

**Task Force on the Structure of City Government**  
**Boards, Commissions and Committees Subcommittee Meeting**

**June 14, 2019**

1   **MAN:** . . . in the past is the staff support for the Parking Council for People with Disabilities,  
2   which has been disbanded and its duties moved over into other committees. But other than that  
3   just, you know, working a lot with alders supporting committees over the years in their work. So  
4   I really appreciate this opportunity.

5           And, you know, I just had a glance at the new Transportation Commission Handbook. I  
6   think it's fantastic. And I really appreciate the help with that. It gives some of the commission  
7   members, you know, understanding their roles and giving them information and tools to do their  
8   jobs better. So appreciate the opportunity to be here.

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10   **CASTANEDA:** All right. Thank you.

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12   **NEWEL:** I'm Laura Newel(?) with the Community Development Division, Community  
13   Resources Unit. Our unit works with five different committees, so on a lot of funding process  
14   and allocation processes and that kind of thing, and we work closely with alders, too. And I  
15   really value the time that these committees put in, and that the alders put into the committees,  
16   and I just want to make sure it's well used and that people have the tools they need to be able to  
17   do a good job.

1 **SPAENI:** I'm Sally Jo Spaeni. I'm the manger for the Madison Senior Center. I also work  
2 within the Community Development Division, and previous to that, I managed the CDA triangle.  
3 And the board work that I do at the committee on aging here, it's been apparent to me that  
4 there's a lack of understanding as to what each committee member's role is and how far their,  
5 how much weight their opinions carry and where they go.

6 So I'm happy to have this process to help clarify that for our members, because I think  
7 it's extremely important to have resident members giving us input on the direction that we're  
8 taking the senior center and that, again, with the RFP processes, it's really important to have  
9 them. So I want to make sure that they understand their roles and that I have the tools to help  
10 them do that.

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12 **CASTANEDA:** Thank you.

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14 **VAN LITH:** So I'm Karl van Lith. I support the Sustainable Madison Committee, and also I've  
15 been helping keyfogs(?) with some survey information that you have all received, I think, in the  
16 past. And I'm here today to, again, listen and participate if I need to.

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18 **WACHTER:** Matt Wachter. I'm the manager of the Office of Real Estate Services, so I staff  
19 the state's Housing Strategy Committee and Economic Development Committee. The work of  
20 real estate typically is referred to the Finance Committee, so we're there for things every Finance  
21 Committee meeting. And then Housing Strategy Committee work typically gets referred to eight  
22 to ten committees, so I had five committee meetings this week alone, so it's a very large part of

1 my job. So I had 11 hours of nighttime meetings this week. So I'm very interested in  
2 committees and what we're going to do with them.

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4 **BARRILLEAUX:** I'm Amy Barrilleaux, Public Information Officer for Madison Water Utility.  
5 I oversee the utility's media relations, communication, community outreach, and conservation  
6 programs. I am a professional communicator. I have a degree in communication as a journalist.  
7 I have looked at what the taskforce is tackling, and it seems to be quite a lot. And a lot of it is,  
8 from my perspective, really needed. I hope the communication aspects of what you're doing,  
9 when you're thinking about that, you bring on the city's existing community engagement,  
10 community outreach, and communication professionals to provide input as this process moves  
11 forward.

12  
13 **SCHROEDER:** And I'm Anne Schroeder. I am the assistant to the general manager at Metro  
14 Transit. I've provided support to a variety of committees and subcommittees over the years.  
15 Most of those have gone away in the Department of Transportation, some committee change-up.  
16 But I'm the backup for the Transportation Commission. We at Metro have also had a variety of  
17 ad hoc committees where we have specifically tried to involve, for example, when we were  
18 looking at low-income passes, people who had a lower income or transit-dependent people, and  
19 found that difficult. So I had that experience.

20  
21 **ZELLERS:** Ben Zellers, a planner with the City Planning Division. I had worked with John a  
22 little while back to consolidate two city committees, the Joint West Campus Area Committee and  
23 the Joint Southeast Campus Area Committee, into one committee, which I had staffed previous

1 to and now staff the Joint Campus Area Committee. Also working with the mayor's office right  
2 now to create an ad hoc committee for the census, which has proven challenging to go out and  
3 get volunteers to dedicate their time to serve on that committee even with a specific end-date in  
4 mind. So certainly aware of some of the challenges that there are out there, and making sure  
5 committees are fully represented in their rosters.

6  
7 **CASTANEDA:** And I guess we could do it the same. People . . .

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9 **KEMBLE:** Rebecca Kemble, Alder of District 18, and I've had the pleasure of working with  
10 pretty much all of you, except not you, Amy, directly. But I remember you from Journalism  
11 [inaudible].

12  
13 **BARRILLEAUX:** That's right.

14  
15 **KEMBLE:** So, yeah.

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17 **ROTHSCHILD:** John Rothschild. I'm a former city employee, City Attorney's Office for 23  
18 years from the early '70s until '97, I think, '96. Then I left to private practice and did some, then  
19 I went back to work for the State of Wisconsin, then I've had the joy of being on this taskforce.  
20 And I'm glad to see that most of the faces that work for the city have changed. I like it.

21  
22 **MAN:** I'd hope so.

1   **ROTHSCHILD:** Otherwise they'd all look like me. So, anyway . . .

2

3   **CASTANEDA:** My name is Justice Castaneda. I'm you're friendly local neighborhood  
4 Chicano Marine veteran. Long time ago, I started doing some work just looking at the  
5 relationship between land use and children and family health here in Madison, and it became  
6 somewhat of an obsession of mine, so I've kind of been doing this project for about ten years.  
7 Amy, I am a horrible communicator I've been told. I talk all the time, and I'm a horrible  
8 communicator. Often wrong but never uncertain I think is how they describe me.

9

10   **HERRINGTON:** I'm Eileen Herrington, born and raised in Madison. Gone for a long time  
11 from '76 until the end of 2012 when I moved back home. This is my first involvement with any  
12 city committee, board, commission, taskforce. I'm a lawyer by profession and training, retired  
13 federal executive. I teach at the University of Wisconsin, do some other peace and justice work.  
14 Care a lot about the community.

15

16   **STRANGE:** And I'm John Strange, Assistant City Attorney, staff this subcommittee and the  
17 task force like man, I have been staffing and attending all of these meetings. And you got the  
18 email from me, and thank you for coming. Several of your colleagues may be joining you at  
19 11:00, so people may be filtering in. Thanks for coming.

20

21   **CASTANEDA:** Okay. One piece of housekeeping. I don't intend for this to ever, I don't know  
22 what could be contentious, I mean, but, you know, you never know where these things go. But I  
23 just want to say that if anyone doesn't feel comfortable with any part of the content, obviously

1 you're free to leave. But also, this is not the only opportunity you have to interface with the  
2 taskforce. You can also reach out to John or myself, and we have a structure that we kind of  
3 came up with to meet without everyone here. And also, I really do appreciate the alders who  
4 have been on this taskforce, because they, you know, there was, I think, a good, healthy dialogue  
5 about whether or not they should even be here today.

6 Because some of the things that we did get back felt that maybe there was some pressure  
7 there. But I think we all kind of decided that for today, it was fine if they were here, or the ones  
8 that wanted to be here were here. So just know that if, you know, there's something that above  
9 and beyond what we talk about today you want to talk to us about there is an opportunity to do  
10 that. All right. I have a few things that I want to just kind of go in, yes.

11  
12 **KEMBLE:** Justice, who are the other alders involved?

13  
14 **CASTANEDA:** On the taskforce right now?

15  
16 **KEMBLE:** Yeah.

17  
18 **CASTANEDA:** The new one, Cyad(?) . . .

19  
20 **WOMAN:** Oh, Keith.

21  
22 **CASTANEDA:** Keith.

1   **WOMAN:** And Skidmore.  
2  
3   **KEMBLE:** And Skidmore? Yeah, okay.  
4  
5   **CASTANEDA:** And Paul, Alder Skidmore, then Alder Kemble.  
6  
7   **WOMAN:** Okay.  
8  
9   **WOMAN:** Alder Carter formerly was on the task force.  
10  
11   **MAN:** And David Aarons(?).  
12  
13   **WOMAN:** And, right, but he's no longer on the [inaudible]. Yeah.  
14  
15   **CASTANEDA:** Right. Yeah. And then, yeah, once upon a time Sarah [inaudible], was she an  
16   elected official here? I feel like that happened so fast.  
17  
18   **WOMAN:** Yes. She was. Yeah.  
19  
20   **WOMAN:** And [inaudible] took her place.  
21  
22   **WOMAN:** Yeah, okay.  
23

1   **CASTANEDA:** Got it. Yeah, so that's it.

2

3   **KEMBLE:** Okay, thanks.

4

5   **CASTANEDA:** Any other questions before we get going? I'm going to go right out of the  
6   report everyone read, or at least received the report, right? There are copies here in case anyone  
7   wants to look at it.

8           For these things, I guess, just kind of very open. I'm going to bring out and lift up some  
9   things that we found that we kind of lifted up in our report. You can think about it this way, just  
10   corroborate or dispute anything that we're saying, and then suggestions. We're always looking  
11   for ideas and suggestions. I'd like to think that we spent a lot of time on this, but I don't, you  
12   know, we're very limited. Were all flawed human beings. So I don't think that we probably  
13   exhausted the scope of potential solutions or mitigation strategies that we might have for some of  
14   these things. How do we feel about that? Is that all right?

15           And then, at the end, if there's anything else in terms of anyone else has any questions or  
16   feedback, Robert's Rules are suspended, so we can just say whatever we want whenever we  
17   want. All right. First thing was it had to do with diversity representation, the idea of having  
18   such a robust committee structure. One of the things that it might suggest is that you have an  
19   opportunity for many residents in the city to be part of democratic processes, which on its face  
20   sounds like a really good idea.

21           What we found is that in practice, it's kind of the opposite, where it was a very limited  
22   number of, there is a very small segment of the population that actually is represented on the  
23   boards, commissions, and committees. And so it is not actually a way, or it has not functioned



1 effectively, at involving a diverse segment of the population in Madison in the democratic  
2 processes. So I just would be curious about folks' thoughts. And again, it's pretty loose on  
3 them, you know.

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5 **WOMAN:** I think that's accurate.

6  
7 **CASTANEDA:** Okay.

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9 **WOMAN:** Could you say more about that, Anne?

10  
11 **SCHROEDER:** Well, whenever we have to do federal reporting, and we have to report who's  
12 on our governing board, you know, based on gender and race, it's never very diverse. So, you  
13 know, we've actually tracked that. And when we were doing the, when you were doing the . . .

14  
15 **WOMAN:** I can't remember that, well, the changing the Department of Transportation  
16 structure.

17  
18 **WOMAN:** The TORK(?).

19  
20 **SCHROEDER:** TORK, that's it. That came up, and, you know, we talked about all the ways  
21 that it's very difficult for people to get involved, for residents to get involved. Some of those are  
22 in here. Like one of the things I read, and I don't want to get too far ahead of how you're going  
23 to present this, but it's, you know, Bill brought up the handbook for the transportation

1 commission, and it is great, and the training program that they've developed is really great. But I  
2 feel like that can be another barrier.

3 I mean, it's a barrier if you aren't trained, so you don't feel like you know what's going  
4 on in the committee, and you feel like, I want to serve, but I don't know enough. But it's also a  
5 barrier now you have to go to multiple trainings, you have to do a lot of reading for people, and it  
6 said this in the report, who feel like they have to spend their time making a living and taking care  
7 of their kids. That presents a barrier, and I don't know if there are things that the city could do  
8 to, you know, ameliorate that to allow more people to be able to participate.

9  
10 **MAN:** I mean, I think some of this is just a function of what each committee is. I mean, you've  
11 got committees that the point is to get broad resident input, and so, you know, sort of any  
12 resident might have an opinion about parks, or something like that, and be able to speak to it.  
13 Other committees I think the point of them, is to have them be made up of issue experts, and  
14 there're certain seats that are dedicated to someone who's from a nonprofit, or from these things.  
15 So you've shrunk your pool of people who you even sort of make those seats available to and  
16 sort of who you get is sort of reflective of what that is.

17 So Housing Strategy Committee, I think, one of the goals was to have, we want  
18 representation from the banking sector. So automatically, you've shrunk your group of people,  
19 and that affects sort of how easy or difficult it is to recruit for those seats.

20  
21 **BARRILLEAUX:** I know we used to have, at the water utility citizen advisory panels for our  
22 projects, and so these were kind of like a mini committee that would come together and meet and

1 help us as we had a major project. And we found that the committees or the panels weren't very  
2 diverse, and sort of the same kind of, you know, the actual same people from panel to panel.

3 And so we reached out to former panel members and said, okay, how do we make this  
4 process easier and what do you want? And so we looked at all the barriers, and we ended up  
5 kind of pulling back and coming, going to fewer in person meetings, more chances for people to  
6 figure out what's going on, email and surveys and redid that whole process. Because when you  
7 start meeting in person in the day, during the week, that's an enormous barrier. And that's the  
8 way the whole structure works right now.

9 So it would take a lot of technological support and rethinking about how people  
10 communicate. It would be kind of a vast amount of work and restructuring of the way city  
11 committees function. At least some [inaudible].

12

13 **KEMBLE:** Amy, could I ask you a follow-up one? So when you went back to the former panel  
14 members and asked them for thoughts about obstacles and then sort of changed some of how you  
15 sought communication, did you get a larger and more representative group of residents engaged  
16 when you made those changes?

17

18 **BARRILLEAUX:** I think we did. You know, you would go from having feedback, because the  
19 panel itself was limited, right? So you'd get feedback from like five people on a project. And  
20 now, we get feedback, potentially, from dozens and dozens depending on what a project is and  
21 depending on what we're asking.

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23 **KEMBLE:** And you're doing that by email?

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**BARRILLEAUX:** We're doing it by . . .

**KEMBLE:** By survey, or . . .

**BARRILLEAUX:** So basically, we have a long process. It's on our website, and I can certainly send it to you, but, you know, we have different times when we have in-person meetings and then different times when we have an initial survey from people just to figure out what their concerns are, and then we can move through and make sure we address those concerns and then move into a public meeting.

But, you know, these are project, you know, our projects have a tendency to kind of play out in the same way. You know, we want to do this, we get input, and we pick a site and that kind of thing. Committees that the city have are really varied, but the one thing that we got back from our surveys was that people did not like in person meetings. They found it hard. They felt like the best way that they wanted to be informed about something was email, and the best, most convenient way for them to get feedback was email.

So be able to kind of an email with structure with our project, so you sign up for an email list, you get updates, you can email back, you know, you can provide comments. And so people can give feedback as they can and as they want to give feedback. I don't know if that's convenient for city committees. But for sure, what we saw in our feedback was that in person meetings was just an enormous barrier, especially if you have kids or work second shift or, you know, whatever it is. You end up with people who have time and who are, have a certain, you know, goal with a project or with a committee that they want to push, or a certain thing that they

1 care about. You're not getting people to care about something that they wouldn't normally think  
2 about.

3

4 **CASTANEDA:** Real quick, good morning. Folks who just came in, my name is Justice  
5 Castaneda, I'm the chair of this subcommittee. Thank you for coming. Just to real quick, do the  
6 synopsis here. We have suspended Robert's Rules, this is kind of a free-flowing conversation. I  
7 think the big points is that I want everyone to feel comfortable, so we're doing everything to  
8 maintain comfortability here today. And also, that if there was anything that you guys, it's  
9 triggering or anything else, you need to leave, please do so.

10 And there is, there are other opportunities and ways for you to interface with this task  
11 force by way of Assistant City Attorney John Strange or myself. And so, and the way we're kind  
12 of doing this is I have some general questions that came out of the subcommittee report that  
13 we're asking, and then we're just trying to get people's feedback. Real quick what are your  
14 names and . . .

15

16 **ROMINES:** Charlie Romines, Street [inaudible].

17

18 **WOMAN:** And your, also your, what committees you might support as [inaudible].

19

20 **CASTANEDA:** Oh, yes. Sorry, excuse me. Yes.

21

22 **ROMINES:** Currently, the Solid Waste Advisory Committee. Before that, I was with Parks for  
23 six and a half years, and there were a lot.

1

2 **TUCKER:** I'm Matt Tucker. I'm the Zoning Administrator, and I work in the Building  
3 Inspection Division. I'm directly responsible for the Zoning Board of Appeals, and I also do  
4 attend the Urban Design Commission, and I report for that and the Planning Commission. And  
5 then ad hoc as needed, I've [inaudible] pretty much all commissions, but the Golf Board  
6 [inaudible].

7

8 **CASTANEDA:** Thank you.

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10 **WOMAN:** May you never go.

11

12 **TUCKER:** May I never go.

13

14 **CASTANEDA:** Thank you very much for being here. Go ahead.

15

16 **MAN:** I just wanted to ask Amy [inaudible], would your, since you have this sort of experience,  
17 could you tell us, do you think that if people could participate by video from home, if that would  
18 create more of, or from some other close-by location, would that help them participate in the  
19 meetings that would happen?

20

21 **BARRILLEAUX:** Well, I think any time that people don't have to travel and park is good. But  
22 a nice first step may be actually sending a survey to current and former committee members. I  
23 don't know if that list exists, and asking, you know, what, how could this process be better? And

1 you'll get, you know, we certainly did, you'll get a lot of feedback from people who've lived the  
2 process, instead of guessing. You'll know at least what people who have served on a committee  
3 think and how they think it'd be a broader and easier thing [inaudible] for them.

4  
5 **CASTANEDA:** And I should say we did do, we have done that, and I think, I love Madison  
6 sometimes, because the survey, and this is my interpretation of that survey, is that everything,  
7 pretty much people are happy with the way it works, and it really needs to change, something  
8 like that. It was this really interesting survey that we got back.

9 For our new [inaudible], I should have said this before, the question that we're kind of  
10 talking about is just the idea of having such a, I say robust, you can say meandering, you can say  
11 a lot of things, but having so many boards, commissions, and committees, is that it would seem  
12 that it provides an opportunity for many people to be involved in democratic processes. What  
13 we've found is that it actually is not doing that, and that it is not as diverse of a group of folks  
14 who are actually involved.

15 I also, real quick, in terms of diversity, that can mean a lot of things. One thing that we  
16 found is it's not just like phenotypical representation or class, race, gender. You know, what it  
17 also is is geography. And so there is overwhelming representation in a very small, you know, so  
18 in essence, you have a few aldermanic districts who are overwhelmingly represented in all  
19 decision-making that happens in the City of Madison. So just thinking about that and thoughts  
20 or ideas. And again, you know, solutions are always welcome too. Give us the answer.

21  
22 **NEWEL:** So when I, what I'm hearing from you folks is a couple of different issues. And I'm  
23 not quite sure how you're looking at it. I mean, on the one hand, I hear the desire for a more

1 broad-based community engagement and representation and community voice in decision-  
2 making. And on the other hand, there's the committee structure and how do we get governance  
3 done. So and those two don't have to be the same thing.

4  
5 **WOMAN:** Right

6  
7 **NEWEL:** You know, they can be separate because, I mean, when you come right down to it,  
8 committee work is a certain skill set and flavor for, you know, how people want to interact with  
9 each other and with their communities. And it's going to draw a certain, I think, type. Whereas,  
10 there's a lot of folks out there that want to tell you what they want to have happen in their  
11 community. So I think possibly separating those two concepts and going deep on both makes  
12 sense.

13  
14 **CASTANEDA:** We'll get to it. I think one of the reasons that I think a lot of this is pertinent is  
15 because when you start talking about consolidation or reduction in the number of boards,  
16 commissions, and committees, one of the things that comes up is that one of the values of having  
17 so many is that there's this opportunity for many people to be involved. And so that's kind of  
18 why, that's where the genesis of the question is kind of in that, right? And so just kind of getting  
19 people's thoughts, I . . .

20  
21 **NEWEL:** And I think there's a generational thing happening where there are fewer people who  
22 want to sit in a room and be on a committee. And I don't know about other folks, but more and  
23 more, we're seeing quorum issues, we're seeing recruitment issues, and I'm not sure that's a



1 model, a monthly, you know, committee meeting is a model that works in a lot of areas, so  
2 anyway.

3

4 **CASTANEDA:** No, it's great. And so just kind of moving on, another question is that the,  
5 there was just kind of finding that some committees are not, not all committees are equal in terms  
6 of their authority, influence, and such. And it reflects not only as it pertains to staff, as the way  
7 that staff are supported and the way that the committees are supported by staff. And so I would  
8 just curious to hear your guys's thoughts on that in general.

9

10 **MAN:** Yeah. I mean, I think there's certain committees where it's, people get together to talk  
11 about an issue and share ideas. I mean, Economic Development Committee, that doesn't have  
12 any authority to fund something, or it's truly like a forum to talk about issues. Where the other  
13 committees it is, we are going to do this or this, and there's weight to that. And they're just very  
14 different. I don't know that one's better than another. But you've got policy committees, you've  
15 got funding committees, you've got sort of, like Planning Commission is making very technical  
16 decisions about things, and they're just different.

17

18 **BARRILLEAUX:** I would offer an analogy. You know, we all want a transparent government  
19 that we can understand, and communication is a lot about transparency. But that doesn't mean  
20 everything. You know, like it's not transparent for me to put every document I have on our  
21 website and say, here you go. It needs to be in a way that people can understand it. So it needs  
22 to be, the city structure needs to be something that people can easily grasp and understand. And

1 I think everyone kind of agrees that as it is now, it's unwieldy, and it's difficult. And so that, in  
2 itself, is a barrier. It doesn't give more people access. It gives fewer people access.

3

4 **MAN:** Are you speaking about [inaudible]?

5

6 **BARRILLEAUX:** Oh, well . . .

7

8 [Simultaneous discussion]

9

10 **BARRILLEAUX:** . . . I don't know what we can do about that.

11

12 **SPAENI:** I guess from my perspective working with folks who are 55 and older, you know,  
13 once you leave the workforce for retirement or other endeavors, you may not be exposed to  
14 technology as frequently as the rest of us sitting around this table are. Those folks also have  
15 some pretty important perspectives to share regarding community programs and processes, and I  
16 can tell you that I have folks on the committee who really have a hard time opening a PDF.  
17 Email is difficult.

18 And then if you think about any sort of visual meeting, hearing is going to be an issue,  
19 not because they're classified as hard of hearing, but because that's a normal age progression  
20 type thing. You just can't always hear well over an electronic device.

21 And when I think about those kinds of things and meetings, I think that we really need to  
22 remember that there are going to be committees that do require a daytime meeting, because  
23 nighttime travel is really not a good thing. You know, their day may end at 7:00 p.m. and start

1 much earlier than other people's. So I think we need to remember to keep some flexibility  
2 involved in how we decide to move forward.

3 I think that in terms of the authority and helping folks understand, you know, what their  
4 role is, I think that needs to start in the beginning, and, you know, I came into this role just late  
5 December, and this board was already established. And I'm not sure what they got in terms of  
6 explanation and training to begin with. But I know that for me, coming in, it would be really  
7 helpful to have some tools to draw upon.

8 Because I can, you know, I hear people say, oh, no. You can't add anybody to this board  
9 unless I say so. No, that's a mayoral decision. And there's this misunderstanding occurring.  
10 And you need your board members, so you have to walk that carefully. And I think tools would  
11 help me do that and other people do that.

12

13 **CASTANEDA:** Oh, no, go first.

14

15 **ROMINES:** Something I was going to say, and the conversation I thought was heading that  
16 way, and it veered away, so bear with me. But and this speaks much more to my time in Parks,  
17 but I can think of two or three different issues where because of the proliferation of committees,  
18 boards, and then task force and sub this and where you'd have three, four, five people show up  
19 on an issue four, five, six times as it would work its way through and be very vocal and very  
20 boisterous about their opinion, right? And so it would give off this idea that there was a ground  
21 swell, or that everybody felt this way. Well, no. It's the same handful of people who have the  
22 time to show up to four, five, six of these different, as it works its way through, and I don't think  
23 that's necessarily healthy.

1           Where if you had a more streamlined process, those people would still have their voice,  
2 but they would have it at one time, or twice, right? So it doesn't give the impression that there's  
3 1,000 people out there who feel that way. I think it would channel the voice to, no, there's six  
4 people who really don't like this, or really want this other thing. And that was, I know, an issue  
5 for us. And I can't speak for the last 16 months, but when I was in Parks, it was a very small but  
6 very vocal group of people to show up over and over and over again and really sway decisions  
7 that didn't need to go a certain way because they had the time to show up. They know how to  
8 navigate the political process successfully.

9           I think when you have so many people involved, right, because I know how to reach out  
10 to an alder, I know how to reach out to all the different people on every, single, subcommittee  
11 taskforce, right, I now have an outsized voice because I know how to work the system. And I  
12 think if you look at a lot of our, and if you look at a heat map of the people who know how to do  
13 that, I think you identify that in a lot of the aldermanic districts where you see an outsized voice  
14 because they know how to work that system. And you allow more room for that by having a  
15 proliferation of people for them to talk to and to show up and pressure and see that being an  
16 issue.

17  
18 **CASTANEDA:** Ma'am.

19  
20 **WOMAN:** I had another thought. So with the other, let me say two things, this might be back  
21 to the other point. But something that I notice in the city in general, but I think it could speak to  
22 boards and commissions and committees too, that we're unwilling to, you know, maybe for good  
23 reason, let institution [inaudible] go. But if there are a limited number of appointments we can

1 make to any commission, if we're unwilling to let the people who have been on it for a while go,  
2 and I know there are limits, but we recycle people quite a bit. And we know that it's, you know,  
3 primarily maybe white men who are on the boards, committees, commissions. Unless we're  
4 willing to let those people go, we don't have room for new people. So that's one thing that I see  
5 as a barrier. And now I am going to struggle to remember my other point, so I will come back to  
6 it.

7  
8 **CASTANEDA:** Good morning. You want to real quick say your name and what your  
9 relationship or experience, you know, and what your relationship and interaction is with boards,  
10 commissions, and committees.

11  
12 **SAQQAF:** So I'm Tariq Saqqaf. I coordinate the [inaudible] resource teams at the mayor's  
13 office, which are basically teams of city staff. I connect with presidents and other stakeholders,  
14 neighbors and folks on most likely in inclusion. You know, I work with the city. So there's  
15 some connection with boards, committees, and commissions. I think I try to think about the  
16 bigger question about how do we actually connect with people and incorporate that into what the  
17 city does, recognizing that the boards, committees, commissions are one of the ways, a primary  
18 way, in which we do that, but that it's not, it depends where you start any questions [inaudible].

19  
20 **CASTANEDA:** And just kind of, oh, excuse me. Go ahead.

21  
22 **MAN:** Excuse me.

23

1 **CASTANEDA:** No, just a housekeeping, just if you for any reason feel triggered in this  
2 conversation you can please feel free to leave.

3  
4 **SAQQAF:** What are you saying? Are you saying that, did you say that to everybody?

5  
6 **CASTANEDA:** Everybody [inaudible]. I'm going to say it again, anyone else? No. But the  
7 point of that is that this is not the only opportunity to talk or interface, for staff to interface with  
8 the taskforce, and you can reach out to me or Assistant City Attorney John Strange, and we can  
9 arrange for a time to come and meet with you individually. So I want to make sure  
10 everybody's . . .

11  
12 **WOMAN:** In an alder-free environment.

13  
14 **CASTANEDA:** [Inaudible] the alders. Yes, sir.

15  
16 **TUCKER:** Just to respond to your statement too because, I mean, I have a situation where the  
17 policy I believe it's, I believe it's the mayor's policy, about citizens serving for no more than ten  
18 years. And I've never gotten clear direction on reappointments and things like that. But I've had  
19 women and that timed out that were great members of the board that I didn't feel like were, I  
20 mean, my board that I serve is one of these decision-making boards. It's quasi-judicial. It's not  
21 a policy influencing board primarily. I'm talking about the Zoning Board of Appeals.

22 And so ideally, we get members in that make decisions based upon precedence. The  
23 experience they have is of high value. And it's a sad thing when they have to go. Maybe it's

1 happy for them because they're done, but I see this as sad because you are saying goodbye to a  
2 quality member that understands the legal-ness of it that keeps us from getting [inaudible]. And  
3 I would love to have a situation where we could extend somebody that was a great member,  
4 regardless of gender, ethnicity, whatever because we need technical people to serve in these  
5 boards, not new people. I don't think that it matters if you're new or . . .

6  
7 **CASTANEDA:** Good morning. You guys really could have messed with me, just tapered your  
8 entrances by like every three minutes, you know, but really, good morning. My name is Justice  
9 Castaneda, I'm the chair of the subcommittee here. Welcome. You want to real quick just say  
10 your name and where you work and kind of your interaction as a staff member here with boards,  
11 commissions, and committees, either one.

12  
13 **STOUDER:** Well, I'm Heather Stouder. I'm with the Planning Division and staff the Plan  
14 Commission and our division then also staffs the Urban Design Commission, Landmarks  
15 Commission, Joint Campus Area Commission, and the Downtown Coordinating Committee.

16  
17 **MCLAY:** And good morning. I'm Cameron McLay. I'm the new deputy mayor, just here with  
18 the mayor herself, she's out in the hallway, so just coming to introduce myself and get  
19 introduced to the work of this body.

20  
21 **CASTANEDA:** Okay, bit of housekeeping, just the intent here is to kind of have this as an  
22 informal information session just so we can get some feedback about some general questions that  
23 we have that came out of the subcommittee report. But if at any time during this conversation

1 people don't feel safe, or they just feel like they're not comfortable here, you can definitely take  
2 off, and this is not your only opportunity to interface with the taskforce. You can reach out to  
3 myself or the assistant city attorney, and we will arrange for an information session with you  
4 individuals.

5 All right, thank you. Okay, so the question, broadly speaking, that we're on right now,  
6 the one we talked about initially just for the folks that just joined us, is about representation and  
7 how a question is that, so one of the arguments that we heard is that if you have a lot of  
8 committees, boards, and commissions, there is a lot of opportunity for people to be involved in  
9 the democratic processes in the City of Madison. What we saw is that actually is the opposite is  
10 happening where there's a very limited amount of people and not a whole lot of representation,  
11 so we talked about that for a little bit. And the question that we're on right now has to do with  
12 the unevenness of authority, influence, and resources across the committees.

13 There's a number of things that have come up that are part of this, the other questions that  
14 we have. One thing is the process to which people get, I'm realizing this is a lot harder with all  
15 these people than I think we even planned for, but the process through which people are  
16 appointed to the boards. So a question, something that we looked at, is does it, why is the mayor  
17 the only person involved in the appointment, or, you know, why is that the case? And there were  
18 a number of things that we saw there. So that is something that I'm hearing coming up.

19 Another thing is the redundancy and overlap. And there was something where like it  
20 kind of seems like a lot of these boards, commissions, commissions kind of do the same thing.  
21 And so that was something that came up that I've heard you guys talking about. And then  
22 another thing is about training and the different training and not all, not just staff, but committee



1 members are not trained in things from Robert's Rules, but just in terms of the knowledge and  
2 awareness of what their committee is supposed to do.

3 And then a general theme, and kind of going into this, the questions that I had, and again,  
4 our taskforce members feel free to jump in if they have any other questions. But was that a lot of  
5 the purposes are not defined or revisited. And so we have committees that kind of meet because  
6 they've always met. And they don't really know exactly why they're meeting. And the way we  
7 explained it is lack of accountability, meaning no one, they're not reporting to anybody. They  
8 just kind of meet. And so we've ended up with this kind of meandering structure that is an  
9 incredible, I mean, it's a lot of time, but there's not a whole lot of revisiting charters, there's not  
10 a whole lot of use of sunsets, there's just committees that meet.

11 So any comments, thoughts? And again, the way that I've kind of asked everyone to  
12 think about this, most of this is coming out of the report, and so we're looking to corroboration  
13 or dispute of any of the things that we saw, and then maybe your thoughts or opinions, and then,  
14 obviously, any way that we can work or any information that we might take back for a final  
15 report that could help us make it better are always the things that we're kind of looking for. So,  
16 Laura, and then we'll go back to back to Matt.

17  
18 **NEWEL:** So I'm trying to make the best use of this meeting as I can, and I'm finding that there  
19 are like six topics floating out there, and I have things to say on all of them. But I'm wondering  
20 if it might be helpful if we took one question at a time and got people's comments and then the  
21 next question and got people's comments. Because I'm not wanting to just hold forth for ten  
22 minutes on all of these, which I could absolutely do. So I'm wondering if a little more structure

1 to the conversation would be helpful to me so I know how to give you the input you're looking  
2 for.

3  
4 **CASTANEDA:** Okay. So the question that we're on right now is the unevenness of the  
5 authority and role of the boards, commissions, and committees. Now, I'm sorry, the thing that I  
6 just asked, the next question was it has to do, and again this is instead of questions, it's things  
7 that we've found, and we're asking for corroboration, so keep that as an open-ended question  
8 about the lack of accountability of the boards, commissions, and committees.

9  
10 **NEWEL:** So in terms of unevenness, I have two things to say. One is I, over the 12 years I've  
11 worked with committees, I have seen the newer the committee is, the more influence the alder  
12 has, and that the decisions tend to go in the direction that the alder wants them to go. So that's  
13 just a kind of overall statement, because people don't have the training and don't have the  
14 confidence that comes from training and experience to be able to say, well, no, alder. You know,  
15 I really do think this way. So aldermanic influence, I think, is stronger on committees where  
16 people haven't had training and experience and support for bringing their viewpoint to that  
17 committee.

18 The other thing about accountability I will say, God, it was like eight years ago, I tried to  
19 rework the ordinance that governs the Community Services Committee, is supposedly a parent  
20 committee of the Early Childhood Committee and the Senior Committee. And it's got a list of  
21 proscribed seats, you know, that involve the university and all this other stuff. And about eight  
22 years ago, pulled together a committee, of course, to rework that committee structure and move

1 an ordinance forward. And it was a heck of a lot of work, and it went nowhere, because we had  
2 to work with the City Attorney's Office to do that.

3 What we were saying is that we no longer needed that parent committee structure, that we  
4 wanted Senior Committee to, you know, anyway, and we were looking to restructure all of that.  
5 So the ordinance that governs that committee, I think has been on the books since the late '60s,  
6 early '70s, and I think that's not unusual, you know, across the city. That nobody's looked at the  
7 ordinances that govern the committees that talk about that structure and decision-making. So,  
8 question?

9  
10 **WOMAN:** So one tool that many levels of government have employed is a basic sunset law that  
11 sets up a process for all bodies to be reviewed, the authorizing authority to be reviewed and the  
12 body to be reviewed every so many years with a requirement that there has to be an affirmative  
13 action taken to extend. Would that, do you . . .

14  
15 **NEWEL:** I think that would help.

16  
17 **WOMAN:** . . . sort of like be interested looking around the table. Would that be, do you think,  
18 a useful thing for the City of Madison to contemplate doing? I mean, what I've been told  
19 chairing the taskforce is every time I bring up sunset, oh, my God. You know, we have history  
20 on that. Well, Madison, I was born and raised here, and for my entire life, you know, the civic  
21 activity was fighting about the convention center. And when I was living out of the city, and it  
22 was built, I thought, what are they going to talk about? You know, but so I don't think that

1 having had unproductive efforts means an idea isn't a good idea to pursue and that it couldn't  
2 happen if it would be useful. So you think yes?

3

4 **WOMAN:** Yeah. I think that, you know, examining how we're operating and on what  
5 foundation is important. And just because it may not have worked on a previous time, well then  
6 maybe there's a different approach that would work more effectively. But I think that it's a  
7 really good idea to go back and start at the beginning, okay, why do we do it this way, and does  
8 that still make sense, or do we need to make some adjustments so that these are more effective  
9 boards and commissions?

10

11 **WOMAN:** I don't staff a committee or a board, but when I hear things about committee  
12 members not being well trained for their positions, I find that really concerning. And I imagine  
13 it's because there are so many different committees and boards that training is hard. But as a city  
14 employee and a staff member, I've come to realize that there is no process that I'm aware of for  
15 staff who are abused or threatened or intimidated by committee members or alders. There's no,  
16 you know, thing that a person can do.

17 I've had a board member publicly say I wasn't doing my job correctly, copied to my  
18 entire staff, my boss, all the other board members. I know one of our staff with the Water Utility  
19 Board, this was many years ago, had her job threatened by the board chair. So these are things  
20 that I find incredibly concerning.

21 As we move through this process, I would like to see something addressing this kind of  
22 behavior from committee members and alders towards city staff. Because I can tell you city staff  
23 take things like this really seriously. You know, everything that we get taught in HR about how

1 to behave and be appropriate and treat others with respect, and, you know, open meetings laws  
2 and [inaudible] and all those things. And it has to also be reflected back from the people who  
3 make up the committees for the city, and there needs to be some kind of a process that is well  
4 known for when things like this happen.

5

6 **CASTANEDA:** You know, and we are going to talk about that, because we, no, no, it's fine.

7

8 **WOMAN:** And I know I'm probably jumping, but I wanted to [inaudible] to address.

9

10 **CASTANEDA:** And I want to real quick address Laura's comments too. We created this to be  
11 very informal on purpose, and so I have it a little bit unstructured on purpose. If that isn't  
12 working, I don't mind. What we were worried about is that if I do every question, and then go,  
13 how do you feel, how do you feel, how do you feel, it was going to take a lot longer, and  
14 everybody might not have something to say about it. So instead, I'm kind of just putting the  
15 questions out there.

16 We did find that an inordinate amount of people did not feel safe. That was a question  
17 that we asked staff. Do you feel safe on your boards, committees, and commissions? And we  
18 had a lot of people that said they do not feel safe. And I felt, that was one of those things where  
19 you kind of fall out of your chair, and you're like, wait a minute. What? Like how, you don't  
20 feel safe at a committee? So that I think is a huge point, and I really appreciate you bringing that  
21 up.

1           We again, trying to stay with the questions that we have, that is one of the things that we  
2 wanted to talk about, but people have other comments about that I'd love to hear them right now.

3 And good morning, Mayor. You like to introduce yourself?

4  
5 **RHODES-CONWAY:** You just did [inaudible]. Yeah, good morning, and thank you. My  
6 name is Mayor Rhodes-Conway. I go by Mayor Satya and many other names as well. And I  
7 don't want to shift the conversation at all, but I do have seven minutes, if you'd allow me to just  
8 put an idea on you all. Is that okay?

9  
10 **CASTANEDA:** How do people feel? Good? All right.

11  
12 **WOMAN:** Sure.

13  
14 **RHODES-CONWAY:** Thank you. So, and Alder Kemble asked me to come by, actually,  
15 because we were talking at the EOC(?) meeting last night about housing issues, and one of the  
16 things that I said was that I was not clear to me that the structure of committees that we have  
17 around housing is fully serving the purpose that we need and the moving forward that we need  
18 around housing.

19           And so just really briefly, I have been thinking a lot about the work that was done, and  
20 Alder Kemble was involved in this as well, to transform the transportation committees and to  
21 reorganize that into roughly a body that deals with policy and a body that deals more with  
22 implementation. And so I've been thinking about whether we need a similar structure on the

1 housing side, and does that sort of exist, or, you know, could we build on what we've got to get  
2 there?

3 But then more recently, based on the work, frankly, that EOC has done, it seems to me  
4 like there are really three areas of work that we need in housing. And I won't belabor the details  
5 of it, because that's not what you're focused on. But roughly, it's the preservation of existing  
6 stock, the creation of new stock, and then the quality of the housing stock, particularly at the  
7 affordable housing stock.

8 And so the question in my mind that, if you are able to wrestle with a little bit and give  
9 advice on I would appreciate is how do we look at our housing committees and get a structure  
10 that supports working on those three things, broadly? And so you all may have ideas about that,  
11 which I certainly welcome. And the committee may have ideas, and I would welcome those as  
12 well.

13 But then, you know, again, I know that you are more broadly looking at committees  
14 overall. I am very interested, and when I talked to you all before, I said this, right? I'm very  
15 interested in how do we make the committee experience better for the people who serve, the staff  
16 who work on them, and the outcomes that they are supposed to be generating. And I think  
17 there's a lot of work to do on each.

18 And so some of that is how many committees we have, what they're tasked with. I think  
19 a large part of it is the training that we provide for both committee members, particularly chairs,  
20 and for the staff that work on the committees. But then I think a part of it is also what charge are  
21 they given? What are we asking for? And I feel like the charge I can do, right? Like I can go to  
22 a committee and say, I would like you to work on this thing, please. Or we are going to amend  
23 the ordinance to ask you to work on this thing please, or both. But I don't think, that feels like

1 not the most productive way to go about it necessarily without having looked at the underlying  
2 structure of are the, is it the right committee, yeah, or the right configuration of committees. And  
3 then also the support that would come with the training for those members and staff.

4 So that's really what I wanted to say. And the only other thing is that, obviously, you've  
5 got Tariq here, but I don't know if Cam introduced himself, but Cam McLay in my office is  
6 tasked broadly with keeping track of the performance excellence work, and to me, this is very  
7 aligned with that. And so I asked him to come and please make himself known, and I gave him  
8 your [inaudible] already. Yeah, so he's a person that you could be in touch with also. Any, now  
9 that I have three minutes, any questions or anything before I leave?

10  
11 **NEWEL:** I think just a comment that the alignment of committees is something that we've spent  
12 a lot of time, you know, drawing out actually with, you know, possible recommendations. But,  
13 you know, I'm sure that we can, for some of us, go back and take another look at what's  
14 happened with the reorg around transportation as, you know, as a model . . .

15  
16 **CASTANEDA:** I mean . . .

17  
18 **NEWEL:** . . . to think about . . .

19  
20 **CASTANEDA:** . . . I have so much to say right now, but I'll open this up.

21  
22 **NEWEL:** You care about how . . .



1   **CASTANEDA:** Well, I mean . . .

2

3   **RHODES-CONWAY:** And, Justice, if you want to do a one-on-one on this, we, I would  
4 welcome that.

5

6   **CASTANEDA:** Well, I think for staff, I do, you guys are here, so if, you know, like there is  
7 something within what the mayor just asked or said, I do want to welcome you all, I mean, you  
8 guys get to work with her all the time, so I don't know, I mean, this is, for you all. So I want to  
9 make sure that I stay there. And also, you have an overwhelming majority of people from the  
10 fifth, sixth, and second district making decisions about everything in the whole city. So if you're  
11 looking at that, and that has been the case forever. And so if there are challenges to why we're  
12 not . . .

13

14   **RHODES-CONWAY:** Recruit me some people.

15

16   **MAN:** . . . I'd like to say something about housing [inaudible]. I think, we just saw this this  
17 week again. It's extremely frustrating that the difficult decisions that appear unpopular because  
18 the established people in an area are able to influence our board's basic conditions, it is  
19 inequitable. And I was beside myself when I found out that his project got denied. And we're  
20 never going to get anywhere we want to be if we keep having people be afraid to make hard  
21 decisions.

22

1     **MAN:** And this is a case where you've got, you know, Housing Strategy Committee, a bunch of  
2     other committees recommend generally doing a thing, and then Planning Commission says no.

3  
4     **MAN:** Because all these people show up and make them uncomfortable about something that is  
5     a nothing burger. I mean, you know, we have, we can show other cases where similar types of  
6     things have happened that people are tripping over themselves saying, what a great job we did.  
7     Boy we were scared when we went into it the first time. But we really got to get past this hurdle.  
8     Because this is, it's really hard on the staff, because they work hard to, they're doing the best  
9     they can to implement the policy of the policymakers. But it's like, we need to get the  
10    policymakers and the committees to do the work. [Inaudible] if we don't.

11  
12    **STOUDER:** I think there is a difference between the, like the committees that just recommend  
13    policy and then those that are decision makers. And, yes, it was incredibly frustrating to  
14    planning staff as well. I mean, to see a very simple project that staff recommended approval for  
15    go down largely, you know, in part, due to a lot of neighborhood concern that's not . . .

16  
17    **MAN:** We can't get a four-unit building built on a three, what, a three-quarters of an acre lot.

18  
19    **STOUDER:** Half-acre site, yeah.

20  
21    **MAN:** I mean, it is, I mean, we're done.

1     **STOUDER:** So we need, I mean, we need committee members that are going to help lead the  
2     way through that tension that I've discussed. You know, we have this enormous tension with  
3     regard to housing where we have people in the city, including alders, who are very, very used to  
4     their constituents having a lot of control over what happens, an enormous amount of control.  
5     Neighborhood meetings, countless neighborhood meetings about significant multi-family  
6     projects. Be careful about what I say here. But there's that, and I think it is really important to  
7     preserve opportunities for public engagement on the development of the city and how things  
8     shake out.

9             At the same time, we have an enormous need for more housing. And that tension is very  
10    real. I mean, we experience it every other week at Planning Commission meetings. You  
11    experience it as alders at council meetings. And I think we really need the leadership on those  
12    committees to help lead us through that tension. And it's going to involve ordinance changes.  
13    It's going to involve a lot more than just a housing committee that recommends things. It's  
14    going to involve decisions at the council that are really tough and that are city wide and not  
15    parochial.

16  
17    **RHODES-CONWAY:** So I don't want to stop the conversation, but Cam is going to take notes  
18    at this point. And, or, no, you have to come with me. Sorry.

19  
20    **MCLAY:** I am [inaudible].

21  
22    **CASTANEDA:** Mayor if I can say one thing real . . .  
23

1 **STRANGE:** Tariq is going to take notes. But let me say one thing, and that is that the short-  
2 term solution is appointments. And so particularly on the Planning Commission question. I'm  
3 literally right now looking at Planning Commission appointments. So if you have ideas. The  
4 long-term solution is bigger than that. But please do take notes.

5  
6 **CASTANEDA:** So Mayor, in 20 seconds, I'll just say this, I've spent three years here studying  
7 this town, and I've met a number of people that work with the city. Many of them probably  
8 don't even like me. But I will tell you, can't meet them without falling absolutely in love with  
9 them. When we looked at the survey, the fact that you have staff that don't feel safe on the  
10 committees I think is very frustrating, and I think alarming, and I think it's a very serious thing.

11 And I asked all of our elected officials present to look at that and take that very seriously,  
12 because the work we're asking them to do not always with a lot of support and not always with a  
13 lot of resources, I think is very real, serious work. And the idea that they're not feeling safe  
14 doing their jobs because of the way that the committees are structured I think is something that  
15 should be a priority. So just in this work, look at that, that would be great.

16  
17 **RHODES-CONWAY:** Well, I look forward to your [inaudible].

18  
19 **ROMINES:** I've twice had Park Commissioners ask me to walk them to their car after Park  
20 Commission Meetings.

21  
22 **RHODES-CONWAY:** Thank you.

1   **CASTANEDA:** Thank you very much.

2

3   **ROMINES:** Thank you.

4

5   **RHODES-CONWAY:** Sorry for interrupting [inaudible].

6

7   **NEWEL:** Bye-bye.

8

9   **VAN LITH:** Well, I think just going back to the thought on training. You know, twice a year,  
10 usually in the fall, we make the offer for boards, committees, and commissions training, and it  
11 involved, basically it's a Robert's Rules, ethics code meeting, open meeting and directors. Those  
12 are the kind of four elements that were kind of covered there.

13         And I like this thought of, you know, maybe tiering the process to think about not only  
14 the member training part of that, you know, talk to the chair specifically about issues and kind of  
15 how they can potentially think about the government's role and the implementation role,  
16 whatever that role might be, accountability, and then also staff in terms of how staff can, you  
17 know, what's the role that they play sitting there. It's not just necessarily to take minutes but,  
18 you know, in order to sort of keep things focused on, you know, role and that kind of thing.

19

20   **TUCKER:** Yes. This is very important, Karl, thanks for mentioning that. Is you mentioned  
21 that a lot of staff here [inaudible] said. I think that's what he said.

22

23   **CASTANEDA:** Yeah, I mean, yes.

1

2 **TUCKER:** So and we have a really fantastic staff.

3

4 **CASTANEDA:** I said fell in love with them.

5

6 **MAN:** You fell in love with them.

7

8 **CASTANEDA:** No.

9

10 **MAN:** Okay.

11

12 **TUCKER:** You did say that. Didn't he?

13

14 **MAN:** Yeah.

15

16 **NEWEL:** Yeah, you said that. I wrote it down

17

18 **TUCKER:** The expertise around the room is significant. I think the, I've talked to some staff, I

19 had little exit interviews with some staff that left that were frustrated. You know, the few that

20 have left us that have left us, you know, unhappy because they're professional experts that are

21 here to advise on these matters to the policymakers, and, I mean, they have an interest in job

22 satisfaction. You know, if I was an engineer, I wouldn't want a citizen coming in and moving

23 the detention [inaudible] that works a certain way. Now maybe that's a drastic thing, but our

1 system is set up where I think, I don't know if there's quite the amount of respect and  
2 understanding of the position of staff in these communities also.

3 We have very little to gain except for consistency, legal enforcement of the law, and I  
4 don't think any of the board committees or commission staff take personal responsibility of the  
5 decisions that are made by the committees, but they want to have them make the best decisions  
6 possible, that are the most legal decisions and the most consistent decisions.

7 One of the things I do with the Design Commission is signage. I'm always talking to  
8 them about if you approve this sign, this next person is going to ask to have the same big sign.  
9 You have to think about it from that perspective. But I'm always refighting that fight every,  
10 single time I go into this, just to this committee. And I don't know if it's training or what it is to  
11 get the staff elevated to, I think, where they need to be, but then that, you know, I think there's  
12 enough system to deal with the rogue staff too when they're being out of line. You know, we all  
13 have supervisors. And I don't see the same check and balance for a board, committee, or  
14 commission.

15  
16 **BARRILLEAUX:** That's right. I agree. I mean, I've seen the expertise of our principal  
17 engineer at a meeting be just totally dismissed by board members. And it's wounding in a way  
18 that I don't think that it's intended. But it's like, you know, this is a person who's dedicated their  
19 life to water infrastructure. He's not making stuff up. So it just feels so deflating sometimes to  
20 have staff expertise dismissed. I don't know why or what, but if there can, and there is no  
21 recourse and no feeling like you can say anything back or disagree. Or it just is a very bad  
22 feeling, and I think that plays into the sort of the survey results that we get.

1   **CASTANEDA:** So just a real quick pause and reset. Question [inaudible] so this is informal,  
2   and again, I'm asking these questions as guiding questions and then I'm hoping that people can  
3   chime in as necessary. One of the ones was about the safety thing, so I feel like if it's okay with  
4   everybody, I'm going to ask that question just to see if there's any other feedback that we have  
5   on this. It's something that we did see, we did hear from staff and is that they don't always feel  
6   safe at these committee meetings. And so, again, just kind of the kind of structure we thought  
7   about is just corroborate or dispute, and then maybe some thoughts or opinions about that  
8   statement or question. And then any way that we could be making it better.

9

10   **MAN:** Just a clarifying question real quick. Was there anything beyond that in terms of what  
11   the safe mean [inaudible]?

12

13   **CASTANEDA:** Right. So, no. And what we did is we let people have feedback. I mean, I'm  
14   not going to, I mean, there's, we got, like a book . . .

15

16   **NEWEL:** Well, there were a couple of different points made. One was people fear for their  
17   jobs, or their jobs have been threatened.

18

19   **CASTANEDA:** Yeah. I mean, the comments we got like a book of comments from the  
20   surveys.

21



1   **NEWEL:** But that is, but the question was, what does that mean? It means fear for the job, it  
2   means being humiliated, it means being treated disrespectfully, and it means having some larger  
3   fear for, while job not threatened, fear for job security or status.

4

5   **MAN:** So by committee members I assume, but also potentially by public that is coming and so  
6   not necessarily just . . .

7

8   **NEWEL:** Participation in supporting . . .

9

10   **WOMAN:** For by alders.

11

12   **NEWEL:** . . . yeah, or by alders.

13

14   **MAN:** It's a good point.

15

16   **NEWEL:** So, yeah, we've seen a couple developing issues where, and you're right, staff role is  
17   kind of a secondary, almost passive to the process that's happening in the committee and with  
18   the alders. So if they say disrespectful things or dismissive things or insulting things, it's not the  
19   staff's role to say, hey, wait, what? Come on. Stop. You know. We just let the process go, and  
20   they continue to say whatever it is they're going to say. And staff is there to support and give  
21   information to the committee. So that can be very stressful.

22           And particularly I had new staff go through a funding process that were pretty much torn  
23   apart by the committee. It was really, personally, unforgiveable for the people who were

1 involved. So, yeah, that has a longstanding impact on how people feel about their jobs and what  
2 their role is. But the other thing I see developing, and it speaks to a training issue, is people  
3 coming to the committees and whether it's, you know, applicants for funding or, you know, folks  
4 who are just interested in these issues. And, you know, there was, at the last council meeting,  
5 there was a man who was having some issues and was kind of disruptive.

6 And I don't see people getting training on how to deal with disruptive attendees. You  
7 know, people who scream and interrupt the meeting or people who, say, use that forum to do  
8 things that are not related to, you know, the process or decisions at hand. And we have had to  
9 take a step back on our committee and say, okay, when stuff like this happens, how are we going  
10 to address it? And I consulted with the city attorney's office and said, how, you know, help me  
11 figure out what to say to committee members in terms of what the chair's role is, what committee  
12 member's roles are, what staff can say in a public meeting about feeling safe or unsafe or  
13 addressing, you know, problematic behaviors in a meeting.

14 And, you know, how do we run a public meeting and adjust for different communication  
15 styles? You know, I'm from Michigan. We talk different in Michigan than you do in  
16 Wisconsin. We allow for a lot more aggression in conversations than what is tolerated in  
17 Wisconsin. So there's different communication styles in all of that, and how do we, if we're  
18 going to be more diverse in communication styles, in socio-economic, in people from Michigan,  
19 you know, how do we operate a meeting that allows for communication styles but has those  
20 limits, and how do you communicate that, and how do you manage that as a chair and as staff?

21 And I think we need to have a lot of conversations about that in terms of how committees  
22 work, how public meetings work, all of that. So I told you, I have a lot of opinions.

23

1   **CASTANEDA:** Start off, good morning. This is the Subcommittee on Boards, Commissions,  
2   and Committees. I am chair of this subcommittee. You real quick want to just say your name  
3   and your [inaudible].

4

5   **WOOD:** Yeah. Elona Wood, Community Development. And I heard some people were in and  
6   out, but I wasn't able to come any earlier so, sorry.

7

8   **CASTANEDA:** That's fine. Just housekeeping, if at any time during this meeting you feel  
9   uncomfortable and want to leave, or triggered in any way, you can. And this is not your only  
10   opportunity to interface with the task force. You can reach out to me or Assistant City Attorney  
11   John Strange, and we can arrange for a meeting at a different time. Thank you very much for  
12   being here today. I think you and then Anne and Charlie, right?

13

14   **ROMINES:** I'm Charlie, yeah.

15

16   **MAN:** Yeah, so Anne.

17

18   **SCHROEDER:** So I think there's something that touches on almost everything that we've  
19   talked about so far is additional training for chairs. If you have, I think staff will maybe not  
20   admit it, but we all say that if you have a strong chair or not, that can make or break a meeting.  
21   And that can make or break meetings ongoing, so it can make or break a committee. A strong  
22   chair would probably be able to and be willing to speak up in an unsafe situation and say, that's  
23   unacceptable behavior, I hope. You know, I've been in committees where that hasn't happened.

1           And a strong chair, I think, would also look at, are we still an effective committee? Are  
2 we still doing what our charter has, you know, mandated that we do? Do we need to change, or  
3 do we need to fold because we're no longer necessary? You know, I think a strong chair, and  
4 that's sort of up to us to provide that training so that we can have a strong chair.

5  
6 **WOMAN:** I'd also like to see if, oh, I'm sorry. Go ahead.

7  
8 **ROMINES:** No, go ahead.

9  
10 **WOMAN:** I just want to see a process for, you know, if I get pulled aside by an alder or a board  
11 member and threatened, not physically threatened, but, you know, vague, veiled, well, the last  
12 person who said this got fired, or whatever. What is the process for when you feel intimidated or  
13 harassed or get screamed at, or whatever by a committee member or by an alder?

14           Because I understand I can go to HR if my boss pulls me aside and says something  
15 intimidating or inappropriate, or a coworker. But I don't understand what I can do if, in my role  
16 as a city employee, I have a person who I'm working with do something that I feel is  
17 inappropriate. So and that can happen outside of the actual meeting. In fact, that is when it  
18 happens, when it's not necessarily in a public setting.

19  
20 **CASTANEDA:** Charlie and then Sally, right?

21  
22 **ROMINES:** So previous question, this question, and one comment, and I got to run real quick.  
23 On the sunset question, would be very helpful, particularly when boards, commissions,

1 committees create subcommittees, task force, things like that. A lot of those just seem to go on  
2 and go on and go on, and allow for, in my mind, a lot of venue shopping for people.

3 I'll give a brief example. So around the Emerald ash bore issue we worked through a few  
4 years ago. So we had Park Commission created the Urban Forestry Taskforce, so we started  
5 working on how to address the Emerald ash bore crisis there. We took our work there to the  
6 Habitat Stewardship Subcommittee, another subcommittee of Park Commission. We had half a  
7 dozen people show up there for a couple different meetings because they didn't like what the  
8 taskforce was recommending.

9 The Habitat Stewardship Subcommittee passes along their recommendation to the Park  
10 Commission. That same half a dozen to ten people show up at the Park Commission. They  
11 don't like that the Park Commission is not going to the way they want it to go. During the  
12 meeting, right, we have a member of the Park Commission Google search something dispute the  
13 city forester is putting forth, right? So now the city forester is feeling about that big because a  
14 park commissioner is Google searching something to go against a highly credentialed and fairly  
15 respected when it comes to her professional knowledge, forestry issue.

16 Right, so now my city forester doesn't feel safe in dealing with this particular  
17 commissioner because she got Google searched, called out in a meeting, and it turned out the  
18 Park Commissioner was wrong, right?

19 So there's that safety issue. And then so the venue shopping, right? So I'm not getting  
20 anywhere there. The plan goes to what was at the time Board of Estimates. Same six to ten  
21 people show up there. They can't get what they want there. They show up at council, right?  
22 They can't, this is four meetings they've been to, same six to ten people. Can't get what they  
23 want there. Plan gets implemented. Find somebody in Sustainability Group, the Sustainability

1 Commission that'll take it up. So they show up at the Sustainability Committee on public  
2 comment, get a board member from the Sustainability Commission to jump on it, right? Then  
3 they create a special work group.

4 So now we as staff in Parks and Forestry is part of Parks, feel like we have a fully vetted,  
5 ready to go, went to 12 different boards and commissions, 12 to get it through. But the opposers  
6 of that venue shop, they got somebody on the Sustainability Committee to create another work  
7 group. So now we're right back into it, 100 hours, 150 hours? I can't begin to tell you how  
8 much time I spent on that, city forester spent on that.

9 So and during meetings, after meetings getting verbally accosted, fingers wagged in your  
10 face. I'm fortunate I'm a pretty large guy. I never felt physically threatened. But other staff did.  
11 There were meetings, like I said, there were two Park Commissions, one based on this and one  
12 based on the festival noise where I had park commissioners ask me to walk them to the parking  
13 lot.

14 So you've got a couple different issues there. People get more and more wound up,  
15 right? Because they have five, six, seven different places they can venue shop. And when it  
16 doesn't go their way, they get more frustrated and angry, and then they start attacking. Or I  
17 should say, that's the wrong word, lashing out. And staff doesn't feel comfortable sometimes  
18 physically, sometimes in their job, sometimes being, you know, treated professionally.

19 So I think venue shopping is an issue when you have this many boards, commissions,  
20 they all have their subcommittees and subgroups, and I think having fewer allows for less of that.  
21 I think sun setting taskforce. I think having some situation where if something is already vetted  
22 through council, why in the world is now Sustainability taking up the same issue, when they  
23 have no charge for trees?

1           Anecdotal, right, it's a story. But it just, it led on because there were so many venues and  
2   that same six to ten people didn't feel like they were, weren't getting what they wanted and  
3   started lashing out. It made staff feel unsafe, it made staff feel unsupported, which I think it  
4   sometimes what you hear on the safety issue. So I think if we can somehow rein it in, I think if  
5   we can rein in how they then can create all these different taskforce and workgroups and  
6   subcommittees so that things that have been decided aren't just venue shopped to then be re-  
7   discussed. I think some of those things would tie together several issues and help.

8           Because I can tell you, the first time I was verbally accosted wasn't at Habitat  
9   Stewardship when they were told no, it was after going to three different meetings, and they were  
10   told no. And now they're mad because I'm the same person saying no.

11  
12   **CASTANEDA:** Thank you.

13  
14   **WOMAN:** Thank you.

15  
16   **CASTANEDA:** If you've got to take off thank you very much for joining us. Appreciate you.  
17   So I've got Sally and then, Lona, if you've got something to say, then Matt.

18  
19   **SPAENI:** So I just wanted to circle back to some of the points that were made about training  
20   and having strong chairpersons. And while I agree with all of that, I think I want to emphasize  
21   that it's more than having a strong chairperson. It's de-escalation training that's needed.  
22   Because what I've seen at at least, four meetings just since January is where we have had strong

1 chairs and even a mayor who said, you need to stop that, that's inappropriate. And it did not  
2 stop. The bad behavior did not stop.

3 And the result of something like that is further than just staff feeling threatened and  
4 unsafe. While that's horrible in itself, it's equally affecting the people that are there to voice  
5 their opinions and maybe compete for some funding because they have a great program they  
6 want to share in the community. I've had, I'm in the middle of a process now where one of the  
7 contenders for funding came to me and said, well, when I come to this meeting, are you going to,  
8 is the city going to allow this other entity . . .

9

10 **WOMAN:** The character assassination, yeah.

11

12 **SPAENI:** . . . to assassinate our character in front of everybody again and yell at us and call us  
13 names and things like this? And actually start to cry and tell me that they don't know if they are  
14 willing to compete for the funding because of what they have to go through to get it, because  
15 there aren't systems in place in our meetings that control what happens at them. And I think  
16 that's horrible. I think that everybody should have a fair opportunity to apply for funding when  
17 they have a service that can help our citizens.

18

19 **WOMAN:** So I can tell you just briefly that after Tuesday night, the mayor and council  
20 leadership are meeting on Monday, to discuss that exact issue and to talk about mental healthcare  
21 and de-escalation training for people in meetings. And they're going to start, like that's just a  
22 meeting to start figuring out what we need to do to support all of us in those venues, so they're  
23 not . . .



1

2 **SPAENI:** To me it almost seems like we're at the point where it might be helpful to have a staff  
3 member who's particularly responsible for that.

4

5 **WOMAN:** Yeah, a responder.

6

7 **SPAENI:** Rather than leave it to the board who's trying to do their business. But somebody in  
8 the room who can physically get up and, you know, address the situation in a respectful and  
9 professional manner, whatever that takes. But not stop the meeting, not stop the work, not have  
10 to come back and meet again because you couldn't get your work done at that meeting due to the  
11 disruption.

12

13 **WOMAN:** And I think there are two different issues being talked about. One is bullying  
14 behavior, and the other is like severe mental health issues and what happens when those, you  
15 know, erupt in a meeting. I was at . . .

16

17 **WOMAN:** Both of those.

18

19 **WOMAN:** I witnessed both, and I think there are two very separate issues.

20

21 **WOMAN:** I would agree, yeah.

22

23 **CASTANEDA:** So, Lona, and then, Matt.

1  
2 **WOOD:** So my thoughts might not be perfectly formed, but I try not to drive my car to  
3 [inaudible] meetings, since I don't want people identifying me, like maybe talking to me in the  
4 grocery store parking lot. I try to drive a city car. I think this Parks example brings up  
5 something that he wasn't actually addressing but is true, is if that committee member was  
6 educated enough in what the decision they were supposed to making, they wouldn't be Google  
7 searching, they would be trusting the staff.

8         So when a funding proposal comes in, and the budget is all zeros, so that's a nonsensical  
9 budget. We cannot fund this the way it's presented. But you get insinuated that you're racist  
10 because you're not going to fund it, and the council wants to be seen as the champions of equity.

11         And so they have to figure out how to come up with a positive solution to this three-  
12 minute contentious public comment you have to think about, I mean, I think it applies to this  
13 Parks example too, what is the point of us doing our work if, in the end, an RFP we wrote for six  
14 months and did research on and got hired because of our expertise, the people charged with  
15 making the decision have no accountability to stick to what they approved in the RFP or the  
16 scoring criteria, and you will become personally impacted in a very negative way for doing your  
17 job.

18         And I think what the committee has to think about, and I struggle with this because I  
19 don't want to think about this just about myself like, you're being a baby, like it's not about you.  
20 But I think you have to think about the kind of leadership that you're going to get over time from  
21 city staff. Because like you, to survive in that environment you don't, you can't take risks. You  
22 can't have a vision. You can't, it's a very risky environment. So like what the culture that that  
23 creates I think doesn't promote strong leadership, and I also think another issue is that, and I

1 think you're seeing this in the school board public comment issue, is this is, I think, very difficult  
2 for staff who are doing this work because we want to see equity and inclusion in the community.

3 Like I don't want to be viewing this through the lens of my personal safety. I want to be  
4 viewing this through the lens of what is the bigger issue? And I think what is very frustrating  
5 about that when we're talking about funding decisions is we have this contentious, three-minute,  
6 public comment. Like that's not an effective way to have a conversation, first of all, to just have  
7 a bunch of people listing off the things they want to get off their chest.

8 We, what we're really arguing about is centuries of oppression and systems that have  
9 disenfranchised people, and we are, it's all focused on this tiny amount of money that's probably  
10 not going to solve any problems anyway. So just the argument has become about \$50,000, and  
11 the tension and the pain in the room is really about something that's so much bigger. And so I  
12 wonder if there's a way to look at how our public comment is structured to address some of the  
13 concerns that Laura was saying, but that opens it up in a way that can address some of what I just  
14 said.

15 And I don't know, maybe there's not, but I know there's some other communities that are  
16 working on how they can change that dynamic so it doesn't feel like you're coming in, you have  
17 three minutes, now you have to shut up.

18 But so to me there's this real tension of like, if I were to arrange this meeting in a way  
19 where I felt safe, how do I, like I don't want that to be the driving thing. What I want to be the  
20 driving thing is how do we make this an effective space where the community is heard and that  
21 we are really pursuing equity and justice, but that is good for everybody. And I think some of it  
22 goes back to what, Chad?

23

1   **CASTANEDA:** Charlie.

2

3   **WOOD:** . . . Charlie was saying. Without, I mean, what I'm interpreting from what he was  
4   saying, whether it was his point or not, if that committee member was educated in their topic,  
5   they could cut through some of the BS and like deal with the actual issue.

6           So kind of two things, the structure of public comment, I don't know the answer, but I  
7   think we have these systems of white supremacy, of like just the style of room we're sitting in,  
8   we have a government that was based on white male landowners, you know, I mean, and the way  
9   we do business, we need to just be able to radically break that open and also have our committee  
10   members like know what they're talking about.

11           Because when, I've been in situations where they said, well, we can't do that, blah, blah,  
12   blah. And I'm like, you're not, like what you're saying doesn't even match the RFP you  
13   approved. Like you don't actually know what you're approving. And so, yeah, so those are my  
14   comments on that.

15

16   **CASTANEDA:** Yeah, real quick, so I just, real quick, we did check Parliamentary Orders. We  
17   can meander over and get pizza as we're sitting here. You know, just so we don't have to break  
18   it out. You know, it is there, and I feel like having to smell Glass Nickel pizza and not be able to  
19   eat it, should be illegal. So as people are hungry, if you feel like eating, please do. Matt, or  
20   sorry, John, go ahead.

21

22   **STRANGE:** I just wanted to follow up with you, Lona?

23

1     **WOOD:** Yeah. My name is Elona, but I often go by Lona. It's both. Yeah.

2

3     **STRANGE:** Elona, okay. All right, and also something that Anne said, and I really appreciate  
4     your comments on the public engagement part and how we do it, so I think that's really  
5     important. But one thing that troubles me about what you said, and also what Anne said is, did  
6     you, and maybe you don't want to answer this or talk about this. And I'll appreciate that if you  
7     say that.

8             But as a city employee, I got threatened in various ways [inaudible]. The first thing that I  
9     did was go to my supervisor, the boss, the city attorney and report it. And I think I usually  
10    received respect and encouragement and understanding from that. Do you not have that channel  
11    open to you?

12

13    **SCHROEDER:** I think that city staff have limitations, and I feel like there is a dynamic of the  
14    council wanting to respond to the public in a way that I think the breakdown is not, just my  
15    leadership within the city-paid staff support me. The breakdown is what's going to happen with  
16    the councils and the commissions? Like it's like, I think, as a staff, you can, it seems like you  
17    can assume that it's, that you're lowest on the list of resolution.

18             I don't really know how to articulate what I'm saying, but I think, it seems like it's the  
19    committee and council members to ensure their interests as being seen in the community as  
20    doing what the community wants whether or not that is going to roll down . . .

21

22    **WOMAN:** If that means us going under the bus, we go under the bus.

23

1   **SCHROEDER:** Yeah. That's our job is to go under the bus.

2

3   **MAN:** [Inaudible] across the board. Top, all the way.

4

5   **WOMAN:** Well, and on the bullying issue, and to Amy's point, it's an issue of power and

6   authority, and staff has no authority over alders. And the number one thing, so at our CCBC(?)

7   meeting last week, we did, we surveyed ourselves about what we want to work on. And the

8   number one thing that we're going to work on is going through the APMs and deciding which

9   ones we want to apply to us. And at the top of those lists are bullying and harassment and those

10   kind of things. So I think it is on us as a body to take responsibility for holding ourselves

11   accountable. And what I don't know is if, and maybe John knows or Mike knows, if we could

12   extend that to committee members or to have a committee member sign on to have them be

13   subject to APMs and/or ethics rules.

14

15   **CASTANEDA:** So I got Matt, Tariq, and Laura. And it's interim, I'm having this, because it

16   turns out there's a few other questions, but, you know, but I also feel like this is taking a life. I

17   don't know that there's anything more prescient or, I don't know, I'm having a hard time just

18   with how to deal with it. But, yes, sir.

19

20   **TUCKER:** I have just one [inaudible] thing, and I don't mean to derail this conversation, this

21   is . . .

22

23   **CASTANEDA:** No, go ahead.

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**TUCKER:** And by the way, I want to thank you guys for the work that you're doing. This is great. This is hard work. I really want to thank you, truly. An unrelated matter, and I didn't see it in the report, and it's something that I've been talking internally with my supervisor about, is looking at ways that we can create a little bit of a benefits package for volunteers. I'm having, I'm struggling to get volunteers for my committees because we lost our parking behind our building. We used to have, you know, a lot that you get a sticker for, and so it was easy for me to market my vacancies, because one of the things I could offer them was after-hours parking, bus passes.

I think we should take a look at maybe paid certain board members as some sort of stipend for the work they do. I think they, other cities do this when, at some point. And I just didn't see the report talking about any incentivizing of volunteers. Because then I think you might get people who would be, they see us, and they have their civic time they want to give, but when it starts costing them money, it starts costing \$7 to park in the ramp, you know, they don't have \$7 to burn. But you might be pushing people away that do have \$7 to burn, you know. So all right, I got to go. Thank you.

**CASTANEDA:** Thank you very much for spending . . .

**WOMAN:** I second that.

**WOMAN:** And providing transportation, child support assistance is really on the top. That is, I don't know how it's not in the report, but that really is something worth discussing over.

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**MAN:** And easier ways for people to just to, as a member of the commission that might not involve sitting in a seat in a room like this.

**CASTANEDA:** Yeah, talk.

**SAQQAF:** So a number of things on a number of different topics, which I think come back to, well, just the sun downing question, you know, and just actually doing the check in [inaudible] like, why wouldn't we periodically come back and take a look at something? You know what I mean? Recently there was an Allied Area Taskforce, which was supposed to be an ad hoc group that met for a specific period of time. Even getting that to go away, we finally were able to do it, like had it dissolved. But even though it was written in saying that this was going to be for a specific period of time, it was really hard to enforce.

And so having that be part of the expectation of just the way in which we run committees and commissions and boards, I think has to be part of it. I also think kind of inherent to some of that is why it's so hard to get some of the bodies to go away is that I think our community at large, especially within the city, has kind of elevated boards, committees, and commissions to this like, this is the way, you know? And it's a way to do some things, but it's not like, it's probably not as great as we all are kind of conditioned to think that it is.

You know, and so I think there's this real reactivity that comes up when people are saying like, oh, it's going to go away, we're going to lose something, and sometimes not so much. To the whole question around safety and all of the different pieces in which that shows up, whether staff have, feel like they can certainly speak up at a meeting because is it, are they



1 allowed to do that? To all these other aspects that come in, in terms of how, bullying and power  
2 dynamics and so on, one of the things that even independent of the training, I don't know. But I  
3 don't think that there is any expectations of how it's actually supposed to go. There's not an  
4 expectation in terms of any level of, I guess, decorum that would go along with public testimony.

5         You know, so if someone is signing up, okay, you know you get three minutes, but is  
6 there any base ground rules saying like, you're not going to personally attack somebody, you're  
7 not going to, with language? You're going to, you know, modulate and kind of have some  
8 baseline of respect, whatever that looks like. And there's nothing like that.

9         There's nothing that speaks to if something does happen, this is the responsibility of the  
10 chair. If something does happen, this is the kind of follow-up. Like none of that is even  
11 addressed, so there's not even something to train someone on. You know, so like that question  
12 of do we have a strong chair? Okay, but a strong chair to do what? So anything that they might  
13 come in with is, I think, their own skill set and orientation and background in terms of their  
14 ability to be that chairperson or facilitator. Or they've done it over time.

15         But it's not that consistent expectation of saying like, oh, this is what you allow or you  
16 don't allow. I think to the, this, I think, goes back to that expectation. Like having some clarity  
17 around what the role of staff actually is, you know, I've been able to, I think, participate on  
18 many, many, many levels of this kind of exchange. As the venue shopper, as the person who,  
19 like knows how to work the system and has worked the system, as the person who is just kind of  
20 going into the public comment, someone who's staffing a committee, someone who's been a  
21 member of committees, all those different parts and kind of see it.

22         But one of those things that was really baffling to me when I was working with  
23 community-based organization and going in for the Community Services Committee, going in

1 and soliciting funding and putting forth our proposals and so on was that staff wasn't called upon  
2 more. You know, so I'm talking essentially to a group of eight committee members who have  
3 varying levels of knowledge about this really complex world of community services [inaudible]  
4 funding where I'm getting questions about like, wait so, you know, that just kind of indicates a  
5 very limited appreciation of like anything with the youth work.

6 Except that all these people with deep, deep, deep expertise from staff level, you know,  
7 with regard to youth and all these other aspects, but the decisions end up going to committee  
8 members, which makes sense, but they're not calling upon staff in the way in which they do it.

9 You know, so it seems like the role of staff ends with kind of the paper or the report or  
10 the recommendations that have been given as opposed to being able to kind of be given the  
11 platform at a meeting to be able to say, tell us a little bit more about where this came from. Or  
12 what else do you know about some of this stuff? So I think if there was clarity about the role  
13 that staff can actually play, including within committee meetings, I think would go a long way.

14 And the last thing, I won't say this now, but I'd like to be able to come back and talk  
15 more about just the whole question, you know, what Charlie called venue shopping. But more  
16 not allowing public processes to really come down to just the [inaudible]. Because that's a  
17 function of us being sometimes where we end up blaming people for doing what they know how  
18 to do to affect the decisions they want to make. You know, and I think it's also setting up that  
19 system that kind of gears to that. So there's a lot we can talk about on that.

20  
21 **CASTANEDA:** Thank you very much. Laura.

1 **NEWEL:** So Robert's Rules as a way to run meetings, how long has that, developed 200 years  
2 ago, right, when the people who participated in government were all white European male  
3 landowners. We might want to be looking at a different model, you know, that is more  
4 participatory and inclusive and allows for communication in a different way than Robert's Rules  
5 with the three-minute public comment and, you know, motions and all of that.

6 I don't know if other cities are doing that, but it's, we're not adapting to what we want  
7 government to be. And this is supposed to be a democracy and give voice and that worked when  
8 the pool of people using it was a very homogenous group. We're not homogenous anymore, so  
9 that anyway, just [inaudible].

10  
11 **WOMAN:** I just want to quickly respond. My whole public servant experience, which was my  
12 whole career, was at the federal level, and we did not use Robert's Rules. And when I came to  
13 be the chair of the task force, the city attorney was shocked that I didn't seem to be familiar with  
14 Robert's Rules.

15 But, you know, a common way of public engagement, in my experience, is to hold ad hoc  
16 public workshops on issues that all have ground rules, and everybody who participates has to  
17 agree to the ground rules. And among the ground rules are ground rules around respect and what  
18 the consequence will be if your behavior participation isn't respectful of others. I mean, this is  
19 being done in other forums.

20  
21 **CASTANEDA:** Real quick, Ben and then Matt.

1   **ZELLERS:** Just going to mention, and I think this is kind of emphasizing some things that  
2   other folks have said at various times, that it seems like to me especially, that the best public  
3   participation and engagement doesn't happen at the committee meetings. It happens in other  
4   venues and other formats. The three-minute testimony isn't a very effective forum, effective  
5   way to engage people, and oftentimes, I think that serving on a committee is not necessarily the  
6   best way for people to have agency.

7           But I would kind of, I guess, bring up we had a recently a comprehensive plan process for  
8   the city that was a very broad process, had a lot of different methods of engaging with the public.  
9   And I think, I mean, it ended up being very effective. But one thing it wasn't was, well, it was a  
10   little bit just because we do have to go through still the traditional committee process, but almost  
11   all of the interaction that we had and the, you know, feedback and discussion that we had wasn't  
12   part of that committee process. It was done through other avenues.

13           And I think Eric Upchurch participated in one of those other avenues. One of the things  
14   that we did was have resident panels where, you know, we, and this again is extensive, and we  
15   wouldn't necessarily have the funding to do this in every process, but where we approached  
16   groups that we knew weren't well engaged in the previous planning processes to provide  
17   feedback to the comprehensive plan in a format where oftentimes city staff wasn't even present,  
18   but we were still getting feedback from groups and from people that were not typically engaging  
19   or engaged with previous planning processes.

20           And so getting that level of interaction and that type of public engagement basically  
21   outside the committee process, and a process that was still responsible to the Planning  
22   Commission Council. But influencing the development of policies and plans and things like that,  
23   at that level, I think ended up being very effective for the Comprehensive Plan.

1           And I guess I would encourage, you know, committee members and perhaps other folks  
2   in this room, one of my colleagues is giving a presentation on resident panels, which is part of  
3   the county [inaudible] process, which I think was very effective in the process and maybe could  
4   be applied to other city processes. And, Heather, maybe you can help me out. What was the  
5   time for that [inaudible]?

6  
7   **STOUDER:** It's June 24th at 1:00 in room 206.

8  
9   **ZELLERS:** So that could be used as an example, perhaps, for some other way, different ways  
10   to engage people other than creating a new committee to look at a new issue, as Heather  
11   [inaudible] definitely have used to pursue engagement.

12  
13   **CASTANEDA:** Thank you. Matt, and then, Heather.

14  
15   **TUCKER:** I mean, I think we're all circling around the same thing is like what is the point of  
16   these committees? I mean, what are they trying to do? Are you trying to get public opinion from  
17   a broad swath of everyday people? Then a committee is not, probably, the best way to do it. Are  
18   you trying to get input from non-city staff group of experts? And then it's just going to look  
19   really different. And these are just different things, and we're trying to mush them together into  
20   a committee where you've got public comment, and then you've got a committee made up of  
21   some experts but then possibly some lay people who don't necessarily understand the technical  
22   report or the legal ramifications of what they're voting on. So we've created a system that

1 maybe we're trying to do too much in a committee. We need to separate those two pieces some  
2 way, you know.

3

4 **CASTANEDA:** No, absolutely. Thank you. Heather.

5

6 **STOUDER:** Just wanted to kind of tie together something I heard from Tariq and then what  
7 Ben was discussing. I think, you know, we tried to really be outside the box with the  
8 Comprehensive Plan and engage folks in a new way and get a much broader swath of the  
9 community.

10 One thing that was I think frustrating to Ben and to me and to others on the Project  
11 Management Team was that at the very end, you know, a very, very small group of folks who  
12 know how to work the committee system, they weren't on the committees, but they're, you  
13 know, they're speaking at committees. They showed up to maybe a series of four to six  
14 meetings, and we're talking about two, three people that are very effective, and really influenced  
15 pretty significant changes in their neighborhoods with regard to what the plan recommendations  
16 said. And they hadn't been involved throughout the process.

17 You know, we'd reached 15,000 people. And then at the very end, two or three very  
18 experienced residents in the city were able to really make some pretty significant changes.  
19 And that was, I think that's frustrating. It's frustrating that the formality of that boards,  
20 commissions, and committee process affords opportunities to those who really know how to  
21 function well in that system and have influence.

22

1   **BARRILLEAUX:** I would say we ran into a similar thing when we changed from our Citizen  
2   Advisory Panel to a broader kind of gather the input. You know, we have to almost constantly  
3   stress to our board that the voice of the person who sent the email and the voice of the person  
4   who clicked yes or no on a survey and the voice of the person sitting in front of you are equal.  
5   So just because this person is here speaking for three minutes, you cannot weight that more than  
6   the person who took the survey. And that public opinion is dynamic and diverse. You're not  
7   going to have one person coming and saying, neighbors think X, because that's not reality.

8           And, you know, that's hard, because as a person, you respond to the person who's in  
9   front of you more than you respond to a survey. But it cannot be that way. We want to have  
10   diverse input on something. It all has to be kind of treated as equal voices, not prioritizing the  
11   people who know how to work the system.

12  
13   **CASTANEDA:** Yes, sir.

14  
15   **MAN:** Yeah. I think kind of going back to the inclusivity, just the more the subcommittees  
16   there are, the less, that's the greater barrier for people who don't know how to work the system,  
17   who don't have the time or the resources to go to all these meetings for them to participate. You  
18   know, in the past, governments censored by controlling information. This is kind of the flip side  
19   where there's so much information out there that you don't know what the information is that  
20   you need, or that's useful. And all these different committees, all these different processes just  
21   add to that just huge mass of information and time needed to participate in the government in an  
22   effective way.

1           So the transportation consolidation of committees I think was very helpful. We had, one  
2 of the problems with our Parking Council with People with Disabilities was that we couldn't get  
3 members to serve. You know, we had other committees, like the Commission for People with  
4 Disabilities, well, boy, we really would have liked to have had some of those members on the  
5 Parking Council. But they didn't have that much time to do all these different committees. You  
6 know, they could serve on one, not four or five, so consolidating really helped a lot. But I think,  
7 you know, just a lot of question about is the committee structure serving our community,  
8 especially as we become more diverse.

9  
10 **CASTANEDA:** Thank you, so you've got Tariq. I mean, there's one area that I want to make  
11 sure that we do cover is a little bit, you know, we can keep going, but the role, there's some  
12 specific questions about the role of alders and appointments that it would be great to get people's  
13 feedback on and then at the end, it's 12:20, we said until 1:00, which is still quite a long time, but  
14 the structure itself, and I want to, the way that we look at the lead committees. And I want to get  
15 some feedback on that. But in the interim, I mean, let's keep going. So you had something, go  
16 ahead.

17  
18 **WOMAN:** And I had a different question, and I hope we can get to it. It's about costs and  
19 benefits. And one of the things that I've asked several times is what record we have of the city  
20 employee staff time, that goes into these committees so that we get an actual sense of costs,  
21 because I think your time isn't necessarily viewed as a cost. I view it as a big cost. And the  
22 answers that have come back in the past have been, we don't really have a way of doing that. So  
23 if anybody has any thought about that, either in this meeting or outside of it, is there any tracking



1 of the amount of time? You know, when I hear somebody spent 11 hours at a committee  
2 meeting, you know, that's more than 25% of somebody's professional time this week. What is  
3 this costing the city in terms of city staff time? That's a big question for me that . . .

4

5 **CASTANEDA:** Okay, go ahead, Matt. You want [inaudible].

6

7 **TUCKER:** Just on that, so, you know, for managers who are the people who staff the most, you  
8 know, that's just time above my normal work week. You know, I work my 40 hours, and then I  
9 work 11 hours of night meetings as well.

10

11 **WOMAN:** And is there comp time for that?

12

13 **TUCKER:** Not for managers, no.

14

15 **WOMAN:** And what about non-managers?

16

17 **TUCKER:** For non-managers yes. And so . . .

18

19 **CASTANEDA:** And we just covered that. That was Mike, excuse me, the City Attorney, yeah,  
20 time and a half. So this is the question that I had too. In order to, of these things, how much  
21 money are we spending? Anyway.

22

1   **TUCKER:** So last night [inaudible] these commission. You know, there's probably six staff in  
2   the room for a two-hour meeting, you know. So at manager's time or more entry level staff, at  
3   time and a half that's like \$50 an hour for each person to be in that room. So two-hour meeting,  
4   you know, that's \$600 of staff time for a single meeting. And you've got 93 committees and  
5   commissions, 1,000-plus meetings a year. So, yeah, it's probably like \$.5 million plus just back  
6   of . . .

7  
8   **CASTANEDA:** And then there's diminishing returns. So the idea is like for the work that we  
9   all do, I mean, it's important that you go spend the time doing things that you love so that you  
10   have that time, because that's critical to the work that we do. And so we always have to keep  
11   that in the center. So the externalities and the total cost associated with not having space to go  
12   spend time with dog and your [inaudible] and friends and [inaudible].

13  
14   **TUCKER:** And the idea of meetings, you know, out in neighbors so that it's closer to residence,  
15   that also means you've got an hour plus of travel time for all of that staff that's adding onto all of  
16   those things. So it's good, but there are real costs.

17  
18   **MAN:** Just briefly related to that. And it's not just the time spent at meetings. It's the time  
19   spent preparing for those meetings as well. Which, I mean, at least for like Joint Campus Area  
20   Committee I spend more time, you know, working on agendas, making sure there's a quorum, all  
21   those other stuff, than I do actually at the meeting. So, you know, that expands the cost of  
22   [inaudible] meetings certainly. Probably multiples of [inaudible] staff have [inaudible].

23

1     **CASTANEDA:** Tariq, and then, Lona.

2

3     **SAQQAF:** So and I think this is real fundamental question, and Matt referred to it and a number  
4     of us referred to it. What's the point of a board, committee, or commission? You know, and not  
5     just the charge in terms of the content of what it looks for, but is it to kind of pull in different  
6     type of expertise, is it to pull in a way of soliciting content and consideration from the  
7     community? And I think it goes back to when you talk about like what people love. The trouble  
8     with committees and commissions is that there're a lot of people that love going to meetings.  
9     You know, and that [inaudible] meetings, believe it or not.

10            You know, that's who participates in the these. And so it's not that there isn't a whole  
11     swath of folks that got something to say, it's just that a board or a committee or a commission is  
12     a horrible place to get it. Either by soliciting their input to come in as part of public testimony,  
13     or as a committee member. They've got a lot of thoughts, you know, that like, and I think in a  
14     lot of my work a fundamental question that I have always is how do I make sure that I am able to  
15     value the five minutes that I spend in conversation with somebody in an aisle at Woodman's  
16     where they're telling me, Mr. city person, what's important to them.

17            Why is that five minutes not the same? I mean, this goes back to, you know, it doesn't  
18     even have to be that like official survey. But it's someone who might be able to come to a  
19     meeting and kind of give forth whatever it is that they're testifying on.

20            And so me, I think some of that goes to there's got to be a way that, yeah, come to the  
21     meetings. By all means, say what you've got to say, share your testimony. That's important,  
22     and that's what we're setting up that opportunity for. But we've also got to be able to say when  
23     imagine Madison is going through it's process, and this has to be owned by committee members,

1 by alders, by staff, saying like, yeah, great we got from these three people that kind of  
2 commented on the process. We've also already heard from 150, 200, 300 people who aren't  
3 here, and their vote, and like clearly taking up that space to articulate that in the moment, not just  
4 that this is something that you're supposed to remember, but grounding us really clearly in what  
5 we already know.

6         There are so many ways in which people have already interacted with our process, like in  
7 ways that we don't even think about capturing. You know, where people have told us what  
8 matters to them in conversations with staff, in phone calls, in over the course sometimes of years.  
9 It's not like we go into these matters brand new, but I think we somehow, and we, it's not even  
10 just the city. I mean, a lot of institutions, but we forget that. And we forget, we don't know how  
11 to necessarily highlight and value. And I think until we are able to do that, I think we're going to  
12 keep on setting ourselves up.

13         The other thing I wanted to talk about in terms of expertise of staff, and even just what I  
14 was saying earlier about like, you know, why don't we call on staff more. I think we also can't  
15 forget that like there's an incredible amount of expertise that people have in their own lives.  
16 People who aren't staff, the expertise that they bring to the table, and so as much as we want to, I  
17 think, be clear about elevating the role or kind of making sure there's that role of staff and  
18 respect fundamentally for them, there're a lot of great things that come out of the community  
19 non-staff when they're pushing on something.

20         And the staff, I mean, we become, you know, and sometimes we see and are aligned  
21 around the things that we have decided are important. And a lot of times things that kind of push  
22 the boundaries, sometimes they come internally, but sometimes they come externally from  
23 something that's like, no, we can't do that. And its community members that are saying, but

1 why can't you? Why not this? Why not this? And I think that as much as we need to kind of  
2 elevate and kind of make sure that staff are protected and safe, that we can't lose site of that  
3 other part, too. There's got to be that help potential.

4

5 **CASTANEDA:** [Inaudible] Lona, go ahead, and then I have a follow-up question for that.  
6 Because there is some, well, okay, go ahead, Lona.

7

8 **WOOD:** So that question about the cost benefit of the staff supporting the committees, I mean, I  
9 don't know if I totally understand the question, because I feel like you could interpret every hour  
10 that I work supporting a committee, if I'm writing an RFP, if I'm preparing an outcomes report.  
11 And so to me, the cost benefit would be, like did the work I do come up with an outcome. So if  
12 we write an RFP, but then the council decides to do something that has nothing to do with the  
13 thing they approved, then I would say that's a really big cost with not a lot of benefit. But that's,  
14 you know, that's very, you know, my interpretation of it. But that would be very hard to  
15 quantify.

16 But I would tell you also that when I go to committees, it's always about funding. All of  
17 the people there except for two or three in the community get paid less than I do and have way  
18 more responsibility than me as executive directors of nonprofits. I'm not going to take time and  
19 a half. I just, don't tell my supervisor who's sitting right there, I will not, honestly, report my  
20 hours.

21 Because I do not feel ethical about, you know, like I said before, recognizing my own  
22 personal pain in the thing, but trying to see the big picture. You get three minutes to talk.  
23 You're trying to scrap together funding to keep your nonprofit afloat. I'm not going to get paid

1 like an astronomical rate to sit there. Like I'm just not going to report those hours. I just, it's, so,  
2 yeah, I think the system is kind of broken. But I'm not saying that to devalue anything that Matt  
3 said. I totally agree with that. I just think, I don't know, that's the way I think.

4  
5 **CASTANEDA:** So my question about the trust of staffing, right, is that a challenge in the  
6 history of Madison has been its hiring, its HR practices and hiring and promotion and retention  
7 within the city of Madison, so how do you get a job there, and who is actually doing that? And  
8 we all know that there are a number of jobs that are posted, and they're not really posted, they're  
9 posted as a formality. And so for elected officials, and this is something that came up, is that  
10 there has to be a check on the staff, because the access to being staff has not been historically  
11 equitable across the city. And so we've got this, there's a tension there, right?

12         So if we don't, and I guess it's not anyone's fault so much as just acknowledging that it's  
13 critical to have very equitable HR practices so that that is never questioned, right? And I just,  
14 because, you know, I could see that tension. I just, and just thinking about some of the stuff we  
15 heard back from the elected officials, which I do want to ask some questions about, that comes  
16 up, right? Is that until we have absolute faith in the hiring, promotion, retention processes in the  
17 city, sometimes people don't always say, well, we just got to trust the staff, right? That's one of  
18 those things. So I don't know if people have comments.

19  
20 **MAN:** They won't say it then even.

21  
22 **CASTANEDA:** Hmm?

1     **MAN:** They won't say it then even.

2

3     **WOMAN:** Well, I think there's some thoughts over here on this.

4

5     **BARRILLEAUX:** I just want to be clear that working with staff and finding opinions is  
6     different than denigrating staff.

7

8     **TUCKER:** Fair enough.

9

10    **BARRILLEAUX:** Okay, and for me, this is a red flag issue of feeling like there's no  
11    accountability when a staff member is yelled at, when a staff member's job is threatened, when  
12    things happen off to the side. When, in a meeting, a staff member's expertise is denigrated  
13    publicly, which is what happened with that [inaudible].

14           So it's one thing to like, you know, get community input and be pushed in a direction that  
15    maybe you haven't already thought of, and that's really important. But there needs to be, from  
16    an employee perspective, some kind of thought that, oh, okay, this committee chair threatened  
17    my job. What should I do with that? Where can I go? What would be the accountability for that  
18    person? I can tell my boss, well, you know, my boss's job has been threatened too. So that's not  
19    going to take me anywhere.

20           You know, and I think that that's separate than getting good feedback and being good  
21    stewards of that feedback and taking it in. You know, this is more of a real job safety and  
22    personal safety issue.

23

1   **CASTANEDA:** Yeah, no. Absolutely. I get it.

2

3   **MAN:** And I would say that, you know, I think creating a process by, how do we report that bad  
4   behavior. I mean, the mayor, for example, if she's appointing people to committees, I mean,  
5   there should be some feedback [inaudible] the here's an issue that a staff person had to deal with.  
6   So I think we sort of think about that kind of process of bad behavior reporting or, you know,  
7   again, I don't think staff should feel like [inaudible] that, and I've certainly been in a number of  
8   meetings that are contentious and that you can have that kind of feeling.

9           I think the other thing, just to comment on the expectations for meetings, the ground rules  
10   kind of things, I think that's probably a thing that we could probably do more to sort of solidify  
11   that. You know, kind of here's behavior expectations that we have. You know, attack the  
12   system not the people. You know, basic stuff that we do in training sessions are the things that  
13   we have and more broadly in kind of facilitation meetings, you know, train that and really  
14   reinforce that in all the public venues that we have.

15           And I think the other thing that, you know, kind of comes up is when I first started out  
16   with the idea of, you know, how do we get that sort of public input from people in a different  
17   way than coming to a meeting? And I'd go back to we used to do more broadly community  
18   budget conversations. You know, when we first started getting electronic input on that, you  
19   know, count the number of people who came to the five meetings that we had around the budget  
20   you might get 200 or less, right?

21           Sometimes you get 20, depending on when we broke it down by topic, for example. But,  
22   you know, when you talked about transportation, you'd get 80 bike advocates coming, or human  
23   services kinds of things we'd get 110 people showing up.



1           You know, but often, you'd have less than 200 people coming to those kind of public  
2   venue meetings that we'd run a couple times usually a summer before the budget process kicked  
3   off. But when we started doing it electronically, you know, we'd get thousands of people with  
4   different stuff. Right? And again, it's like, oh, you know, what are the different ways we can  
5   kind of get that input and, you know, solicit more broadly about the most [inaudible].

6           And also, I think the kind of qualitative kinds of inputs that Tariq was talking about, you  
7   know, what are you hearing? You know, how does that get into the mix as well? That often  
8   that's a piece that doesn't get articulated out loud in meeting, because we can rely more heavily  
9   on that quantitative data as well. So kind of, again, what are those venues that we can get more  
10   of those inputs, you know, and I guess one last thing in terms of the idea too, that there's some  
11   committees that have that sort of governance quasi-legal operations kinds of things that certainly  
12   focus through on policy and those others that are.

13          And as a venue for people to have those kind of conversations, you see mentioned in  
14   others that, you know, really, kind of thinking about that structure in terms of, you know, this is a  
15   policy discussion venue kinds of things, where this is a quasi-legal operational implementation,  
16   you know, get the work done kind of thing. And how would that look different, and how would  
17   that affect the staff differently, and how would that potentially gain inputs from community  
18   members?

19  
20   **CASTANEDA:** Laura, and then, Matt.

21  
22   **NEWEL:** So two things real quickly. We needed input on our neighborhood center and child  
23   and youth funding process, and so this spring, we took an interactive poll out to, I think it was,

1    what, almost 20 different sites, Lona? And it was kind of a fun, interactive poll asking people to  
2    prioritize what went on, what goes on at neighborhood centers. We got 1,000 responses. It was  
3    a big commitment of staff time to do that, but we thought it was important. So if we're going to  
4    do more community engagement, it's going to cost us.

5           It's going to cost us time, it's going to cost us travel, it's going to get us stuff, but it's not  
6    cheap. And it's not free, and to do it well and to really get people engaged, you have to go to  
7    where they are and not expect them to come to meetings. So there's that. And the other thing I  
8    wanted to say, I wanted to say this to Rebecca Kemble, and maybe she'll come back in.

9

10   **CASTANEDA:** She said she'll be right back.

11

12   **MAN:** She'll be back.

13

14   **NEWEL:** Okay. But just I want it recorded in this too, the person that was so disruptive  
15    Tuesday night at council meeting that they had a massive meeting to meet with, the next day was  
16    in our lobby bellowing for me. And I went into a meeting with him, and, you know, we had a  
17    conversation, he again real, I'm an old therapist, so real labile like, was calm and hugging me  
18    one second, and the next minute being physically threatening. I'm used to that, and I knew what  
19    I was seeing, and I knew how to de-escalate and, yeah, Dion(?) took the meeting with me.

20           But know that if folks are coming to those meetings, they're coming and looking for staff  
21    also. And this is a guy I've had a relationship with for like three and a half, four years. He  
22    comes and sees me every couple years, and we talk about a project he wants to do. But know  
23    that if folks are showing up at meetings, they're showing up with staff at other places too. And

1 this whole issue of how we interact with the public and address those behaviors without wanting  
2 to get people arrested.

3

4 **WOOD:** Can I just piggyback on that?

5

6 **NEWEL:** Yeah.

7

8 **WOOD:** Before he met with Laura, I was in the elevator with him trying to decide if my  
9 personal safety was at risk and if it was worth getting off the elevator in case this person who  
10 wanted funding decided to call the newspaper and say the racist girl didn't want to ride the  
11 elevator with me. Like that was literally what I was thinking as I was trying to decide if it was  
12 safe enough to stay in the elevator because this is what happens. And that's part of the job, but  
13 it's just something to be aware of.

14

15 **NEWEL:** Yeah. So again, if people are showing up at committee meetings, they're showing up  
16 to talk to staff too. And I think we need citywide conversations about how to best handle this.  
17 And I like this guy. And I don't want to see him arrested or, you know, interacting with the  
18 police or anything like that because of his behavior. I want to make, you know, de-escalate the  
19 situation and help him go on his way. So I just want to put that out there.

20

21 **CASTANEDA:** Yeah. And I just want to again acknowledge Amy's point about inviting a  
22 robust dialogue around any issue and getting as many voices is different than being threatened or

1 not feeling safe. And I think, you know, I think a lot of, right so, Matt, you had something, and  
2 then, Lona.

3  
4 **TUCKER:** I just want to go back to your sort of question, your follow-up question about  
5 trusting staff and that sort of thing. I think one of the things we need to do is just separate the  
6 difference between trusting what staff is telling us and just disagreeing with the conclusion that  
7 they made. So like Monday, staff made a recommendation for [inaudible] square for  
8 Stonehouse(?) to be selected. After robust conversation, the Finance Committee said, we hear  
9 what you're saying, we just disagree with your conclusion, we want to go with a different  
10 person.

11 And no one on the staff team had a problem with it because it was really clear, it wasn't  
12 like they questioned our math or anything like that. It's just they came to a different place. And  
13 I think that that's fine. I think that's, that's what we want. You don't always have to agree with  
14 us as staff, just trust that we did a solid analysis and, you know,

15  
16 **CASTANEDA:** Yeah, no. Absolutely. And just so we get that distinction, I think it's critical,  
17 right? That goes, and I think that's actually like three things there. Like the one thing is like,  
18 which I've really only put, you know, between the disagreeing and then just with the conclusions  
19 versus you're, you know, X, Y, and Z, and then another thing is threatening, you know, all these  
20 other things. And what Charlie kind of brought up, I mean, you're listening to this stuff, and it's  
21 those moments where you kind of want to fall out of a chair and then, anyway, Lona.

1   **WOOD:** Kind of lost my train of thought because we went a different direction. But I think  
2   around the, it's about getting the community feedback and the trusting the staff, I agree. It's not  
3   about trust everything we say, we're experts. But like knowing the council and committee  
4   members should know enough about what the staff know to not have to be googling it in the  
5   meeting. They should know the content of the RFP that they approved. They should stick to the  
6   scoring rubric that they approved, and their decision should be consistent with the rubric. They  
7   might have, they might come up with a different score, but they should at least be held to the  
8   accountability of making the decision based on the criteria that they selected. And, yeah, the  
9   staff wrote that criteria, but they adopted the criteria in that RFP.

10           So but I liked a lot of the things that Tariq said, and I think one of the challenges around  
11   the community feedback piece with particularly community development RFP stuff is engaging  
12   folks that are competing for funds, so and they're competing against each other. And so how do  
13   I do community engagement when some of the people are, you know, like do they have a  
14   conflict of interest, or are they exactly the people we should be asking? Because they are the  
15   people who would receive the funding.

16           You know, and then when you have the very vocal community members who will engage  
17   those discussions and sometimes engage in them in ways that don't fit our norms, you also have  
18   community members who are sitting in the back of the room and refuse to play that game and are  
19   not going to get up and yell, and are not going to bring 15 people with them. You know, like  
20   they don't want to play that game, so then their voice doesn't get as heard.

21           And also, recognizing that community members can come and say they represent a  
22   community, but they don't necessarily. That someone may come and say, I do this in this  
23   neighborhood, and I'm this, and I'm that. And then you have a bunch of people coming to you

1 and saying, that's not true. I don't agree with that, but I'm too scared to say otherwise, because  
2 that person is very powerful. So I think that there is a lot of, we just have to think about a lot of  
3 those things when we think about, like doing better community engagement. And I think it's  
4 kind of like, you can see why certain systems develop to avoid some of those problems, but then  
5 they don't necessarily get you into better community engagement.

6 So I'm not naming those as excuses to not engage the community. I'm just naming them  
7 as real issues when we think about how do we get like a really good, you know, voice of  
8 everybody.

9  
10 **CASTANEDA:** So Sally and Tariq.

11  
12 **SPAENI:** I just wanted to say that I've been letting what, Laura's point to looking at the  
13 structure of our meetings and possibly exploring other than Robert's Rules of Order structure.  
14 And that's sinking into me because having studied human behavior for many years, and I think  
15 about what we're seeing now in meetings and what is being seen across the country in meetings  
16 is that it could very well be just the structure is creating the behavior.

17 Because if I can't come to a meeting and feel heard or have an opportunity to voice my  
18 opinion outside of that three-minute time limit at the beginning of the meeting before anything  
19 else is ever said, I could become disruptive later, because I feel very passionate about, you know,  
20 the issue at hand. And so I really think it is what we're hearing. You know, Matt's touched on  
21 it, Amy's touched on it, Lona, Laura, everybody is really talking about, you know, the structure  
22 of our meetings isn't conducive to open and inclusive comment.

1     **CASTANEDA:** Tariq and then Alder Foster.

2

3     **SAQQAF:** You know, so I've worked for the city for about six and a half years now. And I  
4     think of myself fundamentally as still, you know, as community person [inaudible]. And it's  
5     been interesting, especially as I've gone deeper and deeper in terms of kind of, I think about it  
6     more as public participation and community. Public participation and really interacting  
7     inclusively with the community about how much I find myself sometimes frustrated that the  
8     institutions that we are, the city is an example of one, don't kind of take up their space. You  
9     know, that we try to be more neutral than I think we should be.

10            You know, I think the reality is that the city has an agenda. It should have an agenda.  
11     It's focusing on the work it wants to do, work that ideally, it's determined to be important by  
12     listening to people in different ways. And I think, you know, so like Lona is talking about, like  
13     who's representing the community? I think that there's a really incredible opportunity for the  
14     city to kind of be that neutral representative of the community or of the issues, you know. So  
15     there are going to be so many different people that come in and interact with us at a meeting, or  
16     whatever, around, like representing their own standpoint of, you know, whatever the topic at  
17     hand is.

18            But if the city is able to kind of hold that space of saying, well, this is where we're trying  
19     to go, you know, and elevating principles of equity and inclusion and sustainability. All the  
20     things that we really want to embody with what we are. That doesn't mean that we're just going  
21     to take in what everybody says. It means that we're also going to have to do and have the, you  
22     know, goes back to the hard decisions that we were talking about earlier, but the guts to say like,  
23     yeah, we hear what you all are saying, but we also know this. And we've also heard this.

1           And even sometimes if we haven't, our focus is very much on, so I live in District 6, and  
2 I'm a District 6 through and through, even though I'm pushing against District 6 most of the  
3 time.

4  
5 **MAN:** Didn't you go to West High School?

6  
7 **SAQQAF:** I pull the pieces together in different ways. But I was catching the bus the other day  
8 and just seeing the bus going on Jenifer Street like every, single block. And it's nuts, because  
9 like my community knows how to go and advocate and make sure that we don't lose a single bus  
10 stop. You know, that's what District 6 is going to be able to do. And if we set up the process to  
11 allow that to happen, okay. But what needs to be able to happen is for us to be able to hold that  
12 ground and say, if we do this, that means over here, a community that you're not hearing from at  
13 all, that's mostly, much more disenfranchised and much less connected to systems of power, is  
14 getting cost.

15           And so, yeah, there are 200 of you in this room saying don't move the bus stop, but there  
16 are 2,000 people over here that we're not hearing from, but I know about, and so, yeah, sorry,  
17 you're losing the bus stops. And we've got to be willing to kind of step into that space, you  
18 know. What's our role in making some of those decisions?

19  
20 **CASTANEDA:** So Alder Foster and then Anne. I'm going to throw this question out, we've  
21 got 12 minutes on our allotted time, but 2 questions I'm going to try and put them in. Laura  
22 would hate that I'm doing this, because it's confusing. But one of the questions is about the role  
23 of alders on the boards, commissions, and committees, specifically as it relates to who appoints



1 people. Right now, the mayor is who appoints everybody to boards, commissions, and  
2 committees. We've heard that it's a little bit less clear, it's a little bit nebulous, as to how staff  
3 are assigned to these things.

4 But the question is, and how do you guys feel about the mayor being the person who  
5 appoints all boards, commissions, and committees? Do we, you know, do we think that there's  
6 more of a role for the council to play in that? And then also, do we think that alders should be on  
7 all the committees? Do you think it's all right to have committees that do not have alders, or  
8 what are your thoughts about having committees that do not have alders?

9 And the one area of consensus that we did, one place that we came up with, because  
10 we've had like three consensus on the taskforce, one was that we all, for a number of reasons,  
11 felt like it was fine that alders are still not allowed to chair committees. I just wanted to say even  
12 though we had consensus, I don't know if maybe some other folks have different thoughts on  
13 that. So those are three things. Sorry that that's a little bit confusing as we're still in the middle  
14 of the other topic. Alder Foster.

15  
16 **FOSTER:** Skip me.

17  
18 **CASTANEDA:** Okay, thank you sir. Anne, and then, Matt.

19  
20 **SCHROEDER:** I'm going to address what you just asked, and I can send an email about some  
21 other random thoughts that I have. But the mayor only doing appointments, the one thing I have  
22 to say about that, I think there are other factors, but I know that it's problematic as far as making  
23 sure that you have quorum. You know, I know that some of our committees and commissions

1 have vacancies that are there for a long time and, you know, not for lack of asking. But I'm not  
2 sure how the mechanism always works. But sometimes it's because nobody's volunteering, and  
3 I feel like there's frustration from other members of the committee who, you know, show up and  
4 then, oh, sorry it's canceled at the last minute because we don't have quorum. And also for staff  
5 who did a lot of preparation for that meeting, we can't move things forward.

6 If there not only was somebody else doing appointments, but somebody like, you know,  
7 beating the bushes for members to serve on committees and commissions, maybe we wouldn't  
8 have the quorum problems that we have.

9  
10 **CASTANEDA:** Yeah, go ahead, Heather.

11  
12 **STOUDER:** I mean, I think it is, it's a lot of work for the mayor's office, but I like that the  
13 appointments largely come from, I guess they all come from, the mayor with council approval. I  
14 feel like that allows for kind of the check and balance there.

15 I guess I don't know where else they would come from unless all alders or the council  
16 executive committee would maybe have some appointment responsibility. I think I wouldn't be  
17 able to, I wouldn't think it would be easy to support like single alders just appointing folks to  
18 committees. And, you know, I know the mayor works closely with staff and others, probably  
19 alders, to get, you know, ideas for appointments. But I guess by and large, aside from the  
20 amount of work it takes, and I think what Anne's mentioning is the downside to that, is  
21 sometimes quorum issues. I like the structure now with mayoral appointees with council  
22 approval. I think that makes sense.

1   **CASTANEDA:** Go ahead.

2

3   **TUCKER:** I was just going to follow up on that. Neither of you addressed the issue of whether  
4   alders are essential to every committee.

5

6   **SCHROEDER:** Oh, yeah.

7

8   **CASTANEDA:** I mean, well, that's a separate question unto itself, but if you would like to  
9   address that.

10

11   **MAN:** No. You asked it though.

12

13   **SCHROEDER:** I think if there are parent committees, or meta committees with some  
14   subgroups under them, maybe the subgroups don't need an alder, but I think it is really important  
15   to have that continuity with the council to have alders on main committees. So the way it is now,  
16   I think there's an alder on every, single committee. But if there ever is a structure where there's  
17   a clear sort of parent and sub clustering of committees, then I guess personally, I wouldn't think  
18   that alders would need to serve on all of those subcommittees.

19

20   **CASTANEDA:** Matt.

21

22   **TUCKER:** I agree with what Heather says about the administrative function of appointing  
23   members to the committees from the mayor's office. It is a ton of work and it's that person that

1 does it. Also past mayors have shown that they reach out to staff to vet members many times, or  
2 to ask for us to solicit members. I work really hard to find my members, because I need  
3 technical people that are, understand the law and understand the impacts of their decisions. So I  
4 try very hard. And I have never had a case where the mayor turned down somebody that I had  
5 suggested.

6 And I have had also cases where the mayor removed people, members, that were really  
7 vocal, problematic, by [inaudible], and they were willing to take that heat. So, you know, who  
8 knows what the future mayor is going to be like? A lot happened since mayor, and the last  
9 mayor, so I think that system works pretty well.

10  
11 **CASTANEDA:** And just, yeah, Matt, and then so Matt something we looked at, and we kind of  
12 assessed this, is that we kind of felt like there was administrative boards, commissions,  
13 committees, and legislative ones. And they all, you know, so there's different functions, and we  
14 did acknowledge that. And as we were thinking about the role of alders and who appoints, we  
15 felt like that kind of was important, right? Like what is the function, and then if they are not  
16 administrative, would it hurt to have the council more involved in the legislative committees, and  
17 what are the pro, cons, duality there. So, yes, sir.

18  
19 **MAN:** So, I mean, I guess as long as you have 90-odd committees and 700 committee members,  
20 you . . .

21  
22 **CASTANEDA:** One hundred and two, 103 with this [inaudible] thing that's going on.  
23

1     **MAN:** So, I mean, it takes multiple staff people to just vet and recruit and meet with all of the  
2     people who have to serve on these committees that only the mayor's office has that kind of  
3     horsepower right now because of the volume. So if you reduce that, I think you might open up  
4     other ways to do it, but it's going to need as many people, and it kind of has to be the way it is, I  
5     think.

6             And then as far as alders serving on committees, I would say my quorum issues are  
7     largely because of the alders. It's very common that I've got an alder who's got three meetings  
8     at the same time, so they've got to pick which ones they go to. So I will oftentimes lose my  
9     quorum because of that. So again, if they didn't have so many committees to be on, it might not  
10    be so much of an issue.

11            Oftentimes alders ask good questions. They're not necessarily experts on the issue, but if  
12    I can train them up on what we're proposing, then they're our best advocate for when something  
13    has to go move through council, because they now know everything about low-income housing,  
14    and they can make the case because they're trained on it. So it's helpful in that way.

15

16    **CASTANEDA:** As we're trickling out, I should have said this before, just we did say 1:00, and  
17    I have to just yet do [inaudible], but I fundamentally, on behalf of the task force and just as a  
18    resident of Madison, Wisconsin, I get emotional because I'm a Marine, and Marines are  
19    emotional. But, no, I really appreciate you all and everything you guys have done to support this  
20    work. I really appreciate you guys taking the time both to answer the survey. Like I said,  
21    between the survey and the written responses, we have a lot of information just from staff.

22            I was very adamant that I felt like we would not have done everything we could do as a  
23    part of this task force if we did not, we were not deliberate about reaching out to staff. I meant

1 what I said. Sometimes I feel bipolar, but I fundamentally respect and appreciate what you guys  
2 do every day when you come to work, and it means a lot to us that you've been here today with  
3 us, so thank you so much.

4 There is another, there are other opportunities of things because that safety thing was  
5 such a robust, I said robust like six times today, need to come up with a different word for that.  
6 But it was, I think, a very healthy discussion and dialogue, and I think we got a lot from that.  
7 We didn't, the structure, the actual structure of the committees is something we did not talk  
8 about. And then the concept of some semblance of an office of resident engagement and  
9 neighborhood support wasn't even talked about. And those are two big areas that I felt like it  
10 would have been great to get a lot of people's feedback.

11 We're not adjourning just yet, but as people are trickling off, I do want to just  
12 acknowledge that you spent your morning and part of your afternoon with us, and you came in  
13 here, and I feel like I just appreciate your candor and integrity in coming here and talking to us.  
14 So thank you so much for everything you guys do.

15 We can keep going. Right now, the question we're talking about is we all agree that  
16 there should be one committee, it should be me. No. We're talking about the role of alders on  
17 committees, and the question is, first, and I try to smoosh two questions into one, but basically  
18 do we, about appointments, so do we, should the mayor be the only one appointing. And then I  
19 also asked, is it an imperative that alders are on all committees? And so this is kind of where we  
20 are in the conversation. But we are getting close to 13:00 in the afternoon.

21  
22 **KEMBLE:** So I see, Tariq, are you leaving?  
23

1    **SAQQAF:** I was going to.

2

3    **KEMBLE:** Okay. No, I just want just one second before you leave, and the last thing Justice  
4    said about what we didn't get to talk to was about alternative ways of resident engagement,  
5    which I heard Anne and Amy and Laura talk about. And you, like that's basically your whole  
6    job. So that is a major area of our recommendations, and I just want to say directly to those of  
7    you who are here, because I was, we kept talking about this, well, what if we had more  
8    coordination with staff. And at one meeting it was this subcommittee said, Rebecca, you just  
9    write it up. Just give us something to respond to.

10           So what, so if you've seen that draft around somewhere, and that touches some of your  
11    jobs, that was just a sort of starting point for discussion, and we are not married to any particular  
12    structure of that. But we do recognize a need for multiple other ways for resident engagement.  
13    Number one and two, really tight coordination among city staff in connection to the alders and  
14    the mayor's office for, to help inform us. So just putting it out there, we would really appreciate  
15    your thoughts on how we might do that in a good way.

16

17   **CASTANEDA:** And in a way, we kind of heard, like Matt Wachter brought up way earlier is  
18    like is the role of boards, commissions, and committees to get all this. Is that the point of them,  
19    right? Is that, and if it is, you know, like the point though, part of this is to address some of those  
20    things that we saw a lot of the boards, commissions, committees wanting to get as much  
21    information as possible from residents and from neighborhoods and from, you know, folks who  
22    are out there doing different things. And so, you know, it would address some of those tensions.  
23    So, yeah, I do, I would encourage you just to piggyback on that.

1

2 **WOMAN:** [Inaudible].

3

4 **WOMAN:** You're like at the center of this, so I wanted you to hear.

5

6 **BARRILLEAUX:** And I just want to know, what is this? I have not seen what you're talking  
7 about.

8

9 **WOMAN:** So was it not connected to the support? Is it in the report?

10

11 **BARRILLEAUX:** I didn't get the full report.

12

13 **WOMAN:** So it's in page something in the report.

14

15 **CASTANEDA:** It's an appendix on the report.

16

17 **MAN:** Yeah. I think it was in the one that I emailed. It may not have been the one that I printed  
18 off.

19

20 **WOMAN:** I think it mentions in here, but it wasn't actually attached.

21

22 **BARRILLEAUX:** It's not there.

23



1   **WOMAN:** Oh, it wasn't attached.

2

3   **MAN:** I think it was in the one I emailed, but maybe not.

4

5   **MAN:** It's in my [inaudible].

6

7   **BARRILLEAUX:** You know, I think that the committee structure is a piece of, it's just a piece  
8   of outreach and engagement. It's one tool, so I understand why it's kind of part of this, but  
9   again, there are a lot of people in the city who would be really interested in what's happening  
10   with respect to outreach and engagement and communication. And it is very surprising to me  
11   that there is no Office of Communication and Engagement in the city because other cities our  
12   size have that.

13

14   **CASTANEDA:** Yep. And taking a look at it, you know, I encourage us to read that thing and  
15   give feedback if we can, just because it covers a number of things that we brought up today,  
16   including the training of staff who are going to be on committees, commissions, and boards, the  
17   ensuring that the resources are, you know, allocated equitable and distributed, you know,  
18   equitable and, you know, all of these other things, so it's kind of having a point there. Like a  
19   center where a lot of this stuff can be done that takes it off the individual staff members that are  
20   serving on these things. So there's a lot in there about that. Yes, sir.

21

22   **MAN:** Is this the one?

23

1     **CASTANEDA:** Oh, sorry, Lona.

2

3     **WOOD:** I think in terms of, I haven't seen the draft document, but whatever the connection to  
4     committees and boards, or commissions, yeah, I think that community engagement that's  
5     happening throughout all the different agencies in the city is not, like I have conversations with  
6     people all the time in the community about the bus system because it affects employment. I have  
7     no access to any information. I mean, I could if I like really devoted the time to finding the right  
8     person and getting them to email me back and blah, blah, blah.

9             You know, but I don't have at my immediate disposal a report on what feedback metro  
10    has gotten, or planning has gotten. And so I feel like, regardless of how it even impacts the  
11    committees directly having a centralized, and I put this in my comments on the Comprehensive  
12    Plan like over a year ago, a centralized like structure, database, best practices of how we do  
13    community engagement would be just really helpful for the city, period. And I don't think that  
14    means that, you know, water stops going out with their cooler water truck, because now that's  
15    the Office of Community Engagement's job. But at least like, the NRTs(?) could benefit from  
16    like the things that are happening. You know, I could benefit in Community Development, you  
17    know, so.

18

19    **WOMAN:** Alders could benefit like, it could take a big burden off of the alders if this was just a  
20    routine city function, so alders don't have to do everything. So you don't, like if people are  
21    signed up for alders updates, you don't get the same update from 12 alders. You know, like and  
22    so on projects that come up, especially, say, transportation or housing projects that we, you

1 know, you were talking about this adds great value to the city and putting forward our, you  
2 know, density and affordability goals citywide.

3 But right now, or, you know, a specific piece of road that matters to the whole region, not  
4 just that one neighborhood, so if there, if it wasn't just left up to the alder and the pressure, the  
5 political pressure they're getting from constituents, but if we had just sort of a systematic way for  
6 the city to make relationships with residents and do that outreach, I think that would improve,  
7 that would touch on a lot of things that we talked about when I was here anyway.

8

9 **BARRILLEAUX:** I would say even just a consistent way to get people information. Because,  
10 you know, we're water utility, right? So we are one piece of a street project, and then  
11 engineering is most of the rest of the pieces. And so when people want information from us, we  
12 could say, oh, I don't know, you've got to call city engineering. And so people don't think of the  
13 city as engineering and water and streets. We're all just the same, and so there needs to be a  
14 more efficient way to kind of bring pieces together and get information available.

15 Because a lot of what causes consternation in public meetings is people are just trying to  
16 figure out what's going on, and they have to go to a meeting to ask questions. So I think a way  
17 to kind of bring different agencies together and understand what people are looking for in project  
18 or in a community development situation is important.

19

20 **CASTANEDA:** Yes.

21

22 **MAN:** So I think with regard to the proposal and the Office of Resident Engagement and  
23 Neighborhood Support, I think there's, and I appreciate you saying all the [inaudible] putting

1 something down on paper to react to and different ways to think about that. But I've thought a  
2 lot about it, and I have a lot of different opinions that are all kind of conflicting with each other.  
3 And I think if we step back, you know, instead of like yes office, no office, and more think about  
4 like, okay, what is it that we're trying to achieve, and what does it take to do something? And  
5 it's much more, I think, sometimes in the how than in the what.

6 My biggest concerns, back to what Laura said, community engagement. And I'll say I  
7 don't like this term community engagement, because I think it's manipulative. I think it's  
8 oftentimes we've decided that there is something that we want to get the community to be  
9 engaged with, as opposed to us just like honing that and going into [inaudible]. Not really  
10 acknowledging that people are already engaged in the ways in which they want to be engaged.  
11 So that's why [inaudible].

12 But in terms of doing that kind of work, it's not pretty. You know, and so if we were  
13 going to create an office that was really concerned about connecting meaning with residents,  
14 that's new staff. You know, it's not pulling existing staff. There's a lot that's already being  
15 done. I think some of the things that we need to do is figure out how do we communicate that  
16 and work more effectively in a team on that front?

17 The information piece is huge. We haven't been able to get a like APIO(?) to be able to  
18 get the word out. And that by itself would do a ton of things. I think if we're going to go down  
19 this road, and even if we're not, but like I think it would make sense to pull together a kind of a  
20 separate conversation to explore this with really the right staff and interested staff and other folks  
21 to explore what that might look like and how to do it.

22 I also be concerned about it as this grab bag that it needs to do everything that hits  
23 everyone on like any type of, in any kind of community way. Where all of a sudden, it's like

1 language, and it's racial equity, and it's communication, and it's committees. Like that gets  
2 pretty big pretty fast maybe.

3

4 **CASTANEDA:** And I'll just say as chair, I was not responsible for us to throw it out there. The  
5 last 118 seconds of a 4-hour day just like, what do you guys think? And you guys haven't even  
6 read it. So I recognize that we're not, this is not really a good forum for discussion of a  
7 hypothetical office that supposedly is going to do, is going to make all of your wildest dreams  
8 come, you know, like so I recognize that, and I respect that. So, Matt, yeah, go ahead.

9

10 **WOMAN:** But that was a good suggestion to convene another conversation specifically on that.

11

12 **MAN:** Yeah. We're going to get that set up.

13

14 **TUCKER:** I think those things are doable. I think it just, it's got to like, this is we want to go  
15 slow to get it right, and then make sure that we're actually willing to put the resources towards a  
16 better [inaudible].

17

18 **CASTANEDA:** Absolutely.

19

20 **MAN:** Yeah. I mean, I think there's certain logic to this. I think the question is how far do you  
21 go pulling engagement out of city offices, so if you took Ruth Roland out of Economic  
22 Development, so now our office is no longer talking to the business community on a regular

1 basis. So we're doing things and making decisions without having that connection built into our  
2 office, you know.

3  
4 **WOMAN:** Yeah. I don't think that's the idea. We talked very specifically about departments  
5 not losing their core functions at all, not losing any of their functions. And, yeah, I mean, it's  
6 worth, I mean, according to me, it's worth investing a lot in if we're serious about equity and  
7 outreach and all of that.

8  
9 **CASTANEDA:** So right now, again, those last three things about the role of the alders, I invite  
10 you all to, two things here, is if there's other stuff, please send them to us, or get ahold of us, and  
11 we will make a point of getting out and hearing any additional thoughts or comments about the  
12 last two questions, or three things, this thing, or about anything that we discussed today. So  
13 again, there is more opportunity to do this. We are hoping to have this whole thing wrapped up  
14 by the end of the year. But I do, just before we go, we got a couple more agenda items as a task  
15 force, so if we could stick around that'd be great. But if everyone else, if there's just any last  
16 words, comments, just kind of going around a horn, anything.

17  
18 **MAN:** Can I give a small comment?

19  
20 **WOMAN:** Well we want to really release this [inaudible].

21  
22 **CASTANEDA:** Yeah, we'll try and . . .

1   **MAN:** Okay, then. That's fine.

2

3   **CASTANEDA:** Thank you.

4

5   **WOMAN:** It's been helpful.

6

7   **MAN:** Take some more pizza. Just leave some for Justice.

8

9   **CASTANEDA:** And you can stay.

10

11   **WOOD:** I don't know how that [inaudible] comment. No, well, like I was getting water when  
12 they started the question about Mayor [inaudible] commissions. I think something that's not  
13 directly related, but kind of also related to the impact on how the committees function is when  
14 the mayor writes something into the budget, and then it goes to CED to make the contract what  
15 [inaudible] like, you know, just that whole process can make a competitive funding process. Or  
16 if the council decides to fund something, and a bunch of other people just had to compete to get  
17 that same money six months earlier. Like that, like maybe that's it. I'm not trying to say we  
18 shouldn't be able to have that ability [inaudible].

19

20   **WOMAN:** Direct appropriation.

21

22   **WOOD:** Yeah, but it's just thinking about what the maybe cost benefit and what are the criteria  
23 that make that good to do, because there's a lot of fallout that can happen in terms of the

1 community competing against each other and then the staff still have to do the same amount of  
2 work to write a contract, but then people don't want a contract because they're like, hey, the  
3 mayor just gave me this money.

4 And then there's a finance implication of figuring out if that gets written into that  
5 agency's general budget, or if that entity has to compete the next time it comes around, or if they  
6 just get that money indefinitely. So I think that's maybe a little off far afield, but it kind of  
7 relates to this topic in general.

8  
9 **MAN:** Thank you.

10  
11 **CASTANEDA:** Yes, sir.

12  
13 **MAN:** Yeah, so everybody, I was thinking of an idea about using forward information  
14 technology, depending more on technology and more of the [inaudible] there might be from a  
15 few other you're aware of that [inaudible]. This example. Realize the software in which, let's  
16 say, what she gave example about what are you [inaudible] in engineering, so that's if somebody  
17 complain, as an alder, I can enter that in a few [inaudible] that I can macro his attack, I macro  
18 that engineering department, and then I can see the progress of the complaint. Who opened,  
19 what progress is there, either this problem is solved, not solved. It's more like a project  
20 management tool in which I can see which department is hand handling it.

21 One thing as an alder, sometime, and I'm talking about on my behalf, I got so many  
22 complaints, this is happening, that is happening, I connect with the civil rights department, their  
23 intelligent. After that I move on unless there's something happen that I come back and check if



1 that is resolved or not. So sometimes, it's on us, who might put it on a calendar, but there's not a  
2 systematic way that you can see from one until end, who did what, did this get solved or not, is  
3 this reference something else?

4 So might be using some of those type of communication technology remove load, and we  
5 know where and which processes, and it's a good experience on consumer side, which is people  
6 are living in the city to have that know what is happening with their, who is talking with them,  
7 you know, does that make sense?

8

9 **CASTANEDA:** It does, no, absolutely. Yeah, no, I think that's something we were looking at.  
10 Sorry I'm eating and chairing a committee.

11

12 **MAN:** No, that's fine. [Inaudible] sooner.

13

14 **CASTANEDA:** Watching people eat was driving me, I was going . . .

15

16 **MAN:** That was my pizza that made you, didn't want it.

17

18 **WOMAN:** What do we need to do now?

19

20 **CASTANEDA:** So this is the last agenda item, and then I'll go, the second to last. So one thing  
21 I hope, first of all . . .

22

23 **WOMAN:** Just swallow.

1

2     **MAN:** Just swallow it.

3

4     **WOMAN:** We don't want you to choke.

5

6     **MAN:** We talked about that in conjunction with looking at the 311 system, a tagging system, a

7 tracking system as part of that?

8

9     **CASTANEDA:** So, first of all, thank the task force and everybody for making this happen an,

10 John, thank you so much.

11

12     **MAN:** Thank you, John.

13

14     **CASTANEDA:** I really, there's no way we can debrief right now. I think we need another task,

15 subcommittee meeting just to debrief on this. Just there was a lot. I mean, there was a lot more,

16 there was a lot. There was just a lot that we just heard this morning, so . . .

17

18     **MAN:** And thank you for pushing the [inaudible].

19

20     **WOMAN:** I know you're the one. Had you not asked the question, Justice, really, and this is a

21 rich vein of info and thought.

22

1   **CASTANEDA:** Yeah, I think, so let's decompress, let's enjoy our weekend, and then if we can  
2   get another subcommittee meeting going just for that. I think, whether or not, I think maybe we  
3   can do one more on Orins(?) alone, but then I think that that probably should take a life of its  
4   own at some point in addition to the taskforce work, but definitely in addition to the  
5   subcommittee.

6

7   **WOMAN:** Definitely.

8

9   **CASTANEDA:** But in addition to the taskforce even, because it seems like, you know, it'd be  
10   good for people to kind of hear and know more about what's going on there. So I don't know  
11   any other things in terms of agenda items moving forward.

12

13   **MAN:** Does anybody have a, just while we're all sitting here, does anybody have a date or a  
14   time that works well for them for just [inaudible]?

15

16   **CASTANEDA:** Any day after 11:00 p.m. usually is good for me.

17

18   **WOMAN:** Does this time work well for staff, 10:30 a.m., typically, 11:00?

19

20   **MAN:** Fridays are pretty good for staff, because most of them, just to piggyback, have already  
21   comped out on their actual time. And so they're either going home, or they have their free. So  
22   actually, I do think Fridays around lunchtime works pretty well for most staff.

23

1     **CASTANEDA:** Yeah, generally speaking, I can make these work.  
2  
3     **WOMAN:** I am unavailable the next two Fridays, but July 5th, oh, July. That's July 5th, yeah.  
4     I basically, if it's lunchtime on Fridays, then I'm not good for another month.  
5  
6     **MAN:** Thursday is good.  
7  
8     **MAN:** So what about Friday, Friday later?  
9  
10    **MAN:** I can't do Friday either.  
11  
12    **MAN:** Could be any other day.  
13  
14    **WOMAN:** Although getting that level of attendance, you saw the people around the table.  
15  
16    **MAN:** Are you wanting another one with a bunch of people?  
17  
18    **WOMAN:** Yeah.  
19  
20    **MAN:** Oh, for the Orins.  
21  
22    **WOMAN:** For the Orins.  
23

1   **MAN:** But not for the debriefing of this session. I thought that's what you were trying to  
2   discuss.  
3  
4   **WOMAN:** No. Did you want to debrief before we do the Orins?  
5  
6   **CASTANEDA:** I think they're separate things. I think we need to schedule one just to debrief.  
7  
8   **MAN:** Okay, and that doesn't have to be a Friday either.  
9  
10   **WOMAN:** Okay, that doesn't have to be a Friday.  
11  
12   **MAN:** Well, then, Justice, you just saying we'll just do it how we've done it before, so make  
13   some dates that work from you, and then I'll poll the grid.  
14  
15   **CASTANEDA:** Okay, it works out okay. And then for the Orins thing, I think you're right, I  
16   think if we're going to talk about that, we should do everything we can to make sure that as  
17   many staff as possible can show up to that to get their feedback.  
18  
19   **MAN:** And send the draft out to everybody that was here.  
20  
21   **WOMAN:** Like now as when we send the thank you note to everyone who came, attach that,  
22   the Orins.  
23

1   **CASTANEDA:** Yeah. I'll write some stuff too about to thank, because I have some stuff to  
2   say, you know.

3

4   **MAN:** [Inaudible] or give that to whoever [inaudible].

5

6   **CASTANEDA:** Okay, great. Okay, so I think we're set then. We're going to schedule the  
7   meeting to those two meetings, and that's what we're going to do for future agenda items.

8   Anything else that we should discuss as a subcommittee moving forward in addition to those two  
9   things?

10

11   **WOMAN:** Just maybe when we debrief, just consider if we want to amend our report to include  
12   all of this.

13

14   **CASTANEDA:** I think we can have, well, sure. I mean, we could. It's an interim report. It  
15   was a point in time.

16

17   **MAN:** [Inaudible] add it on?

18

19   **CASTANEDA:** Yeah, definitely. Yeah. I think there's just some stuff in there to consider. I  
20   mean, the HR stuff, I fundamentally, I mean, there's a tension there, right? Like, I mean, there  
21   are some really interesting, you know, it's a nerdy way of saying really cool problems here. You  
22   know, because they're so multi-dimensional, right? Like there's just so much.

23

1   **MAN:** Some of them are the fundamentals of democracy.

2

3   **CASTANEDA:** I know. That's right. I mean, that's exactly right.

4

5   **WOMAN:** That's the tension and the dimension, one of the dimensions, right?

6

7   **CASTANEDA:** That's what I mean about this being so cool, right? And this is stuff, and so I

8   think stuff like the IT stuff I think if we could figure out a way to lift that up at the end, and this

9   is going to be our challenge, not just as a subcommittee to the taskforce to really think about

10   where those pressure alleviation points could possibly be, right? And I think something like the

11   IT stuff is critical because of the nature of the communication that's not occurring. This could

12   solve a lot of the frustrations that were happening. So I think it's going to be incumbent on us to

13   really look for those things very, you know, deliberately.

14

15   **MAN:** And it's, at least in terms of the proposal that we got from the IT department, it's a very

16   expensive item. I would hope we have enough done so that we can get [inaudible] in the next

17   budget so that means in October [inaudible] we have [inaudible].

18

19   **MAN:** I don't think that's actually [inaudible].

20

21   **MAN:** The what?

22

23   **MAN:** It's not being pursued to get it into next year [inaudible].

1

2 **MAN:** It's not?

3

4 **MAN:** Well, we never . . .

5

6 **MAN:** I'm just going to say, I think this was super enlightening and helpful. I think there's a  
7 flip side to one of the big trending conversations of like, you know, staff want to feel trusted,  
8 kind of that piece? I think the flip side is there's also that I feel there's another threat that comes  
9 from some staff of, we don't want to have to deal with public oversight. And sometime when  
10 people are saying, I want to feel trusted, it's like they're really feeling put out to have to even  
11 explain. Like I've done all this work, I'm an expert in my field, and it's really frustrating to have  
12 to even answer questions or sort of defend. And so I don't know where that, I just think that's  
13 the obvious tension.

14

15 **CASTANEDA:** You heard my question, my comment on that. Because I know. And like  
16 there's a number of things, I mean, I can just go through a history of horrible things that have  
17 been horrible for folks [inaudible] the poorest populations that have been led by staff. So, yeah.  
18 And the fact that there hasn't been oversight of staff is a challenge, and I think some staff in  
19 certain boards, commissions, and committees in particular have a significant amount of influence  
20 that I don't know is always warranted or checked in a way that's appropriate.

21 But I think what Amy was saying, what Charlie was saying, and what Matt, you know,  
22 this, there is a subtle but very important distinction between having oversight and feeling  
23 threatened and having people doing that. And so like those are two separate things, right? And



1 so it's like, right, we got to maintain that, but without it being this type of aggressive,  
2 abusive . . .

3

4 **WOMAN:** Bullying.

5

6 **MAN:** Yeah, and I think that the point that I was going to make when I raised my hand earlier  
7 during this session was that I think a big contributor in that is not clear expectations on both  
8 sides. So I think both, you know, committee, board members really need to understand what is  
9 their role, what is staff's role, how to be respectful, etc. And then staff has to really also  
10 understand, you know, this body is the decision-making body.

11 My job is to really prepare, give them all the information they really do need in order to  
12 make that good decision, and then also just to the level of not just defining the committees and  
13 what their charters are, but on the agendas and on the agenda items. Because that, honestly, the  
14 worst conversation that I've had part of on these things is when nobody really knows what we're  
15 talking about or what the decision point is.

16 So you have sort of a general agenda topic, maybe it doesn't even have a bunch of  
17 attachment, and staff comes in feeling like I've dealt with this for three years, and they're  
18 frustrated that the conversation doesn't go well. So I think that then kind of the mechanics of the  
19 meeting and the clarity around the done items is a big contributor to that kind of tension beyond,  
20 you know, public oversight.

21

1   **MAN:** In my experience on that, a lot of times staff don't feel any responsibility to have  
2   discussions with the decision makers at all beforehand. You give them the briefing, tell them  
3   where you're going, where you're heading, and then they walk in, well, there it is.

4

5   **WOMAN:** And why are you asking questions?

6

7   [Simultaneous discussion]

8

9   **WOMAN:** And then you [inaudible].

10

11   **MAN:** Just trust me when I'm [inaudible].

12

13   **MAN:** What I'm seeing more and more in meetings, and Grant and I have been talking about  
14   this, where they won't actually be attachments to the agenda items. They'll show up at the  
15   presentations and show you [inaudible]. And so it's given not only the members no opportunity  
16   to prepare, but the public has no idea what's going to be presented until it's talked about there, so  
17   then they'll have to have been at the meeting to know that.

18

19   [Simultaneous discussion]

20

21   **MAN:** And then the public [inaudible] is getting frustrated. Right?

22

1   **MAN:** And just listen to me, and again, all important, and I think a lot of what we've found in  
2   the initial report was actually corroborative in spades. I mean, the idea of having clear purposes.  
3   A revisiting our charters, why are we doing this? Everyone's defined roles, what exactly is it  
4   that we're being asked to do? What are the deliverables, and when are we supposed to have  
5   these things, plans of action, of the milestones, so that we know, all right, as a committee or  
6   commission, we're tasked with this thing to be done here. This is the parameters that we're  
7   working in, and then go do it. I think that if we could get, this is what I'm saying about some of  
8   these [inaudible]. Right?

9

10   **MAN:** The career and other stuff [inaudible] over here that's totally unrelated to all this?

11

12   **MAN:** We were going to meet to debrief, and we're already doing that and [inaudible] is also  
13   trying to get ready.

14

15   **CASTANEDA:** Sorry. So at this . . .

16

17   **MAN:** I just wanted to make sure the sound didn't go away.

18

19   **CASTANEDA:** John, thank you for . . .

20

21   **MAN:** [Inaudible] sound I'm really a [inaudible] here.

22

23   **CASTANEDA:** I would entertain a motion to adjourn this [inaudible].

1

2     **MAN:** I move to adjourn.

3

4     **WOMAN:** Second.

5

6     **CASTANEDA:** All right, any further discussion? Hearing none. That's right.

7

8     **WOMAN:** And now we technically can't talk about any of this stuff. Because we'd be

9     violating open meeting law. No we're a quorum of the BCCs(?), so [inaudible] but we're

10    already there, no matter who else [inaudible].

11

12    **MAN:** [Inaudible].

13

14    **MAN:** [Inaudible]

15

16    **CASTANEDA:** All right, folks.

17

18    **MAN:** Again, thanks for pushing this. You were absolutely right. We [inaudible] now.

19

20    **CASTANEDA:** Yeah. No, it's all good. I appreciate the support.