

## PCED Office Of Director

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### Agency Budget by Fund

<b>Fund</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2023 C2C</b>	<b>2023 Request</b>
General	560,919	527,617	357,800	622,820	602,620	602,620
<b>Total</b>	560,919	527,617	357,800	622,820	602,620	602,620

### Agency Budget by Service

<b>Service</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2023 C2C</b>	<b>2023 Request</b>
PL CDD EDD Admin And Support	560,919	527,617	357,800	622,820	602,620	602,620
<b>Total</b>	560,919	527,617	357,800	622,820	602,620	602,620

### Agency Budget by Major-Revenue

<b>Major Revenue</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2023 C2C</b>	<b>2023 Request</b>
Transfer In	(7,619)					
<b>Total</b>	(7,619)	-	-	-	-	-

### Agency Budget by Major-Expense

<b>Major Expense</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2023 C2C</b>	<b>2023 Request</b>
Salaries	413,414	356,499	242,418	418,554	411,885	411,885
Benefits	126,678	84,537	72,387	113,637	101,766	101,766
Supplies	1,249	7,800	313	7,800	7,800	5,504
Purchased Services	9,935	61,664	25,566	65,712	65,487	67,783
Inter Depart Charges	17,262	17,117	17,117	17,117	15,681	15,681
<b>Total</b>	568,538	527,617	357,800	622,820	602,620	602,620

TO: Dave Schmiedicke, Finance Director  
FROM: Matthew Wachter, Director DPCED  
DATE: July 22nd, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### Goals of Agency's Operating Budget

The Office of the Director (OOD) houses centralized services providing communications and marketing support, consulting, project management and administrative management to the Divisions it serves. Due to this, salary and benefit expenses comprise of roughly 85% of the budget. OOD consists of a single service with 4.6 FTE.

In 2023, the goals include: the creation of a communications plan and media relations procedures to increase proactive communication with the public and to provide greater internal transparency; leverage upcoming Sharepoint upgrades to improve systems for interdivisional project management; support the Divisions in creating their annual work plans; and create an equitable workforce plan.

### Racial Equity and Social Justice

The Office of the Director coordinates and supports the DPCED divisions. In 2023, there will be significant activity in long-term land use planning, property construction, redevelopment, and housing creation. These activities support Madison's commitment to livability and sustainability for all of its residents by addressing some of the City's most persistent inequities including but not limited to diverse-owned business support, housing affordability, and homelessness.

### Major Changes in the 2023 Operating Request

The cost to continue budget did not include some expenses that will be incurred in 2022. Changes were made to better align budget with known expenses: Director's cell phone which is part of the employment contract; software licensing for 3 staff; the movement of the Graphics Tech software licensing from Planning; and professional memberships. Due to this, supplies were roughly halved as the priority was keeping budget in other expenses as these dollars support sponsorships of community partner events.

### Summary of Reductions (Non-Enterprise Agencies)

In the reduction scenario, supplies are further reduced from the OOD proposed Cost to Continue budget. Additionally, reductions have been made throughout purchased services: recruitment is halved; memberships is zeroed out; and other expenses (partner sponsorships budget) has been decreased.

1. Recruitment
2. Memberships
3. Supplies
4. Other Expenses (partner sponsorships budget)

### Town of Madison

N/A

### 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, consultation and coordinating interdepartmental initiatives. With the upcoming hire of a DPCED PIO, the Graphics Tech will have an additional client. Their current time is fully filled with projects. The graphics Tech is a .6 FTE and OOD suggests making them 1 FTE, this will allow for the PIO and Graphics Tech to have adequate time to proactively schedule and build out products to better inform the public about our initiatives.

There is an opportunity to phase in the position to .75 FTE, this would allow additional hours for the Graphics Tech to have time set aside with the PIO.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: 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.

Are any updates required for the "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 both Housing Operations and Redevelopment. 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 communications support, document management, budgeting, and financial management.

Activities performed by this Service

Activity	% of Effort	Description
Communications and Marketing Support	40	This team supports the communication and design needs for DPCED divisions. Priority is given to projects that engage residents, improve access to city services, and increase transparency.
Department Leadership	20	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	15	As needed, OOD staff provide additional administrative support for projects led by DPCED divisions. This may include project management, consultation, scheduling, clerical responsibilities, communication, and meeting logistics.
Operations and Development	10	This category includes effort invested in professional development, new employee on boarding, processing financial transactions, and other professional activities.
Supporting City Wide Initiatives	10	The Office of the Director provides coordination, leadership, and staff to support citywide initiatives like the annual budget process, Results Madison, Performance Excellence, Data Governance, and Recovery efforts.
RESJI Team and Civil Rights Coordinators	5	The Office of the Director will continue its work on this initiative, and look to further incorporate equity into the work it performs.

Insert item

Citywide Element

<https://imagine.madisonwi.com/document/comprehensive-plan-adopted>

Effective Government

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 among 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

## Part 2: Base Budget Proposal

### BUDGET INFORMATION

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						
General-Net	\$560,919	\$527,617	\$357,800	\$622,820	\$602,620	\$602,620
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$560,919</b>	<b>\$527,617</b>	<b>\$357,800</b>	<b>\$622,820</b>	<b>\$602,620</b>	<b>\$602,620</b>
<i>Budget by Major</i>						
Revenue	(\$7,619)	\$0	\$0	\$0	\$0	
Personnel	\$540,092	\$441,036	\$314,804	\$532,191	\$513,652	\$513,652
Non-Personnel	\$11,184	\$69,464	\$25,879	\$73,512	\$73,287	\$73,287
Agency Billings	\$17,262	\$17,117	\$17,117	\$17,117	\$15,681	\$15,681
<b>Total</b>	<b>\$560,919</b>	<b>\$527,617</b>	<b>\$357,800</b>	<b>\$622,820</b>	<b>\$602,620</b>	<b>\$602,620</b>

## Part 3: Service Budget Changes

**General Fund agencies may propose changes that are net neutral to their budget. Non-general fund supported agencies may propose changes that they can support with revenue.**

### Proposed Changes

Fund	Major	Org	Object	\$ Change	Description
1100 - GENERAL	53 - SUPPLIES	64100	53110	(\$1,295)	Decrease Supplies to accomodate expenses not currently included in Cost to Continue
1100 - GENERAL	53 - SUPPLIES	64100	53120	(\$500)	Decrease Supplies to accomodate expenses not currently included in Cost to Continue
1100 - GENERAL	53 - SUPPLIES	64100	53130	(\$500)	Decrease Supplies to accomodate expenses not currently included in Cost to Continue
1100 - GENERAL	54 - PURCHASED SE	64100	54121	\$765	Portion of cell phone OOD pays of Director's cell phone, per employment contract.
1100 - GENERAL	54 - PURCHASED SE	64100	54335	\$1,400	Moving Graphics Tech licensing from Planning to OOD and PIO licensing of Adobe software.
1100 - GENERAL	54 - PURCHASED SE	64100	54535	\$115	Removal of Real Estate membership
1100 - GENERAL	54 - PURCHASED SE	64100	54635	\$15	Adjusted to actuals billed by DOA for records
<b>TOTAL</b>				<b>\$0.00</b>	

Insert item

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

Much of the services staff provide is more reliant on having the correct software than printing and supplies. OOD has had two vacant positions, and funding may need to be restored to original levels in 2024.

Explain the assumptions behind the changes.

The budget is better aligned with known expenses as opposed to the spending estimates of two vacant positions; in addition to moving the costs of the Graphics Tech software supplies into OOD from Planning.

What is the justification behind the proposed change?

Better alignment to known expenses that will be charged to the Department.

Are you proposing any personnel allocation changes?

No

**Part 4: 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. Prioritize equity over equality. "Equity" is often conflated with the term "equality" (meaning sameness). Equity implies that an individual may need to experience or receive something different (not equal) in order to achieve fairness and access.*

*We encourage you to focus on how this service impacts marginalized populations and addresses the greatest needs, instead of discussing how the service will benefit everyone equally.*

1. What specific inequities does this service intend to address? How and for whom?

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

2. What data helped shape your proposal? Data includes qualitative and quantitative information such as community input, demographics, qualified census tracts, environmental justice areas, and other sources. Additionally, include specific recommendations from a Racial Equity and Social Justice Analysis, if available.

N/A

3. Is the proposed budget or budget change related to a recommendation from a Neighborhood Resource Team (NRT)? If yes, please identify the NRT and recommendation. Be as specific as possible.

N/A

**Part 5: Proposed Budget Reduction**

*Agencies are asked to provide a 1% reduction to their general, library, and internal service (e.g. fleet) fund budgets to address the City's structural deficit.*

*Enterprise Agencies: Enterprise agencies are not required to propose reductions, as long as there are sufficient revenues to cover proposed expenses. Enterprise agencies may skip this section and move to Part 6.*

What is 1% of the agency's net budget (general, library, and fleet funds only)?

\$6,026

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

\$6,026

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.

If you are proposing revenue increases or other types of changes to meet your net budget reduction, contact your budget analyst to discuss how to enter the information in the form.

Activity	\$Amount	Description
Communications & Marketing Support	(\$704)	Office Supply: Further reduce supplies from what is proposed in parts 2 & 3; the service level may remain unchanged but the products offered will focus on electronic services as opposed to printed products
Communications & Marketing Support	(\$82)	Furniture: No significant impact on services, further reduce furniture from what is proposed in parts 2 & 3.
Communications & Marketing Support	(\$75)	Postage: No significant impact on services, further reduce furniture from what is proposed in parts 2 & 3.

<b>Total</b>	(\$6,026)	
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Activity	\$Amount	Description
Operations and Development	(\$1,165)	No significant impact on services, as OOD will be headed into 2023 fully staffed and recruitment costs should be minimal. A portion of this also removes a Real Estate professional membership.
Supporting DPCED Projects and Activities	(\$4,000)	This reduction may impact our ability to provide sponsorship dollars to community partner events, especially as more events are being held in person.
<b>Total</b>	<b>(\$6,026)</b>	

Insert item

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		
Non-Personnel	(\$6,026)	Reduction in Supplies and Purchased Services necessary to meet the 1% reduction. OOD should be able to maintain a similar level of service.
Agency Billings		
<b>Total</b>	<b>(\$6,026)</b>	

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

Does the proposed reduction impact other agencies (e.g. administrative or internal service agencies such as IT, Finance, HR, Fleet)?

No

Describe why the proposed reduction was chosen.

The Office of the Director is a centralized service provider and 85% of our budget is comprised of salary. Reductions in budget were prioritized to internal supply costs, and then to community partner dollars. The proposed cost to continue had already reduced supplies by roughly half to offset 2023 expenses that are not currently shown on the provided cost to continue. Beyond these further supply reductions there is excess budget in community sponsorship dollars, but it is unclear if in 2023 events will increase.

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

There may be community partners who are looking for sponsorship opportunities where we do not have funds, but we did keep in the budget the expected spend from 2022 so those that are regularly supported should still have funding. Reductions coming out of the Communications and Marketing activity will require staff to focus on providing electronic draft and final products allowing for the Departments to choose to spend their supply dollars on physical products.

## Part 6: Optional Supplemental Request

**Town of Madison: Agencies requesting additional funding for Town of Madison (ToM) services should enter funding requests below. Enter ToM requests in the most relevant service. You can enter multiple rows for ToM activities as needed. Include "Town of Madison" or "ToM" in the activity name.**

**Supplemental Request: Agencies may submit one (1) supplemental request in their 2023 budget request. Please include the request in the most relevant service. 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.**

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
Communications and Marketing	39390	Increase Graphics Tech from .6 FTE to 1 FTE. Currently, the OOD Graphics Tech has a full docket of work supporting the PCED divisions. With the addition of a PIO, and the work products associated with this position, the Graphics Tech will be adding an additional client. It would be possible to phase in this position as well and increase the FTE percentage.
<b>Total</b>	39,390	

Insert item

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	39,390	Increase Graphics Tech from .6 FTE to 1 FTE. Currently, the OOD Graphics Tech has a full docket of work supporting
Non-Personnel		
Agency Billings		
<b>Total</b>	39,390	

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 produced 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)?

No

Describe why the proposed increase is critical.

With the new PIO position, OOD wants to make sure that they have the adequate tools at their disposal. 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. These requests are often time sensitive and many convey complex subject matter that may be best complemented with design work.

Save/Submit