

PCED Office Of Director**Function: Planning & Development***Budget Overview*

Agency Budget by Fund

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
General	681,995	822,094	878,177	872,102	564,746	556,084
TOTAL	\$ 681,995	\$ 822,094	\$ 878,177	\$ 872,102	\$ 564,746	\$ 556,084

Agency Budget by Service

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
PCED Administration	681,995	822,094	878,177	872,102	564,746	556,084
TOTAL	\$ 681,995	\$ 822,094	\$ 878,177	\$ 872,102	\$ 564,746	\$ 556,084

Agency Budget by Major-Expenses

	2018 Actual	2019 Adopted	2019 Actuals	2020 Adopted	2021 C2C	2021 Request
Salaries	460,593	556,777	562,218	586,657	388,650	375,951
Benefits	148,618	165,160	232,756	184,781	83,077	83,077
Supplies	39,616	6,650	9,733	7,050	4,450	7,800
Purchased Services	15,055	76,752	56,716	76,352	71,452	72,139
Debt & Other Financing	-	-	-	-	-	-
Inter Depart Charges	18,113	16,755	16,755	17,262	17,117	17,117
Inter Depart Billing	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
TOTAL	\$ 681,995	\$ 822,094	\$ 878,177	\$ 872,102	\$ 564,746	\$ 556,084



Department of Planning & Community & Economic Development

Office of the Director

Matthew Wachter, Director

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July 10, 2020

To: Mayor Satya Rhodes-Conway
From: Matthew Wachter, Director

Subject: 2021 Operating Budget: Transmittal Memo

The Office of the Director coordinates and supports the work of four DPCED divisions and the Community Development Authority. Because the missions and functions of these agencies are interconnected, sharing common services in a central office improves the efficiency and effectiveness of our operations.

Major Goals

In 2020, three administrative positions were moved from the Office of the Director to the Planning Division. The move better aligned staff with the colleagues and committees that they were supporting and with the new layout of the remodeled MMB. In addition to budget authority for the salaries and benefits, budget authority to support training and supplies for the three positions was also reallocated to Planning.

The Office of the Director's proposed budget is \$8,622 below the budget target set by Finance. This budget authority is being used to complete the transfer of one of the three staff to Planning. Planning is over its agency budget target by the same \$8,622. This transfer holds the General Fund net neutral.

The Office of the Director consists of a single service with 4.6 FTE. One of the administrative positions is currently vacant.

In 2021, the primary goals of the Office are to establish work plans and routines that reflect the change in staffing, to create a department equitable workforce plan, to document department emergency response and evacuation procedures, and to develop a style guide and related templates for department documents.

COVID Response and Recovery

The Office of the Director has transitioned to providing remote services with occasional work in the office as needed. The Office did not have a significant in person service component prior to COVID and has been able to fully meet its service expectations remotely. Additionally, the physical office space is narrow and entirely closed, which is not conducive to social distancing and airborne pathogen safety. The Office plans to continue to work remotely until public health conditions improve.

2021 Request & Equity

In response to the Employee Voice Survey, DPCED chartered a department equity team to identify and respond to systemic equity opportunities and concerns in the department. The membership on the team is limited to ensure that attention stays focus on moving goals forward. The membership also

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rotates annually, with new members for 2020-2021 having been recently appointed. Under the team's charter, the Office of the Director supports this ongoing work.

Historically, each DPCED agency has prepared and implemented its own equitable workforce plan. In 2018, the decision was made with the Office of Civil Rights to combine the individual plans into a single department plan. It is anticipated that the integration will be completed in 2021 as the existing agency plans expire and a department plan is developed. The Office of the Director will lead the work to build consensus on the new plan and to create actionable timelines to achieve the goals outlined in the plan.

2021 Request & Sustainability

The Office of the Director coordinates and supports the DPCED divisions. In 2021, there will be significant activity in long-term land use planning, property construction, redevelopment, and housing creation. These activities will have significant opportunities to introduce sustainable planning and design into the community. The Office looks forward to supporting these initiatives as they develop over the coming month.

Major Changes in the 2021 Operating Request

I have carefully considered your instructions to propose a 5 percent budget reduction scenario. In response, I propose reallocating 15 percent of the DPCED Director's salary to the Community Development Authority.

Under the Contract for Services, Materials and Equipment, the CDA has agreed to reimburse the City for the cost of support services provided by the City to the CDA. Two positions in Finance are already partially allocated to the CDA in recognition of the support they provide. Other DPCED staff also record time spent supporting the CDA for reimbursement.

This change is anticipated to meet the five percent reduction target. Any shortfall in meeting the target would be offset with a reduction to the Office's purchased services.

I look forward to meeting with you to discuss the budget and my proposal.

Sincerely,

Matthew Wachter
DPCED Director

Cc: Deputy Mayors
Adam Pfost, DPCED Budget and Performance Excellence Manager
Budget & Program Evaluation Staff

2021 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

PCED Office of the Director

SELECT YOUR AGENCY'S SERVICE:

PCED Administration and Support

SERVICE NUMBER:

641

SERVICE DESCRIPTION:

This service supports the overall administration and coordination of the Department of Planning, Community and Economic Development (DPCED), which includes Planning, Building Inspection and Zoning, the Community Development Division, and the Economic Development Division. The DPCED Director also serves as the Executive Director of the Community Development Authority (CDA), which includes the Housing Authority. The Office provides centralized services to DPCED divisions, advances department-wide initiatives, and aligns agency activities with City priorities.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$681,995	\$822,094	\$878,177	\$872,102	\$564,746	\$556,084
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$681,995</i>	<i>\$822,094</i>	<i>\$878,177</i>	<i>\$872,102</i>	<i>\$564,746</i>	<i>\$556,084</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$609,211	\$721,937	\$794,973	\$771,438	\$471,727	\$459,028
Non-Personnel	\$54,671	\$83,402	\$66,449	\$83,402	\$75,902	\$79,939
Agency Billings	\$18,113	\$16,755	\$16,755	\$17,262	\$17,117	\$17,117
<i>Total</i>	<i>\$681,995</i>	<i>\$822,094</i>	<i>\$878,177</i>	<i>\$872,102</i>	<i>\$564,746</i>	<i>\$556,084</i>
FTEs		7.75		7.35	5.35	4.45

PRIORITY

Citywide Element

Describe how this service advances the Citywide Element:

The Office of the Director supports the leadership of the DPCED Director, serves DPCED divisions, and coordinates with the Community Development Authority. By centralizing core resources and positions, the Department reduces redundancy, improves coordination between city services, and increases the efficient and effective stewardship of public funds. The Office of the Director strives to provide timely, accountable, and transparent service to residents, community stakeholders, and City colleagues.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Department Leadership	25%	The DPCED Director leads, facilitates, and coordinates the strategic direction and vision of the five divisions. This activity includes staff administrative support for the director.
Supporting DPCED Projects and Activities	20%	As needed, OOD staff provide additional administrative support for projects led by DPCED divisions. This may include meeting scheduling,

clerical responsibilities, communication, and meeting logistics.

Operations and Development	15%	This category includes effort invested in professional development, new employee on boarding, processing financial transactions, and other professional activities.
Graphic Design and Document Development	15%	The graphic design position supports the document design needs for all DPCED divisions. Priority is given to projects that engage residents and improve access to City services.
Staffing Committees and Boards	10%	The Office supports and staffs committees. The DPCED Director also served as the Executive Director of the CDA. Under the CDA Contract for Services with the City, staff support the CDA Board and Finance Subcommittee.
Supporting City Wide Initiatives	10%	The OOD of the Director provides coordination, leadership, and staff to support citywide initiatives like the annual budget process, Results Madison, Performance Excellence, the Employee Voice Survey, and Recovery efforts.
RESJI Team and Civil Rights Coordinators	5%	In response to the Employee Voice Survey, DPCED has created a single RESJI Team to lead the department's equity and inclusion work. The RESJI Team has identified three goals and has created work plans to achieve the goals. The Office of the Director also includes two Civil Rights Coordinators for the department.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?

When three staff were transferred from the Office of the Director to Planning, a small portion of one FTE was not transferred. The \$8,622 reduction is to complete the transfer to Planning. The related increase of \$8,622 is shown in Planning's budget request. No reduction in current services are anticipated.

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	
Benefits	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

No allocation changes are anticipated to Office positions. One of the administrative positions transferred to Planning from the Office of the Director was partially allocated to the CDA to support Board meetings. In 2021, these responsibilities will be taken over by Housing Authority staff. The transferred position in Planning will be entirely allocated to Planning to recognize the change in responsibilities with the additional budget authority coming from hourly wages in the Office of the Director.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
2021 Operating Budget: Agency Reuquests			

Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
1100	53	\$3,350	When three staff were transferred to Planning, budget authority was also transferred to support the supply needs and professional development of the staff. The request reallocates funds to align the budget with anticipated expenses in 2021. Specifically, Office Supplies (\$1,200), Copy Supplies (\$400), Furniture (\$400), and Hardware (\$1,350) were increased.
1100	54	\$687	The 2020 Budget was structured to support the recruitment and hiring of a new department Director. Now that the hiring is complete, the budget is being restored to better reflect ongoing operations. Notably, Recruitment was reduced by \$2,000. Telephone (\$660), Conferences and Trainings (\$4,000), and Other Services (\$6,040) were increased. Consulting Services (-\$7,560) and Facility Rentals (-\$500) decreased.

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Proposed Budget Reduction

What is 5% of the agency's net budget?

What is the proposed reduction to this service's budget?

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service
2021 Operating Budget: Agency Reuquests

activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
Department Leadership	28,237	In 2021, 15 percent of the Directors salary and associated benefits will be allocated to the CDA. No reduction in service levels are anticipated.
Total	\$28,237	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$28,237	In 2021, 15 percent of the Directors salary and associated benefits will be allocated to the CDA. This will reduce the salary and benefits budget in the Office of the Director.
Non-Personnel		
Agency Billings		
Total	\$28,237	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Under City Ordinance 3.18 and the CDA bylaws, the CDA Board is required to appoint an Executive Director. The Board has authority to appointment an Executive Director under Wisconsin Statute 66.1333.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

Describe why the proposed reduction was chosen.

The proposed salary allocation is consistent with the Contract for Services between the City and CDA. The CDA currently has a vacant position for an executive director. The CDA Board has appointed the DPCED Director as the CDA Executive Director. This proposal maintains existing service levels while meeting the Mayor's budget scenario guidance.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

No end-user impact is anticipated.