



## Office of the Mayor

David J. Cieslewicz

Room 403  
210 Martin Luther King, Jr. Boulevard  
Madison, Wisconsin 53703-3345  
PH 608 266 4611  
TTY 608 266 4443  
FAX 608 267 8671  
[mayor@cityofmadison.com](mailto:mayor@cityofmadison.com)

# REORGANIZATION OF THE CITY OF MADISON DEPARTMENT OF PLANNING AND DEVELOPMENT

## Statement of Purpose

April 26, 2006

### I. The Mayor's Vision for a Reorganized Department of Planning and Development

The Department of Planning and Development is in many ways the backbone of City government. It encompasses everything from planning and building inspection to economic and community development to public housing and community services. It has dozens of boards, committees and commissions attached to it and countless stakeholders. Its customers range from developers of multi-million dollar commercial projects to the homeowner who wants to add a porch to his house; from neighborhood associations to business incubators; from those seeking TIF financing for a major housing development to those who are homeless; from those in need of senior programming to those in need of child care.

As additional units and programs have been added over the years, the department has been somewhat cobbled together in an ad hoc manner. The Mayor believes it's time to step back and answer some critical questions about the department. Is its mission too diverse? Is it organized in a way to take maximum advantage of the kinds of communication and synergies that should exist between these programs? How easy is it for its customers to understand and access the services it provides? How can we continue to serve a growing population with the same resources? Should services be packaged in a different way? In short, is there a better way to serve our customers?

The Mayor hopes to reorganize the Department of Planning and Development in a way that will make it:

- more customer focused,
- more efficient so that we can serve a growing City without significant additional resources,
- lighter on its feet so that it is better able to meet changing demands, and

- streamlined so that our residents better understand where to go to get the services they need.

This reorganization is not about cutting back on already overstressed services. It's about serving our customers in a more logical and coordinated way. While all agencies will need to review programs and positions in light of tight fiscal realities, the reorganization itself is not expected to result in layoffs.

## **II. Why Now?**

First of all, it's time. There has not been a major reorientation of the department since the Community and Economic Development unit was created in 1987.

Second, there are two important vacancies in the department that will be filled in the near term: the Director of Community and Economic Development and the head of the Office of Business Resources. These vacancies provide a unique opportunity to restructure and strengthen the way the City provides services to business. And in conjunction with a more powerful and proactive Economic Development Commission, we are in a position to expand the City's role in economic development. Especially in light of the Mayor's commitment to heighten the City's role in economic development, we should take a step back to analyze whether to change the duties, titles or the way these positions work together before filling them.

The fact that City government is purchasing additional office space from the county and reconfiguring existing space also provides a unique opportunity to realign staff in more logical and more productive ways. For example, we could better serve our customers seeking approval of developments by physically locating staff who approve the various types of permits together in one space at one time.

## **III. The Mayor's Specific Goals for the Reorganization**

### **1. Enhance the City's role in economic development**

As mentioned above, we have an important opportunity to restructure two currently vacant positions to strengthen the way we provide services to businesses and plan for economic growth and development. The Mayor is committed to restructuring one of these positions to have a more direct reporting relationship to him and a seat on his Management Team.

The Mayor will ask staff to work with the Economic Development Commission to explore whether there is a stronger role for the City to play in economic development planning, brownfield redevelopment, business district planning and creation of additional financial tools to promote business growth.

**2. Improve coordination and delivery of the City's neighborhood services and programs**

The Mayor wants to improve the coordination and effectiveness of services the City delivers to neighborhoods. He hopes to make DPD a more centralized source of information, resources, technical assistance and training to support neighborhood initiatives and reinvestment strategies. How can we best develop, target and communicate neighborhood design principles, services, programs and redevelopment tools? How can we better coordinate and communicate the services and programs we provide? What additional tools and training are needed to build and sustain strong neighborhoods?

**3. Streamline the decision-making process for building permits and development approvals**

Regardless of whether a the concept of a “one-stop shop” leans more towards the physical or the virtual, the Mayor will ask staff to develop a more seamless approach for building permits and development approvals. This will include the purchase of enterprise permitting software as authorized in the 2006 capital budget. Major developments need approvals from a variety of City agencies. We need to bring together key staff from around the City to coordinate input early on in an attempt to prevent costly delays down the road. He will also ask staff to look at the possibility of creating a simplified approval process for smaller and less complicated developments.

**4. Coordinate community and social services**

The Mayor will ask staff, with input from the appropriate commissions, to explore whether there are ways to better coordinate City services to low- and moderate-income residents. The City plays only a small supporting role to what is appropriately the county’s mission of funding social service programs. However, within our limited role, could we move those in need of services toward self sufficiency if we provided a package of services to clients for a certain amount of time to meet their most pressing needs? Has the City appropriately set its priorities for community and social services programs in a way that serves the greatest number of people in need in the most effective way possible? Are we selecting the right set of services for our limited dollars? Would we be better served to concentrate our efforts on a particular set of services or a particular group of individuals?

**5. Improve communication and collaboration through a more logical departmental structure**

The Mayor wants staff and stakeholders to review the current DPD structure to see if there are ways to more logically organize the

department. Can we create better linkages between programs and better package services to our customers by changing the way the department is organized? Is the mission of the current department too diverse to be effective?

Attached are a description of the process, timeline and communication plan, and a current organizational chart of the Department.

# **Reorganization of the City of Madison Department of Planning and Development**

## **Process, Communication Plan, and Timeline**

### **I. Process**

- The Mayor appoints a five- to seven-member internal Staff Steering Group to lead discussions and preliminary decisions on a reorganization plan. In addition to the DPD Director and the Mayor's Chief of Staff, the membership of the steering group will include City managers from outside the Department.
- The DPD Director in consultation with staff appoints staff teams to discuss and make detailed recommendations to the Staff Steering Group on each of their specific goals for the reorganization.
- The staff teams will develop sets of questions specific to each of the boards, committees and commissions attached to the DPD, which will then each hold a public hearings on the portion of the reorganization pertinent to their individual missions. They will be asked to synthesize what they've heard, add their own comments and report back to the staff teams and the Staff Steering Group.
- The Staff Steering Group finalizes its recommendations in a report to the Mayor.
- The Mayor accepts the report, makes final decisions and includes major portions of the reorganization in his 2007 executive budget, which is then subject to public input and review, and approval by the Common Council.

### **II. Communication Plan for DPD Staff**

- A voluntary survey will be sent to all DPD staff to gain their input on the reorganization. Karl van Lith will collect and aggregate the information from the survey and share the staff's recommendations with the Staff Teams and the Staff Steering Group.
- The reorganization will be discussed regularly at the DPD Director's Tuesday morning management team meetings.
- Brownbag lunches will be held to provide opportunities for all DPD staff to discuss and receive updates on the reorganization.
- Regular email updates will be sent to all DPD staff, alders and interested stakeholders.
- For those who would prefer to provide comments or suggestions anonymously, a suggestion box and anonymous email system will be provided.

### III. Estimated 2006 Timeline

<b>Mid-March</b>	Meet with staff to get input on drafts of goals, process and timeline.
<b>Mid-April</b>	Finalize documents on goals, process and timeline.  Mayor appoints Staff Steering Group.  Director of DPD appoints staff teams.  Rollout of purpose, process and timeline of reorganization.
<b>Beginning of May</b>	Send and collect questionnaire to all staff.  First meetings of Staff Steering Group and staff teams.  Goals and timelines are finalized.  Questions drafted for boards, committees and commissions attached to the Department of Planning and Development.
<b>Mid- to late-May</b>	Report on questionnaire results given to Staff Steering Group and staff teams.
<b>May to early June</b>	Staff teams work on recommendations.  Boards, committees and commissions hold hearings and discussions on goals and report back to staff teams and Staff Steering Group.
<b>Late July</b>	Final staff team recommendations due to the Staff Steering Group.
<b>Mid- to late-August</b>	Staff Steering Group presents its report to the Mayor.
<b>Fall</b>	Mayor includes recommendations in his 2007 Executive Budget.  Alder and public input received through budget debate
<b>2007 and Beyond</b>	Recommendations that don't have an immediate fiscal impact and/or need additional review and debate will be implemented in 2007 and beyond.