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City of Madison

Agenda

CCOC Subcommittee to Develop  
Council Strategic Plan & Priorities

City of Madison  
Madison, WI 53703  
[www.cityofmadison.com](http://www.cityofmadison.com)

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Monday, December 14, 2015

5:00 p.m.

Room 417  
City-County Building  
210 Martin Luther King, Jr. Boulevard

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

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

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

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

Contact: Heather Allen, Common Council Legislative Analyst, 266-4511 or [hallen@cityofmadison.com](mailto:hallen@cityofmadison.com)

Members: Ald. Ledell Zellers, Ald. Denise DeMarb (Chair), Ald. Mark Clear

Alternate Members: Ald. Shiva Bidar-Sielaff, Ald. Maurice Cheeks, Ald. Matt Phair

1. Call to order

2. Public Comment

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

3. Disclosures & Recusals

*Members of the work group should make any required disclosures or recusals under the City's Ethics Code.*

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

5. Discussion: Schedule/frequency of meetings

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

7. Adjournment

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

The Subcommittee will seek to achieve the following objectives:

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

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

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

Membership (3 CCOC Members):

Ald. Ledell Zellers  
Ald. Denise DeMarb  
Ald. Mark Clear

Alternates (3 CCOC Members):

Ald. Shiva Bidar-Sielaff  
Ald. Maurice Cheeks  
Ald. Matt Phair

The Legislative Analyst shall staff the subcommittee.

**Council Goals Meeting**  
**August 27, 2015**  
**Pyle Center**

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

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

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

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

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

City Wide Goals & Madison's Budget Process

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

Let's challenge those assumptions.

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

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

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

#### The Tentative Timeline to Implement this Framework

2016 - Formalize citywide goals and indicators

2017 - Agencies evaluate and adjust service structure, agencies develop service level performance measures, stakeholder groups develop guidance documents for each priority area

2018- The planning process gives way to fully prioritized 2018 budget, publish performance measures by service, include performance impact for all capital projects

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

Participants voted on goals and discussed priorities.

Equity - racial equity/disparities 14

Affordable Housing - 11

Big Picture Planning/Integrated Housing - 5

Economic Development - 4

Sustainability - 3.1

Transportation - 3

Partnerships -2.2

Safety -2.1

Neighborhood Planning - 2.0

Food -1

Democracy - 1

Seniors - 1

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

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

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

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

#### Comprehensive Plan Elements

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

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

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

**7:45**

#### **Next Steps**

The Council discussed possible next steps for this process including:

- Effective participation of the council and a paradigm shift
- CCOC takes the lead
- Translate the goals into a new format to make the smart goals
- Capacity and council structure to move it forward
- A public statement about what the Council process

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

Council Prioritization 2015  
 priorities by district and CCOC priority list (combined)

Economic Development	Public Works and Street Services	Transit and Transportation	Housing Quality
Commerce in gathering places and services (16) encourage the redevelopment of westgate mall into mixed use with ready public transit (10) economic development especially around food economy (18) activate the intersection of raymond road/whitney way (help the meadowwood create opportunities to grow local businesses and jobs (18) build relationship with chambers of commerce (16) economic development to create jobs (20)	ensure a comprehensive and sustainable reconstruction of monroe street with a maintain buildings and infrastructure 21 keep downtown as clean as possible. 4 improve public works services (trash, leaves, snow, mow, & NS, maintain, parks) 9 <b>Safety</b> violence prevention 20 review police procedures & implement recommendations 2 keep downtown as safe as possible 4 employ 1 additional mental health officer at east district police station 3	Expand Transportation Service Robust transportation system for challenged neighborhoods Robust transportation structure plan (bus barn, regional transit, parking) 2 Inner city transportation (related to MIMSD) 5 Regional transportation 10 Assess a transit impact fee to developments 18 6 more bus stops in sprecher road corridor neighborhood 3 transportation to jobs * Make public transportation more convenient accessible and frequent 8 Reduce commute time via bus/mass transit between sprecher road and downtown 8	address need for affordable housing and reinvest in deteriorated housing stock 6 housing program for aging neighborhood 16 improve the housing stock in the theresa- hammersley neighborhood 20 maintain frequency of housing inspections, if not increase while also working to promote mid- level student housing where it is being built 8 <b>Homelessness</b> reduce homelessness / increase housing stability 10 day shelter 5 reduce homelessness 2 <b>Housing Affordability</b>
increased and better employment improve access to jobs, food etc. especially via public transportation better & increased employment opportunities for youth empowerment jobs education culture jobs for youth involved with the justice system youth development opportunities	<b>Traffic Safety</b> Improve traffic safety (speeding, arterial violations, school zone violations) 9 decrease commuter traffic impact 5 traffic management 18 increased traffic enforcement 17 traffic management (vehicle, bike, ped) - congestion, conflicts, city wide vs. neighborhood improve the safety for all district 8 residents - especially pedestrians 8	access to transportation 14 access to transportation 18 more metro service and better bike traffic safety 5 <b>Biking and Ped</b> Platinum Bike 19 Improve pedestrian and bike safety 5	consistent neighborhood planning 6 plan & market aging neighborhoods 16 successful continuation of development at appropriate, locations while retaining character of neighborhoods - including parking ramp in capital east corridor 2 worthington park schenk, neighborhood plan, ensure diverse & representative steering committee that employes residents in the planning area. 2

Council Prioritization 2015  
 priorities by district and CCOC priority list (combined)

Housing affordability (cont)	Neighborhood Empowerment (cont)	Council Structure	Parks
more affordable housing *	involve my constituent members in the planning and development of the districts. 3 facilitate neighborhood involvement with development processes that leads to better community planning for Griff's as an effective anchor for the community 1	council and committee structure 10	standards for events in area that respect neighborhoods while allowing for successful
housing affordability 20	facilitate neighborhood involvement with development processes that leads to better community planning for Griff's as an effective anchor for the community 1	increase council capacity 19	build a park (designed by neighbors) in allied 10
housing affordability 5	community planning for Griff's as an effective anchor for the community 1	common council structure (committee work, referendum, and implementation) 11	preservation of lakeshore/park paths 13
quality affordable housing *	anchor for the community 1	make up of common council 20	parks and open space management limited resources - increase management, acquire new
affordable housing downtown 4	Better urban planning 9		
affordable housing 9	strong neighborhood plans 5	Partnerships	Food
development of more multi-use moderate housing 4	review/update community neighborhood plan for sw district 1	collaborate with MMSD, County and neighborhoods 18	no food deserts
research lab for cancer & affordable housing 11	neighborhood plans for those areas with no plans or very old plans 2	MMSD full service community schools 5	strong food policy (public market, garver, food economy)
affordable housing 12	coordinate NRT investments 20	Increase regional collaboration 19	improved access to fresh food 3
successful continuation of development at appropriate, locations while retaining character	reduce city debt/create financial stability 19	strengthen the relationship between the UW and the City - set a common agenda 8	establish a grocery store for Allied as 1st step to redevelop the business district south of beltline.
Neighborhood Empowerment	in accountable and collaborative ways to promote good city spending 13	Internal Analysis	better access to affordable healthy food (plus more retail) 18
elected officials to better the community 11	rework how we do planning *	strategize mgt. system goal setting process 2	make sure that all the areas that are identified as food deserts are served (2)
meaningful public input process 6	land use development proposals that are consistent with adopted plans/zoning code 17	sound data well-articulated standards financial cost analysis (madison measures?) 2	access to affordable healthy food (14)
connect communities with very diverse backgrounds 4	managing development (new, infill, redevelopment) competing priorities: historic		
build capacity of neighborhood organizations to plan future 1	redevelopment) competing priorities: historic		
griff's 1		Innovation	Liquor
neighborhoods including business development		create a culture of innovation/chief innovation officer position 19	Limit liquor licenses

Council Prioritization 2015  
priorities by district and CCOC priority list (combined)

**Young Families**

keep our talent here/bring in new talent 8  
continue to create an economy that welcomes and supports  
graduates of UW/Edgewood/Madison College to retain talent 8  
ensure continued flow of young families in the district 5

**Environmental issues/sustainability**

Environmental issues/sustainability 18  
water quality (surface and drinking) 18  
strong environmental standards for  
development 6

**Early Childhood**

childcare 12  
activities for children 16  
prepare kids for kindergarten (birth to 4) 16  
early childhood focus (birth to 4) coordinated case management 5

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

**Libraries**

Provide needed services such as a library & community center 17  
new eastside branch library 17

**City Staff**

increase city staff capacity to work on city initiatives 11

# CITYWIDE RACIAL EQUITY GOALS & STRATEGIES



**OFFICE of EQUITY  
and HUMAN RIGHTS**  
CITY OF PORTLAND

## EQUITY GOAL #1

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

## EQUITY GOAL #2

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

## EQUITY GOAL #3

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

## OVERALL STRATEGIES

- 1 Use a racial equity framework:**  
Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.
- 2 Build organizational capacity:**  
Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.
- 3 Implement a racial equity lens:**  
Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.
- 4 Be data driven:**  
Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.
- 5 Partner with other institutions and communities:**  
Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.
- 6 Operate with urgency and accountability:**  
When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial equity.



**City of Madison**  
**Minutes - Approved**  
**CCOC Subcommittee to Develop**  
**Council Strategic Plan & Priorities**

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Monday, December 14, 2015

5:00 p.m.

Room 417  
City-County Building  
210 Martin Luther King, Jr. Boulevard

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**Members Present:** Ald. Denise DeMarb (Chair), Ald. Ledell Zellers, Ald. Mark Clear

**Alternate Members Present:** Ald. Shiva Bidar-Sielaff, Ald. Matt Phair

**Others Present:** Deputy Mayor Anne Monks and the Common Council Legislative Analyst, Heather Allen

1) Call to order

The meeting was called to order at 5:10 PM.

2) Public comment

There was no public comment.

3) Disclosures & Recusals

There were no disclosures or recusals.

4) Review and Discussion of Subcommittee Charge

The group reviewed the August 2015 voting and decision making process. They noted that racial equity received the most votes and should be woven into all of the other priorities since it is a value and priority that impacts all of the City's work.

The Subcommittee charge was amended to read as follows:

The Subcommittee will seek to achieve the following objectives:

1. Formalize and clearly communicate the Council priorities identified at the Council discussion August 27, 2015.
  2. Develop an implementation strategy.
  3. Issue a final report explaining how the Council priorities are integrated into city processes.
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The Subcommittee will report back to CCOC at regular intervals, to ensure the work of the Subcommittee reflects the priorities of the Council.

The Subcommittee members reiterated the goal of aligning priorities and partnering with the Mayor's Office.

The group recommended the following items as reading:

The 1995 Madison Strategic Planning Document – Anne Monks will share this document.

“A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving, 4<sup>th</sup> Edition” by Eugene Bardach

The group also requested a space on the Council Intranet to access documents related to the Subcommittee. Documents will be available at this link to the Council Strategic Plan and Priorities Subcommittee on the [Common Council Intranet](#).

Trainings:

The Subcommittee expressed an interest in organizing trainings in 2016 for the full Common Council on the following topics:

- 1) Tools to talk about race and manage difficult conversations and use of the racial equity tool to evaluate policies and decisions
- 2) Outcome based-budgeting
- 3) Tailoring equity tools and outcome based-budgeting for the City of Madison

5) Discussion: Schedule/frequency of meetings

Upcoming meetings:

February 1, 5 PM City County Building Room 108

February 29, 5 PM location TBD

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

The Subcommittee requested that Enis Ragland, Dave Schmiedicke, Laura Larsen and Kara Kratowicz be invited to the next meeting for a discussion regarding outcome based budgeting.

7) Adjournment

The meeting was adjourned at 6:10 PM.