

Budget by Fund

| | 2018 Actual | 2019 Adopted | 2020 C2C | 2020 Request | \$ Change |
|--------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| General | 681,995 | 822,094 | 841,493 | 841,493 | 19,399 |
| Other-Expenditures | - | - | - | - | - |
| TOTAL | \$ 681,995 | \$ 822,094 | \$ 841,493 | \$ 841,493 | \$ 19,399 |

Budget by Service

| | 2018 Actual | 2019 Adopted | 2020 C2C | 2020 Request | \$ Change |
|------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| PL CDD EDD ADMIN AND SUPPORT | 681,995 | 822,094 | 841,493 | 841,493 | 19,399 |
| TOTAL | \$ 681,995 | \$ 822,094 | \$ 841,493 | \$ 841,493 | \$ 19,399 |

Budget by Major

| | 2018 Actual | 2019 Adopted | 2020 C2C | 2020 Request | \$ Change |
|-----------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Personnel | 609,211 | 721,937 | 740,829 | 740,829 | 18,892 |
| Non-Personnel | 54,671 | 83,402 | 83,402 | 83,402 | - |
| Agency Billings | 18,113 | 16,755 | 17,262 | 17,262 | 507 |
| TOTAL | \$ 681,995 | \$ 822,094 | \$ 841,493 | \$ 841,493 | \$ 19,399 |



Department of Planning & Community & Economic Development

Office of the Director

Nan Fey, Interim Director

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To: David Schmiedicke, Finance Director
From: Nan Fey, Interim DPCED Director
Date: June 27, 2019
Subject: 2020 Operating Budget Request – DPCED Office of the Director

Consistent with the Mayor's instructions and policy goals for the 2020 operating budget, my Office has submitted three budget scenarios: base, 2.5 percent increase, and 2.5 percent decrease. In developing the budget, we have been mindful of the ongoing process to hire a permanent director following Natalie Erdman's retirement. The 2020 budget allocates budget authority for anticipated costs associated with the recruitment, onboarding, and priorities of a new director.

The Office of the Director coordinates and supports the work of the five DPCED divisions. Because the missions and functions of the divisions are interconnected, sharing common services in a central office improves the efficiency and effectiveness of our operations. Any remaining year-end budget authority in the Office of the Director is used to provide one-time funds for basic expenses and strategic opportunities that cannot be supported in limited division budgets. In 2020, we anticipate having little to no budget authority available for this purpose.

Madison is a vibrant, thriving, and growing City. In my role as the Interim Director, it has been satisfying to learn about the tremendous work done across DPCED to realize the aspirations articulated by residents in the Comprehensive Plan. I am pleased to work with talented professionals who understand the vision of what Madison strives to be and who are dedicated to an inclusive, innovative, and thriving community.

Thank you and your staff for your guidance through this process and for the work ahead to prioritize our resources.

2020 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 provides the overall administration of the Department of Planning, Community and Economic Development (DPCED) and provides centralized administrative support services to other divisions of the department. The administrative service acts as Secretary for the Plan Commission, supervises a clerical pool, provides department-wide systems improvements among units, and provides public information coordination and development. This service improves the efficiency and effectiveness of the department and its divisions, which include Planning, Building Inspection, Community Development, Economic Development, and Community Development Authority, including Housing Operations. 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

| | 2017 Actual | 2018 Adopted | 2018 Actual | 2019 Adopted | 2020 C2C | 2020 Request |
|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <i>Budget by Fund</i> | | | | | | |
| General-Net | \$656,688 | \$738,229 | \$681,995 | \$822,094 | \$841,493 | \$841,493 |
| Other-Expenditures | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Total</i> | <i>\$656,688</i> | <i>\$738,229</i> | <i>\$681,995</i> | <i>\$822,094</i> | <i>\$841,493</i> | <i>\$841,493</i> |
| <i>Budget by Major</i> | | | | | | |
| Revenue | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Personnel | \$588,109 | \$636,714 | \$609,211 | \$721,937 | \$740,829 | \$740,829 |
| Non-Personnel | \$50,386 | \$83,402 | \$54,671 | \$83,402 | \$83,402 | \$83,402 |
| Agency Billings | \$18,194 | \$18,113 | \$18,113 | \$16,755 | \$17,262 | \$17,262 |
| <i>Total</i> | <i>\$656,689</i> | <i>\$738,229</i> | <i>\$681,995</i> | <i>\$822,094</i> | <i>\$841,493</i> | <i>\$841,493</i> |
| FTEs | | 7.75 | | 7.75 | 7.60 | 7.60 |

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

The DPCED Office of the Director (OOD) supports the leadership of the DPCED Director and serves all five DPCED Divisions. By centralizing core resources and positions, the Department reduces redundancy, improves coordination between city services, and increases the efficient use of public funds. The OOD 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 | 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. |
| Building Inspection, Zoning, and Planning Reception | 15% | The OOD staffs the reception desk and phone lines used as the point of first contact by residents and contractors. |

| | | |
|--|-----|--|
| Staffing City Committees and Boards | 20% | The OOD supports and staffs City committees. The most recent DPCED Director also served as the Executive Director of the Community Development Authority (CDA). Under the CDA Contract for Services with the City, OOD staff the CDA Board and Finance Subcommittee. |
| RESJI Team and Civil Rights Coordinators | 7% | 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 is currently working with managers and directors to identify three goals and to create work plans to achieve the goals. The Office of the Director has also recently taken responsibility for the Civil Rights Coordinator roles and will be developing a department Equitable Workforce plan for 2020. |
| Graphic Design and Document Development | 8% | The OOD is pleased to have hired a new .6 FTE Graphics Technician position in June. This position supports the document design and creation needs of all DPCED divisions. |
| Supporting City Wide Initiatives | 5% | The OOD of the Director provides coordination, leadership, and staff to support citywide initiatives like the annual budget process, Results Madison, Performance Excellence, and the Employee Voice Survey. |
| 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 | 5% | This category includes effort invested in professional development, new employee on boarding, processing financial transactions, and other professional activities. |

Insert item

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?

No change from cost to continue is proposed.

Personnel-Permanent Positions

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

| Type | Fund | Amount | Description |
|--------------|------|-------------------|---|
| Perm Wages | 1100 | (\$20,691) | Two staff in the Office of the Director will begin to bill time spent supporting the CDA to the CDA general fund. |
| Benefits | 1100 | (\$6,956) | The reduction in benefits is a result of the reduction in permanent wages. |
| Total | | (\$27,647) | |

Explain the assumptions behind the allocation change.

It is assumed that Adam Pfof will support the CDA at .15 FTE and Jim Nichols will support the CDA at .10 FTE. Based on these assumption, the salary reduction in the Office of the Director is expected to be \$20,691.

What is the justification behind the allocation change?

Under the Contract for Services between the City and the CDA, the CDA should reimburse the City for staff time spent on the CDA's behalf. Consistent with this agreement, staff in the Office of the Director will begin allocating time to the CDA in 2020.

Personnel-Other Personnel Spending

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

| Type | Fund | Amount | Description |
|--------------|-----------------------------------|---------------------------------------|---|
| Overtime | <input type="text" value="1100"/> | <input type="text" value="\$5,000"/> | This increase would bring the budget in line with actual expenses. There is currently no budget for overtime pay. |
| Premium Pay | <input type="text"/> | <input type="text"/> | |
| Hourly | <input type="text" value="1100"/> | <input type="text" value="\$22,647"/> | The increase in budget authority is anticipated to be used for an RESJI initiative supporting additional internship opportunities in the department with the intended goal of increasing the number qualified applicants for DPCED positions. |
| Total | | <input type="text" value="\$27,647"/> | |

Explain the assumptions behind the requested funding.

The Overtime funding is based on actual expenditures over the previous years. The Hourly funding is based on previous intern costs.

What is the justification behind the increased funding?

The increase in budget authority for overtime and hourly wages is offset by the reduction in permanent wages noted above. The impact on the general fund is intended to be net neutral. The intended goal is to align the budget to be more consistent with actual expenses and to promote greater diversity in the candidate pool for DPCED positions.

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"/> | |

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?

▼

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

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the proposed change?

Part 2: Scaling Service Delivery

What amount is 2.5% of the service expenditure budget?

Increase

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding increase to this service:

In FY20, the OOD would apply a 2.5% increase to costs associated with the recruitment, travel, relocation, onboarding, and salary increases of the DPCED Director and any other DPCED leadership recruitments. In FY21, the increase would be used to expand the graphics tech position from a .6 FTE to a 1.0 FTE if there is adequate demand for the service.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding increase to this service:

The following are estimated expenses for FY20: \$6,000 in recruitment expenses under Major 54, \$4,000 in onboarding expenses under Major 53, and \$6,000 in relocation expenses under Major 52, and \$5,000 in additional salary expenses under Major 51. In FY21, the salary increase (Major 51) for a Graphics Tech (20/9) at Step 3 is estimated to be \$20,000.

Would the changes include an increase to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% increase in funding?

In the absence of additional funds for the national recruitment of the DPCED director, reductions will be required in other areas of the DPCED budget. Any OOD budget authority remaining at the end of the year is prioritized for the DPCED divisions. A reduction in available OOD budget authority reduces the Director's capacity to maintain the DPCED divisions, particularly for routine administrative expenses that are not funded through other mechanisms (e.g., printers, postage, software)

The role of the graphics technician is to improve the accessibility of DPCED services, promote public engagement and input, and increase transparency in our operations. If sufficient work exists in FY21, additional funding would allow us to expand the role from a .6 FTE to a 1.0 FTE. As the City of Madison grows, there is a need to communicate with residents, business, and stakeholders at a higher professional standard. Further, a specialized graphics tech position allows staff to work on projects that are the highest and best use of their time.

Decrease

Explain how you would change the service activities and the level of service as a result of implementing a 2.5% funding decrease to this service:

The OOD budget supports the strategic opportunities and one-time needs of the entire department. For example, in FY18, the Office of the Director supported the purchase of ToughBook computers to increase the efficiency of building inspectors, printers for CDD following the move to the MMB, the salary for a Planning intern, and postage for neighborhood mailings. In FY19, provided budget authority is available, the OOD will support a Spanish-language directory for EDD, a projector for the community in the Tree Lane supportive housing, printing costs for an Opportunity Zone prospectus, software licenses for EDD, and postage for required mailings in the Planning division.

Any OOD budget authority remaining at the end of the year is prioritized for the DPCED divisions. The largest potential source of reallocation is budget authority for blight studies. A reduction of \$20,000 would require a reduction to the blight studies budget authority. Based on the cost of a 2017 study funded by the OOD, the remaining budget authority is not expected to be adequate to fully fund future studies. Two blight studies are being planned for 2019, and two additional studies are anticipated in 2020.

Explain the changes by major expenditure category that your agency would implement as a result of a 2.5 % funding decrease to this service:

The full reduction would be taken in Major 54 from blight studies.

Would the changes include a decrease to permanent staffing levels for this service? If yes, FTEs:

What impacts would City residents and visitors experience if this service is provided a 2.5% decrease in funding?

The OOD leads and supports DPCED in being responsive to the community needs that cannot be absorbed in division budgets and in continuing to operate in a professional manner. An ongoing reduction of this magnitude will degrade the ability of the department to provide core services. Further, the inability to fully fund blight studies would require DPCED to seek additional funding from the City when multiple blight studies are needed.

Submit