Ad Hoc Task Force on The Structure Of City Government (TFOGS) Final Report Implementation Work Group End of Term Report-- DRAFT

April 2021

Meetings and Membership

The Ad Hoc Task Force on The Structure Of City Government (TFOGS) Final Report Implementation Work Group met for a total of 25 times.

It's membership compromised of:

- Alder Keith Furman (Chair)
- Alder Grant Foster
- Alder Rebecca Kemble
- Alder Paul Skidmore (11/2/2020 -)

Past Members:

- Alder Syed Abbas, Chair (7/10/2020 – 10/29/2020)
- Alder Michael Tierney (7/10/2020 – 10/12/2020)

Task Force for Government Structure Recommendations Status

42 recommendations.

311

The committee grouped the following recommendations into this category:

Rec #	Description
38	On the City website, allow option for having a chat with a City employee who can direct a resident in the right direction should they have an issue or question about government services
39	Continue working towards having a 311 number for City services
41	Review customer relation software options that may create better processes for residents to navigate City services, such as through a ticketing system where issues are ticketed, followed up on by staff, and then the results reported back to the person requesting the service

The Common Council Executive Committee received an update on the 311 project on 3/30/2021 from the IT department: City of Madison - File #: 64787 (legistar.com).

Next steps, according to that presentation:

Developing a Roadmap

- Determining scope of services to be offered, identifying the phases of implementation
- Identifying the 311 Contact Center Staffing Model
- Staffing to "average"
- Days/hours of service
- Identifying a technology model
- Identifying a facility model

Identifying service silos and/or conflicting processes and systems

- Services that are paper-based (PDF form) processes to automated digital workflows
- Agency-based processes that should be incorporated into enterprise-wide software systems
- Duplicative services
- And much more

Determining the Operations of a 311-CRM

- Centrally located or agency centric • Staffing: Hiring a Contact Center Manager and Project Manager
- Hours and days of service
- Location within the current City structure or if makes sense to create a new agency

It's unclear what committee will be in charge of the next steps discussed in IT's presentation.

Appointments & Chair of BCC

The committee grouped the following recommendations into this category:

Rec #	Description
16	That the mayor continue appointing residents and alders to the BCCs, but that the process be changed to ensure a robust review of nominations by the Common Council Executive Committee.
17	That if the City transitions to a full-time Common Council, alder appointments to the BCCs should be made by the CCEC, subject to confirmation by the full Council.
18	Common Council members should not serve as chairs of BCCs with resident members.

Recommendations 16 & 18 need to be discussed at a future meeting.

Recommendation 17 is considered moot since on April 6, 2021, Madison Voters, in a non-binding referendum, rejected the idea of a full-time council.

BCC Admin Support and Resident Engagement

The committee grouped the following recommendations into this category:

Rec #	Description
14	Create an Office of Resident Engagement and Neighborhood Support ("ORENS") to support BCC system staffing, training, and resident engagement.
15	Immediately create an Administrative Services Team to support the BCC system and improve resident engagement.
19	That the City review City processes and procedures applicable to BCCs so that it is easier for residents to participate in BCCs.
20	That the City implement a technology plan to improve representation and engagement on the City's BCCs.
25	Provide childcare at meetings
26	Validate parking for people attending meetings
27	Make Council proclamations before the legislative business begins at 6:30 p.m.
28	Allow video testimony or live electronic participation such as through the internet, from remote centers of the City, or other electronic means
30	Separate public testimony from legislative debate and action by allowing individuals to provide input at the beginning of Council meetings regardless of when the item on which they wish to speak is considered
31	Vary meeting locations throughout the City
32	Make written comments available to the public and Council members at the time of the meeting
33	Avoid late-night meetings and reduce overall length of meetings
34	Adhere to and/or change current rules regarding the length of alder statements at Council meetings

Recommendation 14 needs to be discussed at a future meeting.

Recommendation 15: City of Madison - File #: 61541 (legistar.com) – An Administrative Services Team was created on 9/15/2020 by the Common Council. The Task Force has received regular updates from this team at its meetings.

Recommendations 19, 20, 25-34 should be discussed as part of a future Committee of Whole meeting.

Legistar

The committee grouped the following recommendations into this category:

Rec #	Description

29	Allow public comments to be made and considered prior to a meeting, such as through a system that notifies residents of decisions to be made, asks for their input, and then relays that input to decisionmakers
35	Improve accessibility and functionality of Legistar
36	Create a way for people to provide input in Legistar or some other appropriate platform
37	Provide classes for the public to learn how to use Legistar
40	Maintain subscription lists for Council and BCC items so that residents can be made aware of issues coming before a body through an email blast or text message and report back promptly when a decision has been made
42	Add more than just the name of meetings to the City calendar so that more information can be obtained with one (1) click, instead of requiring multiple clicks to get relevant and substantive information about a meeting

The IT Department has a legislative information center upgrade on their roadmap.

BCC Organization/Structure

The committee grouped the following recommendations into this category:

Rec #	Description
10	Create an organizational chart of all BCCs and organize BCCs around lead committees.
11	Eliminate or combine BCCs that are redundant or have outlived their purpose.
12	Reorganize BCCs to increase accountability.
13	Review BCC enabling ordinances and resolutions to ensure clarity of purpose and authority.

These recommendations are being worked on by the Administrative Services Team in conjunction with the Task Force. The work that has been accomplished around these recommendations to date has included compiling information on committee membership and meetings.

Mayor's Office

The committee grouped the following recommendations into this category:

Rec #	Description
23	That Madison should not restrict or expand the Mayor's current veto power.
24	That the City review the Mayor's administrative span of power and take steps to ensure that the Mayor and Deputy Mayors can adequately supervise all direct reports.

Recommendation 23 requires no action.

Recommendation 24 should be discussed at a future Task Force meeting.

Overall Structure

The committee grouped the following recommendations into this category:

Rec #	Description
21	That Madison should retain the Mayor-Council form of Government.
22	That Madison should not pursue First-Class City Status.

Neither of these recommendations required action.

Size & Shape of Council

The committee grouped the following recommendations into this category:

Rec #	Description
1	Madison should transition to a full-time Common Council
2	Madison should reduce the size of the Common Council to ten (10) members elected concurrently with the Mayor. (4-year terms)
3	Madison should increase Common Council member pay to 80% of the area median income for a single parent with two children (approximately $67,000).
4	Madison should maintain geographic aldermanic representation.
5	Madison should increase aldermanic terms to four (4) years.
6	Madison should impose term limits of twelve (12) consecutive years.
7	Madison should increase Council leadership terms to two (2) years if the Council terms are increased to four (4) years.
8	That any structural changes to the Council take place at the election immediately following redistricting.
9	That any changes to the size of the Council or the terms of its members be made by charter ordinance subject to binding referendum of the electors.

Recommendations 1, 2, 3, 5, and 6 were part of a non-binding referendum on April 6th.

Madison currently has a part-time Common Council with members who are paid approximately thirteen-thousand seven hundred dollars ($13,700) per year. Beginning with the 2023 Spring Election, SHOULD the City of Madison transition to a full-time Common Council with each Common Council member earning between fifty percent (50%) to eighty percent (80%) of the Adjusted Median Income for Dane County for a single parent with two children (approximately $45,000 to $71,000 per year)?

Choice	Vote Percentage	Number of Votes
Yes *(Non)*	41.7%	22,966

No *(Non)*	58.3%	32,135

Madison currently has a part-time Common Council comprised of twenty (20) alderpersons, one from each alderperson district. Beginning with the 2023 Spring Election, SHOULD the size of the City of Madison Common Council:

Choice	Vote Percentage	Number of Votes
be reduced? *(Non)*	16.4%	8,969
be increased? *(Non)*	13.4%	7,287
remain the same? *(Non)*	70.2%	38,285

Madison alderpersons are currently elected to two (2) year terms. The Madison Mayor is currently elected to four (4) year terms. Beginning with the 2023 Spring Election, SHOULD City of Madison alderpersons be elected to four (4) year terms?

Candidate	Vote Percentage	Number of Votes
Yes *(Non)*	44.5%	24,550
No *(Non)*	55.5%	30,595

Madison alderpersons are currently not subject to term limits. Beginning with the 2023 Spring Election, if the City transitions to a full-time Common Council SHOULD the City of Madison alderpersons be subject to term limits of twelve (12) consecutive years?

Candidate	Vote Percentage	Number of Votes
Yes *(Non)*	71.0%	39,238
No *(Non)*	29.0%	16,061

Recommendation 4 requires no action.

Recommendations 7, 8, 9 are considered moot due to the referendum results.

Future Topics and Work

discussion about our current referral process to a future agenda. Some specific topics to consider include:

- Should we develop some guidelines/standards for staff to know which referrals to recommend when entering in new legislation? What's the BCC Admin team's role here?
- What's the role of sponsors and the CC as a whole to ensure that we have the 'right' referrals? (not missing ones that make sense, not adding ones that don't)
- Can we provide better/clearer guidance for BCCs to focus on their specific component of referrals and not wander into all aspects of a given proposal as part of their review?
- Should we be more clear about expected return dates to CC instead of just waiting until BCCs voluntarily return things to us?
- How can we provide more transparency for the council when there is disagreement in recommendations between multiple bcc's?
- What's the role/purpose of adding CCEC referrals? Should this be as all-encompassing as it has been used recently?
- In general, how do we ensure that CC as a body controls the legislative journey of items and how do we prevent individuals (chairs, etc.) from using legislative process to stall or manipulate outcomes?

Racial Equity, Bias, and Inclusion Training for BCCs