



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 hnub 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
-

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)

<p><b>Economic Development</b></p> <p>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) create opportunities for upward mobility (10) reduce opportunity gap increase access for my constituents to employment and employment training services</p>	<p><b>Public Works and Street Services</b> 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, &amp; NS, maintain, parks) 9</p> <p><b>Safety</b> violence prevention 20 review police procedures &amp; implement recommendations 2 keep downtown as safe as possible 4 employ 1 additional mental health officer at east district police station 3</p>	<p><b>Transit and Transportation</b> Expand Transportation Service Robust transportation system for challenged neighborhoods Robust transportation structure plan (bus barn, regional transit, parking) 2 Inner city transportation (related to MMSD) 5 Regional transportation 10 Assess a transit impact fee to developments 18 6 more bus stops in sprecher road corridor neighborhood 3 Transportation to Jobs * Make public transportation more convenient accessible and frequent 8 Reduce commute time via bus/mass transit between sprecher road and downtown 8</p>	<p><b>Housing Quality</b> address need for affordable housing and reinvest in deteriorated housing stock 6 housing program for aging neighborhood 16 Improve the housing stock in the theresa-hammersley neighborhood 20 maintain frequency of housing inspections, if not increase while also working to promote mid-level student housing where it is being built 8 Homelessness reduce homelessness / increase housing stability 10 day shelter 5 reduce homelessness 2</p>
<p>increased and better employment improve access to jobs, food etc. especially via public transportation better &amp; increased employment opportunities for youth empowerment jobs education culture jobs for youth involved with the justice system youth development opportunities</p>	<p><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</p>	<p>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</p>	<p><b>Housing Affordability</b> consistent neighborhood planning 6 plan &amp; 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 &amp; representative steering committee that employes residents in the planning area. 2</p>

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

<b>Housing affordability (cont)</b>	<b>Neighborhood Empowerment (cont)</b>	<b>Council Structure</b>	<b>Parks</b>
more affordable housing *	involve my constituent members in the planning and development of the districts. 3	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 common council structure (committee work, referendum, and implementation) 11	build a park (designed by neighbors) in allied 10
housing affordability 5	<b>Neighborhood Planning</b>	make up of common council 20	preservation of lakeshore/park paths 13 parks and open space management limited resources - increase management, acquire new
quality affordable housing *	<b>Better urban planning 9</b>		
affordable housing downtown 4	strong neighborhood plans 5	<b>Partnerships</b>	<b>Food</b>
affordable housing 9	review/update community neighborhood plan for sw district 1	collaborate with MMSD, County and neighborhoods 18	no food deserts
development of more multi-use moderate housing 4	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)
research lab for cancer & affordable housing 11	coordinate NRT investments 20	Increase regional collaboration 19	improved access to fresh food 3
affordable housing 12	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 bellline.
successful continuation of development at appropriate, locations while retaining character	teverage runing to ensure resources are spent in accountable and collaborative ways to promote good city spending 13		better access to affordable healthy food (plus more retail) 18
<b>Neighborhood Empowerment</b>	rework how we do planning * land use development proposals that are consistent with adopted plans/zoning code 17	<b>Internal Analysis</b>	make sure that all the areas that are identified as food deserts are served (2)
neighborhood associations that work with local elected officials to better the community 11	managing development (new, infill, redevelopment) competing priorities: historic	strategize mgt. system goal setting process 2	access to affordable healthy food (14)
meaningful public input process 6		sound data well-articulated standards financial cost analysis (madison measures?) 2	
connect communities with very diverse backgrounds 4			<b>Liquor</b>
build capacity of neighborhood organizations to plan future 1			Limit liquor licenses
griff's 1		<b>Innovation</b>	
neighborhoods including business development 1		create a culture of innovation/chief innovation officer position 19	



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

**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

**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

**Environmental issues/sustainability**

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

**Seniors**

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

# 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 - DRAFT

#### CCOC Subcommittee to Develop Council Strategic Plan & Priorities

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Monday, December 14, 2015

5:00 p.m.

Room 417  
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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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**CCOC Subcommittee to Develop  
Council Strategic Plan & Priorities**

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Monday, February 1, 2016

7:00 pm

Madison Public Library  
Central Library, 201 W. Mifflin Street  
Study Room 111

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AND COMMON COUNCIL ORGANIZATIONAL COMMITTEE MAY EXIST AT THIS MEETING**

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  3. Disclosures & Recusals  
*Members of the work group should make any required disclosures or recusals under the City's Ethics Code.*
  4. Approval of Minutes from the December 14, 2015 meeting.
  5. Discussion: Strategic Management and Outcome Based Budgeting - David Schmiedicke and Laura Larsen, Finance Department
  6. Discussion: Racial Equity Training re: Communication and the City of Madison Racial Equity Tool
  7. Discussion: Next Meeting, **February 29, 2015** and future meetings
  8. Future Agenda Items
  9. Adjournment
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City of Madison  
Minutes - DRAFT

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CCOC Subcommittee to Develop  
Council Strategic Plan & Priorities

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Monday, February 1, 2016

7:00 p.m.

Study Room 111  
Central Library  
201 W. Mifflin Street

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

**Alternate members present:** Ald. Shiva Bidar-Sielaff

**Notified Absence:** Ald. Matt Phair

**Others present:** Ald. Barbara McKinney, Heather Allen, Legislative Analyst, Anne Monks, Deputy Mayor, Dave Schmiedicke, Finance Director, Kara Kratowicz, Data Projects Coordinator, Laura Larsen, Budget & Program Evaluation Manager

1. Call to order  
At 7:07 meeting was called to order.
2. Public comment  
There was no public comment.
3. Disclosures & Recusals  
There were no disclosures or recusals.
4. Approval of Minutes from the December 14, 2015 meeting.  
The minutes from the December 14, 2015 were approved.
5. Discussion: Strategic Management and Outcome Based Budgeting – Dave Schmiedicke, Laura Larsen, and Kara Kratowicz

Dave Schmiedicke, Laura Larsen and Kara Kratowicz presented information regarding a proposed strategic management plan including the elements of outcome based budgeting and LEAN government (see attached PowerPoint). Participants highlighted the following points:

- Strategic Management is the overall goal/the overall framework
  - Outcome budgeting is a piece of strategic management. In addition, Madison will need a structure to evaluate programs (LEAN government), and we need to track our data to evaluate effectiveness. In one example, Baltimore is evaluating effectiveness with an annual
-

citizen survey by asking how satisfied they are with services and the priorities of those various services.

- Priority setting will require us to ask new questions. In the future we must consider what should we take away from the budget/what are the tradeoffs?
- Data management will require an effort to establish the process and procedures to manage, share and store data. Ultimately the city wants to ensure we have the proper policies and systems in place. In addition, a new data management team will be developed (including deputy mayors). That team would oversee the data across the city.
- Data management should ultimately help us work better across agencies.
- Outcome budgeting is the one tool that will allow us to sync funding with the outcomes identified with our priorities. We must determine what the Madison brand is for Outcome based budgeting and our priorities?
- The steps in the process include: 1) develop the strategic plan, 2) identify the vision, 3) set priorities, 4) set specific measurable goals within the priorities.
- The goal is to ensure services are reflected in the ways agencies are organized - the naming/organization should focus on the method/opportunities of interaction.
- Question: this is an aggressive timetable. Do we have the staff resources to implement this? Yes, we are applying for a Bloomberg What Works Cities Grant <http://whatworkscities.bloomberg.org/>. If we receive the grant we may be able to hire extra staff to implement this work.

6. Discussion: Racial Equity Training re: Communication and the City of Madison Racial Equity Tool.

It is important that the members of our committees are trained on RESJI or learn about our goals. Council relies on the city committees to provide guidelines. There is an assumption that alders apply the equity lens and know about micro-aggressions, but alders have not been trained on these issues as a body.

On Saturday February 6<sup>th</sup>, the Council will participate in a racial equity and social justice training. Toriana Pettaway, Department of Civil Rights, Erin Stenson, Human Resources Department and Jordan Bingham, Public Health Madison & Dane County will lead the training. The training will take place at the Goodman Community Center in the Evjue Room at 149 Waubesa Street on Saturday February 2, 2016 from 12:00 PM - 5:00 PM.

Lunch will not be provided. Participants should plan to bring lunch and anything else necessary to stay engaged and focused throughout the meeting. Light refreshments and coffee will be provided. The topics discussed may be difficult or sensitive for some participants. Participants are encouraged to take breaks as necessary, be mindful of their own energy and take care of their needs throughout the training.

This training is tailored for Council members and will focus on real-life scenarios. Alders will learn how to respond to difficult conversations about race using conversational tools and other strategies.

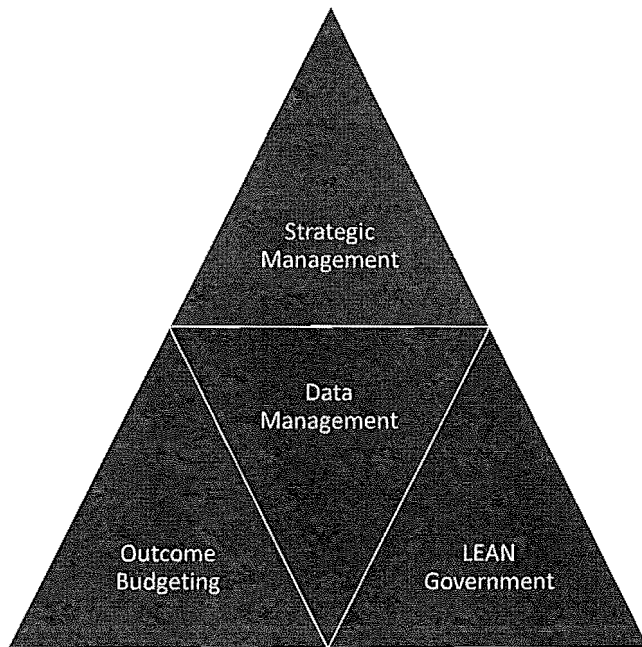
Participants will practice framing conversations with a positive shared vision to avoid potential racialized conflicts. Council members are strongly encouraged to attend.

7. Discussion: Next Meeting, February 29, 2016 and future meetings.  
The next meeting will take place on Monday February 29<sup>th</sup> at 4:30 PM.
8. Future Agenda Items  
There was no discussion of future agenda items.
9. Adjournment  
The meeting was adjourned at 8:45 PM.



# MADISON'S BRAND of OUTCOME BUDGETING





## STRATEGIC MANAGEMENT

Strategic Management is the combination of initiatives geared to provide City leadership with information to solve major public policy problems

- Each initiative is inter-connected to create the larger framework

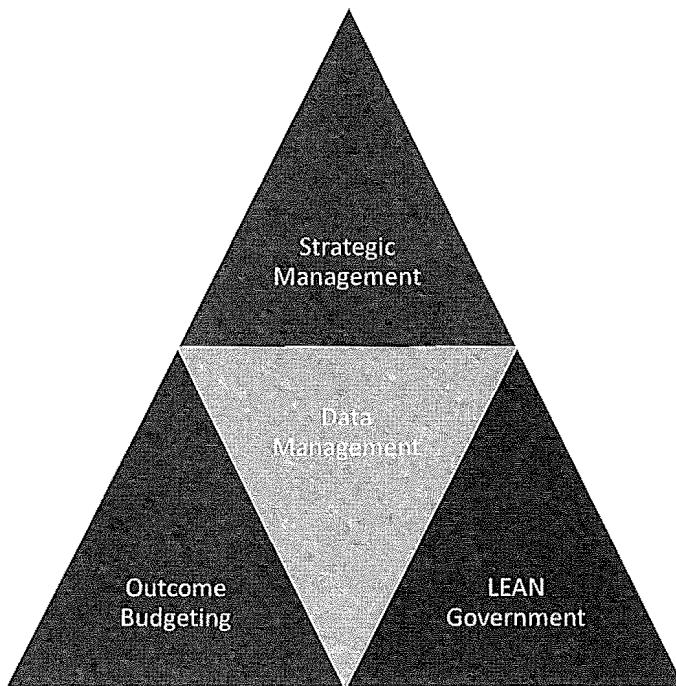
These efforts are in line with nationally-recognized budget best practices

Effort builds upon Madison's history surrounding strategic planning

Follows lead of other jurisdictions

- Philadelphia
- Denver
- Chattanooga
- New Orleans
- Lincoln NE
- Bellevue WA
- Seattle
- Baltimore
- Minneapolis
- Roanoke VA
- Atlanta





## DATA MANAGEMENT

Data Management efforts will focus on ensuring the City has proper policies and systems to manage and handle data

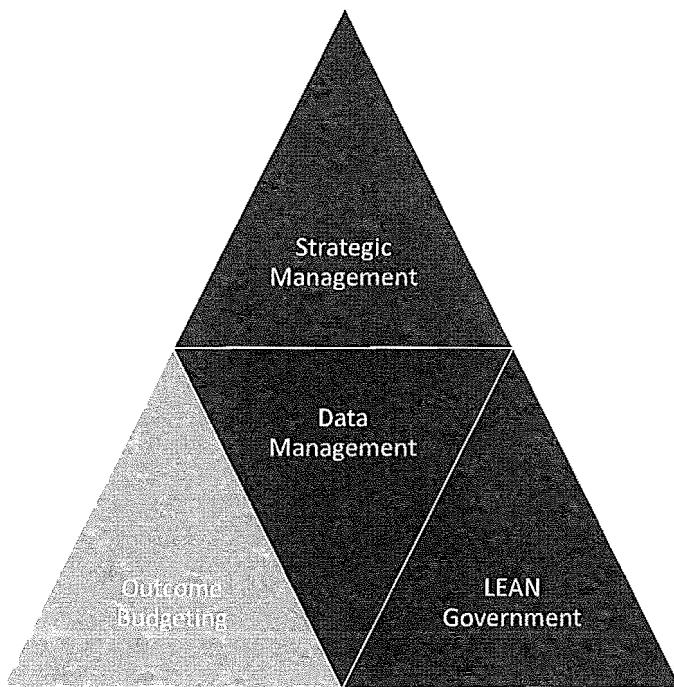
Data management will be guided by a 5-member team of Department Heads

- Team will provide guidance to RESJI Data Team regarding potential projects
- Initial projects may include:
  - Data Governance
  - Police Staffing Study

### Data Governance

- Establishing policies for data management to ensure a consistent approach to utilizing data for decision-making & transparency
- Will assist in the implementation of data software that will house information from across all Departments





## **OUTCOME BUDGETING/STRATEGIC PLANNING**

### Role

Mechanism to formulate funding decisions consistent with City's mission & vision

The process will seek to drive quality by focusing on enhancing customer experience

Work of Data Team will ensure City has policies in place for handling & communicating data

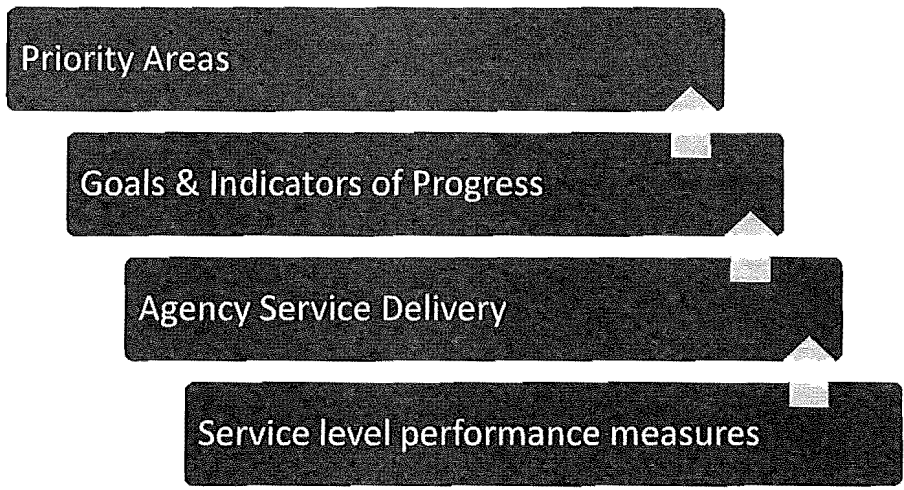
### Long-Term Actions

- Finalize Madison's brand of outcome budgeting
- Begin strategic planning process

### Key Next Steps

- Establish a common language
- Determine roles of Executive & Legislative branches





## BUILDING THE FRAMEWORK

- Agency services will use framework to propose strategies and capital projects that positively impact citywide indicators
- Framework will allow conversations about budget to be in context of City's priorities
  - Internally:** Agencies discuss budget proposals & capital projects in context of how they connect with specific goals & the anticipated impact on performance
  - Externally:** Discuss budget in terms of what is funded to achieve citywide goals
- Allows for an informed budget that is consistent with priorities



*To Achieve This...*

## Racially Equitable Madison

*We need to advance these priorities*

Build Strong  
Neighborhoods

Cultivate Strong  
Youth

Efficient Transit  
System

Vibrant  
Community of  
Culture &  
Creativity

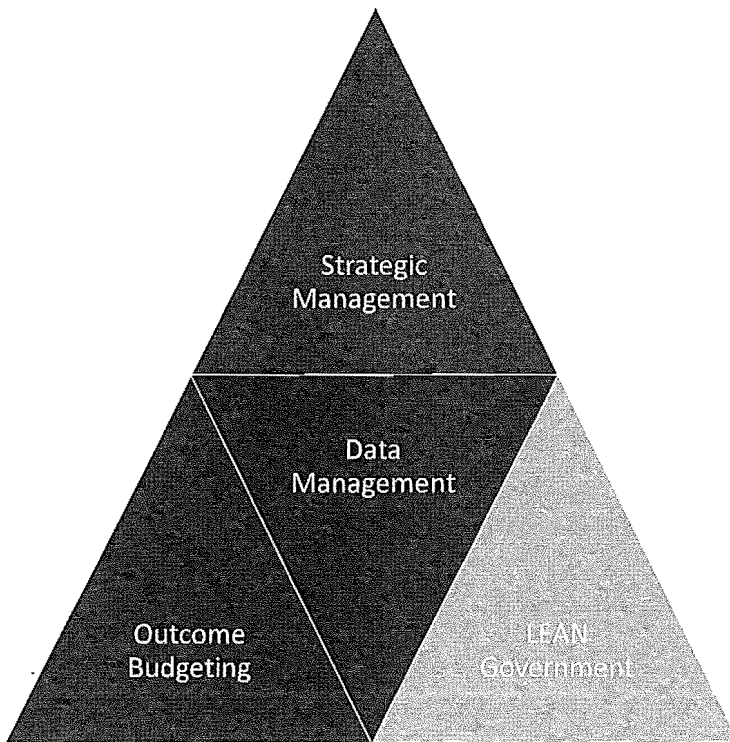
Sustainable  
Madison

Access to  
Healthy Food

## BUILDING THE FRAMEWORK

-Community level goals and indicators within each priority will allow us to monitor progress towards realizing this vision and make strategic investments





## LEAN GOVERNMENT

### Role

Seeks to identify and then implement the most efficient, value added way to provide government services while eliminating waste.

- Will serve as the underlying principle for the outcome budgeting framework

Builds on City's long history of quality improvement efforts

### Long-Term Actions

- Implement value stream mapping for City's priority areas
- Establish a LEAN training program for City departments

### Key Next Steps

- Incorporate LEAN concepts into City's strategic planning process



# IMPLEMENTATION TIMETABLE

## Establishing Data Structure

FEB 2016

- Establish Management Data Team



SPRING-SUMMER 2016

- Prepare draft Data Governance Policy



OCT 2016-FEB 2017

- Oversee development & implementation of data portal



SPRING 2017

- Assist in establishing direction for agency performance measures



## Building the Strategic Plan

SPRING 2016

- Establish Priority Areas



OCT 2016-FEB 2017

- Execute strategic planning process within each Priority Area



JAN-FEB 2017

- Organize City services into established Priority Areas



MARCH 2017

- Agencies develop performance measures



## Presentation of Outcomes-Based 2018 Budget





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)

Monday, February 29, 2016

4:30 p.m.

Room 108  
City-County Building  
210 Martin Luther King Jr. Blvd.

**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. Approval of Minutes from the February 1, 2016 meeting.
5. Discussion: Racial Equity Training
6. Discussion: Chief of Staff
7. Discussion: Next Meeting Date
8. Future Agenda Items
9. Adjournment



City of Madison  
CCOC Subcommittee to Develop  
Council Strategic Plan & Priorities  
Draft Minutes  
Monday February 29<sup>th</sup>, 2016 4:30 PM  
Room 118 108<sup>1</sup> City County Building

Members Present: Council President Denise DeMarb (Chair), Alder Ledell Zellers, Alder Mark Clear

Alternate Members Present: Alder Matt Phair, Pro Tem Maurice Cheeks

Others Present: Alder David Ahrens, Heather Allen, Legislative Analyst

1) Call to Order

The meeting was called to order at 4:34 PM.

2) Public Comment

There was no public comment.

3) Disclosures & Recusals

There were no disclosures or recusals.

4) Approval of Minutes (Feb 1, 2016)

The minutes dated February 1, 2016 were approved.

5) Discussion: Racial Equity Training

The members of the subcommittee discussed the elected official training on racial equity which occurred on February 6, 2016. The members noted that the training was beneficial and has inspired some members to consider interrupting microaggressions when they occur during a Common Council meeting.

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<sup>1</sup> Note: There was a room change as a result of a facilities emergency. The room change was posted on the door of room 108 CCB 30 minutes in advance of the meeting.

#### 6) Discussion: Chief of Staff

Heather Allen reviewed the information provided in the Feb 26<sup>th</sup> memo describing chief of staff positions in other cities. The members of the subcommittee discussed the memo and requested further information (namely the size of the budgets of mayoral offices and council offices for the cities reviewed).

#### 7) Next Meeting Date

The members settled on a next meeting scheduled on Monday March 14<sup>th</sup> at 4:30 PM.

#### 8) Future Agenda Items

The members of the subcommittee suggested the following future agenda items.

- The current work of Alders and plans for the Council work in the future
- Next steps for promoting racial equity and social justice in city policies and practices
- Best practices for boards/committees/commissions/

#### 9) Adjournment

The meeting was adjourned at 5:40 PM.



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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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Thursday, March 10, 2016

5:30 p.m.

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

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AND COMMON COUNCIL ORGANIZATIONAL COMMITTEE MAY EXIST AT THIS MEETING**

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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. Approval of Minutes from the February 29, 2016 meeting.

5. Discussion: Future items to be investigated with intent to bring forward to CCOC and the full Council.

a) Chief of Staff

- Current work of Alders
- Council of the future

b) Next steps for promoting racial equity and social justice in city policies and practices

c) Best practices for committees/committees/boards

6. Discussion: Disbanding the subcommittee

7. Adjournment

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City of Madison  
Draft Minutes  
CCOC Subcommittee to Develop  
Council Strategic Plan & Priorities

Thursday March 10, 2016  
5:30 PM  
Common Council Office  
Conference Room 417  
City County Building

Members Present: Council President Denise DeMarb (Chair), Alder Ledell Zellers, Alder Mark Clear

Alternate Members Present: Alder Shiva Bidar-Sielaff, Pro Tem Maurice Cheeks

Others Present: Heather Allen, Legislative Analyst

#### Agenda

##### 1) Call to Order

The meeting was called to order at 5:36 pm.

##### 2) Public Comment

There was no public comment.

##### 3) Disclosures & Recusals

There were no disclosures and recusals.

##### 4) Approval of Minutes (Feb 29, 2016)

The minutes of February 29<sup>th</sup>, 2016 were approved.

5) Discussion: Future items to be investigated with intent to bring forward to CCOC and the full Council.

#### A- Chief of Staff

- current work of Alders
- Council of the future

The Subcommittee conferred and determined that Maurice Cheeks would advance the Chief of Staff proposal.

B- Next steps for promoting racial equity and social justice in city policies and practices

President Denise DeMarb noted that she had been working on this issue with the Legislative Analyst and would be bringing something forward to promote racial equity and social justice in city policies and processes.

C- Best practices for ~~committees~~ commissions/committees/boards

The Subcommittee conferred and agreed that Alder Clear would bring forward proposals to improve Council governance and address commissions, committees and boards.

#### 6) Discussion: Disbanding the subcommittee

The Subcommittee discussed the proposal and agreed to disband the subcommittee. Alders would lead specific priorities.

#### 7) Adjournment

The meeting was adjourned at 6:20 PM.