

STANLEY BERNSTEIN
DIRECTOR



VINCENT A. CIANCI, JR.
MAYOR

DEPARTMENT OF PLANNING AND URBAN DEVELOPMENT

March 6, 1984

The Honorable Rose M. Mendonca
City Clerk
City Clerk's Office
City Hall
Providence, RI 02903-1789

RE: Management Techniques

Dear Mrs. Mendonca:

Enclosed herewith are twenty (20) copies of the above referred to matter in compliance with City Council Resolution No. 104, dated February 13, 1984.

Any questions can be referred to this writer.

Sincerely yours,


Stanley Bernstein
Director

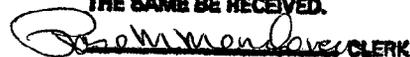
Enclosures (20):

SB:MJD

IN CITY COUNCIL

MAR 15 1984

READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED.

 CLERK

MEMORANDUM

TO : City Council

FROM : Stanley Bernstein, Director
Department of Planning and Urban Development

SUBJECT : Projected Management Techniques for Fiscal '85

DATE : March 6, 1984

This memorandum is submitted in compliance with City Council Resolution No. 104, effective February 13, 1984, which in brief requests an outline of this department's existing and projected management techniques as they relate to fiscal '85. In compliance with that request, the following is submitted in summary form:

A. General Administration

This department provides total services to the Providence Re-development Agency, the City Plan Commission, and Providence Off-Street Parking, Inc. We also respond to requests from the City Council and its committees, the Mayor's Office, the Mayor's Office of Community Development, the Providence Office of Economic Development, and other City, State and Federal agencies and boards. Those services are funded through this department's City budget, general obligation bonds, State resources and Federal programs.

A cost accounting system has been established to assign the costs to each of the above cited programs, which are subject to City, State and Federal audits. The heart of the system is time sheets completed by all personnel and is the basis for direct salary charges and indirect costs.

Zero based budgeting is utilized for the City Budget.

A sign-in and out system is strictly enforced, and non-paid overtime is restricted to management employees.

. Travel and sick leave time are monitored.

. Price-Waterhouse was contracted with PRA funds to undertake a review of this department's responsibilities and to develop proposal specifications for a computer system that will satisfy our immediate needs, and provide for City wide land management and economic development information needs. Several City agencies have already expressed an interest in utilizing this resource. The new computer system will also manage project schedules and the allocation of resources -- human, fiscal, and physical.

. This department maintains a library that includes in part a wealth of information on management information techniques.

. This department has worked with the Park and Recreation Departments to develop a management plan that complements its physical plan. That program is being considered for other City departments with the goal of having a City wide management plan as an element of the comprehensive plan.

B. Item O - Personnel

. The department's ten (10) divisions were consolidated into four (4), and the fiscal '85 budget reflects a reduction of authorized personnel from sixty-one (61) to fifty (50).

. Job specifications are being reviewed for amendment to reflect present and future responsibilities consistent with the Union Contract.

C. Item I - General Services

. Expenditure items within Item I are paid directly by each program (see A. General Administration) or pro-rated on the basis of direct salaries.

. Costs for the publication of the innumerable reports generated by this department have been significantly reduced by the flexibility offered by our xerox-collator and report binding machine.

. Staff time on lettering of maps and displays has been immeasurably reduced through our Gestner Lettering Machine.

. The proposed fiscal '85 departmental budget includes a request for the purchase of an Ozalid Blue Printing Machine, which should pay for itself within two (2) years by in-house savings and use by other City departments.

D. Item II - Materials and Supplies

. Expenditure items within Item II are paid directly by each program (see A. General Administration) or pro-rated on the basis of direct salaries.

E. Item V - Capital Outlay

. Expenditure items within Item V are paid directly by each program (see A. General Administration) or pro-rated on the basis of direct salaries.

F. Summary

. This department will continue to pursue State and Federal funding as a means of satisfying City Charter responsibilities and as a means of reducing our departmental budgetary requests.

. The computer hardware and related software to be installed shortly will enable this department to modernize its fiscal operation and to more efficiently comply with our contractual and Charter responsibilities.

. The proposed amendment of job specifications will properly reflect qualifications and responsibilities, preclude future union problems, and enable this department to hire and/or promote staff that best serve the department and the City.