	City of Madison	City of Madison
	Agenda	Madison, WI 53703
		www.cityofmadison.com
	CCOC Subcommittee to Develop	
	Council Strategic Plan & Priorities	

		Room 417
Monday, December 14, 2015	**5:00 p.m.**	**City-County Building**
		210 Martin Luther King, Jr. Boulevard

*NOTE: POSSIBLE QUORUMS OF THE COMMON COUNCIL
AND COMMON COUNCIL ORGANIZATIONAL COMMITTEE MAY EXIST AT THIS MEETING*

If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity or program, please call the phone number below at least three business days prior to the meeting.

Si necesita un intérprete, un traductor, materiales en formatos alternativos u otros arreglos para acceder a este servicio, actividad o programa, comuníquese al número de teléfono que figura a continuación tres días hábiles como mínimo antes de la reunión.

Yog hais tias koj xav tau ib tug neeg txhais lus, ib tug neeg txhais ntawv, cov ntawv ua lwm hom ntawv los sis lwm cov kev pab kom siv tau cov kev pab, cov kev ua ub no (activity) los sis qhov kev pab cuam, thov hu rau tus xov tooj hauv qab yam tsawg peb hnub ua hauj lwm ua ntej yuav tuaj sib tham.

Contact: Heather Allen, Common Council Legislative Analyst, 266-4511 or hallen@cityofmadison.com

Members: Ald. Ledell Zellers, Ald. Denise DeMarb (Chair), Ald. Mark Clear
Alternate Members: Ald. Shiva Bidar-Sielaff, Ald. Maurice Cheeks, Ald. Matt Phair

1. Call to order

2. Public Comment
   The work group shall not take action on a matter raised in the public comment portion of the meeting unless that matter is otherwise on the agenda. Members of the public who comply with applicable rules shall be permitted at least three (3) minutes to speak. If the speaker requires an interpreter, either because of his/her limited English proficiency or because of a disability, he/she shall be allowed no less than six (6) minutes.

3. Disclosures & Recusals
   Members of the work group should make any required disclosures or recusals under the City's Ethics Code.

4. Review and Discussion of Subcommittee Charge – Heather Allen, Council Legislative Analyst

5. Discussion: Schedule/frequency of meetings

6. Discussion: Information and other presentations which should be provided to the work group

7. Adjournment

The Common Council Organizational Committee established a Subcommittee to develop a Council strategic plan and priorities on October 6, 2015.

The Subcommittee will seek to achieve the following objectives:

1. Formalize and clearly communicate the Council priorities identified at the Council discussion August 27, 2015.
2. Develop an implementation strategy with City Staff, especially those working on Outcomes Based Budgeting and the Comprehensive Plan Update.
3. Issue a final report explaining how the Council priorities are integrated into city processes.

The Subcommittee shall meet for up to six months, and upon completion of its work it shall report back to the Common Council.

The Committee shall consist of the following three members and three alternate members, appointed by the Council President:

Membership (3 CCOC Members):
Ald. Ledell Zellers
Ald. Denise DeMarb
Ald. Mark Clear

Alternates (3 CCOC Members):
Ald. Shiva Bidar-Sielaff
Ald. Maurice Cheeks
Ald. Matt Phair

The Legislative Analyst shall staff the subcommittee.

Council Goals Meeting
August 27, 2015
Pyle Center

Alders: Rummel, Kemble, Baldeh, Carter, Hall, Wood, Verveer, Bidar-Sielaff, Skidmore, Ahrens, Cheeks, Harrington-McKinney, Zellers, Eskrich, Phair, Demarb

Other Participants: Satya Rhodes Conway (facilitator), Heather Allen, Laura Larsen (presenter), Dave Schmiedicke (presenter), Natalie Erdman (presenter), Brenda Konkel, Katie Crawley, Gloria Reyes, and Enis Ragland.

5:00pm	**Welcome and purpose of meeting**
5:10pm	**Goals: round one**

Alders wrote and shared three goals for their district and three goals for another assigned district (See attached spreadsheet for results). Alders noted that the experience of serving on committees and personal experience living/working/visiting other districts and relationships among alders all contribute to the knowledge necessary to think about each district and the city as a whole.

5:30pm   Priority-based budgeting: presentation by Dave Schmiedicke and Laura Larsen

City Wide Goals & Madison's Budget Process
Each year during the budget process there are more goals and programs than funding. So we cut around the edges and thin the soup. Those things we wanted to get done suffered so that we could get base services accomplished. Without a framework to really gauge what is high value and low value, we don't know how important the service is to the public.

Let's challenge those assumptions.

To get to that conversation we need to have some kind of framework. We must break down all the bureaucracy into services (not the administrative framework) and shift the conversation away from cuts towards investments. That framework is Priority Based budgeting or Outcome Based Budgeting.

We will use the data to see if there are some successes that can be expanded and how things are changing. We don't want to overstate the impact.   Rather   we   should   target   investments   to   specific

things/people/groups/neighborhoods. We can measure our success using community level indicators such as kindergarten readiness, poverty levels, and crime rates.   We will also track service level performance measures such as input, output, efficiency, effectiveness, outcome.

The Tentative Timeline to Implement this Framework

2016 - Formalize citywide goals and indicators
2017 - Agencies evaluate and adjust service structure, agencies develop service level performance measures, stakeholder groups develop guidance documents for each priority area
2018- The planning process gives way to fully prioritized 2018 budget, publish performance measures by service, include performance impact for all capital projects

5:55pm   **SMART Goals: round two**

Participants voted on goals and discussed priorities.

Equity - racial equity/disparities 14
Affordable Housing - 11
Big Picture Planning/Integrated Housing - 5
Economic Development - 4
Sustainability - 3.1
Transportation - 3
Partnerships -2.2
Safety -2.1
Neighborhood Planning - 2.0
Food -1
Democracy - 1
Seniors - 1

7:10pm   **Next Steps: Comprehensive Plan update**
                 Natalie Erdman, Director of PCED

Our resources are increasingly scarce. As I listen to you talk about equity and sustainability I think about transportation. If you don't have a good transportation system to jobs you can address both equity and sustainability. Our economic policies focus on getting people on career ladders. I can't find a decent place to live close to school/work/resources because I can't afford a good location that is a serious barrier to equity.

The Comprehensive Plan is required by state statute.   Its a 20 year plan, updated every 5 years. Zoning, land use and relevant ordinances need to

be consistent with the comp plan (according to statute). There are 9 sections in a comp plan. One section is land use, which is regularly utilized by planning/zoning. But the comp plan is much broader. Statutory procedures also require public participation in the development of the comp plan.

Comprehensive Plan Elements
- Issues and Opportunities - broad view of community (goals/priorities) and the data describing the community
- Housing Element - our housing strategy is already underway and will inform the comp plan.
- Transportation Element - we will use the transportation master plan and other pieces as well
- Utilities (stormwater, sewer, etc.) and Community Facilities - we should be looking at climate change. This category also includes police, fire, libraries, schools, parks, telecommunications facilities.
- Agricultural, Natural and Cultural resources
- Economic Development Element - Madison economic development plan is in process. We heard in the community conversations that transportation is a key economic development priority.
- Intergovernmental Cooperation Element - growth and boundaries
- Land Use Element - planners regularly use this chapter
- Implementation Element

The comprehensive plan is traditionally done by the planning department and they are the keeper of the document. Need to shift philosophy so that the City takes ownership of the Comp Plan.

The last comprehensive plan process was very engaging - an extraordinary amount of people participated. And yet no citizens came to the Plan Commission meetings about the issue, ultimately one planner had to write the document. How do we ensure the community is a part of the development of the plan and has a connection to the Comp Plan?

7:45   **Next Steps**

The Council discussed possible next steps for this process including:
- Effective participation of the council and a paradigm shift
- CCOC takes the lead
- Translate the goals into a new format to make the smart goals
- Capacity and council structure to move it forward
- A public statement about what the Council process

- Fund priority based budgeting and getting it moving
- Building a stronger relationship with city staff so that we are always at the table.
- We are short on funds but flush with creativity - restorative justice came from the community. How can we harness that knowledge and energy and use those resources?
- CCOC or another smaller group of Alders should meet regularly to discuss action steps to move our priorities forward.
- Move towards implementing priority based budgeting, CCOC follow-up discussion, write strategic plan around top priorities. Present to the community, listen and receive feedback. Implement!
- We need concrete steps toward building outcomes-based budgeting process with timelines and a joint statement about this process.

Economic Development

Commerce in gathering places and services (16)
encourage the redevelopment of westgate mall
into mixed use with ready public transit (10)
economic development especially around food
economy (18)
activate the intersection of raymond
road/whitney way (help the meadowwood
create opportuniities to grow local businesses
and jobs (18)
build relationship with chambers of commerce
(16)

economic development to create jobs (20)

create opportunities for upward mobility (10)

reduce opportunity gap
increase access for my constituents to
employment and employment training services

increased and better employment
improve access to jobs, food etc. especially via
public transportation

better & increased employment
opportunites for youth empowerment jobs
edcuation culture

jobs for youth involved with the justice system

youth development opportunities

Public Works and Street Services
ensure a comprehensive and sustainable
reconstruction of monroe street with a

maintain buildings and infrastructure 21

keep downtown as clean as possible. 4
improve public works services (trash, leaves,
snow, mow, & NS, maintain, parks) 9

Safety

violence prevention 20
review police procedures & implement
recommendations 2

keep downtown as safe as possible 4
employ 1 additional mental health officer at east
district police station 3

Traffic Safety
Improve traffic safety (speeding, arterial
violations, school zone violations) 9

decrease commuter traffic impact 5

traffic management 18

increased traffic enforcement 17
traffic management (vehicle, bike, ped) -
congestion, conflicts, city wide vs. neighborhood
improve the safety for all district 8 residents -
especially pedestrians 8

Transit and Transportation

Expand Transportation Service
Robust trasportation system for challenged
neighborhoods
Robust transportation structure plan (bus barn,
regional transit, parking) 2

Inner city transportation (related to MMSD) 5

Regional transportation 10

Assess a transit impact fee to developments 18
6 more bus stops in sprecher road corridor
neighborhood 3

transportation to jobs *
Make public transportation more convenient
accessible and frequent 8
Reduce commute time via bus/mass transit
between sprecher road and downtown 8

access to transportation14

access to transportation 18
more metro service and better bike traffic safety
5

Biking and Ped

Platinum Bike 19

Improve pedestrian and bike safety 5

Housing Quality
address need for affordable housing and reinvest
in deteriorated housing stock 6

housing program for aging neighborhood 16
improve the housing stock in the theresa-
hammersley neighborhood 20

maintain frequency of housing inspections, if not
increase while also working to promote mid-
level student housing where it is being built 8

Homelessness
reduce homelessness / increase housing stability
10

day shelter 5

reduce homelessness 2

Housing Affordability

consistent neighborhood planning 6

plan & market aging neighborhoods 16
sucessful continuation of development at
appropriate, locations while retaining character
of neighborhoods - including parking ramp in
capital east corridor 2

worthington park schenk, neighborhood plan,
ensure diverse & representative steering
committee that employes residents in the
planning area. 2

Housing affordability (cont)

more affordable housing *

housing affordability 20

housing affordability 5

quality affordable housing *

affordable housing downtown 4

affordable housing   9
development of more multi-use moderate
housing 4

research lab for cancer & affordable housing 11

affordable housing 12
sucessful continuation of development at
appropriate, locations while retaining character

Neighborhood Empowerment
neighborhood associations that work with local
elected officials to better the community 11

meaningful public input process 6
connect communitiies with very diverse
backgrounds 4
build capacity of neighborhood organizations to
plan future 1

griff's 1
nieghborhoods including business development
1

Neighborhood Empowerment (cont)
involve my constituent members in the planing
and development of the districts. 3
facilitate neighborhood involvement with
development processes that leads to better
community planning for Griff's as an effective
anchor for the community 1

Neighborhood Planning

Better urban planning 9

strong neighborhood plans 5
review/update community neighborhood plan
for sw district 1
neighborhood plans for those areas with no
plans or very old plans 2

coordinate NRT investments 20

reduce city debt/create financial stability 19
leverage funding to ensure resources are spent
in accountable and collaborative ways to
promote good city spending 13

rework how we do planning *
land use development proposals that are
consistent with adopted plans/zoning code 17
managing development (new, infill,
redevelopment) competing priorities: historic

Council Structure

council and committee structure 10

increase council capacity 19
common council structure (committee work,
referendum, and implementation) 11

make up of common council 20

Partnerships
collaborate with MMSD, County and
neighborhoods 18

MMSD full service community schools 5

Increase regional collaboration 19
strengthen the relationship between the UW
and the City - set a common agenda 8

Internal Analysis

strategize mgt. system goal setting process 2
sound data well-articulated standards financial
cost analysis (madison measures?) 2

Innovation
create a culture of innovation/chief innovation
officer position 19

Parks
standards for events in area that respect
neighborhoods while allowing for successful

build a park (designed by neighbors) in allied 10

preservation of lakeshore/park paths 13
parks and open space management limited
resources - increase management, acquire new

Food

no food deserts
strong food policy (public market, garver, food
economy)

improved access to fresh food 3
establish a grocery store for Allied as 1st step to
redevelop the business district south of beltline.

better access to affordable healthy food (plus
more retail) 18
make sure that all the areas that are identified
as food deserts are served (2)

access to affordable healthy food (14)

Liquor

Limit liquor licenses

Young Families

keep our talent here/bring in new talent 8
continue to create an economy that welcomes and supports
graduates of UW/Edgewood/Madison College to retain talent 8

ensure continued flow of young families in the district 5

Environmental issues/sustainability

Environmental issues/sustainability 18

water quality (surface and drinking) 18
strong environmental standards for
development 6

Early Childhood

childcare 12

activities for children 16

prepare kids for kindergarten (birth to 4) 16

early childhood focus (birth to 4) coordinated case management 5

Seniors

resources for aging in place/senior safety in
Monroe and Monona Bay neighborhoods 13

Libraries

Provide needed services such as a library & community center 17

new eastside branch library 17

City Staff

increase city staff capacity to work on city initiatives 11

CITYWIDE RACIAL EQUITY GOALS & STRATEGIES

OFFICE of EQUITY and HUMAN RIGHTS
CITY OF PORTLAND

EQUITY GOAL #1

We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

EQUITY GOAL #2

We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.

EQUITY GOAL #3

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

OVERALL STRATEGIES

1 **Use a racial equity framework:**
Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.

2 **Build organizational capacity:**
Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.

3 **Implement a racial equity lens:**
Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.

4 **Be data driven:**
Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

5 **Partner with other institutions and communities:**
Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.

6 **Operate with urgency and accountability:**
When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial equity.