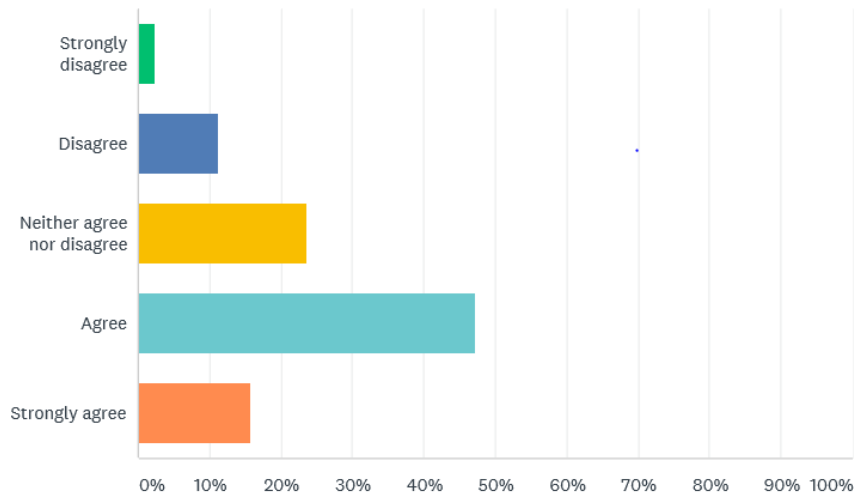


Results of Committee staff Survey for TFOGS.

90 respondents (239 possible on email lists.) Approximately 38%

Q1 I feel the time I spend on supporting my BCC is well spent.

Answered: 89. Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly disagree	2.25% 2
Disagree	11.24% 10
Neither agree nor disagree	23.60% 21
Agree	47.19% 42
Strongly agree	15.73% 14
TOTAL	89

[Comments \(23\)](#)

It depends on what you mean by supporting the committee. I think they are very far removed from the work itself. I don't feel like I spend that much time "supporting the committee" but you could also interpret my whole job as supporting the goals of the committee. A better framing around this would probably help bring greater cohesion around vision and mission and a sense from staff that they are supported and in more alignment with committees.

I don't have a direct working relationships with BCC's. My staff supports, but I have no communication to know if their support is helpful or if they need something different from their participation.

I find that often these bodies are overly cautious about acting, even within their authority. Many look to staff for more that subject-matter expertise and are not member-directed, but look to staff for direction, despite efforts to thoroughly educate the members. There are also vastly varying

levels of comfort and skill in employing Robert's Rules, developing work plans, and grasping overall alignment with other City government functions.

Depends on the meeting and the current membership of my BCC.

I think the time spent is time well spent and the transparency, input and perspective provided by boards, committees and commissions is essential to performance in our City. That said, the number of boards, committees and commissions makes the work of City staff inefficient and occasionally creates a lack of focus and confusion in the work of some committees.

Senior staff, attending as needed. Not primary committee staff.

Our BCC is the governing authority of the agency. Time supporting this body is well spent.

There are certain items within their purview that take way too much staff time for the "return" to the community. On the whole, though, definitely time well spent.

In my capacity, I do not work to support my Committee, but rather provide reports to the committee to help them be informed in their decision making.

I don't support them, I have to manage them. Send multiple emails to get a single response.

The BCC that I staff is cancelled or can't meet due to quorum issues about 50% of the time. The Committee has no authority and lacks a clear role.

With the number of other staff involved in the meeting, having another person seems redundant.

The committee I support serves some function, and good discussion has come out of it, but it seems very redundant when compared to other committees that cover very similar ground.

It takes away from my day to day duties. Some committees I support don't seem to have a lot to do or have quorum issues.

Most of the work seems relevant

Committee meetings are generally spent receiving information via various presentations, with little or (more often the case) no conversation or attempt at action afterwards. Many of the presentations I would qualify as "feel good topics" and have no impact on City policy or legislation.

The Sustainable Madison Committee is awesome!

It could be better spent if committee members had more defined roles.

When things go smoothly, absolutely. When meetings have not been documented well, it can be hard to track down who made motions, etc. and can be frustrating.

I get valuable input from members of my committee a majority of the time. Sometimes, it requires a bit of extra effort to keep them as informed as they need to be to do their jobs well.

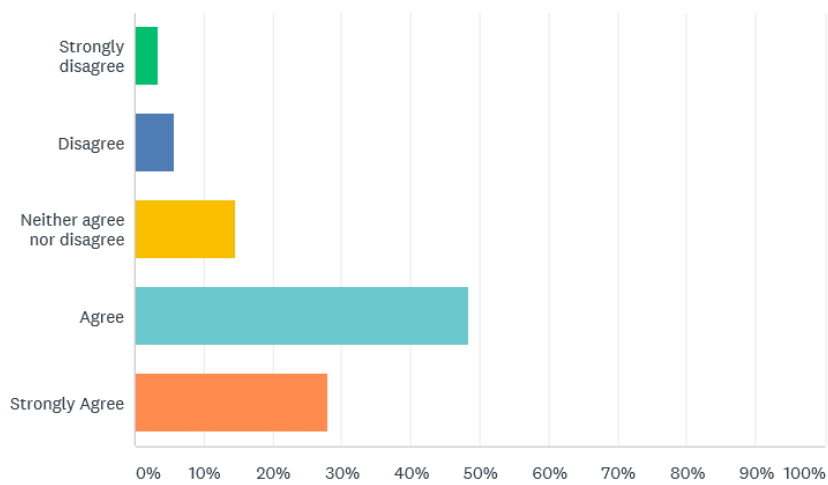
I am the best connection for the BCC and the operational communication that needs to happen so they can govern more effectively.

The committee struggled with adequate attendance and frequently could not reach quorum. It was extremely difficult to get enough people to volunteer to be on the committee for it to be effective.

Some committees are much more productive and valuable than others

Q2. I feel I am adequately supported by my department in carrying out my BCC role.

Answered: 89. Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly disagree	3.37% 3
Disagree	5.62% 5
Neither agree nor disagree	14.61% 13
Agree	48.31% 43
Strongly Agree	28.09% 25
TOTAL	89

Comments:

I don't think our roles are clearly defined enough to say. I think staff leadership tries to protect those staff who report to them from having to engage the committees too much. I think this is a loss and we could contribute more, but this way of relating to committees is a response to

patterns that have been established and dynamics that are at play in terms of how alders and staff interact for better or worse.

My supervisor supports my unit in supporting all city functions, including BCC's. However it would be beneficial for our support to be more clearly defined, so we can ensure we are adding value, or that we invest the appropriate resources.

Support structures could be better from the City, but I have always gotten what I needed from my own department.

they do not understand the work and effort that goes into managing the responsibilities of the commission.

I don't think most folks in Engineering - understand Sustainable Stuff.

Very little attention is given in this area.

Some staff are definitely better at getting me information I need promptly, but generally everyone is helpful.

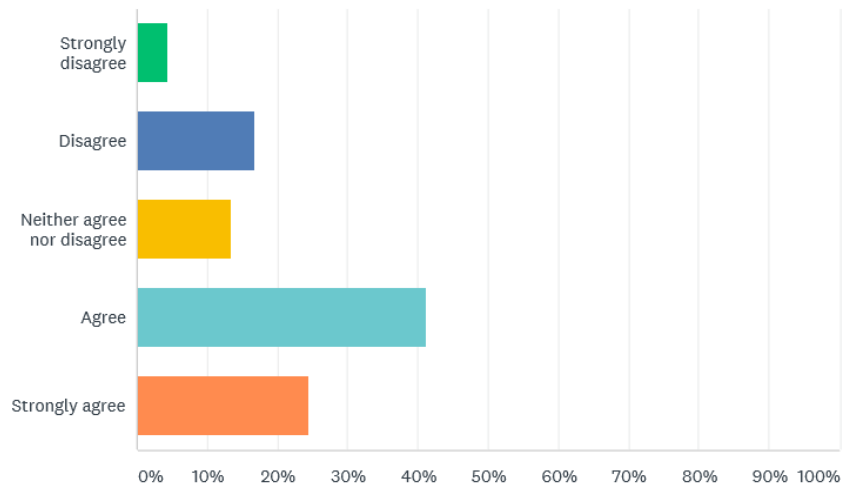
Items are turned in far too late, making it extremely difficult to get Agendas out on time.

It is part of my position description.

does not apply - I am not really a city agency - but have city appointees on my board City staff does an excellent job on assisting with appointments but there is no other administrative support

Q3. I feel my BCC's mission is clearly defined.

Answered: 90. Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly disagree	4.44% 4
Disagree	16.67% 15
Neither agree nor disagree	13.33% 12
Agree	41.11% 37
Strongly agree	24.44% 22
TOTAL	90

[Comments \(13\)](#)

I had never seen the CSC mission before searching for it to answer this survey. The CSC mission reads: “Establishes policies to be followed by the Office of Community Services; investigates new/innovative methods for delivery of human services; recommends policies to Mayor/Common Council in area of community services; makes recommendations to Mayor/Supervisor of Community Services re: budget for community services & human services purchased by the City from private non-profit agencies; stimulate coordinated inter-community/ intra-community planning for delivery of human services; seeks ways to involve citizens in assessment of human service needs; cooperate with Plan Comm & Dept. of Plng & Cmnty & Econ Devel; seek to improve accessibility of human services to citizens who have language/other barriers.” This is very cumbersome, a bit obtuse in some areas and an impossible level of leadership to expect from a volunteer committee not necessarily chosen for their subject matter expertise. More comments regarding this in the next question.

Committee mission/charter has not been updated in decades and needs a complete overhaul. Difficult to prioritize under current staffing levels.

The mission for one committee is very clear and detailed in an ordinance. The mission of a second committee is clearly defined overall, but not for the items I am responsible for administering.

Committee members come in with their own agendas

The BCC that I staff is cancelled or can't meet due to quorum issues about 50% of the time. The Committee has no authority and lacks a clear role.

As stated earlier, it feels redundant at times. However, considering the topic, I could see its specific focus being ignored if merged with the two other committees that cover similar ground.

they might not have a mission but they have duties enumerated by city ordinance. i'm familiar with the duties but not sure how well the BCC knows what their stated duties are or where to find them (i.e. in the MGO)

The committee recently reviewed their mission and agreed it was very well defined.

I don't know a lot about their mission besides what I glean from the admin work I do.

Yes but the role has been modified over the years to meet the needs of the program and the committee.

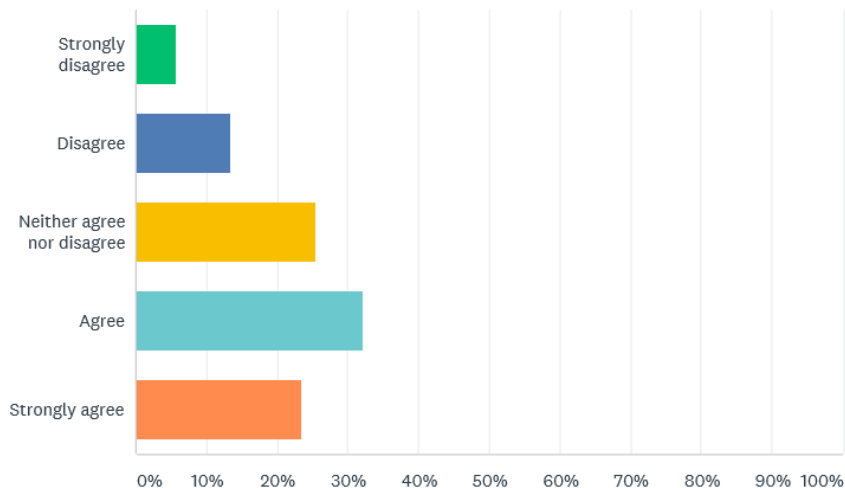
The committee's responsibilities were clearly defined, however the committee members frequently attempted to go beyond their authority.

I am concerned that many important decisions are actually made by staff, who then tell the BCC what to do, rather than providing information and recommendations.

Yes for some, no for others

Q4. I feel my BCC is effective in carrying out its mission.

Answered: 90. Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly disagree	5.56% 5
Disagree	13.33% 12
Neither agree nor disagree	25.56% 23
Agree	32.22% 29
Strongly agree	23.33% 21
TOTAL	90

[Comments \(21\)](#)

A review of agendas going back through the year of 2016 shows the following: 2016: 4 meetings cancelled 2017: 6 meetings cancelled 2018: 6 meetings cancelled 2019: 2 meetings cancelled so far These cancellations may be due to lack of quorum but also have been due to lack of pressing agenda items. The necessity to meet is driven by RFP and funding deadlines. I do not want to criticize staff or committee for frequent cancellations. Within the mindset that this committee serves almost exclusively to oversee the administration of Community Services fund allocations, it makes sense to cancel unnecessary meetings. Because I don't think either staff or committee are well-versed in the scope of the committee's mission and what is possible beyond the cyclical administration of existing RFPs and those that are added by the council regularly, I am not surprised that the agendas do not reflect a robust engagement in the stated mission. Looking at agendas from 2016 – 2019 the following themes emerge according to each area of the mission. Below I have included a reference to every single agenda item listed in an agenda between 2016-2019, except standing committee reports from other committees, staff reports, appointments to the committee, other housekeeping type things, and the individual stages for each RFP and the 3 RFP program reports that have been given in that time. It should be noted that in the context of staff reports some of these areas of the mission may be addressed, but they don't seem to result

in subsequent agenda items that lead to action or policy change unless related to an existing RFP. Parts of Mission and Representation in CSC agendas/work: ESTABLISHES POLICIES TO BE FOLLOWED BY THE OFFICE OF COMMUNITY SERVICES: All policies proposed by the CSC between 2016-2019 (not including approval of RFPs and funding allocations - which are numerous) include: 1) Reducing Mayoral appointments to committee from 9 to 8; 2.) Adopting communications guidelines for public meetings (not related exclusively to OCS); 3.) Accepting the FCI report and the steps along the way 4.) Adopting the inclusion of the Darbo-Worthington Neighborhood Plan None of these policies relate specifically the governing the work of OCS apart from the FCI report, which was a study done to create a strategic vision for the division going forward. It should be noted, however, that the study primarily addresses how to organize and better administrate EXISTING funding buckets. Whether included in the report or not, the study did not result in casting a broader vision which would effectively encompass other elements of the CSC mission as stated above. Undertaking and accepting the FCI report comes the closest to achieving this aspect of the mission, but it is not referred to on an ongoing basis to see if we are living up to its recommendations. I would venture to say that most existing and all new committee members will not be familiar with its content and will interact with it only when staff refer to it as a source of validation for a direction we have taken. INVESTIGATES NEW/INNOVATIVE METHODS FOR DELIVERY OF HUMAN SERVICES In 2016 – 2019 there have been a handful of presentations on the agenda about service models and methods for different human services. To my knowledge all of these presentations have been referred to the committee from the City Council. They include: 1) 3 different presentations about needs and programs related to re-entry support. 2) The Day Jobs report referred to staff by Alder McKinney and presented to the committee. 3) Presentation about the needs at Tree Lane which precipitated additional funds for youth programs. None of these presentations seem to have been born out of CSC “investigation of new/innovative methods for delivery of human services,” so much as pressing community needs that were referred to the committee and the process of researching and promoting best practices while undertaking the charge to create an RFP. The Day Jobs report stands out as an exception. So I would say that the committee is not actively engaging this aspect of the mission, but looks at new service models when RFPs come up in a very limited capacity. A committee that approves funding for at least 8 standing human service RFPs, in addition to at least 6 new RFPs in the last 2 years on top of this 8, and meets an average of 6 times a year, could not possibly investigate new and innovative methods for human service delivery except in a very limited capacity. Additionally, the scope of our funding and the reality that we are typically no more than 30% of a program budget begs the question of how we could push new models of delivery without first prioritizing alignment among funders. The CSC does not engage other funders or outside bodies in its analysis or decision making process on the whole. In its current structure, if the committee were to investigate new and innovative ways to deliver human services, I fear they would fall prey to the “bright shiny object” distraction of new ideas, which has the potential to create instability for the agencies who rely on CSC funds. RECOMMENDS POLICIES TO MAYOR/Common Council in Area of Community Services: To my knowledge, not a single policy recommendation has come from this committee. Funding recommendations have though and recommendations to increase existing allocations, but no original policies have been put forth from this committee to the council. Additionally, to my knowledge, all RFPs and funding allocations have started as policy ideas referred TO the committee, not FROM it. MAKES RECOMMENDATIONS TO THE Mayor/Supervisor OF COMMUNITY SERVICES RE: BUDGET FOR COMMUNITY SERVICES & HUMAN

SERVICES PURCHASED BY THE CITY FROM PRIVATE NON-PROFIT AGENCIES This is the one part of the mission that the committee achieves. RFPs dominate the agendas and funding calendars are the impetus for calling meetings. I would venture to guess that committee members understand this is their primary role on the committee. There is no need to list the agenda items related to RFPs here, but it makes up the majority of meeting agendas, spanning services from peer support to building neighborhood centers. However, it should be noted, CSC is mostly making recommendations for how to allocate funds, not for increasing funds. This does happen in increments of around \$50,000 - \$100,000 at a time, and usually only when funding competitions get contentious and agencies advocate to council and committee members for more money to avoid funding cuts when competing with other agencies. But from what I am able to see from the past 3+ years, the CSC committee has not originated a budget request for new or substantially more money. Perhaps this is not the committee's primary role to produce original recommendations, but if recommendations that originate from the CSC are meant to be part of the mission of the committee, much work and education needs to be done to get there.

STIMULATE COORDINATED INTER-COMMUNITY/ INTRA-COMMUNITY PLANNING FOR DELIVERY OF HUMAN SERVICES What does inter- or intra-community planning mean? I'm sure the committee members have no idea and would have 14 different interpretations if they did. This does not happen in a broad sense. In some ways this is encouraged in the ways RFPs are framed, which causes the applicants to increase their level of coordination. Consideration of alignment with other funders' is taken into account, but there is no evidence from the last 3+ years of agendas that the CSC has ever engaged planning activities for the delivery of human services at all, let alone planning that could be considered inter- or intra-community planning. FCI does lay out a framework but again, this was with existing funding buckets, and not at all to be misunderstood as a community plan for service delivery. Not a single agenda includes planning activities or engagement with the County and other funders/providers, or plans to engage the community in planning for human service delivery. There was a presentation about community schools at one meeting and a Senior Coalition presentation, but these seem to be ad hoc events not tied into a larger strategy if my interpretation is correct. CDD does support planning councils around the city in collaboration with the Planning department. There was one agenda item discussing the dissolution of the Eastside Planning Council contract. These councils have not presented to the committee between 2016-2019 and their planning activities have not directly impacted the planning of human service delivery RFPs, that I am aware of. I am sure there is some intersection at a higher level. But work by planning councils are not referred to directly in the crafting of an RFP or in funding decisions. RFPs which typically include limited stakeholder and community engagement, do create a framework and a plan for how to spend those specific funds but it must be remembered that each RFP funds a handful of agencies and sometimes to the tune \$9,000-\$12,000 per agency. Similar to "investigating new methods" (above), I'm not sure how a committee of this make up would have the time or capacity to engage such planning, The limited resources with which we fund these services and the diffuseness of how they are distributed make the idea of creating a "plan" seem out of scale and not at all appropriate considering the scale of the need – which is probably why the committee doesn't do it. The committee has not had any visits or reports from other entities with which planning human services would be appropriate either, such as Dane County or the United Way. This begs the question, if the CSC is not creating plans for human service delivery, what bigger picture plan are we following? It seems that each RFP is treated in isolation, and whatever plans they contain are self-contained and often (not always) created with

little or no background information about what other community investments are being made in that area. For an incredibly hypothetical example: If CSC had \$500,000 allocated to support apple picking orchards, the plan for that RFP would likely attempt to support farms in all quadrants of the city, produce a wide variety of apples, support farms owned by people of color, and farms that utilize sustainable practices, and align reporting requirements with other funders. Questions that probably wouldn't be asked are: Where are more apple farms specifically needed and what data are we using to assess the need? Are there certain neighborhood vitality or economic development goals and/or funding that could be aligned with in those geographic areas which could maximize our investment? How should County investment in apple farms impact our funding decisions? Could the City maximize its investment by purchasing a shared services infrastructure for all apple farms instead of issuing small grants for operations support to each? This type of planning takes a different orientation, whereas current "planning" around human service delivery in the context of RFPs assumes finite resources and does not ask questions of scope, scale and impact to inform how to spend them. It should be noted that staff work very hard to align with our corresponding funding partners to promote strategic impact of our funding, and we evaluate our funding recommendations by what we know of needs and service availability to different cultural and geographic communities. But even this is not rooted in deep analysis of data derived from anything but mostly service reports from our own contracts and personal knowledge of what is happening around the community. Exceptions would be areas where there is easily accessible data - like certain school district data that encompasses virtually all youth in Madison, or projects with a specific focus on data collection like the Northside Safe and Thriving Initiative. Generally speaking, staff efforts are not directed by any Division, Committee, Council or Mayoral strategic planning of services either - alignment is build it as you go, as you see which things align with the RFP while you are working on it, and who is willing to collaborate. There are not standardized lenses through which we evaluate the impact of service delivery such as scope of need, total investment from all funders, etc.

SEEKS WAYS TO INVOLVE CITIZENS IN ASSESSMENT OF HUMAN SERVICE NEEDS This only happens in the context of limited engagement around RFP concept papers, which have usually already determined priorities for services. Focus groups were also a part of the Day Jobs report. No agenda from 2016-2018 includes a report or plan for engaging citizens around the assessment of human service needs. Again, if the CSC does not have the ability to meet the needs and can only grow its many and diffuse funding pots incrementally, what would the point be of engaging the community in assessing needs that outscale our resources - unless they were undertaking much more intentional planning with the County as the primary human service provider for Madison, or engaging other agencies in that planning such as the Early Childcare and Education Committee, Metro or Public Health.

COOPERATE WITH PLAN COMM & DEPT. OF PLNG & CMNTY & ECON DEVEL In agendas from 2016-2018, I did not find a single report or action item relevant to Planning or Economic Development, except the inclusion of the Darbo-Worthington Neighborhood Plan. Staff engage in ad hoc activities that seek to align with these divisions, and often include staff members from planning in EOP funding discussions, but there is no evidence in agendas of a committee level conversation happening about the intersection of the work of these agencies on an implementation or policy level that I am aware of. This seems to be a huge missed opportunity - but again, how could a committee tasked with overseeing over 15 RFPs have the time or capacity to engage this discussion, or even understand what these other divisions are about? Neighborhood plans are not usually referred to directly to inform specific RFPs.

SEEK TO IMPROVE ACCESSIBILITY OF HUMAN SERVICES TO CITIZENS WHO

HAVE LANGUAGE/OTHER BARRIERS. This priority is somewhat reflected in RFPs and considered in funding decisions, and a very small amount of funds go to supporting a handful of agencies whose express missions are to increase access to human services for those with language and other barriers. Priority is always given in scoring processes for agencies that are led by and serve members of marginalized populations. But there is no 1) Analysis of the language/other barriers to services at a community-wide scale, 2) Plan (inter-, intra-community or otherwise) to specifically address those needs. 3.) Concrete expectations, benchmarks, standards, definitions of how to address language barriers. The work that that has been done around language access by the council was not born out of this committee and is in reference to city services, not outside human services. But again, how could this committee have the capacity to research and create such a strategy to address these barriers and implement it? It makes small goals to address barriers when they are referred to the committee like maintaining services for Hmong seniors with the closing of Kajsiab House, or figuring out how to serve the youth at Tree Lane. But these are almost always emergency, crisis responses to get newly allocated resources out the door for pressing needs with high profile public implications. In one RFP applicant presentation meeting I witnessed a committee member asked almost every single presenter if they provided services in Spanish. I thought this was an incredibly short-sighted and meager attempt to try to address the need for language access. If the committee member was concerned with access to that particular service in Spanish, why were they not asking staff for community-wide data about the availability of that service in Spanish, using that information to assess the need for these services, and advocating for setting a goal for a targeted increase in that Spanish service to be funded by this RFP? Asking a handful of agencies who chose to reply to the RFP -- which mentioned but did not specify concrete requirements for language access -- whether they have bilingual staff is a very reactive and limited strategy for increasing language-access. What this results in is funding recommendations that check off language access as accounted for if there are at least a few things being funded that are bilingual or bilingual staff are mentioned. There is no analysis of scale of need/scope of services being proposed/scope of services currently being funded in the community/language access standards/ratio of funding to prioritize for this, etc. Similar things could be said of "other barriers" to accessing services, this needs to be more clearly defined. For example, the committee does not do work to specifically address or create awareness around transportation barriers apart from a \$84,000 award to the YWCA for Drivers License Recovery and vanpool ride to work services. The committee could be doing much more to strategically address transportation and other barriers at a systems level. A few dollars here and there to pay for rides, or fund referrals to already limited mental health services, or other band-aids for different barriers that we partially fund are - again - so diffuse and limited in their scope, that they do not roll up into larger goals or vision. And as in every other area of the mission, I'm not sure how this committee would have the capacity in its current structure to do the needed planning, data analysis and evaluating required. It seems like we have to fund a little bit of everything whether it is the most effective strategy for a healthy and prosperous community or if it makes any significant dent in meeting the need it tries to address. The funding that goes out of CSC is chopped up so many ways that it seems like the role of the committee is to help the council and the mayor be able to say, "See, we fund that, it's a priority!," which they get to do whether that funding is \$10,000 or \$10,000,000 and whether any outcomes come from the funding or not.

I do not receive communication from the BCC's to determine effectiveness. It would be nice to have a communication mechanism with supervisors.

see comments under question #1.

Again this has varied over time with months if not years of ineffectiveness, but currently it is effective.

It's effectiveness comes and goes with depending on the committee members and the chair

Projects presented can be highly complex. Some/most Committee members don't always/usually read the packet.

The current board members are qualified and engaged in the mission

This is hard because as a division I do not feel we have a clear mission or vision, therefore it is hard to measure the effectiveness based on mission, see comments above. The committee and staff are working, but it is not based on a mission

There is a desire to take action but everytime someone wants to take action, it gets pushed to the next meeting to "collect more information"

The BCC that I staff is cancelled or can't meet due to quorum issues about 50% of the time. The Committee has no authority and lacks a clear role.

Effective may not be the word I would use, but we are on point when it comes to following our mission. We are effective in that sense, yes, but effective when it comes to crafting legislation or steering public debate on topics, I would say we are not.

For the most part, it is effective. Time is wasted, however, in undisciplined discussion.

Some are, some are not.

I manage two BCCs - one is effective ("Agree"), the other not so much ("Disagree").

Again, they don't have a mission, they have duties according to ordinance. I think they are fairly effective

I often feel the committee is more like an afterschool club. The members have similar interests and support the general cause, but they don't actually accomplish much of anything. They receive a lot of information but don't know what to do with that information or how to move ideas forward.

The members of the SMC are doing very very well

Same as above comment.

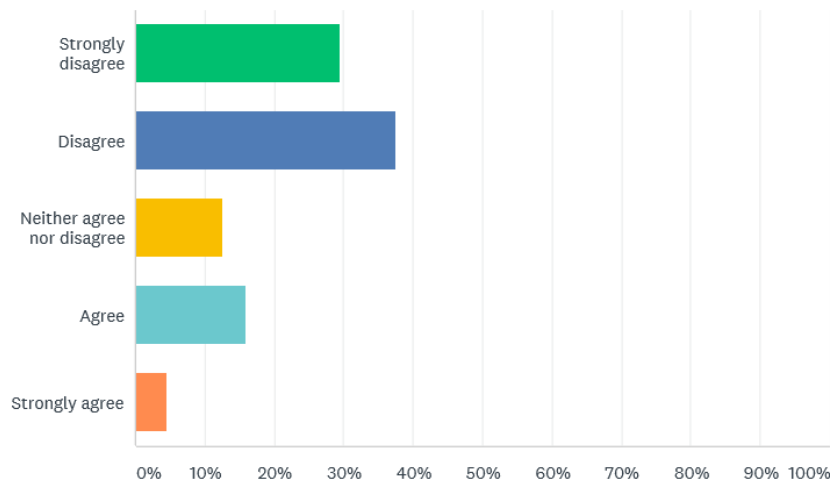
My BCC is focused on policy and they do excellent work of addressing those needs and maintaining support of the mission and vision of the department.

Due to frequent inability to reach quorum and parochial interests on the part of the committee members, the committee fell short of carrying out its responsibilities.

We have an exemplary Board of Review, however, are limited in who we can attract to serve due to limit on financial reimbursement cap and statutory requirements for service. This does impact results.

Q5. I have felt pressure from outside of my department to make decisions or take actions with respect to my role on the BCC that I did not agree with.

Answered: 88. Skipped: 2



ANSWER CHOICES	RESPONSES
Strongly disagree	29.55% 26
Disagree	37.50% 33
Neither agree nor disagree	12.50% 11
Agree	15.91% 14
Strongly agree	4.55% 4
TOTAL	88

[Comments \(7\)](#)

This may not be directly related to committees but I think similar issues arise in that setting... On a few occasions I have been asked by an alder to give an update about work that was still in process and not yet ready for public consumption. These are difficult moments to navigate because while it is encouraging that alders are involved and engaged, their role in collaborative

groups that include community members, and how staff should engage alders in those settings is ambiguous. I have not felt comfortable correcting misinformation from alders, as this seems like it would be insubordinate. I have heard alders refer to the body of Alders as the staff's 'boss.' Is this true? If so, in what sense? I also was informed by a member of the former mayor's office during a funding process that an applicant, a long-time CDD funding recipient from an established organization, was concerned about their future funding. I wasn't sure what I was supposed to do with this information - the organization chose not attend either application workshop or ask directly for technical support despite several one-on-one meetings over the course of the RFP. I felt as though I might be being asked to apply a positive bias toward that organization.

Twice in two decades. Nonetheless, the BCC did not feel pressured or obligated in their decision-making.

There have been many times when I have been directed or pressured to take actions or write reports that I did not agree with and did not support.

There have been things I have been encouraged not to bring to them.

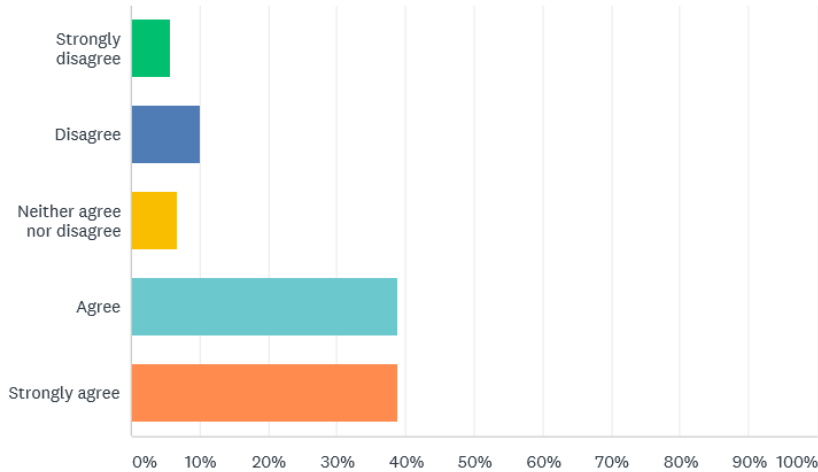
I have questioned some decisions made in terms of consistency, and whether members understood the content or context of their decisions

I work in the city attorney's office and hard to think of when or how this would occur with respect to my role advising the BCC

Sometimes undue pressure or input into committee workings is applied by council members. This sometimes results in them undoing the good work of staff and committees in order to fund their favorite project.

Q6. I always feel physically and emotionally safe at the meetings of my BCC.

Answered: 90. Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly disagree	5.56% 5
Disagree	10.00% 9
Neither agree nor disagree	6.67% 6
Agree	38.89% 35
Strongly agree	38.89% 35
TOTAL	90

[Comments \(13\)](#)

No. Absolutely not. Guidelines for appropriate communication have recently been developed and adopted precisely because so much conflict has arisen at recent committee meetings. Things may be getting better, but committee chairs need more training about how to manage a meeting and effectively diffuse conflict. Many accusations against staff and misinformation about staff have been stated in public comment periods at many different committee meetings. I have witnessed several of these and seen the fallout affect myself and other coworkers. There has often been no response to correct misinformation or address character attacks on staff in the moment or afterward. Instead it sometimes seem that committee members and/or alders use the opportunity to set themselves up as the champions who will fix the perceived harms perpetrated by the staff. There is often media present as well. This culture ensures certain tropes about local government staff will continue to thrive: Be quiet, keep your head down, don't take risks. But much more importantly, these frequent eruptions of conflict are symptomatic of deep pain, trauma, and centuries of pent up frustration and legitimate anger from communities who have been shut out of power. I propose the whole structure of public engagement at public meetings be re-examined through an equity lens. Perhaps a more constructive model besides 3 minute public comment can evolve. When I think about this question in light of our committee's lack of overarching strategy for our investments, I feel two things: 1. Our lack of a guiding vision for our investments is

effectively masking community members' legitimate anger about centuries of oppression and how those systems could be changed and redirecting the conversation to become a fight over funding scraps; and 2. City staff who are regularly involved in these conflicts, over time, in some ways, give up on transformative change and begin to buy in to a form of incrementalism that prioritizes lack of conflict and the path of least resistance.

I have been treated discourteously and disrespectfully by some BCC members over the years. A former BCC chair made veiled threats to me shortly after I started, talking about how he was instrumental in having past staff fired and how important it was to stay on his good side. At a couple of BCC meetings in the past year, a former alder's behavior toward me was borderline abusive. Though several people came to me after the meetings to apologize on his behalf, which was somewhat reassuring because it confirmed how out of line this behavior was, no one ever stood up for me and of course there were no consequences for the alder.

I don't really want to discuss this in the comment section of a survey. But understanding appropriate treatment of City staff is extremely important for anyone on a board or committee. We are all professionals and should be treated respectfully.

At one point there was an unwell/aggressive person on my Commission that frequently made me feel emotionally unsafe, but she eventually resigned.

Staff have been the target of personal attacks by public committee members and alders

The BCC that oversees much of the work that I do (different than the BCC that I staff) often has very contentious public comment. It is not uncommon for City staff (including me) to be called out by name and be accused of misdeeds, racism or lack of competence. The level of emotion from some of the speakers and the audience yelling out during testimony and discussion often feels intimidating.

I have been at meetings in which the public have gotten heated and contentious.

there have been times when I am put on the spot or challenged in a way that is uncomfortable or inappropriate, but that is also part of the job

I don't personally attend the meetings.

I don't attend the meetings

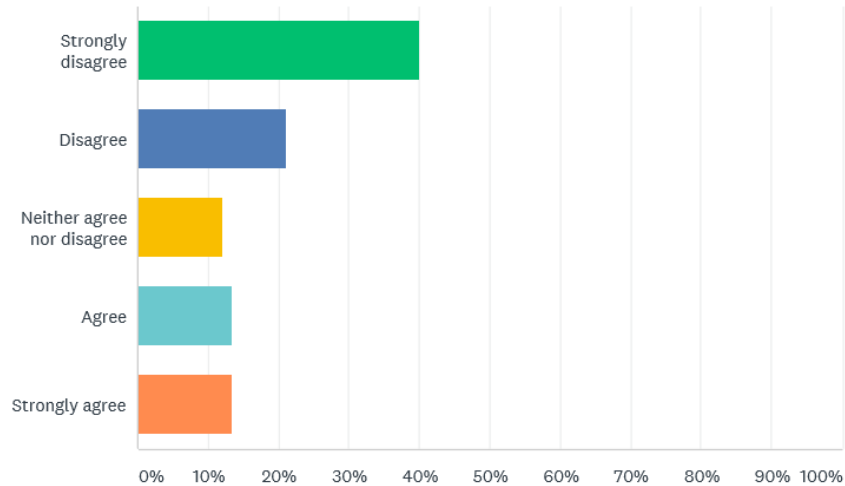
I have a good committee. However, I know several colleagues feel emotionally harmed by committee members (mainly alders) and members of the public who can say some pretty hurtful things at times.

We undertook a security review of our Board of Review process and have implemented suggestions from MPD to increase security. This was based on an interaction in which I felt uncomfortable on behalf of city staff and Board members.

The public comments and personal attacks can be brutal.

Q7. I feel my BCC could be eliminated or combined with another BCC without negative impacts on services.

Answered: 90. Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly disagree	40.00% 36
Disagree	21.11% 19
Neither agree nor disagree	12.22% 11
Agree	13.33% 12
Strongly agree	13.33% 12
TOTAL	90

[Comments \(19\)](#)

No, quite the opposite. It has too many things on its plate to be effective as it is. It depends.

This is two separate questions either eliminated or combined with another?

Required by ordinance/statute

My division's Committee(s) should be a stand alone committee due to all the work, but the vision and mission needs to be better defined.

The BCC that I staff is cancelled or can't meet due to quorum issues about 50% of the time. The Committee has no authority and lacks a clear role.

This survey is supposed to be anonymous. Answering would be a tell.

I would combine the Solid Waste Advisory Committee, the Committee on the Environment, and the Sustainable Madison Committee into one group. The topics covered by the CoE and SWAC could be work groups of the larger Sustainable Madison Committee.

CDBG and CSC Committees could combine. Education Committee could be eliminated.

I advise 3 different BCCs. all 3 serve very specific functions. One of them, the Committee on Sweatfree Purchases, could probably be made a subcommittee of some other body, but it's hard to know which committee would have the expertise.... Finance is made up of all alders and the sweatfree committee is mostly residents including some that represent a specific constituency

Our Dept's related BCC's were reorganized, eliminated or combined last year to great effect.

COE looked at combining with SMC last year, but determined they had different missions. Legislation that is referred to COE is often also referred to SMC as well as other committees. COE is not producing any new policy or legislation, so I feel their "contributions" to the City are redundant to what other committees are doing.

I don't know enough about what my BCC does to give input.

The Committee I staff is already the result of a recent consolidation - that consolidation was needed, and I would say that the combined body is more efficient and effective than either of the individual bodies were before consolidation.

Mine is fine but there are several that could be eliminated (education committee) or combined (community services and CDBG)

The committee I staffed was combined with another committee last year. The committee could have had a more effective role had there been a sufficient number of people willing to volunteer and serve on the committee, however despite repeated efforts we were unable to get enough people to serve on the committee.

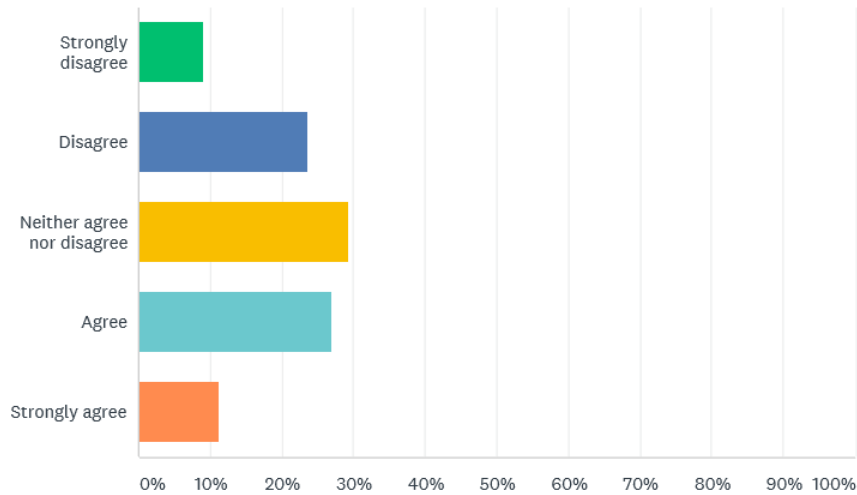
COE or Sustainability.

There is clear overlap with some other committees, so they could potentially be combined

Commission on the Environment and Sustainable Madison Committee could be combined

Q8. I received adequate training for my role in supporting the BCC.

Answered: 89. Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly disagree	8.99% 8
Disagree	23.60% 21
Neither agree nor disagree	29.21% 26
Agree	26.97% 24
Strongly agree	11.24% 10
TOTAL	89

[Comments \(19\)](#)

There was no actual training. Briefs about reports to give. No guidelines or expectations of committee or staff roles apart from not speaking unless asked a direct question, or giving a report the agenda.

I am uncertain what training my staff has received to support BCC's.

The training was piecemeal--Legistar training was immediate but I didn't get committee staff training from the attorney's office for months. I am very grateful to Marsha Hacker, Lisa Veldran, and Maribeth Witzel-Behl who I was calling often with questions and issues. Now a lot more information is available online for committee staff which is great.

My ability to understand the mission and staff my board came over time. Better training for me, the board members and chair would have made us more effective at an earlier time. As a new employee, I did not have a good understanding of the roles and process.

Similar to the "mission question" above - I am comfortable with my training and support for one of the committees I serve, but not the second one.

the legistar training from the clerk's office is just enough to know how to navigate it but now how to appropriately add files, create agendas, and keep minutes. There was no information from the previous person who filled this position so I just had to dive in. There was no training

I do not believe I will ever be an expert in the Roberts Rules of Order to steer these meetings, but as far as being a subject matter expert, I believe I know about as much as would be reasonable to expect (though perhaps some deeper knowledge of state and federal laws on my topics would be beneficial)

I sort of fell into the job but because I'm a city attorney and I was able to figure it out. My observation has been that other city staff who are assigned to staff a BCC are NOT usually given a lot of training and seem to have to learn on the job and as a result, they ask me all of their questions and then I am spending a lot of time trying to help them learn how to staff a committee

There is little to no training on the legislative process beyond just attending committee meetings. I know who to ask when I have questions, though.

Not sure this is the case with other committees

My training all came from a co-worker who also supports a BCC - I didn't find the standard Legistar training to be very helpful.

I learned almost everything I know through my own research and asking questions from other BCC representatives.

It was a bit of learn-as-you-go, supplemented by seeking out existing City trainings on things like Roberts' Rules and open meetings law. A more formal training for those staffing BCCs may be appropriate, perhaps similar to the leadership series (though the number of hours probably wouldn't need to be nearly as much). One of those classes should be hands-on training on Legistar (which, incidentally, feels like a 90s-era program that is long overdue for an update to make it more user-friendly).

When I took over this role from my predecessor she taught me what she knew of Legistar, however, most of what she knew was wrong, and it took me the first year or so to figure out (by trial and error) what I was doing. Now I know the system, but back then I would have loved an in depth training on how to use legistar with regards to my committee and my agency. The department head and supporting senior managers do not realize the complexities involved in the legistar process. ESPECIALLY when it comes to resolutions for the common council. The will come to me with information so late in the game that I'm getting yelled at by finance (that's another story) for missing deadlines that I didn't know or that I couldn't help despite knowing. So I feel like education on that process for the higher ups would be helpful too.

More training in person upfront is needed at the beginning about how to run committee meetings because chairs don't always understand robert's rules of order and then look to staff to know how to proceed.

When I first stepped on to take over, I did not have adequate training. This is one downfall the City has with any new people stepping in. I scheduled training with folks from the Clerks office and Common Council Office well after I took over. While these training's had a lot of information, I still felt I needed more.

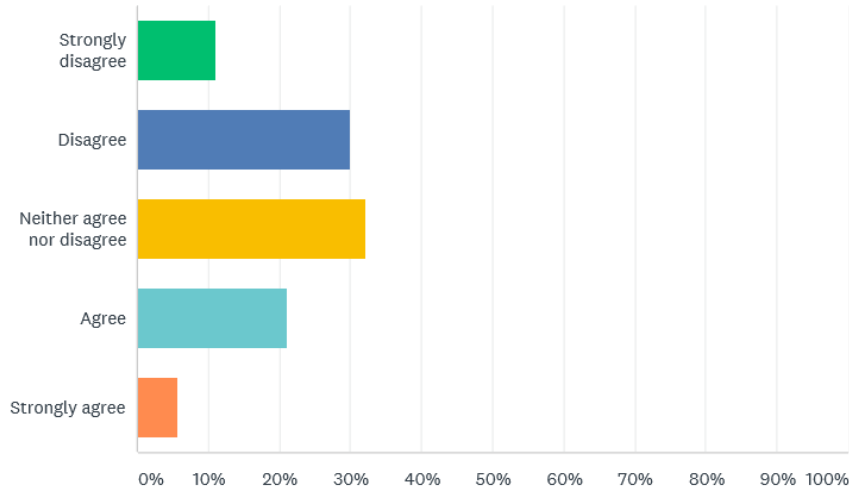
I create the training as I am on the state committee for BOR training. So, this answer is not related to the City rather my knowledge and experience. This is as it should be...the expectations for the City Assessor should be set at this level. This City Assessor should provide this support and training rather than the other way around. I hope this makes sense!

No training on Roberts Rules. I've picked up a bit over time but not overly comfortable.

There is no formal training on how to manage a committee as staff

Q9 My BCC members received adequate training for their role in the BCC.

Answered: 90. Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly disagree	11.11% 10
Disagree	30.00% 27
Neither agree nor disagree	32.22% 29
Agree	21.11% 19
Strongly agree	5.56% 5
TOTAL	90

[Comments \(21\)](#)

No. The committee at any given time is made up of people who may or may not have subject knowledge expertise. The areas of service for which the committee is responsible are so vast (and continually increasing) that I'm not even sure that this is possible. And staff who are also scrambling to keep up with the constant onslaught of new RFPs, do not have the time to invest in creating high quality training for committee members. For reference, in the last 2 years the OCS has been tasked with creating or contributing significantly to at least 7 new RFPs - probably more. The CDBG unit has taken on 2 new RFPs in that time.

Most BCC members do not seem to understand the distinction between staff responsibilities and BCC responsibilities. Over the years we always have some board members who want to micro-manage everything. We have also had board members with an adversarial and distrustful attitude toward staff, which makes it very difficult for the board to be effective.

This required training was driven by state statute. Only the minimum was met for years by my BCC. Going forward, due to positive changes within my Agency, we are exceeding the required training, resulting in better educated BCC members.

We plan to improve the on-boarding of new board members this year.

There is actually a group working on this now (for this new-ish commission) to make sure adequate training of members takes place.

We as staff can continue to improve the orientation.

Increasingly I see the need for a training on maintaining or facilitating respectful discussion in public meetings

I'm not aware of any training received by members.

I do not believe they have been trained at all. They are concerned citizens who want to be involved, but few have had any formal training.

A lot of new members that have an interest in the subject at hand, but need a better grounding on what the BCC is intended to do and its responsibilities.

Again, I would say "Agree" for one BCC and "Disagree" for the other.

I'm not familiar with the committee member training opportunities but I have certainly seen at least some who don't know what they are doing

New members have little or no knowledge of the legislative or committee approval process. I provide information regarding the mission of the committee to new members and advertise annual training on Roberts Rules.

I think the committee members do very well.

I don't know. I've inherited most of my committee members. While I've tried to introduce new members to the committee's mission, I am not aware of any comprehensive "welcome to a City committee" trainings that I could point them to. Some kind of concise web video that's <1 hour would be great.

I don't know if it's adequate, I feel like the individual member would need to comment on this, however we do our best.

With the exception of chairs who aren't provided extra training when they should be on running meetings.

There is always room for constant improvement in this area. I feel we provide adequate on-boarding but it could be better.

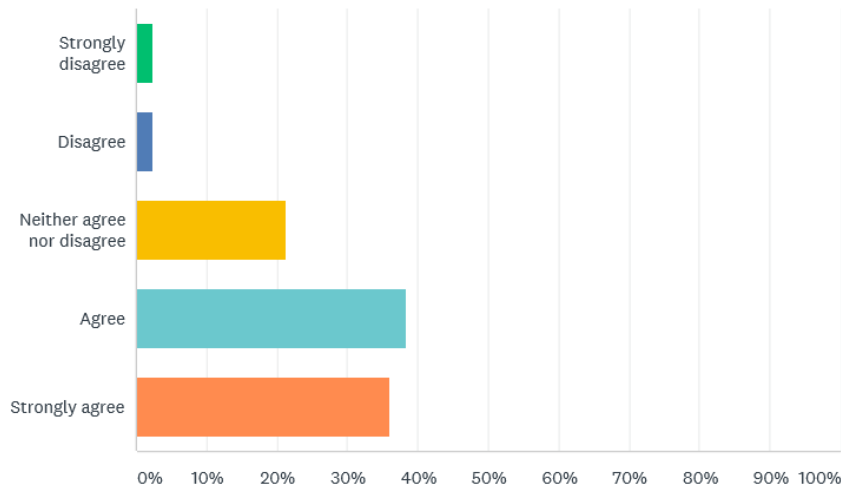
It would have been helpful for the committee members to have an orientation regarding how the committee operated and their role in it. Committee members frequently did not understand Robert's Rules of Order and how to conduct meetings, including the chair of the committee.

Any inadequacy stems from what is provided on the state level not the City.

No formal training

Q10. My BCC Chair is a positive attribute for the BCC.

Answered: 89. Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly disagree	2.25% 2
Disagree	2.25% 2
Neither agree nor disagree	21.35% 19
Agree	38.20% 34
Strongly agree	35.96% 32
TOTAL	89

[Comments \(15\)](#)

Not sure. There have been a few.

I've worked at least four Board Chairs and they have varied greatly in their contribution and leadership.

We've been fortunate to have strong chairs for many years.

See comments in # 9.

Chair is very adept at process, meeting management and follows up on tasks that they agreed to assist with. Can be overzealous on projects and topics that are interest areas with sometimes skewed impacts re: staff time and priorities to those projects. But overall a very good BCC chair.

Currently, my committee is without a chair.

Varying levels of skill and experience facilitating meetings. Training needed

Enthusiastic but chatty.

I would say "Strongly Agree" for one BCC and "Strongly Disagree" for the other.

The VOC chair is very good.

I've been with the committee for 3 years and we've had 3 different chairs and will be getting a new chair for year #4 as well. The chairs have had positive attitudes but lack leadership skills to come up with goals and direction.

The Chair of the SMC is awesome!

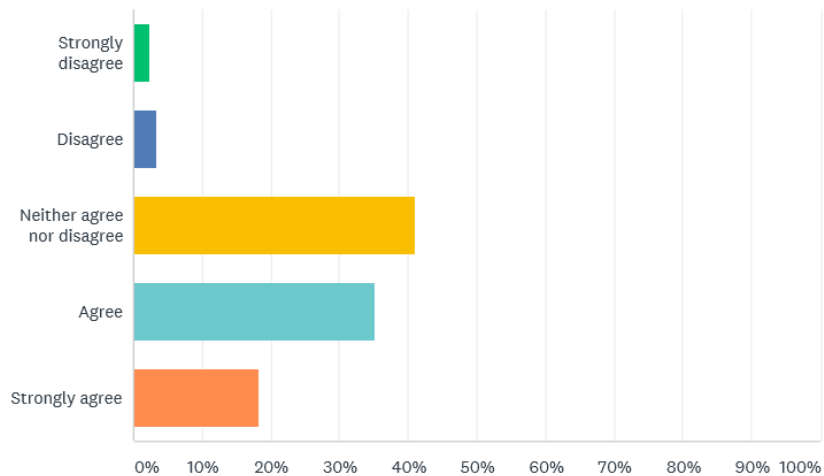
Solid leadership

Committee chairs frequently did not understand how Robert's Rules of Order worked, nor did they appreciate the responsibilities and authority that had been granted to the committee.

We have the best Board Chair ever!

Q11. Alders on my BCC are positive attributes for the BCC.

Answered: 88. Skipped: 2



ANSWER CHOICES	RESPONSES
Strongly disagree	2.27% 2
Disagree	3.41% 3
Neither agree nor disagree	40.91% 36
Agree	35.23% 31
Strongly agree	18.18% 16
TOTAL	88

[Comments \(27\)](#)

Not sure. The CSC tends to be the catch all for issues or agendas that individual council members or the mayor want to support. They don't usually ask big picture questions about the scale of need, alignment with existing goals/investments or how to measure impact to inform decision making. It seems that sometimes what is most important is that we fund the right issues and organizations regardless of whether the dollar amounts or program models promise to make a significant impact on the communities they want to serve.

This really depends on the alder--some have been very positive attributes but this was because of who they were, not their role as an alder. The one benefit that is unique to alders is that they can sponsor resolutions/legislation and advocate on the board's behalf at the Council. But if the alder is not engaged, or does not have a good working relationship with the board or staff, then this benefit is negated.

I've worked with a variety of alders on my Board and their contributions have varied greatly. I believe the Alders are over committed on the number of BCCs on which they serve and it prevents some from participating fully in all of the BCCs on which they serve.

Some yes. Some no. Some attendance issues. Least favorite situation is an alder asking basic questions covered in the materials demonstrating low level of preparedness for meeting.

There are no alders.

I really depends on the alder. We're all in this together, trying to do what's best for the City. Sometimes it seems like that gets lost.

NA

Will find out soon who they are.

They also come with their agendas, but positive to move the work forward.

Alders have a great deal of influence.

One Alder has been to less than a handful of meetings. The other seldom speaks.

The alder assigned to my committee hadn't attended a meeting in about a year.

No alders on the committee I support.

Not sure if that remains to be true after the election.

My Committee does not include Alders

they provide institutional knowledge and procedural knowledge can can act as a resource for other members who don't know as much about procedure, etc. however it can be disruptive or cause delay when they are late for meetings or miss an important meeting due to overlapping committee obligations or other city business. or other reasons.

depends on the topic and the alder and when the meeting is

When they're not too busy and have the time to make it to the meeting, it's great to have them there, but Alders get assigned to so many committees that I know it can be tough to make all of them. I think that's one reason why having fewer, more concentrated committees is important.

Doesn't really show much interest in the committee. I've had better in the past.

Not always

There are some attendance issues at times, but the alder is very supportive of our work.

There were no Alders as regular members of the committee.

Not applicable.

Has never been to a single meeting in the 14 months I have been in my position.

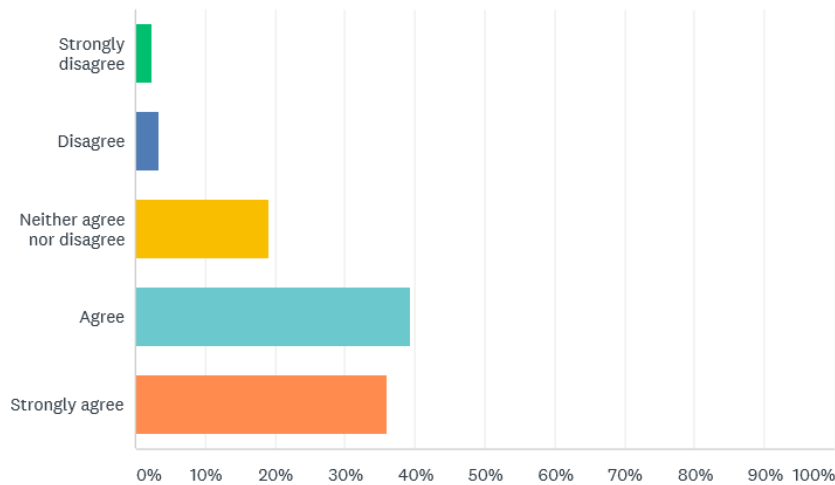
It is a mix, some Alders have very low attendance making quorum difficult

no alders on our board which is fine

Although on occasion, NIMBY or district thoughts can over ride city-wide interests.

Q12. Resident members are a positive attribute for my BCC.

Answered: 89. Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly disagree	2.25% 2
Disagree	3.37% 3
Neither agree nor disagree	19.10% 17
Agree	39.33% 35
Strongly agree	35.96% 32
TOTAL	89

[Comments \(13\)](#)

In some ways, yes, I think they are. Some have brought lived experience to the discussions, many subject matter expertise. Whether alders or residents, many of the committee members do not have adequate subject matter knowledge to make such significant decisions, nor do they invest the time to learn what is needed. It's often clear that they did not read, or maybe understand, the RFPs, and have not read the applications, and/or do not agree with the scoring rubrics which they themselves approved.

I only wish the board had more (or any) people of color and low-income members. But the nature of service on a BCC excludes many people with time and transportation constraints.

Mostly yes. Many don't actively engage. Hard to tell if they agree with staff recommendations or are unprepared.

See comments on # 9.

NA

However it would be even better if we actually had people in our committee that are directly impacted, not just people of color who "are the voice" but do not use any of the services that are discussed or funded.

But need to have some awareness of subject matter

No residents on the committee I support.

The members have similar interests and support the general mission, but they don't actually accomplish much of anything. They receive a lot of information but don't know what to do with that information or how to move ideas forward.

members of SMC are amazing

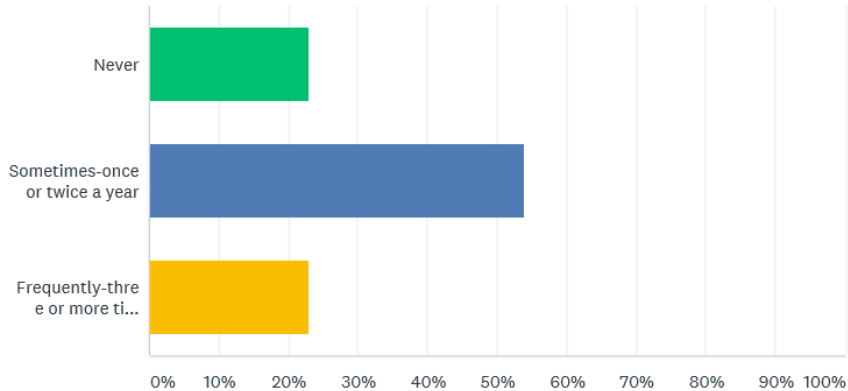
We need this input from a community perspective.

It was very difficult to find residents willing to volunteer, and more difficult to find residents that understood how committees operate.

Resident members on my committees are issue experts, bringing outside knowledge staff does not have

Q13. My BCC has difficulty meeting quorum

Answered: 87. Skipped: 3



ANSWER CHOICES	RESPONSES
▼ Never	22.99% 20
▼ Sometimes-once or twice a year	54.02% 47
▼ Frequently-three or more times a year	22.99% 20
TOTAL	87

[Comments \(17\)](#)

Probably quarterly.

I am unsure.

Keeping the appointments filled has helped

Depending on the makeup of the Commission. We recently had chronic problems. New members who take their responsibilities more seriously improved the situation.

Once in a while we come close to not meeting but I don't recall having to cancel a meeting since I have been supporting the BCC

The BCC that I staff is cancelled or can't meet due to quorum issues about 50% of the time.

This may be a problem that is no longer relevant. I have a good group now of people who can regularly make the meetings and are engaged. The trouble is that we do not often have what I feel are enough topics to require these thoughtful and engaged residents battle rush hour traffic to get to our meeting location.

Should be easier in the coming months.

this is true for the sweatfree committee

we have three alternates and that helps a lot

The consolidation of two committees into one has greatly improved quorum challenges, which were frequent on the two "retired" committees. The new consolidated committee has not had any quorum issues thus far.

I can't say never, but once every couple of years maybe.

A lot of last minute things coming up and we have to wait until the last minute to hope that everyone shows up who has committed to being present.

Not exactly Never. We did not meet quorum one time in the last 7 years.

In one year, we cancelled approximately 9 of 12 meetings due to lack of quorum.

This is a quasi-judicial body that could not function without a quorum, meaning due process issues would arise if this were to occur.

Although we also cancel 2-3 meetings a year due to lack of topics

Q14 If I could change one thing about my BCC it would be.....

Answered: 60 Skipped: 30

I would create a more clearly defined mission that is bigger than just administering RFPs, which can: 1.) guide education of committee members, 2.) Set performance benchmarks relative to that mission and establish evaluation measures and processes.

Meet regularly on pre-planned issues.

Better training from the City for incoming members, and clear expectations and accountability for behavior.

We are scheduled to meet monthly....I would think once every two months would be sufficient.

More members with subject matter expertise & more people impacted by the decisions.

enforcement of the items approved/not approved.

More required training and to have more of a voice in electing our BCC members, those more educated in the Agency and processes.

I do not have enough time to support the BCC to do meaningful work. If I or other staff could have more time allotted to explore/support the policies the the BCC could consider, it would be a more productive BCC. I just don't have the time to do my regular job plus support the BCC in a way that would be more productive and meaningful.

Make it larger

Greater resident involvement/engagement

n/a

I have a secondary role in providing support for my BCC. The primary support staff person has a lot of work due to this BCC (it meets twice a month.) I wish there were a better way to work share so the primary support staff isn't overwhelmed with work.

I would just emphasize my comment above about respectful, professional and appropriate treatment of city staff. Supporting a board of committee should not be a source of emotional stress.

The balance of power between staff and BCC members. I believe the power balance skews too heavily towards the BCC members with staff almost acting like an admin not a directional leader. The actual ability to approve programmatic and funding decisions is 100% in the hands of BCC members not staff, which I don't think is appropriate in certain instances.

Funding to send them for prof development conferences and to observe the things we support.

N/A

I think we need to start with the Vision and Mission in terms of impact on the City. Training on mission/vision, role as a member of a BCC, and be transparent about the impact the BCC has in the overall institution and how that transfers to residents; and our division leadership needs to see the value of the committee.

Merge with cdbg committee. Training on facilitation

Nothing comes to mind

I'm not sure that there are enough issues for them to tackle.

Better limits on the reach of its jurisdiction.

less frequent meetings.

time is used efficiently

Better participation by members. More consistent attendance and discussion.

that they took more responsibilities among themselves, like to establish quorum or do follow up emails

Mine is so new, I feel it is too early to comment.

Eliminate it

The meeting schedule.

Faster Appointments, Getting Mayor's office to manage their appointments

dissolve the committee

Nothing. It operates well and provides positive results.

To transition to electronic submittals for review rather than the mountains of paper we send out. We'd save so much money by having a surface for each member that they return to the City at the end of their term.

Frequency of the meetings. Monthly is a bit much for our topic I think. Or have it absorbed into one of the other existing committees.

Remind the chair to speak less often.

Meet less frequently.

Remove the residency requirement to serve on the committee

I'm not sure what would help the problematic BCC.

Adjust meeting calendar to meet more per year (maybe 16-18), and have 2 months off of meetings.

I advise a number of BCC's. this is too hard to answer. I advise a committee that is unique because it's all staff. If I could change one thing, I would do something to empower them to feel more comfortable speaking and debating the issues before them.

more alders on the committee

having better training for me and the members

Have everyone adequately trained in meeting procedure to make the admin side much easier!

More timeliness.

It has a few too many members, but that was a compromise made as part of the consolidation of two committees into one.

I hate losing tenured members, especially when it happens all at once, which it seems to on our board.

There wouldn't be as many seats that had required "types of people" to fill them.

More staff input on citizen members

Na

Nothing at the moment

Dedicated administrative support for minutes, agenda, communication with members, and coordinating follow up would be very helpful. Taking minutes at the meeting would allow me to more fully allow me to add my professional expertise to the discussion and not worry that I am taking thorough notes and capturing motions.

Combine it with another committee

To be able to spend more time with them one-on-one and respond to questions or explain our services better outside of a formal board setting.

The committee has been absorbed into another committee, which was about the best that could be hoped. It is unfortunate, though, that there is now less of a voice for persons with disabilities within the city due to the loss of the committee.

Higher compensation. It is a difficult task that is hugely impactful to the City in evaluating property assessments.

How it has to function under Roberts Rules.

End it

Smaller group

nothing

n/a

Meeting length can be too long at times.

Q15. If I could change one thing about the City's BCC structure it would be....

Showing 61 responses

Create more safeguards to prevent alders from pushing agendas that do not adequately line up with the goals or mission of committees or the city at large.

Mechanism for communication with supervisors to ensure best possible resource allocation and support provided.

Less BCC's

Expand member eligibility to Dane County.

The City has too many committees, and most of them have no independent authority. There really needs to be some consolidation and also a greater push for inclusion--there's a real lack of diversity on BCCs across multiple demographic categories.

I would reduce the number of BCC and have policy makers review and clarify each BCCs role.

I'd be interested to consider the pros & cons of having no or fewer Alders on BCC's.

No need for multiple BCC groups. They can combine

Not allowing me to provide refreshments to those serving our community in a volunteer capacity. Faster appointment process

provide additional support staff

See # 14.

Less BCCs, make them more meaningful.

Allow longer terms

Less committees overall

n/a

Fewer committees and committees with more diverse representation that I don't believe is possible with the current structure.

I don't know a lot about the BCC structure. It seems confusing, since there are a lot of committees, often with the same people. What about people who work 2nd shift? Or people with young kids? How do they get their voices heard? The City tends to lean heavily on meetings, so you end up with few diverse perspectives. There are so many ways to communicate and gather ideas and opinions right now. We probably need to start thinking about engagement in a different way.

There a few BCCs that need to be reminded that they cannot demand so much of City staff (not just those who are assigned to actually staff the BCC, but also other staff just trying to get their feedback on an agenda item). There are also many bullies on the the BCCs who try to control others and not let the rest of the public have their say in decision-making.

Remove ethics rule that says they cant accept free tickets. Then I would add requirement to grant that non-profit must provide 2 tickets to each thing we fund so commissioners could have a better first hand look at community impact.

N/A

I think we need to start with the Vision and Mission in terms of impact on the City. Training on mission/vision, role as a member of a BCC, and be transparent about the impact the BCC has in the overall institution and how that transfers to residents;

Fewer committees training on conflict management and facilitating

Eliminate committees that are not needed.

Condense the amount of committees. I would also recommend looking at the ROI of establishing committees that are only temporary - dealing with one issue (like TFOGS) - it might make it more appealing to residents that are short on time but interested in participating and sharing their voice in government participation but in a short period of time.

Eliminate or combine many of them.

Fewer committees.

nothing

Fewer subcommittees and taskforces. Utilize existing more effectively or combine resources/expertise.

Somehow reduced the overall number of committees, but I wouldn't want to be on the committee that does that.

Eliminate and/or consolidate

Too many levels for appointments

only have committees that actually have authority to take action or make recommendations to Council

Outside of the BCC I support, I seldom attend other BCCs. But when I do, it seems like city staff is left sitting and waiting until their agenda item. This is OK as long as there are others waiting for items. But, on several occasions, I have waited hours when no one else is waiting.

N/A

The city does no service to taxpayers when meetings go more than 2 hours. Residents who have a vested interest in participating and/or the outcome, and those making decisions should not expect a meeting to go until 9pm or later. People get weary, aren't thinking clearly and the time wasted is not beneficial.

I have no comment on this.

Increase economic diversity in membership.

If committees cannot meet quorum, let them die.

Remove the residency requirement to serve on the committee

reduce complexity and duplication... too many different highly specific committees exist.

make it easier to do stuff on Legistar

Dept heads should have a reasonable number of night meetings to attend each month.

there are committees that need to define their role better - and and then get better members/chairs.

training and development of members would be mandatory

I understand the necessity of have structured meetings (i.e. Robert's Rules) but do think that the format doesn't always support BCCs being at their most effective, or the public being engaged on decisions taking place. It all feels like a very top-down way of governing and pretty inaccessible as someone who doesn't know how the system works.

There are far too many committees. Some could be merged.

Fewer BCCs. There seem to be too many single-issue BCCs out there that all have to be staffed and have people appointed. Appointees are more likely to be found and participate if they have important things to do. Also: retire BCCs when they're done. Looking at a few random examples: Why is there still an "Allied Area Task Force" listed when there are 5 vacancies, an alder that's no longer an alder on the Task Force, and they haven't met since 2014? The "MATC Downtown Education Advisory Committee" is still shown as active, but has one member and no meetings that appear in its history. The "Committee on Sweatfree Purchases" meets a handful of times per year for very short agendas and hasn't posted minutes since early 2018 even though they have met 4 times.

Less ability for alders to override staff and review panel decisions on RFPs or other funding processes.

Fewer BCCs focused on very specific topics. The combination of the 3 transportation BCCs into 2 is a great start.

Less committees. Meetings during the day.

I'm not sure off hand.

Allowing staff to have more control over the agendas and meetings instead of just being paper pushers. Our professional expertise isn't always valued or wanted by SOME BCCs. It would help remove some of the politics that can sometimes drive priorities.

have fewer committees

Find a better way to recruit future members and have a way to better accommodate them so they could serve

Eliminate most city committees. These are a leftover, elitist institution and frequently exclude people of color and people who live in poverty. The city needs to rethink how it can serve its constituents in an equitable way. A good first step would be eliminating the committee structure for governance that has been so prevalent in Madison.

Statute driven...nothing we can change.

following Robert's Rules

Structure is fine

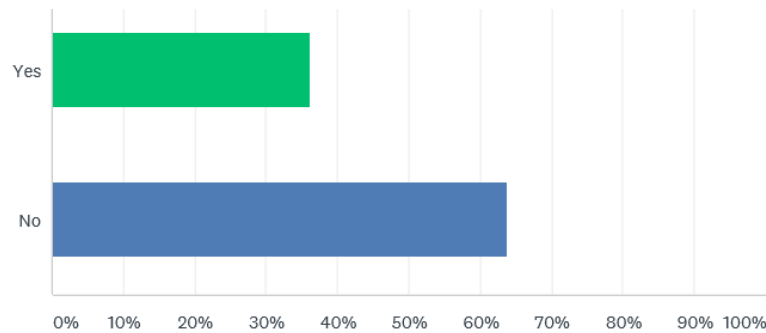
Far fewer committees, more residents that are issue experts

n/a

Number of committees seems too high with jurisdictional overlap

Q16. I would be willing to talk with the BCC Subcommittee.

Answered: 83. Skipped: 7



ANSWER CHOICES	RESPONSES
Yes	36.14% 30
No	63.86% 53
TOTAL	83

Yes - if my written comments above truly remain anonymous through that process.

Alia Stevenson, Organizational Development Manager, astevenson@cityofmadison.com

Gregg McManners, Executive Director Monona Terrace

I'm not primary BCC staff.

Ann Schroeder, aschroeder@cityofmadison.com, 608-267-4967

Amy Barrilleaux abarrilleaux@madisonwater.org Please note that I'm just a city employee with limited knowledge of the BCC structure. If there is an employee training on BCC structure, I'm not aware of it.

Karin Wolf, Madison Arts Program Administrator Kwolf@cityofmadison.com

hstouder@cityofmadison.com

Rob Phillips 266-4090 rphillips@cityofmadison.com

Sarah Edgerton, sedgerton@cityofmadison.com

Chuck Kamp 267.8777 ckamp@cityofmadison.com

Mary O'Donnell modonnell@cityofmadison.com

Mary Lloyd 608-261-9668 mlloyd@cityofmadison.com. I currently support the CARs Committee. Centralized Automobile Regulating Systems.

Crystal Martin 608-267-8780 cmartin@cityofmadison.com

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Sally Jo Spaeni 608-267-8652

Ben Zellers: bzellers@cityofmadison.com, 266-4866.

Greg Mickells, Library Director, Madison Public Library gmickells@madisonpubliclibrary.org

Bill Putnam, City Parking Utility 608-266-6528

Michelle Drea mdrea@cityofmadison.com

cromines@cityofmadison.com

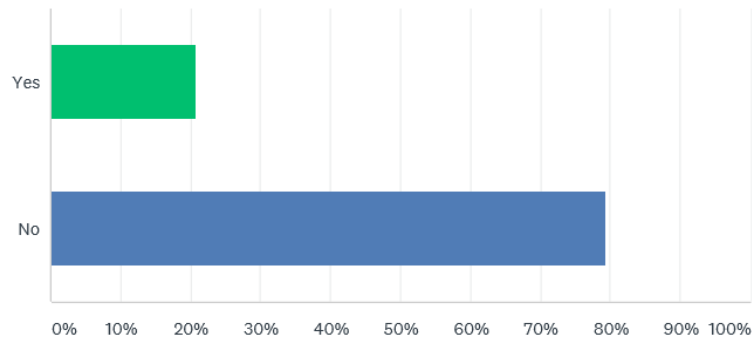
Matt Wachter - Office of Real Estate Services

Lorrie Heinemann MDC

Karl van Lith 266-9037

Q17. I am interested in talking with 1 or 2, non-council members, about anything that was not covered in the survey.

Answered: 82. Skipped: 8



ANSWER CHOICES	RESPONSES
Yes	20.73% 17
No	79.27% 65
TOTAL	82

[Comments \(12\)](#)

Yes - if my written comments above truly remain anonymous through that process.

Natalie Erdman

above

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Mary O'Donnell modonnell@cityofmadison.com

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Ben Zellers: bzellers@cityofmadison.com, 266-4866.

gmickells@madisonpubliclibrary.org

I would more say I am available if a discussion is desired, I do not have anything I must discuss.
cromines@cityofmadison.com

Matt Wachter - Office of Real Estate Services