



# MADISON BCC INITIATIVE 2024

PROJECT UPDATE FEBRUARY 13, 2024



## WHAT IS IT?

*Reviewing and updating the City's boards, commissions, and committees (BCC) structure for efficiency, productivity, and to better align resources to priorities*

# A BREAKDOWN OF MADISON BCCs

Committee Type	Number (as of 8/21)
<b>Required by WI Statute</b> <ul style="list-style-type: none"><li><i>E.g., Board of Park Commissioners, Personnel Board, Finance Committee, Water Utility Board, Board of Public Works</i></li></ul>	13
<b>Temporary Committees</b> <ul style="list-style-type: none"><li><i>Ad Hoc committees, Tasks Forces, President's Working Groups</i></li></ul>	7
<b>Other City-Established BCCs</b> <ul style="list-style-type: none"><li><i>E.g., Sustainable Madison Committee, Urban Design Commission, Food Policy Council, Landlord and Tenant Issues, Housing Strategy Committee</i></li></ul>	48
<b>Appointments to Non-City BCCs</b> <ul style="list-style-type: none"><li><i>E.g., Sewerage District Commission, Overture Center Board, Capital Area Regional Planning Commission</i></li></ul>	16



# BACKGROUND AND PROJECT HISTORY



## TFOGS REPORT FINDINGS ON CURRENT 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

## TFOGS REPORT RECOMMENDATIONS FOR BCC NUMBER AND STRUCTURE\*

1

Organize BCCs around lead committees and create an org chart

2

Eliminate or combine BCCs that are redundant or have outlived their purpose

3

Reorganize BCCs in a way that ensures BCCs are accountable to their intended purpose and function

\* This slide excludes other recommendations related to BCCs

# COMPARING MADISON'S # TO OTHERS

City Attorney's Office Comparison Cities	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

At time of analysis (2018-2019), Madison had 102 BCCs.

# TIMELINE HISTORY OF BCC REVIEW

## Full BCC Review

- Task Force on Gov't Structure
  - *2017-2019*
- TFOGS Implementation Work Group
  - *2021 – 2022*
- CCEC-directed Work with Agencies
  - *2023 – present*

## Some Changes Along the Way

- **Environmental** and **Solid Waste** combined with **Sustainable Madison** Committee – *2019-2020*
- **Parks** Subcommittees reduced from 5 to 3 – *2023*
- **Transportation** committees reduced from 2 to 1 – *2023*
- Currently considering changes to **housing**-related committees – *in progress*





# 2023-2024 WORK PROGRAM

CCEC-DIRECTED PROCESS



# 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, and our time allocated to them should align with their primary function.

# GUIDING PRINCIPLES OF THE PROCESS

- Don't start from scratch.
  - Gather and build upon existing information to fill gaps and answer strategic questions.
- Focus on City needs and priorities, and define a committee structure from there.
  - Consider the 7 Elements of a Great City as an organizing framework of stated City priorities and values.
- Aim for a total number of BCCs that allows us to achieve our goals
  - For high-quality staff support to all committees, how many committees can we support?

# ACTIVITIES TO DATE

- Data review and synthesis
  - TFOGS comparisons to other cities
  - TFOGS surveys
  - Performance data on individual BCCs
  - Alder assessments of current BCCs
- Categorizing BCCs by “Elements of Great City”
- Multiple agency discussions on options for optimizing
- Agency comparisons of priority needs and relation to current structure
- Agency recommendations in process

## City of Madison Performance Excellence Seven Elements of a Great City

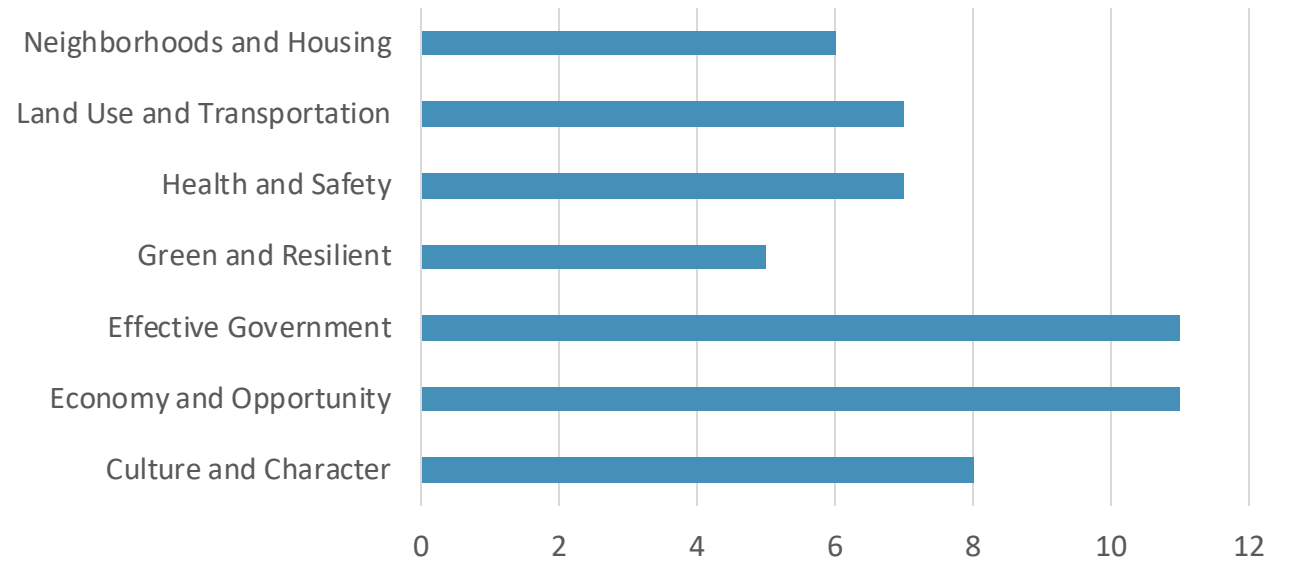


# HIGHLIGHTS OF DATA COMPILATION

## City of Madison Performance Excellence Seven Elements of a Great City



## Number of BCCs by Element of a Great City



# MAPPING CORE AGENCY NEEDS AGAINST CURRENT STRUCTURE

By Agency, and by BCC, asking:

- *What is the specific need?*
- *What is the best way to meet that need?*
- *Could functions of BCCs be combined to enable stronger staff support?  
How?*
- *Are any procedural changes needed to manage agendas if fewer committees?*

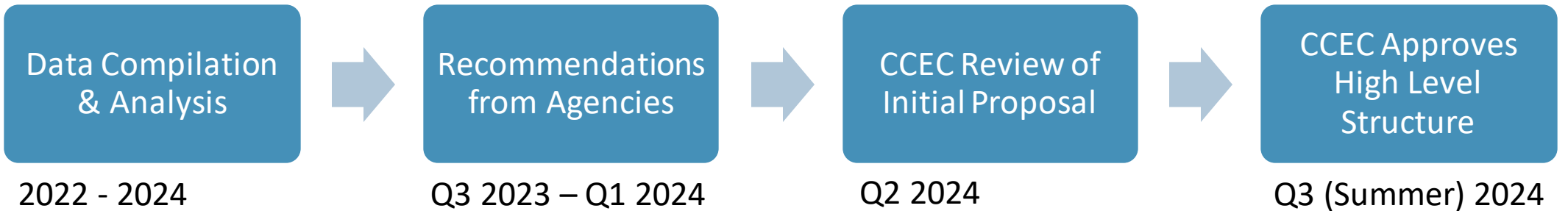
*See Excel workbook for more detail.*

# EARLY FINDINGS / EMERGING THEMES

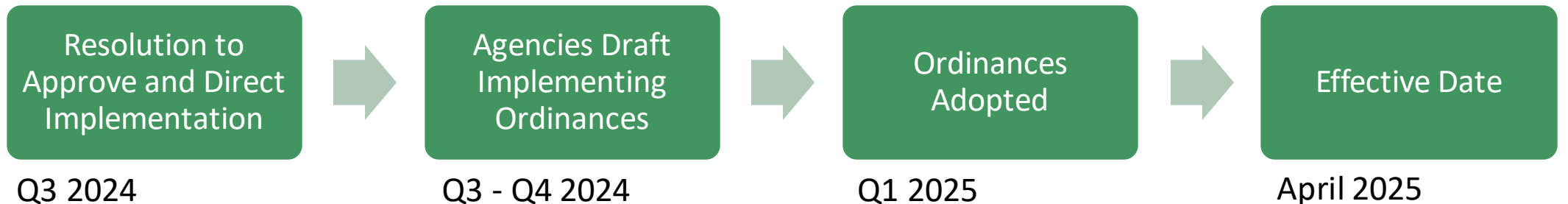
- Interest in stronger guidance on defining a BCC
  - Differences in function raise questions about thresholds for defining a group as a board, committee, or commission
  - The number of ad hocs, task forces, and president working groups can vary significantly over time
- Recognition that some combinations would drive careful consideration of agenda items
- Support for streamlining legislative processes, which can take a lot of staff time

# PROJECT ACTIONS AND TIMELINE

## *Proposal Development Timeline*



## *Adoption and Implementation Timeline*





## NEXT STEPS

- Continue gathering agency feedback
- Putting it all together
  - Do the various exercises point to a consistent conclusion?
  - Would the changes suggested help us meet our goals?
- Bring results back to CCEC for review

# QUESTIONS AND DISCUSSION

## Questions for CCEC:

- How to further engage all alders in advance of having a draft?
- Is there a vision for the number of alders on each committee? Or number of committees per alder?