



MADISON BCC INITIATIVE 2024

PROJECT UPDATE DECEMBER 10, 2024



REMINDER: TASK FORCE ON GOVERNMENT STRUCTURE REPORT FINDINGS ON BCC STRUCTURE (2017-2019)

- Lacks geographic and racial diversity
- Results in a drain on resident, staff, and alder time
- Lacks consistent accountability
- Varies in levels of authority and influence
- Includes BCCs that lack a well-defined purpose, have outlived their purpose, or have purposes that overlap
- Requires logistical processes (meeting times, locations, rules, infrastructure) that do not facilitate resident participation
- Is often inadequately staffed or has inadequate resources to complete its work

2023-2024 INITIATIVE – GOALS

The size and functions of Madison's BCC system should enable ...

- Adequate staffing per committee so all committees can be high functioning
- A clear and efficient path for residents to engage in the legislative process
- Efficiency in City processes and decision-making

... and should reinforce our values that ...

- BCCs are not a substitute for equitable community engagement.

WHY REDUCE THE NUMBER OF BCCS TO ACHIEVE THIS GOAL?

- **Efficient Operations** – focus in on where we allocate staff support, alder time, and legislative referrals
- **Enable More Engagement** – free up alder time for engagement in their districts; avoid substituting committee input for robust, equitable engagement
- **Clarity for Residents** – when following legislation, it can be confusing to know how many committees to follow
- **Strong, Accountable Committees** – Staff are better able to support committees (e.g. work plans, member onboarding, etc.) if there are fewer

COMPARING MADISON'S # TO OTHERS

Comparison Cities (2019 Analysis)	Range in # BCCs	Average # BCCs
Big Ten Cities (8 in analysis)	11 – 50	30
Capital + University Cities (6 in analysis)	12 - 77	35
Largest WI Cities (8 in analysis)	15 - 39	25
City of Madison at Time of Analysis (2019) -- 102 BCCs		
City of Madison Today – 74 BCCs (13 required by State)		

TIMELINE HISTORY OF BCC REVIEW

Full BCC Review

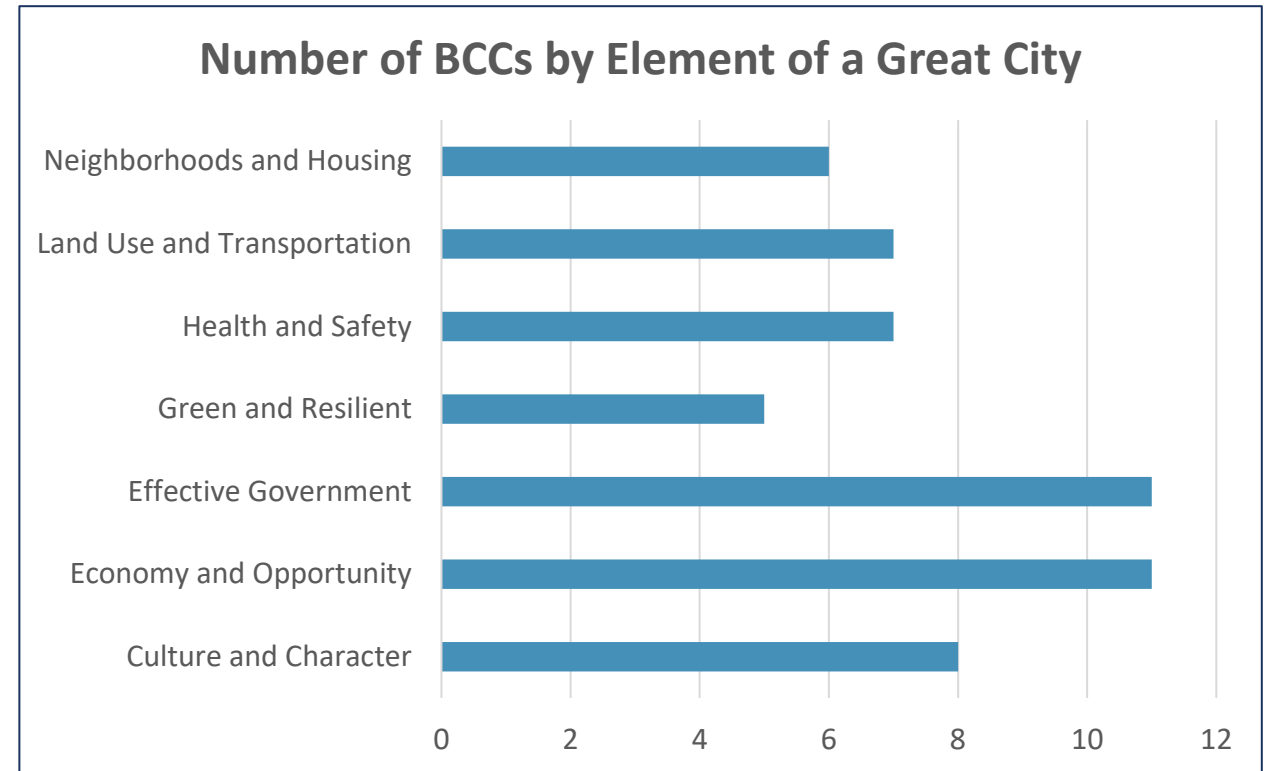
- Task Force on Government Structure (TFOGS)
 - *2017 – 2020*
- Ad Hoc Task Force on the Structure of City Government Final Report Implementation Work Group
 - *2020– 2023*
- CCEC-directed Work with Agencies
 - *2023 – present*
 - *CCEC began receiving updates on this topic in 2022*

Some Changes Along the Way

- **Environmental** and **Solid Waste** combined with **Sustainable** Madison Committee – *2020*
- **Parks** Subcommittees reduced from 5 to 3 – *2023*
- **Transportation** committees reduced from 2 to 1 – *2023*
- **Landlord Tenant Issues Committee** and **Housing Strategy Committee** combined into **Housing Policy Committee** – *2024*
- Changed the **Multicultural Affairs Committee** and the **Women’s Initiatives Committee** to affinity groups – *2024*
- Eliminated the **Committee on Sweatfree Purchases** – *2024*
- Eliminating **Street Use Staff Commission** currently being considered

ANALYSIS OF BCCS

- Data review and synthesis
 - TFOGS comparisons to other cities
 - TFOGS surveys of Council, staff, residents
 - Performance data on individual BCCs
 - Total members, meetings held, meetings cancelled, items referred
 - Presented to CCEC
 - 7 Elements of a Great City sorting
 - Madison General Ordinances analysis
 - Members
 - Listed "Purpose" or "Duties"



ANALYSIS OF BCCS

- Alder input of current BCCs
 - Requested written feedback from all alders on BCCs served on, both currently and in the past
 - Meetings with alders
 - Past alder proposals
 - Discussions within CCEC
- Agency input on optimizing
- Agency comparisons of priority needs and relation to current structure

OVERARCHING TRENDS / THEMES IN FINDINGS

- Interest in stronger guidance on defining, establishing, and sunseting BCCs
- Support for clear annual work programs in committees that receive fewer referrals
- Support for additional training for staff, chairs, and vice-chairs, and stronger onboarding for all members
- Some interest in a lower number of committees per alder.
- Suggestions to review membership composition of some committees where special expertise comes into play

INDIVIDUAL BCC RELATED FINDINGS

- Many BCCs function well and no changes are recommended
- In various other cases:
 - BCCs where the need has changed since their establishment, or the work is limited (*candidates for eliminating and conducting work through different BCC or staff process*)
 - Similar BCCs have overlapping scopes and a portion have smaller agendas (*candidates for combining multiple BCCs*)
 - The work of a committee is important, but a shift in where or how to do the work would improve operations (*candidates for other changes*)

RECOMMENDED ACTIONS

- Near-Term (Q1 2025):
 - Pursue ordinance changes to combine, eliminate, or otherwise amend the following committees on the ensuing slides
- Continued Steps to Improve BCC operations (Beginning in Q2 2025):
 - Focus on additional BCC changes that require more coordination
 - Clarify and strengthen standards and processes for managing BCCs and for onboarding members
- Simultaneous work to improve BCC training and improve citywide engagement

PROPOSED BCC CHANGES

BCCs Proposed to Combine

- Community Services, Cmte on Aging, & Early Childhood & Educ. Cmte to form Community Resources Cmte
- Econ Devel Cmte and Vending Oversight Cmte to form Business Resources Cmte
- Centralize multiple DCR award processes into single committee

BCCs Proposed to Eliminate *(conduct work through other channels)*

- CDD Conference Cmte
- Public Safety Review Committee
- Downtown Coordinating Committee

Other Changes Proposed

- Joint Campus Area Planning Cmte – potentially transfer to UW (coordinate w UW to determine)
- Move “Tree Board” from Parks Subcommittee to Board of Public Works
- Further coordination with outside partners on other joint committees to determine future steps

RECOMMENDATIONS: COMMUNITY DEVELOPMENT

WHAT

Combine 3 community services committees into new Community Resources Committee:

- **Community Services**
- **Committee on Aging**
- **Early Childhood & Educ.**

Eliminate the Community Development Division Conference Committee

WHY

- Similar missions and activities serving different segments of population. Reduce siloing and unnecessary segmentation.
- Some committees struggle with agenda items year-round.
- Streamline staffing: all three of these committees are staffed by CDD and combining into one body will allow for more efficient and less segmented staffing.

- Once was charged with overseeing a funding pool that no longer exists.
- Was also intended as a place to reconcile decisions between different committees, but hasn't proven to be needed.

RECOMMENDATIONS: ECONOMIC DEVELOPMENT

WHAT

Combine Vending Oversight Committee and Economic Development Committee into a Business Resources Committee.

WHY

- Streamlines staffing between two committees
- Enhances the holistic, broader view of all small business perspectives in decision-making
- Timeline for implementation may need to reflect current project activities.

RECOMMENDATIONS: PLANNING COMMITTEES

WHAT

Eliminate Downtown Coordinating Committee.

Transfer responsibility for public hearing on mall maintenance charges to different committee

Coordinate w UW to potentially take over Joint Campus Area Planning Cmte.

WHY

- Purpose relates to downtown urban design and placemaking, which is also addressed in other City venues (e.g. Arts, Vending Oversight, Plan Commission, Urban Design, Landmarks) and non-City venues (e.g. Downtown Madison Inc and the Business Improvement District).
- Sometimes struggle to identify agenda items.
- Committee work focuses on providing community information on updates related to UW campus master plan projects, and in making recommendations to the UW Design Review Board.
- Requires acceptance from UW.

RECOMMENDATIONS: PUBLIC SAFETY

WHAT

Eliminate Public Safety Review Committee

WHY

- Topics of interest overlap with other venues, including the Police Civilian Oversight Board, the full Council meetings, and some overlap with Board of Health (violence prevention)
- The Council takes up public safety policy at full meetings and through special task force / ad hoc committees on specific topics
- Struggles with quorum
- Sometimes struggles to identify agenda items

RECOMMENDATIONS: CIVIL RIGHTS AWARDS

WHAT

Combine multiple award and recognition related committees into one body.

- **James C Wright award from EOC**
- **Alix Olson Award from staff**
- **MLK Humanitarian Award Cmte**

WHY

- Current MLK committee meets year-round and could absorb the additional duties
- Could allow for a wider pool of candidates for all three awards instead of three separate pools and calls by different bodies
- Streamline staffing: one awards body means the staff will be able to better coordinate calls for applicants and convening of the body for decision-making

RECOMMENDATIONS: PUBLIC WORKS

WHAT

Transfer Urban Forestry and mandated “Tree Board” functions from the Board of Parks Commissioners (Habitat Stewardship Subcommittee) to the Board of Public Works.

WHY

- Urban Forestry moved from Parks Division to Streets Division in 2020. Staff suggested committee move.
- Urban Foresters do more work in the right of way with street trees, which requires significant coordination with Engineering, Traffic Engineering, Stormwater, Sewer, and Water Utility that are more closely associated with the Board of Public Works than with Parks.
- Habitat Stewardship Subcommittee only meets quarterly which can cause delays in work.
- Staff can still attend Board of Park Commission or Habitat Stewardship Subcommittee meetings when tree work is in City parks.

IN TOTAL:

- Including changes already made and in progress, these changes may potentially result in the following total changes:
 - Up to **three** committees becoming staff groups instead of formal committees (MAC, WIC, SUSC)
 - Up to **four** committees eliminated to reduce redundancy or reprioritize work to other needs (PSRC, DCC, Sweatfree, CDD Conf Cmte)
 - Up to **four** committee reductions from combining multiple committees (Housing, Econ Dev, two Comm Dev)
 - Transfer functions of up to **three** committees to other bodies in or outside the City system (Tree Board, Joint Campus Area Planning, Awards)

NEXT STEPS + TIMELINE

- January: Discuss proposals with relevant committees.
 - Ask: What should we make sure we maintain (e.g. topics, functions, membership make-up) in the next version of this work?
- Late January:
 - Return to CCEC for final direction
 - Present to Full Council
- February: Introduce proposed ordinance.



QUESTIONS AND DISCUSSION

