



City of Madison

Agenda

CCOC Subcommittee to Develop
Council Strategic Plan & Priorities

City of Madison
Madison, WI 53703
www.cityofmadison.com

Thursday, March 10, 2016

5:30 p.m.

Room 417
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 hauv lwm ua ntej yuav tuaj sib tham.

Contact: Heather Allen, Common Council Legislative Analyst, 266-4511 or 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



City of Madison

Minutes - DRAFT

CCOC Subcommittee to Develop
Council Strategic Plan & Priorities

City of Madison
Madison, WI 53703
www.cityofmadison.com

Monday, February 1, 2016

7:00 p.m.

Study Room 111
Central Library
201 W. Mifflin Street

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 is the Madison brand 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.

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 6th, 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 29th 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

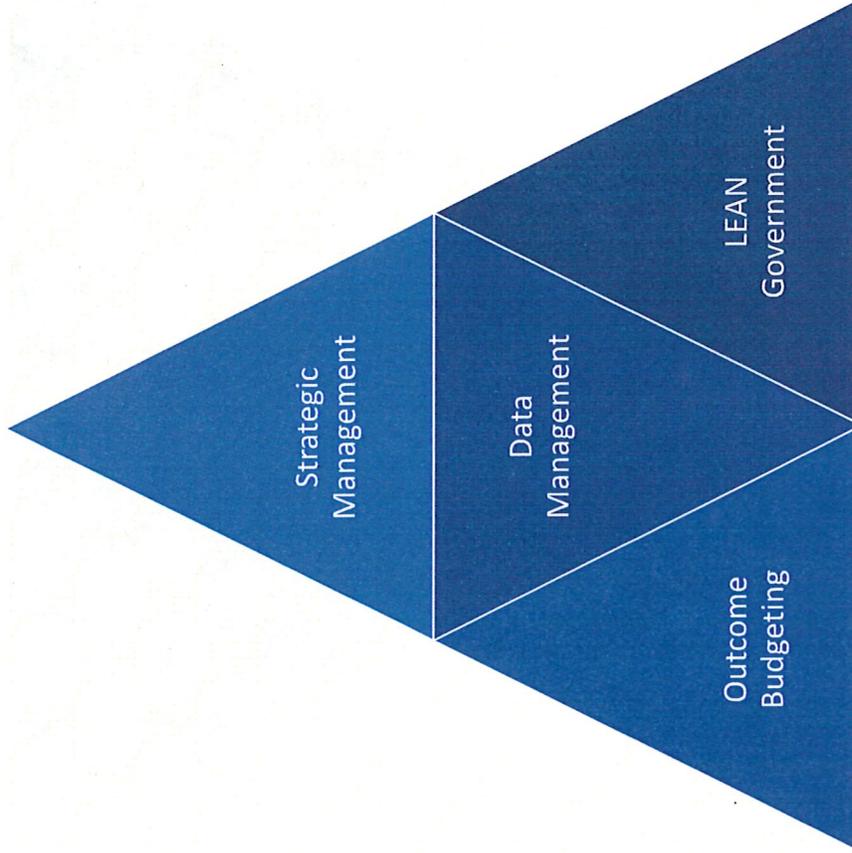
- Each initiative is inter-connected to create the larger framework

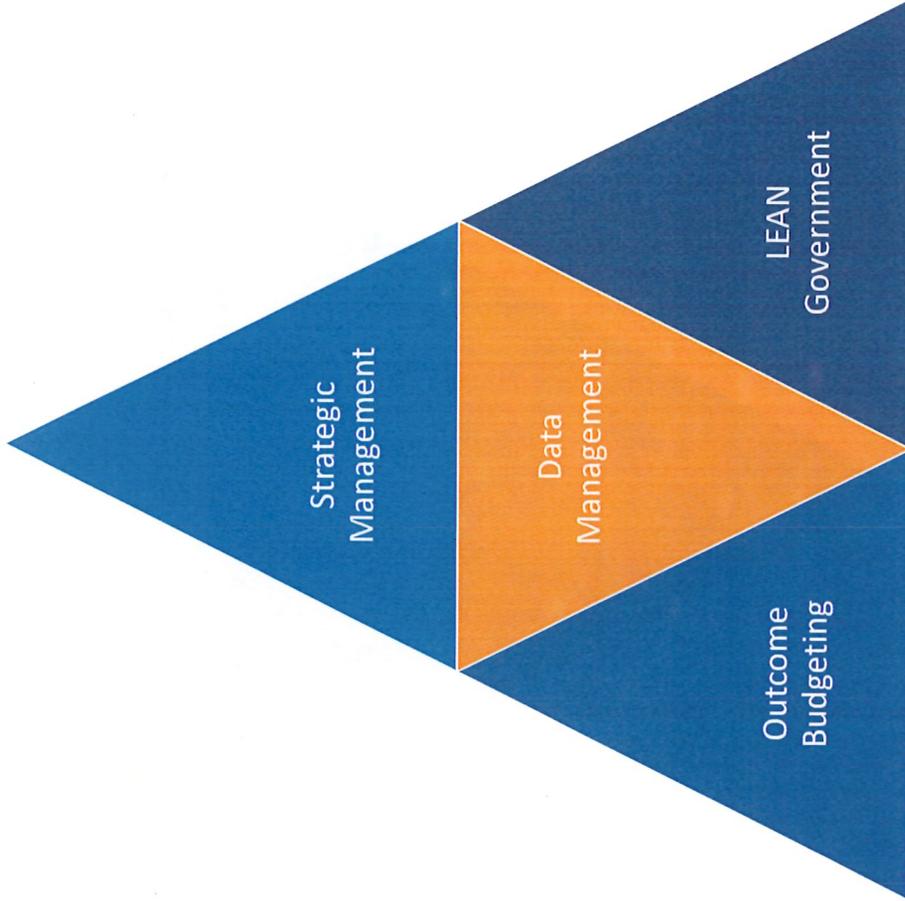
These efforts are in line with nationally-recognized budget best practices

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

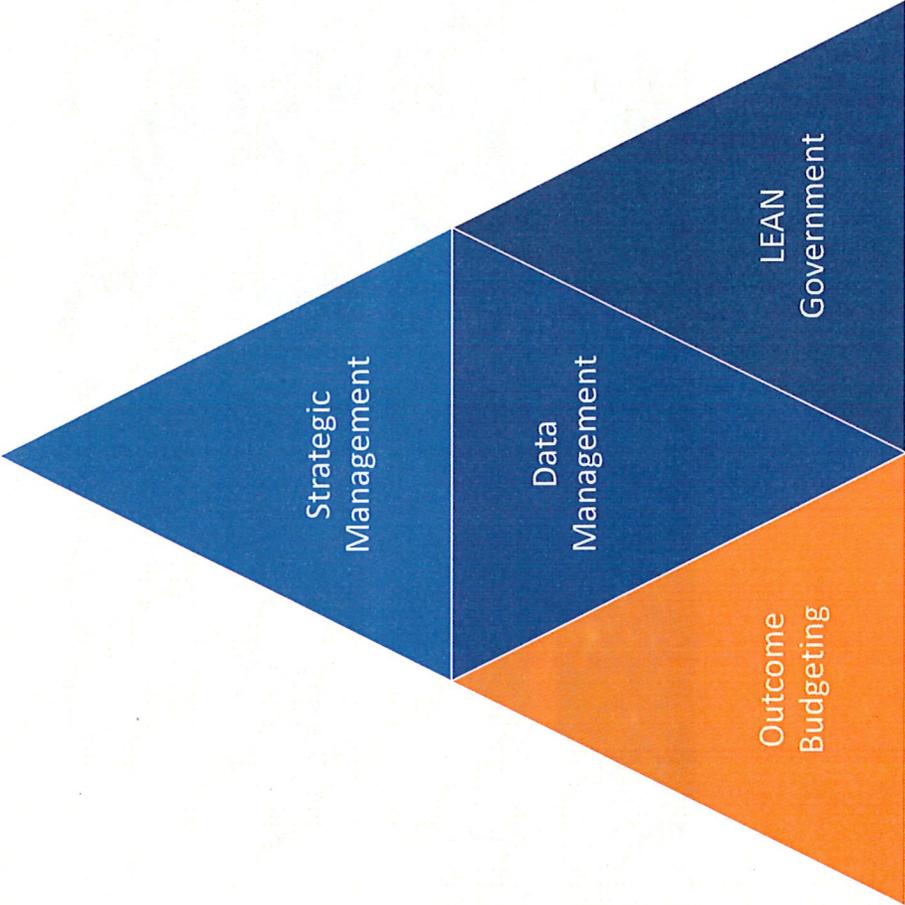
Data management will be guided by a 5-member team of Department Heads

- 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

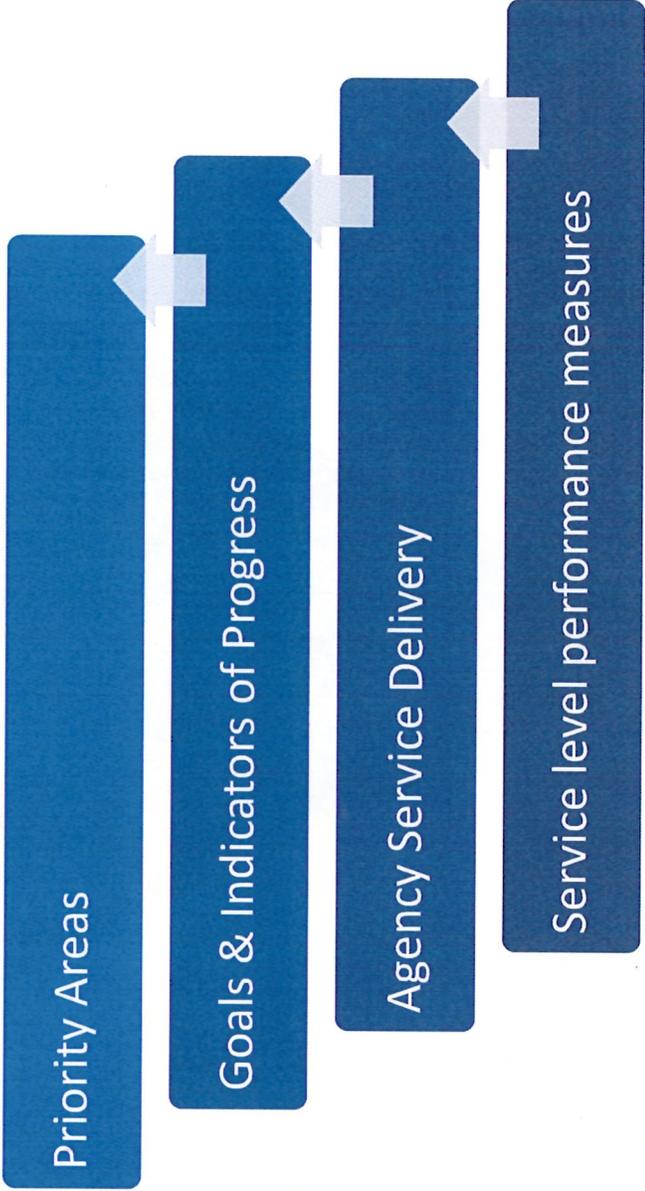
Long-Term Actions

- 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

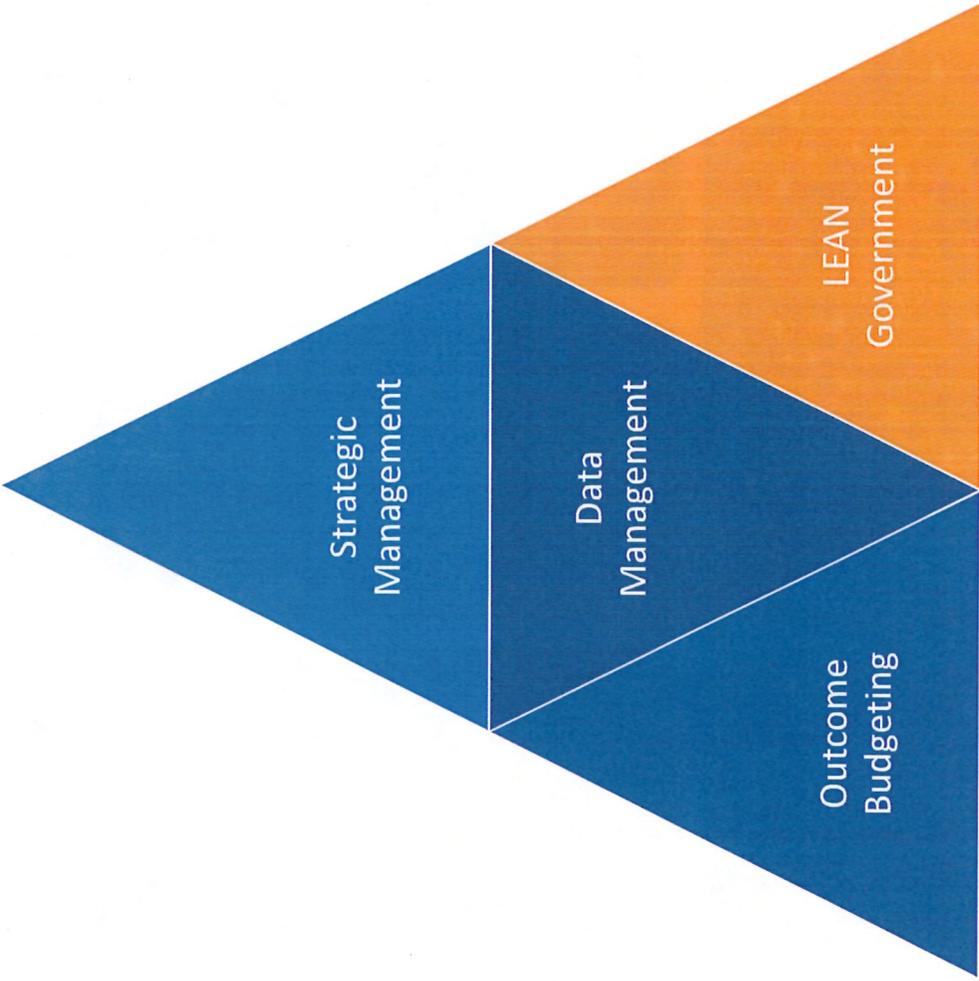
Sustainable
Madison

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

- OCT 2016-FEB 2017
- Oversee development & implementation of data portal

SPRING-SUMMER 2016

- Prepare draft Data Governance Policy

SPRING 2017

- Assist in establishing direction for agency performance measures

Building the Strategic Plan

- SPRING 2016
- Establish Priority Areas

- JAN-FEB 2017
- Organize City services into established Priority Areas

OCT 2016-FEB 2017

- Execute strategic planning process within each Priority Area

MARCH 2017

- Agencies develop performance measures

Presentation of Outcomes-Based 2018 Budget



