 per police vehicle a year in Milwaukee. The Chicago Police Department spent \$74 per traffic investigation in 1979; Milwaukee spent \$58 per investigation.

Police-community relations in Chicago "are still poor." One way to improve them might be to place all investigations of alleged police misconduct under the jurisdiction of the city's Office of Professional Review, and eliminate the police Office of Professional Standards.

Among other sections needing re-evaluation, the report says, are the Intelligence Division, then headed by Dennis Deneen, and its Organized Crime Section. "Regarding organized crime, there is some concern the money spent investigating is not well spent; which is not to say that less should be appropriated, but only to question the necessity of spending \$25,000 per arrest."

The Chicago Police Board should be expanded to seven or nine members and the body should "immediately examine all existing police policies and superintendent's orders, including the use of fatal force." The board was later expanded from five to nine members.

As one example of waste in the police department, the report said: "The use of 'police personnel' to direct traffic at 90 Loop intersections at the cost of \$52,000 per [intersection] is outrageous! Where is this money going?"

Under the Byrne administration, the city has increased the use of civilians to direct Loop traffic.

Richard Brzezczek, Mrs. Byrne's selection as permanent police superintendent, announced earlier this month the reorganization of the detective division of the police department. It will be the first since the late Supt. Orlando Wilson decentralized the division and set up the present six area sections.

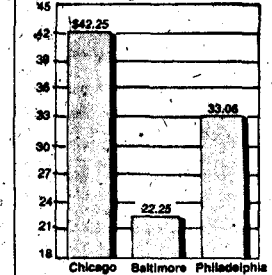
● IN THE Building Department, "the cost of inspections is too high and the corruption too great," the study concluded.



Bureau of Sanitation

Refuse collection

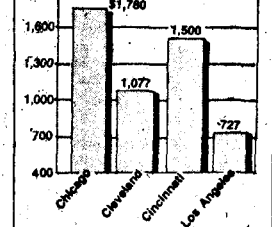
In dollars per ton



Chicago Baltimore Philadelphia

Street cleaning

In dollars per mile



Source: "New Programs and Department Evaluations: A Study Completed for the Jane Byrne Administration by the Evaluation Unit of the Transition Team."

Street Dept.: It's too big, too costly

Tribune Graphic

given to aides instead. The study was rejected, according to City Hall sources, as politically unrealistic.

Also, Mrs. Byrne said she had not yet read the published reports of the study in The Tribune. She promised to answer questions about the study at a press conference Monday.

After the aides got the study, which at one point decries the lack of public access to official city records, it was squelched and its contents withheld from the public.

After the city refused his request to hand over the document, Rob Warder, editor of Chicago Lawyer, filed suit in Circuit Court seeking its release. Last December, Judge James Murray ordered most of the report released but the city appealed the order.

Warder finally obtained most of the study within the last month. The Tribune was given a copy early Saturday by attorney William Bowe, who said he made an analysis of the report at Warden's request and who originally had written a section of the transition report.

MAYOR BYRNE eventually took some of the steps outlined in the report,

seeking to consolidate the Chicago Park District with the City of Chicago, but for apparently altogether different reasons.

Whereas the report urged the consolidation as a means of bringing the city at least an additional \$1 million in local revenue sharing funds each year, Mrs. Byrne called for the move during a political feud with Park Commissioner Ed Kelly, the powerful Democratic committeeman of the 47th Ward.

Later, the rift with Kelly healed. Board member Patrick O'Malley resigned and Mrs. Byrne reportedly is happy with the board after appointing Raymond Simon, William Bartholomew, and Michael Spingola as her choices in the board.

CERTAIN SECTIONS of the report, reportedly dealing with particularly sensitive evaluations of individual city employees, have yet to be released.

But the bulk of the study obtained by The Tribune offers a rare glimpse of city woes in its department-by-department rundown.

● The \$88-million Department of Aviation, headed by Dunne, is "poorly run." The mayor's former advisers contended

that the city could have saved 60 percent of its \$21.3 million sewer maintenance budget for 1978 if it had been as efficient as Milwaukee; 75 per cent could have been saved if St. Louis' standards and methods were followed.

"For every million gallons of water pumped and treated, Chicago spends \$35 while Baltimore spends only \$23, and Detroit only \$24."

The study's proposed solution: "It would seem prudent to place total control of the department under [water and sewers] Commissioner [Richard] Pavia, retiring Quigley with the understanding that the entire department must be modernized and streamlined or Mr. Pavia too will be replaced."

[Pavia left government last July to enter private business, but Mrs. Byrne said then he would be welcome to return "to another department" if he wants to later. Quigley remains sewer commissioner.]

● THE CORPORATION counsel's office "is poorly administered, inefficient, overly expensive for services performed, frequently renders incorrect advice, takes no action on some important matters, loses major cases of great signifi-

skills." [Quinlan is running unopposed for a Cook County Circuit Court judgeship in the Nov. 4 election. He will be leaving the corporation counsel's office by next January.]

The report later contends "every program element is far more expensive than other cities, Milwaukee for one. It is not because of salary levels, which are not too high, but because of the inefficiency and the unwillingness to use clerks and paralegals where actual lawyers are not truly needed."

● THE CHICAGO Housing Authority should eventually be merged with the Department of Planning because the CHA "has failed in its principal mission to maintain existing buildings and to build new public housing in Chicago."

Therefore, the chairman [Charles Swibel] and four other members of the CHA board should be replaced.

"In a city losing 12,500 housing units a year and where almost no public housing has been built in a decade, getting housing built must assume a major priority in trying to solve the housing problems of the city."

cost of inspections is too high and the corruption too great," the study concluded.

The report suggested the investigative divisions be "wrested away from the total control of the construction trade unions." Shortly after assuming office, all city inspectors were merged under the new Bureau of Inspectional Services.

Second, the report said, the city's building codes need to be modified. Among other recommendations, the study called for the reorganization of Housing Court, with the number of judges and attorneys increased. "And continuances need to be limited to specific causes, not arbitrarily granted."

● WRITTEN STANDARDS of ethical conduct should be established for all city employees and elected officials.

"Charges of favoritism, corruption, and conflict of interest among city officials have helped create a crisis of confidence regarding city government in Chicago, which was manifested in this winter's election returns," an apparent reference to Mrs. Byrne's February, 1979, upset win over Bilandic in the Democratic primary.

TOO COSTLY
THE LARGEST city agency, the Department of Streets and Sanitation, received some of the heaviest criticism from the Byrne administration's secret transition team report—most of the problems attributed to "overstaffing and high salaries."

The report described the department as "bulky, inefficient, and poorly coordinated" and condemned the department's pothole repair program as markedly worse than those of other large cities.

Report researchers recommended either dividing the agency into two separate departments or re-allocating authority over the delivery of services to ward superintendents on a ward-by-ward level. Better planning and an end to overstaffing were the principal reforms suggested.

IN THE REPORT, Chicago's Bureau of Sanitation compared unfavorably with, and usually as more costly than, other cities as follows:

● Refuse collection costs were \$42.25 a ton, compared to Baltimore's \$22.35 and Philadelphia's \$33.06.

● Street cleaning costs were \$1,780 a mile, compared to Los Angeles, \$772 a mile; Cleveland, \$1,077 a mile; and Cincinnati, \$1,609 a mile.

● Refuse disposal costs were \$14.40 a ton, compared to Philadelphia, \$8.32 a ton; Minneapolis, \$9.06 a ton; and Milwaukee, \$11.17 a ton.

The report concluded that sanitation bureau "labor rates are too high, too many personnel are assigned per crew, and there are no systematic plans."

The Bureau of Streets came under fire in the report for poor pothole and asphalt patching programs.

"ASPHALT PATCHING is almost entirely by complaint response, with no systematic programming... No plan whatsoever has been proposed for side-street resurfacing. There is also occasionally a poor quality in our arterial street resurfacing."

As for potholes, the report cited bloated five-man repair crews, and called for reassignment of the 225-man patching force into three-man crews like those used in many other cities.

Charging that Chicago has fewer patching crews per mile than do other cities, the report said repair crews have low standards, are bloated by inefficient patronage workers, have no regular resurfacing schedule, and resurface according to availability of funds.

"IN THE END result, unpatched potholes will enrage the citizens as their tires are gored and the very graphic signal comes that Chicago does not work," the report said. "The inability to control them has become a media fixation."

Also cited as one of the most inefficient department services was the Bureau of Equipment, which the report said was responsible for "chronic equipment shortage," mostly due to poor and often unsupervised repair work.

Byrne administration has made changes

Mayor's record on reform

JANE BYRNE inherited a city government filled with waste and ineptitude, according to the secret transition report obtained by The Tribune. While her administration has been characterized as a "revolving door," with frequent upheavals among top staff, she has made sweeping changes in several areas of government.

Her record of achievements after more than a year in office includes trying to balance the budget, increasing minority representation in government, cracking down on worker inefficiency, and being made accountable to the public.

The Department of Streets and Sanitation, Chicago's largest city agency, was strongly criticized in the transition report.

Although the Byrne administration has virtually ignored many of the report's suggestions, there have been changes in the Department of Streets and Sanitation.

THE MAYOR HAS laid off or fired hundreds of city employees since she took office. Most of them have been streets and sanitation workers.

John Donovan, appointed commissioner of streets and sanitation by Mrs. Byrne, cited availability of city equipment during last winter's snow removal efforts and during the firemen's strike as examples of diligence by the oft-criticized Bureau of Equipment within his department.

Responding to criticism in the transition team report about "bloated" street cleaning and pothole-patching crews without systematic schedules, Donovan said: "I have just cut back our 50 street-cleaning crews to 25, and I've

eliminated 62 section foremen among garbage collectors. I'm examining whether our patching crews should be smaller. We do have a system. We organize complaints about potholes geographically and assign crews to specific sections of the city."

ANOTHER REFORM, he said, has been delegating authority "a lot more to ward superintendents. They are empowered to recommend suspensions, dismissals, and disciplinary actions."

Other reform areas in the Byrne administration include:

● Changing the school board membership, giving minority group representatives a majority vote.

● Shaking up Chicago Transit Authority leadership, appointing Eugene Barnes as chairman.

● Initiating a consolidation of various categories of building inspectors.

● Bringing in Dr. Hugo Muriel as commissioner to be joined by public health administrator Dr. David McNutt, to reorganize what she termed a "poorly administered" Department of Health.

● Expanding special entertainment events, most notably the summer ChicagoFest.

CRITICS CAN cite political motivations for employee layoffs or transfers; that she did not intend to give minorities as much school board power as they got; and that she once intended to scale-down ChicagoFest, which was created by her predecessor, former Mayor Michael Bilandic. Still, her reform efforts stand.

And, for better or for worse, Mrs. Byrne has been more available to the media and the public than her predecessor.



Mayor Byrne



Louis Masotti

Byrne ignored study—panel chief

By Mary Eison

THE MAN who orchestrated the voluminous report on the city of Chicago said it was designed "to assist a fledgling administration... to hit the floor running."

Instead, says Northwestern University Prof. Louis Masotti, "precious few bothered to read it."

"It's a disappointment to me and to the entire city of Chicago," Masotti said, Saturday, still stung by Mayor Byrne's "apparent dismissal" of the report's recommendations.

Masotti, who supervised Mrs. Byrne's transition team and the preparation of its report to the mayor during a leave of absence from the Northwestern University's Center for Urban Affairs, said of the 23-member committee: "What we did was not budgeted; nobody got paid. We had no staff. These were citizens who at the request of the mayor volunteered to spend a hell of a lot of time and energy and put their reputations on the line to provide information to help guide the mayor."

"THE FACT that she chose to dismiss it, apparently without consideration, without reading it or judging it on its merits, was not well received by anyone on the committee."

"Nor did anyone get any appreciation in any way, shape, or form, including me."

However, Masotti, who emphasized that he did not write any part of the report, said he objected to its publication. "It was not written for the public," he said. "It was written for the lady

who was going to be mayor of Chicago. That was the understanding from the beginning, and we would not have felt that we could be honest, open, and straightforward if we had to be concerned about the public's acceptance of some rather harsh statements about a political organization she was replacing after 48 years."

"Had it been done for the public, it would have been done very differently or not done at all."

MASOTTI WOULD NOT discuss details of the report, "because I haven't read it in 14 months," but he said, "I guess for me personally, and for the entire transition committee and the entire city, the most significant absence [of action] that has concerned us is that Mayor Byrne made a commitment to find the best and brightest professionals to administer the city of Chicago. With some notable exceptions, I personally think that for the most part she hasn't done that."

In reference to recommendations in the report, Masotti said the mayor's creation of a department of neighborhoods, rather than an ombudsman to coordinate neighborhood services among city departments, was in direct contradiction to the report's suggestion.

He also expressed disappointment that the mayor had not created a commission to study the future of Chicago, which was strongly urged by task force members.

Masotti did note, however, that nearly a dozen transition team members were now working for the city and in that way were influencing Chicago's fortunes, despite the mayor's dismissal of their written recommendations.

Highlights of the secret city study

Continued from first Perspective page
 return to haunt the mayor if she would be held accountable for its implementation.

THE REPORT WAS labeled confidential and might have stayed that way except for Warden's lawsuit. Warden sued for the public release of the transition papers after being refused access to them by City Hall officials.

He based his suit on a municipal code amendment enacted March 14, 1979, after a controversy over a secret city-commissioned report on snow removal prepared by former mayoral aide Kenneth Sain, that requires the municipal reference librarian to collect from the mayor and each department, commission, and agency three copies of each report prepared for the city by independent consultants.

The following is a summary of the findings of the transition team study:

Aviation Department

PROBLEM: "Despite the fact that O'Hare Field is the busiest airport in the country, the city's overall airport facilities are inadequate and the department is poorly run."

SOLUTION: Dismiss Aviation Commissioner J. Patrick Dunne; arrange to open new airport and close Meigs Field.

Building Department

PROBLEM: "The cost of inspections is too high and the corruption too great."

SOLUTION: Wrest control of inspection divisions from construction trade unions; modify housing code; reorganize Housing Court.

Streets and Sanitation Dept.

PROBLEM: "The department is very bulky, inefficient and often poorly coordinated despite many good, hard-working employees at various levels" because of poor "allocation of authority" and "overstaffing and high salaries."

SOLUTION: Improve planning, end overstaffing of crews; improve pot hole repairs

Chicago Housing Authority

PROBLEM: "It has failed in its principal mission to maintain existing buildings and to build new public housing in Chicago."

SOLUTION: Replace chairman, four other board members; eventually merge CHA with the Department of Planning.

Personnel Department

PROBLEM: "No acceptable affirmative action program . . . not equipped to deal with collective bargaining . . . has been unable to implement after more than two years the new personnel code adopted by the city council under (the late Mayor Richard J.) Daley's initiative."

SOLUTION: Replace Director Charles Pounian, four other members of personnel board.

Police Department

PROBLEM: "So many basic questions have arisen in the course of our evaluation as to defy complete analysis."

SOLUTION: Expand police board to seven or nine members; eliminate waste; review policies; put investigations of alleged police improprieties under jurisdiction of city's Office of Professional Review; improve community relations; increase use of civilian personnel; create special Crimes Against the Elderly section.

Law Department

PROBLEM: "It is poorly administered, inefficient, very expensive for the services performed, frequently renders incorrect advice, takes no action on some important matters, loses major cases of significance to the city, and is staffed by many attorneys appointed more for their political connections than their skills and more dedicated to their private practices than to their city duties."

SOLUTION: Fire Corporation Counsel William Quinlan; improve administration; hire on merit instead of clout.

Planning and Development

PROBLEM: Unresponsive personnel; lack of citizen input; poor organization; overlap with other departments; lack of long-range planning.

SOLUTION: Reorganize into department responsive to neighborhood needs.

Parks and Recreation Dept.

PROBLEM: "The continued operation of the

to include energy matters "a wise step on the part of the previous administration." Must also curb corruption by department inspectors; enact an aircraft noise pollution law; and should test for the state all motor vehicles registered in the city.

Financial Departments

PROBLEM: "The financial departments of the city are not rationally constructed and consolidated."

SOLUTION: "It would seem much more efficient to have a unified Department of Finance with a single commissioner and to have the comptroller, purchasing agent, and revenue director as deputy commissioners." Also recommend changing city auditor from firm of Bansley and Kiser to a "Big 8" firm.

Health Departments

PROBLEM: "Board of Health and Health Department under Murray Brown's and Ed King's leadership . . . proceed with only the vaguest plans for health care . . . The difficulty, beyond the personnel who head the Board of Health, has been that there are four major, uncoordinated health agencies with virtually the same mandate."

SOLUTION: "The city's first priority must be to get these four separate agencies, under the general guidance of the H.S.A. (Health Systems Agency) to draw up a public health plan and program and to divide rationally the responsibilities for implementing such a public health plan."

Human Relations Commission

PROBLEM: "The chief flaw of the Human Relations Commission is that it works entirely upon complaints of individuals. It doesn't review general problems of segregation or inter-racial problems in Chicago no matter how great the provocation, it does not serve as a watchdog over other city agencies, and it does not formulate programs to overcome human rights violations."

SOLUTION: "It needs new staffing, a broader mission, and some real power. If the mayor is serious about dealing with the racial problems in Chicago, this agency would have to be strengthened and remodeled along the general lines of the U.S. Commission on Civil Rights."

Human Services Department

PROBLEM: "The department has a very broad mandate but little corporate funding. Most of the corporate funds which it has, are spent on matching federal and state grants or administering them."

SOLUTION: "In the 1980 city budget there will have to be savings in other departments so that funds can be reallocated to the Department of Human Services." Must also streamline administration, eliminate programs duplicated by other city agencies.

Office for Senior Citizens and Handicapped

PROBLEMS: "Deficiencies in overall approach"; Heavy emphasis on research and planning, light in delivery of services.

SOLUTION: Though research and planning efforts cannot "be faulted in theory, the city is going to have to make a greater financial commitment to the needs of seniors and this office is going to have to take a greater advocacy and service delivery stance if it is to be effective in the next four years."

Water and Sewers Department

PROBLEMS: "The Department of Water and Sewers is perhaps one of the better examples of that foolish fantasy that Chicago is 'the city that works' . . . but that appearance is very misleading . . . This department is overstaffed, overpaid and its equipment is outmoded."

SOLUTION: Dismiss Sewer Commissioner Edward Quigley, the Democratic committeeman of the 27th Ward. Replace him with Deputy Commissioner Richard Pavia "with the understanding that the entire department must be modernized and streamlined or else Mr. Pavia too will be replaced. Significant cost savings can indeed be achieved with good management, modern equipment and the elimination of overstaffing."

Zoning Board of Appeals

New Ordinances

— Award municipal deposits to financial institutions as a reward for their lending a "significant portion of their deposits for local lending."

— Code amendment to create a petition process for denying the issuance or renewal of liquor licenses.

— Building code revisions to encourage rehabilitation of housing.

— Creation of a Code Hearing Bureau to replace the Compliance Board in the Building Department. Under the proposed hearing bureau, the initial hearing by an administrative officer could result in findings of fact and the imposition of penalties.

— Creation of Department of Parks and Recreation (see above).

Other recommendations

— Create Mayor's Executive Cabinet, composed of five offices: Information and Inquiry; Program Planning; Legislative Relations; Administration; Intergovernmental Cooperation.

— Reassign street patching personnel from five-man crews to three-man crews.

— Name an Administrative Assistant in Charge of Boards and Commissions.

— Conduct an inventory of all proposals submitted for Community Development Block Grant Funding.

— Request Master Service Plans from all department heads.

— Centralize routine city services, such as building permits, voter registration, streets and sanitation, etc., by forming "Little City Halls" in each ward superintendent's office.

— Make greater efforts to ensure citizen participation in hearings on Community Development Block Grant applications for Year V.

— Create a Congress of Neighborhoods to involve community organizations in Chicago's overall neighborhood redevelopment plan.

— Reconstitute "Lighted School House," the program whereby several schools in each school district would be opened after regular class hours several days each week to provide various activities for youngsters.

— Support bills pending in the state legislature that would provide funds for housing and rehabilitation costs.

— In the mayor's relationship with the City Council, work through Ald. Wilson Frost (34th), floor leader and chairman of the Finance Committee. Invite Ald. Martin Oberman (43d), head of the independent bloc, to all consultations. Make personal calls to aldermen, watch for "dominance" of the "Vrdolyak faction" headed by Ald. Edward Vrdolyak (10th). Avoid schedule conflicts that would prevent mayor from chairing full council meetings.

— Direct City Comptroller and Budget Director to immediately initiate and to complete by the end of the year a study of the city's pension funds management.

— Organize a 1980 census drive, with city agencies "working with neighborhood organizations in developing a system to identify neighborhoods and provide the Census Bureau with the information it requires."

— Direct that a certain portion of the Hotel Occupancy Tax be used to fund the performing arts more substantially, and direct the Chicago Council on Fine Arts to investigate ways to enhance performing arts development in the city.

— Create special teams of city inspectors familiar with the unique problems and requirements of community theatre centers" to prevent "inconsistent and unfair enforcement of the code for these centers."

— Create a special ticket booth at City Hall to sell reduced-price tickets on the day of performances, "thus helping producers fill their theatres" and audiences "fill up the Loop at night." A 50-cent service charge on each ticket would make the booth self-supportive.

— Support House Bill 200 in the Illinois legislature, which would ban the sale and manufacture of handguns in Illinois.

— The city should enact an effective and rational sign control ordinance to limit new sign erection in locations, size, and type, also including an authorization provision to remove nonconforming signs in perhaps five years."

— Try to acquire state funding for Chicago Public Television (Channel 20), which is operated by a consortium of schools known as the Chicago Metropolitan Higher Education Council. Keeping the station in mind as a possible outlet for a city cable television system, the city could also provide direct funding.

more than two years the new personnel code adopted by the city council under (the late Mayor Richard J.) Daley's initiative."

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SOLUTION: Fire Corporation Counsel William Quinlan; improve administration; hire on merit instead of clout.

Planning and Development

PROBLEM: Unresponsive personnel; lack of citizen input; poor organization; overlap with other departments; lack of long-range planning.

SOLUTION: Reorganize into department responsive to neighborhood needs.

Parks and Recreation Dept.

PROBLEM: "The continued separation of the Chicago Park District and the City of Chicago government produces inefficient, uneconomical, and often duplicated services by the Park District."

SOLUTION: Consolidate Park District under jurisdiction of city, creating Department of Parks and Recreation.

School Board

PROBLEM: "The quality of public education is considered to be a major problem in Chicago."

SOLUTION: Appoint board members only from list submitted by Mayor's Advisory Commission on School Board nominations; invite potential candidates to apply to the commission.

Animal Control Division

PROBLEM: "The commission has many weaknesses... (it) now concentrates most of its efforts in rounding up stray animals."

SOLUTION: Incorporate as wing of Health Department. "Its (the commission's) focus should be broadened to include enforcement of pet licensing and vaccination laws to curb free-roaming, dangerous pets and eliminate animal waste pollution on the city streets."

Office of Child Care Services

PROBLEM: "Probably does too little in training and technical assistance."

SOLUTION: Cut down duplication of service of other agencies, particularly in inspections; make city funds available to supplement state funds to improve the quality of child care services in Chicago.

Election Commissioners

PROBLEM: Level of voter registration too low, particularly among blacks and Latinos.

SOLUTION: Conduct registration by door-to-door canvassers, paid as they produce. Also improve electoral process by increasing number of Republicans and independents used as election judges.

Environmental Control Dept.

PROBLEM: "Thus far, there is no energy plan or the city, no legislation regarding energy, and few programs which do relate to energy conservation... are handled by other city agencies."

SOLUTION: Former Mayor Michael A. Blandie's move to expand environmental control department

corporate funds which has, as spent on matching federal and state grants or administering them."

SOLUTION: "1980 city budget there will have to be saved other departments so that funds can be reallocated to the Department of Human Services." Must also streamline administration, eliminate programs duplicated by other city agencies.

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PROBLEMS: "Deficiencies in overall approach"; Heavy emphasis on research and planning, light in delivery of services.

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PROBLEMS: "The Department of Water and Sewers is perhaps one of the better examples of that foolish fantasy that Chicago is 'the city that works', but that appearance is very misleading."

This department is overstaffed, and its equipment is outdated.

SOLUTION: Dismiss Sewer Commissioner Edward Quigley, the Democratic committeeman of the 27th Ward. Replace him with Deputy Commissioner Richard Pavia "with the understanding that the entire department must be modernized and streamlined or else Mr. Pavia too will be replaced. Significant cost savings can indeed be achieved with good management, modern equipment and the elimination of overstaffing."

Zoning Board of Appeals

PROBLEM: "The expertise of the board is in applying the technical requirements of the Zoning Ordinance to individual cases. It is much more responsive than the city council's buildings and zoning committee to the inclusion of community sentiment in its final decision-making." However, citizens' input is desired before hearings reach the board.

SOLUTION: Create Community Zoning Boards to handle the first level of zoning hearings. "Even with initial community zoning hearings, there would still need to be a Zoning Board of Appeals and in the interim it will be the only agency capable of granting variances to the crude zoning maps which govern the physical future of the city." Should meet at night and on weekends and at the same location to facilitate citizen participation.

Proposals for new executive orders

— Establish written standards of ethical conduct for elected officials and city employees to prohibit conflicts of interest.

— Give assurances of the public's right to inspect and copy public documents.

— Create a Neighborhood Parks' Day to organize a community park clean-up campaign

"Vrdolyak faction" headed by Ald. Edward Vrdolyak (10th). Avoid schedule conflicts that would prevent mayor from chairing council meetings.

— "Direct City Comptroller and Budget Director to immediately initiate and to complete by the end of the year a study of the city's pension funds management."

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— Try to acquire state funding for Chicago Public Television (Channel 20), which is operated by a consortium of schools known as the Chicago Metropolitan Higher Education Council. Keeping the station in mind as a possible outlet for a city cable television system, the city could also provide direct funding.

— The city's next mortgage revenue bond issue "should include a component for the financing of multifamily rehabilitation to benefit low- and moderate-income residents. This rehabilitation revenue bond component or bond issue should be evaluated for its effect on the bond rating, its effectiveness in providing rehabilitation financing, and the resulting rent increases and displacement of previous residents."

— Obtain allocations of Section 8 Substantial Rehabilitation Funds for local redevelopment corporations. "Locally based redevelopment corporations represent an important base for implementation of the Mayor's commitment to rehabilitate neighborhoods."

— Appoint a mayor's administrative assistant for criminal justice to represent the city in matters pertaining to crime and crime prevention.

— Develop a better way of administering all neighborhood commercial revitalization programs.

— Appoint an affirmative action officer in the Personnel Department and within each city department.

— Appoint an administrative officer to help voluntary organizations in the use of CETA workers.

— Improve procedures for voluntary organizations participating in day-care programs.

— Provide technical assistance to community developers interested in using federal funds for rehabilitation of multifamily dwellings.

How to deal with City Council

HERE IS A CAPSULE look at some advice the secret Byrne administration transition team report on Chicago government had for the new mayor on how to deal with the city council:

"Because you kept a hands-off policy towards the Council during its formative stage, the (Ald. Edward) Vrdolyak (10th) faction will be quite dominant in the new Council.

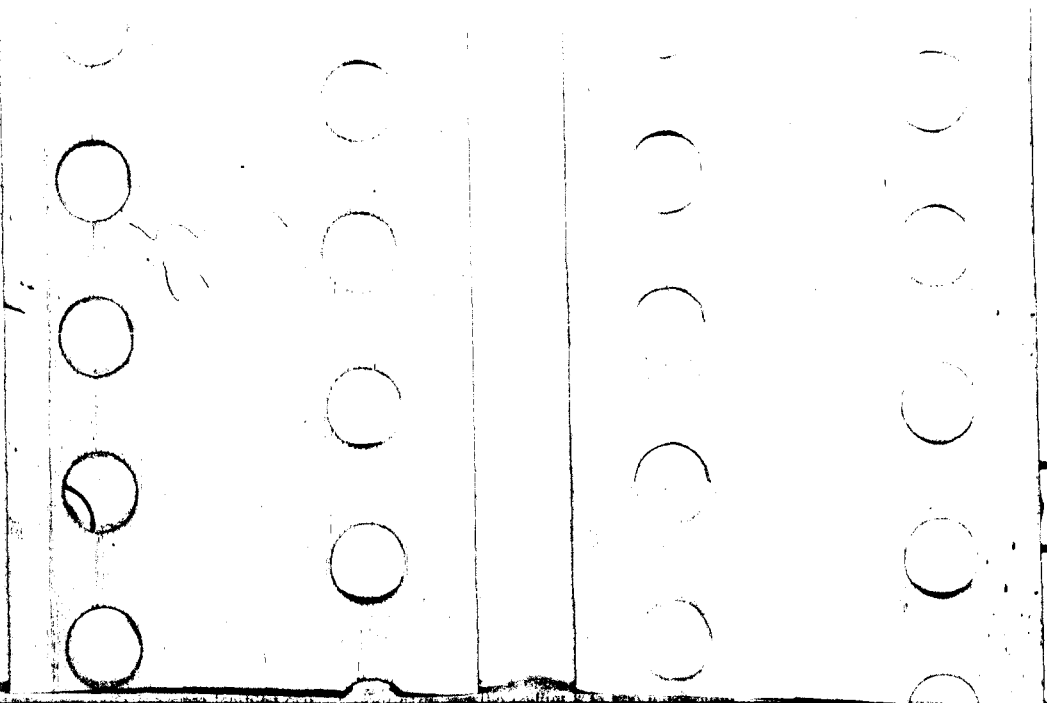
"But (floor leader and Finance Chairman Ald.) Wilson Frost (34th) will work with you and get the needed majorities for most of your programs. However, he will demand to be consulted and to meet directly with you and your deputy. He should meet with you and the deputy privately, but it should be widely known that these meetings are occurring before each Council session.

"During the last phase of the (Mayor Michael) Blandie administration, he met with the Committee Chairmen before each Council meeting. Because of

the dominance of the Vrdolyak group, this process will be too restricted unless you move to open it up. Alderman (Martin) Oberman (49d), as leader of the Independents, should be invited to participate at these meetings.

"THE AGENDAS should include legislation to be passed, legislation to be given hearings, and legislation to be introduced at the succeeding Council meeting. These sessions should allow many differences to be worked out and move legislation to be passed unanimously.

"Aldermen should be asked to work with Department Heads to draft and introduce legislation for you under their names with a public announcement to that effect... It will improve their chances for re-election, get good publicity for you both, and bring you their loyalty and support."



How City Hall fought to suppress secret study of Chicago

By Storer Rowley and George de Lama

THE BYRNE administration has fought a year-long battle to squelch the voluminous report on Chicago government compiled by Mayor Byrne's transition team in the first month after her election.

In December, Circuit Court Judge James Murray ordered that six volumes of the secret report—prepared by a task force of reform-minded politicians and public interest groups—be made available to the public. City lawyers appealed the decision, however.

The document remained unavailable until now. The bulk of the report recently was obtained by Chicago Lawyer, a publication of the Chicago Council of Lawyers. Its editor, Rob Warden, had filed the suit. Lawyer William Bowe, who was analyzing the report for Chicago Lawyer and who had written a section of the transition report, made it available to The Tribune Saturday.

The full report is said to number about 1,000 pages, 700 of which have been released.

IRONICALLY, Mayor Byrne has not read the report her administration has sought to suppress.

Storer Rowley and George de Lama are Tribune reporters.

For the most part, it has been shelved.

Observers of the Byrne administration say that the commissioning of the report, followed by the lack of attention given it, are characteristic of her 14-month tenure. The spirit of reform that had surrounded her campaign—promises to clean house at City Hall and turn out political deadwood—changed rapidly and radically after she took office.

Transition team researchers under the direction

A summary of the controversial study of Chicago's problems by Mayor Byrne's transition team appears on page 6.

of Louis H. Masotti, then on leave as director of the Urban Affairs Center of Northwestern University, made the month-long study in April, 1979. The report, entitled "New Programs and Department Evaluations," consists of more than 150 policy recommendations and 20 department analyses.

The transition team included a number of traditional foes of the Regular Democratic Organization, including three independent former aldermen—Dick Simpson (44th), Leon Despres (5th), and William Singer (43d).

The transition report itself was written by a

special team, headed by Simpson and Leonora Cartwright, whom Mrs. Byrne later named human services commissioner, which digested and assembled the analyses and recommendations of the 26-member transition group.

THE REPORT evaluated city agencies and detailed proposals for city budgets and fiscal priorities, creation of jobs, revitalizing neighborhoods, serving senior citizens, and improving mental health services.

But much of the reform seemed to end with the report, and Masotti, Byrne's transition chief, found no permanent home in her administration and returned to Northwestern when the report was finished.

The document reportedly was turned over to then press secretary William Griffin and his staff, and was soon dismissed as of little use. Administration officials branded it as not politically realistic as the mayor went about the business of mending political fences and taking up the reins of traditional power in City Hall.

It was also seen, sources said, as a potential long-term liability. Some administration officials feared its recommended reforms and felt a search for "the best and the brightest" minds might one



Continued on page 8 Mayor Jane Byrne: Little interest in the study by her own transition team.

Tribune told: Leave City Hall

Continued from page one

tation, especially since we both have the same goals: a vital and healthy city."

Tribune Managing Editor William Jones said of Mayor Byrne's action:

"There is no vendetta and the mayor knows it. The Tribune will continue to publish the news without first seeking approval from the city administration.

"Mayor Byrne is saying in effect that when she disagrees with what is published in The Chicago Tribune she will take action to impede the free flow of information from City Hall to the people of Chicago.

"THAT'S A frightening point of view on the part of any public official. It's particularly chilling when it becomes the publicly stated policy of the Mayor of the City of Chicago.

"The issue is not a free desk at City Hall. The issue is freedom of the press."

Jay Miller, executive director of the Illinois Division of the American Civil Liberties Union, called the ouster of The Tribune from the City Hall press room "incredible" and predicted that if challenged in court, Mrs. Byrne's ban would not be upheld even if she "take[s] it all the way up to the Supreme Court."

McMullen conceded in another Sunday morning telephone call, this one to Bob Crawford, City Hall correspondent for WBBM radio, that it was assumed The Tribune would challenge Mrs. Byrne's order in court.

"AT LEAST WE will have made our point," said McMullen, who earlier told United Press International, "Let them sue; we'll take it all the way up to the Supreme Court."

The mayor was on an extension line and when Crawford protested that The Tribune's constitutional rights were being infringed, she said:

"I'm not trying to interfere with the free press. They can print whatever they want. I can't stop them. But I

don't have to help them hurt this city by providing them with free space at City Hall."

McMullen told Crawford at another point in the 15-minute conversation that the space in the press room previously occupied by The Tribune would be assigned to minority newspapers, specifically: La Raza, a Spanish-language paper; The Crusader, a black publication; and a German-American newspaper he did not identify.

"THE MAYOR SAID she was going to get closer to the neighborhoods and now she is going to do it," McMullen said, laughing in a reference to one of his wife's campaign promises.

The desk and a typewriter in City Hall used by The Tribune are city property. However, the typewriter is not used. Davis sends dispatches to The Tribune newsroom on an electronic video terminal that belongs to the newspaper.

A TELEPHONE ON the desk is a private line paid for by The Tribune. A phone on which Davis takes some incoming calls also is on the desk.

Stuart Loory, president-elect of the Chicago Headline Club and managing editor for news of the Sun-Times, described Mrs. Byrne's action as a "clear violation" of the First Amendment, which guarantees freedom of speech and the press.

"This can only be regarded as an attempt to stifle the free flow of information in which all Chicagoans have an interest," Loory said.

The Chicago Newspaper Guild also condemned the mayor's ban.

"We vigorously and unanimously condemn the mayor's action in barring use of the City Hall press room and facilities to any news organization or representative [and] attempting to bar reporters' access to press conferences, public officials, and public records.

The Tribune is not affiliated with the guild.

Tribune out of City Hall press office

This story was reported by Gilbert Jimenez, Michael Rakky and Michael Zielenziger and written by Zielenziger. Mayor Byrne on Saturday ordered the ouster of the Chicago Tribune from its City Hall press room office, charging the newspaper with using smear tactics against her and her administration.

The Chicago Tribune has engaged in innuendos, lies, character assassinations and male chauvinist tactics against Jane Byrne became mayor," the mayor said in a statement released by her press secretary and husband, Jay McMullen, to the City News Bureau.

The mayor said in an interview later with the Sun-Times, she has a "privilege to use City Hall space and City Hall telephones at the taxpayers' expense. Evidently, the Tribune cares for the good name of Chicago."

Byrne said she decided to order the Tribune out of the City Hall press room because of a story published in the newspaper's Sunday editions that said she had shunned many of the recommendations made by an advisory task force she asked to study the city's problems as she prepared to take office in April, 1979.

per's Sunday editions that said she had shunned many of the recommendations made by an advisory task force she asked to study the city's problems as she prepared to take office in April, 1979.

THE STORY SAID the task force found a "bloated budget, inefficient city management and a lack of long-term planning" in City Hall.

A similar story about the report appears in the Sunday Sun-Times.

Byrne also said the Tribune articles were but the latest in a long series of unfair attacks on her administration. The Tribune denied any "vendetta."

Byrne, in the interview with the Sun-Times, called the task force's findings "ridiculous" and accused the Tribune of "yellow journalism." She said the newspaper "only printed 85 percent of the story."

The mayor said she would refuse to answer any questions

posed by Tribune reporters and would refuse to comment to other reporters on stories carried by the newspaper.

"I will never, ever talk to them [the Tribune] again," the mayor added.

McMullen, in his statement to the City News Bureau, characterized the advisory study from which the Tribune article was written as "unbelievable, naive and superficial."

McMullen said the report was an amateur effort and that Byrne has commissioned a professional review of city government by Hay Associates, 1 E. Wacker, a consulting firm.

THE STUDY WAS prepared for Louis H. Masotti, a Northwestern University urbanologist, who had been invited by Byrne to assist her transition into City Hall.

Much of the information for the report was gathered by University of Illinois graduate students reporting to former in-

Turn to Page 66

White House to throw Anderson a curveball on debate; Teachers Union tackles a new challenge; see Kup, Page 64.

Administration was dominated by "mob influences" close to 1st Ward Democratic Committeeman John D'Arco and Ald. Fred B. Roti (1st).

Three former top police officials had charged that city personnel were hired or dumped at D'Arco's behest. Their allegations prompted Republican State's Attorney Bernard Carey, who is running for re-election in November, to launch a grand jury probe of the allegations.

Byrne said the Tribune has been on a "big vendetta" against her and said "they could care less about the city's image."

REFERRING TO Tribune coverage of her stormy first year in office, Byrne said there had been "a very pervasive mood to get something ugly and headline seeking" in print.

She also said she had incurred the paper's wrath by opposing a \$100 million real estate venture the Tribune Co. had sought for some of its land east of Michigan Ave. She refused to elaborate on the development deal, saying she would discuss it at a Sunday news conference. The Tribune would not comment on the charge.

McMullen, a real estate writer on leave from the Sun-Times, said in a statement that "Personal attacks have in no way influenced this decision. But the damage the Chicago Tribune has done internationally as well as nationally to the image of the City of Chicago is not acceptable and is an insult to every Chicagoan who is proud of this city."

He said no other news agencies in the city would be affected by the decision.

William Jones, managing editor of the Tribune, said after learning of the mayor's order: "There is no vendetta and the mayor knows it. The Chicago Tribune will continue to publish the news without first seeking approval from the city administration."

James Hoge, publisher of the Sun-Times, said: "It is to be



DESK USED BY TRIBUNE (foreground) in City Hall press room, which Mayor Byrne has banned the newspaper from using. (Sun-Times Photo by Chuck Kirman)

not to speak with Tribune reporters and that Tribune personnel will be allowed in the building but will be denied access to City Hall records as well as press room facilities.

Tribune reporters, the mayor said, "are free to make appointments with commissioners, and will have access to certain records. They will not be allowed to attend news conferences; they can go on printing their silly headlines but they will get no information from me."

But Herbert L. Caplan, first assistant attorney general, said the state's public records act empowers any citizen to examine public records relating to the spending of public monies and the issuance of contracts.

"They [the Tribune] would have the right to examine those records notwithstanding any order from any authority," Caplan said.

Byrne said the Tribune's account of the transition study failed to point that graduate students spent only 30 days doing much of the research for the document. "I hardly think that a crew of college students could give a good or bad report. I hired the most prestigious firm in the city, Hay Associates, to do a professional job."

Masotti she suggested had an "ax to grind" because he had

Tribune ousted from City Hall press office

Continued from Page 5

dependent Ald. Dick Simpson (44th). Simpson and Lenora T. Cartright, later appointed by Byrne to head the city's Department of Human Services, were mainly responsible for writing the document.

The move to oust Tribune reporters from the City Hall press room culminates months of antagonism between the newspaper and the mayor.

Byrne was particularly incensed by recent charges that her administration was "dominated" by "mob influences" close to 1st Ward Democratic Committeeman John D'Arco and Ald. Fred B. Roti (1st).

Three former top police officials had charged that city personnel were hired or dumped at D'Arco's behest. Their allegations prompted Republican State's Attorney Bernard Carey, who is running for re-election in November, to launch a grand jury probe of the allegations.

Byrne said the Tribune has been on a "big vendetta" against her and said "they could care less about the city's image."

REFERRING TO Tribune coverage of her stormy first year in office, Byrne said there had been "a very pervasive mood to get something ugly and headline seeking" in print.

She also said she had incurred the paper's wrath by opposing a \$100 million real estate venture the Tribune Co. had sought for some of its land east of Michigan Ave. She refused to elaborate on the development deal, saying she would discuss it at a Sunday news conference. The Tribune would not comment on the charge.

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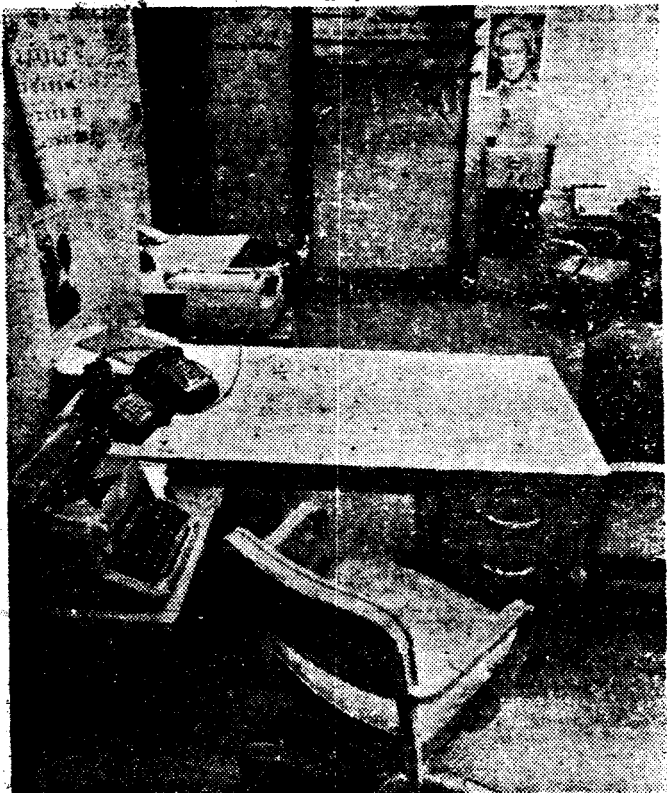
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James Hoge, publisher of the Sun-Times, said: "It is to be hoped that better judgment prevails. The mayor's contemplated action would be indefensible and would be resisted. Citizens have a right to uncensored news about their public officials."

Stuart H. Loory, president-elect of the Chicago Headline Club, said the mayor's action "can only be regarded as an attempt to stifle the free flow of information in which all Chicagoans have an interest." Loory is also Sun-Times managing editor-news, daily.

McMULLEN SAID Byrne will order all City Hall officials



DESK USED BY TRIBUNE (foreground) in City Hall press room, which Mayor Byrne has banned the newspaper from using. (Sun-Times Photo by Chuck Kirman)

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Masotti, she suggested, had an "ax to grind" because he had not been appointed to a Planning Department post he desired.

She also said she had "never authorized Masotti to do a [personnel] evaluation of anyone."

The transition papers pinpointed a number of city officials who should be dumped. Byrne has already replaced 40 of the city's top 50 officials.

The Byrne administration fought a lawsuit brought by a local journalist who demanded the release of the transition papers. Though a Circuit Court judge ordered the city to release its contents, the city is appealing.

Byrne ignores secret study attacking waste

By Brian J. Kelly

Chicago suffers from a government that is closed to the public, expensive to run and structured in such a way that it is not responsive to the needs of the city.

Those are the conclusions that can be drawn from the long-suppressed report of Mayor Byrne's transition team, a copy of

which was obtained by the Sun-Times.

The report, a 600-page document in a loose-leaf binder, was ignored by Byrne. The mayor also decided that since it was done for her and not the city, there was no reason to make it public.

The document serves as a comprehensive collection of reform proposals, some previous-

ly suggested and others new. It contains 197 specific recommendations and a number of more general ideas for restructuring City Hall.

Three major themes emerge:

- City Hall needs to make government more open and services more available to citizens.
- Waste from the patronage system is costing

the city in many areas and will become a critical problem as the city faces a greater scarcity of funds.

• Many city departments are badly organized and do not have realistic goals. As one example, the Health Department still lists prevention of epidemics as a major goal, but has

Turn to Page 22

Mayor orders ouster of Tribune

Eviction from City Hall is set because of 'smear tactics'; Page 5

Report on waste shunned

Continued from Page 1

nothing defining what health care policies it is to pursue. The report suggests restructuring the departments of planning, human services, law, health and finance.

The report also proposes several personnel changes. It recommends replacement of Corporation Counsel William Quinlan, Personnel Director Charles Pountian, Chief Electrical Inspector William Hogan, Aviation Commissioner Joseph Dunne, Chicago Housing Authority Chairman Charles Swibel and the entire CHA board and Health Commissioner Murray Brown.

Since the report was written in April, 1979, Brown has been replaced, Hogan has retired and Dunne has announced his retirement.

The bulk of the personnel suggestions is contained in a second, still-secret section of the transition team's work. This one was done by Louis Masotti, a Northwestern University professor whom Byrne had put in over-all charge of the team.

Bits of the main report have leaked out over the last year. Most recently, its principal author, former Ald. Dick Simpson, excerpted it in a 30-page section in the revised edition of Chicago's Future, due out in July from Swallow Press.

The report does not offer conclusions in a concise overview. Fifty-five separate sections deal with problem areas on an individual basis.

But Simpson, who now is a professor at the University of Illinois at Chicago Circle, said that it is important to look at the entire report to see just how widespread City Hall's problems are.

"The report does incorporate some proposals that have been made before, but it is significant because it pulled problems and solutions together in one document and would have allowed the mayor to review them," Simpson said last week.

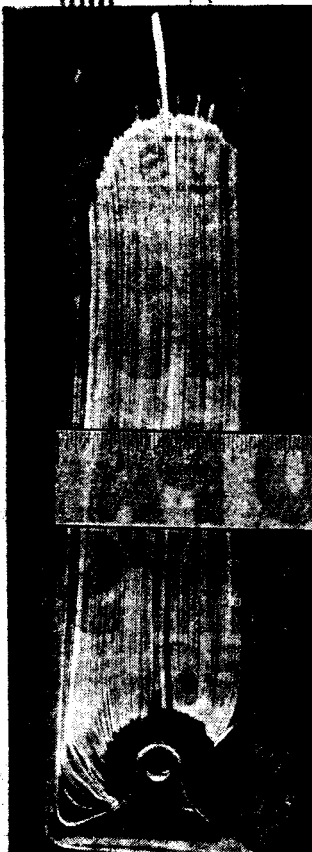
"We were surprised at the depth of the problems, but decided that some changes at the top level of government could go a long way toward solving them," he said.

ONE OF THE KEY proposals, Simpson said, is the establishment of a Mayor's Executive Cabinet composed of the corporation counsel, comptroller and five deputy mayors for information, planning, legislation, administration and intergovernmental cooperation.

The report says the city is too big for the mayor to be able to keep track of everything and that if she relies on department heads, she'll be getting biased information.

The Cabinet would greatly strengthen the office of the mayor, the report says, and would lighten the day-to-day workload that now falls directly on her.

The other central proposal the report makes is the need for an ethics code for city employees. The report said there was a public



LEFT: Mayor Byrne's transition team produced this 600-page report on how the city was run before she took office. ABOVE: In the section analyzing the Streets and Sanitation Department, the authors conclude that, compared to other cities, department services cost Chicago more because of "overstaffing and high salaries." (Sun-Times Photos)

The fundamental changes required in the Department other than the reallocation of authority and responsibility to ward superintendents are two: 1) better planning and 2) ending the overstaffing of crews. In our policy proposals we have advocated a series of service delivery master plans (done by the Department's not consultants) on the Toronto model.

The reason that our refuse collection costs \$42.25 a ton as compared to Baltimore's \$23.35 a ton or Philadelphia's \$33.06; that our street cleaning costs \$1780 a mile as compared to Los Angeles, Cleveland or Cincinnati which range from \$727 to \$1,500 a mile; and so on for every service is our overstaffing and high salaries. In changing crew sizes and gaining efficiency we may not necessarily decide to simply save money -- we may decide to increase the number of crews and the amount and quality of the services we provide.

Finally, it must be emphasized that we are an old city -- our streets and much of our city-provided services are old and worn out. They must be systematically

City's service costs are high

Chicago services are still among the most expensive municipal services in the nation, Mayor Byrne's transition team found.

The team was only updating earlier studies, but because of the comprehensive nature of the report, it presents strong evidence that Chicagoans are being nickel-and-dimed to death.

For instance, Chicago pays more than other large cities to have refuse picked up and disposed of and to have streets cleaned. It costs \$1.50 to have a water meter read in Chicago while the cost is 42 cents in Cleveland and 33 cents in Baltimore.

It costs more to pump drinking water in Chicago because of the high number of employees at the treatment plant: 30 per cent more than in Baltimore and twice as many as Detroit. And it takes a crew of five to fill a Chicago pothole while most other cities get by with three.

The Aviation Department has a large engineering section, yet it spent \$4 million on no-bid engineering consulting contracts in 1978.

One of the worst patronage offenders was found to be the Law Department, which the task force found "poorly administrated, inefficient, very expensive for the services performed... frequently renders incorrect advice... loses major cases of great significance to the city and is staffed by many attorneys appointed more for their political connections than their skills and more dedicated to their private law practices than to their city duties."

The report called for an executive order setting out an ethics code for the department and for replacing Corporation Counsel William Quinlan with "a qualified lawyer with administrative skills."

—Brian J. Kelly

prevalence of no-bid consulting contracts and the continuing expense of supporting a patronage army.

All of them derived from one main idea: in a time of increasingly tighter budgets, the old way of doing things was going to cause trouble.

THE BIGGEST problem area was the pension funds, which were poorly administered, poorly invested and growing at a phenomenal rate. In a brief section, the team reported that the growth rate was so great that soon taxpayers would be paying more toward city employees' pensions than for city services.

In 1972, \$59.3 million, or 15 percent of property tax income, went for pensions. By 1978, the figure had grown to \$123.5 million, or 33 percent of property tax income.

One reason for the problem, the team found, was the funds' mere 6.5 percent return on investments.

"We could do almost as well with simple savings accounts," the team wrote.

Finally, it said the low return might be tolerable if the funds were invested in firms "that help to build Chicago." As it is, they found that all but about 5 percent of the pension money is invested overseas, in bonds of other municipalities and in large corporations.

"crisis of confidence" regarding city government because of "charges of favoritism, corruption and conflict of interest among city officials."

It also points out that citizens groups long have complained about their inability to obtain city records.

THE REPORT contains two executive orders that would set out an ethics code and assure the public of the right to inspect and copy public records.

The authors suggest these orders would "set a tone" for the Byrne administration that would "restore public confidence in government and would fulfill the mayor's campaign commitment to reverse recent patterns of corruption."

When Byrne's transition team examined the city's finances in April, 1979, it found some serious problems.

Several of its discoveries resulted in a significant change in the city's accounting practices and in moves that may have saved Chicago from bankruptcy.

The unheeded suggestions centered on the poorly run city pension funds, chaotic administration of the financial departments, the

The report called for an immediate study by the comptroller and the budget director.

ONE OF THE other main problems with finances, the report said, was the fact that the various offices concerned with money were not "rationally constructed and consolidated." The report called for a unified Finance Department with a single commissioner and a comptroller, purchasing agent and revenue director as deputy commissioners. The city treasurer would remain separate.

The study also found that the data center was badly run "largely because of patronage and incompetence among the top administrators." It suggested an independent study of its operations and a new policy that would computerize more data and make it accessible to the public.

Acquiring data on all city projects was difficult, the team found, and it decided that many of the performance figures given by department heads were trumped up.

The transition team also found that City Hall is not responsive to the citizens and not very good at delivering many services to them.

The city must find a way to put government on a community level, or the decline of the neighborhoods will continue, the report concluded.

Community-level government a must, team says

The city must find a way to put government on a community level, or the decline of the neighborhoods will continue, Mayor Byrne's transition study concluded.

To deal with the problem, the report suggested a series of steps to bring the city to the neighborhoods. None of them has been put into effect.

The central proposal was the Congress of Neighborhoods. Although it was never implemented, it was drawn from a Byrne campaign speech, according to the report's principal author, Dick Simpson, a University of Illinois political science professor and former alderman.

The report said: "If the city expects people to invest in it through business operations and property ownership, it must allow people to be part of the decision-making process... A new partnership is needed between the city and the neighborhoods."

The congress would be responsible for maintaining commu-

nity between the neighborhoods and City Hall. It would educate the citizens about problems and solutions and assist in coordination of citywide projects.

The congress would be made up of five delegates from each neighborhood—defined either by the 50 ward boundaries or the 76 census tracts. Delegates would be elected either from the membership of a community group with 1,000 or more members or elected at an annual community meeting.

Another neighborhoods proposal called for establishment of "Little City Halls." This would involve what the team called "one-stop shopping" for city services by consolidating them in neighborhood offices.

The report recommended that the ward superintendent of the Department of Streets and Sanitation be made supervisor of a variety of city employees "such as building inspections, tree planting and care, street and sanitation services and voter registration."

Among the other neighborhood proposals:

- Community zoning boards should be established in those neighborhoods where 1 percent of the voters want them. Nominated by the alderman and appointed by the mayor, the board would decide on all local zoning matters, although decisions could still be appealed to the Zoning Board of Appeals.
- The mayor should hold regular neighborhood briefings at which she would come to hear a "state of the neighborhood" message and discuss problems with residents.
- The various city departments involved with neighborhood revitalization are uncoordinated and often working at odds with each other. A representative from the mayor's office should oversee their activities.
- The city should require that any banks that have city funds on deposit should invest some of that money in the community in the form of mortgages, home improvement loans and small business loans.

—By Brian J. Kelly

Byrne links tribune 'vendetta,' and deal

Michael Zielenziger

Chicago Tribune's "vendetta" against her administration Mayor Byrne charged Sunday, stems partly from her refusal to approve quickly a multimillion-dollar land development package that she said would involve Tribune Co. holdings.

She said the plans for a 54-acre development along a strip of land just north of the Chicago River in the Streeterville neighborhood had been "spearheaded" by Stanton R. Cook, Tribune Co. man and publisher of the Tribune and president of the Tribune Co., without her knowledge.

Tribune Managing Editor William Jones said Cook was out of the country along with other officials of the Tribune Co. and could not comment. The paper denied, however, that any Tribune Co. corporate affairs would affect its coverage of the

she said the Tribune Co. and the Chicago Dock and Canal had been cooperating on a plan to build a hotel, residential and commercial buildings, and a center for the city's television stations on a site just east of Tribune Tower. Under the

she shoot-from-the-lip gaffe badly timed—Kup, Page 54.
she feuds with city hall nothing new, Page 58.

A park also would be constructed along the north bank of a Tribune warehouse now stands.

BYRNE SAID SHE first learned of these plans Thursday in a meeting with Fred H. Sides, president of Chicago Dock and

she told the Sun-Times Sunday that Tribune Co. "is not involved" in his firm's development plans. He said no representatives of Tribune Co. had attended his briefing with the

she said "the key to the whole venture" is the completion of the Columbus Dr. extension over the river that would make the site of warehouses and parking lots, easily accessible to traffic. Completion of the project, she said, will significantly boost the value of land tracts held by Chicago Tribune—a 123-year-old firm founded by William Ogden, Chicago's first mayor—and the Tribune Co.

she said her refusal to immediately approve the plan is responsible for the Tribune's "vendetta" against her. On Saturday, the mayor accused the Tribune of using smear tactics against her after it published a story that said she had rejected many recommendations made in a report on city government by her transition team in April, 1979.

she was offended by the fact that Sides presented her detailed plans for the new development without previous consultation, said city Planning Commissioner Martin F. Murray.

she mayor's basic reaction," he said, "was that they've been taken in."
Turn to Page 58

Daley calls Tribune ban 'a disservice to people'

Juana E. Duly

Mayor Byrne's plan to throw the Tribune out of the City Hall press room "is a disservice to the people of Chicago," state Sen. Richard Daley (D-Chicago) said Sunday.

"People have disagreements but they don't each other out. My father had disagreements. I've had disagreements but I've never anybody out," he said.

He made his remarks at Independent Press of Illinois-Independent Precinct Organization headquarters, 5 S. Wabash, shortly after an interview with its endorsement committee.

The mayor, angered by Tribune coverage of his administration for some time, decided to ban its reporter from the press room after

the paper ran a front page story on a report prepared in April, 1979, by her transition team. The report analyzed 20 departments and was highly critical of many of them.

The 600-page report recommends major changes in those agencies and dismissal of several department heads, many of whom are described as incompetent.

Those recommended for replacement include: Corporation Counsel William Quinlan; Personnel Director Charles Pounian; Chief Electrical Inspector William Hogan, now retired; Aviation Commissioner Joseph Dunne, who has announced his retirement in July; Chicago Housing Authority Chairman Charles Swibel and the entire CHA board; Health Commissioner Murray Brown, who has been replaced, and Deputy Health Commissioner

Ed King, who has been replaced.

The report is divided into 55 sections that deal with problem areas. Listed below are highlights of the report's findings and its recommendations for various departments:

AVIATION—City's airport facilities inadequate, department poorly run, failed to plan rational airport system. O'Hare's operations costly, inefficient. Meigs Field, unsafe, "toy airport." Should be closed, its functions taken over by Midway. Third airport needed to relieve O'Hare overload. Replace Dunne who is "not competent to run the department."

BUILDING—"Cost of inspections too high and corruption, too great." Result is loss of 12,500 housing units in city each year due to high building costs that "strangle new construction... makes rehabilitation too costly

for working class families..." Control of inspection divisions must be "wrested away" from grip of construction trade unions. Modify complicated building code. Revamp Housing Court. Replace many staffers and Hogan.

CHA—"Failed in its principal mission to maintain existing buildings and to build new public housing in Chicago." Replace Chairman Swibel and CHA board. Recommends attorney Richard F. Babcock, who did recent study on lack of public housing here, to replace Swibel. Should eventually merge with Planning Department.

FINANCIAL—City financial departments, which consist of several offices each with different chiefs, "not rationally constructed." Consolidate into unified Department of Finance.
Turn to Page 58

'No input from the communities'

Report urged response to citizen needs

By George de Lama
and Storer Rowley

CITY GOVERNMENT must be more responsive to the needs of Chicago's neighborhoods or it will contribute to the city's decline, according to a secret evaluation of the City of Chicago prepared at Mayor Byrne's behest but later ignored by her administration.

The report, prepared for the mayor in April, 1979, by a group of hand-picked advisers and obtained Saturday by The Tribune, said the city administration she inherited developed most of its major plans "with little or no input from the communities they were designed to serve."

"The relationship between the city and the neighborhoods is in decline," said the study, issued by the evaluation unit of the mayor's transition team. "The neighborhoods do not feel they can work with the city government or that they have any impact on the decisions affecting them."

THE REPORT WAS referring to the situation as it existed just prior to Mrs. Byrne taking office.

Repeatedly referring to the "commitment to neighborhoods" and reform-minded tone of Mrs. Byrne's mayoral campaign, the report calls for a "new partnership" between her administration and the city's neighborhoods and recommends a series of measures designed to open up city government to citizen participation and improve services in residential areas.

Despite the support of many community groups, few of the study's recommendations have been implemented during the first year of the Byrne administration.

Key proposals in the survey that have been ignored include:

- Creation of a Congress of Neighborhoods, envisioned as a body that would assist in the coordination of neighborhood projects on a citywide level. It also would act as a forum for community organizations to engage in "meaningful communication" with each other and City Hall. The mayor repeatedly expressed her support for the idea during her campaign.

- Regularly scheduled neighborhood briefings in each community, where the mayor would receive "State of the Neighborhood" reports and would respond to local concerns.

- Creation of "Little City Halls" in each ward. They would be located in the ward superintendent's office and be available to local residents for "one-stop shopping" in routine city services, such as building permits, voter registration, and tree planting and care.

- Creation of community zoning boards in wards where at least one per cent of registered voters support them. Members of the board, nominated by

The background

THE REPORT evaluating Chicago's city government, portions of which The Tribune has published in the Sunday and Monday editions, was prepared by the mayor's hand-picked transition team, which helped her prepare to take office in April, 1979.

One of the recommendations in the report urges that an executive order be issued to assure public access of city records.

The report was shelved when it was received last spring, and its contents withheld by Mayor Byrne and her aides.

Rob Warden, editor of Chicago Lawyer, filed suit in Circuit Court for release of the document after the city refused his request to inspect it. Last December, Judge James Murray ordered most of the report released.

THE CITY appealed the order, and Warden did not obtain the study until last month.

The Tribune was given a copy early Saturday by attorney William Bove, who said he made an analysis of the report at Warden's request, as well as writing a section of the transition report.

The evaluation, completed on April 27, 1979, contains analyses of nearly every major city department and lists more than 150 policy recommendations.

Mrs. Byrne said Saturday night she has not read the report but had given it to aides. Some members of the 26-person transition team, who conducted the study without pay, have expressed disappointment in this statement by Mrs. Byrne, in addition to her administration's failure to follow up on steps outlined in the report.

The mayor Saturday angrily dismissed the report as the work of "some college professors and a bunch of college kids."

the ward's alderman and appointed by the mayor, would have veto power over all proposed zoning changes in the community. Decisions could still be appealed to the Zoning Board of Appeals and the City Council.

- Assuring the public of the right to inspect and copy all city records. Ironically, the transition team's study was suppressed for more than a year by the mayor after her aides rejected it as politically unrealistic.

- An ordinance allowing community

residents to deny the issuance or renewal of liquor licenses to local taverns and liquor stores.

- Revision of the building code aimed at encouraging rehabilitation of local housing stock.

- Encourage reinvestment in the neighborhoods by placing municipal deposits in financial institutions that make a "significant proportion" of their deposits available for local lending.

- A mortgage revenue bond issue

that would help finance the rehabilitation of multifamily dwellings for low- and moderate-income residents.

Commenting on what the authors perceived as a general decline of the city's neighborhoods, the report warned:

"The city must be accountable to local needs. A new partnership is needed between the city and the neighborhoods. If the city expects people to invest in it through business operation and property ownership, it must allow people to be part of the decision-making process which determines the future of their neighborhoods."

"The mayor, on April 1, 1979, publicly stated her desire to improve the quality of neighborhoods in Chicago by creating a structure in which the neighborhoods would participate in this decision-making process."

According to the report, its central proposal, the Congress of Neighborhoods, would accomplish this.

"THE CONGRESS would be responsible for the dissemination of information and education about neighborhood improvement techniques; for assisting in the coordination of neighborhood projects on a citywide level; and for meaningful communication among the diverse groups themselves and City Hall, specifically, in relation to the allocation of funds and resources and the development of community projects."

"A Congress of Neighborhoods is an important part of the revitalization of Chicago. It will draw attention and response to the needs of our local neighborhoods and put those needs in perspective of the common good . . . This Congress of Neighborhoods is the best way to involve community organizations in Chicago's overall neighborhood development plans."

Warm

Partly sunny, more humid; high in the mid-80s. Details on Page 73.

Sun-Times

Chicago, Monday, June 23, 1980

★★★★★

Turf Final

20¢ city and suburbs; 25¢ elsewhere

Byrne blames 'vendetta' on failure to OK land deal

Multimillion-dollar package reportedly would involve Tribune holdings; Page 3

Trib-ulations make the mayor erupt

Mt. St. Byrne erupted over the weekend, spewing forth steam, hot air and volcanic anger.

Mt. St. Byrne, otherwise known as Jane Byrne, mayor of Chicago, was angered when the Chicago Tribune printed a year old report stating that past mayors often were influenced by politics in running the city.

This explosive revelation led Byrne to kick the Tribune where it would hurt the most: in its desk.

The mayor announced that the Tribune would lose its desk in the City Hall press room, but the Tribune reporter could stay—apparently if he is willing to stand up all day.

The real question, however, was why Byrne was so mad at the printing of the report, since the report did not attack her, but her predecessor, Michael Blandic, a man the mayor has often compared unfavorably to a sea bass.

The mayor answered by saying the Tribune had damaged the reputation of the city, especially with businesses that might go to the Sun Belt. The mayor apparently feels that if the Tribune had not printed the study, businesses would be only too glad to turn down the Sun Belt in favor of Chicago's pleasant winters, charming humidity, and fun-filled labor unions.

"The damage the Chicago Tribune has done to the city is



Roger Simon

the City of Chicago is not acceptable and is an insult to every Chicagoan who is proud of this city," the mayor said.

The mayor's husband, press secretary and chief enforcer, Jay McMullen, immediately sought to calm the situation by announcing that the Tribune would also be barred from speaking to City Hall officials and examining public records.

When persons pointed out that this might violate the Bill of Rights, Jay was momentarily silenced as he tried to find out if City Hall owned a copy.

The mayor also accused the Tribune of printing the report only because she had refused to give the paper special consideration on a multimillion dollar land deal. This did not explain, however, why the Chicago Sun-Times also printed the story.



Simon: Trib-ulations make the mayor erupt

Continued from Page 1

gets to keep its desk at City Hall, but its reporters may have to wear pointed caps or hop on one foot, depending what punishment the mayor decides upon.

My own opinion? Well, I realize this might be unpopular with my colleagues, but I'm on the side of the mayor. After all, it is her City Hall and her city and she ought to be able to do whatever she wants with them. And I think she should not only be able to kick out newspapers, but also anyone else who insults Chicago.

SO IF YOU'RE waiting in line for a bus some day and the bus is late and you start griping about how the damn CTA never seems to run on time, the mayor should be able to tap you on the shoulder and say: "Alright, Ace, you're outta here. You don't like Chicago? Go live in Cleveland." Then a big moving van would come by your house and take you away.

Or maybe you'd be standing at your local bar, reading an article about corruption in the city and you'd shake your head and say "Only in Chicago." Then Jay McMullen could crawl out from beneath a table with a big net and shout, "Slander and libel! Slander and libel!" Then he'd put you in big dump truck with a bunch of other complainers, drive you over to Hammond and dump you out on the ground.

Outrageous? No more outrageous than trying to silence the press. If the mayor can do it to the newspapers, I think she should be al-

lowed to do it to you, too.

But the Tribune is being really dumb about this whole thing. Instead of issuing swell sounding statements about a free press, here's what I would do: I'd get my five fattest reporters and have them sit on the desk in City Hall. I'd force McMullen to cart it out with a forklift. Then I'd sell the picture to Life Magazine for \$10,000.

OR I'D GET all my editors and have them sit down on the floor of the City Hall press room and go limp. Then, when the mayor ordered the cops to move in with cattle prods, I'd have all the editors sing "We Shall Overcome" and sell the sound track to "Deadline U.S.A."

I think this whole affair has been terrific. It's the most fun the press has had since the Democratic Convention of 1968. During most June days, other newspapers around the country have to write stories about kids frying eggs on sidewalks and flying saucers landing in swamps. But not in Chicago. We have daily eruptions to keep us busy.

I say: "Keep it up, Mayor!" Who cares if those drab little men on Wall Street keep getting upset with all the crises in this city and keep lowering our bond ratings? Those guys have no sense of fun.

As for the rest of you citizens, I realize it sometimes depresses you that Jane Byrne has created all this chaos in just a little over 14 months. But what can you do about it?

That's the way it is, on the 434th day of captivity for the hostages in Chicago.

Tribune to resist ouster from City Hall press room

Continued from Page 3
Channel 2 doesn't have a desk. Channel 5 doesn't have a desk."

Byrne indicated however that Tribune reporters would be allowed to attend her press briefings, though she would feel free to ignore their questions if she felt them unfair.

"If they are legitimate questions, I will answer them," the mayor said. "If in fact the Tribune has a story or a scandal and they have proof and documentation that it is legitimate, I will answer

their questions.

"But I will never again respond to their crazy scandals."

The mayor ordered the Tribune out of the press room late Saturday after she read early editions of the Sunday newspaper. She was incensed by an article that said she had shunned many of the recommendations made by an advisory task force she asked to study the city's problems as she prepared to take office last year.

The story summarized the findings of a task force that prepared the work for Louis H. Masotti, a Northwestern University urbanologist who had been invited by Byrne to assist her transition into city government.

A similar story about the report was carried in Sunday's editions of the Sun-Times.

Byrne said she was upset by the Tribune's "consistent

attempts" to portray her in a bad light by publishing "ridiculous stories" and "goofy stories."

"How come they only report on the 41 things that are wrong and not on the 2,000 things in this city that are working right?" the mayor asked.

She had been especially angered by allegations carried by the Tribune that her administration was "dominated" by "mob influences" with ties to 1st Ward Committeeman John D'Arco.

Three former top police officials had charged that city personnel were fired at D'Arco's behest. Their allegations prompted Republican State's Attorney Bernard Carey, who is running for re-election in November, to open a grand jury investigation of the allegations.

After Sunday's stories first appeared, the mayor said, she was engulfed by reporters as

she attended a plumbers convention. "From the mobs of people there," she said, "you'd have thought I murdered someone."

The mayor claimed the Tribune has a "big vendetta" against her that has hurt the city's reputation internationally.

Bob Crawford, deputy dean of the City Hall press corp and a reporter for WBBM-AM radio, officially protested Byrne's move to oust the Tribune after he was officially notified of the mayor's intentions.

"It is a blatant violation of First Amendment rights which should be dealt with by the court with all deliberation and speed," Crawford said.

He said Byrne had told him the Tribune "can print whatever they want. I can't stop them. But I don't have to help

them hurt this city anymore by providing them with free space at City Hall."

ACLU director Miller said that in a 1971 ruling, the U.S. Supreme Court found that once reporters are given access to news or information, the public officials involved cannot give preferential treatment to some reporter but deny them those advantages to others.

"The newsroom at City Hall is a courtesy; they don't have to provide it," Miller said. "But they cannot do differently for the Trib than they do for any other major news source."

The Chicago Newspaper Guild, in a statement, "vigorously" condemned Byrne's attempt to oust the Tribune from the press room. "What Mayor Byrne is attempting is not only unconstitutional and

illegal, but is a violation of the public's right to full and free access to news and information about city government," the statement added. The guild represents some 500 news personnel at Chicago area publications.

Tribune prepares to resist ouster order from City Hall

By Michael Zielenziger

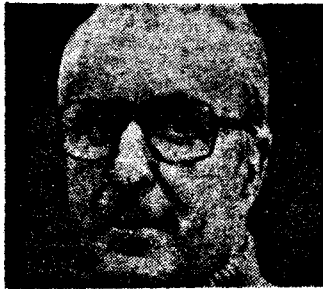
Amidst threats that the entire City Hall press room might be closed, the Byrne administration Sunday ordered a Chicago Tribune reporter to empty his desk there.

But Tribune officials said they had no intention of complying with the order, read over the telephone Sunday to reporter Robert Davis by Jay McMullen, the mayor's press aide and husband.

"You are hereby directed to remove your belongings forthwith from the desk occupied by the Chicago Tribune in the City Hall press room by order of the mayor," McMullen told the reporter.

Tribune Managing Editor William Jones said the paper and reporter Davis are "not prepared to accept that order under any circumstances." Jones said Davis would report to work at City Hall Monday morning.

He said the paper was consulting legal counsel should the mayor press her demand that the Tribune be ousted from its space in the press room. Byrne first made that demand late Saturday, charging the newspaper had sullied her administration.



JAY McMULLEN

Byrne, who at one point had indicated the desk used by the Tribune would be moved out of the press room, Sunday indicated she would leave it in the room but give the space to other journalists.

Sources close to City Hall suggested that Byrne's motive in moving to oust the Tribune was mainly to draw attention to her long-standing belief that the paper has treated her unfairly. It was possible, they said, that Byrne would drop her expulsion order rather than create a confrontation with Chicago's

press.

The city's news media, however, were quick to condemn the mayor's expulsion order. And Jay Miller, executive director of the American Civil Liberties Union, said Byrne's order was "outrageous" and could be "easily challenged" in court, should the Tribune be ordered out.

Byrne charged late Saturday that the Tribune "has engaged in innuendos, lies, smears, character assassination and male chauvinistic tactics" since her election in April, 1979.

McMullen, who once covered City Hall while a reporter for the Chicago Daily News, said the entire press room could be closed if the Tribune complained that its rights to space in the building had been unfairly revoked.

He and Byrne suggested that the press facilities are a "privilege" extended to the press corps that could be terminated at any time.

"It is a really good privilege we have extended to the press," Byrne said in an interview with the Sun-Times. "A lot of people don't have desks in City Hall. Channel 9 doesn't have a desk there.

Turn to Page 8

Chicago Tribune

FOUNDED June 16, 1847

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Editorial Page Editor

2 Section 4

Monday, June 23, 1980

The mayor vs. the Tribune

As matters stand, The Tribune is in the astonishing position of being ordered by the Mayor of Chicago to vacate its assigned desk in City Hall, effective Monday morning. She has also ordered city officials not to talk to Chicago Tribune reporters. Mayor Byrne's moves are a totally unprecedented case of interference with freedom of the press. She accuses The Tribune of reporting unfavorable news about the state of city finances, among other things, and of thereby encouraging Chicago businesses to flee to the Sun Belt.

If the city's image is being hurt, it is the mayor herself who is hurting it, by her past record of impulsive and often inconsistent behavior, by her inability to obtain and keep qualified administrators, and now by a vindictive step that is bound to make her administration the laughingstock of the country.

A free press is what keeps a city administration on its toes. If a businessman is considering moving away from Chicago, he will be far more encouraged to do so by fear that the truth is being kept from him than by the disclosure in the press of flaws in the city financial structures, especially flaws that can be remedied if caught in time and are vastly less serious than those that have crippled New York.

But the mayor's position seems to be that any criticism of the way Chicago is being run is unpatriotic, and that a paper that dares to print information that the mayor herself has seen fit not to publish is doing the city a disservice.

On the contrary, it is the mayor who is being disloyal to her city. It is hard to believe that she will persist in a move so vindictive and so improper that the publisher of the Chicago Sun-Times, which is at bitter odds with The Tribune over much of City Hall coverage, has condemned her. We are grateful for

his support. The Tribune intends to continue to cover the news from City Hall, whatever handicaps may be put in our way.

If censorship is to be the watchword of City Hall, then we shall serve our readers and our conscience best by continuing to print the truth as we see it, whatever difficulties we encounter and whatever the mayor's reaction may be. In the meanwhile, we hope that the mayor will reconsider her stand, because an attack on freedom of the press goes far beyond the cast of characters immediately involved; it is a nationwide threat, especially to publications smaller than The Tribune and less able to resist the arrogance of power.

In conclusion let us repeat that the problems facing Chicago are within reach of solutions. We are in far better shape than many other cities. There are few indeed that have done more to revitalize their downtown areas than Chicago. There are few that have recognized their problems and have undertaken to cope with them as promptly as Chicago. To suggest that stories like those in the Tribune have destroyed the city's reputation is absurd. Chicago will be destroyed only if it refuses to recognize its problems and fails to correct them in time. If there are differing opinions as to the seriousness of the problems or the facts surrounding them, these differences should be brought into the open. It is The Tribune's goal to see that all of this is done and that Chicago's business is no longer conducted under a hat, as it was for years.

We would like to think that this is Mayor Byrne's goal, too, and that she will reconsider her shocking action. Otherwise, we shall be compelled to fight her in our pages and in the courts, because we owe it to our readers, to our conscience, to our city, and to the future of a free press in our country.

Chicago Mayor Decides Not to Enforce Press Ban

By NATHANIEL SHEPPARD

Special to The New York Times

CHICAGO, June 23 — The anger that led Mayor Jane M. Byrne to tell The Chicago Tribune that its reporters were no longer welcome at City Hall appeared to have subsided today.

She was silent on the issue today, though she had earlier taken to the airwaves, calling up radio stations to explain her ban on Tribune reporters in the City Hall press room and to vow that City Hall personnel would be banned from speaking with Tribune reporters and that the reporters would not be allowed to examine public documents.

"I am not going to sit still and let them destroy the city I love," she was quoted as saying.

Desk Still There, Reporter Floods

And the Tribune reporter who was told to clear his desk "forthwith" and vacate the press room, Robert Davis, showed up for work as usual and found that his desk had not been thrown out as threatened, that city employees would still talk with him and that the threat of a First Amendment battle seemed to be over.

"It apparently has died down," Mr. Davis said. "I spoke to the Mayor this morning and the matter never came up, and at the morning press briefing I asked Jay McMullen several questions about other issues and he answered them."

"It was our position throughout the

weekend that we would return to City Hall today and continue to cover city government," said William Jones, the paper's managing editor. "When Davis got to City Hall someone had decided that what the Mayor did over the weekend was very bad and things were as usual."

The article with which Mayor Byrne took issue, precipitating the latest skirmish, was based on a report that she had commissioned by a research team she appointed. The 600-page report criticized past administrations as too costly and insensitive to the needs of citizens.

The Mayor, finding The Tribune's article too critical of past city administrations, called the newspaper over the weekend, complained to an editor that the paper was trying to destroy the city's reputation, then informed the editor that the paper's reporters were banned from the press room.

Next, Jay McMullen, the Mayor's husband and press secretary, who is on leave from his job as a reporter for The Chicago Sun-Times, called Robert Davis, The Tribune's City Hall reporter and told him he was effectively banned from City Hall.

Ban Won't Be Enforced

Reporters asked Mr. McMullen today if the Mayor's order for Mr. Davis to vacate City Hall still stood. He replied that it did, but would not be enforced.

Asked why the order did not extend to The Sun-Times, which published a similar story based on the same report, Mr. McMullen said that the administration understood that "what one paper does, the other is often forced to mimic."

Exactly what moved the Mayor to decide not to enforce her ban remained a mystery. Mr. McMullen declined to answer questions after the morning briefing and throughout the day the Mayor was silent about the stir.

Sources close to City Hall said, however, that one factor was surely a warning by legal advisers that "she would be standing on shaky ground" if she followed through with her threat.

The Mayor's action had drawn the criticism of the Chicago Newspaper Guild and the American Civil Liberties Union as well as that of the two papers. Although she has had a running and sometimes bitter battle with journalists, the Mayor's threat stunned many of them.

Mayor Byrne's latest flap with the press points up the contrasts in styles between her and her predecessors. While she has been more accessible than her two immediate predecessors, Michael A. Bilandic and the late Richard J. Daley, she also has been more argumentative.

Mayor Daley, who openly disliked journalists, would usually hold news conferences when he wanted to make some announcement or if he wanted to complain about a specific story, according to some of the reporters who covered his administration.

"It would often be more banter than answering questions and if he did not like a question he would simply turn and walk out," said Mr. Davis of the Tribune.

Mr. Bilandic, faced with heavy criticism in the latter part of his term in office, began to avoid journalists and made fewer and fewer comments.

Chicago Tribune

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2 Section 3

Thursday, June 26, 1980

THE NEWSPAPER is an institution developed by modern civilization to present the news of the day, to foster commerce and industry, to inform and lead public opinion, and to furnish that check upon government which no constitution has ever been able to provide.

—THE TRIBUNE CREDO

That 'transition report'

June 26, 1980
Chgo Trib

Mayor Byrne and Jay McMullen, her husband and press coordinator, clearly feel that they have scored a victory over The Tribune by having a couch moved out of the City Hall press room and desks for four more publications moved in. Well, all right. The exact nature of this triumph is a little obscure to us, but we'll happily concede it if we can now get back to business, namely reporting and commenting on news.

The flap at City Hall was brought on by a Tribune story last Sunday and has had the unfortunate effect of leaving a wrong impression of what the story was all about. It concerned a secret report, highly critical of some city agencies, which had been delivered to Mrs. Byrne at the start of her administration. The report was prepared by a transition team headed by Louis Masotti, then on leave as director of Northwestern University's Center for Urban Affairs; it was part of a much bigger document running to six volumes. The entire study was an effort to equip the incoming Byrne administration with a thorough overview of the situation it was inheriting — problems, shortcomings, advantages, likely policy goals, and so on.

All of it, apparently, was promptly put on a shelf and ignored. Mayor Byrne's comments seem to reflect the common misconception about the Masotti study, that it was nothing more than a critique of city agencies. [Mrs. Byrne also charged that it was prepared "by some college professors and a bunch of college kids" — a criticism which, insofar as it applies at all, applies only to this section of the survey.]

What was obtained and printed by The Tribune Sunday was a section prepared by the "task force on administration, management, and reorganization," headed by former Ald. Dick Simpson

[44th]. There were five other task forces: on the budget and fiscal policy, directed by Anthony Mandolini; on human services, headed by Lenora Cartwright [who was deputy director of the transition team and is now Mrs. Byrne's own director of human services]; on new program suggestions; on background documents and briefings [including plans for the North Loop redevelopment and for senior citizens]; and an extremely broad "miscellaneous" section, which took in everything from transportation and school policy to civil rights litigation.

Far from being prepared by a "bunch of college kids," this exhaustive study was the product of some of Chicago's best minds, dealing with their own specialties. They included William Lee, head of the Chicago Federation of Labor; Timuel Black, professor of social sciences at Loop Junior College; former Aldermen Bill Singer and Leon Despres [Mr. Despres is now Mayor Byrne's parliamentarian]; Lucius Gregg, then vice president for urban development at the First National Bank; Earl Neal, counsel to the city's planning department; former Corporation Counsel Ray Simon, now president of the Park District; and Joseph Cicero, labor lawyer and executive director of the North River Association.

The lengthy study produced by these experts would have been an immensely valuable guide for Mrs. Byrne. Its criticisms were not aimed at her but at the administration she had just defeated. It could still be an instructive study of Chicago's government, needs, and resources.

Mrs. Byrne could have used the report to her own advantage. Why, then, did she choose to act as though it did not exist?

Byrne task force urges major overhaul

AN EVALUATION REPORT on city government prepared by Mayor Jane Byrne's transition team recommended major changes in the operation of the city building, human services and planning departments. It has been learned.

Other sections of the report, major portions of which have been made available to *The Lerner Newspapers*, urged the replacement of Corp. Counsel William Quislan, Personnel Director Charles Pounian, Aviation Comr. Joseph Duane and electrical inspections chief William Hogan.

The report also urged the closing of Meigs field, which it termed a "saw" airport, and suggested the Chicago park district be merged into city government.

Exclusive

THE REPORT, prepared by a wide variety of political, business and community representatives, has been secret since presented to Byrne this spring. Byrne has contended that the document is an internal working paper, prepared for the final stage of her mayoral campaign. But the Chicago Council of Lawyers has filed suit to release the report, arguing that its intent was to "influence the conduct of city government."

According to former independent Ald. Dick Simpson (44th), who wrote much of that section of the report which now is available, "not many" of its recommendations have been adopted by Byrne.

"I think the report was seen by the mayor as an important gesture to counterbalance support she was receiving from Democratic ward committeemen during the general election campaign," Simpson said. "It was done as a symbolic effort, rather than as a substantive effort."

PORTIONS of the report appear to reflect Simpson's thinking. For example, the report urged that Byrne immedi-

ately issue executive orders to set ethical standards for city employes and require public disclosure of most city records, and asked that the mayor put her weight behind an old Simpson proposal to establish community zoning boards in each ward. None of these proposals has been adopted.

In other instances, some recommendations have been accepted, at least in part. Included are expansion of the police board, increased attention to affirmative action in city hiring and renewed city efforts for neighborhood commercial redevelopment.

OTHER RECOMMENDATIONS initially were considered. (Continued on page 3)

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Exclusive? Lerner had the report in November

AN EVALUATION REPORT critical of city government which was prepared by Mayor Jane Byrne's transition team was exclusively reported in *The Lerner Newspapers* on Nov. 18, 1979.

This week the mayor reacted angrily to the same report published "exclusively" in the city's

daily newspapers by ordering the Chicago Tribune out of city hall.

The report, prepared by a wide variety of political, business and community representatives, was completed on April 27, 1979 and kept secret by the mayor.

Byrne contended that the document is an internal working paper,

prepared for the final stage of her mayoral campaign.

Among the major recommendations the transition team called for was the revamping of the city's building, human services and planning departments. The report also urged the replacement of some top city officials.

Robert Lerner

In Defense of the Great Slobs

You think you're a slob? When I moved last fall, some of my furniture was rejected by the Salvation Army!

The life of a slob is not easy.

In the first paragraph of virtually every column I write, the carriage of the typewriter wipes out a cup of coffee or a half-dozen letters that ought to be answered some day.

If I ever have to give up writing, it will be because I have sllobbered myself into a corner and can't escape.

My desk is big enough, but right now the stapler is perched on the top of the telephone. It doesn't even have any staples in it, and hasn't for three weeks.

If the telephone rings, I have to put the stapler on the pile of mail from this morning, and move the cord around the side of the desk so it doesn't

ica's anal erotic little red s and universities, yet it pervade this society like a lot of people like it, but frowned upon.

The greater the slob, the tive and intuitive the think sure this is true, but it co justified—the idea that t wasted by cleaning up sh that lacks confidence or al itself busy.

Cleanliness, in anything mal amounts, is an other cial act that could be vi meaning to the individual; up-with-the-Joneses, playing leader, or otherwise not lious enough to be a thi doer.

(Slobbishness can also k ness. I will not comment after my nap.)

Most of the great, inter I have known—no more th all told—were creative clean, bright-appearing, wasn't worth as much as or a humorous passing

