

# 2023 Operating Budget Agency Requests



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## Assessor

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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	2,853,615	2,790,146	2,816,168	2,867,419	2,970,868	2,970,868
<b>Total</b>	<b>2,853,615</b>	<b>2,790,146</b>	<b>2,816,168</b>	<b>2,867,419</b>	<b>2,970,868</b>	<b>2,970,868</b>

### 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>
Assessor	2,853,615	2,790,146	2,816,168	2,867,419	2,970,868	2,970,868
<b>Total</b>	<b>2,853,615</b>	<b>2,790,146</b>	<b>2,816,168</b>	<b>2,867,419</b>	<b>2,970,868</b>	<b>2,970,868</b>

### 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	1,903,218	1,902,022	1,836,017	1,976,916	2,027,463	2,027,463
Benefits	710,859	616,599	739,875	611,435	640,393	640,393
Supplies	77,927	48,000	44,957	51,000	52,000	52,000
Purchased Services	141,165	195,823	167,618	200,366	216,355	216,355
Inter Depart Charges	20,446	27,702	27,702	27,702	34,657	34,657
<b>Total</b>	<b>2,853,615</b>	<b>2,790,146</b>	<b>2,816,168</b>	<b>2,867,419</b>	<b>2,970,868</b>	<b>2,970,868</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Michelle Drea, City Assessor  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

## Goals of Agency's Operating Budget

The Assessor's Office provides three statutory duties for the City: to discover, to list, and to value all property within the City. Our duties fall under the citywide element of Effective Government. In addition to City values, we operate with a belief in supportive relationships and work environment, respect, quality and data driven outcomes, and continuous improvement.

Through the efforts of dedicated employees, we deliver the highest quality services to City taxpayers by: (1) establishing fair and equitable assessments of all taxable real and personal property; and (2) maintaining complete and accurate assessment rolls and property records as required by state statute.

### Assessments

Establishing fair and equitable assessments of all taxable real and personal property provides the requisite foundation for property taxation. Property taxes provide 70% or more of the revenue for the City. This foundational work must be completed accurately and efficiently. We leverage resources to access data and apply best practice appraisal techniques to set assessments. Once assessments are established, our office supports the assessments through various stages of appeal from Board of Assessors to Board of Review to Circuit Court and beyond. It is critical that our initial assessments are accurate and supportable to diminish resources spent in the appeal process. This requires talented personnel and reliable data.

### Data

Maintaining complete and accurate assessment rolls and property records as required by state statute provides critical infrastructure for the City. The goals of the Effective Government element are: (1) to have efficient and reliable public utilities, facilities, and services that support all residents; and (2) to collaborate with other governmental and non-governmental entities to improve efficiency and achieve shared goals. The property data collected and maintained by the Assessor's Office is integral to achieving these goals. The who, what, and where of property are all tracked in our data. Not only is the property data important to understand and achieve our goals, it is the most widely accessed by citizens per IT statistics. Our property look up page has the most traffic of any other webpage in the City.

## Racial Equity and Social Justice

Without accurate data and assessments, the potential for an inequitable shift of the tax burden is significant. These shifts can cause those who have the most to pay less and those who have the least pay more proportionally. The route to our levy is created by state statute and is filled primarily by property taxes. If property assessments are inaccurate or inequitable, the result will be a shift in the tax burden. Diligent and talented staff using effective tools within a system governed by the Department of Revenue prevent this from occurring.

Further, it is the Assessor's responsibility to have knowledge of and intercede, when appropriate, with proposed or pending legislation that might increase this potential. Property

assessment and taxation legislation and case law are powerfully impactful to equity. Our interactions with those systems must be consistent and effective. A recent example is successfully advocating against repealing the income approach to value which would have been catastrophic to our commercial tax base with a heavy tax burden shifting to residential property owners...placing home ownership out of reach for many.

The data collected and codified by the Assessor's Office may be beneficial in illustrating where disparities and solutions might exist in our community. For example, in our office, data around the number and availability of low income housing is mainly tracked through property tax exemptions. Providing information regarding the availability of exemptions and requiring strict adherence to statutory requirements is a function ascribed to the Assessor. These are continuous efforts for our office.

Finally, I am working with an incoming University of Wisconsin Law Professor, Bernadette Atuahene, on a law school course about property assessment and taxation in Wisconsin. Professor Atuahene is well known for her current project about racialized property tax administration in Detroit. While the system differs significantly from Wisconsin, that does not mean we are free from interrogating our own system to ensure equity. This will be an ongoing effort to seek improvement in our processes and explore potential legislative changes that would enhance the system for all.

### Major Changes in the 2023 Operating Request

Our agency request includes one shift in the cost to continue budget. We request that the mileage budget decrease by \$10,000 and our training budget increase by \$10,000. By the end of 2022, we will have acquired a new valuation software system (CAMA). The update in technology requires that staff be trained on techniques and applications, for example modeling, to operate efficiently and effectively in a modern valuation system.

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

The Assessor's Office budget is lean. We have adopted efficiencies during my tenure that have resulted in year over year savings and become a part of the agency culture. For example, we continue to operate without overtime. Further, we have significantly reduced our mileage budget by relying on City cars.

As a result of operating lean, we do not have excess to propose to cut outside of personnel expenses. When evaluating our staffing, it is critical to our management team to avoid any layoffs. However, we are currently fully staffed and recruiting our additional staff for the Town of Madison (a property appraiser and a hybrid assessment technician/property lister). Thus, unfortunately, our 1% reduction proposal is to eliminate what will soon be a filled role. The assessment technician/property lister position for the Town of Madison annexation.

The initial impact of eliminating this role would be to the property owners and residents of the Town of Madison. It is the Assessor's responsibility to ensure all parcels within the City are valued uniformly. This requires accurate data and the data we inherit from the Town requires significant analysis and redress. The Assessment Technician/Property Lister position is solely responsible for gathering and listing accurate property data upon which all valuations rely. This includes capturing new construction data upon which the levy limits rely. Furthermore, the Assessor's job goes beyond the discovery, valuation, and listing of property. When communicating with the public, the Assessor needs to demonstrate professionalism, accuracy,

honesty, and integrity. This is especially important with an annexation the size of the Town of Madison. Without accurate data, this is an impossible task.

### Optional Supplemental Request

With the advent of a new valuation (CAMA) system, the need to audit data is acute. Data entry will be significantly reduced, therefore, an inconsistent source of quality control. Intentional quality control through an Auditor position is crucial to ensuring the continued accuracy and efficacy of property data that is relied upon city-wide.

The opportunity to reclassify this position came with our current Administrative Clerk taking a position with the Common Council office. Instead of refilling that role and considering agency needs are changing, the most prudent course of action is to reclassify the position for the 2023 budget.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Assessor ▼

SELECT YOUR AGENCY'S SERVICE:

Assessor ▼

SERVICE NUMBER:

101

SERVICE DESCRIPTION:

This service discovers, lists, and values all taxable property within the City of Madison. Activities performed by the service include: (1) assessing residential, personal, and commercial properties (2) listing real property; preparing tax rolls (3) conducting Boards of Review and Boards of Assessment and (4) property tax litigation. The goal of this service is to provide accurate, up-to-date property assessments to ensure the fair and equitable distribution of property taxes.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
Discover Property	30	The discovery function includes gathering, analyzing, and verifying all property data.
Listing Property	20	The listing function includes maintaining maps and records of all property in the City. Maintaining maps and records of all property in the City. Maintaining records involves updating real and personal property attributes such as land divisions, ownership changes, legal descriptions, building characteristics, and creating new building records for new construction.
Valuing Property	40	It is the Assessor's responsibility to ensure that all parcels within the municipality are values equitably and uniformly. Valuation involves rigorous statistical analysis using data acquired through the discover and listing functions.  This function includes defending values in forums such as Board of Assessors, Board of Review, Department of Revenue, circuit court, Appellate Court, and the Wisconsin Supreme Court.
Communications and Required Reporting	10	The Assessor's job goes beyond discovery, listing, and valuation of property. Communication plays a significant part in the role of the office. When communicating with the public, the Assessor needs to demonstrate professionalism, accuracy, honesty, and integrity. All of which require accurate data and exemplary processes.  State statutes require a variety of reporting from our office. This includes the Municipal Assessment Report and the Statement of Assessment. The calculations derived from data submitted on these reports directly impact the levy and state aid payments.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

It is the Assessor's duty to discover, list, and value all taxable real and personal property within the City. Through the efforts of dedicated employees, we will deliver the highest quality services to City residents by: (1) establishing fair and equitable assessments of all taxable real estate and personal property; and (2) maintaining complete and accurate assessment rolls and property records. In addition to City values, we operate with a belief in supportive relationships and work environment, respect, quality and data driven outcomes, and continuous improvement.

**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	\$2,853,615	\$2,790,146	\$2,816,168	\$2,867,419	\$2,970,868	\$2,970,868
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$2,853,615</i>	<i>\$2,790,146</i>	<i>\$2,816,168</i>	<i>\$2,867,419</i>	<i>\$2,970,868</i>	<i>\$2,970,868</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	
Personnel	\$2,614,077	\$2,518,621	\$2,575,892	\$2,588,351	\$2,667,856	\$2,667,856
Non-Personnel	\$219,092	\$243,823	\$212,574	\$251,366	\$268,355	\$268,355
Agency Billings	\$20,446	\$27,702	\$27,702	\$27,702	\$34,657	\$34,657
<i>Total</i>	<i>\$2,853,615</i>	<i>\$2,790,146</i>	<i>\$2,816,168</i>	<i>\$2,867,419</i>	<i>\$2,970,868</i>	<i>\$2,970,868</i>

**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	41 - GENERAL REVE	10140	54515	(\$10,000)	Decrease mileage budget.
1100 - GENERAL	41 - GENERAL REVE	10140	54520	\$10,000	Increase training budget.
<b>TOTAL</b>				<b>\$0.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

We will continue to have access to and rely on City cars for inspections.

What is the justification behind the proposed change?

By the end of 2022, we will have acquired a new valuation software system (CAMA). The update in technology requires that staff be trained on techniques and applications, for example modeling, to operate efficiently and effectively in a modern valuation system.

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?

The service that the Assessor's Office provides requires accurate property data to ensure equitable outcomes, including uniform assessments. While our statutory role is to reflect market value with accurate data, other City agencies tasked with developing housing and other RESJI programs rely on our data for successful outcomes.

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.

Our office performs a municipal service completely governed by state statute. By fulfilling our duties equitably and uniformly, we ensure that property owners bear the appropriate tax burden and that funding of our services is based on a fair system.

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.

No.

**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)? \$29,708.68

What is the proposed reduction to this service's budget? \$68,456

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
Discover Property	\$34,228	Technicians gather, analyze, and verify all property data in the City. This includes over 90,000 parcels. The organization and accuracy of assessment records determine the effectiveness of the assessment function.
Listing Property	\$34,228	Measure and list real property attributes to ensure all property records include accurate data, as required by state statute.
<b>Total</b>	<b>\$68,456</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	\$68,456	Eliminate the full time position, Assessment Technician/Property Lister added to our budget for the Town of Madison.
Non-Personnel		
Agency Billings		
<b>Total</b>	<b>\$68,456</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?

Yes, the Assessor's Office provides a municipal services completely governed by state statute. Wisconsin State Statutes Chapter 70 and the *Wisconsin Property Assessment Manual* mandate all aspects of the Assessor's Office duties. No other agency nor organization may perform these duties. Further, noncompliance ultimately results in the Wisconsin Department of Revenue intervening.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs:

If yes, how many of the eliminated positions are vacant?

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

The Assessor's Office budget is lean. We have adopted efficiencies that have resulted in year over year savings and become part of the agency culture. For example, we continue to operate without overtime. Further, we have significantly reduced our mileage budget by relying on City cars.

As a result of operating lean, we do not have excess to propose to cut outside of personnel expenses. When evaluating our staffing, it is critical to our management team to avoid any lay-offs. However, we are currently fully staffed and recruiting our additional staff for the Town of Madison (a property appraiser and a hybrid assessment technician/property lister). Thus, unfortunately, our 1% reduction proposal is to eliminate what will soon be a filled role. The assessment technician/property lister position for the Town of Madison annexation.

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

The initial impact of eliminating this role would be to the property owners and residents of the Town of Madison. It is the Assessor's responsibility to ensure all parcels within the City are valued uniformly. This requires accurate data and the data we inherit from the Town requires significant analysis and redress. The Assessment Technician/Property Lister position is solely responsible for gathering and listing accurate property data upon which all valuations rely. This includes capturing new construction data upon which the levy limits rely.

### 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
Reclassifying a current position.	15862	Reclassify an Administrative Clerk (J011) to an Administrative Analyst (H007).
<b>Total</b>	15,862	

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	15,862	Salary and benefit increase as an outcome of reclassifying the position.
Non-Personnel		
Agency Billings		
<b>Total</b>	15,862	

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.

This is a reclassification of a permanent position. Once reclassified, the cost to continue remains on the same trajectory as our other permanent positions.

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.

Currently, the Administrative Clerk position is primarily dedicated to data entry. With the advent of a new valuation (CAMA) system, the need for data entry is significantly reduced but the need to audit data significantly increases. Data entry becomes an obsolete mechanism for reliable quality control. Intentional quality control through an Auditor (administrative analyst) position is crucial to ensuring the continued accuracy and efficacy of property data that is relied upon city-wide. The opportunity to reclassify this position came with our current Administrative Clerk taking a position with the Common Council office. Instead of refilling that role and considering the changing agency needs, the most prudent course of action is to reclassify the position for the 2023 budget.

Save/Submit

Ver.5 07/2022

## Attorney

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	3,118,646	2,920,682	2,905,472	2,979,123	3,039,635	3,039,635
<b>Total</b>	<b>3,118,646</b>	<b>2,920,682</b>	<b>2,905,472</b>	<b>2,979,123</b>	<b>3,039,635</b>	<b>3,039,635</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Counsel And Representation	2,082,416	1,863,639	1,919,086	1,899,438	1,937,682	1,937,682
Legislative Services	123,608	153,280	121,628	143,709	121,404	121,404
Ordinance Enforcement	912,622	903,763	864,757	935,976	980,549	980,549
<b>Total</b>	<b>3,118,646</b>	<b>2,920,682</b>	<b>2,905,472</b>	<b>2,979,123</b>	<b>3,039,635</b>	<b>3,039,635</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Misc Revenue	(1,927)		(3,097)			
Transfer In	(136,934)		-			
<b>Total</b>	<b>(138,861)</b>	<b>-</b>	<b>(3,097)</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	2,422,072	2,260,602	2,315,773	2,286,981	2,297,679	2,297,679
Benefits	787,668	627,616	620,684	621,846	641,692	641,692
Supplies	24,636	22,011	12,775	18,539	18,539	18,539
Purchased Services	138,927	183,143	132,028	178,685	177,896	177,896
Inter Depart Charges	7,526	6,690	6,690	6,690	2,049	2,049
Inter Depart Billing	(123,322)	(179,380)	(179,380)	(133,618)	(98,221)	(98,221)
<b>Total</b>	<b>3,257,507</b>	<b>2,920,682</b>	<b>2,908,569</b>	<b>2,979,123</b>	<b>3,039,635</b>	<b>3,039,635</b>



## Office of the City Attorney

Michael R. Haas, City Attorney

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PARALEGAL  
Ryan M. Riley

## MEMORANDUM

TO: Dave Schmiedicke, Finance Director  
FROM: Michael Haas, City Attorney  
DATE: July 22, 2022  
SUBJECT: **2023 Operating Budget Transmittal Memo**  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### Goals of Agency's Operating Budget

The OCA Budget consists of three services:

1. Prosecute violations of the City's laws and enforcing ordinances adopted by the Common Council. The 2023 goal will be to continue timely prosecution of ordinance violations in Madison Municipal, Dane County Circuit and the Appellate Courts.
2. Provide legislative counsel, drafting and revising the City's code of ordinances and advising the Common Council and City Boards, Committees and Commissions on the meaning of legislative enactments. The OCA will continue its efforts to use RESJI principles in ordinance drafting.
3. Provide legal counsel and representation to the City, drafting documents, advising City officials and employees on compliance with the law, representing the City in court, negotiating on the City's behalf and otherwise using legal procedures to support and defend the lawful decisions of City officials and agencies.

Our key goals in all three service areas are to increase City-wide efficiency and to work on Performance Excellence and Results Madison to find measures for client satisfaction with our services. In both our public-facing responsibilities and internal representation of City agencies, officials and bodies, our work touches on nearly every City-wide priority, initiative and goal by assisting City officials and agencies in achieving their program and policy goals.

## **Racial Equity and Social Justice**

The OCA has a long history of hiring full-time summer law clerks from the State Bar Diversity Clerkship and the Wisconsin Public Interest Interview Programs, and the UW Law School's Prosecution Program. In the past, these law clerks have continued working part-time to assist with research and document drafting projects. These programs have been used to develop attorneys from diverse backgrounds who are interested in municipal law. Unfortunately, in the 2023 budget, we had to make difficult decisions to reduce these programs to meet our 1% reduction.

The OCA has also initiated the use of part-time law student clerks during the school year, hosting up to four students each semester. These internships provide practical experience to aspiring attorneys and introduce them to public service and the field of municipal law and allow our staff to give back to, and advance the diversity, of the legal profession.

Racial equity and social justice priorities are consistently incorporated into the work of our office. The OCA utilizes the Equitable Hiring Tool in every recruitment and hiring process and aggressively publicizes position openings to a wide range of organizations and outlets in order to diversify the legal profession. Our prosecution team prioritizes equity in its treatment of individuals involved in the court system and supports diversion programs and innovations such as the Homeless Restorative Justice Court. Our staff participates in and assists many RESJI efforts of other agencies and inter-agency initiatives.

Our budget submission recognizes that important City equity initiatives require dedication of resources and staff time. For example, the OCA is an active participant on the City's Contract Equity Team which addresses inequities in spending City contract funds through changes to procedures, documents and selection methods. OCA staff also assist the staff team implementing APM 2-52 to increase inclusiveness and eliminate practices that are unwelcoming or harmful to City employees based on gender equity, which involves revisions to ordinances, contract forms, and payroll and employee forms. These have become core tasks and our budget submission attempts to account for these new responsibilities.

## **Major Changes in the 2023 Operating Request**

There are no major changes to the OCA 2023 Cost to Continue Operating Request.

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

	<u>Savings</u>
1. Eliminate Print/Serv Account (54655)	\$1,344
<ul style="list-style-type: none"><li>This account was used to pay for old Municipal Court Forms. We have now gone to electronic files and forms, especially for matters in</li></ul>	

Municipal Court so these forms and account are no longer needed.

2.	Reduce Furniture from \$2,317 to \$1,000 (53130)	\$1,317
3.	Reduce Office Supplies from \$3,611 to \$2,611 (53110)	\$1,000
4.	Reduce Copy/Print from \$5,611 to \$3,000 (53120)	\$2,611
5.	Reduce Computer Hardware Supplies from \$3,000 to \$2,000. (53140)	\$1,000
6.	Reduce Legal Services from \$8,300 to \$4,300 (54620)	\$4,000
7.	Eliminate summer prosecution internship program (54810)	\$3,000
7.	Reduce Conference/Training from \$16,528 to \$12,528 (54520)	\$4,000
8.	Reduce hourly wages from \$24,000 to \$12,000	<u>\$12,000</u>
	<ul style="list-style-type: none"> <li>• This would mean eliminating one of the two long-standing law clerks internship programs with the UW-Madison and Marquette Law Schools or the State Bar Diversity Law Clerk Programs (51210)</li> </ul>	
	<b>Total</b>	<b>\$30,272</b>

**Town of Madison**

The OCA is requesting an increase in one Assistant City Attorney position from 75% to 100%. This would be an on-going request at a cost of approximately \$10,000. With the completion of the Town of Madison attachment, the OCA is anticipating a general increase in the volume of work but specifically in cases involving traffic and ordinance violation citations; building, health and fire code issues and enforcement; and property tax assessment challenges. This request will help ensure the delivery of effective and efficient legal services for the City and our client agencies.

**Optional Supplemental Request**

The OCA requests adding one new full-time Assistant City Attorney position. This is an on-going request at a cost of approximately \$95,000.

The OCA has not added an attorney position since 1999 when the City's population was approximately 210,000. The growth of the City and the higher volume and increased complexity of legal matters necessitates this request. The following examples illustrate the need for an additional full-time Assistant City Attorney position:

1. The OCA's five-member prosecution team is overtaxed for several reasons. A 2020 change in state law regarding operating while intoxicated cases has resulted in a significant increase in jury trials in Circuit Court rather than bench trials in municipal court. Preparation for and conducting jury trials is much more time-consuming and intense. On average, prosecutors spend 30 hours preparing for and conducting a jury trial as compared to 7 hours for court trials. The number of Circuit Court OWI cases handled by prosecutors rose from 7 in 2019 to 27 in 2021, and we are on pace to reach over 30 cases this year. The strategy to request jury trials appears to be a permanent trend among defense attorneys. Based on this data, prosecutors will dedicate approximately 530 more hours to OWI jury trials in 2022 than in 2019.

The Municipal Court and OCA's effort to offer phone and virtual options for pre-trial conferences and trials has prioritized equity and accessibility which has led to expanded Court hours. Prior to 2020, prosecutors spent 10 hours per week staffing court hours, not including trials. The current Court schedules and increased convenience of appearing in Court requires approximately 31 additional hours per week of staffing, excluding trials, and to complete paperwork outside of the Court sessions.

Finally, the City initiated a Homeless Restorative Justice Court in 2017 and prosecutors tasks related to this program have grown to 10 – 15 hours per month. This prosecution data by itself constitutes more than a full-time equivalent position increase in workload in recent years, and reflects the impact of the City's focus on racial equity and social justice in its court system.

2. As with every other area of City operations, the explosion of Information Technology initiatives and reliance on IT solutions and systems has impacted the work of the OCA. Contracts for computer software programs and other IT initiatives are becoming more numerous and complex, and need additional legal review and scrutiny. In 2017, the OCA reviewed 21 requests for new software pursuant to the requirements of APM 3-20. That number has steadily increased and is on pace to reach 65 requests in 2022, an increase of over 200%.

Collaboration with the IT Department and other City agencies is necessary to protect City data integrity and ensure cyber security, and ever-increasing demands for new technology to support City initiatives require legal review, as does the transition to cloud technologies. Shepherding and monitoring the RFP process, negotiations with vendors, and completing contracts for new and unique technology acquisitions is a very labor-intensive process.

3. Finally, the OCA has seen growth in the volume and complexity of other legal matters and anticipate those trends continuing. Lawsuits challenging property tax assessments have increased by more than 25% since 2019. Zoning and land use lawsuits have increased with the growth of the City and development of land. Complex TIF proposals and projects continue to require significant negotiation support and document drafting and review. City initiatives such as Bus Rapid



Transit require the development of new legal expertise to, for example, ensure compliance with federal grant and contracting requirements. Similarly, the CARES program and focus on improving mental health services has added substantial work for the OCA. Currently, the Fire Department is funding a full-time LTE attorney position to research and assist in the development of seven separate emergency mental health initiatives. As a result, the OCA is already operating with an additional full-time Attorney position, albeit on a limited term basis.

These examples illustrate tasks assumed by the OCA in recent years in addition to its baseline operations of ordinance enforcement, agency counsel and representation, and legislative work. The OCA respectfully proposes that it is time to add an additional Attorney position so that we have sufficient staff to effectively and efficiently represent the City in legal matters.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Attorney ▼

SELECT YOUR AGENCY'S SERVICE:

Counsel And Representation ▼

SERVICE NUMBER:

113

SERVICE DESCRIPTION:

This service assists City officials and agencies with implementing their policies in compliance with legal requirements by preparing, publishing, and distributing formal opinions and reports on legal issues affecting City policy. Specific functions of the service include (1) informing officials and agencies of current legal developments, (2) preparing and presenting formal and informal training sessions for City officials and staff, (3) answering informal legal questions from City officials, staff, and committees, (4) attending meetings of staff teams and public bodies to provide legal advice, and (5) assuring courts uphold the decisions of the Mayor and the Council and of authorized policy decisions made by City agencies that may result in potential liability. The goal of this service is to reduce the City's risk of legal liabilities.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
Field general legal inquiries and provided legal advice	20	Give legal advice to Department/Division Heads, supervisor and employees.
City Training	5	Provide training to employees on various topics such as public records, open meetings, how to conduct employee investigations
Assistant in the drafting of contracts; review and sign most contracts	20	Work with agencies to assist in the drafting of contracts, continuous review of City contracting policies.
Labor Law/EEO/AA	5	Attend all aspects of any complaint filed against the City with EOC, ERD or Affirmative Action. Advise departments regarding the discipline process.
Public Records for Agencies	10	Work closely with agency records coordinators regarding open records requests.
Liase with Common Council and Mayor's Office	20	Attend Common Council Meetings and Boards, committees, and subcommittees as needed.
Serve as Litigator for City cases	15	Attend to all aspects of lawsuits involving the City of Madison
Oversee outside counsel for litigation sent to insurance carriers	5	Review documents filed by outside counsel; attend meetings regarding litigation matters and assist with strategy.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

To make sure the City of Madison complies with all laws, reduces its legal liabilities and uses the law to advance the goals and vision of the City.

**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	\$2,082,416	\$1,863,639	\$1,919,086	\$1,899,438	\$1,937,682	\$1,937,682
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$2,082,416</i>	<i>\$1,863,639</i>	<i>\$1,919,086</i>	<i>\$1,899,438</i>	<i>\$1,937,682</i>	<i>\$1,937,682</i>
<i>Budget by Major</i>						
Revenue	(\$20,801)	\$0	\$0	\$0		
Personnel	\$2,130,673	\$1,932,433	\$2,012,108	\$1,923,813	\$1,928,213	\$1,928,213
Non-Personnel	\$93,359	\$108,356	\$84,129	\$107,013	\$107,013	\$107,013
Agency Billings	(\$120,814)	(\$177,150)	(\$177,151)	(\$131,388)	(\$97,545)	(\$97,545)
<i>Total</i>	<i>\$2,082,417</i>	<i>\$1,863,639</i>	<i>\$1,919,086</i>	<i>\$1,899,438</i>	<i>\$1,937,681</i>	<i>\$1,937,681</i>

**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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

Insert item

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

There are no changes to the OCA base budget.

Explain the assumptions behind the changes.

n/a

What is the justification behind the proposed change?

n/a

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?

The Office of the City Attorney primarily serves internal City clients and customers and does not directly represent members of the public. The budget proposal to eliminate compensation for law school clerks and interns, and to reduce opportunities for staff training, will impact the ability of agency staff to handle increasing workload and initiatives of all City agencies in a timely manner. It also further limits the ability of the City Attorney's Office to impact the development of a more diverse pool of attorneys who may be qualified and interested in the field of municipal law. Maintaining our current staffing levels helps support the City equity initiatives which OCA staff assist. Whether it is work related to the RESJI Strategy Team or REJI Core Team, the Contract Equity Team or APM 2-52 Team, or working through legal issues related to other agency programs or policy proposals, OCA is devoting significant attention to incorporating an equity focus into its daily tasks.

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.

No data is available or was utilized to measure the impact of the proposed reductions.

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.

No.

**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)?

\$30,396

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

\$15,390

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
11300-53130 Furniture	\$1,317	Reduce Furniture account from \$2,317 to \$1,000
11300-54620 Legal Services	\$4,000	Reduce Legal Services from \$8,300 to \$4,300
11300-54520 Conference/Training	\$4,000	Reduce Conference/Training from \$16,528 to \$12,528
11300-51210 Hourly Wages	\$6,073	Reduce hourly wages from \$9,446 to \$3,373.
<b>Total</b>	<b>\$15,390</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	\$6,073	
Non-Personnel	\$9,317	
Agency Billings		
<b>Total</b>	<b>\$15,390</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? Yes

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.

This is the only way to reduce our budget without cutting permanent staff hours.

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

Reducing the conference and training account means attorneys may not be able to travel for proper training opportunities. Reducing hourly wages means the possibility of eliminating either the Public Interest Intern Program through the UW Madison Law School or State Bar Diversity Program. This in turn will add to the workload of attorneys, support staff and paralegal in our office.

**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
11300-51110	38000	Add 1 new full-time Assistant City Attorney position among three services – 40% Ordinance Enforcement, 20% Legislatiave and 40% Legal Counseling and Representation..
<b>Total</b>	<b>38,000</b>	

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	38,000	
Non-Personnel		
Agency Billings		
<b>Total</b>	<b>38,000</b>	

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.

This is an on-going increase. Additional increase in other accounts shouldn't be necessary for this supplemental request.

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.

As described in the OCA budget memo, the attorney workload has increased dramatically in the last five years due to various circumstances. Contracts for computer software programs and other IT initiatives are becoming more numerous and complex, which in turn need additional legal review and scrutiny. In 2017, the OCA reviewed 21 requests for new software pursuant to the requirements of APM 3-20. That number has steadily increased and is on pace to reach 65 requests in 2022, an increase of over 200%. Lawsuits challenging property tax assessments have increased by more than 25% since 2019. Zoning and land use lawsuits have increased with the growth of the City and development of land. Complex TIF proposals and projects continue to require significant negotiation support and document drafting and review. Similarly, the CARES program and focus on improving mental health services has added substantial work for the OCA. Currently, the Fire Department is funding a full-time LTE attorney position to research and assist in the development of seven separate emergency mental health initiatives. As a result, the OCA is already operating with an additional full-time Attorney position, albeit on a limited term basis.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Attorney ▼

SELECT YOUR AGENCY'S SERVICE:

Legislative Services ▼

SERVICE NUMBER:

112

SERVICE DESCRIPTION:

This service ensures that Madison ordinances accurately express Mayoral and Common Council policies, ensures public access to ordinances, advises City officials on legal issues with existing or proposed legislation, and provides parliamentary and procedural advice to the Common Council and other City bodies. The goal of this service is to reduce the City's risk of legal liabilities and improve accessibility to online ordinances.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
Write and review ordinance amendments	50	Work with City agencies regarding drafting ordinance amendments.
Maintain Madison Code of Ordinances	5	Send adopted ordinances to Municode for codification.
Data Entry in Legistar (ordinances, resolutions, agendas, minutes)	30	Enter Legislative data into Legistar for Common Council and/or Committee approval
Procedure (Robert's Rules, Committee Rules, etc.)	10	Train City officials and staff on Robert's Rules, open government laws and ethics code
Research and Analysis	5	Research Ordinance History and Drafter's Analysis

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

Making sure City staff and official are trained properly on how to properly conduct a governmental body meeting. Send updated ordinance to Municode in a timely fashion so private citizens and City staff can find and research the most recent City ordinances.

**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	\$123,608	\$153,280	\$121,628	\$143,709	\$121,404	\$121,404
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	23

<i>Total</i>	\$123,608	\$153,280	\$121,628	\$143,709	\$121,404	\$121,404
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	
Personnel	\$97,010	\$122,730	\$100,833	\$114,273	\$93,522	\$93,522
Non-Personnel	\$24,088	\$28,320	\$18,565	\$27,206	\$27,206	\$27,206
Agency Billings	\$2,509	\$2,230	\$2,230	\$2,230	\$676	\$676
<i>Total</i>	\$123,607	\$153,280	\$121,628	\$143,709	\$121,404	\$121,404

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

Insert item

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

There are no changes to the Attorney's base budget.

Explain the assumptions behind the changes.

n/a

What is the justification behind the proposed change?

n/a

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?

The Office of the City Attorney primarily serves internal City clients and customers and does not directly represent members of the public. The budget reduction proposal to decrease printed copies of Madison General Ordinances and standard forms reflects greater use of electronic ordinances and forms. This benefits City agencies and staff as well as many City residents who can access such materials online but it may adversely impact those who rely on paper forms or do not have access to a computer. The customers of libraries, building inspection, police, and Public Health Madison Dane County are City agencies that may be affected by this continuing increased reliance on electronic documents and reduction in paper forms and ordinances, although we do not have specific information or data that indicates an impact on BIPOC or marginalized populations. Paper copies of the Madison General Ordinances continue to be available at the Madison Public Libraries for those who do not have access to computers. The Attorney's Office will continue to have open communication with all City agencies regarding any impacts on our service going forward.

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.



No relevant data is available pertaining to the elimination of printed copies of ordinances and standard forms.

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.

No.

**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)?

\$30,396

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

\$4,611

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
11200-53120 Copy Print	\$2,611	Reduce Copy/Print account from \$5,611 to 3,000.
11200-53110 Office Supplies	\$1,000	Reduce Office Supplies from \$3,611 to \$2,611
11200-53140 Hardware Supplies	\$1,000	Reduce Computer Hardware Supplies from \$3,000 to \$2,000
<b>Total</b>	<b>\$4,611</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	\$4,611	Reduce Copy/Print, Office and Hardware Supplies account.
Agency Billings		
Total	\$4,611	

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?

Yes

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.

This is identified as a part of the only solution to make our budget reduction without reducing staff hours.

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

**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
11200-511100 Permanent Wages	19000	Add a new full-time Assistant City Attorney position to be funded among 3 services 40% Ordinance Enforcement, 20% Legislative services and 40% Legal Counseling and Representation..
<b>Total</b>	19,000	

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	19,000	Add a new full-time Assistant City Attorney position to be funded among 3 services 40% Ordinance Enforcement, 20%
Non-Personnel		
Agency Billings		
<b>Total</b>	19,000	

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.

This increase is on-going. No additional increases to other accounts will be needed for this supplemental request.

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.

The Attorney's office has not added an Assistant City Attorney position since 1999. The need for Legislative Services including Ordinance drafting has increased steadily over the years with increased population and geographic growth. The frequent turnover of Alders and City staff requires the Attorney's office to constantly respond to inquiries regarding topics such as parliamentary procedure and the City's legislative process.



# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Attorney ▼

SELECT YOUR AGENCY'S SERVICE:

Ordinance Enforcement ▼

SERVICE NUMBER:

111

SERVICE DESCRIPTION:

This service seeks to improve the quality of life for residents by helping enforcement agencies deter conduct that is dangerous or interferes with public health and welfare. Specific functions of this service include (1) prosecuting civil enforcement actions, including nuisance and injunctive actions, (2) providing advice and training to enforcement staff, (3) researching legal issues raised by new enforcement techniques, (4) reviewing recent case law developments and changes in state law, (5) identifying legal solutions to enforcement problems and drafting appropriate ordinance amendments, and (6) conducting appellate proceedings. The goal of this service is to reduce the City's risk of legal liabilities and to maintain City services.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Prosecute violations of City Laws and enforce ordinances	80	Advise Alcohol License Review Committee; appear in municipal and circuit courts regarding alcohol related matters. Attend to all aspects of prosecuting City of Madison Ordinance violations in Municipal and Circuit Courts.
Diversion Programs	20	Appear in Homeless and Juvenile courts; attend meetings regarding these programs

Insert item

Citywide Element

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

Health and Safety ▼

Describe how this service advances the Citywide Element:

Continue effective relations with the police department, public health and other enforcement agencies to efficiently prosecute the laws and ordinances of the City of Madison.

**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	\$912,622	\$903,763	\$864,757	\$935,976	\$980,549	\$980,549
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$912,622</b>	<b>\$903,763</b>	<b>\$864,757</b>	<b>\$935,976</b>	<b>\$980,549</b>	<b>\$980,549</b>
<i>Budget by Major</i>						
Revenue	(\$118,060)	\$0	(\$3,097)	\$0	\$0	28

Personnel	\$982,057	\$833,055	\$823,516	\$870,741	\$917,636	\$917,636
Non-Personnel	\$46,116	\$68,478	\$42,109	\$63,005	\$62,216	\$62,216
Agency Billings	\$2,509	\$2,230	\$2,230	\$2,230	\$697	\$697
<i>Total</i>	\$912,622	\$903,763	\$864,758	\$935,976	\$980,549	\$980,549

**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
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

The Attorney's Office is not proposing changes to the base budget.

Explain the assumptions behind the changes.

n/a

What is the justification behind the proposed change?

n/a

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?

The Office of the City Attorney primarily serves internal City clients and customers and does not directly represent members of the public. The proposed budget reduction for 2023 to eliminate the summer prosecution intern program and reduce hourly wages will reduce our agency's ability to work with the summer law clerks and interns such as the prosecution intern program at the University of Wisconsin Law School and the Public Interest Clerkship Program. These are long standing programs which are geared to give law students experience in a law setting to further their education but the use of these students also assists the OCA's prosecution staff and other attorneys with research, drafting court documents, memos to Alders as well as other legal tasks. The agency intends to preserve sufficient funding to continue participation in the summer Diversity Clerkship Program.

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.

Following budget reductions in recent years, the OCA is limited in finding options for reducing budget expenditures. Eliminating two of our three summer paid clerkships represent half of the agency's required budget reduction. These reductions are necessary to preserve agency core functions and necessary support to existing staff.

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.

No.

**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)?

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

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
11100-54655 PRINT SERV	\$1,344.0	Eliminate PRINT SERV account.  This account was used for old hard copy Municipal Court forms. We have now gone to electronic files and forms and do not have a need for these forms and line item in the budget.
11100-54810 OTHER EXP	\$3,000	Summer prosecution intern is paid out of this line item. Propose to eliminate this long-standing program with UW Madison prosecution intern program.  Reducing hourly wages to 5,000 will force our agency to eliminate one of our long-standing summer law clerk programs (Public Interest Program through Marquette or UW Madison Law School). Attorneys and support staff will need to absorb the duties if this account is. The OCA will continue its recently-initiated participation in unpaid internships during the school year.
11100-51210	\$5,927	Reduce hourly wages from \$10,927 to \$5,000.
<b>Total</b>	<b>\$10,271</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	\$8,927.0	Reduce hourly wages and eliminate summer prosecution intern program.
Non-Personnel	\$1,344	Eliminate Print/Serve account used to pay for old Municipal Court forms.
Agency Billings		
<b>Total</b>	<b>\$10,271</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?

Does the proposed reduction result in eliminating permanent positions?

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.

Since the majority of our agency budget is salary and benefits of permanent full-time staff, this reduction was the only means of achieving a 1% reduction without reducing permanent staff hours.

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

Attorneys and support staff will need to take on the duties/responsibility routinely performed by the summer law clerks and prosecution intern.

**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
(TOM) 11100-51110 Permanent Wages	10000	The Town of Madison annexation with increased population and business entities will increase the workload of the Attorney's office. Our agency is expecting an increase in ordinance violation citations including the usual traffic related matters, as well as health, building and fire code legal issues. Other increases in taxation appeals, zoning issues and lawsuits are also anticipated
11100-51110 Permanent Wages	38000	Add 1 new full-time Assistant City Attorney position to be funded among three services – 40% Ordinance Enforcement, 20% Legislative and 40% Legal Counseling and Representation.
<b>Total</b>	<b>48,000</b>	

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	48,000	Increase current 75% Assistant City Attorney position to 100%. Add one new full-time Assistant City Attorney positio
Non-Personnel		
Agency Billings		
<b>Total</b>	<b>48,000</b>	

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.

This increase is on-going. There shouldn't be a need for other accounts to be increased to support this supplemental request.

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.

As stated in the OCA Budget Memo, the Prosecution Team's workload has increased dramatically over time for the following reasons: A 2020 change in state law regarding operating while intoxicated cases has resulted in a significant increase in jury trials in Circuit Court rather than bench trials in municipal court. On average, prosecutors spend 30 hours preparing for and conducting a jury trial as compared to 7 hours for court trials. The number of Circuit Court OWI cases handled by prosecutors rose from 7 in 2019 to 27 in 2021, and we are on pace to reach over 30 cases this year. The strategy to request jury trials appears to be a permanent trend among defense attorneys. Based on this data, prosecutors will dedicate approximately 530 more hours to OWI jury trials in 2022 than in 2019.

The Municipal Court and OCA's effort to offer phone and virtual options for pre-trial conferences and trials has prioritized equity and accessibility which has led to expanded Court hours. Prior to 2020, prosecutors spent 10 hours per week staffing court hours, not including trials. The current Court schedules and increased convenience of appearing in Court requires approximately 31 additional hours per week of staffing, excluding trials, and to complete paperwork outside of the Court sessions.

Save/Submit

Ver.5 07/2022



## Building Inspection

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	4,847,217	5,015,456	4,876,646	4,935,448	4,967,199	4,967,199
<b>Total</b>	<b>4,847,217</b>	<b>5,015,456</b>	<b>4,876,646</b>	<b>4,935,448</b>	<b>4,967,199</b>	<b>4,967,199</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Consumer Protection	259,708	268,175	233,886	275,594	250,270	250,270
Health And Welfare	442,349	556,276	418,618	489,313	453,102	453,102
Inspection	2,405,249	2,196,684	2,644,312	2,502,192	2,454,066	2,447,766
Systematic Code Enforcement	979,011	1,194,233	918,945	890,600	1,080,986	1,080,986
Zoning And Signs	760,900	800,088	660,886	777,749	728,776	735,076
<b>Total</b>	<b>4,847,217</b>	<b>5,015,456</b>	<b>4,876,646</b>	<b>4,935,448</b>	<b>4,967,199</b>	<b>4,967,199</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(30,430)	(76,000)	(25,688)	(76,000)	(76,000)	(76,000)
Licenses And Permits	(12,672)	(10,000)	(10,396)	(10,000)	(10,000)	(10,000)
Transfer In	(13,052)	-	-	-	(18,000)	(18,000)
<b>Total</b>	<b>(56,154)</b>	<b>(86,000)</b>	<b>(36,084)</b>	<b>(86,000)</b>	<b>(104,000)</b>	<b>(104,000)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	3,322,529	3,333,852	3,192,924	3,242,371	3,453,248	3,453,248
Benefits	1,110,700	1,117,452	1,142,040	1,128,437	1,100,355	1,100,355
Supplies	43,069	71,273	44,616	71,273	71,273	71,273
Purchased Services	157,294	202,578	149,882	204,798	203,502	203,502
Inter Depart Charges	269,779	382,301	383,269	380,569	242,822	242,822
Inter Depart Billing	-	(6,000)	-	(6,000)	-	-
<b>Total</b>	<b>4,903,371</b>	<b>5,101,456</b>	<b>4,912,730</b>	<b>5,021,448</b>	<b>5,071,199</b>	<b>5,071,199</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Matt Tucker, Building Inspection Division Director  
DATE: July 21, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### Goals of Agency's Operating Budget

The 2023 operating budget request for the Building Inspection Division seeks to put forth a spending plan consistent with the Mayor's directive. In our proposal, we continue to sustain the level of community service, while also demonstrating the Division's ability to seek innovative solutions, with an eye on improving our performance and controlling costs.

Our Division's budget consists of five services:

- Consumer Protection: This service is responsible for inspecting packaging, weighing and measuring devices in gas stations, grocery stores, pharmacies, bakeries, taxis, fuel trucks, etc. The goal of this service is to complete full inspection and licensure of every business and commerce operation under the City's authority in order to ensure Madison consumers receive the correct amount of product for which they pay.
- Health and Welfare: This service addresses community standards in regard to property maintenance, to ensure a pleasant and safe setting for City residents and visitors. Responsibilities include enforcement and education efforts regarding sidewalk snow removal, trash, junk, and debris removal, tall grass and weed mitigation, and graffiti removal. This service provides property maintenance inspections for all buildings, including owner-occupied residential properties, rental residential properties, and commercial properties. The goal of this service is to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.
- Inspection: This service ensures compliance with Madison's building and mechanical system ordinances by reviewing and inspecting construction projects, contractor licensing, permit records, preoccupancy inspections, and underground utilities. The process ensures buildings are constructed according to all applicable codes (zoning, building, plumbing, heating, and electrical) and the building is safe to occupy when the project is completed.
- Systematic Code Enforcement: This service inspects commercial and residential properties and provides routine building services, ensuring properties and buildings are in compliance with the City's Minimum Housing and Property Maintenance Code. This service is also responsible for heating problems, water leakage corrections, infestation/eradication, repair of broken railings, windows, and doors, and dozens of other problems associated with keeping the City's housing stock habitable and in good condition. The goal of this service is to preserve public health, safety, and general welfare of all residents and to help maintain property values by eliminating blighting influences.
- Zoning and Signs: This service reviews and regulates Madison's Zoning and Sign Control ordinances. The goal of the service is to provide timely resolution of land use issues for developers, property owners and the general public. This service provides approvals,

inspections, investigation, and maintenance of records, zoning changes, and street sign ordinance administration. The service provides review and approvals prior to issuance of a permit as well as post-construction inspection services to ensure the project was completed in accordance with the approvals.

The pandemic has changes some aspects of how we work, mainly related to leveraging technology in the work we do:

- Many of our field and clerical staff utilize teleworking options for logging inspections and working remotely.
- Many of our customer contacts, code conferences and pre-application meetings with customers and are offered remote via Zoom or Skype, which greatly reduces in time and travel expense for our customers and saves time for staff.
- We have established an on-line appointments scheduling system for more efficient customer service. This system also allows us to respond to customer needs, such as language translation services or accommodations.
- Our office has expanded the digital plan submission service:
  - An expanded type of building plan review submittals are now being accepted via email. We approve about 2/3 of our permits via on-line submissions.
  - The Land Use application submittal process has moved from a largely paper-based system to a digital application and plan submission system, which results in significant reduction of paper consumption and time saved.
- We allow for scheduling of inspections and the tracking of inspection results on-line, 24/7.
- We have implemented a phone tree system for routing calls from customers, to more efficiently respond to our customers and connect them to the right people.

Building Inspection revenues totaled nearly \$6.7 million for 2021. Through June of 2022, revenues are up fifteen percent from the same time last year. Since 2016, permit inspection requests are up 26% and Building Plan Review has shown similar growth.

## Racial Equity and Social Justice

The Building Inspection Division services supports the City's goal of equity by ensuring that quality code compliant housing is designed, built and maintained throughout the City. To comply with State Statutes, the Systematic Code Enforcement Service is recommending systematic inspections following the completion of a blight study to identify areas of need. This is essential to serve people of color who may be fearful to file a complaint. The department has strengthened our response to tenant retaliation complaints and also our relationship with the Department of Civil Rights, who is responsible for investigating these complaints. Our department as resumed providing inspection services for CDD-assisted rental properties in accordance with the funding requirements of the U.S. Department of Housing and Urban Development (HUD). We are conducting onsite inspections of 193 rental units, their common areas and exteriors. The Zoning section continues to actively working on amendments to the zoning ordinance that will increase the availability of housing, and particularity affordable housing, and the elimination of other regulations which have a potential negative impact on vulnerable populations. Finally the Consumer Protection service ensures all residents get the value of the product they purchase in retail establishments, which protects against disproportionate impact on vulnerable populations.

## Major Changes in the 2023 Operating Request

We propose to shift a vacant position, currently allocated across multiple services (Systematic Code Enforcement, Health and Welfare, and Inspections) to the Inspection service, to assist with new construction inspections and Building Plan Review. Building Plan Review and permitting has

been steadily increasing in the City. For Building Plan Review, our applications for plan review have been steadily increasing, resulting in longer times for plan review to be scheduled and completed, resulting in delays to permit issuance. For Inspections, over the past few years, we have seen a 10% increase in the number of inspections performed by our inspectors. These inspectors are mandated to perform most inspection within 48 hours of request, by state law. Because of increased caseload, they must reduce the time and thoroughness at each inspection, resulting in the potential for items being missed or overlooked. The construction inspection is the only time our inspectors can review construction for code compliance, and having time to inspect is critical to a quality inspection. The inspections are having to cut code conferences at sites short when inspecting, because they need to get to the next scheduled inspection. We believe an additional person, split between plan review and inspections, can assist in this effort.

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

The Building Inspection Division is a City operation wherein 89% the entirety of the Operating Budget is comprised of salary and benefits, not including other required employee costs, including parking and mileage reimbursement. That leaves a small amount of the Budget that can truly be considered discretionary spending. The Inspection Division is limited where cuts can be made that do not have significant impact on our ability to provide quality service. Other than the \$6500 in the Graffiti Co-Payment Removal Program we do not have programs available for reduction or elimination. That leaves staff reductions as the only option. The Inspection and Consumer Protection services are a *service for a fee* mandated under State Statute and local Ordinance. The customers pay for the service by license and permit fees and we are obligated to provide the inspections. The Health and Welfare service has only three staff members and does not have the bandwidth to absorb any cuts. They are also the least paid of any field staff. Finally, the Zoning and Sign service is already struggling to meet reasonable deadlines in the development review process.

That leaves the vacant positions allocated across three services. We filled two (of four) vacant positions during the 2022 budget year. Two additional positions were held open as part of the 2022 budget. We currently have one vacancy in our clerical support team, as the result of an internal promotion into a vacancy in the Inspections Service. We intend to fill this vacancy this fall. After consultation with supervisory staff, our proposed reduction is to cut one vacant Code Enforcement Officer Position. We believe this is the most viable option at this time and does the least damage to the Division as a whole. This is especially true as we train the two new hires and do not have the bandwidth to train additional staff at this time. The training process can take up to 18 months to where a housing inspector can independently respond to interior complaints. There has been some additional savings with the hiring a new Director at a lower salary.

We realize the proposed reductions are to be considered permanent. This reduction is not sustainable in a city with a rapidly growing, financially struggling diverse population and a housing shortage that will continue for years. The Division will likely request the position be restored in 2024 if it is eliminated in 2023.

### Town of Madison

The Building Inspection Division has been providing Building Plan Review, Permitting and inspection services to the Town of Madison since November 2020. Upon attachment, it is expected that some enforcement case activity will increase, particularly in the areas of housing (rental property complaints) and property maintenance (tall grass/weeds, sidewalk snow/ice removal, junk/trash/debris and exterior property condition), however we believe we have adequate staff to respond to this increase.

The Building Inspection Division staff look forward to meeting with you to discuss our proposal.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Consumer Protection

SERVICE NUMBER:

604

SERVICE DESCRIPTION:

This service is responsible for inspecting packaging, weighing, and measuring devices in gas stations, grocery stores, pharmacies, bakeries, taxis, fuel trucks, etc. The goal of this service is to complete full inspection and licensure of every business and commerce operation under the City's authority in order to ensure Madison consumers receive the correct amount of product for which they pay.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
Verify Accuracy of Scanners	50	Pull selected items at random from store shelves and verify posted price is consistent with register price.
Verify Accuracy of Fuel Pumps	20	Draw a known quantity and compare it to the readout on the dispenser.
Verify Accuracy of Scales	15	Check scale accuracy with known weights.
Package Testing	10	Pull prepackaged items from display cases, weigh them and compare to listed weight to determine if the packaging weight (tare) was eliminated.
Miscellaneous Devices	5	Verify timing and measuring devices, etc.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

The Consumer Protection Service provides the licensing of gas pumps, scales of all types, point of sale scanners, etc. and the associated inspection/verification service for the devices that are used in almost all types of retail purchases in the City. The goal is to ensure residents receive what they are purchasing.

**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	\$259,708	\$268,175	\$233,886	\$275,594	\$250,270	\$250,270
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	38

<i>Total</i>	\$259,708	\$268,175	\$233,886	\$275,594	\$250,270	\$250,270
<i>Budget by Major</i>						
Revenue	(\$8,042)	\$0	\$0	\$0	\$0	
Personnel	\$246,548	\$201,117	\$203,771	\$209,985	\$210,275	\$210,275
Non-Personnel	\$3,122	\$8,203	\$3,543	\$8,486	\$8,162	\$8,162
Agency Billings	\$18,079	\$58,855	\$26,571	\$57,123	\$31,833	\$31,833
<i>Total</i>	\$259,707	\$268,175	\$233,885	\$275,594	\$250,270	\$250,270

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

Consumers are the ones that most directly benefit from this service. BIPOC consumers and low-income individuals are the most likely to be negatively impacted by short weight quantities or inaccurate pricing.

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.

We do not have direct data to support this. These are controlled at the community-wide level.

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.

No.

### 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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
Total	\$0	

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?

The City is mandated by State Statute to license, inspect and verify every device that is used to sell consumer products and goods. This is required on an annual basis. Package testing is not mandated in this program but not adhering to the requirements has a cumulative effect on consumers.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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



**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Health and Welfare

SERVICE NUMBER:

602

SERVICE DESCRIPTION:

This service provides assistance to residents requiring help with property maintenance to ensure a pleasant setting for City residents and visitors. Responsibilities include enforcement and education efforts regarding sidewalk snow removal, trash, junk, and debris removal, tall grass and weed mitigation, and graffiti removal. This service provides property maintenance inspection services for all buildings, including owner-occupied, rental, and commercial properties. The goal of this service is to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.

Are any updates required for the "Service Description"?

yes, re-worded a bit: This service addresses community standards in regard to property maintenance, to ensure a pleasant and safe setting for City residents and visitors. Responsibilities include enforcement and education efforts regarding sidewalk snow removal, trash, junk, and debris removal, tall grass and weed mitigation, and graffiti removal. This service provides property maintenance inspections for all buildings, including owner-occupied residential properties, rental residential properties, and commercial properties. The goal of this service is to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.

Activities performed by this Service

Activity	% of Effort	Description
Respond to Complaints	50	Respond to complaints from citizen and inspect for violations regarding snow, tall grass and weeds, junk trash and debris, graffiti and right of way obstructions.
Respond to Referrals	20	Respond to referrals from the Mayor's office, Alders and other agencies regarding snow, tall grass and weeds, junk trash and debris, graffiti and right of way obstructions.
Respond to Calls and Emails	15	Answer questions regarding code violations and ordinance enforcement.
Conduct Field Observations	5	Conduct proactive inspections for property maintenance violations.

Insert item

Citywide Element

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

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The Health and Welfare Service responds to complaints and conducts proactive inspection services for common violations such as, snow and ice covered sidewalks, graffiti, tall grass violations, accumulation of trash and other violations that impact the appearance and livability of the city for our residents and visitors.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
						42

<i>Budget by Fund</i>							
General-Net	\$442,349	\$556,276	\$418,618	\$489,313	\$453,102	\$453,102	
Other-Expenditures	\$0	\$0	\$0	\$0	\$0		
<i>Total</i>	<i>\$442,349</i>	<i>\$556,276</i>	<i>\$418,618</i>	<i>\$489,313</i>	<i>\$453,102</i>	<i>\$453,102</i>	
<i>Budget by Major</i>							
Revenue	(\$1,100)	(\$1,000)	(\$2,900)	(\$1,000)	(\$1,000)	\$1,000	
Personnel	\$383,585	\$447,442	\$348,403	\$380,301	\$372,529	\$372,529	
Non-Personnel	\$14,066	\$29,052	\$12,957	\$29,230	\$28,906	\$28,906	
Agency Billings	\$45,799	\$80,782	\$60,158	\$80,782	\$52,667	\$52,677	
<i>Total</i>	<i>\$442,350</i>	<i>\$556,276</i>	<i>\$418,618</i>	<i>\$489,313</i>	<i>\$453,102</i>	<i>\$455,112</i>	

### 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	51 - SALARIES	60200	51111	(\$12,987)	Support re-allocation of position to Inspection Service
<b>TOTAL</b>				<b>-\$12,987.00</b>	

Insert item

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

Re-allocation of vacant position, should have little impact on service delivery.

Explain the assumptions behind the changes.

This action puts position to Inspections service, one service, to meet service demand.

What is the justification behind the proposed change?

Service demand / workload.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

### 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?

Reductions in this service would increase response times to complaints and have a greater impact on BIPOC residents who typically disproportionately rent are represented in the rental market. Rental properties are more likely to have property maintenance compliance issues. People that are dependent on transit can be negatively affected by property maintenance issues to access bus stops. These people are disproportionately BIPOC.

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.

We do not have direct data to support this other than less staff will lead to longer response times to complaints.

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.

No.

**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)? \$49,672

What is the proposed reduction to this service's budget? \$12,987

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
Eliminate Vacant Position	\$12,987	Eliminate Code Enforcement Office position 3772. Amount is the percentage of salaries allocated to service.
<b>Total</b>	<b>\$12,987</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	\$12,987	Eliminate Code Enforcement Office position 3772
Non-Personnel		
Agency Billings		
<b>Total</b>	<b>\$12,987</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?

The City is mandated by City Ordinance for to perform enforcement of Minimum Housing and Property Maintenance violations. There are no local organizations that would have the authority to enforce City ordinances.

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs:

If yes, how many of the eliminated positions are vacant?

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

Select... ▼

Describe why the proposed reduction was chosen.

Building Inspection is proposing to cut 1 Code Enforcement Officer (Housing Inspector) position (#3772). This position is currently allocated across three services, including Health and Welfare, but should be fully allocated to Inspections. Although this form shows a reduction based on the position allocation, there are no proposed reductions to this service. The Inspection Division is limited where cuts can be made. The Health and Welfare Service has only three staff members and does not have the bandwidth to absorb any cuts. They are also the least paid of any field staff and typically conduct the highest number of inspections per day as compared with the other services.

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

BIPOC and lower income residents represent a higher percentage of individuals in rental housing. The reduction in this service will result in less staff to respond to resident concerns and in turn, delays in response time to complaints.

**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
		There are no supplemental request for this service.
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Inspection

SERVICE NUMBER:

601

SERVICE DESCRIPTION:

This service ensures compliance with Madison's building and mechanical system ordinances by reviewing and inspecting construction projects, contractor licensing, permit records, sales surveys, preoccupancy inspections, and underground utilities. The process ensures buildings are constructed according to all applicable codes (zoning, building, plumbing, heating, and electrical) and the building is safe to occupy when the project is complete. This service also ensures digital copies of all building floor and elevation plans are attached to the building archives and provides access to digital plans for external customers, including home and building owners, builders, and realtors.

Are any updates required for the "Service Description"?

Yes, re worded a bit: This service ensures compliance with Madison's building and mechanical system ordinances by reviewing and inspecting construction projects, contractor licensing, permit records, preoccupancy inspections, and underground utilities. The process ensures buildings are constructed according to all applicable codes (zoning, building, plumbing, heating, and electrical) and the building is safe to occupy when the project is completed. This service also ensures copies of all building floor and elevation plans are attached to the building archives and provides access to plans for external customers, including home and building owners, builders, and realtors.

Activities performed by this Service

Activity	% of Effort	Description
conduct permit inspections	60	Schedule and conduct inspections for permits issued for building, plumbing, electrical and HVAC work resulting in the issuance of a Certificate of Occupancy so the owner can occupy the building
Staff the permit counter, review plans and issue permits	15	Take in plans, set up project reviews, review plans and issue permits. Respond to customer questions regarding process and codes
record keeping, data entry and miscellaneous responsibilities	15	Record Inspection results and other data entry tasks, attend required recertification seminars and conduct training seminars for our customers
Respond to citizen inquires	10	Answer telephone calls and reply to emails from citizens and contractors regarding code questions and ordinance requirements.

Insert Item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

The Inspection Service handles the intake, review and approval of all types of building permit applications. Inspections are conducted to ensure compliance with all applicable codes resulting in the issuance of a Certificate of Occupancy. This is all done in a timely and effective manner with goal to keep projects moving with the fewest delays possible, and in compliance with codes.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

		2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
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<i>Budget by Fund</i>							
General-Net	\$2,405,249	\$2,196,684	\$2,644,312	\$2,502,192	\$2,454,066	\$2,477,766	
Other-Expenditures	\$0	\$0	\$0	\$0	\$0		
<b>Total</b>	<b>\$2,405,249</b>	<b>\$2,196,684</b>	<b>\$2,644,312</b>	<b>\$2,502,192</b>	<b>\$2,454,066</b>	<b>\$2,477,766</b>	
<i>Budget by Major</i>							
Revenue	(\$42,047)	(\$85,000)	(\$33,184)	(\$85,000)	(\$103,000)	(\$103,000)	
Personnel	\$2,191,928	\$2,070,873	\$2,379,408	\$2,374,647	\$2,366,637	\$2,360,337	
Non-Personnel	\$160,647	\$135,818	\$153,435	\$137,552	\$137,552	\$137,552	
Agency Billings	\$94,721	\$74,993	\$144,654	\$74,993	\$52,877	\$52,877	
<b>Total</b>	<b>\$2,405,249</b>	<b>\$2,196,684</b>	<b>\$2,644,313</b>	<b>\$2,502,192</b>	<b>\$2,454,066</b>	<b>\$2,447,766</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	51 - SALARIES	60100	51111	\$63,442	Shift position 4002 fully to Inspections. Portion of time currently allocated to Health & Welfare (\$12,987) and Systematic Code Enforcement (\$44,156); hire at CEO 3 instead of CEO 1 by shifting \$6,300 from premium pay to permanent wages.
1100 - GENERAL	51 - SALARIES	60100	51120	(\$6,300)	Reduce premium pay and increase permanent wages to hire position 4002 as a CEO3 instead of a CEO1
<b>TOTAL</b>				<b>\$57,142.00</b>	

Insert item

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

Quicker response for plan review, permitting and inspections, meeting increased service demands.

Explain the assumptions behind the changes.

More resources toward workload will result in more timely response, higher quality inspection results.

What is the justification behind the proposed change?

Response to increase in workload and service demand, while responding to mandated inspections and level of quality.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

### 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?

This service responds to state law mandated permitting, plan review and inspections. The service utilizes language translation services and disability access services to assist in connecting with customers in need of such service.

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.

We do not have direct data to support this other than less staff will lead to longer response times to service requests.

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.

No.

**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)?

\$49,672

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

(\$29,437)

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
Cutting vacant position	(\$29,437)	Proposing to cut vacant position 3772. Amount is is the percentage of salaries allocated to service.
<b>Total</b>	(\$29,437)	

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	(\$29,437)	Proposing to cut vacant position 3772. Amount is is the percentage of salaries allocated to service.
Non-Personnel		
Agency Billings		
<b>Total</b>	(\$29,437)	

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?

The City is mandated by State Statute and City Ordinance for to enforce all local and State building codes. There are no local organizations that would have the authority to enforce the State codes and City ordinances.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

If yes, how many of the eliminated positions are vacant?

1  
1

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.

During 2022, we filled two vacant Housing Inspector positions, (one was a flex-inspector). It takes multiple years to properly train a Housing Inspector and we do not have the bandwidth to train more than two at a time. Leaving a positions vacant will result in the least disruptions to the Division's overall goals and operations.

The Inspection Division is limited where cuts can be made. The Inspection and Consumer Protection services are a service for a fee mandated under State Statute and local Ordinance. The customers pay for the service by license and permit fees and we are obligated to provide the inspections. The Health and Welfare Service has only three staff members and does not have the bandwidth to absorb any cuts. They are also the least paid of any field staff. Finally, the Zoning and Sign service is already struggling to meet reasonable deadlines in the development review process.

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

Decreasing the number of Code Enforcement Officers (Housing Inspectors) will lead to increased response times to complaints, less staff to participate on Neighborhood Resource Teams and fewer systematic (proactive) inspections. The end users, tenants and community members, will see increased response times to complaints regarding housing conditions and fewer inspectors will also mean less staff to conduct systematic inspections.

### 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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Building Inspection ▼

SELECT YOUR AGENCY'S SERVICE:

Systematic Code Enforcement ▼

SERVICE NUMBER:

605

SERVICE DESCRIPTION:

This service inspects commercial and residential properties and provides routine building services, ensuring properties and buildings are in compliance with the City's Minimum Housing and Property Maintenance Code (MGO Chapter 27). Inspection activities are scheduled through the Community Development Authority (CDA) using data gathered by Building Inspection staff and input from the Neighborhood Resource Teams. This service is also responsible for heating and water leakage corrections, infestation eradication, repair of broken railings, windows, and doors, and dozens of other problems associated with keeping the City's housing stock habitable. The goal of this service is to preserve public health, safety, and general welfare of all residents and to help maintain property values by eliminating blighting influences.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
Respond to complaints and referrals regarding exterior housing conditions	35	Respond to complaints from citizens that include but are not limited deteriorated porches, peeling paint, broken windows, missing shingles and failing chimneys.
Respond to tenant complaints regarding interior housing conditions.	35	Respond to complaints from tenants that include but are not limited to roof leaks, plumbing leaks, inadequate heat, deteriorated walls and ceilings, and inadequate security.
Conduct Systematic Inspection in blighted areas	10	Inspect and address violations that include but are not limited deteriorated porches, peeling paint, broken windows, missing shingles and failing chimneys, roof leaks, plumbing leaks, inadequate heat, deteriorated walls and ceilings, and inadequate security.
Respond to Calls and Emails	15	Answer questions regarding code violations and ordinance enforcement.
Other		

Insert item

Citywide Element

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

Neighborhoods and Housing ▼

Describe how this service advances the Citywide Element:

The Systematic Code Enforcement Service responds to complaints regarding all types of building code issues and conducts preventative/systematic inspections on rental housing units to ensure compliance with Madison's Minimum Housing Code. The goal is to provide healthy and vibrant neighborhoods for our residents and visitors.

**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	\$979,011	\$1,194,233	\$918,945	\$890,600	\$1,080,986	\$1,080,986
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$979,011</i>	<i>\$1,194,233</i>	<i>\$918,945</i>	<i>\$890,600</i>	<i>\$1,080,986</i>	<i>\$1,080,986</i>
<i>Budget by Major</i>						
Revenue	(\$4,965)	\$0	\$0	\$0	\$0	
Personnel	\$901,500	\$1,035,311	\$807,497	\$731,726	\$950,548	\$950,548
Non-Personnel	\$17,097	\$77,967	\$19,722	\$77,919	\$77,595	\$77,595
Agency Billings	\$65,379	\$80,955	\$91,726	\$80,955	\$52,843	\$52,843
<i>Total</i>	<i>\$979,011</i>	<i>\$1,194,233</i>	<i>\$918,945</i>	<i>\$890,600</i>	<i>\$1,080,986</i>	<i>\$1,080,986</i>

**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	51 - SALARIES	60500	51111	(\$44,156)	Support re-allocation of position to Inspection Service
<b>TOTAL</b>				<b>-\$44,156.00</b>	

Insert item

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

Re-allocation of vacant positon, shoud have little impcat on service delivery.

Explain the assumptions behind the changes.

This action puts position to Inspections service, one service, to meet service demand.

What is the justification behind the proposed change?

Service demand / workload.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

**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?

BIPOC and lower income residents represent a higher percentage of individuals in rental housing. The reduction in this service will result in less staff to respond to resident concerns and in turn, delays in response time to complaints.

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.

We do not have direct data to support this other than less staff will lead to longer response times to complaints.

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.

No.

**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)?

\$49,672

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

\$44,156

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
eliminate vacant position	\$44,156	Eliminate Code Enforcement officer position 3772
<b>Total</b>	\$44,156	

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	\$44,156	Eliminate Code Enforcement officer position 3772
Non-Personnel		
Agency Billings		
<b>Total</b>	\$44,156	

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?

The City is mandated by City Ordinance for to perform enforcement of Minimum Housing and Property Maintenance violations. There are no local organizations that would have the authority to enforce City ordinances.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

If yes, how many of the eliminated positions are vacant?

1

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.

During 2022, we filled two vacant Housing Inspector positions, (one was a flex-inspector). It takes multiple years to properly train a Housing Inspector and we do not have the bandwidth to train more than two at a time. Leaving a positions vacant will result in the least disruptions to the Division's overall goals and operations.

The Inspection Division is limited where cuts can be made. The Inspection and Consumer Protection services are a service for a fee mandated under State Statute and local Ordinance. The customers pay for the service by license and permit fees and we are obligated to provide the inspections. The Health and Welfare Service has only three staff members and does not have the bandwidth to absorb any cuts. They are also the least paid of any field staff. Finally, the Zoning and Sign service is already struggling to meet reasonable deadlines in the development review process.

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

Decreasing the number of Code Enforcement Officers (Housing Inspectors) will lead to increased response times to complaints, less staff to participate on Neighborhood Resource Teams and fewer systematic (proactive) inspections. The end users, tenants and community members, will see increased response times to complaints regarding housing conditions and fewer inspectors will also mean less staff to conduct systematic inspections.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Building Inspection

SELECT YOUR AGENCY'S SERVICE:

Zoning and Signs

SERVICE NUMBER:

603

SERVICE DESCRIPTION:

This service reviews and regulates Madison's Zoning code and street sign ordinances. The goal of the service is to provide timely resolution of land use issues for developers and the general public. This service provides inspections, investigation, and maintenance for records, zoning changes, and street sign ordinances. The process provides review and approvals prior to issuance of a permit as well as post-construction inspection services to ensure the project was completed in accordance with the approvals.

Are any updates required for the "Service Description"?

yes, re-worded it a bit: This service reviews and regulates Madison's Zoning and Sign Control ordinances. The goal of the service is to provide timely resolution of land use issues for developers, property owners and the general public. This service provides approvals, inspections, investigation, and maintenance of records, zoning changes, and street sign ordinance administration. The service provides review and approvals prior to issuance of a permit as well as post-construction inspection services to ensure the project was completed in accordance with the approvals.

Activities performed by this Service

Activity	% of Effort	Description
Review proposed projects for compliance with zoning ordinance requirements	30	Intake and process Plan Commission and Zoning Board of appeals requests. Pre-application and initial project review or DAT meetings with developers. Prepare Plan Commission and Zoning Board of Appeals reports. Review minor alteration requests for zoning compliance and process Director approval. Review commercial and residential building permit requests. Discuss other projects, such as fences, driveways, patios and other improvements which do not require permits but do require zoning compliance .
Respond to zoning and sign complaints	25	Investigate complaints, prepare and send notices of violation. Meet with parties to discuss resolution to violations. Reinspect for compliance, issue citations and prepare City Attorney prosecutions as necessary. Testify in court as needed.
Manage city-wide Site Plan Review project.	25	Intake requests, copies and digital plans for site plan review and process fees. Set up Accela record, upload plans, and distribute plans to city agencies. Intake resubmittals and supplement pages form city agencies. Scan and assemble final approved document package, close record and archive approval.
Review sign permit applications for compliance with the sign ordinance	15	Intake and process sign permit requests and review for compliance with sign control ordinance. Prepare UDC reports relative to signage exception requests. Collect fees, issue permits and inspect for installation compliance.
Respond to requests for information, records research, and zoning letters	5	Records research for open records and similar requests, Prepare zoning letters, process requests and collect fees.

Insert item

Citywide Element

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

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The Zoning and Signs Service handles the intake, review and processing of all types of land use approvals and sign permit applications in a timely and effective manner with goal to keep projects moving with the shortest processing time possible.

**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	\$760,900	\$800,088	\$660,886	\$777,749	\$728,776	\$728,776
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$760,900</i>	<i>\$800,088</i>	<i>\$660,886</i>	<i>\$777,749</i>	<i>\$728,776</i>	<i>\$728,776</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	
Personnel	\$709,668	\$696,561	\$595,885	\$674,149	\$653,614	\$653,614
Non-Personnel	\$5,431	\$22,811	\$4,841	\$22,884	\$22,560	\$22,560
Agency Billings	\$45,801	\$80,716	\$60,160	\$80,716	\$52,602	\$52,602
<i>Total</i>	<i>\$760,900</i>	<i>\$800,088</i>	<i>\$660,886</i>	<i>\$777,749</i>	<i>\$728,776</i>	<i>\$728,776</i>

**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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

**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?

The Zoning and Sign Service is a critical part of maintaining standards for quality of life in the City and reductions in this service will have a greater negative impact on BIPOC residents, who typically inhabit Madison’s most disadvantaged neighborhoods. Through enforcement efforts and permit approvals, the service can provide direct personal access and service to individuals who may not connect with this service in conventional methods.

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.

We do not have direct data to support this other than less staff will lead to longer response times to service requests or complaints.

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.

No.

**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)?

\$49,672

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

\$0

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

The City is mandated by City Ordinance, State and Federal law for to perform enforcement of the Zoning and Sign Codes. There are no local organizations that would have the authority to enforce the applicable City ordinances.

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

There are no proposed reductions to this service. The Inspection Division is limited where cuts can be made. The Zoning and Sign service is already struggling to meet reasonable deadlines in the Development Review process.

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

There are no proposed reductions to this service. There is a significant shortage of affordable housing units in the City. The City's commercial and employment sectors are also growing at fast rates, requiring timely approvals. Any decrease in this service will result in delays in the Development Review process and increase the time to approve projects.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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 Divins believes we can absorb this workload with little impact.

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

Select... ▼

Describe why the proposed increase is critical.



## CDA Housing Operations

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
CDA	24,506,139	25,829,178	26,021,099	31,932,415	32,486,441	29,896,498
<b>Total</b>	<b>24,506,139</b>	<b>25,829,178</b>	<b>26,021,099</b>	<b>31,932,415</b>	<b>32,486,441</b>	<b>29,896,498</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Housing Vouchers	16,987,858	16,938,987	17,332,387	22,485,437	22,669,738	19,694,835
Public Housing	7,518,281	8,890,192	8,688,712	9,446,978	9,816,703	10,201,663
<b>Total</b>	<b>24,506,139</b>	<b>25,829,178</b>	<b>26,021,099</b>	<b>31,932,415</b>	<b>32,486,441</b>	<b>29,896,498</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(20,101,529)	(20,728,037)	(20,481,988)	(26,670,821)	(26,670,821)	(23,808,081)
Charges For Services	(3,731,281)	(3,689,138)	(3,814,704)	(3,998,282)	(3,998,282)	(4,198,677)
Invest Other Contrib	(52,220)	(115,142)	(20,051)	-	-	(39,531)
Misc Revenue	(74,071)	(74,151)	(126,784)	(93,911)	(93,911)	(46,853)
Other Finance Source	(25,394)	(583,042)	(974,768)	(464,998)	(1,019,024)	(1,157,619)
Transfer In	(521,645)	(639,668)	(602,805)	(704,404)	(704,404)	(645,737)
<b>Total</b>	<b>24,506,139</b>	<b>(25,829,178)</b>	<b>(26,021,099)</b>	<b>(31,932,415)</b>	<b>(32,486,441)</b>	<b>(29,896,498)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	3,262,889	3,298,190	3,171,820	3,696,625	4,012,819	3,905,447
Benefits	968,778	1,058,961	751,718	1,113,215	1,263,014	1,248,014
Supplies	497,471	800,034	511,365	639,202	639,202	698,798
Purchased Services	17,711,627	19,088,304	18,864,347	24,807,712	24,859,457	22,486,412
Debt Othr Financing	1,297,213	385,235	1,836,207	430,526	652,801	450,092
Inter Depart Charges	819,273	848,099	765,314	828,825	865,113	918,527
Inter Depart Billing	(572,756)	(565,136)	(482,476)	(625,333)	(625,333)	(704,216)
Transfer Out	521,645	915,491	602,805	1,041,644	819,369	893,424
<b>Total</b>	<b>24,506,139</b>	<b>25,829,178</b>	<b>26,021,099</b>	<b>31,932,415</b>	<b>32,486,441</b>	<b>29,896,498</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Matt Watcher, CDA Executive Director  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff; Anne Slezak;  
Larry Kilmer

### Goals of Agency's Operating Budget

The mission of the CDA Housing Operations is to continue to allow access of households with lower incomes to affordable housing in every Madison neighborhood. This mission directly corresponds to the directive laid out by the Imagine Madison Neighborhoods and Housing Element of a Great City. The CDA acknowledges that in the pursuit of housing stability a household experiences a process equivalent to the Maslow Hierarchy of Needs. The CDA Housing Operations Division offers two services: Housing Vouchers and Public Housing to assist households in their journey through the various steps of housing stability.

#### Housing Vouchers

The Section 8 Housing Choice Voucher Program contributes to the Neighborhood and Housing element as the vouchers are used to subsidize market rate rentals throughout the community to an affordable level for households with incomes below 50 percent of area median income creating neighborhood accessibility to city residents of all income levels. The private market rent is subsidized to bring the participant's rental payment to within 30% of their income. The program currently supports an average of 1,700 households throughout the community. Participation is limited by Federal funding availability.

The major goal for 2023 is to continue to maintain the number of families receiving Section 8 assistance and increase program participation through utilization of Mainstream & American Rescue Act vouchers options as well as any future possible voucher funding extensions.

#### Public Housing

This service provides public housing assistance across the City of Madison through Community Development Authority (CDA) owned and operated developments. The CDA owns, manages, and maintains 742 units of Low Rent Public Housing with funding from the Federal Department of Housing and Urban Development (HUD). It also owns, manages, and maintains 114 multi-family units with funding from Wisconsin Housing and Economic Development Authority (WHEDA) & 24 Project-Based Voucher Units. This service is available to residents with income below 80 percent of area median income, with priority given to the elderly, disabled, and families with minor children and operates within strict compliance of the Fair Housing Act. Residents in CDA housing pay 30 percent of adjusted gross income for rent and utilities.

The major goals for 2023 are to continue to implement operational efficiencies in order to continue to create short unit turnaround times, high occupancy rates, and continue repositioning and redevelopment of public housing in accordance with HUD guidance.

### Racial Equity and Social Justice

In 1991 the United Nations declared housing to be a fundamental human right. In October 2019 an article was published in the National Library of Medicine drawing the correlation between

housing stability, affordability, quality and safety, and neighborhood opportunity and an individual's overall health and experience of social inequities.

"The relationship between where people live and their health has received significant and growing attention in public health research in recent years in the United States. This attention is well merited considering the mounting burden that housing constitutes for many households in the United States, particularly so among disadvantaged groups. For instance, approximately half of renters overall, and 90% among those below the poverty line, spend more than 30% of their income on rent and are considered rent burdened. Homelessness remains at unacceptable levels. More than 550 000 Americans are homeless on any given day and 1.42 million US residents relied on an emergency shelter or transitional housing at some point in 2017." (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6727307/>)

The CDA's services were created by HUD and are operated within strict compliance of the Fair Housing Act to address and bridge this ever growing need in our local community that disproportionately effects people of color and other marginalized communities.

### Major Changes in the 2023 Operating Request

The CDA shall continue to be net-neutral to the General Fund, however, the CDA will experience various changes to the major line items as described in the attached service proposal.

### Enterprise Agencies

Per the HUD Field Office, the CDA has budgeted in 2023 for a 12% reduction in the Public Housing Operating Subsidy. This creates a substantial deficit to all of the Public Housing properties. The CDA has strategic planned reserve usage in 2023 as to demonstrate financial need for HUD support at the 2022 level.

The CDA is also happy to report that the Resident Opportunity and Supportive Services (ROSS) grant will again be budgeted at the full amount. The ROSS grant is awarded in a competitive process and cycles every 3 years. As the previous grant expired in March 2022 the CDA took a conservative approach in 2022 that the grant would not be awarded for the next 3 years. The CDA is happy to report its successful bid to receive the ROSS grant for the next 3 years has been incorporated into the 2023 budget.

The CDA appreciates the importance of its role in creating safe, sanitary, and affordable housing options in the city of Madison. The need for stable, affordable housing in our community has never been greater and we look forward to being a partner in the solution.

Sincerely,



Matt Wachter  
Executive Director  
Community Development Authority



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

CDA Housing Operations ▼

SELECT YOUR AGENCY'S SERVICE:

Housing Vouchers ▼

SERVICE NUMBER:

922

SERVICE DESCRIPTION:

This service provides Section 8 housing vouchers across the City of Madison. The housing vouchers provide rental assistance to fill the gap between what low-income tenants can afford to pay and the actual cost of decent, safe, and sanitary housing. The voucher program serves households with incomes below 50 percent of area median income: priority is given to the elderly, disabled, families with minor children, chronically homeless veterans, and other targeted groups. The number of households receiving Section 8 housing assistance each month is approximately 1,700. This service also administers Port Housing Assistance Payments, which cover the billing for voucher recipients who are new to Madison or move to another housing authority. The goal of this service is to help chronically homeless individuals and families to become housed in permanently supported housing.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Voucher Administration	10	The expense incurred to administer the Section 8 program.
Housing Assistance Payments	90	Direct Payments made to landlord to subsidize the market rent to an affordable level based on the participant's income.

Insert item

Citywide Element

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

Neighborhoods and Housing ▼

Describe how this service advances the Citywide Element:

The Section 8 Housing Choice Voucher Program contributes to the Neighborhood and Housing element as the vouchers are used to subsidize market rate rentals throughout the community to an affordable level for households with incomes below 50 percent of area median income creating neighborhood accessibility to city residents of all income levels.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$16,987,858	\$16,938,987	\$17,332,387	\$22,485,437	\$22,669,738	\$19,694,834
<i>Total</i>	<i>\$16,987,858</i>	<i>\$16,938,987</i>	<i>\$17,332,387</i>	<i>\$22,485,437</i>	<i>\$22,669,738</i>	<i>\$19,694,834</i>
<i>Budget by Major</i>						
Revenue	(\$16,987,858)	(\$16,926,346)	(\$17,354,140)	(\$22,485,437)	(\$22,669,738)	(\$19,694,834)

Personnel	\$1,311,001	\$1,193,083	\$1,007,436	\$1,283,633	\$1,465,694	\$1,340,135
Non-Personnel	\$15,612,445	\$15,681,613	\$16,264,435	\$21,139,471	\$21,139,471	\$18,295,484
Agency Billings	\$64,412	\$64,291	\$60,517	\$62,333	\$64,573	\$59,215
<b>Total</b>	\$0	\$12,641	(\$21,752)	\$0	\$0	\$0

**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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

There are no service level impacts of the proposed funding changes

Explain the assumptions behind the changes.

4% reduction in Personnel Costs - \$56,502  
 8% reduction in Non-Personnel Costs - \$2,843,987  
 5% reduction in Agency Billings - \$3,118

What is the justification behind the proposed change?

4% reduction in Personnel Costs - since 2020 Section 8 has experienced 1-2 retirements of senior staff resulting in a natural spike of associated Personnel Costs in 2023 this trend is projected to even out allowing the fully staffed Section 8 program to experience a Personnel Cost savings%  
 8% reduction in Non-Personnel Costs - As Section 8 made major investments in Non-Personnel items such as technology and software purchases in 2020, 2021, & 2022 with additional CARES Act funding the 2023 budget reflects the return to "business per usual" expenses and revenue  
 5% reduction in Agency Billings - CDA is projected to experience savings from the reduction of a Fleet vehicle that was no longer needed and eliminated in 2021

Are you proposing any personnel allocation changes? Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder  
<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form? Yes

**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?

The access to quality affordable rental housing for households with incomes below 50 percent of area median income especially elderly, disabled, families with minor children, and chronically homeless veterans has long been documented as a systematic inequity as these demographics are mainly comprised of BIPOC who often face not only economic barriers but discriminatory practices in the housing market as a whole. As according to the ACLU, "Equal access to housing is a civil right, but systemic racism within our housing institutions has long kept communities of color from accessing fair housing opportunities." (<https://www.aclu.org/news/racial-justice/to-address-systemic-racism-we-must-dismantle-housing-discrimination-and-segregation>) The Section 8 program addresses this by creating personalized subsidies to households while allowing them the choice of neighborhood and rental.

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.

Articles from the National Library of Medicine (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6727307/>), the U.S. Department of Housing and Urban Development ([https://www.hud.gov/about/hud\\_history](https://www.hud.gov/about/hud_history)), The White House's Memorandum on Redressing Our Nation's and the Federal Government's History of Discriminatory Housing Practices and Policies (<https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/26/memorandum-on-redressing-our-nations-and-the-federal-governments-history-of-discriminatory-housing-practices-and-policies/>), the ALCU (<https://www.aclu.org/news/racial-justice/to-address-systemic-racism-we-must-dismantle-housing-discrimination-and-segregation>)

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.

No

### 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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
		N/A
<b>Total</b>	0	

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		N/A
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

N/A

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.

N/A

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

Select... ▼

Describe why the proposed increase is critical.

N/A

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

CDA Housing Operations

SELECT YOUR AGENCY'S SERVICE:

Public Housing

SERVICE NUMBER:

921

SERVICE DESCRIPTION:

This service provides public housing assistance across the City of Madison through Community Development Authority (CDA) owned and operated developments. The CDA owns, manages, and maintains 766 units of Low Rent Public Housing on 37 sites throughout the City with funding from the federal Department of Housing and Urban Development (HUD). It also owns, manages, and maintains 114 multi-family units with funding from Wisconsin Housing and Economic Development Authority (WHEDA). This service is available to residents with income below 80 percent of area median income, with priority given to the elderly, disabled, and families with minor children. Residents in CDA housing pay 30 percent of adjusted gross income for rent and utilities.


Are any updates required for the "Service Description"?

This service provides public housing assistance across the City of Madison through Community Development Authority (CDA) owned and operated developments. The CDA owns, manages, and maintains 742 units of Low Rent Public Housing from the Federal Department of Housing and Urban Development (HUD). It also owns, manages, and maintains 114 multi-family units with funding from Wisconsin Housing and Economic Development Authority (WHEDA) & 24 Project-Based Voucher Units. This service is available to residents with income below 80 percent of area median income, with priority given to the elderly, disabled, and families with minor children and operates within strict compliance of the Fair Housing Act. Residents in CDA housing pay 30 percent of adjusted gross income for rent and utilities.

Activities performed by this Service

Activity	% of Effort	Description
Central Operating Cost Center (COCC)	4	The COCC provides administrative support to the Public Housing program and is housed at the MMB. COCC staff collect and screen all program applications and provide policy, procurement, and financial oversight.
East Asset Management Project 200 (East AMP)	19	The East AMP is comprised of 163 units at 4 different physical locations. This activity includes all expenses to manage and maintain the physical property in accordance with federal regulations.
West Asset Management Project 300 (West AMP)	27	The West AMP is comprised of 269 units in 15 different physical locations. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.
Triangle Asset Management Project 400 (Triangle AMP)	21	The Triangle AMP is comprised of 224 units in 7 buildings at 1 physical location. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.
Truax Phase 1 LLC (AMP 500)	8	The Truax Phase 1 AMP is comprised of 71 units in 6 buildings located on the East site and bordering Wright and Straubel Streets. This property includes 47 public housing units and 24 Project Based Section 8 voucher units, all of which are managed by the East Site Manager. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.

Activity	% of Effort	Description
Truax Phase 2 LCC (AMP 600)	4	The Truax Phase 2 AMP is comprised of 48 units in 3 buildings located on the East Site. This property includes 40 public housing units and 8 Project Based Section 8 Voucher units. The CDA manages 40 units and Porchlight manages 8 units. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.
Karabis Apartments	6	Karabis Apartments is comprised of 20 units in 1 building located at the Triangle Site. All of the units in this building are handicapped accessible. This activity includes all expenses needed to manage and maintain this building in accordance with the contract agreement with the Wisconsin Housing and Economic Development Authority (WHEDA).
Parkside Apartments	11	Parkside Apartments is comprised of 94 units and 1 commercial space in 5 buildings at the Triangle Site. The commercial space is currently leased to Asian Foods. This activity includes all expenses needed to manage and maintain these buildings in accordance with our contracts agreement with WHEDA.

 Insert Item

Citywide Element

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

Neighborhoods and Housing 

Describe how this service advances the Citywide Element:

Through the federally funded Public and Multifamily housing programs, the CDA provides decent, safe, and sanitary housing to extremely low-income residents throughout Madison. The CDA is a direct provider of subsidized housing to residents who would otherwise be at risk of homelessness. This housing includes community spaces for the community and residents to gather together as well as space for residents of various incomes to live in all of Madison's neighborhoods. CDA Staff also provide services to residents to assist them to age in place or successfully transitioning into the appropriate community setting for them.

## 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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$7,518,281	\$8,890,192	\$8,688,712	\$9,446,978	\$9,816,703	\$10,201,663
<i>Total</i>	<i>\$7,518,281</i>	<i>\$8,890,192</i>	<i>\$8,688,712</i>	<i>\$9,446,978</i>	<i>\$9,816,703</i>	<i>\$10,201,663</i>
<i>Budget by Major</i>						
Revenue	(\$7,518,281)	(\$8,902,833)	(\$7,717,585)	(\$9,446,978)	(\$9,816,703)	(\$10,201,663)
Personnel	\$2,920,666	\$3,164,068	\$2,916,102	\$3,526,206	\$3,810,139	\$3,813,325
Non-Personnel	\$4,415,511	\$5,507,452	\$5,550,289	\$5,779,613	\$5,831,357	\$6,206,140
Agency Billings	\$182,104	\$218,672	\$222,320	\$141,159	\$175,207	\$182,198
<i>Total</i>	<i>\$0</i>	<i>(\$12,641)</i>	<i>\$971,126</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

## 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

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				<input type="text" value="\$0.00"/>	

Insert item

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

There are no service level impacts to the proposed funding changes.

Explain the assumptions behind the changes.

Personnel - 8% increase - \$287,119

Non-Personnel - 7% increase - \$426,527

Agency Billings - 29% increase - \$41,039

What is the justification behind the proposed change?

Personnel -

The CDA projects in 2023 various reclasses based on pre-authorized career laddering programs, reclasses based on change in program structure, and pre-approved positions as part of an overall CDA restructuring plan. The CDA is asking for the creation of a new position of a Tenant Service Coordinator with a safety emphasis in place of the previous two .6 FTE positions at the Triangle.

Non-Personnel -

The CDA is projecting the following increases next year causes the overall 7% increase in Non-Personnel expenses - average of 8% increase in utilities, 7.3% increase in property insurance, and various increases in service contracts in relation to the overall increases in the building market

Agency Billings -

The CDA anticipates an increase in Fleet costs due to a slight expansion of the CDA's fleet in 2022 as well as increased insurance costs

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?



Public Housing is a service designed to provide safe, decent, and affordable housing to individuals of lower income at risk of homelessness and general housing instability in compliance with the Fair Housing Act. As per the National Library of Medicine, "From a public health perspective, today's pervasive housing problems are of particular concern because the links between housing and health are now known to be strong and multifaceted. The adverse health links encompass a wide variety of outcomes, including mental and physical, infectious and chronic disease, reproductive conditions, and injury. Moreover, housing insecurity is tenaciously patterned along lines of social inequality and related health disparities that are ubiquitous and historically rooted. For example, a higher proportion of low-income, Black, Native American, and Latino households are rent burdened and live in homes with inadequate conditions compared with higher-income and White Americans. This unequal distribution of housing disparities is not surprising when historical processes of discriminatory restrictions on housing availability (e.g., redlining) and involuntary displacement (e.g., urban renewal) are considered. The health disparities that stem from such housing adversities are well established and negatively affect physical and mental health and premature mortality risk, especially affecting low-income and minoritized groups." (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6727307/>)

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.

Articles from the National Library of Medicine (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6727307/>), the U.S. Department of Housing and Urban Development ([https://www.hud.gov/about/hud\\_history](https://www.hud.gov/about/hud_history)), The White House's Memorandum on Redressing Our Nation's and the Federal Government's History of Discriminatory Housing Practices and Policies (<https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/26/memorandum-on-redressing-our-nations-and-the-federal-governments-history-of-discriminatory-housing-practices-and-policies/>)

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.

No

**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)?

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

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
		N/A
<b>Total</b>	\$0	

 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		N/A
Non-Personnel		N/A
Agency Billings		N/A
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Describe why the proposed reduction was chosen.

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

### 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
		N/A
<b>Total</b>	0	

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		N/A
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

N/A

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.

N/A

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

Describe why the proposed increase is critical.

Save/Submit

## CDA Redevelopment

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
CDA	617,764	1,465,996	446,137	1,590,594	1,559,004	597,468
<b>Total</b>	<b>617,764</b>	<b>1,465,996</b>	<b>446,137</b>	<b>1,590,594</b>	<b>1,559,004</b>	<b>597,468</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Redevelopment	617,764	1,465,996	446,137	1,590,594	1,559,004	597,468
<b>Total</b>	<b>617,764</b>	<b>1,465,996</b>	<b>446,137</b>	<b>1,590,594</b>	<b>1,559,004</b>	<b>597,468</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues		(391,188)	-	(391,188)	(391,188)	-
Charges For Services	(25,932)	(251,640)	(23,300)	(252,600)	(252,600)	(116,317)
Invest Other Contrib	(193,446)	(73,566)	(96,527)	(73,566)	(73,566)	(100,218)
Misc Revenue		(650)	(27,650)	(35,650)	(35,650)	(164,933)
Other Finance Source	56,119	(748,952)	(298,659)	(681,590)	(650,000)	-
Transfer In	(454,505)	-	-	(156,000)	(156,000)	(216,000)
<b>Total</b>	<b>(617,764)</b>	<b>(1,465,996)</b>	<b>(446,137)</b>	<b>(1,590,594)</b>	<b>(1,559,004)</b>	<b>(597,468)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	100,965	214,196	222,776	230,823	193,817	321,412
Benefits	(31,818)	67,878	25,251	82,652	71,165	71,165
Supplies	8,034	26,840	1,121	26,840	26,840	1,300
Purchased Services	27,584	84,883	115,896	127,050	127,600	72,859
Debt Othr Financing	512,999	444,593	81,094	276,679	368,032	130,732
Inter Depart Charges	-	-	-	-	-	-
Transfer Out	-	627,606	-	846,550	771,550	-
<b>Total</b>	<b>617,764</b>	<b>1,465,996</b>	<b>446,137</b>	<b>1,590,594</b>	<b>1,559,004</b>	<b>597,468</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Matt Wachter  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff; Anne Slezak;  
Larry Kilmer

### Goals of Agency's Operating Budget

The Community Development Authority (CDA) Redevelopment's goals as advanced by the 2023 Operating Budget remain the same as the CDA's state established charge which is to create more affordable housing options of better quality to address housing insecurity and discriminatory housing practices as well as supporting economic activities for marginalized populations.

The Redevelopment's activities directly respond to the Elements of a Great City as laid out by the Neighborhoods and Housing Element. "Affordable housing was a consistently identified priority throughout the Imagine Madison process. Participants emphasized the need for more affordable housing that is well served by transportation options and amenities...Affordable housing must go beyond simply low-cost housing. It must be clean, safe, fit the needs of the household. All housing, regardless of price, should meet standards of quality and provide a safe, healthy environment for those living there." (Imagine Madison, page 52) Redevelopment aims to meet the needs of current tenants and to also create more opportunities for similar future tenants by giving tenants a place they are proud to call home.

The CDA remains committed to its initiatives at the Monona Shores Apartments, Burr Oaks Senior Housing, Revival Ridge Apartments, Reservoir Apartments, and the commercial space at the Village on Park as well as promoting many other community initiatives.

Although many of the Redevelopment's activities occur through budgetary insignificant actions, the Redevelopment is very active and would like to note the below activities for which the CDA is partnering with the community to advance neighborhood lead projects not reflected in the CDA's proposed budget:

-Construction of La Mariposa Lane – The CDA is partnering with other City departments & Bayview on a new street segment to create easier access for first responders.

-Redevelopment of Theresa Terrace – The CDA is working with HUD to redevelop a currently inhabitable 4-Plex into affordable townhouse units. The CDA will sell the units for \$1 a unit to the CDA's non-profit arm, MRCDC.

-Restructuring of the Livery at the Reservoir – The Livery at the Reservoir apartments has long been an unused space. The CDA in conjunction with zoning is working to re-zone the space from commercial use to residential in order to convert the area into additional affordable housing units.

-Redevelopment of Centro Hispano – The CDA contributed a parcel of land north of Burr Oaks, at no cost, to be redeveloped by Centro Hispano into a new headquarters facility at the corner of Hughes Place and Cypress Way, which is projected to be completed in 2023.

-Village on Park - Initial planning for the proposed Phase 3 housing component along Ridgewood Way, as recommended by the adopted Village on Park Master Plan, is expected to occur during 2023 as CDA continues to make progress on construction of a multistory parking garage on the south end of the site. The CDA is in the process of selling a parcel of land of the Village on Park to Urban League for \$1. Urban League is using the space to create a Black Business Hub.

## Racial Equity and Social Justice

Housing insecurity and discriminatory housing practices which have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for lower income families. The CDA Board has long expressed its dedication to advancing equity throughout all of Madison by providing affordable housing options, addressing gentrification, and creating economic opportunities for marginalized communities. Although many of the Redevelopment's activities occur through budgetary insignificant actions, the Redevelopment supports many community lead activities to promote equity.

Per the Government Alliance on Race and Equity (GARE), there are two foundational equity elements used in creating a framework for advancing equitable development:

- 1) "Strong communities and people. People and communities with stability and resilience in the face of displacement pressures fare better. An intact community in which people are able to have high quality jobs and financial security; culturally appropriate goods, services, and support; and strong social networks that support the acceptance of a range of cultures has better outcomes."
- 2) "Great places with equitable access. A city where all neighborhoods are healthy, safe, and afford their resident access to the key determinants of well-being which promotes inclusion."

## Major Changes in the 2023 Operating Request

Although our 2023 budget shows a decrease of \$993,126 the CDA Redevelopment is operating at the same high level of engagement as previous years. The reduction is a reflection of the final single family home sales at Mosaic Ridge occurring in 2022.

Mosaic Ridge continues to be a positive experience for the CDA which will continue to be a building block for future opportunities of a similar nature.

The CDA appreciates its close relationship with the community and City. The need for stable, affordable housing and economic opportunities in our community has never been greater, and the CDA looks forward to being a partner in the solution.

Sincerely,



Matt Wachter  
Executive Director  
Community Development Authority

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

CDA Redevelopment ▼

SELECT YOUR AGENCY'S SERVICE:

Redevelopment ▼

SERVICE NUMBER:

911

SERVICE DESCRIPTION:

This service is responsible for the Community Development Authority's (CDA) housing, economic, and redevelopment initiatives in the City of Madison. CDA Redevelopment manages Monona Shores Apartments, Burr Oaks Senior Housing, Revival Ridge Apartments, Reservoir Apartments, and commercial space at the Village on Park. Active CDA Redevelopment projects include single-family home construction in the Allied Drive neighborhood and redevelopment of aging public housing units. The goals of this service are to provide high-quality housing for low-income households and to undertake redevelopment activities that strengthen low and moderate-income neighborhoods.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Redevelopment	100	This service is responsible for the Community Development Authority's (CDA) housing, economic, and redevelopment initiatives in the City of Madison. CDA Redevelopment manages Monona Shores Apartments, Burr Oaks Senior Housing, Revival Ridge Apartments, Reservoir Apartments, and commercial space at the Village on Park. Active CDA Redevelopment projects include single-family home construction in the Allied Drive neighborhood and redevelopment of aging public housing units. The goals of this service are to provide high-quality housing for low-income households and to undertake redevelopment activities that strengthen low and moderate-income neighborhoods.

Insert item

Citywide Element

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

Neighborhoods and Housing ▼

Describe how this service advances the Citywide Element:

The population served by the CDA Redevelopment are people of color, residents with legally defined disabilities, and low income families. This represents populations historically discriminated against and in need of affordable housing. Redevelopment aims not only in meeting the needs of current tenants, but to also creates more opportunities for similar tenants, while updating very dated buildings giving tenants a place they are proud to call home. "Affordable housing was a consistently identified priority throughout the Imagine Madison process. Participants emphasized the need for more affordable housing that is well served by transportation options and amenities...Affordable housing must go beyond simply low-cost housing. It must be clean, safe, fit the needs of the household. All housing, regardless of price, should meet standards of quality and provide a safe, healthy environment for those living there." (Imagine Madison, page 52)

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						79

General-Net	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$617,764	\$1,465,996	\$446,137	\$1,590,594	\$1,559,004	\$597,468
<i>Total</i>	<i>\$617,764</i>	<i>\$1,465,996</i>	<i>\$446,137</i>	<i>\$1,590,594</i>	<i>\$1,559,004</i>	<i>\$597,468</i>
<i>Budget by Major</i>						
Revenue	(\$617,764)	(\$1,465,996)	\$127,571	(\$1,590,594)	(\$1,559,004)	(\$597,468)
Personnel	\$69,147	\$282,074	\$248,027	\$313,475	\$264,982	\$392,577
Non-Personnel	\$548,618	\$1,183,922	\$198,110	\$1,277,119	\$1,294,022	\$204,891
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$1</i>	<i>\$0</i>	<i>\$573,708</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

### 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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

Insert item

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

There are no service level impacts.

Explain the assumptions behind the changes.

Revenue - 62% Decrease - \$993,126

Personnel - 25% Increase -\$79,102

Non-Personnel - 84% Decrease - \$1,072,228

What is the justification behind the proposed change?

Revenue - 62% Decrease - Reflects the Mosaic Ridge Final Sales occurring in 2022

Personnel - 25% Increase - Reflects CDA Operations staff allocations as time studies indicate the increase of staff time spent on Redevelopment projects & Asset Management

Non-Personnel - 84% Decrease - Reflects the Mosaic Ridge Final Sales occurring in 2022

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

### 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?

Redevelopment is a service designed to create more affordable housing options of better quality to address housing insecurity and discriminatory housing practices which have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for lower income families as well as supporting economic activities for marginalized populations. The CDA Board has long expressed its dedication to advancing equity throughout all of Madison by providing affordable housing options, addressing gentrification, and creating economic opportunities for marginalized communities. Although many of the Redevelopment's activities occur through budgetary insignificant actions, the Redevelopment supports many activities to promote equity. An example of this is the sale of a parcel of land of the Village on Park to Urban League for \$1. This sale although not considered financially significant in the budget process is allowing for the creation of a Black Business Hub on Madison's South Side.

Per the Government Alliance on Race and Equity (GARE), there are two foundational equity elements used in creating a framework for advancing equitable development:

- 1) "Strong communities and people. People and communities with stability and resilience in the face of displacement pressures fare better. An intact community in which people are able to have high quality jobs and financial security; culturally appropriate goods, services, and support; and strong social networks that support the acceptance of a range of cultures has better outcomes."
- 2) "Great places with equitable access. A city where all neighborhoods are healthy, safe, and afford their resident access to the key determinants of well-being which promotes inclusion."

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.

Redevelopment decisions are based on the structure's current health, adaptability to the physical & social needs of tenants as well as important feedback gained from continual tenant & community engagement efforts.

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.

Allied Drive NRT, Hammersley/Theresa NRT, Southside NRT

**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)?

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

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
		N/A
<b>Total</b>	\$0	

 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		N/A
Non-Personnel		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Describe why the proposed reduction was chosen.

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

**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
		N/A
<b>Total</b>	0	

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		N/A
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

## Civil Rights

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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	1,903,589	2,024,298	1,642,610	2,171,235	2,320,181	2,320,181
Other Grants	6,132	44,420	24,428	17,400	28,760	28,760
<b>Total</b>	<b>1,909,720</b>	<b>2,068,718</b>	<b>1,667,038</b>	<b>2,188,635</b>	<b>2,348,941</b>	<b>2,348,941</b>

### 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>
Civil Rights	1,909,720	2,068,718	1,667,038	2,188,635	2,348,941	2,348,941
<b>Total</b>	<b>1,909,720</b>	<b>2,068,718</b>	<b>1,667,038</b>	<b>2,188,635</b>	<b>2,348,941</b>	<b>2,348,941</b>

### 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>
Intergov Revenues			-	(4,000)		
Invest Other Contrib	(100,000)		(337,000)	-		
Transfer In	(27,615)		-	-		
<b>Total</b>	<b>(127,615)</b>	<b>-</b>	<b>(337,000)</b>	<b>(4,000)</b>	<b>-</b>	<b>-</b>

### 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	1,406,603	1,530,730	1,560,472	1,687,277	1,775,301	1,775,301
Benefits	377,199	420,332	440,766	432,678	466,847	466,847
Supplies	9,374	17,345	8,163	12,552	12,552	12,552
Purchased Services	237,359	282,035	176,361	267,375	294,789	294,789
Debt Othr Financing	1,046	-	-	-	-	-
Inter Depart Charges	5,753	6,631	6,631	6,631	6,736	6,736
Inter Depart Billing	-	(188,355)	(188,355)	(213,878)	(207,284)	(207,284)
<b>Total</b>	<b>2,037,335</b>	<b>2,068,718</b>	<b>2,004,038</b>	<b>2,192,635</b>	<b>2,348,941</b>	<b>2,348,941</b>



## Department of Civil Rights

Norman D. Davis, Director  
City-County Building, Room 523  
210 Martin Luther King, Jr. Blvd.  
Madison, WI 53703  
Phone: (608) 266-4910 | Fax: (608) 266-6514  
[dcr@cityofmadison.com](mailto:dcr@cityofmadison.com)  
[cityofmadison.com/civil-rights](http://cityofmadison.com/civil-rights)

Affirmative Action Division  
Disability Rights and Services Program  
Equal Opportunities Division  
Racial Equity and Social Justice

**TO:** Dave Schmiedicke, Finance Director  
**FROM:** Norman D. Davis, Civil Rights Director  
**DATE:** July 22, 2022  
**SUBJECT:** 2023 Operating Budget Transmittal Memo

### Goals of Agency's Operating Budget

The Department of Civil Rights (DCR) advances the element of Economy and Opportunity by delivering civil rights education, access, and accountability. The goals of this service are to assist City agencies to further diversify the workforce and reduce under-representation among women, people of color, and individuals with disabilities; to assist City agencies in examining the impact to racial equity resulting from proposed policies and projects; to assist City contractors to further diversify workforce and reduce under-representation among women, people of color, and individuals with disabilities; provide training venues, subjects and opportunities; to provide more direct contact with under-served segments of the community; to improve case processing and increase partnerships with community based organizations; to expand community trust and engagement initiatives; to provide the full array of Civil Rights services to Town of Madison residents now attached to the City; and to promote universal design concepts throughout City agencies. As "Strong and Compassionate Leaders for Justice", our agency:

1. Removes barriers by creating inclusion and meaningful access to resources for all with a particular focus on improving access for marginalized people.
2. Addresses discrimination by educating, investigating, and taking corrective action.
3. Advances shared prosperity by leveraging resources equitably.

### Racial Equity and Social Justice

DCR leads equity work in **Operations and Budgeting** by working through citywide equity needs and opportunities with all RESJI action teams, including leadership on Strategy Team. We also lead this work through our co-creation of the Equitable Workforce Plan, including annual updates, and the development of Department Equity Teams for other City agencies.

DCR leads equity work in **Policies** by advising City departments and cross-agency work teams to develop equitable solutions for internal City practices and community-facing policies. This includes new policies and options to provide more timely and comprehensive solutions for residents facing urgent housing concerns.

DCR leads equity work in **Communities** through our engagement with the Affirmative Action Commission, Equal Opportunities Commission, and the Disability Rights Commission, as well as Neighborhood Resource Teams (NRTs). Funding of this budget would allow our continued collaboration with City agencies and employee groups on special projects like the MAC/WIC survey, Associates in Commercial Real Estate (ACRE) Program, improving fair housing practices, and developing more inclusive access to City services and engagement for individuals of color and marginalized genders.

## Major Changes in the 2023 Operating Request

No proposed net neutral changes.

## Summary of Reductions (Non-Enterprise Agencies)

A 1% reduction equates to \$23,202.00 for our agency. We have proposed the following actions to reduce spending:

1. Eliminate funding support for MAC/WIC.
2. Eliminate funding for two (2) AASPIRE internship program positions.

These reductions were selected based on the limited non-salary expenses available to decrease in our department. Service levels would be impacted temporarily.

## Town of Madison

Requesting two (2) Investigator/Mediator positions. The Town of Madison attachment will add to the increasing demand, across all City protected classes, for harassment and discrimination complaints in the areas of housing, public accommodations, and employment. Town residents have been seeking services from DCR more intensively over the past few years. The addition of new City residents and employees will outstrip our current capacity without additional resources. We are already experiencing heightened levels of internal and external complaints due to more expansive coverage in our policies and the post-pandemic return to work. Two new investigator/mediators will be trained across all DCR complaint areas as well as in mediation practices to proactively support residents experiencing concerns related to 1) law enforcement and 2) the quality or potential loss of housing. This budget proposal intends to address equity because it provides timely 1-1 support for those experiencing discrimination who are often BIPOC, disabled, LGBTQ+, low-income, and have a primary language other than English. By connecting those experiencing discrimination, often along multiple lines oppression, we create the opportunity to repair, remedy, change policies, and create equitable outcomes for individuals and our communities. We are particularly interested in expanding our department's and city's capacity to respond to discrimination with restorative justice frameworks. Those that have participated in our investigative processes have shared the need for restorative justice and a trauma-informed approach to accountability. This means providing recourse for those who have experienced harm and well as those who have harmed. We intend to incorporate desired skill sets of restorative justice practices and principles in the job description for these new investigator/mediators.

## Optional Supplemental Request

Requesting one (1) Communication & Outreach Specialist position. DCR seeks to improve quality of life experiences for residents of Madison by proactively creating awareness and opportunities to gain equitable access to housing, employment, and places of public accommodation. The COS will serve to inform residents of equity initiatives and community events. The COS will also positively impact and influence our culture through building collaborative relationships and sharing our values, expertise, tools, and policies with local employers and peer institutions. In our recruitment, we will be explicit

July 22, 2022

Page 3

about including skill sets tailored to equitable modes of public participation. We have many initiatives and teams at the city invested in the Voice of the Customer (VOC) and equitable public participation and are confident that a COS housed in the Department of Civil Rights can be a critical position to support capacity building and positive culture change.

This work has been a longstanding part of the DCR goal to raise the profile of City services to all sectors of our community. Spurred by the Mayor's expectations to share our stories and the stories of those we serve, we have designed this position to also address barriers to public participation in the governing process and create solutions that advance access to City events, services, programs, and partnership opportunities.

*CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff  
Michaelyn Gibson, DCR Administrative Supervisor*

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Civil Rights ▼

SELECT YOUR AGENCY'S SERVICE:

Civil Rights ▼

SERVICE NUMBER:

121

SERVICE DESCRIPTION:

This service is responsible for Affirmative Action, Equal Opportunities, and Equity & Social Justice (including Disability Rights, Environmental Justice, Language Access, Neighborhood Resource Teams, and the Racial Equity & Social Justice Initiative). The goals of this service are to (1) assist City agencies to further diversify workforce and reduce under-representation among women, people of color, and individuals with disabilities, (2) assist City contractors to further diversify workforce and reduce under-representation among women, people of color, and individuals with disabilities, (3) provide additional training venues, subjects and opportunities, (4) equip agencies to conduct early equity impact analyses to mitigate burdens and increase benefits for marginalized community members, (5) provide more direct contact, attention, and meaningful access to under-served segments of the community, and (5) improve case processing time and increase the number of contracted cases from the Equal Employment Opportunities Commission.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
Administration	10%	Integration of Performance Excellence strategies, Racial Equity and Social Justice principles, development and implementation of department strategy model, staff professional development, team building, team meetings, manager/staff meetings, budget planning, issuing periodic and adhoc status reports and civil rights compliance reports, personnel actions (recruitments, payroll, etc.).
Access	30%	Engaging with residents and other stakeholders to refine and expand means of access to City services and community amenities.  Increasing community awareness of civil rights protections, increasing contractor awareness of civil rights obligations, increasing City Staff awareness of civil rights responsibilities, creating greater opportunities for inclusion of people of color, women, people with disabilities, and targeted business enterprises in City employment and contracting, and recommending policy changes to improve access to City resources and protections for people with disabilities, people of color, and women.
Education	25%	Providing civil rights training for City residents and other service users, contractors, private businesses, job seekers, community based organizations, City staff and other government officials, collaborating with community partners regarding City hiring and contracting opportunities, participating in community events to increase exposure for DCR, facilitating multiple award programs to recognize community members for modeling civil rights principles.
Accountability	35%	Conducting investigations for complaints of harassment and discrimination, auditing contractor affirmative action compliance, evaluating applications for targeted business certification, conducting equity impact and equitable hiring analysis, evaluating hiring decisions, reviewing facility plans, facilitate implementation of NRT/RESJI recommendations, including equitable budgeting practices, and built environments for accessibility standards, provide feedback regarding City agencies' equitable workforce plans and other equity initiatives.

Insert item



Economy and Opportunity ▼

Describe how this service advances the Citywide Element:

The Department of Civil Rights advances the element of Economy and Opportunity by delivering civil rights education, access, and accountability. As "Strong and Compassionate Leaders for Justice", our agency 1) removes barriers by creating inclusion and meaningful access to resources for all; 2) addresses discrimination by educating, investigation, and taking corrective action; and 3) advancing shared prosperity by leveraging resources equitably.

**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	\$1,903,589	\$2,024,298	\$1,642,610	\$2,171,235	\$2,320,181	\$2,320,181
Other-Expenditures	\$6,132	\$44,420	\$24,428	\$17,400	\$28,760	\$28,760
<i>Total</i>	<i>\$1,909,721</i>	<i>\$2,068,718</i>	<i>\$1,667,038</i>	<i>\$2,188,635</i>	<i>\$2,348,941</i>	<i>\$2,348,941</i>
<i>Budget by Major</i>						
Revenue	(\$127,615)	\$0	(\$337,000)	(\$4,000)	\$0	\$0
Personnel	\$1,783,803	\$1,951,062	\$2,001,238	\$2,119,955	\$2,242,148	\$2,242,148
Non-Personnel	\$247,780	\$299,380	\$184,524	\$279,927	\$307,341	\$307,341
Agency Billings	\$5,753	(\$181,724)	(\$181,724)	(\$207,247)	(\$200,548)	(\$200,548)
<i>Total</i>	<i>\$1,909,721</i>	<i>\$2,068,718</i>	<i>\$1,667,038</i>	<i>\$2,188,635</i>	<i>\$2,348,941</i>	<i>\$2,348,941</i>

**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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				<input type="text" value="\$0.00"/>	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

No ▼

*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?

## **2 Investigator/Mediators**

The Town of Madison attachment will add to the increasing demand, across all City protected classes, for harassment and discrimination complaints in the areas of housing, public accommodations, and employment. Town residents have been seeking services from DCR more intensively over the past few years. The addition of new City residents and employees will outstrip our current capacity without additional resources. We are already experiencing heightened levels of internal and external complaints due to more expansive coverage in our policies and the post-pandemic return to work. Two new investigator/mediators will be trained across all DCR complaint areas as well as in mediation practices to proactively support residents experiencing concerns related to 1) law enforcement and 2) the quality or potential loss of housing. This budget proposal intends to address equity because it provides timely 1-1 support for those experiencing discrimination who are often BIPOC, disabled, LGBTQ+, low-income, and have a primary language other than English. By connecting those experiencing discrimination, often along multiple lines oppression, we create the opportunity to repair, remedy, change policies, and create equitable outcomes for individuals and our communities.

We are particularly interested in expanding our department's and city's capacity to respond to discrimination with restorative justice frameworks. Those that have participated in our investigative processes have shared the need for restorative justice and a trauma-informed approach to accountability. This means providing recourse for those who have experienced harm and well as those who have harmed. We intend to incorporate desired skill sets of restorative justice practices and principles in the job description for these new investigator/mediators.

## **Communication & Outreach Specialist**

DCR seeks to improve quality of life experiences for residents of Madison by proactively creating awareness and opportunities to gain equitable access to housing, employment, and places of public accommodation. The COS will serve to inform residents of equity initiatives and community events. The COS will also positively impact and influence our culture through building collaborative relationships and sharing our values, expertise, tools, and policies with local employers and peer institutions. In our recruitment, we will be explicit about including skill sets tailored to equitable modes of public participation. We have many initiatives and teams at the city invested in the Voice of the Customer (VOC) and equitable public participation and are confident that a COS housed in the Department of Civil Rights can be a critical position to support capacity building and positive culture change.

This work has been a longstanding part of the DCR goal to raise the profile of City services to all sectors of our community. Spurred by the Mayor's expectations to share our stories and the stories of those we serve, we have designed this position to also address barriers to public participation in the governing process and create solutions that advance access to City events, services, programs, and partnership opportunities.

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.

## **2 Investigator/Mediators**

The data we relied on comes from multiple sources:

- 1) Equal Opportunities complaint data shows an increase over the past few years in the areas of housing and employment discrimination.
- 2) The demographic data for Town of Madison population data for residents covered under the attachment (The Town of Madison attachment will add 6,000 additional residents. 80% of these new residents are renters with marginalized identities.)
- 3) The proportion of renters for the Town of Madison population residents covered under the attachment (80%)
- 4) Internal (APM 3-5) complaints have quadrupled over the past 1.5 years, based on the new, more expansive policy and post-pandemic return to work.
- 5) Additional internal inquiries and complaints following employee training sessions.
- 6) Our current level of investigator staffing is not able to meet the demand for quality and timely service for those experiencing discrimination which has critically negative equity impacts.

## **Communication & Outreach Specialist**

The 2015 Contracting Disparity Study recommendations to advance the ongoing contracting equity work of the City, include, among other measures, a) assembling and marketing an integrated network of local business assistance and b) support other organizations' efforts to build a pipeline of workers who are BIPOC and marginalized genders. Specifically, the COS will foster equity among our partners in the skilled trades through helping align diversity-focused training program objectives and occupational requirements. This important work will require that we develop relationships among our neighboring colleagues and seek alignment around our region. The COS will play an important role assisting with communicating these objectives.

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.

## 2 Investigator/Mediators

Years of NRT engagement highlighted a need for more responsiveness to residents' concerns about the quality and stability of their housing. Faster resolution of these concerns is necessary to help residents maintain quality housing and avoid becoming unhoused. DCR has collaborated with Building Inspection and PHMDC and is implementing new policies to provide a quicker and more comprehensive resolution to urgent housing concerns for residents. Additionally, we are working with property managers to mediate housing concerns before they become critical. The attachment of the Town of Madison will place additional demand on all of these services.

### Communication & Outreach Specialist

Bringing together the Voice of the Customer (VOC) recommendations along with the work of NRTs and the RESJI Communications Team, the COS will develop strategies for meaningful ways to invest in communities through public participation practices. This position will work to position our organization as a leader in equitable modes of public participation through consultation with other City agencies, as a part of RESJI teams. This position will be available to assist City leaders to identify and align resources for proactive and alternate methods of managing change (surveys, cultural assessments, etc.)

## 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)?

\$23,202

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

\$23,202

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
AASPIRE Internships (Hourly Funding)	\$12,202	Eliminate 2 AASPIRE intern positions for 2023 cohort. This will impact DCR's ability to subsidize 2 positions for other City agencies.
EOD Grant Funding	\$8,000	Increase in grant funds allocated for activities to help cover 1% reduction scenario.
Other Expenses (MAC/WIC)	\$3,000	Eliminate funding support for MAC/WIC activities in 2023. This would impact DCR's ability to support MAC/WIC initiatives throughout the City.
<b>Total</b>	<b>\$23,202</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	\$12,202	Eliminate 2 AASPIRE positions, and additional AASPIRE program funding in hourly budget in 2023. This would impact DCR's ability to subsidize 2 positions for City other agencies.
Non-Personnel	\$11,000	Eliminate \$3000 funding support for MAC/WIC initiatives across the City in 2023. This would impact MAC/WIC's ability to carry our Citywide initiatives for employees of color and marginalized genders. Also includes additional \$8000 from EEOC grant.
Agency Billings		
<b>Total</b>	<b>\$23,202</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?

While the City is not mandated to administer the AASPIRE internship program or to financially support employee resource groups (e.g. MAC, WIC, LCET), no local organizations are engaged in providing these services in Madison. These programs, however, are crucial to the continued recruitment and retention of employees of color and marginalized genders. In recent years, the City has attained parity in each of the eight (8) job families. Our diversity-focused recruitment programs provide a supportive access point to enter City employment. Our resource groups offer employees the opportunity to collaborate, share experiences, and recommend organizational improvements that might otherwise go overlooked.

Has this reduction been proposed in prior years? Yes

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)? Yes

If yes, which agencies:

Describe why the proposed reduction was chosen.  
 Because our budget is primarily salaries, these options result in the least impact on staff positons in DCR.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?  
 These cuts would slow the momentum that DCR has attained in helping City agencies develop a pipeline for City employment for people of color, women, and people with disabilities. This would also limit needed professional relationships and development for City employees in our efforts to institutionalize racial equity. For our most marginalized community members, hourly funding allows the City to ensure that some opportunities remain open and focused on diversity in hiring.

**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
Town of Madison	191298	<p><b>2 Investigator/Mediators</b></p> <p>The Town of Madison attachment will add to the increasing demand, across all City protected classes, for harassment and discrimination complaints in the areas of housing, public accommodations, and employment. Town residents have been seeking services from DCR more intensively over the past few years. The addition of new City residents and employees will outstrip our current capacity without additional resources. We are already experiencing heightened levels of internal and external complaints due to more expansive coverage in our policies and the post-pandemic return to work. Two new investigator/mediators will be trained across all DCR complaint areas as well as in mediation practices to proactively support residents experiencing concerns related to 1) law enforcement and 2) the quality or potential loss of housing. This budget proposal intends to address equity because it provides timely 1-1 support for those experiencing discrimination who are often BIPOC, disabled, LGBTQ+, low-income, and have a primary language other than English. By connecting those experiencing discrimination, often along multiple lines oppression, we create the opportunity to repair, remedy, change policies, and create equitable outcomes for individuals and our communities.</p> <p>We are particularly interested in expanding our department's and city's capacity to respond to discrimination with restorative justice frameworks. Those that have participated in our investigative processes have shared the need for restorative justice and a trauma-informed approach to accountability. This means providing recourse for those who have experienced harm and well as those who have harmed. We intend to incorporate desired skill sets of restorative justice practices and principles in the job description for these new investigator/mediators.</p>

<b>Total</b>	276,791	
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Activity	\$Amount	Description
Supplemental Request	85493	<p><b>Communication &amp; Outreach Specialist</b></p> <p>DCR seeks to improve quality of life experiences for residents of Madison by proactively creating awareness and opportunities to gain equitable access to housing, employment, and places of public accommodation. The COS will serve to inform residents of equity initiatives and community events. The COS will also positively impact and influence our culture through building collaborative relationships and sharing our values, expertise, tools, and policies with local employers and peer institutions. In our recruitment, we will be explicit about including skill sets tailored to equitable modes of public participation. We have many initiatives and teams at the city invested in the Voice of the Customer (VOC) and equitable public participation and are confident that a COS housed in the Department of Civil Rights can be a critical position to support capacity building and positive culture change.</p> <p>This work has been a longstanding part of the DCR goal to raise the profile of City services to all sectors of our community. Spurred by the Mayor's expectations to share our stories and the stories of those we serve, we have designed this position to also address barriers to public participation in the governing process and create solutions that advance access to City events, services, programs, and partnership opportunities.</p>
<b>Total</b>	276,791	

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	276,791	<p>2 Investigator/Mediators, and Communication &amp; Outreach Specialist. Total amount includes:</p> <p>2 Investigator/Mediators -  FTE Object Employee Type Civilian-Non-VEBA  2.00 51110 Employee Salary 66,981  52610 FICA 5,124  52510 WRS 4,354  52413 Misc Fringe 554  52410 Health Insurance 37,272  Total Benefit Cost 47,304  TOTAL COST 114,285  BENEFIT RATE 70.62%</p> <p>Communication &amp; Outreach Specialist  FTE Object Employee Type Civilian-Non-VEBA  1.00 51110 Employee Salary 58,084  52610 FICA 4,443  52510 WRS 3,775  52413 Misc Fringe 554  52410 Health Insurance 18,636  Total Benefit Cost 27,409  TOTAL COST 85,493  BENEFIT RATE 47.19%</p>
Non-Personnel		
Agency Billings		
<b>Total</b>	276,791	

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.

Given that this proposal is personnel based, this increase is ongoing and additional increases would be needed to support this request.

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

Yes

If yes, which agencies?

Describe why the proposed increase is critical.

**2 Investigator/Mediators**

Years of NRT engagement highlighted a need for more responsiveness to residents' concerns about the quality and stability of their housing. Faster resolution of these concerns is necessary to help residents maintain quality housing and avoid becoming unhoused. DCR has collaborated with Building Inspection and PHMDC and is implementing new policies to provide a quicker and more comprehensive resolution to urgent housing concerns for residents. Additionally, we are working with property managers to mediate housing concerns before they become critical. The attachment of the Town of Madison will place additional demand on all of these services.

**Communication & Outreach Specialist**

Bringing together the Voice of the Customer (VOC) recommendations along with the work of NRTs and the RESJI Communications Team, the COS will develop strategies for meaningful ways to invest in communities through public participation practices. This position will work to position our organization as a leader in equitable modes of public participation through consultation with other City agencies, as a part of RESJI teams. This position will be available to assist City leaders to identify and align resources for proactive and alternate methods of managing change (surveys, cultural assessments, etc.)

Save/Submit

## Clerk

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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	2,977,994	2,070,391	1,983,759	3,541,911	2,210,038	2,210,038
Other Grants	239,015	-	-	-	-	-
<b>Total</b>	<b>3,217,009</b>	<b>2,070,391</b>	<b>1,983,759</b>	<b>3,541,911</b>	<b>2,210,038</b>	<b>2,210,038</b>

### 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>
Clerk	3,217,009	2,070,391	1,983,759	3,541,911	2,210,038	2,210,038
<b>Total</b>	<b>3,217,009</b>	<b>2,070,391</b>	<b>1,983,759</b>	<b>3,541,911</b>	<b>2,210,038</b>	<b>2,210,038</b>

### 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>
Charges For Services			(480)			
Invest Other Contrib	(1,281,788)		(20,100)			
Other Finance Source	(10,000)		-			
Transfer In	(627)		-			
<b>Total</b>	<b>(1,292,415)</b>	<b>-</b>	<b>(20,580)</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 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	2,710,820	1,143,397	1,243,419	2,332,984	1,298,151	1,297,151
Benefits	271,687	215,264	247,639	226,236	233,469	233,469
Supplies	913,969	493,000	325,142	734,998	407,500	404,000
Purchased Services	609,761	211,437	181,017	240,400	261,255	265,755
Inter Depart Charges	6,291	7,293	7,122	7,293	9,662	9,662
Inter Depart Billing	(3,104)	-	-	-	-	-
<b>Total</b>	<b>4,509,424</b>	<b>2,070,391</b>	<b>2,004,339</b>	<b>3,541,911</b>	<b>2,210,038</b>	<b>2,210,038</b>



## City Clerk's Office

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210 Martin Luther King, Jr. Boulevard, Room 103, Madison, WI 53703-3342  
voting@cityofmadison.com ▪ licensing@cityofmadison.com ▪ clerk@cityofmadison.com  
[www.cityofmadison.com/clerk](http://www.cityofmadison.com/clerk) ▪ [www.cityofmadison.com/election](http://www.cityofmadison.com/election)  
Phone: 608 266 4601 ▪ Fax: 608 266 4666

To: Dave Schmiedicke, Finance Director  
From: Maribeth Witzel-Behl, City Clerk  
Date: July 21, 2022  
Subject: 2023 Operating Budget Transmittal Memo

### *Major Goals*

The City Clerk's Office has three service areas: election administration, licensing, and open access to government. Our 2023 operating budget supports these service area goals in the following ways:

- **Election administration:** Administer two scheduled elections in 2023, including local elections for mayor and alder of each district in the City of Madison. Continue scheduling voter outreach events in historically underserved areas of the city. Continue work with community partners to understand the voting needs of the community we serve. Advance the outreach program further by having more materials available in multiple languages, including Spanish, Hmong, and Mandarin. Ensure continued equitable service to Town of Madison voters by providing ballots and outreach materials in Spanish to continue what is currently required by the Town to comply with Section 203 of the Voting Rights Act. Update and replace outdated election signage and equipment after redistricting efforts brought the total number of polling places to over 100.
- **Licensing:** Manage the alcohol licensing process for the City, including application processing, Alcohol License Review Committee staffing, and license renewals. Administer licensing payments for alcohol, Public Health Madison & Dane County, and Fire licenses. Provide additional assistance to Town of Madison license holders who need to renew their municipal licenses with the City for the first time. Take in applications for Public Health Madison & Dane County licenses.
- **Open access to government:** Post Board, Commission, and Committee (BCC) meetings to comply with Open Meetings Law. Create Common Council and Alcohol License Review Committee agendas. Provide Legistar training to BCC staff. Aid in the facilitation of hybrid Common Council meetings, including assisting the public in registering their support or opposition on any particular item using the online form. Fulfill Open



Records Requests. Work in close coordination with the Office of the City Attorney to respond to election-related lawsuits and records requests. Route City contracts for approval and signatures. Provide informational and navigational services to the public who need assistance with City and County services. Incorporate equitable practices into every service area to make government accessible to all.

### *Racial Equity & Social Justice*

Our supplemental budget request includes the addition of one FTE position. This position would be posted as bilingual (Spanish), and the candidate would enter into the series as a Municipal Clerk I. This position is needed in our office to not only ensure timely responses to voting and election inquiries, but is imperative to helping many license holders whose language of choice is Spanish. This position would help us meet residents and license holders where they are and provide services equitably.

In addition to providing stipends to organizations and individuals who participate in our equity analyses, our voter outreach initiatives will continue to specifically engage historically underserved communities in the city. We must maintain our efforts to build trust within the community we serve; this trust is essential to making sure people continue to participate in the democratic process.

Our budget request also includes sustained printing costs in order to print materials in multiple languages (English, Spanish, Hmong, Mandarin) for both election and licensing purposes. We also intend to maintain the pay increase for election officials who are bilingual or multilingual.

We will continue to conduct equity analyses regularly throughout 2023 in order to improve Clerk processes and services.

### *Major Changes in 2023 Operating Request*

Proposed changes from Cost to Continue include:

- Updated facility rental costs
- Addition of election equipment requiring firmware maintenance annually
- Decrease the voter outreach advertising budget

Projections for facility rental costs and annual firmware updates for election equipment were calculated after the Cost to Continue meeting. The Clerk's Office continues to need the supplemental space at its secure storage facility to accommodate election equipment. New election equipment added in 2022 after redistricting requires annual firmware maintenance. This maintenance fee is reflected in the proposed budget.

The advertising budget has been decreased by \$5,000 since Cost to Continue. This decrease is based on staff capacity to work on advertising projects outside of the legally required public notices.

### *Summary of Reductions*

The 1% reduction for the City Clerk's Office is **\$22,100.38**.

Proposed reductions are listed below in order of most acceptable to least acceptable.

1. Reduce hourly overtime wages.  
**Approximate savings: \$3,000.00**
2. Reduce the advertising budget for creating safe voting plans.  
**Approximate savings: \$2,500.00**
3. Eliminate the continual replacement of cumbersome election signage and equipment with more manageable pieces.  
**Approximate savings: \$10,000.00**
4. Eliminate the greeter position at each polling place that does not change between 2022 and 2023.  
**Approximate savings: \$6,700.00**

**Total amount of proposed reductions: \$22,200.00**

### *Town of Madison*

The Clerk's Office focus with the Town of Madison attachment is ensuring equitable access to voting continues for Town residents, which currently must comply with Section 203 of the Voting Rights Act. This continuation of service includes:

- Ensuring ballots are available in English *and* Spanish
- Making voter outreach materials available in multiple languages
- Assigning polling places that are accessible to residents in the impacted areas

Clerk's Office staff will also need to assist those individuals and businesses who hold municipal licenses in the Town of Madison when it comes time to renew those licenses in 2023. The process may be slightly different from the Town of Madison; proper support must be provided to these license holders so the transition is as easy as possible.

### *Optional Supplemental Request*

#### **1 FTE bilingual (Spanish) position**

The position is necessary to meet the needs of the people the Clerk's Office regularly serves. Overall, the complexity and amount of work required to administer each election warrants the addition of a full-time position. An additional person would allow the Clerk's Office to respond to voter inquiries in a timely fashion without having to commit as many hours to overtime. Election administration continues to evolve, and it requires more people having knowledge about the complex processes that are required to successfully administer an election, especially in a larger municipality. Furthermore, the office

continues to respond to election-related lawsuits and records requests that take a significant amount of time to complete. The complexities around election administration will continue to multiply as we get closer to the 2024 presidential election; having another individual with election expertise ready to go in a four-election year will be invaluable.

Furthermore, license administration duties have become more involved over time. Licensing bars, restaurants, and individuals is a complex process, and there are several layers of government involved in the process: state, county, and municipal rules dictate what is required of applicants of the particular license type. Language barriers between staff and applicants adds to this complex system.

While the Language Access Program allows for an interpreter through the phone, the interpreter is not physically present. They are not able to sit down with an applicant and thoroughly review an applicant's documentation. They cannot know if a document is missing, or explain to an applicant the difference between a Liquor/Beer Agent and an Alcohol Distributor. These specificities are what Clerk's Office staff are trained to know. Furthermore, Clerk's Office staff have long had the goal of making license applications available in multiple languages, including Spanish. However, this would require translation to English to enter into the licensing system. The turnaround time with translation services does not always line up with licensing deadlines, so having a staff member who is able to do that translation in the office would maintain our timely entry of applications. A full-time, bilingual staff member trained in understanding licensing processes would create the most equitable service model for the department.

The Sidewalk Café and Roadway Cafe program (and its predecessor the Streatery program) increased the administrative duties surrounding alcohol licensing as well. Health licensing has also become more complicated as state requirements dictate what Public Health Madison & Dane County can do. This trickling-down of licensing requirements falls to Clerk's Office staff to have a working understanding of the laws and any subsequent changes to said laws. Clerk's Office staff are assisting the license holders on a regular basis – from application to issuance to renewal. This hire would help ease the increasingly complex workload of administering licenses at the municipal level.

Hiring a bilingual Spanish speaker would help the Clerk's Office provide more equitable service to all voters, residents, and business owners in the City of Madison. Many license holders in the City of Madison are Spanish speakers and prefer to conduct business in their language of preference. Voters in the City of Madison, including those voters who are currently in the Town of Madison, may prefer to speak Spanish while asking questions about or simply discussing one of their most fundamental rights as citizens. While the Language Access Program aids in these types of communications, hiring a bilingual Spanish speaker would tell the community we are committed to building an equitable workforce in the City of Madison in general and in the Clerk's Office in particular.

The position would be carried into subsequent years, and it would necessitate building the costs into the appropriate object within the Clerk's Office operating budget request each year. A benefit of adding the position is that it would aid in decreasing the costs in permanent overtime wages, which have been budgeted at or over \$50,000 since 2020.

#### Position Details

- **Bilingual Spanish:** The successful candidate would be fluent in English and Spanish to better serve the Madison community. They would provide invaluable expertise in reaching voters and communicating with license holders. With confirmed fluency in Spanish, the candidate would be eligible for premium pay.
- **Classification:** The person hired would fill the position of Municipal Clerk I (20/09).
- **Start Date:** The position would be filled in July 2023. This allows the Clerk's Office time wrap up the 2022-2023 election cycle, and the chosen candidate would then have time to train in the second half of 2023 to be prepared for the 2024-2025 election cycle, which includes a presidential election.
- **Estimated Cost:** In 2023, the estimated cost would be:
  - Base salary: \$23.75/hour
  - Bilingual premium pay: \$1.00/hour
  - Benefits: \$8,237.00 (health) + \$390.00 (wage insurance) + \$1,885.00 (WRS) + \$200.00 (FICA/Medicare) = \$10,712.00
  - **Total: \$35,004.00**

c.c. Deputy Mayors  
Budget & Program Evaluation Staff  
Nikki Perez, Certified Municipal Clerk, Clerk's Office  
Maggie McClain, Municipal Clerk II, Clerk's Office

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Clerk ▼

SELECT YOUR AGENCY'S SERVICE:

Clerk ▼

SERVICE NUMBER:

131

SERVICE DESCRIPTION:

This service administers elections for the City of Madison and processes license applications for alcohol sales, bartenders, health licenses, and other City licenses. Campaign finance reports, lobbyist filings, and any claims or lawsuits filed against the City are filed with the Clerk's Office. The goal of this service is to improve access to the democratic process, open government, and licensed business establishments.

Are any updates required for the "Service Description"?

Increased attention paid to open records request due to ongoing election-related lawsuits going back to 2020.

Activities performed by this Service

Activity	% of Effort	Description
Election administration	61	Transparency and outreach; WisVote + election data; election operations; staffing and training; election equipment and polling places; post-election audits and reconciliation; campaign finance; experts in the field
Licensing	14	Process and issue licenses and permits in licensing software (alcohol license establishments and PHMDC); balance license payments with Treasurer's Office; prepare and staff ALRC meetings
BCCs, Open Meetings, legislative support	10	Post agenda and minutes for all BCCs; assist BCC staff in creating agendas and minutes, as needed; create Common Council agenda; staff Common Council meetings; maintain updated records on annexations, plats, claims, bond resolutions, street vacations, and street relocations; staff Ad Hoc committees as directed by the Mayor
Open Records Requests and public inquiry	9	Research ordinances, resolutions, reports, contracts, deeds, and other documents for City agencies and the public; accept and route lawsuits and tax claims served to the City; process surety releases for contracts; direct citizens to appropriate City, county, or state agency for assistance; attend and implement Open Records training by OCA and the Attorney General's Office; coordinate and perform record retention and record destruction in accordance with State statutes.
Administration & equity	6	Participate in and/or co-lead a City Neighborhood Resource Team; assist in daily office management and organization by fulfilling a leadership role (Muni Clerk II and CMC); other duties as related to City business

 Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

The Clerk's Office provides essential, equitable access to open government. We either directly help the public access the services they need (voting, licensing, records requests, BCCs), or we direct them to the agency (government or non-government) that can assist them.

**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	\$2,977,994	\$2,070,391	\$1,983,759	\$3,541,911	\$2,210,038	\$2,210,038
Other-Expenditures	\$239,015	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$3,217,009</i>	<i>\$2,070,391</i>	<i>\$1,983,759</i>	<i>\$3,541,911</i>	<i>\$2,210,038</i>	<i>\$2,210,038</i>
<i>Budget by Major</i>						
Revenue	(\$1,292,415)	\$0	(\$20,580)	\$0	\$0	\$0
Personnel	\$2,982,507	\$1,358,661	\$1,491,058	\$2,559,220	\$1,531,621	\$1,530,621
Non-Personnel	\$1,523,729	\$704,437	\$506,159	\$975,398	\$668,755	\$669,755
Agency Billings	\$3,187	\$7,293	\$7,122	\$7,293	\$9,662	\$9,662
<i>Total</i>	<i>\$3,217,008</i>	<i>\$2,070,391</i>	<i>\$1,983,759</i>	<i>\$3,541,911</i>	<i>\$2,210,038</i>	<i>\$2,210,038</i>

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				<input type="text" value="\$0.00"/>	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

All City of Madison voters and residents will benefit from the approach we take to our work. We intentionally engage in voter outreach efforts in communities that have been historically under served in the city by working with community partners to develop outreach programs that are effective and meaningful for the folks being served.

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.

Redistricting efforts made it clear that people want resources available close to their homes. This meant polling places in their neighborhoods, early voting sites near their homes, and voter outreach happening in their neighborhood park. The Clerk's Office expanded the number of polling places based on population and distribution of the population after the 2020 census numbers were released. This was done in part to keep voter lines below the 15-minute wait at any given polling place; no one should have to wait hours to exercise their right to vote. Additionally, we continue to work with various community partners to bring voter outreach efforts to neighborhood festivals and celebrations, including the inaugural summer of the Parks Alive events in each of the NRT areas.

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.

Our office has at least one staff member on each of the NRTs. While there are not specific recommendations from the NRTs, the stakeholders and residents are kept informed of Clerk's Office efforts through NRT meetings and gatherings.

**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)? \$22,100.38

What is the proposed reduction to this service's budget? \$22,200.0

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
Election administration: payroll	\$3,000	Reduce hourly overtime budget. Prioritize voter data management over voter outreach efforts that happen outside of normal work hours.
Election administration: advertising	\$2,500	Reduce the advertising budget for creating safe voting plans. Focus the advertising budget on legally required public notices and reduce staff time spent on creating safe voting plan advertisements.
Election administration: equipment and supply maintenance	\$10,000	Eliminate the continual replacement of cumbersome election signage and equipment with more manageable pieces. Continue to use heavy signage that is difficult to move and that requires more storage space. Postpone needed replacement of older, broken, or outdated election equipment.
Election administration: payroll	\$6,700	Eliminate the greeter position at each polling place that does not change between 2022 and 2023. One election official would be cut from approximately 1/3 of polling place locations. There are on average 100 polling places per election.
<b>Total</b>	<b>\$22,200</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	\$9,700	Prioritize voter data management over voter outreach efforts that happen outside of normal work hours. One election official would be cut from approximately 1/3 of polling place locations. There are on average 100 polling places per election.
Non-Personnel	\$12,500	

		Focus the advertising budget on legally required public notices and reduce staff time spent on creating safe voting plan advertisements. Continue to use heavy signage that is difficult to move and that requires more storage space. Postpone needed replacement of older, broken, or outdated election equipment.
Agency Billings		
Total	\$22,200	

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?

Election administration by the municipal clerk is statutorily required under Wisconsin law. These cuts could negatively impact the voter experience and voters' access to accurate information.

Has this reduction been proposed in prior years? Yes

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.

All of our services are essential; however, we spread the reductions over three areas of election administration in order to mitigate the negative impacts of eliminating one whole area.

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

Lines may be longer at polling places. Voter outreach efforts may be more limited outside of normal work hours if hourly overtime wages are limited. Voters may not have access to reliable, easy-to-understand information regarding voting and elections with a cut to the advertising budget. Heavy signage takes up more space in our storage facility and on moving trucks; they are also detrimental to employees' health because they are heavy to lift.

### 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
FTE personnel	35004	Add 1 FTE Muni Clerk 1 (J049), Bilingual (Spanish)
<b>Total</b>	35,004	

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	35,004	J049 - Muni Clerk 1, Bilingual (Spanish)
Non-Personnel		
Agency		



Billings		
<b>Total</b>	35,004	

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 position would be carried into subsequent years, and it would necessitate building the costs into the appropriate object within the Clerk's Office operating budget request each year. A benefit of adding the position is that it would aid in decreasing the costs in permanent overtime wages, which have been budgeted at or over \$50,000 since 2020. This position is needed in order to address the increased complexities of election administration, and it will help to fairly distribute the work to a manageable load for each employee in the office.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Hiring a bilingual Spanish speaker would help the Clerk's Office to continue to move toward its goal of equitable service to all voters, residents, and business owners. Many license holders in the City of Madison are Spanish speakers who prefer to conduct business in Spanish. Voters in the City of Madison, including those voters who are currently in the Town of Madison, may prefer to speak Spanish while asking questions about or simply discussing one of their most fundamental rights as citizens. While the Language Access Program aids in these types of communications, hiring a bilingual Spanish speaker would tell the community we are committed to building an equitable workforce in the City of Madison in general and in the Clerk's Office in particular.

## Common Council

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	835,355	876,144	717,402	984,187	1,049,128	1,049,128
<b>Total</b>	<b>835,355</b>	<b>876,144</b>	<b>717,402</b>	<b>984,187</b>	<b>1,049,128</b>	<b>1,049,128</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Common Council	835,355	876,144	717,402	984,187	1,049,128	1,049,128
<b>Total</b>	<b>835,355</b>	<b>876,144</b>	<b>717,402</b>	<b>984,187</b>	<b>1,049,128</b>	<b>1,049,128</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Misc Revenue	(22,773)	(14,000)	(11,615)	(14,000)	(14,000)	(14,000)
Transfer In	(16)	-	-	-	-	-
<b>Total</b>	<b>(22,789)</b>	<b>(14,000)</b>	<b>(11,615)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(14,000)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	630,891	620,669	506,597	704,536	787,614	783,614
Benefits	139,194	179,333	167,831	200,718	136,526	136,526
Supplies	60,617	59,265	28,556	62,065	62,065	62,065
Purchased Services	17,653	29,111	24,268	29,102	28,902	32,902
Inter Depart Charges	9,789	1,766	1,766	1,766	48,022	48,022
<b>Total</b>	<b>858,145</b>	<b>890,144</b>	<b>729,017</b>	<b>998,187</b>	<b>1,063,128</b>	<b>1,063,128</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Karen Kapusta-Pofahl, Common Council Chief of Staff  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: *Mayor; Deputy Mayors; Budget & Program Evaluation Staff*

### Goals of Agency's Operating Budget

The Council Office supports the alders, and the Common Council as a body, in their task to represent the residents of Madison. The goal of the Common Council operating budget is to effectively and equitably provide this support.

### Racial Equity and Social Justice

The Council Office strives to support the alders and the institution of the Common Council as a whole as a key component of democracy at the local level. In order to do so effectively, the office needs to be staffed with a diverse group of individuals who are well-supported in their roles. Further, a healthy, mutually-respectful Council that is well-versed in racial equity and social justice (RESJI) principles and practices is vital to a healthy and functioning democracy.

### Major Changes in the 2023 Operating Request

Beside the addition of supplemental funding, the major change from the cost-to-continue budget is moving \$4,000 from the personnel major category to the non-personnel major category in order to provide professional development funds to Council Office staff.

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

We did not propose any reductions to the 2023 Common Council operating budget.

### Optional Supplemental Request

We are requesting additional funds in the following three areas:

- 1) \$1,250 for Council Office staff professional development
- 2) \$25,000 for alder training and conflict mediation services
- 3) \$5,000 for alder intern stipends

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Common Council

SELECT YOUR AGENCY'S SERVICE:

Common Council

SERVICE NUMBER:

141

SERVICE DESCRIPTION:

This service, established by State Statute, is responsible for policy determination for the City of Madison. The Council is comprised of 20 elected members, meets generally on the first and third Tuesdays of each month, and acts on proposed legislation, policy matters, and other City business. Council members also meet many times throughout the month in board, commission, and committee meetings. Information is received from and disseminated to constituents through meetings, newsletters, correspondence, phone calls, surveys, and questionnaires. The Council Office includes administrative staff who perform various administrative, management, and clerical functions for Council members.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

The core mission of the Common Council Office is to support alders and the Common Council as a body in their task to represent the residents of Madison as elected officials.

**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	\$835,355	\$876,144	\$717,402	\$984,187	\$1,049,128	\$1,049,128
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$835,355</b>	<b>\$876,144</b>	<b>\$717,402</b>	<b>\$984,187</b>	<b>\$1,049,128</b>	<b>\$1,049,128</b>
<i>Budget by Major</i>						
Revenue	(\$22,789)	(\$14,000)	(\$11,615)	(\$14,000)	(\$14,000)	(\$14,000)
Personnel	\$770,085	\$800,002	\$674,428	\$905,254	\$924,139	\$920,139
Non-Personnel	\$78,270	\$88,376	\$52,823	\$91,167	\$90,967	\$94,967
Agency Billings	\$9,789	\$1,766	\$1,766	\$1,766	\$48,022	\$48,022
<b>Total</b>	<b>\$835,355</b>	<b>\$876,144</b>	<b>\$717,402</b>	<b>\$984,187</b>	<b>\$1,049,128</b>	<b>\$1,049,128</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	51 - SALARIES	14100	51210	(\$4,000)	Transferring \$4,000 from salaries to conferences and training. Reduces the intern budget from \$10,000 to \$6,000 and adds \$4,000 to the conferences and training line. This reduced amount still allows the Council Office to hire one AASPIRE intern at the rate of pay established by the AASPIRE program.
1100 - GENERAL	54 - PURCHASED SE	14100	54520	\$4,000	
<b>TOTAL</b>				\$0.00	

Insert item

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

In the 2022 budget, the Council added in \$10,000 in order to hire an AASPIRE intern at \$20/hr for the summer. However, the AASPIRE program has a set rate of pay for all of its interns, which is less than \$20/hr. Based on 2022 rates, we should still be able to fund an AASPIRE intern for the summer of 2023 even with this reduction.

Explain the assumptions behind the changes.

The assumption behind the change is that the Council Office intends to hire one AASPIRE intern in 2023 and that with the new permanent staff being hired, there will be demand for professional development by Council Office staff.

What is the justification behind the proposed change?

The justification for this proposed change is that it stays true to the spirit of the 2022 addition of money for an AASPIRE intern while also provided needed funds for incoming Council Office staff professional development.

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?

The Council Office has one service, which is to support alders and the Common Council as a body in their task to represent the residents of Madison as elected officials. In order to do so effectively, the office needs to be staffed with a diverse group of individuals who are adequately supported in their roles. Providing permanent staff with funding for professional development will ensure that our staff members, especially the new Community Engagement Specialist position, are able to access the conference and training opportunities they need to be successful. Since the Council Office strives to support the alders and the institution of the Common Council as a whole as a key component of democracy at the local level, it is vital that Council staff have the tools they need to effectively support this function. The Community Engagement Specialist (CES) is tasked with expanding our communication and engagement networks deeper into the many Madison communities, with an emphasis on historically marginalized and underrepresented communities. Further, the CES is tasked with working with their counterparts in other departments to improve citywide communication and engagement efforts, with the goal of improving access to and understanding of City services and decision-makers by members of these communities. This cannot happen if our staff is under-resourced and under-trained.

The funding for alder training and conflict mediation services is also designed to improve the ability of the alders to effectively engage members of diverse groups, whether constituents, staff, or colleagues on the Council. The goal of providing a variety of trainings on topics such as communication, respectful interaction, and racial equity, as well as funds to pay a professional conflict mediator to be utilized in especially difficult cases, is to ensure the alders have a shared base of language, tools, and mechanisms for effectively addressing conflicts as they arise. A healthy, mutually respectful Council that is well-versed in racial equity and social justice (RESJI) principles and practices represents the kind of democracy and society we are working toward.

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.

The data that informed the creation of the Community Engagement Specialist position came from the Ad Hoc Taskforce on the Structure of City Government (TFOGS) Final Report, which recommended the creation of an Office of Resident Engagement in order to put infrastructure in place to address the lack of effective engagement across the city, especially focused on underrepresented communities within Madison. That data included a survey of elected officials, City staff, and over 1,600 Madison residents. Additional data came from the work of the President’s Workgroup to Review Council Communication Tools and Processes, which recommended several changes to Council Office communication strategies. We have also received former staff member feedback, which has informed the request for staff professional development funds.

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.

No.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		

Total	\$0	
-------	-----	--

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?

N/A

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Describe why the proposed reduction was chosen.  
N/A

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

**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
Council Office Staff Professional Development	1250	In addition to the \$4,000 to be moved from personnel to office staff conferences & training, this is an addition of \$1,000 for office staff conferences & training, and a \$250 increase to the memberships line for staff professional society memberships.
Alder Training and Conflict Mediation	25000	This is an addition of \$25,000 in the consulting services line that would cover alder training on topics such as communication, respectful interaction, and racial equity, as well as funds to pay a professional conflict mediator to be utilized in difficult cases, is to ensure the alders have a shared base of language, tools, and mechanisms for effectively addressing conflicts as they arise.
Stipends for Alder Intern Matching Program	5000	This is an addition of \$5,000 to be used to provide individual alder interns with a stipend for their participation. It will be allocated as \$250 for each district and, while prioritized for intern stipends, can be used for other allowed alder expenses as well.
<b>Total</b>	<b>31,250</b>	

 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	5,000	Alder intern stipends

Non-Personnel	26,250	Staff professional development (\$1,250) and alder training and conflict mediation services (\$25,000)
Agency Billings	0	
<b>Total</b>	<b>31,250</b>	

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 increase is ongoing, and will be adjusted as the actual costs of the alder trainings and conflict mediation become apparent. No additional increases in funding or personnel are anticipated.

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.

1) The staff professional development funding is critical because we need to be able to recruit and retain diverse talent that feels supported in these challenging roles; 2) the funding for alder training and conflict mediation services is critical because a healthy and functioning Council is vital to a healthy and functioning democracy, and 3) being able to provide otherwise unpaid interns with a modest monetary stipend for their assistance is critical in order to show that we value and recognize the efforts of students assisting alders with their City work.

Save/Submit



## Community Development

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	13,895,426	15,016,693	14,400,409	14,532,182	14,474,238	14,474,238
Community Development Grants	5,174,155	5,282,184	9,760,881	5,134,341	5,238,436	8,687,479
Other Grants	-	393,550	18,277,287	5,621,042	272,568	272,568
<b>Total</b>	<b>19,069,581</b>	<b>20,692,427</b>	<b>42,438,578</b>	<b>25,287,565</b>	<b>19,985,242</b>	<b>23,434,286</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Affordable Housing	4,570,152	5,566,440	27,835,455	10,231,946	5,996,035	9,360,386
Community Support Services	7,909,303	8,380,845	7,885,087	8,544,511	8,193,592	8,190,092
Econ Dev And Emp Opportunities	2,579,079	2,856,232	2,371,505	3,407,875	2,736,118	2,770,870
Overall Program Administration	2,323,110	1,823,531	2,580,086	1,112,846	1,077,716	1,063,268
Strong Healthy Neighborhoods	1,687,936	2,065,379	1,766,446	1,990,387	1,981,781	2,049,670
<b>Total</b>	<b>19,069,581</b>	<b>20,692,427</b>	<b>42,438,578</b>	<b>25,287,565</b>	<b>19,985,242</b>	<b>23,434,286</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(77,972)	(80,000)	-	(80,131)	(80,131)	(80,131)
Charges For Services	(13,764)	(17,300)	(10,088)	(21,000)	(21,000)	(21,000)
Invest Other Contrib	(137,341)	(30,000)	(80,729)	(74,030)	(74,030)	(160,280)
Misc Revenue	(36,386)	(79,000)	(77,804)	(79,000)	(79,000)	(79,000)
Transfer In	(133,336)	-	-	-	-	-
<b>Total</b>	<b>(398,800)</b>	<b>(206,300)</b>	<b>(168,621)</b>	<b>(254,161)</b>	<b>(254,161)</b>	<b>(340,411)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	2,818,299	3,190,211	2,870,551	3,175,076	3,380,697	3,381,197
Benefits	884,945	934,513	894,201	965,198	1,017,213	1,017,213
Supplies	53,631	47,541	556,730	43,391	42,391	40,400
Purchased Services	14,042,141	16,642,096	37,501,330	21,273,000	15,722,897	19,275,144
Debt Othr Financing	1,492,995	45,000	681,746	45,000	45,000	35,248
Inter Depart Charges	245,014	246,235	243,353	265,782	238,926	274,821
Inter Depart Billing	(103,833)	(218,580)	(177,448)	(238,127)	(238,127)	(279,732)
Transfer Out	35,188	11,711	36,736	12,406	30,406	30,406
<b>Total</b>	<b>19,468,381</b>	<b>20,898,727</b>	<b>42,607,199</b>	<b>25,541,726</b>	<b>20,239,403</b>	<b>23,774,697</b>



## Community Development Division

215 Martin Luther King Jr Blvd, Ste. 300

Mailing Address:

P.O. Box 2627

Madison, Wisconsin 53701-2627

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[www.cityofmadison.com](http://www.cityofmadison.com)

Child Care  
Community Resources  
Community Development Block Grant  
Madison Senior Center

# MEMO

**To:** Dave Schmiedicke, Finance Director  
**From:** Jim O'Keefe, Community Development Division  
**Date:** July 22, 2022  
**Subject:** 2023 Operating Budget Transmittal Memo

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### *Operating Budget Goals*

The Community Development Division's 2023 Operating Budget seeks funds to respond to demonstrated needs within five established services: Affordable Housing, Economic Development & Employment, Strong & Healthy Neighborhoods, Community Support Services and Program Administration. These services closely align with the framework of Imagine Madison and, in particular, the priorities laid out in two of its Elements of a Great City - Neighborhoods and Housing and Economy & Opportunity.

- **Affordable Housing:** Expand the housing choices available to low- and moderate-income households in Madison. CDD collaborates with community partners to help create or improve housing stock that is affordable to households of more modest means, connect residents to housing opportunities and maintain housing stability.
- **Economic Development & Employment:** Make available a variety of employment and career development opportunities to youth and young adults who may need help gaining access to stable employment prospects and economic mobility, and promote economically vibrant neighborhoods through support of entrepreneurs and small businesses.
- **Strong & Healthy Neighborhoods:** Strengthen Madison neighborhoods and build community cohesion through strategic investments in public-facing physical assets such as community centers and other neighborhood-based facilities.
- **Community Support Services:** Collaborate with a network of community partners and service providers that bring needed resources to activities affecting early child care, positive youth development, healthy aging, crisis intervention and prevention, and access to basic services by members of our community who are routinely marginalized.
- **Program Administration:** Provide administrative support to the Division and team members to make the most effective use possible of available resources.

### *Racial Equity and Social Justice*

Much of the work of the CDD is geared toward doing what we can to make programs and resources available to members of our community who lack, or are denied, access to such basic amenities as secure housing, gainful employment, child care or a place to turn for assistance in times of crisis. Many of those we seek to serve are people of color, or households with very low incomes, or others for whom getting access to needed resources is more difficult. Our data show, for example, that Black men make up a disproportionate number of those in our community who experience homelessness, and that the rate of homeownership among Black households is but a

fraction of their White counterparts. We know that residents in our community whose immigration statuses are unresolved are often denied access to resources and benefits available to everyone else. We also know that young adults who are disconnected from our community's educational and employment systems are at great risk of long term economic disadvantage and the difficulties that accompany it. Without question, the consequences of these circumstances fall disproportionately on our marginalized neighbors and they do much to create conditions that give rise to crisis and trauma.

It is important to understand that, with few exceptions, CDD is not a direct service provider. Rather we collaborate with, and support, a network of community partners who work with individual households in meeting identified needs. We routinely seek input from community partners, and others, in determining how best to use the resources entrusted to our oversight. Our responsibility is to allocate them in the most fair and equitable way possible, supporting agencies most capable of connecting with and effectively serving those we seek to assist.

### *Major Changes in the 2023 Operating Request*

CDD is proposing no major changes in the Cost-to-Continue Budget. That said, I would point out that significant new activities continue within the Division, or are anticipated, around emergency rental assistance (likely soon to benefit from an injection of new federal dollars); preparation for development of a new shelter for men experiencing homelessness; continued pursuit of the goals set forth in the City's Housing Forward Initiative, largely through the capital budget; and support for youth and adult employment (more on that later). The Division is recommending a modest shift in funding (\$30,000) within the child care budget, taking advantage of unused funds in the tuition assistance program to buttress support for our work with family-based child care providers. The funds will provide a long-awaited increase – the contract hasn't received an increase in more than 15 years – and support new efforts to recruit new in-home providers.

### *Summary of Reductions*

CDD's budget has been insulated from budget reductions in recent years, a consideration for which we are grateful. Few would argue that there are not sufficient funds to adequately address the vast needs that exist in the community. In contemplating budget reductions for 2023, we chose to forego proposals that would pit programs, or agencies, against one another. Instead, we opted to ask all contracted agencies to absorb a small reduction in current contract levels, 1.4% reduction is required to generate the requested savings. We are confident this approach will have little or no impact on the agencies or those they serve.

### *Supplemental Request*

The focus of a supplemental request proved more difficult. We considered seeking additional funds for:

- Child care – to subsidize wages and benefits of child care workers at centers unable to operate at licensed capacities due to staffing shortages.
- Youth and adult employment – to help meet the anticipated strong response to the request for proposals currently underway. We time funding request to correspond with RFP processes.
- Homeless shelter transition – to begin to gain experience with added hours/services as we contemplate the migration to a facility that operates as more than an overnight shelter.
- Older adult services – to address growing demands for more and different services.

We've opted to request funds to support employment services for young adults. Specifically, we hope to begin to reach a segment of the population that, heretofore, has not been effectively served within existing program structures. The focus would be on young adults, ages 18-26, likely to be BIPOC, LGBTQ+ and low-income youth who have separated from traditional educational and employment systems. If not supported, these youth are at great risk of a life-time of negative outcomes – chronic unemployment, poverty, substance abuse and incarceration. Reached now, they can gain access to job coaching and employment experiences, help with career exploration and marketable skill credentials that will improve prospects for gainful employment and economic mobility.

This represents a new venture, one that seeks to support a largely unserved, vulnerable population at a critical time in their lives. It has the potential to pay big dividends. There are community partners willing to try to work with this group and we would like to give them that opportunity without having to draw funds away from established, successful programs.

Persistent impoverishment, more than any other single factor, contributes to conditions of housing instability, and household instability. And in many cases the result is domestic conflict, homelessness or incarceration and a need for the kinds of programs and services funded in CDD's budget. For a group of young people who find themselves isolated from educational and employment institutions, don't fit neatly within current program structures, and face a bleak future, this targeted expansion of employment services offers a chance to change that outcome. We think it is a wise investment.

Thank you for your consideration of these requests.

cc: Mayor Satya Rhodes-Conway  
Deputy Mayors  
Budget & Program Evaluation Staff

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Community Development Division ▼

SELECT YOUR AGENCY'S SERVICE:

Affordable Housing ▼

SERVICE NUMBER:

621

SERVICE DESCRIPTION:

This service supports partnerships with non-profit partners to preserve, improve, and expand the supply of affordable housing for homeowners and renters by supporting the rehabilitation of existing owner-occupied housing and development of new owner-occupied and rental housing. These funds are also used to help improve housing stability for homebuyers, renters, homeless, and special needs populations through the provision of homebuyer assistance, homeless services, and other housing resources. The goal of this service is to provide decent, safe, sanitary, and affordable housing opportunities for low and moderate-income households in order to enhance the stability of households, neighborhoods, and communities.

Are any updates required for the "Service Description"?

N/A

Activities performed by this Service

Activity	% of Effort	Description
Housing Supply	28%	Provides loans to help finance the development of new rental and owner-occupied housing, and the rehabilitation of existing housing stock.
Housing Assistance	72%	Provides home-purchase assistance, homebuyer education, oversight of fair housing practices, and other services that assist homeless and special needs populations.

Insert item

Citywide Element

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

Neighborhoods and Housing ▼

Describe how this service advances the Citywide Element:

The activities within this service advance the City's strategies to expand affordable housing options in neighborhoods throughout the City, help rehabilitate existing homes and provide services to residents who are experiencing, or at risk of, homelessness.

**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	\$1,877,561	\$2,295,703	\$2,073,666	\$2,440,923	\$2,425,955	\$2,425,955
Other-Expenditures	\$2,692,592	\$3,270,737	\$25,761,788	\$7,791,023	\$3,570,080	\$6,761,581
<i>Total</i>	<i>\$4,570,153</i>	<i>\$5,566,440</i>	<i>\$27,835,454</i>	<i>\$10,231,946</i>	<i>\$5,996,035</i>	<i>\$9,187,536</i>
<i>Budget by Major</i>						
Revenue	(\$88,295)	(\$82,300)	(\$28,027)	(\$85,131)	(\$85,131)	(\$85,131)
Personnel	\$676,012	\$777,331	\$861,130	\$775,674	\$1,126,763	\$953,914

Non-Personnel	\$3,982,435	\$4,871,409	\$27,002,351	\$9,541,403	\$4,954,403	\$8,318,754
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,570,152</b>	<b>\$5,566,440</b>	<b>\$27,835,454</b>	<b>\$10,231,946</b>	<b>\$5,996,035</b>	<b>\$9,187,537</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
1210 - OTHER	42 - INTERGOV REV	621111...		(\$3,191,501)	Recognizes revenue for ongoing CARES Act and other federally-funded activities (objects 42110/42210)
1210 - OTHER	54 - PURCHASED SE	621111...		\$3,191,501	Recognizes expenditures for ongoing CARES Act and other federally-funded activities (multiple 546xx and 548xx objects)
1210 - OTHER	51 - SALARIES	621111...	51110	\$9,449	Shift 15% of position #4526 from svc 623 to 621
1210 - OTHER	52 - BENEFITS	621111...		\$2,479	Shift 15% of position #4526 from svc 623 to 621 (multiple benefits objects 52xxx)
1100 - GENERAL	51 - SALARIES	62111	51110	(\$29,607)	Shift 47% of position #4610 from svc 621 to 623
1100 - GENERAL	52 - BENEFITS	62111		(\$7,730)	Shift 47% of position #4610 from svc 621 to 623 (multiple benefits objects 52xxx)
1210 - OTHER	51 - SALARIES	621111...	51110	(\$33,386)	Shift 531% of position #4610 from svc 621 to 623
1210 - OTHER	52 - BENEFITS	621111...		(\$8,717)	Shift 53% of position #4610 from svc 621 to 623 (multiple benefits objects 52xxx)
<b>TOTAL</b>				<b>-\$67,512.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

PURCHASED SERVICES (and commensurate REVENUE): No impact on service level, as these reflect ongoing contracts active during 2022 that will continue into 2023, as well as further shelter-related purchased services projected for 2023.

PERSONNEL: No impact on service level, as these positions' workloads in 2023 will be similar to those during 2022.

What is the justification behind the proposed change?

PURCHASED SERVICES (and commensurate REVENUE):

- Roughly \$1.5 million represents the recognition of CARES Act-funded contract expenditures, the budget authority for which was originally added to CDD's 2020 and 2021 operating budgets. Given that fund 1210 is not a multi-year fund, the inclusion of these funds for 2023 is necessary to ensure that these contracts have sufficient budget authority to move forward (or continue into) next year.
- The remainder of this change represents the "truing up" of anticipated program income, based on the increasing trend in receipts (especially in terms of HOME PI), as supported by actuals the past couple years; as well as \$400,000 in what will become ongoing annual HOME funding for tenant-based rental assistance (TBRA) activities (as initiated during 2022).

PERSONNEL:

- Position #4526: Trues up budget to align with incumbent's actual work assignments (moves 15% from 623 to 621). (+\$11,928)
- Position #4610: Trues up budget to align with new hire's anticipated work assignments (moves 100% from 621 to 623). (-\$79,440)
- Note that although the above personnel allocation changes have been submitted via SharePoint, these shifts are not yet reflected in the Base Budget figures in Part 2 above.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?

This budget program area directly addresses efforts to improve access for more marginalized members of our community to safe, affordable, and stable housing that would not be available without City investments. Specifically, these programs address the following inequities:

Housing Assistance:

- Support through Homebuyer Assistance helps lower-income households purchase a first home which, in turn, helps build generational wealth. De facto discrimination is well documented in the lending and real estate industries, so this program is a vital resource to assist marginalized community members who wish to become home owners, but lack access to enough capital for a down payment towards their purchase.
- Funding through Homeless & Special Needs Populations provides resources to persons experiencing homelessness in the community. These resources are critical in meeting both current and emergent needs for both individuals and families who do not have adequate shelter or housing options. In Madison, these are disproportionately BIPOC households/individuals and those with disabilities. These resources consist of outreach, emergency shelter, and help with housing searches, connecting people to options and opportunities for successful permanent housing (reducing the likelihood that people will return to homelessness).
- Activities funded under Housing Resources are used to inform tenants and landlords of their legal rights and responsibilities, offer alternatives to eviction through mediation, facilitate legal representation, respond to discrimination complaints, and protect marginalized communities by raising awareness of fair housing laws in Madison and protecting against violations. Housing resources are offered in multiple languages to protect households in the community that need assistance in these program areas to ensure they can remain in stable housing.

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.

The City has produced and/or updated several studies that provide information on the need for this Program area, which is a key component of the Housing Forward Initiative. These reports and their high-level findings include:

- Equitable Development Report (2019), which identifies areas that currently are or may be facing displacement pressures, with a particular focus on BIPOC communities
- Housing Snapshot Report (2020, 2021, 2022), which discusses:
  - o affordability (or lack thereof) in the City's rental and ownership markets (particularly for Black households)
  - o ownership and rental vacancy rates that remain historically low, disadvantaging lower-income renters and buyers
  - o consistently high levels of housing instability that lead to homelessness, which disproportionately impacts BIPOC households
  - o declining homeownership rates for BIPOC households, especially Black households (15% homeownership rate compared to 53% for White households)
  - o lack of geographic opportunities for BIPOC households to rent, especially Black households, due largely to income disparities (\$871 median affordable rent payment for Black households compared to \$1,799 for White households)

In addition, an RESJI Analysis conducted in 2022, the Transit Oriented Development (TOD) Zoning Overlay RESJI Analysis, suggested using Rehabilitation, Homebuyer Assistance, and Development programs to prevent displacement and alleviate continued pressures of peripheralization.

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.

CDD has at least one staff person attend every NRT meeting. Feedback from NRTs is often used to prompt changes in Affordable Housing programs in ways that better benefit residents of these areas.

#### 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)?

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

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
Housing Assistance	(\$29,564)	Aggregate reduction to Purchase of Services (POS) contracts (object 54820)
<b>Total</b>	(\$29,564)	

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	(\$29,564)	The non-personnel portion of CDD's operating budget is dominated by funds committed to purchase of service (POS) contracts with, mostly, non-profit community partners, entered into for the purpose of supporting a broad array of programs and activities. The proposed reduction would reduce each City levy-funded POS contract, across all services, by 1.4%, the level needed to generate the required reduction. The corresponding reduction for this service area is indicated above.
Agency Billings		
<b>Total</b>	(\$29,564)	

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?

These are not mandated services.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

CDD suggests this approach as a fair and minimally disruptive means to achieve the requested reduction. An alternative approach, and one we might have pursued if the requested reduction was larger, might be to identify one or more contracts for elimination, a task that would prove difficult outside of a funding process. The impact on individual contracts will vary, ranging from just a couple hundred dollars to as much as \$8,000. Most reductions will be on the lower end of that range.

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

Given the modest reductions that would occur if this reduction is approved, there should be little, if any, impact on end users.




**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Community Support Services

SERVICE NUMBER:

624

SERVICE DESCRIPTION:

This service supports Madison's community services network and residents' access to resources and opportunities that can help them reach their full potential. This service includes multiple program areas: (1) Child Care Services and Support, (2) Child and Youth Programming, (3) Madison Senior Center and Senior Services, (4) Community Building and Engagement, (5) and Access to Resources and Support Services. Contracted agencies funded by the service receive technical assistance, collaborative planning, and consultation from CDD staff. Goals for this service include supporting a continuum of services that promote positive youth development, enhance individual and household stability, and ensure equitable access to resources.

Are any updates required for the "Service Description"?

This service supports the network of community services providers in Madison and, primarily through them, seeks to improve residents' access to resources and opportunities that can help them reach their full potential. The service includes multiple program areas: (1) Child Care Services and Support, (2) Child and Youth Programming, (3) Madison Senior Center and Older Adult Services, (4) Crisis Intervention and Prevention Services, and (5) Community Engagement Activities such as those initiated by a targeted grant awarded by the Department of Justice's Bureau of Justice Assistance (BJA) to support data-driven, comprehensive, and community-oriented strategies to reduce crime in a specified part of the City. Agencies funded under this service also receive technical assistance, collaborative planning, and consultative support from CDD staff. Through this service, CDD seeks to foster and support a continuum of services that promote positive youth development, enhance individual and household stability, and ensure equitable access to resources.

Activities performed by this Service

Activity	% of Effort	Description
Youth Services	13%	Provision of quality out-of-school time programming for middle and high school youth and coordination of the Madison-area Out-of-School Time (MOST) initiative.
Crisis Intervention & Prevention	27%	Services and resources supporting persons affected by domestic violence, childhood trauma, sexual assault, youth homelessness, prison re-entry, and community violence prevention and intervention.
Byrne Criminal Justice Initiative (DOJ Grant / fund 1220)	4%	Development of a multi-stakeholder, cross-sector plan to improve public safety in Downtown Madison; to investigate measures to make downtown a vibrant & safe community and more welcoming for communities of color and historically underrepresented groups; and to implement evidence-based programming & activities to achieve project goals.
Children and Families	19%	Provision of quality early childhood and elementary school youth programming.
Older Adults and Aging	9%	Provision of social service grants to non-profit agencies providing essential services to older adults.
Child Care	20%	Provision of child care accreditation, support and training to improve the quality and capacity of child care programs, and subsidies to help low-income households pay for quality child care.
Madison Senior Center	8%	Supports activities, events and services that promote successful aging in adults, aged 55 and older, in the Madison community.

Insert item

Economy and Opportunity ▼

Describe how this service advances the Citywide Element:

Within this service are dozens of contracts with non-profit agencies that provide valuable programming, resources, referrals and support primarily to low-income and historically marginalized residents. Collectively, they serve residents across the City and of every age – expanding access to quality child and youth programming, helping close achievement gaps, supporting households in times of distress, promoting healthy aging, and more.

**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	\$7,909,303	\$7,987,295	\$7,832,485	\$8,073,469	\$8,093,874	\$8,090,374
Other-Expenditures	\$0	\$393,550	\$52,602	\$471,042	\$99,719	\$99,719
<b>Total</b>	<b>\$7,909,303</b>	<b>\$8,380,845</b>	<b>\$7,885,087</b>	<b>\$8,544,511</b>	<b>\$8,193,593</b>	<b>\$8,190,093</b>
<i>Budget by Major</i>						
Revenue	(\$106,353)	(\$104,000)	(\$18,189)	(\$108,030)	(\$108,030)	(\$108,030)
Personnel	\$1,658,733	\$2,022,628	\$1,728,878	\$2,122,138	\$2,054,828	\$2,055,328
Non-Personnel	\$6,349,047	\$6,454,340	\$6,166,521	\$6,522,526	\$6,238,917	\$6,234,917
Agency Billings	\$7,877	\$7,877	\$7,877	\$7,877	\$7,877	\$7,877
<b>Total</b>	<b>\$7,909,304</b>	<b>\$8,380,845</b>	<b>\$7,885,087</b>	<b>\$8,544,511</b>	<b>\$8,193,592</b>	<b>\$8,190,092</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 ▼	54 - PURCHASED SE ▼	62448	54695	(\$30,000)	Shift \$30k from 62448-54695 to 62446-54820
1100 - GENERAL ▼	54 - PURCHASED SE ▼	62446	54820	\$30,000	Shift \$30k from 62448-54695 to 62446-54820
<b>TOTAL</b>				<b>\$0.00</b>	

Insert item

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

The increased funding for this contract will allow the contracted agency to fulfill its obligations in supporting family child care providers in Madison. Funding for these activities has not increased in more than 15 years despite rising program costs. In addition, the contract that will take effect in 2023 will call on the agency to expand its activities - to work to increase the supply of accredited family child care providers within the City and to create new partnerships with NRTs and other community group around child care goals. The modest offsetting reduction in tuition assistance program funding is not expected to impact service levels as those funds have been underutilized. Neither do we expect this small reduction will prevent CDD from serving families formerly residing in the Town of Madison who might need tuition assistance.

Explain the assumptions behind the changes.

The number of accredited family child care providers eligible to support families participating in the City’s Tuition Assistance program has declined in recent years. This decrease is largely due to retirements within the field and the COVID 19 pandemic. We believe additional funding, and collaboration with local stakeholders, can help the agency contracted to support family child care providers play a more active role in helping to slow or reverse this trend. And, given recent utilization patterns in the tuition assistance program, we think the transfer of funds can be made without adversely affecting access to that resource.

What is the justification behind the proposed change?

The Child Care Unit is moving \$30,000 from Child Care Tuition Assistance (62448-54695) to Children and Families Community Agency Contracts (62446-54820) for an upcoming Family Child Care Accreditation RFP. The funding for this service has not increased in any meaningful way since at least 2003. This modest increase in funds will address the rise in costs of providing established services, and allow for some service expansion to the Leopold Early Childhood Zone, more collaboration with organizations and NRTs in targeted neighborhoods, and development of a needs assessment for family child care providers operating in the City of Madison.

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?

The activities within this service aim to benefit members of lower-income households, individuals and households of color, and others who face social or economic barriers while also promoting the well-being of residents and the neighborhoods in which they live. The proposed budget is designed to support Madison's community services network and residents' access to resources and opportunities that can help them reach their full potential.

The proposed budget supports the City's goals to support a continuum of services that promote positive youth development, enhance individual and household stability, and ensure equitable access to resources, particularly for BIPOC, people living with lower incomes, and people otherwise marginalized. In allocating resources to community partners, CDD makes a concerted effort to support community partners that are well connected to these populations.

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.

CDD participates in efforts to engage members of the public, community partners and other stakeholders to convey information about key community development initiatives and solicit input that informs City actions and helps ensure equitable access to City resources.

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)?

\$144,742

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

(\$75,832)

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
Youth Services	(\$12,832)	Aggregate reduction to Purchase of Services (POS) contracts (54820)

<b>Total</b>	(\$75,832)	
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Activity	\$Amount	Description
Crisis Intervention & Prevention	(\$30,064)	Aggregate reduction to Purchase of Services (POS) contracts (54820)
Children & Families	(\$21,943)	Aggregate reduction to Purchase of Services (POS) contracts (54820)
Older Adults & Aging	(\$10,993)	Aggregate reduction to Purchase of Services (POS) contracts (54820)
<b>Total</b>	<b>(\$75,832)</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	(\$75,832)	The non-personnel portion of CDD's operating budget is dominated by funds committed to purchase of service (POS) contracts with, mostly, non-profit community partners, entered into for the purpose of supporting a broad array of programs and activities. The proposed reduction would reduce each City levy-funded POS contract, across all services, by 1.4%, the level needed to generate the required reduction. The corresponding reduction for this service area is indicated above.
Agency Billings		
Total	(\$75,832)	

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?

These are not mandated services.

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.

CDD suggests this approach as a fair and minimally disruptive means to achieve the requested reduction. An alternative approach, and one we might have pursued if the requested reduction was larger, might be to identify one or more contracts for elimination, a task that would prove difficult outside of a funding process. The impact on individual contracts will vary, ranging from just a couple hundred dollars to as much as \$8,000. Most reductions will be on the lower end of that range.

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

Given the modest reductions that would occur if this reduction is approved, there should be little, if any, impact on end users.

## 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Economic Development and Employment Opportunities

SERVICE NUMBER:

622

SERVICE DESCRIPTION:

This service supports small businesses and entrepreneurs through technical assistance and loans. It also assists youth and adults facing barriers to employment by supporting a network of local partners offering job and career training, skill development, and other related services. The goal of this service is to improve economic opportunities for job seekers, entrepreneurs, and small business owners.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Job Creation & Community Business Development	14%	Provides loans to small businesses for projects that result in the creation of new jobs.
Small Business (Micro-Enterprise) Development	13%	Provides technical assistance and small loans to entrepreneurs seeking to start new businesses
Adult Workforce Preparedness	39%	Supports community partners that offer a range of employment training, job readiness and career development services to persons who face obstacles to gainful employment.
Youth Employment Opportunities & Training	34%	Supports community partners that provide age-appropriate youth employment training, youth employment and job coaching support.

Insert item

Citywide Element

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

Economy and Opportunity

Describe how this service advances the Citywide Element:

The activities within this service advance the City's strategies to support small businesses, cultivate entrepreneurship and create jobs. They enhance economic stability by removing barriers to gainful employment through skills training and career development, and they provide employment and skill building opportunities for youth.

**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	\$1,917,088	\$1,949,640	\$1,902,479	\$1,975,443	\$1,955,311	\$1,965,063
Other-Expenditures	\$661,992	\$906,592	\$469,025	\$1,432,432	\$780,806	\$805,806
<i>Total</i>	<i>\$2,579,080</i>	<i>\$2,856,232</i>	<i>\$2,371,504</i>	<i>\$3,407,875</i>	<i>\$2,736,117</i>	<i>\$2,770,869</i>

<i>Budget by Major</i>							
Revenue	(\$18,000)	\$0	(\$50,000)	(\$40,000)	(\$40,000)	(\$126,250)	
Personnel	\$217,333	\$240,921	\$149,844	\$197,564	\$187,807	\$187,807	
Non-Personnel	\$2,426,746	\$2,768,311	\$2,386,411	\$3,403,311	\$2,741,311	\$2,873,023	
Agency Billings	(\$47,000)	(\$153,000)	(\$114,750)	(\$153,000)	(\$153,000)	(\$163,710)	
<i>Total</i>	\$2,579,079	\$2,856,232	\$2,371,505	\$3,407,875	\$2,736,118	\$2,770,870	

### 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

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	46 - INVEST OTHER	62224	46310	(\$86,250)	Revenue portion of NLC Youth Excel continuation
1100 - GENERAL	54 - PURCHASED SE	62224	54820	\$86,250	Expenditure portion of NLC Youth Excel continuation
<b>TOTAL</b>				\$0.00	

Insert item

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

None.

Explain the assumptions behind the changes.

Continues the Youth Excel program, initiated during 2022. (As these expenditures and revenue reside in the General Fund, it is necessary to recognize the maximum amount of the NLC grant that may be unexpended at the end of 2022, for utilization during 2023.)

What is the justification behind the proposed change?

Recognizes the revenue and commensurate expenditure components of the continuation of the 2022-2023 Youth Excel program, funded by a \$150,000 grant from the National League of Cities (NLC).

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?

The proposed budget supports the City's goals to support a continuum of services, through non-profit partners, to connect both youth and adults to employment and career development opportunities and offer support to entrepreneurs. These programs focus on serving individuals in marginalized communities, who face barriers to gainful employment and economic mobility or who lack access to resources that support business growth.

The activities within this service aim to benefit members of lower-income households, and households of color and others who face barriers to stable employment, or who lack access to small business assistance. The proposed budget supports a network of service providers that offer programs and resources that help remove these barriers and expand economic opportunities in the areas of employment, career development and small business growth.

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.

Unemployment rates by race show that certain racial groups are disproportionately impacted by recession and labor market volatility. In the City of Madison, unemployment among whites rose by 1.32 percentage points from 2008 to 2012. Over the same period, Black/African American unemployment rates grew by 9.72 percentage points. Both the County (excluding Madison) and the City experience consistently higher rates of unemployment in the Black/African American population than state and national averages. The average City unemployment rate among Black/African American residents is 3.6 points higher than the national average, while the County (excluding Madison) rate has exceeded the national average by 6.2 points since 2000. This budget supports employment training that leads to real job opportunities as well as other educational programming designed to enhance financial empowerment and economic mobility.

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)?

\$144,742

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

(\$25,997)

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
Adult Workforce Preparedness	(\$14,751)	Aggregate reduction to Purchase of Services (POS) contracts (54820)
Youth Employment Opportunities & Training	(\$11,246)	Aggregate reduction to Purchase of Services (POS) contracts (54820)
<b>Total</b>	<b>(\$25,997)</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	(\$25,997)	The non-personnel portion of CDD's operating budget is dominated by funds committed to purchase of service (POS) contracts with, mostly, non-profit community partners, entered into for the purpose of supporting a broad array of programs and activities. The proposed reduction would reduce each City levy-funded POS contract, across all services, by 1.4%, the level needed to generate the required reduction. The corresponding reduction for this service area is indicated above.
Agency Billings		
<b>Total</b>	<b>(\$25,997)</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?

These are not mandated services.

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.

CDD suggests this approach as a fair and minimally disruptive means to achieve the requested reduction. An alternative approach, and one we might have pursued if the requested reduction was larger, might be to identify one or more contracts for elimination, a task that would prove difficult outside of a funding process. The impact on individual contracts will vary, ranging from just a couple hundred dollars to as much as \$8,000. Most reductions will be on the lower end of that range.

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

Given the modest reductions that would occur if this reduction is approved, there should be little, if any, impact on end users.

**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
Youth Employment Opportunities & Training	500000	Funds agency POS contracts for young adult employment services
<b>Total</b>	500,000	

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		
Non-Personnel	500,000	Funds agency POS contracts for young adult employment services
Agency Billings		
<b>Total</b>	500,000	

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.

The proposed increase would be funded from the City's 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.

This proposal responds to an acute need facing young adults, ages 18-26, for employment-related services. The proposal emerges from conversations with community partners that work primarily with BIPOC, LGBTQ+ and low-income young adult populations who are often disconnected from conventional resources and support systems, missing key educational and employment experiences and who are at risk for a host of negative outcomes including long spells of unemployment, poverty, criminal behavior, substance abuse, and incarceration. The proposal represents a desire to better serve a fuller range of Madison's disconnected young adult population that has generally not been reached by existing youth and adult employment services, and to do so without depriving those services of needed funding.

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.

The proposal is critical for at least two reasons. First, it seeks to reach a population of vulnerable young adults, at a critical juncture in their lives, and to help prepare them for employment, including through career pathway exploration, job coaching, training, work experience, and additional related supports. If successful, these services can provide important long-term benefits, helping young adults gain and retain paid employment to prepare them for post-secondary education and future employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities. Second, with its primary focus on BIPOC, LGBTQ+ and low-income young adults, it makes a tangible commitment to try to reach a population of young people with whom existing CDD-supported employment programs have had little contact.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Community Development Division ▼

SELECT YOUR AGENCY'S SERVICE:

Overall Program Administration ▼

SERVICE NUMBER:

625

SERVICE DESCRIPTION:

This service supports general management and administrative functions for the Community Development Division, including staff's participation in citywide efforts and initiatives not specifically tied to one of the other services. The goal of this service is to respond to community needs by strengthening collaboration among community partners and providing effective and efficient coordination of City funding and resources.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Direct Administration & Support Services	100%	Provides overall staffing, budgeting and operational support to the Division within the Community Development Block Grant (CDBG), Child Care (CC), Community Resources (CR) and administrative units. (Madison Senior Center operations/admin is included as a discrete subservice within service 624 (Community Support Services).

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

The work in the Program Administration service covers general office support for operating the Community Development Division, without which other core services could not function.

**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	\$989,212	\$1,535,762	\$1,427,832	\$807,121	\$770,110	\$756,769
Other-Expenditures	\$1,333,899	\$287,769	\$1,152,254	\$305,725	\$307,606	\$306,499
<i>Total</i>	<i>\$2,323,111</i>	<i>\$1,823,531</i>	<i>\$2,580,086</i>	<i>\$1,112,846</i>	<i>\$1,077,716</i>	<i>\$1,063,268</i>
<i>Budget by Major</i>						
Revenue	(\$165,954)	\$0	(\$51,662)	\$0	\$0	\$0
Personnel	\$936,122	\$822,267	\$857,308	\$823,313	\$815,533	\$815,533
Non-Personnel	\$1,414,139	\$869,986	\$1,643,162	\$158,255	\$157,761	\$143,313
Agency Billings	\$138,804	\$131,278	\$131,278	\$131,278	\$104,422	\$104,422

Total	\$2,323,111	\$1,823,531	\$2,580,086	\$1,112,846	\$1,077,716	\$1,063,268
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### 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	56 - DEBT OTHR FI	62550	56210	(\$9,752)	annual CDBG program income interest due to HUD
<b>TOTAL</b>				-\$9,752.00	

Insert item

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

None.

Explain the assumptions behind the changes.

Originally budgeted at \$45k, this represents an annual projection of CDBG program income interest payments due to HUD.

What is the justification behind the proposed change?

Revised figure downward to reflect recent actuals and anticipated future program income receipts' projected impact on interest payments due to HUD.

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?

The proposed service provides general administrative support for the Community Development Division. CDD places a priority on supporting BIPOC populations through active engagement on City initiatives like RESJI, NRTS, MAC, etc.

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.

CDD managers have regular engagement with staff through team meetings and one-one check in sessions. CDD's Management team also holds quarterly all-staff meetings. More detail is outlined in CDD's Equitable Workforce Plan.

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)?

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

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
	\$0	There is no proposed reduction to this service. Aggregate reductions in the amount of \$144,742 have been proposed across the other four CDD services, and are described in more detail in Part 5 of each of those service proposals.
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Strong Healthy Neighborhoods

SERVICE NUMBER:

623

SERVICE DESCRIPTION:

This service focuses on strengthening neighborhoods through strategic investments in physical assets and amenities, including neighborhood centers and other facilities that provide public benefit. This service also assists other neighborhood-based planning and revitalization efforts. The goal of this service is to strengthen neighborhoods and build communities that bring people of diverse backgrounds together.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Neighborhood Focal Point Support	78%	Provides non-program specific support to neighborhood centers and other community focal points.
Capital Improvements for Community Organizations	13%	Provides loans to non-profit community partners to help finance capital projects that develop or improve community facilities that benefit public users.
Neighborhood Revitalization Plans & Projects	9%	Collaborative work with neighborhood residents to develop specialized neighborhood plans that contribute to revitalization efforts and/or community improvements.

Insert item

Citywide Element

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

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The activities within this service support the City's goals for providing community spaces that function as neighborhood focal points, providing physical places within which residents can gather, interact with one another and build a sense of community. They also serve as safe venues for programs and services, particularly for low- and moderate-income individuals and families.

**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	\$1,202,263	\$1,248,293	\$1,163,946	\$1,235,226	\$1,228,988	\$1,236,077
Other-Expenditures	\$485,673	\$817,086	\$602,500	\$755,161	\$752,793	\$813,593
<i>Total</i>	<i>\$1,687,936</i>	<i>\$2,065,379</i>	<i>\$1,766,446</i>	<i>\$1,990,387</i>	<i>\$1,981,781</i>	<i>\$2,049,670</i>
<i>Budget by Major</i>						
Revenue	(\$20,198)	(\$20,000)	(\$20,743)	(\$21,000)	(\$21,000)	(\$21,000)



Personnel	\$215,044	\$261,577	\$167,592	\$221,585	\$212,979	\$212,979
Non-Personnel	\$1,451,589	\$1,782,302	\$1,578,098	\$1,748,302	\$1,748,302	\$1,811,191
Agency Billings	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500	\$46,500
<b>Total</b>	<b>\$1,687,935</b>	<b>\$2,065,379</b>	<b>\$1,766,447</b>	<b>\$1,990,387</b>	<b>\$1,981,781</b>	<b>\$2,049,670</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	57 - INTER DEPART		57140	\$5,000	Engineering charge for the provision of facility management services at Theresa Terrace (org 62331631) and Southwest Madison Employment Center (org 62331632)
1100 - GENERAL	54 - PURCHASED SE	623316...		\$5,589	Increases to rent, common area maintenance, taxes and janitorial services at Meadowood Neighborhood Center (multiple 542xx expenditure objects)
1210 - OTHER	54 - PURCHASED SE	623331...	54810	\$63,000	Support for forthcoming Hawthorne-Truax revitalization neighborhood activities TBD by steering committee
1210 - OTHER	51 - SALARIES	623321...	51110	(\$3,150)	Shift 5% of position #4526 from svc 623 to 621
1210 - OTHER	52 - BENEFITS	623321...		(\$826)	Shift 5% of position #4526 from svc 623 to 621 (multiple 52xxx benefits objects)
1210 - OTHER	51 - SALARIES	623331...	51110	(\$6,299)	Shift 10% of position #4526 from svc 623 to 621
1210 - OTHER	52 - BENEFITS	623331...		(\$1,653)	Shift 10% of position #4526 from svc 623 to 621 (multiple 52xxx benefits objects)
1100 - GENERAL	51 - SALARIES	62332	51110	\$29,607	Shift 47% of position #4610 from svc 621 to 623
1100 - GENERAL	52 - BENEFITS	62332		\$7,730	Shift 47% of position #4610 from svc 621 to 623 (multiple 52xxx benefits objects)
1210 - OTHER	51 - SALARIES	623321...	51110	\$14,488	Shift 23% of position #4610 from svc 621 to 623
1210 - OTHER	52 - BENEFITS	623321...		\$3,783	Shift 23% of position #4610 from svc 621 to 623 (multiple 52xxx benefits objects)
1210 - OTHER	51 - SALARIES	623321...	51110	\$18,898	Shift 30% of position #4610 from svc 621 to 623
1210 - OTHER	52 - BENEFITS	623321...		\$4,934	Shift 30% of position #4610 from svc 621 to 623 (multiple 52xxx benefits objects)
<b>TOTAL</b>				<b>\$141,101.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

CENTERS: No impact on center operations at City-owned facilities; merely recognizes expected annual increases for rent, etc., as well as the need for an executed MOU with City Engineering to provide facilities management services at two of the centers beginning next year.

PERSONNEL: No impact on service level, as these positions' workloads in 2023 will be similar to those during 2022.

What is the justification behind the proposed change?

CENTERS: Increases for upkeep and maintenance at Theresa Terrace and SMEC, as well as annual increases in rent, janitorial services and related items at Meadowood Neighborhood Center.

PERSONNEL:

- Position #4526: Trues up budget to align with incumbent's actual work assignments (moves 15% from 623 to 621). (-\$11,928)
- Position #4610: Trues up budget to align with new hire's anticipated work assignments (moves 100% from 621 to 623). (+\$79,440)
- Note that although these personnel allocation changes have been submitted via SharePoint, these shifts are not yet reflected in the Base Budget figures in Part 2 above.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?

The Neighborhood Focal point funding provides support to 15 neighborhood center operators that own, or lease, and operate facilities, which are typically located in neighborhoods with higher concentrations of low- and moderate-income residents; as well as higher concentrations of BIPOC individuals. These Centers provide accessible spaces that a high proportion of BIPOC and low/extremely low-income residents use (see data below). These Neighborhood Centers promote a sense of community, offering safe and convenient venues for an array of services, and programs and activities with a particular focus on reaching marginalized residents.

In addition to this ongoing support to a network of 15 neighborhood centers, CDD also provides funding to neighborhood centers and other neighborhood facilities to do capital improvements. Similar to the 15 neighborhood centers, any neighborhood facility that receives this capital improvement funding primarily serves residents experiencing lower incomes and BIPOC residents.

The third piece, Neighborhood Revitalization and Projects provides funds for projects identified in a Neighborhood Plan that contribute to revitalization and community improvements. These projects are only done in CDBG Qualified Census Tracts and primarily benefit low and moderate income residents.

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.

All of the neighborhood centers that receive Neighborhood Focal Point funding participate in yearly sampling. According to the data collected for 2021, more than half (57%) of all neighborhood center users indicated that they were BIPOC and 73% reported being low- or extremely low-income.

Neighborhood revitalization plans occur only in CDBG-eligible census tracts after a CDBG funded neighborhood plan is completed.

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)?

\$144,742

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

(\$13,349)

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
Neighborhood Focal Point Support	(\$13,349)	Aggregate reduction to Purchase of Services (POS) contracts (54820)
<b>Total</b>	(\$13,349)	

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	(\$13,349)	The non-personnel portion of CDD's operating budget is dominated by funds committed to purchase of service (POS) contracts with, mostly, non-profit community partners, entered into for the purpose of supporting a broad array of programs and activities. The proposed reduction would reduce each City levy-funded POS contract, across all services, by 1.4%, the level needed to generate the required reduction. The corresponding reduction for this service area is indicated above.
Agency Billings		
Total	(\$13,349)	

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?

These are not mandated services.

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.

CDD suggests this approach as a fair and minimally disruptive means to achieve the requested reduction. An alternative approach, and one we might have pursued if the requested reduction was larger, might be to identify one or more contracts for elimination, a task that would prove difficult outside of a funding process. The impact on individual contracts will vary, ranging from just a couple hundred dollars to as much as \$8,000. Most reductions will be on the lower end of that range.

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

Given the modest reductions that would occur if this reduction is approved, there should be little, if any, impact on end users.

### 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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

## Economic Development

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	1,667,823	2,178,957	2,005,281	2,182,679	2,230,630	2,230,630
<b>Total</b>	<b>1,667,823</b>	<b>2,178,957</b>	<b>2,005,281</b>	<b>2,182,679</b>	<b>2,230,630</b>	<b>2,230,630</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Food Policy & Programming	1,635	262,679	247,361	297,342	299,424	299,699
Office Of Business Resources	766,206	912,305	850,429	911,364	937,911	933,436
Office Of Real Estate Services	899,982	1,003,973	907,491	973,973	993,295	997,495
<b>Total</b>	<b>1,667,823</b>	<b>2,178,957</b>	<b>2,005,281</b>	<b>2,182,679</b>	<b>2,230,630</b>	<b>2,230,630</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Transfer In	(76,858)					
<b>Total</b>	<b>(76,858)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	1,153,156	1,386,396	1,281,036	1,414,669	1,456,802	1,456,802
Benefits	335,203	430,876	369,305	405,381	413,830	413,830
Supplies	14,588	12,025	6,581	18,025	18,025	17,100
Purchased Services	178,865	289,056	287,755	284,000	283,325	284,250
Inter Depart Charges	62,870	60,604	60,604	60,604	58,648	58,648
<b>Total</b>	<b>1,744,682</b>	<b>2,178,957</b>	<b>2,005,281</b>	<b>2,182,679</b>	<b>2,230,630</b>	<b>2,230,630</b>



Department of Planning & Community & Economic Development

## Economic Development Division

Matthew B. Mikolajewski, Director

P.O. Box 2983

Madison, WI 53701-2983

Phone: (608) 267-8737 | Fax: (608) 261-6126

[cityofmadison.com](http://cityofmadison.com)

Office of Business Resources  
Office of Real Estate Services

**To:** Dave Schmiedicke, Finance Director

**From:** Matthew B. Mikolajewski, Economic Development Division Director

**Date:** July 22, 2022

**Subject:** 2023 Operating Budget Transmittal Memo – EDD

### Goals of Agency's Operating Budget

The Economic Development Division includes two offices: Office of Business Resources and Office of Real Estate Services. An additional Food Policy & Programming service is housed within the Office of Business Resources. Our key priorities for 2023 within each of the services include the following:

#### Office of Business Resources (OBR), including Food Policy & Programming

- Continue to develop and deliver the Small Business Equity and Recovery (SBER) programs.
- Manage the street vending, Streatery, and sidewalk café programs.
- Provide timely responses to all business and developer inquiries.
- Staff programs and projects related to the Food Policy Council.
- Support Downtown Madison economic development initiatives, including through a new TID #50.
- Partner with Engineering Facilities on the construction of the Madison Public Market.

#### Office of Real Estate Services (ORES)

- Land bank key properties to support equitable and sustainable growth in the City, especially within South Madison.
- Manage over 500 real estate projects, including property acquisitions, easements, encroachment agreements, and leases.
- Support the sale of City-owned property within the Center for Industry & Commerce and Southeast Madison Business Park.
- Maintain City-owned real estate holdings.
- Implement the City's TIF Program, to likely include underwriting TIF projects and creating new TIF Districts.

## Racial Equity and Social Justice

Racial inequity is often measured in economic terms: employment rate, median household income, average rent, etc. The entire EDD team works on projects that either directly benefit private business and housing development; or, that provide the necessary public infrastructure to support private business and housing development. Most of the EDD Operating Budget is staff salary/benefits and the basic necessities of office work (supplies, photocopying, etc.) As such, we need to constantly be asking ourselves if our staff are devoting their time to work that will move the needle on the measures of economic inequity. What businesses should we help and how? What housing projects should we help and how? Are we spending time on things that aren't relevant or that can be managed by others? For the most part, the EDD Work Plan places emphasis on those projects and programs that meet the City's Racial Equity and Social Justice goals.

## Major Changes in 2023 Operating Request

Our base 2023 operating request is nearly identical to our adopted 2022 Operating Budget, with one exception. Our 2022 Operating Budget included about \$4,500 to purchase a business database called DataAxle, which has historically been shared between EDD, Planning, and the MPO. EDD doesn't use this service as much as we used to and we have asked Planning and MPO to assume the cost.

## Summary of Reductions

We propose to meet a 1% Operating Budget reduction (approximately \$22,000) through the following cuts, listed in order from least impactful to most impactful:

1. Eliminate \$6,000 from Food Policy and Programming (63400-53210). At the time Food Policy and Programming was transferred from the Mayor's Office to the Economic Development Division, \$6,000 was transferred to cover incidental expenditures related to the position (office supplies, training/travel, etc.). These incidental expenditures for this individual can likely be accommodated through their respective line items in the broader Office of Business Resources budget. As such, we can likely cut this \$6,000 from the Economic Development Division Budget.
2. Reduce misc. Supply and Purchased Services across the entire EDD Operating Budget by approximately \$11,000. This exercise involves slightly reducing expenditures across many different Supply and Purchased Service line items. A reduction of this size will be noticeable (especially if coupled with the \$6,000 reduction noted above), but EDD services can likely continue to be provided.
3. Reduce \$5,000 from the SEED Grant Program (63400-54815), decreasing program funding from \$50,000 to \$45,000. The majority of our 1% reduction proposal faces inward to EDD staff. To achieve 1%, we will need to start looking outward. Some of our outward-facing EDD programs were already reduced in our 2022 Operating Budget; however, Food Policy and Programming Grants were not reduced in 2022. As such, we are now including this option as part of our 2023 Operating Budget request. Of the Food Policy and Programming Grants, the SEED Grant Program is the most scalable. Reducing the program by \$5,000 means reducing the number of entities that will likely receive a grant, but will allow remaining projects to be fully funded.

## Town of Madison

EDD staff time will be required to work on projects currently located in the Town, but soon to be located in the City. We don't; however, have any Town of Madison specific Operating Budget expenditures.

## Optional Supplemental Request

We are not making any Supplemental Requests for 2023.

*c.c. Deputy Mayors  
Budget & Program Evaluation Staff  
Matt Wachter, DPCEd Director  
Saran Ouk, Office of Business Resources Manager  
Andrea Freedman, EDD Accounting Technician  
Emily Clavette, DPCEd Performance & Budget Manager*



# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Economic Development Division ▼

SELECT YOUR AGENCY'S SERVICE:

Food Policy & Programming ▼

SERVICE NUMBER:

634

SERVICE DESCRIPTION:

This service oversees food policy and programming for the City, including the Summer Meals program, Community Gardens Partnership, the Madison Food Policy Council, MadMarket, and the SEED Grants. The goal of the service is to improve food access and the food system in the City.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Food Policy & Programming	100	Position manages several food related projects and programs.

Insert item

Citywide Element

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

Health and Safety ▼

Describe how this service advances the Citywide Element:

Food plays a central role in the health of Madison's residents. Unfortunately, many residents lack access to nutritious food options. The programs housed within this service attempt to reduce these barriers.

**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	\$1,635	\$262,679	\$247,361	\$297,342	\$299,424	\$299,699
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,635</b>	<b>\$262,679</b>	<b>\$247,361</b>	<b>\$297,342</b>	<b>\$299,424</b>	<b>\$299,699</b>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,570	\$115,179	\$116,357	\$150,842	\$152,924	\$152,924
Non-Personnel	\$66	\$147,500	\$131,004	\$146,500	\$146,500	\$146,775
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,636</b>	<b>\$262,679</b>	<b>\$247,361</b>	<b>\$297,342</b>	<b>\$299,424</b>	<b>\$299,699</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	63400	53110	\$125	Add office supply expenditure.
1100 - GENERAL	53 - SUPPLIES	63400	53150	\$150	Add postage expenditure.
<b>TOTAL</b>				\$275.00	

Insert item

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

None.

Explain the assumptions behind the changes.

Assumes continuation of current spending levels in Supplies and Purchased Services through 2023.

What is the justification behind the proposed change?

Better categorization of C2C expenses.

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?

Low income households generally have reduced access to quality food options and marginalized populations have a greater likelihood of being low income within the Madison community. The programs housed under this service directly attempt to address the gaps, barriers and distribution of healthy food options within the community, especially among low income and marginalized individuals.

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.

At a general level, there have been studies in the past highlighting disparities in food access throughout the community, with recommendations on how to address them. More specifically, each of the programs managed through this service require data to be provided that demonstrate how the funding will be used to support the target audience, often historically marginalized low income communities.

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.

No.

### 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)?

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

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
Food Policy & Programming	(\$6,000)	When Food Policy & Programming staff was transferred from the Mayor's Office to the Economic Development Division, \$6,000 was transferred to cover misc. Supplies and Purchased Services. The work of this staff has since been folded into the Supplies and Purchased Services budget of the broader Office of Business Resources. This dedicated \$6,000 could therefore be reduced from the Economic Development Division Budget while still meeting the needs of the service.
Food Policy & Programming	(\$5,000)	Reduce SEED Grants from \$50,000 to \$45,000.
<b>Total</b>	<b>(\$11,000)</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	\$0	
Non-Personnel	(\$11,000)	Reduction of work supply expenditures and SEED grants.
Agency Billings	\$0	
<b>Total</b>	<b>(\$11,000)</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?

The City is not mandated to perform this service. Although there are other organizations that provide food access services, the demand for these services exceeds the supply community wide. In other words, this City service clearly adds value to what other organizations provide.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

The \$6,000 reduction in Supplies and Purchased Services was chosen because it is internally focused on EDD operations and can likely be absorbed elsewhere in the EDD Budget. Over 75% of our proposed budget reduction strategy is internally focused, with minimal direct impact on external stakeholders. Through this strategy, we are sharing the remaining 25% of this reduction with external stakeholders through a \$5,000 reduction of SEED Grants.

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

A \$5,000 reduction of SEED Grants will mean that we have less funding to provide to organizations receiving funding through this program. We are already unable to fully satisfy the need that exists for these grants. There really isn't a way to mitigate an additional reduction.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Economic Development Division ▼

SELECT YOUR AGENCY'S SERVICE:

Office of Business Resources ▼

SERVICE NUMBER:

632

SERVICE DESCRIPTION:

This service helps businesses locate, open, or expand within the City of Madison by directing businesses toward financial and technical assistance programs available through the City and other sources. This service also guides businesses through City permitting and approval processes, facilitates appropriate space for business development through participation in City land-use planning efforts, and maintains and provides demographic/community information to businesses. The goal of this service is to be a point of contact for all businesses, assist in economic development programs and initiatives, and to grow the local economy.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Economic Development Assistance (6321)	80	Direct work with entrepreneurs and businesses interested in investing in Madison, as well as managing economic development programs and projects.
Vending (6320)	20	Management of the City's Street Vending and Sidewalk Cafe Programs.

Insert item

Citywide Element

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

Economy and Opportunity ▼

Describe how this service advances the Citywide Element:

The Economy and Opportunity Element of the Comprehensive Plan includes strategies such as: supporting small business and entrepreneurship, retaining and attracting employers, and supporting jobs that pay a family-supporting living wage. These strategies are core to the work of the Office of Business Resources.

**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	\$766,206	\$912,305	\$850,429	\$911,364	\$937,911	\$933,436
Other-Expenditures	\$0	\$0	\$110,359	\$0	\$0	\$0
<i>Total</i>	<i>\$766,206</i>	<i>\$912,305</i>	<i>\$960,788</i>	<i>\$911,364</i>	<i>\$937,911</i>	<i>\$933,436</i>
<i>Budget by Major</i>						
Revenue	(\$108)	\$0	\$0	\$0	\$0	\$0
Personnel	\$590,510	\$767,366	\$695,696	\$764,265	\$791,262	\$791,262
						149

Non-Personnel	\$151,430	\$120,565	\$240,718	\$122,725	\$122,275	\$117,800
Agency Billings	\$24,374	\$24,374	\$24,374	\$24,374	\$24,374	\$24,374
<i>Total</i>	\$766,206	\$912,305	\$960,788	\$911,364	\$937,911	\$933,436

### 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	63220	53120	(\$100)	Decrease copy/print by \$100 to more accurately capture expenses.
1100 - GENERAL	54 - PURCHASED SE	63220	54121	\$480	Add \$480 to cell phone to reflect actual expense of \$20/mo each for EMW & GCR.
1100 - GENERAL	53 - SUPPLIES	63221	53120	(\$1,000)	Decrease copy/print by \$1K to more accurately capture expenses.
1100 - GENERAL	54 - PURCHASED SE	63221	54535	\$400	Add \$400 to memberships to capture Survey Monkey expense.
1100 - GENERAL	54 - PURCHASED SE	63221	54650	(\$1,225)	Decrease advertising by \$1,225 to more accurately capture expenses; MadRep Magazine & Web Ads.
1100 - GENERAL	54 - PURCHASED SE	63221	54655	\$1,500	Add \$1,500 to print services for anticipated expenses.
1100 - GENERAL	54 - PURCHASED SE	63221	54810	(\$4,500)	Move DataAxle expense to MPO budget.
<b>TOTAL</b>				<b>-\$4,445.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

Assumes continuation of current spending levels in Supplies and Purchased Services through 2023.

What is the justification behind the proposed change?

Better allocation of C2C expenses. Shift of DataAxle to MPO reflects relative decreasing usage of this data by EDD.

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?

The work of the Office is split between assisting new entrepreneurs and established businesses. Many of the entrepreneurs served by the Office are historically marginalized individuals who did and do not always have equal access to capital. Our programs, projects, and outreach tend to favor supporting these entrepreneurs by providing financial support and advice in such a way the tries to reduce inequities.

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.

There are numerous reports and data sets documenting the challenges faced by entrepreneurs throughout the country, especially those from historically disadvantaged backgrounds. Closer to home, OBR staff connect with hundreds of Madison businesses every year. Through this work, they collect data and identify trends regarding what entrepreneurs in Madison are experiencing and how the City can direct programs and projects to support these entrepreneurs.

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.

No

**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)? \$22,306

What is the proposed reduction to this service's budget? (\$7,956)

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
Vending (6320)	(\$25)	Office supplies - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Vending (6320)	(\$50)	Copy/print - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Vending (6320)	(\$250)	Postage - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Vending (6320)	(\$250)	Conference/training - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Economic Development Assistance (6321)	(\$125)	Office supplies - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Economic Development Assistance (6321)	(\$500)	Copy/print - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Economic Development Assistance (6321)	(\$175)	Mileage - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Economic Development Assistance (6321)	(\$1,075)	Conference/training - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
<b>Total</b>	<b>(\$7,956)</b>	

Activity	\$Amount	Description
Economic Development Assistance (6321)	(\$2,820)	Advertising - No significant impact on services provided by this Office or to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Economic Development Assistance (6321)	(\$1,000)	Print services - No significant impact on services provided by this Office or to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Economic Development Assistance (6321)	(\$1,686)	Other expenditures - No significant impact on services provided by this Office or to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
<b>Total</b>	(\$7,956)	

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	\$0	
Non-Personnel	(\$7,956)	Reduction in most purchased services and supplies are necessary to meet the 1% reduction, without affecting the number of permanent positions within the Service.
Agency Billings	\$0	
Total	(\$7,956)	

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?

The City is not required to provide the business support led by the Office of Business Resources. Although there are other local organizations that provide entrepreneurship and business assistance, none are focused on the City as a whole in the way that OBR is.

Has this reduction been proposed in prior years?

Yes

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.

These are Supply and Purchased Services items that we control and that are focused internally on our operations. We believe that this reduction will have minimal impact on external stakeholders and still allow us to meet our needs internally without affecting the number of permanent positions within the Service.

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

Per above, we believe this will have little to no impacts on end users.

## 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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Economic Development Division

SELECT YOUR AGENCY'S SERVICE:

Office of Real Estate Services

SERVICE NUMBER:

633

SERVICE DESCRIPTION:

This service acquires all real estate needed by City agencies, including real estate for road construction projects. This service also leases property needed for City services, provides relocation assistance to individuals and businesses displaced by acquisitions, manages private use of public property (often street right of way) through leases, easements, and encroachment agreements, maintains and sells property within City business parks, manages and sells surplus City property, and administers the City's Tax Increment Financing (TIF) program. The goals of this service are transparent and efficient acquisition and management of property for City purposes, maximizing return on investment of public dollars (e.g., tax base, jobs, and infrastructure), and balancing the needs and wants of businesses, developers, residents, and policy makers.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Acquisitions/Disposals	100	This activity includes all real estate functions of the City as well as management of Tax Increment Finance (TIF).

Insert item

Citywide Element

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

Economy and Opportunity

Describe how this service advances the Citywide Element:

The Economy and Opportunity Element of the Comprehensive Plan includes strategies such as: supporting small businesses and entrepreneurship, retaining and attracting employers and insuring adequate supply of sites for a wide variety of employers to operate and grow. These strategies are core to the work of the Office of Real Estate Services.

**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	\$899,982	\$1,003,973	\$907,491	\$973,973	\$993,295	\$997,495
Other-Expenditures	\$0	\$0	\$71,243	\$0	\$0	\$0
<i>Total</i>	<i>\$899,982</i>	<i>\$1,003,973</i>	<i>\$978,734</i>	<i>\$973,973</i>	<i>\$993,295</i>	<i>\$997,495</i>
<i>Budget by Major</i>						
Revenue	(\$76,750)	\$0	\$0	\$0	\$0	\$0
Personnel	\$896,280	\$934,727	\$838,288	\$904,943	\$926,446	\$926,446
Non-Personnel	\$41,957	\$33,016	\$104,216	\$32,800	\$32,575	\$36,775
Agency Billings						154

	\$38,496	\$36,230	\$36,230	\$36,230	\$34,274	\$34,274
<b>Total</b>	\$899,983	\$1,003,973	\$978,734	\$973,973	\$993,295	\$997,495

### 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	63330	53120	(\$1,250)	Decrease copy/ print by \$1,250 to more accurately capture expenses.
1100 - GENERAL	53 - SUPPLIES	63330	53130	\$500	Increase furniture by \$500 in anticipation of hiring a Manager and a REDS position in 2023.
1100 - GENERAL	53 - SUPPLIES	63330	53140	\$250	Increase hardware by \$250 in anticipation of hiring a Manager and a REDS position in 2023.
1100 - GENERAL	53 - SUPPLIES	63330	53145	\$400	Increase software by \$400 in anticipation of hiring a Manager and a REDS position in 2023.
1100 - GENERAL	54 - PURCHASED SE	63330	54335	\$2,800	Increase licenses by \$2,800 for Costar for DWR & JEG.
1100 - GENERAL	54 - PURCHASED SE	63330	54510	\$1,000	Increase recruitment by \$1,000 in anticipation of hiring a Manager and a REDS position in 2023.
1100 - GENERAL	54 - PURCHASED SE	63330	54535	\$500	Increase memberships by \$500 to more accurately capture expenses.
<b>TOTAL</b>				\$4,200.00	

Insert item

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

None.

Explain the assumptions behind the changes.

Assumes continuation of current spending levels in Supplies and Purchased Services through 2023.

What is the justification behind the proposed change?

Better allocation of C2C expenses.

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?

The majority of the work completed by this Office is necessary to complete public infrastructure projects, provide public services (such as library leases), or to support private development. Some of the work completed by this Office doesn't specifically address inequities, while other work does. For example, one could argue that the real estate work associated with BRT will help to address some of the inequities associated with the City's current transportation system. Using TIF to fund affordable housing projects can likewise help with housing inequities.

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.

For the most part, this Office is asked to complete work to facilitate projects led by other City agencies. Using the BRT example above, this office didn't necessary use data to shape its work around BRT; however, significant data analysis went into BRT decision making at a higher level. The Office does; however, does use data to inform process improvements. For example, a recent change to how the City manages more routine easement agreements was informed by data on how these agreements were managed in the past.

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.

No.

**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)? \$22,306

What is the proposed reduction to this service's budget? (\$3,350)

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
Acquisitions/ Disposals	(\$1,100)	Office supplies - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Acquisitions/ Disposals	(\$150)	Copy/print services - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Acquisitions/ Disposals	(\$750)	Furniture - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Acquisitions/ Disposals	(\$250)	Hardware - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
Acquisitions/ Disposals	(\$1,100)	Conference/Training - No significant impact on services provided by this Office or to to other agencies. Reduction in most purchased services and supplies to meet the 1% reduction. Similar reductions proposed/ implemented in prior years.
<b>Total</b>	<b>(\$3,350)</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
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Personnel	\$0	
Non-Personnel	(\$3,350)	Reduction in most purchased services and supplies are necessary to meet the 1% reduction, without affecting the number of permanent positions within the Service.
Agency Billings	\$0	
Total	(\$3,350)	

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?

Yes, some of the real estate and TIF work completed by this office is mandated by State Statute.

Has this reduction been proposed in prior years?

Yes

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.

These are Supply and Purchased Services items that we control and that are focused internally on our operations. We believe that this reduction will have minimal impact on external stakeholders and still allow us to meet our needs internally without affecting the number of permanent positions within the Service.

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

Per above, we believe this will have little to no impacts on end users.

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		

<b>Total</b>	0
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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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

## Employee Assistance Program

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	356,807	454,307	396,380	473,019	462,140	462,140
<b>Total</b>	<b>356,807</b>	<b>454,307</b>	<b>396,380</b>	<b>473,019</b>	<b>462,140</b>	<b>462,140</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
EAP Services	356,807	454,307	396,380	473,019	462,140	462,140
<b>Total</b>	<b>356,807</b>	<b>454,307</b>	<b>396,380</b>	<b>473,019</b>	<b>462,140</b>	<b>462,140</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Transfer In	(25,451)					
<b>Total</b>	<b>(25,451)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	288,628	326,489	288,585	332,960	346,850	342,050
Benefits	85,449	98,663	96,838	110,549	113,420	113,420
Supplies	2,605	3,250	4,742	3,250	3,250	3,250
Purchased Services	54,763	69,976	50,286	69,271	61,645	66,445
Inter Depart Charges	955	825	826	825	252	252
Inter Depart Billing	(50,141)	(44,896)	(44,896)	(43,836)	(63,277)	(63,277)
<b>Total</b>	<b>382,258</b>	<b>454,307</b>	<b>396,380</b>	<b>473,019</b>	<b>462,140</b>	<b>462,140</b>



## Employee Assistance Program

Tresa Martinez, EAP Manager

2300 S. Park St., Suite 111

Madison, WI 53713

Phone: (608) 266-6561 | Fax: (608) 243-0189

[eap@cityofmadison.com](mailto:eap@cityofmadison.com) | [cityofmadison.com/eap](http://cityofmadison.com/eap)

TO: Dave Schmiedicke, Finance Director  
FROM: Tresa Martinez, Employee Assistance Program  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### Goals of Agency's Operating Budget

1. Continued work with other key City agencies to develop an evidence-based threat response process and associated training.
2. We will continue to work individually with departments to identify and recognize what a critical incident looks like based on the nature of their work. Additionally, we will provide more training in how supervisors and managers can respond to critical incidents in trauma-informed ways while still aligning with their policies and procedures.
3. Cultural Considerations web page will be created to share resources related to race, disability, and gender & sexuality. Other identities will be added and the web page will constantly be updated in order to be relevant.

The Employee Assistance Program advances the Citywide element of Health & Safety because by prioritizing the overall wellness of City staff, we are providing our citizens with the best possible service contacts.

### Racial Equity and Social Justice

EAP services fill a need by offering counseling as a free benefit for employees and family members. The segment of our customers who benefit most are those who cannot afford co-pays, seasonal and LTE employees and uninsured or underinsured individuals.

EAP staff provide referrals to BIPOC providers when requested and incorporate the City's value of inclusion in all of our offerings. Our quarterly newsletter addresses BIPOC mental health issues and has offered resources and psychoeducation to Spanish speakers. Our CISM response protocols apply a cultural lens, considering debriefing attendees' personal and professional identities and the impact of cultural trauma is addressed.

### Major Changes in the 2023 Operating Request

2023 cost-to-continue moved \$7,800 in available purchased services budget to the salaries major to cover recent increases in compensated absence expenses. The above request moves \$4,800 of that amount back to purchased services to cover increased training/conference expense with the hiring of 2 new staff and associated onboarding and professional development.

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

A 1% reduction equates to \$4,600 for our department. We have identified just one area where we could possibly reduce spending which is our Consulting Services line from \$46,000 to \$41,400 by reducing our budget for the external EAP contract in three areas that we have some control over: training, work-life services, and workgroup intervention. EAP staff would instead offer related outside resources, some of which would charge the employee or department for their services.

### Optional Supplemental Request

The Employee Assistance Program does not have a supplemental request for 2023.



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Employee Assistance Program ▼

SELECT YOUR AGENCY'S SERVICE:

EAP Services ▼

SERVICE NUMBER:

221

SERVICE DESCRIPTION:

This service provides 24-hour professional and confidential assistance, information, resource referral, and support. Key activities performed by the service include, but are not limited to, critical incident stress management services (CISM), consultation services for supervisors and union stewards, ongoing education and training, and supervision of Madison Police and Fire Peer Support Teams and the EAP Facilitator Network. The goals of this service are to increase employee productivity, attendance, and overall well-being, encourage a culture of wellness and prevention among Madison's First Responders, and provide equitable access to EAP service for city staff.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
EAP	75	To provide 24 hour professional and confidential assistance, information, resource referral and support to employees and their families. The purpose is to ensure a productive workforce that can do their best work for the stakeholders and community members.
CISM	25	To help employees prepare for and recover from traumatic events at work. That includes pre-incident education and training, defusing, debriefing, follow-up, management consultation, and policy and procedure development.

Insert item

Citywide Element

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

Health and Safety ▼

Describe how this service advances the Citywide Element:

All current and retired City of Madison employees, families of employees, and significant others of employees may use the Employee Assistance Program (EAP) for any work, personal, or family concerns. By prioritizing the overall wellness of City staff, we are providing our citizens with the best possible service contacts.

**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	\$356,807	\$454,307	\$396,380	\$473,019	\$462,140	\$462,140
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$356,807</b>	<b>\$454,307</b>	<b>\$396,380</b>	<b>\$473,019</b>	<b>\$462,140</b>	<b>\$462,140</b>
<i>Budget by Major</i>						
						161

Revenue	(\$25,451)	\$0	\$0	\$0	\$0	\$0
Personnel	\$374,076	\$425,152	\$385,423	\$443,509	\$460,270	\$455,470
Non-Personnel	\$57,368	\$73,226	\$55,027	\$72,521	\$64,895	\$69,695
Agency Billings	(\$49,186)	(\$44,071)	(\$44,070)	(\$43,011)	(\$63,025)	(\$63,025)
<b>Total</b>	<b>\$356,807</b>	<b>\$454,307</b>	<b>\$396,380</b>	<b>\$473,019</b>	<b>\$462,140</b>	<b>\$462,140</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	51 - SALARIES	22100	51140	\$4,800	2023 cost-to-continue moved \$7,800 in available purchased service budget to the salaries major to cover recent increases in compensated absence expenses. The above request moves \$4,800 of that amount back to purchased services to cover increased training/conference expense with the addition of 2 new staff.
<b>TOTAL</b>				\$4,800.00	

Insert item

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

Net neutral

Explain the assumptions behind the changes.

Increasing our training/conference budget to \$8,300 will provide funds for 3 professional staff to attend annual EAP conferences, one hosted locally and one nationally. Additionally, we will have budget for local or virtual professional development opportunities that will enable staff to maintain their credentials.

What is the justification behind the proposed change?

\$4800 was moved from Salaries to Services because our office anticipates salary savings in 2023 that should offset any compensated absence expenses. With 2 staff planning to retire in 2023, these dollars will be needed for training and professional development of new staff members.

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?

To provide context, the 2023 budget funds the services of professional staff who support our employees' mental wellbeing and work productivity. This includes an external EAP option which provides 24/7 access, back-up and expertise in certain areas like mediation and couple counseling. In addition to salaries, our budget supports required professional development training, counselor credential certifications and professional memberships. We have a requirement to track employee data in the most secure way possible through use of EAP software that requires hosting and maintenance by the manufacturer.

EAP services fill a need by offering counseling as a free benefit for employees and family members. The segment of our customers who benefit most are those who cannot afford co-pays, seasonal and LTE employees and uninsured or underinsured individuals.

EAP staff can help navigate finding a mental health provider who meets the needs of the employee, accepts the employee's health insurance, and/or can see the employee in a timely manner if the employee is in crisis. This lessens the burden on the employee to do this research if they are unfamiliar with the network of providers.

EAP staff provide referrals to BIPOC providers when requested and incorporate the City's value of inclusion in all of our offerings. Our quarterly newsletter addresses BIPOC mental health issues and has offered resources and psychoeducation to Spanish speakers. Our CISM response protocols apply a cultural lens, considering debriefing attendees' personal and professional identities and the impact of cultural trauma is addressed.

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.

Most of the EAP's budget is spent on direct counseling services to employees/families, workplace services, critical incident response, and training. Data that has influenced the EAP budget relates to employee demographics, training and counseling evaluation surveys, web site analytics, and common presenting issues.

We are always considering new ways to communicate with employees and their family members such as through our web site and email subscription list, videos about our services, virtual trainings, the Connections newsletter, and resource recommendations. The conversations we have with employees and supervisors as well as trends we see in the community influence our service offerings and professional development choices so that we can better serve all of our employee populations.

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.

No.

### 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)?

\$4,600

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

\$4,600

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
EAP Services	\$4,600	Contract with external EAP will be reduced and internal staff will handle a larger percentage of training, management consultations, and workplace services requests where possible and appropriate.
<b>Total</b>	<b>\$4,600</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	\$0	
Non-Personnel	\$4,600	54645 Consulting Services would be reduced
Agency Billings	\$0	
<b>Total</b>	<b>\$4,600</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? Yes

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.

Any decrease would be very difficult for our small office to absorb and we don't have many reduction options to choose from. While the proposed reduction will certainly impact the employees and managers who use EAP services by removing some of the choices available, the internal staff can still provide some of the services currently offered through the external EAP.

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

There are three areas of the external EAP budget that we have some control over: training, work-life services, and workgroup intervention.

1. If we don't bring FEI staff in to assist with EAP trainings, we will save about \$1250. This will likely result in fewer wellness offerings for City employees.
2. In 2020, FEI's Work-Life Services were added to our external EAP contract in order to provide financial, legal, and other work-life resources that were needed during the pandemic. Though this offering is underutilized, it has been appreciated by staff and eliminating this service may have a greater impact on low-income staff. The cost savings would be about \$1200 and employees who need these services would be referred to community organizations at their own expense.
3. Reducing mediation and workgroup intervention services may prolong costly workgroup problems that could be addressed more proactively. Some managers may want to bring someone in from outside who has had no involvement with any of the parties involved and can provide a completely neutral perspective. In the EAP industry those kinds of workplace services are best delivered by an outside professional for neutrality and perception of neutrality reasons. One mitigation effort, although not ideal, may be to have departments contract work group intervention and mediation services themselves once the budget for the external EAP services is depleted. We spend about \$8000/year on these services.

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

## Engineering

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	4,143,427	4,585,951	4,398,998	4,528,690	5,730,769	5,004,624
<b>Total</b>	<b>4,143,427</b>	<b>4,585,951</b>	<b>4,398,998</b>	<b>4,528,690</b>	<b>5,730,769</b>	<b>5,004,624</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Engineering And Administration	3,078,370	3,575,552	3,541,619	3,386,431	4,162,611	4,111,392
Facilities Management	635,682	494,508	485,448	523,764	502,366	501,717
Facilities Operations & Mainte	(29,708)	73,854	(63,696)	138,535	571,013	391,514
Mapping And Records	459,084	442,037	435,627	479,960	494,778	-
<b>Total</b>	<b>4,143,427</b>	<b>4,585,951</b>	<b>4,398,998</b>	<b>4,528,690</b>	<b>5,730,769</b>	<b>5,004,624</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(205,172)	(202,000)	(51,109)	(202,000)	(202,000)	(52,500)
Invest Other Contrib	(1,500)	-	(12,000)	-	-	-
Misc Revenue	(248,540)	(199,990)	(251,176)	(244,990)	(244,990)	(244,990)
Transfer In	(241,528)	-	(4,980)	-	-	-
<b>Total</b>	<b>(696,739)</b>	<b>(401,990)</b>	<b>(319,264)</b>	<b>(446,990)</b>	<b>(446,990)</b>	<b>(297,490)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	4,134,393	4,001,566	3,846,374	4,043,245	4,807,230	4,015,714
Benefits	1,403,758	1,290,670	1,293,700	1,331,224	1,551,525	1,537,439
Supplies	253,759	263,200	202,187	232,300	232,300	208,800
Purchased Services	790,156	858,604	761,174	749,754	762,300	749,739
Inter Depart Charges	425,252	412,504	451,467	473,338	645,037	611,605
Inter Depart Billing	(2,167,152)	(1,838,603)	(1,836,641)	(1,854,181)	(1,820,633)	(1,821,183)
<b>Total</b>	<b>4,840,166</b>	<b>4,987,941</b>	<b>4,718,262</b>	<b>4,975,680</b>	<b>6,177,759</b>	<b>5,302,114</b>



Department of Public Works  
**Engineering Division**  
Kathy Cryan, Interim Engineering Manager

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**Deputy City Engineer**  
Gregory T. Fries, P.E.

**Principal Architect 2**  
Bryan Cooper, AIA

**Principal Engineer 2**  
John S. Fahrney, P.E.  
Chris Petykowski, P.E.  
Janet Schmidt, P.E.

**Principal Engineer 1**  
Christina M. Bachmann, P.E.  
Mark D. Moder, P.E.  
James M. Wolfe, P.E.

**Financial Manager**  
Steven B. Danner-Rivers

**TO:** Dave Schmiedicke, Finance Director  
**FROM:** Kathy Cryan, Interim Engineering Manager  
**DATE:** July 22, 2022  
**SUBJECT:** 2023 Operating Budget Transmittal Memo  
Engineering General Fund

**CC:** Mayor; Deputy Mayors; Budget & Program Evaluation Staff

## GOALS OF AGENCY'S OPERATING BUDGET

The General Fund portion of the Engineering Division's budget covers the transportation programming and design services within the Engineering Division, facilities programming and design services, facilities operations and maintenance, and environmental services not related to landfills.

Transportation programming and design goals are:

- Design and construct an equitable and sustainable transportation system that provides integrated, safe options for pedestrians, bicyclist, public transportation, and motorists.
- Reduce our impact on climate change.
- Engage and involve the community in the project design process.
- Use an equity lens to identify and prioritize projects that incorporate safety and address multiple infrastructure needs (e.g. sewer, stormwater, water, private utilities, etc.).
- Protect taxpayers' investment in infrastructure by maximizing its useful life.

Facilities goals are:

- Provide a safe and healthy work environment.
- Engage building occupants and users in design process.
- Protect taxpayers' investment in public buildings by maximizing each building's useful life.
- Reduce energy consumption and increase on-site generation of renewable energy.
- Help meet the City's of 100% renewable energy by 2030.

A few examples of how the Engineering Division's work is integral to "Imagine Madison - Elements of a Great City" are provided below:

- Land Use and Transportation - We are part of the project team working to implement BRT. In partnership with the Transportation Department and City utilities we have developed a Project Prioritization Tool that incorporates a number of critical factors to identify and prioritize infrastructure investments using an equity lens. Our projects focus on expanding and improve the city's pedestrian and bicycle networks to enable safe and convenient active transportation.
- Green & Resilient – Our GreenPower Program has installed over 1 MW of PV on City facilities while diversifying our workforce. All new facilities and major remodels are LEED certified. We are constantly researching new construction methods and materials to reduce our carbon footprint. Examples include trenchless construction, low-carbon concrete, and permeable pavement. We are

also making changes to our internal operations to reduce our impact on the environment – GPS helps us reduce unnecessary idling and decrease windshield time; we are partnering with Fleet to pilot the use of soy based oils to replace petroleum based products in our vehicles and equipment and to install anti-idling devices on vehicles. We are also aggressively electrifying our own fleet and, through the installation of charging infrastructure, assisting other city departments doing the same.

- **Effective Government** – We are continually looking for ways to improve our processes so we can do more with less. We actively engage the community in project design process through Project Information Meetings. Our Public Information Officer has done a great job increasing our visibility in the community and working to make us more accessible and transparent.

## **RACIAL EQUITY AND SOCIAL JUSTICE**

In 2023 the Engineering Division plans to not only continue our commitment to equity but to expand upon it. Our budget request includes creation of an Equity and Engagement Specialist in order to advance our equity and engagement efforts and make more meaningful change. Specific 2023 initiatives include:

- **GreenPower Program** – In its 7<sup>th</sup> year, this program hires individuals as Solar Installer Trainees to earn while they learn to install Photovoltaic (PV) systems at City sites. Recruitment efforts are targeted to former participants of employment and training programs funded by the City and residents of environmental justice areas. As part of this program we have created a formal pathway from hourly to LTE to permanent City employment with the goal of providing a diverse pool of trained employees to replace our aging skilled trades workforce as they retire.
- **mī-tē (Madison Infrastructure Training – Engineering) Program** - This new program, modeled after GreenPower, will provide employment and training in infrastructure repair and construction. The intent is to increase the diversity of our field operations staff by exposing individuals to Public Works careers and provide a pathway to employment with the City.
- **Internships** - Continue to participate in the Wanda Fullmore high school and AASPIRE internship programs in 2023. Both these programs have served as a pathway to other hourly, LTE, and permanent within the Engineering Division while increasing our diversity.
- **Increase Access to Business Opportunities** – Review existing procurement and contracting opportunities to identify opportunities for historically underutilized businesses to do business with the Engineering Division. Develop and implement targeted outreach strategy. Provide businesses with assistance in navigating City’s processes. Identify potential barriers and use equity tools to address.

We will continue working to increase the diversity of the Engineering Division’s workforce by actively recruiting women and people of color. This includes a variety of activities including, but not limited to, using the Equitable Hiring Tool; developing an individual outreach and recruitment plan for every external hiring process; participating in targeted job and career fairs, outreach activities at local schools and community events; and filling positions at the trainee level.

## **MAJOR CHANGES IN THE 2023 OPERATING REQUEST**

The Engineering Division relies on a “grow our own” strategy to not only attract diverse candidates for positions in Engineering but to develop and retain them. Our operating budget request includes funding for position studies submitted to Human Resources in 2022. It also proposes to reclassify/recreate a number of positions in 2023 as well as create additional new positions. These positions are funded through a combination of funding mechanisms including reallocations, cost-sharing with utilities, private developer fees-for-service, and capital projects. Position changes proposed in our 2023 operating budget request include the following:

- **New Positions**
  - Recreate Principal Engineer 1 as 2.0 FTE Engineer 1s – The Engineering Division’s Transportation section currently has 1.0 FTE Principal Engineer 2 and 2.0 FTE Principal



- Engineer 1s. With the retirement of one of the Principal Engineer 1 we would like to use the funding for this position to create 2 new, entry-level Engineer 1s.
- Convert hourly funds to create 2.0 FTE Engineer 1s - We have routinely employed two year-round hourly employee to perform design work for private developments. Considerable resources are invested in training only to have employees leave for permanent positions elsewhere. Converting hourly funds to create a permanent position would enable us to retain employees in these positions.
  - Create 2.0 FTE Leadworker 1s and 1.0 FTE Operator 2 position. For 6 months of the years these positions work with **mī-tē** (Madison Infrastructure Training – Engineering) Program trainees performing concrete flat work and sanitary and storm sewer structure repairs. The remainder of the year they will supplement existing Operations crews.
  - Create 1.0 FTE Engineering Equity and Engagement Specialist – In order to advance our equity and engagement efforts and make meaningful change we believe is critical to have a full-time position dedicated to this work.
- **Reclassification**
    - Engineering Financial Manager - We intend to submit a position study request to Human Resource with recommendation that the Engineering Financial Manager should be reclassified to the same range as the Water Utility Financial Manager and the Police and DCEP Admin Services Manager.
  - **Promotional Opportunities**
    - Recreate 2.0 FTE Program Assistant 1 positions to create 2 FTE Trainee positions (Engineering Human Resources Analyst and Accountant).
    - Recreate 1.0 Maintenance Mechanic 1 as Maintenance Mechanic 2.

## **ENTERPRISE AGENCIES**

N/A

## **SUMMARY OF REDUCTIONS (NON-ENTERPRISE AGENCIES)**

In order to meet the 1% reduction the Engineering Division is proposing to eliminate \$50,000 for PFAs related investigation and testing from the Engineering – General Fund operating budget. The Engineering Division is requesting that Authorize reallocation of \$50,000 in existing capital funds to create a project for these services.

## **TOWN OF MADISON**

Operating costs related to the Town of Madison final attachment have been included in our budget request. The majority of Town roads do not have curb and gutter or sidewalks and there are currently no bike paths. Needed improvements will be identified and prioritized for the City as a whole to assure we are addressing the most significant issues first and that our investments in infrastructure are equitable.

## **OPTIONAL SUPPLEMENTAL REQUEST**

The Engineering Division – General Fund operating budget includes a supplemental request to create a new 1.0 FTE Maintenance Mechanic 1. This position is needed to meet growing work load demands. In 2023, the Engineering Division will assume preventive maintenance and repair responsibilities for Park Edge/Park Ridge Neighborhood Employment Center and the Town of Madison Town Hall (pending purchase by City). The Facilities team will also see increase in capital project (electrical work for EV charger installations and smaller remodel/upgrade projects at Police, Fire, and other Engineering maintained facilities. Using in-house staff for these types of projects is more cost-effective and allows Engineering to better meet the needs of our customers. This estimate cost of this position at Step 5 with benefits is \$86,462. The costs will be offset by increased ID charges for agencies seeking new services and capital projects.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Engineering & Administration ▼

SERVICE NUMBER:

401

SERVICE DESCRIPTION:

This service is responsible for design, management, contract administration, and administrative support to the Engineering Division's transportation and pedestrian infrastructure projects. This service oversees projects pertaining to: 1) streets and bridges, 2) sidewalks, 3) bike paths, and 4) environmental improvements for remediating soil and groundwater contamination.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Division Management & Administration	20	Plan, direct and implement City Public Works design and construction. Provide technical engineering advis and recommendations to City officials. Oversee division personnl, equity and enagement, budgeting, financial management, asset management, ROW management and permitting, public information and community engagement, inter-departmental planning and coordination, board and commission support and related administrative and technology activities and services.
Public Works Design, Project Management, and Constrution Inspection	47	Planning and design of new and reconstructed transportation infrastructure for pedestrians, bicyclists, and motorists. Infrastructure inspection, condition assessment and rating. Includes on- and off-streets facilities, sidewalks, terrace, medians, and bridges. Coordinate and manage projects including on-site construction inspection activities.
Private Development	18	Review plans for private development. Coordinate developer activities for all work that occurs in the public right-of-way. Includes writing developer agreements, coordinating with other City agencies, obtaining sureties, etc. Design and inspect infrastructure improvement to assure constructed per City specifications.
Operations and Maintenance	12	Perform snow and ice control for City streets, park and ride lots, bus stops, and bike paths; bridge, median, and sidewalk maintenance and repairs; site work and underground construction for in-house facilities projects.
Environmental Remediation	2	Perform Phase 1 and 2 site assessments. Provide technical assistance in clean-up negotiations. Attend public hearings and informational meetings. Respond to questions from public, contractors, developers, and alders. Apply for and manage logistics of US EPA and WDNR grants.

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

Provide for the efficient and cost-effective design, construction, operation, and maintenance of transportation infrastructure to provide safe and reliable service, protect taxpayers' investment, reduce our impact on climate change, foster economic growth, and improve the quality of life for our residents, businesses, and visitors. A focus of our work is to assure that residents and businesses have a diverse, integrated network of transportation options for pedestrians, bicyclists, public transporations, and motor vehicles.

**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	\$3,078,370	\$3,575,552	\$3,541,619	\$3,386,431	\$4,162,611	\$4,111,392
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$3,078,370</i>	<i>\$3,575,552</i>	<i>\$3,541,619</i>	<i>\$3,386,431</i>	<i>\$4,162,611</i>	<i>\$4,111,392</i>
<i>Budget by Major</i>						
Revenue	(\$486,994)	(\$199,990)	(\$264,444)	(\$244,990)	(\$244,990)	(\$244,990)
Personnel	\$3,025,405	\$2,849,000	\$2,956,788	\$2,774,513	\$3,350,038	\$3,330,802
Non-Personnel	\$654,695	\$643,299	\$553,578	\$554,663	\$553,691	\$553,895
Agency Billings	(\$114,736)	\$283,243	\$295,696	\$302,245	\$503,872	\$471,685
<i>Total</i>	<i>\$3,078,370</i>	<i>\$3,575,552</i>	<i>\$3,541,618</i>	<i>\$3,386,431</i>	<i>\$4,162,611</i>	<i>\$4,111,392</i>

**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	51 - SALARIES			\$319,665	Consolidate Service 402 into 401
1100 - GENERAL	52 - BENEFITS			\$115,658	Consolidate Service 402 into 401
1100 - GENERAL	57 - INTER DEPART	401	57182	(\$33,517)	Inter-D from Parking Utility due to a negative allocation from the Cost Allocation Plan which should not be part of budget
<b>TOTAL</b>				\$401,806.00	

Insert item

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

No anticipated service level impacts

Explain the assumptions behind the changes.

Consolidation of 402 into 401 due to restructuring of department

What is the justification behind the proposed change?

Better reflects current organization structure

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder  
<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes  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?

The majority of this service includes funding associated with transportation infrastructure. Improved road safety and public transport, with special attention to the needs of those in vulnerable situations, is identified by the United Nations Sustainable Development Goals as a necessary component to the 2030 Agenda for Sustainable Development as part of strategies to reduce inequity. To meet these goals, the city has developed an internal evaluation of city streets to prioritize improvements in areas within or adjacent to the MPO's Environmental Justice Areas. In 2023, this includes design and development of improved pedestrian connections as part of the Autumn Ridge multi-use path and overpass – an area with between 15-18% of families living below poverty, as well as the Hermina Street Project, which provides a new pedestrian and bicycle bridge connecting the Darbo/Starkweather/Worthington Neighborhoods.

Additionally this service includes snow and ice removal at transportation facilities including roads, bridges, bike paths, bus stops, and park and ride lots. Reliable snow and ice removal improves safety and public transportation facilities, reducing inequities of folks who may not have access to a personal vehicle.

Lastly, staff participate in both Neighborhood Resource Team and an Engineering Equity Team to continue to address transportation inequities related to policy, projects, and public engagement.

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.

Data from the U.S. Census Bureau American Community Survey, Greater Madison Metropolitan Planning Organization Environmental Justice Areas.

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.

No

#### 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)?

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

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
----------	----------	-------------

Total	\$50,000	
-------	----------	--

Activity	\$Amount	Description
Purchased Services	\$50,000	Delete existing \$50,000 for PFAs related investigation and testing from the Engineering – General Fund operating budget. Authorize reallocation of \$50,000 in existing capital funds to create a capital project for these services.
<b>Total</b>	\$50,000	

 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		
Agency Billings		
<b>Total</b>	\$0	

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.

This project should have been included in the capital budget not the operating budget.

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

None

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Facilities Management ▼

SERVICE NUMBER:

403

SERVICE DESCRIPTION:

This service is responsible for the design and project management of City-owned facilities, including supervision of remodeling and construction projects. The goal of this service is to implement projects that decrease energy use, conserve water, use renewable sources of energy, and provide high quality facilities.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Project Management and Design	65	Provide space needs assessment and planning, site selection and analysis, design, procurement, and construction. Develop project budgets, schedules, and manage risk. Wk closely with client agency to understand specific needs sp end results meet client needs. Engage community members and other stakeholders to assure that public facilities meet their needs and are welcoming and accessible to all members of the community.
Construction Management	20	Manage construction portion of the project to assure it is constructed per plans and specs. Review submittals and shop drawings. Oversee day-to-day operations from pre-construction through punch list. Review and respond to RFIs, construction bulletins, and change order requests.
Energy	15	Identify opportunities for energy savings and self-generation of renewable energy. Perform site assessments, cost estimating, and design. Oversee and perform commissioning activities. Develop enhancements to BAS control strategies to optimize building performance.

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

Through the design and construction of new and remodeled facilitie that decrease energy use, conserve water, and use renewable energy.

**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	\$635,682	\$494,508	\$485,448	\$523,764	\$502,366	\$501,717

Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$635,682</i>	<i>\$494,508</i>	<i>\$485,448</i>	<i>\$523,764</i>	<i>\$502,366</i>	<i>\$501,717</i>
<i>Budget by Major</i>						
Revenue	(\$3,325)	\$0	\$0	\$0	\$0	\$0
Personnel	\$594,204	\$458,221	\$458,552	\$485,862	\$464,464	\$477,460
Non-Personnel	\$21,327	\$24,315	\$16,684	\$14,430	\$14,430	\$14,015
Agency Billings	\$23,476	\$11,972	\$10,211	\$23,472	\$23,472	\$10,242
<i>Total</i>	<i>\$635,682</i>	<i>\$494,508</i>	<i>\$485,447</i>	<i>\$523,764</i>	<i>\$502,366</i>	<i>\$501,717</i>

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				<input type="text" value="\$0.00"/>	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

The design and construction of new facilities to service Madison's growing population is important to the City providing equitable service to all members of the community. One of our primary focuses for this work is to reduce barriers to building access.

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.

We work closely with the owner agencies to design and construct new and upgrade existing facilities to meet their needs. Community members involved vary based on the type and use of the facility. Equity Impact Analyses provide good data for projects geared towards the community such as the Warner Park Community and Recreation Center.



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.

Unknown - projects are typically identified by the Owner agency.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Facilities Operations & Maintenance ▼

SERVICE NUMBER:

404

SERVICE DESCRIPTION:

This service is responsible for the maintenance and operational oversight of City-owned facilities including: the Madison Municipal Building (MMB), the Fairchild Building, five district police stations, the police training center, 14 fire stations, Fire admin offices, seven Public Works facilities, the Madison Senior Center, eight parking ramps, two leased facilities, the temporary homeless shelter at First Street, and various storage buildings. The goals of this service are to 1) improve the operational efficiency of the facilities by implementing energy savings components to the scheduled facility improvements and 2) optimize municipal investment by increasing the useful life of the City's facilities.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Custodial Services	40	Provide green cleaning service for Engineering Operations Facility, Madison Municipal Building, 5 district police stations, police training facility, and Fire Admin.
Preventive Maintenance, Repairs, Upgrades and Replacements	25	Perform scheduled preventive maintenance and repair of building systems and components to assure reliable operation, maximize energy efficient, and protect taxpayers investment by maximizing useful life. Upgrade and replace components and systems on a planned or as needed basis.
Service Requests	2.5	Repond to customer service requests.
GreenPower Program	20	Install PV systems on City facilities while providing employment and training.
Systems Administration	2.5	Manage and administer Computerized Maintenance Management System (CMMS) and Access Control System. Provide training and technical assistance to users.

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

- Operate and maintain facilities to maximize energy efficiency.
- Install new systems and components with a focus on energy efficiency.
- Install PV systems at City facilities through GreenPower Program.

**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	(\$29,708)	\$73,854	(\$63,696)	\$138,535	\$571,013	\$391,514
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>(\$29,708)</i>	<i>\$73,854</i>	<i>(\$63,696)</i>	<i>\$138,535</i>	<i>\$571,013</i>	<i>\$391,514</i>
<i>Budget by Major</i>						
Revenue	(\$206,420)	(\$202,000)	(\$54,820)	(\$202,000)	(\$202,000)	(\$52,500)
Personnel	\$1,484,525	\$1,564,005	\$1,310,547	\$1,653,034	\$2,073,009	\$1,744,890
Non-Personnel	\$346,947	\$437,163	\$373,302	\$398,211	\$407,094	\$390,629
Agency Billings	(\$1,654,760)	(\$1,725,314)	(\$1,692,725)	(\$1,710,710)	(\$1,707,090)	(\$1,691,505)
<i>Total</i>	<i>(\$29,708)</i>	<i>\$73,854</i>	<i>(\$63,696)</i>	<i>\$138,535</i>	<i>\$571,013</i>	<i>\$391,514</i>

### 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	43 - CHARGES FOR	40470	43710	(\$150,000)	Revenue from Billable Work Orders
<b>TOTAL</b>				<b>-\$150,000.00</b>	

Insert item

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

No anticipated service level impacts

Explain the assumptions behind the changes.

Assumes billable work is primarily being handled by direct charges to capital projects rather than billing off of work orders

What is the justification behind the proposed change?

Charging directly to Engineering capital projects is more efficient than billing out after the fact based on work orders.

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?

The GreenPower Program is designed to address the underutilization of women and BIPOC in the skilled trades industry. In its 7<sup>th</sup> year, this program hires individuals as Solar Installer Trainees to earn while they learn to install Photovoltaic (PV) systems at City sites. Recruitment efforts are targeted to former participants of employment and training programs funded by the City and residents of environmental justice areas. As part of this program we have created a formal pathway from hourly to LTE to permanent City employment with the goal of providing a diverse pool of trained employees to replace our aging skilled trades workforce as they retire.

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.

Bureau of Labor Statistics, City employee demographics by job family.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

 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	<input type="text"/>	
Non-Personnel	<input type="text"/>	
Agency Billings	<input type="text"/>	
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
Preventive Maintenance, Repairs, Upgrades and Replacements	86462	In 2023, the Engineering Division will assume preventive maintenance and repair responsibilities for Park Edge/Park Ridge Neighborhood Employment Center and the Town of Madison Town Hall (pending purchase by City). The Facilities team will also see increase in capital project (electrical work for EV charger installations and smaller remodel/upgrade projects at Police, Fire, and other Engineering maintained facilities.
<b>Total</b>	86,462	

 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	86,462	Create 1.0 FTE Maintenance Mechanic 1. This position is needed to meet growing work load demands.
Non-Personnel		
Agency Billings		
<b>Total</b>	86,462	


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.

The costs will be offset by increased ID charges for agencies seeking new services and capital projects.

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 only additional increases needed in future years will be to cover step, longevity, COLA, and benefit cost increases.

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.

We have stretched our current staff as thin as possible. They simply cannot absorb any additional work load. If this request is not approved we will not be able to take on preventive maintenance and repair responsibilities for Park Edge/Park Ridge Neighborhood Employment Center and the Town of Madison Town Hall (pending purchase by City). The Facilities team will also not be able to increase the amount of capital projects performed in-house (electrical work for EV charger installations and smaller remodel/upgrade projects at Police, Fire, and other Engineering maintained facilities. Using in-house staff for these types of projects is more cost-effective and allows Engineering to better meet the needs of our customers.

Save/Submit



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Mapping & Records ▼

SERVICE NUMBER:

402

SERVICE DESCRIPTION:

This service provides oversight for new subdivisions, land divisions, conditional use permits, parking lot plans, applications for building permits, legal land descriptions, mapping and surveying services for land acquisitions, land disposals, street rights-of-way issues, street vacations, and other requested land record services required to support the maintenance, acquisition or disposal of City of Madison real estate. The service also maintains the City's Official Map, Assessors' Parcel Maps, Fire Department Run Maps, Police Sector Maps, storm sewer records, storm water utility records and billings, sanitary sewer records, public land survey monument records and assigns street names and addresses, and conducts aerial imagery projects to provide digital imagery and electronic mapping to both internal and external customers. The goal of this service is to protect the land interests of the City of Madison and to accurately maintain the City's official maps.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description

Insert item

Citywide Element

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

▼

Describe how this service advances the Citywide Element:

**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	\$459,084	\$442,037	\$435,627	\$479,960	\$494,778	\$0
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$459,084</b>	<b>\$442,037</b>	<b>\$435,627</b>	<b>\$479,960</b>	<b>\$494,778</b>	<b>\$0</b>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$434,018	\$421,010	\$414,187	\$461,060	\$471,243	\$0
Non-Personnel	\$20,947	\$17,027	\$19,796	\$14,750	\$19,385	\$0



Agency Billings	\$4,119	\$4,000	\$1,644	\$4,150	\$4,150	\$0
<b>Total</b>	<b>\$459,084</b>	<b>\$442,037</b>	<b>\$435,627</b>	<b>\$479,960</b>	<b>\$494,778</b>	<b>\$0</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	51 - SALARIES			(\$355,585.07)	Everything moved to Service 401
1100 - GENERAL	52 - BENEFITS			(\$115,658.19)	Everything moved to Service 401
1100 - GENERAL	53 - SUPPLIES			(\$500)	Everything moved to Service 401
1100 - GENERAL	54 - PURCHASED SE			(\$18,885)	Everything moved to Service 401
1100 - GENERAL	57 - INTER DEPART			(\$4,150)	Everything moved to Service 401
<b>TOTAL</b>				<b>-\$494,778.26</b>	

Insert item

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

None

Explain the assumptions behind the changes.

Due to restructuring of department, this service was eliminated.

What is the justification behind the proposed change?

More efficient org structure that better reflects current operations.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

### 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?

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.

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.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

## Finance

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	4,091,039	3,744,979	3,733,504	4,159,134	4,307,141	4,307,118
<b>Total</b>	<b>4,091,039</b>	<b>3,744,979</b>	<b>3,733,504</b>	<b>4,159,134</b>	<b>4,307,141</b>	<b>4,307,118</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Accounting	2,092,038	2,024,497	2,084,260	2,296,856	2,388,240	2,267,993
Administrative Support	477,661	498,408	431,008	421,810	511,849	393,703
Budget & Prgm Mgmt	798,822	547,381	494,532	639,044	710,782	714,782
Internal Audit	-	-	-	58,400	5,000	231,292
Risk Mgmt	7,714	-	2,382	-	-	-
Treasury	714,805	674,694	721,322	743,024	691,271	699,348
<b>Total</b>	<b>4,091,039</b>	<b>3,744,979</b>	<b>3,733,504</b>	<b>4,159,134</b>	<b>4,307,141</b>	<b>4,307,118</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Misc Revenue	(15,000)	(31,500)	(16,500)	(31,500)	(31,500)	(33,000)
Transfer In	(53,306)	(370,000)	(370,000)	(370,000)	(370,000)	(370,000)
<b>Total</b>	<b>(68,306)</b>	<b>(401,500)</b>	<b>(386,500)</b>	<b>(401,500)</b>	<b>(401,500)</b>	<b>(403,000)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	3,103,924	3,270,102	3,219,175	3,359,387	3,472,691	3,481,268
Benefits	864,402	936,784	1,039,414	1,001,673	1,001,468	1,001,468
Supplies	127,990	123,675	120,584	123,675	132,675	131,610
Purchased Services	884,217	961,741	886,654	1,095,903	1,165,353	1,159,318
Inter Depart Charges	10,987	9,511	9,511	9,511	2,795	2,795
Inter Depart Billing	(832,175)	(1,155,334)	(1,155,334)	(1,029,515)	(1,066,341)	(1,066,341)
<b>Total</b>	<b>4,159,346</b>	<b>4,146,479</b>	<b>4,120,004</b>	<b>4,560,634</b>	<b>4,708,641</b>	<b>4,710,118</b>



## Finance Department

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**Accounting Services Manager**  
Patricia A. McDermott, CPA  
**Budget & Program Evaluation Manager**  
Christine Koh  
**Risk Manager**  
Eric Veum  
**Treasury & Revenue Manager**  
Craig Franklin, CPA

Date: July 21, 2022  
To: Mayor Satya Rhodes-Conway  
From: David Schmiedicke  
Finance Director  
Subject: Finance Department 2023 Operating Budget Transmittal Memo

### Goals of Agency's Operating Budget

In keeping with the Finance Department mission to enhance the financial health of the city and serve as steward of the city's resources through financial information, advice and support to the public, employees, city agencies and policymakers, the major goals of the department services for 2023 are listed below.

Accounting Services – Implementation of Governmental Accounting Standards Board (GASB) Standard 87 related to tracking and reporting of leases held by the city; continued implementation of the city's enterprise resource planning system (MUNIS) modules, including the municipal services billing, a new employee access portal, bid central and vendor access applications; in conjunction with the Department of Civil Rights (DCR) and other city agencies, expanding training and data collection in support of broader and more equitable participation in the city's procurement process by disadvantaged, minority and locally-owned business enterprises; enhancing efficiency through on-line payroll activities (W-4 changes, direct deposit, etc.) and continued in-house preparation of financial statements through Caseware software.

Budget and Program Evaluation – Reengagement of agencies toward implementing outcome-based / results-oriented budgeting through the Results Madison initiative, including identifying initial agencies in 2023 and restructuring its chart of accounts to reflect the services it provides to residents; developing long-range financial forecasts to help inform strategies for structurally-balanced budget; American Rescue Plan Act implementation and reporting (with Accounting Services); continued Data Governance efforts, including an administrative policy memorandum (APM) defining data management practices for city agencies; supporting city-wide data projects, including those with an equity focus.

Risk Management and Administrative Services – Safety monitoring and building security overviews with phased return to work throughout the city; continued use of on-line claim form for easier filing of claims with the city; continued support of elections by the Administrative Support Team; and software application support and document layout and preparation assistance to agencies on the Document Services team

Treasury Services – Implementation of a new tax system; continued work upgrading city cashiering systems to ensure compliance with banking industry security standards; and enhancement of room tax internal controls.

Internal Audit Services – Restart and refocus the department’s internal audit responsibilities. The Internal Audit Manager is in initial recruitment and the 2023 agency request transfers the Grants Supervisor to this service and proposes creating Grant Writer and Accountant 2 positions to house and highlight the city’s grant facilitation, accounting, reporting, Single Audit, Public Health Madison Dane County financial statement preparation and audit and citywide internal audit responsibilities.

## Racial Equity and Social Justice

Equity in City Contracting -- Accounting/Purchasing has been engaged in a cross-agency team effort to improve participation by minority/women/disadvantaged businesses in city contracts. Purchasing guidelines were updated to increase awareness by agencies of these vendors and to require greater efforts by agencies to engage these vendors in purchasing processes. Data integration between MUNIS and DCR databases continues in order to establish baseline data points and tracking over time.

Results Madison -- The restart of Results Madison will move the city’s budget to an outcomes orientation over the next few years. This approach was first incorporated into city goals in 2013 through the Racial Equity and Social Justice Initiative (RESJI) resolution. Combining better data governance with a budget focused on performance and results will help to address the city’s overall equity goals.

High School Intern Programs – The Data Team initiated a project in cooperation with the Madison Metropolitan School District to hire high school students to work on data projects, with a particular focus on black, indigenous and people of color (BIPOC) students. This project has been very successful and the program will continue to be expanded to other service areas of the department in 2023.

Risk Management Claims – On-Line Forms – The Risk Management Team implemented an on-line claim form to replace a complicated paper system. This change streamlines the claim application process for all residents.

Equitable Hiring / Diverse Workforce – All areas of the department will place a greater emphasis on use of the Equitable Hiring Tool in support of a department workforce that better reflects the city’s racial and ethnic diversity.

## Major Changes in the 2023 Operating Request

As mentioned above, the Grants Supervisor position is proposed to be transferred from the Accounting service to the Internal Audit service. This transfer, along with the supplemental request of two new positions described below, would help to build out the Internal Audit team.

A minor transfer from the Accounting service to the Treasury service is proposed to cover the cost of position reclassifications.

The Worker’s Compensation Fund budget in Risk Management is being increased by approximately \$300,000, primarily to address medical cost increases associated with worker’s compensation claims.

The Insurance Fund budget in Risk Management is being increased by over \$425,000 to address a 20% increase in liability premiums, including significant increases in the cyber liability premium, along with auto damage and property liability increases, as well as an anticipated increase in direct claims payments of \$150,000.

## Summary of Reductions

The agency's 1% reduction target is \$43,071. To meet this target, a vacant Administrative Support Clerk 2 (Risk and Administrative Support Services – "A-Team") is proposed to be eliminated for a savings of \$67,669. Two positions would remain on the A-Team.

## Optional Supplemental Request

Two new positions – a Grant Writer and an Accountant 2, funded from the Grants Special Revenue Fund by way of the creation of a federal indirect rate on certain federal grants, are proposed for the Internal Audit Service. This will ensure an immediate staff for the Internal Audit Manager, support a restart of the required internal audit activities, and provide focus for grant facilitation, reporting, accounting, single audit, and public health joint venture responsibilities.

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

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Finance ▼

SELECT YOUR AGENCY'S SERVICE:

Accounting ▼

SERVICE NUMBER:

151

SERVICE DESCRIPTION:

This service is responsible for the accounting, payroll, and procurement operations of the City of Madison. The service develops and maintains accounting-related internal controls, oversees the annual financial statement and audit preparation, and develops, coordinates and implements the City's accounting and financial reporting systems. The goal of the service is to mitigate risk for financial losses and to ensure adherence to Generally Accepted Accounting Principles and Governmental Accounting Standards Board Statements.

Are any updates required for the "Service Description"?

None

Activities performed by this Service

Activity	% of Effort	Description
General Accounting, Payroll, Procurement	58	Responsible for overseeing, approving, and processing financial transactions according to GAAP and GASB reporting standards. Annual Comprehensive Financial Report and liaisons to external audit teams. Ensure debit and arbitrage compliance for the governmental funds including payments for debt service principal and interest. Administer Tyler MUNIS city-wide.
Payroll Accounting	19	Processing bi-weekly payroll, approving time entry batches for agency staff. Assisting HR staff to administer benefits and annual enrollments. Administers the Tyler MUNIS Employee Self Service portal.
Procurement and Contracting	23	Procurement and Contracting

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

Safeguards assets, oversee financial reporting compliances, external audits, procurement services, administers the ERP system solution, Tyler Cashiering, Access Portals, and provides payroll/benefit responsibilities.

**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	\$2,092,038	\$2,024,497	\$2,084,260	\$2,296,856	\$2,388,240	\$2,267,993
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>						192



	\$2,092,038	\$2,024,497	\$2,084,260	\$2,296,856	\$2,388,240	\$2,267,993
<i>Budget by Major</i>						
Revenue	(\$35,463)	(\$144,365)	(\$129,365)	(\$144,365)	(\$144,365)	(\$145,865)
Personnel	\$2,068,360	\$2,154,526	\$2,267,236	\$2,258,807	\$2,364,439	\$2,252,292
Non-Personnel	\$584,146	\$604,454	\$538,006	\$734,578	\$759,366	\$752,766
Agency Billings	(\$525,006)	(\$590,119)	(\$591,617)	(\$552,164)	(\$591,200)	(\$591,200)
<i>Total</i>	\$2,092,037	\$2,024,496	\$2,084,260	\$2,296,856	\$2,388,240	\$2,267,993

### 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

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	47 - MISC REVENUE	15100	47190	(\$1,500)	Charge MUFN additional \$1,500 annually for accounting/reporting services. PAM
1100 - GENERAL	53 - SUPPLIES	15100	53140	(\$1,000)	Reduce Hardware Supplies PAM
1100 - GENERAL	54 - PURCHASED SE	15100	54520	(\$1,000)	Reduce Conference attendance PAM
1100 - GENERAL	54 - PURCHASED SE	15100	54510	(\$50)	Reduce Recruitment PAM
1100 - GENERAL	54 - PURCHASED SE	15100	54810	(\$200)	Reduce Other Expenses PAM
1100 - GENERAL	53 - SUPPLIES	15110	53165	(\$1,000)	Subscriptions not used PAM
1100 - GENERAL	54 - PURCHASED SE	15110	54515	(\$100)	Mileage not used PAM
1100 - GENERAL	54 - PURCHASED SE	15110	54520	(\$1,000)	Reduce Conference attendance PAM
1100 - GENERAL	54 - PURCHASED SE	15110	54633	(\$150)	Not used PAM
1100 - GENERAL	53 - SUPPLIES	15111	53140	(\$500)	Not used PAM
1100 - GENERAL	54 - PURCHASED SE	15111	54515	(\$100)	Not used PAM
1100 - GENERAL	54 - PURCHASED SE	15111	54535	(\$1,500)	Reduce for 2023 PAM
1100 - GENERAL	51 - SALARIES	15100	51110	(\$82,899)	Transfer Grant Manager position to Internal Audit Service
1100 - GENERAL	52 - BENEFITS	15100	52410	(\$17,331)	Transfer Grant Manager position to Internal Audit Service
1100 - GENERAL	52 - BENEFITS	15100	52413	(\$355)	Transfer Grant Manager position to Internal Audit Service
1100 - GENERAL	52 - BENEFITS	15100	52510	(\$5,389)	Transfer Grant Manager position to Internal Audit Service
1100 - GENERAL	52 - BENEFITS	15100	52610	(\$6,173)	Transfer Grant Manager position to Internal Audit Service
<b>TOTAL</b>				<b>-\$120,247.00</b>	

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

None

Explain the assumptions behind the changes.

Reduce conference attendance and other smaller decreases were a result of aligning expenditures. Funds will be reallocated to the Treasury service to support a reclass.

What is the justification behind the proposed change?

Align within spending majors/line items.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?

Accounting provides a core service to all City agencies by leading accounting, payroll, and procurement operations for the City. One area where the service is advancing racial equity and social justice goals is by engaging a cross-agency team to improve participation by minority/women/disadvantaged businesses in city contracts. We'll continue to work on hiring a more racially diverse team or teams within accounting services by using equity hiring tools and other resources as available. Additionally, ensuring we have racially diverse interview panels, and benchmarks identified (specifically granting points) for appropriate candidates.

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.

The budget request maintains a cost to continue budget and did not incorporate specific data on racial equity and social justice. Maintaining a cost to continue budget will allow Accounting to continue providing core services necessary for City operations. With regards to internal efforts to diversify staff, Accounting will use data on red flagged positions and information from Department of Civil Rights.

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.

No.

#### 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)?

\$43,071

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

\$0

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

None

### 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

Activity	\$Amount	Description
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Administrative Support

SERVICE NUMBER:

154

SERVICE DESCRIPTION:

This service provides clerical and office services to City agencies. In addition to the Administrative Support Team staff who are assigned to various City agencies to assist with both special projects and day-to-day operations, a centralized Document Services Unit provides confidential word processing services, as well as software support to City agencies, application conversion, website administration, and assistance with agency budget preparation. This Unit develops and prepares newsletters and brochures, complex financial schedules, database management, routine documents, and can provide Braille output of a variety of documents upon request.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Administrative Support Team	50	Centralized team that provides administrative support to City agencies upon request.
Document Services	50	Provides assistance to City agencies in document presentation, database management, and website administration.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

The Administrative Support Team and Document Services advances the Effective Government element by assisting departments and reducing the need for additional staff in individual departments.

**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	\$477,661	\$498,408	\$431,008	\$421,810	\$511,849	\$393,703
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$477,661</b>	<b>\$498,408</b>	<b>\$431,008</b>	<b>\$421,810</b>	<b>\$511,849</b>	<b>\$393,703</b>
<i>Budget by Major</i>						
Revenue	(\$8,580)	\$0	\$0	\$0	\$0	
Personnel	\$459,730	\$483,812	\$412,638	\$398,032	\$506,400	\$392,254
Non-Personnel	\$31,022	\$27,367	\$31,141	\$27,367	\$27,367	\$23,367

Agency Billings	(\$4,511)	(\$12,771)	(\$12,771)	(\$3,589)	(\$21,918)	(\$21,918)
<b>Total</b>	<b>\$477,661</b>	<b>\$498,408</b>	<b>\$431,008</b>	<b>\$421,810</b>	<b>\$511,849</b>	<b>\$393,703</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	51 - SALARIES	15400	51110	(\$93,396)	Transfer Internal Audit Manager to Internal Audit Service
1100 - GENERAL	52 - BENEFITS	15400	52410	(\$7,603)	Transfer Internal Audit Manager to Internal Audit Service
1100 - GENERAL	52 - BENEFITS	15400	52510	(\$6,071)	Transfer Internal Audit Manager to Internal Audit Service
1100 - GENERAL	52 - BENEFITS	15400	52610	(\$7,075)	Transfer Internal Audit Manager to Internal Audit Service
1100 - GENERAL	54 - PURCHASED SE	15400		(\$4,000)	Reduce storage services to better align with actuals.
<b>TOTAL</b>				<b>-\$118,145.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Moves the position to the correct service.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Select...

### 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?

The Administrative Support Team helps provide equitable elections.

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.

NA

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.

No

### 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)?

\$43,071.41

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

(\$67,669)

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
Admin Support Team	(\$67,669)	Removal of one Admin Support Clerk 2 position
<b>Total</b>	(\$67,669)	

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	(\$67,669)	Removal of one Admin Support Clerk 2 position
Non-Personnel		
Agency Billings		
<b>Total</b>	(\$67,669)	

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?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

If yes, how many of the eliminated positions are vacant?

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

Yes

If yes, which agencies: It would impact those agencies that request Administrative Support Team assistance.

Describe why the proposed reduction was chosen.

The Finance department chose this position as it is currently vacant.

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

Affected agencies/departments will need to assign work to others in their agency or department.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select...

Describe why the proposed increase is critical.

Save/Submit





# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Finance ▼

SELECT YOUR AGENCY'S SERVICE:

Budget and Program Evaluation ▼

SERVICE NUMBER:

152

SERVICE DESCRIPTION:

This service is responsible for preparing the City's annual capital and operating budgets, as well as providing assistance to City agencies with budget development and analysis. The service performs financial, compliance and performance reviews of City agencies, and supports city-wide efforts to coordinate, manage and use data effectively in support of racial equity, social justice, and performance goals. The goal of the service is to continue to expand data visualization tools allowing policymakers and residents to interact with the budget, implement a new service structure for the development of the 2022 budget, execute projects as part of the Data Management work plan, and execute data projects as part of an annual research agenda.

Are any updates required for the "Service Description"?

This service is responsible for preparing the City's annual capital and operating budgets, as well as providing assistance to City agencies with budget development and analysis. The service performs financial, compliance and performance reviews of City agencies, and supports city-wide efforts to coordinate, manage and use data effectively in support of racial equity, social justice, and performance goals. The goal of the service is to continue to expand data visualization tools allowing policymakers and residents to interact with the budget, implement a new service structure for budget development, execute projects as part of the Data Management work plan, and execute data projects as part of an annual research agenda.

Activities performed by this Service

Activity	% of Effort	Description
Operating and Capital Budget Development	35	Facilitate all phases of the budget planning and development process including: forecasting budget trends for the upcoming year, establishing processes for agency proposals, analyzing budget data to develop finance recommendations, and facilitating the legislative amendment process.
Budget Monitoring	15	Conduct mid-year and year-end projections to monitor actual expenditures and revenues against the adopted budget. This work effort allows City policymakers and Managers to make necessary adjustments throughout the year based on actual budgetary trends. In addition to projections, review and approve budget amendments and transfers throughout the year to ensure agency compliance with the adopted budget and the State Expenditure Restraint program.
Fiscal Analysis	10	Perform fiscal analysis on all legislation introduced to the Common Council and on policy proposals with a citywide fiscal impact.
Data Management and Governance	30	Serve as staff to the City's data governance team, lead efforts around citywide data visualization and collection, and convene data users from City departments.
Ad Hoc Data Projects	10	Perform ad hoc research at the request of policy makers and agencies. Examples of projects include analyzing the City CARES program, eviction trends, and housing data.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

Imagine Madison calls for City services to be transparent and accountable (Strategy #7). This service is focused on improving the ways the City is leveraging data in order to make decisions and allocate resources in the City's budget. Staff in this service collaborate with all city agencies through the development of the annual Operating and Capital budgets, perform financial analysis to assess the impact of policy and operational decisions, and lead and support data projects. This team is also focused on incorporating the ways in which equity tools are used to develop the City's budget and establishing Citywide data standards with a focus on disaggregating data wherever possible.

**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	\$798,822	\$547,381	\$494,532	\$639,044	\$710,782	\$714,782
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$798,822</i>	<i>\$547,381</i>	<i>\$494,532</i>	<i>\$639,044</i>	<i>\$710,782</i>	<i>\$714,782</i>
<i>Budget by Major</i>						
Revenue	(\$22,599)	(\$257,135)	(\$257,135)	(\$257,135)	(\$257,135)	(\$257,135)
Personnel	\$823,738	\$940,436	\$894,826	\$1,000,431	\$1,044,393	\$1,044,393
Non-Personnel	\$54,088	\$55,459	\$48,220	\$55,459	\$55,459	\$59,459
Agency Billings	(\$56,406)	(\$191,380)	(\$191,380)	(\$159,711)	(\$131,935)	(\$131,935)
<i>Total</i>	<i>\$798,821</i>	<i>\$547,380</i>	<i>\$494,531</i>	<i>\$639,044</i>	<i>\$710,782</i>	<i>\$714,782</i>

**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	15200	53120	\$2,435	Request includes small adjustments to multiple objects within supplies and purchased services to align the budget with actuals. Largest change within the Supplies major is to increase Copy Printing Supplies (53120) to reflect the actual cost of printing the executive and adopted budgets. The cost of this increase is offset by reducing budget in underutilized objects and reallocating funds from Org 15400
1100 - GENERAL	54 - PURCHASED SE	15200	54335	\$1,565	Request includes small adjustments to multiple objects within supplies and purchased services to align the budget with actuals. Largest change within the Purchased Services major is to increase System and Software Maintenance (54335) to reflect the cost of additional cloud computing software subscriptions for data analysis. The cost of this increase is offset by reducing budget in underutilized objects and reallocating funds from Org 15400
<b>TOTAL</b>				<b>\$4,000.00</b>	

Insert item

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

The budget request shifts funding across objects within supplies and purchased services and reallocates \$4,000 from Org 15400 (Finance - Admin Support) to better align the budget with actuals. Most of the changes will not have a service impact and are simply adjusting the budget to reflect actuals. \$3,000 is being added to System and Software Maintenance to fund cloud computing software subscriptions to enhance the capacity of the data team. This is a new item that will allow the data team to access more sophisticated analysis tools. The corresponding reduction in the Admin Support budget is from an account that has been historically underutilized. Reallocating funding will not impact service levels for the Admin Support team.

In addition, there is a proposed position allocation change to reallocate time for the Finance Department Program Assistant. This position supports all sections of the Finance department. Currently, 60% of the position's time is allocated to the Budget Service. The proposed reallocation reduces time to Budget to better align with actual duties.

Explain the assumptions behind the changes.

The assumptions are that historical trends and actual spending is an accurate baseline for the budget request.

What is the justification behind the proposed change?

The proposed increase to the software subscription object will allow the data team to access tools for analysis. The proposal is being funded by reducing historically underutilized budgets in other objects.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?

The budget and program evaluation team provides a core service to all City agencies by leading the development of the annual operating and capital budgets, supporting financial and policy analysis, and leading city-wide data initiatives. Although our team does not provide direct services or programming to residents, we seek to address inequities through our collaborations with City agencies. Examples of how the Budget and Program Evaluation team's work addresses inequities includes: 1) integrating racial equity and social justice questions in the budget development process and collaborating with Dept of Civil Rights staff on a "Equity in the Budget" guide, 2) supporting the planning and monitoring of federal COVID19 relief funding with a focus on equity; and 3) supporting data analysis needs related to Racial Equity and Social Justice initiatives.

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.

Our budget request maintains a cost to continue budget. We did not use specific data related to racial equity and social justice to develop this request, Maintaining the same level of funding will allow us to continue collaborations with other city agencies to create more transparent and accessible budget processes and integrate equity into budget development.

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.

No

#### 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)?

\$43,071

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

\$0

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... 

Does the proposed reduction result in eliminating permanent positions?

Select... 

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

Select... 

Describe why the proposed reduction was chosen.

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

### 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Internal Audit

SERVICE NUMBER:

156

SERVICE DESCRIPTION:

This service is responsible for developing and administering the City's comprehensive internal audit program including internal control systems, program and performance accomplishments of city agencies and determining if agencies carried out policies directed or approved by the Common Council.

Are any updates required for the "Service Description"?

This service is responsible for developing and administering the City's comprehensive internal audit program including internal control systems, program, performance accomplishments of city agencies, determining if agencies carried out policies directed or approved by the Common Council, and grant facilitation, oversight, accounting, auditing, reporting, and single audit preparation activities.

Activities performed by this Service

Activity	% of Effort	Description
Internal Audit	100%	This service is responsible for developing and administering the City's comprehensive internal audit program including internal control systems, program and performance accomplishments of city agencies and determining if agencies carried out policies directed or approved by the Common Council.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

Internal Audit will ensure financial controls are adhered to by agencies, manage grants that support City operations, and confirm that programs are functioning as intended by the Common Council.

**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	\$0	\$0	\$0	\$58,400	\$5,000	\$231,292
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,400</b>	<b>\$5,000</b>	<b>\$231,292</b>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$0	\$0	\$0	\$58,400	\$0	\$226,292
Non-Personnel	\$0	\$0	\$0	\$0	\$5,000	\$5,000
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0

Total	\$0	\$0	\$0	\$58,400	\$5,000	\$231,292
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### 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	51 - SALARIES	15600	51110	\$82,899	Transfer Grant Manager position from Accounting
1100 - GENERAL	52 - BENEFITS	15600	52410	\$17,331	Transfer Grant Manager position from Accounting
1100 - GENERAL	52 - BENEFITS	15600	52413	\$355	Transfer Grant Manager position from Accounting
1100 - GENERAL	52 - BENEFITS	15600	52510	\$5,389	Transfer Grant Manager position from Accounting
1100 - GENERAL	52 - BENEFITS	15600	52610	\$6,173	Transfer Grant Manager position from Accounting
1100 - GENERAL	51 - SALARIES	15600	51110	\$93,396	Transfer Internal Audit Manager from Admin Support
1100 - GENERAL	52 - BENEFITS	15600	52410	\$7,603	Transfer Internal Audit Manager from Admin Support
1100 - GENERAL	52 - BENEFITS	15600	52510	\$6,071	Transfer Internal Audit Manager from Admin Support
1100 - GENERAL	52 - BENEFITS	15600	52610	\$7,075	Transfer Internal Audit Manager from Admin Support
<b>TOTAL</b>				\$226,292.00	

Insert item

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

Transfer Grants Supervisor from the Accounting service to the Internal Audit service. Grant accounting, reporting, Single Audit and Public Health Madison Dane County external audit responsibilities would be shifted to the Internal Audit service.

Explain the assumptions behind the changes.

This transfer will help to build out the Internal Audit team and help highlight grant facilitation, accounting, reporting and grant writing efforts.

What is the justification behind the proposed change?

Grants workload has been and will continue to increase due to the American Rescue Plan Act, the Bipartisan Infrastructure Law and other related legislation.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Select...

### 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?

City ordinances require an internal audit workplan. This workplan ensures financial controls are adhered to by agencies and confirms that programs are functioning as intended by the Common Council. Program outcomes include equitable distribution of resources and equitable participation in city programs.

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.

Internal audit is data-driven, which is in keeping with racial equity and social justice goals. Its work will help decision makers understand the effectiveness of city programs toward implementing budgets and plans toward the city's racial equity and social justice goals.

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.

No.

**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)?

\$43,071

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

\$0

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

### 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
Internal Audit and Grants Management	178125	Create 1.0 FTE Grant Writer and 1.0 FTE Accountant 2. The Grant Writer will assist city agencies with identifying and applying for federal, state and private grants. The Accountant 2 will assist with grant accounting, reporting, single audit responsibilities and help perform internal audits consistent with the city's internal audit work plan.
<b>Total</b>	178,125	

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	168,125	1.0 FTE Grant Writer and 1.0 Accountant 2
Non-Personnel	10,000	Support costs for new positions
Agency Billings	-178125	
<b>Total</b>	0	

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.

The proposed new positions will be funded from the Grants Special Revenue Fund, via the development of a federal indirect rate on certain federal grants. The city's existing cost allocation plan has been developed to help support the implementation of a federal indirect rate. The size and scope of current and future federal grants under the American Rescue Plan Act and the Bipartisan Infrastructure Law and other federal legislation has been and will continue to increase accounting, auditing, reporting and grant writing workload throughout the city.

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.

On-going. The city does not currently have a federal indirect rate. Allocation of grant proceeds to federally-mandated accounting, auditing, and reporting requirements is consistent with efficient and effective use of all city resources. Allocation of city administrative costs to non-general fund sources, including the capital projects fund, may also be utilized to support these activities.

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.

The city needs to restart its required internal audit activities to ensure city resources are utilized consistent with internal controls and Common Council mandates. Grant related workload has been and will continue to increase with expanded federal economic recovery, infrastructure and transit funding. Current staff levels are insufficient to fulfill these fundamental city activities.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Risk Management

SERVICE NUMBER:

153

SERVICE DESCRIPTION:

This service is responsible for administration of the City's general liability, auto liability, property and other miscellaneous insurance programs, and acts as the liaison between the City and the Wisconsin Municipal Mutual Insurance Company (WMMIC). Risk Management also monitors the insurance requirements of City contracts and investigates the appropriateness of claims against the City. Risk Management is also responsible for the implementation, administration and continued enhancement of the City Safety and Worker's Compensation programs.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Claim payment	20	Payment of City liability, property and subrogation claims.
Safety program	30	Administer the City's safety program focusing on ensuring the City is providing a safe workplace for all employees.
Workers' Compensation and Insurance Fund Administration	20	Administer funds including annual rates billed to agencies, and coordinate with insurers, agents and outside providers.
Risk Management Services	30	Contract review, employee trainings, policy development and other risk services.

 Insert Item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

Risk Management oversees the City's employee safety and risk management programs, including the City's workers' compensation, property, and liability insurance programs. In addition, it is involved in contract review, acts as the City's liaison with its claims adjusters, provides employee trainings and safety policy development.

**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	\$7,714	\$0	\$2,382	\$0	\$0	\$0
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$7,714</i>	<i>\$0</i>	<i>\$2,382</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>

Budget by Major							
Revenue		(\$885)	\$0	\$0	\$0	\$0	\$0
Personnel		\$1,250		\$243	\$0	\$0	\$0
Non-Personnel		\$7,349	\$0	\$2,139	\$0	\$0	\$0
Agency Billings		\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>		<b>\$7,714</b>	<b>\$0</b>	<b>\$2,382</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				<input type="text" value="\$0.00"/>	

Insert item

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

NA

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

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?

This service does not directly address inequities that impact marginalized populations. However, it indirectly supports citywide efforts at addressing inequities by enabling City agencies to provide services to residents through its work managing the workplace safety program, processing claims, managing insurance and workers compensation, and providing general risk management services. Risk management will continue to work on improving access to services by continuing to push its online claim form.

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.

The budget request maintains a cost to continue budget and did not incorporate specific data on racial equity and social justice. Maintaining a cost to continue budget will allow Risk Management to continue providing core services necessary for City operations.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Treasury

SERVICE NUMBER:

155

SERVICE DESCRIPTION:

This service processes over one million payments per year with an increasing number of payments received through electronic payment channels which requires the development of new processes and procedures. The primary customers of this service are the general public and City agencies that rely on the service. The goals of this service are to enhance the ability of the taxpayer to avoid delinquency, while at the same time maximizing the collection of delinquent taxes by July 31st; and to meet or exceed the budget goal for interest earnings, while minimizing the end-of-the-year adjustment for city investments. The major initiatives planned for this service include the continued development and expansion of Electronic Bill Presentment and Payment.

Are any updates required for the "Service Description"?

This service processes over one million payments per year with an increasing number of payments received through electronic payment channels which requires the development of new processes and procedures. The primary customers of this service are the general public and City agencies that rely on the service. The goals of this service are to enhance the ability of the taxpayer to avoid delinquency, while at the same time maximizing the collection of delinquent taxes by July 31st; and to meet or exceed the budget goal for interest earnings. The major initiatives planned for this service include the continued development and expansion of electronic payments.

Activities performed by this Service

Activity	% of Effort	Description
Revenue Processing	50	Calculate and receipt all revenue including personal and real estate tax bills.
Citywide Investments and Reconciliation	30	Oversee citywide investments, reconciliation of bank accounts and report of investment holding and revenue earnings.
Parking Revenue Processing	20	Receive and count all Parking Utility receipts.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

The accurate and timely processing of revenues is critical for maintaining City operations and providing the services outlined in Imagine Madison.

**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	\$714,805	\$674,694	\$721,322	\$743,024	\$691,271	\$699,348
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0



<i>Total</i>	\$714,805	\$674,694	\$721,322	\$743,024	\$691,271	\$699,348
<i>Budget by Major</i>						
Revenue	(\$779)	\$0	\$0	\$0	\$0	\$0
Personnel	\$615,248	\$628,112	\$683,645	\$645,390	\$558,928	\$567,505
Non-Personnel	\$335,602	\$398,136	\$387,732	\$402,174	\$450,836	\$450,336
Agency Billings	(\$235,265)	(\$351,554)	(\$350,055)	(\$304,540)	(\$318,493)	(\$318,493)
<i>Total</i>	\$714,806	\$674,694	\$721,322	\$743,024	\$691,271	\$699,348

### 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

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	51 - SALARIES	15500	51113	\$8,577.0	Reclassify position 4797 from an Accountant 3 to an Accountant 4 (Summary Job Class 30, Job Class H005).
1100 - GENERAL	53 - SUPPLIES	15500	53210	(\$1,000)	Reduced work supplies based on recent activity
1100 - GENERAL	54 - PURCHASED SE	15500	54520	\$2,000	Increased Conferences & Training
1100 - GENERAL	54 - PURCHASED SE	15500	54535	(\$500)	Reduced memberships to align with actuals
1100 - GENERAL	54 - PURCHASED SE	15500	54810	(\$1,000)	Reduced Other Services based on recent activity
<b>TOTAL</b>				\$8,077.00	

Insert item

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

N/A

Explain the assumptions behind the changes.

The cost of the reclassification will be net neutral to the Finance budget by reallocating funds from the Accounting service.

What is the justification behind the proposed change?

Reclassification based on the additional responsibilities related to the implementation and administration of the Munis Tax module.

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?

Treasury provides a core service to all City agencies by processing revenues and investing City funds. This service does not directly address inequities that impact marginalized populations. However, it indirectly supports citywide efforts at addressing inequities by enabling City agencies to provide services to residents through the accurate and timely collection of revenues. The service will continue to work on internal efforts to hire a more racially diverse team by using the equitable hiring tool and other resources as available.

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.

The budget request maintains a cost to continue budget and did not incorporate specific data on racial equity and social justice. Maintaining a cost to continue budget will allow Treasury to continue providing core services necessary for City operations. With regards to internal efforts to diversify staff, Treasury will use data on red flagged positions and information from Department of Civil Rights.

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.

No.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit



## Fire

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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	57,787,838	61,180,396	62,971,170	63,742,785	64,963,342	64,963,342
Other Grants	1,950,259	314,545	351,127	240,022	56,219	227,256
<b>Total</b>	<b>59,738,098</b>	<b>61,494,941</b>	<b>63,322,297</b>	<b>63,982,807</b>	<b>65,019,561</b>	<b>65,190,598</b>

### 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>
Fire Operations	58,857,604	60,278,625	62,430,267	62,870,825	63,951,049	64,101,685
Fire Prevention	880,493	1,216,317	892,029	1,111,982	1,068,512	1,088,912
<b>Total</b>	<b>59,738,098</b>	<b>61,494,941</b>	<b>63,322,297</b>	<b>63,982,807</b>	<b>65,019,561</b>	<b>65,190,598</b>

### 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>
Intergov Revenues	(219,563)	(240,200)	(210,364)	(242,408)	(223,408)	(223,408)
Charges For Services	(101,420)	(294,100)	(153,293)	(344,100)	(344,100)	(344,100)
Licenses And Permits	(1,221,575)	(1,148,543)	(1,237,220)	(1,335,543)	(1,329,843)	(1,329,843)
Invest Other Contrib	(2,083)	(1,500)	(6,415)	(5,250)	(5,250)	(5,250)
Misc Revenue	(152,628)	(113,100)	(160,184)	(113,100)	(113,100)	(113,100)
Other Finance Source	(20,000)	-	-	-	-	-
Transfer In	(530,776)	-	-	-	-	-
<b>Total</b>	<b>(2,248,046)</b>	<b>(1,797,443)</b>	<b>(1,767,477)</b>	<b>(2,040,401)</b>	<b>(2,015,701)</b>	<b>(2,015,701)</b>

### 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	39,667,971	41,338,057	42,539,267	43,789,754	44,604,663	44,675,615
Benefits	14,883,601	14,348,322	15,602,265	13,907,401	14,659,102	14,692,110
Supplies	1,118,571	1,177,236	953,529	1,172,397	1,166,364	1,151,341
Purchased Services	1,327,681	1,470,978	1,360,522	1,872,440	1,835,256	1,917,356
Debt Othr Financing	-	-	36,388	116	-	-
Inter Depart Charges	3,843,227	4,957,792	4,487,936	5,179,100	4,667,877	4,667,877
Transfer Out	1,145,092	-	109,865	102,000	102,000	102,000
<b>Total</b>	<b>61,986,144</b>	<b>63,292,384</b>	<b>65,089,773</b>	<b>66,023,208</b>	<b>67,035,262</b>	<b>67,206,299</b>



# City of Madison Fire Department

314 W. Dayton St., Madison, WI 53703-2506

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Assistant Chief  
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Division Chief  
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Paul J. Ripp  
Division Chief  
608-266-4203

Jerome D. Buechner  
Division Chief  
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Liza Tatar  
Division Chief  
608-266-5956

Jeffrey T. Larson  
Division Chief  
608-266-5946

Edwin J. Ruckriegel  
Fire Marshal  
608-266-4457

Brent Sloat  
Admin. Services Mgr.  
608-266-4777

Megan E. Gussick, MD  
Medical Director  
608-266-4424

Fire Investigation  
608-266-4488

Visit our website at:  
[www.madisonfire.org](http://www.madisonfire.org)

To: David Schmiedicke, Finance Director

From: Chris Carbon, Fire Chief

Date: July 22, 2022

Subject: Transmittal memo - 2023 Operating Budget request

CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

## Goals of Agency's Operating Budget

The 2023 Operating Budget for the Madison Fire Department contains funding for the continued staffing and operations of Fire, EMS, and specialty rescue services at our 14 Fire Stations. Additionally, the budget maintains the essential components of Fire Prevention, CARES, and Community Paramedicine, as well as the department leadership and administration to provide emergency services to the community. We strive to enhance the quality of life for everyone in our community by creating an environment in which the community can feel safe, secure, and thoughtfully cared for by knowing that the Fire Department is staffed and ready to respond to any and all requests for service at a moment's notice. We have a dedicated group of caring and compassionate providers who take great pride in their service to the community. The success of our personnel and therefore the success of our organization in delivering this security is dependent upon the continued investment in the sound practices of adequate staffing to effect a rapid response with a full complement of necessary personnel and equipment.

## Racial Equity and Social Justice

For our department, equity, inclusion, diversity, and social justice is about valuing and respecting the many different backgrounds and perspectives that exist in our workplace and in our community. We believe it is our differences that make us stronger, and we recognize that there are many different paths that are followed to find success. Through the work of our internal equity and inclusion and our women's initiatives committees, we are committed to fully embracing the depth of diversity within our workforce and we will continue to seek out ways to further engage underrepresented populations through recruitment and service delivery. In the summer of 2022, we are initiating the start of a new recruitment process for future hiring and are looking to expand our recruiting throughout the City of Madison. Our goals are to expand upon previous recruiting efforts and to implement a program that recruits broadly in all neighborhoods of the City. We will be looking to increase awareness and access to the application process and will be making efforts to add education and practice sessions to more aspects of the hiring process. Our goal is to remove any obscurity from the process, and to increase the awareness of this position among the Madison community.

## Major Changes in the 2023 Operating Request

The Fire Department's requested budget includes ongoing funds to support the CARES team, including a transfer to PHMDC to support the Public Health Specialist position to provide program planning, evaluation, and strategic management of the team's operations.

As this pilot program completes its first year of operation and begins to expand further with a second team, there is much data to be gained and learned from, so that we can further refine and maximize the capabilities of the program.

Also included in the requested budget is funding for a late-spring recruit class. This is the second year in a row where the timing of recruit hiring and training has shifted to the spring instead of previously being held in the fall. Final numbers for the size of the recruit class are not yet determined. However, because the class is scheduled to begin following first quarter 2023 retirements, we expect to continue to reduce or eliminate the “overlap” between outgoing retirees and incoming new recruits. We also hope to place the recruits in the field earlier in the year to address some of the current overtime demand.

Although not included in our regular request or as an official supplemental request, we are asking the City to fund a 1.0 FTE Emergency Management Coordinator. Presently, our Fire Marshall fulfills this role with 7% of their time. We have seen multiple examples in recent years, some locally and some nationally, that paint a clear picture of the need. Examples such as flooding, extended power outages, heat warnings, winter weather warnings, environmental threats, and active shooter incidents are among the most common situations. The need is clear to provide a dedicated position that can research best practices, develop thorough plans, and implement effective strategies to assure that the City of Madison can manage and mitigate any of these and similar issues threatening the safety and security of the community. This position will collaborate, interface, and serve multiple City agencies to build resiliency into the fabric of the City’s operations. However, we feel it is most effective to continue to be located within the Fire Department. In its current format, the Fire Marshall simply does not have the time to address the multitude of issues while trying to fulfill their primary job functions.

### Summary of Reductions

The 1% reduction, as directed in the Mayor’s budget communication, unfortunately presents the scenario for a significant service interruption. Salaries and benefits compose nearly 90% of the Fire Department’s operating budget, leaving little room to cut spending without eliminating personnel and decreasing the daily staffing levels of the MFD. Any changes to the daily minimum staffing should only be considered as a last resort and if no other options are available. To meet the requested reduction of \$650,000 in expenditures would create a situation where we would need to eliminate one complete Engine Company from either Fire Station #3 on Williamson Street, Fire Station #4 on Monroe Street, or Fire Station #9 on Midvale Blvd. In doing so, the reduction of an Engine Company would have an immediate adverse effect on public safety and would result in longer response times to fire and EMS incidents to residents in these areas, as units from neighboring territories would be challenged to cover the loss of service. This in turn will lead to inequitable service throughout the City and would have further reaching effects on multiple performance measures, such as the cardiac arrest survivability rate and percent of fires contained to room of origin. Firefighter and resident safety are always compromised with any reduction of staffing. Impacts to the City’s ISO rating (currently Class 1) may also be degraded, which could potentially lead to an increase in insurance premiums for residents and business owners.

The following proposals are provided to achieve the requested budget decrease, with #1 being the least impactful to our ability to provide service to the community:

1. Defer replacement of Car 31 to 2024 instead of 2023. This is a one-time cost reduction for the general fund's debt service. The vehicle is functioning well and we can delay the purchase of the subsequent unit, despite the extended lead times for replacement.

2. The 2022 fall recruit class and subsequent classes will be reduced from 14 weeks to 13 weeks, resulting in two instructors returning earlier to the field as well as at least 15 recruits, depending on the annual class size, entering the field one week earlier. Each of their shifts would likely result in one less OT shift for the daily minimum, assuming the daily minimum staffing deficit remains around the current 4-year average of 8.99 FTE.
3. Eliminate the in-station laundry service and the supply of bedding to the stations. Instead, provide each 311 member with \$25-50/year to cover the cost of laundering their items. Estimated cost reduction is based on current laundry contract and \$50 annual stipend to 393 L311 members. This is a proposal that would need to be negotiated with L311 and therefore should not be assumed to be possible.
4. Sell the Tiller (Ladder 1) Truck, thereby eliminating the debt service on this vehicle entirely. We would instead place one of our existing front-line ladder trucks into service in its place. We are expecting the arrival of two new ladder trucks at the end of this summer and we would simply extend the front-line lifespan of one of our existing units. The new trucks arriving this summer are built on a single-axle model and are designed to provide a shorter turning radius and increased maneuverability. These are the same benefits that are produced by the Tiller, although not to the same degree. I am confident that these trucks would serve the downtown in a highly efficient manner. This is significant one-time cost reduction in general fund debt service and one-time revenue gain from sale proceeds.
5. In addition to what is contractually agreed upon, offer the option for every L311 member to sell back up to two additional vacation days. This can be done on a one-time trial basis and then evaluate the interest and effectiveness. This could potentially save another 380-400 overtime (OT) shifts. The estimated cost reduction assumes everyone sells one vacation day and it results in one less OT day for all L311 positions. Selling back two vacations may result in an approximate \$332,000 cost reduction, assuming all L311 position sell back two vacation days. This proposal would need to be negotiated with L311.
6. Reduce the CARES program from two units down to one. See note below under "CARES eliminated".
7. Eliminate or pause the CARES program. This cost of this program is about equivalent to the reductions we are being requested to meet. The program is doing great work, and has a high ceiling for what it can accomplish for the community. It is also a model example of sending the right personnel in the right modality and for the right reasons to patients in our community experiencing behavioral health emergencies. However, if we are tasked with making cuts we do already have operational personnel and equipment in place at all of our fire stations that could meet the needs of the patients, albeit not with the same environment of care.
8. Eliminate an Assistant Chief position if a position becomes vacant through attrition. All chiefs have a heavy workload and this would no doubt have an immediate and significant detrimental effect on operational service delivery throughout the organization. The intent of this content is to inform the city that if we reach a place where staffing cuts are absolutely unavoidable, then we believe that we should consider all aspects of the organization. This should also be viewed as a matter of last resort.
9. Reduce daily staffing to 84. This is truly a last resort and one that we cannot confidently put our weight behind. This would require us to take an Engine Company out of service, thereby reducing our capacity to provide adequate response times, equitable coverage across the City, and reduce our overall firefighting capacity as it relates to the first call and more importantly to the subsequent calls. It further serves to place firefighter safety at risk and to potentially disrupt our existing ISO class 1 rating.



## Town of Madison

Recognizing fiscal constraints of the City's General Fund and supporting additional personnel, the department looks to the prevention division. Specifically, we are requesting the addition of a 1.0 FTE Fire Protection Engineer. The present demand for prevention services are created by the ever-increasing development that is ongoing throughout the City. We are seeing many larger buildings that present additional complexities. These are time-sensitive projects for which we cannot keep up with demand and are creating a significant backlog. Because of the backlog and demand for plan review, the Fire Code Enforcement Officers have been tasked with assisting in plan review to assure that the MFD can meet its obligation to the community. Their assistance in this regard has further added to their workload. We have now been serving the Town of Madison for the past two years, which added a significant workload of inspections to the division. At the time of the transition, there was no increase in staffing to the prevention division and our Fire Code Enforcement Officers are now working beyond their maximum capacity. The additional Fire Protection Engineer will successfully address the need for plan review and will simultaneously assist the Fire Code Enforcement Officers in the ability to keep up with their workload of inspections.

## Optional Supplemental Request

Lastly, we are asking to fund a 1.0 FTE Data and Systems Analyst position (Data Analyst 3). This position would specialize in the department's software applications/systems used for daily operations, staffing, and administration and would be the primary contact and expert for data collection, analysis, and presentation. The objective would be to help department leadership and frontline staff effectively use data and data tools to drive decisions and operations. While an added expense up front, this position will ultimately help MFD to successfully address the data behind multiple operational decisions and to effectively make or recommend data-driven decisions. The increased organizational efficiencies, whether through improved staffing, operations, purchasing, etc., should offset the cost of the position and more. It is no longer acceptable to make decisions based upon anecdotal evidence or perception. Instead, we need to be able to reflect upon and dig deep within the objective data that is available to us through multiple software systems to more accurately guide and direct decisions to best serve the needs of the community.

I respectfully submit the Madison Fire Department 2023 Operating Budget Request for your consideration and look forward to discussing the implications in the coming months.

Sincerely,



Chris Carbon  
Fire Chief



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Fire Department

SELECT YOUR AGENCY'S SERVICE:

Fire Operations

SERVICE NUMBER:

301

SERVICE DESCRIPTION:

This service is responsible for emergency responses to: fires, emergency medical care, lake rescue, hazardous materials, and other disaster responses. Specific non-emergency functions include: semi-annual fire inspections of commercial properties, fire safety education, and participating in community events. The goal of this service to ensure quality emergency response services across the City of Madison.

Are any updates required for the "Service Description"?

Please change the service name to Fire and EMS Operations, if possible. At least for the presentation in the budget book.

Please also add: "...lake rescue, hazardous materials, **technical rescue, fire investigation...**"

Please further add: "...events, **community paramedicine, and the CARES program.**"

Activities performed by this Service

Activity	% of Effort	Description
Fire Suppression and Emergency Medical Service	75	Respond to emergency Fire and EMS incidents including field operations for Fire and EMS service, 14 fire stations, and fire maintenance.
Fire Administration	5	Provide overall leadership (Fire Chiefs) and manage budget and fiscal services, including payroll, purchasing, billing, receipts, information technology, and grant management.
Training and Recruitment	13	Ongoing fire and EMS education, drills, and competencies to assure professional excellence and firefighter safety. Recruit and hire new employees, oversee fitness and wellness of personnel, provide initial fire and EMS training for recruits and Paramedic/EMT students.
Specialized Operations	5	Provide specialty services including Lake Rescue, Heavy Urban Rescue, Hazardous Materials, fire investigation, special event staffing for emergency response, and Tactical EMS.
Community Alternative Response Emergency (CARES) and Community Paramedicine	2	CARES provides an additional resource for behavioral health emergencies that occur in our community. A cornerstone of the initiative is to ensure that behavioral healthcare is addressed primarily as a medical situation, by medical personnel, increasing patient satisfaction and diverting patients away from emergency rooms and jails. Community paramedicine helps to engage the most vulnerable patients within the community to build ownership and confidence in their healthcare situation, while assuring improved patient outcomes and simultaneously seeing lower demand for 911 requests for service.

 Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

Fire Operations keep our community healthy and safe by providing high-quality fire suppression and emergency medical services. Through the expertise and training of specialty teams including Heavy Urban Rescue, Hazardous Materials, and Lake Rescue, personnel are equipped to respond to incidents our residents and visitors may encounter. Outreach programs such as Community Paramedicine strive to reduce frequent utilization of emergency services, while participation in community events educates citizens of all ages in fire safety, and ensures participants in athletic and neighborhood programs remain safe and receive quality pre-hospital care in the event of an emergency.

## 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	\$56,907,345	\$59,964,079	\$62,079,140	\$62,630,803	\$63,894,830	\$63,874,430
Other-Expenditures	\$1,950,259	\$314,545	\$351,127	\$240,022	\$56,219	\$227,256
<b>Total</b>	<b>\$58,857,604</b>	<b>\$60,278,624</b>	<b>\$62,430,267</b>	<b>\$62,870,825</b>	<b>\$63,951,049</b>	<b>\$64,101,685</b>
<i>Budget by Major</i>						
Revenue	(\$856,151)	(\$518,400)	(\$348,799)	(\$570,608)	(\$570,608)	(\$570,608)
Personnel	\$52,338,534	\$53,293,059	\$55,933,599	\$55,228,290	\$56,863,070	\$56,967,029
Non-Personnel	\$3,531,993	\$2,546,174	\$2,357,532	\$3,034,043	\$2,990,710	\$3,037,387
Agency Billings	\$3,843,227	\$4,957,792	\$4,487,936	\$5,179,100	\$4,667,877	\$4,667,877
<b>Total</b>	<b>\$58,857,603</b>	<b>\$60,278,625</b>	<b>\$62,430,268</b>	<b>\$62,870,825</b>	<b>\$63,951,049</b>	<b>\$64,101,685</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	30110	53235	(\$28,400)	Transferred safety supplies to purchased services to properly budget for lake rescue, heavy urban rescue, and investigation training and for general community education supplies and purchased services.
1100 - GENERAL	54 - PURCHASED SE	30111	54525	\$5,000	Swift water training
1100 - GENERAL	54 - PURCHASED SE	30113	54525	\$3,000	Heavy urban rescue team (HURT) training
<b>TOTAL</b>				<b>-\$20,400.00</b>	

Insert item

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

There will likely be no effect on the level of service for fire and EMS operations.

Explain the assumptions behind the changes.

The supplies budget reduction can likely be absorbed based on historical trends and 2022 year-end projections.

What is the justification behind the proposed change?

The purchased services increase reflects expenses that already occur and properly budgets for these planned trainings.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?

This service budget includes continued funding for Community Alternative Response Emergency (CARES), to ensure that behavioral healthcare is addressed primarily as a medical situation, by medical personnel, increasing patient satisfaction and diverting patients away from emergency rooms and jails.

Fire and EMS operations continue to respond to all areas of our community, regardless of racial/social demographics, nature of or location of the emergency need for Fire and EMS personnel response. For all situations, regardless of the nature of the request, or the location of where they occur, the department strives for a 5-minute response time to have emergency personnel on scene. We spend considerable time on the analysis of our responses to assure the equitable application of EMS and fire response services to the community. It is our goal to provide service that meets the needs of the entire City of Madison, and to appreciate and be flexible and responsive to these needs. Our daily minimum staffing is designed to assure that we can provide equitable response times and resources 24-hours a day to all areas of the City.

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.

MFD currently does not collect data on this aspect. If resources were available, conducting a community survey or utilizing technology to collect feedback would be beneficial.

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.

The proposed budget is not related to any NRT recommendations.

#### 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)?

\$649,633

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

\$4,670,294

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
Car 31 replacement	\$6,000	Defer replacement of car 31 to 2024 instead of 2023 - this is a one-time cost reduction for the general fund's debt service.

<b>Total</b>	\$4,975,340	
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Activity	\$Amount	Description
Laundry service	\$40,350	Eliminate the in-station laundry service and the supply of bedding to the stations. Instead, provide each 311 member with \$25-50/year to cover the cost of laundering their items. Estimated cost reduction based on current laundry contract and \$50 annual stipend to 393 L311 members. This is a proposal that would need to be negotiated with L311 and therefore should not be assumed to be possible.
Shorter recruit class period	\$41,008	The 2022 fall recruit class and subsequent classes will be reduced from 14 weeks to 13 weeks, resulting in 2 instructors returning earlier to the field as well as at least 15 recruits, depending on the annual class size, entering the field one week earlier. Each of their shifts would likely result in one less OT shift for the daily minimum, assuming the daily minimum staffing deficit remains around the current 4-year average of 8.99 FTE.
Assistant Chief attrition	\$160,010	Eliminate an Assistant Chief position as soon as position becomes vacant through attrition. All Chiefs have a heavy workload, and this would no doubt have an immediate and detrimental effect on services. However, if cuts are necessary then we believe that they should be endured throughout the organization.
Vacation sell back	\$166,145	In addition to what is contractually agreed upon, offer the option for every 311 member to sell back, up to two additional vacation days. This can be done on a one-time trial basis and evaluate the interest/effectiveness. This could potentially save another 380-400 OT shifts. The estimated cost reduction assumes everyone sells one vacation day and it results in one less OT day for all L311 positions. Selling back two vacations may result in an approximate \$332,000 cost reduction, assuming all L311 position sell back two vacation days.
CARES scaled down to 1 team	\$305,046	Reduce the CARES program from two units down to one. See note below under "CARES eliminated".
CARES eliminated	\$755,092	Eliminate or pause the CARES program – this cost of this program is about equivalent to the reductions we are being requested to meet. The program is doing great work, and has a high ceiling for what it can accomplish for the community. It is also a model example of sending the right personnel in the right modality, and for the right reasons to patients in our community experiencing behavioral health emergencies. If we are tasked with making cuts, however, we do already have operational personnel and equipment in place at all of our fire stations that could meet the needs of the patients, albeit not with the same environment of care.
Tiller Truck Sale	\$1,650,000	Sell the Tiller (Ladder 1) truck, and thereby eliminate the debt service on this vehicle entirely. We would instead place one of our existing front-line Ladder trucks into service, in its place. We are expecting the arrival of two new Ladder trucks at the end of this summer, and we would simply extend the front-line lifespan of one of our existing units. The new trucks arriving this summer are built on a single-axle model and are designed to provide a shorter turning radius and increased maneuverability. These are the same benefits that are produced by the Tiller, although not to the same degree. I am confident that these trucks would serve the downtown in a highly efficient manner. This is one-time cost reduction in general fund debt service and one-time revenue gain from sale proceeds.
Minimum staffing at 84	\$1,851,689	Reduce daily staffing to 84 – This is truly a last resort, and one that we cannot confidently put our weight behind. This would require us to take an Engine company out of service, thereby reducing our capacity to provide adequate response times, equitable coverage across the City, and reduce our overall firefighting capacity as it relates to the first call and more importantly to the subsequent calls. It further serves to place firefighter safety at risk and to potentially disrupt our ISO, class 1 rating.
<b>Total</b>	<b>\$4,975,340</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	\$2,534,344	Avoids double counting the CARES scaling proposals above by only including the higher cost reduction option of the two (i.e., CARES elimination).
Non-Personnel	\$479,950	Laundry contract and CARES team 53, 54, and 59 majors.
Agency Billings	\$1,656,000	This amount includes the debt service estimate on the Tiller Truck and Car 31 and the estimated net sale proceeds of the Tiller Truck.
<b>Total</b>	<b>\$4,670,294</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?

Yes. Current minimum daily staffing for all 14 fire stations to maintain adequate responding units and response times as recommended by NFPA is 88 personnel. A reduction in staff and engine companies responding would result in longer response times and may impact firefighter safety and the City's ISO rating.

Has this reduction been proposed in prior years? Yes

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs:

If yes, how many of the eliminated positions are vacant?

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

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

**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
	95313	Add a Data and Systems Analyst position (Data Analyst 3) - this position would specialize in the department's software applications/systems used for daily operations, staffing, and administration. This position would be the primary contact and expert for data collection, analysis, and presentation. The objective would be to help department leadership and frontline staff effectively use data and data tools to drive decisions and operations. While an added expense up front, this position will ultimately help the MFD to successfully address the data behind multiple operational decisions, and to effectively make and/or recommend data-driven decisions. The increased organizational efficiencies should easily offset the cost of the position and more. It is no longer acceptable to make decisions based upon anecdotal evidence or observational data; instead we need to be able to reflect upon and dig deep within the objective data that is available to us through multiple software systems, to more accurately help guide and direct decisions to best serve the needs of the community.
<b>Total</b>	95,313	

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	92,813	Salaries and benefits for comp group 18/10 position at single healthcare coverage.
Non-Personnel	2,500	New employee IT device set up costs per IT's calculation form.
Agency Billings		
<b>Total</b>		

95,313

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.

This increase is ongoing and would be a new permanent position.

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.

Please see description above.

Save/Submit

Ver.5 07/2022



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Fire Department

SELECT YOUR AGENCY'S SERVICE:

Fire Prevention

SERVICE NUMBER:

302

SERVICE DESCRIPTION:

This service is responsible for fire prevention operations. Specific functions of the service include providing: (1) fire safety education, (2) fire inspections, (3) fire protection engineering, (4) public information, (5) elevator inspections, and (6) fire/arson investigation services. The goal of this service is to proactively prevent fires through education and inspections.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Fire Safety and Community Education	8	Provide presentations, community events, scheduled programs, and information seminars focused on fire safety to reduce fires and related injuries through education.
Fire Inspection	25	Verify all commercial buildings in the City are operated and maintained safely through fire safety inspections in all multi-residential and commercial properties.
Code Enforcement	25	Mitigate code violations through the issuance of orders, referrals to the City Attorney, and citations.
Fire Protection Engineering	10	Ensure site development, new construction, and alteration projects comply with building and fire codes and Madison General Ordinances, work with owners, developers, and contractors during design to review construction documents, and inspect and test installation of site access, fire suppression, fire alarm, smoke control, and fire command centers.
Public Information	3	Disseminate information through new releases, public reports, and social media, connect affected individuals with resources through the occupant services unit.
Elevator Inspections	15	Ensure safe installation, alteration, and operation of conveyances including elevators, escalators, chair lifts, and dumbwaiters through timely plan review, annual inspections, and permitting.
Fire/Arson Investigation	15	Investigate and determine the origin, cause, and circumstances of structure fires, vehicles fires, outside fires, and unknown cause fires; train field personnel on fire investigation aspects of a fire scene and conduct pre-employment background investigations.

Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

Fire Prevention keeps our community healthy and safe by providing community education regarding fire safety as well as inspection services to identify fire safety hazards and mitigate them before an emergency arises. Outreach events are held across the community by fire prevention staff and first responders to provide education and service delivery by diverse members of the department. Elevator inspections are required, and provide an additional level of safety and prevention in these areas. Public information is our means of communicating the activities of the department with the community to assure that we are being transparent and remain fully engaged.

## 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	\$880,493	\$1,216,317	\$892,029	\$1,111,982	\$1,068,512	\$1,088,912
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$880,493</i>	<i>\$1,216,317</i>	<i>\$892,029</i>	<i>\$1,111,982</i>	<i>\$1,068,512</i>	<i>\$1,088,912</i>
<i>Budget by Major</i>						
Revenue	(\$1,391,895)	(\$1,279,043)	(\$1,418,677)	(\$1,469,793)	(\$1,445,093)	(\$1,445,093)
Personnel	\$2,213,037	\$2,393,320	\$2,207,933	\$2,468,865	\$2,400,695	\$2,400,695
Non-Personnel	\$59,351	\$102,040	\$102,773	\$112,910	\$112,910	\$133,310
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$880,493</i>	<i>\$1,216,317</i>	<i>\$892,029</i>	<i>\$1,111,982</i>	<i>\$1,068,512</i>	<i>\$1,088,912</i>

## 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	30260	53210	\$2,500	General supplies for community education activities
1100 - GENERAL	54 - PURCHASED SE	30260	54810	\$2,500	General purchased services for community education activities
1100 - GENERAL	54 - PURCHASED SE	30260	54880	\$400	Safety Saturday and Chief's Parade permits, \$200 increase each
1100 - GENERAL	54 - PURCHASED SE	30270	54525	\$15,000	On site training and purchase of training materials from instructor
<b>TOTAL</b>				<b>\$20,400.00</b>	

Insert item

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

There will likely be little to no effect on the level of service for Fire Prevention.

Explain the assumptions behind the changes.

These budget increases were funded by reducing the supplies budget in Fire and EMS Operations. The operations supplies budget reduction can likely be absorbed based on historical trends and 2022 year-end projections.

What is the justification behind the proposed change?

The purchased services increase reflects expenses that already occur and properly budgets for planned trainings.

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?

This service provides fire prevention services, including elevator inspections, to all buildings within the city on the same timeframe. This service does not address any specific inequities and has not undergone a Racial Equity and Social Justice Analysis.

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.

MFD does not use any direct data on the demographics of the community members who contact MFD on Fire Prevention or Elevator issues. If resources were available, conducting a community survey or utilizing technology to collect feedback would be beneficial.

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.

The proposed budget is not related to any NRT recommendations.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
Town of Madison	105303	Add a Fire Protection Engineer position (CG 18/13)
<b>Total</b>	105,303	

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	105,503	Salaries and benefits for comp group 18/13 position at single healthcare coverage.
Non-Personnel	2,500	New employee IT device set up costs per IT's calculation form.
Agency Billings		
<b>Total</b>	108,003	

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.

This increase is ongoing and would be a new permanent position.

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.

The City of Madison has been providing fire prevention and inspection services to the Town of Madison the past two years. While additional revenue was budgeted for this service, no prevention staff was ever added. The Town of Madison is a new body of work along with not only the additional growth of building projects in the City of Madison but also the size and complexity of the buildings being built. The backlog and need for fire safety and elevator inspections will continue to grow without adding this position. An additional Fire Protection Engineer will allow the department to reduce plan review turn-around time, reallocate Code Enforcement Officers to field inspections, address the ongoing needs of code enforcement for the former Town of Madison properties, and put the department in a position to better manage contemporary fire protection and fire safety issues.

Save/Submit

Ver.5 07/2022

## Fleet Services

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Fleet Services	1,375,451	1,171,280	15,399,508	1,183,812	1,173,773	1,173,773
<b>Total</b>	<b>1,375,451</b>	<b>1,171,280</b>	<b>15,399,508</b>	<b>1,183,812</b>	<b>1,173,773</b>	<b>1,173,773</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Fleet Maintenance Procurement	1,375,451	1,171,280	15,399,508	1,183,812	1,173,773	1,173,773
<b>Total</b>	<b>1,375,451</b>	<b>1,171,280</b>	<b>15,399,508</b>	<b>1,183,812</b>	<b>1,173,773</b>	<b>1,173,773</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(4,070)	(35,500)	-	(35,500)	(35,500)	(35,500)
Charges For Services	(12,963)	(25,000)	(12,325)	(25,000)	(25,000)	(25,000)
Invest Other Contrib	(193)	-	(45,000)	-	-	-
Misc Revenue	(91,221)	(155,000)	(89,055)	(155,000)	(155,000)	(155,000)
Other Finance Source	(1,109,718)	(955,780)	(1,536,315)	(968,312)	(958,273)	(958,273)
Transfer In	(157,285)	-	(382,413)	-	-	-
<b>Total</b>	<b>(1,375,451)</b>	<b>(1,171,280)</b>	<b>(2,065,109)</b>	<b>(1,183,812)</b>	<b>(1,173,773)</b>	<b>(1,173,773)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	2,582,392	2,648,436	2,495,576	2,727,712	2,663,740	2,663,740
Benefits	978,748	1,005,757	822,143	1,019,346	985,150	985,150
Supplies	5,119,088	5,122,639	5,873,031	5,109,305	6,566,245	6,566,245
Purchased Services	1,098,652	826,789	1,134,570	1,106,949	1,323,224	1,323,224
Debt Othr Financing	8,873,887	10,349,182	10,816,264	-	10,025,837	10,025,837
Inter Depart Charges	178,425	111,482	189,791	111,482	193,076	193,076
Inter Depart Billing	(17,455,740)	(18,893,005)	(5,931,866)	(18,820,874)	(20,583,499)	(20,583,499)
Transfer Out	-	-	-	9,929,892	-	-
<b>Total</b>	<b>1,375,451</b>	<b>1,171,280</b>	<b>15,399,508</b>	<b>1,183,812</b>	<b>1,173,773</b>	<b>1,173,773</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Mahanth Joishy, Fleet Superintendent  
DATE: July 20, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo – Fleet  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### Goals of Agency's Operating Budget

*What are the key goals of your agency's operating budget? What community needs, citywide priorities, and/or Imagine Madison [Elements of a Great City](#) does your budget advance?*

*Fleet's key goals remain to purchase, fuel, and maintain the best, safest, and most environmentally sustainable vehicles and fuels available in the marketplace for client agency operational needs. We hope to continue lowering vehicle down time, and improve the City's vehicle safety metrics as part of our new Madison Vision Zero plan.*

### Racial Equity and Social Justice

*Provide an overview of how you are considering equity within your budget as a whole. This is for you to consider how your Department's equity work is explained in your overall strategic plan and division work plans.*

*In the last year, Fleet has hired two minorities and a woman into a department that is severely under-represented by both. We hope to continue this trend when vacancies open up. The centerpiece of our equity and inclusion program has been the High School Apprentice program, with over half the students who have apprenticed at Fleet being women and minorities. Fleet is also making a dedicated effort to expand the number of minority and women-owned businesses we work with--- where much of this operating budget goes. This is a difficult challenge we have taken on and are leading the citywide RFI initiative to assist ALL City agencies to do the same.*

### Major Changes in the 2023 Operating Request

*Inflation is being felt by all, but is especially acute in the Fleet operating budget that must purchase fuels and auto parts on behalf of customer agencies. We buy every vehicle customers ask for, conduct all necessary repairs for all vehicles customers bring to our garages, and we provide fuel whenever a customer requires fuel. These practices have always been the norm. The new hybrids and EVs will continue to save significant fuel and maintenance costs in addition to over 10 million lbs. of CO2, and counting. We have continued reducing the size of our workforce and slashed Overtime to save funds for years to come, even while performing the same amount of work.*

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

*N/A – Fleet's budget is funded by customers for the services provided.*

### Town of Madison

*N/A – The Town of Madison final attachment will not impact Fleet.*

## Optional Supplemental Request

*N/A – No additional resources are required to provide this service.*



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Fleet Service ▼

SELECT YOUR AGENCY'S SERVICE:

Fleet Maintenance Procurement ▼

SERVICE NUMBER:

411

SERVICE DESCRIPTION:

This service is responsible for purchasing, preparing, and maintaining fleet equipment used by City agencies. The goal of the service is to repair and replace fleet assets to satisfy the needs of user agencies. The service maintains approximately 1,300 active vehicles and equipment.

Are any updates required for the "Service Description"?

This service is responsible for fueling the city fleet along with the development of comprehensive maintenance and repair program. This service includes 21 using agencies with an active asset count of 1,400 vehicles and equipment.

Activities performed by this Service

Activity	% of Effort	Description
City fleet fueling operations	25	Fuel procurement, fleet fueling operations and fuel site maintenance
Fleet asset maintenance and repair	75	Maintenance and repair of the city fleet including procurement of replacement parts and vendor repairs

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

The Fleet Service division is dedicated to reducing carbon and utilizing the most environmentally friendly products in all facets of our operations. From procurement of electric and hybrid vehicles to utilizing bio-diesel fuel and soy based tires. Our dedication in this area has been recognized and we are proven leaders nationally.

**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	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
<i>Budget by Major</i>						
Revenue	(\$1,375,450)	(\$1,171,280)	(\$2,065,109)	(\$1,183,812)	(\$1,173,773)	
Personnel	\$3,561,140	\$3,654,193	\$3,317,718	\$3,747,058	\$3,648,890	
Non-Personnel	\$15,270,052	\$16,410,092	\$17,823,865	\$16,257,628	\$18,108,382	

Agency Billings	(\$17,455,742)	(\$18,893,005)	(\$19,076,474)	(\$18,820,874)	(\$20,583,499)	
<i>Total</i>	\$0	\$0	\$0	\$0	\$0	\$0

### 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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

### 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?

Fleet is leading an aggressive citywide RFI project on behalf of all City divisions, to increase business with private enterprises owned by women, BIPOC community, and help with our sustainability goals in carbon dioxide reduction. Fleet is also aggressively hiring women and BIPOC members for apprentice and full-time positions in a severely under-represented industry.

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.

We have 4 women, 1 African-American, 1 Asian-American, and no LatinX staff. This data does not reflect the Madison community in any category. That is what we are working on for the future, using every new vacancy. We estimate that 5% of our business is with female and minority owned enterprises, which does not reflect the Madison community. We will be dramatically improving on this metric with the RFI and other efforts.

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.

No

### 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)?

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

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
	\$0	The Fleet Service division by design is an internal service agency and all of its operational needs are directly dependent on the city's using agencies and their fleet related needs. This includes maintenance, repair, and fuel. All costs associated with these products and services are inflating at historical and un-predictable levels. During the last few budget cycles the Fleet division has created efficiencies, reduced personnel, and moved every stone to save costs. While the market continues to push us over budget, we foresee no possible scenario that would allow us to fuel and maintain a safe and reliable fleet for our using agencies and the services our residents expect. We currently have experienced overwhelming increased costs and are projecting a shortfall in 2022; this is why we will be unable to propose a 1% cut in our 2023 operating budget proposal. Our recommendation to assist the Fleet division in a reduction of any kind would be to: reduce fuel use, asset count, and take preventative measures to reduce accidents. Our current objectives in greening the fleet and moving towards electrification will reduce our costs; however the impact will not be immediate.
<b>Total</b>	\$0	

 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	<input type="text"/>	
Non-Personnel	<input type="text"/>	
Agency Billings	<input type="text"/>	
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

## Golf Courses

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Golf Courses	3,654,184	3,307,654	4,294,299	3,559,688	3,644,276	3,730,586
<b>Total</b>	<b>3,654,184</b>	<b>3,307,654</b>	<b>4,294,299</b>	<b>3,559,688</b>	<b>3,644,276</b>	<b>3,730,586</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Golf Operations	3,654,184	3,307,654	4,294,299	3,559,688	3,644,276	3,730,586
<b>Total</b>	<b>3,654,184</b>	<b>3,307,654</b>	<b>4,294,299</b>	<b>3,559,688</b>	<b>3,644,276</b>	<b>3,730,586</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(3,614,639)	(3,259,654)	(4,283,640)	(3,481,792)	(3,553,090)	(3,653,091)
Invest Other Contrib	-	-	-	(20,000)	(20,000)	-
Misc Revenue	(15,722)	(48,000)	(10,659)	(48,000)	(48,000)	(48,000)
Other Finance Source	-	-	-	(9,896)	(23,185)	(29,495)
Transfer In	(23,824)	-	-	-	-	-
<b>Total</b>	<b>(3,654,185)</b>	<b>(3,307,654)</b>	<b>(4,294,299)</b>	<b>(3,559,688)</b>	<b>(3,644,276)</b>	<b>(3,730,586)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	1,388,905	1,468,906	1,328,206	1,508,677	1,507,287	1,510,432
Benefits	312,794	278,575	297,727	276,588	280,085	280,085
Supplies	362,838	564,766	559,269	621,179	621,179	629,329
Purchased Services	679,989	471,349	723,730	687,810	692,825	767,840
Debt Othr Financing	426,283	32,088	887,012	1	1	-
Inter Depart Charges	291,759	247,205	309,021	220,983	298,448	298,450
Transfer Out	191,617	244,765	189,334	244,451	244,451	244,451
<b>Total</b>	<b>3,654,184</b>	<b>3,307,654</b>	<b>4,294,299</b>	<b>3,559,688</b>	<b>3,644,276</b>	<b>3,730,586</b>



# Madison Parks Division

210 Martin Luther King, Jr. Blvd., Room 104  
Madison, WI 53703  
608-266-4711 • cityofmadison.com/parks



Date: July 22, 2022  
To: David Schmiedicke, Finance Director  
From: Eric Knepp, Parks Superintendent  
Subject: 2023 Golf Enterprise Operating Budget Transmittal Memo

## Goals of Agency’s Operating Budget

The 2023 requested operating budget for the Golf Enterprise includes a request for no levy support for the operations of the four courses. The Golf Enterprise operates as a fully competitive enterprise within a competitive marketplace. Implementation of the final recommendations from the Task Force on Municipal Golf in Madison Parks continues to be a priority for the Golf Enterprise. These recommendations and objectives tie directly to the citywide priorities of Economy & Opportunities, Culture & Character and Green & Resilient as identified in the City’s Comprehensive Plan. The four courses are key for promoting affordable golf for a diverse community. Golf Enterprise will continue to focus on providing accessible, affordable and quality golf recreational opportunities to residents and visitors. With the reopening of The Glen Golf Park in July 2022, it is expected that Golf Enterprise will be profitable three years in a row, and staff will continue working to maintain this trend.

## Racial Equity and Social Justice

Historically, golf has a reputation of being very exclusionary in this country. The Golf Enterprise program is committed to overcoming these reputations and creating environments where all feel welcome. Golf Enterprise continues to explore and develop marketing and outreach strategies to draw in more diverse groups to use and otherwise visit the courses. The newly renovated and rebranded The Glen Golf Park, which reopened in July 2022, serves as a potential model for overcoming these inequities by providing diverse and culturally relevant mixed-use recreational programming that is intended bring more people, specifically BIPOC, women, and LGBTQ+ community members, to the golf park who have not historically felt welcome. Golf Enterprise will continue to connect members of the community with the courses and golf park through alternative recreational activities which will boost the community’s intrinsic value of the courses and introduce new players to the game. The proposed request also allows for continued collaboration with partners, including Change Golf Instruction and First Tee—South Central Wisconsin, who focus on introducing people to the benefits of the sport of golf by providing affordable instructional opportunities to youth and adults with a particular focus on BIPOC, women, LGBTQ+ and otherwise underrepresented communities.

## Major Changes in the 2023 Operating Request

Based on the success of the past two seasons and projected 2022 financial outcome, the proposed budget request includes a modest increase to revenue that will be generally offset by increases in related expenses to maintain and operate the program. Golf Enterprise will continue to operate through 2024 as a 72-hole operation, but is working towards plans for a 54-hole operation into the future. This move is based on the recommendations of the Task Force and upcoming sale of a portion of Yahara Hills Golf Course. Following receipt of the proceeds from

the land sale, all remaining debt to the General Fund will be fully paid. Golf Enterprise is in the process of creating a staffing and reinvestment plan using the proceeds from the land sale that will benefit golfers and park users alike for decades to come, including shoring up failing infrastructure of courses and building conditions and investing in equipment, all with significant deferred maintenance that poses an increasingly concerning problem to the overall profitability of the program.

Golf Enterprise continues to work to achieve operational profitability and long term financial sustainability. In order to do so, Golf Enterprise will evolve and innovate, including continuing to build on the initial success of The Glen Golf Park, and to remain competitively positioned in the marketplace. Golf Enterprise will continue to work on opportunities further implementation of the recommendations from the Task Force, building upon lessons learned from The Glen project.

CC: Deputy Mayors  
Budget & Program Evaluation Staff  
Lisa Laschinger, Assistant Park Superintendent  
January Vang, Parks Finance Manager  
Pat Hario, Parks Administrative Assistant  
Noah Sternig, Parks Finance Management Intern

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Golf Enterprise

SELECT YOUR AGENCY'S SERVICE:

Golf Operations

SERVICE NUMBER:

811

SERVICE DESCRIPTION:

This service oversees the operation and maintenance of the Yahara Hills, Odana Hills, Monona and Glenway Golf Courses, which provide a total of 72 holes of play. The goal of the service is a golf enterprise fund that is fully self-sustaining and provides affordable, accessible, and quality golfing opportunities.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Golf course maintenance	55%	Maintain the 4 golf courses in excellent playing condition. Irrigate and mow the greens and fairways, repair and care for mowing equipment and vehicles, provide tee and green supplies.
Golf clubhouse	45%	Provide clubhouses for golfers to set up tee times, check in, rent golf carts and pay green fees. Opportunities to purchase concession at the snack bars and golf accessories at the pro shops.

Citywide Element

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

Culture and Character

Describe how this service advances the Citywide Element:

Provides quality and affordable golf recreational opportunities to residents and visitors, along with winter recreational opportunities at all four courses. In addition, a newly implemented Programming Plan at The Glen Golf Park provides diverse recreational and cultural opportunities.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,654,184	\$3,307,654	\$4,294,299	\$3,559,688	\$3,644,276	\$3,730,586
<i>Total</i>	<i>\$3,654,184</i>	<i>\$3,307,654</i>	<i>\$4,294,299</i>	<i>\$3,559,688</i>	<i>\$3,644,276</i>	<i>\$3,730,586</i>
<i>Budget by Major</i>						
Revenue						248



		(\$3,654,185)	(\$3,307,654)	(\$4,294,299)	(\$3,559,688)	(\$3,644,276)	(\$3,730,586)
Personnel		\$1,701,699	\$1,747,481	\$1,625,933	\$1,785,264	\$1,787,372	\$1,790,518
Non-Personnel		\$1,660,727	\$1,312,968	\$2,359,345	\$1,553,441	\$1,558,456	\$1,397,168
Agency Billings		\$291,759	\$247,205	\$309,021	\$220,983	\$298,448	\$542,900
<b>Total</b>		\$0	\$0	\$0	\$0	\$0	\$0

### 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
2160 - GOLF COURSES	43 - CHARGES FOR SER	811122...	43860	(\$100,001)	Conservative increases in catering concessions, memberships and golf courses revenue across all 4 golf courses due to anticipated reopening of the Glen, increased concessions and potential memberships.
2160 - GOLF COURSES	46 - INVEST OTHER CO	811120...	46310	\$20,000	Decrease in contribution donation revenue for The Glen.
2160 - GOLF COURSES	48 - OTHER FINANCE S	811122...	48510	(\$6,310)	Small increase in fund balance applied for the Golf Enterprise to offset increases in expenses.
2160 - GOLF COURSES	51 - SALARIES	811120...	51210	\$3,146	Small increase in hourly wages within golf courses due to additional resources needed.
2160 - GOLF COURSES	53 - SUPPLIES	811110...	53365	\$8,150	Majority of increase due to fertilizers and chemical, work supplies and inventory supplies across all golf courses due to increase cost in supplies.
2160 - GOLF COURSES	54 - PURCHASED SERV	811122...	54350	\$75,015	Majority of increase in lease rental of equipment and credit card services across all golf course clubhouse due to cost of golf cart rentals and credit card charges.
<b>TOTAL</b>				\$0.00	

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

Impacts of proposed funding changes will ensure that the Golf courses are able to operate efficiently. Net effect of proposed changes are offset with fund balance applied from Golf reserves.

Explain the assumptions behind the changes.

Adjustments made within revenue and expenses are based on prior year averages and anticipated needs for 2023.

What is the justification behind the proposed change?

Proposed changes based on review of prior year info and continue support needed for the golf courses

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

**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?

American Golf has a reputation of being a highly exclusive sport, and even on the City of Madison courses, has a history of being unwelcoming for women and golfers of color. Golf can provide significant mental, physical and social health benefits for the community and the land on which the courses are situated can have significant impacts on the natural environment. The Glen Golf Park, which reopened in July 2022, serves as a potential model for overcoming these inequities by focusing strategically on programming that is intended to bring more people, specifically BIPOC, women, and LGBTQ+ community members, to the golf park who have not historically felt welcome and potentially grow the interest in the sport. This is expected to be a model that can be implemented in all other courses. In addition, golf staff continue to work to understand issues surrounding racial equity, and are working to diversify the workforce and grow connections with these specific communities.

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.

The Golf program tracks use through the TeeSnap program, which provides limited demographic data. Through the work of the Task Force on Municipal Golf in Madison Parks, significant data was gathered from non-golfers regarding how they like to use the spaces currently and in the future. The Task Force conducted a survey, which garnered significant public input and included demographics. The results of the survey were considered as the Task Force created recommendations regarding the future of the golf program. Significant work is still needed to better engage with BIPOC and other underrepresented communities.

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.

No, however, the proposed budget is related to the Task Force on Municipal Golf's recommendations, including addressing access and inclusion issues on the golf courses. Staff will continue to implement the recommendations set forth by the Task Force. In addition, staff will continue to work towards achieving the objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, and implementation of the Equity Action Plan within available resources.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

## Human Resources

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	1,821,312	1,672,442	1,615,348	1,707,959	1,868,660	1,868,660
<b>Total</b>	<b>1,821,312</b>	<b>1,672,442</b>	<b>1,615,348</b>	<b>1,707,959</b>	<b>1,868,660</b>	<b>1,868,660</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Employee & Labor Relations	483,595	493,685	445,547	654,911	673,008	673,008
HR Services	624,663	500,239	552,515	411,480	517,981	517,981
Organizational & Health Devel	713,054	678,518	617,285	641,568	677,672	677,672
<b>Total</b>	<b>1,821,312</b>	<b>1,672,442</b>	<b>1,615,348</b>	<b>1,707,959</b>	<b>1,868,660</b>	<b>1,868,660</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(325)	-	(3,250)	-	-	-
Misc Revenue		(4,000)	(10)	(4,000)	(4,000)	(4,000)
Transfer In	(16,625)	-	-	-	-	-
<b>Total</b>	<b>(16,950)</b>	<b>(4,000)</b>	<b>(3,260)</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>(4,000)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	1,516,059	1,501,500	1,554,733	1,615,056	1,675,685	1,675,685
Benefits	477,925	480,194	442,486	460,942	480,577	480,577
Supplies	16,493	18,950	11,940	18,950	18,950	18,950
Purchased Services	125,258	195,278	128,926	210,411	246,951	246,951
Inter Depart Charges	77,917	84,625	84,625	84,625	80,753	80,753
Inter Depart Billing	(375,390)	(604,105)	(604,103)	(678,025)	(630,255)	(630,255)
<b>Total</b>	<b>1,838,262</b>	<b>1,676,442</b>	<b>1,618,608</b>	<b>1,711,959</b>	<b>1,872,660</b>	<b>1,872,660</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Harper Donahue, IV, Human Resources Director  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

## Goals of Agency's Operating Budget

The Human Resources Department moves Madison forward by attracting, developing, and sustaining a diverse workforce with the skills and desire to provide our community with efficient and effective government operations. To achieve those ends, our 2023 Operating Budget requests focus on improving diversity and increasing equity through outreach to often-marginalized groups while enhancing departmental flexibility and maintaining fiscal sustainability.

The Human Resources budget is allocated to three service areas:

The **HR Services Unit** works closely with the City's Personnel Board, maintains the City's Position Control Program, assists agencies in the workforce recruitment process, and manages the City's classification and compensation systems. By overseeing the City's position study process, HR Services ensures positions are appropriately classified and employees are equitably paid based on their duties and responsibilities. If approved in the 2023 Budget, the unit will hire a full-time permanent recruitment specialist to expand recruitment efforts and focus on attracting applicants from marginalized and typically under-represented groups.

The **Employee & Labor Relations Unit** plans and implements the Employee Benefits Program, administers the Occupational Accommodations Program, oversees and supports employees requesting Family Medical Leave and Disability Leave, coordinates investigations of grievances and complaints, represents the City during bargaining and "Meet and Confer" sessions with employee associations and unions, and advises supervisors and managers in the areas of conflict resolution and performance management.

Finally, the **Organizational & Health Development Unit** collaborates with city agencies to improve operational efficiency and support staff to achieve shared goals through building organizational capacity, leadership development, employee learning, and performance excellence programs. Survey results, and the needs expressed by City agencies, have led the Organizational Development Unit to refocus their 2023 energy on expanding development opportunities for City staff rather than designing events that may generate small amounts of revenue from outside organizations.

## Racial Equity and Social Justice

The Human Resources Department has been a leader in developing and implementing inclusive workplace programs. The Department has actively worked to address the needs of marginalized communities and seeks to protect the legal rights and safety of all employees. Our 2023 budget proposal maintains our commitment to attracting a workforce representative of the community. We continue to seek equitable outcomes by developing, negotiating, and implementing equitable wage and benefit packages. Our HR Services Unit seeks to innovate our existing new outreach

initiatives and hiring practices to recruit an increasingly diverse workforce for the City. To thoughtfully design, develop, and deliver a strategic approach to the City's outreach programs, the Department has included a supplemental request to add a dedicated "Diversity Recruiter" whose position will concentrate on:

- Developing connections to marginalized communities;
- Building strategic partnerships with external organizations with a focus on developing pathways to permanent City employment;
- Directing applicants to City jobs that are best suited to their skillsets;
- Engaging in targeted recruitment for hard to fill positions;
- Creating advertising plans aimed at attracting a wider diversity of candidates to City jobs; and
- Streamlining citywide recruitment messaging through a single point of contact

## Major Changes in the 2023 Operating Request

During 2022, Human Resources has experienced substantial staff turnover; this is due to both retirements and mid-career employees seeking new opportunities. These separations created capacity issues within the Department; however, they also provided funding availability within our 2022 budget allocation to hire temporary hourly staff for critical administrative and support functions.

Replacing longer tenured, higher-paid staff with newer, less-experienced workers also provided space within our "Cost to Continue" allocation; unfortunately, it also strains the remaining staff as they adapt to their new roles and train the newer employees on City processes.

The area where these capacity issues have become most acute is within our HR Services recruiting and administrative functions. We do not foresee these capacity issues going away in 2023. The Department requests the addition of two full-time personnel to meet the growing workload related to employee recruitment, retention, and administration.

Human Resources is also proposing the removal of the \$4000 revenue requirement from the Organization & Health Development unit budget.

The revenue requirement was instituted with the aim of developing Inclusive Workplace Training, which is set for implementation at the end of this year. Since the City has adopted the policy that agencies should not be charged for training attendance, the revenue requirement compels the Organizational Development staff to focus substantial time on developing educational sessions directed at outside organizations, to the detriment of City staff training needs. Given that employee development opportunities are a key element in employee retention, and support requests from City agencies currently exceed the capacity of the Organizational Development staff, removing the revenue requirement would lead to a more efficient use of staff resources at this time.

## Summary of Reductions (Non-Enterprise Agencies)

The HR Department has few options which will accommodate even a 1% budget reduction. The following reductions are not recommended; however, given the requirement to submit a reduction, these are least likely to have substantial immediate negative impacts citywide.

- Reduction of Conference & Training Budget within the Organization & Health Development unit by \$8,000
- Reduction of Consulting Services Budget within the Organization & Health Development unit by \$10,867

These reductions will decrease the training and development opportunities available to City employees. Both budget lines are used to present high-quality training for City employees. The consultant services reduction will allow fewer subject matter experts to be brought in to train City staff. In areas where City staff have similar knowledge, conducting the training may be possible, but it will shift costs to staff salaries as the time to develop and present the training is charged to staff timesheets. In areas where the City lacks subject matter expertise, the training will need to find sponsorship from other departments or be put off to future fiscal years.

## Town of Madison

The Human Resources Department has no specific budgetary requests directly related to the attachment of the Town of Madison. However, the additional employees and positions resulting from the attachment represent additional on-going work for the staff tasked with recruiting, onboarding and overseeing employee benefits as well as staff required to process FMLA claims.

## Optional Supplemental Request

For many years the City of Madison Human Resources Department has provided consistent service with fewer staff and a budget that has remained stagnant. The department's budget allocation in 2022 was actually more than \$63,000 below its average allocation for the previous 7 years. The development of efficient processes, the utilization of technology, and the concentration of effort on essential tasks have allowed the department to meet its obligations.

In the spring of 2022, the City of Madison Human Resources Department sought benchmark data and contacted 28 HR Departments from cities throughout Wisconsin and the Midwest. 17 Cities responded to the data request. Cincinnati, OH; Des Moines, IA; Lincoln, NE; St. Paul, MN; and Toledo, OH; were the most comparable respondents. This group of cities had populations ranging from 312,000 (St. Paul) to 216,000 (Des Moines), with an average of 280,000. Based on the 2020 Census data, Madison has an estimated population of 270,000.

The productivity and efficiency achieved by the Madison HR Department is well supported by the responses from these other municipalities. Based on the 2019-2021 data provided by the group of comparable cities, the median number of City employees per HR staff member was 151. The City of Madison has 202 employees for each HR staff member, a difference of 33%. In terms of recruitment, the comparable cities' median number of annual hires per recruiter was 103. The City of Madison recruiting staff each hired an average of 124 personnel each year, a difference of more than 20%.



There are a series of other recent data points which indicate a need for expanded staff capacity within the HR Department. Permanent employee turnover during the 1<sup>st</sup> half of 2022 has increased by 11% versus the same time period in 2021. Even more striking is that turnover increased by 33% when compared to data from the first half of 2019, the last year before the pandemic. In the event a job is posted and no applicants meet minimum qualifications or we are turned down by the selected applicant, we consider it a failed recruitment. In 2021, we recorded more failed recruitments than in any year since 2016. If failed recruitments continue at the pace set in the first six months of 2022, we will exceed the 2021 peak by more than 70%. Finally, according to data from our applicant tracking system, between 2018 and 2021, the average number of applicants for City job postings decreased by 50%. Counter to our goal to diversify our workforce, the percentage of BIPOC applicants versus White applicants also declined, as did the number of diverse hires.

We believe the Department has reached a critical moment. The trend indicates a need to expand and improve our employee recruitment efforts. However, adjustments we have made to address essential administrative operations during the COVID pandemic have reduced the time available for our recruiting staff to undertake their primary duties and responsibilities - recruiting a highly capable, engaged, and diverse workforce. Given the volume of ongoing requisitions, the existing staffing structure does not provide enough resources to meet our administrative burdens even with improved electronic tools.

Therefore, we are seeking to add two full-time positions in 2023:

1) A "Diversity Recruiter" position will work collaboratively across the organization to understand the evolving hiring needs of each agency in order to design and innovate strategies to improve our hiring outcomes. This position will further our equity work by strengthening our outreach efforts to marginalized communities. In addition, the position will assist in developing innovative applicant attraction programs and lead bridge-building efforts to community groups that have been historically under-represented in the City workforce. This will also allow us to engage in targeted recruitment efforts for important, hard to fill positions, which we are too understaffed to include in our current service package.

2) Adding a Program Assistant 1 will allow necessary administrative and paraprofessional tasks to be removed from the workload of our HR Analysts. Tasks such as background checks, driver's license checks, creating Personnel Board meeting agendas, conducting employee orientations, processing new hire paperwork, and reconciling advertising expenses can be done more efficiently and at a lower hourly cost by a Program Assistant rather than consuming the already limited time of our HR Analysts. This will give the recruiters more capacity within their workday to complete their higher level responsibilities such as developing recruitment plans and employment examinations, maintaining the fidelity of our job classification system, and completing the more than 30 position studies currently waiting in the queue.

The capacity that adding these two positions will create will ensure that the Human Resources Department can continue to efficiently serve the City agencies and our community as a Strategic Partner. The estimated additional 2023 funding for these positions, beyond the Cost to Continue,

will be approximately \$146,000. This covers the salary, benefits, and work supplies to support the new positions.

Thank you for the opportunity to submit these proposals; the HR managers and staff will gladly respond to any questions related to our proposal.

Sincerely,

Harper Donahue, IV  
Director  
City of Madison Human Resources Department

# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Employee & Labor Relations

SERVICE NUMBER:

162

SERVICE DESCRIPTION:

This service fulfills the City's obligations for contract negotiation and management; works with Employee Associations in developing and implementing employee handbooks; administers the Family and Medical Leave Act (FLMA), disability leave, layoffs, and occupational accommodations; and develops and implements the employee benefits program. The goals of this service are effective use of the Meet and Confer process with employee associations, successful negotiation of all outstanding labor contracts, and effective implementation of employee benefits programs.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Employee Onboarding, Benefits Planning & Implementation	30	Onboard new employees; Research, develop, and maintain the employee benefits package for City staff; including: insurance, retirement, and wellness programs
Occupational Accommodations & Disability Leaves	10	Administration of the Occupational Accommodations program as well as tracking employee leave and layoff processes due to disabilities.
Administration of Family Medical Leave Act (FMLA) requirements	15	Consult with employees on the FMLA process, review FMLA requests for eligibility, contact medical providers for required information, coordinate with employee and departments as staff resume their duties.
Negotiate and "meet & confer" with employee unions and associations	20	Negotiate with employee unions and work with employee associations to develop and implement employee handbooks and union contracts.
Coordinate investigation of grievances	10	Review complaints and coordinate investigation of grievances files against city employees. When necessary, work with attorney to negotiate separation agreements.
Support supervisors in investigations and performance management related issues	15	Review employee misconduct issues and provide supervisor/managerial guidance and recommendations, support supervisors in implementation of the City's performance management process.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

The staff administering the Employee & Labor Relations (ELR) service for the City are focused on ensuring City employment policies are transparent, equitable, and viewed as legitimate by staff, employee organizations, and community partners. ELR develops benefit plans to improve employee wellness and financial security while at the same time minimizing costs to the Madison community. Through union contract negotiations and an open "meet & confer" process with employee associations, the ELR team strives to build and maintain positive relationships with all groups of employees who serve Madison's residents and guests. ELR also administers the FMLA claims, occupational accommodations, drug & alcohol screening, and the investigation processes undertaken when complaints or grievances are filed against staff or city groups.

**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	\$483,595	\$493,685	\$445,547	\$654,911	\$673,008	\$673,008
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$483,595</i>	<i>\$493,685</i>	<i>\$445,547</i>	<i>\$654,911</i>	<i>\$673,008</i>	<i>\$673,008</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	
Personnel	\$658,811	\$763,141	\$725,862	\$792,557	\$787,704	\$787,704
Non-Personnel	\$29,735	\$52,175	\$41,316	\$91,096	\$104,616	\$104,616
Agency Billings	(\$204,951)	(\$321,631)	(\$321,630)	(\$228,742)	(\$219,312)	(\$219,312)
<i>Total</i>	<i>\$483,595</i>	<i>\$493,685</i>	<i>\$445,548</i>	<i>\$654,911</i>	<i>\$673,008</i>	<i>\$673,008</i>

**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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

No proposed funding changes for this area.

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select... ▼

**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?

The Employee and Labor Relations function supports equitable outcomes for employees and indirectly the community through development, negotiation, and implementation of fair and equitable wages and benefits, including but not limited to health and wage insurance, and FMLA/leave administration. Our accommodations unit helps provide equitable outcomes for both employees and individuals with disability in the community by connecting them with resources and jobs suited to their skillset. It also assists agencies in the development and implementation of workplace changes necessary to create equitable outcomes for employees with disabilities.

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.

Our allocation of personnel and additional hourly funds help support our current development of systems and processes necessary to provide the benefits for a growing workforce in a sustainable way, while addressing the heavily paper oriented backlog of benefits related work and documentation. Data used to inform this includes average and total time processing leave and benefit enrollments, data related to the use of leave and benefits from each agency, inaccuracies in enrollment and related liabilities.

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.

No

**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)?

\$18,687

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

\$0

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

The City is mandated to perform various activities under a variety of statues, including: the Family & Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA) as well as the Americans with Disabilities Act (ADA). These activities include (but are not limited to) providing reasonable accomodations for employees with disabilities, identifying "exempt" and "non-exepmt" employees and insuring overtime rules are followed, and providing leave to employees with serious health issues or when a spouse, child, or parent has serious health issues. Leave is also available for the birth or adoption of a child.

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Describe why the proposed reduction was chosen.  
 n/a

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

 ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

HR Services

SERVICE NUMBER:

161

SERVICE DESCRIPTION:

This service provides Human Resources support to all City departments, helping them achieve their goals by developing and implementing recruitment and selection strategies; assisting in the implementation of organizational changes, including the classification and reclassification of employees and positions; working with the Personnel Board; and providing general human resources support. The goals of this service are to increase diversity of applicants for City jobs across all classifications, identify positions struggling to attract qualified applicants, and implement strategies to increase the number of qualified applicants.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Workforce Recruitment	65	Development of new employment exams, implementing strategies to recruit and select diverse and appropriately skilled new staff members, and conducting internal promotion processes.
Implementation of Organizational Change	25	Assist City departments with modifications to their staffing structure through position studies, reclassifications, and development of new position descriptions.
Maintain Position Control	10	Assist the Personnel Board and Finance Committee with answers to inquiries and maintain control of positions allocated throughout the year, ensuring departments do not recruit for positions which have not been approved by Finance or the Personnel Board.

 Insert Item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

HR Services is a key element of Effective Government. The staff allocated to HR Services provide assistance to 27 City agencies and several boards, including the Police Civilian Oversight Board, Common Council Executive Committee, and Library Board; as they require the replacement or addition of new staff to achieve their program goals. HR Services provides subject matter expertise in the hiring process, including: developing and reviewing position descriptions and employment exams, advertising open positions, reviewing employment applications, referring qualified applicants, notifying applicants as they proceed through the hiring process, conducting background checks, and beginning the onboarding and orientation process. HR Services also manages the employee classification system, Personnel Board, and the position study process.

**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	\$624,663	\$500,239	\$552,515	\$411,480	\$517,981	\$517,981
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	264 \$0



<i>Total</i>	\$624,663	\$500,239	\$552,515	\$411,480	\$517,981	\$517,981
<i>Budget by Major</i>						
Revenue	(\$16,625)	\$0	\$0	\$0	\$0	\$0
Personnel	\$718,030	\$637,863	\$707,132	\$632,890	\$715,706	\$715,706
Non-Personnel	\$43,311	\$55,603	\$38,610	\$53,989	\$54,835	\$54,835
Agency Billings	(\$120,053)	(\$193,227)	(\$193,227)	(\$275,399)	(\$252,560)	(\$252,560)
<i>Total</i>	\$624,663	\$500,239	\$552,515	\$411,480	\$517,981	\$517,981

### 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

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

### 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?

The HR Services work unit is the City's centralized resource for employee recruitment. The Unit currently employs 4 HR Analysts, each of the Analysts assists a defined group of agencies with hiring and other personnel matters. Between 2016 and 2021 the City received more than 71,000 employment applications, almost 12,000 each year. During that time our HR Analysts have averaged 600 hires annually. That equates to each analyst processing more than one hire for every two working days. At that rate, there is limited time for specialized outreach to small groups or marginalized populations. In order to build our City of Madison – Inclusive, Innovative and Thriving; HR is committed to a workforce representative of the community and advocates for a dedicated position to focus on outreach and targeted recruiting efforts to advance our goal of equity and diversity in the workplace. This position will build relationships with community partners, target and source candidates through creative advertising and outreach techniques, and build bridges and pathways for historically marginalized communities towards gainful permanent city employment opportunities.

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.

Based on data from our Applicant Tracking System (NEOGOV), despite a desire to increase the representation of BIPOC within the City staff; over the past six years the percentage of applications submitted by BIPOC versus applicants identifying as White has actually decreased, and the demographics of hired staff has only slightly changed from what it was in 2016.

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.

The HR Department has not received direct recommendations from the Neighborhood Resource Teams.

### 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)?

\$18,687

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

\$0

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

There is no mandated level for Human Resource recruiting services.

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

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

Select...

Describe why the proposed reduction was chosen.

N/A

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

N/A

**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
Workforce Recruitment	146000	<p><b>Requested Option:</b> Create 2 full-time positions within the HR Services work area.                      Position #1 - A "Diversity Recruiter" at the 18-6 level and underfill the position at the 18-4 level as a Community Relations Specialist.                      Position #2 - Create a Program Assistant 1 (CG20-11) position within the HR Services work area. This position will relieve the professional recruiting staff of administrative tasks which reduce their capacity to complete higher level tasks such as creating recruitment plans, developing employment exams, conducting outreach activities, and completing position studies.</p> <p><b>Alternate Option:</b> Due to employee movement, the HR Services work area has additional Permanent Salaries funding within its Cost to Continue allocation. If adding two permanent full-time positions is not feasible, we submit an alternative option of adding one permanent "Diversity Recruiter" and utilizing \$24,000 of the additional Cost to Continue funding to cover an hourly professional assistant to provide administrative support and create some additional capacity within the HR Services team. This option would add approximately \$80,000 to the Cost to Continue budget for the HR Services area.</p>
<b>Total</b>	146,000	

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	140,000	Salary & Benefits cost above the current Cost to Continue for "Diversity Recruiter" and one Program Assistant 1.
Non-Personnel	6,000	Provide an additional \$6000 in the Supplies Major for Computer Hardware & Software and Work Supplies to purcha
Agency Billings		
<b>Total</b>	146,000	

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 would be the source for these costs.

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 Salary expense for the positions would be ongoing. The additional funding for workstation supplies would be one-time setup costs.

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

Yes 267

If yes, which agencies?

Describe why the proposed increase is critical.

Operations within the HR Services area have reached a tipping point which may begin to impact employee retention across the City. Throughout the COVID pandemic, the HR Services staff has been doing administrative triage. The HR Analysts have been assisting with background checks, applicant and employee communications, employee onboarding, orientation, and other essential paraprofessional activities; to the point where they have no remaining capacity. To complete these tasks other items have been delayed. Job postings and applicant outreach efforts have been slowed, Personnel Board positions have gone unfilled, completion of position studies, which are required before reclassifications can occur, have been impeded almost to an irrational extent. The backlog of position study requests has directly impacted employees working above and beyond their current classification to the extent that some have left city employment, others have waited over a year for their study to be completed. As of July 2022, there are currently more than 30 position studies awaiting completion, half a dozen of those were requested in 2021. Having additional administrative assistance is crucial to our operations.

If we are to realize our vision of an inclusive, innovative, and thriving Madison the HR Services Team, needs more than just administrative assistance. According to data from our Application Tracking System, between 2018 and 2021 the average number of applications per City job posting declined by 50%. This has led to declines in candidate quality and increases in failed recruitments, which adds to the workload of the current recruiting staff. Adding a specialized outreach position within the recruiting team should expand our candidate pools and also present marginalized communities with opportunities to access City employment where scant opportunities existed before. This "Diversity Recruiter" will allow the HR department to connect with community groups and affinity groups within the City to raise awareness about City staffing needs and potentially find hidden skills or resources within our existing staff and the larger community. The position will cultivate relationships throughout the community and serve as a central point of contact for individuals needing assistance to navigate the City of Madison employment process.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Organizational & Health Dev

SERVICE NUMBER:

163

SERVICE DESCRIPTION:

This service ensures the success and engagement of City of Madison employees and agencies through the coordinated work of the Organizational Development and Wellness Programs, coordinates internal and external training for employees, facilitates planning initiatives, and develops and delivers wellness initiatives for employees. The goals of this service are to improve the onboarding experience for new employees, enhance opportunities for employee development at various stages in their careers, and improve overall employee engagement citywide.

Are any updates required for the "Service Description"?

Requesting to replace above service description with below:

**This service works with key stakeholders to develop a healthy, high-performing, self-renewing organization that successfully manages change by integrating results oriented capacity building. This includes: systems decision making, continuous improvement, employee learning and development and growth and asset based best practices.**

Activities performed by this Service

Activity	% of Effort	Description
Organizational Capacity	40	<p>Building and supporting organizational capacity has four components which focus on the organization's:</p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Effectiveness (improve performance and organization effectiveness)</li> <li>• Ability to create a positive employee experience</li> <li>• Ability to adapt, change and self-renew (provide sustainable processes)</li> <li>• Capacity to solve problems (processes to address challenges and needs)</li> </ul>
Employee & Leadership Development	20	<p>Leadership is a key relational process for both organizational effectiveness and individual well-being. Our Leadership Development Programs build capacity through growth and asset based approaches, learning and development, and results orientation.</p> <p>Leadership development within the City of Madison has five key components:</p> <ul style="list-style-type: none"> <li>• Communicating and sharing a vision and framework for what good leadership (and followership) looks like within the City of Madison</li> <li>• Building key management and supervisory skills</li> <li>• Orienting and connecting leaders to the City of Madison's vision, mission, values, and service promise.</li> <li>• Cultivating leader identity and capacity</li> <li>• Creating support and growth networks for current and emerging leaders</li> </ul>
Employee Learning & Development	20	<p>Learning and Development helps employees become better at their job and improves confidence and performance throughout the entire employee lifecycle and has three key components</p> <ul style="list-style-type: none"> <li>• Creating space(s) for all employees to engage in learning and development programs that meet their unique professional development goals</li> <li>• Revising Policy (APM 2-10)</li> <li>• Refining organizational strategy for Learning and Development, Standard Operating Procedures to support that strategy, and communications practices to ensure that both policy and procedures are being adopted consistently throughout the program structure.</li> </ul>

Activity	% of Effort	Description
Performance Excellence	20	Support Performance Excellence to collaboratively design the City of Madison's integrated approach to organizational performance management to deliver standardized processes that lead to organizational sustainability, improvement of overall organizational effectiveness, and improved organizational capacity for meeting its vision. This includes but is not limited to management strategies that promote high employee input and allows for agencies to meet organizational goals and improve service delivery to best serve City of Madison residents.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

Organizational Development collaborates with city agencies to improve operational efficiency and support staff to achieve shared goals.

**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	\$713,054	\$678,518	\$617,285	\$641,568	\$677,672	\$677,672
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$713,054</b>	<b>\$678,518</b>	<b>\$617,285</b>	<b>\$641,568</b>	<b>\$677,672</b>	<b>\$677,672</b>
<i>Budget by Major</i>						
Revenue	(\$325)	(\$4,000)	(\$3,260)	(\$4,000)	(\$4,000)	\$0
Personnel	\$617,143	\$580,690	\$564,226	\$650,551	\$652,852	\$652,852
Non-Personnel	\$68,705	\$106,450	\$60,940	\$84,276	\$106,450	\$106,450
Agency Billings	\$27,531	(\$4,622)	(\$4,621)	(\$89,259)	(\$77,630)	(\$77,630)
<b>Total</b>	<b>\$713,054</b>	<b>\$678,518</b>	<b>\$617,285</b>	<b>\$641,568</b>	<b>\$677,672</b>	<b>\$681,672</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 <input type="button" value="v"/>	47 - MISC REVENUE <input type="button" value="v"/>	16300	47190	\$0	Remove training revenue requirement as City policy prevents charging agencies for attendance at training sessions. No sessions directed at outside organizations are anticipated for 2023.
<b>TOTAL</b>				<b>\$0.00</b>	

Insert item

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

We seek to expand the current level of OD service provision while changing our assumptions around the operational model for providing training and development to staff across the City of Madison.

Explain the assumptions behind the changes.

The current level of demand related to ad-hoc consultation requests coming from agencies across the organization who need support with organizational development issues (e.g. re-orgs, organizational work culture, agency level strategy teams, etc.) is increasing. Simultaneously, the changes impending with Results Madison and Inclusive Workplace are laying the groundwork for increasing training needs across the City. In the current model, a significant amount of resources are dedicated to designing, developing, and delivering content. In the first half of 2022, the Organizational Development team designed, developed, and delivered 8 courses from the ground up. These 8 courses are typically 90 minutes/session. This is a total of 12 hours of instruction combined.

On average, it takes 37 hours per one hour course to develop an Instructor-Led Training course including: front-end analysis, design, lesson plans, handouts, workbooks, PowerPoints, and Subject Matter Expert Reviews of content to be used during live learning events. This means in 2022, it took approximately 444 hours to design, develop, and deliver OD-led courses. **Note:** OD-led courses that work with SMEs across the organization often involve multiple presenters which adds to the overall time and costs associated with the delivery.

This is costly and competes with staff time and ability to perform other critical HR duties (e.g. COVID employee resource maintenance, work culture management, and employee feedback).

What is the justification behind the proposed change?

Since employees are not charged to attend City training, and given the current course development needs articulated by City employees and managers exceeds the capacity of the Organizational Development staff, we believe the staff time previously directed toward revenue generating public educational sessions would be better used to develop training aimed at the needs of City staff.

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?

The OD Service is currently made up of four activities: Leadership, Learning & Development, Performance Excellence, and Organizational Capacity. Below we discuss how each activity within OD addresses specific inequities across the organization.

**Leadership:**

There is currently a considerable gap between what the City of Madison aspires to be and the reality for our workforce and community as a whole, especially for those who are Black, Indigenous or other people of color, women and other marginalized genders, LGBTQ+ individuals, those living with lower incomes, and people with disabilities. Effective City of Madison leaders practice inclusion and orient themselves and others toward the shared vision of becoming Our Madison: Inclusive, Innovative and Thriving. The long term goal of this service area is to develop leaders at each level through differentiated, practical development that is responsive to the intersection of people’s identities, specifically race, gender, sexuality, and disability.

**Learning & Development:**

We know from the top three 2018 Employee Voice Survey recommendations there is need for more employee development and growth opportunities. We are also aware that fewer people of color attain higher level positions. We are committed to providing learning and growth opportunities for career pathing and building our talent development pipeline with an emphasis on individuals who are Black, Indigenous or other people of color, women and other marginalized genders, LGBTQ+ individuals, those living with lower incomes, and people with disabilities.

The long term goal is to develop and deliver a series of annual courses that consistently move the organization closer to long-term objectives associated with Results Madison. This includes individual and organizational competency building for practices that support a high functioning organization. We do so by developing and delivering a learning and development framework, policy, and standards to ensure high quality, effective, and innovative employee development opportunities for a variety of learning styles.

**Performance Excellence:**

Performance Excellence defines and supports creating systems level policies, frameworks, and programs to ensure equitable outcomes rooted in quality on behalf of all city staff and our residents and visitors.

We know from the 2018 Employee Voice Survey, the organization is continually challenged in our ability to effectively communicate to staff, especially field staff who may not have a City email address. Communication gaps are seen and felt differently amongst various employee groups. Performance Excellence continues to advocate for equitable access to communication channels for all city staff.

We know from our leadership on the Results Madison steering team, as leads on change management, we are in the middle of upgrading our operating systems across the organization with focus on equitable outcomes for staff and members of the Madison community. Results Madison is foundationally based in the Government Alliance on Race and Equity’s framework for Results Based Accountability, which seeks to deliver real results to Madison residents who give voice to known problems in our community. Staff are leading this effort on behalf of our community to champion the Goals of the Imagine Madison Comprehensive Plan across the Elements of a Great City.

We know qualitatively from the feedback given in courses teaching staff to continuously improve their individual service delivery with our values of equity and stewardship in mind that creating efficiencies can also result in service quality improvements for all, not just marginalized communities. Performance Excellence supports ensuring improvements to service delivery are seen, felt, discussed, and rewarded across the organization. Like a rising tide that lift all boats, teaching staff to listen actively to those who are impacted by service delivery to know what needs improvement benefits the common good of our residents and visitors, not just marginalized populations.

Additionally, we know from our Results Madison work attempting to quantify the Goals/Outcomes outlined in the Imagine Madison Comprehensive plan with a set of agreed upon community level Indicators that our systems for measurement, analysis, and knowledge management are inadequately meeting our organizational needs to be able to fully tell the story of how our services impact our residents. Performance Excellence supports laying a systems level pathway to standardly collect, maintain, and report data to tell the story of our ability to help move community level outcomes.

**Organizational Capacity:**

The Organizational Development service uses a transdisciplinary, values-based approach which has several cornerstones: human-centered, evidence and inquiry based, open systems perspective and empowerment. We center the development of both people and systems in our work. Capacity building is a key component to all of our services, promoting learning and change that can be sustained long term. Rather than create dependencies on our services, we empower others to own changes and be more effective, equitable, inclusive, and innovative. We use data and gather feedback regularly in order to better understand our organization and the effectiveness of our work. At the same time, we position ourselves as partners with those we serve, value their knowledge and lived experience, and center learning and actions on them.

We are co-leading with Department of Civil Rights (DCR) the APM 2-52 Inclusive Workplace implementation project which purpose is to create an inclusive workplace for all City employees, regardless of gender by addressing the needs of transgender, gender non-conforming, and non-binary employees, and to protect the legal rights and safety of all employees.

We are also working with DCR to provide guidance and consultation to staff whom want to create Affinity Groups which are voluntary, employee-led groups that are organized around social identities and life experiences. Affinity groups provide a safe space where people who identify with the group can speak freely to the issues they face in the workplace and in the community and where they do not have to educate others.

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.

Our data sources include: evaluation from past programs including but not limited to supervisor development program, supervisor network, Comp Group 21 interview feedback, management skills webinar evaluations, stakeholder feedback from 2023 leadership development program, EVS Survey, MAC/WIC Survey, and Pulse Surveys results, APM 2-10 Equity Analysis, organizational learning needs assessments, and training evaluations results.

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.

No

**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)?

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

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
54520 -Conferences & Training	\$8,000	Reduction to Conferences & Training Budget Line
54645 - Consulting Services	\$10,687	Reduction to Consulting Services Budget Line
<b>Total</b>	<b>\$18,687</b>	

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	\$18,687	Conference & Training Funds as well as Consulting Services Funds are both part of the Purchased Services Major
Agency Billings		
<b>Total</b>	<b>\$18,687</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?

The City is not generally mandated to perform organizational development activities. However, to maintain an innovative and efficiently operating government the training and expertise provided by the Organizational Development staff is essential. These reductions will decrease the training and development opportunities available to City employees. Both budget lines are used to present high quality training for Managers, Supervisors, and general employees. The consultant services reduction will allow fewer subject matter experts to be brought in to train City staff. This will lead to transfers in costs. If City staff serve as instructors, costs will shift to staff salaries budget lines, and the time to develop and present the training will take resources away from other programs, projects, or initiatives. In areas where the City lacks subject matter expertise, the training will need to find alternate funding sources or be put off to future fiscal years.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

The HR Department is relatively small, there are very few areas where even a 1% reduction would not have substantial impacts to service.

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

It is unlikely that the end users will be able to determine the direct impacts of the proposed reduction as they will not see courses removed from future training schedules. Efficiencies that are not developed, due to training that is not presented, cannot be measured. The costs associated with staff departures due to a lack of development are complex, however it is not uncommon to assess the cost of employee turnover at a price equal to the annual salary of the employee.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

## Information Technology

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	6,602,658	7,864,314	7,076,217	9,438,775	9,268,424	9,268,424
<b>Total</b>	<b>6,602,658</b>	<b>7,864,314</b>	<b>7,076,217</b>	<b>9,438,775</b>	<b>9,268,424</b>	<b>9,268,424</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Application Dev And Support	3,801,024	4,429,629	4,050,309	4,248,122	4,250,214	4,301,154
Technical Services	2,801,633	3,434,686	3,025,908	5,190,653	5,018,210	4,967,270
<b>Total</b>	<b>6,602,658</b>	<b>7,864,314</b>	<b>7,076,217</b>	<b>9,438,775</b>	<b>9,268,424</b>	<b>9,268,424</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(6,975)	(17,000)	(11,350)	(17,000)	(17,000)	(17,000)
Charges For Services	(11,800)	(30,000)	(3,050)	(30,000)	(30,000)	(30,000)
Other Finance Source	(9,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
Transfer In	(434,848)	-	-	-	-	-
<b>Total</b>	<b>(462,623)</b>	<b>(55,000)</b>	<b>(22,400)</b>	<b>(55,000)</b>	<b>(55,000)</b>	<b>(55,000)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	4,544,603	4,337,193	4,194,438	4,492,326	4,606,436	4,606,436
Benefits	1,269,461	1,217,622	1,247,993	1,250,901	1,251,316	1,251,316
Supplies	15,570	23,850	22,552	23,850	23,850	23,850
Purchased Services	1,873,250	3,084,627	2,379,357	4,676,050	4,677,283	4,677,283
Inter Depart Charges	23,708	27,120	25,377	26,814	14,571	14,571
Inter Depart Billing	(661,311)	(771,098)	(771,100)	(976,166)	(1,250,032)	(1,250,032)
<b>Total</b>	<b>7,065,281</b>	<b>7,919,314</b>	<b>7,098,617</b>	<b>9,493,775</b>	<b>9,323,424</b>	<b>9,323,424</b>



## Information Technology

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July 22, 2022

**TO:** Dave Schmiedicke, Finance Director  
**FROM:** Sarah Edgerton, CIO and IT Director  
**DATE:** July 22, 2022  
**SUBJECT:** 2023 Information Technology Operating Budget Transmittal Memo

The City of Madison Information Technology's 2023 Operating Budget request supports the City's growing technology needs, while enabling current and future strategic technology planning for our City. We continue to practice an inclusive mindset for supporting our new digital and in-person workforces, as well as growing digital initiatives and programs. Investing in digital modernization is a key theme for Information Technology's (IT) 2023 budget requests bringing Capital and Operating submissions into alignment.

### Major Goals

Information Technology's major operating goals reflect our 2023 work plans for prioritizing cybersecurity, supporting and maintaining the City's growing technology infrastructure and digital workplace, refining customer service, and furthering digital inclusion by connecting the public to City government through technology.

Information Technology (IT) looks forward to ongoing partnerships with all City agencies to develop and deploy additional technology-based solutions in support of the City's [shared values](#).

### Technical Services

#### *Strategic Goal*

Improve and refine tools and processes to support the ongoing needs of a digital and hybrid workforce, including public participation and collaboration with the community.

#### *Planned Project*

Continue installing technology in various meeting rooms throughout City buildings to allow for improved options of communication amongst staff and Madison residents.

#### *Strategic Goal*

Provide all City employees with the tools they need to fulfill their jobs.

#### *Planned Project*

Endpoint device deployment of 270 Desktops, 80 Laptops, 15 Tablets, 200 Docks (standard & rugged), 105 Rugged, as part of the Workstation Lifecycle Management Program, which equips, maintains and supports all endpoint devices.

*Strategic Goal*

Renew the technologies we support according to industry and operational standards.

*Planned Project*

Implement the replacement of the current end-of-life Enterprise Camera Management System that manages the City's public safety and traffic cameras.

*Strategic Goal*

Build and maintain a strong, connected fiber and wireless network that supports City operations.

*Planned Project*

Build a redundant Park Street path and continue Wireless Access Point replacements.

*Strategic Goal*

Develop and maintain a secure foundation for City operations.

*Planned Project*

Replace end-of-life network switches and wireless access points, the Citrix Netscaler, and improve the City's data backups.

*Strategic Goal*

Maintain policies and processes that support secure City operations.

*Planned Project*

Continue refining our cyber security processes and procedures, while deploying additional technology-based solutions to address security risks.

*Strategic Goal*

Support and maintain the City's growing technology infrastructure.

*Planned Project*

Replace hardware and software to maximize technology investments, reduce redundancies, increase efficiencies, and minimize disruption of technology services.

## **Application Development & Support**

*Strategic Goal*

Provide a comprehensive digital toolkit to our customers by implementing collaboration software.

*Planned Project*

Implement M365 (a Microsoft productivity, collaboration, and email platform) and SharePoint (a Microsoft document management and storage system). Enhance the City's enterprise Drupal Content Management System to support critical City communications, as well as improve resident engagement and community outreach.

*Strategic Goal*

Increase our flexibility, sustainability, and uptime by shifting to a cloud-first strategy.

*Planned Project*

Implement a Digital Signature Platform; Cloud Hosting Migration to the Drupal Content Management System.

*Strategic Goal*

Use technology to connect the public to City government.

*Planned Project*

Complete the scope and implementation plan for a 311 System. Develop a new website for the Streets Division to help residents understand and access key City services such as refuse and recycling collection, urban forestry, brush and yard waste, and other Streets services.

*Strategic Goal*

Standardize and improve the intake process for service requests.

*Planned Project*

Implementing IT Service Management (ITSM) SaaS system.

*Strategic Goal*

Complete work successfully and quickly by improving our ability to select and manage projects.

*Planned Project*

Implementing Project Portfolio Management (PPM) SaaS system.

*Strategic Goal*

Provide all City employees with the tools they need to do their jobs.

*Planned Project*

Partner with the City Assessor's Office to implement a Cloud Hosted Assessment Valuation System.

## Racial Equity and Social Justice

Information Technology (IT) prioritizes Racial Equity and Social Justice into every layer of our work lifecycle. We ground our work in equity and inclusion by keeping our strategic priorities, budget programs, project portfolio, work plans, and project requests in alignment with the City's [shared values](#). Our goal is to embed equity and inclusion considerations into every process for City employees and Madison residents.

Our portfolio encompasses an extensive array of information technology services and tools, creating a cascading, widespread impact on City operations with the holistic goal of digital inclusion. We create governance models and accountability measures for information technology services to ensure an equitable framework throughout the project lifecycle.

We do this by:

- Requiring all new software services to undergo a thorough [review](#) from IT, Office of the City Attorney, Finance, and Risk Management, per [APM 3-20](#) prior to acquisition. This review also requires vendors to demonstrate equitable solutions and outcomes in their software when completing the [Software Acquisition Requirements form](#).
- Asking vendors to confirm compliance with ADA Compliance, Section 508 Compliance, Data Privacy, Mobile Device Support, Multilingual Support (in alignment with the City's Language Access Plan), and Gender Identity recommendations from [APM 2-52](#), such as enabling inclusive choices for gender identity fields, preferred pronoun fields, and user self-service for name and gender changes.
- Strongly encouraging agencies developing content for the City's website, EmployeeNet, and any applications used to engage residents to follow [Federal Plain Language Guidelines](#), ensuring residents from all backgrounds can (1) find what they need, (2) understand what they find, and (3) use what they find to meet their needs. Agencies are also encouraged to cross-publish content with a variety of engagement methods (web, social media, application, phone, email,

mail, etc.) to meet residents where they are and deliver the City's information in an equitable way.

- Requiring agencies to comply with ADA Compliance, Section 508 Compliance, Data and Privacy.
- Requiring agencies to comply with the City's [Language Access Plan](#) when developing content for the City's website, EmployeeNet, and any applications used to engage residents.

## Major Changes in the 2023 Operating Request

We are not proposing any major changes within our Cost-to-Continue budget.

## Summary of Reductions (Non-Enterprise Agencies)

The Information Technology's General fund target for the 2023 operating budget is \$9,268,424. We have proposed a series of reduction scenarios, which represents the 1% reduction of \$92,684. The proposed reductions have been categorized from minor to major impact. Many reductions are long-term sustainable reductions that will have minimal impact to City service delivery.

We have followed Madison Public Library's example, and created a reduction spreadsheet. The spreadsheet includes a detailed proposed reduction, the implications of the reduction, the RESJ impacts and the ranking of most acceptable to least acceptable within each category. The categories and proposed reductions are summarized below:

- Minor Impact Reductions (\$50,160): These are long-term sustainable reductions that have been identified due to lack of use, an opportunity for alternative funding source or redundant systems. All of these reductions would have minor impact to City service delivery. Reductions include: Eliminating the IT Computer Training Center due to lack of use and moving consultant funding to the Digital Accessibility and Engagement Capital Program.
- Moderate Impact Reductions (\$15,000): These are long-term sustainable reductions that would not impact City service delivery but would impact City IT staff employee engagement. Reductions include: Office supplies and SaaS training opportunities.
- Major Impact Reductions (\$27,000): These are reductions that would not stop City services but could majorly impact service delivery to residents and City staff. Reductions include: Eliminating AgoraPulse and No Wait Inside, discontinuing maintenance on our legacy progress servers, and no longer having back-up PRI (telephony) lines.

I look forward to answering any questions and working together to create a balanced 2023 budget.

*C.C.: Mayor Rhodes-Conway  
Deputy Mayors  
Christine Koh, Budget & Evaluation Manager  
Amanda Lythjohan, Financial and Administration Services Manager  
David Faust, Assistant IT Director*

2023 IT Operating Budget Reduction Scenarios



Title	Description	Cost	Service	Object	Rank	RESJ Impact	Service Impact
Villager Mail	Information Technology computer training space.	\$ 21,600.00	17200	54230	1	No impact: Trainings can now be offered virtually or can be held in the Human Resources training rooms.	There is no longer a demand for the space. In 2020 there were fifty-six reservations, in 2021 four reservations and in 2022 there are zero reservations. Training and testing are now virtual. Ending our lease would not have a significant impact on City service delivery. We will also have an estimated savings \$53,154 in not upgrading hardware and software along with staff time needed to maintain the room.
NATOA Membership- Annual Assessment	Annual Assessment Fees	\$ 1,500.00	17200	54335	2	No impact: Membership assessment was a voluntary payment used to pay attorneys, lobbyists, etc. for NATOA's lobbying efforts. This was especially helpful in 2018 when the FCC was imposing rate reductions for Franchise Fees paid to municipalities.	No Impact. Service is not needed.
Electric Citizen	Consultant assisting on transition to Drupal cloud services.	\$ 18,000.00	17100	54335	3	No impact.	No impact. Consulting services will be paid for out of the Digital Accessibility and Engagement Capital Program.
UPS Battery Replacement		\$ 6,000.00	17200	54335	4	No impact.	No impact. Replaced in 2022 and move to Capital for future years as part of the Network Lifecycle Management Program.
FileMaker	Software used to manage asset library	\$ 1,860.00	17200	54335	5	No impact.	No impact: Moved Media Team data to new Ticketing and Service Management Software.
Dropbox	Software to securely share files	\$ 1,200.00	17200	54335	6	No impact.	No impact: Eliminating redundant software.
FutureQuest	Middle School event to connect students with a wide variety of career paths.	\$ 750.00	17200	54810	7	FutureQuest is directed at Middle School kids to engage them in a multitude of career paths. IT staff participated (General IT, Web & GIS, Video/Media production) and there was not a strong interest by student participants. We would like to see if we can engage students in more direct outreach to MMSD Middle School and High School students through their computer and video production classes.	Low impact: FutureQuest is directed at Middle School kids to engage them in a multitude of career paths. IT staff participated (General IT, Web & GIS, Video/Media production) and there was not a strong interest. We would like to see if we can engage students through direct outreach to MMSD Middle School and High School students through their computer and video production classes.
Drupalizeme	Drupal Training for Web Team	\$ 2,100.00	17100	54520	1	No impact.	Moderate impact: Training tool that IT Web Team uses for continuous education. It is a useful tool to have but would not impact their work product if it was eliminated.
Office Supplies	IT Supplies: pens, paper, hardware, software, etc.	\$ 13,000.00	Split 17100-17200	Various	2	No impact.	Not ideal but we could reduce without a major impact to being able to provide staff with the necessary tools to do their jobs.



2023 IT Operating Budget Reduction Scenarios



Title	Description	Cost	Service	Object	Rank	RESJ Impact	Service Impact
Agorapulse	Social media management tool that works with Facebook, Twitter, Instagram, LinkedIn, and YouTube.	\$ 5,500.00	17100	54335	1	If Agorapulse were to be eliminated, staff would have to manually manage and share social media content and it would be a time-intensive endeavor. Staff would have to make decisions on what and where social media content would be shared, which could indirectly impact our residents' ability to stay informed.	Tool for City of Madison staff to easily manage the City's social media accounts for outreach purposes. It would be an impact on the 40 users and twenty agencies that rely on Agorapulse's toolset to more efficiently do their work.
No Wait Inside	No Wait Inside is a cloud based queue management tool designed to assist government entities that previously allowed walk in traffic.	\$ 4,500.00	17100	54335	2	Residents and businesses use No Wait Inside to make appointments online and get notified when they should enter the Madison Municipal Building to minimize congestion and contact. If residents and businesses had to wait in the same spaces there might be a greater chance for the spread of disease, therefore, reducing opportunities for keeping our workforce and our community safe and healthy.	Building Inspection and Transportation use "No Wait Inside" for residents and businesses to make appointments online and get notified when to enter the building to minimize congestion and contact. It has increased efficiencies for both residents and City staff and decreased anxiety and stress. Discontinuing this will not stop service delivery but will negatively impact the quality. No Wait Inside Data Points: Building Inspection: Active dates: 1/1/2021 – Present, Customers Served: 7459, Number of Overall Appointments booked: 9035, Number of Appointments Booked Online: 8926. Transportation: Active Dates: 7/1/2021 – Present, Customers Served: 3978, Number of Overall Appointments booked: 4735, Number of Appointments Booked Online: 4583.
HP UNIX VAPPS and CAPPS Maintenance	Legacy progress system servers maintenance to maintain our progress servers.	\$ 5,000.00	17200	54335	3	It would be an indirect impact to residents since we will have to pay time and materials to have them fixed or purchase new ones and these costs have not been accounted for in IT's operating and capital budget, which might take funds away from other projects and programs, impacting service delivery for residents.	Used to support the City's current Property Assessment System (GAMA) and MyCommit, to a name a few. We are working on migrating these legacy systems to new software systems but this is a major project, which should be completed by 2024, and if the servers fail, we will have to pay time and materials to have them fixed, or might have to purchase new ones and data would not be accessible to City staff or residents.

2023 IT Operating Budget Reduction Scenarios



Title	Description	Cost	Service	Object	Rank	RESJ Impact	Service Impact
Primary Rate Interface (PRI) Lines	Used as back-up lines for Session Initiation Protocol (SIP) Trunks (phone lines). They are rarely activated but the PRI lines are a important back-up tool for ensuring that we can keep phones working at high priority agencies.	\$ 12,000.00	17200	54335	4	If both of the City's Lumen SIP trunks (City main phone lines) were cut and/or down, PRI circuits are a backup to ensure that we have phones at our call centers or priority agencies. Residents would be negatively impacted if both SIP trunks were down and we did not have this backup solution. For example, if Metro riders were trying to contact the Metro Customer Call Center, they would not be able to access Metro customer representatives to assist them in getting the correct route to work, shopping or education since ALL City phone lines would be down.	While we are now finally geographically diverse with our Lumen SIP trunks (Main City phone lines) there has been at least once where both SIP Trunks went down for a period of time. Maintaining the PRI circuits ensures we can keep the phones working at high priority agencies and call centers. Even if the back-up lines are only activated once a year, the implications if we were to discontinue the service would have major impact on service delivery.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Information Technology ▼

SELECT YOUR AGENCY'S SERVICE:

Application Development and Support ▼

SERVICE NUMBER:

171

SERVICE DESCRIPTION:

This service is responsible for maintaining databases and database software, the City's website and EmployeeNet, the Electronic Document Management System (EDMS), the centralized Geographic Information System (GIS), support for enterprise applications such as MUNIS, Legistar, and Crystal Reports, and all permitting, licensing, asset management, and land/planning applications. The goal of this service is to have residents and IT customers engage with the City in an efficient, equitable manner with positive outcomes.

Are any updates required for the "Service Description"?

This service provides management, support and maintenance of critical enterprise and department software application systems. These range from large enterprise-wide systems such as City's financial system (MUNIS), property management system (CAMA), the centralized Geographic Information System (GIS), licensing, asset management, and land/planning system (Accela), workforce management (Kronos and Telestaff), to the City's website and ePayment system, and collaboration tools such as M365, Sharepoint and Zoom. The goal of this service is increase focus on the use of new application and data analysis to integrate systems and provide new, online services and digital information for residents and customers to engage with the City in an efficient, equitable manner with positive outcomes.

Activities performed by this Service

Activity	% of Effort	Description
Project Management	20	This service is responsible for managing and driving all project activities related to the project and IT communications. The PMO project manager coordinates all activities with appropriate staff and stakeholders, including resource coordination, progress and status reporting, budget development and monitoring, roles and responsibilities, requirements and issue and risk tracking.
IT Infrastructure	5	This service delivers, maintains and supports the City's network infrastructure, servers, backup, recovery, storage, firewalls, data center operations, user directory and Exchange, domain name system (DNS), fiber and wireless, telephony, upgrades/patching and system administration & configuration.
Administration	10	This service provides all information technology business functions, such as, legal and contract compliance, purchasing and records management. This service develops and manages the Information Technology budget and oversees hiring, payroll and implementation of RESJI analysis, decisions and policies.
Applications Development and Support	45	This service is responsible for maintaining database management, developing and supporting enterprise applications such as the City's financial system (MUNIS), property management system (CAMA), licensing, asset management, and land/planning system (Accela), workforce management (Kronos and Telestaff), GIS (ESRI), reporting tools, and developing integration platforms. This service maintains enterprise web application infrastructure including: website content management systems, online payments, email lists, text messaging system, social media management tools, photo library, Application Programming Interfaces (APIs), and others.
Security	15	This service protects the City's information technology assets and systems by strengthening the City's security posture by training employees, establishing secure practices and processes, and overseeing technologies to detect, analyze, respond, report, and prevent Cyber security incidents.

Activity	% of Effort	Description
Customer Service and Communication	5	This service is responsible for managing the IT Help Desk that provides both onsite and remote support for break-fix, software installation and advanced troubleshooting needs and oversees the Workstation Lifecycle Management Program which equips, maintains and supports all endpoint devices that City IT provides including desktops, laptops, tablets and printers. This service supports hybrid and virtual meetings, camera management program, Madison City Channel, and the AV Lifecycle Management Program. This service manages IT communications to create connections with users, focusing on important changes and information in our technology environment.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

This service is responsible for maintaining databases and database software, the City's website and EmployeeNet, the Electronic Document Management System (EDMS), the centralized Geographic Information System (GIS), support for enterprise applications such as MUNIS, Legistar, and Crystal Reports, and all permitting, licensing, asset management, and land/planning applications. The goal of this service is to improve accessibility to government agencies and services and provide and support tools to ensure that the City of Madison government is transparent and accountable.

## 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	\$3,801,024	\$4,429,629	\$4,050,309	\$4,248,122	\$4,250,214	\$4,301,154
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$3,801,024</i>	<i>\$4,429,629</i>	<i>\$4,050,309</i>	<i>\$4,248,122</i>	<i>\$4,250,214</i>	<i>\$4,301,154</i>
<i>Budget by Major</i>						
Revenue	(\$186,394)	\$0	\$0	\$0	\$0	\$0
Personnel	\$2,738,350	\$2,823,750	\$2,740,147	\$2,876,743	\$2,875,485	\$2,875,485
Non-Personnel	\$1,357,053	\$1,736,056	\$1,441,741	\$1,747,581	\$1,802,968	\$1,853,908
Agency Billings	(\$107,985)	(\$130,177)	(\$131,579)	(\$376,202)	(\$428,239)	(\$428,239)
<i>Total</i>	<i>\$3,801,024</i>	<i>\$4,429,629</i>	<i>\$4,050,309</i>	<i>\$4,248,122</i>	<i>\$4,250,214</i>	<i>\$4,301,154</i>

## 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	54 - PURCHASED SE	17100	54335	\$50,940	Updated maintenance to reflect actual amount in this service
<b>TOTAL</b>				\$50,940.00	

Insert item

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

None

Explain the assumptions behind the changes.

Updated maintenance to reflect actual amount in this service

What is the justification behind the proposed change?

IT Maintenance Charges

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?

Application Development & Support encompasses an array of active information technology services and tools, creating a cascading, widespread impact on City operations with through the holistic goal of digital inclusion. This service is unique in that City agencies leverage its sub-services to implement a variety of equity goals in City departments and the Madison community. Information Technology (IT) strives to create governance models and accountability measures for Application Development & Support services to ensure an equitable framework throughout the project lifecycle.

Examples include:

- The New Software Request process, requiring all new software services to undergo a thorough [review](#) from IT, Office of the City Attorney, Finance, and Risk Management, per [APM 3-20](#) prior to acquisition. This review also requires vendors to demonstrate equitable solutions and outcomes in their software when completing the [Software Acquisition Requirements form](#).
- Vendors must confirm compliance with ADA Compliance, Section 508 Compliance, Data Privacy, Mobile Device Support, Multilingual Support (in alignment with the City's Language Access Plan), and Gender Identity recommendations from [APM 2-52](#), such as enabling inclusive choices for gender identity fields, preferred pronoun fields, and user self-service for name and gender changes.
- Agencies developing content for the City's website, EmployeeNet, and any applications used to engage residents are strongly encouraged to follow [Federal Plain Language Guidelines](#) to ensure residents from all backgrounds can (1) find what they need, (2) understand what they find, and (3) use what they find to meet their needs. Agencies are also encouraged to cross-publish content with a variety of engagement methods (web, social media, application, phone, email, mail, etc.) to meet residents where they are and deliver the City's information in an equitable way. Agencies are also required to comply with ADA Compliance, Section 508 Compliance, Data and Privacy.
- Agencies are required to comply with ADA Compliance, Section 508 Compliance, Data and Privacy.
- Agencies are required to comply with the City's [Language Access Plan](#) when developing content for the City's website, EmployeeNet, and any applications used to engage residents.

All IT project requests are required to complete an IT Project Request Intake Form that has two RESJ questions as part of the intake. We ask these questions to ensure racial equity impacts are at the core of our customers' decision making as they considered their project requests.

Questions from the Project Intake Form:

1. Equity impact analysis: How will you identify and mitigate unintended consequences for low income communities and communities of color in particular? Are there other communities that stand to be disproportionately impacted by this project? How will the project address those impacts?
2. Potential barriers: What are the potential elements that may restrict progress? How will you mitigate these barriers?

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.

- [Language Access Plan](#)
- MAC/WIC Workplace Climate Survey (internal metrics)
- APM 2-52 Inclusive Workplace Operations Team

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.

No, this is not a recommendation from a NRT.

### 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)?

\$92,684

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

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
	\$56,410	See spreadsheet attached to submission and Transmittal Memo.
<b>Total</b>	\$56,410	

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	\$56,410	See spreadsheet attached to submission and Transmittal Memo.
Agency Billings		
Total	\$56,410	

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?

See spreadsheet attached to submission and Transmittal Memo.

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)?

Yes

If yes, which agencies: See Spreadsheet attached to submission and Transmittal Memo

Describe why the proposed reduction was chosen.

See spreadsheet attached to submission and Transmittal Memo.

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

See spreadsheet attached to submission and Transmittal Memo.

### 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Information Technology ▼

SELECT YOUR AGENCY'S SERVICE:

Technical Services ▼

SERVICE NUMBER:

172

SERVICE DESCRIPTION:

This service supports the citywide network of high-speed fiber, City-owned computers and telephones, software upgrades and security patches, a City-owned wireless hotspot network, and digital video surveillance cameras. The service stays current with the latest security, hardware, and software technologies and recommends implementation of these technologies where appropriate. This service also includes the Media Team (Madison City Channel) that provides live coverage of City meetings and maintains taped replays and online archives of those meetings. The goals of this service are to continue to provide technology-based solutions that support customers' missions in all City departments/divisions and to provide data and application communication technology between government agencies and City residents and visitors.

Are any updates required for the "Service Description"?

This service delivers, maintains and supports the City's network and fiber and wireless network infrastructure, provides the overall architecture and standards for network security, manages data center operations, system administration & configuration, and is responsible for managing the Help Desk that provides both onsite and remote support and oversees the Workstation Lifecycle Management Program. These funds also support the delivery of hybrid and virtual meetings, the camera management program, Madison City Channel, and the management of the AV Lifecycle Management Program. The goal of this service is to provide a secure digital workplace, for continual improvement of processes, tools, and operational efficiencies to meet our employees' and residents needs, as well as, support the City's strategic priorities through technology.

Activities performed by this Service

Activity	% of Effort	Description
Project Management	5	This service is responsible for managing and driving all project activities related to project and IT communications. The PMO project manager coordinates all activities with appropriate staff and stakeholders, including resource coordination, progress and status reporting, budget development and monitoring, roles and responsibilities, requirements and issue and risk tracking.
IT Infrastructure	40	This service delivers, maintains and supports the City's network infrastructure, security, backup, recovery, storage, firewalls, data center operations, user directory and Exchange, domain name system (DNS), fiber and wireless, telephony, upgrades/patching and system administration & configuration.
Administration	5	This service provides all information technology business functions, such as, legal and contract compliance, purchasing and records management. This service develops and manages the Information Technology budget and oversees hiring, payroll and implementation of RESJI analysis, decisions and policies.
Application Development	5	This service is responsible for maintaining database management, developing and supporting enterprise applications such as the City's financial system (MUNIS), property management system (CAMA), licensing, asset management, and land/planning system (Accela), workforce management (Kronos and Telestaff), GIS (ESRI), reporting tools, and developing integration platforms. This service maintains enterprise web application infrastructure including: website content management systems, online payments, email lists, text messaging system, social media management tools, photo library, Application Programming Interfaces (APIs), and others.



Activity	% of Effort	Description
Security	15	This service protects the City's information technology assets and systems by strengthening the City's security posture by training employees, establishing secure practices and processes, and overseeing technologies to detect, analyze, respond, report, and prevent Cyber security incidents.
Customer Service	30	This service is responsible for managing the IT Help Desk that provides both onsite and remote support for break-fix, software installation and advanced troubleshooting needs and oversees the Workstation Lifecycle Management Program which equips, maintains and supports all endpoint devices that City IT provides including desktops, laptops, tablets and printers. This service supports hybrid and virtual meetings, camera management program, Madison City Channel, and the AV Lifecycle Management Program. This service manages IT communications to create connections with users, focusing on important changes and information in our technology environment.

 Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

Deliver technology solutions that supports City services; Implement projects to successfull achieve business goals; sustain and optimize the City's technology portfolio; enable continuous innovation to support city service delivery.

**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	\$2,801,633	\$3,434,686	\$3,025,908	\$5,190,653	\$5,018,210	\$4,967,270
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,801,633</i>	<i>\$3,434,686</i>	<i>\$3,025,908</i>	<i>\$5,190,653</i>	<i>\$5,018,210</i>	<i>\$4,967,270</i>
<i>Budget by Major</i>						
Revenue	(\$276,230)	(\$55,000)	(\$22,400)	(\$55,000)	(\$55,000)	(\$55,000)
Personnel	\$3,075,714	\$2,731,065	\$2,702,284	\$2,866,484	\$2,982,267	\$2,982,267
Non-Personnel	\$531,767	\$1,372,422	\$960,168	\$2,952,319	\$2,898,165	\$2,847,225
Agency Billings	(\$529,618)	(\$613,801)	(\$614,144)	(\$573,150)	(\$807,222)	(\$807,222)
<i>Total</i>	<i>\$2,801,633</i>	<i>\$3,434,686</i>	<i>\$3,025,908</i>	<i>\$5,190,653</i>	<i>\$5,018,210</i>	<i>\$4,967,270</i>

**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 ▼	54 - PURCHASED SE ▼	17200	54335	(\$50,941)	Updated maintenance to reflect actual amount in this service
<b>TOTAL</b>				<b>-\$50,941.00</b>	

 Insert item

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

None

Explain the assumptions behind the changes.

Updated maintenance to reflect actual amount in this service

What is the justification behind the proposed change?

IT Maintenance Charges

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?

Technical Services provides the technology infrastructure essential to all City operations. This service focuses on maintaining and growing a strong, resilient, efficient, and effective technology backbone to keep the City running while supporting the delivery of digital media services to residents. Technology is critical when connecting residents with City services. Therefore, IT prioritizes equity and digital inclusion through this service by ensuring that City staff, business partners, and community partners have access to the technology resources necessary to building out equitable outcomes.

Examples include:

- Fiber and network connections to City facilities, such as City Hall, Public Health clinics, training facilities, Madison Public Libraries, Madison Parks and Goodman Pool.
- Support the on-going needs of a digital, hybrid workforce and community including public participation and collaboration.
- Hybrid and Virtual Board, Commission and Committee Meetings.
- Digital Media projects: Women in Firefighting (Fire), RESJI New Employee Introduction (DCR), Cardiac Arrest Survival (Fire).
- AV Consultation for CCB 1<sup>st</sup>, 4<sup>th</sup>, 5<sup>th</sup> Floor Remodel, Fire Station 6 Remodel, Public Market, and the Imagination Center.

All IT project requests are required to complete an IT Project Request Intake Form that has two RESJ questions as part of the intake. We ask these questions to ensure racial equity impacts are at the core of our customers' decision making as they considered their project requests.

Questions from the Project Intake Form:

1. Equity impact analysis: How will you identify and mitigate unintended consequences for low income communities and communities of color in particular? Are there other communities that stand to be disproportionately impacted by this project? How will the project address those impacts?
2. Potential barriers: What are the potential elements that may restrict progress? How will you mitigate these barriers?

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.

Hybrid and Virtual Board, Commission and Committee Meetings: [Ad Hoc Task Force on The Structure of City Government \(TFOGS\) Final Report Implementation Work Group End of Term Report](#)

Hybrid and Virtual Board, Commission and Committee Meetings: [Support the on-going needs of a digital, hybrid workforce and community including public participation and collaboration: Ad Hoc Task Force on The Structure of City Government \(TFOGS\) Final Report Implementation Work Group End of Term Report](#)

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.

No, this is not a recommendation from a NRT.

#### 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)?

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

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
	\$30,600	See spreadsheet attached to submission and Transmittal Memo.
<b>Total</b>	\$30,600	

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	\$30,600	See spreadsheet attached to submission and Transmittal Memo.
Agency Billings		
<b>Total</b>	\$30,600	

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?

See Spreadsheet attached to submission and Transmittal Memo.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

See spreadsheet attached to submission and Transmittal Memo.

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

See spreadsheet attached to submission and Transmittal Memo.


**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

## Landfill

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Other Restricted	974,956	1,157,895	1,018,330	1,280,062	470,769	933,569
<b>Total</b>	<b>974,956</b>	<b>1,157,895</b>	<b>1,018,330</b>	<b>1,280,062</b>	<b>470,769</b>	<b>933,569</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Landfill Management Maintenanc	974,956	1,157,895	1,018,330	1,280,062	470,769	933,569
<b>Total</b>	<b>974,956</b>	<b>1,157,895</b>	<b>1,018,330</b>	<b>1,280,062</b>	<b>470,769</b>	<b>933,569</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(885,442)	(1,023,100)	(731,780)	(650,000)	-	(650,000)
Fine Forfeiture Asmt	(955)	(2,500)	(2,697)	(3,000)	-	(3,000)
Invest Other Contrib	(41,541)	(102,000)	(14,141)	(37,300)	-	(12,400)
Other Finance Source	(46,537)	(30,294)	(269,712)	(589,762)	(470,769)	(268,169)
Transfer In	(481)	-	-	-	-	-
<b>Total</b>	<b>(974,956)</b>	<b>(1,157,894)</b>	<b>(1,018,330)</b>	<b>(1,280,062)</b>	<b>(470,769)</b>	<b>(933,569)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	296,810	313,849	314,049	317,643	302,966	325,629
Benefits	106,319	97,244	97,655	100,542	98,850	100,639
Supplies	33,562	63,500	61,758	108,500	-	88,500
Purchased Services	281,889	569,834	403,659	604,812	-	305,245
Inter Depart Charges	211,851	124,468	137,913	153,565	68,953	121,856
Inter Depart Billing	(78,062)	(101,000)	(106,687)	(102,000)	-	(109,300)
Transfer Out	122,587	90,000	109,982	97,000	-	101,000
<b>Total</b>	<b>974,956</b>	<b>1,157,895</b>	<b>1,018,330</b>	<b>1,280,062</b>	<b>470,769</b>	<b>933,569</b>



Department of Public Works  
**Engineering Division**  
 Kathy Cryan, Interim Engineering Manager

City-County Building, Room 115  
 210 Martin Luther King, Jr. Boulevard  
 Madison, Wisconsin 53703  
 Phone: (608) 266-4751  
 Fax: (608) 264-9275  
[engineering@cityofmadison.com](mailto:engineering@cityofmadison.com)  
[www.cityofmadison.com/engineering](http://www.cityofmadison.com/engineering)

**Deputy City Engineer**  
 Gregory T. Fries, P.E.

**Principal Architect 2**  
 Bryan Cooper, AIA

**Principal Engineer 2**  
 John S. Fahrney, P.E.  
 Chris Petykowski, P.E.  
 Janet Schmidt, P.E.

**Principal Engineer 1**  
 Christina M. Bachmann, P.E.  
 Mark D. Moder, P.E.  
 James M. Wolfe, P.E.

**Financial Manager**  
 Steven B. Danner-Rivers

**TO:** Dave Schmiedicke, Finance Director  
**FROM:** Kathy Cryan, Interim Engineering Manager  
**DATE:** July 22, 2022  
**SUBJECT:** 2023 Operating Budget Transmittal Memo – Landfill

**CC:** Mayor; Deputy Mayors; Budget & Program Evaluation Staff

**GOALS OF AGENCY’S OPERATING BUDGET**

This service manages the five closed landfills overseen by the City. Our goals are to:

- Protect public safety and the environment.
- Provide green space for recreational use.
- Provide pollinator and wild life habitat.
- Assure compliance with Wisconsin DNR regulations.

**RACIAL EQUITY AND SOCIAL JUSTICE**

We will continue working to increase the diversity of our workforce by actively recruiting women and people of color. This includes a variety of activities including, but not limited to, using the Equitable Hiring Tool; developing an individual outreach and recruitment plan for every external hiring process; participating in targeted job and career fairs, outreach activities at local schools and community events; and filling positions at the trainee level.

**MAJOR CHANGES IN THE 2023 OPERATING REQUEST**

The following projects are proposed for 2023:

- Reconstruct stack enclosure and re-roof Sycamore blower building (\$25,000)
- Reroof Demetral blower building (\$15,000)
- Electrical upgrades (\$25,000)

**ENTERPRISE AGENCIES**

The Landfill budget is funded through landfill remediation fees. This fee is a flat rate and applies to every parcel in the City. As such revenues were not impacted by the pandemic.

The landfill remediation fee rate is based on the size of the water meter serving the property. Water meter sizes ranges from 5/8” to 12”. Homeowners, who have the smallest meter size, pay the lowest amount. The current rate for a homeowner is \$0.50 per month or \$6.00 annually. Larger, industrial properties have the largest meter sizes, and pay the highest rates, up to \$284.50 per month for a 12” meter. Parcels that do not have water service are charged a flat rate of \$0.50 per month. We do not anticipate a need to increase rates in 2023.

The proposed Landfill budget for 2023 will maintain our current level of service and assumes the same level of revenue as in 2022. Adequate reserves exist to fund any unanticipated expenses.

**SUMMARY OF REDUCTIONS (NON-ENTERPRISE AGENCIES)**

N/A – The Landfill budget is funded through landfill remediation fees.

**TOWN OF MADISON**

None – The Town of Madison final attachment will not include any new closed landfill sites.

**OPTIONAL SUPPLEMENTAL REQUEST**

None – No additional resources are required to provide this service.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Landfill ▼

SELECT YOUR AGENCY'S SERVICE:

Landfill Management Maintenance ▼

SERVICE NUMBER:

421

SERVICE DESCRIPTION:

This service manages the five closed landfills overseen by the City. The goal of this service is to eliminate the migration of landfill contamination and gas to maintain a clean environment.

Are any updates required for the "Service Description"?

This service manages the five closed landfills overseen by the City. The goal of this service is to eliminate the migration of landfill contamination and gas to protect the health and safety of our residents and environment.

Activities performed by this Service

Activity	% of Effort	Description
Landfill Management and Regulatory Compliance	15	Plan, direct and implement landfill groundwater leachate, and gas sampling and monitoring programs. Submit required data to WI-DNR. Prepare and submit plan modification requests and annual reports demonstrating compliance with regulatory requirement.
Monitoring and Sampling	45	Monitor landfill gas extraction and migration control systems. Perform leachate, condensate and water sampling.
Maintenance and Repair	40	Perform scheduled preventative maintenance and repair to landfill gas collection and migration control, leachate collection, and SCADA systems to assure reliable operation, maximize energy efficiency and protect taxpayers investment by maximizing useful life.

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

Landfill monitoring and maintenance activities are focused on eliminating the migration of landfill contamination and gas to protect the health and safety of our residents and environment.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$974,956	\$1,157,895	\$1,018,330	\$1,280,062	\$470,769	\$933,569
<i>Total</i>	<i>\$974,956</i>	<i>\$1,157,895</i>	<i>\$1,018,330</i>	<i>\$1,280,062</i>	<i>\$470,769</i>	<i>\$933,569</i>
<i>Budget by Major</i>						
						296



Revenue	(\$974,956)	(\$1,157,895)	(\$1,018,330)	(\$1,280,062)	(\$470,769)	(\$933,569)
Personnel	\$403,129	\$411,093	\$411,704	\$418,185	\$401,816	\$426,268
Non-Personnel	\$438,038	\$723,334	\$575,399	\$810,312	\$0	\$494,745
Agency Billings	\$133,789	\$23,468	\$31,227	\$51,565	\$68,953	\$12,556
<i>Total</i>	\$0	\$0	\$0	\$0	\$0	\$0

### 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
1250 - OTHER RESTF	53 - SUPPLIES	421000...	53355	(\$20,000)	Reduction in Landscaping Supplies due to no major project similar to what was done in 2022
1250 - OTHER RESTF	53 - SUPPLIES	421000...	53410	(\$20,000)	Budgeted for two gas analyzers in 2022 budget but nothing requested for 2023
1250 - OTHER RESTF	54 - PURCHASED SE	421000...	54250	(\$300,000)	No large scale projects similar to 2022's header replacement projects are planned for 2023
<b>TOTAL</b>				<b>-\$340,000.00</b>	

Insert item

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

No anticipated impacts

Explain the assumptions behind the changes.

Based on current plans

What is the justification behind the proposed change?

Meets current needs

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?

Residents that live and work closer to landfills that are not maintained may have higher risks than those who do not live near landfills. Our goal is to monitor and maintain the City's closed landfills to protect public safety and the environment; ensuring residents near landfills do not have inequitable higher health risk. Monitoring and controlling landfill gas so that it does not migrate off-site and create a hazard is critical to protecting nearby residents and businesses. In 2023, repairs include reconstructing aging infrastructure at both the Sycamore and Demetral landfills. The Sycamore landfill is located in an area identified by the American Community Survey to be within the likely the 75% percentile of families living below poverty. The Demetral landfill is not located in a socioeconomically vulnerable area, but doubles as a park space and field for East High School students of which 54% are on the Free Lunch Program under the National School Lunch Act.

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.

Data from the U.S. Census Bureau American Community Survey, Environmental Projection Agency EJ Screen, Wisconsin DNR, Parks, Public Health Madison and Dane County, Madison Metropolitan Sewerage District, abutting property owners, recreational users.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

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

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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

## Library

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Library	19,163,603	18,849,564	18,372,081	19,066,904	19,430,821	19,430,821
Permanent	6,297	15,000	15,223	15,000	15,000	9,000
<b>Total</b>	<b>19,169,900</b>	<b>18,864,564</b>	<b>18,387,304</b>	<b>19,081,904</b>	<b>19,445,821</b>	<b>19,439,821</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Admin & Marketing	4,456,045	4,402,604	4,443,125	4,298,190	4,321,916	4,338,633
Col Res & Access	2,042,421	2,193,694	2,894,581	2,765,236	2,987,466	2,978,958
Community Engagement	528,186	929,282	1,532,330	1,727,054	1,874,061	1,855,794
Facilities	2,322,204	2,401,353	2,312,422	2,381,492	2,437,371	2,453,435
Public Service	9,821,045	8,937,631	7,204,846	7,909,932	7,825,006	7,813,000
<b>Total</b>	<b>19,169,900</b>	<b>18,864,564</b>	<b>18,387,304</b>	<b>19,081,904</b>	<b>19,445,821</b>	<b>19,439,821</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(1,294,013)	(1,368,883)	(1,424,912)	(1,331,460)	(1,331,460)	(1,331,460)
Charges For Services	(729,957)	(888,877)	(840,531)	(803,768)	(803,768)	(743,939)
Fine Forfeiture Asmt	(65,389)	(23,700)	(28,057)	(23,700)	(23,700)	(30,000)
Invest Other Contrib	(927,659)	(240,907)	(455,475)	(299,513)	(299,513)	(347,646)
Misc Revenue	(646)	-	(250)	-	-	(250)
Other Finance Source	(430,826)	(250,000)	(111)	(70,000)	(70,000)	(70,000)
Transfer In	(110,604)	(15,000)	(21,000)	(16,000)	(8,700)	(150,034)
<b>Total</b>	<b>(3,559,094)</b>	<b>(2,787,367)</b>	<b>(2,770,337)</b>	<b>(2,544,441)</b>	<b>(2,537,141)</b>	<b>(2,673,329)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	10,020,054	10,734,380	10,041,372	10,911,602	10,968,926	10,985,821
Benefits	2,973,147	2,947,470	3,217,371	3,020,964	3,089,961	3,089,961
Supplies	1,011,254	827,238	952,308	817,220	851,253	889,849
Purchased Services	3,652,744	4,041,321	3,888,540	3,925,930	4,120,042	4,201,039
Debt Othr Financing	1,884,096	-	-	-	-	-
Inter Depart Charges	136,653	131,022	157,294	131,210	133,361	133,361
Transfer Out	3,051,046	2,970,500	2,900,756	2,819,419	2,819,419	2,813,119
<b>Total</b>	<b>22,728,995</b>	<b>21,651,931</b>	<b>21,157,640</b>	<b>21,626,345</b>	<b>21,982,962</b>	<b>22,113,150</b>



MADISON  
PUBLIC  
LIBRARY

TO: Dave Schmiedicke, Finance Director  
FROM: Greg Mickells, Library Director  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

201 W. Mifflin St.  
Madison, WI 53703

608.266.6300 ph  
608.266.4338 fax

### Goals of Agency's Operating Budget

Madison Public Library is focused on rebuilding our capacity to meet the needs of the community from our return in 2021 to full services and in 2022 to in-person programming. Our goals align with many of the elements within Imagine Madison, with the majority of our goals falling under Culture and Character through our services and programs. Our community connections create a platform and we can act as a facilitator for many other City agencies to assist with their goals within Imagine Madison. We have noted at the end of some of our narratives those elements that can be found within our goals.

Visits and use of resources continue to increase in 2022, and we look forward to reaching our goals in 2023 within each of our service areas.

#### *Public Services:*

- Continue to expand and remain flexible to address needs within Madison as a connector and facilitator for the Mayor's office, City departments, and community partners. We anticipate in 2023 to be an agent of support to the community for programs like the Madison Forward Fund, and other community assistance resources offered within Madison. [This service goal does include the elements of Economy and Opportunity, Neighborhoods and Housing]
- Continue implementation of our Amplifying Community Voices projects, with converted meeting spaces in our Central, Pinney, and Goodman South libraries to have hybrid technologies to expand access for civic engagement opportunities by the public. [A great example of Effective Government.]
- Continue to be a bridge for the digital divide to maintain our facilities as access points for broadband, continue to provide digital literacy connections for the community, and access beyond our buildings. [Connecting people includes elements of Neighborhoods and Housing, plus connectivity also addresses objectives within Economy and Opportunity]
- Continue to address literacy needs, in particular early literacy, through innovative programming, reference assistance, and robust collections. [Helping to resolve literacy issues leads to closing educational gaps and in turn gaining economic stability within the element of Economy and Opportunity.]

#### *Community Engagement:*

- Expand the Library's literacy initiative, We Read, and continue to seek partnerships that expand our community reach in programs such as Parks Alive! and It Takes a Village in partnership with city and community agencies. [Improved literacy and positive engagement is a factor of Economy and Opportunity.]

- Maintain our innovative programming and connections to more communities of color through our Artist-In-Residence project, especially those that touch on social justice needs. [Much of our work with youth touches on social justice issues and connecting to Public Safety.]
- Continue to think outside of our buildings and explore more opportunities to reach the community where they live in order to reduce barriers and make our resources more readily available. [This directly connects us with Neighborhoods and Housing.]

***Library Collection, Resources and Access:***

- Beginning in 2020, there's been a sharp increase to use of our virtual resources, prompting a major addition of titles to e-books and streaming services. This trend will continue in 2023 as the use of e-resources continues to grow.
- Continue to refine deliveries to in-home daycare centers in collaboration with the Madison Reading Project.
- Maintain an extensive schedule for the Dream Bus to reach neighborhoods and communities that have barriers to gaining access to our facilities, and supplement City/Library events with Dream Bus visits. Please note that the operational costs for the Dream Bus are currently privately funded through the MPL Foundation. The Library's operating budget does cover some of the expenditure for MPL staff that plan and implement programming with the Dream Bus, but in the near future to sustain this service we may need to cover the full operating costs within the Library's operating budget.

***Facilities:***

- Continue with an evaluation of our technology infrastructure, updates to equipment and technology access. We are recognizing that more patrons come with devices that need to be connected, but still provide computer stations to help with job applications, email set-up, and connections to assistance.
- Continue to expand on bringing hybrid connectivity to more library spaces based on the Amplifying Community Voices work completed in 2022. [Effective Government by promoting civic engagement with this technology]
- Begin the analysis of the data collected through our 2022 west side service and facility assessment. Develop a strategy for future services through expansion of existing resources or plans for facility expansion if necessary, and include potential budgetary fiscal notes within the identified needs. [This connects us in many ways with objectives within Neighborhoods and Housing, in particular connecting them to resources.]
- Continue to work with City Engineering and Public Works to make our facilities "greener" by updating lighting, and exploring more alternative power sources, like solar. [Green and Resilient]

***Administration and Marketing:***

- Continuing with the work started in 2021 and expanded in 2022 to explore the organizational culture and structure of the library and assess our technology processes. In 2023 this will include the data collected through our community conversations tied to the Imagination Center and the West side facility/services analysis.

- The Library’s Management Team will continue to work towards creating and implementing a training structure that supports all employees, with an emphasis on making racial equity and social justice training accessible to all levels within the organization.
- Review hiring practices that will improve on best practices, in addition to improving onboarding and better support for an inclusive staff.
- Work will continue on the library’s data dashboard and map out our plan for moving from five services to seven in accordance with our Results Madison goals, as well as improving internal data collection and incorporation of that data in decision making.

### Racial Equity and Social Justice

Madison Public Library has numerous equity-based projects and services that impact both the internal operations of the organization and its external relationships with the community. Internally, the library’s Racial Equity Change Team has a comprehensive work plan that looks at everything from how and on what the library trains its staff to how our behavior policies impact our customers. This analysis and policy change work will continue throughout 2023 as we use an equity lens in our policies and in support of a more inclusive staff. Externally, the library’s Community Engagement Team continues to look at ways to operationalize engagement in all we do. The development of PINDEX, an internal database to track the scope of our community partners, the number of contacts and in which ways we are connecting and providing services, has enabled staff to see if we are meeting objectives and discover gaps that need to be addressed. This level of attention to our delivery of equitable services has led to impactful community relationships like our work with the Division of Juvenile Corrections and the Grow Academy, a residential program working with youth as an alternative to incarceration and for youth returning to the community. Another example is the adaptation of MPL’s innovative “It Takes a Village” concept for the 2022 Parks Alive! programs.

### Major Changes in the 2023 Operating Request

Library is presenting a balanced budget across all services. The only major change from the Cost to Continue budget is the addition of revenue and related expenses for an IMLS grant awarded to the Library at the end of 2021. This is a three year grant, concluding in early 2024. The anticipated grant amount for 2023 is \$141,000.

### Enterprise Agencies

N/A

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

Library staff has included a reduction spreadsheet with our materials outlining the details of each proposed reduction, including why it was chosen, the service implications of the reduction, the RESJ impacts and the ranking of most acceptable to least acceptable. The proposed reductions are summarized below.

Long term sustainable reductions (\$13,140): This includes revisions to our security gate maintenance contracts; savings realized with completion of VoIP system; and a reduction in cell phone reimbursement.

Short-term sustainable (\$85,690): Increasing the 2023 cost to continue budgeted salary savings percentage from 2.0% to 2.94%. This savings is based on a review of historical data that determined our salary savings has averaged 4.27% in actual salary savings from 2017-2021 (excluding 2020 due to pandemic influence that would have falsely inflated that percentage). This condition is the result of a number of factors within our workforce, including retirements, our churn rate of hourly employees, and our internal transfer process that significantly delays the filling of vacancies; all contribute to this higher percentage of salary savings. Our submission below 3% in comparison to our historic average of 4.27% will be easily achieved.

Service Reductions (\$96,000): The elimination of Sunday hours at Central, Lakeview, and Goodman South libraries. This reduction will have a major equity impact since these services are located in areas that provide focus on populations with the greatest needs, including access to assistance, broadband, resources for schoolwork, and especially for working families where weekend hours provide better opportunities for access to these resources. Sunday hours are funded through extra hours rather than into the workweek so it will not require staff layoffs to realize this reduction.

## Town of Madison

N/A

## Optional Supplemental Request

Due to safety concerns for staff and patrons at our Hawthorne Library we are requesting to hire two Security Monitors to help regulate the environment, assist library staff with dealing with critical incidents, and address the increase of behavior issues within the library and the outdoor programming space. We currently utilize this same support to staff with Security Monitors at Central and Meadowridge Libraries, and it has been effective in addressing comparable issues at those locations. The cost would be \$30,000.00. It may be slightly less in the first year of implementation based on the time involved with hiring these positions.





Ranking	Reduction	Total	Service Impacts	RESU Impacts	Specify why this reduction was selected	Total \$
1	Security Gate Maintenance Contracts	\$ 5,180.00	Look at maintenance contracts on security gates.	None	MPL is replacing the last of the Bibliotheca equipment and software in 2022 and 2023. This is the savings switching to Envionware maintenance.	
2	Telephone Expense	\$ 7,000.00	Removal of phone services no longer needed due to branches being connected to the city network.	None		
3	Cell Phone Reimbursement	\$ 960.00	4 staff would no longer qualify for reimbursement under clearer guidelines (4*20*12)	None	Locking down standards for who gets reimbursement.	\$ 13,140.00
4	Restoring historical salary savings percentage	\$ 85,689.00	The 2023 cost to continue budget reduced Library's salary savings percentage from 2.98% to 2.0%.	None	Based on historical data and 2022 projections, Library is changing the salary savings percentage to 2.94%. Historically Library averages 4.27% in actual salary savings, looking at 2017 - 2021, not including 2020 when the actual was 9.05%.	\$ 85,689.00
5	No Sunday hours - Central	\$ 58,000.00	Sunday hours are an important time during the school year for library users, as they are often the best time for families and children to visit the library. However, in recent years, we had seen a decline in attendance at the Central Library on Sundays.	The Central Library is frequently used by people experiencing houselessness, many of whom identify as people of color. If Central is closed on Sundays, there will be more stress on other support sites like the Beacon and area churches.	Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.	
6	No Sunday hours at Lakeview or Goodman South Madison	\$ 38,000.00	Sunday hours are an important time during the school year for library users, as they are often the best time for families and children to visit the library.	In 2020, the Library Board voted to move Sunday hours to the Goodman South and Lakeview Libraries to better support the access of families of color. Eliminating Sunday hours at these locations would reduce this access.	Sundays are the only service day that is funded through extra hours for staff, rather than built into the work week. (This is a carryover from when Sundays were added as an extra service day with Foundation funds), so it is the only time we can eliminate without laying off staff.	\$ 96,000.00
	TOTAL	\$ 194,829.00				\$ 194,829.00
	TARGET	\$ 194,308.00				
	OVER/(SHORT)	\$ 521.00				

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Administration and Marketing ▼

SERVICE NUMBER:

505

SERVICE DESCRIPTION:

This service provides for the system-wide leadership of the library across all departments, along with marketing and web services promoting the library's nine locations. The goal of this service to provide strategic direction, fiscal responsibility, and general leadership and management to all areas of library operations.

Are any updates required for the "Service Description"?

Add "is" between "The goal of this service" and "to"

Activities performed by this Service

Activity	% of Effort	Description
Budget and Fiscal Management	70%	Prepare and monitor the capital and operating budgets for the Library; prepare financial reports for the Library Board, management staff, and the MPL Foundation; process billing, receipts, and payroll; and review and maintain Library projects.
System-wide Management	19%	Oversee system-wide services; participate in City programs and committees; oversee Library policies and procedures; oversee personnel, including hiring and training, and performance management; and represent Madison in the South Central Library System and Statewide projects and services.
Marketing and Web Services	11%	Prepare print and online marketing of Library services, programs, and events; maintain Library public and internal websites and social media outlets; and perform in-house printing for advertising and marketing purposes.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

This service supports the area of Effective Government, specifically in advancing strategy 7, which is ensuring that the City of Madison government is transparent and accountable. This service is responsible for determining the Library's service provision using community-driven engagement practices and principles of racial equity and social justice; collecting and analyzing data to support City and Library data initiatives; effectively managing the Library's finances; and providing oversight, management and support to Library staff. The Library Administration and Marketing Service actively contributes to citywide initiatives and has served as a leader in bringing back in-person service and supporting community recovery efforts. We actively seek out opportunities to work with other City agencies to build capacity in delivering our services and constantly strive to provide support, development opportunities, and direction to our staff.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

		2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
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<i>Budget by Fund</i>							
General-Net	\$4,456,045	\$4,402,604	\$4,443,125	\$4,298,190	\$4,321,916	\$4,338,633	
Other-Expenditures	\$0	\$0	\$0	\$0	\$0		
<b>Total</b>	<b>\$4,456,045</b>	<b>\$4,402,604</b>	<b>\$4,443,125</b>	<b>\$4,298,190</b>	<b>\$4,321,916</b>	<b>\$4,338,633</b>	
<i>Budget by Major</i>							
Revenue	(\$209,694)	(\$35,000)	(\$19,115)	(\$54,400)	(\$54,400)	(\$164,334)	
Personnel	\$1,379,449	\$1,262,258	\$1,363,426	\$1,332,976	\$1,367,008	\$1,421,798	
Non-Personnel	\$3,165,151	\$3,055,818	\$2,979,285	\$2,900,086	\$2,900,086	\$2,971,947	
Agency Billings	\$121,139	\$119,528	\$119,528	\$119,528	\$109,222	\$109,222	
<b>Total</b>	<b>\$4,456,045</b>	<b>\$4,402,604</b>	<b>\$4,443,124</b>	<b>\$4,298,190</b>	<b>\$4,321,916</b>	<b>\$4,338,633</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
1200 - LIBRARY	43 - CHARGES FOR !	50500	43110	\$20,000	In house printing has not rebounded from the pandemic, reducing anticipated revenue.
1200 - LIBRARY	43 - CHARGES FOR !	50500	43710	\$3,000	Reimbursement of expense is not anticipated for 2023.
1200 - LIBRARY	46 - INVEST OTHER	50502	46310	\$8,400	Decreased due to one-time gift received.
1200 - LIBRARY	49 - TRANSFER IN	50502	49123	(\$141,334)	IMLS grant funds for Librarian Toolkit development.
1200 - LIBRARY	51 - SALARIES	50502	51113	\$54,790	Personnel costs originally budgeted in other services which will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50500	53120	(\$3,000)	Reduction in paper costs due to reduction of in house printing jobs.
1200 - LIBRARY	53 - SUPPLIES	50502	53140	\$5,746	Adding IMLS grant funded computer supplies.
1200 - LIBRARY	53 - SUPPLIES	50500	53145	(\$1,070)	Reduced some licensing costs by enrolling in pay-as-you go plan when not used every month.
1200 - LIBRARY	53 - SUPPLIES	50500	53150	(\$45)	Reduced postage based on new pandemic historical data.
1200 - LIBRARY	53 - SUPPLIES	50502	53250	\$5,080	Increased food for MPL affinity group gathering and staff holiday party, funded by MPLF.
1200 - LIBRARY	54 - PURCHASED SE	50500	54121	(\$262)	Decreased based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50500	54330	(\$2,452)	Decreased based on new historical data for change in printing maintenance plan type.
1200 - LIBRARY	54 - PURCHASED SE	50502	54520	\$20,350	Increased for IMLS grant funded national conference attendance.
1200 - LIBRARY	54 - PURCHASED SE	50502	54645	\$39,514	Increased for IMLS grant funded consultants.
1200 - LIBRARY	54 - PURCHASED SE	50502	54810	\$8,000	Increased for MPLF funded staff recognition gifts.
<b>TOTAL</b>				<b>\$16,717.00</b>	

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

There are minimal service level impacts; the largest change is to add revenue and expenses for an IMLS grant funded project to develop a Librarian's toolkit, which has the potential for national and international use.

Explain the assumptions behind the changes.

The IMLS grant is a 3 year grant and budget was mapped out as part of the application process.

What is the justification behind the proposed change?

The grant was approved in 2021, Munis grant number 50004.

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?

The Library's Administrative and Marketing team is working on several fronts to address inequities. We strive to:

- a. Address economic and access-related inequities for communities of color within Madison by providing the department with leadership that maintains an emphasis on serving these communities. We try to embed questions about the impact (intended or unintended) of our decisions on these communities whenever we consider service changes, additions, or reductions. Further, we try to engage with our community partners and community members directly in making service decisions through projects like Tell Us, which gets community input that is then used for library service and building-planning decisions.
- b. Address economic inequities and a lack of inclusive representation for communities of color within the City of Madison's workforce by constantly adjusting and evaluating our processes to better diversify our staff. We have also taken this one step further and applied these principles to our contracting processes after conducting an equity analysis to see who we are most frequently hiring for programs and projects within our community. In addition, we are currently conducting an equity analysis on how we provide professional development opportunities to our staff to ensure that our staff of color are being given ample opportunities to grow and develop.
- c. Address the lack of inclusion of communities of color in City spaces by making sure that Library service and event marketing is not done in a one-size-fits-all way, but rather that care is taken in creating messaging that is sensitive, relevant, representative and appealing to each individual community and its stakeholders.

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.

The Library's decision-making is influenced by a good deal of quantitative data, including information about the circulation of our materials, the usage of our meeting and study rooms, the usage of our technology resources (including computers and wifi), and the number of visits to our buildings and programs. We use this data in combination with demographic profiles for each location's service area. In addition to this, we frequently talk with similar urban library systems across the country to gauge trends and norms within the profession. In terms of qualitative data, we use tools like the Tell Us project and our regular survey processes to gather feedback from individual community members and community partners.

Based on contracting quantitative data and a qualitative survey of our past contractors, the following recommendations have been made within this service:

1. Library Management Team statement about spending more (time and money)
2. Provide racial equity contracting tool for staff to use
3. MPL team to work on contracting guidelines
4. Deep dive to share internal processes
5. Questions around compensation discussions
6. Reach out to Community Engagement Team to learn about people to contract with
7. Monitor all contracts and vendor selection
8. Use post-program surveys to gather demographic information
9. Use City's RFP process for caterers
10. Amplify and diversify where we purchase non-program supplies and services
11. Use Amazon filter to find disadvantaged businesses
12. Add info on City's Disadvantaged Business Entity program to performer contract
13. Staff should provide resources to BIPOC performers and businesses on certification

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.

Yes. The Library's Marketing team is assisting in the promotion of the Parks Alive! program. These 31 events are being supported and produced by each NRT in their neighborhood park.

### 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)?

\$194,308

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

\$9,932

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
None	\$9,932	Increase of salary savings percentage has no impact on any Library activity.
<b>Total</b>	\$9,932	

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	\$9,932	Increase of 2023 salary savings percentage.
Non-Personnel		
Agency Billings		
<b>Total</b>	\$9,932	

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?

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

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.  
 Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?  
 No impact on the end user.

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Col Res and Access ▼

SERVICE NUMBER:

503

SERVICE DESCRIPTION:

This service is responsible for the acquisition, cataloging, and processing of all materials in all formats in the library collection. The Madison Public Library is the resource library and largest member of the South Central Library System (SCLS). SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Collections ordering	40%	This activity includes the selection of materials (using data from a variety of sources) and the actual placing of orders with vendors.
Collection cataloging	35%	This activity provides access to the collection through catalogin and classification according to national and local standards.
Collection processing	25%	This activity involves the online receipt, "linking" and invoicing of all items as well as the processing of the physical items (jackets, cases, labels, etc.).

Insert item

Citywide Element

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

Culture and Character ▼

Describe how this service advances the Citywide Element:

The collection contributes to the Library's role as an affirming community space where books, DVDs, music and other materials are available for everyone. Collection management staff are responsive to the needs of the community in providing access to materials that meet public demand, interest, or need. The collection offers opportunities to learn, create, collaborate and be entertained. The Library provides materials to assist and support small businesses, entrepreneurs, and the self-employed, helping to close the education opportunity gap. In addition, the Library's collection offeres materials for lifelong learning, creating opportunities for everyone to explore their interests.

**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	\$2,042,421	\$2,193,694	\$2,894,581	\$2,765,236	\$2,987,466	\$2,978,958
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$2,042,421</i>	<i>\$2,193,694</i>	<i>\$2,894,581</i>	<i>\$2,765,236</i>	<i>\$2,987,466</i>	<i>\$2,978,958</i>
<i>Budget by Major</i>						
						312



Revenue	(\$2,374,201)	(\$1,966,603)	(\$1,986,603)	(\$1,960,130)	(\$1,952,830)	(\$1,986,051)
Personnel	\$1,502,017	\$1,322,715	\$1,873,922	\$1,892,759	\$1,937,207	\$1,933,513
Non-Personnel	\$2,914,605	\$2,837,582	\$3,007,262	\$2,832,607	\$3,003,089	\$3,031,496
Agency Billings	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$2,042,421</b>	<b>\$2,193,694</b>	<b>\$2,894,581</b>	<b>\$2,765,236</b>	<b>\$2,987,466</b>	<b>\$2,978,958</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
1200 - LIBRARY	43 - CHARGES FOR	50300	43110	\$7,829	Adjusted expected revenue with updated data of operation during the pandemic.
1200 - LIBRARY	45 - FINE FORFEITU	50300	45210	(\$6,300)	Adjusted expected revenue with updated data of operation during the pandemic.
1200 - LIBRARY	46 - INVEST OTHER	50302	46310	(\$30,000)	Increased anticipated donations. Library has been very conservative in 2021 and 2022, and have received revenue over budget in the first half of the year.
1200 - LIBRARY	46 - INVEST OTHER	50300	46310	(\$4,500)	Increased unsolicited donation revenue for collections with updated data of operation during the pandemic.
1200 - LIBRARY	47 - MISC REVENUE	50300	47190	(\$250)	Establish budget for book bag and other miscellaneous promotional materials sales now that branches are fully open.
1200 - LIBRARY	51 - SALARIES	50300	51113	(\$3,694)	Personnel costs that will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50300	53145	(\$30)	Adjusted for known amount learned 7/5/2022.
1200 - LIBRARY	53 - SUPPLIES	50300	53150	(\$2,846)	Adjusted expected expense with updated data of operation during the pandemic.
1200 - LIBRARY	53 - SUPPLIES	50302	53225	\$30,000	Increased Library Materials expense related to increased donation revenue.
1200 - LIBRARY	53 - SUPPLIES	50300	53225	\$4,500	Increased Library Materials expense related to increased unsolicited donation revenue.
1200 - LIBRARY	54 - PURCHASED SE	50300	54121	\$444	Adjusted based on 2021 actuals, shifting funds between multiple services.
1200 - LIBRARY	54 - PURCHASED SE	50300	54130	\$2,800	Increased due to new software maintenance for people counters at the entrance/exit gates.
1200 - LIBRARY	54 - PURCHASED SE	50300	54245	(\$280)	Decreased based on historical data during the pandemic.
1200 - LIBRARY	54 - PURCHASED SE	50300	54320	(\$5,181)	Decreased due to new equipment maintenance company having lower costs.
1200 - LIBRARY	54 - PURCHASED SE	50300	54625	(\$1,000)	Decreased due to no collection of fines, these are online payment fees.
<b>TOTAL</b>				<b>-\$8,508.00</b>	

Insert item

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

There are no service level impacts, these are minor adjustments.

Explain the assumptions behind the changes.

With updated historical data of Library operations during the pandemic, and coming out of the pandemic, Library staff have updated anticipated revenues and expenses.

What is the justification behind the proposed change?

New data supports adjusted amounts. Library is presenting a balanced budget across all services.

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?

The library provides an equitable collection of materials in a variety of formats that meet the cultural, educational, and recreational needs of our patrons available for free with a library card with no late fines as a barrier. Free access to information is fundamental for a well informed and engaged community. A focus on non-English language materials that strive to match neighborhood demographics and equitable access to online language resources that are available 24/7, as well as access to all online library resources help bridge an access divide.

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.

The Madison Public Library Collection Development Policy provides a framework for the growth and development of collections in support of the Library's mission to "provide free and equitable access to cultural and educational experiences and celebrate ideas, promote creativity, connect people, and enrich lives." The library has conducted collection audits to analyze and inform collection development and strategic use of collection analysis reports and tools to ensure that staff are providing an equitable delivery of resources to the community. These reports indicate demand and interest for each neighborhood library and the library overall. The collection is also developed based on neighborhood demographics, specific neighborhood needs, and cultural demographics.

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.

The proposed budget is not a recommendation of an NRT. Offering collections that reflect the community is a core service of the library.

#### 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)?

\$194,308

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

\$18,333

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
Total	\$18,333	

Activity	\$Amount	Description
None	\$18,333	There are no Library activity impacts.
<b>Total</b>	\$18,333	

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	\$13,153	Increase of 2023 salary savings percentage.
Non-Personnel	\$5,180	MPL is replacing the last of the Bibliotheca equipment with Envisionware equipment, which has lower cost maintenance plan.
Agency Billings		
<b>Total</b>	\$18,333	

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?

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

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.

Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

Library will complete the equipment changes in 2022.

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

No impact on the end user.

### 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
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<b>Total</b>	0	
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Activity	\$Amount	Description
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Community Engagement ▼

SERVICE NUMBER:

502

SERVICE DESCRIPTION:

This service is responsible for program providers and performers associated with community engagement activities and collaborative projects for all ages. The goal of the service is to foster a diverse patron and partner base and programs and services that are based directly on residents' needs and wants.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Programming	100%	Funds in Community Engagement support contracting with local artists, entrepreneurs, experts and organizations to provide classes at our nine library branches and local community spaces. It also covers the expense of the supplies these contractors and our staff conducting programs need. The Bubbler and Youth Services staff that are funded in this service spend all of their time on planning on conducting programs.

Insert item

Citywide Element

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

Economy and Opportunity ▼

Describe how this service advances the Citywide Element:

Community Engagement (502) provides for all aspects of programming at the Madison Public Library, which directly supports the strategy of closing the educational opportunity gap. Over half of Madison Public Library programs specifically work with youth during the out of school/pre-formal school time. Library programming staff also serve as a critical partner to many other City agencies and community organizations as they re-engage more fully with youth and families in-person. Library staff are partnering with Parks on the Parks Alive! project; with the Clerk's office to host absentee voting; with the UW and its All of Us initiative, which aims to enhance the diversity of its health research; with Public Health to offer pop-up vaccination clinics; with Madison School and Community Recreation on its afterschool programming; and with a cohort of community artists, providing programming within all of our library locations, to name a few examples.

**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	\$528,186	\$929,282	\$1,532,330	\$1,727,054	\$1,874,061	\$1,855,794
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$528,186</b>	<b>\$929,282</b>	<b>\$1,532,330</b>	<b>\$1,727,054</b>	<b>\$1,874,061</b>	<b>\$1,855,794</b>
<i>Budget by Major</i>						
						317

Revenue	(\$366,392)	(\$36,500)	(\$223,275)	(\$169,675)	(\$169,675)	(\$185,469)
Personnel	\$764,095	\$697,601	\$1,474,165	\$1,604,913	\$1,751,920	\$1,726,308
Non-Personnel	\$130,483	\$268,181	\$281,440	\$291,816	\$291,816	\$314,955
Agency Billings	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$528,186</b>	<b>\$929,282</b>	<b>\$1,532,330</b>	<b>\$1,727,054</b>	<b>\$1,874,061</b>	<b>\$1,855,794</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
1200 - LIBRARY	46 - INVEST OTHER	50202	46310	(\$15,794)	Increased anticipated donations. Library has been very conservative in 2021 and 2022, and have received revenue over budget in the first half of the year.
1200 - LIBRARY	51 - SALARIES	50200	51113	(\$25,612)	Personnel costs that will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50202	53145	\$690	Increased due to shifting of budget from other services.
1200 - LIBRARY	53 - SUPPLIES	50202	53155	(\$10,363)	Decreased due to shifting of donation budget from program supplies to program services based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50200	54121	\$485	Increased cellular telephone based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50202	54330	(\$217)	Decreased budget placeholder for a singular expense that occurred in 2019.
1200 - LIBRARY	54 - PURCHASED SE	50200	54535	\$744	Increased for memberships, Amazon membership moved from Admin & Marketing to Community Engagement for programming staff.
1200 - LIBRARY	54 - PURCHASED SE	50202	54689	(\$200)	Decreased for known home delivery expenses, same amount per month with new, less expensive delivery service.
1200 - LIBRARY	54 - PURCHASED SE	50202	54695	\$32,000	Increased donation budget increases program services, also shifted some program supplies to program services.
<b>TOTAL</b>				<b>-\$18,267.00</b>	

Insert item

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

The service level impacts are minimal and align Community Engagement service budget with historical spending.

Explain the assumptions behind the changes.

Library has been conservative with donation estimates in the past and is slightly increasing anticipated donations in the 2023 budget request.

What is the justification behind the proposed change?

In the past two years Library has surpassed budgeted donation revenue by mid-year and donations received after that increased revenue and expense budget when accepted.

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?

The Library's Community Engagement team works to address two main inequities with the Madison community. We work to:

- a. Address the economic inequities experienced by Madison's BIPOC communities by providing free access to a variety of educational and entertaining programming.
- b. Address the lack of representation experienced by Madison's BIPOC communities by providing programming that celebrates cultures; highlights the work of artists, teachers, and professionals of color within Madison and the surrounding area; and gives people of color within Madison a platform to both find and raise their voices.

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.

The Library's Community Engagement Team has spent the last several years developing tools to assist in the data collection and assessment of library programming. Currently, the Library's events platform contains quantitative data around the number of events held, the number of attendees at each event, the primary audience for each event, and the type of program conducted. A new partnership database (the PINDEX) has recently been established as a tool to assist in analyzing how many partnerships are active within the library, the primary audience for each partnership, the success of each partnership project, and, by lack of inclusion in the database, which major partners within the City are not being served by the Library and should be contacted. A final tool, the Service Assessment Framework, is being piloted in 2022 to help determine measures of success qualitatively for programs and services.

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.

Yes – Library programming staff involved in the Parks Alive! project created by the NRTs are funded through this service.

**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)? \$194,308

What is the proposed reduction to this service's budget? \$13,353

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
None	\$13,353	There will be no impact to Library activity.
<b>Total</b>	<b>\$13,353</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	\$12,393	Increase of 2023 salary savings percentage.
Non-Personnel	\$960	Library is writing a policy on cell phone stipend qualifications, 4 staff will no longer be eligible for the stipend.
Agency Billings		
<b>Total</b>	<b>\$13,353</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?

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

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.

Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

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

No impact on the end user.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Facilities ▼

SERVICE NUMBER:

504

SERVICE DESCRIPTION:

This service is responsible for all activities and services associated with the operation of Madison Public Library's nine public libraries and the Library Maintenance Support Center. The goal of this service is to provide a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Building Maintenance	54%	Performing repairs, responding to user request, coordinating preventative maintenance, coordinating vendor assistance.
Custodial Tasks	24%	Cleaning Central Library, maintaining janitorial supplies, responding to custodial emergencies at all nine library branches.
Building Projects	5%	Scheduling, coordinating and completing major building projects such as renovations, refurbishments and new construction.
Planning	4%	Planning for new facilities, designing new facilities and engaging the public and staff on future library facility needs.
Library Technology infrastructure	10%	Maintaining and replacing library technology infrastructure and systems.
Central Library events management and planning	3%	Personnel and supplies for hosting paid and unpaid events at Central Library.

Insert item

Citywide Element

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

Culture and Character ▼

Describe how this service advances the Citywide Element:

The Madison Public Library Facilities service supports the strategy of providing safe and affirming community spaces. Each year, the Madison Public Library locations support nearly 2 million visits. The Library is committed to maintaining (in this order) safe, accessible, comfortable and welcoming buildings. We partner with the public, Library staff, City Engineering staff and appropriate vendors to maintain safe facilities which serve the entire community. In addition, we work to support the City's Green and Resilient commitments by constantly seeking ways to both reduce facility operations costs and increase environmental sustainability through initiatives such as solar panel installations, geothermal well systems and LED light replacements. We work diligently to ensure that all staff have appropriate workspace protections and are trained on safe cleaning practices, and we provide a consistent supply of all materials they need to make their environments safe for themselves and library patrons.

**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	\$2,322,204	\$2,401,353	\$2,312,422	\$2,381,492	\$2,437,371	\$2,453,435
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$2,322,204</i>	<i>\$2,401,353</i>	<i>\$2,312,422</i>	<i>\$2,381,492</i>	<i>\$2,437,371</i>	<i>\$2,453,435</i>
<i>Budget by Major</i>						
Revenue	(\$154,916)	(\$141,609)	(\$170,972)	(\$51,412)	(\$51,412)	(\$15,500)
Personnel	\$1,076,962	\$1,118,561	\$1,140,753	\$1,122,429	\$1,108,188	\$1,108,188
Non-Personnel	\$1,384,644	\$1,412,907	\$1,304,874	\$1,298,793	\$1,356,456	\$1,336,608
Agency Billings	\$15,514	\$11,494	\$37,766	\$11,682	\$24,139	\$24,139
<i>Total</i>	<i>\$2,322,204</i>	<i>\$2,401,353</i>	<i>\$2,312,421</i>	<i>\$2,381,492</i>	<i>\$2,437,371</i>	<i>\$2,453,435</i>

### 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
1200 - LIBRARY	43 - CHARGES FOR !	504007...	43520	\$9,000	Central events staff warn of fewer than expected 2023 reservations.
1200 - LIBRARY	43 - CHARGES FOR !	504007...	43522	\$20,000	Central events staff warn of fewer than expected 2023 reservations.
1200 - LIBRARY	46 - INVEST OTHER	504027...	46310	\$6,912	Removing donation budget for Sequoya furniture and equipment supplies.
1200 - LIBRARY	53 - SUPPLIES	504027...	53130	(\$6,612)	Removing donation budget for Sequoya furniture.
1200 - LIBRARY	53 - SUPPLIES	504007...	53145	(\$2,650)	Reducing budget for event diagraming software. Library purchased a different software at less of a cost when events resumed in 2022.
1200 - LIBRARY	53 - SUPPLIES	50400	53215	(\$4,280)	Shifted some budget to safety supplies in service 501.
1200 - LIBRARY	53 - SUPPLIES	50400	53235	(\$4,860)	Shifted some budget to safety supplies in service 501.
1200 - LIBRARY	53 - SUPPLIES	50400	53315	\$3,755	Increased budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	53 - SUPPLIES	50400	53320	(\$1,271)	Shifted some budget to building supplies.
1200 - LIBRARY	53 - SUPPLIES	50400	53325	\$4,210	Increased budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	53 - SUPPLIES	50400	53330	\$125	Increased budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	53 - SUPPLIES	504027...	53413	(\$1,300)	Decreasing budget based on historical purchases 2019 - 2021. Removing donation budget for Sequoya equipment supplies.
1200 - LIBRARY	54 - PURCHASED SE	50400	54121	(\$2,622)	Reducing budget based on 2019 - 2021 actuals.

**TOTAL** \$16,064.00

Fund	Major	Org	Object	\$ Change	Description
1200 - LIBRARY	54 - PURCHASED SE	504007...	54210	(\$26,380)	Transferring Lakeview common area maintenance charges to facility rental. The new lease in 2023 will include these charges as a static amount rather than a percentage of actual landlord maintenance charges. Decreasing for new building and historical data since opening the new Pinney locations.
1200 - LIBRARY	54 - PURCHASED SE	50400	54215	\$2,744	Increasing budget for fuel surcharge increases, higher than originally anticipated during the cost to continue practice.
1200 - LIBRARY	54 - PURCHASED SE	50400	54218	\$4,020	Increasing budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	54 - PURCHASED SE	50400	54220	(\$1,064)	Library is contracting with a local company who charges less for this service.
1200 - LIBRARY	54 - PURCHASED SE	504007...	54225	(\$3,500)	Decreasing budget based on historical purchases 2019 - 2021.
1200 - LIBRARY	54 - PURCHASED SE	504007...	54230	\$31,400	Increasing budget by transferring common area charges and taxes to facility rental. New 2023 lease will include these formerly separate charges as one payment for rent.
1200 - LIBRARY	54 - PURCHASED SE	50400	54245	\$214	Increasing budget for fuel surcharge increases.
1200 - LIBRARY	54 - PURCHASED SE	50400	54330	\$918	Increasing budget based on historical data.
1200 - LIBRARY	54 - PURCHASED SE	50400	54540	\$705	Increasing budget for "energy fee" added mid 2022.
1200 - LIBRARY	54 - PURCHASED SE	504007...	54880	(\$13,400)	Transfer Lakeview taxes payment to Lakeview facility rental. New 2023 lease will include tax payment as rent, rather than a percentage of actual taxes paid.
<b>TOTAL</b>				\$16,064.00	

Insert item

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

Service impacts are minimal. Reduction in Central events revenue will have a correlating reduction in Central payroll or overtime.

Explain the assumptions behind the changes.

Library staff approached the budget projection by ignoring cost to continue and estimating revenue and expense amounts based on historical data, which now includes two years of operation during the pandemic. After amounts were entered we continued to adjust amounts to present a balanced budget across all services.

What is the justification behind the proposed change?

Library continues to align budget with actual revenue and expense historical data and known future changes.

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?

The Library's Facilities team works to address the economic inequities experienced by Madison's BIPOC communities by providing free access to safe, accessible, comfortable, and welcoming spaces. We take great care to not only maintain these facilities, but to create environments where the artwork and material displayed also represent the diversity within Madison.

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.

Our work order request system provides quantitative data as to the number and type of facility issues which need to be addressed. Life safety and accessibility requests receive the highest priority. After that we prioritize work orders and projects through an equity lens; the demographics and census tract information of particular library service areas inform those decisions.

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.

No, although many of our facilities are located within or in close proximity to NRT neighborhoods.

**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)?

\$194,308

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

\$14,669

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
None	\$14,669	There is no impact on Library activity.
<b>Total</b>	\$14,669	

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	\$7,669	Increase of 2023 salary savings percentage.
Non-Personnel	\$7,000	Library branches are now connected to the city network and will be able to cancel phone services no longer needed.
Agency Billings		
<b>Total</b>	\$14,669	

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?

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

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.

Library historically averages 4.27% in salary savings, based on the data. The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

Library is in the process of canceling phone services no longer needed since switching to city network VOIP.

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

No impact to the end user.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select...

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Library ▼

SELECT YOUR AGENCY'S SERVICE:

Public Service ▼

SERVICE NUMBER:

501

SERVICE DESCRIPTION:

This service is responsible for the delivery of services to the Library's patrons and members of the community both in and outside of library facilities. Public Service focuses on direct provision of reference and research assistance, reader's advisory, literacy support, programming, technology training, collection management, and participatory learning and creation. The goal of the service is to provide individualized library services to meet patrons' needs.

Are any updates required for the "Service Description"?

Please remove programming from the list. That is represented in Community Engagement

Activities performed by this Service

Activity	% of Effort	Description
Reference and User Services	40%	Reference and User Services includes all staff that provide reference services, reader's advisory services, and program planning for adults.
Circulation	40%	Circulation includes all staff that deal with checking materials in and out, helping customers with library cards and problem items, and handling other library material procedures.
Neighborhood Library Management	20%	Neighborhood Library Management includes 6.0 FTE Library Supervisors that oversee the nine library branches.

Insert item

Citywide Element

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

Economy and Opportunity ▼

Describe how this service advances the Citywide Element:

Public Services (501) supports the Economy and Opportunity element, specifically advancing the strategy of closing the educational opportunity gap. Through our Reference and User Services department, Madison Public Library staff assist residents of all ages in meeting many of their educational and life-sustaining financial needs, including helping people sign up for free or low cost internet services, finding tax assistance, faxing essential government forms, navigating online job applications, connecting with social service providers, and more. This staff also supports computer access, wireless internet access, and wireless printing options. Our Circulation Department makes it possible to borrow the collection items that meet the educational and entertainment needs of our community. Public Services staff perform all of these functions with racial equity at the top of their minds, attending numerous training sessions to ensure that they are providing the best and most equitable service to the people of Madison.

**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	\$9,814,748	\$8,922,631	\$7,189,623	\$7,894,932	\$7,810,006	\$7,804,000
						328



Other-Expenditures	\$6,297	\$0	\$0	\$15,000	\$0	
<b>Total</b>	<b>\$9,821,045</b>	<b>\$8,922,631</b>	<b>\$7,189,623</b>	<b>\$7,909,932</b>	<b>\$7,810,006</b>	<b>\$7,804,000</b>
<b>Budget by Major</b>						
Revenue	(\$453,891)	(\$607,655)	(\$370,372)	(\$308,824)	(\$308,824)	(\$321,975)
Personnel	\$8,270,678	\$9,280,715	\$7,406,476	\$7,979,489	\$7,894,563	\$7,885,974
Non-Personnel	\$2,004,258	\$249,571	\$153,518	\$239,267	\$224,267	\$240,001
Agency Billings	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$9,821,045</b>	<b>\$8,922,631</b>	<b>\$7,189,622</b>	<b>\$7,909,932</b>	<b>\$7,810,006</b>	<b>\$7,804,000</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
1200 - LIBRARY	46 - INVEST OTHER	50102	46310	(\$13,151)	Increased because Library has been conservative in the past and reached donation budget mid-year.
1200 - LIBRARY	51 - SALARIES	50100	51113	(\$8,589)	Personnel costs that will post to service 505 via grant-funded work.
1200 - LIBRARY	53 - SUPPLIES	50100	53120	\$3,000	Adjusted for paper price inflation.
1200 - LIBRARY	53 - SUPPLIES	50102	53140	\$14,210	Increase in donation funded hardware supplies.
1200 - LIBRARY	53 - SUPPLIES	50102	53145	(\$1,308)	Moved budget to object 54130.
1200 - LIBRARY	53 - SUPPLIES	50100	53235	\$6,915	Adjusted based on historical data of operating during the pandemic. Shifting funds from service 504 safety supplies to service 501 safety supplies.
1200 - LIBRARY	54 - PURCHASED SE	50102	54120	\$89	Adjusted based on historical purchases.
1200 - LIBRARY	54 - PURCHASED SE	50100	54121	\$1,159	Adjusted based on 2021 actuals, shifting funds between multiple services.
1200 - LIBRARY	54 - PURCHASED SE	50100	54130	(\$700)	Savings on change in subscription plan.
1200 - LIBRARY	54 - PURCHASED SE	50100	54320	(\$8,100)	Moving budget to object 54330 to align with actual expense.
1200 - LIBRARY	54 - PURCHASED SE	50100	54330	\$868.66	Increase for moving budget from object 54320 and decrease for change in printer maintenance plans to a less expensive company.
1200 - LIBRARY	54 - PURCHASED SE	50100	54535	(\$400)	Move budget to service 502.
<b>TOTAL</b>				<b>-\$6,006.34</b>	

Insert item

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

The service level impacts are minimal and align Public Services service budget with historical spending.

Explain the assumptions behind the changes.

Library staff approached the budget projection by ignoring cost to continue and estimating revenue and expense amounts based on historical data, which now includes two years of operation during the pandemic. After amounts were entered we continued to adjust amounts to present a balanced budget across all services.

What is the justification behind the proposed change?

Library continues to align budget with actual revenue and expense historical data and known future changes.

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?

The Library's Public Services team primarily works to address the economic inequities experienced by Madison's BIPOC communities by providing free access to a variety of resources. These resources include:

- a. Technology to complete essential work, educational, and financial activities
- b. Library print and electronic collection materials to meet educational, informational, and entertainment needs
- c. Staff expertise that connects Library patrons to specific resources, whether it is an item within the collection or a resource in the community (such as a social services agency or a specific program like Journey Mental Health)
- d. Connection to other City and County services, such as voter registration and absentee voting, vaccine clinics, or rental assistance

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.

The Library's Public Services' quantitative data includes information about the circulation of our materials, the usage of our technology resources (including computers and wifi), the number of visits to our buildings, and the number of reference interactions we have in person, via phone, and via email. We use this data in combination with demographic profiles for each location's service area. In addition to this, we use our annual Survey Week data (taken three times each year) to gain qualitative information about the types of questions we receive from the public.

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.

While this budget does not include specific recommendations from a Neighborhood Resource Team, it does fund a majority of the Library staff that serve on NRTs, many as leads and/or co-leads.

**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)? \$194,308

What is the proposed reduction to this service's budget? \$138,542

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
None	\$42,542	Increase of salary savings percentage has no impact on any Library activity.

<b>Total</b>	\$138,542	
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Activity	\$Amount	Description
All	\$96,000	Elimination of Sunday hours impacts all services by decreasing the number of days patrons can use Central, Lakeview and Goodman South.
<b>Total</b>	\$138,542	

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	\$138,542	Increase of salary savings percentage results in \$42,571 savings. The remaining \$96,000 is the elimination of Sunday hours at Central, Lakeview and Goodman South.
Non-Personnel		
Agency Billings		
<b>Total</b>	\$138,542	

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?

WI State Statute 43 mandates the City of Madison operate public libraries. Dane County Library Standards mandates a minimum service level per capita, this reduction still allows Madison Public Library to operate above these minimum requirements.

Has this reduction been proposed in prior years?

Yes

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.

Library historically averages 4.27% in salary savings, based on the data (see attached information sheet). The 2023 cost to continue budget salary savings percentage was reset to 2.0%; Library is proposing increasing the 2023 salary savings to 2.94%.

The elimination of Sunday hours was chosen because Sunday hours are extra hours for staff. This reduction then only eliminates overtime pay, and does not result in layoffs.

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

The salary savings reduction has no impact on end users. Eliminating Sunday hours, however, will negatively impact the public, especially for those who may need the Library for conducting work or school-related projects.

### 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
<b>Total</b>	0	

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	30,000	Library is requesting funding for two hourly security monitors at the Hawthorne Library. This total includes wages ar
Non-Personnel		
Agency Billings		
<b>Total</b>	30,000	

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.

Library 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.

This service is ongoing and costs will increase with wage increases. The duration of the need for this addition depends upon the condition of the neighborhood and citizens who enter the library building.

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.

The Hawthorne Library and its surrounding neighborhood is seeing an increase in the number and severity of incidents, especially those involving patrons having mental health crises or using prohibited substances. While we know that adding security monitors does not impact the root cause of these issues, it will provide some much-needed relief and support for the over-taxed staff in the building and will provide additional hands to help keep disruptions to a minimum for the many patrons trying to use the space in appropriate and positive ways.

Save/Submit

Ver.5 07/2022

## Mayor

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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	1,167,645	1,123,505	1,070,876	1,142,239	1,223,203	1,210,971
<b>Total</b>	<b>1,167,645</b>	<b>1,123,505</b>	<b>1,070,876</b>	<b>1,142,239</b>	<b>1,223,203</b>	<b>1,210,971</b>

### 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>
Mayor	1,103,793	906,570	937,574	975,905	1,050,391	1,039,887
Sustainability	4,976	216,935	133,302	166,334	172,812	171,084
<b>Total</b>	<b>1,108,770</b>	<b>1,123,505</b>	<b>1,070,876</b>	<b>1,142,239</b>	<b>1,223,203</b>	<b>1,210,971</b>

### 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>
Charges For Services			(90)			
Transfer In	(221,211)		-			
<b>Total</b>	<b>(221,211)</b>	<b>-</b>	<b>(90)</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 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	1,194,099	1,146,188	1,134,537	1,137,518	1,178,276	1,172,392
Benefits	320,761	295,482	286,165	281,400	300,202	300,202
Supplies	6,741	14,142	5,561	14,322	14,322	8,818
Purchased Services	190,548	67,297	44,308	77,074	76,736	75,892
Inter Depart Charges	3,104	3,123	3,123	3,123	28,069	28,069
Inter Depart Billing	(326,397)	(402,727)	(402,727)	(371,198)	(374,402)	(374,402)
<b>Total</b>	<b>1,388,855</b>	<b>1,123,505</b>	<b>1,070,966</b>	<b>1,142,239</b>	<b>1,223,203</b>	<b>1,210,971</b>

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Mayor ▼

SELECT YOUR AGENCY'S SERVICE:

Mayor ▼

SERVICE NUMBER:

191

SERVICE DESCRIPTION:

This service provides overall administrative guidance for City officers and agencies. The service submits an annual Executive Budget to the Common Council, encourages citizen participation in City government, monitors State and national issues that affect the welfare of City residents, and provides public information for various organizations and individuals.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Administration	35	Specific functions of this service include: (1) direct City officers in the performance of their duties and responsibilities, (2) supervise the development and implementation of operational goals, (3) appoint and evaluate agency heads as provided by ordinance, (4) review agency plans, policies and procedures for soundness and proper coordination, and (5) provide direct guidance to agencies experiencing significant policy or organizational difficulties.
Inter-Agency Staff Teams	10	Direct inter-agency staff teams in the identification and resolution of management problems that affect more than one City agency.
Resident Participation	10	Specific functions include: (1) encourage resident participation in City government by making resident appointments to City committees, (2) training committee members on "open meetings" requirements, parliamentary procedure, and ethics requirements, (3) maintaining a database of resident candidates interested in appointment to City committees, and (4) responding to concerns and initiatives presented by residents and assisting them in their relations with City agencies.
State and Federal Monitoring	5	Monitor State and national issues that affect the welfare of City residents including representing the City's interests in the State budget process, legislation, and administration, acting as liaison with the City's State legislative delegation, and maintaining contact with State and Federal legislators and administrators.
Public Information	30	Provide public information through the preparation and distribution of press releases, position papers and correspondence, scheduling and conducting press conferences and interviews, representing the City at civic meetings and official functions and responding to inquiries from the press, organizations and individuals.
Budget Development	10	Submit an annual Executive Budget to the Common Council after establishing guidelines and considering the capital and operating budget requests of City agencies.

 Insert Item

Effective Government ▼

Describe how this service advances the Citywide Element:

The Mayor's Office coordinates and directs City activities to ensure effective, efficient, and equity-centered City functions.

**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	\$1,103,793	\$906,570	\$937,574	\$975,905	\$1,050,391	\$1,039,887
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$1,103,793</i>	<i>\$906,570</i>	<i>\$937,574</i>	<i>\$975,905</i>	<i>\$1,050,391</i>	<i>\$1,039,887</i>
<i>Budget by Major</i>						
Revenue	(\$221,211)	\$0	(\$90)	\$0	\$0	\$0
Personnel	\$1,509,883	\$1,227,185	\$1,290,150	\$1,258,834	\$1,311,916	\$1,311,916
Non-Personnel	\$138,414	\$78,989	\$47,119	\$85,146	\$84,808	\$74,304
Agency Billings	(\$323,293)	(\$399,604)	(\$399,604)	(\$368,075)	(\$346,333)	(\$346,333)
<i>Total</i>	<i>\$1,103,793</i>	<i>\$906,570</i>	<i>\$937,575</i>	<i>\$975,905</i>	<i>\$1,050,391</i>	<i>\$1,039,887</i>

**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 ▼			(\$5,504)	Reductions were made to office supplies, copying printing supplies, and furniture budgets.
1100 - GENERAL ▼	54 - PURCHASED SE ▼			(\$5,000)	Reductions were made to cellular telephone and conference and training budgets.
<b>TOTAL</b>				-\$10,504.00	

Insert item

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

None

Explain the assumptions behind the changes.

Budget reductions have been made to supplies, printing, conferences and training, and can be absorbed into agency operations without impacting levels of service.

What is the justification behind the proposed change?

Meeting a 1% reduction target.

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?

The Mayor's Office guides and directs City functions to prioritize racial equity and the needs of people with lower incomes and who are otherwise marginalized.

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.

Information that factors into Mayor's Office direction and priorities comes from a number of sources, including: direct engagement with people and organizations; feedback received from community members in person, via phone, via email, and through public hearings; City workforce DEI data; other data as gathered by departments for specific projects or services.

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.

No.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?



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.

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

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

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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
<b>Total</b>	0 <input type="text"/>	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Mayor ▼

SELECT YOUR AGENCY'S SERVICE:

Sustainability ▼

SERVICE NUMBER:

193

SERVICE DESCRIPTION:

This service is focused on reducing the City's energy footprint and implementing the 100% Renewable plan. This service is responsible for overseeing the Sustainability capital program funded in the Engineering-Facilities Management capital budget. The goal of this service is to serve as a catalyst to produce a culture change for the community that integrates sustainability and environmental value.

Are any updates required for the "Service Description"?

This program is for implementation of the City of Madison's sustainability and climate resilience projects. This program's goals include: (1) reaching the City's goal of 100% renewable energy and net zero carbon emissions for City operations by 2030 and communitywide by 2050; (2) improving the City's resilience to the direct and indirect impacts of climate change; (3) and reducing the City's overall environmental impact, all while centering equity and environmental justice. Projects funded in this program are included in the City's Sustainability Plan, recommendations of the 100% Renewable Madison Report, and the Climate Forward agenda. Projects planned for 2023 include advancing renewable energy through the MadiSUN program and purchasing Renewable Energy Credits (RECs), improving building energy efficiency through the Commercial Building Energy Savings initiative and initiatives to electrify building systems, reduce waste going to the landfill, and an initiative to advance resilience to extreme heat events.

Activities performed by this Service

Activity	% of Effort	Description
Sustainability Policy and Plan Development and Implementation	50	Sustainability Policy and Plan Development and Implementation: Plan and direct the programs, services and staff to implement City sustainability, climate, and resilience goals. Oversee implementation of the Sustainability Plan and the 100% Renewable Energy Plan.
Outreach, Engagement, and Citywide Programs	30	Coordinate with City staff and community partners to develop or implement sustainability initiatives.
Sustainable Madison Committee Administration	20	Provide staff support, including meeting minutes and agendas, and subcommittee scheduling and facilitation, for this Committee.

 Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

This program directly supports investments that advance multiple strategies from the Comprehensive Plan's Green and Resilient element. Specifically, the projects and initiatives provided by this program help achieve Strategy 3 - Increase the use and accessibility of energy efficiency upgrades and renewable energy, and Strategy 8 - Reduced landfilled waste.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						339

General-Net	\$4,976	\$216,935	\$133,302	\$166,334	\$172,812	\$171,084
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,976</b>	<b>\$216,935</b>	<b>\$133,302</b>	<b>\$166,334</b>	<b>\$172,812</b>	<b>\$171,084</b>
<b>Budget by Major</b>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$4,976	\$214,485	\$130,552	\$160,084	\$166,562	\$160,678
Non-Personnel	\$0	\$2,450	\$2,750	\$6,250	\$6,250	\$10,406
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,976</b>	<b>\$216,935</b>	<b>\$133,302</b>	<b>\$166,334</b>	<b>\$172,812</b>	<b>\$171,084</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	51 - SALARIES			(\$5,884)	Transfer 0.05 FTE to Sustainability Capital Budget to better align with actual staff time implementing Capital Budget work.
1100 - GENERAL	54 - PURCHASED SE			\$4,156	Added a Conference and Training fund to the sustainability team to facilitate learning and advancement of sustainability practices.
<b>TOTAL</b>				<b>-\$1,728.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

A small staff transfer to the Capital Budget (from 0.2 FTE to 0.25 FTE) better aligns time spent on Capital Budget implementation.

What is the justification behind the proposed change?

Achieving a 1% budget reduction.

A training budget exists for most City personnel but was currently lacking in the Sustainability Service.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Select...

### 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?

This program intends to advance equitable access to renewable energy, energy efficiency, and sustainability programming as well as increase resilience to climate impacts across the community. Examples of specific work include: - developing an equitable building electrification program to reduce the community's reliance on fossil fuels in a way that advances equitable outcomes and reduces energy burden; - planning for heat resilience investments in the community to reduce urban heat island and its negative impacts on health and wellbeing, which are often disproportionately experienced by low-income communities, communities of color, and those with underlying health conditions. - work with community partners to develop a Spanish-language Master Recycler program; - implementing work to require large commercial buildings to reduce energy waste, saving money for tenants and reducing emissions citywide; and investing in community-based workforce development opportunities to help ensure a diversity of residents have access to green jobs and the growing green economy. In addition to specific project actions and priorities, at the macro level, the impacts of climate change are felt inequitably, with the most vulnerable in the community often most impacted by heat stress and flooding. Reducing greenhouse gas emissions and increasing resilience to climate stressors helps reduce the risk and severity of future impacts.

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.

Geographic overlays of income, race, age, tree canopy, air quality, and qualified census tracts will be used in the heat & health resilience project to help identify priority areas. A RESJI analysis is underway to guide the development of the large commercial building project, and recommendations will inform 2023 work.

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.

No.

**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)?

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

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
		No change to level of service.
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

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.

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

### 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
	<input type="text"/>	<input type="text"/>
<b>Total</b>	0	

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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

## Metro Transit

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Metro Transit	55,724,897	62,234,102	56,320,261	63,875,096	68,602,900	72,523,542
<b>Total</b>	<b>55,724,897</b>	<b>62,234,102</b>	<b>56,320,261</b>	<b>63,875,096</b>	<b>68,602,900</b>	<b>72,523,542</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Fixed Route	52,690,266	57,503,194	52,937,670	59,117,759	63,845,099	67,565,741
Paratransit	3,034,631	4,730,908	3,382,591	4,757,337	4,757,801	4,957,801
<b>Total</b>	<b>55,724,897</b>	<b>62,234,102</b>	<b>56,320,261</b>	<b>63,875,096</b>	<b>68,602,900</b>	<b>72,523,542</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General Revenues	(6,023,521)	-	(6,902,604)	(6,000,000)	(6,000,000)	(6,000,000)
Intergov Revenues	(40,854,639)	(33,977,200)	(31,020,055)	(31,302,945)	(41,230,749)	(45,406,730)
Charges For Services	(8,743,773)	(12,045,587)	(9,462,864)	(12,045,587)	(12,045,587)	(12,045,587)
Licenses And Permits	-	(7,500,000)	-	-	-	-
Misc Revenue	(85,431)	(200,000)	(51,888)	(200,000)	(200,000)	(200,000)
Other Finance Source	-	-	(5,800)	(5,200,000)	-	-
Transfer In	(17,532)	(8,511,315)	(8,877,050)	(9,126,564)	(9,126,564)	(8,871,225)
<b>Total</b>	<b>(55,724,897)</b>	<b>(62,234,102)</b>	<b>(56,320,261)</b>	<b>(63,875,096)</b>	<b>(68,602,900)</b>	<b>(72,523,542)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	29,597,747	31,890,730	28,389,786	31,490,209	34,709,671	37,018,796
Benefits	11,289,791	12,300,718	11,967,777	12,274,011	12,814,596	12,814,596
Supplies	5,090,914	5,721,983	4,151,740	4,817,183	5,557,183	6,819,200
Purchased Services	5,338,960	8,141,204	5,981,196	8,693,678	8,775,164	9,119,664
Debt Othr Financing	2,742,611	-	3,740,521	360,025	360,025	360,025
Inter Depart Charges	1,664,874	2,114,977	2,089,240	2,416,917	2,563,188	2,568,188
Transfer Out	-	2,064,490	-	3,823,073	3,823,073	3,823,073
<b>Total</b>	<b>55,724,897</b>	<b>62,234,102</b>	<b>56,320,261</b>	<b>63,875,096</b>	<b>68,602,900</b>	<b>72,523,542</b>



TO: Dave Schmiedicke, Finance Director  
FROM: Justin Stuehrenberg, Metro General Manager  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo – Metro Transit  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

Dear Mayor Rhodes-Conway and Mr. Schmiedicke,

I'm pleased to present Metro's proposed 2023 Operating Budget. The 2023 Metro budget continues to fund the operation of a safe and efficient transit system for the Madison region, while also advancing the goal of making significant investments in transit service in order to better connect people to opportunities and to reduce our region's carbon footprint. While we've made significant strides in the past few years, we have an unprecedented opportunity to do more, thanks to the Bipartisan Infrastructure Law. This budget proposal enables the City's transit system to capitalize on this once in a generation opportunity.

### Racial Equity and Social Justice

Metro service serves a critical need in job access for disadvantaged communities. For many, Metro is the only means that they have to reach gainful employment, shopping, and education. Our 2023 budget proposal allows us to restore 2019 service levels while also advancing many major projects that will improve the quality of transit in Madison for decades to come. These improvements will make the lives of most people relying on transit much better by reducing wait and travel times, allowing people to spend less of their day on the bus and the ability to reach more opportunities.

### Major Changes in the 2023 Operating Request

Metro has a need to expand staffing in order to fully take advantage of the Infrastructure and Jobs Act and service expansion requests from partners. Staffing levels are currently inadequate to deliver the projects that we have planned, and certainly do not allow us to execute additional projects that could be unlocked with additional federal funds. Local funding from the City of Madison is not expected to grow beyond typical inflationary adjustments, through the Town of Madison attachment, or as needed to support service expansions directed by the Common Council. Therefore, this section outlines several new positions for the 2023 budget for which the incremental cost is wholly funded by sources other than from the City of Madison.

First, with the introduction of electric buses and BRT system we have a need for a new skillset to maintain the buses, charging infrastructure, and BRT stations. Metro expects to receive up to 46 electric buses in 2024, and all new bus deliveries after that point are expected to be electric. With that in mind, Metro is proposing to add 6 positions to be funded by preventative maintenance formula grant funds, which Metro receives automatically from the FTA, including:

- *(1x) Electrical Engineer/ Power Dept. Manager:* Necessary to support the new High Voltage Tech positions and maintenance of electrical equipment, including the simple addition of staff plus development of new training and safety protocols of new technologies.
- *(4x) High Voltage Technicians/Electricians:* New union positions that will support the implementation and maintenance of new electric buses and charging infrastructure. This is a new technology that requires a

different skillset to maintain and it is not feasible to re-train all existing mechanics, although Metro expects to create a pathway for existing mechanics to gain these skills over time.

- *(1x) Information Systems Specialist:* With the implementation of BRT stations and a second operational facility, Metro will have IT assets in many more places through the city which will require much more maintenance.

The Infrastructure and Jobs Act will bring in substantial federal money that will allow us to build projects. This will require project management staff to manage projects, as well as administrative staff to manage more complex systems and budgets. Grants will be a combination of guaranteed formula funds, increasing by \$3 million per year, and new and larger competitive opportunities. Competitive funds have roughly tripled, which will prompt Metro to think much more broadly about what projects might be feasible and conduct preliminary scoping and cost estimating on new projects. The IJA also modifies and expands the regulatory framework that Metro operates under, so it is important to have additional support for compliance. In order to advance projects, Metro will need to add staff AND rely on consultants. It is important to strike a balance between the two in order to reduce the costs associated with consultants and ensure staff is closely monitoring their work. With these in mind, Metro is proposing 6 full time positions and 3 limited term positions funded by administrative & maintenance costs from grants received and expected in the Infrastructure and Jobs Act, including:

- *(1x) Capital Program Manager:* Lead role in developing major capital projects for Metro, including future phases of BRT, bus stops, and other capital expenditures intended to reduce our operating budget. Would work closely with the Engineering and Transportation Departments.
- *(1x) Capital Project Manager:* Support role in developing major capital projects for Metro, including future phases of BRT, bus stops, and other capital expenditures intended to reduce our operating budget.
- *(1x) Outreach Specialist:* Support role for outreach around major capital projects for Metro, including future phases of BRT, bus stops, and other capital expenditures intended to manage our operating budget.
- *(1x) Long Range Planner:* Staff to work closely with the City, the MPO, and all partners to identify long term needs and develop projects to ensure readiness to grant applications when available.
- *(1x) Civil Rights/Equity/DBE Specialist:* With the significant increase in federal procurements, we have a need to expand capability to set goals for disadvantaged business enterprise (DBE) tied to those procurements. Metro also has established several new goals around enhancing equity and have a need for a point person to ensure those goals are being advanced. Finally, Metro has a high rate of Civil Rights complaints and need additional staff to investigate those complaints in a timely manner. This would be a dual report to Metro and Civil Rights, but funded by Metro's budget and located at Metro.
- *(1x) Regulatory Compliance Attorney:* Staff to work closely with the City Attorney's office and our Federal and State partners to ensure that Metro remains fully compliant with all regulations, as well as our partner contracts. These include the Public Transit Agency Safety Plan (PTASP), Transit Asset Management (TAM), and federal procurement and real estate acquisition requirements. This is critically important as being out of compliance with these regulations could prevent us from accessing millions of dollars in grant funds. This position would be a dual report to Metro and the City Attorney, but funded by Metro's budget and located at Metro.
- *(3x LTE) Limited Term Employment Call Center Reps:* This will add support necessary to get through the significant project rollouts that are planned for the next several years.

With the expansion of Metro facilities to Hanson Rd, Metro is in a position to add additional service in Madison and partner jurisdictions. We have already received service requests from several partners and expect many more. This will necessitate staffing of operators and admin staff to hire and support them. With these in mind, Metro is proposing up to 12 positions funded by service expansion in partner jurisdictions, including:

- *(up to 10x) Bus Operators:* Union staff to provide the additional service requested by partners. Note that only those operators needed to support contracted service will be hired.

- *(1x) Operations Manager:* Necessary to support the new operator positions across multiple shifts and dispatch from a second location. Also would manage the expansion of contracted paratransit service.
- *(1x) Assistant Scheduler:* As routes in partner communities get more complex, Metro has a need for additional support in driver scheduling.

Many positions currently see sustained high rates of overtime and adding additional positions can help to reduce overtime costs. In many circumstances, these positions can actually save money by reducing 1.5x overtime rates. With these in mind, Metro is proposing 6 positions funded by a reduction in overtime expenses:

- *(1x) Operations Supervisor:* Necessary to support the new operator positions across multiple shifts and dispatch from a second location. Also would manage the expansion of contracted paratransit service.
- *(3x) Administrative Support:* Would offload much of the day-to-day paperwork tracking from other staff that must currently work overtime to complete it.
- *(1x) Accounting Technician:* Would help streamline the payroll process and write SOPs for new technologies being implemented, which will save time for other accounting staff to complete reports and requests for information that is currently done on overtime.
- *(1x) Training Coordinator:* This position is essentially filled by an operator instructor currently, but with the ramp up in hiring, I'm seeking to make this a separate position to alleviate overtime pressure and have a broader view of the organization.

Finally, there are a few other non-staff related cost increases, beyond the cost to continue, that are anticipated:

- *Increase in contracted paratransit service (+\$200,000):* The cost of Metro's paratransit service is expected to increase due to a few different factors. We expect that per hour prices will rise due to general inflation and our contractor's challenges with hiring. Plus we expect that the number of hours will increase due to both the Network Redesign in Madison and due to Partner communities requesting additional service.
- *Increase in fuel costs (+\$1,400,000):* Given the global price of fuel, Metro expects to pay significantly more for fuel in 2023 than we did in 2022. The 2022 rates were locked in several years ago, so we are paying significantly less than current market price, but no such lock exists for 2023.
- *Increase in lease costs (+\$45,000):* With additional staff, Metro will need more office space. We are proposing to lease additional space on the first floor of our current building at 1245 E Washington Ave.

## Enterprise Agencies

No changes to city subsidies or user fares are proposed. In the long term, the changes proposed here will be funded by Federal Formula funds, competitive Federal grants, additional revenue from Partners, and a reduction in overtime needs. In the short term, while ridership and fare revenues continue to grow back to normal levels, we continue to expect deficits that will be covered by the drawdown of Federal COVID relief funds targeted specifically for transit.

## Town of Madison

The Town of Madison is currently a partner of Metro, paying for service through a contract agreement. There will be some loss in revenue no longer being paid by the Town (approximately \$150,000), but otherwise no changes in services.

Thank you for your consideration and I look forward to further discussion.



Justin Stuehrenberg  
General Manager, Metro Transit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Metro Transit ▼

SELECT YOUR AGENCY'S SERVICE:

Fixed Route ▼

SERVICE NUMBER:

851

SERVICE DESCRIPTION:

This service is responsible for: (1) planning and coordinating all fixed route transit improvements and programs and (2) the repair and maintenance of the Metro transit bus fleet. The goal of this service is to provide transportation for customers to a comprehensive network of destinations throughout the City.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Transporting Passengers	74%	Providing transportation service for riders to reach their desired destinations via safe, affordable and reliable means.
Marketing, Advertising, Community Outreach	3%	Creating and maintaining relationships with riders and partners, as well as providing assistance for questions on routes, ticket purchases, etc. Community outreach through PR events and promoting Metro programs. Advertising sales to increase revenue through ad space on buses.
Planning and Scheduling	1%	Route planning and analysis, scheduling of routes, buses and stops.
Bus Facilities and Maintenance	17%	Maintenance and repair of both our fleet of vehicles, as well as our buildings and other physical assets.
Administration and Finance	5%	Other administrative duties, including HR support, finance staff, grants administration, and general administrative support.

Insert item

Citywide Element

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

Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

Metro Transit is a critical service of the Land Use and Transportation element of the Comprehensive Plan. Metro's budget and service directly influences and is part of strategies 1, 2, 3, 5, 7, and 9.

**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	\$0	\$0	\$0	\$0	\$0	\$0
						348

Other-Expenditures	\$52,690,266	\$57,503,194	\$52,937,670	\$59,117,759	\$63,845,099	\$67,565,741
<i>Total</i>	<i>\$52,690,266</i>	<i>\$57,503,194</i>	<i>\$52,937,670</i>	<i>\$59,117,759</i>	<i>\$63,845,099</i>	<i>\$67,565,741</i>
<i>Budget by Major</i>						
Revenue	(\$54,432,548)	(\$57,506,562)	(\$51,224,549)	(\$59,032,790)	(\$63,760,594)	(\$67,565,741)
Personnel	\$40,328,433	\$43,648,302	\$39,890,204	\$43,194,645	\$46,958,321	\$49,267,446
Non-Personnel	\$10,710,563	\$11,811,452	\$10,969,763	\$13,577,734	\$14,395,810	\$15,802,327
Agency Billings	\$1,651,270	\$2,043,440	\$2,077,703	\$2,345,380	\$2,490,968	\$2,495,968
<i>Total</i>	<i>(\$1,742,282)</i>	<i>(\$3,368)</i>	<i>\$1,713,121</i>	<i>\$84,969</i>	<i>\$84,505</i>	<i>\$0</i>

### 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
2150 - METRO TRA	51 - SALARIES	85100	51113	\$2,309,125.0	Metro is proposing the addition of 30 new FTE positions to be able to fulfill needs for expanded service, electric buses, BRT, and capital projects with additional federal funds and grant funds. We are also adding 3 LTE positions to help with additional needs in the next two years for customer service staffing, as calls increase due to the major overhaul of Metro systems and service. There are 5 adjustments due to vacant positions being filled as higher roles, which necessitated an increase from the original C2C calculations.
2150 - METRO TRA	53 - SUPPLIES	85100	53421	\$1,400,000	Metro is budgeting an increase of \$1.4 million for diesel fuel for 2023. We are locked into a very reasonable price for 2022, which is far below market rate at this time. We have not seen numbers come down enough to lock fuel gallons for 2023. This number anticipates a price of \$2.80-\$3/gallon. We will watch to lock our price as it continues to fall and hopefully can get an even more favorable price than what's been budgeted for.
2150 - METRO TRA	54 - PURCHASED S	85100		\$6,517	There are a few small adjustments to purchased services, such as and increase for facility rental to add offices for additional staff on the first floor of the administration building. There are also additional funds for an software licenses and training/conferences with all of the new staff coming on board.
2150 - METRO TRA	57 - INTER DEPART	85100	57184	\$5,000	Adding \$5k for additional snow plowing around bus stops and sites.
<b>TOTAL</b>				<b>\$3,720,642.00</b>	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

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?

Metro service serves a critical need in job access for disadvantaged communities. For many, Metro is the only means that they have to reach gainful employment, shopping, and education. Our 2023 budget proposal allows us to restore 2019 service levels while also advancing many major projects that will improve the quality of transit in Madison for decades to come. These improvements will make the lives of most people relying on transit much better by reducing wait and travel times, allowing people to spend less of their day on the bus and the ability to reach more opportunities.

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.

Throughout the past year, Metro has received a large amount of feedback from community members during outreach meetings for BRT, as well as the network redesign. We continue to have interactions on a regular basis with stakeholders, and are in the process of doing an onboard survey, which is critical to obtaining necessary data from current riders. This data will allow us to make more informed decisions on routing and scheduling to better serve all area residents and community members. In addition, two roles we are requesting to add to Metro staff in the 2023 budget are for outreach and civil rights.

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.

No.

#### 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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Metro Transit

SELECT YOUR AGENCY'S SERVICE:

Paratransit

SERVICE NUMBER:

852

SERVICE DESCRIPTION:

This service provides paratransit services for customers with disabilities in need of transportation services for work, post-secondary education, medical needs, sheltered workshops, and other personal purposes.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Transportation Services	88%	This service addresses the need of individuals with disabilities who are seeking transportation to get to jobs, healthcare, education facilities, appointments, and other essential destinations, in a safe, reliable, efficient and cost conscience way. This service is provided by contracted local vendors and is provided in accordance with federal ADA requirements.
Administrative Support	12%	This portion of the service manages paratransit functions, including customer service support, scheduling, rider eligibiliy assessments, vendor contact, etc.

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

Metro Transit is a critical service of the Land Use and Transportation element of the Comprehensive Plan. Metro's budget and service directly influences and is part of strategies 1, 2, 3, 5, 7, and 9.

**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	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$3,034,631	\$4,730,908	\$3,382,591	\$4,757,337	\$4,757,801	\$4,957,801
<b>Total</b>	<b>\$3,034,631</b>	<b>\$4,730,908</b>	<b>\$3,382,591</b>	<b>\$4,757,337</b>	<b>\$4,757,801</b>	<b>\$4,957,801</b>
<i>Budget by Major</i>						
Revenue	(\$1,292,348)	(\$4,727,540)	(\$5,095,713)	(\$4,842,306)	(\$4,842,306)	(\$4,957,801)
Personnel	\$559,105	\$543,146	\$467,359	\$569,575	\$565,946	\$565,946
Non-Personnel						353

	\$2,461,922	\$4,116,225	\$2,903,695	\$4,116,225	\$4,119,635	\$4,319,635
Agency Billings	\$13,604	\$71,537	\$11,537	\$71,537	\$72,220	\$72,220
<i>Total</i>	\$1,742,283	\$3,368	(\$1,713,122)	(\$84,969)	(\$84,505)	\$0

### 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
2150 - METRO TRA	54 - PURCHASED S	85200	54689	\$200,000	With the change to Metro's network design in 2023, we are anticipating there will be a greater need for additional paratransit rides in some areas that will have changes to current bus stops. Metro is working on putting out an RFB for current and additional providers. We anticipate an increase in their rate due to staff shortages, inflation, higher fuel costs, etc.
<b>TOTAL</b>				\$200,000.00	

Insert item

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

We are estimating the service level and demand to increase. We have shifted additional dollars from fixed route to paratransit to offset the cost of the estimated increase of purchased transportation service.

Explain the assumptions behind the changes.

With the change to Metro's network design in 2023, we are anticipating there will be a greater need for additional paratransit rides in some areas that will have changes to current bus stops.

What is the justification behind the proposed change?

Metro is working on putting out an RFB for current and additional providers. We anticipate an increase in their rate due to staff shortages, inflation, higher fuel costs, etc., which means that in order to maintain current contracts and have enough vendors to provide the service levels being requested, we need to make sure they are staying profitable, so Metro has a means to fulfill ADA required services.

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?

Metro serves a critical need for riders to access essential services, and is even more of a need for those with disabilities who are unable to reach or utilize fixed route service. This is especially true in disadvantaged communities, where there may be longer fixed route ride times, which is an ongoing priority for Metro. For many, Metro is the only means that they have to reach gainful employment, shopping, and education. We are looking to add more service providers in 2023 to ensure there is adequate options for all riders, in all areas of the system.

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.

Throughout the past year, Metro has received a large amount of feedback from community members during outreach meetings for BRT, as well as the network redesign. We continue to have interactions on a regular basis with stakeholders, and are in the process of doing an onboard survey, which is critical to obtaining necessary data from current riders. This data will allow us to make more informed decisions on routing and scheduling to better serve all area residents and community members. In addition, two roles we are requesting to add to Metro staff in the 2023 budget are for outreach and civil rights.

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.

No.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

## Monona Terrace Comm Conv Ctr

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Convention Center	8,767,961	12,693,037	10,097,373	13,311,155	13,450,560	13,723,424
<b>Total</b>	<b>8,767,961</b>	<b>12,693,037</b>	<b>10,097,373</b>	<b>13,311,155</b>	<b>13,450,560</b>	<b>13,723,424</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Community Convention Center	8,767,961	12,693,037	10,097,373	13,311,155	13,450,560	13,723,424
<b>Total</b>	<b>8,767,961</b>	<b>12,693,037</b>	<b>10,097,373</b>	<b>13,311,155</b>	<b>13,450,560</b>	<b>13,723,424</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(420,997)	-	-	-	-	-
Charges For Services	(2,252,481)	(8,835,170)	(2,748,797)	(8,918,600)	(8,918,600)	(8,734,200)
Invest Other Contrib	(1)	(23,700)	(0)	(23,700)	(23,700)	(23,700)
Misc Revenue	(102,508)	(139,800)	(158,371)	(139,800)	(139,800)	(139,800)
Other Finance Source	(754,011)	(135,065)	-	(266,955)	(406,360)	(363,624)
Transfer In	(5,237,963)	(3,559,302)	(7,190,205)	(3,962,100)	(3,962,100)	(4,462,100)
<b>Total</b>	<b>(8,767,961)</b>	<b>(12,693,037)</b>	<b>(10,097,373)</b>	<b>(13,311,155)</b>	<b>(13,450,560)</b>	<b>(13,723,424)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	3,518,510	3,361,042	3,072,680	3,848,975	3,945,955	4,123,079
Benefits	1,596,202	1,372,314	1,112,865	1,329,464	1,338,918	1,338,918
Supplies	318,496	342,745	333,834	418,019	418,019	449,059
Purchased Services	2,458,605	6,713,282	2,337,606	6,838,349	6,856,899	6,911,599
Debt Othr Financing	40,691	-	2,389,532	-	-	-
Inter Depart Charges	497,256	514,231	512,655	485,322	499,743	509,743
Transfer Out	338,200	389,423	338,200	391,026	391,026	391,026
<b>Total</b>	<b>8,767,961</b>	<b>12,693,037</b>	<b>10,097,373</b>	<b>13,311,155</b>	<b>13,450,560</b>	<b>13,723,424</b>



# MONONA TERRACE COMMUNITY AND CONVENTION CENTER

ONE JOHN NOLEN DRIVE MADISON, WI 53703 TEL 608 261-4000 FAX 608 261-4049

TO: Dave Schmiedicke, Finance Director

FROM: Connie Thompson, Executive Director, Monona Terrace

DATE: July 22, 2022

SUBJECT: 2023 Operating Budget Transmittal Memo

CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

## Goals of Agency's Operating Budget

Monona Terrace Community and Convention Center supports the Comprehensive Plan and three key elements of a Great City: Economy and Opportunity; Green and Resilient; and Culture and Character. We also support the elements of Effective Government and Health and Safety.

*Our Core Mission is to:*

1. Deliver an exceptional and inspirational customer experience
2. Optimize revenue sources and dollars
3. Pursue optimal operating efficiency and sustainability
4. Achieve service excellence
5. Serve our community by supporting diversity, equity and inclusion

## Racial Equity and Social Justice

With our submitted budget for 2023, we are anticipating NOT filling 3.5 of the open positions we currently have. This is a 6.4% reduction in permanent staff positions. The downside of not filling these positions is that it will lessen our opportunities to increase the diversity of our workforce. We look to continue to host events for all age groups, diverse groups, both paying events, and events free and open to the public.

## Major Changes in the 2023 Operating Request

As more events return to Monona Terrace, the need to be appropriately staffed to provide for customers is more important than ever. In 2021 and 2022, we budgeted to hold open nearly 10 permanent positions; for the 2023 budget, we have planned to fill many of those positions. An Associate Director position that has been held open since the start of the pandemic is currently in our 2023 request to be filled next year. In 2022, an additional 50% Gift Shop Sales Clerk was created, adding .25 permanent positions to our FTE's. Lastly, services and supplies also are increasing, due to the building being open full-time again and prices for supplies increasing, and utilities will be coming in closer to 2019 levels. Our Inter-departmental charges and PILOT remain close to 2022 budgeted amounts.

## Enterprise Agencies

The City Finance Department advised us the preliminary Room Tax contribution for Monona Terrace is \$4,462,100. With the amount of reductions we budgeted for the 2022 cycle, our 2023 requested budget continues to increase incrementally in bringing us back to pre-pandemic levels. We have previously discussed with the City Finance Office that Monona Terrace would need additional assistance from the Room Tax Fund for 2023, and the estimated amount of assistance identified was \$363,625. This is due to building revenues not reaching pre-pandemic levels yet in 2023, an increase in expenses due to hiring some of our previously held open positions, increases in supplies and services due to the building being back open full-time, and the overall cost increases for both services and supplies the building uses. We will continue to work towards increasing building revenue, and finding ways to reduce expenses through operational efficiencies.

We must not lose sight of the fact that our customers can “vote with their feet” and use a different facility if we do not deliver excellent customer service and a well maintained facility.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Monona Terrace

SELECT YOUR AGENCY'S SERVICE:

Community Convention Center

SERVICE NUMBER:

801

SERVICE DESCRIPTION:

This service is responsible for operating the Monona Terrace Community and Convention Center. Specific activities provided by this service include maintenance, sales and marketing, and event services. The goal of this service is to host hundreds of events annually and function as an economic catalyst for downtown Madison, the City of Madison, Dane County, and the State of Wisconsin.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Hosting events for clients - local, regional, national, and international.	80	Event Coordinators, A/V technicians, Operations staff, Sales and Marketing, and Community Relations and Tourism staff all take part in making each individual event as successful as they can.
Open to the public as a community gathering place	20	Administration, Gift Shop, and Maintenance staff help to make the building an inviting spot for people to gather. Our rooftop gardens are also an outstanding meeting and gathering place for guests.

Insert item

Citywide Element

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

Economy and Opportunity

Describe how this service advances the Citywide Element:

Monona Terrace Community and Convention Center generates revenue by hosting local, regional, national and international events. Additionally, the economic impact from our events benefits Madison area hotels, restaurants, shops, transportation, etc. We also hold approximately 140 Community Use Events each year, including Yoga, Meditation, Lakeside Kids childrens events, free concerts on the Rooftop, and more.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$8,767,961	\$12,693,037	\$10,097,373	\$13,311,155	\$13,450,560	\$13,723,425
<i>Total</i>	<i>\$8,767,961</i>	<i>\$12,693,037</i>	<i>\$10,097,373</i>	<i>\$13,311,155</i>	<i>\$13,450,560</i>	<i>\$13,723,425</i>
<i>Budget by Major</i>						
Revenue	(\$8,767,961)	(\$12,693,037)	(\$10,097,373)	(\$13,311,155)	(\$13,450,560)	(\$13,723,425)
Personnel	\$5,114,712	\$4,733,356	\$4,185,545	\$5,178,439	\$5,284,873	\$5,461,998
						360



Non-Personnel	\$3,155,993	\$7,445,450	\$5,399,172	\$7,647,394	\$7,665,944	\$7,751,684
Agency Billings	\$497,256	\$514,231	\$512,655	\$485,322	\$499,743	\$509,743
<i>Total</i>	\$0	\$0	(\$1)	\$0	\$0	\$0

### 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
2140 - CONVENTIC	51 - SALARIES	80110	51110	\$93,395.87	Associate Director position that has been held open since 2020 is anticipated to be filled in 2023.
2140 - CONVENTIC	51 - SALARIES	80140	51110	\$22,610.17	Addition of second 50% Gift Shop Sales Clerk in 2022; Monona Terrace had 1 75% position budgeted previously, but went through approval process to convert that to 2 50% positions
2140 - CONVENTIC	52 - BENEFITS	80140	52000	\$1,771.3	Benefits for 50% Gift Shop Sales Clerk
2140 - CONVENTIC	52 - BENEFITS	80110	52000	\$20,749.3	Benefits for MT Associate Director
<b>TOTAL</b>				\$138,526.64	

Insert item

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

In 2020, our Associate Director was promoted to the Executive Director position. With the pandemic impacting our revenues for 2020, 2021, and 2022, we made the decision to not fill that position. In 2023, we plan to recruit for the Associate Director position, to continue our attempts to get back to fully staffed. Our Gift Shop FTE was originally including a 75% Gift Shop Sales Clerk; to increase efficiencies, in 2022 we went through the approval process to convert that one position to two 50% Gift Shop Sales Clerks. These positions will be funded by a combination of building revenues and Room Tax funding.

Explain the assumptions behind the changes.

Our Gift Shop has had to reduce hours of operation due to the pandemic, and also because of staffing shortages. Adding a second 50% Sales Clerk allows us to better suit the needs of our guests, and gives us better options with regards to scheduling staff in the Gift Shop.

What is the justification behind the proposed change?

As events continue to come back closer to pre-pandemic levels, the need for positions that we have had open continues to grow. The opportunity to get back closer to fully staffed helps in all areas with regards to vacations, sick leave coverage, and the overall needs of the convention center.

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?

Monona Terrace hosts a variety of community events that are free to the public and serve diverse audiences. Properly funding Monona Terrace will continue to benefit marginalized populations through funding of free community events.

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.

We survey attendees of our community events, and have worked to diversify our program offerings to be more inclusive and representative of BIPOC populations. We have formed key partnerships with other community organizations and City departments to ensure our programming is more reflective and inclusive. Dane Dances concerts are our largest event series that appeals to a diverse audience. Monona Terrace's Community Events Manager serves on the Dane Dances Board, and solicits feedback from the organizers and provides support. This feedback is used to fine-tune the event, and to continue to make it more inclusive and enjoyable for all who attend.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

## Municipal Court

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	230,495	231,548	230,102	230,111	242,136	242,136
<b>Total</b>	<b>230,495</b>	<b>231,548</b>	<b>230,102</b>	<b>230,111</b>	<b>242,136</b>	<b>242,136</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Court Services	230,495	231,548	230,102	230,111	242,136	242,136
<b>Total</b>	<b>230,495</b>	<b>231,548</b>	<b>230,102</b>	<b>230,111</b>	<b>242,136</b>	<b>242,136</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(372,103)	(430,000)	(377,721)	(430,000)	(430,000)	(430,000)
Fine Forfeiture Asmt	11,339	-	5,934	-	6,500	6,500
Misc Revenue	603	-	897	-	-	-
Transfer In	(3,623)	-	-	-	-	-
<b>Total</b>	<b>(363,784)</b>	<b>(430,000)</b>	<b>(370,890)</b>	<b>(430,000)</b>	<b>(423,500)</b>	<b>(423,500)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	363,899	368,196	368,764	373,935	379,261	379,261
Benefits	139,867	146,564	147,237	148,595	150,018	150,018
Supplies	23,756	23,000	23,720	23,000	23,000	23,000
Purchased Services	65,302	122,531	60,013	113,324	113,042	113,042
Inter Depart Charges	1,454	1,257	1,257	1,257	315	315
<b>Total</b>	<b>594,279</b>	<b>661,548</b>	<b>600,991</b>	<b>660,111</b>	<b>665,636</b>	<b>665,636</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Daniel P. Koval, Municipal Court  
DATE: July 21, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### Goals of Agency's Operating Budget

The mission of the Municipal Court is to provide an independent and neutral forum for resolution of alleged ordinance violations where the penalty includes primarily a forfeiture. Our goal is to provide increased accessibility to the court without increasing the cost of services.

### Racial Equity and Social Justice

The Municipal Court continues to utilize restorative justice practices and programs to help reduce disproportionate racial impacts. We have increased accessibility to the court by offering on our website an improved, interactive format in four languages. We have also made changes to allow people to conduct business with the court in non-traditional ways to better serve individuals who may experience barriers due to personal or work schedules, language, transportation, social or physical disabilities.

### Major Changes in the 2023 Operating Request

Within our budget request, we are proposing reductions to certain purchased services. The first is our collection of unpaid judgments. We continue to utilize the State's collection program which is no cost to the City. The second is the cost of courtroom security. By allowing people to conduct certain business with the court without appearing in person, we have reduced the need, and therefore cost, of courtroom security.

### Enterprise Agencies

We are not an enterprise agency.

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

A 1% reduction equates to \$2421. We have proposed the following actions to reduce spending:

1. Reduce collections by \$1211
2. Reduce security by \$1210

### Town of Madison

We are not making any budget requests related to the Town of Madison attachment.

### Optional Supplemental Request

We are not making any supplemental requests.

# 2023 Operating Budget

## Service Budget Proposal

### PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Municipal Court

SELECT YOUR AGENCY'S SERVICE:

Court Services

SERVICE NUMBER:

201

SERVICE DESCRIPTION:

This service handles cases involving traffic, parking, first offense drunk driving, disorderly conduct, trespassing, retail theft, battery, building and health code violations, and juvenile violations. The Municipal Court may issue arrest warrants and inspection warrants if legally appropriate. The court offers payment plan options and community service options for persons who need that accommodation.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Court Appearances, Motions and Trials	40	Providing a neutral forum for hearing ordinance violation cases.
Court Administration	60	Responding to and managing communications relating to case dispositions and the tasks involved in the day-to-day operation of the court.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

The Municipal Court has updated its website and made policy changes to allow for users to have their day in court without, in most cases, having to physically appear in court. Our website is now interactive and available in four languages, and our policy changes accommodate persons who may be unable to physically appear in court due to work schedules, childcare issues, transportation issues and other barriers. The court also continues to utilize restorative practices to effect positive change with the individuals charged with violations and the community as a whole.

### 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	\$230,495	\$231,548	\$230,102	\$230,111	\$242,136	\$242,136
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$230,495</b>	<b>\$231,548</b>	<b>\$230,102</b>	<b>\$230,111</b>	<b>\$242,136</b>	<b>\$242,136</b>
<i>Budget by Major</i>						
Revenue	(\$363,784)	(\$430,000)	(\$370,890)	(\$430,000)	(\$423,500)	(\$423,500)
Personnel	\$503,767	\$514,760	\$516,001	\$522,530	\$529,279	\$529,279
Non-Personnel	\$89,059	\$145,531	\$83,733	\$136,324	\$136,042	\$136,042

Agency Billings	\$1,454	\$1,257	\$1,257	\$1,257	\$315	\$315
<i>Total</i>	\$230,496	\$231,548	\$230,101	\$230,111	\$242,136	\$242,136

### 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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

Insert item

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

No budget changes needed.

Explain the assumptions behind the changes.

N/A

What is the justification behind the proposed change?

N/A

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?

Improving access to the court for people who may have personal or work schedules to accommodate and/or other issues such as language, transportation or social barriers.

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.

Community input received from court users has been mostly positive.

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.

No.

### 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)?

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

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
Collections of unpaid judgments	\$1,211	Continue to utilize the State's collection program.
Courtroom security	\$1,210	Reduce the requirement for court users to physically appear in court to conduct their business.
<b>Total</b>	<b>\$2,421</b>	

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	\$2,421	Reduction in cost of collection commissions by utilizing the State's collection program; Reduction in courtroom security costs by eliminating or consolidating in-person appearances.
Agency Billings		
<b>Total</b>	<b>\$2,421</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?

Yes. The Municipal Court represents the judicial branch of government and provides a neutral setting for resolving alleged City ordinance violations. No other local organizations can perform this service.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

Decreased need for these purchased services.

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

The end user of the service will experience equal or better service with these proposed reductions.

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

## Office Of Independent Monitor

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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	2,100	450,769	39,941	461,884	462,573	462,573
<b>Total</b>	<b>2,100</b>	<b>450,769</b>	<b>39,941</b>	<b>461,884</b>	<b>462,573</b>	<b>462,573</b>

### 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>
Independent Monitor	2,100	450,769	39,941	461,884	462,573	462,573
<b>Total</b>	<b>2,100</b>	<b>450,769</b>	<b>39,941</b>	<b>461,884</b>	<b>462,573</b>	<b>462,573</b>

### 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	-	221,238	-	223,430	224,033	224,033
Benefits	-	53,931	-	54,854	54,941	54,941
Supplies	-	30,000	-	30,000	30,000	30,000
Purchased Services	2,100	145,600	39,941	153,600	153,600	153,600
<b>Total</b>	<b>2,100</b>	<b>450,769</b>	<b>39,941</b>	<b>461,884</b>	<b>462,573</b>	<b>462,573</b>

TO: Dave Schmiedicke, Finance Director

FROM: Keetra Burnette, Police Civilian Oversight Board Chair

DATE: July 24, 2022

SUBJECT: 2023 Operating Budget Transmittal Memo

CC: *Mayor; Deputy Mayors; Budget & Program Evaluation Staff*

#### Goals of Agency's Operating Budget

The major goal of the Office of the Independent Monitor (OIM) for 2023 is to staff the office with an Independent Monitor and support staff. Additionally, a goal is to train the new Independent Monitor as needed to be able to carry out their duties. Once this is completed, the Monitor will be able to provide support to the Police Civilian Oversight Board and work to establish protocols for in-taking and investigating civilian complaints.

#### Racial Equity and Social Justice

The work of the OIM focuses on providing civilians with an independent means of investigating and monitoring the Madison Police Department. As such, the OIM works to increase equity by providing an independent forum, engagement with members of marginalized and over-policed groups in Madison, including a focus on Madison's Black communities, and providing financial support for legal representation of individuals whose complaints are being heard before the Police and Fire Commission. The Police Civilian Oversight Board, which supervises the OIM, is a diverse group of civilians who bring a wide variety of personal and professional experiences to their positions, which also increases the equity of the OIM decision-making structure.

#### Major Changes in the 2023 Operating Request

We are not proposing any major changes to the 2023 Office of the Independent Police Monitor operating budget.

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

Due to the Office of the Independent Police Monitor not being staffed yet, we did not offer a reduction scenario.

#### Optional Supplemental Request

We are not requesting any supplemental funding.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Office of Independent Monitor ▼

SELECT YOUR AGENCY'S SERVICE:

Office of Independent Monitor ▼

SERVICE NUMBER:

331

SERVICE DESCRIPTION:

This service is responsible for providing oversight to the Madison Police Department. Creation of this new Office was approved by the Common Council in September 2020.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Office of Independent Police Monitor and Police Civilian Oversight Board	100	This department provides independent civilian oversight to the Madison Police Department and support to the Police Civilian Oversight Board.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

The Office of the Independent Monitor advances the Effective Government element because it provides an additional layer of transparency and civilian oversight of the Madison Police Department.

**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	\$2,100	\$450,769	\$39,941	\$461,884	\$462,573	\$462,573
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,100</i>	<i>\$450,769</i>	<i>\$39,941</i>	<i>\$461,884</i>	<i>\$462,573</i>	<i>\$462,573</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$0	\$275,169	\$0	\$278,284	\$278,973	\$278,973
Non-Personnel	\$2,100	\$175,600	\$39,941	\$183,600	\$183,600	\$183,600
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$2,100</i>	<i>\$450,769</i>	<i>\$39,941</i>	<i>\$461,884</i>	<i>\$462,573</i>	<i>\$462,573</i>

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

The work of the Office of the Independent Police Monitor (OIM) focuses on providing civilians with an independent means of investigating and monitoring the Madison Police Department (MPD). As such, the OIM works to increase equity by providing an independent forum, engagement with members of marginalized and over-policed groups in Madison, including a focus on Madison’s Black communities, and providing financial support for legal representation of individuals whose complaints are being heard before the Police and Fire Commission. The Police Civilian Oversight Board (PCOB), which supervises the OIM, is a diverse group of civilians who bring a wide variety of personal and professional experiences to their positions, which also increases the equity of the OIM decision-making structure.

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.

As an Independent Police Monitor has not yet been hired, we do not have any data on the effectiveness of the OIM in increasing racial equity. The Equitable Hiring Tool was used on the position description for the Independent Police Monitor.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

No reduction was offered because the OIM is not staffed, so it remains uncertain as to where appropriate cuts to ongoing services should be made.

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

### 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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

## Parking

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Parking Utility	18,832,138	14,757,133	12,695,317	14,950,429	15,663,747	16,384,505
<b>Total</b>	<b>18,832,138</b>	<b>14,757,133</b>	<b>12,695,317</b>	<b>14,950,429</b>	<b>15,663,747</b>	<b>16,384,505</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Garage Parking	6,943,068	8,705,468	5,492,421	8,833,910	9,624,653	9,840,872
Lot Parking	216,703	249,172	225,002	236,084	242,372	243,594
On Street Parking	1,953,895	385,018	1,019,327	430,891	520,357	435,857
Parking Enforcement	30,512	3,242,378	2,903,873	3,391,490	3,475,596	3,919,032
Parking Operations	9,687,959	2,175,097	3,054,693	2,058,054	1,800,769	1,945,150
<b>Total</b>	<b>18,832,138</b>	<b>14,757,133</b>	<b>12,695,317</b>	<b>14,950,429</b>	<b>15,663,747</b>	<b>16,384,505</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(76,107)	-	-	-	-	-
Charges For Services	(4,460,856)	(6,881,500)	(6,571,243)	(6,758,000)	(6,758,000)	(11,469,235)
Licenses And Permits	(2,415,198)	(2,072,000)	(2,222,841)	(1,953,000)	(1,953,000)	(2,605,114)
Invest Other Contrib	(180,418)	(100,000)	(42,454)	(40,000)	(40,000)	(40,000)
Misc Revenue	(19,644)	(6,000)	(9,275)	(10,000)	(10,000)	(10,000)
Other Finance Source	(11,398,926)	(5,697,633)	(3,809,480)	(6,189,429)	(6,902,747)	(2,260,156)
Transfer In	(280,990)	-	(40,023)	-	-	-
<b>Total</b>	<b>(18,832,138)</b>	<b>(14,757,133)</b>	<b>(12,695,317)</b>	<b>(14,950,429)</b>	<b>(15,663,747)</b>	<b>(16,384,505)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	6,134,789	6,814,554	5,389,284	6,673,016	7,115,958	7,184,641
Benefits	2,540,319	2,073,518	2,066,498	2,168,918	2,311,116	2,341,116
Supplies	806,548	318,750	248,585	368,750	368,750	447,825
Purchased Services	2,313,538	3,368,594	2,728,166	3,634,374	3,661,550	4,054,550
Debt Othr Financing	4,603,209	-	-	-	-	-
Inter Depart Charges	773,708	1,040,864	932,500	972,410	1,089,890	1,089,890
Inter Depart Billing	(488)	(9,147)	-	(17,039)	(33,517)	(33,517)
Transfer Out	1,660,514	1,150,000	1,330,284	1,150,000	1,150,000	1,300,000
<b>Total</b>	<b>18,832,138</b>	<b>14,757,133</b>	<b>12,695,317</b>	<b>14,950,429</b>	<b>15,663,747</b>	<b>16,384,505</b>



**TO:** Dave Schmiedicke, Finance Director  
**FROM:** David Wills, Interim Parking Manager  
**DATE:** July 22, 2022  
**SUBJECT:** 2023 Parking Division Operating Budget Transmittal Memo

## Goals of Agency's Operating Budget

The mission of the Parking Division is to manage Madison's on- and off-street parking supply to support sustainable transportation choices while providing equitable access to Madison businesses, events, and community members.

Major Initiatives for the Parking Division in 2023 include:

- Continue the transition of the Parking Enforcement Operations to the Parking Division. This includes moving PEO staff and vehicles to a central location and adding three additional Parking Enforcement staff to enable 24/7 enforcement with the appropriate supervision.
- Moving forward with the State Street Campus (Lake) garage redevelopment Project, including structure concept and design approval.
- Implementing and administering the proposed Transportation Demand Management ordinance.
- Right-sizing staffing, service, and rates to acknowledge post-pandemic parking demand and revenue.

COVID-19 continues to impact parking demand in that employers have now adapted to the "new normal" and more employees continue to work remotely. This in turn has impacted our occupancy and revenue. As a result of the pandemic, we deployed a different staffing model which decreased the number of in person Cashier's in the garages in the mornings and at some facilities during the late night hours. The three Cashier positions left unfunded in 2022 will remain unfunded in 2023.

## Racial Equity and Social Justice

Public parking facilities provide access to employment, government, health services, businesses, and entertainment. Parking policies, for both off- and on-street, affect access and can have greater effects on low-income and mobility challenged community members. The merging of PEOs with the Parking Division and the recruitment of a new Parking Manager will provide the opportunity to evaluate these service areas with a lens towards equity.

## Major Changes in the 2023 Operating Request

Major changes in the proposed 2023 operating request include:

- Three new positions in the Parking Enforcement section will be added. Two Parking Enforcement Officers and one additional Parking Enforcement Leadworker. This will enable us to expand parking enforcement efforts on a 24/7 basis with appropriate supervision. It is anticipated that revenue generated by these staff members, directed towards the General Fund, will offset their costs to the Parking Fund. We will not be filling the annual request for eleven Hourly Parking Enforcement Officers which will also offset some of this cost.
- A reduction in the Hourly personnel request from \$392,000 to \$200,000. Reducing the number of Hourly Cashiers, not filling 11 Hourly Parking Enforcement Officers, and

reducing the number of Seasonal Hourly Laborer's in the Maintenance section contribute to this reduction.

- One new Code Enforcement Officer will administer the proposed Transportation Demand Management program and add about \$85,000 in personnel costs. It is anticipated that over the next five years as the program grows, fees will support this position making it financially self-sufficient.
- There will be a substantial increase in the City-wide towing contract. We have increased our budget request from \$343k in 2022 to \$700k in 2023 to reflect the increased contract costs.

## Enterprise Agencies

Parking revenue through June 2022 is about 75% of what it was in 2019. The number of daily permits have decreased, and there is more private parking supply competing with City garages. Consequently for the 2023 budget we are projecting revenues being about 85% of what they were in 2019. The Parking Division is now absorbing Parking Enforcement Costs, creating a deficit that will require \$2.26 million from the Parking Fund balance. With salary savings, it is likely that the amount required from the Parking Fund will actually be less.

The Parking Division will review parking occupancy, rates, and expenses in 2023 to create a model where revenue matches or exceeds expenses. This may include rate adjustments. Changes will be reviewed understand the impact on marginalized persons and communities.

## Town of Madison

There are no requests related to the Town of Madison annexation for the Parking Division.

## Optional Supplemental Request

Because the Parking Division is an enterprise agency, the requests for three additional PEO staff and one Code Enforcement Officer is contained in the base budget request.

C: Tom Lynch  
Reuben Sanon, Katie Crawley  
Ryan Pennington

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Garage Parking

SERVICE NUMBER:

821

SERVICE DESCRIPTION:

This service operates six city garages: Capitol Square North Garage, Wilson Street Garage, Overture Center Garage, South Livingston Street (Capitol East) Garage, State Street Campus Garage, and State Street Capitol Garage. The goals of the service are to provide a high quality user experience; serve and balance the parking needs of residents, visitors, businesses, and events; and continuously improve operations and efficiency.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Facility Operations	85%	Operations and general maintenance of six parking garages.
Monthly and long-term leases	5%	Monthly and long-term parking permits.
Structural Maintenance/Repair	10%	Structural maintenance and repairs and engineering consulting services.

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

The Parking Division's six public parking garages serve a critical role in supporting the vitality and economic health of the downtown area. The garages provide access to the downtown area for visitors, residents, and employees.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$6,943,068	\$8,705,468	\$5,492,421	\$8,833,910	\$9,624,653	\$9,840,872
<i>Total</i>	<i>\$6,943,068</i>	<i>\$8,705,468</i>	<i>\$5,492,421</i>	<i>\$8,833,910</i>	<i>\$9,624,653</i>	<i>\$9,840,872</i>
<i>Budget by Major</i>						
Revenue	(\$9,347,127)	(\$6,520,000)	(\$6,484,881)	(\$6,393,000)	(\$6,393,000)	(\$10,061,974)
Personnel	\$4,771,175	\$5,338,636	\$3,588,378	\$5,384,251	\$6,141,684	\$6,048,312
						379

Non-Personnel	\$2,142,300	\$3,316,582	\$1,887,064	\$3,410,421	\$3,437,971	\$3,747,562
Agency Billings	\$29,593	\$50,250	\$16,980	\$39,238	\$44,998	\$44,998
<i>Total</i>	(\$2,404,059)	\$2,185,468	(\$992,459)	\$2,440,910	\$3,231,653	(\$221,102)

**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
2130 - PARKING UT	43 - CHARGES FOF			(\$3,042,066)	Increased charge revenues as Parking demand continue to improve from the pandemic
2130 - PARKING UT	44 - LICENSES ANC			(\$626,908)	Increased permit revenues based on updated projections
2130 - PARKING UT	51 - SALARIES		51210	(\$128,196)	Reduced budget for hourly wages due to decreased demand for hourly cashiers and difficulty filling hourly positions
2130 - PARKING UT	53 - SUPPLIES			\$20,150	Supply budget increased by 10% to account for inflation and higher costs
				\$0	
2130 - PARKING UT	54 - PURCHASED S		54625	\$30,000	The budget for credit card services was increased to account for recovering revenues/parking usage
2130 - PARKING UT	59 - TRANSFER OL		59910	\$252,679	PILOT adjusted for 2023 estimate
<b>TOTAL</b>				<b>-\$3,494,341.00</b>	

Insert item

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

No major changes to service levels. The most significant changes reflect updated revenue projections based on continued recovery from the pandemic.

Explain the assumptions behind the changes.

Revenues: The 2022 budget assumed charge revenues at 50% of pre-covid levels. Based on recent trends, charge revenues in 2023 are budgeted at 85% of pre-covid levels. Permit revenues are expected to be at 100% of pre-covid levels in 2023.

Expenses: Additional cost increases include credit card service fees, which increase as parking demand returns and additional supply costs to account for inflation.

What is the justification behind the proposed change?

Changes represent the pace of revenue recovery and ongoing expenditure needs.

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?

Garage parking provides access to downtown events and jobs. The pricing helps manage demand while promoting sustainable transportation choices.

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.

Primary data sources used in Garage Parking include occupancy.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Lot Parking

SERVICE NUMBER:

822

SERVICE DESCRIPTION:

This service operates six parking lots: Blair Lot, Brayton Lot, Buckeye Lot, Evergreen Lot, Wilson Lot, and Wingra Lot. The goals of the service are to continue to meet the unique parking demands that each surface lot serves, increase utilization during off-peak timeframes, and encourage the use of surface lots before using on-street parking to accommodate special event parking needs.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Monthly and Special Event Permits	10%	Administration of permits
Facility operation	90%	Operation and maintenance of six parking lots and associated revenue equipment, enforcement

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

The six public parking lots provide short-term, monthly, and special event parking, and serve an important role in supporting the vitality and economic health of the downtown area by providing access to businesses, employment, and entertainment for residents and visitors.

**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	\$0	\$0	\$0	\$0	\$0	
Other-Expenditures	\$216,703	\$249,172	\$225,002	\$236,084	\$242,372	\$243,594
<i>Total</i>	<i>\$216,703</i>	<i>\$249,172</i>	<i>\$225,002</i>	<i>\$236,084</i>	<i>\$242,372</i>	<i>\$243,594</i>
<i>Budget by Major</i>						
Revenue	(\$1,155,313)	(\$715,500)	(\$509,373)	(\$620,000)	(\$620,000)	(\$839,596)
Personnel	\$64,712	\$1,500	\$92,244	\$1,500	\$1,500	\$1,500
Non-Personnel	\$122,795	\$212,100	\$115,761	\$209,700	\$210,200	\$211,422
Agency Billings	\$29,196	\$35,572	\$16,997	\$24,884	\$30,672	\$30,672
						384



Total	(\$938,610)	(\$466,328)	(\$284,371)	(\$383,916)	(\$377,628)	(\$596,002)
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### 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
2130 - PARKING UT	43 - CHARGES FOF			(\$234,313)	Increased charge revenues as Parking revenues continue to recover from the pandemic
2130 - PARKING UT	44 - LICENSES AND			\$14,717	While the budget for permit revenues increased agency-wide, budget on the Lot service was reduced to align with the distribution 2021 actual permit revenues
2130 - PARKING UT	53 - SUPPLIES			\$460	Supplies budget increased by 10% to account for inflation and higher costs
<b>TOTAL</b>				-\$219,136.00	

Insert item

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

No major changes to service levels.

Explain the assumptions behind the changes.

Revenues adjusted to reflect the pace of Parking revenue recovery

What is the justification behind the proposed change?

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?

Lot Parking service seeks to provide access to events and the downtown.

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.

Because our facility locations are fixed, lot parking primarily uses occupancy data of existing users.

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.

No

**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)?

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

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

 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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

# 2023 Operating Budget

## Service Budget Proposal

### PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

On Street Parking

SERVICE NUMBER:

823

SERVICE DESCRIPTION:

This service operates on-street parking through meters in the downtown area and through a residential permit process in the nearby neighborhoods. The goals of the service are to manage on-street parking restrictions, rates, and programs to address the needs of the location and to provide convenient and available parking in accordance with transportation policies.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
On-Street Meters	55%	Program management, equipment maintenance, meter hoods, contractor hangtags, and revenue collection for approximately 1300 on-street metered parking spaces
Residential Parking Permit Program	30%	RP3 program and policy admin, customer service and permitting
Other on-street restrictions	15%	Loading zones, curbside pickup, temporary restriction postings, non-RP3 time limit restrictions, ADA parking

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

Management of on-street parking has significant impacts on neighborhoods, businesses, and transportation choices. Flexible and proactive on-street parking management activities are necessary to address changing demands and ensure accessibility to services, businesses, neighborhoods, entertainment, and employment.

### 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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$1,953,895	\$385,018	\$888,585	\$430,891	\$520,357	\$435,857
<i>Total</i>	<i>\$1,953,895</i>	<i>\$385,018</i>	<i>\$888,585</i>	<i>\$430,891</i>	<i>\$520,357</i>	<i>\$435,857</i>
<i>Budget by Major</i>						
Revenue	(\$3,142,474)	(\$1,818,000)	(\$1,879,849)	(\$1,738,000)	(\$1,738,000)	(\$3,212,779)
						388

Personnel	\$1,134,389	\$16,000	\$326,088	\$16,000	\$99,875	\$96,733
Non-Personnel	\$790,311	\$296,618	\$546,016	\$353,179	\$353,179	\$271,821
Agency Billings	\$29,196	\$72,400	\$16,480	\$61,712	\$67,302	\$67,302
<i>Total</i>	(\$1,188,578)	(\$1,432,982)	(\$991,265)	(\$1,307,109)	(\$1,217,644)	(\$2,776,923)

### 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
2130 - PARKING UT	43 - CHARGES FOF			(\$1,434,856)	Increased charge revenues as Parking demand continues to recover from the pandemic
2130 - PARKING UT	44 - LICENSES ANC			(\$39,923)	Increased permit revenues based on updated projections
2130 - PARKING UT	51 - SALARIES		51210	(\$1,804)	Reduced hourly wage budget to reflect expected need for hourly work
2130 - PARKING UT	53 - SUPPLIES			\$2,750	Supplies budget increased by 10% to account for inflation and higher costs
2130 - PARKING UT	54 - PURCHASED S		54330	\$6,571	Increased equipment improvement/repair based on maintenance expectations
2130 - PARKING UT	54 - PURCHASED S		54625	\$12,000	The budget for credit card services is increased to reflect recovering revenues/parking utilization
<b>TOTAL</b>				-\$1,455,262.00	

Insert item

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

No major changes to service levels.

Explain the assumptions behind the changes.

Revenue assumptions reflect the pace of recovery for Parking demand. Expenditures reflect costs associated with continued maintenance.

What is the justification behind the proposed change?

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?

This program has several objectives. One is to promote parking turnover in the downtown core, helping to provide parking supply for businesses. The other manages on-street parking in the RP3 permit areas, helping to maintain some parking supply for residents in these areas. Currently neither process specifically addresses equity parking needs. This could be an input factor in future revisions of the RP3 ordinance.

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.

On-street parking for the RP3 process uses neighborhood input in the designation of streets.

Community and business feedback is used in the placement of parking meters.

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.

No

### 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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit





# 2023 Operating Budget Service Budget Proposal

## PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Parking Enforcement

SERVICE NUMBER:

825

SERVICE DESCRIPTION:

This service ensures safe and efficient movement of vehicular and pedestrian traffic related to public and private parking along the City's streets and highways. This service was previously included in the Police Field service. Beginning in 2020 the full cost of this service began to be funded by the Parking Utility. Prior year budgeted amounts and actual expenditures are included in other services within the Parking Utility budget presentation.

Are any updates required for the "Service Description"?

The 2021 adopted budget moved the Parking Enforcement service from Police to the Parking Utility. The Parking Enforcement section is to be fully merged into the Parking Division by the end of 2023.

Activities performed by this Service

Activity	% of Effort	Description
Meter Enforcement	20%	Enforcement of on-street parking meters
Residential Parking Permit Program Enforcement	40%	Enforcement of RP3 time-limit restrictions
Other Enforcement	40%	All other enforcement activities not related to meters or RP3 program: Peak-hour, loading zones, non RP3 time-limit, private lots, abandonments, etc

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

Enforcement activities are a key component of the transportation system and ensuring safe and efficient use of streets through increased compliance.

## 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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$30,512	\$3,242,378	\$3,249,728	\$3,391,490	\$3,475,596	\$3,919,032
<i>Total</i>	<i>\$30,512</i>	<i>\$3,242,378</i>	<i>\$3,249,728</i>	<i>\$3,391,490</i>	<i>\$3,475,596</i>	<i>\$3,919,032</i>
<i>Budget by Major</i>						
Revenue	(\$30,512)	\$0	\$0	\$0	\$0	\$0
Personnel	\$30,508	\$2,802,293	\$2,879,951	\$2,785,690	\$2,869,796	\$2,989,532
						393

Non-Personnel	\$5	\$440,085	\$369,777	\$605,800	\$605,800	\$929,500
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1</b>	<b>\$3,242,378</b>	<b>\$3,249,728</b>	<b>\$3,391,490</b>	<b>\$3,475,596</b>	<b>\$3,919,032</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
2130 - PARKING UT	51 - SALARIES		51113	\$213,211	Salary amounts for the addition of two Parking Enforcement Officer positions and a Parking Enforcement Lead Worker (3.0 FTE total)
2130 - PARKING UT	51 - SALARIES		51210	(\$62,000)	Removing hourly budget as hourly positions are not expected to be hired in 2023
2130 - PARKING UT	51 - SALARIES		51310	\$10,000	Budget included to reflect PEO overtime
2130 - PARKING UT	53 - SUPPLIES		53140	\$23,300	Increased hardware supplies to account for additional costs including: \$9,300 in equipment for PEO's at new location (3 desktops, 4 phones, and printer) and \$12,000 in radio costs for 3.0 FTE new positions requested
2130 - PARKING UT	53 - SUPPLIES		53210	\$11,600	Increased work supplies including \$9,600 for 3.0 FTE positions requested
2130 - PARKING UT	53 - SUPPLIES		53245	\$11,800	Increased budget for PEO uniforms including \$1,800 for 3.0 FTE positions requested
2130 - PARKING UT	54 - PURCHASED S		54230	(\$120,000)	Removed budget included in 2022 for potential leased PEO facility.
2130 - PARKING UT	54 - PURCHASED S			\$40,000	Budget for utilities at new PEO location
2130 - PARKING UT	54 - PURCHASED S		54680	\$357,000	Increased towing contract expenses.
<b>TOTAL</b>				<b>\$484,911.00</b>	

Insert item

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

No changes to service levels.

Explain the assumptions behind the changes.

Request includes the addition of 2.0 FTE Parking Enforcement Officers and 1.0 FTE Parking Enforcement Lead Worker. Additionally, \$23,400 in supply costs are included to support the positions.

The most significant cost increase is from towing services where under new contract amounts the price per tow is expected to triple.

What is the justification behind the proposed change?

The additional PEOs and lead worker are expected to improve enforcement coverage, addressing complaints and traffic impedances. It is anticipated that increased citation revenue will offset the costs of these three positions. Note that citation revenue is directed towards the General Budget, while PEO enforcement expenses originate from the Parking Division budget.

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?

This year changes were made to the PEO towing contract so that less of a burden is placed on community members who's vehicle is towed - an effort to keep vehicles in the hands of their owners. Future efforts could include revising enforcement practices and routing so that less of a burden is placed on marginalized community members.

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.

Data points now focus on coverage and overall citations written. In the future we hope to perform other studies that could have equity implications.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

### 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
	236611	The creation of 2.0 FTE Parking Enforcement Officer positions and a 1.0 FTE Parking Enforcement Lead Worker
<b>Total</b>	236,611	

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	213,211	Salary and benefit costs for the new positions
Non-Personnel	23,400	Costs for uniforms, work supplies, and radios
Agency Billings		
<b>Total</b>	236,611	

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.

Parking revenues/reserves

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.

This request creates additional positions and represents an ongoing expense.

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

If yes, which agencies?

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget Service Budget Proposal

## PART 1: IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Parking Utility

SELECT YOUR AGENCY'S SERVICE:

Parking Operations

SERVICE NUMBER:

824

SERVICE DESCRIPTION:

This service includes administrative staff in the Parking Division, the overall management and supervision of maintenance and revenue staff, and all areas of parking not included above. The goals of the service are continuous improvement and flexibility to adapt to changes in transportation demand and behavior, changing technology, and user expectations; maintaining financial sustainability, while balancing strategies to provide affordable access; encourage the use of other forms of transportation; balance parking demand across the system to provide reliable availability; and generate sufficient revenue to fund operating and capital costs.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Management and Administration	100%	Overall Division Management, planning, policy, budget, financial, GIS, and public communications and outreach activities

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

This service is responsible for overall management of the Parking Division, including policy, planning, and management of activities performed under the Garage, Lot, and On-Street Services.

## 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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$9,687,959	\$2,175,097	\$2,836,829	\$2,058,054	\$1,800,769	\$1,945,150
<i>Total</i>	<i>\$9,687,959</i>	<i>\$2,175,097</i>	<i>\$2,836,829</i>	<i>\$2,058,054</i>	<i>\$1,800,769</i>	<i>\$1,945,150</i>
<i>Budget by Major</i>						
Revenue	(\$5,156,712)	(\$5,703,633)	(\$3,821,214)	(\$6,199,429)	(\$6,912,747)	(\$2,270,156)
Personnel	\$2,674,325	\$729,643	\$566,368	\$654,493	\$314,218	\$389,679
Non-Personnel	\$6,328,399	\$571,959	\$1,388,418	\$574,024	\$573,150	\$642,070
Agency Billings	\$685,235	\$873,495	\$882,043	\$829,537	\$913,401	\$913,401
<i>Total</i>	<i>\$4,531,247</i>	<i>(\$3,528,536)</i>	<i>(\$984,385)</i>	<i>(\$4,141,375)</i>	<i>(\$5,111,978)</i>	<i>(\$325,006)</i>

### 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
2130 - PARKING UT	48 - OTHER FINAN		48510	\$4,642,591	\$2.26 m in fund balance applied budgeted to balance Parking's 2023 request.
2130 - PARKING UT	53 - SUPPLIES			\$14,015	Supplies budget increased 10% to account for inflation and higher costs. \$5,000 added to support TDM program.
2130 - PARKING UT	54 - PURCHASED S		54645	\$50,000	Increased budget for consulting services anticipating higher costs for maintenance contracts.
2130 - PARKING UT	51 - SALARIES		51113	\$80,000	TDM Code Enforcement Officer added to administer TDM program.
<b>TOTAL</b>				<b>\$4,786,606.00</b>	

Insert item

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

The service will add one staff person to administer the proposed Transportation Demand Management ordinance and program.

Explain the assumptions behind the changes.

The 2023 request includes \$2.26m in fund balance applied to balance Parking's budget. This is compared to \$6.2m in budget fund balance requested in the 2022 budget. It assumes that parking revenues grow to about 85% of the prepandemic levels. This service request includes adding one Code Enforcement Officer to administer the Transportation Demand Management program.

What is the justification behind the proposed change?

While overall revenues are projecting higher than 2022, they are not expected to fully reach pre-pandemic levels. We are anticipating 85% of 2019 revenues

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?

Parking seeks to provide access to jobs and events while supporting a sustainable transportation system. This service seeks to manage parking supply in a way that is equitable.

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.

Information used by the Parking Division typically includes occupancy, public requests, and interagency requests.

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.

No

**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)?

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

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

 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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
Total	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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



**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

This position is needed to implement the Transportation Demand Management program. As TDM fees are collected, the program will eventually pay for itself.

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

If yes, which agencies?

Describe why the proposed increase is critical.

The current Draft TDM program proposal ties TDM compliance with the development approval process. An inability to promptly process TDM plans will introduce substantial delays to development approvals.

## Parks

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	14,404,067	15,585,153	15,076,272	15,535,002	15,973,375	15,933,797
Other Restricted	499,949	376,058	425,434	395,988	173,969	443,145
Permanent	232,002	312,400	379,656	279,200	279,200	279,200
<b>Total</b>	<b>15,136,018</b>	<b>16,273,611</b>	<b>15,881,362</b>	<b>16,210,190</b>	<b>16,426,544</b>	<b>16,656,142</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Community Recreation Services	2,732,509	1,207,852	1,022,077	1,267,087	1,151,181	1,222,188
Olbrich Botanical Gardens	-	1,426,106	1,362,197	1,463,016	1,486,194	1,471,194
Park Maintenance	11,700,943	12,339,510	12,242,083	12,239,518	12,395,308	12,704,156
Planning And Development	702,566	838,045	748,859	772,730	853,488	793,400
Warner Park & Community Center	-	462,097	506,146	467,839	540,373	465,204
<b>Total</b>	<b>15,136,018</b>	<b>16,273,611</b>	<b>15,881,362</b>	<b>16,210,190</b>	<b>16,426,544</b>	<b>16,656,142</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(87,860)	(93,000)	(92,473)	(93,000)	(93,000)	(96,000)
Charges For Services	(714,344)	(1,435,670)	(1,232,724)	(1,490,670)	(1,490,670)	(1,607,820)
Licenses And Permits	(84,024)	(48,000)	(83,810)	(48,000)	(48,000)	(66,000)
Fine Forfeiture Asmt	(523,347)	(773,000)	(691,335)	(773,000)	(773,000)	(773,000)
Invest Other Contrib	(4,378)	(115,000)	(13,162)	(115,000)	(115,000)	(115,000)
Misc Revenue	(58,968)	(52,500)	(55,556)	(52,500)	(52,500)	(52,500)
Other Finance Source	(47,000)	(45,800)	(47,900)	(45,800)	(45,800)	(52,400)
Transfer In	(561,985)	(201,500)	(248,674)	(201,500)	(201,500)	(201,500)
<b>Total</b>	<b>(2,081,907)</b>	<b>(2,764,470)</b>	<b>(2,465,634)</b>	<b>(2,819,470)</b>	<b>(2,819,470)</b>	<b>(2,964,220)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	9,070,416	10,174,503	9,197,724	10,470,635	10,627,567	10,753,438
Benefits	2,941,673	2,932,051	3,236,299	2,965,183	2,959,797	2,959,797
Supplies	748,366	1,025,858	979,015	1,020,282	985,432	1,088,212
Purchased Services	1,889,848	1,941,689	2,056,078	1,930,172	2,099,681	2,032,852
Debt Othr Financing	-	112,863	310,500	84,004	41,850	74,376
Inter Depart Charges	2,083,195	2,524,617	2,288,755	2,232,884	2,330,187	2,330,187
Transfer Out	484,427	326,500	278,625	326,500	201,500	381,500
<b>Total</b>	<b>17,217,924</b>	<b>19,038,081</b>	<b>18,346,997</b>	<b>19,029,660</b>	<b>19,246,014</b>	<b>19,620,362</b>



# Madison Parks Division

210 Martin Luther King, Jr. Blvd., Room 104  
Madison, WI 53703  
608-266-4711 • cityofmadison.com/parks



Date: July 22, 2022  
To: David Schmiedicke, Finance Director  
From: Eric Knepp, Parks Superintendent  
Subject: 2023 Operating Budget Transmittal Memo--Parks Division 2023

The requested budget balances the Mayor's objectives for the 2023 Operating Budget with the Parks Division's mission, vision and values and addresses key strategies identified in the current Park and Open Space Plan (POSP) to meet the diverse needs of the community within available resources. The mission of the Parks Division, *"To provide the ideal system of parks, natural resources and recreational opportunities which will enhance the quality of life for everyone,"* encapsulates the fact that Madison Parks are existentially correlated to promoting social equity in our community.

## Goals of Agency's Operating Budget

Overall, the request ties directly to the citywide priorities of Economy & Opportunities, Culture & Character and Green & Resilient as identified in the City's Comprehensive Plan. As always, the Parks Division's goals are rooted in the POSP, which shapes our priorities through the lenses of Equity, Public Health, Sustainability and Adaptability. The Parks Division seeks to provide well-maintained, safe, orderly and welcoming public spaces, facilities, amenities and programs that promote mental, social and physical well-being for residents to recreate, connect, relax and restore. The Parks Division's 2023 Requested Operating Budget provides a continuation of existing service level for the community, including providing quality events and programming year-round; planning for a balanced park system that meets the diverse and ever-evolving needs of the community; and continuing and improving sustainability practices, including at the new Olin Park Building Administrative office. Major focus will be placed on continued implementation of the Parks Equity Team Action Plan and critical community engagement within available resources. Finally, this request reflects anticipated revenue growth along with growth in correlated expenses, along with controls expenditure growth and balances stagnating revenues in a manner that allows for continuation of services within the levy support target.

## Racial Equity and Social Justice

The Parks Division will continue to focus on promoting racial equity and social justice within the community through a variety of engagement strategies, including deepening connections and developing authentic relationships with BIPOC and otherwise marginalized communities. Overall, Parks will align community engagement and feedback to improve services provided, update the POSP to reflect the vast and growing needs of the community and inform implementation of the Division's Equity Action Plan as well as the POSP. Staff will continue to work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training and outreach efforts to increase interest in green field employment opportunities with various community partners. Notably, the request includes staffing resources that will begin to provide the foundation for data-based decision-making across the Parks system, which is proven to be

essential in dismantling racial disparities. Community Recreation Services staff will continue to focus on developing culturally significant and relevant community programs and events in a safe and affirming community space for racially diverse and other underrepresented groups. Olbrich Botanical Gardens continues to provide a variety of interpretive and cultural enrichment opportunities centered on the gardens through various projects and programs such as the Indigenous Garden that was showcased within the Herb Garden in 2021 and 2022. Developing and expanding the Kids Need Opportunities (KNOW) program at WPCRC will be a major focus as staff and partners work to connect and uplift youth from BIPOC and otherwise marginalized communities through positive programming and enrichment opportunities. Parks Maintenance will continue to maintain parks, facilities and amenities to create diverse opportunities for free/affordable and healthy gatherings that meet the needs of the community.

### **Major Changes in 2023 Operating Request**

The 2023 Requested Operating Budget reflects anticipated growth in revenue and corresponding expenditures from increased park use and programming along with new revenue from a use agreement with Madison Metropolitan School District for Olin Park Building. The proposed baseline request includes an increase of 2.65 FTE positions without any increase to the levy as result of reallocations made throughout various services as well as some increased capital funding allocations. These positions are critical to adequately maintaining the Olin Park Building and to data/asset management for the Parks system. As a result of hardships in filling seasonal positions, Parks is proposing utilizing seasonal funding of positions that cannot be filled to move several key permanent part-time positions to full-time to provide for more stable staffing into the future, while continuing to address the equitable green jobs initiative. The changes as outlined provide a net benefit to the levy of just under \$40,000. In addition, the request removes capital funding from Emerald Ash Borer projects and moves higher allocations of Parks Arborists to the Urban Forestry Special Charge, allowing for additional net benefit to the levy of \$6,000. There are, however, concerns in Parks ability to provide additional service level utilizing existing resources due to newly developed parks, shelters, and buildings in addition to new initiatives, such as the Clean Beach Initiative, for which no additional funding were provided.

### **Summary of Reductions**

The Parks Division's 2023 Operating Budget includes several service reductions to achieve the target of a 1% levy support reduction of \$160,000 as directed. Though reduction of services is not the Parks Division's goal, the potential reductions balance various factors with a goal of limiting the negative impact to the community from these reductions. The reductions would certainly have impacts on the park system, but they are rooted in the necessity of refocusing the Division's work towards providing spaces where the public can enjoy the many benefits of parks and reducing allocation of resources towards specific targeted uses. This reduction will impact staffing levels within the Division, creating service reductions that will be noticeable and likely undesirable to many in the community. Proposed reductions are as follows:

1. Community Recreation Services: Service reduction of \$51,000, including \$44,000 in hourly Ranger funding (wages and benefits) and \$7,000 of related supplies and services expenses. A decrease in hourly Ranger funding will reduce peak season and winter patrols. The ability to respond to customer service calls, noise complaints and dog violations within parks will be significantly impacted.

2. Olbrich Botanical Gardens: Service reduction of \$32,000, including \$20,000 in hourly funding (wages and benefits) and \$12,000 of related supplies and services expenses. The reduction will impact capacity to maintain the outdoor gardens and building facilities. In addition, there will be a reduction in supplies that will impact the necessary plant material and supplies for the production greenhouse and buildings. The reduction may also impact the ability of Olbrich staff to support annual flower plantings at the Mall Concourse.
3. Park Maintenance: Service reduction includes a decrease of \$77,000, including reduced median maintenance across the City of \$50,000 (hourly wages & benefits), services within the Mall Concourse of \$14,000 (\$10,000 hourly wages & benefits, \$18,000 supplies and services and \$14,000 in decreased revenue from Mall Special Charges) and hourly funding in Conservation parks of \$13,000 (wages and benefits). The reduction of hourly seasonal staff within general parks will result in reduced median mowing, but may also have ancillary impacts on parklands including possible reduction in service level in lower traffic areas of parks. Landscaping services, sidewalk and bus shelter cleaning within the Mall Concourse Service area will also be reduced. The reduction in hourly staffing within Conservation parks will impact the quality and frequency of land management and slow progress towards initiatives centered on environmental sustainability.

### **Town of Madison**

The final attachment will add parkland to the existing park system, which will require maintenance of existing facilities, including utilities, as well as replacement of amenities that have reached the end of their useful life, with significant deferred maintenance. As of submission, the Parks Division has confirmed that two parks from the Town of Madison will be brought into the Madison Parks system, and a third park is currently under negotiation, but very likely to be added to the system. The overall resource requirements for the addition of these town parks is dependent on the number of parks actually brought into the system. The Parks Division is requesting supplemental funding of \$95,000 to support the town parks, including \$90,000 (wages and benefits) and \$5,000 of supplies and services. This ongoing funding will add one permanent full-time Parks Maintenance Worker (16/04), \$27,000 of hourly funding for seasonal maintenance staff and Rangers, and provide necessary \$4,000 of supplies/services, to adequately maintain the parks and infrastructure to the standard levels expected within Madison Parks.

### **Optional Supplemental Request**

The City's team of Neighborhood Resource Team (NRT) representatives are recommending only one supplemental budgetary item for 2023: To sustain funding and support for Parks Alive. The 2022 Parks Alive program, a collaborative effort involving multiple City agencies and a wide variety of community-based stakeholders and mobile resources, was created and supported by violence-prevention funding. The initiative primarily focuses on serving BIPOC and otherwise disenfranchised communities, particularly youth, within Neighborhood Resource Team (NRT) areas across the City, by providing regular positive outlets and community building opportunities. Without funding to sustain the programming and staff resources dedicated to leading it, this critical programming will go away. In response to this recommendation, the Parks Division is requesting an on-going funding increase of \$149,460 within the Parks Programming activity. The request includes adding one (1) permanent full-time Park Program Coordinator (18/04) (\$74,460 wages and benefits), who's primary role will be to sustain and grow the Parks Alive program and develop partnerships with stakeholders critical to the program. The request also includes \$75,000 for a combination of supplies and services, including event supply needs, various equipment and movie rentals, food and potential stipends to compensate community members for providing services that

support the programming. This request provides an avenue for developing deeper, more authentic relationships within NRT communities by providing opportunities for community co-creation, which is critical to addressing racial and economic disparities as the City moves forward.

Additionally, the Parks Division has been engaged in ongoing conversations with partner agencies in Public Works regarding strategies to promote improved effectiveness and efficiency in general public works operations. The overarching conversation is rooted in reducing the reliance on seasonal labor that has become increasingly challenging to attract and retain, while providing new opportunities for permanent positions within public works. This would impact and improve core services to residents including median mowing, bike path mowing, refuse/recycling services on public land, and snow removal. Parks is supportive of continuing the work to identify appropriate budgetary adjustments to resource this program that will improve performance for Public Works.

CC: Deputy Mayors  
Budget & Program Evaluation Staff  
Lisa Laschinger, Assistant Park Superintendent  
CJ Ryan, Assistant Park Superintendent  
January Vang, Parks Finance Manager  
Pat Hario, Parks Administrative Assistant  
Noah Sternig, Parks Finance Management Intern

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Community Recreation Services

SERVICE NUMBER:

511

SERVICE DESCRIPTION:

This service is responsible for programming, volunteers, aquatics, rangers, permits, and community events. This service includes City-provided services as well as regulating private and non-profit services and events. The goal of the service is a safe, accessible, affordable, and equitable park system.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Facility Rental	40	Park usage for athletic, recreational, cultural, musical, culinary and other event purposes.
Pool and Beach	40	Beach, splash park and pool usage for the community.
Programs	20	Year-long selection of events and programs for all residents.

Insert item

Citywide Element

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

Culture and Character

Describe how this service advances the Citywide Element:

Community Recreation Services provides programs and community events that bring people together. This service ensures that the City of Madison will have a safe and affirming community space for underrepresented groups through a wide variety of parks and public spaces and continual events and programs. This service area is focused on Community Connections and Recreation.

**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	\$996,039	\$1,207,852	\$1,019,700	\$1,267,087	\$1,151,181	\$1,086,931
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$996,039</b>	<b>\$1,207,852</b>	<b>\$1,019,700</b>	<b>\$1,267,087</b>	<b>\$1,151,181</b>	<b>\$1,086,931</b>
<i>Budget by Major</i>						
Revenue	(\$552,823)	(\$1,022,620)	(\$862,059)	(\$1,022,620)	(\$1,022,620)	(\$1,107,470)
Personnel	\$1,329,842	\$1,872,961	\$1,582,300	\$1,941,403	\$1,809,853	\$1,829,553

Non-Personnel	\$145,354	\$266,216	\$213,899	\$266,602	\$275,913	\$276,813
Agency Billings	\$73,666	\$91,295	\$85,560	\$81,702	\$88,035	\$88,035
<i>Total</i>	\$996,039	\$1,207,852	\$1,019,700	\$1,267,087	\$1,151,181	\$1,086,931

### 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	43 - CHARGES FOR :	51110	43522	(\$84,850)	Various revenue section increase in Facility Rental, Park Use Charges, Boat Launch and Reimbursement of Expense offset with reduction in Lessons.
1100 - GENERAL	51 - SALARIES	51147	51210	\$19,700	Increase Ranger hourly wages to ensure continued services and transferred Customer Service hourly wages to Parks Maintenance to fund GIS Specialist.
1100 - GENERAL	53 - SUPPLIES	51150	53155	(\$1,400)	Various supplies within the Community Services orgs were adjusted netting a reduction in supplies of \$1,400. Decreases were in Software License Supplies, Program Supplies, Uniform Clothing Supplies, Food and Beverage and Tree shrubs plants. Increases were in Copy printing supplies and equipment supplies.
1100 - GENERAL	54 - PURCHASED SE	51110	54335	\$2,300	Various services within the Community Services orgs were adjusted netting an increase in services of \$2,300.
<b>TOTAL</b>				<b>-\$64,250.00</b>	

Insert item

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

Parks proposes adding additional revenue for Facility Rental, Park Use Charges, Boat Launch, and Reimbursement of Expense accounts. The majority of the revenue increase is due to a new lease agreement with MMSD. This increase in revenue will be offset with a new Facility Maintenance Worker budget under Parks Maintenance to support the building MMSD will be leasing aka the Olin building. The rest of the revenue increase will be offset with an increase in hourly wages for Rangers. Net-neutral adjustments are made to shift hourly funding to move a key events position to full-time permanent and to partially fund a critical GIS position. Small adjustments were made within and across supplies and purchased services in the various sections of Community Services to ensure enough funding.

Explain the assumptions behind the changes.

Revenues and expenditures were increased based on prior year averages or new lease.

What is the justification behind the proposed change?

Community Services has continued to increase the various programs and services within the community. In addition, bulk of increase to revenue includes the lease agreement between MMSD and the City of Madison Parks Division. The permanent positions have been brought to full time to accommodate a growing number of events and community needs. The GIS position, which is partially funded through a modest reduction in community services hourly wage will support the entire agency in asset and data management, work that is critical to overcoming racial disparities.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

### 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?

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hypertension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical, and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed base budget and the accompanying change in funding for Aquatics staffing.

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.

Parks Division gathers use data from athletic and shelter reservations, permit application materials, and admissions/concessions tracking systems and directly from user groups and various stakeholders. Scholarship data is available for pool passes. While this data provides some use metrics, it is limited and does not provide demographic data. There is a real lack of local data outside anecdotal data and direct feedback from communities most impacted. An investment in data analysis is needed to better understand and build strategic initiatives to move to a more authentic partnership with BIPOC communities.

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.

The proposed Base Budget allows for the continuation of current services, including continued work towards achieving objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, Equity Team participation, and implementation of the Equity Action Plan, specifically centered around connecting and developing more authentic partnerships with BIPOC communities, within available resources.

**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)?

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

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
Reduce park patrol provided by Hourly Park Rangers	\$51,000	Decrease Hourly Park Rangers and related supplies and services.
<b>Total</b>	\$51,000	

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	\$44,000	As part of the reduction in hourly rangers, hourly wages and benefits will be reduced. Hourly Park rangers would wages and benefits would be reduced by \$44,000, resulting in fewer Ranger resources during shoulder seasons and non-peak summer hours.
Non-Personnel	\$7,000	Reduction in related Park Rangers supplies in response to overall reduced services.
Agency Billings	\$0	

Total	\$51,000	
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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?

MGO Public Property Chapter 8 outlines expectations for park users, including boat launches, parking, event condition compliance, dogs in parks, and overall use of park amenities and spaces. Service reductions within the Ranger program of Community Services will result in reduced capacity to monitor and educate park users and ultimately the Parks Division's ability to enforce ordinance violations.

Has this reduction been proposed in prior years? Yes

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.  
 After careful consideration of the Parks Division's overall mission and the resources required to provide adequately maintained public spaces, these reductions were selected as they were deemed to have the least negative impact on the community. Safe and reasonably maintained spaces will be provided, but the Ranger program of the Community Services section will be focused on providing these Ranger services during peak need.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?  
 The decrease in hourly Park Ranger will eliminate all hourly Ranger coverage over the winter months and reduce overall park patrols. Permanent ranger shifts will need to be more widely distributed to cover critical times year-round and routine visits to smaller parks will need to be eliminated. Ranger efforts will need to be focused primarily on community parks and will be more complaint driven than proactive. The reduced presence will result in longer wait times for customer service calls and the capacity to educate the public on proper park usage will likely be diminished.  
 It will be very difficult to mitigate the impacts of this reduction, but efforts will be made through thorough and timely messaging through the Parks Division's Website and social media accounts in addition to signage on site. Individual shareholders will also be notified of the change and asked to assist in sharing the messaging. More complaints will likely come from well-connected neighborhoods and residents than those who will more deeply feel the impacts of this cut.

**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
Increase Parks Programming	149460	Parks Alive is a natural outgrowth of many initiatives in areas with NRTs including Let's Eat Out and the Sina Davis Movies In The Park Program and numerous efforts and events orchestrated by community stakeholders and the NRTs. Residents have consistently voiced the desire and need for these type of activities to the NRTs over the past decade and this request is based on the established need and opportunity that presents itself at this time. The proposed supplemental request provides resources to sustain and grow the Parks Alive program, including funding for a permanent full-time Parks Program Coordinator position (18/04) that will be responsible for ensuring the success of the program and leading collaborations with internal and external stakeholders specific to the objectives of the programming. The baseline expectation will be programming in 8 parks every other week over 8 weeks of the summer. The ultimate goal is to move toward weekly as possible.
<b>Total</b>	149,460	

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	74,460	Permanent wages and benefits for Parks Program Coordinator (18/04)
Non-Personnel	75,000	Supplies and services to sustain and support programming needs
Agency Billings		
<b>Total</b>	<b>149,460</b>	

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.

This increase will be funded by the 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 Parks Alive Program, established in 2022 utilizing violence-prevention funding, is a collaborative effort involving multiple City agencies and a wide variety of community-based stakeholders and mobile resources. This initiative focuses primarily on serving BIPOC and otherwise disenfranchised communities, particularly youth, within Neighborhood Resource Team (NRT) areas across the City, by providing regular positive outlets and connections that are not otherwise available. The increase is ongoing and will need continuing general levy support in order to sustain and grow the Parks Alive programming. The permanent full-time Parks Program Coordinator position’s primary role would be to sustain and grow the Parks Alive program and develop partnerships with stakeholders critical to the program. At its core, the program is intended to provide opportunities for residents to come together and build relationships. This request provides an avenue for developing deeper, more authentic relationships within NRT communities by providing opportunities for community co-creation, which is critical to addressing racial and economic disparities as the City moves forward.

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.

This is the only supplemental budget request recommended by the City’s Neighborhood Resource Team for the 2023 Operating Budget. The violence-prevention funding will soon be ending. Without the proposed funding, the program is unable to continue as it is and the possibility of expansion is out of question. Results from 2022 indicate that authentic connections with these communities are being made. If this continued funding is not available or prioritized, many gains will be lost and the efforts to address Racial Equity & Social Justice by “meeting people where they are” may slow or risk reverting back to traditional City engagement processes, which are proven to be less effective than what is ideal.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Olbrich Botanical Gardens

SERVICE NUMBER:

511-A

SERVICE DESCRIPTION:

This service oversees all operations at Olbrich Botanical Gardens. The City works in partnership with the Olbrich Botanical Society to provide a well maintained facility that includes 16 acres of gardens and a diverse array of educational programming. The goal of the service is to provide a quality and well-maintained public garden, learning center and conservatory.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Native Plant Conservation	40	Olbrich Botanical Gardens outdoor gardens feature sustainable design and plant collections hardly to the American Midwest for study, enjoyment, and public benefit. OBG practices sustainable horticulture that minimizes detrimental inputs and showcases strategies that contribute to the well-being of a diverse community and natural environment.
Community Programs	40	A variety of activities provide enrichment, cultural and interpretive opportunities centered around the gardens. Clean, safe, and accessible public spaces are provided for visitors. Including, rental facilities, and the Bolz Conservatory admissions program, which provide revenue to the City, as well as for educational programs.
Tropical Plant Conservation	20	The Bolz Conservatory features plant collections native to the world's tropical forests for study, enjoyment, and public benefit.

Insert item

Citywide Element

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

Culture and Character

Describe how this service advances the Citywide Element:

OBG is one of the primary tourist destinations in Madison, As such, OBG is involved in many strategies to develop the culture and character of Madison: creating vibrant and inviting places for residents and visitors by maintaining quality botanical gardens and greenhouses, preserving special places that tell the story of Madison by establishing itself as a premier destination; reflecting ethnically diverse cultures through the Royal Thai Pavilion and Garden and the large variety of plant species in the Bolz Conservatory; creating safe and affirming community spaces by hosting classes, private events, and special programs; and balancing the concentration of cultural and entertainment venues between downtown and other areas of the city through its location, offering free admission to a large portion of the gardens, and by hosting regular public events.

Through the outdoor gardens and educational offerings, OBG is a leader in demonstrating and teaching how to manage land via sustainable gardens and utilize it for beneficial habitat and improvement of water quality. In addition the gardens maintain a healthy tree canopy. The new Frautschi Learning Center is a LEED Platinum Certified building which utilizes energy efficient technology throughout the space. In addition the other buildings in the OBG complex switched over to energy efficient lightbulbs including the new greenhouses.

All of this work is possible through the partnership between the City of Madison Parks Division and the Olbrich Botanical Society. OBS supports all of this work and leads the educational, cultural, and arts programming at OBG. In addition they manage membership program and fundraising arm of OBG which enables the organization to thrive and grow. OBS raises approximately \$2.7 million annually for OBG through programs, donations, memberships, and grants. Just this year, OBS secured a grant for \$146,000 to make improvements to the gardens and the Bolz Conservatory to improve overall accessibility for the public.

## 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	\$1,361,759	\$1,426,106	\$1,364,574	\$1,463,016	\$1,486,194	\$1,471,194
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$1,361,759</i>	<i>\$1,426,106</i>	<i>\$1,364,574</i>	<i>\$1,463,016</i>	<i>\$1,486,194</i>	<i>\$1,471,194</i>
<i>Budget by Major</i>						
Revenue	(\$174,406)	(\$294,500)	(\$347,519)	(\$349,500)	(\$349,500)	(\$368,500)
Personnel	\$1,234,839	\$1,304,144	\$1,340,737	\$1,398,024	\$1,410,364	\$1,403,364
Non-Personnel	\$261,799	\$364,995	\$323,293	\$368,378	\$376,363	\$387,363
Agency Billings	\$39,526	\$51,467	\$48,063	\$46,114	\$48,967	\$48,967
<i>Total</i>	<i>\$1,361,758</i>	<i>\$1,426,106</i>	<i>\$1,364,574</i>	<i>\$1,463,016</i>	<i>\$1,486,194</i>	<i>\$1,471,194</i>

## 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	42 - INTERGOV REV	51180	42310	(\$3,000)	Based on estimated cost of living adjustments, revenue was increased
1100 - GENERAL	43 - CHARGES FOR !	51180	43525	(\$16,000)	Increase revenue due to additional Facility Rental and Admission.
1100 - GENERAL	51 - SALARIES	51180	51210	(\$7,000)	Net Decreased hourly wages, transferring to Parks Operation services for GIS Specialist.
1100 - GENERAL	53 - SUPPLIES	51180	11000	\$11,000	Increase in Landscaping supplies net with small decrease in Trees shrubs plants.
<b>TOTAL</b>				<b>-\$15,000.00</b>	

Insert item

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

A conservative increase in revenue mainly related to anticipation of increased rentals and admission will be offset with a slight increase in supplies. In addition, Olbrich will propose to transfer some hourly funding for the new GIS Specialist that will be utilized by the entire Parks Division.

Explain the assumptions behind the changes.

Olbrich assumes that the number of reservations and events will only increase with the completed expansion.

What is the justification behind the proposed change?

Increase in revenue due to enhanced and expanded rental and programming facilities.

An increase in supplies is needed to maintain the quality of the gardens and facilities. Without additional resources, the quality of the gardens and visitor experience would be impacted. The GIS position, which is partially funded through a modest reduction in hourly wages across the agency and funding available from capital projects, will support the entire agency in asset and data management, work that is critical to overcoming racial disparities.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?

Olbrich Botanical Gardens continues to prioritize offering an inclusive environment in which BIPOC, low-income, and/or marginalized communities will have access to a wealth of resources presented through the outdoor gardens, Bolz Conservatory, educational offerings, and community programs. Through intentional outreach and networking, staff work to introduce various gardening techniques, plant selection, and educational programs in addition to creating an overall welcoming environment for all visitors. In 2019, Olbrich formally incorporated their goal for community engagement and inclusion into planning and operations: Make Olbrich Botanical Gardens a destination where all visitors, volunteers, and staff are valued and feel they belong. With conscious intent and continuous learning, OBG staff and volunteers will address barriers to inclusion through education, operational changes, and partnerships with the community. In 2021 OBG started to work on a workplan and roadmap for justice, diversity, equity, and inclusion. These plans will focus internally first to improve the inequities that currently exist for staff and volunteers. Three areas of improvement have been identified and they are equity, diversity, and decision making. The workplan for each of these target areas identifies 3-5 objectives for each area to be completed within 1 year. After the year is complete the plan will be revisited and objectives identified to continue the work in the following year. In addition to this work, OBG continues to operate a Community Engagement and Inclusion committee to educate staff and improve policies. Also connected to these efforts, OBG staff created a community proposal process to welcome more partnerships and collaborators at OBG.

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.

Olbrich's Community Engagement & Inclusion Staff Working Group, established in 2019, is working to address barriers to garden accessibility, including communications and outreach, financial barriers, and physical barriers. A priority is learning about who is and who is not visiting. Demographics of visitors are not available currently. Staff, with the support of Olbrich Botanical Society, are working to gather information directly from BIPOC populations, people living with lower incomes, and people who are otherwise marginalized so that barriers they communicate can be addressed. Affordable strategies for gathering demographics will also be explored. To solicit input from the community, articles in the OBS quarterly newsletter and All Volunteer Email Updates present community engagement and inclusion topics, including a 2021 article that invited people to voice their priorities for improving access to Olbrich. The data that helped shape the need for this workplan and roadmap came from a national training that OBG staff participated in along with colleagues from area nature-based organizations. Cream City Conservation conducted this training. Through the program, OBG staff participated in a survey and the results identified the areas of improvement which are equity, diversity, and decision making. In addition to this survey, staff participated in a 7 week training that included readings, assignments, and break-out groups.

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.

This work is directly tied to the training conducted by Cream City Conservation and other offerings provided by the City.

**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)? \$160,000

What is the proposed reduction to this service's budget? \$32,000

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
Reduce hourly staffing	\$20,000	Reduce mowing, mulching, tree planting and other tasks performed by the hourlies. OBG support for State Street planters will be reduced to allow for prioritized maintenance of the gardens. The hours open to the public will be reduced due to fewer staff being able to staff the buildings and gardens to ensure a safe and pleasant visit for all guests.
Reduce Supplies	\$12,000	Reduce tree shrubs and plants and landscaping supplies.
<b>Total</b>	<b>\$32,000</b>	

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	\$20,000	Reduce hourly wages available for indoor and outdoor maintenance, offsite support from OBG staff
Non-Personnel	\$12,000	Reduce tree shrubs and plants and landscaping supply purchases.
Agency Billings		
<b>Total</b>	<b>\$32,000</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?

The city is not mandated to perform these services.

Has this reduction been proposed in prior years? Yes

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.

Services conducted on the site of OBG are highest priority so the impact of reduction to materials and staff time impact off-site services and staff are prioritized to complete on-site tasks first. Reduction to hourly staffing at OBG will result in the greater need for staff to focus on work at OBG and not participate in services conducted off the grounds. The primary example of this service is the planting and upkeep of the planters located along State St which takes many staff to complete over a week's time.

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

Service levels impacted by the proposed funding changes directly impact the quality and maintenance of the gardens both outdoors and inside the Bolz Conservatory. Reduction in expenses will result in fewer plants for annual plantings, garden bed changes, and replacement of plants that died due to age, drought, or animal damage. In addition, routine maintenance of indoor and outdoor facilities will be reduced due to reduction of supplies to complete those repairs and updates such as replacement of boards in the bridge to the Royal Thai Sala, painting of garden structures, and painting interior spaces. A direct impact to the end user if plantings on State Street are not completed is a downtown area of Madison that is not beautified by plants. If hours are reduced at OBG then local and out of town visitors will have fewer hours to visit and enjoy OBG. This would result in reduced hours that OBG is open to the public due to fewer staff being able to staff the buildings and gardens to ensure a pleasant visit for all guests.

Overall, this reduction will not produce favorable results and the impacts will be noticeable. Those who are only able to access the gardens at the time they are closed due to this service reduction will also be impacted. The impacts of this reduction are somewhat mitigated by not reducing hours of operations for all other days and by providing other hourly employment opportunities. Ongoing substantial communication through a variety of means to all partners and the broader community will be required to ensure that the change in service level is communicated.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select...
▼



Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Park Maintenance

SERVICE NUMBER:

512

SERVICE DESCRIPTION:

This service is responsible for the maintenance of all park facilities, open spaces and parkland, dog parks, and disc golf courses. Specific functions of this service include (1) general park maintenance, (2) facilities maintenance, (3) conservation park maintenance, (4) Mall/Concourse park maintenance, (5) park construction, and (6) the operation of the Forest Hill Cemetery. The goal of the service is a well-maintained and well-used park system.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Maintain Parks Infrastructure	70	Infrastructure maintenance includes the maintenance of park buildings, pools, splash parks, refuse/recycling management, amenities, and electrical, and plumbing needs throughout the systems. Amenities include playgrounds, beaches, field lighting, irrigation, and ice rinks as well as snow removal from the streets, bike paths, bus stops, sidewalks, and parking lots. Other infrastructure includes year-round maintenance of the Mall Concourse Maintenance Service area.
Land Stewardship	30	Land stewardship involves the maintenance of general parkland and conservation areas and other city-owned property. In addition, parks manage turf on medians and other city-owned property. All land stewardship is conducted by the Parks Division's adopted Land Management Plan.

Insert item

Citywide Element

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

Green and Resilient

Describe how this service advances the Citywide Element:

Park Maintenance works to make a green and resilient Madison by increasing connectivity between parks and open spaces through greenways and trails; practicing responsible land stewardship in 270+ parks and over 6000 acres; pursuing sustainable and innovative improvements to park facilities, and actively making an effort to be a model park and open space system for City residents and visitors. This service encompasses everything identified under Green and Resilient in making the City of Madison a place to bring people together, and improve health and well-being by maintaining well-managed and safe parks and public spaces.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
<i>Budget by Fund</i>						418

General-Net	\$10,968,992	\$11,651,052	\$11,436,993	\$11,564,330	\$11,942,139	\$11,981,811
Other-Expenditures	\$731,951	\$688,458	\$805,091	\$675,188	\$453,169	\$722,345
<b>Total</b>	<b>\$11,700,943</b>	<b>\$12,339,510</b>	<b>\$12,242,084</b>	<b>\$12,239,518</b>	<b>\$12,395,308</b>	<b>\$12,704,156</b>
<b>Budget by Major</b>						
Revenue	(\$1,247,935)	(\$1,194,550)	(\$1,168,750)	(\$1,194,550)	(\$1,194,550)	(\$1,235,450)
Personnel	\$8,421,403	\$8,598,487	\$8,306,419	\$8,820,533	\$8,942,253	\$9,055,424
Non-Personnel	\$2,580,155	\$2,582,650	\$2,971,520	\$2,535,398	\$2,480,822	\$2,717,398
Agency Billings	\$1,947,320	\$2,352,923	\$2,132,894	\$2,078,137	\$2,166,783	\$2,166,783
<b>Total</b>	<b>\$11,700,943</b>	<b>\$12,339,510</b>	<b>\$12,242,083</b>	<b>\$12,239,518</b>	<b>\$12,395,308</b>	<b>\$12,704,155</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	43 - CHARGES FOR !	51246	43710	(\$16,300)	Increase reimbursement of expense for Facility for MMSD utility reimbursement and Conservation from Friends of Parks group.
1100 - GENERAL	44 - LICENSES AND	51246	44290	(\$18,000)	Increase in ski permit.
1100 - GENERAL	48 - OTHER FINANC	51230	48115	(\$6,600)	Increase in trade in allowance for Bobcat Excavator Reimbursement
1100 - GENERAL	51 - SALARIES	51230	51110	\$113,171	Addition of 1 FMW for Olin Building, in addition, increase of 1 GIS Specialist for Parks cityworks and assets management, partially offset with increase in facility rental revenue in Community Services and Olbrich sections, along with conversion of hourly funding.
1100 - GENERAL	53 - SUPPLIES	51230	53413	\$48,130	Additional supplies needed within various Parks Maintenance sections mainly in equipment supplies and machinery.
1100 - GENERAL	54 - PURCHASED SE	51210	54232	(\$80,729)	Majority of decrease in services attributed to decrease in building charges at CCB offset with increase in supplies.
1250 - OTHER RESTF				\$269,176	Various changes to Dog, Disc, and Ultimate Frisbee restricted funds
<b>TOTAL</b>				<b>\$308,848.00</b>	

Insert item

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

As Parks continue to absorb new initiatives and provide consistent services to all residents of the community, adjustments in revenue and expenses are necessary to ensure allocations of resources are align.

Explain the assumptions behind the changes.

Changes in revenue and expenses based on prior year averages. New FMW and partial levy supported GIS Specialists is offset with facility rental revenue budgeted in Community Services and Olbrich section, along with conversion of hourly funding and available funding in the capital budget.

What is the justification behind the proposed change?

With the new Olin Building, additional staff, supplies and services is needed. This is offset with facility rental revenue budgeted under Community Services. Data management is critical to reducing racial disparities, the GIS position is essential for the Parks Division to move forward with asset management and data-based decision-making.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder  
<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

**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?

All of the City of Madison residents and neighboring communities benefit from maintaining a safe, accessible, and inclusive park system. Maintaining affordable open spaces for social gatherings, walking, and other recreational activities helps create a vibrant and healthy community for all of the city residents. While the operating team works to maintain a standard of service excellence across the parks system, additional work in understanding the demographics across the system support the Parks' efforts to assure service are aligned and support the diverse needs of the community to achieve equity.

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.

There are many different means for collecting and using both primary and secondary information. Shelter and Athletic facility use reports, as well as special event and street use reports provide some metrics for use of the spaces, though they do not capture demographic data. Information is gathered directly from regular user groups, volunteers, neighborhood associations, and other community partners, as well as through NRTs. Secondary information is shared through the data resources provided by Parks Planning through community engagement and demographic information. The feedback from volunteer groups and community engagement teams is also used. Additional direct feedback opportunities should be considered as a continuous improvement step.

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.

The proposed Base Budget allows for the continuation of current services. Staff will continue to work towards achieving the objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, Equity Team participation, and implementation of the Equity Action Plan within available resources, along with the continuation of the collaboration with NRTs to make operational improvements within available resources. Specifically, operations staff will continue to build connections and work to engage with BIPOC and other marginalized communities around the promotion of green field employment opportunities, particularly with Operation Fresh Start, Sankofa, Urban League, Latino Workforce Academy, and other outreach and youth employment organizations.

**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)?

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

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
Mall Concourse Maintenance Reduction	\$14,000	Reduction of hourly wages and benefits, supplies and services for Mall Maintenance activities.

<b>Total</b>	\$77,000	
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Activity	\$Amount	Description
Conservation Park Maintenance Reduction	\$13,000	Reduction of hourly wages and benefits, for hourly employees performing land management in Conservation parks.
Parks Operations Median Reduction	\$50,000	Reduction of hourly wages and benefits targeted at median maintenance operations with potential ancillary impacts to lower traffic park locations.
<b>Total</b>	<b>\$77,000</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	\$73,000	Overall Operations reduction of seasonal hours budget, including wages and benefits.
Non-Personnel	\$18,000	A reduction in landscape, machinery and equipment and other services
Agency Billings	(\$14,000)	Revenue reduction from Mall Special Charges. Expenditure reduction of the Mall reduces revenue at a 50% rate.
<b>Total</b>	<b>\$77,000</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?

The City is mandated by the City of Madison's Noxious Weed Ordinance (MGO 23.29) and the WI State Code NR 40 (Wisconsin Administrative Code Chapter NR 40 - Invasive Species Rule) to control noxious weed species on publicly owned lands. As natural land management services in Conservation and General Park sections are reduced through decreases in available labor and material resources and no-mow areas are added to parkland, it will likely result in decreased response rate to reports of noxious weed species and potentially lead to an increase in these plant populations.

Has this reduction been proposed in prior years?

Yes 

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.

After careful consideration of the Parks Division's overall mission and resources required to provide adequately maintained public spaces, these reductions were selected as they were deemed to have the least negative impact on the community. Service levels will be impacted, but safe and reasonably maintained spaces will be provided within resource constraints. The following service reductions are proposed to meet the Parks Division's target 1% reduction.

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

The hourly wage and supply reductions within Mall Concourse Maintenance would impact the quality and quantity of the work supported in the downtown area that may impact this economic driver. The impact would be a reduction in number of flower planters from 120 to 80 and eliminate the Forum of Origins and Top of State Street landscape plantings. This will reduce the funding available for plants and the time needed to water. The reduction will also reduce the number of times bus shelters are power washed and the funding for replacing needed bike racks, benches and or trash cans. Other service reductions may be needed depending on weather and the resources available. These reductions will impact the beatification of the downtown area, which could have an unintended economic consequence. The reduction in service budget will impact the maintenance of the Mall and State Street fountains and may impact the fountain functional availability. The service budget provides are needed funding to maintain the plumbing system as well as clean the marble. This reduction would further impact the beatification of the downtown area.

The reduction in hourly funding would reduce the number of acres ecologically managed by the Parks Conservation Team. This loss of ecological management capacity would result in immediate and long-term impacts that would literally increase exponentially. As a result of climate change new invasive species continually colonize and become established in our native ecosystems. Exponential growth of these populations would quickly make them very difficult, if not infeasible, to control. The result will be steady decline and loss of plant diversity, pollinator habitat and furthering the negative impact of climate change. The true cost of inaction comes in the documented resultant loss of biodiversity and sustainability of natural communities and ecosystems.

The park system has been highlighted as critical to both community and personal health, which could be impacted by these reductions. This reduction in budgeted hourly wages may have ancillary impacts on the type and the quality of the services that would continue to be supported. These service reductions will be noticed through noticeable reductions in the median mowing interval, and reduced park maintenance care including a the number of available restroom, and general cleaning of parks and amenities including graffiti removal. The hourly staff reduction would also impact the diversity of the work group. The seasonal staff, often a more diverse work group than the permanent staff, are provided needed training and experience to qualify for permanent positon openings.

**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
ToM Park Maintenance	95000	Funding for personnel and supply and service expenses to support the Town of Madison parks in order to achieve standards of maintenance similar to what is provided within existing Madison parks.
<b>Total</b>	95,000	

 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	90,000	ToM: Permanent wages and benefits for Parks Worker FTE (16/04) and \$30,000 Hourly wages and benefits for Park
Non-Personnel	5,000	ToM: Supplies and services required for Park Maintenance and Ranger services
Agency Billings		
<b>Total</b>	95,000	

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.

This increase will be funded via 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.

This increase is ongoing and will need continuing general levy support in order to ensure clean, safe and well-maintained park spaces that are orderly. This increase will provide for improved services at the Town of Madison Parks that will make it possible to provide better quality maintenance for the parks, which currently have vast deferred maintenance needs. Additional future increases and personnel costs are not anticipated at this time, but may be dependent on the needs of the community and the final number of parks that are attached to the city following inter-governmental negotiations.

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.

Delays will be experienced in overall service to the park system with the addition of the Town of Madison parks if the increase in parks is required to be absorbed within current staffing and resource levels. The Town of Madison is generally situated in an area with high populations of BIPOC and low-income communities, quality public spaces are critical to ensuring the quality of life and reducing racial equity disparities. Without these resources, the ability to connect with and educate the newly attached residents of the City will be much more difficult, as Ranger resources are already seriously diluted across the existing system.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Planning & Development

SERVICE NUMBER:

513

SERVICE DESCRIPTION:

This service is responsible for all park planning, design, and construction of park improvements for over 6,000 acres of parks and open space in the City's park system. Specific functions of this service include (1) developing the Capital Improvement Plan for the parks system, (2) assessing and managing park impact fees on new residential development, (3) maintaining data on park inventory, and (4) preparing the five-year Park and Open Space Plan that is required by the Wisconsin Department of Natural Resources. The goal of the service is a quality, equitably planned and developed park system.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Capital Improvement Program	45	Development of the Capital Improvement Program Capital Improvement Program for Parks is completed primarily by Planning & Development, with input by other sections. Once approved, P&D completes over 80% of the projects in the capital budget each year.
Planning	25	Includes development of park master plans, park policies (staff liaison to Parks Long Range Planning Subcommittee); participation in City Planning efforts such as neighborhood plan updates and Planning grants; updating the Capital Improvement Program as part of the capital budget process; managing and coordinating requests for use of parkland including Temporary Land Use permits; participation on Neighborhood Resource Teams; and other associated administrative tasks and meetings.
Development Review	15	Reviewing development designs and plans to assess park impact fees, including evaluating potential parkland dedication and coordinating with developers regarding phasing and potential park development.
Land Records Management	15	Maintaining accurate records for city land administered by Parks, and coordinating and maintaining Diggers Hotline information and utility marking in parks.

 Insert item

Citywide Element

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

Culture and Character

Describe how this service advances the Citywide Element:

Park Planning & Development works to create a vibrant and creative city with a unique sense of character and a strong sense of place in existing and future parks. Existing parks require ongoing capital improvements to ensure the spaces continually meet the needs of the community and are safe. For the establishment of new parks, Planning & Development prioritizes placemaking as a way to focus on how public places will be used and designed throughout the city and designs a wide variety of new parks and public spaces in developing parts of the city for enjoyment by a broad population. Creating an equitable balance in the park system by considering demographics to identify locations for different amenity types is critical to the success of Madison's park system.



**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	\$702,566	\$838,045	\$748,859	\$772,730	\$853,488	\$793,400
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$702,566</i>	<i>\$838,045</i>	<i>\$748,859</i>	<i>\$772,730</i>	<i>\$853,488</i>	<i>\$793,400</i>
<i>Budget by Major</i>						
Revenue	(\$30,785)	(\$1,500)	(\$3,825)	(\$1,500)	(\$1,500)	(\$1,500)
Personnel	\$677,675	\$775,689	\$712,311	\$713,712	\$793,001	\$732,913
Non-Personnel	\$46,861	\$51,310	\$29,913	\$49,277	\$51,277	\$51,277
Agency Billings	\$8,816	\$12,546	\$10,459	\$11,241	\$10,710	\$10,710
<i>Total</i>	<i>\$702,567</i>	<i>\$838,045</i>	<i>\$748,858</i>	<i>\$772,730</i>	<i>\$853,488</i>	<i>\$793,400</i>

**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	51310	53413	\$4,400	Slight increase in work supplies and equipment supplies offset by purchased services.
1100 - GENERAL	54 - PURCHASED SE	51310	54335	(\$4,400)	Slight decrease in equipment improvement repair maintenance, system and software maintenance to offset increase in supplies needed.
1100 - GENERAL	51 - SALARIES			(\$60,087)	Move vacant position #1556 to correct service - Community Rec Services
<b>TOTAL</b>				<b>-\$60,087.00</b>	

Insert item

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

Additional work supplies and equipments supplies will be purchased to provide additional survey services.

Explain the assumptions behind the changes.

Supplies and services were adjusted based on prior year averages.

What is the justification behind the proposed change?

To ensure adequate funding for supplies, decreases in services were made.

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?

Black, indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hypertension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical, and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed budget, as it maintains funding to continue providing and improving upon current services, including working towards implementing the Equity Action Plan for the Parks Division as appropriate within available resources.

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.

The Parks Division's Park and Open Space Plan (POSP) guides overall park-system development. The document includes an analysis of existing amenities, an evaluation of service areas, and the identification of system deficiencies. A central component of the plan is the outcome of a city-wide community outreach process. Gathering input from historically underrepresented communities and people of color is a primary focus of POSP engagement efforts. Outreach for individual park improvements occurs after funding authorization and before design development. This process also focuses on outreach to underrepresented communities and people of color. Planning and Development host tens of public meetings each year depending on specific projects. We also use the Neighborhood Indicators Project to gather demographic data on the areas in which our projects are located. In addition, comments received via a variety of means, including emails, calls, in-person, and Alder communications provide feedback.

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.

The proposed Base Budget allows for the continuation of current services. Staff will continue to work towards achieving the objectives of the Division's Equitable Workforce Plan through recruitment efforts, training, Equity Team participation, and implementation of the Equity Action Plan within available resources. Specifically, Planning and Development will continue to work with NRTs in various parts of the town to identify and implement park improvements.

**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)?

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

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
NA		NA
<b>Total</b>	\$0	

 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		NA
Non-Personnel		NA
Agency Billings		NA
<b>Total</b>	\$0	

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?

The City is mandated to have an updated Park and Open Space Plan to be eligible for State and Federal resources. The City's POSP was adopted in 2018 and covers through 2023. Work on the 2024-2028 POSP will begin in late 2021/early 2022 based on resource availability. In addition, City ordinances mandate that the park system grows as the city's population does. MGO Sec. 20.08(2)(c)4.c., the Park Land Impact Fee is based upon the city-wide average assessed value of land as of January 1 of each year. Under 20.08(2)(c)5.b., the Park Infrastructure Fee is indexed for inflation on January 1 of each year. Both fees are calculated by the number of new residential units (single-family or multi-family) being brought in by the development. State law requires that such fees that have been collected are expended within a certain time frame.

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.  
 No proposed reductions were chosen for Parks Planning. Reductions are being proposed from other Parks service sections to achieve the targeted amount.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Parks Division

SELECT YOUR AGENCY'S SERVICE:

Warner Park & Community Center

SERVICE NUMBER:

511-B

SERVICE DESCRIPTION:


This service oversees operations at Warner Park Community Recreation Center (WPCRC), a 31,750 square foot community recreational facility serving youth, families and senior citizens through a variety of recreation and social services. The goal of the service is to provide an indoor facility for the Northside and provide multi-generational programming to support all members of the community.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Facility Maintenance and Rental	65	To maintain and make various spaces within WPCRC available for use and rent to the community for meetings, classes, parties, weddings, and catering among various other uses. Facilities are kept clean and in good working order for use by the public.
Programming	35	To provide programming for individuals of all ages and abilities through offerings of private, public, and other partnerships. Programming includes teen activities, afterschool programs, family fun nights, and various other recreational, social, and cultural activities that reach some of the community's most vulnerable populations.

 Insert item

Citywide Element

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

Culture and Character

Describe how this service advances the Citywide Element:

Warner Park Community Recreation Center fosters a sense of community by providing a space for the northside neighborhoods to gather. It offers services that provide a safe and positive outlet for youth in the community. WPCRC also serves as a nutrition site and outreach center as well as provides programming for Madison's senior citizen population.

**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	\$374,710	\$462,097	\$506,146	\$467,839	\$540,373	\$540,373
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$374,710</i>	<i>\$462,097</i>	<i>\$506,146</i>	<i>\$467,839</i>	<i>\$540,373</i>	<i>\$540,373</i>
<i>Budget by Major</i>						
						429

Revenue	(\$75,958)	(\$251,300)	(\$83,481)	(\$251,300)	(\$251,300)	(\$251,300)
Personnel	\$348,330	\$555,272	\$492,255	\$562,147	\$631,893	\$631,893
Non-Personnel	\$88,472	\$141,739	\$85,593	\$141,302	\$144,088	\$144,088
Agency Billings	\$13,866	\$16,386	\$11,779	\$15,690	\$15,692	\$15,692
<i>Total</i>	\$374,710	\$462,097	\$506,146	\$467,839	\$540,373	\$540,373

**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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

No funding changes.

Explain the assumptions behind the changes.

N/A

What is the justification behind the proposed change?

N/A

Are you proposing any personnel allocation changes?

Select...

**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?

Black, Indigenous, and People of Color, people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) often suffer disproportionately from chronic diseases, such as obesity, diabetes, depression, hypertension, and heart disease as well as others. This is caused by barriers to health care, lack of access to healthy foods, and barriers to opportunities for active and healthy lifestyle choices. Access to parks and recreation services provides mental, physical, and spiritual benefits for the community. BIPOC and other marginalized groups will be positively affected by the proposed budget and budget changes, as the proposed budget allows for continued focus on engaging with underserved youth through a variety of programming and developmental options.

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.

Community engagement sessions in 2017 indicated a lack of safe space opportunities for BIPOC teens at the WPCRC. With policy revisions and new teen programs, we have seen a significant increase in use and engagement by BIPOC teens. Teen perspectives are engaged on an ongoing basis through afterschool open gyms and focus groups with feedback leading to new programs, Teen Night, and the 3on3 Basketball Tournament Series. Adult perspectives are engaged through the NRT and community events, which indicates a lack of social opportunities for BIPOC communities.

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.

The proposed budget is related to recommendations from the area NRTs as well as ongoing RESJI work. The continued support of the Program Coordinator position, which originated as a recommendation from NRT contacts, will provide for an intentional focus on youth engagement and expand program offerings to meet the needs of the community.

**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)?

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

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
NA		NA
<b>Total</b>	\$0	

 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		NA
Non-Personnel		NA
Agency Billings		NA
<b>Total</b>	\$0	

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?

NA

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

No reduction was chosen for WPCRC, as WPCRC's resources are fundamental to serving at-risk youth, particularly from BIPOC and otherwise underrepresented communities.

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

NA


### 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit



## PCED Office Of Director

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
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

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
PL CDD EDD Admin And Suppor	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

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

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
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	
<i>Total</i>	<i>\$560,919</i>	<i>\$527,617</i>	<i>\$357,800</i>	<i>\$622,820</i>	<i>\$602,620</i>	<i>\$602,620</i>
<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
<i>Total</i>	<i>\$560,919</i>	<i>\$527,617</i>	<i>\$357,800</i>	<i>\$622,820</i>	<i>\$602,620</i>	<i>\$602,620</i>

## 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 accommodate expenses not currently included in Cost to Continue
1100 - GENERAL	53 - SUPPLIES	64100	53120	(\$500)	Decrease Supplies to accommodate expenses not currently included in Cost to Continue
1100 - GENERAL	53 - SUPPLIES	64100	53130	(\$500)	Decrease Supplies to accommodate 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 t
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

Ver.5 07/2022



## Planning

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	3,531,852	3,543,616	3,332,833	3,477,424	3,460,370	3,418,945
Other Grants	1,210,269	1,120,827	1,458,739	1,138,941	1,138,941	1,200,839
<b>Total</b>	<b>4,742,121</b>	<b>4,664,443</b>	<b>4,791,572</b>	<b>4,616,365</b>	<b>4,599,311</b>	<b>4,619,784</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Comp Planning And Dev Review	1,969,788	2,026,453	1,933,018	1,918,273	1,910,914	1,908,251
Metropolitan Planning Org	1,356,870	1,262,677	1,569,157	1,281,245	1,322,836	1,343,347
Neigh Planning Pres And Design	1,415,463	1,375,313	1,289,397	1,416,847	1,365,561	1,368,186
<b>Total</b>	<b>4,742,121</b>	<b>4,664,443</b>	<b>4,791,572</b>	<b>4,616,365</b>	<b>4,599,311</b>	<b>4,619,784</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues		(20,154)	-	(23,323)	(23,323)	(36,748)
Charges For Services	(29,050)	(5,457)	(24,209)	(5,457)	(5,457)	-
Invest Other Contrib	(2,518)	(1,500)	(7,517)	(1,500)	(1,500)	(1,500)
Transfer In	(39,036)	-	(3,000)	-	-	-
<b>Total</b>	<b>(70,604)</b>	<b>(27,111)</b>	<b>(34,726)</b>	<b>(30,280)</b>	<b>(30,280)</b>	<b>(38,248)</b>

### Agency Budget by Major-Expense

Char Description	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	2,951,392	2,944,012	2,775,223	2,960,933	2,977,758	2,947,022
Benefits	807,054	873,586	881,349	863,059	856,538	856,538
Supplies	74,534	112,895	86,965	75,350	75,350	208,131
Purchased Services	749,086	534,457	608,334	517,076	492,062	396,955
Debt Othr Financing	-	-	249,494	-	-	13,535
Inter Depart Charges	89,867	90,495	90,278	90,495	88,150	88,150
Inter Depart Billing	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)
Transfer Out	182,292	177,609	176,155	181,232	181,232	189,200
<b>Total</b>	<b>4,812,725</b>	<b>4,691,554</b>	<b>4,826,298</b>	<b>4,646,645</b>	<b>4,629,591</b>	<b>4,658,032</b>



Department of Planning & Community & Economic Development

## Planning Division

Heather Stouder, Director

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**TO: DAVE SCHMIEDICKE, FINANCE DIRECTOR**  
**FROM: HEATHER STOUDER, PLANNING DIVISION DIRECTOR**  
**DATE: JULY 22, 2022**  
**SUBJECT: 2023 OPERATING BUDGET TRANSMITTAL MEMO**

### GOALS OF AGENCY'S OPERATING BUDGET

The Planning Division currently includes three services: Comprehensive Planning & Development Review, Neighborhood Planning, Preservation, & Design, and the Metropolitan Planning Organization. The Comprehensive Plan "Elements" most impacted by Planning Division work include "Land Use & Transportation", "Neighborhoods & Housing", and "Culture & Character". A description and major goals within each of these services are as follows:

**Comprehensive Planning and Development Review** - Plan for equitable and sustainable growth, efficient use of land, efficient and equitable transportation systems, and complete neighborhoods.

- Prepare and maintain the City's Comprehensive Plan
- Lead the monitoring of and annual progress reports on the Comprehensive Plan. In addition, in 2023, we will facilitate a 5-year update to the Generalized Future Land Use Map.
- Maintain, monitor, and recommend changes to the city's zoning, subdivision, and urban design ordinances. In 2023, we will lead or support many ordinance updates, including continued work on those outlined in Housing Forward, and refinement and modernization of standards in Urban Design Districts.
- Lead the review and evaluation of development proposals based on consistency with adopted plans and ordinances. In 2023, we expect to keep on pace with the 2,100-4,600 new housing units reviewed by staff and approved by the Plan Commission and Common Council on an annual basis.
- Maintain the city's geographic database and provide data, information, and mapping services to city agencies and community partners. In 2023, efforts include the shifting of the Neighborhood Indicators Project to Census-based geographies to promote increased utility across agencies and among community partners.
- Strengthen relationships with community partners across the region.

**Neighborhood Planning, Preservation, and Design** - Plan for complete neighborhoods in developed, mature parts of the City, balancing the growth and change in Madison with integration of art and cultural/historic preservation, and building leadership and capacity in neighborhoods.

- Prepare and maintain subarea plans to provide a framework for city investment and land use regulation. In late 2022, we hope to embark upon a new sub-area planning framework to attain equitable, full-city coverage on a predictable schedule. \$50,000 in annual support for this new planning framework is included as part of our 2023 budget request under "Consultant Services".

- Strengthen existing residential and commercial areas as Madison continues to grow and change.
- Protect and enhance the City's natural, cultural, aesthetic, and historic resources.
- Administer the City's preservation planning program with a focus on implementing the Historic Preservation Plan. In 2023, we hope to complete supportive visuals to accompany the recently adopted Historic Preservation Ordinance, and shape a near-future program to provide educational markers at places of historic importance to Madison's BIPOC communities.
- Administer the Madison Arts program with a focus on equitable distribution of resources. In 2023, we will distribute over \$100,000 in Art Grants to area artists.

**Metropolitan Planning Organization** - Facilitate coordinated and comprehensive regional transportation planning and decision-making that is fair and impartial.

- Prepare and maintain long-range multi-modal transportation plan.
- Prepare a five-year transportation improvement program to provide transportation investments that meet metropolitan transportation needs.
- Provide transportation-related data and analytical support to area municipalities.
- Administer a regional transportation demand management (TDM) program called "Rideshare" to assist area municipalities, employers, and others with strategies to reduce the use of single-occupant vehicles. A portion of the supplemental budget request would support enhanced communication and outreach for this program in 2023.

## **RACIAL EQUITY AND SOCIAL JUSTICE**

The Planning Division centers racial equity throughout the elements of our work plan. In late 2022 and throughout 2023, we will be working on the first and second of a series of new subarea plans under a new, more equitable planning framework that will allow for full city coverage on a decennial basis. We have included in our request \$50,000 which would be utilized annually to support public engagement for planning processes, with a particular focus on outreach to underrepresented groups. Building on recently adopted plans and work on inclusive, transit-oriented development, we will deepen our involvement in plan implementation in South Madison, along East Washington Avenue, and other areas well-served by transit. Finally, we will continue in 2023 to focus on equitable distribution of resources related to arts and cultural programming.

## **MAJOR CHANGES IN THE 2023 OPERATING REQUEST**

With no major changes, the Planning Division "cost-to-continue" budget has minor shifts worthy of note:

- \$9,000 - Increase "Consultant Services" from \$81,000 to \$90,000 to support \$40,000 for the Neighborhood Indicators Project and \$50,000 for public engagement for planning processes
- \$2,000 - Increase "Other Services and Expenses" from \$5,000 to \$7,000 to support additional Placemaking activities
- (\$3,000) - Reduce "Hourly Salaries" from \$17,000 to \$14,000, still maintaining adequate support for up to two AASPIRE Interns
- (\$1,500) - Reduce "Conferences & Trainings" from \$17,000 to \$15,500, acknowledging the prevalence of more virtual options for maintenance of professional certifications and other professional development opportunities integral to our work
- (\$6,500) - Net sum of other minor shifts to "right-size" line items in Supplies and Purchased Services based on recent spending and projections

## SUMMARY OF REDUCTIONS

For the Planning Division's 1% Reduction of \$34,604, we would propose reductions from the "cost-to-continue" budget in two areas:

1. (\$4,600) - Further reduction to "Hourly Salaries" from \$14,000 to \$9,400  
Although we have the capacity to support three AASPIRE Interns each year, and did so before the COVID-19 pandemic, this reduction is manageable, and in line with 2022 spending. With this reduction, the Planning Division could still support one AASPIRE Internship within the MPO Service and one at the Madison Municipal Building, as well as an extension of the internships for several weeks, if desired.
2. (\$30,000) – Reduce "Grants" to eliminate the Neighborhood Grant Program  
This is not a reduction we wish to propose, as the Neighborhood Grant Program offers opportunities for capacity-building, building relationships between the City and residents, and bringing residents together to collaborate on small physical improvements. Efforts continue to ensure that this program is easily accessible by and most beneficial to underrepresented groups in Madison. On balance, however, among the few options to choose from in this range, this reduction would likely have the least impact on the Planning Division's ability to further Comprehensive Plan goals.

## TOWN OF MADISON

The Planning Division has been deeply involved in efforts to prepare for the Town of Madison attachment, but we do not foresee a specific budgetary need for ongoing support in 2023.

## OPTIONAL SUPPLEMENTAL REQUEST

\$40,380 in additional funding for the Metropolitan Planning Organization (MPO) Service would leverage an additional \$161,523 in newly available federal funds to support a variety of initiatives beneficial to the City and region, including but not limited to the following:

- Funding for new MPO communications position, including promotion of "Rideshare", a regional transportation demand management (TDM) program to municipalities, employers, and others across the greater Madison area.
- Support for a consultant to complete a regional safety action plan currently in progress.
- Continued access to mobility data including "StreetLight" data.
- Support for employment data currently utilized by the Planning and Economic Development Divisions, but which the Economic Development Division can no longer support.
- The preparation of an annual "Vehicle Miles Traveled" estimate for the City and Region

Thank you, and I look forward to discussion the Planning Division request with you in the near future.

Cc:

Satya Rhodes-Conway, Mayor

Christie Baumel, Deputy Mayor

Matt Wachter, Director, Department of Planning, Community, and Economic Development

Ryan Pennington, Budget Analyst, Finance Department

Christine Koh, Budget and Program Evaluation Manager, Finance Department



# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Planning Division

SELECT YOUR AGENCY'S SERVICE:

Comprehensive Planning and Development Review

SERVICE NUMBER:

652

SERVICE DESCRIPTION:

This service maintains the City's urban development and growth management policy through the preparation and maintenance of long-range and Comprehensive Plan elements and neighborhood plans, maintains the City's land development regulations (primarily zoning and subdivision regulations) through the review and evaluation of specific land development proposals, and provides data, information, and mapping services, conducts needs assessments, inventories and analyzes urban development policy issues, and maintains the City's geographic database. The goal of this service is to plan for equitable and sustainable growth, efficient use of land, efficient and equitable transportation systems, and complete neighborhoods.

Are any updates required for the "Service Description"?

This service maintains the City's urban development and growth management policy through the preparation and maintenance of long-range and Comprehensive Plan elements and subarea plans, maintains the City's land development regulations (primarily zoning and subdivision regulations) through the review and evaluation of specific land development proposals, and provides data, information, and mapping services, and maintains the City's geographic database. The goal of this service is to plan for equitable and sustainable growth, efficient use of land, efficient and equitable transportation systems, and complete neighborhoods.

Activities performed by this Service

Activity	% of Effort	Description
Plan Creation	20	Creation of citywide and subarea plans to guide development and manage growth and change.
Plan Implementation & Design	10	Implementation of recommendations in the Comprehensive Plan and other adopted plans, including coordination with and support for the work of other city agencies.
Development Review	50	Review and evaluation of development proposals, support for development teams and others interested in development review processes, and staff support for the Plan Commission and Urban Design Commission.
Data & Mapping	15	Maintenance of GIS data for the Planning Division and provision of maps, data, and data analysis to internal and external partners.
Community Connections & Partnerships	5	Coordination with surrounding communities, school districts, UW-Madison, and other community partners.

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

This service includes the creation of citywide and subarea plans to guide development, support for plan implementation, development review services, data and mapping services, and strengthening connections with regional partners. The service advances several Citywide Elements, including "Land Use & Transportation", "Neighborhoods & Housing", and "Effective Government". The "Land Use & Transportation" strategies most impacted by this service are as follows:

Strategy 5: Concentrate the highest intensity development along transit corridors, downtown, and other key nodes (by preparing plans to transition auto-oriented commercial areas into mixed-use Activity Centers, and adhering to these plans throughout the review of development proposals.)

Strategy 6: Facilitate compact growth to reduce the development of farmlands (by updating peripheral neighborhood development plans to increase allowable development intensity, by steering growth towards mapped priority areas, and by accommodating growth through infill and redevelopment.)

## 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	\$1,969,788	\$2,026,453	\$1,925,444	\$1,918,273	\$1,910,914	\$1,908,251
Other-Expenditures	\$0	\$0	\$7,574	\$0	\$0	\$0
<i>Total</i>	<i>\$1,969,788</i>	<i>\$2,026,453</i>	<i>\$1,933,018</i>	<i>\$1,918,273</i>	<i>\$1,910,914</i>	<i>\$1,908,251</i>
<i>Budget by Major</i>						
Revenue	(\$35,248)	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,801,936	\$1,833,727	\$1,752,444	\$1,789,779	\$1,784,100	\$1,784,100
Non-Personnel	\$159,650	\$149,177	\$136,926	\$84,945	\$84,438	\$81,775
Agency Billings	\$43,450	\$43,549	\$43,648	\$43,549	\$42,376	\$42,376
<i>Total</i>	<i>\$1,969,788</i>	<i>\$2,026,453</i>	<i>\$1,933,018</i>	<i>\$1,918,273</i>	<i>\$1,910,914</i>	<i>\$1,908,251</i>

## 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	652	53110	(\$350)	Reduce "Office Supplies"
1100 - GENERAL	53 - SUPPLIES	652	53120	(\$3,550)	Reduce "Copying and Printing"
1100 - GENERAL	53 - SUPPLIES	652	53150	\$4,000	Increase "Postage"
1100 - GENERAL	54 - PURCHASED SE	652	54335	(\$3,000)	Reduce "System & Software Maintenance"
1100 - GENERAL	54 - PURCHASED SE	652	54510	\$350	Increase "Recruitment"
1100 - GENERAL	54 - PURCHASED SE	652	54535	(\$888)	Reduce "Memberships"
1100 - GENERAL	54 - PURCHASED SE	652	54645	\$775	Increase "Consultant Services" to support slight increase to Neighborhood Indicators Project contract
<b>TOTAL</b>				<b>-\$2,663.00</b>	

Insert item

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

The slight increase to "Consultant Services" will support the Neighborhood Indicators Project (NIP) at a level of \$40,000 for 2023. This will allow for the consultant to shift to Census-based geographic areas within the NIP, which will be more beneficial for more standardized use by city agencies and community partners to analyze demographic land use, and other trends.

The remaining small shifts are based on recent actual spending and forecasted spending for 2023.

Explain the assumptions behind the changes.

In most cases, the proposed changes assume that the Planning Division will have similar "Supplies" expenditures in 2023 as those we saw in 2021.

What is the justification behind the proposed change?

These proposed changes are very small. The main justification is that they will support "right-sizing" budget based on past and forecasted expenditures.

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?

This service as a whole seeks to address inequities in the way public input is provided into planning recommendations and city decisions. Through carefully thought-out public engagement processes for citywide and subarea planning processes and plan implementation initiatives, the Planning Division seeks to ensure that the voices of BIPOC residents and residents living with low incomes are heard and elevated to decision-makers.

In addition, the Data & Mapping activities within this service are focused on support for common geographic datasets for citywide use in Racial Equity and Social Justice Analyses.

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.

The small but meaningful change to increase the NIP budget relied on input from the consultant, "UW-Applied Population Lab".

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.

No

#### 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)?

\$34,604

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

\$0

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Some of the activities of this service are mandated, including the decennial creation and maintenance of the City's Comprehensive Plan and Development Review activities related to zoning and subdivision considerations.

Data and Mapping, Plan Implementation, "Community Connections & Partnerships" and other aspects of "Plan Creation" and "Development Review" activities not mentioned above are not mandated.

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

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

Select...

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Planning Division

SELECT YOUR AGENCY'S SERVICE:

Metropolitan Planning Organization

SERVICE NUMBER:

653

SERVICE DESCRIPTION:

This service provides staff for the Metropolitan Planning Organization (MPO), which is the designated policy body responsible for cooperative and comprehensive regional transportation planning and decision making for the Madison Metropolitan Planning Area. The responsibilities of the MPO include conducting a planning process for making transportation investment decisions in the metropolitan area, preparing and maintaining a long-range multi-modal transportation plan, and preparing a five-year transportation improvement program to provide transportation investments that meet metropolitan transportation needs. The role of the MPO is to facilitate coordinated and comprehensive regional transportation planning and decision-making that is fair and impartial.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Faciliate coordinated and comprehensive regional transportation planning and decision making that is fair and impartial and consistent with regional goals.	100%	<ul style="list-style-type: none"> <li>o Prepare and maintain a regional long-range multi-modal transportation plan, and conduct follow up studies and planning efforts to refine the plan.</li> <li>o Monitor transportation system performance and plan improvements to improve efficiency and safety with an emphasis on use of technology and lower cost strategies.</li> <li>o Annually prepare an updated five-year Transportation Improvement Program to approve funding for transportation investments consistent with the long-range plan, including allocation of the MPO's federal funding for local projects.</li> <li>o Provide transportation-related data and analysis to support MPO and local planning efforts.</li> <li>o Administer a regional transportation demand management (TDM) program that works with employers, other agencies, municipalities, and individuals to promote and support sustainable transportation options.</li> </ul>

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

The MPO's planning efforts and programming of funding for transportation projects directly support the land use and transportation goals of the city's comprehensive plan and help implement the recommended strategies. The MPO's recently approved long-range transportation plan is designed to support the future land use vision in the comprehensive plan. The MPO has provided important support for the city's effort to implement BRT and improve transit service through the network redesign. The MPO will initiate work in 2022 on a Transit Development Plan that will develop additional recommendations for improving transit service and facilities, which will be completed in '23. The MPO is also leading an effort to conduct a federally required on-board passenger survey for Metro in '22-'23. The MPO is working with UW TOPS Lab to develop a "high injury network" for the region, which takes into account both actual crashes but also predicted crashes, which will support the city's Vision Zero efforts. The MPO will also utilize consultants to assist in completing a regional safety action plan in '22-'23 if funding allows. The MPO maintains a comprehensive pedestrian and bicycle facility geodatabase and methodology for classifying the bike network by level of traffic stress, which supports the city's efforts to improve pedestrian and bicycle networks. The MPO also provides other transportation data to support city planning efforts, including access to a data platform called StreetLight Insight with data derived from cell phones and GPS devices. The MPO prepared an ITS Strategic Plan to guide city efforts to implement new technologies, which will be updated in the near future if funding allows. The MPO will be preparing a plan in '22-'23 to identify the best locations in the region for public electric vehicle (EV) charging stations and local strategies for facilitating the transition to EVs. The MPO will also be preparing a regional arterial transportation system management plan in the next 2-3 years to identify and prioritize projects to improve traffic and transit operations and safety if funding allows. The MPO approves millions of dollars each year in federal funding for transportation projects, many in the city of Madison.

## 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	\$162,361	\$152,360	\$154,072	\$152,814	\$194,405	\$153,018
Other-Expenditures	\$1,194,509	\$1,110,317	\$1,415,085	\$1,128,431	\$1,128,431	\$1,190,329
<i>Total</i>	<i>\$1,356,870</i>	<i>\$1,262,677</i>	<i>\$1,569,157</i>	<i>\$1,281,245</i>	<i>\$1,322,836</i>	<i>\$1,343,347</i>
<i>Budget by Major</i>						
Revenue	(\$29,050)	(\$25,611)	(\$24,209)	(\$28,780)	(\$28,780)	(\$36,748)
Personnel	\$841,617	\$849,177	\$851,277	\$872,157	\$913,748	\$886,012
Non-Personnel	\$541,337	\$435,714	\$739,110	\$434,471	\$434,471	\$490,686
Agency Billings	\$2,966	\$3,397	\$2,980	\$3,397	\$3,397	\$3,397
<i>Total</i>	<i>\$1,356,870</i>	<i>\$1,262,677</i>	<i>\$1,569,158</i>	<i>\$1,281,245</i>	<i>\$1,322,836</i>	<i>\$1,343,347</i>

## 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				The MPO subscribes to an expensive transportation data platform through a company called StreetLight Data. The cost in '22 was \$125,000 and will cost to \$131,000 in '23. It was categorized under Consulting Services in last year's budget under Purchased Services but is more appropriately categorized as Computer Software Service under Supplies. So the Supplies budget went up with corresponding reduction in Purchased Services.
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

**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?

The MPO's planning and transportation project funding seeks to address inequities in access to services and opportunities through improvements to the multi-modal transportation system that benefit areas of the region, mostly in the city of Madison, with higher concentrations of minorities and those with low incomes and make the transportation system more accessible to those with disabilities. Because minority and low income persons tend to have lower auto ownership, the focus of transportation improvements is on the transit system and bicycle and pedestrian networks. The MPO does this by incorporating equity analyses in all of its planning work and by making efforts to engage and hear from these population groups in terms of their transportation needs. The MPO also uses equity as a significant criterion in selecting transportation projects for federal funding through the programs under which the MPO receives funding.

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.

The MPO maintains Census Block Group Level data on minority populations and low income households and uses that to identify and map Tier 1 and 2 "environmental justice" areas with much higher or higher than average concentrations of these populations. The maps of these EJ areas is then used for the MPO's equity related analyses for planning and project programming. The MPO also gets travel data for people living in these areas through a "big data" subscription and uses that data as well. As part of its long-range plan process, the MPO also utilized an interactive mapping tool to collect comments from the public on location specific transportation concerns or needs and analyzed the comments made in or near the EJ areas. Finally, the MPO worked with local community organizations to conduct focus groups to hear from minority and low-income persons about their transportation needs. The MPO is beginning work on an on-board passenger survey for Metro Transit. A RESJI analysis is being done for the project and the data will be utilized for equity analysis and ensuring Metro compliance with federal Title VI requirements.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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

<b>Total</b>	201,903	
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Activity	\$Amount	Description
MPO - Facilitate coordinated and comprehensive regional transportation planning and decision making that is fair and impartial and consistent with regional goals.	201903	<p>Additional general fund revenue (\$40,380) would be used by the MPO to leverage additional federal funding (\$161,523) available to the MPO starting in 2023 through the federal infrastructure bill. The additional federal funding requires a 20% local match. The additional funding would be utilized for the following:</p> <ul style="list-style-type: none"> <li>• Hire a Communications/Outreach Specialist to support the work of the MPO's six planners and GIS Specialist and the MPO's TDM program. Because the MPO is strictly a planning and funding agency, it relies on local units of government to implement its recommendations in support of regional goals. Therefore, education and outreach to local officials is particularly important. Public engagement is also important to the MPO's work to understand people's transportation needs, particularly under-served populations, and educate and get input from people on MPO plans. The new Communications Specialist would also assist with outreach to employers about the services and resources offered by the MPO through its TDM program to promote and support sustainable transportation options. The new staff person would also assist with graphic design for MPO documents, website, social media, etc.</li> <li>• Hire a consultant to assist in completing a regional safety action plan that meets federal requirements, which would allow metro area communities to apply for new federal safety funding, and then the following year assist with a regional safety implementation grant application. The MPO has some '22 and '23 funds to use towards the plan, but likely not enough.</li> <li>• Continue subscription to expensive (\$131,000 in '23), but extremely valuable transportation data platform from StreetLight Data that provides travel data (O/D, trips by mode, vehicle speeds, etc) from cell phones and GPS devices. The city has used the data to support Vision Zero and other planning efforts and Parks Dept. is using data now too.</li> <li>• Pick up cost of employment data (\$4,500) that had been covered by City Economic Development.</li> <li>• Potentially fund a local technical assistance program for engineering services and/or program to assist with federal grant applications.</li> <li>• Support other regionally significant city transportation planning efforts.</li> </ul> <p>In future years the additional funding would be utilized for other studies such as a regional arterial transportation system management plan to identify and prioritize projects to improve traffic and transit operations and safety and an update to the regional ITS Strategic Plan.</p>
<b>Total</b>	201,903	

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	77,022	Hire Communications/Outreach Specialist
Non-Personnel	124,881	Primarily to cover consultant services for a regional safety action plan and other services, but also cover cost of emp
Agency Billings		
<b>Total</b>	201,903	

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.

80% or \$161,523 will be covered by an increase in the federal Planning funds available to the MPO in 2023 with the remaining 20% (\$40,380) covered by the 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.

All or at least most of the service increase would be ongoing as the federal funding increase for the MPO would continue in future years with an additional 2% increase annually through at least 2027. Only the new staff position would need to be continued in future years, but the increase would be needed in future years to continue to leverage the increased federal funding.

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

Yes

If yes, which agencies?

Describe why the proposed increase is critical.

The additional funding will improve the effectiveness of the MPO and support the transportation planning efforts of city of Madison and other communities in identifying and prioritizing transportation system improvements that best support the city's comprehensive plan and Regional Development Framework. The funding will also support the city and other communities in securing federal grant funding for transportation projects and designing those projects in a way that best supports city and regional goals and policies.

Save/Submit





# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Planning Division

SELECT YOUR AGENCY'S SERVICE:

Neighborhood Planning Preservation and Design

SERVICE NUMBER:

651

SERVICE DESCRIPTION:

This service maintains and strengthens existing residential and commercial neighborhoods focusing on the downtown, isthmus, and central city, as well as protecting and enhancing the City's natural, cultural, aesthetic, and historic resources. This service provides neighborhood planning services and technical services to neighborhoods, carries out the City's preservation planning program, administers the Madison Arts program, develops and maintains urban design guidelines, prepares development concept plans, and monitors and recommends changes to the City's land development regulations. The goal of this service is planning for efficient and equitable land use and complete neighborhoods in developed, mature parts of the City, balancing the growth and change in Madison with integration of art and cultural/historic preservation, and building leadership and capacity in neighborhoods.

Are any updates required for the "Service Description"?

No.

Activities performed by this Service

Activity	% of Effort	Description
Plan Creation	40	Creation of citywide topic area plans and sub-area plans to guide development and manage growth and change. Sub-area planning will include large portions of the City as part of the new Planning Framework, as well as focused plans in smaller areas where a majority of residents are living with low-to-moderate incomes.
Plan Implementation & Design	20	Implementation of recommendations in adopted plans, including coordination with and support for the work of other city agencies.
Development Review	15	Review and evaluation of proposals for development and modifications, particularly to historic properties. support for property owners, developers, and others interested in development review processes, and staff support for the Landmarks Commission.
Support for the Arts	15	Administration of the Municipal Art Fund, Art Grant program, Percent for the Arts, and other public art projects, as well as staff support for the Madison Arts Commission.
Community Connections & Partnerships	10	Support for and coordination of our planning efforts with community organizations such as neighborhood associations, nonprofit organizations, and other groups of residents and business owners across the city.

Insert item

Citywide Element

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

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

This service includes the creation of sub-area plans, support for plan implementation, development review related to historic preservation, support for the arts, and strengthening community connections and partnerships citywide. The service advances recommendations within multiple Citywide Elements, including "Neighborhoods & Housing", "Culture & Character", and "Land Use & Transportation". The strategies within the "Neighborhoods & Housing" Element most impacted by this service are:

Strategy 1: Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living (by planning for mixed-use centers across the City as identified in the Growth Priority Areas Map)

Strategy 2: Support the development of a wider mix of housing types, sizes, and costs throughout the city (by including "missing middle" and higher intensity housing types in subarea plans.)

Strategy 3: Increase the amount of available housing (by planning for the transition of underutilized, automobile dominated commercial areas into complete neighborhoods and mixed-use Activity Centers)

## 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	\$1,399,703	\$1,364,803	\$1,253,317	\$1,406,337	\$1,355,051	\$1,357,676
Other-Expenditures	\$15,760	\$10,510	\$36,080	\$10,510	\$10,510	\$10,510
<i>Total</i>	<i>\$1,415,463</i>	<i>\$1,375,313</i>	<i>\$1,289,397</i>	<i>\$1,416,847</i>	<i>\$1,365,561</i>	<i>\$1,368,186</i>
<i>Budget by Major</i>						
Revenue	(\$6,307)	(\$1,500)	(\$10,517)	(\$1,500)	(\$1,500)	(\$1,500)
Personnel	\$1,114,894	\$1,134,694	\$1,052,852	\$1,162,056	\$1,136,449	\$1,133,449
Non-Personnel	\$304,925	\$240,070	\$244,912	\$254,242	\$229,735	\$235,360
Agency Billings	\$1,951	\$2,049	\$2,149	\$2,049	\$877	\$877
<i>Total</i>	<i>\$1,415,463</i>	<i>\$1,375,313</i>	<i>\$1,289,396</i>	<i>\$1,416,847</i>	<i>\$1,365,561</i>	<i>\$1,368,186</i>

## 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	51 - SALARIES	651	51210	(\$3,000)	Reduce "Hourly Salaries" from 17,000 to 14,000
1100 - GENERAL	53 - SUPPLIES	651	53110	(\$1,150)	Reduce "Office Supplies"
1100 - GENERAL	53 - SUPPLIES	651	53120	(\$4,950)	Reduce "Copy & Printing"
1100 - GENERAL	53 - SUPPLIES	651	53150	\$4,000	Increase "Postage"
1100 - GENERAL	53 - SUPPLIES	651	53250	(\$1,000)	Reduce "Food & Beverage"
1100 - GENERAL	53 - SUPPLIES	651	53315	\$500	Increase "Building Supplies" to accommodate one new Landmark plaque, if needed
1100 - GENERAL	54 - PURCHASED SE	651	54121	(\$100)	Reduce "Cellular Phone"
1100 - GENERAL	54 - PURCHASED SE	651	54510	\$350	Increase "Recruitment"

**TOTAL** \$2,625.00

Fund	Major	Org	Object	\$ Change	Description
1100 - GENERAL	54 - PURCHASED SE	651	54520	(\$1,500)	Reduce "Conferences & Trainings"
1100 - GENERAL	54 - PURCHASED SE	651	54535	(\$750)	Reduce "Memberships"
1100 - GENERAL	54 - PURCHASED SE	651	54645	\$8,225	Increase "Consulting Services" to support \$50K for Subarea Planning Support in this service
1100 - GENERAL	54 - PURCHASED SE	651	54810	\$2,000	Increase "Other Services & Expenses" from \$5,000 to \$7,000 for Placemaking projects
<b>TOTAL</b>				\$2,625.00	

Insert item

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

Reduction by \$3,000 for hourly salaries still allows this service within the Planning Division to support up to 2 AASPIRE interns, but would remove the flexibility to extend internships for the following semester.

The \$8,225 increase in "Consulting Services" ensures \$50,000 for annual support for subarea planning processes, allowing us to extend our public engagement efforts in collaboration with community partners as we begin to plan for much larger areas of the city.

The \$2,000 increase to "Other Services & Expenses" is intended to support another "Placemaking" effort, details of which are dependent on opportunities that may arise through planning efforts or community needs identified during the year.

The remaining small shifts are based on recent actual spending and forecasted spending for 2023.

Explain the assumptions behind the changes.

For the substantive increase to "Consulting Services", we assume that the Planning Division will be involved in two subarea planning processes at any given time, and have put together a rough budget estimate for how these funds could be used to support public engagement efforts for these processes. We assume that there will be a mix of virtual and in-person engagement opportunities, noting that the in-person activities incur more expense than virtual options.

In most cases, the proposed changes assume that the Planning Division will have similar "Supplies" expenditures in 2023 as those we saw in 2021.

What is the justification behind the proposed change?

Focusing on the increase to "Consultant Services", as we move forward with a new subarea planning framework for the city (scheduled to be approved by the Common Council in August 2022), we will need to contract with community partners to help us extend our reach in larger portions of the city, particularly with underrepresented groups.

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?

This service as a whole seeks to address inequities in the way public input is provided into planning recommendations and city decisions. Through carefully thought-out public engagement processes for subarea planning processes and plan implementation initiatives, the Planning Division seeks to ensure that the voices of BIPOC residents and residents living with low incomes are heard and elevated to decision-makers.

In addition, the "Arts" portion of this service, which isn't subject to any changes this year, seeks to increase support local BIPOC artists, and to involve residents in community-based art projects.

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.

Again focusing on the proposed increase to "Consultant Services" for subarea planning, this related to a recommendation from a Comprehensive RESJI Analysis that was done on the new Planning Framework in late 2021.

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.

No

**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)? \$34,604

What is the proposed reduction to this service's budget? \$34,604

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
Hourly Salaries	\$4,604	Reduce Hourly Salaries (support for AASPIRE Interns, etc.), still maintaining sufficient funds to support one AASPIRE internship, which could be extended for a month or more.
Neighborhood Grants Program	\$30,000	Eliminate the Neighborhood Grants Program
<b>Total</b>	<b>\$34,604</b>	

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	\$4,604	Reduction in Hourly Salaries
Non-Personnel	\$30,000	Eliminate Neighborhood Grant Program
Agency Billings		
<b>Total</b>	<b>\$34,604</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? Yes

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)?

Yes

If yes, which agencies: Parks, Traffic Engineering, Engineering, Finance

Describe why the proposed reduction was chosen.

Niether change is desired, but by level of impact, the reduction to hourly salaries was chosen as it would still allow for the Planning Division to support one AASPIRE intern within this service, along with a few additional weeks if relevant.

The elimination of the Neighborhood Grants Program was chosen reluctantly, due to few options to choose from. The Neighborhood Grants Program usually supports ~10 small grants that can be sought through resident initiative, and staff have steadily been working to make the program more equitable over time. Ultimately, the program involves staff from Planning, Parks, Traffic Engineering, Engineering, and perhaps others, and the staff time involved in managing the small budget and the projects arising from it likely exceeds the budget amount for the grants themselves. On one hand, this program provides an avenue for a variety of staff to build and strengthen relationships with residents toward more equitable results., but on the other hand, the grants are very small, and the elimination of the program is one of the few non-personnel options the Planning Division has to meet the 1% reduction scenario.

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

Reduction in hourly salaries would reduce the number of interns the Planning Division could support. It would be difficult to mitigate that impact with the lower budget, unless DCR were able to fund a second position on an annual basis.

Elimination of the Neighborhood Grants Program would mean that we no longer have an opportunity for City funding for resident-driven initiatives, particularly for "capacity-building" initiatives. This may be difficult to mitigate without a community partner able to take on the support for similar initiatives. That said, we could explore utilization of CDBG capital funds in areas where CDBG-supported planning processes are taking place, and at least provide avenues for small-scale physical improvements in response to resident input.

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

## Police

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### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	83,636,962	82,794,221	80,737,991	83,995,148	84,240,066	84,240,066
Other Grants	1,544,895	1,934,865	2,039,452	2,476,034	637,114	2,578,018
Other Restricted	227,146	180,500	245,209	159,500	3,888	168,500
<b>Total</b>	<b>85,409,003</b>	<b>84,909,586</b>	<b>83,022,652</b>	<b>86,630,682</b>	<b>84,881,068</b>	<b>86,986,584</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Police Field	76,673,808	75,521,018	73,764,514	76,893,354	75,112,568	77,216,654
Police Support	8,735,194	9,388,568	9,258,138	9,737,328	9,768,500	9,769,930
<b>Total</b>	<b>85,409,003</b>	<b>84,909,586</b>	<b>83,022,652</b>	<b>86,630,682</b>	<b>84,881,068</b>	<b>86,986,584</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(459,501)	(329,086)	(312,308)	(333,099)	(333,099)	(337,617)
Charges For Services	(457,055)	(833,350)	(524,411)	(833,350)	(833,350)	(833,350)
Invest Other Contrib	(212,749)	(171,700)	(61,128)	(197,900)	(197,900)	(202,700)
Misc Revenue	(18,058)	(21,700)	(11,900)	(21,700)	(21,700)	(21,700)
Transfer In	(1,183,368)	-	(21,202)	-	-	-
<b>Total</b>	<b>(2,330,732)</b>	<b>(1,355,836)</b>	<b>(930,950)</b>	<b>(1,386,049)</b>	<b>(1,386,049)</b>	<b>(1,395,367)</b>

### Agency Budget by Major-Expense

Char Description	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	55,946,296	56,986,531	52,967,803	59,272,186	58,282,049	59,329,268
Benefits	21,112,605	18,857,787	20,980,121	18,275,763	18,234,971	18,234,971
Supplies	1,627,716	1,624,282	1,495,132	1,697,788	1,439,987	1,684,122
Purchased Services	3,246,508	3,233,309	2,750,851	3,184,538	2,364,715	3,186,108
Debt Othr Financing	-	-	417,558	-	-	-
Inter Depart Charges	5,764,372	5,301,775	5,299,898	5,255,923	5,545,595	5,547,681
Transfer Out	42,238	261,738	42,238	330,533	399,800	399,800
<b>Total</b>	<b>87,739,735</b>	<b>86,265,422</b>	<b>83,953,602</b>	<b>88,016,731</b>	<b>86,267,117</b>	<b>88,381,951</b>



## Madison Police Department

Shon F. Barnes, Chief of Police  
City-County Building  
211 S. Carroll St.  
Madison, WI 53703  
Phone: (608) 266-4022 | Fax: (608) 266-4855  
[madisonpolice.com](http://madisonpolice.com)

July 22, 2022

TO: Dave Schmiedicke, Finance Director

FROM: Shon F. Barnes, Chief of Police

SUBJECT: Police Department 2023 Operating Budget Proposal

The proposal for the Madison Police Department's 2023 operating budget is being prepared during my second year as the Chief of Police, and therefore my process of assessing and evaluating the department is ongoing. Within the calendar year, the Director of Police Data, Innovation and Reform (which was authorized during the 2022 budget process) will be hired and will begin their evaluation of how MPD uses data and crime analysis effectively and where we need to improve. Consistent with the Mayor's budget instructions, I have included a critical supplemental budget request that will highlight our new "Madison-Centric Policing" philosophy and move the MPD deeper into internal and external procedural justice – highlighting employee empowerment, greater transparency and community collaboration for increased public safety. I have also outlined the requested 1% reduction scenario for MPD's 2023 operating budget. There are a few bullet points of context, which I feel are critical to the 2023 budget process:

- **Town of Madison:** With the dissolution of the Town of Madison in 2022, MPD will take on the responsibility of policing an additional 5,000 residents. While needed positions were obtained on the commissioned side in 2022, there are urgent civilian support needs remaining in the Records Section and Forensics Section, which have become more critical as the final attachment approaches.
- **Hiring and Retention:** Like almost every police department in the country right now, the MPD is working through higher than normal attrition levels and lower than normal application numbers for new police officers. A reduction to the department's authorized strength would mean even fewer officers absorbing the same workload. This greatly risks compounding with the existing attrition problem (more officers retiring and resigning) and less people drawn to the profession, including our ability to attract women and other minority candidates.
- **External Recommendations (OIR Report, Ad Hoc Committee Recommendations, Quattrone Center Recommendations, Multi-Year Strategic Planning and the Police Civilian Oversight Board)** – MPD has made significant progress in responding to the recommendations put forth in the OIR Report, the Madison Police Department Policy & Procedure Review Ad Hoc Committee and the review conducted by the Quattrone Center. Many of the critical recommendations require significant staff time, training or other



unbudgeted expenses. The MPD is currently involved in a multi-year strategic planning process with the Matrix Group that seeks to incorporate the OIR Report, Ad Hoc Committee recommendations and Quattrone Center recommendations into a single departmental work plan for the future of our department. This process has required significant staff time (and will continue to) as well as additional training time to ensure meaningful implementation. As you know, the newly created Police Civilian Oversight Board is also working to hire the Independent Police Monitor; this position/office will require additional MPD staff time and training. A reduction in MPD's 2023 budget would have a direct and adverse impact on our capacity to address these and future recommendations for community-mandated police reform in an effective and timely manner.

### **2023 Operating Request: Major Goals**

My goals for 2023 are centered on our department's mission to provide high-quality police services that are accessible to all members of the community, while respecting individuals' dignity and individual and constitutional rights. In addition, our department for the first time in its history adapted a vision statement consistent with community expectations. Our vision states in part; *The Madison Police Department will be the National Model for exceptional policing through our commitment to selfless public service, effective community partnerships and evidence-based policing practices.* With this mission in mind, my goals for 2023 are as follows:

- To create a police department that prioritizes crime prevention, community engagement, and employee safety and wellness.
- To create a police department that will be the national model for exceptional policing, and serve as an exemplary model for police reform in the year 2023.
- To systematically gather and analyze disaggregated data from across the organization.
- To engage communities impacted by identified disparities (race, gender, gender identity, sexual orientation, ethnicity, and other dimensions of identity that one cannot control), and to reduce these disparities with the development, implementation, and evaluation of MPD equity initiatives.
- To introduce and implement Madison Centric Policing (MCP) which focuses on increased public safety and transparency.

A cut to MPD's budget would adversely influence the capacity of the department to fulfill these goals and its ability to pursue Madison-Centric Policing on a daily basis. Internal and external procedural justice – ensuring voices are heard, decisions are made fairly and without bias, and all people are treated with dignity and respect – takes time and the capacity to do it each day.

### **Racial Equity and Social Justice**

Implementing a cut to MPD's 2023 budget will have an adverse impact on the department's efforts to advance the City's equity goals. Maintaining the current budget and organizational structure would allow our initiatives designed to reduce racial disparities in the criminal justice system (like the community restorative court) to continue. The supplemental request and additional request for the Town of Madison will enhance MPD's capacity to engage with our community, commit more deeply to procedural justice and remain responsive and transparent with our community and our new residents.

## Major Changes in the 2023 Operating Request

There are no major changes to MPD's operating budget. As with every budget cycle, shifts between object codes occur in an effort to align budgeted amounts with anticipated expenses. These shifts are cost-neutral with no net impact to the General Fund, and represent the ongoing cost for MPD to provide its existing level of services.

### Summary of Requested Proposed Reductions - \$842,401 (1%)

A 1% reduction to MPD's operating budget would require the elimination of ten (10) sworn police officer positions. The commissioned cuts would reduce the department's ability to deliver service and support public safety and would come at a time when our annual staffing analysis shows a need for additional police officer positions in patrol services. While I am providing proposed reductions in the requested ranked format, any final decisions on reductions would not be made by me until later in the year when I can evaluate our actual attrition and vacancies. I anticipate that a reduction of ten (10) sworn police officer positions could have the following impacts:

1. Reduction to the Traffic Enforcement and Safety Team (TEST) – In 2017 the department was forced to eliminate the PM TEST unit and reassign those officers to patrol as a result of increasing patrol workload and insufficient patrol staffing. This elimination led to a significant decrease in our traffic enforcement efforts during the afternoon and evening commute hours and an overall reduction in the number of traffic citations issued. TEST plays a key role in MPD's traffic enforcement, response to the number one complaint by residents (e.g. the East Washington Avenue corridor); in 2019, the TEST team accounted for over 31% of the total traffic citations issued by the department. TEST also engages in problem-solving efforts to address traffic safety concerns, manages traffic grants received by the department, works with other City agencies to further "Vision Zero" efforts, and plays a critical role in MPD support of special events in the City (Ironman, Crazylegs, Madison Marathon, etc.).
2. Reduced Patrol Officers – A 1% budget cut would require a reduction in the number of officers assigned to the patrol function. As indicated above, data analysis has consistently demonstrated that MPD's current patrol staffing levels are inadequate to address existing workload and community expectations. A reduction from current patrol staffing levels will require tangible reductions in service. I anticipate that MPD officers will no longer respond to a number of specific incident types associated with quality of life calls for service in the event a 1% budget cut is implemented. It should be noted that a number of quality of life calls are directly associated with community members' "fear of crime", which can result in a lack of trust in government and its services. In addition, a reduction in patrol staffing will have a number of other adverse impacts on service:
  - Reduced police visibility
  - Reduced community engagement
  - Increased response times
  - Less traffic enforcement
  - Less proactive activity (problem solving, foot patrol, etc.)

## Town of Madison Supplemental Requests

With the dissolution of the Town of Madison in 2022, MPD will take on the responsibility of policing an additional 5,000 residents. While I greatly appreciate the addition of eight (8) commissioned positions made last year in the 2022 operating budget to help us prepare for this attachment, a need for additional civilian support staff positions has been identified in order to ensure equitable services to these new Madison residents. As members from MPD's Record Section have worked with employees of the Town of Madison this year to prepare for the influx of new police records, digital files and evidence, we have also seen the volume of public records requests increase and we have recognized these civilian support needs in our Records Section and Forensics Section. To avoid delays and disruptions to our current service delivery model, I am requesting the following:

- Increased Capacity for the Public Records Team – This portion of the request involves the addition of two (2) program assistant positions to the Public Records Team. When fully staffed, the Public Records Team consists of the Police Records Custodian, two Program Assistants, the Records Services Supervisor and six Information Clerks. The primary function of this team is to manage the workflow and complete public records requests that are submitted to the police department, multiple times each day. This team is critical to the department's goal of increased transparency as their work enable residents to read, hear, and view police interactions. Over the last three years we have seen the number of public records requests rise, and specifically the number of public records requests that require the review of audio and video files. This type of review is done by the Program Assistants and Records Custodian and is very time intensive. Our staff has been made aware of digital records and evidence files coming from the Town of Madison that are currently kept on DVDs or CDs and are in a pile "the size of an igloo" (according to Town staff). All of these files on the thousands of DVDs and CDs coming from the Town will need to be processed when requests are made for release.

Additionally, in 2021, staff from our Public Records Team reviewed well over 27, 548 public records requests and with the addition of thousands more records from the Town of Madison (police reports, video and other digital evidence), we anticipate a sizable increase in the number of public records requests we receive. As of mid-July, the Public Records Team is 10 weeks behind with processing simple requests. This backlog will increase with the addition of records from the Town and it will translate to increased wait times for residents seeking access to police records, an increased number of complaints from requestors and an increased burden to our staff who struggle to keep up due to incredible demand from the public. Additional program assistants would increase the capacity, address a process bottleneck and increase the ability of the team to work through the growing backlog, respond more promptly to requests made for Town of Madison records, along with those from the new Independent Monitor (once hired). It would be my intention to work with the Police Records Custodian to designate a position to support and prioritize records requests from the Independent Monitor once they are in place and operational.

- Add Forensics Video Lab Technician – Currently all digital media is processed through the Video Analyst Office which is staffed by only one civilian MPD employee. Adding support to this area has been requested in past MPD budget requests unsuccessfully. As mentioned previously, the amount of digital evidence and digital records has been increasing exponentially (both through our calls for service, squad car video and other video) and has risen to the point where we have run out of storage space on our secure server (requested in the 2023 Capital Budget). We will be inheriting a significant amount of squad and body worn video from the Town of Madison and

many requests that the Public Records Team receives for these records will need to be reviewed now by the one employee staffing the Video Analyst Office. The Town of Madison utilizes a different in-car video system than the MPD and requires the use of DVDs. This system requires multiple process steps to retrieve and access files which translates to more demand on staff time. We anticipate not only public records requests for this new Town of Madison video but also discovery requests from the DA's Office. With this in mind, and with the knowledge that our staff will only see more digital evidence and digital records in the coming days, I am seeking to expand the Video Analyst Office by one position through adding a Police Lab Technician. This position can assist greatly with providing files to the DA's Office and MPD Public Records Team for non-complex requests; preserve, label and document digital video evidence from all city systems; handle evidentiary items as require to fulfill corresponding lab requests; and monitor forensic supplies and equipment.

### **Critical Supplemental Request – Madison-Centric Policing Initiative**

As agencies are allowed to submit one critical supplemental request, I am including my request for a new "Madison-Centric" Policing Initiative. Over my initial 17 months as Chief, I have determined that this request is needed to push our entire department more towards both internal and external procedural justice, and guide us closer to becoming the national model for exceptional policing. With each individual contact that our officers and civilian staff have, we must take the time to ensure every voice is heard, that all of our decisions are explained – and – are made fairly and without bias, and that we treat all people with dignity and respect. As you know, grant funding is available to MPD and will assist with funding some of these components of this initiative. If the following position additions are formalized, MPD's commissioned authorized strength will increase by ten (10) positions and civilian authorized strength will increase by one (1). The Madison-Centric Policing Initiative includes the following:

- Acceptance of the Youth Trust and Legitimacy (COPS Grant Award) for Six (6) Police Officer Positions – The first and critical cornerstone to the Madison-Centric Policing Initiative is the acceptance of the COPS hiring grant award and addition of six (6) commissioned police officer positions for our "Youth Trust and Legitimacy Initiative". This initiative has its roots in the *President's Task Force on 21st Century Policing Report*, which asserts that building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. This initiative also has its roots in evidence-based policing. Decades of research and practice support the premise that people are more likely to obey the law, when they believe that those who are enforcing it have authority that is viewed as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as coming in from outside to impose control on the community.

These six officers will each be assigned to a district while working under the Community Outreach Section and working closely with the new Community Relations Specialist (which was authorized in the 2022 budget process). I expect that this team of officers will achieve three main objectives:

1. Work collaboratively with district staff and officers from the Mental Health Unit to coordinate and facilitate access to mental health assistance and services specifically for

children and families exposed violence. Officers will work with multi-system interventions to re-establish safety, security and well-being in the immediate wake of violent events or calls for service.

2. Under the direction of the Captain of the Community Outreach Section, and under the advisement of the Chief's Youth Advisory Council, these officers will be charged with creating youth programming aimed at creating opportunities for positive, non-enforcement activities with police department personnel.
  3. Serve as a liaison between the members of the department and the community. These officers will work to ensure all members of the MPD are aware of programming and events available. The officers will also serve as training officers and subject matter experts in the area of juvenile crime prevention.
- Expansion of the Neighborhood Police Officer Program - For years, MPD has staffed full-time neighborhood police officers (NPOs) in challenged neighborhoods. These officers build relationships and focus on long-term problem solving for the benefit of the neighborhood and residents. In recent years, patrol staffing shortages have required the elimination of some NPO positions, reducing the number of geographic areas served by NPOs. These reductions are extremely troubling to me and must be reversed.

As you know, in 2020 the decision was made to remove school resource officers from our four public high schools. Those four positions were subsequently eliminated and our authorized strength was reduced. Setting aside the debate as to whether or not school resource officers should be returned to our area high schools, I am not able to set aside the fact that in and around our public high schools, there exists unique communities and neighborhoods that deserve the relationship building and long-term problem solving approaches that our existing NPOs provide daily. I am not suggesting any direct school involvement or inside of school involvement on behalf of the MPD. What I am proposing is the enhancement of police officer support to the neighborhoods and areas immediately surrounding our four public high schools. I have heard from neighbors, neighborhoods and stakeholders that there is a need for safety, enhanced police focus, and outreach efforts in the aforementioned areas and neighborhoods. I expect the addition of these four officers would achieve the following objectives:

- Establish relationships with neighborhoods, students and their families to address crime and reduce fear and concerns of crime.
  - Create prevention programming and conduct problem-orientated policing activities in designated school zones.
  - Establish partnerships with businesses and other stakeholders in designated school zones.
  - Serve as a communication liaison between the affected community and the entire MPD.
  - Provide immediate response to safety threats in designated school zones.
- Increased Capacity for the Traffic Section and Special Events Coordination - Currently there is one Lieutenant position that is responsible for the coordination, planning and scheduling of all MPD staff for special events. This Lieutenant works with various city agencies and our law enforcement partners to help ensure the safety of special events held in our community. This position is also MPD's representative on the Street Use Staff Commission and works with traffic and parking enforcement staff daily. This is a tremendous amount

of work which desperately needs support. To achieve this support and assist with the coordination, planning and scheduling that is required for large events within Madison, I propose upgrading an existing police officer position in our Community Outreach Section to the rank of sergeant and then moving that position to fall directly under our Traffic and Special Events Lieutenant. This move will assist with our overall preparedness as a department and will better prepare us for additional events that may come from the attachment of the Town of Madison.

- Add a Supervisor Position to Support The Director of Police Data, Innovation and Reform – As you know, the MPD recently added (the hiring process will be completed within weeks) a new Director of Police Data, Innovation and Reform. This position was created to improve our structure and support system around data informed decision-making within the MPD. My expectations are that the new Director will play a critical role in implementing projects and services aimed at police reform, coordinate data analysis, expedite information services delivery, and will enhance efficiencies throughout the organization; the Director simply cannot afford to also directly supervise existing analyst positions. As soon as the Director begins with the MPD, I expect that an in-depth analysis of current workflows and processes will occur, which will then be followed by an eventual internal reorganization of the Crime Analysis Unit and certain members of the Records Section. Crime analyst positions and possibly commissioned police officer positions within our Investigative Services section will move within our organization chart to fall within the Director's purview. To ensure a successful reorganization and to ensure the success of the Director, an additional mid-level civilian supervisor position is needed to manage our existing Crime Analysts, Data Analyst and Information Specialist. This span of control is consistent with any police agency that has a crime analysis and intelligence section. In most police agencies, this position is a non-commissioned person. I anticipate this new civilian supervisor and these existing positions will make up our new Crime and Data Analysis Unit after the reorganization, and will report to the Director of Police Data, Innovation and Reform.

## Conclusion

The Madison Police Department continues to experience higher than normal attrition levels and despite a full academy class this year, the issues and concerns that law enforcement agencies are struggling with nationwide around recruiting and retention are shared by me and my staff. I have inherited a department that continues to heal from recent years and is collectively working hard to meet the daily and growing demands of our community. While I understand the intentions behind reduction scenario exercises, this process affects our department's morale and retention when MPD employees are forced to imagine how dramatically our service delivery model could be affected, at a time when innovation and reform is expected. We cannot pursue innovation and reform if we are also being asked to do it with less.

The impact of an almost \$1 million cut to MPD's budget – or failure to implement the needs for the Town of Madison and the Madison-Centric Policing Initiative – would be significant. The department would take steps backwards and our ability to adequately respond to community expectations and demands would be impacted. This includes:

- Traffic safety and enforcement; patrol visibility and response times; problem solving
- Working effectively with the Oversight Board and Independent Police Monitor
- Capacity for community outreach and engagement

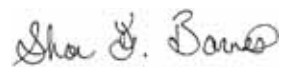
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- Increased processing time for public records requests.
- Expanding training opportunities (already our budget only allows for approximately \$83 in annual specialized training funds per permanent MPD employee; our capacity to fully implement reform and improvement efforts is limited by our training budget)
- Continuing to move forward with addressing OIR/Ad Hoc Committee recommendations

These impacts would be felt by all members of the community at a time when our community insists on improvements and change within the Madison Police Department. In closing, former US Attorney General Bobby Kennedy once stated; *"Every society gets the kind of criminal it deserves. What is equally true is that every community gets the kind of law enforcement it insists on."*

Respectfully,



Shon F. Barnes  
Chief of Police

CC: Assistant Chief John Patterson  
Finance Manager Teague Mawer

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Police Department

SELECT YOUR AGENCY'S SERVICE:

Police Field

SERVICE NUMBER:

311

SERVICE DESCRIPTION:

This service is responsible for patrol and specialty operations within the Police Department. Specific functions of the service include: (1) patrol operations across Madison's six districts, (2) investigative operations and forensics, (3) community policing including Neighborhood Officers, (4) crime prevention and gang units, and (5) traffic enforcement. The goals of the service are timely and efficient response to crime and calls for service and unallocated time for officers to engage in problem-solving efforts and to be involved in various community engagement efforts.

Are any updates required for the "Service Description"?

N/A

Activities performed by this Service

Activity	% of Effort	Description
Patrol Operations & Traffic Services	65	The purpose of Patrol Operations and Traffic Services is to provide first police responses to public safety concerns and emergencies. Responsibilities include general field operations, community engagement, traffic safety and enforcement, parking safety and enforcement, and pedestrian safety and enforcement.
Criminal Investigative Services	25	The purpose of Criminal Investigative Services is to apply a broad range of professional investigative and analytical skills toward examining nefarious activities with the goal of holding offenders accountable to promote public safety and prevent further harm to victims.
Special Operations	10	The purpose of Special Operations is to deploy specialized resources and/or teams during significant or special events, emergencies or disasters. Special Operations provides crowd management and control, special event staffing and safe resolution to high-risk situations.

Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

One of the outcomes identified in the Roadmap to a Healthy and Safe City is: "ensure that all residents have equitable access to first responder systems." Whether responding to City-wide calls for service or engaging community members in proactive problem-solving, resources allocated to Police-Field continue to enable the Police Department in ensuring the health and safety of all Madison residents. Finally, Field services enable law enforcement in building trust and positively impacting community perceptions of crime.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

		2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
							472



Budget by Fund							
General-Net	\$74,901,767	\$73,405,653	\$71,479,852	\$74,257,820	\$74,471,566	\$74,470,136	
Other-Expenditures	\$1,772,041	\$2,115,365	\$2,284,661	\$2,635,534	\$641,002	\$2,746,518	
<b>Total</b>	<b>\$76,673,808</b>	<b>\$75,521,018</b>	<b>\$73,764,513</b>	<b>\$76,893,354</b>	<b>\$75,112,568</b>	<b>\$77,216,654</b>	
Budget by Major							
Revenue	(\$2,101,154)	(\$1,154,405)	(\$756,796)	(\$1,180,605)	(\$1,180,605)	(\$3,931,923)	
Personnel	\$69,267,604	\$67,440,788	\$65,793,983	\$68,866,717	\$67,720,868	\$68,768,087	
Non-Personnel	\$4,174,500	\$4,240,039	\$3,806,117	\$4,258,498	\$3,331,624	\$4,391,205	
Agency Billings	\$5,332,859	\$4,994,596	\$4,921,210	\$4,948,744	\$5,240,681	\$5,242,767	
<b>Total</b>	<b>\$76,673,809</b>	<b>\$75,521,018</b>	<b>\$73,764,514</b>	<b>\$76,893,354</b>	<b>\$75,112,568</b>	<b>\$74,470,136</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	46 - INVEST OTHER		46310	(\$4,800)	46310: cost-neutral adjustment in anticipated Contributions for Mounted project
1100 - GENERAL	53 - SUPPLIES			\$12,393	53110, 53120, 53165, 53210, 53245, 53413: adjustments were made primarily to reflect uniform and equipment/supply replacements and anticipated costs for revenue-dependent operating projects for specific purposes (RMS Consortium systems licenses/maintenance, K9, Mounted, etc.)
1100 - GENERAL	54 - PURCHASED SE			(\$9,023)	54130, 54330, 54335, 54350, 54545, 54550, 54645, 54810: adjustments were made primarily to reflect lower software fees and anticipated costs for revenue-dependent operating projects for specific purchases (RMS Consortium systems licenses/maintenance, K9, Mounted, etc.)
<b>TOTAL</b>				<b>-\$1,430.00</b>	

Insert item

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

There are no service level impacts of the proposed funding changes. Shifts between Services and object codes are cost-neutral to the total departmental operating budget.

Explain the assumptions behind the changes.

Cost-neutral shifts between object codes align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services and operating projects (Mounted and RMS Consortium) to align with anticipated revenue and expenditure plans, based on recent trends and inflation considerations. Additionally, funding was shifted primarily from 54335, 54350 and 53110 to supplies to reallocate office supplies, copy/printing/lease fees, and software fees to needed uniform/supplies.

What is the justification behind the proposed change?

These shifts are cost-neutral to the total operating budget. These changes are necessary to provide the appropriate spending authority to align with cost recovery Contributions received for specific functions (i.e. K9s and Mounted - spending these funds is dependent on revenue being received). Supply expenses help maintain inventory and address life cycle replacements without requesting additional funding.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

**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?

MPD continues to prioritize recommendations that prioritize accessible and responsive service, which requires maintaining current resources – or, when necessary, prioritizing strategic additional investments – to ensure that the MPD is working to address these community expectations.

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.

Most recently, MPD engaged the community through a multi-year strategic planning process which identified key goals and focus areas for the department moving forward. This included multiple open forums for providing feedback which will ultimately be incorporated into the strategic plan document.

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.

While not specifically related to NRTs, MPD has received multiple recommendations that prioritize accessible and responsive service, such as from the OIR Report, Ad Hoc Committee recommendations, Quattrone Center recommendations, and multi-year strategic planning.

**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)?

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

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
Patrol Operations & Traffic Services	\$842,401	While some of the commissioned positions to be considered for layoffs would come from units classified under "Patrol Operations" in the Results Madison model, other services may be included depending on the size of the final reduction.
<b>Total</b>	\$842,401	

 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	\$842,401	-10 commissioned positions (10 x \$90,800 average annualized cost of new officer = \$908,000)
Non-Personnel		
Agency Billings		
<b>Total</b>	\$842,401	

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?

Yes, the City requires a fully operational Police Department which includes all of the proposed cuts detailed below.

Has this reduction been proposed in prior years?

Yes

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

-10

If yes, how many of the eliminated positions are vacant?

0

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

Yes

If yes, which agencies: cuts would likely have an adverse impact on other agencies, though specific impacts are unkn

Describe why the proposed reduction was chosen.

The vast majority of MPD's budget goes towards personnel, and there is simply no way to make any substantive cuts without reducing positions.

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

A 1% reduction to MPD's operating budget would require the elimination of ten (10) sworn police officer positions. The commissioned cuts would reduce the department's ability to deliver service and support public safety and would come at a time when MPD's annual staffing analysis shows a need for additional police officer positions in patrol services. Any final decisions on reductions would not be made by the Chief until later in the year when MPD can evaluate actual attrition and vacancies. MPD anticipates that a reduction of ten (10) sworn police officer positions could have the following impacts:

**1. Reduction to the Traffic Enforcement and Safety Team (TEST)** – In 2017 the department was forced to eliminate the PM TEST unit and reassign those officers to patrol as a result of increasing patrol workload and insufficient patrol staffing. This elimination led to a significant decrease in MPD's traffic enforcement efforts during the afternoon and evening commute hours and an overall reduction in the number of traffic citations issued. TEST plays a key role in MPD's traffic enforcement, response to the number one complaint by residents (e.g. the East Washington Avenue corridor); in 2019, the TEST team accounted for over 31% of the total traffic citations issued by the department. TEST also engages in problem-solving efforts to address traffic safety concerns, manages traffic grants received by the department, works with other City agencies to further "Vision Zero" efforts, and plays a critical role in MPD support of special events in the City (Ironman, Crazylegs, Madison Marathon, etc.).

**2. Reduced Patrol Officers** – A 1% budget cut would require a reduction in the number of officers assigned to the patrol function. As indicated above, data analysis has consistently demonstrated that MPD's current patrol staffing levels are inadequate to address existing workload and community expectations. A reduction from current patrol staffing levels will require tangible reductions in service. MPD anticipates that officers will no longer respond to a number of specific incident types associated with quality of life calls for service in the event a 1% budget cut is implemented. It should be noted that a number of quality of life calls are directly associated with community members' "fear of crime", which can result in a lack of trust in government and its services. In addition, a reduction in patrol staffing will have a number of other adverse impacts on service:

- Reduced police visibility
- Reduced community engagement
- Increased response times
- Less traffic enforcement
- Less proactive activity (problem solving, foot patrol, etc.)

## 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																		
Patrol Operations & Traffic Services	339160	<p><b>Supplemental Request: Madison-Centric Policing Initiative</b></p> <p>MPD's supplemental request was crafted after careful consideration of the Mayor's instructions. Per the budget guidelines, internal reallocations were pursued in order to fund an upgrade being requested for formalization in the 2023 budget. If these changes are formalized, MPD's commissioned authorized strength will increase by 10.0 FTEs and its civilian personnel will increase by 1.0 FTE.</p> <table border="1"> <thead> <tr> <th>FTE</th> <th>Position</th> <th>Cost Impact</th> </tr> </thead> <tbody> <tr> <td>0.0</td> <td>Net Cost to Update Police Officer to Sergeant for Traffic/Special Events</td> <td>\$10,533</td> </tr> <tr> <td>6.0</td> <td>Accept COPS Grant for 6 Police Officers*</td> <td>\$0</td> </tr> <tr> <td>4.0</td> <td>Expansion of the Neighborhood Police Officer Program</td> <td>\$231,817</td> </tr> <tr> <td>1.0</td> <td>Add 1 Data Analysis Supervisor</td> <td>\$96,811</td> </tr> <tr> <td colspan="3"><b>Total Request: \$339,160</b></td> </tr> </tbody> </table> <p><i>*Initial year of City costs (2023) would be paid with grant funding.</i></p>	FTE	Position	Cost Impact	0.0	Net Cost to Update Police Officer to Sergeant for Traffic/Special Events	\$10,533	6.0	Accept COPS Grant for 6 Police Officers*	\$0	4.0	Expansion of the Neighborhood Police Officer Program	\$231,817	1.0	Add 1 Data Analysis Supervisor	\$96,811	<b>Total Request: \$339,160</b>		
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<b>Total</b>	339,160																			

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	289,869	Salaries: \$218,948; Fringe Benefits: \$70,921
Non-Personnel	49,291	Supplies: \$45,011 (initial issue and office supplies for personnel); Services: \$4,280 (initial issue)
Agency Billings	0	N/A
<b>Total</b>	339,160	

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.

The request for this supplemental priority would be supported through the 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.

As this request involves personnel, it is ongoing in nature. The service impact is detailed below.

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.

As agencies are allowed to submit one critical supplemental request, I am including my request for a new "Madison-Centric" Policing Initiative. Over my initial 17 months as Chief, I have determined that this request is needed to push our entire department more towards both internal and external procedural justice, and guide us closer to becoming the national model for exceptional policing. With each individual contact that our officers and civilian staff have, we must take the time to ensure every voice is heard, that all of our decisions are explained – and – are made fairly and without bias, and that we treat all people with dignity and respect. As you know, grant funding is available to MPD and will assist with funding some of these components of this initiative. If the following position additions are formalized, MPD's commissioned authorized strength will increase by ten (10) positions and civilian authorized strength will increase by one (1).

The Madison-Centric Policing Initiative includes the following:

- **Acceptance of the Youth Trust and Legitimacy (COPS Grant Award) for Six (6) Police Officer Positions** – The first and critical cornerstone to the Madison-Centric Policing Initiative is the acceptance of the COPS hiring grant award and addition of six (6) commissioned police officer positions for our "Youth Trust and Legitimacy Initiative". This initiative has its roots in the President's Task Force on 21st Century Policing Report, which asserts that building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. This initiative also has its roots in evidence-based policing. Decades of research and practice support the premise that people are more likely to obey the law, when they believe that those who are

enforcing it have authority that is viewed as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as coming in from outside to impose control on the community.

These six officers will each be assigned to a district while working under the Community Outreach Section and working closely with the new Community Relations Specialist (which was authorized in the 2022 budget process). I expect that this team of officers will achieve three main objectives:

1. *Work collaboratively with district staff and officers from the Mental Health Unit to coordinate and facilitate access to mental health assistance and services specifically for children and families exposed violence. Officers will work with multi-system interventions to re-establish safety, security and well-being in the immediate wake of violent events or calls for service.*
2. *Under the direction of the Captain of the Community Outreach Section, and under the advisement of the Chief's Youth Advisory Council, these officers will be charged with creating youth programming aimed at creating opportunities for positive, non-enforcement activities with police department personnel.*
3. *Serve as a liaison between the members of the department and the community. These officers will work to ensure all members of the MPD are aware of programming and events available. The officers will also serve as training officers and subject matter experts in the area of juvenile crime prevention.*

• **Expansion of the Neighborhood Police Officer Program** - For years, MPD has staffed full-time neighborhood police officers (NPOs) in challenged neighborhoods. These officers build relationships and focus on long-term problem solving for the benefit of the neighborhood and residents. In recent years, patrol staffing shortages have required the elimination of some NPO positions, reducing the number of geographic areas served by NPOs. These reductions are extremely troubling to me and must be reversed.

As you know, in 2020 the decision was made to remove school resource officers from our four public high schools. Those four positions were subsequently eliminated and our authorized strength was reduced. Setting aside the debate as to whether or not school resource officers should be returned to our area high schools, I am not able to set aside the fact that in and around our public high schools, there exists unique communities and neighborhoods that deserve the relationship building and long-term problem solving approaches that our existing NPOs provide daily. I am not suggesting any direct school involvement or inside of school involvement on behalf of the MPD. What I am proposing is the enhancement of police officer support to the neighborhoods and areas immediately surrounding our four public high schools. I have heard from neighbors, neighborhoods and stakeholders that there is a need for safety, enhanced police focus, and outreach efforts in the aforementioned areas and neighborhoods. I expect the addition of these four officers would achieve the following objectives:

- o *Establish relationships with neighborhoods, students and their families to address crime and reduce fear and concerns of crime.*
- o *Create prevention programming and conduct problem-orientated policing activities in designated school zones.*
- o *Establish partnerships with businesses and other stakeholders in designated school zones.*
- o *Serve as a communication liaison between the affected community and the entire MPD.*
- o *Provide immediate response to safety threats in designated school zones.*

• **Increased Capacity for the Traffic Section and Special Events Coordination** - Currently there is one Lieutenant position that is responsible for the coordination, planning and scheduling of all MPD staff for special events. This Lieutenant works with various city agencies and our law enforcement partners to help ensure the safety of special events held in our community. This position is also MPD's representative on the Street Use Staff Commission and works with traffic and parking enforcement staff daily. This is a tremendous amount of work which desperately needs support. To achieve this support and assist with the coordination, planning and scheduling that is required for large events within Madison, I propose upgrading an existing police officer position in our Community Outreach Section to the rank of sergeant and then moving that position to fall directly under our Traffic and Special Events Lieutenant. This move will assist with our overall preparedness as a department and will better prepare us for additional events that may come from the attachment of the Town of Madison.

• **Add a Supervisor Position to Support The Director of Police Data, Innovation and Reform** – As you know, the MPD recently added (the hiring process will be completed within weeks) a new Director of Police Data, Innovation and Reform. This position was created to improve our structure and support system around data informed decision-making within the MPD. My expectations are that the new Director will play a critical role in implementing projects and services aimed at police reform, coordinate data analysis, expedite information services delivery, and will enhance efficiencies throughout the organization; the Director simply cannot afford to also directly supervise existing analyst positions. As soon as the Director begins with the MPD, I expect that an in-depth analysis of current workflows and processes will occur, which will then be followed by an eventual internal reorganization of the Crime Analysis Unit and certain members of the Records Section. Crime analyst positions and possibly commissioned police officer positions within our Investigative Services section will move within our organization chart to fall within the Director's purview. To ensure a successful reorganization and to ensure the success of the Director, an additional mid-level civilian supervisor position is needed to manage our existing Crime Analysts, Data Analyst and Information Specialist. This span of control is consistent with any police agency that has a crime analysis and intelligence section. In most police agencies, this position is a non-commissioned person. I anticipate this new civilian supervisor and these existing positions will make up our new Crime and Data Analysis Unit after the reorganization, and will report to the Director of Police Data, Innovation and Reform.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Police Department

SELECT YOUR AGENCY'S SERVICE:

Police Support

SERVICE NUMBER:

312

SERVICE DESCRIPTION:

This service provides planning, financial and grants management, recordkeeping, information access, property processing and storage, transcription of reports, services to municipal courts, technology services, and continuing education and skill development.

Are any updates required for the "Service Description"?

N/A

Activities performed by this Service

Activity	% of Effort	Description
Training	30	The purpose of Training is to provide training to, and continuously improve, all internal personnel as well as external customers in law enforcement and the community at large. It includes improving and maintaining the MPD Forward Policing Training Center, recruiting a diverse officer pool, developing leadership skills at all levels, and keeping personnel proficient across a host of topics such as deescalation and use of force. Training also strives to keep the Madison Police Department at the forefront of "trust-based" community policing, problem solving, quality improvement and nationally recognized for innovation and leadership.
Administrative Services & Facilities Management	50	The purpose of Administrative Services is to provide department support services, to provide guidance on policy and personnel questions, and to provide services to the citizens we serve. These services are handled in a thorough, professional, and expeditious manner to retain the trust and confidence in the department employees and the public. Administrative Services includes Records, Technology, Public Records, Property, Professional Standards and Internal Affairs, Finance and Personnel, as well as expenses related to department-wide services such as facilities management.
Community Support Services	20	The purpose of Community Support Services is to provide a broad range of coordinated and collaborative support resources to the department and the public. Community Support Services provides district specific complaint and incident response, mental health support and response, individual neighborhood service and support, community outreach initiatives and trust building, restorative justice coordination and criminal justice diversion, crime prevention and use of force documentation. In emergent situations, these units supplement patrol resources, special operations services, and investigative services.

Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

Resources allocated to Police-Support enable law enforcement to respond to City-wide calls for service and engage in proactive community policing through maintaining technology consistent with industry standards, transcribing reports that provide transparency on police operations, responding to public records requests, managing finances, seeking out grants to alleviate the City's financial burden, and the processing and storage of evidence and property. These critical services help maintain a law enforcement organization that can be responsive and equipped to assist and protect all Madison residents. Finally, Support services enable law enforcement in building trust and positively impacting community perceptions of crime.

## 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	\$8,735,194	\$9,388,568	\$9,258,138	\$9,737,328	\$9,768,500	\$9,769,930
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$8,735,194</i>	<i>\$9,388,568</i>	<i>\$9,258,138</i>	<i>\$9,737,328</i>	<i>\$9,768,500</i>	<i>\$9,769,930</i>
<i>Budget by Major</i>						
Revenue	(\$229,578)	(\$201,431)	(\$174,153)	(\$205,444)	(\$205,444)	(\$209,962)
Personnel	\$7,791,298	\$8,403,530	\$8,153,941	\$8,681,232	\$8,796,152	\$8,796,152
Non-Personnel	\$741,962	\$879,290	\$899,662	\$954,361	\$872,878	\$878,825
Agency Billings	\$431,512	\$307,179	\$378,688	\$307,179	\$304,914	\$304,915
<i>Total</i>	<i>\$8,735,194</i>	<i>\$9,388,568</i>	<i>\$9,258,138</i>	<i>\$9,737,328</i>	<i>\$9,768,500</i>	<i>\$9,769,930</i>

## 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	42 - INTERGOV REV		42310	(\$4,517)	42310: cost-neutral adjustment in anticipated Contributions for RMS Consortium project
1100 - GENERAL	53 - SUPPLIES			\$4,197	53110, 53120, 53150, 53210, 53413: adjustments were made primarily to reflect equipment/supply replacements, lower copying/postage and anticipated costs for revenue-dependent operating projects for specific purposes (RMS Consortium systems licenses/maintenance, K9, Mounted, etc.)
1100 - GENERAL	54 - PURCHASED SE			\$1,750	54335, 54550, 54655: adjustments were made primarily to reflect lower printing fees and anticipated costs for revenue-dependent operating projects for specific purchases (RMS Consortium systems licenses/maintenance, K9, Mounted, etc.)
<b>TOTAL</b>				<b>\$1,430.00</b>	

Insert item

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

There are no service level impacts of the proposed funding changes. Shifts between Services and object codes are cost-neutral to the total departmental operating budget.

Explain the assumptions behind the changes.

Cost-neutral shifts between object codes align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services and operating projects (Mounted and RMS Consortium) to align with anticipated revenue and expenditure plans, based on recent trends and inflation considerations. Additionally, funding was shifted primarily from 54655, 53120, 53150 and 53110 to reallocate office supplies, copy/printing/lease fees, and software fees to needed uniform/supplies.

What is the justification behind the proposed change?

These shifts are cost-neutral to the total operating budget. These changes are necessary to provide the appropriate spending authority to align with cost recovery Contributions received for specific functions (i.e. K9s and Mounted - spending these funds is dependent on revenue being received). Supply expenses help maintain inventory and address life cycle replacements without requesting additional funding.

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?

MPD continues to prioritize recommendations that prioritize accessible and responsive service, which requires maintaining current resources – or, when necessary, prioritizing strategic additional investments – to ensure that the MPD is working to address these community expectations.

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.

Most recently, MPD engaged the community through a multi-year strategic planning process which identified key goals and focus areas for the department moving forward. This included multiple open forums for providing feedback which will ultimately be incorporated into the strategic plan document.

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.

While not specifically related to NRTs, MPD has received multiple recommendations that prioritize accessible and responsive service, such as from the OIR Report, Ad Hoc Committee recommendations, Quattrone Center recommendations, and multi-year strategic planning.

**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)?

\$842,401

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

\$0

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
		N/A
<b>Total</b>	\$0	

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		



Agency Billings		
Total	\$0	

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?

N/A

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Describe why the proposed reduction was chosen.  
 N/A

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

**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
Administrative Support & Facilities Management	141233	-TOWN OF MADISON REQUEST: add 2.0 Program Assistants to increase public records processing capacity
Administrative Support & Facilities Management	75685	-TOWN OF MADISON REQUEST: add 1.0 Forensic Lab Technician to increase video processing capacity
<b>Total</b>	216,918	

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	207,727	Salaries: \$157,559; Fringe Benefits: \$50,168
Non-Personnel	9,191	Supplies: \$9,191 (office equipment for personnel)

Agency Billings	0	N/A
<b>Total</b>	216,918	

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.

The requests for the Town of Madison would be supported through the 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.

As this request involves personnel, it is ongoing in nature. The service impact is detailed below.

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

Describe why the proposed increase is critical.

With the dissolution of the Town of Madison in 2022, MPD will take on the responsibility of policing an additional 5,000 residents. While MPD greatly appreciates the addition of eight (8) commissioned positions made last year in the 2022 operating budget to help the department prepare for this attachment, a need for additional civilian support staff positions has been identified in order to ensure equitable services to these new Madison residents. As members from MPD's Record Section have worked with employees of the Town of Madison this year to prepare for the influx of new police records, digital files and evidence, MPD has also seen the volume of public records requests increase and recognized these civilian support needs in MPD's Records Section and Forensics Section. To avoid delays and disruptions to our current service delivery model, MPD is requesting the following:

With the dissolution of the Town of Madison in 2022, MPD will take on the responsibility of policing an additional 5,000 residents. While MPD greatly appreciates the addition of eight (8) commissioned positions made last year in the 2022 operating budget to help the department prepare for this attachment, a need for additional civilian support staff positions has been identified in order to ensure equitable services to these new Madison residents. As members from MPD's Record Section have worked with employees of the Town of Madison this year to prepare for the influx of new police records, digital files and evidence, MPD has also seen the volume of public records requests increase and recognized these civilian support needs in MPD's Records Section and Forensics Section. To avoid delays and disruptions to MPD's current service delivery model, MPD is requesting the following:

- **Increase Capacity for the Public Records Team** - This portion of the request involves the addition of two (2) program assistant positions to the Public Records Team. When fully staffed, the Public Records Team consists of the Police Records Custodian, two Program Assistants, the Records Services Supervisor and six Information Clerks. The primary function of this team is to manage the workflow and complete public records requests that are submitted to the police department, multiple times each day. This team is critical to the department's goal of increased transparency as their work enable residents to read, hear, and view police interactions. Over the last three years MPD has seen the number of public records requests rise, and specifically the number of public records requests that require the review of audio and video files. This type of review is done by the Program Assistants and Records Custodian and is very time intensive. MPD's staff has been made aware of digital records and evidence files coming from the Town of Madison that are currently kept on DVDs or CDs and are in a pile "the size of an igloo" (according to Town staff). All of these files on the thousands of DVDs and CDs coming from the Town will need to be processed when requests are made for release.

Additionally, in 2021, staff from our Public Records Team reviewed well over 27,548 public records requests and with the addition of thousands more records from the Town of Madison (police reports, video and other digital evidence), we anticipate a sizable increase in the number of public records requests the department receives. As of mid-July, the Public Records Team is 10 weeks behind with processing simple requests. This backlog will increase with the addition of records from the Town and it will translate to increased wait times for residents seeking access to police records, an increased number of complaints from requestors and an increased burden to MPD staff who struggle to keep up due to incredible demand from the public. Additional program assistants would increase the capacity, address a process bottleneck and increase the ability of the team to work through the growing backlog, respond more promptly to requests made for Town of Madison records, along with those from the new Independent Monitor (once hired). It would be the Chief's intention to work with the Police Records Custodian to designate a position to support and prioritize records requests from the Independent Monitor once they are in place and operational.

- **Add Forensics Video Lab Technician** - Currently all digital media is processed through the Video Analyst Office which is staffed by only one civilian MPD employee. Adding support to this area has been requested in past MPD budget requests unsuccessfully. As mentioned previously, the amount of digital evidence and digital records has been increasing exponentially (both through MPD's calls for service, squad car video and other video) and has risen to the point where MPD has run out of storage space on its secure server (requested in the 2023 Capital Budget). MPD will be inheriting a significant amount of squad and body worn video from the Town of Madison and many requests that the Public Records Team receives for these records will need to be reviewed now by the one employee staffing the Video Analyst Office. The Town of Madison utilizes a different in-car video system than the MPD and requires the use of DVDs. This system requires multiple process steps to retrieve and access files which translates to more demand on staff time. MPD anticipates not only public records requests for this new Town of Madison video but also discovery requests from the DA's Office. With this in mind, and with the knowledge that MPD staff will only see more digital evidence and digital records in the coming days, MPD is seeking to expand the Video Analyst Office by one position through adding a Police Lab Technician. This position can assist greatly with providing files to the DA's Office and MPD Public Records Team for non-complex requests; preserve, label and document digital video evidence from all city systems; handle evidentiary items as require to fulfill corresponding lab requests; and monitor forensic supplies and equipment.

Save/Submit

Ver:5 07/2022

## Public Health Madison Dane

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	6,233,474	6,937,629	6,988,629	7,489,070	8,199,554	8,199,554
Permanent	66,881	-	64,566	-	-	-
Public Health Madison Dane	21,592,842	14,654,004	25,992,647	19,138,972	19,187,681	20,609,935
<b>Total</b>	<b>27,893,197</b>	<b>21,591,633</b>	<b>33,045,842</b>	<b>26,628,042</b>	<b>27,387,235</b>	<b>28,809,489</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Administration	(2,606,710)	4,117,691	(3,585,955)	4,205,798	7,826,753	5,355,678
Animal Services	1,337,973	1,150,366	938,311	1,267,192	1,237,342	1,183,394
Community Health	10,666,298	8,661,669	10,690,494	9,780,395	9,527,696	10,400,893
Emergency Response Planning	11,168,374	1,002,224	17,210,183	2,055,627	304,482	3,079,094
Environmental Protection	1,424,600	1,130,770	1,362,535	1,022,688	988,915	1,015,136
Laboratory	683,877	542,403	701,329	624,701	606,232	704,403
Licensed Establishments	2,139,904	2,094,289	2,508,416	2,531,156	2,125,648	2,668,395
Policy Planning And Evaluat	3,078,881	2,892,220	3,220,529	5,140,485	4,770,168	4,402,496
<b>Total</b>	<b>27,893,197</b>	<b>21,591,633</b>	<b>33,045,842</b>	<b>26,628,042</b>	<b>27,387,236</b>	<b>28,809,489</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(18,398,634)	(10,638,726)	(22,521,821)	(13,494,596)	(14,430,388)	(14,467,740)
Charges For Services	(524,786)	(897,158)	(475,066)	(897,158)	(897,158)	(916,846)
Licenses And Permits	(2,364,072)	(2,718,635)	(2,783,444)	(2,718,635)	(2,718,635)	(3,195,753)
Invest Other Contrib	(104,956)	(39,000)	(275,497)	(39,000)	(39,000)	(309,596)
Misc Revenue	(4,848)	(12,500)	(1,385)	(12,500)	(12,500)	(12,500)
Other Finance Source	(262,427)	(347,985)	-	(887,083)	-	(975,000)
Transfer In	-	-	-	(1,090,000)	-	-
General Fund Subsidy	(6,233,474)	(6,937,629)	(6,988,629)	(7,489,070)	(8,199,554)	(8,199,554)
<b>Total</b>	<b>(27,893,197)</b>	<b>(21,591,633)</b>	<b>(33,045,842)</b>	<b>(26,628,042)</b>	<b>(26,297,235)</b>	<b>(28,076,989)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	13,537,289	13,004,126	14,642,496	15,603,969	16,215,278	16,094,735
Benefits	5,321,889	5,248,568	5,888,735	6,084,004	6,102,036	7,170,622
Supplies	1,661,355	547,356	819,192	659,137	675,137	1,036,802
Purchased Services	4,769,687	2,383,855	9,613,705	3,775,067	3,869,444	4,001,465
Debt Othr Financing	2,519,508	-	1,994,166	-	-	-
Inter Depart Charges	83,469	62,030	87,547	68,415	87,890	68,415
Transfer Out	-	345,697	-	437,450	437,450	437,450
<b>Total</b>	<b>27,893,197</b>	<b>21,591,633</b>	<b>33,045,842</b>	<b>26,628,042</b>	<b>27,387,235</b>	<b>28,809,489</b>

**To:** Dave Schmiedicke, Finance Director

**From:** Janel Heinrich, Director PHMDC

**Date:** July 22, 2022

**Subject:** 2023 PHMDC Operating Budget Transmittal Memo

Similar to the start of my memo from last year, while we continue to hope that the worst of the pandemic is behind us, we are not yet through it. At this time, continued COVID response activities to prevent and minimize the spread of this disease are primarily provided by project, LTE, and contracted staff. While we had hoped that we would be farther along in our recovery as an organization, we are still only at the beginning of that process.

Looking ahead to 2023, we know more today than last July regarding the financial resources available to support PHMDC's ongoing COVID response activities. We do not anticipate any additional Federal and State funding will be disseminated to local health departments to continue to address COVID-19, however our response efforts will remain supported through a combination of funding mechanisms through 2024, specifically ARPA, Epidemiology and Lab Capacity (ELC), FEMA, and the Community Testing Support Program funds.

COVID landscape aside, I am submitting a cost-to-continue proposal based on the programs and services that PHMDC historically provides for the 2023 Public Health Operating Budget. This budget meets our target of \$28,809,490. Staff salaries and benefits comprise 81% of the operating budget total.

### *Major Goals*

PHMDC is comprised of eight major services representing a variety of programs and areas of public health practice. These services include: Administration, Animal Services, Community Health, Emergency Response Planning, Environmental Protection, Laboratory, Licensed Establishments, and Policy, Planning and Evaluation.

In addition to the impact that COVID had on our agency, staff, and services, we recognize that the COVID has resulted in considerable strain on our community, compounding the burden of the pandemic itself. We have already seen that the impact of the pandemic is resulting in an increased demand for public health services.

Our 2023 goals for all services include: 1) assuring that we have the staff capacity to continue to respond to the COVID pandemic—whether by directly providing services to Madison & Dane County residents or assuring we have the administrative staff capacity sufficient to support the response, as well as ‘normal’ PHMDC service delivery and 2) assessing the impact on the demand for public health resources to assure our ability to continue to maintain a high level and quality of services and support and equitable and just recovery in Madison & Dane County.

### *COVID Recovery*

In addition to efforts to return to ‘normal’ services levels, looking ahead to the remainder of 2022 and into 2023, we are operating under the assumption that the pandemic is not over and may continue to require a significant response from our agency, specifically in the areas of data and surveillance, communications, contact tracing, testing, and vaccination. Over the course of the pandemic, we have increased the capacity of our department to lead in this unprecedented crisis through the onboarding and training of grant-funded FTE, LTE, and contracted staff. We are grateful for the resources that have allowed us to grow in this way and as we evolve along with the phases of the pandemic we plan to continue to staff our response functions primarily via existing, trained LTEs and contracted staff, under the leadership of subject matter experts on our permanent staff as well as permanent project staff supported by grants through 2024. This allows for our programs to return closer to 100% capacity to provide much needed services to our community and aid in our shared recovery efforts.

### *2022 Request & Equity*

As we described in last year’s memo, a commitment to becoming an anti-racist and equitable organization continues to drive our work. This year, in response to a proposal created by the PHMDC POC Affinity Group, we reallocated \$12,000 to support their 2023 work plan. Resources are intended to support professional development and other activities tied to work plan objectives.

As we recover from COVID as an organization and in our service delivery we are eager to robustly return to agency-wide equity system and capacity building efforts in order to eliminate health inequities across the services we provide as well as in collaboration with our community.

Things like safe housing, transportation, racism, education, and job opportunities, can impact health outcomes and quality of life that many of us take for granted. Despite being an incredibly lean agency with regard to staff levels for the size of the community that we serve, we strive to address health inequities across the services we provide. We do this by working with community partners in the pursuit of changing systems so that more people have a chance to live healthy, fulfilling lives. Some examples include: addressing risk factors of violence and building on protective efforts against it; working in partnership to create policies that increase access to healthy food; engaging with partners on vaccine outreach and deployment of mobile clinics, and collaborating to identify solutions to issues like racial disparities in birth outcomes and the inequities that contribute to these outcomes.

### *2022 Request & Sustainability*

As a public health staff are County employees, we are continuing to operate under the directive to support telework to the greatest extent possible. As the result of more than two years of remote work we have already realized some savings based on paper and other office supply usage and believe that we will continue to reduce both costs via reduced mileage and improve our agency's carbon footprint as a result. In 2023 we will be evaluating the impact of this work style on our budget.

### *Major Changes in 2022 Operating Request*

We are not proposing any major changes within the 2022 Operating Budget. However, we are submitting a budget that re-establishes the fee increases for the licensed establishment program that, pre-pandemic, were intended to be implemented in 2020. Fees have remained flat since 2015 while the number of establishments that we are required to respond to and support have significantly increased since then. This includes a 14.5% increase since the beginning of the pandemic in 2020.

Year	# of Licenses
2015	3320
2020	3890
2022	4455

To temper the immediate impact of the fee increase for operators, we plan to utilize restricted reserves to give a 20% credit (\$505,930) back to licensed operators in graduated increments over the next three years as follows:

- 10% credit on 2023 renewal invoice
- 5% credit on 2024 renewal invoice
- 5% credit on 2025 renewal invoice

Revenue from the fee increased will be used to transition the three positions (2 sanitarians, 1 supervisor) that were created in fall 2021 with Covid Recovery funds from grant to program fee support. Without these additional positions, the workload per sanitarian was not sustainable and the number of establishments to sanitarian ratio was not in alignment with FDA guidance. The additional FTE brought the workload into line with this guidance and address span of control issues by adding another supervisor for this program.

I am also submitting this budget package with the understanding that the expansion of the Sexual and Reproductive Health Clinic, announced on July 14, 2022 that will start in Q4 of this year with funding from the County will be annualized into our base budget for 2023 within the County Executive and Mayor's Executive Budgets. Costs to support this expansion for 2023 are expected to be \$1.1M.

### *Optional Supplemental Request*

We are submitting supplement requests to support the creation of one new, fee-supported position, described as follows:

July 22, 2022

Page 4

A 1.0 FTE Bilingual Clerk I-II (G7-10) with annual costs of \$86,000. With the significant growth in the number of licensed establishments (34% growth since 2015), we can no longer effectively manage the intake of complaints or address operator licensing requests within a reasonable time frame without building additional administrative support. This clerk position will improved program efficiency for responding to high priority complaints in licensed establishments (i.e. foodborne illness outbreaks, sewage backups, power outages) meeting our PHMDC policy and FDA standards for response time. This bilingual position will also provide more equitable customer service leading to quality relationships with our licensed establishment operators, ultimately improving compliance outcomes at licensed establishments.

I look forward to continuing to work with you and your team on the preparation of the 2023 Operating Budget.

Sincerely,



Janel Heinrich, MPH, MA  
Director/Health Officer- Public Health-Madison & Dane County

c.c. Mary Bottari, Chief of Staff to Mayor Rhodes-Conway  
Linda Vakunta, Reuben Sanon and Christie Baumel, Deputy Mayors, City of Madison  
Kate Austin Stanford, Director of Operations, Public Health-Madison & Dane County  
Aurielle Smith, Director of Policy, Planning & Evaluation, Public Health-Madison & Dane County  
Carl Meyer, Director of Community Health, Public Health-Madison & Dane County,  
Bonnie Koenig, Director of Environmental Health, Public Health- Madison & Dane County  
Millicent Hutchinson, Budget Supervisor, Public Health-Madison & Dane County  
Budget & Program Evaluation Staff



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health ▼

SELECT YOUR AGENCY'S SERVICE:

Administration ▼

SERVICE NUMBER:

321

SERVICE DESCRIPTION:

This service provides overall leadership and administrative support for Public Health. The goal of this service is clear, accessible, and efficient systems and well-documented processes for all administrative functions.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Budget and Finance	20	Manage all budgeting and accounting functions, including development and monitoring of budgets, purchasing, payroll, billing, and contract monitoring.
Administrative and Facilities Support	20	Manage operations and administrative support for all office locations.
Communications and Strategic Initiatives	20	Develop and implement internal and external communications and lead quality improvement and performance management activities. Responsible for project management in pursuit of Public Health Accreditation Board accreditation for the department.
Epidemiology and Data Science	20	Collect, analyze, and translate health-related data to assess community health status, track trends, prevent diseases, and inform policies and programs to improve health.
Workforce Development	10	Manage all human resources and workforce development functions, including the hiring process, orientation and onboarding, and professional development.
Health and Racial Equity	10	Develop, implement, and support a framework to build agency capacity so that (1) Public Health will be a highly effective organization that operates with health and racial equity as a core value; and (2) health outcomes in Dane County will not be determined by race, class, gender, income, or other group status.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

The goal of this service is clear, accessible, and efficient systems and well-documented processes for all administrative functions.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	(\$2,606,710)	\$4,117,691	(\$3,585,955)	\$4,205,798	\$7,826,753	\$5,355,678
<i>Total</i>	<i>(\$2,606,710)</i>	<i>\$4,117,691</i>	<i>(\$3,585,955)</i>	<i>\$4,205,798</i>	<i>\$7,826,753</i>	<i>\$5,355,678</i>
<i>Budget by Major</i>						
Revenue	(\$1,167,302)	(\$15,303,572)	(\$662,296)	(\$16,024,782)	(\$17,989,877)	(\$17,989,877)
Personnel	\$1,653,216	\$3,158,372	\$1,648,574	\$3,161,938	\$6,716,856	\$4,112,102
Non-Personnel	(\$4,326,266)	\$912,005	(\$5,306,333)	\$990,161	\$1,036,723	\$1,189,877
Agency Billings	\$66,340	\$47,314	\$71,804	\$53,699	\$73,174	\$53,699
<i>Total</i>	<i>(\$3,774,012)</i>	<i>(\$11,185,881)</i>	<i>(\$4,248,251)</i>	<i>(\$11,818,984)</i>	<i>(\$10,163,124)</i>	<i>(\$12,634,199)</i>

**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
6100 - PUBLIC HEAL	51 - SALARIES			(\$2,889,868)	Reconiliaton of salaries to appropriate services. Includes a reallocation of staff within the Epidemiology and Data Science unit from PPE to Administration.
6100 - PUBLIC HEAL	52 - BENEFITS			\$285,114	Reallocation of staff within the Epidemiology and Data Science unit from PPE to Administration.
6100 - PUBLIC HEAL	54 - PURCHASED SE			\$118,530	Includes increases for facilities costs, funding for POC Affinity group, PHAB accreditation fees, communications analysis software. All expenses offset by reductions elsewhere in the agency budget.
6100 - PUBLIC HEAL	53 - SUPPLIES			\$34,624	Software and supplies associated with the reallocation of the Epidemiology and Data Science Unit to Administration.
6100 - PUBLIC HEAL	57 - INTER DEPART			(\$19,475)	Reduction provided by City
<b>TOTAL</b>				<b>-\$2,471,075.00</b>	

Insert item

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

Improved coordination between Data Science unit and Communications in support of all services and community.

Explain the assumptions behind the changes.

We are formalizing practices that worked well during the COVID response, specifically a more intentional alignment of data and communications.

What is the justification behind the proposed change?

Improved coordination between Data Science unit and Communications in support of all services and community.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Select... ▼

#### 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?

This service is internally facing and supports programs and services across the agency in being better positioned to address a wide range of health inequities. This includes efforts to build and retain an innovative, competent, and diverse workforce, to cultivate equitable opportunities to apply and develop leadership skills, and to incorporate a health and racial equity framework into organizational programs and practices.

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.

This service supports the internal infrastructure of Public Health Madison and Dane County. We utilized past years budget data and actuals to allocate resources within this service and across the department. We also utilized various internal agency assessments and staff feedback to prioritize investments in professional development, individualized performance evaluation resources for all levels of the agency—both staff-identified needs. This year, in response to a proposal created by the PHMDC POC Affinity Group, we reallocated \$12,000 to support their 2023 workplan. Resources are intended to support professional development and other activities tied to workplan objectives. We are also investing in building an agency-wide performance management system (a Public Health Accreditation Board accreditation requirement) to increase the quantity and quality of internal data available to this service and services across the agency for future budget years.

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.

No

#### 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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Animal Services

SERVICE NUMBER:

322

SERVICE DESCRIPTION:

This service is responsible for enforcing animal-related laws, educating the public about responsible animal ownership, and providing pickup services for the stray, abandoned, impounded, injured, and orphaned animals of Madison and Dane County. The goals of the service are immediate follow-up on all reported bites, mitigation and prevention of dangerous animal issues, reduced numbers of stray cats and dogs in the community, and prevention of animal neglect and cruelty.

Are any updates required for the "Service Description"?

This service is responsible for enforcing animal-related laws, educating the public about responsible animal ownership, and providing pickup services for the stray, abandoned, impounded, injured, and orphaned animals of Madison and Dane County. The goals of the service are immediate follow-up on all reported bites, surveillance and control of rabies infection, mitigation and prevention of dangerous animal issues, reduced numbers of stray cats and dogs in the community, and prevention of animal neglect and cruelty.

Activities performed by this Service

Activity	% of Effort	Description
Domestic animal bite investigation and quarantine	35	Respond to reports of bites to people or other domestic animals to ensure proper rabies vaccination, quarantine, and enforcement of laws related to controlling animal behavior and licensing
Stray animal response	25	Collect domestic animals found running at large and return them to their owner or deliver them to the shelter for care until they are claimed. Enforce regulations on licensing and containing domestic animals as appropriate.
Wild animal bites and rabies exposure	20	Respond to calls related to bites or potential exposure to potentially rabid wild animals. Advise victims and medical providers on rabies risk. Facilitate testing of wild animals for rabies.
Dangerous animals	10	Act to eliminate the threat to public health and safety from dangerous domestic animals through investigation of and ordering restriction or euthanasia of dangerous domestic animals.
Animal welfare complaints	5	Respond to complaints of mistreatment of domestic and wild animals. Response includes investigation, education of persons involved, and enforcement of local and state laws as appropriate.
Other complaints and requests for information	5	Respond to other complaints and requests for information from the general public.

Insert item

Citywide Element

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

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The goals of the service are immediate follow-up on all reported bites, notification of potential rabies exposure to people and animals, mitigation and prevention of dangerous animal issues, reduced numbers of stray cats and dogs in the community, and prevention of animal neglect and cruelty.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$1,337,973	\$1,150,366	\$938,311	\$1,267,192	\$1,237,342	\$1,183,394
<i>Total</i>	<i>\$1,337,973</i>	<i>\$1,150,366</i>	<i>\$938,311</i>	<i>\$1,267,192</i>	<i>\$1,237,342</i>	<i>\$1,183,394</i>
<i>Budget by Major</i>						
Revenue	(\$660,737)	(\$485,073)	(\$273,018)	(\$515,095)	(\$485,073)	(\$485,073)
Personnel	\$666,483	\$729,543	\$706,053	\$837,442	\$807,445	\$755,326
Non-Personnel	\$669,027	\$419,237	\$229,644	\$428,164	\$428,311	\$426,482
Agency Billings	\$2,464	\$1,586	\$2,613	\$1,586	\$1,586	\$1,586
<i>Total</i>	<i>\$677,237</i>	<i>\$665,293</i>	<i>\$665,292</i>	<i>\$752,097</i>	<i>\$752,269</i>	<i>\$698,321</i>

**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
6100 - PUBLIC HEAL' ▾	51 - SALARIES ▾			(\$19,883)	Retirements of longstanding program staff and new hires.
6100 - PUBLIC HEAL' ▾	52 - BENEFITS ▾			(\$32,236)	Retirements of longstanding program staff and new hires.
6100 - PUBLIC HEAL' ▾	53 - SUPPLIES ▾			\$5,048	Laptop replacement
6100 - PUBLIC HEAL' ▾	54 - PURCHASED SE ▾			(\$6,877)	Reduced facility rental and custodial costs
<b>TOTAL</b>				-\$53,948.00	

Insert item

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

No change.

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select... ▾

**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?

This service is for the prevention of animal related illness and threats to safety to promote the health, wellbeing, and safety of our community. Individuals that are marginalized in our community due to race, income, gender, sexual orientation, or other factors often are disproportionately limited by barriers (poor shelter, lack of food, limited access to veterinary care, etc) that make caring for an animal companion and getting assistance fro animal related concerns difficult. This service strives to address these barriers for individuals to assure the best outcome for the person and their animal.

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.

The Department responds to calls for this service on a daily basis. We continue to explore opportunities to address health and racial equity by enhancing the data collected during these calls in order to assure that services are delivered with cultural responsiveness and humility.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?



Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

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

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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Community Health

SERVICE NUMBER:

323

SERVICE DESCRIPTION:

This service incorporates a variety of program areas which work collectively to positively impact and improve the health of the Madison and Dane County residents. Program areas include: (1) communicable disease monitoring, surveillance and intervention ; (2) immunizations; (3) Women, Infants, and Children Supplemental Nutrition Program (WIC); (4) Maternal and Child Health services (MCH); (5) sexual and reproductive health; (6) Fetal and Infant Mortality Review (FIMR); and (6) perinatal nurse home visiting programs.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Communicable Disease	25	Monitor, treat and prevent the spread of infectious disease.
Sexual and Reproductive Health	15	Provide testing and treatment for sexually transmitted infections in an inclusive, stigma-free environment for people of all ages, gender identities, gender expressions, and sexual orientation.
Perinatal	15	Provide programs for people who are pregnant living in Dane County that give support and information needed to have a healthy pregnancy and healthy baby.
Women, Infants, and Children (WIC) Supplemental Nutrition Program	15	Coordinate programs that provide free or low cost breast and cervical cancer screenings and treatment for people with limited income and little or no health insurance.
Maternal and Child Health	10	Address barriers women face in their decision, ability, and desire to breastfeed in order to provide equal opportunities for everyone to live the healthiest life possible.
Wisconsin Well Woman Program	5	Coordinate programs that provide free or low cost breast and cervical cancer screenings and treatment for people with limited income and little or no health insurance.
Immunizations	5	Provide immunizations to reduce the spread of disease in our community and to protect the health of current and future generations.
Community-based Public Health Nursing Team	5	Partnership between Dane County Human Services and Public Health that entails the placement of three public health nurses into various Joining Forces for Families (JFF) offices throughout the county to be rooted in community engagement, strengthen linkages between available services and infuse more data and evaluation into practice.
Fetal and Infant Mortality Review	5	Coordinate a Fetal and Infant Mortality Review (FIMR) process to improve understanding of the conditions that contribute to stillbirth and infant death.

Insert item

Effective Government

Describe how this service advances the Citywide Element:

This service incorporates a variety of program areas which work collectively to positively impact and improve the health of the Madison and Dane County residents. Program areas include: (1) communicable disease monitoring, surveillance and intervention; (2) immunizations; (3) Women, Infants, and Children Supplemental Nutrition Program (WIC); (4) Maternal and Child Health services (MCH); (5) sexual and reproductive health; (6) Fetal and Infant Mortality Review (FIMR); and (6) perinatal nurse home visiting programs.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$10,666,297	\$8,661,669	\$10,690,494	\$9,780,396	\$9,527,696	\$10,400,893
<i>Total</i>	<i>\$10,666,297</i>	<i>\$8,661,669</i>	<i>\$10,690,494</i>	<i>\$9,780,396</i>	<i>\$9,527,696</i>	<i>\$10,400,893</i>
<i>Budget by Major</i>						
Revenue	(\$4,341,341)	(\$2,200,579)	(\$4,164,838)	(\$2,534,457)	(\$2,225,579)	(\$2,885,666)
Personnel	\$4,611,501	\$7,392,948	\$5,987,954	\$8,578,884	\$8,270,006	\$8,784,620
Non-Personnel	\$6,041,666	\$1,255,591	\$4,689,410	\$1,188,382	\$1,244,561	\$1,603,144
Agency Billings	\$13,130	\$13,130	\$13,130	\$13,130	\$13,130	\$13,130
<i>Total</i>	<i>\$6,324,956</i>	<i>\$6,461,090</i>	<i>\$6,525,656</i>	<i>\$7,245,939</i>	<i>\$7,302,118</i>	<i>\$7,515,227</i>

**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
6100 - PUBLIC HEAL' <input type="text" value="6100 - PUBLIC HEAL'"/>	51 - SALARIES <input type="text" value="51 - SALARIES"/>	<input type="text" value=""/>	<input type="text" value=""/>	\$384,188	Reassigning personnel costs to correct service. Annualizing a grant-funded Disease Intervention Specialist in HIV Outreach.
6100 - PUBLIC HEAL' <input type="text" value="6100 - PUBLIC HEAL'"/>	52 - BENEFITS <input type="text" value="52 - BENEFITS"/>	<input type="text" value=""/>	<input type="text" value=""/>	\$130,426	Annualizing a grant-funded Disease Intervention Specialist in HIV Outreach and more staff opting in to family health benefits.
6100 - PUBLIC HEAL' <input type="text" value="6100 - PUBLIC HEAL'"/>	53 - SUPPLIES <input type="text" value="53 - SUPPLIES"/>	<input type="text" value=""/>	<input type="text" value=""/>	\$308,064	Increased costs of medical supplies, increased utilization of Syringe Services Program and associated expenses (supported by grant funding)
6100 - PUBLIC HEAL' <input type="text" value="6100 - PUBLIC HEAL'"/>	54 - PURCHASED SE <input type="text" value="54 - PURCHASED SE"/>	<input type="text" value=""/>	<input type="text" value=""/>	\$50,519	Grant related expenses
6100 - PUBLIC HEAL' <input type="text" value="6100 - PUBLIC HEAL'"/>	42 - INTERGOV REV <input type="text" value="42 - INTERGOV REV"/>	<input type="text" value=""/>	<input type="text" value=""/>	(\$378,121)	MIECHV grant
6100 - PUBLIC HEAL' <input type="text" value="6100 - PUBLIC HEAL'"/>	43 - CHARGES FOR S <input type="text" value="43 - CHARGES FOR S"/>	<input type="text" value=""/>	<input type="text" value=""/>	(\$11,370)	Services
6100 - PUBLIC HEAL' <input type="text" value="6100 - PUBLIC HEAL'"/>	46 - INVEST OTHER <input type="text" value="46 - INVEST OTHER"/>	<input type="text" value=""/>	<input type="text" value=""/>	(\$270,596)	Roots and Wings, Inc. grant funding
<b>TOTAL</b>				\$213,110.00	

Insert item

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

Additional supplies and capacity to support activities within the service.

Explain the assumptions behind the changes.

There is increased demand for Community Health services in the community, and increased grant funding to support this work.

What is the justification behind the proposed change?

There is increased demand for Community Health services in the community, and increased grant funding to support this work.

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?

The Community Health service provides a number of services to the community that aid in reducing health disparities and inequities. Some specific examples include engaging with specific communities for: a.) creating access to sexual and reproductive health services; b). perinatal home visiting to improve birth outcomes; c) reducing fetal and infant deaths; d) assuring food security; e) reducing the burden of communicable disease, etc. Many services in community health require eligibility while others encompass the entire community. Additionally, we focus efforts to specific communities that may be experiencing greater disparities based on race, socioeconomic or other factors.

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.

Because we maintain health records through a variety of systems, we have access to significant data sets. This, combined with qualitative data from clients and community partners, provides us with the ability to work in partnership to prioritize efforts and/or make impactful changes. An example of this is qualitative data gathered from the Nurse Family Partnership (NFP) Community Advisory Board, a group of former NFP participants who now provide guidance and feedback with the direct goals of influencing the delivery of services and improving program activities.

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.

No

#### 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)?

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

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
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Activity	\$Amount	Description
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?


Has this reduction been proposed in prior years?

Select... 

Does the proposed reduction result in eliminating permanent positions?

Select... 

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

Select... 

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Emergency Response Planning

SERVICE NUMBER:

325

SERVICE DESCRIPTION:

This service plans for and implements response activities during an emergency or disaster using existing emergency operations, plans, procedures, guidelines, resources, assets and incident management systems. The service coordinates trainings and exercises and disseminates information to the public and incident management responders in the case of a public health emergency using a whole community approach. COVID response efforts, including contact tracing and community testing, are managed by this service.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Emergency Plan and Policy Creation	30	Create and update mass care, medical countermeasure dispensing and administration, medical material management and distribution, and medical surge plans.
Emergency Response Training and Exercises	30	Participate and/or facilitate exercises and trainings with community partners and hold exercises for Public Health staff to test response plans.
Risk Communications Planning and Response	25	Coordinate and disseminate information to the public regarding emergency response.
Coordinate with Community Agencies/Businesses	15	Work with businesses and community partners to leverage their resources in an emergency response to improve overall response to the entire community and to ensure the businesses and critical infrastructure agencies are prepared for public health emergencies.

Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

This service is funded by a federal preparedness grant administered by the Wisconsin Department of Health Services to create and modify emergency plans, coordinate trainings and exercises, and disseminate information to the public and incident management responders in the case of a public health emergency using a whole community approach. Additionally, this work supports our COVID-19 response and other ongoing public health emergencies in our community by ensuring mitigation, and prevention tools and resources are available and accessible to community members.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$11,168,374	\$1,002,224	\$17,210,183	\$2,055,627	\$304,482	\$3,079,094
<i>Total</i>	<i>\$11,168,374</i>	<i>\$1,002,224</i>	<i>\$17,210,183</i>	<i>\$2,055,627</i>	<i>\$304,482</i>	<i>\$3,079,094</i>
<i>Budget by Major</i>						
Revenue	(\$11,186,163)	(\$242,590)	(\$16,450,549)	(\$1,993,735)	(\$1,985,290)	(\$2,824,821)
Personnel	\$9,002,344	\$945,593	\$7,789,458	\$1,976,247	\$225,102	\$2,846,733
Non-Personnel	\$2,166,030	\$56,631	\$9,420,725	\$79,380	\$79,380	\$232,361
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>(\$17,789)</i>	<i>\$759,634</i>	<i>\$759,634</i>	<i>\$61,892</i>	<i>(\$1,680,808)</i>	<i>\$254,272</i>

### 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
6100 - PUBLIC HEAL	51 - SALARIES			\$2,091,794	Reassigning personnel expenses to correct service. Grant supported personnel expenses related to COVID response.
6100 - PUBLIC HEAL	52 - BENEFITS			\$529,837	Reassigning personnel expenses to correct service. Grant supported personnel expenses related to COVID response
6100 - PUBLIC HEAL	53 - SUPPLIES			\$8,552	COVID response program supplies
6100 - PUBLIC HEAL	54 - PURCHASED SE			\$144,428	Cell phone costs, facility expenses, overheads to support grant-supported COVID reponse staff
6100 - PUBLIC HEAL	42 - INTERGOV REV			\$10,469	Reassigning revenues to appropriate service
6100 - PUBLIC HEAL	48 - OTHER FINANC			(\$850,000)	Fund balance application to support LTE costs for COVID Disease Control Team
<b>TOTAL</b>				<b>\$1,935,080.00</b>	

Insert item

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

Increased capacity to continue to response to COVID in Madison and Dane County

Explain the assumptions behind the changes.

Additional leadership capacity was needed to sustain COVID response operations over time.

What is the justification behind the proposed change?

To maintain a COVID response that is reflective of the community needs and expectations, grant revenues were used to create additional leadership capacity.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

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?

The specific inequities that this service intends to address is centered on keeping our community informed and safe during a public health emergency. We do this through providing multiple forms of communication and by providing mitigation and prevention strategies that are designed to be culturally responsive to the needs of our diverse community.

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.

Data from our HVA (Hazards and Vulnerability Assessment) helped to shape our proposal. That data indicates what hazards, vulnerabilities and threats we need to educate, mitigate and prevent (when possible), due to the likelihood of it occurring in our community.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Environmental Protection

SERVICE NUMBER:

324

SERVICE DESCRIPTION:

This service protects environmental health. The goals of the service are the prevention of groundwater contamination by improperly installed, abandoned or neglected wells and private waste water treatment systems in Dane County and clean up and prevention of human health hazards such as household hygiene, mold, lead and radon.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Sanitary permit review and inspection	45	Review permits and perform onsite inspections to ensure systems are built to comply with state laws.
Onsite soil tests	15	Perform onsite evaluation and review of soil test reports to confirm proper waste water disposal for the site.
Transient non-community well regulation	20	Inspect wells and monitor private wells that serve the community through churches, commercial establishments, and other public facilities.
Well location permitting and inspections	10	Review permits and perform onsite inspections to ensure wells are constructed in appropriate locations and follow-up on complaints of unused or contaminated wells that require abandonment.
Human health hazard and nuisance investigation	10	Investigate childhood lead hazard investigations, household hygiene, mold, indoor air quality, etc.

Insert item

Citywide Element

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

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The goals of the service are the prevention of groundwater contamination by improperly installed, abandoned or neglected wells and private waste water treatment systems in Dane County and clean up and prevention of human health hazards such as household hygiene, mold, lead and radon.

**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	\$0	\$0	\$0	\$0	\$0	\$0

Other-Expenditures	\$1,424,600	\$1,130,770	\$1,362,535	\$1,022,688	\$988,915	\$1,015,136
<i>Total</i>	<i>\$1,424,600</i>	<i>\$1,130,770</i>	<i>\$1,362,535</i>	<i>\$1,022,688</i>	<i>\$988,915</i>	<i>\$1,015,136</i>
<i>Budget by Major</i>						
Revenue	(\$1,065,088)	(\$761,412)	(\$993,177)	(\$845,330)	(\$811,412)	(\$811,412)
Personnel	\$576,199	\$1,040,952	\$812,526	\$904,886	\$870,968	\$897,158
Non-Personnel	\$848,401	\$89,818	\$550,009	\$117,802	\$117,947	\$117,979
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$359,512</i>	<i>\$369,358</i>	<i>\$369,358</i>	<i>\$177,358</i>	<i>\$177,503</i>	<i>\$203,724</i>

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
6100 - PUBLIC HEAL' ▾	51 - SALARIES ▾			\$20,886	Step increases
6100 - PUBLIC HEAL' ▾	52 - BENEFITS ▾			\$5,304	Current benefit selections from employees
6100 - PUBLIC HEAL' ▾	53 - SUPPLIES ▾			\$669	Postage
6100 - PUBLIC HEAL' ▾	54 - PURCHASED SE ▾			\$637	Cell phone costs
<b>TOTAL</b>				\$27,496.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select... ▾

**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?

This service is for the protection of health and safety of residents of our community through monitoring, regulating and addressing environmental and human health hazards. BIPOC individuals, individuals with lower incomes, and people otherwise marginalized are often disproportionately impacted by environmental and human health hazards. New ways to approach service delivery for increased equitable outcomes are considered when possible. By incorporating environmental justice and stronger community collaboration, more equitable distribution of services may be realized.

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.

Data on race and ethnicity related to hazardous exposures is being collected and used to increase equitable delivery of services and address service gaps. Staff accept and respond to suggestions from community members and work to address problems and concerns as it relates to environmental hazards and risks. Local environmental justice partners provide perspectives to inequities of emerging and existing environmental hazards in our community.

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.

The Department has been working with Neighborhood Resource Teams to address concerns in the communities represented. We are currently working with the Allied Drive and partners in Building Inspection to address long standing concerns with housing quality, specifically mold. We continue to seek solutions to improve the quality of housing in this area.

**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)?

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

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
<b>Total</b>	\$0	

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	<input type="text"/>	
Non-Personnel	<input type="text"/>	
Agency Billings	<input type="text"/>	
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Select... ▼

Describe why the proposed reduction was chosen.

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

### 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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.





# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Laboratory

SERVICE NUMBER:

327

SERVICE DESCRIPTION:

This service provides sample collection, analysis, interpretation and advice on environmental sample quality; responds to environmental spills and hazardous materials releases; and collaborates with other municipal, state and federal agencies on environmental projects. The goal of the service is prevention of waterborne illness due to surface water contamination, identifying sources of contamination and trends that will impact human health, and prevention of illegal discharge of harmful substances.

Are any updates required for the "Service Description"?

This service provides sample collection, analysis, interpretation and advice on environmental sample quality; responds to environmental spills and hazardous materials releases; and collaborates with other municipal, state and federal agencies on environmental projects. The goal of the service is to prevent waterborne illness from surface water contamination, prevent disease or illness by surveilling common vectors such as mosquitoes and ticks, identify sources of contamination and trends that will impact human health, and prevent illegal discharge of harmful substances.

Activities performed by this Service

Activity	% of Effort	Description
Water Sampling	50	Sample and analyze private water well samples, sample public water, sample and monitor beaches.
Illicit Discharge Detection and Elimination Program	40	Monitor and sample outfalls, respond to illicit discharge complaints, and elimination of illicit discharges.
Hazardous Spills/Application Follow-up	10	Respond to complaints of hazardous spills, PAH applications, and sales/use of phosphorus containing materials.

Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

The goal of the service is prevention of waterborne illness due to surface water contamination, identifying sources of contamination and trends that will potentially result in human illness.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$683,877	\$542,403	\$701,329	\$624,701	\$606,232	\$704,403
<i>Total</i>	<i>\$683,877</i>	<i>\$542,403</i>	<i>\$701,329</i>	<i>\$624,701</i>	<i>\$606,232</i>	<i>\$704,403</i>
<i>Budget by Major</i>						
						514

Revenue	(\$257,782)	(\$100,900)	(\$259,826)	(\$119,381)	(\$100,900)	(\$225,900)
Personnel	\$424,231	\$410,583	\$426,818	\$492,003	\$473,522	\$439,108
Non-Personnel	\$258,110	\$131,820	\$274,511	\$132,698	\$132,710	\$265,295
Agency Billings	\$1,536	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$426,095</b>	<b>\$441,503</b>	<b>\$441,503</b>	<b>\$505,320</b>	<b>\$505,332</b>	<b>\$478,503</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
6100 - PUBLIC HEAL' ▾	51 - SALARIES ▾			(\$21,118)	Reassigning personnel expenses to correct service
6100 - PUBLIC HEAL' ▾	52 - BENEFITS ▾			(\$13,295)	Reassigning personnel expenses to correct service
6100 - PUBLIC HEAL' ▾	54 - PURCHASED SE ▾			\$128,737	Purchase of lab equipment via licensed establishment restricted reserves, plus increased
6100 - PUBLIC HEAL' ▾	48 - OTHER FINANC ▾			(\$125,000)	Transfer from Restricted Reserves
6100 - PUBLIC HEAL' ▾	53 - SUPPLIES ▾			\$3,847	Increased work supplies
<b>TOTAL</b>				<b>-\$26,829.00</b>	

Insert item

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

Improved work product as a result of new equipment.

Explain the assumptions behind the changes.

Laboratory equipment will need maintenance and replacement toward end-of-life.

What is the justification behind the proposed change?

To continue to provide a high level of laboratory service to licensed operators, new equipment is needed. Revenue to offset the expenses will come from the Licensed Establishment restricted reserves, which are only able to be used to support work associated with the Licensed Establishment program, which this laboratory equipment does.

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?

This service addresses inequities by providing private well owners support in maintaining the quality of their well water Well water users are at a disadvantage because the water that comes from wells is not as regulated as public water utilities.

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.

The fees required to support testing are not accessible to all well water users. We analyze water samples at a reasonable cost and provide consultations on how to interpret the results. Programmatic data is collected when sample test kits are requested.

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.

No

### 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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Licensed Establishments

SERVICE NUMBER:

326

SERVICE DESCRIPTION:

This service licenses, educates, consults, regulates and inspects all restaurants, retail food stores, school food programs, public pools, hotels, motels, Bed and Breakfasts, short term rentals, recreational-educational camps, campgrounds, body art establishments, beaches and mobile home parks in Madison and Dane County. The goal of this service is prevention of foodborne and other communicable disease outbreaks.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Food Program	80	Licensing, regulation and enforcement for all restaurant and retail food establishments. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.
Pool Program	10	Licensing, regulation and enforcement of all public pools. Includes sampling and testing of pool water. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.
Lodging Program	5	Licensing, regulation and enforcement for hotels, motels, bed and breakfast, and tourist rooming houses. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.
Tattoo and Body Piercing	2.5	Licensing, regulation and enforcement for tattoo and body piercing establishments. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.
Licensed Establishment Other	2.5	Licensing and regulation for campgrounds, recreational and educational camps, manufactured home parks and beaches. Promoting health and racial equity within program, with operators and within community. Administrative support for licensing, complaints, and operator inquiries.

 Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

The goal of this service is prevention of foodborne and other communicable disease outbreaks.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$2,139,904	\$2,094,289	\$2,508,416	\$2,531,156	\$2,125,648	\$2,668,395
<b>Total</b>	<b>\$2,139,904</b>	<b>\$2,094,289</b>	<b>\$2,508,416</b>	<b>\$2,531,156</b>	<b>\$2,125,648</b>	<b>\$2,668,395</b>
<i>Budget by Major</i>						
Revenue	(\$2,181,473)	(\$2,038,593)	(\$2,452,720)	(\$2,444,434)	(\$2,368,893)	(\$2,524,029)
Personnel	\$978,618	\$1,961,066	\$1,699,017	\$2,381,603	\$1,975,762	\$2,484,895
Non-Personnel	\$1,161,286	\$133,223	\$809,399	\$149,553	\$149,886	\$183,500
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>(\$41,569)</b>	<b>\$55,696</b>	<b>\$55,696</b>	<b>\$86,722</b>	<b>(\$243,245)</b>	<b>\$144,366</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
6100 - PUBLIC HEAL	52 - BENEFITS			\$136,339	Reallocation of staff hired via COVID grant funding to this service supported by fees
6100 - PUBLIC HEAL	51 - SALARIES			\$372,794	Reallocation of staff hired via COVID grant funding to this service supported by fees
6100 - PUBLIC HEAL	54 - PURCHASED SE			\$35,086	Increases in facilities expenses and cell phone costs for staff
6100 - PUBLIC HEAL	42 - INTERGOV REV			\$330,300	Levy support for 2022 removed for 2023 and reallocated to the Administration Service per City Finance
6100 - PUBLIC HEAL	43 - CHARGES FOR			(\$8,318)	Fee increase
6100 - PUBLIC HEAL	44 - LICENSES AND			(\$477,118)	Fee increase
6100 - PUBLIC HEAL	53 - SUPPLIES			(\$1,472)	Reduction in lab supplies
<b>TOTAL</b>				<b>\$387,611.00</b>	

Insert item

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

No service level impacts of the proposed changes.

Explain the assumptions behind the changes.

Changes made to reflect current staffing expenses and increases in the associated costs to administer this service.

What is the justification behind the proposed change?

Changes were made to reflect current staffing expenses and increases in the associated costs to administer this service.

Are you proposing any personnel allocation changes?

Yes ▼

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

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?

This service is State mandated by Department of Agriculture, Trade and Consumer Protection and is entirely fee-supported. We recognize that marginalized business owners are disproportionately impacted by the fee structure, acknowledging that data demonstrates gross sales are lower for these business owners. We are specifically addressing economic inequities for in fee structure by re-implementing a more equitable inspection fee structure using a sliding scale based on operator gross sales. From direct operator feedback, licensing and educational resources have been translated into different languages and made available through various sources. New ways to approach program work for increasing equitable outcomes are continuing to be explored and considered whenever possible.

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.

Along with program data, DATCP data on gross sales, and licensing application and renewal data helped shape the proposal, in addition to feedback from operators and the Safe Food Advisory Committee.

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.

No

#### 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)?

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

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
----------	----------	-------------

Total	\$0	
-------	-----	--



Activity	\$Amount	Description
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select...

Does the proposed reduction result in eliminating permanent positions?

Select...

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

Select...

Describe why the proposed reduction was chosen.

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

### 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
Staff person will support all Activities	99480	Fee-supported administrative support for Licensed Establishment programs
<b>Total</b>	99,480	

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	86,000	Creation of a fee-supported 1.0 FTE Clerk I-II (bilingual)
Non-Personnel	13,480	Hardware, software, work supplies, phone, training and mileage
Agency Billings		
<b>Total</b>	99,480	

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.

This increase in program costs will be directly funded by a portion of the 20% licensing fee increase.

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.

With the significant growth in the number of licensed establishments (34% growth since 2015), we can no longer effectively manage the intake of complaints or address operator licensing requests within a reasonable time frame without building additional administrative support. This clerk position will improved program efficiency for responding to high priority complaints in licensed establishments (i.e. foodborne illness outbreaks, sewage backups, power outages) meeting our PHMDC policy and FDA standards for response time. This bilingual position will also provide more equitable customer service leading to quality relationships with our licensed establishment operators, ultimately improving compliance outcomes at licensed establishments.

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.

This increase is necessary for the Sanitarian staff to have a workload that is in alignment with DATCP agent San to licensed establishment ratios and conformance with the FDA retail food program standards for program excellence. Without this increase Sanitarians would not be able to meet our agent contractual requirements of completing one routine inspection of each licensed establishment each fiscal year.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Public Health

SELECT YOUR AGENCY'S SERVICE:

Policy Planning and Evaluation

SERVICE NUMBER:

328

SERVICE DESCRIPTION:

This service provides program planning, surveillance and analysis, research, and evaluation and is the de facto technical assistance branch of Public Health. The goal of this service is to ensure that Public Health has the information and support needed to guide its work.

Are any updates required for the "Service Description"?

This service provides program planning, research, and evaluation to internal and external PHMDC stakeholders. The goal of this service is to ensure that Public Health has the information and support needed to guide its work. Program areas include: (1) Substance Use Prevention; (2) Community Health Assessment and Community Health Improvement Plan (CHA/CHIP); and (3) Violence Prevention.

Activities performed by this Service

Activity	% of Effort	Description
Policy Analysis , Planning, Evaluation	25	Provide policy analysis and position statement support, program planning and coordination, and evaluation services to Public Health staff, other government entities and community stakeholders.
Community Health Assessment and Improvement	25	Gather input from community on health issues, analyze health data, and prioritize health issues to guide development of a Community Health Improvement Plan (CHIP).
Substance Use Prevention	25	Provide Harm reduction and overdose prevention primary prevention strategies by working with partners on trainings and narcan/fentanyl test strip distribution.
Violence Prevention	25	Provide strategy, planning, and prevention services to reduce and prevent violence in our community.

 Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

The goal of this service is to ensure that Public Health has the information and support needed to guide its work.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$3,078,881	\$2,892,220	\$3,220,529	\$5,140,485	\$4,770,168	\$4,402,496
<i>Total</i>						523

	\$3,078,881	\$2,892,220	\$3,220,529	\$5,140,485	\$4,770,168	\$4,402,496
<b>Budget by Major</b>						
Revenue	(\$799,837)	(\$458,914)	(\$736,223)	(\$2,150,828)	(\$1,420,211)	(\$1,062,711)
Personnel	\$946,586	\$2,613,637	\$1,460,830	\$3,354,971	\$2,977,654	\$2,945,417
Non-Personnel	\$2,132,295	\$278,583	\$1,759,699	\$1,785,513	\$1,792,513	\$1,457,079
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,279,044</b>	<b>\$2,433,306</b>	<b>\$2,484,306</b>	<b>\$2,989,656</b>	<b>\$3,349,956</b>	<b>\$3,339,785</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
6100 - PUBLIC HEAL' ▾	51 - SALARIES ▾			(\$59,336)	Reallocation of Epidemiology and Data Science Unit from PPE to Administration
6100 - PUBLIC HEAL' ▾	52 - BENEFITS ▾			\$27,099	Current benefit selections for employees
6100 - PUBLIC HEAL' ▾	54 - PURCHASED SE ▾			(\$337,764)	Updated ARPA budget for Violence Prevention community contracts (shows 2023 budget only, not totals for the full grant cycle).
6100 - PUBLIC HEAL' ▾	49 - TRANSFER IN ▾			\$357,500	APRA Violence Prevention funding
6100 - PUBLIC HEAL' ▾	53 - SUPPLIES ▾			\$2,330	Software licenses
▾	▾				
<b>TOTAL</b>				<b>-\$10,171.00</b>	

Insert Item

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

No changes to Violence Prevention work. Data Science work now located in the Administration service.

Explain the assumptions behind the changes.

Changes reflect expected expenditures in 2023.

What is the justification behind the proposed change?

Changes made to reflect expected expenditures in 2023.

Are you proposing any personnel allocation changes?

Yes ▾

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Select... ▾

**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?

The specific inequities focused on in Policy, Planning and Evaluation include inequities present in rates of violence, substance use, overdose, food access, health policies, and the impact environmental design has on health. We address these inequities in a variety of ways which includes focusing our efforts on those disproportionately impacted and providing our services with the focus of meeting people, groups, and communities where they are.

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.

Epidemiological, qualitative, and quantitative data shaped our proposal.

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.

Our team engages and supports the NRTs in a variety of ways. Some of the work this service is responsible for is informed by recommendations from and participation with NRTs.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

### 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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

## Sewer

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Sewer Utility	41,800,279	51,329,180	49,108,042	49,553,720	50,390,032	54,131,240
<b>Total</b>	<b>41,800,279</b>	<b>51,329,180</b>	<b>49,108,042</b>	<b>49,553,720</b>	<b>50,390,032</b>	<b>54,131,240</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Sewer Engineering And Admin	12,342,704	16,662,587	10,411,172	14,996,792	15,619,000	17,353,841
Sewer Operations	29,457,575	34,666,593	38,696,869	34,556,928	34,771,032	36,777,399
<b>Total</b>	<b>41,800,279</b>	<b>51,329,180</b>	<b>49,108,042</b>	<b>49,553,720</b>	<b>50,390,032</b>	<b>54,131,240</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(116,482)	(78,030)	-	-	-	-
Charges For Services	(43,262,725)	(49,346,360)	(47,486,718)	(48,274,080)	(49,110,392)	(52,692,000)
Licenses And Permits	(16,421)	(51,600)	(12,342)	(51,600)	(51,600)	(15,200)
Fine Forfeiture Asmt	(444,145)	(1,070,000)	(1,086,362)	(920,000)	(920,000)	(920,000)
Invest Other Contrib	(260,387)	(650,000)	(193,587)	(170,000)	(170,000)	(188,800)
Misc Revenue	(1,394)	(1,390)	(1,001)	(1,390)	(1,390)	-
Other Finance Source	(292,084)	(131,800)	(317,147)	(136,650)	(136,650)	(315,240)
Transfer In	(19,344)	-	(10,885)	-	-	-
<b>Total</b>	<b>(44,412,982)</b>	<b>(51,329,180)</b>	<b>(49,108,042)</b>	<b>(49,553,720)</b>	<b>(50,390,032)</b>	<b>(54,131,240)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	3,036,141	3,406,042	2,954,214	3,264,772	3,571,318	3,211,954
Benefits	993,954	1,635,252	853,459	1,526,901	1,644,574	1,643,657
Supplies	392,145	504,660	274,253	506,450	506,450	512,690
Purchased Services	26,427,402	31,404,396	33,345,815	30,999,974	31,031,762	33,537,439
Debt Othr Financing	8,094,802	10,327,585	8,921,840	8,978,112	9,428,392	11,367,121
Inter Depart Charges	3,124,985	3,034,245	3,052,504	3,246,511	3,176,536	3,248,379
Inter Depart Billing	(458,523)	(483,000)	(483,808)	(495,000)	(495,000)	(495,000)
Transfer Out	189,375	1,500,000	189,765	1,526,000	1,526,000	1,105,000
<b>Total</b>	<b>41,800,279</b>	<b>51,329,180</b>	<b>49,108,042</b>	<b>49,553,720</b>	<b>50,390,032</b>	<b>54,131,240</b>





Department of Public Works  
**Engineering Division**  
Kathy Cryan, Interim Engineering Manager  
City-County Building, Room 115  
210 Martin Luther King, Jr. Boulevard  
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Phone: (608) 266-4751  
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**Deputy City Engineer**  
Gregory T. Fries, P.E.  
**Principal Architect 2**  
Bryan Cooper, AIA  
**Principal Engineer 2**  
John S. Fahrney, P.E.  
Chris Petykowski, P.E.  
Janet Schmidt, P.E.  
**Principal Engineer 1**  
Christina M. Bachmann, P.E.  
Mark D. Moder, P.E.  
James M. Wolfe, P.E.  
**Financial Manager**  
Steven B. Danner-Rivers

**TO:** Dave Schmiedicke, Finance Director  
**FROM:** Kathy Cryan, Interim Engineering Manager  
**DATE:** July 22, 2022  
**SUBJECT:** 2023 Operating Budget Transmittal Memo  
Sewer Utility

**CC:** Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### GOALS OF AGENCY'S OPERATING BUDGET

The Sewer Utility is responsible for the planning, design, evaluation, construction, rehabilitation, maintenance, and repair of the City's sanitary sewer collection system. The sanitary sewer collection system includes 800 miles of sewer main, 30 lift stations, and 20,000+ sanitary sewer access structures. Every day this system transports 22.4 million gallons of wastewater to the Nine Springs Wastewater Treatment Plant where it treated before being safely released back into the environment.

The Sewer Utility's goals are:

- Convey wastewater to the Nine Springs Wastewater Treatment Plant with minimum inflow, infiltration, or exfiltration.
- Prevent sanitary sewer overflows and the potential resulting public health hazards.
- Reduce inconvenience and damage by responsibly handling service interruptions.
- Eliminate claims and legal fees related to sewer back-ups by providing immediate, concerned and efficient service to all emergency calls.
- Protect municipal investment by increasing the useful life and capacities of the system and parts.
- Use operating funds efficiently.
- Perform all activities safely and avoid injury.

The Sewer Utility is **"Green and Resilient"**. We are a leader in stewardship of our water resources. We are committed to eliminating preventable sewer backups and sanitary sewer overflows to protect the public health and environment. Through our activities, infiltration is reduced, pipes in poor condition are repaired or replaced, pipes are cleaned on a regular schedule, and problematic sections of pipes are maintained more frequently. The result has been a reliable system with a record low number of sewer backups. In addition to the routine activities associated with running the Sewer Utility, specific 2023 initiatives include the following:

- The sewer capacity model for the high residential growth areas downtown including the UW campus area and the isthmus area east of the Capitol and west of the Yahara River is underway and will continue in 2023.
- The Utility will continue to study drainage areas that have a history of excessive clear water infiltrating into the sewer system during severe rain events. Current areas of concern include the area draining to the Mid Town Lift station near Hawks Landing development, the area draining to the Madison Metropolitan Sewerage District (MMSD) Lift Station located on Johns Street at Sargent <sup>529</sup>

Street, and the area draining to the City’s Truax Lift Station located on Anderson Street near Grimm Street. The Utility also intends to initiate a study of the City sewers draining to MMSD’s First Street Lift Station (located next to the Madison Public Market site). MMSD has identified this lift station having high pump run times during rain events. The 2023 Operating Budget intends to expand our capabilities for flow monitoring through purchasing 2 new flow meters and rebuilding our other 3 meters.

- The sewer lining program is our most cost effective rehabilitation method for sanitary sewer. The Utility evaluated newer technology for the program and has now switched to exclusively using ultraviolet curing of the liner. The resulting product is a superior liner that does better in sewers prone to groundwater infiltration. The installation process also has minimal styrene odor when compared to the hot water and steam curing process used previously. UV cured liners cost more but we feel that end product is well worth the additional expense.

The Sewer Utility strives to be a model of “**Effective Government**”. The Sewer Utility provides efficient and reliable service that supports all Madison residents and businesses. We collaborate with the Wisconsin Department of Natural Resources, Madison Metropolitan Sewerage District, private developers, and other stakeholders to improve efficiency and achieve our shared goals.

## **RACIAL EQUITY AND SOCIAL JUSTICE**

Reliable sanitary sewer service is essential to protecting public health. Sewer repair and maintenance is based on pipe/pump station condition, history of clogging, and other needs to assure this service is provided equitably and reliably. Every sewer main in the City’s system has been televised in the past 10 years to assess and rate its condition. These sewer condition ratings are factored into project identification for Public Works projects in conjunction with transportation, stormwater and water utility needs. The project prioritization tool includes an equity component to assure we are equitably investing in the City’s infrastructure.

We will continue working to increase the diversity of our workforce by actively recruiting women and people of color. This includes a variety of activities including, but not limited to, using the Equitable Hiring Tool; developing an individual outreach and recruitment plan for external hiring processes; participating in targeted job and career fairs, outreach activities at local schools and community events; and filling positions at the trainee level.

## **MAJOR CHANGES IN THE 2023 OPERATING REQUEST**

The Engineering Division relies on a “grow our own” strategy to not only attract diverse candidates for positions in Engineering but to develop and retain them. Our cost-to-continue budget includes funding for position studies submitted to Human Resources in 2022. It also proposes to reclassify/recreate a number of positions in 2023. All costs associated with these position changes are included in our cost-to-continue budget. These positions are funded through a combination of funding mechanisms including reallocations, cost-sharing with utilities, private developer fees-for-service, and capital projects. Position changes proposed in our 2023 operating budget request include the following:

- New Positions
  - Create 2.0 FTE Leadworker 1s and 1.0 FTE Operator 2 position. For 6 months of the year these positions work with **mi-te** (Madison Infrastructure Training – Engineering) Program trainees performing concrete flat work and sanitary and storm sewer structure repairs. The remainder of the year they will supplement existing crews. The Sewer Utility will fund sewer related work performed by these positions.
  - Create 1.0 FTE Engineering Equity and Engagement Specialist – In order to advance our equity and engagement efforts and make meaningful change we believe is critical to have a position dedicated to this work. The Sewer Utility will fund a share of the costs of this position.

- **Reclassification**
  - Engineering Financial Manager. We intend to submit a position study request to Human Resource with recommendation that the Engineering Financial Manager should be reclassified to the same range as the Water Utility Financial Manager and the Police and DCEP Admin Services Manager.
- **Promotional Opportunities**
  - Recreate 3.0 FTE Program Assistant 1 positions to create 2 FTE Trainee positions (Engineering Human Resources Analyst and Account Technician) and 1.0 FTE Program Assistant 2.
  - Recreate 1.0 Maintenance Mechanic 1s as Maintenance Mechanic 2s
  - Recreate 3.0 Engineer 3s as Engineer 4s

**ENTERPRISE AGENCIES**

The Sewer Utility budget is funded entirely through user fees. This fee applies to every parcel connected to the City’s sanitary sewer collection system. Overall, revenues were not dramatically impacted by the pandemic. Decreased commercial usage was offset by increased residential usage.

Sewer Utility rates consist of a base charge along with usage charges. The current average rate for a homeowner is \$34.0.50 per month or \$408.72 annually. Madison Metropolitan Sewerage District treatment charges account for 60% of the Sewer Utility’s total operating budget and subsequently customer costs.

The Sewer Utility anticipates a 5% rate increase. The majority of the projected rate increase is due to increase in debt service (44%) and anticipated increases in treatment charges from the Madison Metropolitan Sewerage District (36% of increase).

**SUMMARY OF REDUCTIONS (NON-ENTERPRISE AGENCIES)**

N/A

**TOWN OF MADISON**

Operating costs related to the Town of Madison final attachment have been included in our budget request. The three existing Town lift stations need to major rehabilitation and/or replacement. We have included this work in the out years of the Sewer Utility 2023 Capital Budget Request. The Town sanitary sewers have not been maintained to City standards. We intend to clean and televise all Town sewers as soon as final attachment occurs so mains can be put on an appropriate preventive maintenance cleaning to prevent back-ups. We will televise all sewers to assess condition and rate condition. This data will be used to identify and prioritize needed improvements for the City as a whole so we are addressing the most significant issues first and that our investments in infrastructure are equitable.

**OPTIONAL SUPPLEMENTAL REQUEST**

None

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Sewer Utility

SELECT YOUR AGENCY'S SERVICE:

Sewer Engineering & Admin

SERVICE NUMBER:

831

SERVICE DESCRIPTION:

This service is responsible for (1) the inspection, design, evaluation, and construction of the City's sewer collection system, (2) reviewing and inspecting permits related to sanitary sewer system excavation and plugging, and (3) collection of sewer area connection fees as well as impact fees related to municipal sewer improvements. The goal of this service is to centrally plan and monitor the City's sewer system.

Are any updates required for the "Service Description"?

This service is responsible for the inspection, planning, design, evaluation, and construction of the City's sanitary sewer collection system. The sanitary sewer collection system includes 800 miles of sewer main, 30 lift stations, and 20,000+ sanitary sewer access structures. The Sanitary Sewer Utility reviews and inspects permits related to sanitary sewer system excavation and plugging. The Sanitary Sewer Utility also collects sewer area connection fees as well as impact fees related to municipal sewer improvements. The Sanitary Sewer Utility consistently implements measures to reduce inflow and infiltration (I&I); one of these measures is lining of approximately 9 miles of sanitary sewer per year. The Sanitary Sewer Utility also completes all regulatory reporting requirements with City's CMOM (Capacity, Management, Operation and Maintenance) for the WDNR (Wisconsin Department of Natural Resources).

Activities performed by this Service

Activity	% of Effort	Description
Utility Management and Administration	25	Plan, direct, and implement sanitary sewer infrastructure design, construction, operations, and maintenance. Provide technical engineering advice and recommendations to City officials.  Oversee Utility personnel, budgeting, financial management, asset management, permitting, public information and community engagement, interdepartmental planning and coordination, Board and Commission support, and related administrative and technical activities.
Design	20	Planning, design and project management for new and replacement or rehabilitation of aging sanitary sewer infrastructure.
Construction Inspection	45	Well and septic systems can be cost-prohibitive for new home owners. Additionally, repair of an existing well and septic can cause financial vulnerabilities for current home owners. The City's Sanitary Sewer Utility provides reliable sanitary waste disposal for all City properties, thus improving the affordability of housing for all City homeowners.
GIS	10	Create and maintain sanitary sewer infrastructure assets (e.g. pipes, structures, laterals, lift stations, etc.) in GIS for asset and work order management.

Insert item

Citywide Element

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

Green and Resilient

Describe how this service advances the Citywide Element:

The Sewer Utility is a leader in stewardship of our water resources. We are committed to eliminating preventable sewer back up and sanitary sewer overflow to protect the public health and environment.

Effective Government - The Sewer Utility provides efficient and reliable service that supports all Madison residents and businesses. We collaborate with the Wisconsin Department of Natural Resources, Madison Metropolitan Sewerage District, private developers, and other stakeholders to improve efficiency and achieve our shared goals.

Affordable Housing - Well and septic systems can be cost-prohibitive for new home owners. Additionally, repair of an existing well and septic can cause financial vulnerabilities for current home owners. The City's Sanitary Sewer Utility provides reliable sanitary waste disposal for all City properties, thus improving the affordability of housing for all City homeowners.

## 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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$12,342,704	\$16,662,587	\$10,411,172	\$14,996,792	\$15,619,000	\$17,353,841
<i>Total</i>	<i>\$12,342,704</i>	<i>\$16,662,587</i>	<i>\$10,411,172</i>	<i>\$14,996,792</i>	<i>\$15,619,000</i>	<i>\$17,353,841</i>
<i>Budget by Major</i>						
Revenue	(\$13,842,941)	(\$16,689,439)	(\$15,698,922)	(\$15,264,228)	(\$16,100,540)	(\$17,353,841)
Personnel	\$1,264,601	\$2,071,665	\$1,029,514	\$1,914,138	\$2,092,782	\$1,859,614
Non-Personnel	\$8,660,077	\$12,408,677	\$7,144,947	\$10,939,330	\$11,416,621	\$13,096,158
Agency Billings	\$2,418,026	\$2,182,245	\$2,236,711	\$2,143,324	\$2,109,597	\$2,398,069
<i>Total</i>	<i>(\$1,500,237)</i>	<i>(\$26,852)</i>	<i>(\$5,287,750)</i>	<i>(\$267,436)</i>	<i>(\$481,540)</i>	<i>\$0</i>

## 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
2110 - SEWER UTILI' ▼	54 - PURCHASED SE ▼	83110	54695	\$100,000	Affordability Credit
2110 - SEWER UTILI' ▼	56 - DEBT OTHR FIN ▼	83110	56110	\$1,001,000	Debt Principal
2110 - SEWER UTILI' ▼	57 - INTER DEPART I ▼			\$208,491	Inter-D Charges from Cost Allocation Plan moved from 832 reflective of where they will actually appear when charged
2110 - SEWER UTILI' ▼	43 - CHARGES FOR I' ▼			(\$1,086,101)	Increase in Customer Revenue
2110 - SEWER UTILI' ▼	48 - OTHER FINANC ▼	83110	48110	(\$175,000)	Sale of Assets - reflects selling of old factors rather than trading them in
<b>TOTAL</b>				<b>\$48,390.00</b>	

Insert item

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

No anticipated service level impacts

Explain the assumptions behind the changes.

Assumes customer affordability credit will be approved by PSC; assumes borrowing of \$15.1 million in 2022; 5% Rate Increase proposed

What is the justification behind the proposed change?

Reflects known plans

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?

This service is responsible for utility management, design, inspection and asset management of the sanitary sewer system. Private wells and septic systems can be cost-prohibitive for many homeowners and small businesses, and repairs can cause financial vulnerabilities. A properly functioning sanitary sewer system with adequate capacity to handle connected flows is essential to preventing public health hazards and protecting the environment. The proposed budget assures that the city's wastewater collections system has adequate capacity to handle new connections and that aging infrastructure is regularly replaced to provide equitable, reliable and affordable sewer service to our community. This service also includes sanitary sewer asset management system. This asset management system contributes to data-driven research to evaluate levels of service, and informs much of the data we use for GIS-based Racial Equity and Social Justice analysis and initiatives, including the backwater value program (BWV) that provides funding for private installation of BWV's, prioritizing advertising to neighborhoods that are within the MPO's environmental justice areas.

Lastly, this service funds repair and replacement of sanitary sewer infrastructure. Selection of facilities for repair is part of the street reconstruction internal evaluation process that guides the Transportation Improvement Program (TIP). The street reconstruction evaluation incorporates demographic analysis, to reduce inequitable prioritization of street reconstruction, which often include sanitary sewer replacement.

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.

The Sewer Utility uses a variety of demographic data to evaluate demographics, this includes the MPO's Environmental Justice Areas, Census Bureau ACS data, as well as locations of sanitary backups, and the Cityworks and GIS based asset management and mapping systems

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.

No

**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)?

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

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
<b>Total</b>	\$0	

Activity	\$Amount	Description
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Sewer Utility

SELECT YOUR AGENCY'S SERVICE:

Sewer Operations

SERVICE NUMBER:

832

SERVICE DESCRIPTION:

This service is responsible for the operation and maintenance of the City's sanitary sewer system, which consists of nearly 800 miles of sanitary sewer mains connected by more than 19,000 sanitary access structures. This system is supported by 30 pumping stations and transports 26.5 million gallons of raw sewage per day from Madison homes and businesses to the Nine Springs Wastewater Treatment Plant (WWTP). The goal of this service is to eliminate preventable main backups and overflows and convey wastewater to the WWTP with minimum inflow, infiltration, and exfiltration to prevent public health hazards and protect the environment.

Are any updates required for the "Service Description"?

This service is responsible for the operation and maintenance of the City's sanitary sewer system, which consists of 800 miles of sewer main and 20,000+ sanitary sewer access structures. This system is supported by 30 lift stations and transports 262.4 million gallons of raw sewage per day from Madison homes and businesses to the Nine Springs Wastewater Treatment Plant (WWTP).

Activities performed by this Service

Activity	% of Effort	Description
Preventive Maintenance	50	Scheduled sewer main cleaning to maintain existing system functionality and eliminate preventable sewer main backups.
Repair	20	Open cut and trenchless pipe and structure repairs to maintain existing system functionality, reduce I&I, and extend useful life.
Inspection and Condition Assessment	20	Internal pipeline and structure inspection to assess condition and develop asset condition rating score. Provide onsite inspection of trenchless rehab projects to assure work is done per plans and specifications to protect ratepayers investment. Perform flow monitoring, smoke testing, and dye testing to support capacity and I&I studies. Perform Q&Q sampling to determine industrial customer billing rates.
Utility Locating	3	Respond to Digger's Hotline requests to locate and mark underground sanitary sewer utilities to prevent damage during excavation.
Contracted Services	3	Provide sewer cleaning and CCTV inspection service for other City agencies and external customers (e.g. Air National Guard, Dane County Landfill, and Madison Metropolitan Sewerage District).
Emergency Response	3	Emergency response to reports of sewer back ups, sanitary sewer overflows, sewer gas odors, missing covers, etc.
Other	1	Respond to calls from residents reporting dead animals in the public right-of-way, sinkholes, etc. Inspect and oversee maintenance of public waste oil sites.

Insert item

Citywide Element

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

Describe how this service advances the Citywide Element:

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$29,457,575	\$34,666,593	\$38,696,869	\$34,556,928	\$34,771,032	\$36,777,399
<b>Total</b>	<b>\$29,457,575</b>	<b>\$34,666,593</b>	<b>\$38,696,869</b>	<b>\$34,556,928</b>	<b>\$34,771,032</b>	<b>\$36,777,399</b>
<i>Budget by Major</i>						
Revenue	(\$30,570,041)	(\$34,639,741)	(\$33,409,119)	(\$34,289,492)	(\$34,289,492)	(\$36,777,399)
Personnel	\$2,765,494	\$2,969,629	\$2,778,158	\$2,877,535	\$3,123,110	\$2,995,997
Non-Personnel	\$26,443,646	\$31,327,964	\$35,586,726	\$31,071,206	\$31,075,983	\$33,426,092
Agency Billings	\$248,435	\$369,000	\$331,985	\$608,187	\$571,939	\$355,310
<b>Total</b>	<b>(\$1,112,466)</b>	<b>\$26,852</b>	<b>\$5,287,750</b>	<b>\$267,436</b>	<b>\$481,540</b>	<b>\$0</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
2110 - SEWER UTILI	54 - PURCHASED SE	83210	54215	\$2,370,000	Projected MMSD Treatment costs based on projected loadings and assuming similar rate increase as 2022
2110 - SEWER UTILI	57 - INTER DEPART	83210		(\$208,491)	Moving of Inter-D from Cost Allocation Plan to 831 where they will actually be charged
2110 - SEWER UTILI	43 - CHARGES FOR	83210		(\$2,498,907)	Increase in Customer Revenue
<b>TOTAL</b>				<b>-\$337,398.00</b>	

Insert item

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

No anticipated service level impacts

Explain the assumptions behind the changes.

Assumes volumes and strengths consistent with past experience and MMSD rate increase similar to last one; 5% rate increase proposed

What is the justification behind the proposed change?

Reflects known plans

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?

This service performs preventive maintenance, repair, inspection, utility locates, and other sanitary related services. Maintenance of private septic systems can be cost-prohibitive for many homeowners and small businesses, with repairs causing financial vulnerabilities. The United Nations Sustainable Development Goals have identified in goal 6 that safe access to clean water and sanitation to all, is critical to address inequities and promoting sustainable development.

The City's Sanitary Sewer removes this inequitable burden to safe sanitary access, providing safe, reliable, monitored, and maintained affordable sanitary sewer system. This includes providing inspections, emergency response, and utility locating to maintain efficiencies and minimize risks.

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.

The Sewer Utility uses a variety of demographic data to service activities this includes reporting and asset management information maintained through Cityworks, connected to GIS based mapping systems.

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.

No

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

## Stormwater

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Stormwater Utility	25,984,641	19,984,216	26,868,495	20,555,054	21,147,386	20,632,540
<b>Total</b>	<b>25,984,641</b>	<b>19,984,216</b>	<b>26,868,495</b>	<b>20,555,054</b>	<b>21,147,386</b>	<b>20,632,540</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Stormwater Engineering And Adm	19,182,164	16,030,600	23,484,529	16,253,064	16,850,081	16,304,841
Stormwater Operations	6,802,477	3,953,616	3,383,966	4,301,990	4,297,305	4,327,699
<b>Total</b>	<b>25,984,641</b>	<b>19,984,216</b>	<b>26,868,495</b>	<b>20,555,054</b>	<b>21,147,386</b>	<b>20,632,540</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(6,997)	-	(250,202)	-	-	-
Charges For Services	(19,590,676)	(19,098,416)	(18,164,897)	(19,759,274)	(20,351,606)	(19,749,380)
Licenses And Permits	(4,500)	(4,500)	(1,900)	(4,500)	(4,500)	(2,500)
Fine Forfeiture Asmt	(1,989,858)	(540,000)	(478,932)	(550,420)	(550,420)	(555,040)
Invest Other Contrib	(127,861)	(280,000)	(107,951)	(155,000)	(155,000)	(87,200)
Misc Revenue	(51,327)	(700)	(1,493)	(750)	(750)	-
Other Finance Source	(3,779,748)	(60,600)	(5,758,993)	(85,110)	(85,110)	(238,420)
Transfer In	(433,674)	-	(2,104,126)	-	-	-
<b>Total</b>	<b>(25,984,641)</b>	<b>(19,984,216)</b>	<b>(26,868,494)</b>	<b>(20,555,054)</b>	<b>(21,147,386)</b>	<b>(20,632,540)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	4,981,499	3,583,008	2,952,942	3,612,094	3,723,529	3,820,136
Benefits	1,588,900	1,423,650	450,914	1,496,856	1,503,686	1,503,135
Supplies	373,597	501,400	345,124	463,800	463,800	451,220
Purchased Services	4,054,855	2,601,149	2,802,248	2,654,743	2,695,925	3,344,878
Debt Othr Financing	13,423,149	2,577,088	19,555,236	10,732,775	11,191,672	10,162,689
Inter Depart Charges	1,864,478	1,097,267	1,147,778	1,133,786	1,107,773	1,165,482
Inter Depart Billing	(308,037)	(318,500)	(386,174)	(415,000)	(415,000)	(420,000)
Transfer Out	6,200	8,519,154	428	876,000	876,000	605,000
<b>Total</b>	<b>25,984,641</b>	<b>19,984,216</b>	<b>26,868,495</b>	<b>20,555,054</b>	<b>21,147,386</b>	<b>20,632,540</b>



Department of Public Works  
**Engineering Division**  
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**Deputy City Engineer**  
Gregory T. Fries, P.E.  
**Principal Architect 2**  
Bryan Cooper, AIA  
**Principal Engineer 2**  
John S. Fahrney, P.E.  
Chris Petykowski, P.E.  
Janet Schmidt, P.E.  
**Principal Engineer 1**  
Christina M. Bachmann, P.E.  
Mark D. Moder, P.E.  
James M. Wolfe, P.E.  
**Financial Manager**  
Steven B. Danner-Rivers

**TO:** Dave Schmiedicke, Finance Director  
**FROM:** Kathy Cryan, Interim Engineering Manager  
**DATE:** July 22, 2022  
**SUBJECT:** 2023 Operating Budget Transmittal Memo  
Stormwater Utility

**CC:** Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### GOALS OF AGENCY'S OPERATING BUDGET

The Stormwater Utility provides services for planning, design, review, construction, and maintenance of the City's stormwater management system. This system includes 500+ miles of storm sewer pipe and box culverts, 26,000+ inlets, 100+ miles of open channels (both ditches and greenways), 230+ wet and dry detention ponds, 600+ biofiltration devices and raingardens, catchbasin and treatment device cleaning, screen structures, pervious pavement, pervious sidewalks, and proprietary stormwater quality devices.

The Stormwater Utility's goals are:

- Reduce flooding and improve the quality of our lakes and streams.
- Increase our resiliency and ability to recover from more frequent, intense wet weather events resulting from climate change.
- Assure compliance with the Wisconsin Pollutant Discharge Elimination System discharge permit and enforce the technical aspects of the City's Municipal Governing Ordinance Chapter 37.
- Provide habitat for pollinators and other wildlife.

The Stormwater Utility is **"Green and Resilient"**. We are a leader in stewardship of our water resources. We have adopted a watershed management strategy by systematically studying the 22 watersheds in the City to identify and prioritize areas where additional resiliency is necessary. Currently there are 17 studies that are being conducted both by City staff and consultants. The first rounds of studies and recommendations are either accepted or in the process of being accepted. As of 2022, we have already or are currently studying more than 70% of the City. Goals for the program are to complete the majority of the modeling for the City within the next 3-4 years, which will be vital for informing future development and for designing, budgeting, and prioritizing the stormwater facility improvements of the next 10 to 15 years.

Additionally, the stormwater utility uses significant green infrastructure which adds resiliency to our system and improves water quality. There are more than 2,300 acres of stormwater ponds and greenways in the City. The Stormwater Utility owns 1,400 acres; the remainder are stormwater designated lands within parks and rights of way for which the Stormwater Utility is responsible. Currently, 1,033 acres of this system are native prairie/wetland habitat. The remainder of SWU owned land provides pollinator and wildlife habitat and other ecological services even if it is "marginal" in terms of native plant diversity. We are planning to continue our alternative vegetative maintenance program which uses native prairie plants to promote the growth of pollinator friendly habitat, encourages stormwater infiltration, prevents erosion, and controls noxious weeds and invasive species. The Utility is not able to convert additional existing lands to native prairie with the staff resources we currently have. Additional lands are added each year through new development and these lands

are planted with native prairie vegetation.

We are also continuing our efforts to measure sediment deposition in ponds. The data will tell us how fast ponds are filling up. This data will be used for planning and budgeting dredge projects and to meet our EPA and WDNR MS4 permit requirements.

The Stormwater Utility strives to be a model of **“Effective Government”**. We provide efficient and reliable service that supports all Madison residents and businesses. We are a member of the Madison Area Stormwater Partnership (MAMSWaP). This group, comprised of 21 central Dane County municipalities, Dane County, and UW-Madison, works together to promote practices that reduce and improve stormwater runoff into Dane County lakes, rivers, and streams. As each watershed study is conducted, staff collaborate with the adjacent municipalities to create plans that provide useful information to all involved.

## **RACIAL EQUITY AND SOCIAL JUSTICE**

The equity tool continues to be used to inform our watershed study work and to prioritize improvements. Two separate RESJI analysis have been completed for the Citywide Flood Mitigation Program in the past that have guided the watershed study effort and flood mitigation program. One of the key recommendations was to ensure equitable prioritization and budgeting is used for flood relief efforts. This recommendation is being utilized in conjunction with our study results and GIS data to determine how to prioritize our funds in the most equitable way for the community.

Work on the alternative vegetative maintenance program is performed by Operation Fresh Start (OFS) trainees who work with our Greenway Vegetation Manager to complete enhancement projects on lands operated by the SWU including ponds, greenways, bio-retention basins, rain gardens and swales along bike paths. The work performed by these young people includes hand weed removal, cutting volunteer invasive shrubs and painting stumps with herbicide to prevent regrowth, planting rain gardens/bio-basins and general clean-up of some of these area. This program is a big win for the City. In addition to the direct benefits of this program, the partnership with OFS has provided Engineering an opportunity to expand its recruitment efforts for new hires and provided a more diverse pool of candidates.

The Greenway Ecology Restoration internship program will continue in 2023. The program hires two recent graduates with environmental management backgrounds as summer interns to assist with managing our greenspaces. These staff have the technical knowledge of plant species and control methods to take on projects in an independent manner. This program has been an unqualified success both at providing significant benefit to the SWU but also in providing an internship to recent graduates looking to move forward in their careers.

We will continue working to increase the diversity of our workforce by actively recruiting women and people of color. This includes a variety of activities including, but not limited to, using the Equitable Hiring Tool; developing an individual outreach and recruitment plan for every external hiring process; participating in targeted job and career fairs, outreach activities at local schools and community events; and filling positions at the trainee level.

## **MAJOR CHANGES IN THE 2023 OPERATING REQUEST**

The Engineering Division relies on a “grow our own” strategy to not only attract diverse candidates for positions in Engineering but to develop and retain them. Our proposed budget includes funding for position studies submitted to Human Resources in 2022. It also proposes to reclassify/recreate a number of position in 2023 as well as create additional new positions. All costs associated with these position changes are included in our proposed budget request. These positions are funded through a combination of funding mechanisms including reallocations, cost-sharing with utilities, private developer fees-for-service, and capital projects. Position changes proposed in our 2023 operating budget request include the following:

- New Positions



- Create 2.0 FTE Leadworker 1s and 1.0 FTE Operator 2 position. For 6 months of the years these positions work with **mī-tē** (Madison Infrastructure Training – Engineering) Program trainees performing concrete flat work and sanitary and storm sewer structure repairs. The remainder of the year they will supplement existing Operations crews. The Stormwater Utility will fund stormwater related work performed by these positions.
- Create 1.0 FTE Engineering Equity and Engagement Specialist – In order to advance our equity and engagement efforts and make meaningful change we believe is critical to have a full-time position dedicated to this work. The Stormwater Utility will fund a share of the costs of this position.
- Create 1.0 FTE CAD/GIS Specialist. We have routinely employed a year-round hourly employee to perform critical work in maintaining our utility records in GIS. Considerable resources are invested in training only to have employees leave for permanent positions elsewhere. Converting hourly funds to create a permanent position would enable us to retain an employee in this position.
- **Reclassification**
  - Engineering Financial Manager. We intend to submit a position study request to Human Resource with recommendation that the Engineering Financial Manager should be reclassified to the same range as the Water Utility Financial Manager and the Police and DCEP Admin Services Manager.
- **Promotional Opportunities**
  - Recreate 2.0 FTE Program Assistant 1 positions to create 2.0 FTE Trainee positions (Engineering Human Resources Analyst and Accountant).
  - Recreate 1.0 Maintenance Mechanic 1s as Maintenance Mechanic 2s.
  - Recreate 1.0 IT Specialist 3 as Landscape Architect 4.
  - Recreate 3.0 Engineer 3s as Engineer 4s.

## **ENTERPRISE AGENCIES**

The Stormwater Utility budget is funded entirely through user fees. This fee applies to every parcel in the City. Revenues were not impacted by the pandemic. Stormwater Utility rates consist of a base charge along with pervious and impervious surface charges per 1,000 square feet. The current average rate for a homeowner is \$11.02 per month or \$134.24 annually.

The Stormwater Utility expects to raise rates 8% due primarily to diminishing interest gained on reserves due to lower yields and the need to increase reserves to fund a portion of the anticipated capital project expenditures. Funding project expenditures through reserves reduces the amount borrowed.

## **SUMMARY OF REDUCTIONS (NON-ENTERPRISE AGENCIES)**

N/A

## **TOWN OF MADISON**

Operating costs related to the Town of Madison final attachment have been included in our budget request. Town stormwater infrastructure is inadequate to non-existent. The areas of the Town that will be attached to the City of Madison are included in planned watershed studies. Needed improvements will be identified and prioritized for the City as a whole to assure we are addressing the most significant issues first and that our investments in infrastructure are equitable.

## **OPTIONAL SUPPLEMENTAL REQUEST**

None

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Stormwater Utility

SELECT YOUR AGENCY'S SERVICE:

Stormwater Engineering & Admin

SERVICE NUMBER:

841

SERVICE DESCRIPTION:

The Stormwater Utility provides services for design, review, construction, and maintenance of a storm system including storm sewer pipe, open channel systems and ponds, which are responsible for reducing flooding, improving the water quality of the lakes and waterways, and complying with the Wisconsin Pollutant Discharge Elimination System discharge permit. The goals of the agency include reducing the total suspended solids and total phosphorous within the City's stormwater runoff by working with neighboring municipalities, regulatory agencies, and public watershed organizations.

Are any updates required for the "Service Description"?

The Stormwater Utility provides services for planning, design, review, construction, and maintenance of the City's storm system. The storm system includes 500+ miles of storm sewer pipe and box culverts, 26,000+ inlets, 100+ miles of open channels (both ditches and greenways), 230+ wet and dry detention ponds, 600+ biofiltration devices and raingardens, catchbasin sump cleaning, screen structures, pervious pavement, pervious sidewalks, and proprietary stormwater quality devices.

The Stormwater Utility is responsible for compliance with the Wisconsin Pollutant Discharge Elimination System discharge permit and enforcement of the technical aspects of the City's Municipal Governing Ordinance Chapter 37.

Activities performed by this Service

Activity	% of Effort	Description
Utility Management and Administration	20	Plan, direct, and implement stormwater infrastructure design, construction, operations, and maintenance. Provide technical engineering advice and recommendations to City officials.  Oversee Utility personnel, budgeting, financial management, asset management, permitting, public information and community engagement, interdepartmental planning and coordination, Board and Commission support, and related administrative and technical activities.
Flood Mitigation and Resiliency	25	Watershed study management including data collection, modeling, and the development and prioritization of engineering solutions.  Green infrastructure research, design, and management.  Public information and outreach to engage community members.
Design - Reconstruction	20	Planning, design, and project management for replacement and rehabilitation of aging storm sewer infrastructure.
Construction Inspection	20	Manage Public works storm sewer construction to assure construction complies with plans and specifications.  Oversee day-to-day construction activities from pre-bid meeting to warranty closeout.  Review and respond to RFIs and change order requests.
GIS	15	Create and maintain stormwater infrastructure assets (e.g. pipes, structures, specialized treatment devices, greenways and ponds, rain gardens, etc.) in GIS for modeling, asset management and work order management.  Create and maintain impervious layer for billing and modeling.

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

Green and Resilient - The Stormwater Utility is a leader in stewardship of our water resources. We have adopted a watershed management strategy by systematically studying the 22 watersheds in the City and identifies areas where additional resiliency is necessary. Additionally, the stormwater utility frequently uses green infrastructure which adds resiliency to our system and improves water quality.

Effective Government - The Stormwater Utility provides efficient and reliable service that supports all Madison residents and businesses. We are a member of the Madison Area Stormwater Partnership (MAMSWaP). This group, comprised of 21 central Dane County municipalities, Dane County, and UW-Madison, works together to promote practices that reduce and improve stormwater runoff into Dane County lakes, rivers, and streams. As each watershed study is conducted, staff collaborate with the adjacent municipalities to create plans that provide useful information to all involved.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$19,182,164	\$16,030,600	\$23,484,529	\$16,253,064	\$16,850,081	\$16,304,841
<i>Total</i>	<i>\$19,182,164</i>	<i>\$16,030,600</i>	<i>\$23,484,529</i>	<i>\$16,253,064</i>	<i>\$16,850,081</i>	<i>\$16,304,841</i>
<i>Budget by Major</i>						
Revenue	(\$19,088,038)	(\$16,038,963)	(\$23,188,457)	(\$16,520,165)	(\$17,112,497)	(\$16,304,841)
Personnel	\$2,037,035	\$2,638,175	\$1,432,915	\$2,707,672	\$2,780,211	\$2,758,801
Non-Personnel	\$16,692,168	\$13,169,058	\$21,772,304	\$13,540,218	\$14,039,844	\$13,338,828
Agency Billings	\$452,961	\$223,367	\$279,309	\$5,174	\$5,174	\$207,212
<i>Total</i>	<i>\$94,126</i>	<i>(\$8,363)</i>	<i>\$296,071</i>	<i>(\$267,101)</i>	<i>(\$287,268)</i>	<i>\$0</i>

**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
2120 - STORMWATE ▼	54 - PURCHASED SE ▼	84110	54860	\$475,000	Street Assessments to Stormwater Utility owned parcels considerably higher than in prior years
2120 - STORMWATE ▼	56 - DEBT OTHR FIN ▼	84110	56110	\$707,425	Debt Principal based on borrowing of \$9.5 million in 2022
2120 - STORMWATE ▼	57 - INTER DEPART ▼	84110		\$142,566	Inter-D Charges from Cost Allocation Plan moved from 842 to reflect where actually will be charged
<b>TOTAL</b>				<b>\$1,324,991.00</b>	

Insert Item

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

No anticipated service level impacts

Explain the assumptions behind the changes.

Assessments based on Rockstream and Cityview preliminary assessment schedules; assumes borrowing of \$9.5 million in 2022

What is the justification behind the proposed change?

Reflects known plans

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?

The services the stormwater utility provides focus on safe conveyance of stormwater, reduced flooding, and improved water quality. Service 841 includes activities that implement stormwater infrastructure including modeling, planning and design. This service incorporates a variety of racial equity and social justice initiatives within the stormwater utility to evaluate and address inequities within the storm sewer system. The initiatives include incorporating the results of the Racial Equity and Social Justice Analysis (Citywide Flood Mitigation Outreach and Prioritization, 2018 and Watershed and Flood Study – Public Outreach and Education Plan, 2019) to understand the relationship of flooding and racial equity and social justice inequities.

Additionally, implementation of the storm sewer infrastructure is in-part prioritized as part of the street reconstruction internal evaluation process that guides the Transportation Improvement Program (TIP). The street reconstruction evaluation incorporates demographic analysis, to reduce inequitable prioritization of street reconstruction, which often include storm sewer replacement.

This service also include evaluates inequities through the Engineering Equity Team, which focuses on assessments, hiring and education, outreach, and prioritizing and budgeting projects.

Lastly, service 841 also includes storm sewer GIS asset management. This asset management system contributes to data-driven research to evaluate levels of service, informs much of the data we use for GIS-based Racial Equity and Social Justice Analysis and initiatives, and informs the modeling used for development of watershed modeling and the associated RESJ-based project watershed study prioritization matrix.

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.

The Stormwater Utility uses a variety of demographic data to evaluate demographics, this includes the MPO’s Environmental Justice Areas, Census Bureau ACS data, as well as locations of community facilities such as schools, childcare and assisted living facilities, and affordable/public housing locations to assist in prioritizing projects.

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.

While there were no specific recommendations included in this service from NRT. This service includes design of stormwater improvements to address flooding at Schroeder Road as part of the 2023 Capital Budget, these improvements are located adjacent to the Park Edge – Park Ridge NRT.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... 

Does the proposed reduction result in eliminating permanent positions?

Select... 

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

Select... 

Describe why the proposed reduction was chosen.

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

### 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Stormwater Utility

SELECT YOUR AGENCY'S SERVICE:

Stormwater Operations

SERVICE NUMBER:

842

SERVICE DESCRIPTION:

This service is responsible for operating and maintaining Stormwater Utility system infrastructure of storm sewer system including 520+ miles of pipe, nearly 40,000 structures, and 1,800 acres of stormwater management lands. The goal of the service is to maintain, repair, rehabilitate, and construct stormwater system infrastructure, reduce flooding while improving the water quality of our lakes and waterways, and provide pollinator and wildlife habitat and other ecological services.

Are any updates required for the "Service Description"?

This service is responsible for operating and maintaining Stormwater Utility system infrastructure of storm sewer system including 500+ miles of storm sewer pipe and box culverts, 26,000+ inlets, 100+ miles of open channels (both ditches and greenways), 230+ wet and dry detention ponds, 600+ biofiltration devices and raingardens, catchbasin sump cleaning, screen structures, pervious pavement, pervious sidewalks, proprietary stormwater quality devices, and 1,800 acres of stormwater management lands.

Activities performed by this Service

Activity	% of Effort	Description
Storm Sewer Cleaning	32.5	Scheduled pipe and structure cleaning to maintain existing storm capacity and prevent sediment from reaching surface waters.
Emergency Response	2.5	Respond to reports of flooding, spills, missing covers, plugged inlets. Stock sandbag sites.
New Construction, Upgrades, Retrofits	21	Construct new stormwater infrastructure to address local drainage issues. Upgrade and retrofit existing infrastructure with BMPs to improve water quality. Related preliminary, construction staking, and as-built survey activities.
Storm Sewer Repair	16	Pipe and structure repair to maintain existing system functionality and extend useful life.
Utility Locating and Marking	6.5	Respond to Digger's Hotline requests to locate and mark underground stormwater utilities to prevent damage during excavation.
Greenway & Pond Maintenance and Repair	13.5	Vegetation maintenance - scheduled and spot mowing, tree removal. Small scale dredging. Cunette cleaning and repair. Post-storm debris removal. Snow removal.
Inspection and Condition Assessment	8	Internal pipe and structure CCTV inspection and condition assessments. Dry weather inspections to identify illicit discharges. Pond depth surveys to determine sediment level and program dredging.

Insert item

Citywide Element

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

Green and Resilient

Describe how this service advances the Citywide Element:

Proper operation and maintenance of the City's stormwater management system are direct actions the Stormwater Utility takes to maintain a green and resilient system.

The City's water quality stormwater control measures remove pollutants before they reach the areas streams and lakes. The green infrastructure improves water quality and has many other benefits to create a more green and resilient City including reduced heat island effect, habitat, and more natural systems. Stormwater conveyance systems allow for efficient flow of stormwater and help prevent stormwater from backing upon onto roads and private property. The SWU land is managed with native vegetation and reduction of invasive species; providing additional habitat for ground nesting birds and pollinators.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$6,802,477	\$3,953,616	\$3,383,966	\$4,301,990	\$4,297,305	\$4,327,699
<i>Total</i>	<i>\$6,802,477</i>	<i>\$3,953,616</i>	<i>\$3,383,966</i>	<i>\$4,301,990</i>	<i>\$4,297,305</i>	<i>\$4,327,699</i>
<i>Budget by Major</i>						
Revenue	(\$6,896,604)	(\$3,945,253)	(\$3,680,037)	(\$4,034,889)	(\$4,034,889)	(\$4,327,699)
Personnel	\$4,533,364	\$2,368,483	\$1,970,940	\$2,401,278	\$2,447,005	\$2,564,471
Non-Personnel	\$1,165,633	\$1,029,733	\$930,732	\$1,187,100	\$1,187,553	\$1,224,958
Agency Billings	\$1,103,480	\$555,400	\$482,294	\$713,612	\$662,747	\$538,270
<i>Total</i>	<i>(\$94,127)</i>	<i>\$8,363</i>	<i>(\$296,071)</i>	<i>\$267,101</i>	<i>\$262,416</i>	<i>\$0</i>

**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
2120 - STORMWATE	57 - INTER DEPART	84210		\$142,566	Inter-D Charges from Cost Allocation Plan moved to 842 where actually will be charged
<b>TOTAL</b>				<b>\$142,566.00</b>	

Insert item

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

No anticipated service level impacts

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Consistent with known plans

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?

The services the stormwater utility provides focus on safe conveyance of stormwater, reduced flooding, and improved water quality. Service 842 includes activities related to cleaning, emergency response, repair, assessments, as well as implementing stormwater infrastructure. This service incorporates a variety of racial equity and social justice initiatives within the stormwater utility to evaluate and address inequities within the storm sewer system. Similar to Service 841, the initiatives include incorporating the results of the Racial Equity and Social Justice Analysis (Citywide Flood Mitigation Outreach and Prioritization, 2018 and Watershed and Flood Study – Public Outreach and Education Plan, 2019) to understand the relationship of flooding and racial equity and social justice inequities.

Additionally, implementation of the storm sewer infrastructure is in-part prioritized as part of the street reconstruction internal evaluation process that guides the Transportation Improvement Program (TIP). The street reconstruction evaluation incorporates demographic analysis, to reduce inequitable prioritization of street reconstruction, which often include storm sewer replacement.

This service also include evaluates inequities through the Engineering Equity Team, which focuses on assessments, hiring and education, outreach, and prioritizing and budgeting projects.

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.

The Stormwater Utility uses a variety of demographic data to evaluate demographics, this includes the MPO's Environmental Justice Areas, Census Bureau ACS data, as well as locations of community facilities such as schools, childcare and assisted living facilities, and affordable/public housing locations to assist in prioritizing projects.

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.

While there were no specific recommendations included in this service from NRT. This service includes design of stormwater improvements to address flooding at Schroeder Road as part of the 2023 Capital Budget, these improvements are located adjacent to the Park Edge – Park Ridge NRT.

This service also includes a 2022 project for community outreach in the Allied Drive NRT with staff and Operation Fresh Start to work on vegetation improvements to stormwater systems in the area.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit

## Streets

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	26,510,807	27,812,921	25,802,227	26,703,376	26,452,985	25,933,794
Other Restricted	5,057,609	5,751,116	5,585,931	7,521,627	8,350,305	9,743,745
Stormwater Utility	6,736	3,049,386	3,452,994	3,657,055	3,926,520	4,094,520
<b>Total</b>	<b>31,575,152</b>	<b>36,613,423</b>	<b>34,841,153</b>	<b>37,882,058</b>	<b>38,729,810</b>	<b>39,772,059</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Forestry	5,057,609	5,751,116	5,585,931	6,021,627	5,350,305	6,098,745
Recycling	7,668,697	9,760,796	7,680,577	10,285,007	10,899,333	11,152,530
Roadside Cleanup	499,897	425,614	568,582	408,503	600,272	601,338
Snow And Ice Control	6,439,724	6,721,993	6,223,130	6,772,938	7,120,618	7,182,159
Solid Waste Management	9,902,536	9,833,453	10,174,881	10,023,304	9,980,481	9,936,640
Street Repair And Maintenance	1,704,365	2,045,659	1,872,208	1,985,935	2,009,603	1,986,949
Street Sweeping	302,324	2,074,792	2,735,843	2,384,744	2,769,198	2,813,698
<b>Total</b>	<b>31,575,152</b>	<b>36,613,423</b>	<b>34,841,153</b>	<b>37,882,058</b>	<b>38,729,810</b>	<b>39,772,059</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(10,210)	(5,000)	-	(5,000)	(5,000)	(5,000)
Charges For Services	(1,309,407)	(1,025,000)	(2,474,700)	(510,000)	(510,000)	(510,000)
Misc Revenue	(48,327)	(25,000)	(60,122)	(25,000)	-	-
Transfer In	(187,145)	-	(13,700)	-	-	-
<b>Total</b>	<b>(1,555,089)</b>	<b>(1,055,000)</b>	<b>(2,548,523)</b>	<b>(540,000)</b>	<b>(515,000)</b>	<b>(515,000)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	12,369,959	14,966,400	13,940,953	15,754,866	15,428,638	15,894,887
Benefits	4,602,805	5,421,914	5,480,504	5,467,166	5,427,925	5,427,925
Supplies	1,660,148	1,952,795	1,791,627	2,024,025	1,696,025	2,083,025
Purchased Services	5,398,880	5,168,285	5,052,793	5,103,881	5,214,519	5,288,519
Debt Othr Financing	-	-	11,567	38,558	-	-
Inter Depart Charges	9,095,140	10,159,029	10,999,147	10,033,562	11,477,703	11,592,703
Transfer Out	3,309	-	113,085	-	-	-
<b>Total</b>	<b>33,130,241</b>	<b>37,668,423</b>	<b>37,389,676</b>	<b>38,422,058</b>	<b>39,244,810</b>	<b>40,287,059</b>

TO: Dave Schmiedicke, Finance Director  
FROM: Charlie Romines, Streets & Urban Forestry Supt.  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

## Goals of Agency's Operating Budget

*The Streets and Urban Forestry goals contained in this budget proposal primarily include finding ways, within the City's budget constraints, to provide the services our residents and policymakers expect in as sustainable and efficient a way as possible while incorporating equity wherever possible. Streets and Urban Forestry largely live within Green and Resilient and Effective Government Elements of a Great City. Streets provides a number of critically important services any City requires to be great, including timely and reliable trash and recycling collections, street repairs, mowing public properties, cleaning roadside debris and graffiti and of course snow removal and leaf collection. While many of our services don't lend themselves to adjustments to allow for more equitable outcomes, it should be clear that scaling back our services will have largely inequitable impacts as the results will hit those who can least afford to make other arrangements the hardest.*

## Racial Equity and Social Justice

*As mentioned above most of our service provision does not lend itself to changes that would positively impact RESJI efforts. However we continue to look at ways to include these goals where we can including in the hiring process and structure of our positions. In this budget proposal we are putting forward an opportunity for the City to better live its values related to providing living wages, benefits and career paths for people who traditionally have difficulty acquiring the experience, skills and licensure typically required to acquire careers, not just temporary seasonal\hourly jobs with the City.*

## Major Changes in the 2023 Operating Request

- 1) Suggesting adjustments to the RRSC as described in Special Charges section based on revenue the City has earned in the recyclables market. The change would save the General Fund \$645k in 2023 by using the already earned revenue to completely offset the annual cost typically incurred by the City and due our MRF provider Pellitteri.*
- 2) Public Works agencies are jointly proposing, for the first time I am aware of, the following, with the eventual goal to move beyond our over reliance on long term seasonal hourly staffing by jointly funding full time positions capable of performing the work available during the entirety of the year across agency silo's. Our labor association partners and Human Resources Department agree with the concept\program. Importantly, we are asking for NO NEW General Fund support. Rather Parks, Streets and Engineering are proposing to pool funding to create these Public Works Laborer positions. Funding proposed as follows: Parks \$220k (\$50k subject to budget cuts), Streets \$200k (\$110 subject to budget cuts), and Engineering \$181k with additional funding coming from the UFSC at \$85k and \$65k from UI savings. This funding would allow for ten CG 15-2 Laborer positions along with two CG 15-9 Leadworkers. These staff will flow to where the work is, primarily, though not exclusively, focused on median maintenance at 2022 levels, leaf collection, snow and ice work on arterial bikepaths, park & ride*

*lots, alleys, sidewalks and bus stops, brush collection and working with Forestry during planting seasons. While no new funding is requested we are requesting to forgo the cuts (\$50k Parks, \$110k Streets) as part of the mandated 1% reduction scenarios and instead shift that funding here. Additionally, the City pays an average of \$3,400 in UI per long term seasonal, the type we are looking to replace, so hiring twenty fewer in exchange for these positions covers that expense while providing some relief to HR and agency staff for the ongoing and seemingly never ending recruitment, interviewing and training of increasingly short term staff in the current seasonal model. Beyond the operational benefits, we are looking to create entry level careers, not just temp jobs that frankly, we are not competitive in attracting people to any longer. If we are going to have to pay \$19-\$24 in wages to compete for long term seasonal\hourly workers, should we not at least consider living our city's values by providing not just a wage but benefits and a career ladder aimed at those without high levels of experience or already possessing licensure typically required, or highly desired, to obtain career jobs with the city? We hope this previously unprecedented move from Public Works agencies and our labor partners to smash silo's and pool work as well as funding to make this a reality speaks to the dire need for a solution to the staffing issues we are facing and present a compelling case for further discussion.*

### Special Charges

*We are requesting to increase the Urban Forestry Special Charge by \$199K. \$114k has been long planned and is for the purposes of bringing the remainder of Forestry work off of Parks Capital Programs and onto the Special Charge and concludes the annual incremental shift that began several years ago. \$85k is supplemental in nature and meant to pay for the assistance Forestry will receive if the larger Public Works Laborer project\ positions are approved. In total the increase to the UFSC would be 6.3%, well below the 10% target. These employees, while not in Forestry, will receive training and perform Urban Forestry related work such as assisting arborists during the planting seasons, conduct basic pruning of trees in medians and along shared use paths for clearance and during dry periods water trees planted in the preceding 24 months.*

*We are suggesting the Resource Recovery Special Charge increase by \$645k with no corresponding increase to rate payers. Under the new agreement with Pellitteri the City is entitled to revenues above a certain threshold. Due to the continued unprecedented strength in the recycling markets Pellitteri is projecting by the end of 2022 they will be holding enough surplus revenue, due the City, to fund approx. three years to the City at this suggested level from the ongoing sales of our recyclables. This level of payment was chosen based on anticipated costs the City would normally pay Pellitteri annually for their services and to exhaust the surplus revenue during the life of the current agreement with Pellitteri. Further details are contained in the Service Level documents on Sharepoint. City Finance and Pellitteri have agreed that using the surplus funds as outlined to cover these annual expenses for quite possibly the next three years is prudent. This would allow us to move another \$645k, when combined w advertisement expense, of eligible RRSC expenses off the General Fund and onto RRSC without a corresponding rate increase for the 2023-2025 budget years.*

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

*Reductions #1-#3, saving \$126K or 47% of the Streets target should be taken. #1-#4, saving \$151k representing 57% of the Streets target would not be noticed by residents or staff.*

- 1) \$81k - Stormwater Utility covering a portion of leaf disposal costs. Engineering has agreed to this.
- 2) \$25k - Reduction in Streets Sealcoating budget, reducing it to zero. In 2022 Engineering took \$75k of this Streets operating budget item into their Capital Program and will absorb the additional \$25k in 2023.
- 3) \$20k - reduction in General Fund supported advertising. This funding will be replaced by the Special Charges and Utilities that benefit from the advertisements.
- 4) \$25k – Recognizing revenue in Appliance Sticker sales, upping budgeted revenue from \$245k to \$270K. This is in line with several years of actual sales revenue.
- 5) \$5,668 - Travel and Training. It would be a shame to lose this from our budget given the size of our staff and lack of funding for employee growth as it is.
- 6) \$110K - Removes 100% of remaining funding budgeted for Seasonal Hourly Yardwaste\Dropoff site Attendants. Will require a reduction in the Drop off Site locations back to two with reduced hours during the week and weekends. Staffing void would be filled by FTE Machine Operator staff and reduce the divisions ability to respond to summer storms and require scaling back other services when significant staffing shortages exist as they do currently. We currently cover some hours w FTE given the City's inability to hire and retain seasonal staff.

### Town of Madison

Requests related to the Town of Madison attachment have been included in the Streets 2022 Operating Budget. Full year allocations for the 2023 budget are sufficient to provide Streets services to Town residents.

### Optional Supplemental Request

Requesting funding for three CG 15-2 Public Works Laborers (\$174k) to work the Drop off Sites allowing us to operate three sites, including full day Saturdays and at least one evening per week during the summer season. This request would allow us to attract staff at an appropriate compensation level for the work and prevent us from using more highly trained Machine Operators to fill in for the lack of seasonal staffing at the sites. This can be scaled based on number of sites and operating hours desired. Currently we are non-competitive in the labor market for part time seasonal help. These positions would solve that issue as well as allow Streets to continue to have the operational flexibility the City counts on to cover summer storms, special events and unplanned issues of all sorts by not tying up skilled and trained operators at the Drop off sites as the #6 Budget cut proposal above would do.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Streets ▼

SELECT YOUR AGENCY'S SERVICE:

Forestry ▼

SERVICE NUMBER:

447

SERVICE DESCRIPTION:

This service is responsible for all forestry activities associated with maintaining Madison's urban forest. This service was added in 2020 and reflects transferring the Forestry team from the Parks Division to Streets and combining with the stump grubbing activities performed by Streets. The goal of the service is to maintain a vibrant and thriving urban forest.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Forestry Operations	100	Urban Canopy

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

Street trees are a fundamental component of the urban landscape. Urban trees provide many economic, environmental, health and aesthetic benefits to communities. Trees remove air pollutants, reduce cooling costs, capture storm water, increase property values, absorb noise, and much more. Larger sized trees increase the benefits of trees almost exponentially

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$5,075,609	\$5,751,116	\$5,585,931	\$6,021,627	\$5,350,305	\$6,274,975
<i>Total</i>	<i>\$5,075,609</i>	<i>\$5,751,116</i>	<i>\$5,585,931</i>	<i>\$6,021,627</i>	<i>\$5,350,305</i>	<i>\$6,274,975</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$3,792,651	\$4,444,569	\$4,176,668	\$4,656,062	\$4,672,368	\$4,862,308
Non-Personnel	\$293,931	\$321,390	\$438,228	\$423,558	\$0	\$443,500
Agency Billings	\$971,027	\$985,157	\$971,036	\$942,007	\$677,937	\$969,167
<i>Total</i>	<i>\$5,057,609</i>	<i>\$5,751,116</i>	<i>\$5,585,932</i>	<i>\$6,021,627</i>	<i>\$5,350,305</i>	<i>\$6,274,975</i>



### 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
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				<input type="text" value="\$0.00"/>	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

### 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?

For certain underserved portions of our city without our Forestry unit they would have significantly less tree canopy than they currently have.

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.

Heat island graphics show clearly where certain large treeless facilities like the airport are but also you can map out most of our NRT neighborhoods in this manner as well though thankfully the difference is not as stark as the airport thanks to the public trees Forestry plants and maintains.

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.

### 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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

### 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
	85000	Support for the proposed Public Works Laborer positions
<b>Total</b>	85,000	

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	85,000	Support for the CG 15-2 positions found in the Streets Request
Non-Personnel		
Agency Billings		
<b>Total</b>	85,000	

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.

Urban Forestry Special Charge. Increase would be 6.3% which is well below the targeted 10% increase even when combined with bringing the last of Forestry staff off Parks Capital Program as scheduled.

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.

No increase will be required, funding will be ongoing. However we hope this could prove to be the beginnings of an Arborist training\apprenticeship program in the future.

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.

We can not rely on seasonal labor to get our work done. These positions will provide assistance to Forestry that will allow our highly trained and skilled Arborists to perform that work more often by providing assistance with storm clean up, basic pruning for clearance on medians and bike paths and watering young trees during prolonged dry spells. Further, during the 7 weeks of planting Forestry annually performs the positions will take the place of some of the Arborists on those crews allowing those Arborists to continue cycle pruning and other work that is currently shut down during planting seasons.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Streets ▼

SELECT YOUR AGENCY'S SERVICE:

Recycling ▼

SERVICE NUMBER:

442

SERVICE DESCRIPTION:

This service is responsible for the City's recycling program. Specific functions of the service include: (1) bi-weekly curbside collection of recyclables, (2) curbside yard waste and leaf collection, (3) operating three City yard waste drop-off sites, and (4) curbside brush collection. The goal of this service is to collect recyclables and yard waste on a timely basis for City residents and promote processes that work towards achieving zero waste.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Recycling Collection	35	weekly curbside collection
Leaf/Yard Waste Collection	15	spring and fall curbside collection. Streets = 50% of the operation / Stormwater = 50% of the operation
Drop Off Sites	15	3 drop off locations for residents to bring materials
Brush Collection	25	curbside collection
Brush Processing	10	processing at the transfer station

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

Recycling programs lead to a more sustainable Madison through various methods of re-use and reduction of landfill waste. Recycling is also required per Madison City Ordinance 10.18, "Recyclable Waste. Every person disposing of newsprint, yard waste, office paper, directories, waste oil, magazines, tires, lead-acid batteries, appliances, televisions, computer monitors, laptop or desktop computers, CPUs, barrels and drum containers, corrugated cardboard, ferrous metal cans and containers, aluminum cans, glass bottles and jars, and HDPE and PETE plastic containers in the City of Madison shall separate such items from all other solid waste materials, shall recycle such separated items as provided herein and shall not place such separated items in containers for disposal with other refuse or garbage. (Am. by Ord. 11,170, 2-14-95; ORD-11-00043, 3-23-11; ORD-12-00085, 6-26-12) ", County Ordinance: 41.23 SEPARATION OF WASTE CONTINUED;

RECYCLING. (1) On and after February 1, 1991, each municipality which desires to afford its residents, businesses, commercial, retail and industrial enterprises and governmental entities located within the municipality the opportunity to deposit in any Dane County-owned landfill any solid waste which originates in or is generated, accumulated or collected in the municipality shall first adopt and provide an effective recycling program, approved by the county board. ", and State Statue: 287.07, "Prohibitions on land disposal and incineration.

(1m) Batteries, major appliances and oil. No person may:

(a) Dispose of a lead acid battery or a major appliance in a solid waste disposal facility in this state, except that a person may dispose of a microwave oven in a solid waste disposal facility in this state if the capacitor has been removed and disposed of in accordance with s. 299.45 (7), if applicable.

(am) Burn a lead acid battery or a major appliance in a solid waste treatment facility in this state.

(b) Dispose of waste oil in a solid waste disposal facility or burn waste oil without energy recovery in a solid waste treatment facility in this state.

(2) Yard waste. Beginning on January 3, 1993, no person may dispose of yard waste in a solid waste disposal facility, except in a land spreading facility approved in accordance with ch. 289, or burn yard waste without energy recovery in a solid waste facility in this state.

(3) Waste tires. Beginning on January 1, 1995, no person may dispose of a waste tire, as defined in s. 289.55 (1) (c), in a solid waste disposal facility or burn a waste tire without energy recovery in a solid waste treatment facility in this state.

(4) General disposal restrictions. Beginning on January 1, 1995, no person may dispose of in a solid waste disposal facility, convert into fuel, or burn at a solid waste treatment facility in this state any of the following:

(a) An aluminum container.

(b) Corrugated paper or other container board.

(c) Foam polystyrene packaging.

(d) A glass container.

(f) A magazine or other material printed on similar paper.

(g) A newspaper or other material printed on newsprint.

(h) Office paper.

(i) A plastic container.

(j) A steel container.

(k) A container for carbonated or malt beverages that is primarily made of a combination of steel and aluminum."

## 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	\$7,668,697	\$8,539,578	\$6,570,386	\$7,395,939	\$6,450,770	\$5,935,467
Other-Expenditures	\$0	\$0	\$1,110,191	\$2,889,068	\$4,448,563	\$5,217,063
<i>Total</i>	<i>\$7,668,697</i>	<i>\$8,539,578</i>	<i>\$7,680,577</i>	<i>\$10,285,007</i>	<i>\$10,899,333</i>	<i>\$11,152,530</i>
<i>Budget by Major</i>						
Revenue	(\$1,002,224)	(\$710,000)	(\$2,189,563)	(\$195,000)	(\$170,000)	(\$170,000)
Personnel	\$4,013,589	\$4,114,022	\$4,460,929	\$5,270,502	\$5,418,270	\$5,468,470
Non-Personnel	\$1,503,928	\$1,508,310	\$1,389,366	\$1,339,937	\$1,352,350	\$1,376,950
Agency Billings	\$3,153,406	\$3,627,246	\$4,019,844	\$3,869,568	\$4,414,561	\$4,477,110
<i>Total</i>	<i>\$7,668,699</i>	<i>\$8,539,578</i>	<i>\$7,680,576</i>	<i>\$10,285,007</i>	<i>\$11,015,181</i>	<i>\$11,152,530</i>

## 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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	57 - INTER DEPART	44220	57141	(\$202,411.73)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
1100 - GENERAL	53 - SUPPLIES	44220	53413	(\$50,000)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
1100 - GENERAL	52 - BENEFITS	44220	52716	(\$8,565)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
1100 - GENERAL	51 - SALARIES	44220	51310	(\$5,000)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
1100 - GENERAL	51 - SALARIES	44201	51110	(\$255,387)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
1100 - GENERAL	52 - BENEFITS	44201	52410	(\$93,613)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
1100 - GENERAL	54 - PURCHASED S	44201	54112	(\$15,023.27)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
1100 - GENERAL	54 - PURCHASED S	44201	54650	(\$15,000)	\$265,977 for remainder of costs to collect curbside recycling to include remainder of Operator salary/benefits, equipment and fuel costs and annual costs of carts. \$379,023 for Admin charges for the recycling program.
<b>TOTAL</b>				<b>-\$645,000.00</b>	

Insert item

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

None

Explain the assumptions behind the changes.

Under the new\current agreement w Pellitterri the City is entitled to revenues above a certain threshold from the sale of our recyclables by Pellitterri on the commodities market. Those revenues are already enough to cover two years of this proposed change without impacting Resource Recovery Special Charge rate payers and it is further anticipated by the end of the year enough funds will be in place to cover three years of this change.

What is the justification behind the proposed change?

This represents a responsible way to draw down funds held by Pellitterri, due to the City, that does not impact levy limits and has been agreed to by Pelitterri and Finance. Further, it protects rate payers from increases in the short term and recycling services from negative impacts during the current budget difficulties.

Are you proposing any personnel allocation changes?

Yes

If yes, you must complete a position allocation change form.

The form is available on the SharePoint Budget page <http://share/sites/Finance/Budget/SitePages/Operating.aspx>

Completed forms should be uploaded to your agency folder

<http://share/sites/Finance/Budget/AgencyOperatingMaterials/Forms/AllItems.aspx>

Have you submitted a position allocation change form?

Yes

#### 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?

This service is not intended to address inequities and the cut certainly does not. Certainly a negative impact will be for those seasonals who often break into employment with the City as Yard waste\Drop off site seasonals.

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.

NA

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.

NA

#### 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)?

\$266,648

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

\$211,000

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
44222-54215	\$81,000	Yard Waste Fees: Streets has moved these funds to Stormwater Leaves 8444442 to split the cost of this service. Stormwater currently pays 50% of our leaf service. These funds have already been moved to Stormwater and is reflected accordingly in Central Budget Entry.
44201-54650	\$20,000	Advertising: Streets has moved these funds to the following Org Codes: \$15,000 Resource Recovery Special Charge / \$2,500 Urban Forestry Special Charge / \$2,500 Stormwater Leaves.  These funds have already been moved to the respective Org Codes and is reflected accordingly in Central Budget Entry.
44222-51210	\$100,000	Seasonal/Hourly Wages: Reduce yard waste attendants at all 3 drop off sites and use FTE's

<b>Total</b>	\$211,000	
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Activity	\$Amount	Description
44222-52610	\$10,000	Seasonal/Hourly Benefits: Reduce yard waste attendants at all 3 drop off sites and use FTE's
<b>Total</b>	\$211,000	

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	\$110,000	Yard Waste Seasonals
Non-Personnel	\$101,000	Yard Waste Fees/Advertising
Agency Billings		
<b>Total</b>	\$211,000	

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?

City is required by State law to recycle over 95% of what we currently handle. Furthermore, brush and yardwaste are not allowed in landfills by State law as well. Unless we intend to end curbside yardwaste and brush collection as a service we have nothing left to cut while still providing the service at the curb versus requiring residents use the drop off sites. A scattering of businesses and non profits take certain items that we take at one convenient location at our drop off sites.

Has this reduction been proposed in prior years?

Yes

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 \$81k from Stormwater Utility to cover some of the disposal costs of leaves brings the Stormwater Utility in line with the expenses it already covers for collection and has been agreed to by the Stormwater Utility. Breaking out \$20k of the \$25k of Streets advertising budget and allocating the expense as proposed places the cost where the benefit of the advertisements lie. The \$110,000 seasonal cut to the Yardwaste sites is suggested given the difficulty we have hiring seasonals w current City wages and work rules and we have been backfilling some of our open hours with FTE's already. Further, it tends to be businesses and residents who have vehicles (connoting at least some level of affluence) who use the drop off sites so from an equity standpoint its a little easier to justify. Further still, almost everything we collect at the drop off sites we collect at the curb. Cut proposes returning to two drop off sites and staffing w FTE only. Hours would be 7:15am-4:45pm M,T,Th,F and 8a-noon on Sat during the summer hour season and 7:30am-2:45pm M,T,TH,F in the winter season. Hoping to avoid a reduction in FTE positions. Will need an agreement from L236 to allow the 4-10 schedules required for these summer hours at the sites.

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

Would return to two drop off sites from three, no evening hours and reduced weekend hours. Additionally, with all FTE Machine Operators working the sites our flexibility to manage storms, manage the large amount of turnover and vacancies while mostly avoiding noticeable service disruptions in other services such as street repair and brush\yardwaste will be reduced. This could be mitigated with a further reduction in drop off site availability but given site popularity and usage I would recommend against further reductions.

## 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
	174000	Funds three of the newly proposed CG 15-2 Public Works Laborers to cover the Drop off sites without tying up Machine Operators.
<b>Total</b>	174,000	

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	174,000	Salary/Benefits for (3) CG 15-2 Public Works Laborers
Non-Personnel		
Agency Billings		
<b>Total</b>	174,000	

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.

The total cost of adding three positions is estimated at \$174,000 and would be General Fund supported.

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.

Funding would be ongoing, only increase would be inline with COLA adjustments.

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.

We can no longer rely on seasonal hourly labor to operate the Drop off sites or provide any number of other city services for that matter. City wage rates and hour allowances prevent us from being competitive for staffing in this way which requires us to reduce site hours or staff with Machine Operators who should be doing other work more commensurate with their compensation level. If we intend to keep Drop off sites open we should not be doing so with highly skilled and trained heavy equipment operators. These positions, CG 15-2 Public Works Laborers, allow us to staff at an appropriate compensation level that when combined with benefits and an opportunity for a career with the city becomes an attractive opportunity, especially for those often excluded from due to a lack of experience, skills and licensure.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Streets ▼

SELECT YOUR AGENCY'S SERVICE:

Roadside Cleanup ▼

SERVICE NUMBER:

446

SERVICE DESCRIPTION:

This service is responsible for the removal of noxious weeds, stump removal, and the eradication of graffiti. The goal of this service is to improve aesthetics and community safety in the City.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Noxious Weeds	50	Remove weeds in violation of Madison General Ordinance, 23.29, and Section 66.0517(3)(a) of the Wisconsin Statute
Grffiti	50	Removal of graffiti from city, utility, & railroad property

Insert item

Citywide Element

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

Culture and Character ▼

Describe how this service advances the Citywide Element:

Streets Division utilizes the service of roadside clean-up to perform the following tasks: removal of noxious weeds and stumps, and the eradication of graffiti. These services fit many Citywide Elements as noxious weeds can cause health issues, removal of stumps ensures Madison's tree canopy remains healthy creating a green & resilient city, and eradication of graffiti can serve to attract new employers to an area supporting the neighborhood's economy, however, Streets will focus on how all of these vitally support Madison's culture and character. Per Imagine Madison, "Public spaces knit a community together and come in many forms, including parks, streets, sidewalks, and just about any public space where people interact. They also often include a range of facilities, such as community centers, libraries, and schools. Vibrant, engaging places can be one of the community's most valuable assets. Poorly designed and uninviting spaces often go unused, or are misused, deaden the surrounding area, and can be a drain on City resources." (pg.79) Maintaining a proactive approach to these services supports the beautiful aesthetics of our city and ensures that strategy number three of the Culture and Character element is maintained, "Create safe and affirming community spaces that bring people together and provide social outlets for underrepresented groups." (pg.79).

**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	\$499,897	\$425,614	\$568,582	\$408,503	\$600,272	\$601,338
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$499,897</i>	<i>\$425,614</i>	<i>\$568,582</i>	<i>\$408,503</i>	<i>\$600,272</i>	<i>\$601,338</i>

*Budget by Major*

Revenue	(\$11,440)	(\$5,000)	(\$7,880)	(\$5,000)	(\$5,000)	(\$5,000)
Personnel	\$343,722	\$378,470	\$274,938	\$364,924	\$393,434	\$394,500
Non-Personnel	\$73,998	\$1,100	\$99,960	\$1,100	\$5,166	\$1,100
Agency Billings	\$93,617	\$51,044	\$201,564	\$47,479	\$210,738	\$210,738
<b>Total</b>	<b>\$499,897</b>	<b>\$425,614</b>	<b>\$568,582</b>	<b>\$408,503</b>	<b>\$604,338</b>	<b>\$601,338</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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				<input type="text" value="\$0.00"/>	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

**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?

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.

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.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

A City ordinance requires residents to keep properties mowed, if City staff don't handle the mowing contractors could. Importantly, the cost of our mowing is billed to the property owner. The bulk of our mowing is found along roadways and public properties.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

No reduction proposed.

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

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Streets

SELECT YOUR AGENCY'S SERVICE:

Snow & Ice Control

SERVICE NUMBER:

443

SERVICE DESCRIPTION:

This service is responsible for the removal of snow and ice from all City streets and bicycle paths. The goal of the service is to maintain the desired response times for salting, sanding, and snow plowing through the Streets Division's use of 90 pieces of equipment and private contractors. This service provides community safety on the City's roadways and paths. The service budget funds staffing, contractors, supplies, and equipment costs for 5.5 general plow snow events of 3 inches or more.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Plowing and Spreading	95	plowing streets, salting, sanding, brining
Crosswalks	2.5	clearing crosswalks, sidewalks, handicap accessible areas
Sand Barrels	2.5	placing sand strategically around the City for residents. Sand is placed in piles a parks and in sand barrels at intersections throughout the City.

Insert item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

Per Imagine Madison, "Madison provides many non-emergency services to its residents, workers, and visitors. These services range from building permits to trash collection to snowplowing. Some of the City's most essential services often do not receive as much attention as policing or fire protection, but end up representing the majority of interactions between the City and its customers." (pg.111) This essential city service ensures roads are safe during the winter months for commuters, pedestrians, bikers, visitors, buses, and first responders. This service also indirectly conveys to residents the importance of their safety to the government and how the government works to ensure they are safe outside of emergency services.

**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	\$6,439,724	\$6,721,993	\$6,223,130	\$6,772,938	\$7,120,618	\$7,182,159
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$6,439,724</i>	<i>\$6,721,993</i>	<i>\$6,223,130</i>	<i>\$6,772,938</i>	<i>\$7,120,618</i>	<i>\$7,182,159</i>
<i>Budget by Major</i>						
Revenue	(\$11,224)	\$0	(\$7,510)	\$0	\$0	\$0

Personnel	\$3,161,252	\$3,141,456	\$3,160,573	\$3,298,041	\$3,365,479	\$3,473,831
Non-Personnel	\$1,591,283	\$1,788,100	\$1,346,363	\$1,802,778	\$1,868,950	\$1,872,950
Agency Billings	\$1,698,412	\$1,792,437	\$1,723,704	\$1,672,119	\$1,897,928	\$1,835,378
<i>Total</i>	\$6,439,723	\$6,721,993	\$6,223,130	\$6,772,938	\$7,132,357	\$7,182,159

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text" value="v"/>	<input type="text" value="v"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

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.

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.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Yes, current service levels mean the standard of care to provide safe winter travel conditions across the City.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.  
 No reduction proposal for this service.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select...

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Streets ▼

SELECT YOUR AGENCY'S SERVICE:

Solid Waste Management ▼

SERVICE NUMBER:

441

SERVICE DESCRIPTION:

This service is responsible for the collection and disposal of solid waste materials. The goal of this service is to collect all City refuse in accordance with the scheduled pick-up days throughout the City.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Solid Waste Collection	75	Weekly Refuse Routes
Transfer Station Operations	5	Sort refuse for hauling to the appropriate location
Transfer Station Hauling	5	Remove refuse from the transfer station and hauling it to the appropriate final destination
Large Item Collection	15	Collecting large items from the curbside to be disposed of properly

Insert item

Citywide Element

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

Culture and Character ▼

Describe how this service advances the Citywide Element:

Streets Division utilizes the service of solid waste management to perform the following tasks: solid waste collection, transfer station operations, transfer station hauling, and large item collection. These services not only support the cleanliness and safety of Madison, but vitally protect the culture and character of Madison. Per Imagine Madison,

"Sense of place" refers to people's perceptions, attitudes and emotions about a place. It is influenced by the natural and built environments and peoples' interactions with them. Madison is a community that values its many special places, neighborhoods, and districts. They provide a wide range of opportunities for people to live, work, and play and offer something for everyone. While each of these unique places is important and should be supported, the key is what they contribute to the culture and character of the whole of the community." (pg.73). To ensure residents and visitors establish a positive "sense of place" it is important the Streets Division continues to manage Madison's solid waste in a timely, efficient, and predictable manor.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
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<i>Budget by Fund</i>							
General-Net	\$9,902,536	\$9,833,453	\$10,174,881	\$10,023,304	\$9,980,481	\$9,936,640	
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$9,902,536</i>	<i>\$9,833,453</i>	<i>\$10,174,881</i>	<i>\$10,023,304</i>	<i>\$9,980,481</i>	<i>\$9,936,640</i>	
<i>Budget by Major</i>							
Revenue	(\$386,607)	(\$340,000)	(\$329,870)	(\$340,000)	(\$340,000)	(\$340,000)	
Personnel	\$4,453,623	\$4,334,297	\$4,329,232	\$4,596,042	\$4,090,624	\$3,997,933	
Non-Personnel	\$3,361,749	\$3,136,275	\$3,326,431	\$3,242,836	\$3,339,411	\$3,318,961	
Agency Billings	\$2,473,772	\$2,702,881	\$2,849,088	\$2,524,426	\$2,959,747	\$2,959,746	
<i>Total</i>	<i>\$9,902,537</i>	<i>\$9,833,453</i>	<i>\$10,174,881</i>	<i>\$10,023,304</i>	<i>\$10,049,782</i>	<i>\$9,936,640</i>	

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

Our Large Item collections provide services to NRT areas without requiring residents to put in Work Orders as the remainder of the City is required to do. Due to the higher volume of renters and frequent turnover of housing units it is necessary to ensure equitable outcomes related to the cleanliness and safety of the city terraces in these areas compared to the remainder of the city.

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.

Observations of staff of terrace conditions versus remainder of the city.

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.

No, also not a change.

**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)?

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

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
44101-54810	\$5,000	Other Services: There are purchased services that do not have their own line items. We would reduce these services in 2023 to help meet budget.
44101-54520	\$1,000	Conferences/Training: Reduce the solid waste trainings for supervisors
44111-43420	(\$25,000)	REVENUE/Appliance Stickers: We are currently budgeted at \$245,000. The 5 YR average = \$277,000 with the last 2 years over \$280,000. So raise the revenue by \$25,000 to \$270,000.
<b>Total</b>	(\$19,000)	

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	(\$19,000)	Other Services/Conferences & Training/REVENUE
Agency Billings		
Total	(\$19,000)	

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?

Mostly yes. State law isn't especially written as to service levels. The city is responsible for ensuring solid waste is collected to keep the city clean and healthy..

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

Recognizing earned revenue that has been stable for a handful of years is responsible versus taking further cuts. Small cuts to our meager training and travel budget are disappointing but after years of reductions this is where we are at to meet the target.

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

Nothing immediately noticeable. Reduced training opportunities aren't immediately quantifiable in regards to impact to the end user which is why they are often popular funds for cuts I suppose.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Streets ▼

SELECT YOUR AGENCY'S SERVICE:

Street Repair & Maintenance ▼

SERVICE NUMBER:

445

SERVICE DESCRIPTION:

This service is responsible for routine street maintenance such as filling of potholes, replacing damaged pavement, and sealing cracks. The goal of this service is to provide safe roadways for commuters in the City and to extend the useful lives of the roadways.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Potholes, repairing sprawled/spider web pavement	95	filling problematic potholes to maintain roadways as well as create safe roads for transportation
Sealcoating/Chip Sealing	5	Sealcoating unimproved streets on a rotation of 7-10 years, in order to maintain roadways as well as create safe roads for transportation

Insert item

Citywide Element

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

Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

Per Strategy 1 listed in Imagine Madison, "Improve transit service, especially to peripheral employment and residential locations, with a focus on reducing the travel time for transit dependent populations."(pg.30) street repair and maintenance is vital to decreases in travel time and road safety. Without properly maintained streets not only will individual resident and visitor travel times be negatively impacted, bus travel and emergency response times will also be negatively impacted.

**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	\$1,704,365	\$2,045,659	\$1,872,208	\$1,985,935	\$2,009,603	\$1,986,949
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,704,365</b>	<b>\$2,045,659</b>	<b>\$1,872,208</b>	<b>\$1,985,935</b>	<b>\$2,009,603</b>	<b>\$1,986,949</b>
<i>Budget by Major</i>						
Revenue	(\$143,594)	\$0	(\$13,700)	\$0	\$0	\$0
Personnel	\$1,018,673	\$1,313,043	\$1,089,820	\$1,292,347	\$1,194,486	\$1,172,482
Non-Personnel						582

	\$237,142	\$109,005	\$163,707	\$109,005	\$109,858	\$109,208
Agency Billings	\$592,144	\$623,611	\$632,381	\$584,583	\$705,259	\$705,259
<i>Total</i>	\$1,704,365	\$2,045,659	\$1,872,208	\$1,985,935	\$2,009,603	\$1,986,949

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

Insert item

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

It does not intend to address inequity. Streets for repairs are based on pavement condition and timing until replacement projects.

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.

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.

**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)?

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

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
44552-54250	\$25,000	Sealcoating: Unimproved streets
<b>Total</b>	\$25,000	

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	\$25,000	Sealcoating
Agency Billings		
<b>Total</b>	\$25,000	

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?

The City must maintain safe and passable streets, it does not have to sealcoat in order to do that. Seal coating is a life extender for roadways. This funding was moved to Engineerings Capital Budget, \$75k last year and the remaining \$25k this year.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

Much of the street repair budget resides in Engineering already including recently transferred costs from Streets Operating to Eng Capital. This essentially finishes that migration.

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

Should not see any reductions.

### 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Streets ▼

SELECT YOUR AGENCY'S SERVICE:

Street Sweeping ▼

SERVICE NUMBER:

444

SERVICE DESCRIPTION:

This service is responsible for removing leaves, refuse, and other debris from the City's streets by using the Streets Division's ten street sweepers. The goal of this service is to maintain a healthy environment for City stakeholders by minimizing the amount of pollutants entering the lakes and waterways. The Stormwater Utility funds the majority of the equipment and personnel costs associated with this service.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Hand Sweeping	100	General Fund: hand sweeping removes excess sand, salt, debris, and leaves from medians preventing these contaminants from entering the water supply
Mechanical/Vaccum	100	Stormwater: Street Sweeping

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

Per Imagine Madison's Comprehensive Plan as defined in Strategy 2 under the citywide element of Green and Resilient, "b. Leaf Collection Leaves are a major threat to surface water quality in Madison. Leaves, like all living things, contain phosphorus. Leaves that fall or are swept into the streets are picked up by storm water and carry phosphorus directly to lakes and streams. The overabundance of phosphorus supports the growth of algae, which harms fish and other native aquatic organisms. The City should increase the frequency and efficiency of leaf collection and street sweeping to reduce the amount of phosphorus runoff into local waterways." (pg.89)

**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	\$295,588	\$246,624	\$393,040	\$116,757	\$291,242	\$291,242
Other-Expenditures	\$6,736	\$3,049,386	\$2,342,803	\$2,267,987	\$2,477,957	\$2,597,457
<i>Total</i>	<i>\$302,324</i>	<i>\$3,296,010</i>	<i>\$2,735,843</i>	<i>\$2,384,744</i>	<i>\$2,769,199</i>	<i>\$2,888,699</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$189,255	\$2,662,457	\$1,929,296	\$1,744,114	\$1,908,790	\$1,953,291
						586

Non-Personnel	\$308	\$256,900	\$205,017	\$247,250	\$248,875	\$248,875
Agency Billings	\$112,761	\$376,653	\$601,530	\$393,380	\$611,533	\$686,533
<i>Total</i>	\$302,324	\$3,296,010	\$2,735,843	\$2,384,744	\$2,769,198	\$2,888,699

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>TOTAL</b>				\$0.00	

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

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

Are you proposing any personnel allocation changes?

Select...

**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?

NA - although if the City did not provide sweeping services, especially hand collection of litter, car parts, tires etc from roadsides it is somewhat likely more affluent parts of town may contract the service or organize "adoption" areas for volunteers to perform at least some of this work.

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.

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.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

### 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

## Traffic Engineering

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
General	6,752,286	8,345,220	7,707,226	8,429,177	8,380,105	8,380,105
Other Grants	50,809	99,540	65,895	102,000	102,000	102,000
<b>Total</b>	<b>6,803,095</b>	<b>8,444,760</b>	<b>7,773,122</b>	<b>8,531,177</b>	<b>8,482,105</b>	<b>8,482,105</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Bicycle & Pedestrian Services	410,028	1,078,135	964,729	1,258,855	1,214,275	1,213,275
Communications	567,295	1,059,459	1,063,315	853,532	891,929	894,791
Pavement Markings	854,187	1,005,330	847,799	1,017,267	936,666	986,109
Services	1,399,939	1,496,689	1,352,962	1,464,239	1,448,877	1,459,397
Signals	588,264	833,800	499,236	961,034	1,061,320	997,670
Signing	1,194,404	1,106,582	1,227,304	1,146,778	1,027,349	997,193
Streetlighting	1,788,978	1,864,765	1,817,778	1,829,473	1,901,689	1,933,670
<b>Total</b>	<b>6,803,095</b>	<b>8,444,760</b>	<b>7,773,122</b>	<b>8,531,177</b>	<b>8,482,105</b>	<b>8,482,105</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Intergov Revenues	(496,095)	(522,200)	(691,385)	(521,200)	(521,200)	(547,200)
Charges For Services	(261,280)	(265,960)	(237,397)	(230,253)	(230,253)	(254,242)
Misc Revenue	(360,606)	(360,000)	(374,462)	(370,000)	(370,000)	(380,000)
Other Finance Source		-	(2,749)	-	-	-
Transfer In	(61,769)	-	(34,879)	-	-	(24,138)
<b>Total</b>	<b>(1,179,751)</b>	<b>(1,148,160)</b>	<b>(1,340,872)</b>	<b>(1,121,453)</b>	<b>(1,121,453)</b>	<b>(1,205,580)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	4,582,197	5,206,769	4,823,845	5,420,545	5,485,934	5,485,934
Benefits	1,450,990	1,522,572	1,655,467	1,536,626	1,542,017	1,542,017
Supplies	300,430	339,889	273,319	328,052	328,052	314,055
Purchased Services	1,950,306	2,465,431	2,437,118	2,405,598	2,477,273	2,603,248
Inter Depart Charges	273,398	755,020	449,760	804,018	525,903	498,052
Inter Depart Billing	(584,550)	(715,261)	(538,689)	(862,608)	(776,021)	(776,021)
Transfer Out	10,075	18,500	13,173	20,400	20,400	20,400
<b>Total</b>	<b>7,982,846</b>	<b>9,592,919</b>	<b>9,113,993</b>	<b>9,652,630</b>	<b>9,603,558</b>	<b>9,687,685</b>



## Traffic Engineering Division

Yang Tao, PhD, PE, City Traffic Engineer

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[www.cityofmadison.com](http://www.cityofmadison.com)

TO: Dave Schmiedicke, Finance Director  
FROM: Yang Tao, City Traffic Engineer  
DATE: July 22, 2022  
SUBJECT: 2023 Operating Budget Transmittal Memo  
CC: Mayor; Deputy Mayors; Budget & Program Evaluation Staff

### Goals of Agency's Operating Budget

Improving public safety, mobility, transportation equity and suitability in the city are the high level goals across the many services that Traffic Engineering (TE) provides. Specifically, our 2023 goals for each of the seven services are as follows:

1. **Bicycle and Pedestrian Services:** Manage Pedestrian Bicycle infrastructure improvements, education and crossing guard programs to promote public safety and a more environmental friendly form of transportation,
2. **Communications:** Install, repair, calibrate, modify and test two-way emergency radios and associated electronic equipment for Madison's first responder agencies, other city agencies, and other municipalities in Dane County to promote crucial emergency and non-emergency communication,
3. **Pavement Markings:** Maintain and repair citywide pavement markings to promote traffic safety and efficient roadway and path operation,
4. **Services:** Provide overall leadership for traffic safety programs, assist on the overall transportation and traffic planning, design and transportation engineering for the City and its neighborhoods, and implement Vision Zero Action Plan strategies to eliminate serious and fatal crashes and to improve transportation equity.
5. **Signals:** Maintain and repair the City's growing number of traffic signals, traffic cameras, rectangular rapid flashing beacons (RRFBs), driver feedback signs (DFBs) and other devices to promote public safety; Maintain and repair the City's over 200 miles of fiber optic infrastructure to provide City and private data and vital telecommunication needs,
6. **Signing:** Maintain and repair citywide traffic signs to promote traffic safety and efficient roadway and path operation,
7. **Streetlighting:** Maintain and repair the City's growing number of streetlights to promote public safety; systematically converting all City maintained streetlights to LED to reduce energy consumption and improve equity by reducing burden on our residents to report outages.

### Racial Equity and Social Justice

Traffic Engineering strives to promote racial equity and social justice internally and externally.

When hiring, TE works with Civil Rights and uses the equitable hiring tool to help our agency become a more diverse workplace. TE has had some success with attracting a more diverse pool of candidates through actively reaching out to minority professional groups and expanding the places it advertises job openings.

Externally, before making any significant changes (new traffic patterns or configurations, new development) staff meet with various alders, neighborhood groups and businesses to gain input. In addition, TE staff actively work on community engagement in collaboration with the NRTs and Parks Alive, attend neighborhood activities to make public aware of the services we provide and gain input on traffic problems affecting neighborhoods, and provide support to historically underserved residents to improve their quality of life. As a part of our Vision Zero and Complete Green Streets projects a targeted engagement process called Let's Talk Streets is ongoing. TE provides Pedestrian and Bicycle safety classes to promote bike safety in schools and communities in neighborhoods throughout the City. TE also developed and implemented programs to include equity as part of the consideration when prioritizing projects and resources. As a result, we have seen much more equitable distribution of resources across the City.

### Major Changes in the 2023 Operating Request

A \$100,000 increase in electrical expenses was included in the Agency's cost to continue budget to reflect utility rate structure change and rate increases, growing number of electronic devices in the City, and the delay of the implementation of LED lighting project due to significant labor shortages. Also, supplies for pavement marking expenses was increased by about \$63,000 to reflect the increasing costs of these materials due to supply chain issues and inflation.

### Summary of Reductions

Our proposal includes three service reductions aimed at achieving an overall 1% savings target. Fully aware of the City's financial situation, we have to make some difficult choices to reduce our operating cost and help meet the City's cost saving goal.

1. Eliminate a vacant Communication Technician 1 Position (\$75,723) and create a new Utility Locator Position (\$71,043). The difference would result in a savings of \$4,680. The improved operation efficiency and contracted support system on radio communication have enabled us to reallocate the staff resource to where we have more critical need.
2. Increase employee payroll hours charged to Capital projects and reduce TE operating payroll costs (\$30,000). TE management has reviewed hours charged by employees to projects and believes that employees are not charging the total actual hours worked on these projects. Supervisory Staff will regularly review employee hours charged to projects to make certain projects are accurate and projects are charged for all actual project work completed.
3. Reduce Hourly Seasonal funding in Pavement Markings (\$49,121 savings). This would reduce the number of seasonal employees from 11 to 6 and decrease the re-painting of crosswalks for 2023 and other agency work. This reduction would cause some pavement marking becoming less visible and certain traffic engineering services being cut, but this would still allow some hourly seasonal staff (\$75,879 remaining hourly budget) to respond to some of the most critical needs.



## Town of Madison

The upcoming attachment of Town of Madison brings additional challenges to Traffic Engineering's already challenging operation. The City has been growing, and so does Traffic Engineering's responsibilities. However, Traffic Engineering staffing level hasn't been kept up with the pace of that growth. Also the public has been demanding a higher level of services from us, and this has increased our workload significantly. As a result of striving for excellence, we are being rated as one of the most walkable communities in the Midwest, one of the top 5 bike cities in the country, and our work on transportation system management and operations has won national awards. In addition, Traffic Engineering has been leading several key City initiatives and programs, such as Vision Zero, Safe Streets Madison, Complete Green Streets, Twenty is Plenty, and Citywide LED Streetlight Conversion Program. Through the initiatives in the last few years, Traffic Engineering has made significant process in improving safety, sustainability and equity of our transportation system. The workload and the success is reflected in our Capital Improvement Plans (CIPs) over the years. In 2019, we delivered \$1.67 million of projects in our CIP. While in 2022, that number more than quadrupled to \$7.33 million. Traffic Engineering staff have been highly motivated to achieve the successes, but many are overworked and under tremendous amount of stress. To sustain the success and to enable us to expand equitable service to our new residents in Town of Madison, we need to add the following position.

### **Assistant City Traffic Engineer (CG18/R17, Services)**

This is a new management position to help ensure equitable service expansion to our new residents in Town of Madison, continue pursuing federal/state grants, and improve employee development. Key responsibilities include:

- Expand Traffic Engineering's equity programs and ensure equitable service delivery to all City residents
- Research, pursue, and manage federal/state grants
- Improve employee development programs
- Improve support to field staff

The costs of this position would be \$124,729 (\$100,370 salary, \$22,359 benefits, and \$2,000 supplies).

## Supplemental Request

1. **Utility locator Positions and Equipment (CG16/R11, Signal and Street lighting):** TE Field Operations electrical section has the responsibility of locating and marking of Traffic Engineering electrical and Metropolitan Unified Fiber Network (MUFN) conduit and other facilities throughout the city. In recent years, the numbers of locates from One-Call has increased dramatically. For example, from 2012 to 2021, the number of tickets skyrocketed by 44%. We now use 2.0 FTE electricians to perform this work and the number of one-calls is still increasing. This takes our limited staff of electricians away from street light and traffic signal work impacting the timeliness of these installations and repairs and causing stress on other employees. This also create many professional development challenges. The addition of 2 FTE Utility Locators would alleviate these problems and allow the higher level electricians to perform more complex tasks. We are requesting a total of two new utility locators (one in Traffic Signal Service and one in the Street Light Service).

The payroll expenses (\$71,043) of one of these positions would be offset by using funds made available by eliminating a vacant Communications Tech 1 position. However, this position would still require a new vehicle (\$30,000) and locating equipment (\$4,500). The second locator position would require additional funds for: personnel (\$71,043), vehicle (\$30,000), computer (\$2,000) and locating equipment (\$4,500). The total new costs would be \$142,043.

- 2. Vision Zero Safe Streets for All Project Manager (CG18/R10, Services):** This would be a new position to oversee Vision Zero grant funded project implementation. The costs of this position would be \$93,068 (\$74,173 salary, \$16,895 benefits, and \$2,000 supplies) and would be fully contingent upon receiving federal funding.

Vision Zero projects are currently overseen by staff throughout the division but staff time is a limiting factor in how many additional projects can be undertaken. The number of Vision Zero projects has grown significantly in just three years and will continue to grow in number and complexity moving forward. A Vision Zero Safe Streets for All Project Manager will be able to ensure that the City continues to accelerate implementation of improvements that ensure safe streets for all users and is successful in delivery of a Safe Streets and Roads for all grant.

This position will help the agency implement Vision Zero related projects funded through the USDOT's Safe Streets and Roads for all program. This position is critical to ensuring progress toward ensuring safer streets for all users and successful implementation of the grant. With our good work on Vision Zero being recognized nationally, including by USDOT, Madison is well positioned for this federal grant opportunity. This position will increase the City's ability to take advantage of the opportunities that exist to leverage federal and state funds to move Vision Zero forward.

- 3. Engineer 1 Position (CG18/R6, Signals):** This would be a new entry level Engineer 1 position. The annual cost of this position would be \$78,647 (\$61,752 salary, \$16,895 benefits, and \$2,000 supplies). The position would assist with scoping and design of electrical projects, as well as facilitate operations of the rapidly expanding number of field devices that are being deployed under the transit priority initiatives such as for Bus Rapid Transit (BRT), Safe Streets Madison, other public works and development project initiatives across the City. This position will focus in the area of traffic signals and advanced traffic management to manage and monitor the Transit Signal Priority (TSP) for BRT routes to assist Metro with maintaining schedules, and will review performance of adaptive signal control systems (ASC) and coordinated signalized corridors during routine conditions, incidents or special events. Lastly, this position will work with City IT and Electrical field operations staff on implementing communication network devices at our installations to enable remote monitoring and programming.

I look forward to meeting with you to discuss our proposal.



Yang Tao, PhD, PE  
City Traffic Engineer

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Bicycle & Pedestrian Services

SERVICE NUMBER:

458

SERVICE DESCRIPTION:

This service guides bicycle and pedestrian planning and infrastructure improvements as well as oversees education, encouragement, and outreach. Beginning in 2021, this service also began administration of the Crossing Guard program. The goal of this service is to ensure safe, efficient, equitable and accessible walking and biking infrastructure along with increasing public awareness of pedestrian and bicycle safety.

Are any updates required for the "Service Description"?

New description: This service guides bicycle and pedestrian planning, infrastructure improvements and safety initiatives. The program also includes education, encouragement and outreach focused on bicycle and pedestrian safety as well as the administration of the Crossing Guard Program. The goals of this service is to ensure, safe, efficient, equitable and accessible walking and biking infrastrucutre, increase the number of people choosing to walk and bike and increase pedestrian and bicycle safety.

Activities performed by this Service

Activity	% of Effort	Description
Planning	35%	Planning for pedestrian and bicycle facilities including work related to Vision Zero, Complete Green Streets, neighborhood planning and other City projects. Collecting and reviewing data, design reviews, and other work related to improving walking and biking safety and get more people to walk/bike.
Engagement/Public Input	15%	Outreach to underserved neighborhoods to gather input on walking/biking and infrastructure changes. Public meetings to discuss specific projects. Responding to concerns.
Safety Education	25%	Education to support walking and biking safety. Safe Routes to School planning and delivery of programming. Partnerships to deliver bicycle and pedestrian programming and events.
Crossing Guard services	25%	Providing Crossing Guards services at approved locations and reviewing locations. Hiring, training and supervision of Crossing Guards. Working with schools to address traffic issues.

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

The pedestrian and bicycle program is a key element in moving the Transportation element of the comprehensive plan especially Strategy 8 to expand and improve the city's pedestrian and bicycle networks to enable safe and convenient active transportation. The pedestrian and bicycle program also focuses on Strategy 3 to ensure all populations benefit from the City's transportation elements.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
						595

<i>Budget by Fund</i>							
General-Net	\$359,219	\$978,595	\$898,834	\$1,156,855	\$1,112,275	\$1,111,275	
Other-Expenditures	\$50,809	\$99,540	\$65,895	\$102,000	\$102,000	\$102,000	
<i>Total</i>	<i>\$410,028</i>	<i>\$1,078,135</i>	<i>\$964,729</i>	<i>\$1,258,855</i>	<i>\$1,214,275</i>	<i>\$1,213,275</i>	
<i>Budget by Major</i>							
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	
Personnel	\$346,747	\$941,315	\$869,758	\$1,113,479	\$1,123,572	\$1,123,572	
Non-Personnel	\$21,837	\$33,558	\$40,435	\$33,845	\$33,600	\$32,600	
Agency Billings	\$41,444	\$103,262	\$54,536	\$111,531	\$57,103	\$57,103	
<i>Total</i>	<i>\$410,028</i>	<i>\$1,078,135</i>	<i>\$964,729</i>	<i>\$1,258,855</i>	<i>\$1,214,275</i>	<i>\$1,213,275</i>	

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	54 - PURCHASED SE	45881	54330	(\$300)	reduce expenses to reflect actual expense.
1100 - GENERAL	53 - SUPPLIES	45881	53413	(\$700)	reduce expenses to reflect actual exp ense .
<b>TOTAL</b>				<b>-\$1,000.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

Estimate based on prior year actuals.

What is the justification behind the proposed change?

The estimate is an attempt to more accurately project actual costs.

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?

The pedestrian and bicycle program works to address disparities in crash outcomes related to walking and biking and reduce disparities in access to safe walking and biking facilities. Much of the work is done through planning and funding improved facilities and changing policies. Work includes planning also for improved accessibility to ensure all abilities can move through the City safely and working to increase knowledge and access to walking and biking. The Crossing Guard program also works to improve access for families to walking and biking to school.

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.

Much of our data has been done as part of our Vision Zero analysis and Complete Green Streets project including looking at race/ethnicity differences in crashes and gaps in the walk/bike network. Focus groups were held to learn more about concerns around street design with low income and racially diverse residents and a survey focused on people with disabilities also help inform the work of the pedestrian bicycle program as well as other initiatives. This service also includes working directly with youth, community centers, and other neighborhood organizations which also provide opportunities to gather more information to better inform the services.

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.

TE is represented at every NRT and even plays leading roles at some NRTs. Our staff regularly participate in NRT meetings and welcome public feedback.

In addition, TE staff actively work on community engagement in collaboration with the NRTs and Parks Alive, attend neighborhood activities to make public aware of the services we provide and gain input on traffic problems affecting neighborhoods, and provide support to historically underserved residents to improve their quality of life.

### 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)?

\$83,801

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

\$0

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

### 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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Traffic Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Communications ▼

SERVICE NUMBER:

454

SERVICE DESCRIPTION:

This service is responsible for: (1) two-way radios and associated electronic equipment, (2) municipal communications systems, and (3) communications equipment for the City and other public entities. The goal of this service is to maintain and repair the current emergency communication system and radios.

Are any updates required for the "Service Description"?

Updates are not required.

Activities performed by this Service

Activity	% of Effort	Description
Repairs the City's emergency communication system	50	The City maintains and repairs equipment at eight radio tower locations including the 911 Center. They also maintain and repair portable and handhoeld radios and miscellaneous electronics.
Maintain interoperability with Dane County 911 Center	20	Dane County and the city of Madison maintain seperate emergency radio systems,, however both receive calls from the 911 Center. It is crucial that both of these systems are compatible.
Installs emergency radio equipment in vehicles	30	TE Radio Communications staff installs communication equipumnt in police, fire and other agencies within the City and agencies throughout Dane County.

Insert item

Citywide Element

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

Health and Safety ▼

Describe how this service advances the Citywide Element:

This service provides for greater public safety for the City of Madison and certain Dane County residents as it helps to assure them that in the case of emergency the appropriate first responders will be contacted.

**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	\$567,295	\$1,059,459	\$1,063,315	\$853,532	\$891,929	\$894,792
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$567,295</i>	<i>\$1,059,459</i>	<i>\$1,063,315</i>	<i>\$853,532</i>	<i>\$891,929</i>	<i>\$894,792</i>
<i>Budget by Major</i>						
						600



Revenue	(\$114,931)	(\$135,200)	(\$130,737)	(\$146,453)	(\$146,453)	(\$135,200)
Personnel	\$1,018,492	\$1,057,262	\$970,008	\$1,020,219	\$1,043,888	\$1,043,888
Non-Personnel	\$133,563	\$656,698	\$651,266	\$642,584	\$643,901	\$635,511
Agency Billings	(\$469,828)	(\$519,301)	(\$427,222)	(\$662,818)	(\$649,407)	(\$649,407)
<i>Total</i>	\$567,296	\$1,059,459	\$1,063,315	\$853,532	\$891,929	\$894,792

### 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	54 - PURCHASED SE	45400	54335	\$10,000	increase expenses due to 2023 increased Motorola contact costs.
1100 - GENERAL	41 - GENERAL REVE	45400	42410	\$10,000	decrease revenue based on estimate
<b>TOTAL</b>				\$20,000.00	

Insert item

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

none

Explain the assumptions behind the changes.

Estimates are based on prior year data and contract commitments.

What is the justification behind the proposed change?

estimates are revised to reflect actual costs and revenues.

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?

Traffic Engineering provides communication radios for Police and Fire Dep'ts , City public works and transportation agencies, and many external agencies. Staff works hard to ensure radios function efficiently in all parts of the City.

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.

System usage and cost data were used in shaping the proposal.

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.

No

**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)?

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

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
Eliminate Position and transfer	\$4,681	This request would eliminate a Communication Tech 2 Position (\$75,723) and create a new Utility Locator Position (\$71,043). The difference would result in a savings of \$4,680.
<b>Total</b>	\$4,681	

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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

 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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... 

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Traffic Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Pavement Markings ▼

SERVICE NUMBER:

453

SERVICE DESCRIPTION:

This service performs an annual pavement marking inventory. The service is also responsible for the maintenance of the following: centerline, lane line, crosswalk, bike path, speed hump, and other similar markings. The goal of this service is to provide greater clarity and consistent guidance on, over, or adjacent to a street, pedestrian facility, or bikeway by maintaining existing and installing new traffic control pavement markings.

Are any updates required for the "Service Description"?

Updates are not required.

Activities performed by this Service

Activity	% of Effort	Description
Design pavement marking layouts	40	TE staff designs pavement marking needs based on condition of existing markings and public safety needs to prioritize the material, location and type of replacement pavement markings.
Install pavement markings	45	TE Field staff paint pavement markings throughout the City to help guide bicycles, pedestrians and motorists
Oversee epoxy pavement marking contractor	15	TE hires a contractor to install epoxy pavement markings in high-traffic locations as they are more cost effective and durable in this setting.

Insert item

Citywide Element

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

Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

Pavement markings provide a clearer demarcation between various modes of transportation (bicycles, pedestrians, and motor vehicles), and help to guide traffic more safely through intersections and locations that otherwise might be considered hazardous.

**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	\$854,187	\$1,005,330	\$847,799	\$1,017,267	\$936,666	\$986,109
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$854,187</b>	<b>\$1,005,330</b>	<b>\$847,799</b>	<b>\$1,017,267</b>	<b>\$936,666</b>	<b>\$986,109</b>
<i>Budget by Major</i>						
Revenue	(\$7,328)	\$0	(\$2,283)	(\$5,000)	(\$5,000)	(\$5,000)
Personnel	\$500,333	\$590,296	\$540,611	\$599,863	\$560,609	\$560,609

Non-Personnel	\$279,872	\$294,114	\$225,604	\$291,711	\$291,584	\$342,827
Agency Billings	\$81,311	\$120,920	\$83,866	\$130,693	\$89,473	\$87,673
<i>Total</i>	\$854,188	\$1,005,330	\$847,798	\$1,017,267	\$936,666	\$986,109

### 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

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	53 - SUPPLIES	45300	53210	\$42,763	increase supplies budget to reflect increase costs
1100 - GENERAL	54 - PURCHASED SE	45400	54410	\$10,000	reflects estimated increase in epoxy contract costs
<b>TOTAL</b>				\$52,763.00	

Insert item

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

none

Explain the assumptions behind the changes.

The increase assumes that costs for supplies and services will increase.

What is the justification behind the proposed change?

These estimates reflect the estimated actual costs.

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?

All residents and visitors will benefit by the uniform installation of pavement markings that provide for safer and more efficient streets.

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.

We use data including safety records, facility age, condition, usage and community input in shaping our proposal.

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.

TE is represented at every NRT and even plays leading roles at some NRTs. Our staff regularly participate in NRT meetings and welcome public feedback.

In addition, TE staff actively work on community engagement in collaboration with the NRTs and Parks Alive, attend neighborhood activities to make public aware of the services we provide and gain input on traffic problems affecting neighborhoods, and provide support to historically underserved residents to improve their quality of life.

**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)?

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

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
Reduce funding for Seasonal Hourly employees		TE hires employees to paint cross walks each summer.
<b>Total</b>	\$0	

 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		This proposal would reduce the number of hourly crosswalk crew employees and fewer crosswalks would be remarked.
Non-Personnel		
Agency Billings		
Total	\$0	

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, not applicable

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

We have made proposal to eliminate funding or a portion of the hourly employee funding in prior budgets. Identifying a budget reduction is difficult with out laying-off full time is very difficult. This is a stand alone program and would be relatively easy to reduce service for one year.

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

This proposal would also reduce funding for the hourly seasonal employees. Under this proposal, the nighttime crosswalk crew would be reduced and several crosswalks would be less visible. TE permanent and remaining hourly staff would likely be able to re-paint crucial crosswalks. It is likely that complaints to TE and alders would somewhat increase.

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Services

SERVICE NUMBER:

456

SERVICE DESCRIPTION:

This service, in conjunction with the Transportation Commission, provides leadership for traffic safety programs and assists on the overall transportation and traffic planning, design, and transportation engineering for the City. Staff assist neighborhoods and other government entities in planning transportation improvements. The goal of this service is efficient development with minimal negative impacts on traffic safety and efficiency on City streets and neighborhoods.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Review neighborhood development/transportation plans or subdivision plats.	15	Review and recommend approval of or changes to neighborhood development or transportation system plans to ensure a safe and efficient transportation system for all modes of travel.
Review, prioritize and recommend transportation related safety projects.	15	Maintain prioritized list of transportation safety projects generated from public feedback, crash data or other transportation related study.
Review, approve and enforce permits to allow contractors to work in the ROW.	30	Review contractor/developer plans involving proposed work in the ROW to ensure proper safety measures and minimal interference to ped/bike & motor vehicle traffic flow. Follow up with site visits and issue citations to contractors not following their permit.
Conduct transportation related studies.	10	Conduct various traffic studies that are needed to determine appropriate traffic control, prioritize safety projects, operational/geometric improvements or other transportation needs.
Update agency's CAD & GIS mapping data and maintain asset management system.	30	Continuous updating of agency's asset data using CAD & GIS mapping software. Administration and maintenance of CityWorks asset management system.

Insert item

Citywide Element

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

Effective Government

Describe how this service advances the Citywide Element:

The goal of this service to provide effective transportation related government services to contractors, developers and other city agencies to ensure a safe and efficient transportation system presently as well as into the future.

**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	\$1,399,939	\$1,496,689	\$1,352,962	\$1,464,239	\$1,448,877	\$1,459,397
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$1,399,939</i>	<i>\$1,496,689</i>	<i>\$1,352,962</i>	<i>\$1,464,239</i>	<i>\$1,448,877</i>	<i>\$1,459,397</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,294,859	\$1,337,470	\$1,225,797	\$1,295,919	\$1,333,632	\$1,333,632
Non-Personnel	\$12,248	\$10,744	\$9,542	\$11,699	\$11,600	\$17,100
Agency Billings	\$92,833	\$148,475	\$117,624	\$156,621	\$103,645	\$108,665
<i>Total</i>	<i>\$1,399,940</i>	<i>\$1,496,689</i>	<i>\$1,352,963</i>	<i>\$1,464,239</i>	<i>\$1,448,877</i>	<i>\$1,459,397</i>

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	57 - INTER DEPART	45600	57175	\$5,020	Charges generally increase from year to year. increase based on data trends.
1100 - GENERAL	54 - PURCHASED SE	45600	54520	\$5,000	Increase training estimate based on agency's training needs.
<b>TOTAL</b>				\$10,020.00	

Insert item

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

None.

Explain the assumptions behind the changes.

Based on budget data trends and agency needs.

What is the justification behind the proposed change?

re-estimate based of prior year data and required expenses.

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?

This is a data driven section that seeks input from the entire community with a goal of improving public safety for all.

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.

This section maintains and tracks data (traffic, mapping, and crash) to help determine the best way address traffic safety concerns in a fair and efficient manner.

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.

TE is represented at every NRT and even plays leading roles at some NRTs. Our staff regularly participate in NRT meetings and welcome public feedback.

In addition, TE staff actively work on community engagement in collaboration with the NRTs and Parks Alive, attend neighborhood activities to make public aware of the services we provide and gain input on traffic problems affecting neighborhoods, and provide support to historically underserved residents to improve their quality of life.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

[Empty text box for describing why the proposed reduction was chosen.]

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

[Empty text box for explaining impacts and mitigation.]

**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
ToM: Assistant City Traffic Engineer	124729	This is a new management position to help ensure equitable service expansion to our new residents in Town of Madison, continue pursuing federal/state grants, and improve employee development. Key responsibilities include: <ul style="list-style-type: none"> <li>Expand Traffic Engineering’s equity programs and ensure equitable service delivery to all City residents</li> <li>Research, pursue, and manage federal/state grants</li> <li>Improve employee development programs</li> <li>Improve support to field staff</li> </ul>
Vision Zero Safe Streets for All Project Manager	93068	This would be a new position to oversee Vision Zero grant funded project implementation. This position will help the agency implement Vision Zero related projects funded through the USDOT’s Safe Streets and Roads for all program. This position is critical to ensuring progress toward ensuring safer streets for all users and successful implementation of the grant. With our good work on Vision Zero being recognized nationally, including by USDOT, Madison is well positioned for this federal grant opportunity. This position will increase the City’s ability to take advantage of the opportunities that exist to leverage federal and state funds to move Vision Zero forward.
<b>Total</b>	<b>217,797</b>	

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	213,797	Assistant City Traffic Engineer (ToM): \$122,729; Vision Zero Safe Streets for All Project Manager: \$91,068;
Non-Personnel	4,000	New computer and supplies (\$2,000 each position)
Agency Billings		
<b>Total</b>	<b>217,797</b>	

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.

The ToM Asst City Traffic Engineer Position would be funded with General Fund. The Vision Zero Position would be limited term and contingent upon federal funding.

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 ToM Asst City Traffic Engineer position would be on-going personnel costs. The Vision Zero Position shall only be funded with federal funding of capital funding.

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.

Assistant City Traffic Engineer position (ToM):

The upcoming attachment of Town of Madison brings additional challenges to Traffic Engineering's already challenging operation. The City has been growing, and so does Traffic Engineering's responsibilities. However, Traffic Engineering staffing level hasn't been kept up with the pace of that growth. Also the public has been demanding a higher level of services from us, and this has increased our workload significantly. As a result of striving for excellence, we are being rated as one of the most walkable communities in the Midwest, one of the top 5 bike cities in the country, and our work on transportation system management and operations has won national awards. In addition, Traffic Engineering has been leading several key City initiatives and programs, such as Vision Zero, Safe Streets Madison, Complete Green Streets, Twenty is Plenty, and Citywide LED Streetlight Conversion Program. Through the initiatives in the last few years, Traffic Engineering has made significant process in improving safety, sustainability and equity of our transportation system. The workload and the success is reflected in our Capital Improvement Plans (CIPs) over the years. In 2019, we delivered \$1.67 million of projects in our CIP. While in 2022, that number more than quadrupled to \$7.33 million. Traffic Engineering staff have been highly motivated to achieve the successes, but many are overworked and under tremendous amount of stress. To sustain the success and to enable us to expand equitable service to our new residents in Town of Madison, we need to add the Assistant City Traffic Engineer position. This will also provide us resource to continue prusue federal/state grants, improve employee development and better support field staff.

Vision Zero Safe Streets for All Project Manager:

Vision Zero projects are currently overseen by staff throughout the division but staff time is a limiting factor in how many additional projects can be undertaken. The number of Vision Zero projects has grown significantly in just three years and will continue to grow in number and complexity moving forward. A Vision Zero Safe Streets for All Project Manager will be able to ensure that the City continues to accelerate implementation of improvements that ensure safe streets for all users and is successful in delivery of a Safe Streets and Roads for all grant. This position will help the agency implement Vision Zero related projects funded through the USDOT's Safe Streets and Roads for all program. This position is critical to ensuring progress toward ensuring safer streets for all users and successful implementation of the grant. With our good work on Vision Zero being recognized nationally, including by USDOT, Madison is well positioned for this federal grant opportunity. This position will increase the City's ability to take advantage of the opportunities that exist to leverage federal and state funds to move Vision Zero forward.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Traffic Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Signals ▼

SERVICE NUMBER:

455

SERVICE DESCRIPTION:

This service is responsible for the installation, operation, and upkeep of traffic signals. Specific activities include: (1) studies, planning, and design associated with new installations, (2) review, revision, and modernization for existing signalized intersections, and (3) installation and maintenance of fiber optics. The goal of this service is safer intersections through maintenance and repair the City's traffic signals.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Maintaining and operating traffic signals	70	Field staff provide routine maintenance, repairs and emergency response to equipment failures and knocked down traffic signal supports.
Maintaining and repairing fiber communications	20	Field staff provide routine maintenance, repairs and emergency response to equipment failures and fiber breaks caused by extreme weather or damage caused by construction activities.
Adjusting traffic signal timing	10	Staff remotely or locally adjust traffic signal phasing and timing to adapt to special events, crashes, flooding, construction activities, or other incidents.

Insert item

Citywide Element

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

Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

The repair, maintenance and operation of traffic signals is essential for the safe and efficient flow of all transportation modes throughout the City of Madison and surrounding areas. Traffic Engineering staff are also working with other agencies and planning for the City's BRT project, to include how traffic signals are adapted to prioritize Metro transit vehicles and allow them to improve route efficiency via traffic signal control.

**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	\$588,264	\$833,800	\$499,236	\$961,034	\$1,061,320	\$997,669
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$588,264</i>	<i>\$833,800</i>	<i>\$499,236</i>	<i>\$961,034</i>	<i>\$1,061,320</i>	<i>\$997,669</i>
<i>Budget by Major</i>						
Revenue	(\$758,277)	(\$769,960)	(\$981,965)	(\$745,000)	(\$745,000)	(\$803,000)
						613

Personnel	\$944,989	\$1,148,312	\$973,129	\$1,225,266	\$1,306,591	\$1,306,591
Non-Personnel	\$419,352	\$366,966	\$411,216	\$392,286	\$401,205	\$401,305
Agency Billings	(\$17,800)	\$88,482	\$96,856	\$88,482	\$98,524	\$92,773
<i>Total</i>	\$588,264	\$833,800	\$499,236	\$961,034	\$1,061,320	\$997,669

**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	43 - CHARGES FOR !	45500	43710	(\$15,000)	increase estimate for revenues from outside entities.
1100 - GENERAL	54 - PURCHASED SE	45500	54130	\$12,500	increase expense for payment of MUFN Fees for City agencies and payment for traffic signal wireless communication.
<b>TOTAL</b>				<b>-\$2,500.00</b>	

Insert item

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

None.

Explain the assumptions behind the changes.

Estimate based on prior year actual expenses and trends.

What is the justification behind the proposed change?

Estimate better reflects actual data that prior year budget.

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?

When warranted, traffic signals benefit all roadway users and transportation modes in the community and specific neighborhoods by promoting orderly operations within, and immediately adjacent to, intersections.

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.

Requests for new traffic signals are evaluated using standardized criteria through the annual Traffic Signal Priority List (TSPL) program. These evaluations are completed for all requests that are received and vetted via public informational meetings and commissions.

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.

Feedback related to existing traffic signal modifications and new requests are routinely received via communications with Alders, MPD, Metro, school crossing guards, as well as NRT's.

**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)?

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

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
Increase Payroll hours charged to capital projects	\$30,000	Increase employee payroll hours charged to capital projects reducing TE operating payroll costs (\$30,000). TE has reviewed hours charged by employees to projects and believe employees are not charging the total actual hours worked on these projects. Supervisory Staff will regularly review employee hours charged to projects to make certain projects are accurate and projects are charged for all actual project work completed.
<b>Total</b>	\$30,000	

 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	\$30,000	Increase employee payroll hours charged to capital projects reducing TE operating payroll costs (\$30,000).
Non-Personnel		
Agency Billings		
<b>Total</b>	\$30,000	

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?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.  
 Staff need to more accurately record work hours to appropriate projects so that project accurately reflect total actuals costs.

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

These would be no impact to end users; however, the city's capital expenses/debt service might increase.

**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
Utility Locator Position	107543	This position would primarily be responsible for day-to-day locating of traffic engineering electrical, streetlighting and fiber optic facilities. Adding these positions would allow the Traffic Signal Electrician 1 and Traffic Signal Maintenance Workers who currently locate, to focus on installation and maintenance of facilities in a timely manner, and help to reach the City's goals of equity for its residents and visitors. This request includes a new vehicle and equipment required to locate city electrical facilities.
Engineer 1 Position	80647	The position would assist with scoping and design of electrical projects, as well as facilitate operations of the rapidly expanding number of field devices that are being deployed under the transit priority initiatives such as for Bus Rapid Transit (BRT), Safe Streets Madison, other public works and development project initiatives across the City.
<b>Total</b>	188,190	

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	149,690	Utility Locator \$71,043; Engineer 1 \$78,647;
Non-Personnel	38,500	This position would require a new vehicle (\$30,000), a cable location device (\$4,500), and 2 new computers (\$4,000
Agency Billings	0	Only a small amount of the work can be charged to projects, however this position would free up other electricians
<b>Total</b>	188,190	

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.

This position, vehicle and equipment would be funded by the 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.

This request is for a new position and the personnel costs would be ongoing. The equipment would need to be replaced periodically.

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.



TE Field Operations electrical section has the responsibility of locating and marking of Traffic Engineering electrical and Metropolitan Unified Fiber Network (MUFN) conduit and other facilities throughout the city. In recent years, the numbers of locates from One-Call has increased dramatically. For example, from 2012 to 2021, the number of tickets skyrocketed by 44%. We now use 2.0 FTE electricians to perform this work and the number of one-calls is still increasing. This takes our limited staff of electricians away from street light and traffic signal work impacting the timeliness of these installations and repairs and causing stress on other employees. This also create many professional development challenges. The addition of 2 FTE Utility Locators would alleviate these problems and allow the higher level electricians to perform more complex tasks. We are requesting a total of 2 new utility locators (one in Traffic Signal Service and one in the Street Light Service).

The Engineer 1 position would assist with scoping and design of electrical projects, as well as facilitating operations of the rapidly expanding number of field devices that are being deployed under the transit priority initiatives such as for Bus Rapid Transit (BRT), Safe Streets Madison, other public works and development project initiatives across the City. This position will focus in the area of traffic signals and advanced traffic management to manage and monitor the Transit Signal Priority (TSP) for BRT routes to assist Metro with maintaining schedules, and will review performance of adaptive signal control systems (ASC) and coordinated signalized corridors during routine conditions, incidents or special events. Lastly, this position will work with City IT and Electrical field operations staff on implementing communication network devices at our installations to enable remote monitoring and programming.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Traffic Engineering

SELECT YOUR AGENCY'S SERVICE:

Signing

SERVICE NUMBER:

451

SERVICE DESCRIPTION:

This service is responsible for fabricating, installing, replacing, repairing, and maintaining street signs. Specific activities include: (1) an annual inventory of all signs to determine condition and proper location, (2) studies to determine the need for new signs, (3) upkeep and maintenance of signs and guard rails, and (4) installations and removals of barricades and signs for special events and to individuals with street-use permits. The goal of this service is to provide clear, concise, and consistent guidance on, over, or adjacent to a street, pedestrian facility, or bikeway by maintaining existing and installing new traffic control signage.

Are any updates required for the "Service Description"?

No changes to service description

Activities performed by this Service

Activity	% of Effort	Description
Design signage plans	15	TE engineers develop sign plans that are designed to improve public safety and traffic movements.
Fabricate and install signs	80	TE field staff manufacture and install signs throughout the City.
Facilitate special events with traffic control equipment	5	TE engineers work with special event planners and other agencies to design/plan to accommodate events in a safe manner. Field staff place signage and abarricades needed for these events

Insert item

Citywide Element

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

Land Use and Transportation

Describe how this service advances the Citywide Element:

Signs are installed to improve public safety, inform, guide and control traffic; including pedestrians, motor vehicle drivers and bicyclists. These devices are usually placed adjacent, over or along the highways, roads, traffic facilities and other public areas that require traffic control.

**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	\$1,194,404	\$1,106,582	\$1,227,304	\$1,146,778	\$1,027,349	\$997,193
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$1,194,404</i>	<i>\$1,106,582</i>	<i>\$1,227,304</i>	<i>\$1,146,778</i>	<i>\$1,027,349</i>	<i>\$997,193</i>
<i>Budget by Major</i>						
						618

Revenue	(\$144,481)	(\$102,000)	(\$64,894)	(\$99,000)	(\$99,000)	(\$112,000)
Personnel	\$1,262,856	\$1,051,658	\$1,241,523	\$1,073,135	\$1,010,374	\$1,010,374
Non-Personnel	\$79,792	\$85,327	\$34,885	\$83,411	\$83,323	\$76,123
Agency Billings	(\$3,763)	\$71,597	\$15,790	\$89,232	\$32,652	\$22,696
<i>Total</i>	\$1,194,404	\$1,106,582	\$1,227,304	\$1,146,778	\$1,027,349	\$997,193

**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	45100	53210	(\$10,000)	reduced to reflect charges transferred to various projects.
1100 - GENERAL	53 - SUPPLIES	45100	53150	\$2,500	increase budgeted expenses to reflect actual costs.
<b>TOTAL</b>				<b>-\$7,500.00</b>	

Insert item

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

none

Explain the assumptions behind the changes.

Staff re-estimate costs based on prior and current year data.

What is the justification behind the proposed change?

Re-estimates are used to project more accurate budget data.

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?

Older, marginalized and lower-income people are more likely to be walking and crossing roadways. This service fabricates, installs and maintains signage along the roadways, with the goal of providing clear and consistent guidance for drivers around pedestrian crossing areas.

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.

We use data including safety records, facility age, condition, usage and community input in shaping our proposal.

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.

TE is represented at every NRT and even plays leading roles at some NRTs. Our staff regularly participate in NRT meetings and welcome public feedback. In addition, TE staff actively work on community engagement in collaboration with the NRTs and Parks Alive, attend neighborhood activities to make public aware of the services we provide and gain input on traffic problems affecting neighborhoods, and provide support to historically underserved residents to improve their quality of life.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Traffic Engineering ▼

SELECT YOUR AGENCY'S SERVICE:

Streetlighting ▼

SERVICE NUMBER:

452

SERVICE DESCRIPTION:

This service manages all street lights within the City of Madison. Specific activities include: repairing and maintaining light poles, bases and luminaries, and repairing all damage resulting from crashes. This includes design of new lighting installations and evaluating the need for changes in the existing systems and lighting units for specific neighborhood needs. The goal of this service is to maintain and repair street lighting and bike path lighting infrastructure.

Are any updates required for the "Service Description"?

No

Activities performed by this Service

Activity	% of Effort	Description
Maintaining and repairing streetlights	90	Field staff provide routine maintenance, repairs, and emergency response to knocked down streetlights and malfunctioning equipment.
Staff review of lighting installation requests	10	Technical evaluation of individual lighting installation requests by staff and coordination with field staff or utilities.

Insert item

Citywide Element

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

Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

Streetlights are installed to promote public safety, as well as improve roadway user identification of transportation features as such as intersections, path/pedestrian crossing locations, or changes to roadway configuration. Police Department staff may request streetlights due to increased enforcement activities and many residents feel safer when lighting exists within the area.

**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	\$1,788,978	\$1,864,765	\$1,817,778	\$1,829,473	\$1,901,689	\$1,933,671
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	<i>\$1,788,978</i>	<i>\$1,864,765</i>	<i>\$1,817,778</i>	<i>\$1,829,473</i>	<i>\$1,901,689</i>	<i>\$1,933,671</i>
<i>Budget by Major</i>						
Revenue	(\$154,732)	(\$141,000)	(\$160,993)	(\$126,000)	(\$126,000)	(\$150,379)
Personnel	\$664,911	\$603,028	\$658,485	\$629,290	\$649,286	\$649,286
						622

Non-Personnel	\$1,314,148	\$1,376,413	\$1,350,663	\$1,298,514	\$1,360,512	\$1,432,237
Agency Billings	(\$35,349)	\$26,324	(\$30,378)	\$27,669	\$17,892	\$2,527
<i>Total</i>	\$1,788,978	\$1,864,765	\$1,817,777	\$1,829,473	\$1,901,690	\$1,933,671

### 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	45200	53440	\$100,000	increase to reflect growing electricity costs dut to rate increase
1100 - GENERAL	54 - PURCHASED SE	45200	53440	(\$20,000)	decreasd expense to reflect actual expense
<b>TOTAL</b>				\$80,000.00	

 Insert item

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

none

Explain the assumptions behind the changes.

Budgeted amount was change to reflect estimated expenses.

What is the justification behind the proposed change?

Prior year actuals were used to project expenses.

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?

All residents and visitors will benefit by the uniform installation of functional streetlighting per current ordinance.

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.

Streetlighting is included with new plats, infill projects and public works projects. These are vetted via public informational meetings and commissions. Information related to smaller projects are shared throught the City webpage and the petition process.

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.

Streetlighting requests are recieved by the City via public feedback, development and public works projects, as well as request by Alders, MPD and NRT's.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Describe why the proposed reduction was chosen.

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

**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
Utility Locator	34500	This position would primarily be responsible for day-to-day locating of traffic engineering electrical, streetlighting and fiber optic facilities. Adding these positions would allow the Traffic Signal Electrician 1 and Traffic Signal Maintenance Workers who currently locate, to focus on installation and maintenance of facilities in a timely manner, and help to reach the City's goals of equity for its residents and visitors. This request includes a new vehicle and equipment required to locate city electrical facilities.
<b>Total</b>	34,500	

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	0	New Utility Locator Position (Comp 16, Range 11); Expense offset by eliminating Com Tech Position.
Non-Personnel	34,500	This position would require a new vehicle (\$30,000), a cable location device (\$4,500). No computer needed.
Agency Billings	0	Only a small amount of the work can be charged to projects, however this position would free up other electricians
<b>Total</b>	34,500	

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.

This position, vehicle and equipment would be funded by the 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.

This request is for a new position and the personnel costs would be ongoing. The equipment would need to be replaced periodically.

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.

TE Field Operations electrical section has the responsibility of locating and marking of Traffic Engineering electrical and Metropolitan Unified Fiber Network (MUFN) conduit and other facilities throughout the city. In recent years, the numbers of locates from One-Call has increased dramatically. For example, from 2012 to 2021, the number of tickets skyrocketed by 44%. We now use 2.0 FTE electricians to perform this work and the number of one-calls is still increasing. This takes our limited staff of electricians away from street light and traffic signal work impacting the timeliness of these installations and repairs and causing stress on other employees. This also create many professional development challenges. The addition of 2 FTE Utility Locators would alleviate these problems and allow the higher level electricians to perform more complex tasks.

Save/Submit

## Transportation

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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	408,921	486,692	413,507	533,224	570,129	555,129
<b>Total</b>	<b>408,921</b>	<b>486,692</b>	<b>413,507</b>	<b>533,224</b>	<b>570,129</b>	<b>555,129</b>

### 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>
Transportation Management	408,921	486,692	413,507	533,224	570,129	555,129
<b>Total</b>	<b>408,921</b>	<b>486,692</b>	<b>413,507</b>	<b>533,224</b>	<b>570,129</b>	<b>555,129</b>

### 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	294,645	349,025	247,470	392,628	418,129	403,129
Benefits	82,239	101,388	142,661	104,317	116,491	116,491
Supplies	135	4,500	1,174	4,500	4,500	3,000
Purchased Services	20,607	20,500	10,923	20,500	20,500	22,000
Inter Depart Charges	11,295	11,279	11,279	11,279	10,509	10,509
<b>Total</b>	<b>408,921</b>	<b>486,692</b>	<b>413,507</b>	<b>533,224</b>	<b>570,129</b>	<b>555,129</b>



## Department of Transportation

Thomas Lynch, PE, PTOE, PTP, AICP, Director of Transportation

Madison Municipal Building  
215 Martin Luther King Jr Blvd  
Suite 109  
P.O. Box 2986  
Madison, Wisconsin 53701-2986  
Phone: (608) 266-4761  
Fax: (608) 267-1158

To: Dave Schmiedicke, Finance Director  
From: Thomas W. Lynch, PE, PTOE, PTP, AICP  
Date: July 22, 2022  
Subject: 2023 Transportation Operating Budget Transmittal Memo

### Goals of Agency's Operating Budget

The Department of Transportation is responsible for planning and maintaining each element of the City's transportation system, including bicycle, bus, freight, automobile traffic, parking, pedestrians, street, curb and right-of-way use, and public transit. Organizationally, leadership within this Department is responsible for the oversight of Metro Transit, Parking Division, and Traffic Engineering.

Major initiatives for 2023 include the design and implementation of E-W Bus Rapid Transit, planning for N-S Bus Rapid Transit, Vision Zero, Complete Green Streets, Metro Network Redesign, Vision Zero, and Transportation Demand Management ordinance, as well as Passenger Rail service to Madison.

### 2023 Racial Equity and Social Justice

The Department of Transportation's mission includes providing equitable transportation access to all residents. The current focus on improving transit access is an actionable item seeking to fulfill this part of the mission. This includes planning N-S Bus Rapid Transit and assisting in the Transit Network Redesign. Vision Zero initiatives seek to eliminate traffic fatalities and injuries, of which people of color are disproportionately affected. And the Department is seeking to equitably allocate neighborhood and bike/ped improvements to all Madison residents.

### Major Changes in 2023 Operating Request

The 2022 operating budget included \$15,000 of hourly wages for a part-time Code Enforcement Officer to administer the Transportation Demand Management program. With the 2023 operating budget, we are proposing that this service area be transferred to the Parking Division with the Code Enforcement Officer as a full-time position.

A small cost-neutral modification between Supplies and Purchased Services is requested to address needed extra training for Transportation staff.

### Summary of Reductions

With three staff members, it is difficult to identify reductions other than charging more staff time towards capital projects which staff time supports. We are proposing that 2% of additional staff time be allocated to capital projects to properly reflect staff effort. This would satisfy the 1% reduction goal.

c.c. Katie Crawley, Reuben Sanon  
Ryan Pennington

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Transportation Department ▼

SELECT YOUR AGENCY'S SERVICE:

Transportation Management ▼

SERVICE NUMBER:

431

SERVICE DESCRIPTION:

This service is responsible for planning and maintaining each element of the City's transportation system, including bicycle, bus, freight, automobile traffic, parking, pedestrians, street, curb and right-of-way use, and public transit. Organizationally, leadership within this department is responsible for the oversight of Metro Transit, Parking Utility, and Traffic Engineering.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Transportation Management	40%	Manage the Transportation Department's three divisions, including contributing and monitoring key initiatives being performed by each division
BCC Attendance & Preparation	20%	Prepare materials for and attend Boards, Commissions, and Committees regarding key transportation initiatives.
Transportation Planning and Project Management	40%	Work on key transportation initiatives, such as Transportation Demand Management, Bus Rapid Transit planning, Transit Network Redesign, Intercity Bus Terminal, etc.

Insert item

Citywide Element

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

Land Use and Transportation ▼

Describe how this service advances the Citywide Element:

The Transportation Department seeks to implement the Strategies contained in the Imagine Madison Comprehensive Plan. Most of the Department's workplan directly correspond with Strategies within the Comprehensive Plan

**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	\$408,921	\$486,692	\$413,507	\$533,224	\$570,129	\$555,129
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$408,921</b>	<b>\$486,692</b>	<b>\$413,507</b>	<b>\$533,224</b>	<b>\$570,129</b>	<b>\$555,129</b>
<i>Budget by Major</i>						

Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$376,884	\$450,413	\$390,131	\$496,945	\$534,620	\$519,620
Non-Personnel	\$20,742	\$25,000	\$12,097	\$25,000	\$25,000	\$25,000
Agency Billings	\$11,295	\$11,279	\$11,279	\$11,279	\$10,509	\$10,509
<i>Total</i>	\$408,921	\$486,692	\$413,507	\$533,224	\$570,129	\$555,129

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
1100 - GENERAL	53 - SUPPLIES			(\$1,500)	Reduce supplies and software license fees
1100 - GENERAL	54 - PURCHASED SE			\$1,500	Add training, conferences, and memberships
<b>TOTAL</b>				\$0.00	

Insert item

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

None

Explain the assumptions behind the changes.

What is the justification behind the proposed change?

With the lapse in training opportunities created by the pandemic, some staff need additional training to maintain their licensure and certifications.

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?

The majority of our transportation initiatives focus on providing greater transportation access safety for marginalized communities. This includes improving transit service, decreasing traffic related deaths, and enhancing facilities for non-motorized transportation.

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.

The Transportation Department has a broad range of initiatives, all with different types of engagement. Three key efforts, the Transit Network Redesign, Complete Green Streets, and Vision Zero, all had specific engagement plans and consultants performing them. Other efforts, such as Transportation Demand Management, use staff to perform outreach to stakeholders.

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.

This operating budget request is not related to a recommendation from a Neighborhood Resource Team (NRT).

**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)? \$5,701

What is the proposed reduction to this service's budget? \$5,701

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
<b>Total</b>	\$0	

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	\$5,701	Transportation staff work on a variety of Capital Projects. Staff would allocate more of their time towards these capital projects to more accurately reflect the staff time and effort devoted to Capital Investments.
Non-Personnel		
Agency Billings		
<b>Total</b>	\$5,701	

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? Yes

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.

With only three staff members, there are limited ways to reduce operating costs.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

If yes, which agencies?

Describe why the proposed increase is critical.

## Water

### Agency Budget by Fund

Fund	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Water Utility	45,619,592	45,600,921	38,163,306	46,779,172	48,082,183	49,449,500
<b>Total</b>	<b>45,619,592</b>	<b>45,600,921</b>	<b>38,163,306</b>	<b>46,779,172</b>	<b>48,082,183</b>	<b>49,449,500</b>

### Agency Budget by Service

Service	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Water Customer Service	2,581,431	3,070,915	2,683,609	3,199,006	3,123,228	2,937,420
Water Engineering	2,023,308	2,193,586	1,973,259	2,729,795	3,937,495	5,513,014
Water Finance And Admin	23,988,546	26,433,581	21,690,612	27,112,582	27,178,682	26,836,194
Water Operations & Maintenan	10,189,588	12,815,340	10,911,472	12,466,638	12,749,111	13,030,630
Water Quality	6,836,719	1,087,499	904,354	1,271,151	1,093,667	1,132,242
<b>Total</b>	<b>45,619,592</b>	<b>45,600,921</b>	<b>38,163,306</b>	<b>46,779,172</b>	<b>48,082,183</b>	<b>49,449,500</b>

### Agency Budget by Major-Revenue

Major Revenue	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Charges For Services	(44,407,568)	(44,965,000)	(47,637,342)	(45,109,700)	(46,284,498)	(48,625,000)
Fine Forfeiture Asmt	(179,540)	(59,000)	(236,813)	(222,200)	(222,200)	(199,000)
Invest Other Contrib	(468,167)	(280,000)	50,503	(250,000)	(250,000)	(160,000)
Misc Revenue	(519,288)	(278,700)	(501,511)	(380,500)	(380,500)	(465,500)
Other Finance Source	(1,550)	(18,221)	(2,438,141)	(816,772)	(1,088,608)	-
Transfer In	(43,481)	-	-	-	-	-
<b>Total</b>	<b>(45,619,592)</b>	<b>(45,600,921)</b>	<b>(50,763,304)</b>	<b>(46,779,172)</b>	<b>(48,225,806)</b>	<b>(49,449,500)</b>

### Agency Budget by Major-Expense

Major Expense	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
Salaries	9,253,672	9,586,202	8,111,708	9,634,170	9,816,892	9,855,579
Benefits	3,006,979	3,031,255	2,421,993	3,019,814	3,141,571	3,092,071
Supplies	1,527,733	2,462,300	1,423,549	2,238,100	2,238,100	2,320,500
Purchased Services	4,216,393	5,100,790	4,423,443	5,980,476	7,141,484	7,616,050
Debt Othr Financing	21,922,604	18,968,000	15,576,098	19,292,500	19,292,500	18,729,200
Inter Depart Charges	904,194	1,098,441	1,012,127	1,139,389	1,120,536	1,059,019
Inter Depart Billing	(2,546,360)	(2,385,000)	(2,431,005)	(2,511,000)	(2,511,000)	(2,511,000)
Transfer Out	7,334,378	7,738,933	7,625,394	7,985,723	7,842,100	9,288,081
<b>Total</b>	<b>45,619,592</b>	<b>45,600,921</b>	<b>38,163,306</b>	<b>46,779,172</b>	<b>48,082,183</b>	<b>49,449,500</b>



**To:** Dave Schmiedicke, Finance Director

**From:** Krishna Kumar, General Manager, Madison Water Utility

**Date:** July 22, 2022

**Subject:** 2023 Operating Budget Transmittal Memo

### *Major Goals*

Madison Water is comprised of 6 core service areas – Communication and Outreach, Engineering, Finance and Customer Service, Operations, Water Quality, and Water Supply. Our 2023 operating budget request seeks to fund these core service areas to carry out the mission of the Water Utility to supply high quality water for consumption and fire protection, at a reasonable cost, while conserving and protecting our ground water resources for present and future generations.

- Communication and Outreach – provide communication and community outreach for conservation and sustainability education
- Engineering – use Asset Management and Water Master Plan to meet or exceed levels of service to our customers
- Finance and Customer Service – provide accurate, reliable and transparent financial information to internal and external stakeholders while exploring ways to make utility rates affordable for all customers and generate accurate water consumption and billing data to ensure proper billing
- Operations – maintain and upgrade the water supply system to ensure customers are provided with an adequate quantity of high quality water for consumption and fire protection
- Water Quality – ensure the delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act
- Water Supply – monitor and maintain our 22 wells and 32 reservoirs, standpipes and elevated tanks with our supervisory control and data acquisition (SCADA) system.

## *Racial Equity and Social Justice*

Madison Water works with the Wisconsin Public Service Commission (PSC) to set rates so that they are not overly burdensome on any one ratepayer while carrying out our stated mission. Our water main replacement program is designed to replace and maintain our infrastructure on an equitable basis so that 1) the delivery of services is spread equitably over the entire Madison service area and 2) cost is equally spread among all generations that receive the benefit of our distribution system.

Madison Water has included a Customer Assistance Program – Mad-CAP – to assist our lowest income customers in our current rate case application before the PSC. We submitted a rate case to the WI Public Service Commission (PSC) to increase our water rates on December 8, 2021. We anticipate approval of this case and implementation of new rates and Mad-CAP, if approved, by the end of 2022. As in years past, we have budgeted revenues based on current PSC approved rates.

## *Major Changes in 2023 Operating Request*

Based on fiscal year 2021 and the first half of 2022 actuals, we have included a 3% increase in water sales over our 2021 actuals. The Utility was able to realize a fund balance generated of \$1.2 M due to this increase in revenue.

We have included an additional \$2.0 M for tank painting in 2023. There was \$600,000 tank painting included in our 2022 budget for reservoir 126. The Utility will not be painting reservoir 126 in 2022 now so that has been included in the \$2.0 M 2023 budget. We plan to paint reservoirs 20 and 126 in 2023.

Our 2023 operating request includes a new position request for an administrative assistant at a cost of \$71,000 (pay and benefits). This position will support the entire Utility. The Utility has excess 2023 budgeted revenues to cover this expense.

We are continuing to maintain or reduce expenses where applicable to build up our cash reserves.

We closed 2021 with an operating cash balance of \$8.6 M; we anticipate an ending operating cash balance of \$5.7 M for 2022. The Utility transferred \$5 M from the operating cash balance in 2021 to the BAN repayment fund. We anticipate transferring another \$5 M in 2022. The Utility paid \$1.7 M for capital improvements from the 2021 operating fund. We anticipate paying \$2.6 M for capital improvements in 2022. The requested budget for 2023 is estimated to result in an operating cash balance of \$2.5 M after paying \$4.4 M for capital improvements.

*c.c. Christie Baumel, Deputy Mayor  
Christine Koh, Budget and Program Evaluation Manager  
Stephanie Mabrey, Budget Analyst  
Kathy Schwenn, Finance Manager  
Kristine Jabas, Accountant 3*

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Water Utility ▼

SELECT YOUR AGENCY'S SERVICE:

Water Customer Service ▼

SERVICE NUMBER:

864

SERVICE DESCRIPTION:

This service provides customer service for billing and meter operations to ensure accurate water consumption and billing data. This service also conducts the Water Utility's communication and community outreach for conservation and sustainability education, media relations, external communication, and promotion of the utility's water conservation initiatives. Communication and Community Outreach also develops Madison Water Utility's evolving crisis communication and strategic communication plans and oversees the Home Water Conservation, Water Wagon, and Got Water programs.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Bill for Services to Customers	50	Manage meter readings and customer billing data to provide monthly billings to 78,000 active accounts.
Manage Customer Inquiries	20	Conduct inquiries into customer accounts to address billing questions from ratepayers and support the services of the Water Utility.
Install, Inspect and Monitor Customer Meters and Installations	15	Conduct on-site visits to customers properties to install, inspect and replace customer meters to enable accurate consumption readings and provide reliable billings.
Communicate Water Utility Current Events and Promotions	15	Inform and communicate with the community regarding current operational and promotional initiatives at the Water Utility

Insert item

Citywide Element

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

Green and Resilient ▼

Describe how this service advances the Citywide Element:

The Water Utility strives to conserve the limited water resources of Madison through our conservation programs. We offer toilet rebates to customers that replace high water usage toilets with more efficient units. Customers have the ability to view their water usage in real time through our "My Water" program and can monitor and adjust their usage accordingly. Educational programs are offered throughout the year to the community to educate and inform citizens of the limited water resources available in Madison. We monitor the water going through our distribution system to minimize water loss. Our Customer Billing area works with citizens of Madison to identify potential causes of high water usage and potential undetected leaks.

**Part 2: Base Budget Proposal**

**BUDGET INFORMATION**

	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2023 C2C	2023 Request
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<i>Budget by Fund</i>							
General-Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$2,885,349	\$3,070,915	\$2,683,609	\$3,199,006	\$3,123,228	\$2,937,420	
<i>Total</i>	<i>\$2,885,349</i>	<i>\$3,070,915</i>	<i>\$2,683,609</i>	<i>\$3,199,006</i>	<i>\$3,123,228</i>	<i>\$2,937,420</i>	
<i>Budget by Major</i>							
Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,386,484	\$1,935,311	\$1,187,871	\$1,987,025	\$1,908,870	\$1,873,970	
Non-Personnel	\$1,381,394	\$1,135,604	\$1,352,247	\$1,211,981	\$1,214,358	\$1,063,450	
Agency Billings	\$117,471	\$0	\$143,491	\$0	\$0	\$0	
<i>Total</i>	<i>\$2,885,349</i>	<i>\$3,070,915</i>	<i>\$2,683,609</i>	<i>\$3,199,006</i>	<i>\$3,123,228</i>	<i>\$2,937,420</i>	

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
2100 - WATER UTILI' ▾	51 - SALARIES ▾		51120	\$1,100	Increased the premium pay to get closer to the actuals from previous years.
2100 - WATER UTILI' ▾	51 - SALARIES ▾		51210	(\$18,000)	The need for additional hourly employees has decreased.
2100 - WATER UTILI' ▾	51 - SALARIES ▾		51310	(\$18,000)	Dollars were moved to reflect when comp time is paid out it is from a different service line.
2100 - WATER UTILI' ▾	53 - SUPPLIES ▾			(\$76,700)	Multiple object codes had decreases. Object code 53150 had a decrease of \$49,500 to be reflect the actuals that have been spent on postage. Object code 53210 was reduced by \$18,500 to also reflect the actuals that have been spent on work supplies
2100 - WATER UTILI' ▾	54 - PURCHASED SE ▾			(\$74,208)	Multiple object codes had decreases. Object code 54655 decreased by \$43,500 to reflect the actuals that have been spent on printing services the past few years. Object code 54815 was decreased by \$25,000 to reflect closer the activity in our toilet rebate program.
<b>TOTAL</b>				<b>-\$185,808.00</b>	

Insert item

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

There are no service level impacts of the proposed funding changes.

Explain the assumptions behind the changes.

The assumption is that this service line will continue to incur similar operating expense as it has for the past four years. There is no foreseeable changes in the operations of this service line.

What is the justification behind the proposed change?

Overall this service line has reduced its operating budget request so that the requested budget is closer to the actuals that have been spent by this service line the past four years.

Are you proposing any personnel allocation changes?

Select... ▾

**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?

Please see Water Quality (service line 861) for the response to this question.

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.

Please see Water Quality (service line 861) for the response to this question.

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.

No, the proposed budget or budget change is not related to a recommendation from a Neighborhood Resource Team.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Water Utility ▼

SELECT YOUR AGENCY'S SERVICE:

Water Engineering ▼

SERVICE NUMBER:

862

SERVICE DESCRIPTION:

This service provides technical support, mapping, long-term planning, and direction to the Water Utility capital improvement and infrastructure renewal program. The goal of this service is to use Asset Management and Master Plan technology to meet and maintain levels of service to customers.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Infrastructure Planning and Design	25	Internal development of infrastructure necessary to provide the Utility's desired level of service.
Construction Project Management and Regulatory Compliance	35	Monitoring shared construction projects to determine specification requirements associated with the Utility's infrastructure and maintain compliance with federal, state, and local regulations.
GIS and Asset Management	20	Mapping systems infrastructure and monitoring conditions of Water Utility's system assets for planning and maintenance purposes.
Construction Inspection and Field Surveying	20	Monitor compliance with internal and contractor specifications to ensure facilities and systems are adequately constructed.

Insert item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

Water engineering provides a wide array of services associated with planning, developing, maintaining and managing the Utility's asset infrastructure to ensure a desired level of service is provided to the community. Water engineering staff work closely with other city agencies in managing shared projects to improve efficiency and achieve shared goals.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$2,096,144	\$2,193,586	\$1,973,259	\$2,729,795	\$3,937,495	\$5,513,014
						640



<i>Total</i>	\$2,096,144	\$2,193,586	\$1,973,259	\$2,729,795	\$3,937,495	\$5,513,014
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,525,886	\$1,588,648	\$1,307,027	\$1,586,495	\$1,695,333	\$1,654,633
Non-Personnel	\$443,803	\$604,938	\$544,828	\$1,143,300	\$2,242,162	\$3,858,381
Agency Billings	\$126,455	\$0	\$121,404	\$0	\$0	\$0
<i>Total</i>	\$2,096,144	\$2,193,586	\$1,973,259	\$2,729,795	\$3,937,495	\$5,513,014

### 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
2100 - WATER UTILI' ▼	51 - SALARIES ▼	862665...	51210	(\$10,600)	Reduction in expected hourly employees
2100 - WATER UTILI' ▼	51 - SALARIES ▼	862665...	51310	(\$28,000)	Reduction in expected overtime wages
2100 - WATER UTILI' ▼	51 - SALARIES ▼	862665...	51320	(\$2,100)	Reduction in expected hourly overtime wages
2100 - WATER UTILI' ▼	53 - SUPPLIES ▼			\$43,900	The major difference in the supplies was object code 53145, which increased by \$52,000 due to expected ACAD subscription and additional ESRI license
2100 - WATER UTILI' ▼	54 - PURCHASED SE ▼			\$337,438	The major difference in the purchased services was object code 54120 for tank painting and Olin roof repairs. \$1,220,000 was added to object code 54810, in the 2023 C2C, but budget time came around an additional \$1,500,000 was added to object code 54120 for a net change of \$280,000. There was also an increase in object code 54645 for consulting services.
2100 - WATER UTILI' ▼	59 - TRANSFER OUT ▼	862665...	59140	\$1,234,881	Our revenues are expected to be higher than our expenses, by this amount. This was entered to balance our budget.
<b>TOTAL</b>				\$1,575,519.00	

Insert item

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

There are no service level impacts with the proposed funding changes.

Explain the assumptions behind the changes.

The expected 2023 revenue will cover the desired increases in the operating budget.

What is the justification behind the proposed change?

The increases in the budget are to cover tank painting for Reservoirs 20 and 126, tank cleaning, Olin roof leaks and for overall inflation increase.

Are you proposing any personnel allocation changes?

Select... ▼

### 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?

Please see Water Quality (service line 861) for the response to this question.

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.

Please see Water Quality (service line 861) for the response to this question.

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.

No, the proposed budget or budget change is not related to a recommendation from a Neighborhood Resource Team.

### 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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.

Save/Submit

Ver.5 07/2022

# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Water Utility ▼

SELECT YOUR AGENCY'S SERVICE:

Water Finance & Admin ▼

SERVICE NUMBER:

865

SERVICE DESCRIPTION:

This service is responsible for financial services including general accounting, financial reporting, regulatory reporting / compliance, budgeting, debt management and utility-rate management. The goal of this service is to provide accurate, reliable and transparent financial information to internal and external stakeholders while managing utility rates.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Process Daily Financial Transactions (A/P, A/R, Payroll, Revenue, Reconciliations)	35	Complete daily entry of A/P invoices, utility payroll transactions, A/R and revenue reconciliations, daily approvals of MUNIS work, troubleshoot transactional processing issues.
Complete Month and Year-End Closing Activities	35	Process all activity that relates to the closing monthly transactional activities including reconciliations, coordinating with City Finance to make adjustments, reclassifying data and creation assests and monthly reports.
Creation of Periodic Reporting Including Annual Financial Statements and Annual PSC Report	20	Creation of monthly/quarterly/annual financial reports for use in decision making and analysis and presentation to the Water Board.
Budget Creation/Monitoring, Debt Management and PSC Rate Studies	10	Activities associated with the financial management of the Water Utility including establishing and maintaining earnings and spending targets, financing of facility and infrastructure projects and the analysis and completion of rate studies with the PSC.

Insert Item

Citywide Element

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

Effective Government ▼

Describe how this service advances the Citywide Element:

This service supports City-wide finance through the financial management of the Water Utility and the day to day processing of financial transactions, strategic planning and development of reliable reporting mechanisms to maintain equitable rates for its ratepayers. Water Utility finance also completes regulatory reporting and filing requirements.

**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		\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures		\$22,213,123	\$26,433,581	\$34,290,611	\$27,112,582	\$27,178,682	\$26,836,194
<i>Total</i>		<i>\$22,213,123</i>	<i>\$26,433,581</i>	<i>\$34,290,611</i>	<i>\$27,112,582</i>	<i>\$27,178,682</i>	<i>\$26,836,194</i>
<i>Budget by Major</i>							
Revenue		(\$45,619,592)	(\$45,600,921)	(\$50,381,634)	(\$46,779,172)	(\$48,225,806)	(\$49,449,500)
Personnel		\$3,189,241	\$742,696	\$2,515,975	\$792,008	\$924,958	\$1,158,925
Non-Personnel		\$21,212,042	\$27,009,563	\$33,852,065	\$27,717,027	\$27,667,340	\$27,146,250
Agency Billings		(\$2,188,160)	(\$1,318,678)	(\$2,077,430)	(\$1,396,453)	(\$1,413,616)	(\$1,468,981)
<i>Total</i>		<i>(\$23,406,469)</i>	<i>(\$19,167,340)</i>	<i>(\$16,091,024)</i>	<i>(\$19,666,590)</i>	<i>(\$21,047,124)</i>	<i>(\$22,613,306)</i>

### 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

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
2100 - WATER UTILI' ▼	43 - CHARGES FOR ! ▼			(\$2,340,502)	Projected 3% increase in revenue on the 2021 actual numbers.
2100 - WATER UTILI' ▼	45 - FINE FORFEITU ▼			\$23,200	Expecting a lower interest received on special assessments.
2100 - WATER UTILI' ▼	46 - INVEST OTHER ▼			\$90,000	Interest received on investments has been decreasing over the past few years.
2100 - WATER UTILI' ▼	47 - MISC REVENUE ▼			(\$85,000)	Expecting an increase in billing to external customers for use of hydrants.
2100 - WATER UTILI' ▼	48 - OTHER FINANC ▼			\$1,088,608	This year we are expecting our revenues to be larger than our expenses so we will not have a fund balance applied for 2023.
2100 - WATER UTILI' ▼	51 - SALARIES ▼	51113	86592000	\$71,487	New position - Administrative Assistant \$71,102 (this includes benefits), Change Surveyor 2 position to Engineer 3 position (\$5,727) and change Water Utility Assistant GM to Principal Engineer 2 (-\$5,324).
2100 - WATER UTILI' ▼	51 - SALARIES ▼			\$211,980	Reduction of hourly employee salaries for the finance area and increase in permanent overtime wages (when comp time is cashed out it goes against the finance service line, so that is where a large portion of the overtime wages appear in the budget)
2100 - WATER UTILI' ▼	52 - BENEFITS ▼	52714	86593000	(\$49,500)	Reduction in licences and certifications to be closer to the actuals.
2100 - WATER UTILI' ▼	53 - SUPPLIES ▼			(\$119,950)	Object code 53210 was reduced for 2023.
2100 - WATER UTILI' ▼	54 - PURCHASED SE ▼			(\$48,940)	Object code 54810 - Other Services and expenses is expected to be less in 2023.
2100 - WATER UTILI' ▼	56 - DEBT OTHR FIN ▼	56210	86542700	(\$563,300)	Interest expense is lower for 2023
2100 - WATER UTILI' ▼	57 - INTER DEPART I ▼	57176		(\$55,365)	The expense for traffic engineering was represented in the Operations and Supply service line.
2100 - WATER UTILI' ▼	59 - TRANSFER OUT ▼			\$211,100	Transfer out to debt services increased by \$11,100 and estimated PILOT increased by \$200,000
<b>TOTAL</b>				<b>-\$1,566,182.00</b>	

Insert item

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

There are no service level impacts of the proposed funding changes.

Explain the assumptions behind the changes.

The revenue numbers were generated based on the assumption of a 3% increase in revenue from the 2021 actuals and that finance expenses would be similar to the last few years of actuals. Water Utility is in the process of a rate case and the new rates will hopefully be implemented by the end of 2022. Those expected rates have not been taken into account in the revenue numbers.

What is the justification behind the proposed change?

Overall the finance service line expenses are expected to be similar to actual numbers the past few years so that is why there is an overall decrease in the 53 and 54 object codes. The expected 2023 revenues will cover the proposed funding changes including adding an additional position.

Are you proposing any personnel allocation changes?

Select... ▼

#### 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?

Please see Water Quality (service line 861) for the response to this question.

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.

Please see Water Quality (service line 861) for the response to this question.

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.

No, the proposed budget is not related to a recommendation from a Neighborhood Resource Team.

#### 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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

### 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
<b>Total</b>	0	

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		
Non-		



Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Describe why the proposed increase is critical.

Save/Submit



Other-Expenditures	\$10,891,511	\$12,815,340	\$10,911,472	\$12,466,638	\$12,749,111	\$13,030,630
<i>Total</i>	<i>\$10,891,511</i>	<i>\$12,815,340</i>	<i>\$10,911,472</i>	<i>\$12,466,638</i>	<i>\$12,749,111</i>	<i>\$13,030,630</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$5,573,555	\$7,515,412	\$5,011,195	\$7,498,296	\$7,674,360	\$7,505,180
Non-Personnel	\$5,036,236	\$5,267,809	\$5,539,753	\$4,943,500	\$5,051,599	\$5,508,450
Agency Billings	\$281,720	\$32,119	\$360,524	\$24,842	\$23,152	\$17,000
<i>Total</i>	<i>\$10,891,511</i>	<i>\$12,815,340</i>	<i>\$10,911,472</i>	<i>\$12,466,638</i>	<i>\$12,749,111</i>	<i>\$13,030,630</i>

**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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
2100 - WATER UTILI' ▾	51 - SALARIES ▾		51120	\$4,800	Increased premium pay to reflect actual numbers.
2100 - WATER UTILI' ▾	51 - SALARIES ▾		51310	(\$174,000)	Decreased the overtime because it is reflected in a different service line.
2100 - WATER UTILI' ▾	53 - SUPPLIES ▾			\$219,150	There are some expected decreases in some object codes, but overall there has been an increase in object codes due to rising costs. Object code 53210 had the largest increase of \$136,000.
2100 - WATER UTILI' ▾	54 - PURCHASED SE ▾			\$237,701	Object code 54112 has an increase of \$247,200 due to the rising costs. There were increases and decreases in multiple object codes, but overall they almost netted to zero when object code 54112 was not included.
2100 - WATER UTILI' ▾	57 - INTER DEPART ▾			(\$6,152)	Object code 57141 decreased by \$22,152 because the Utility has been encouraging Water Utility employees to fuel at the Op Center location. Object code 57145 increased by \$16,000 to reflect the expected actual charges.
<b>TOTAL</b>				\$281,499.00	

Insert item

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

There are no service level impacts of the proposed funding changes.

Explain the assumptions behind the changes.

The expected 2023 revenue will cover the increase in the operating budget.

What is the justification behind the proposed change?

The increase in the budget is due to rising prices and inflation.

Are you proposing any personnel allocation changes?

Select... ▾

**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?

Please see Water Quality (service line 861) for the response to this question.

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.

Please see Water Quality (service line 861) for the response to this question.

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.

No, the proposed budget or budget change is not related to a recommendation from a Neighborhood Resource Team.

**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)?

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

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
<b>Total</b>	\$0	

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		
Agency Billings		
<b>Total</b>	\$0	

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?

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

Select... ▼

Describe why the proposed increase is critical.



# 2023 Operating Budget

## Service Budget Proposal

**PART 1: IDENTIFYING INFORMATION**

SELECT YOUR AGENCY:

Water Utility

SELECT YOUR AGENCY'S SERVICE:

Water Quality

SERVICE NUMBER:

861

SERVICE DESCRIPTION:

This service provides field testing, routine and specialty water sample collection, laboratory results interpretation, and long-term trend analysis for a variety of potential chemical and biological contaminants in drinking water. The goal of the service is to ensure delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act. This service also oversees compliance monitoring, wellhead protection, private well permitting and abandonment, and cross connection control.

Are any updates required for the "Service Description"?

Activities performed by this Service

Activity	% of Effort	Description
Water Quality Regulation Objectives	35	Activities necessary to monitor and determine compliance with current federal, state and internal water quality requirements.
Water Quality Scheduling	15	Activities necessary to manage sampling and monitoring techniques at all water utility infrastructure assets.
Well Operation Permits & Private Plumbing Inspections	35	Activities necessary to manage, inspect and maintain quality at non-utility assets connected to the utility's distribution system.
Manage Data for Long Term Planning	15	Identifying current and potential sources of contamination and determining the resources necessary to mitigate those sources.

 Insert Item

Citywide Element

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

Health and Safety

Describe how this service advances the Citywide Element:

This service provides the necessary elements to meet and maintain established water quality goals while protecting Madison's water supply and infrastructure designed to provide safe, clean drinking water to the community and its residents.

**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	\$0	\$0	\$0	\$0	\$0	\$0
Other-Expenditures	\$7,533,463	\$1,087,499	\$904,354	\$1,271,151	\$1,237,290	\$1,132,242
<i>Total</i>	<i>\$7,533,463</i>	<i>\$1,087,499</i>	<i>\$904,354</i>	<i>\$1,271,151</i>	<i>\$1,237,290</i>	<i>\$1,132,242</i>

*Budget by Major*

Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$585,486	\$835,390	\$511,634	\$790,160	\$754,942	\$754,942
Non-Personnel	\$6,927,631	\$252,109	\$359,588	\$480,991	\$482,348	\$377,300
Agency Billings	\$20,346	\$0	\$33,132	\$0	\$0	\$0
<b>Total</b>	<b>\$7,533,463</b>	<b>\$1,087,499</b>	<b>\$904,354</b>	<b>\$1,271,151</b>	<b>\$1,237,290</b>	<b>\$1,132,242</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**

<i>Fund</i>	<i>Major</i>	<i>Org</i>	<i>Object</i>	<i>\$ Change</i>	<i>Description</i>
2100 - WATER UTILIT	53 - SUPPLIES			\$16,000	A variety of object codes have increased, but object code 53413 had the largest increase of \$8,000 to purchase additional instruments.
2100 - WATER UTILIT	54 - PURCHASED SE			\$22,575	A variety of object codes have increased and decreased. A couple of the object codes that changed the most were 54675 and 54810. Object code 54675 increased by \$64,700 to account for increased testing, including PFAS. Object code 54810 decreased by \$53,100 to the change in the expected 2023 expenses.
2100 - WATER UTILIT	59 - TRANSFER OUT	86100	59140	(\$143,623)	This was in an inactive org code so it was moved to an active org code.
<b>TOTAL</b>				<b>-\$105,048.00</b>	

Insert item

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

There is no impact on the service level.

Explain the assumptions behind the changes.

The expected 2023 revenue will cover the desired increase in the operating budget.

What is the justification behind the proposed change?

The overall increase is for increased testing, including PFAS, the increase in lab prices and overall inflation.

Are you proposing any personnel allocation changes?

Select...

**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?



Madison Water provides safe drinking water to 270,000 people in and around the City of Madison. Although our service approach is not to address any specific inequities, our constant goal is to provide our services while being sensitive to existing inequities and making every effort to reduce and eliminate them.

Madison Water filed an application to increase rates with the PSC on December 8, 2021. Included in this application was a first ever, for Wisconsin, affordability program for our lowest income customers. The goal of the Mad-CAP affordability program is to keep the municipal services bill of all residents of Madison at two to three percent of income. The Mad-CAP is set up to offer a \$30 per month credit for families earning 30 percent or less of the area median family income and \$20 per month for families earning between 30 and 50 percent of the area median family income. The credits will reduce the municipal services bill to approximately 3 and 2 percent of the monthly income for the two groups, respectively.

Madison Water offers interpreter services to customers to ensure that they are able to receive accurate account information when language is a barrier. The Utility offers customers a deferred payment arrangement option that allows them to avoid having their unpaid municipal services bills moved to their tax roll.

Madison Water is regulated by the Public Service Commission (PSC) of WI. All operational work is done following the guidelines of the PSC, Dept. of Natural Resources and various other federal/state agencies. All wells are regulated for various contaminants and a report is issued annually showing the results. Notification of this report is mailed out to all residents and is available on our website. It is available in multiple languages.

Madison Water follows all City of Madison policies and guideline with respect to Affirmative Action, hiring, and purchasing. The Affirmative Action rules ensure that all vendors doing business with Madison Water treat their employees fairly and equitably. In our hiring practices, Madison Water ensures that we receive a diverse pool of candidates thereby creating a diverse workforce. The purchasing guidelines ensure that we offer opportunities to provide goods and services to Madison Water to all vendors, including small, women owned and diverse companies.

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.

Madison Water maintains monthly customer usage data by class. We use this information to identify trends in our water sales. This data, along with our monthly pumpage data, helps to inform our revenue budget numbers.

Madison Water uses past actuals and projections to help determine current budget expense estimates. We also work with other city agencies to determine future costs.

The Utility identifies one-time costs for the current budget year as well as inflationary trends.

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.

No, the proposed budget or budget change is not related to a recommendation from a Neighborhood Resource Team.

**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)?

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

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
<b>Total</b>	\$0	

 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		
Agency Billings		
Total	\$0	

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?

Has this reduction been proposed in prior years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

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

Select... ▼

Describe why the proposed reduction was chosen.

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

**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.*

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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
<b>Total</b>	0	

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		
Non-Personnel		
Agency Billings		
<b>Total</b>	0	

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.

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.

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

 ▼

Describe why the proposed increase is critical.

Save/Submit

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