

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

## Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	878,177	872,102	560,919	527,617	597,699	597,699
<b>TOTAL</b>	<b>\$ 878,177</b>	<b>\$ 872,102</b>	<b>\$ 560,919</b>	<b>\$ 527,617</b>	<b>\$ 597,699</b>	<b>\$ 597,699</b>

## Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
PCED Administration	878,177	872,102	560,919	527,617	597,699	597,699
<b>TOTAL</b>	<b>\$ 878,177</b>	<b>\$ 872,102</b>	<b>\$ 560,919</b>	<b>\$ 527,617</b>	<b>\$ 597,699</b>	<b>\$ 597,699</b>

## Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Transfer In	-	-	(7,619)	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (7,619)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	562,218	586,657	413,414	356,499	394,406	394,406
Benefits	232,756	184,781	126,678	84,537	112,664	112,664
Supplies	9,733	7,050	1,249	7,800	7,800	7,800
Purchased Services	56,716	76,352	9,935	61,664	65,712	65,712
Inter Depart Charges	16,755	17,262	17,262	17,117	17,117	17,117
<b>TOTAL</b>	<b>\$ 878,177</b>	<b>\$ 872,102</b>	<b>\$ 568,538</b>	<b>\$ 527,617</b>	<b>\$ 597,699</b>	<b>\$ 597,699</b>

**To:** Dave Schmiedicke, Finance Director

**From:** Matthew Wachter, Director

**Date:** 7-12-21

**Subject:** 2022 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*

The Office of the Director consists of a single service with 4.6 FTE. Two of the positions are currently vacant. In 2022, the primary goals of the Office are to fill vacant positions, increase proactive communication with the public, improve systems for interdepartmental project management, support the Divisions in creating their annual work plans, create a department equitable workforce plan, and to develop a style guide and related templates for department documents.

#### *COVID Recovery*

The Office of the Director is in the process of transitioning back to in-person service and plans to be operating in a “new normal” mode in 2022.

#### *2022 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 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 over the next year 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.

#### *2022 Request & Sustainability*

The Office of the Director coordinates and supports the DPCED divisions. In 2022, 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.

#### *Major Changes in 2022 Operating Request*

The Office of the Director is not anticipating any major changes in its cost to continue request.

*Summary of Reductions*

The Office of the Director does not have any significant programs or purchased services that can be reduced, so in order to meet the requested reduction I propose delaying hiring the vacant Admin Clerk position.

*Optional Supplemental Request*

Over the last few years the work of the Office of the Director has shifted from providing administrative support to Divisions to providing communication support and coordinating interdepartmental initiatives. Rather than delaying the hire of the vacant Admin Clerk position, I instead propose recreating the vacant Admin Clerk position as a Public Information Officer 1 to assist the Divisions. This position will focus on creating proactive communications and enable the Department to better inform the public on large projects and initiatives.

Sincerely,

Matt Wachter, DPCED Director

*c.c. Deputy Mayors  
Budget & Program Evaluation Staff*

# 2022 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 of the Department of Planning, Community, and Economic Development (DPCED). The DPCED director also serves as the executive director of the Community Development Authority (CDA), which includes the Housing Operations. The office provides centralized services to DPCED divisions, advances department-wide initiatives, and aligns agency activities with City priorities. The goal is to reduce the time that department heads and professional staff spend on administrative functions such as committee support, document management, budgeting, and financial management.

### Part 1: Base Budget Proposal

### BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$878,177	\$872,102	\$560,919	\$527,617	\$597,699	\$597,699
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$878,177</i>	<i>\$872,102</i>	<i>\$560,919</i>	<i>\$527,617</i>	<i>\$597,699</i>	<i>\$597,699</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$7,619)	\$0	\$0	
Personnel	\$794,973	\$771,438	\$540,092	\$441,036	\$507,070	\$507,070
Non-Personnel	\$66,449	\$83,402	\$11,184	\$69,464	\$73,512	\$73,512
Agency Billings	\$16,755	\$17,262	\$17,262	\$17,117	\$17,117	\$17,117
<i>Total</i>	<i>\$878,177</i>	<i>\$872,102</i>	<i>\$560,919</i>	<i>\$527,617</i>	<i>\$597,699</i>	<i>\$597,699</i>
FTEs		7.35		4.30	4.30	

### 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?

**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"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Total</b>		\$0	

Explain the assumptions behind the allocation change.

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
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"/>
<b>Total</b>		\$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?

No

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

Select...

Fund	Major	Amount	Description

Insert item

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?

No

Fund	Major	Amount	Description
		\$0	
		\$0	

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The Office of Director (OOD) exists to the support and coordinate the work of the five divisions of PCED which provide services including housing, childcare, economic development, and community services, many with an emphasis on the groups mentioned above. This budget focuses on maintaining or increasing our capacity to coordinate those services.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

OOD focuses primarily on supporting the Divisions of PCED with an indirect benefit to the residents accessing the programs and services of those divisions.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

N/A

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

N/A

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

N/A

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

OOD has worked closely with all five Divisions of PCED on developing this budget, particularly on our Supplementary Request, and will continue to do so.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes  No

If so, please identify the respective group and recommendation.

### Part 3: Proposed Budget Reduction

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

\$29,885

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

\$29,885

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

Activity	\$Amount	Description
Supporting DPCED Projects and Activities	29,885	Delay filling the vacant Admin Clerk position
<input type="button" value="Insert item"/>		
<b>Total</b>	\$29,885	

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	\$29,885	Delay filling the vacant Admin Clerk position
Non-Personnel		
Agency Billings		
Total	\$29,885	

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.

No

Has this reduction been proposed in prior years?

No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

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

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

In 2020, the Office of the Director shifted front desk/phone duties to the Planning Division which greatly reduced the amount of general administrative work in the office.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

This reduction will reduce the capacity of OOD to support PCED Divisions and our ability to achieve our Supplementary Request. The effects cannot be mitigated.

### Section 4: Optional Supplemental Request

**NOTE:** Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Supporting DPCEd Projects and Activities	20454	Recreate a vacant Admin Clerk position as a Public Information Officer who will be responsible for proactive external communication (press releases, website, press conferences, public information events) as well as coordinating the response to information inquiries.

Insert item

<b>Total</b>	20,454	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	20,454	Recreate a vacant Admin Clerk position as a Public Information Officer who will be responsible
Non-Personnel		
Agency Billings		
<b>Total</b>	20,454	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The Department will be able to increase the amount of proactive external communications it produces and will be better able to respond to requests from the press and the public for information.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?

If yes, which agencies?

Describe why the proposed increase is critical.

The Department has undertaken a number of high profile cross departmental initiatives (Housing Forward, men's homeless shelter, etc) that drive a significant increase of press inquiries, inquiries from the public, and requests for information. We anticipate that this will only increase over time. Currently the Department responds to information requests in an ad-hoc manner. It is often Department and Division Heads directly responding to these requests. These requests are often time sensitive requiring them to priorities them over more strategic work. Proactive communication often does not happen in a robust or timely manner

Submit