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## **President's Work Group: Development of Alder Position Description/Role**

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## **Final Report and Recommendations August 2012**

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## Background

Prior to embarking on the process of redistricting the City based on the 2010 Census, the Madison Common Council discussed the possibility of reducing the number of aldermanic districts and chose not to pursue such a move, and by extension, not to consider becoming a full-time Council. The Council did, however, recognize that the demands on Alders in the City are many and increasing, and that the Council should consider additional support and training for Alders. In the same time period, a discussion about whether and how to implement a code of conduct for Alders took place. Both of these discussions led us to the fundamental question: What is an Alder's role in the City of Madison?

This work group convened to answer that question, and to consider what skills are needed to fulfill that role; what training and professional development is needed for those skills, how alders can learn best practices from each other, and what additional or different support the Council needs from its staff.

The Council President's work group was formed by approval of the Common Council Organizational Committee on April 10, 2012 to develop an alder position description/role.

Members of the work group included:

- Ald. Lauren Cnare                      Council President, Chair, District 3
- Ald. Bridget Maniaci                District 2
- Ald. Steve King                      District 7
- Ald. Satya Rhodes-Conway        District 12

The work group met five (5) times: May 23, 2012, June 11, 2012, June 19, 2012, July 12, 2012, July 19, 2012, August 30, 2012 (minutes attached).

The work group's discussion and recommendations on an alder job description/role focused on the following areas:

- Constituent Services
- Committee Service
- Development of City Policy

A survey was emailed to current alders. Results from the survey (attached) were reviewed by the work group.

Working with the above identified areas the following were determined by work group members as needing to be further developed and reported on:

- Development of Alder Job Description/Role
- Development of Alder Best Practices
- Training Needs Analysis

## **Recommendations**

1. Post and provide the list: The Alder's Role in the City of Madison on the clerk's Website with the filing forms for candidacy, the Common Council's Website, and provided to all newly-elected alders.
2. Establish a working group or standing subcommittee to collect and maintain the Best Practices. This may be managed by the Common Council Organizational Committee. Step 2: Who's Doing It Well? Offers guidance on initiating the Best Practices Guide.
3. Develop an initial short list of training activities, in addition to orientation, focused on new alders for 2013.
4. Establish an annual training calendar with rotating topics to address on-going learning.
5. Further formalize the role and duties of the Alder Mentor to assure that basic skills and resources that support new alder success are consistently and professionally provided. Council leadership, possible the Pro Tem should monitor and support this important function.

## **What is an Alder's role in the City of Madison?**

### The Basics:

- Conduct yourself in a professional manner
- Attend and participate at Council Meetings
- Be available to constituents
- Follow all Ethics rules and other applicable standards of conduct

### The Core Alder Job:

- Advocate for your district and your constituents in the City process
- Serve on City committees as appointed and be an active, prepared and equal participant.
- Communicate actively with your constituents in multiple ways (e.g. listservs, newsletters, website, meetings) about City resources and issues, policy debates, development proposals, and other relevant information.
- Participate fully in the process of developing and approving the annual City Budget.
- Communicate the needs and views of your constituents to City staff, committees and the Council.

### Additional Important Responsibilities:

- Act as a liaison between the committees you serve on and the Council; and sponsor legislation for those committees.
- Participate in the development and implementation of a Council Policy Agenda
- Prepare and educate yourself and your constituents on city-wide and/or controversial policy topics or issues that come before the Council, and engage in the debate and decision-making process around them.
- Advance policy issues important to your district and the City
- Help make City government accessible and welcoming to all Madison residents

### Additional Occasional Duties:

- Facilitate interactions between constituents and City staff; help coordinate services for constituents
- Engage in community capacity building, e.g. assisting neighborhood associations to form or grow
- Represent the City at local, state and national events and conferences
- Serve as Council Leadership
- Serve on special workgroups or ad hoc committees

## **Seeking, Aligning and Sharing Best Practices for the Madison Common Council**

Alders receive significant training during orientation about the city departments, policies, protocols and the unique rules of holding office (open meetings, open records and Roberts Rules of Order), with continuing training through special briefings on specific topics throughout the year.

Despite the thoroughness of the training, there many responsibilities alder carry out for which they receive no formal training, instead relying on a mix of advice from colleagues and former alders, and their unique background and knowledge base. This means there are likely gaps in knowledge and ability, with variation in skill and comfort in the myriad duties an alder must fulfill.

This effort proposes a process to identify primary skills best practices that would be helpful to all alders, based on the areas identified as most important and most time-consuming in the June 2012 Survey by:

1. Determining the skills
2. Developing an assessment of each alder's practices (voluntary)
3. Conducting additional research if necessary
4. Developing a method of sharing best practices for new alders and on-going coaching for seasoned alders.

### **Step 1 – Determine the Necessary or Desired Skills for Major Areas of Work as Defined in the Survey (June 2012)**

#### **Focus: Constituent Services – Top Important Activities**

1. Advocate for your district
  - a. How to work with city agencies
  - b. Working with the mayor and staff
  - c. How to engage in the budget process
2. Provide information/feedback from constituents to agencies, and 3. provide information to constituents from city agencies (combined)
  - a. Meetings: Why, how (facilitating), when and with whom?
  - b. Postcards, mailers, newsletters, blogs, e-mail lists, listservs: why, when and how?
  - c. Dealing with difficulties, disagreements

#### **Focus: Committee Services – Top Important Activities**

1. Participation
  - a. Organizational methods, Roberts Rules, process advice
  - b. Understanding the various roles alders should and should not play
2. Act as a liaison between committees and the Council
  - a. How, when, advocating for support
  - b. Presentation or debate on the floor on behalf of the committee
3. Sponsor resolutions/ordinances
  - a. When and how to guide language and development to assure success at the Council level

#### **Focus: Development of City Policy – Top Important Activities**

1. Budget process
  - a. Submitting successful amendments at BOE and the Council
  - b. Working with city agencies
  - c. Harnessing constituent power
  - d. Working with the mayor
  - e. All about BOE
  - f. Co-sponsorship relationships

2. Development of “Big Policy”
  - a. Understanding the back story
  - b. Interacting with interest groups
  - c. Keeping up; following along; influencing
  - d. When the media call
  - e. Communicating your decision
  - f. Contributing to and working with the Council Policy Agenda

### **Focus: Time Spent On . . .**

#### Meetings

Meeting management

#### Providing Public Information

How to use media relations

Maximizing your blog or newsletter

#### Neighborhood Issues

Managing divisive issues (city resources, facilitation, consensus building techniques)

Working to mitigate crime or deterioration (how to marshal city forces, how to engage the neighbors and others)

Building capacity (strengthening or starting neighborhood associations)

Development (managing the process from idea to Council decision)

### **Step 2 – Who’s Doing It Well?**

Survey alders with a brief questionnaire.

1. Do you have a best practice for any of the activities listed here? (Table format)
2. If yes, would you be willing to share your practice with members of the Council?
3. Are there alders who you believe have a best practice for these topics? Please share the name.
4. Establish a workgroup to develop a format to capture Best Practices. Invite alders to share theirs in this format. The workgroup should also develop the “book” or repository where these will be kept.

A second role for the workgroup could be to assess and select or hybridize difference practices for inclusion, or simply accept all entries that meet some minimum criteria. It will be important to recognize the value of many until a process has been determined to “test” each one in the field. (This PDSA approach may not be possible and anecdote will rule!)

### **Step 3 – What Are Others Doing (We ain’t got nothin’ . . .)**

If no one has a best practice or the practices submitted don’t feel like the best, Organizational Development or the Council’s staff may be invited to search for best practices elsewhere.

### **Step 4 – Sharing the News**

Alder Mentors may be an excellent avenue for sharing best practices by letting new alders know they are available and supporting the new alders as they need to access the tools over their first year. Alder Mentors should be familiar with the existence of the practices and be ready to facilitate relationships with the acknowledged Masters in our Midst.

Council Leadership may also want to reference the best practices, especially those that involve all alders, such as the Big Policy issues and the budget process.

## **Alder Role: Training and Development**

Alders currently receive little to no formal skill training. The exceptions are the following areas:

City/Department Orientations  
Written Topical FAQ's  
Robert's Rules of Order  
Ethics Law, Open Meetings  
Alder Mentor Program (Onboarding)  
IT Training: Blogging, Legistar, Alder Website

This leaves significant gaps, including the following (drawn from the Alder Role description):

- Preparing for Council meetings, including reading the packet, understanding the order of business, decorum, Robert's rules
- Committee participation and liaison duties
- The Budget and budget process
- How to advance policy

The following were also identified as potential training gaps:

- Facilitations Skills
- Mediation Skills
- Constituent Contact/Mediation
- Managing the Development Process
- Crisis Management (e.g. crime)
- Council/Committee Preparation and Effectiveness
- Professionalism/Civility
- Intergovernmental Relationships

The committee recommends that training be conducted throughout the year, rather than just during orientation. In fact, it might be prudent to evaluate which portions of the orientation and which types of training are critical to have at the beginning of the term, and to space other topics out over the year. This will require setting aside time on a monthly or every other month basis. We do not anticipate having a repeating annual schedule either – given the number of potential topics it will likely be a two year cycle. For both best practice sharing and training, we recommend an initial short list based on the Alder role description and other needs identified by the Council. Over time, Council Leadership and staff should revisit the list to determine if it still meets the Council's needs.

Training, of course, must be conducted by someone. The following are Identified Training Sources:

City Organizational Development & Training

- Karl van Lith
- Guy Van Rensselaer
- PJ White

Michael May, City Attorney

League of Wisconsin Municipalities (e.g. New Elected Officials Training Workshop)

UW Extension

Other trainers will need to be identified once the list of desired training is finalized.

## Summary of Alder Best Practices and Training

August 2012

<b>Alder Role: Advocate for your district</b>	
<b>What an alder should know and do....</b>	<b>Skills/Training needed to do it.... City Training &amp; Alder-Shared Best Practices</b>
Understand district attributes and issues to develop work plan	How to use available measures: Madison Measures, Neighborhood Indicators
Engage in the budget process	Attend Board of Estimates meetings, meet with Finance Director, Department Head(s)
Working with City agencies	Attend New Alder Orientation
Working with the Mayor and mayoral staff	
Advance policy issues important to the district that are compatible with rest of city	
Identify and develop capacity in neighborhoods or district-wide	

<b>Alder Role: Engage with constituents</b>	
<b>What an alder should know and do....</b>	<b>Skills/Training needed to do it.... City Training &amp; Alder-Shared Best Practices</b>
Select and communicate your methods (a blog, e-mail lists, newsletters, office hours, etc.) More is better . . .	Time management, use of available technology, Council Office assets, <i>City Training: Spanish 1, How to Communicate &amp; Listen Effectively, Time Management</i>
Presenting at meetings (neighborhood, group, project or issue-based)	Presentation, public speaking <i>City Training: Public Speaking &amp; Presentations with Confidence</i>
Facilitating meetings	Facilitation skills <i>City Training: Effective Facilitation and Meeting Management</i>
Organizing meetings	When and how logistics
Managing difficult issues and people	Conflict management <i>City Training: How to Handle Difficult and Unruly People, Everybody Wins: How to Turn Conflict into Collaboration</i>
Sharing information from city to constituents	Technology <i>City Training: Excel, PowerPoint, Word 2007, Outlook 2007</i>
Sharing information from constituents to city	Technology, knowledge of systems, e.g. afterhours lines, Report-a-Problem
Assist/facilitate resident-city agency interactions	
Manage physical development project processes (buildings, streets, large infrastructure)	Planning Division's Best Practices guide
Crime, neighborhood deterioration, disaster	Crisis communication



## Summary of Alder Best Practices and Training

August 2012

<b>Alder Role: Be a professional and responsible representative of Madison and government</b>	
<b>What an alder should know and do....</b>	<b>Skills/Training needed to do it.... City Training &amp; Alder-Shared Best Practices</b>
Follow all ethics rules and standards of conduct	City Ethics and Anti-harassment training
Participate in the development and implementation of the Council Policy Agenda	
Represent the City at local, state and national events	Attend conferences: National League of Cities, League of Wisconsin Municipalities
Serve on CCOC, Council leadership or special committees	

<b>Alder Role: Active participant at Council and Committee meetings</b>	
<b>What an alder should know and do....</b>	<b>Skills/Training needed to do it.... City Training &amp; Alder-Shared Best Practices</b>
At Council: be prepared for the meetings	Agenda reading
Understand, use and adhere to Roberts Rules of Order	Roberts Rules of Order book and City Attorney training
Developing legislation	
At Committees: Understand the alder role	
Assist staff and members with process (Roberts Rules, the approval process)	
Act as a liaison between Committee and Council	
Present/explain the Committee decision at Council	
Sponsor resolutions, legislation, budget items	

**1. Constituent Services - In your view, how important are the following activities:**

	Very important	Important	Less important	Unimportant or N/A	Rating Average	Response Count
Provide information from city agencies to constituents	<b>83.3% (15)</b>	11.1% (2)	5.6% (1)	0.0% (0)	1.22	18
Provide information/feedback from constituent(s) to city agencies	<b>72.2% (13)</b>	27.8% (5)	0.0% (0)	0.0% (0)	1.28	18
Advocate for your district issues	<b>88.9% (16)</b>	5.6% (1)	5.6% (1)	0.0% (0)	1.17	18
Facilitate interface with city staff (process-related)	<b>50.0% (9)</b>	33.3% (6)	16.7% (3)	0.0% (0)	1.67	18
Provide/create an open door to government – accessibility	<b>55.6% (10)</b>	38.9% (7)	5.6% (1)	0.0% (0)	1.50	18
Community building (e.g. neighborhood association start up)	11.1% (2)	<b>50.0% (9)</b>	33.3% (6)	5.6% (1)	2.33	18
Coordinate services for constituents	38.9% (7)	<b>50.0% (9)</b>	11.1% (2)	0.0% (0)	1.72	18
Any other line items that you would include under Constituent Services?						3
<b>answered question</b>						<b>18</b>
<b>skipped question</b>						<b>0</b>

## 2. Committee Service - In your view, how important are the following activities:

	Very important	Important	Less important	Unimportant or N/A	Rating Average	Response Count
Act as liaison between city committees and the Council (and vice-versa)	<b>66.7% (12)</b>	33.3% (6)	0.0% (0)	0.0% (0)	1.33	18
Provide knowledge of procedures	33.3% (6)	<b>44.4% (8)</b>	22.2% (4)	0.0% (0)	1.89	18
Sponsor resolutions/ordinances when requested by committees	<b>66.7% (12)</b>	27.8% (5)	0.0% (0)	5.6% (1)	1.44	18
Be an active, prepared and equal participant on the committees you serve on	<b>88.9% (16)</b>	5.6% (1)	5.6% (1)	0.0% (0)	1.17	18
Any other line items that you would include under Committee Services?						2
<b>answered question</b>						<b>18</b>
<b>skipped question</b>						<b>0</b>

### 3. Development of City Policy - In your view, how important are the following activities:

	Very important	Important	Less important	Unimportant or N/A	Rating Average	Response Count
Participate fully in budget process (attend meetings, interact with constituents and agencies)	<b>83.3% (15)</b>	11.1% (2)	5.6% (1)	0.0% (0)	1.22	18
Development of big policy issues – be engaged, prepared on major issues (“all play” examples: Edgewater, Zoning Code Rewrite, and Downtown Plan)	<b>66.7% (12)</b>	33.3% (6)	0.0% (0)	0.0% (0)	1.33	18
Development of Council policy agenda	<b>33.3% (6)</b>	<b>33.3% (6)</b>	22.2% (4)	11.1% (2)	2.11	18
Individual policy initiatives	<b>55.6% (10)</b>	38.9% (7)	5.6% (1)	0.0% (0)	1.50	18
Represent the city and advocate for the city at National League of Cities (NLC), League of Wisconsin Municipalities (LWM), Downtown Madison Inc., Chamber of Commerce, etc.	0.0% (0)	33.3% (6)	<b>61.1% (11)</b>	5.6% (1)	2.72	18
Any other line items that you would include under City Policy						1
<b>answered question</b>						<b>18</b>
<b>skipped question</b>						<b>0</b>

#### 4. How much time would you estimate you spend in a typical week on the following activities?

	More than 10 hours	5-10 hours	1-4 hours	An hour or less	I don't do this regularly or at all	Rating Average	Response Count
Answering constituent e-mail	11.1% (2)	<b>50.0% (9)</b>	33.3% (6)	5.6% (1)	0.0% (0)	2.33	18
Answering staff e-mail	0.0% (0)	33.3% (6)	<b>61.1% (11)</b>	5.6% (1)	0.0% (0)	2.72	18
City public meetings (council and committees on which you serve)	22.2% (4)	<b>72.2% (13)</b>	5.6% (1)	0.0% (0)	0.0% (0)	1.83	18
Other city public meetings (e.g., not your committee but there's an issue of interest)	5.6% (1)	11.1% (2)	<b>44.4% (8)</b>	33.3% (6)	5.6% (1)	3.12	18
Private meetings with constituents	0.0% (0)	5.6% (1)	<b>50.0% (9)</b>	44.4% (8)	0.0% (0)	3.39	18
Private meetings with developers or interest groups	0.0% (0)	11.1% (2)	33.3% (6)	<b>38.9% (7)</b>	16.7% (3)	3.33	18
Private meetings with city staff or other Alders	0.0% (0)	11.1% (2)	<b>44.4% (8)</b>	<b>44.4% (8)</b>	0.0% (0)	3.33	18
Attending neighborhood meetings	0.0% (0)	5.6% (1)	<b>55.6% (10)</b>	33.3% (6)	5.6% (1)	3.29	18
Preparing for meetings/reading materials	0.0% (0)	16.7% (3)	<b>83.3% (15)</b>	0.0% (0)	0.0% (0)	2.83	18
Phone calls with staff/constituents/Alders, etc.	5.6% (1)	16.7% (3)	<b>55.6% (10)</b>	22.2% (4)	0.0% (0)	2.94	18
Public appearances or press conferences	0.0% (0)	0.0% (0)	5.6% (1)	44.4% (8)	<b>50.0% (9)</b>	3.89	18
Providing public information (e.g., blogging or e-lists)	0.0% (0)	0.0% (0)	<b>55.6% (10)</b>	27.8% (5)	16.7% (3)	3.33	18

Please list any other activities and the time spent

3

**answered question**

**18**

**skipped question**

**0**

## 5. Please rank the importance of each of these activities

	Most important	Important	Less important	Unimportant	I don't do this regularly or at all	Rating Average	Response Count
Answering constituent e-mail	<b>83.3% (15)</b>	16.7% (3)	0.0% (0)	0.0% (0)	0.0% (0)	1.17	
Answering staff e-mail	33.3% (6)	<b>61.1% (11)</b>	5.6% (1)	0.0% (0)	0.0% (0)	1.72	
City public meetings (council and committees on which you serve)	<b>94.4% (17)</b>	5.6% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.06	
Other city public meetings (e.g., not your committee but there's an issue of interest)	11.1% (2)	<b>50.0% (9)</b>	33.3% (6)	0.0% (0)	5.6% (1)	2.24	
Private meetings with constituents	22.2% (4)	<b>50.0% (9)</b>	16.7% (3)	0.0% (0)	11.1% (2)	1.94	
Private meetings with developers or interest groups	11.1% (2)	<b>50.0% (9)</b>	27.8% (5)	5.6% (1)	5.6% (1)	2.29	
Private meetings with city staff or other Alders	11.1% (2)	<b>66.7% (12)</b>	22.2% (4)	0.0% (0)	0.0% (0)	2.11	
Attending neighborhood meetings	<b>50.0% (9)</b>	38.9% (7)	11.1% (2)	0.0% (0)	0.0% (0)	1.61	
Preparing for meetings/reading materials	<b>50.0% (9)</b>	<b>50.0% (9)</b>	0.0% (0)	0.0% (0)	0.0% (0)	1.50	
Phone calls with staff/constituents/Alders, etc.	38.9% (7)	<b>44.4% (8)</b>	16.7% (3)	0.0% (0)	0.0% (0)	1.78	
Public appearances or press conferences	5.6% (1)	11.1% (2)	<b>44.4% (8)</b>	5.6% (1)	33.3% (6)	2.75	
Providing public information (e.g., blogging or e-lists)	<b>38.9% (7)</b>	22.2% (4)	16.7% (3)	11.1% (2)	11.1% (2)	2.00	

Please repeat any other activities you added above and list their importance

answered question

skipped question

## 6. I would prefer to spend...

	More time on this	About the same	Less time on this	I don't do this regularly or at all	Rating Average	Response Count
Answering constituent e-mail	27.8% (5)	<b>55.6% (10)</b>	16.7% (3)	0.0% (0)	1.89	18
Answering staff e-mail	11.1% (2)	<b>83.3% (15)</b>	5.6% (1)	0.0% (0)	1.94	18
City public meetings (council and committees on which you serve)	5.6% (1)	<b>55.6% (10)</b>	38.9% (7)	0.0% (0)	2.33	18
Other city public meetings (e.g., not your committee but there's an issue of interest)	33.3% (6)	<b>38.9% (7)</b>	27.8% (5)	0.0% (0)	1.94	18
Private meetings with constituents	16.7% (3)	<b>72.2% (13)</b>	11.1% (2)	0.0% (0)	1.94	18
Private meetings with developers or interest groups	11.1% (2)	<b>72.2% (13)</b>	11.1% (2)	5.6% (1)	2.00	18
Private meetings with city staff or other Alders	16.7% (3)	<b>83.3% (15)</b>	0.0% (0)	0.0% (0)	1.83	18
Attending neighborhood meetings	27.8% (5)	<b>66.7% (12)</b>	0.0% (0)	5.6% (1)	1.71	18
Preparing for meetings/reading materials	<b>50.0% (9)</b>	38.9% (7)	11.1% (2)	0.0% (0)	1.61	18
Phone calls with staff/constituents/Alders, etc.	33.3% (6)	<b>61.1% (11)</b>	5.6% (1)	0.0% (0)	1.72	18
Public appearances or press conferences	0.0% (0)	<b>55.6% (10)</b>	5.6% (1)	38.9% (7)	2.09	18
Providing public information (e.g., blogging or e-lists)	<b>72.2% (13)</b>	16.7% (3)	5.6% (1)	5.6% (1)	1.29	18
Please repeat any other activities you added above						1
<b>answered question</b>						<b>18</b>
<b>skipped question</b>						<b>0</b>

**7. Please rank these subject matters in terms of the portion of your time that they occupy from most to least.**

	Really a lot	More	Less	Not much	Response Count
Development projects	<b>44.4% (8)</b>	22.2% (4)	22.2% (4)	11.1% (2)	18
Road construction	16.7% (3)	27.8% (5)	<b>50.0% (9)</b>	5.6% (1)	18
Public safety/crime	22.2% (4)	<b>50.0% (9)</b>	27.8% (5)	0.0% (0)	18
Traffic/speeding	22.2% (4)	<b>50.0% (9)</b>	22.2% (4)	5.6% (1)	18
Economic development	27.8% (5)	22.2% (4)	<b>44.4% (8)</b>	5.6% (1)	18
Community services	11.1% (2)	38.9% (7)	<b>50.0% (9)</b>	0.0% (0)	18
Neighborhood issues	<b>50.0% (9)</b>	38.9% (7)	11.1% (2)	0.0% (0)	18
Parks	16.7% (3)	<b>38.9% (7)</b>	27.8% (5)	16.7% (3)	18
Trash/Recycling/Snow	0.0% (0)	38.9% (7)	<b>44.4% (8)</b>	16.7% (3)	18
Parking	0.0% (0)	<b>38.9% (7)</b>	22.2% (4)	<b>38.9% (7)</b>	18
Other issues that we missed					0
<b>answered question</b>					<b>18</b>
<b>skipped question</b>					<b>0</b>

**8. Are there activities/tasks that you would like to do, but don't because of time or resource limitations?**

	Response Count
	10
<b>answered question</b>	<b>10</b>
<b>skipped question</b>	<b>8</b>



**Page 1, Q1. Constituent Services - In your view, how important are the following activities:**

1	Provide early notification and neighborhood meetings on proposed developments.	Jun 15, 2012 9:31 AM
2	All my neighborhoods have NAs.	Jun 14, 2012 9:20 PM
3	Organize nghd meetings on topics of concern	Jun 13, 2012 12:12 AM

**Page 1, Q2. Committee Service - In your view, how important are the following activities:**

1	Provide leadership on the council on subject matters covered by the committee	Jun 17, 2012 10:46 PM
2	Insure that public testimony is carefully considered and incorporated in decisionmaking.	Jun 13, 2012 12:12 AM

**Page 1, Q3. Development of City Policy - In your view, how important are the following activities:**

1	I think the "Big policy issues" as long as some members of the council think each is important than we're covered.	Jun 13, 2012 4:25 PM
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**Page 2, Q4. How much time would you estimate you spend in a typical week on the following activities?**

1	Just interesting to note the preponderance of e- and phone communication - not much face-to-face for me!	Jun 17, 2012 12:27 PM
2	Researching or preparing re: constituent issues or policy issues	Jun 13, 2012 4:04 PM
3	Education myself on other city policy, information related to city governance	Jun 12, 2012 4:13 PM

**Page 2, Q6. I would prefer to spend...**

1	would prefer to spend more time on policy	Jun 14, 2012 5:02 PM
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**Page 2, Q8. Are there activities/tasks that you would like to do, but don't because of time or resource limitations?**

1	"Professional development" - going to conferences or trainings is just not in the cards because of time constraints.	Jun 18, 2012 12:29 PM
2	Housing & Library Issues	Jun 15, 2012 2:08 PM
3	I would like to do more research on environmental issues. I would like to talk with other alders individually more often.	Jun 15, 2012 9:39 AM
4	I would like to work more on environmental and lake issues.	Jun 14, 2012 9:29 PM
5	city wide policy, going to conferences (e.g. NLC)	Jun 14, 2012 5:02 PM
6	trainings	Jun 13, 2012 4:28 PM
7	Update website more	Jun 13, 2012 12:12 AM
8	I wish there was more time to interact with other Alders and discuss issues - but we are constrained by time and by quorum restrictions.	Jun 12, 2012 7:09 PM
9	I would like to send out more constituent communications (newsletters, blogs, etc.).	Jun 12, 2012 6:00 PM
10	Eat, sleep, spend enough time outside...	Jun 12, 2012 4:13 PM



**City of Madison**  
**Meeting Minutes - APPROVED**  
**President's Work Group: Development of Alder**  
**Position Description/Role**

City of Madison  
Madison, WI 53703  
www.cityofmadison.com

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**Wednesday, May 23, 2012**

**4:00 p.m.**

**210 Martin Luther King, Jr. Blvd.**  
**Room 417, City-County Building**  
Council Office Conference Room

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**Attendance:** Ald. Lauren Cnare (Chair), Ald. Bridget Maniaci (arrived at 4:20 p.m.), Ald. Steve King, Ald. Satya Rhodes-Conway and Lisa Veldran (Council Administrative Assistant)

**Others in Attendance:** Rosemary Lee

Ald. Lauren Cnare, Chair, called the meeting to order at 4:10 p.m.

Registration

Rosemary Lee, 111 W. Wilson Street, registered in opposition to ordinances, spoke Ms. Lee reiterated that she saw the proposed ordinances related to code of conduct as “nothing more than a power grab” by the Council President and the Council. She strongly supported voters only deciding on whether an elected official remain in office or not, it was not the responsibility of the Council.

Ald. Cnare reviewed the agenda:

- Discussion on development of a work plan to create an Alder Position Description/Alder Role document
- Number of meetings
- Homework assignments
- Reworking the draft survey originally developed by Ald. Clear and Ald. Schmidt

Ald. Satya Rhodes-Conway was shocked to see the two ordinance amendments on the agenda and did not believe that the code of conduct should be part of the discussion by the work group. Ald. Lauren Cnare disagreed and thought that it may/could be part of the purview of the work group and should be discussed. Ald. Rhodes-Conway requested that the work group not start with code of conduct as a start to creating the job description (“thou shalt” vs. “thou shall not”).

The work group agreed that the survey results could act as the baseline assessment for developing an alder job description. The following list was developed to frame the discussion by the work group and the survey:

Constituent Services

- Information from city agencies to constituents
- Information from constituent(s) to city agencies
- Advocate for your district issues
- Facilitate interface with city staff (process-related)
- Open door to government – accessibility
- Community building (e.g. neighborhood association start up)
- Coordinate services for constituents

Committee Service

- Act as liaison between city committees and the Council (and vice-versa)
  - Provide knowledge of procedures
  - Sponsor resolution/ordinance when requested by committees
  - Be an active, prepared and equal participant on the committees you serve on
-

### Development of City Policy

- Participate fully in budget process (attend meetings, interact with constituents and agencies)
- Development of big policy issues – be engaged, prepared on large issues (“all play” examples: Edgewater, Zoning Code Rewrite, and Downtown Plan)
- Development of Council policy agenda
- Individual policy initiatives
- Represent the city and advocate for the city at National League of Cities (NLC), League of Wisconsin Municipalities (LWM), Downtown Madison Inc., Chamber of Commerce, etc...

### **Next Steps/Homework Assignments**

Draft Survey:

Ald. Steve King was assigned to rework the draft survey to include the above list. He will send out his redraft to work group members for comment. If work group members provide Ald. King with feedback/comments from the redraft he could email it to alders. If the redraft isn't done by June 11, 2012 then the work group will discuss it.

Ald. Steve King stated that he did not want to see the position description in an ordinance. Ald. Bridget Maniaci would like to see an actual job description that could be used to access city benefits and that may necessitate an ordinance requirement.

Benefits:

Ald. Bridget Maniaci was assigned to talk to the City Attorney and provide information to the work group at their next meeting about what is required to access city benefits (health, WRS).

Ald. Rhodes-Conway thought that a discussion needed to also occur on resources (capacity, support, and training).

Agreed to have standing work group updates at CCOC meetings.

### **Next Meetings**

Ald. Cnare thought the work group could finish their work in four (4) meetings. The work group agreed to schedule the next meetings.

Monday, June 11, 2012 at 4:30 p.m., Room 417, CCB

Tuesday, June 19, 2012 at 4:30 p.m., Room 417, CCB

### **Adjournment**

Ald. Bridget Maniaci moved, seconded by Ald. Satya Rhodes-Conway to adjourn. Motion was approved. Meeting adjourned at 5:10 p.m.

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## City of Madison

### Meeting Minutes - APPROVED

#### President's Work Group: Development of Alder Position Description/Role

City of Madison  
Madison, WI 53703  
www.cityofmadison.com

Monday, June 11, 2012

4:30 p.m.

210 Martin Luther King, Jr. Blvd.  
Room 417, City-County Building  
Council Office Conference Room

**Attendance:** Ald. Lauren Cnare (Chair), Ald. Steve King, Ald. Satya Rhodes-Conway and Lisa Veldran (Council Administrative Assistant)

**Excused:** Ald. Bridget Maniaci

#### Call to Order

Ald. Lauren Cnare, Chair, called the meeting to order at 4:34 p.m.

#### Public Comment

There was no public comment.

#### Approval of minutes from the May 23, 2012 meeting

Ald. Satya Rhodes-Conway moved, seconded by Ald. Steve King to approve the meeting minutes from May 23, 2012. Motion passed.

#### Discussion

##### Draft Survey (Ald. Steve King)

Ald. Lauren Cnare requested that "Day job(s)" be removed from Questions 4, 5 and 6. Members of the work group agreed.

The work group decided that the draft survey was ready to be sent to alders to complete. Ald. Steve King will send the link to Ald. Shiva Bidar-Sielaff to email to alders and ask them to complete the survey by June 18 so that the results could be discussed at the next work group meeting (scheduled for June 19, 2012).

##### Access to city employee benefits (Ald. Bridget Maniaci)

Work group discussed the email correspondence from Patricia Lauten and Brad Wirtz that was forwarded by Ald. Bridget Maniaci. The work group decided that this was outside the scope of their review but the Council as a group could decide whether to pursue the issue of WRS and Health Insurance benefits for alders. Ald. Steve King thought maybe a straw poll could be utilized to find out if Council wishes to continue pursuing this issue.

##### Resources: capacity, support, training

The work group developed the following lists in the areas of support and training.

##### *Support: Council Staff/Departments*

Mailings/meeting notices

Answering service

Room reservations

Scheduling meetings

Press Releases

Legislative/Legistar

Office Supplies

Website updates

Newsletters

Planning social events

Staffing committees

Help desk

Surveys/information gathering

Research/articles

Attending department/division head meetings

Office budget

Accounting/Alder Expense Accounts

Travel/conferences

Ald. Lauren Cnare would present this list to CCOC members for their input.

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*Training: Sources*

Karl van Lith, City Organizational Development & Training

- Guy VanRenssaler
- PJ White

Michael May, City Attorney

League of Wisconsin Municipalities (e.g. New Elected Officials Training Workshop)

*Training - Topics*

Currently Have

City/Department Orientation

FAQ's

Robert's Rules of Order

Ethics Law, Open Meetings

Alder Mentor Program

IT Training: blogging, Legistar, website

Want

Facilitations skills

Mediation skills

Constituent contract/Mediation – sharing best practices

Managing the development process

Crisis management (e.g. crime)

Council/Committee preparation and effectiveness

Professionalism/Civility

Intergovernmental relationships

**Homework Assignments/Next Steps**

- Ald. Lauren Cnare would gather input from CCOC members on Council support
- Ald. Steve King would forward survey link to Ald. Shiva Bidar-Sielaff and bring results to next meeting.

**Next Meeting**

Tuesday, June 19, 2012 at 4:30 p.m., Room 417, City-County Building

**Adjournment**

Ald. Steve King moved, seconded by Ald. Satya Rhodes-Conway to adjourn. Motion was approved.

Meeting adjourned at 5:27 p.m.

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City of Madison  
Meeting Minutes - Approved

City of Madison  
Madison, WI 53703  
www.cityofmadison.com

President's Work Group: Development of Alder  
Position Description/Role

---

Tuesday, June 19, 2012

4:30 p.m.

210 Martin Luther King, Jr. Blvd.  
Room 417, City-County Building  
Council Office Conference Room

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**Attendance:** Ald. Lauren Cnare (Chair), Ald. Bridget Maniaci, Ald. Steve King, Ald. Satya Rhodes-Conway and Lisa Veldran (Council Administrative Assistant)

**Others in Attendance:** Ald. Paul Skidmore, Ald. Anita Weier

**Call to Order**

Ald. Lauren Cnare, Chair, called the meeting to order at 4:37 p.m.

**Public Comment**

There was no public comment.

**Approval of minutes from the June 11, 2012 meeting**

Ald. Steve King moved, seconded by Ald. Satya Rhodes-Conway to approve the meeting minutes from June 11, 2012. Motion passed.

**Discussion**

Results of Survey (Ald. Steve King)

The work group members reviewed the results of the Alder Job Description. Ald. King thought the results of the survey validated what the work group thought an alder's role to be.

Ald. Rhodes-Conway noted that from the survey results the following areas were ranked:

- #1 Area: Constituent Service
- #2 Area: Committee Service
- #3 Area: Development of City Policy

Ald. Rhodes-Conway also noted that within the Constituent Service area alders ranked the top three:

- #1 - Alder acting as an advocate
- #2 - Alder providing information to constituents
- #3 - Alder providing information to city agencies

Ald. Rhodes-Conway thought these results could serve as a baseline in developing an alder job description. Ald. Cnare also stated that strategies could be developed (example: advocating for district) and the work group could look for gaps in knowledge within those areas identified by the survey results.

Ald. Rhodes-Conway suggested a next step for the work group would be to rank Questions #1 – #3 and review what training and support may be needed. She also thought that the work group could take items ranking above 70% and term them as *important items*, 50%-70% would be termed *semi-important* and anything below 50% would be termed not as *important*.

Ald. Bridget Maniaci stated that there needed to be a larger conversation on alder membership on committees. Ald. Rhodes-Conway pointed out that the information from the survey would be helpful to CCOC's discussion on reviewing city committee memberships.

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Ald. Rhodes-Conway explained that four areas appeared to be generated from the discussion and would be helpful in creating a final work group report:

1. Develop a written job description
2. Suggest ways to move forward on how alders exchange information and best practices (as informed by survey)
3. Provide a listing of current training available and what training should be developed
4. Support services provided and gaps (as informed by survey)

Ald. Rhodes-Conway explained that the work group report to CCOC (and eventually a broader discussion by the Council) could provide a brief written roadmap- type of commentary on what the work group saw in the survey numbers and proposed recommendations.

Continued discussion on resources: capacity, support, training  
There was no specific discussion on this topic.

### **Homework Assignments/Next Steps**

Drafts should be emailed to Lisa Veldran to compile and distributed to work group members for input before July 9. Tentative final work group report to CCOC: August 7, 2012

#### Assignments

Ald. Satya Rhodes-Conway – Write Alder Job Description

Ald. Lauren Cnare – Write Best Practices

Ald. Steve King – Write Training/Needs Analysis

Ald. Bridget Maniaci – Write a summary of current support services and gaps in service as identified in survey

Each person will report back on each topic and a draft report will be developed for CCOC. It was also suggested that the survey results be attached to the final report.

### **Next Meeting**

Thursday, July 12, 2012 at 4:30 p.m., Room 417, City-County Building

### **Adjournment**

Ald. Steve King moved, seconded by Ald. Satya Rhodes-Conway to adjourn. Motion was approved. Meeting adjourned at 5:19 p.m.

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## City of Madison

City of Madison  
Madison, WI 53703  
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### Meeting Minutes - APPROVED

#### President's Work Group: Development of Alder Position Description/Role

---

Thursday, July 12, 2012

4:30 p.m.

210 Martin Luther King, Jr. Blvd.  
Room 417, City-County Building  
Council Office Conference Room

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**Attendance:** Ald. Lauren Cnare (Chair), Ald. Steve King, Ald. Satya Rhodes-Conway and Lisa Veldran (Council Administrative Assistant)

**Absent:** Ald. Bridget Maniaci

#### Call to Order

Ald. Lauren Cnare, Chair, called the meeting to order at 4:38 p.m.

#### Public Comment

There was no public comment.

#### Approval of minutes from the June 19, 2012 meeting

Ald. Satya Rhodes-Conway moved, seconded by Ald. Steve King to approve the meeting minutes from June 19, 2012. Motion passed.

#### Discussion

Continued discussion on resources: capacity, support, training

No specific discussion on this item.

#### Continued discussion on Alder Job Description/Role

Members of the work group reviewed the compilation of homework assignments and discussed how to format the recommendations to the CCOC and the Common Council.

List and align:

Alder Role/Alder Skills to      →      Alder Best Practices to      →      Alder Training

Ald. Rhodes-Conway suggested trainings involve the following for new alders:

1. Preparing for the Council meeting: no texting, staff questions, etc.
  - Ald. Cnare suggested creating a poster on motions, order of business
2. Role of alder as committee member/council liaison
3. How to engage in the budget process
4. How to use Roberts Rules of Order

#### Homework Assignments/Next Steps

- Provide context to homework assignment areas so that recommendations can be put into a report format for the CCOC and Council and also be used to create a document for future reference.
- Ald. Rhodes-Conway will develop text around the alder role
- Ald. Cnare integrate training to alder role
- Develop a Training List – what is new alder orientation and what ongoing development training
- Lisa Veldran will estimate a timetable for new alder orientations in 2013

#### Next Meeting

It was decided to hold the next work group meeting after the CCOC meeting on August 7, 2012. Lisa Veldran will poll the work group members to find a date to meet.

#### Adjournment

Ald. Steve King moved, seconded by Ald. Lauren Cnare to adjourn. Motion was approved. Meeting adjourned at 5:10 p.m.

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## City of Madison

City of Madison  
Madison, WI 53703  
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### Meeting Minutes - DRAFT

#### President's Work Group: Development of Alder Position Description/Role

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Thursday, August 30, 2012

4:30 p.m.

210 Martin Luther King, Jr. Blvd.  
Room 417, City-County Building  
Council Office Conference Room

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**Attendance:** Ald. Lauren Cnare (Chair), Ald. Steve King, Ald. Satya Rhodes-Conway and Lisa Veldran (Council Administrative Assistant)

**Absent:** Ald. Bridget Maniaci

#### Call to Order

Ald. Lauren Cnare, Chair, called the meeting to order at 4:34 p.m.

#### Public Comment

There was no public comment.

#### Approval of minutes from the July 12, 2012 meeting

Ald. Satya Rhodes-Conway moved, seconded by Ald. Steve King to approve the meeting minutes from July 12, 2012. Motion passed.

#### Discussion

##### Finalizing recommendation/report of work group

The work group members reviewed a draft submitted by Ald. Satya Rhodes-Conway and the chart of activities and skill/trainings developed by Ald. Lauren Cnare.

Ald. Rhodes-Conway believed that the chart developed by Ald. Cnare was a good summary of best practices and training. Ald. Cnare believed that a statement could also be included that alders can also gather information/skills by observation, shadowing another alder when not form training is available. Insert after "Alder Role: Training & Development). Lisa Veldran would add relevant city training to chart.

Ald. Satya Rhodes-Conway moved to delete last page: Support Activities & Services: Council Staff and/or City Departments, seconded by Ald. Steve King. It was noted that no work/development had been submitted on that topic. Motion was approved.

Ald. Lauren Cnare indicated that she would work on the final draft and send to Lisa Veldran to place on the 9/4/12 CCOC agenda for review (including a bulleted list of recommendations and "Alder Mentor" reference to incorporate the recommendations into their duties).

Also it was requested that a resolution be drafted and introduced from the floor on 9/4/12 to accept the report recommendations and that CCOC would work with parties to implement the recommendations (if CCOC wants it formally introduced).

#### Next Meeting

No additional meetings were scheduled.

#### Adjournment

Ald. Steve King moved, seconded by Ald. Lauren Cnare to adjourn. Motion was approved. Meeting adjourned at 5:03 p.m.

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