

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
Total	45,619,592	45,600,921	38,163,306	46,779,172	48,082,183	49,449,500

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
Total	45,619,592	45,600,921	38,163,306	46,779,172	48,082,183	49,449,500

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)	-	-	-	-	-
Total	(45,619,592)	(45,600,921)	(50,763,304)	(46,779,172)	(48,225,806)	(49,449,500)

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
Total	45,619,592	45,600,921	38,163,306	46,779,172	48,082,183	49,449,500



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://imagine.madisonwi.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	
Total	\$2,885,349	\$3,070,915	\$2,683,609	\$3,199,006	\$3,123,228	\$2,937,420	
<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	
Total	\$2,885,349	\$3,070,915	\$2,683,609	\$3,199,006	\$3,123,228	\$2,937,420	

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 ▼		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.
TOTAL				-\$185,808.00	

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 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
Total	\$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?

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
Total	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		
Total	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

Total		\$2,096,144	\$2,193,586	\$1,973,259	\$2,729,795	\$3,937,495	\$5,513,014
Budget by Major							
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
Total		\$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.
TOTAL				\$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
Total	\$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?

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
Total	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		
Total	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
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Budget by Fund							
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
Total		\$22,213,123	\$26,433,581	\$34,290,611	\$27,112,582	\$27,178,682	\$26,836,194
Budget by Major							
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)
Total		(\$23,406,469)	(\$19,167,340)	(\$16,091,024)	(\$19,666,590)	(\$21,047,124)	(\$22,613,306)

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'	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	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
TOTAL				-\$1,566,182.00	

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 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
Total	\$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
Total	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		
Total	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
Total	\$10,891,511	\$12,815,340	\$10,911,472	\$12,466,638	\$12,749,111	\$13,030,630
Budget by Major						
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
Total	\$10,891,511	\$12,815,340	\$10,911,472	\$12,466,638	\$12,749,111	\$13,030,630

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		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.
TOTAL				\$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
Total	\$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
Total	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		
Total	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
Total	\$7,533,463	\$1,087,499	\$904,354	\$1,271,151	\$1,237,290	\$1,132,242

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
Total		\$7,533,463	\$1,087,499	\$904,354	\$1,271,151	\$1,237,290	\$1,132,242

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 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.
TOTAL				-\$105,048.00	

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
Total	\$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
Total	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		
Total	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