

**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)

**Economic Development**

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

increased and better employment  
improve access to jobs, food etc. especially via  
public transportation

better & increased employment  
opportunities for youth empowerment jobs  
education culture

jobs for youth involved with the justice system  
youth development opportunities

**Public Works and Street Services**

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, & NS, maintain, parks) 9

**Safety**

violence prevention 20  
review police procedures & implement  
recommendations 2

keep downtown as safe as possible 4  
employ 1 additional mental health officer at east  
district police station 3

**Traffic Safety**

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

**Transit and Transportation**

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

access to transportation 14

access to transportation 18  
more metro service and better bike traffic safety  
5

**Biking and Ped**

Platinum Bike 19

Improve pedestrian and bike safety 5

**Housing Quality**

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

**Housing Affordability**

consistent neighborhood planning 6

plan & 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 & representative steering  
committee that employes residents in the  
planning area. 2

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

**Housing affordability (cont)**

more affordable housing \*

housing affordability 20

housing affordability 5

quality affordable housing \*

affordable housing downtown 4

affordable housing 9  
 development of more multi-use moderate  
 housing 4

research lab for cancer & affordable housing 11

affordable housing 12  
 successful continuation of development at  
 appropriate, locations while retaining character

**Neighborhood Empowerment**

neighborhood associations that work with local  
 elected officials to better the community 11

meaningful public input process 6  
 connect communities with very diverse  
 backgrounds 4  
 build capacity of neighborhood organizations to  
 plan future 1

griff's 1  
 neighborhoods including business development  
 1

**Neighborhood Empowerment (cont)**

involve my constituent members in the planing  
 and development of the districts. 3  
 facilitate neighborhood involvement with  
 development processes that leads to better  
 community planning for Griff's as an effective  
 anchor for the community 1

**Neighborhood Planning**

Better urban planning 9

strong neighborhood plans 5  
 review/update community neighborhood plan  
 for sw district 1  
 neighborhood plans for those areas with no  
 plans or very old plans 2

coordinate NRT investments 20

reduce city debt/create financial stability 19  
 leverage funding to ensure resources are spent  
 in accountable and collaborative ways to  
 promote good city spending 13

rework how we do planning \*  
 land use development proposals that are  
 consistent with adopted plans/zoning code 17  
 managing development (new, infill,  
 redevelopment) competing priorities: historic

**Council Structure**

council and committee structure 10

increase council capacity 19  
 common council structure (committee work,  
 referendum, and implementation) 11

make up of common council 20

**Partnerships**

collaborate with MMSD, County and  
 neighborhoods 18

MMSD full service community schools 5

Increase regional collaboration 19  
 strengthen the relationship between the UW  
 and the City - set a common agenda 8

**Internal Analysis**

strategize mgt. system goal setting process 2  
 sound data well-articulated standards financial  
 cost analysis (madison measures?) 2

**Innovation**

create a culture of innovation/chief innovation  
 officer position 19

**Parks**

standards for events in area that respect  
 neighborhoods while allowing for successful

build a park (designed by neighbors) in allied 10

preservation of lakeshore/park paths 13  
 parks and open space management limited  
 resources - increase management, acquire new

**Food**

no food deserts  
 strong food policy (public market, garver, food  
 economy)

improved access to fresh food 3  
 establish a grocery store for Allied as 1st step to  
 redevelop the business district south of beltline.

better access to affordable healthy food (plus  
 more retail) 18  
 make sure that all the areas that are identified  
 as food deserts are served (2)

access to affordable healthy food (14)

**Liquor**

Limit liquor licenses

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.