

2024 Operating Budget Agency Requests



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Assessor

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	2,816,168	2,867,419	2,860,300	3,079,070	3,358,467	3,358,467
Total	2,816,168	2,867,419	2,860,300	3,079,070	3,358,467	3,358,467

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Assessor	2,816,168	2,867,419	2,860,300	3,079,070	3,358,467	3,358,467
Total	2,816,168	2,867,419	2,860,300	3,079,070	3,358,467	3,358,467

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Total	-	-	-	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	1,836,017	1,976,916	1,917,991	2,108,128	2,295,901	2,295,901
Benefits	739,875	611,435	677,419	671,088	771,367	771,367
Supplies	44,957	51,000	50,134	52,000	52,000	52,000
Purchased Services	167,618	200,366	178,766	216,355	221,155	221,155
Inter Depart Charges	27,702	27,702	35,990	31,499	18,044	18,044
Total	2,816,168	2,867,419	2,860,300	3,079,070	3,358,467	3,358,467



City of Madison
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Phone: (608) 266-4531 | Fax: (608) 266-4257
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TO: Mayor Satya Rhodes-Conway
FROM: Michelle Drea, City Assessor
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: *Deputy Mayors; Finance Director, Budget & Program Evaluation Staff*

Goals of Agency's Operating Budget

The Assessor's Office provides three statutorily required functions 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 and collaborative relationships both inter and intra agency, a people-first management style that encourages brave spaces, quality and data driven outcomes with regard to the efficacy of our values and processes, and continuous improvement.

Through efforts of dedicated employees, we deliver the highest quality services to City taxpayers by: (1) establishing fair and equitable assessments of all taxable real 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 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. Because taxation is a governmental taking, our appraisal and appeal processes must comport with the highest due process standard afforded at law.

Data

Maintaining complete and accurate assessment rolls and property records, as required by state statute, provides critical data for the City infrastructure. 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 those 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 collective goals, it is the most widely accessed by City residents.

99% Budget for General, Library, Fleet fund agencies

The Operating Budget process afforded our agency the opportunity to review our current needs and calibrate our request with the lens of efficiency and accuracy. We reduced our mileage budget by \$15,000 to reflect the current state of using our City fleet to undergo field inspections. Other savings were made through accurately reflecting our current software maintenance needs. Access to online data has become an acute need with the reduction in field inspections. We retain a consulting budget and will use it in the near term to support establishing our new CAMA software platform.

We will continue to review potential efficiencies and process improvements as we migrate to our new software. The impact of that shift will be an ongoing revelation in the next few years.

Reallocations and Other Changes (if applicable)

The work of our Assessment Technician team is impactful to the City. They are the front line data collectors upon which all assessments and value outcomes are based. Significantly, this includes capturing new construction value which is the sole piece of data relied upon to increase a municipality's levy. In the past five years, our parcel count has grown by 3000 parcels and our tax base has grown by \$15 billion. This growth is projected to continue with future annexations, attachments, and development.

We would like their pay scale to reflect the sophistication and quantity of the work involved. This involves reclassifying the team at the Civil Technician track.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	10 - ASSESSOR

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$3,358,467	\$3,358,467	\$0
101 - ASSESSOR	\$3,358,467	\$3,358,467	\$0
51 - SALARIES	\$2,295,901	\$2,295,901	\$0
52 - BENEFITS	\$771,367	\$771,367	\$0
53 - SUPPLIES	\$52,000	\$52,000	\$0
54 - PURCHASED SERVICES	\$221,155	\$221,155	\$0
57 - INTER DEPART CHARGES	\$18,044	\$18,044	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ASSESSOR
Enter your Service:	Assessor
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	51 - SALARIES	TBD	We propose to reclassify our Assesment Technicians at a Civil Technician 2 budget to better reflect their work.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The work of our Assessment Technician team is impactful to the City. They are the front line data collectors upon which all assessments and value outcomes are based. Significantly, this includes capturing new construction value which is the sole piece of data relied upon to increase a municipality’s levy. In the past five years, our parcel count has grown by 3000 parcels. This growth is projected to continue with future annexations, attachments, and development.

We would like their pay scale to reflect the sophistication and quantity of the work involved. This involves reclassifying the team to the Civil Technician track.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

In order to tax equitably, assessments and underlying data have to be accurate and up-to-date. The front line team responsible for capturing valuation data is the Assessment Technician team.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The work of our Assessment Technician team is impactful to the City. They are the front line data collectors upon which all assessments and value outcomes are based. Significantly, this includes capturing new construction value which is the sole piece of data relied upon to increase a municipality's levy. In the past five years, our parcel count has grown by 3000 parcels. This growth is projected to continue with future annexations, attachments, and development.

We would like their pay scale to reflect the sophistication and quantity of the work involved. This involves reclassifying the team to the Civil Technician track.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

In order to tax equitably, assessments and underlying data have to be accurate and up-to-date. The front line team responsible for capturing valuation data is the Assessment Technician team.

Attorney

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	2,905,472	2,979,123	3,014,190	3,209,248	3,383,599	3,383,599
Total	2,905,472	2,979,123	3,014,190	3,209,248	3,383,599	3,383,599

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Counsel And Representation	1,919,086	1,899,438	1,977,729	2,069,915	2,258,655	2,234,999
Legislative Services	121,628	143,709	151,189	125,896	140,506	170,006
Ordinance Enforcement	864,757	935,976	885,272	1,013,437	984,438	978,594
Total	2,905,472	2,979,123	3,014,190	3,209,248	3,383,599	3,383,599

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Misc Revenue	(3,097)	-	(13,145)	-	-	-
Total	(3,097)	-	(13,145)	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	2,315,773	2,286,981	2,303,537	2,434,849	2,592,755	2,588,755
Benefits	620,684	621,846	685,561	670,102	705,119	705,119
Supplies	12,775	18,539	13,126	18,539	18,539	17,883
Purchased Services	132,028	178,685	152,632	177,896	177,896	182,552
Inter Depart Charges	6,690	6,690	6,097	6,082	6,913	6,913
Inter Depart Billing	(179,380)	(133,618)	(133,618)	(98,221)	(117,624)	(117,624)
Total	2,908,569	2,979,123	3,027,335	3,209,248	3,383,599	3,383,599



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PARALEGAL

Ryan M. Riley

TO: Mayor Satya Rhodes-Conway
 FROM: Michael Haas, City Attorney
 DATE: July 21, 2023
 SUBJECT: 2024 Operating Budget Transmittal Memo
 CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

1. Prosecute violations of the City's laws and enforcing ordinances adopted by the Common Council. The 2024 goal will be to continue timely prosecution of ordinance violations in Madison Municipal, Dane County and 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 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.

99% Budget for General, Library, Fleet fund agencies

{These are the instructions from the template} In light of these future budget challenges, how do

you plan to manage to the 99% budget target in 2024 as a first step toward realizing permanent efficiencies in operations? What ideas are you considering for identifying lower priority activities, streamlining processes, coordinating with other agencies, and developing innovative approaches which would help to slow growth in costs? What short-term investments would help with realizing longer-term operating efficiencies and savings compared to current trends?

The majority of OCA’s operating budgets are salaries and benefits. Therefore, it is difficult to make significant reductions without reducing staff. For the 2024 budget, we will continue to hire hourly law clerks for the summer months only, but use law clerks for the remainder of the year on a work for school credit basis. Other efficiencies can be maintained by reducing paper and copier maintenance costs by our continued reduction in paper and moving to electronic files. We have recently filled our newly-created Assistant City Attorney position which will be funded 50% by Metro Transit and which will bring more in-depth expertise to Metro and other transportation issues.

Reallocations and Other Changes

All reallocation of funds in our 2024 Operating Budget are explained below for clarity.

<u>Reduced Accounts</u>		<u>Increased Accounts</u>	
51210 Hourly Wages	\$4,000	53130 Furniture	\$1,344
53110 Copy/Print	\$2,000	54650 Advertising	\$2,000
54620 Legal Services	\$2,000	54688 Transcription Services	\$6,000
54655 Print Serve	\$1,344		

The OCA submitted several personnel allocation changes due to retirements requiring changes in duties and agencies served. These changes are made at the service level and do not increase costs.

Increased tax assessment and OWI circuit court lawsuits have forced our agency to spend more on court related expenses such as transcripts in order to properly represent the City of Madison in court. In 2022, we were approximately \$8,000 over budget in this area so resources were moved in order to cover these increased costs.

The advertising line item was increased to cover the cost of job postings when hiring for various positions in our office. In order to create a more equitable pool of candidate when hiring, we often need to pay certain organizations in order to post positions on their job boards.

Optional Supplemental Request

The Attorney’s Office is not submitting a Supplement Request in its 2024 budget submission.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	11 - ATTORNEY

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$3,383,599	\$3,383,599	\$0
113 - COUNSEL AND REPRESENTATION	\$2,258,655	\$2,234,999	-\$23,656
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,799,582	\$1,799,582	\$0
52 - BENEFITS	\$467,384	\$467,384	\$0
53 - SUPPLIES	\$7,436	\$7,780	\$344
54 - PURCHASED SERVICES	\$99,577	\$75,577	-\$24,000
57 - INTER DEPART CHARGES	\$2,299	\$2,299	\$0
58 - INTER DEPART BILLING	-\$117,624	-\$117,624	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
112 - LEGISLATIVE SERVICES	\$140,506	\$170,006	\$29,500
51 - SALARIES	\$87,788	\$87,788	\$0
52 - BENEFITS	\$23,213	\$23,213	\$0
53 - SUPPLIES	\$4,513	\$4,513	\$0
54 - PURCHASED SERVICES	\$22,693	\$52,193	\$29,500
57 - INTER DEPART CHARGES	\$2,299	\$2,299	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
111 - ORDINANCE ENFORCEMENT	\$984,438	\$978,594	-\$5,844
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$705,385	\$701,385	-\$4,000
52 - BENEFITS	\$214,521	\$214,521	\$0
53 - SUPPLIES	\$6,590	\$5,590	-\$1,000
54 - PURCHASED SERVICES	\$55,626	\$54,782	-\$844
57 - INTER DEPART CHARGES	\$2,315	\$2,315	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ATTORNEY
Enter your Service:	Counsel and Representation
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

N/A

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ATTORNEY
Enter your Service:	Legislative Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	54 - PURCHASED SERVICES	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

N/A

Estimated Costs:

- Personnel: \$Click or tap here to enter text.

<ul style="list-style-type: none"> • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input type="checkbox"/> No – No allocation changes</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input checked="" type="checkbox"/> No – No reclassifications</p> <p><input type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i></p> <p>Click or tap here to enter text.</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs</p> <p><input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p> <p><i>If yes, provide the position classification and briefly describe the change:</i></p>

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New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

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Part 1. Identifying Information	
Select your Agency:	ATTORNEY
Enter your Service:	Ordinance Enforcement
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
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Click or tap here to enter text.

Building Inspection

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	4,876,646	4,935,448	4,868,278	5,116,290	5,541,611	5,541,611
Total	4,876,646	4,935,448	4,868,278	5,116,290	5,541,611	5,541,611

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Consumer Protection	233,886	275,594	237,995	250,912	283,172	283,172
Health And Welfare	418,618	489,313	406,097	466,342	484,221	484,221
Inspection	2,644,312	2,502,192	2,530,145	2,585,334	2,802,094	2,802,094
Systematic Code Enforcement	918,945	890,600	1,002,011	1,062,581	1,138,798	1,138,798
Zoning And Signs	660,886	777,749	692,030	751,120	833,326	833,326
Total	4,876,646	4,935,448	4,868,278	5,116,290	5,541,611	5,541,611

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(25,688)	(76,000)	(42,151)	(76,000)	(46,000)	(46,000)
Licenses And Permits	(10,396)	(10,000)	(8,283)	(10,000)	(10,000)	(10,000)
Transfer In	-	-	-	(18,000)	(6,000)	(6,000)
Total	(36,084)	(86,000)	(50,434)	(104,000)	(62,000)	(62,000)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	3,192,924	3,242,371	3,290,406	3,563,617	3,817,273	3,817,273
Benefits	1,142,040	1,128,437	1,194,212	1,152,416	1,198,516	1,198,516
Supplies	44,616	71,273	50,109	71,273	71,273	71,273
Purchased Services	149,882	204,798	169,557	223,502	203,385	203,385
Inter Depart Charges	383,269	380,569	232,428	209,481	313,164	313,164
Inter Depart Billing	-	(6,000)	(18,000)	-	-	-
Total	4,912,730	5,021,448	4,918,712	5,220,290	5,603,611	5,603,611



Department of Planning & Community & Economic Development

Building Inspection Division

Madison Municipal Building, Suite 017

215 Martin Luther King Jr. Blvd.

P.O. Box 2984

Madison, Wisconsin 53701-2984

Phone: (608) 266-4551

Fax (608) 266-6377

www.cityofmadison.com

TO: Mayor Satya Rhodes-Conway
FROM: Matt Tucker, Building Inspection Division Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: *Deputy Mayors; Finance Director, Budget & Program Evaluation Staff*

Goals of Agency's Operating Budget

The 2024 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.

Our Division work plan identifies the tasks and responsibilities associated with each service. Our budget reflects the resources necessary for successful delivery of the services. We track a variety of data points to manage trends, identify areas of resource need, and shift resources accordingly to those services most in need.

99% Budget for General, Library, Fleet fund agencies

Through cautious spending and thoughtful use of resources, the Division has met its budget goals for many years. To meet the 99% cost-to continue target for 2024, we plan to continue to reduce spending for supplies and purchased services. We continue to explore expanding on-line permitting and review, enhance our code enforcement utilizing field-deployed technology, find new avenues to educate about the availability of our services, and explore other efficiencies to take care of the people and property of the City that are touched by our services. All this, to provide the highest quality service for the common good of our residents and visitors.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	60 - BUILDING
Segment 3	INSPECTION

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$5,541,611	\$5,541,611	\$0
604 - CONSUMER PROTECTION	\$283,172	\$283,172	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$179,198	\$179,198	\$0
52 - BENEFITS	\$48,924	\$48,924	\$0
53 - SUPPLIES	\$2,690	\$2,690	\$0
54 - PURCHASED SERVICES	\$5,472	\$5,472	\$0
57 - INTER DEPART CHARGES	\$46,888	\$46,888	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
602 - HEALTH AND WELFARE	\$484,221	\$484,221	\$0
43 - CHARGES FOR SERVICES	-\$2,000	-\$2,000	\$0
51 - SALARIES	\$284,366	\$284,366	\$0
52 - BENEFITS	\$106,692	\$106,692	\$0
53 - SUPPLIES	\$9,253	\$9,253	\$0
54 - PURCHASED SERVICES	\$19,536	\$19,536	\$0
57 - INTER DEPART CHARGES	\$66,374	\$66,374	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
601 - INSPECTION	\$2,802,094	\$2,802,094	\$0
43 - CHARGES FOR SERVICES	-\$44,000	-\$44,000	\$0
44 - LICENSES AND PERMITS	-\$10,000	-\$10,000	\$0
49 - TRANSFER IN	-\$6,000	-\$6,000	\$0
51 - SALARIES	\$2,035,438	\$2,035,438	\$0
52 - BENEFITS	\$622,217	\$622,217	\$0
53 - SUPPLIES	\$34,726	\$34,726	\$0
54 - PURCHASED SERVICES	\$102,826	\$102,826	\$0
57 - INTER DEPART CHARGES	\$66,887	\$66,887	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
605 - SYSTEMATIC CODE			
ENFORCEMENT	\$1,138,798	\$1,138,798	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$743,787	\$743,787	\$0
52 - BENEFITS	\$250,616	\$250,616	\$0
53 - SUPPLIES	\$12,684	\$12,684	\$0
54 - PURCHASED SERVICES	\$64,911	\$64,911	\$0
57 - INTER DEPART CHARGES	\$66,800	\$66,800	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
603 - ZONING AND SIGNS	\$833,326	\$833,326	\$0
51 - SALARIES	\$574,484	\$574,484	\$0
52 - BENEFITS	\$170,067	\$170,067	\$0
53 - SUPPLIES	\$11,920	\$11,920	\$0
54 - PURCHASED SERVICES	\$10,640	\$10,640	\$0
57 - INTER DEPART CHARGES	\$66,215	\$66,215	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	BUILDING INSPECTION
Enter your Service:	CONSUMER PROTECTION
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
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Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

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Estimated Costs:

- Personnel: \$Click or tap here to enter text.
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- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

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2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	BUILDING INSPECTION
Enter your Service:	HEALTH AND WELFARE
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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Examples of changes that do need to be detailed:
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- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
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Part 1. Identifying Information	
Select your Agency:	BUILDING INSPECTION
Enter your Service:	INSPECTION
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
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<i>If yes, enter updated Service Description here:</i>	
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Enter your Service:	SYSTEMATIC CODE ENFORCEMENT
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
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Select your Agency:	BUILDING INSPECTION
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Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
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CDA Housing Operations

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
CDA	26,021,099	31,932,415	26,500,881	30,113,693	30,573,823	33,593,670
Total	26,021,099	31,932,415	26,500,881	30,113,693	30,573,823	33,593,670

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Housing Vouchers	17,332,387	22,485,437	17,995,516	19,753,795	19,924,140	21,708,725
Public Housing	8,688,712	9,446,978	8,505,365	10,359,898	10,649,683	11,884,945
Total	26,021,099	31,932,415	26,500,881	30,113,693	30,573,823	33,593,670

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(20,481,988)	(26,670,821)	(20,633,736)	(23,808,081)	(23,808,081)	(26,682,485)
Charges For Services	(3,814,704)	(3,998,282)	(3,666,472)	(4,198,677)	(4,198,677)	(4,023,371)
Invest Other Contrib	(20,051)	-	(126,303)	(39,531)	(39,531)	(58,317)
Misc Revenue	(126,784)	(93,911)	(442,705)	(46,853)	(46,853)	(60,529)
Other Finance Source	(974,768)	(464,998)	(25,394)	(1,374,815)	(1,855,494)	(2,066,530)
Transfer In	(602,805)	(704,404)	(562,465)	(645,737)	(645,737)	(702,438)
Total	(26,021,099)	(31,932,415)	(25,457,075)	(30,113,693)	(30,594,373)	(33,593,670)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	3,171,820	3,696,625	3,362,724	3,931,795	4,184,552	4,146,130
Benefits	751,718	1,113,215	1,254,658	1,304,763	1,395,792	1,393,427
Supplies	511,365	639,202	584,077	698,798	698,798	710,426
Purchased Services	18,864,347	24,807,712	20,037,217	22,486,412	22,619,122	25,606,472
Debt Othr Financing	1,836,207	430,526	385,228	499,600	499,600	489,345
Inter Depart Charges	765,314	828,825	902,290	1,003,118	986,752	1,092,103
Inter Depart Billing	(482,476)	(625,333)	(587,777)	(704,216)	(704,216)	(810,405)
Transfer Out	602,805	1,041,644	562,465	893,424	893,424	966,172
Total	26,021,099	31,932,415	26,500,881	30,113,693	30,573,823	33,593,670

TO: Mayor Satya Rhodes-Conway
FROM: Wachter, Matt
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of The CDA'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 1,900 households throughout the community. Participation is limited by Federal funding availability.

The major goal for 2024 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 116 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 2024 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.

Enterprise Agencies

Per HUD, the CDA will receive an overall increase in Housing Operating Subsidy, Capital Fund Grant, and Housing Choice Voucher funding. This increase is offset by continued increases in market pressures, market rents, and cost inflation. The CDA continues to strategically plan reserve usage in 2024 to support operations as well as redevelopment activities.

In both Public Housing and Housing Choice Voucher Programs, the programs are designed to reduce a participant's rent to 30% of their income. If a participant's income is reduced, their rent will also decrease insulating participants from the continued pressure the CDA experiences from increased market costs for maintenance, supplies, utilities, and property taxes.

In the event of a shortfall the CDA utilizes reserve funding, operational efficiencies, repositioning, and grant seeking activities to bridge the gaps.

Reallocations and Other Changes

The CDA shall continue to be net-neutral to the General Fund, however, the CDA will experience various changes to almost every major line items as described in the attached service proposal due to the nature of its funding and market-driven operational needs.

The CDA appreciates the importance of its role in creating safe, sanitary, and affordable housing options in the city of Madison. The need for 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

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	92 - CDA HOUSING
Segment 3	OPERATIONS

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
5100 - CDA	-\$20,550	\$0	\$20,550
922 - HOUSING VOUCHERS	\$170,345	\$0	-\$170,345
42 - INTERGOV REVENUES	-\$19,555,000	-\$21,488,463	-\$1,933,463
43 - CHARGES FOR SERVICES	-\$1,000	-\$1,000	\$0
46 - INVEST OTHER CONTRIB	-\$4,000	-\$20,000	-\$16,000
47 - MISC REVENUE	-\$3,000	-\$5,000	-\$2,000
48 - OTHER FINANCE SOURCE	-\$190,795	-\$194,262	-\$3,467
51 - SALARIES	\$1,139,194	\$1,230,089	\$90,895
52 - BENEFITS	\$424,282	\$424,282	\$0
53 - SUPPLIES	\$72,392	\$59,045	-\$13,347
54 - PURCHASED SERVICES	\$18,221,992	\$19,926,415	\$1,704,423
56 - DEBT OTHR FINANCING	\$0	\$180	\$180
57 - INTER DEPART CHARGES	\$66,280	\$68,715	\$2,435
59 - TRANSFER OUT	\$0	\$0	\$0
921 - PUBLIC HOUSING	-\$190,894	\$0	\$190,894
42 - INTERGOV REVENUES	-\$4,253,081	-\$5,194,022	-\$940,941
43 - CHARGES FOR SERVICES	-\$4,197,677	-\$4,022,371	\$175,306
46 - INVEST OTHER CONTRIB	-\$35,531	-\$38,317	-\$2,786
47 - MISC REVENUE	-\$43,853	-\$55,529	-\$11,676
48 - OTHER FINANCE SOURCE	-\$1,664,699	-\$1,872,268	-\$207,569
49 - TRANSFER IN	-\$645,737	-\$702,438	-\$56,701
51 - SALARIES	\$3,045,358	\$2,916,042	-\$129,316
52 - BENEFITS	\$971,511	\$969,146	-\$2,365
53 - SUPPLIES	\$626,406	\$651,381	\$24,975
54 - PURCHASED SERVICES	\$4,397,130	\$5,680,057	\$1,282,927
56 - DEBT OTHR FINANCING	\$499,600	\$489,165	-\$10,436
57 - INTER DEPART CHARGES	\$920,471	\$1,023,388	\$102,917
58 - INTER DEPART BILLING	-\$704,216	-\$810,405	-\$106,189
59 - TRANSFER OUT	\$893,424	\$966,172	\$72,748

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	CDA HOUSING OPERATIONS
Enter your Service:	Housing Vouchers
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> 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 the 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 varies based on the area's market rate rent and HUD's available funding. It has been averaging upwards of 1900 households. The goal of this service is to provide individuals and families who are at risk of becoming homeless or are currently rent burdened afford stable housing.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software

within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
5100 - CDA	51 - SALARIES	\$90,895	Increase due to the addition of the Client Services Manager Position as part of the pre-approved reorganization
5100 - CDA	52 - BENEFITS	0	Click or tap here to enter text.
5100 - CDA	54 - PURCHASED SERVICES	\$1,704,423	Increase due to increase in Federal funding of the Section 8 voucher program
5100 - CDA	53 - SUPPLIES	-\$13,347	Decrease due to large software and furniture purchases being completed in 2023
5100 - CDA	42 - INTERGOV REVENUES	\$1,933,463	Increase due to increase in Federal funding of the Section 8 voucher program
5100 - CDA	46 - INVEST OTHER CONTRIB	\$16,000	Increase due to increase in interest revenue as interest rates have rebound
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The change is required as Federal funding has been increased and the services rendered by the Section 8 program will serve more households.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Section 8 vouchers are a critical component. The 2024 budget reflects the CDA’s needed capacity changes to best bring additional affordability through this vehicle to Madison.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?
Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Position #1004 – Potential reclassification as part of an in process career laddering proposal.

Position # 1033 – Potential reclassification currently being studied per HR request

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Creation of Client Services Manager – expected to be hired by early 2024 as part of the approved reorganization.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

This position will create capacity for program creation, evaluation, and monitoring as well as creating & strengthening community-based programmatic partnerships. Additionally, this position will help reduce household waitlist times, provide additional capacity in order to respond to increases in the Federal program funding, and case management support.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Section 8 vouchers are a critical component. The 2024 budget reflects the CDA's needed capacity changes to best bring additional affordability through this vehicle to Madison.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	CDA HOUSING OPERATIONS
Enter your Service:	Public Housing
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
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Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
5100 - CDA	51 - SALARIES	-\$129,316	Decrease due to the addition of the Client Services Manager Position as part of the pre-approved reorganization & 4 Maintenance position reclassifications as part of pre-approved career ladder. Offset by technical error allocating two other agencies' positions to the CDA Housing salary major.
5100 - CDA	52 - BENEFITS	0	Click or tap here to enter text.
5100 - CDA	54 - PURCHASED SERVICES	\$1,282,927	Increase due to significant increases in utilities, property insurance, property taxes, construction rates, and contractual increases (landscaping, security, waste disposal) as well as the incorporation of \$1million of reserve usage for the Triangle/Karabis/Parkside Redevelopment
5100 - CDA	53 - SUPPLIES	\$24,975	Increase due to replacement purchase of box truck in 2024
5100 - CDA	57 - INTER DEPART CHARGES	\$102,917	Increase due to HUD-approved increase in Management & Bookkeeping Fees from the properties to the COCC
5100 - CDA	58 - INTER DEPART BILLING	\$106,189	Increases due to the HUD-approved increase in Management & Bookkeeping Fees from the properties to the COCC
5100 - CDA	56 - DEBT OTHR FINANCING	-\$10,436	Decrease in needed AMP support from the COCC
5100 - CDA	42 - INTERGOV REVENUES	\$940,941	Increase due to HUD's increase in the Operational Subsidy & Capital Fund grants
5100 - CDA	43 - CHARGES FOR SERVICES	-\$175,306	Decrease due to experience of higher delinquent rent in recent years
5100 - CDA	47 - MISC REVENUE	\$11,676	Increase due to increase in interest revenue
5100 - CDA	48 - OTHER FINANCE SOURCE	\$207,569	Increase due to incorporation of reserve usage for the Triangle/Parkside/Karabis redevelopment
5100 - CDA	49 - TRANSFER IN	\$56,701	Increase in HUD's Capital Grant Award

5100 - CDA	59 - TRANSFER OUT	\$72,748	Increase due to increase in HUD's Capital Fund Grant
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>Changes are needed due to market changes in order to continue current services.</p> <p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Public Housing are a critical component. The 2024 budget reflects the CDA's needed capacity changes to respond to the current market increases to allow property management to continue to operate safe, sanitary, and decent public housing per HUD's guidelines.</p>			

<h3>Part 3. Supplemental Requests</h3> <p>Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. If you are not submitting a supplemental request, skip this section.</p> <p>Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?</p> <p>Click or tap here to enter text.</p> <p>Estimated Costs:</p> <ul style="list-style-type: none"> • Personnel: \$Click or tap here to enter text. • Non-Personnel: \$Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text. <p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p> <p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
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Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Position #1000 – Potential reclassification as part of an approved career laddering program
Position #1041 - Potential reclassification as part of an approved career laddering program
Position #1052 - Potential reclassification as part of an approved career laddering program
Position #3933 - Potential reclassification as part of an approved career laddering program
Position # 1033 – Potential reclassification currently being studied per HR request
Position #4765 – Potential reclassification preparing for submission
Position #1027 – Potential reclassification as part of approved reorganization

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Creation of Client Services Manager – expected to be hired by early 2024 as part of the approved reorganization.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Client Service Manager position will decrease the time of application approval as well as create increased capacity of other staff members through naturally created operational efficiencies. Maintenance reclassifications will increase internal maintenance abilities to reduce external contractor costs.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Public Housing are a critical component. The 2024 budget reflects the CDA's needed capacity changes to respond to the current market increases to allow property management to continue to operate safe, sanitary, and decent public housing per HUD's guidelines.

CDA Redevelopment

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
CDA	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900
Total	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Redevelopment	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900
Total	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	(391,188)	-	-	-	-
Charges For Services	(23,300)	(252,600)	(91,792)	(116,317)	(116,317)	(536,403)
Invest Other Contrib	(96,527)	(73,566)	(89,725)	(100,218)	(100,218)	(70,000)
Misc Revenue	(27,650)	(35,650)	(1,279,139)	(164,933)	(164,933)	(59,236)
Other Finance Source	(298,659)	(681,590)	(1,098,005)	(635,168)	(699,100)	(199,261)
Transfer In	-	(156,000)	-	(216,000)	(216,000)	-
Total	(446,137)	(1,590,594)	(2,558,660)	(1,232,636)	(1,296,569)	(864,900)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	222,776	230,823	227,090	328,920	390,983	385,311
Benefits	25,251	82,652	51,780	74,056	96,475	96,475
Supplies	1,121	26,840	24	1,300	1,300	1,500
Purchased Services	115,896	127,050	36,546	72,859	72,859	109,115
Debt Othr Financing	81,094	276,679	66,094	755,501	755,501	72,500
Inter Depart Charges	-	-	-	-	-	-
Transfer Out	-	846,550	-	-	-	200,000
Total	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900

TO: Mayor Satya Rhodes-Conway
FROM: Matt Wachter, Executive Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Community Development Authority (CDA) Redevelopment's goals as advanced by the 2024 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 providing 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:

-Redevelopment of Theresa Terrace – The CDA is working with HUD to redevelop two currently uninhabitable duplexes into affordable townhouse units. The CDA sold the units for \$1 a unit to the CDA's non-profit arm, MRCDC earlier this year and will begin construction in 2023 to be completed in 2024.

-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.

-Village on Park - Planning for the proposed Phase 3 housing component along Ridgewood Way, as recommended by the adopted Village on Park Master Plan, is expected to continue into 2024 as CDA continues to make progress on construction of a multistory parking garage on the south end of the site.

Enterprise Agencies

As Redevelopment efforts are funded by redevelopment activities which are regulated by WHEDA, HUD, and the Affordable Housing Fund any rate increase is in compliance with Federal, State, and Locally agreed upon affordable limits.

Reallocations and Other Changes

The CDA shall continue to be net-neutral to the General Fund, however, the CDA will experience various changes to almost every major line items as described in the attached service proposal due to the nature of its funding and market-driven operational needs.

The CDA appreciates the importance of its role in creating safe, sanitary, and affordable housing options in the city of Madison. The need for 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

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	91 - CDA
Segment 3	REDEVELOPMENT

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
5100 - CDA	\$20,550	\$0	-\$20,550
911 - REDEVELOPMENT	\$20,550	\$0	-\$20,550
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$116,317	-\$536,403	-\$420,086
46 - INVEST OTHER CONTRIB	-\$100,218	-\$70,000	\$30,218
47 - MISC REVENUE	-\$164,933	-\$59,236	\$105,697
48 - OTHER FINANCE SOURCE	-\$699,100	-\$199,261	\$499,839
49 - TRANSFER IN	-\$216,000	\$0	\$216,000
51 - SALARIES	\$390,983	\$385,311	-\$5,672
52 - BENEFITS	\$96,475	\$96,475	\$0
53 - SUPPLIES	\$1,300	\$1,500	\$200
54 - PURCHASED SERVICES	\$72,859	\$109,115	\$36,256
56 - DEBT OTHR FINANCING	\$755,501	\$72,500	-\$683,001
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$200,000	\$200,000

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	CDA REDEVELOPMENT
Enter your Service:	Redevelopment
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service is responsible for the Community Development Authority's (CDA) housing, economic, and redevelopment initiatives in the City of Madison. CDA Redevelopment is the managing member for Burr Oaks Senior Housing and Revival Ridge Apartments. The CDA is the sole owner of Monona Shores Apartments, Reservoir Apartments, and the Village on Park. The CDA Redevelopment also undertakes Public Housing redevelopment activities through its non-profit arm, MRCDC. The goal of this service is to provide high-quality housing for low income households to strengthen low and moderate income neighborhoods.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software

within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
5100 - CDA	54 - PURCHASED SERVICES	\$36,256	Increase due to the training needs of 4-5 staff in tax credit certification due to the Triangle Redevelopment and due to increases in property insurance
5100 - CDA	56 - DEBT OTHR FINANCING	-\$683,001	Decreased as property expenses incurred by 3rd party managed properties are now being directly billed
5100 - CDA	59 - TRANSFER OUT	\$200,000	Increase due to the needed budget authority for debt payment pass-through to the Village on Park
5100 - CDA	43 - CHARGES FOR SERVICES	\$420,086	Increase due to planned cash sweep of Village on Park as well as reimbursement for the Village on Park Debt Service Payment
5100 - CDA	46 - INVEST OTHER CONTRIB	-\$30,218	Decrease due to interest income adjusted to actuals
5100 - CDA	47 - MISC REVENUE	-\$105,697	Decrease due to MRCDC management agreement yet to be solidified
5100 - CDA	48 - OTHER FINANCE SOURCE	-\$499,839	Decrease due to removal of Allied Drive Home sales as all lots will have been sold by end of 2023
5100 - CDA	49 - TRANSFER IN	-\$216,000	Decrease due to owner transfers being moved to Major 43 per City Finance
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Services will remain at the same level.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of quality affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Redevelopment remains a critical component. The 2024 budget reflects the CDA's needed capacity changes to respond to the current market increases to allow meaningful redevelopment activities in 2024.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Position # 1033 – Potential reclassification currently being studied per HR request

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No change to current service levels - potential reclassification is in response to the shifting responsibilities incurred due to the CDA re-org and redevelopment activities.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of quality affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Redevelopment remains a critical component. The 2024 budget reflects the CDA’s needed capacity changes to respond to the current market increases to allow meaningful redevelopment activities in 2024.

Civil Rights

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	1,642,610	2,171,235	2,006,074	2,399,743	2,498,276	2,498,276
Other Grants	24,428	17,400	-	28,760	40,840	40,840
Total	1,667,038	2,188,635	2,006,074	2,428,503	2,539,116	2,539,116

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Civil Rights	1,667,038	2,188,635	2,006,074	2,428,503	2,539,116	2,539,116
Total	1,667,038	2,188,635	2,006,074	2,428,503	2,539,116	2,539,116

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	(4,000)	-	-	-	-
Invest Other Contrib	(337,000)	-	(100,500)	(85,000)	(85,000)	(85,000)
Total	(337,000)	(4,000)	(100,500)	(85,000)	(85,000)	(85,000)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	1,560,472	1,687,277	1,551,996	1,830,937	1,910,365	1,922,365
Benefits	440,766	432,678	437,115	489,301	518,175	518,175
Supplies	8,163	12,552	18,093	12,552	9,465	9,465
Purchased Services	176,361	267,375	304,101	379,789	394,956	382,956
Inter Depart Charges	6,631	6,631	9,147	8,209	8,094	8,094
Inter Depart Billing	(188,355)	(213,878)	(213,878)	(207,284)	(216,939)	(216,939)
Total	2,004,038	2,192,635	2,106,574	2,513,503	2,624,116	2,624,116



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
cityofmadison.com/civil-rights

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

TO: Mayor Satya Rhodes-Conway
FROM: Norman D Davis, Director
DATE: July 21, 2023
SUBJECT: 2024 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.
4. Engages historically underserved sectors of our population to help meet needs of all community members.

99% Budget for General, Library, Fleet fund agencies

To reach the target of 99% costs-to-continue current services for the 2024 Operating Budget, our Department has identified three (3) areas to reduce funding: compensated absences, Polycom maintenance, and hourly wages. A reduction to hourly wages would significantly impact the capacity of the City's AASPIRE internship program in 2024. However, these reductions would allow our Department to avoid impacts to permanent positions.

Reallocations

To accommodate the budget request to reclassify the existing Paralegal/Mediator position, we intend to utilize \$12,000 of EEOC grant funding to subsidize the increase in compensation. This proposed reclassification is part of an effort to create operational efficiencies within our organization by providing more comprehensive strategies and tools to address personnel matters, particularly those that may be necessary to attain equitable outcomes.

Supplemental Request

Department of Civil Rights 2024 Operating Budget Supplemental Request: Expansion of staffing capacity to meet growing service needs of the community.

The Department of Civil Rights Department seeks to achieve equity throughout our community while furthering the City's values. To meet the growing needs for service, we are proposing two new positions (1.60 FTE) total and a reclassification of an existing position for the 2024 Department of Civil Rights Supplemental Budget Request. These positions are vital to DCR achieving both external community equity and internal departmental equity:

1. Paralegal Mediator (reclassification from 18/07 to 18/10)
2. Equal Opportunities Investigator (1.0 FTE)
3. ASL/Deaf Community Connector (0.6 FTE)

Paralegal Mediator Reclassification – Data provided by the 2022 Workplace Climate Report (MAC/WIC) underscores the need for a mediation process within the City workforce—in alignment with the responsibilities outlined in MGO 39.02. Recommendations in this report have identified a need to create better employee confidence in the internal complaint process (APM 3-5). An informal mediation process will also enable internal investigators to focus on qualifying complaints of discrimination. The Department proposes to augment the current Paralegal Mediator position by developing and assigning an internal mediation program. External mediations provided by the department have proven successful and expeditious, and can inform the development of an internal program. Assigning this work to the existing Paralegal Mediator position will result in a higher caliber of work, necessitating an adjustment in classification range.

Equal Opportunities Investigator – The Equal Opportunities Division has seen a drastic increase in complaint caseloads, with an expected 140% increase in complaints from 2022 to 2023. To maintain current processing times and the community's trust in handling complaints of discrimination, that caseload is not manageable with the current number of positions. To maintain consistent processing times for the public, address undue burden and stress on staff, and to maintain a workforce that is thriving, Department recommends that this position be included in the 2024 Operating Budget. This part of our request is carried over from the 2023 Operating Budget Supplemental Request.

ASL/Deaf Community Connector – DCR has identified the need for the City of Madison to collect data specific to the use of sign languages, not only spoken languages. Often, deaf and hard of hearing individuals are not represented accurately in data related to language access. It is further difficult to account for the number of Madison residents who are deaf or hard of hearing because they have been historically underserved or underrepresented in Madison's public engagement efforts. In an effort to achieve equity, we feel that it is vital for this position be created and funded. This position would be a new position in the field, and would help foster the City of Madison's values as a leader in Diversity, Equity, Inclusion, & Accessibility (DEIA).

Thank you for your leadership, support, and thoughtful consideration.

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

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	12 - CIVIL RIGHTS

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$2,498,276	\$2,498,276	\$0
121 - CIVIL RIGHTS	\$2,498,276	\$2,498,276	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	-\$85,000	-\$85,000	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,910,365	\$1,910,365	\$0
52 - BENEFITS	\$518,175	\$518,175	\$0
53 - SUPPLIES	\$9,465	\$9,465	\$0
54 - PURCHASED SERVICES	\$354,116	\$354,116	\$0
57 - INTER DEPART CHARGES	\$8,094	\$8,094	\$0
58 - INTER DEPART BILLING	-\$216,939	-\$216,939	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
1220 - OTHER GRANTS	\$0	\$0	\$0
121 - CIVIL RIGHTS	\$0	\$0	\$0
42 - INTERGOV REVENUES	-\$40,840	-\$40,840	\$0
51 - SALARIES	\$0	\$12,000	\$12,000
52 - BENEFITS	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$40,840	\$28,840	-\$12,000

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	CIVIL RIGHTS
Enter your Service:	Civil Rights
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1220 - OTHER GRANTS	51 - SALARIES	12,000.00	Reclassification of position number 4699 from CG18, Range 7 to CG18, Range 10
1220 - OTHER GRANTS	54 - PURCHASED SERVICES	12,000.00	Moving from conferences & Training to pending salaries for position reclassification of position number 4699
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

In consultation with Human Resources, we are proposing an internal mediation program, to be administered by our existing Paralegal/Mediator position, as work categorized within a higher classification range. Mediation is an important opportunity for parties to a complaint to meet with a professional and trained mediator and try to reach a resolution prior to proceeding with an investigation. Any resolution would be on terms that are satisfactory to both parties. Parties can have an advocate with them however, this is not required. All discussion at mediation is confidential. However and understanding of employment law is required.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Data provided by the 2022 Workplace Climate Report (MAC/WIC) underscores the need for a mediation process within the City workforce. This is in alignment with the responsibilities outlined in MGO 39.02.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Expansion of staffing capacity to meet growing service needs of the community.

The Department of Civil Rights Department seeks to achieve equity throughout our community while furthering the City's values. To meet the growing needs for service, we are proposing two new positions (1.60 FTE) total and a reclassification of an existing position for the 2024 Department of Civil Rights Supplemental Budget Request. These positions are vital to DCR achieving both external community equity and internal departmental equity:

1. Paralegal Mediator (reclassification from 18/07 to 18/10)
2. Equal Opportunities Investigator (1.0 FTE)
3. ASL/Deaf Community Connector (0.6 FTE)

Paralegal Mediator Reclassification – Data provided by the 2022 Workplace Climate Report (MAC/WIC) underscores the need for a mediation process within the City workforce—in alignment with the responsibilities outlined in MGO 39.02. Recommendations in this report have identified a need to create better employee confidence in the internal complaint process (APM 3-5). An informal mediation process will also enable internal investigators to focus on qualifying complaints of discrimination. The Department proposes to augment the current Paralegal Mediator position by developing and assigning an internal mediation program. External mediations provided by the department have proven successful and expeditious, and can inform the development of an internal program. Assigning this work to the existing Paralegal Mediator position will result in a higher caliber of work, necessitating an adjustment in classification range.

Move incumbent from CG18, Range 7, Step 3, to CG18, Range 10, Step 3. Anticipated increase of \$12,000 includes salary and benefits.

Equal Opportunities Investigator – The Equal Opportunities Division has seen a drastic increase in complaint caseloads, with an expected 140% increase in complaints from 2022 to 2023. To maintain current processing times and the community's trust in handling complaints of discrimination, that caseload is not manageable with the current number of positions. To maintain consistent processing times for the public, address undue burden and stress on staff, and to maintain a workforce that is thriving, Department recommends that this position be included in the 2024 Operating Budget.

Object

51110	Employee Salary	59,246
52610	FICA	4,532
52510	WRS	4,029
52413	Misc Fringe	1,732
52410	<u>Health Insurance</u>	<u>7,955</u>
	Total Benefit Cost	18,248
	TOTAL COST	77,494
	BENEFIT RATE	30.80%

ASL/Deaf Community Connector – DCR has identified the need for the City of Madison to collect data specific to the use of sign languages, not only spoken languages. Often, deaf and hard of hearing individuals are not represented accurately in data related to language access. It is further difficult to account for the number of Madison residents who are deaf or hard of hearing because they have been historically underserved or underrepresented in Madison’s public engagement efforts. In an effort to achieve equity, we feel that it is vital for this position be created and funded. This position would be a new position in the field, and would help foster the City of Madison’s values as a leader in Diversity, Equity, Inclusion, & Accessibility (DEIA).

Object

51110	Employee Salary	39,252
52610	FICA	3,003
52510	WRS	2,669
52413	Misc Fringe	1,732
52410	<u>Health Insurance</u>	<u>7,955</u>
	Total Benefit Cost	15,359
	TOTAL COST	54,612
	BENEFIT RATE	39.13%

Estimated Costs:

- Personnel: \$144,106.00
- Non-Personnel: \$4500
- Explain the assumptions you used to estimate costs: Deaf Community Connector estimated cost based on 0.6 FTE, and Equal Opportunities Investigator cost based on 1.0 FTE. Paralegal Mediator reclassification estimated costs based on incumbent, currently at Step 3. In addition, new personnel cost include work equipment, computers, accessories, and software.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

For the Paralegal/Mediator Reclassification, we intend to utilize EEOC grant funding to subsidize the increase in compensation. This proposed reclassification is part of an effort to create operational efficiencies within our organization by providing more comprehensive strategies and tools to address personnel matters, particularly those that may be necessary to attain equitable outcomes.

For the Equal Opportunities Investigator, we have sought to manage an increasing workload to the best of our current capacity by using overtime as a short-term strategy and modifying the process to create an abeyance stage for onboarding cases. The need for this additional position, especially considering new jurisdictions and populations, however, simply exceeds our current ability to meet the demand.

For the ASL/Deaf Community Connector, we have partnered with our peers to increase awareness of rights for deaf and hard of hearing individuals, targeted efforts with City IT to improve virtual meeting accessibility, and engaged with ASL/Deaf community members to better understand needs.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

For the Paralegal/Mediator Reclassification, we will track the number of successful mediations. For the Equal Opportunities Investigator, we will track our target rate of closing cases within 90-120 days. For the ASL/Deaf Community Connector, we will track requests for service, public participation, and feedback from deaf and hard of hearing individuals.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This proposal aligns with the objective of the 2023-2024 DCR Equity Action Plan by providing needed resources to members of the community that have been underserved in years past. Years of NRT engagement highlighted a need for more responsiveness to residents' concerns about the quality and stability of their housing. Timely resolution of these concerns is necessary to help residents maintain quality housing and avoid becoming unhoused. Data provided by the 2022 Workplace Climate Report (MAC/WIC) underscores the need for a mediation process within the City workforce. This is in alignment with the responsibilities outlined in MGO 39.02.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Position number 4699. Move incumbent from from CG18, Range 7, Step 3 to CG18, Range 10, step 3.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Clerk

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	1,983,759	3,541,911	2,957,859	2,279,693	3,788,863	3,788,862
Total	1,983,759	3,541,911	2,957,859	2,279,693	3,788,863	3,788,862

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Clerk	1,983,759	3,541,911	2,957,859	2,279,693	3,788,863	3,788,862
Total	1,983,759	3,541,911	2,957,859	2,279,693	3,788,863	3,788,862

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(480)	-	(27,397)	-	-	-
Invest Other Contrib	(20,100)	-	-	-	-	-
Total	(20,580)	-	(27,397)	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	1,243,419	2,332,984	1,896,946	1,353,490	2,547,762	2,792,762
Benefits	247,639	226,236	292,055	244,365	277,258	277,258
Supplies	325,142	734,998	579,897	404,000	687,000	474,333
Purchased Services	181,017	240,400	164,371	265,755	265,755	233,421
Debt Othr Financing	-	-	39,347	-	-	-
Inter Depart Charges	7,122	7,293	12,641	12,083	11,088	11,088
Total	2,004,339	3,541,911	2,985,256	2,279,693	3,788,863	3,788,862



City Clerk's Office

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 ▪ www.cityofmadison.com/election
Phone: 608 266 4601 ▪ Fax: 608 266 4666

We exist to assist.

TO: Mayor Satya Rhodes-Conway
FROM: Maribeth Witzel-Behl, Clerk
DATE: July 16, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Our goal remains the same: that each eligible voter will be able to cast a ballot and have that ballot counted.

99% Budget

The majority of our work is defined by law. To reduce costs, we will promote voting absentee in person or voting at the polls on Election Day rather than voting absentee via mail. At community events this summer, we asked Madison residents what they would like to see us prioritize in our budget request. The feedback we received was that we need to prioritize polling place accessibility, in-person absentee (early) voting sites, and community engagement and outreach. Those priorities are reflected in this budget request.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	13 - CLERK

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$3,788,863	\$3,788,862	-\$1
131 - CLERK	\$3,788,863	\$3,788,862	-\$1
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,547,762	\$2,792,762	\$245,000
52 - BENEFITS	\$277,258	\$277,258	\$0
53 - SUPPLIES	\$687,000	\$474,333	-\$212,667
54 - PURCHASED SERVICES	\$265,755	\$233,421	-\$32,334
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$11,088	\$11,088	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
1220 - OTHER GRANTS	\$0	\$0	\$0
131 - CLERK	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	CLERK
Enter your Service:	Clerk
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	51 - SALARIES	245,000	We anticipate record voter turnout, and will be staffing the polls to minimize voter lines.
1100 - GENERAL	53 - SUPPLIES	-212,667	We have reduced printing and postage budgets, anticipating more voters choosing to cast their ballots in person and fewer voters choosing to request absentee ballots via mail.
1100 - GENERAL	54 - PURCHASED SERVICES	-32,334	We have cut the advertising previously used as part of our voter outreach.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Based on feedback we received at community events this summer, we protected accessible polling places, in-person absentee voting, and community engagement in our 2024 budget request. You will see this reflected in our increased poll worker salary budget. We cut our printing and postage budgets, anticipating that the post-pandemic trend of voting in person, rather than via mail, will amplify in 2024.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Our submitted request aligns with our Equity Action Plan. We sought community feedback on priorities for our 2024 budget request.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Common Council

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	717,402	984,187	769,109	1,196,631	1,110,368	1,121,584
Total	717,402	984,187	769,109	1,196,631	1,110,368	1,121,584

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Common Council	717,402	984,187	769,109	1,196,631	1,110,368	1,121,584
Total	717,402	984,187	769,109	1,196,631	1,110,368	1,121,584

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Misc Revenue	(11,615)	(14,000)	(21,804)	(14,000)	(20,000)	(20,000)
Total	(11,615)	(14,000)	(21,804)	(14,000)	(20,000)	(20,000)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	506,597	704,536	568,870	887,101	820,464	831,680
Benefits	167,831	200,718	113,670	146,668	113,073	113,073
Supplies	28,556	62,065	65,700	62,065	75,300	75,300
Purchased Services	24,268	29,102	31,003	68,452	59,152	59,152
Inter Depart Charges	1,766	1,766	11,670	46,345	62,378	62,378
Total	729,017	998,187	790,914	1,210,631	1,130,368	1,141,584

TO: Mayor Satya Rhodes-Conway
FROM: Karen Kapusta-Pofahl, Common Council Chief of Staff
DATE: July 26, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: *Deputy Mayors; Finance Director, 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.

99% Budget for General, Library, Fleet fund agencies

The Common Council is submitting a 100% cost-to-continue budget for 2024.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	14 - COMMON
Segment 3	COUNCIL

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$1,110,368	\$1,121,584	\$11,216
141 - COMMON COUNCIL	\$1,110,368	\$1,121,584	\$11,216
47 - MISC REVENUE	-\$20,000	-\$20,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$820,464	\$831,680	\$11,216
52 - BENEFITS	\$113,073	\$113,073	\$0
53 - SUPPLIES	\$75,300	\$75,300	\$0
54 - PURCHASED SERVICES	\$59,152	\$59,152	\$0
57 - INTER DEPART CHARGES	\$62,378	\$62,378	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	COMMON COUNCIL
Enter your Service:	Common Council
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

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Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No changes proposed

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

No changes proposed

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

No supplemental requests proposed

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

N/A

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

N/A

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

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Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

N/A

Community Development

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Community Development						
Grants	9,760,881	5,134,341	6,511,531	9,098,745	8,799,817	8,506,336
General	14,400,409	14,532,182	13,852,413	18,850,950	14,963,445	14,963,445
Other Grants	18,277,287	5,621,042	49,151,907	31,160,920	179,926	179,926
Other Restricted	-	-	4,414,401	-	-	-
Total	42,438,578	25,287,565	73,930,252	59,110,616	23,943,188	23,649,707

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Affordable Housing	27,835,455	10,231,946	59,643,947	44,575,622	9,324,199	9,254,488
Community Support Services	7,885,087	8,544,511	8,532,491	8,258,097	8,303,578	8,304,578
Econ Dev And Emp Opportunities	2,371,505	3,407,875	3,047,410	3,027,538	2,948,431	2,948,431
Overall Program Administration	2,580,086	1,112,846	1,131,954	1,122,249	1,231,608	1,227,753
Strong Healthy Neighborhoods	1,766,446	1,990,387	1,574,451	2,127,110	2,135,371	1,914,456
Total	42,438,578	25,287,565	73,930,252	59,110,616	23,943,188	23,649,707

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	(80,131)	(233,103)	(84,643)	(84,643)	(84,643)
Charges For Services	(10,088)	(21,000)	(11,100)	(21,000)	(21,000)	(21,000)
Invest Other Contrib	(80,729)	(74,030)	(163,478)	(196,280)	(110,030)	(98,480)
Misc Revenue	(77,804)	(79,000)	(94,746)	(113,000)	(113,000)	(113,000)
Transfer In	-	-	(1,502)	(100,000)	(100,000)	(100,000)
Total	(168,621)	(254,161)	(503,928)	(514,923)	(428,673)	(417,123)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	2,870,551	3,175,076	2,974,500	3,488,102	3,571,902	3,571,902
Benefits	894,201	965,198	985,362	1,069,094	1,072,896	1,072,896
Supplies	556,730	43,391	(2,774)	40,400	40,400	55,950
Purchased Services	37,501,330	21,273,000	69,820,297	54,937,840	19,594,230	19,273,650
Debt Othr Financing	681,746	45,000	15,184	48,286	48,286	48,286
Inter Depart Charges	243,353	265,782	545,467	291,142	305,472	441,384
Inter Depart Billing	(177,448)	(238,127)	(527,557)	(279,732)	(279,732)	(415,644)
Transfer Out	36,736	12,406	623,702	30,406	18,406	18,406
Total	42,607,199	25,541,726	74,434,181	59,625,539	24,371,861	24,066,830



Community Development Division

215 Martin Luther King Jr Blvd, Ste. 300

Mailing Address:

P.O. Box 2627

Madison, Wisconsin 53701-2627

Phone: (608) 266-6520

Fax: (608) 261-9626

www.cityofmadison.com

Child Care
Community Resources
Community Development Block Grant
Madison Senior Center

MEMO

To: Mayor Satya Rhodes-Conway
From: Jim O'Keefe, Community Development Division Director
Date: July 21, 2023
Subject: 2024 Operating Budget Transmittal Memo

Goals of CDD's Operating Budget

The Community Development Division's 2024 Operating Budget maintains funding used to support programs and services that address basic community needs affecting housing and household stability, early childhood care and positive youth development, employment training and career development, successful aging, crisis intervention and prevention, access to neighborhood-focused resources and more. Funding for this support is organized around five established services in the Division's budget – Affordable Housing, Economic Development & Employment, Strong & Healthy Neighborhoods, Community Support Services and Program Administration – which are, in turn, closely aligned with the City's *Imagine Madison* framework and, in particular, priorities laid out in two of its Elements of a Great City - Neighborhoods and Housing, and Economy & Opportunity.

With but a few exceptions, the programs and services supported by CDD's operating budget are delivered not by City staff but, rather, through a broad network of community partners that, in turn, provide specific services and programs to targeted households and neighborhoods. In most cases, City funds awarded to specific programs and services, and the agencies that provide them, represent a small, albeit critical, portion of a funding mosaic that might also include some combination of County, United Way, and targeted State or Federal grants, as well as private donations. Within every program area CDD supports, requests for City funding, and the corresponding needs for particular services that they reflect, far exceed the resources we have available.

CDD allocates City funds within specific program areas through a series of competitive funding processes. Program funds are put out to bid on a revolving 4-5 year basis; in any given year, 3-5 RFP processes occur. Those processes are guided by detailed Request for Proposals documents that articulate the City's goals and objectives and set forth program and agency performance expectations. Those expectations are codified in purchase of service contracts with each funded agency, as are ongoing reporting requirements.

That said, it is often difficult to measure with any real precision the impact that City funds have on program outcomes. As previously noted, City funds typically constitute but one portion of an agency's, or a program's, total funding. Moreover, identified program outcomes, e.g., educational attainment or housing stability, are frequently a function of numerous influences, some, but not all, of which might be addressed by a funded program. Thus, CDD strives to ensure positive outcomes around the use of City dollars by promoting, adopting and supporting recognized best practices and evidence-based program models.

99% Budget for General Fund Agencies

A 1% budget savings is within the normal range of under-spending within CDD's budget. We do not anticipate needing extraordinary measures to meet that target.

Reallocations in the Base Budget Proposal ≥ \$10,000

No General Fund reallocations that meet the above threshold are proposed for 2024.

Supplemental Request

CDD seeks additional spending authority in 2024 of \$295,000 to \$400,000, as detailed below.

As previously noted, CDD conducts competitive funding processes across 3-5 program areas each year. Traditionally, those processes have provided the means and the opportunity to boost funding in those program areas – to expand program capacity, to recognize cost of living increases, or both.

In 2023, RFP processes are scheduled in three program areas – school-age youth, early childhood care and older adult services programming. The school-age youth process is nearing completion. The Common Council is scheduled to consider the Community Services Committee's recommendations on July 25th. The early childhood care process is underway. And while the older adult services process has been delayed, pending the outcome of a consultant's review, a cost of living adjustment is deemed appropriate because this program area has gone longer than any other without one.

The requested increase, to be allocated among the three program areas, would support a 10% increase for purchase of service contracts in each. Importantly, while the \$295,000 request would be sufficient to fulfill the recommendations of the Community Services Committee to provide a cost of living adjustment for school-age youth programs, it is **not** enough to meet the Committee's recommendations to also add new, and expand existing, programs by an additional \$105,000. To do so would bring the total request to \$400,000.

It is well established that programs supported through CDD's budget focus their attention primarily on helping Madison residents overcome economic, racial, and cultural barriers that limit their opportunities for success. And while we accept there is always room to improve, centering equity is a theme, and a priority, in almost everything we do.

This request does not look to reallocate funds. It is exceedingly difficult to do that as we currently operate. But it underscores a need to reconsider how we operate, perhaps in the context of longer-range budget planning. The City of Madison deserves much credit for the commitment it makes to programs and services like those administered in this Division. Yet, the gap between what our partners need and what is available continues to widen. The breadth of support we attempt to offer, both in terms of the span of program areas, and the community of agencies that operate within them, is increasingly an obstacle to the depth of that support. As ever more challenging budgets loom, it may be time to rethink our approach – not just how we allocate our resources within program areas, but also how we allocate among them.

cc: Deputy Mayors
David Schmiedicke, Finance Director
Budget & Program Evaluation Staff

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	62 - COMMUNITY DEVELOPMENT

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$14,963,445	\$14,963,445	\$0
621 - AFFORDABLE HOUSING	\$2,463,635	\$2,463,635	\$0
42 - INTERGOV REVENUES	-\$84,643	-\$84,643	\$0
43 - CHARGES FOR SERVICES	-\$5,000	-\$5,000	\$0
47 - MISC REVENUE	\$0	\$0	\$0
49 - TRANSFER IN	-\$100,000	-\$100,000	\$0
51 - SALARIES	\$241,177	\$241,177	\$0
52 - BENEFITS	\$74,487	\$74,487	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$2,337,614	\$2,337,614	\$0
624 - COMMUNITY SUPPORT SERVICES	\$8,190,536	\$8,191,536	\$1,000
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$16,000	-\$16,000	\$0
46 - INVEST OTHER CONTRIB	-\$49,030	-\$37,480	\$11,550
47 - MISC REVENUE	-\$73,000	-\$73,000	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,571,140	\$1,571,140	\$0
52 - BENEFITS	\$485,702	\$485,702	\$0
53 - SUPPLIES	\$12,450	\$28,350	\$15,900
54 - PURCHASED SERVICES	\$6,251,397	\$6,224,947	-\$26,450
57 - INTER DEPART CHARGES	\$7,877	\$7,877	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
622 - ECON DEV AND EMP OPPORTUNITIES	\$2,137,017	\$2,137,017	\$0
46 - INVEST OTHER CONTRIB	-\$40,000	-\$40,000	\$0
47 - MISC REVENUE	-\$40,000	-\$40,000	\$0
51 - SALARIES	\$111,133	\$111,133	\$0
52 - BENEFITS	\$36,884	\$36,884	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$2,232,710	\$2,232,710	\$0
58 - INTER DEPART BILLING	-\$163,710	-\$163,710	\$0
625 - OVERALL PROGRAM ADMINISTRATION	\$885,136	\$885,051	-\$85
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$521,258	\$521,258	\$0
52 - BENEFITS	\$153,078	\$153,078	\$0
53 - SUPPLIES	\$20,400	\$20,300	-\$100
54 - PURCHASED SERVICES	\$20,079	\$20,094	\$15
56 - DEBT OTHR FINANCING	\$35,248	\$35,248	\$0
57 - INTER DEPART CHARGES	\$135,073	\$135,073	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
623 - STRONG HEALTHY NEIGHBORHOODS	\$1,287,120	\$1,286,205	-\$915
46 - INVEST OTHER CONTRIB	-\$21,000	-\$21,000	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$191,342	\$191,342	\$0
52 - BENEFITS	\$55,387	\$55,387	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$1,056,391	\$1,055,476	-\$915
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$5,000	\$5,000	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1210 - COMMUNITY DEVELOPMENT	-\$298,928	\$0	\$298,928
621 - AFFORDABLE HOUSING	-\$282,046	\$431,636	\$713,681
42 - INTERGOV REVENUES	-\$5,647,007	-\$4,830,332	\$816,675
43 - CHARGES FOR SERVICES	-\$1,403,339	-\$1,436,772	-\$33,433
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	-\$25,380	-\$25,230	\$150
47 - MISC REVENUE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$507,992	\$507,992	\$0
52 - BENEFITS	\$155,801	\$155,801	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$6,123,887	\$6,054,176	-\$69,711
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$6,000	\$6,000	\$0
622 - ECON DEV AND EMP OPPORTUNITIES	\$41,691	\$41,691	\$0
42 - INTERGOV REVENUES	-\$249,723	-\$249,723	\$0
43 - CHARGES FOR SERVICES	-\$357,500	-\$357,500	\$0
46 - INVEST OTHER CONTRIB	-\$162,500	-\$162,500	\$0
47 - MISC REVENUE	\$0	\$0	\$0
51 - SALARIES	\$32,448	\$32,448	\$0
52 - BENEFITS	\$9,243	\$9,243	\$0
54 - PURCHASED SERVICES	\$769,723	\$769,723	\$0
625 - OVERALL PROGRAM ADMINISTRATION	\$14,475	-\$200,278	-\$214,753
42 - INTERGOV REVENUES	-\$118,408	-\$329,391	-\$210,983
43 - CHARGES FOR SERVICES	-\$165,700	-\$165,700	\$0
48 - OTHER FINANCE SOURCE	-\$47,888	-\$47,888	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$213,764	\$213,764	\$0
52 - BENEFITS	\$52,083	\$52,083	\$0
53 - SUPPLIES	\$7,550	\$7,300	-\$250
54 - PURCHASED SERVICES	\$47,630	\$44,110	-\$3,520
56 - DEBT OTHR FINANCING	\$13,038	\$13,038	\$0
57 - INTER DEPART CHARGES	\$116,022	\$251,934	\$135,912
58 - INTER DEPART BILLING	-\$116,022	-\$251,934	-\$135,912
59 - TRANSFER OUT	\$12,406	\$12,406	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
623 - STRONG HEALTHY NEIGHBORHOODS	-\$73,049	-\$273,049	-\$200,000
42 - INTERGOV REVENUES	-\$877,500	-\$857,500	\$20,000
43 - CHARGES FOR SERVICES	-\$43,300	-\$43,300	\$0
46 - INVEST OTHER CONTRIB	-\$500	-\$500	\$0
51 - SALARIES	\$41,529	\$41,529	\$0
52 - BENEFITS	\$10,422	\$10,422	\$0
54 - PURCHASED SERVICES	\$754,800	\$534,800	-\$220,000
57 - INTER DEPART CHARGES	\$41,500	\$41,500	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1220 - OTHER GRANTS	\$179,926	\$0	-\$179,926
621 - AFFORDABLE HOUSING	\$66,884	\$0	-\$66,884
42 - INTERGOV REVENUES	\$0	-\$66,884	-\$66,884
51 - SALARIES	\$58,440	\$58,440	\$0
52 - BENEFITS	\$8,445	\$8,445	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
624 - COMMUNITY SUPPORT SERVICES	\$113,042	\$0	-\$113,042
42 - INTERGOV REVENUES	\$0	-\$113,042	-\$113,042
51 - SALARIES	\$81,679	\$81,679	\$0
52 - BENEFITS	\$31,363	\$31,363	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
622 - ECON DEV AND EMP OPPORTUNITIES	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
625 - OVERALL PROGRAM ADMINISTRATION	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
1250 - OTHER RESTRICTED	\$0	\$0	\$0
621 - AFFORDABLE HOUSING	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Affordable Housing (621)
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service supports partnerships between the City and both non-profit and for-profit partners in efforts to preserve, improve, and expand the supply of affordable housing for homeowners and for renters. Funds are made available to support the rehabilitation of existing owner-occupied housing and to develop new owner-occupied and rental housing. Funds are also used to help improve housing stability for homebuyers, renters, persons experiencing homelessness, and special needs populations through homebuyer assistance, homeless services, and other housing resources. The goal of this service is to ensure that decent, safe, sanitary, and affordable housing opportunities are available to low- and moderate-income households; part of a broader strategy to enhance the stability of households, neighborhoods, and communities.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> <u>Housing Supply</u>: Provide loans to help finance the development of new rental and owner-occupied housing and rehabilitation of existing housing stock. <u>Housing Assistance</u>: Offer support for home purchases, homebuyer education, tenant services, fair housing practices, and other services that assist tenants, homeless, and special needs populations. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level . Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

[Click or tap here to enter text.](#)

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

[Click or tap here to enter text.](#)

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

[Click or tap here to enter text.](#)

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

[Click or tap here to enter text.](#)

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

[Click or tap here to enter text.](#)

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

[Click or tap here to enter text.](#)

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

[Click or tap here to enter text.](#)

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Community Support Services (624)
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> 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) Early Childhood 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 efforts such as those connected to targeted funding, like that awarded by the Department of Justice's Bureau of Justice Assistance (BJA) to support data-driven, comprehensive, and community-oriented strategies to reduce crime. 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.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> <u>Crisis Intervention & Prevention</u>: Offer financial and other support to community-based organizations that provide services and resources to persons affected by domestic violence, childhood trauma, sexual assault, youth homelessness, chronic impoverishment or past incarceration. <u>Child Care</u>: Work with local child care providers to improve the quality and capacity of early childhood care services through on-site accreditation, support and training, and provide financial subsidies to help low-income households pay for quality child care. <u>Children and Families</u>: Offer financial and other support to community-based organizations that provide early childhood and elementary school aged programming. <u>Youth Services</u>: Administer contracts with community partners to provide out-of-school time programming for middle and high school youth and coordinate the Madison-Area Out-of-School Time (MOST) initiative. <u>Older Adults and Aging</u>: Offer financial and other assistance to community-based organizations that provide essential services to older adults. 	

- Madison Senior Center: Operate a facility devoted to supporting activities, events, and services that promote successful aging to Madison’s population of older adults.
- Byrne Criminal Justice Initiative: In partnership with Madison Dane County Public Health, and the Madison Police Department, administer a U.S. Department of Justice grant to develop a multi-stakeholder, cross-sector plan to improve public safety in Downtown Madison and to implement evidence-based programming & activities to achieve project goals.

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the **Service and/or Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	\$ -27,350	Includes a projected \$27k reduction in MSC Foundation-funded grants for 2024; plus misc. smaller adjustments to other services (memberships, advertising, catering, program svcs, etc.) that, in aggregate, amount to a further reduction in this Major of \$350. Aside from a single adjustment within Org 62440, all changes are within Orgs 62471 (Madison Senior Center) and 62472 (MSC Foundation).
1100 - GENERAL	53 - SUPPLIES	\$ +15,800	Includes an increase of \$16,500 for the anticipated 2024 IT installation of equipment that will help facilitate seamless "hybrid" (live/virtual) programming in Room 1 of the Madison Senior Center; plus misc. small adjustments to other supplies (postage, work/building supplies, etc.) that, in aggregate, amount to a reduction

			of \$700. All changes are within Orgs 62471 (Madison Senior Center) and 62472 (MSC Foundation).
1100 - GENERAL	46 - INVEST OTHER CONTRIB	\$ +11,550	Reflects a reduction in anticipated MSC Foundation contributions (primarily due to the reduction in anticipated MSCF-funded grant activity), in order to net Org 62472 (MSC Foundation) to zero for 2024.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

These changes mostly live within Org 62472 (Madison Senior Center Foundation). The MSCF Board, in consultation with Karen Cator (Madison Senior Center), develops a "self-contained" (i.e., Org 62472 always nets to zero) budget for the following year, which is incorporated into CDD's Operating Budget development. For 2024, the Board anticipates funding fewer grants (based on past actual grant activity), and plans to use a portion of that funding to instead support IT's installation of much-needed equipment that will enable the Senior Center to offer "hybrid" (live/virtual) programming.

The remaining other minor adjustments will have no significant impact.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The installation (by City IT) of special equipment in Room 1 of the Madison Senior Center will help facilitate the participation of homebound older adults in some of the programming offered by the MSC.

None of the entered changes/adjustments are related to NRT recommendations.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

The supplemental proposal seeks \$295,000 to provide cost of living adjustments across three program areas – early childhood care, school-age youth and older adult services – that are scheduled for funding processes. It represents a 10% increase over base level funding for all three program areas. These agencies will have gone at least 5 years without an adjustment to provide services the City seeks. An additional \$105,000 is needed to fund program expansions recommended by the Community Services Committee in school-age youth programs. Requests for funding routinely exceed available funds by 2-3X.

Estimated Costs:

- Personnel: [Click or tap here to enter text.](#)
- Non-Personnel: \$295,000 - \$400,000
- Explain the assumptions you used to estimate costs: The cost of living adjustment reflects a 10% increase in base funding, for agencies that have not seen increases in 5 years or more. The added cost reflects program expansions recommended by the Community Services Committee and scheduled for Council action later this month.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Our focus has been on process improvements, specifically, improving access to our funds, providing greater clarity about program content and City expectations of funded agencies. We believe a meaningful reallocation discussion needs to be part of a longer term budget conversation.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Each Request for Proposals document, which serves as the foundation for a funding process, details performance expectations that accompany City funding – each unique to the specific program area. Outcome and performance measurements, including reporting requirements, are further codified by contract for each funded agency.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

CDD's draft Plan speaks less to funding levels across specific program areas and more to such things as continuing to improve process (including agency contracts), better communicate outcomes of CDD-funded programs and undertake longer-range planning. These are changes designed to continue CDD's progress in making funds more accessible to community partners, and more responsive to the agencies, and the residents, we serve.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Economic Development & Employment (622)
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service offers financial and technical assistance to small businesses and entrepreneurs. It also assists youth and adults who face barriers to employment by supporting a network of local agencies that offer 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.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> • <u>Job Creation and Community Business Development</u>: Offer loans to small businesses to help finance projects that create new jobs. • <u>Small Business (Micro-enterprise) Development</u>: Provide technical assistance and small loans to entrepreneurs seeking to start new businesses. • <u>Adult Employment & Training</u>: Support community partners that offer a range of employment training, job readiness and career development services to adults who face obstacles to gainful employment. • <u>Young Adult Employment & Training</u>: Support community partners that provide young adults (ages 18-26) with age-appropriate employment, employment training, and job coaching opportunities. • <u>Youth Employment & Training</u>: Support community partners that provide youth (ages 14-21) with age-appropriate employment, employment training, and job coaching opportunities. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

[Click or tap here to enter text.](#)

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

[Click or tap here to enter text.](#)

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

[Click or tap here to enter text.](#)

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

[Click or tap here to enter text.](#)

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

[Click or tap here to enter text.](#)

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Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

[Click or tap here to enter text.](#)

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Overall Program Administration (625)
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service supports general management and administrative functions within 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.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> <u>Direct Administration & Support Services</u>: Provide overall staffing, budgeting, and operational support to the Division within the Community Development Block Grant (CDBG), Child Care, Community Resources, and Administration units. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software

within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

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2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	COMMUNITY DEVELOPMENT DIVISION
Enter your Service:	Strong and Healthy Neighborhoods (623)
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service focuses on strengthening neighborhoods through strategic investments in physical assets and amenities, including neighborhood centers, and other facilities that provide public benefit. It also supports other neighborhood-based planning and revitalization efforts. The goal of the service is to strengthen neighborhoods and build community by bringing people of diverse backgrounds together.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> <u>Neighborhood Centers</u>: Provide non-program specific support to neighborhood centers and for other community focal points. <u>Capital Improvements for Community Organizations</u>: Offer loans to non-profit community partners to help finance capital projects that create, expand or improve community facilities that benefit public users. <u>Neighborhood Revitalization Plans and Projects</u>: Work with neighborhood residents to develop specialized neighborhood plans that contribute to revitalization efforts and/or community improvements. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level . Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level.

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Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?
Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.
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Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?
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Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?
Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?
Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.
Click or tap here to enter text.

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If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

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If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

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 Yes – Includes proposed change to # of FTEs

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Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Economic Development

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	2,005,281	2,182,679	1,928,991	2,324,802	2,466,210	2,466,210
Other Grants	-	-	1,759,452	-	-	-
Total	2,005,281	2,182,679	3,688,443	2,324,802	2,466,210	2,466,210

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Food Policy & Programming	247,361	297,342	286,625	330,234	337,996	331,996
Office Of Business Resources	850,429	911,364	2,598,805	961,152	1,017,181	1,023,181
Office Of Real Estate Services	907,491	973,973	803,013	1,033,416	1,111,033	1,111,033
Total	2,005,281	2,182,679	3,688,443	2,324,802	2,466,210	2,466,210

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Total	-	-	-	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	1,281,036	1,414,669	1,240,378	1,503,182	1,627,378	1,627,378
Benefits	369,305	405,381	360,358	434,054	445,821	445,821
Supplies	6,581	18,025	10,501	17,100	17,100	14,100
Purchased Services	287,755	284,000	2,016,326	309,250	309,250	312,250
Inter Depart Charges	60,604	60,604	60,880	61,216	66,661	66,661
Total	2,005,281	2,182,679	3,688,443	2,324,802	2,466,210	2,466,210

TO: Mayor Satya Rhodes-Conway
FROM: Matthew B. Mikolajewski, Economic Development Division Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Economic Development Division Work Plan includes three services. Following is a brief summary of these services and how our budget request supports each. Staff salaries, professional development and basic office supplies are required for each of these services.

Office of Business Resources

Business Resources and Outreach

This service houses activities centered on providing support to businesses, large and small, throughout the community. Funding for general business outreach (\$12,000), Madison Central Business Improvement District support (\$62,225), advertising services (\$7,820), and Madison Area Regional Economic Partnership (MadREP) support (\$20,000) are all included in our budget request to support this service. Office of Business Resources staff measure their contacts with the business community to help determine the effectiveness of their efforts.

Street Vending and Sidewalk Café Programs

The goal of this service is to successfully manage the City's street vending and sidewalk café programs, which in turn create a vibrant community and opportunities for entrepreneurship. Beyond staff salaries, and supplies, our request does not anticipate funding for this service. Indicators for meeting the goals of this program include the number of licenses issued and the number of operators in compliance.

Office of Real Estate Services

Real Estate Assets and Infrastructure

The goal of this service is to manage the City's real estate portfolio in a responsible manner. To help support these efforts, our request includes a subscription to CoStar (\$6,300), an online commercial real estate database. Goals of this service are measured by the ability to deliver various real estate transactions in a timely and correct manner.

Financial Support

This service has several goals. The first is to leverage private investment through responsible public investment in an effort to grow tax base, jobs, and the provision of housing (especially affordable). The second is to facilitate the growth of entrepreneurship, especially within historically disadvantaged communities. Most funding for this service is housed in the Capital Budget. Each program funded through this service has its own indicators for determining effectiveness.

Planning and Implementation Support

The goal of this service is to support the development and implementation of City land use planning efforts. Beyond staff salaries and general supplies, our request does not anticipate funding for this service. Indicators for meeting the goal differ based on the initiative.

Food Policy and Programming

There are several food-related programs help to insure access to quality food options for lower income residents of our community. Most funding for this service is housed in the Capital Budget; however, \$165,500 is included in our Operating Budget request to support food access, including Double Dollars (\$62,500), Community Gardens (\$35,000), Summer Meals (\$15,000), SEED Grants (\$50,000), and the Food Policy Council (\$3,000). Each program funded through this service has its own indicators for determining effectiveness.

99% Budget for General, Library, Fleet fund agencies

Most of EDD's Operating Budget is used for staff salaries and benefits. To control future Operating Budgets, we must accommodate a growing City with the same staffing level. One source of inefficiency in our current operations is constant requests to work on something new prior to finishing work already underway. This results in delays for both the new and existing projects, mistakes, lost opportunities, etc. Developing and following an annual Work Plan is one way to address these inefficiencies. Another is to develop a formal intake system for new initiative requests and a rating system for determining their relative importance and urgency. Not unlike the Capital Budget, developing a formal "Horizon List" or "Parking Lot" to park good initiative proposals until there is time to work on them would also be helpful.

More immediately, in 2024, we will need to monitor and adjust our spending throughout the course of the year to insure that we finish the year at or below 99%. We can accomplish this by making sure we stay under our staff training and supplies budgets, being more strategic about our printing and postage budgets, and questioning the importance of other "large purchases" relative to our overall year-end budget projection at the time the purchase needs to be made.

Reallocations and Other Changes (if applicable)

The only significant Operating Budget request change for 2024 is the reclassification of the City's Street Vending Coordinator into a Business Development Specialist. This change will provide a modest salary increase to the incumbent, but will be budget neutral overall given anticipated salary savings from the recently vacated Street Vending Monitor position. More importantly; however, it will provide parity with other Economic Development Division staff by including the incumbent in a classification system comparable with other EDD staff, including business resources and real estate. This classification system provides a defined opportunity for advancement over time, which is absent from the incumbent's current classification.

Optional Supplemental Request (if applicable)

The Economic Development Division has no Supplemental Requests for 2024.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	63 - ECONOMIC
Segment 3	DEVELOPMENT

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$2,466,210	\$2,466,210	\$0
634 - FOOD POLICY & PROGRAMMING	\$337,996	\$331,996	-\$6,000
51 - SALARIES	\$126,014	\$126,014	\$0
52 - BENEFITS	\$40,207	\$40,207	\$0
53 - SUPPLIES	\$6,275	\$275	-\$6,000
54 - PURCHASED SERVICES	\$165,500	\$165,500	\$0
632 - OFFICE OF BUSINESS RESOURCES	\$1,017,181	\$1,023,181	\$6,000
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$691,704	\$691,704	\$0
52 - BENEFITS	\$183,303	\$183,303	\$0
53 - SUPPLIES	\$3,725	\$6,725	\$3,000
54 - PURCHASED SERVICES	\$114,075	\$117,075	\$3,000
57 - INTER DEPART CHARGES	\$24,374	\$24,374	\$0
633 - OFFICE OF REAL ESTATE SERVICES	\$1,111,033	\$1,111,033	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$809,660	\$809,660	\$0
52 - BENEFITS	\$222,311	\$222,311	\$0
53 - SUPPLIES	\$7,100	\$7,100	\$0
54 - PURCHASED SERVICES	\$29,675	\$29,675	\$0
57 - INTER DEPART CHARGES	\$42,287	\$42,287	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1220 - OTHER GRANTS	\$0	\$0	\$0
632 - OFFICE OF BUSINESS RESOURCES	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
51 - SALARIES	\$0	\$0	\$0
52 - BENEFITS	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
633 - OFFICE OF REAL ESTATE SERVICES	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Food Policy & Programming
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

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If yes, provide the position number and briefly describe the change:

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- No – No change to # of FTEs
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New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

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2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Office of Business Resources
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

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Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

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Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

The Street Vending Coordinator (CG 16/17) position has grown over the years and this position should be reclassified as a Business Development Specialist 2 (CG18/08) position. Not only will this reclassification provide a better trajectory for staff in the position, but will also be better aligned with other OBR positions who work with our business community.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

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New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

EDD proposes a personnel change for the Street Vending Coordinator in the Office of Business Resources. The position is currently classified as an Economic Development Program Coordinator (CG 16/17) and we would like to change her position to a Business Development Specialist 2 (CG 18/08). In the role, the position manages the work in Street Vending. The incumbent leads all aspects of the program, most notably they partnered with IT to create a new online system for Street Vending. During COVID, working under an emergency order, they created a new Streatery program which helped restaurants, taverns and cafes expand into the public right-of-way and private property. She also created the Carts in Parks Program. They continue to create new programs, implement ordinance changes, and make improvements to systems and process. This work will only increase as the popularity of Street Vending grows. In addition, there will be increased work in coming years due to the BRT, Farmer’s Market road closures, State Street Pedestrian Mall proposals, Late Night Vending program, and new developments throughout the City.

This change is needed in the 2024 budget as the community has already been asking for increased Streatery work and Late Night Vending changes. This change better aligns the position with other OBR business development positions and provides a better trajectory with opportunities to advance as the scope and scale of the role grows.

*This will be a cost neutral personnel change.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

This change will align with other OBR staff which will be more equitable.

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Part 1. Identifying Information	
Select your Agency:	ECONOMIC DEVELOPMENT DIVISION
Enter your Service:	Office of Real Estate Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
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Employee Assistance Program

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	396,380	473,019	463,180	479,113	497,899	497,899
Total	396,380	473,019	463,180	479,113	497,899	497,899

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
EAP Services	396,380	473,019	463,180	479,113	497,899	497,899
Total	396,380	473,019	463,180	479,113	497,899	497,899

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Total	-	-	-	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	288,585	332,960	326,934	352,767	374,748	374,748
Benefits	96,838	110,549	111,683	118,997	114,438	114,438
Supplies	4,742	3,250	3,746	3,250	3,250	3,250
Purchased Services	50,286	69,271	57,169	66,445	71,045	71,045
Debt Othr Financing	-	-	6,560	-	-	-
Inter Depart Charges	826	825	924	932	1,008	1,008
Inter Depart Billing	(44,896)	(43,836)	(43,836)	(63,277)	(66,589)	(66,589)
Total	396,380	473,019	463,180	479,113	497,899	497,899



Employee Assistance Program

Arlyn Gonzalez, EAP Manager

2300 S. Park St., Suite 111

Madison, WI 53713

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

eap@cityofmadison.com | cityofmadison.com/eap

TO: Mayor Satya Rhodes-Conway
FROM: Arlyn Gonzalez, Employee Assistance Program Manager
DATE: July 22, 2022
SUBJECT: 2023 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Operating budget requests should be informed by agency work plans and enable your agency to complete its core activities. What are the key goals of your agency's work plan and how will your budget request support your work plan? How do you use data and indicators to determine whether your agency is meeting its goals?

Key Goals

1. Stabilize and continue to onboard/develop EAP staff as 50% of the staff retired in 2023.
2. Reopen EAP to our "new normal", by providing both in-person and virtual services to all employees.
3. 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.
4. Start planning and preparing for an EAP sponsored Wellness Conference that will occur in 2025. This conference aims to address workplace Mental Health and reigniting wellness for the City of Madison.

Use of Data:

1. Currently, we ask employees for feedback after consultations and trainings. We use the data gathered to inform the trainings that we provide and to guide the development of our quarterly newsletter.
2. We are also planning to do an all City survey in 2025 to assess how employees are perceiving EAP services, with the goal of adjusting our services to the needs of City employees.

99% Budget for General, Library, Fleet fund agencies

The City is facing significant deficits between on-going revenues and costs-to-continue current services in the years ahead, particularly after 2024. The 2024 budget target for General, Library and Fleet fund agencies is 99% of the cost to continue projection. As a first step toward a more in-depth review of activities, agencies can meet this target through multiple strategies, such as holding positions vacant or reducing low priority spending for supplies and purchased services.

In light of these future budget challenges, how do you plan to manage to the 99% budget target in 2024 as a first step toward realizing permanent efficiencies in operations? What ideas are you considering for identifying lower priority activities, streamlining processes, coordinating with other agencies, and developing innovative approaches which would help to slow growth in costs? What short-term investments would help with realizing longer-term operating efficiencies and savings compared to current trends?

- ❖ EAP has limited sources where to make reductions from. The only area where we could possibly make a \$5,029 reduction is in our Consulting Services line 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.

- ❖ EAP is developing a protocol for our internal EAP staff to provide EMDR (Eye Movement Desensitization and Reprocessing) treatment for Critical Incidents that happen in the workplace, if deemed clinically appropriate. This is a short-term and specialized module to assist individuals in processing trauma. The development of this program will assist in reducing the cost of our Consulting Services, as this is currently only being provided through the external EAP, FEI. Due to capacity constraints, we will continue to rely on FEI to provide some of these services; however, having the opportunity to offer this service in-house will positively impact our budget and our participants' experience with our program.
- ❖ EAP is establishing a consulting network encompassed of local Mental Health Providers or Certified Critical Incident Stress Management Providers. This will also decrease the costs associated to FEI providing debriefing services as their rate also includes compensation for their travel expenses out of Milwaukee. Having this network will generate additional savings and will compliment the services we will continue to receive through FEI. This network will also enhance our partnerships with local mental health providers.

Enterprise Agencies

Not applicable for the Employee Assistance Program.

Reallocations and Other Changes (if applicable)

The Employee Assistance Program is not requesting any reallocation for 2024.

Optional Supplemental Request (if applicable)

The Employee Assistance Program does not have a supplemental request for 2024.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	22 - EMPLOYEE ASSISTANCE PROGRAM
Segment 3	

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$497,899	\$497,899	\$0
221 - EAP SERVICES	\$497,899	\$497,899	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$374,748	\$374,748	\$0
52 - BENEFITS	\$114,438	\$114,438	\$0
53 - SUPPLIES	\$3,250	\$3,250	\$0
54 - PURCHASED SERVICES	\$71,045	\$71,045	\$0
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$1,008	\$1,008	\$0
58 - INTER DEPART BILLING	-\$66,589	-\$66,589	\$0

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Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	EMPLOYEE ASSISTANCE PROGRAM
Enter your Service:	EAP Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
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Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Engineering

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	4,398,998	4,528,690	4,704,941	5,066,401	5,899,791	5,897,330
Total	4,398,998	4,528,690	4,704,941	5,066,401	5,899,791	5,897,330

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Engineering And Administration	3,541,619	3,386,431	3,729,534	4,101,019	4,704,017	4,637,731
Facilities Management	485,448	523,764	390,966	518,649	607,721	637,781
Facilities Operations & Mainte	(63,696)	138,535	136,116	446,732	588,053	621,818
Mapping And Records	435,627	479,960	448,325	-	-	-
Total	4,398,998	4,528,690	4,704,941	5,066,401	5,899,791	5,897,330

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(51,109)	(202,000)	(157,991)	(52,500)	(52,500)	(52,500)
Invest Other Contrib	(12,000)	-	-	-	-	-
Misc Revenue	(251,176)	(244,990)	(239,828)	(195,000)	(195,000)	(210,000)
Transfer In	(4,980)	-	(3,359)	-	-	-
Total	(319,264)	(446,990)	(401,178)	(247,500)	(247,500)	(262,500)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	3,846,374	4,043,245	4,012,002	4,326,909	4,893,091	4,811,649
Benefits	1,293,700	1,331,224	1,373,697	1,421,390	1,565,654	1,564,528
Supplies	202,187	232,300	254,511	205,800	205,800	273,570
Purchased Services	761,174	749,754	754,241	613,317	703,363	836,462
Inter Depart Charges	451,467	473,338	533,773	572,667	564,728	603,565
Inter Depart Billing	(1,836,641)	(1,854,181)	(1,822,104)	(1,826,183)	(1,785,346)	(1,929,945)
Total	4,718,262	4,975,680	5,106,119	5,313,901	6,147,291	6,159,830

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, 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, environmental services not related to landfills, land mapping and management, and engineering technology.

Our transportation and programming 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 efficiently use public funds to address multiple infrastructure needs within projects (e.g. sewer, stormwater, water, private utilities, etc.).
- Protect taxpayers' investment in infrastructure by maximizing its useful life.

Our 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 goal of 100% renewable energy by 2030.

Our 2024 work plan, which includes a number of significant projects such as the John Nolen Drive redesign, the City's first purpose-built shelter, expansion of the GreenPower program to install more than double the amount of solar on City facilities in 2024 compared to 2023, and expanding the use of Autodesk Construction Cloud (ACC), a unified digital platform, to public works and private development infrastructure design and construction to more accurately and efficiently complete projects, including post-construction records.

Our budget request supports our work plan by providing staffing resources to meet our increased GreenPower program demands, address our inability to hire seasonal construction inspection staff, and expand implementation of ACC to public works and private development design and construction.

Individual and aggregate project cost and schedule data are key indicators of our performance and are monitored to assure we are meeting our goals.

99% Budget for General, Library, Fleet fund agencies

Engineering will be utilizing salary savings to manage to the 99% budget target. The implementation of ACC is expected to streamline our contract administration processes and eliminate redundant efforts. Once fully implemented, this should enable current inspection staff to spend more time in the field inspecting construction activities and communicating with residents, instead of doing paperwork. It should also eliminate redundant, tedious administrative tasks through automation, and minimize manual documentation of records, improving accuracy. Through these efficiency gains, we anticipate being able to slow growth in staffing costs, while being able to maintain service levels. We will also continue to work with the Public Works team to identify opportunities to coordinate and share resources.

Reallocations and Other Changes

We have proposed a number of net neutral changes to our Cost to Continue budget. These changes reflect current projection of costs and align budget to actuals.

Also included in our neutral reallocations are reclassification of the following positions.

- Recreate Accountant 2 (18/08) as Accountant 3 (18/10) as part of career ladder progression.
- Recreate Accountant 3 (18/10) as Accountant 4 (18/12).
- Recreate three Engineer 4s (18/12) as Principal Engineer 1s (18/15).
- Recreate Architect 1 (18/06) as Architect 2 (18/08) as part of career ladder progression.
- Recreate Architect 4 (18/12) as Principal Architect 1 (18/15).
- Recreate 2 LTE Facilities Maintenance Worker (16/09) as 2.0 FTE Electricians (71/04).
- Recreate Maintenance Mechanic 1 (16/13) to Maintenance Mechanic 2 (16/15).

These changes are needed in 2024 to enable us to retain the talent we have invested in developing as they have taken on more complexity and responsibility in their work, and are necessary to continue to remain organized and efficient towards meeting our work plan goals.

Optional Supplemental Request

Service – Engineering & Administration

- Create 1.0 FTE Construction Inspector 1 position is needed to assure we can provide adequate construction oversight to protect the City's investment in its infrastructure. Historically, Engineering has relied on seasonal employees to provide nearly 50% of its construction inspection workforce. Since the pandemic it has become increasingly difficult to hire and retain seasonal staff to perform this work. Additionally, there has been steady growth in private development work within the City, most of which requires improvements in the right-of-way, and inspection of that work to ensure it meets City standards. The general fund operating portion of this position will be offset by a reduction in GF hourly wages and benefits.
- Create 1.0 FTE CAD/GIS Specialist 1 to be allocated 50% to land management and 50% to Autodesk Construction Cloud project admin. The land management role is needed to eliminate a backlog of work related to private development mapping and help maintain

our desired service level for private development land management and mapping. The ACC role is to serve as the ACC project admin for Public Works and private development contracts. ACC is a unified digital platform for project planning, design, and construction that will streamline existing processes and eliminate redundant tasks. In time, we expect ACC to result in efficiencies that allow for existing staff to take on other responsibilities and/or improve our level of service.

- Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions, and this has been especially true through 2023. We've posted and filled positions as trainees to attract a wide range of candidates. Our investment in training, developing, and retaining our employees is critical to providing quality services for our residents, as well as to meet our Equitable Workforce Plan goals.

Service – Engineering Facilities Maintenance and Operations

- Create 2.0 new LTE GreenPower Trainees to be funded 80% capital and 20% GF operating. These positions are required to meet our renewable energy goals. Work to be performed by these positions includes PV installations, electrical upgrades to support EV charging, and installation of EV charging systems.

The GreenPower program prepares participants for employment opportunities in the solar energy and electrical industries while also increasing the City's generation of renewable energy and decreasing our carbon footprint. At the same time the program is intended to increase the representation of women, BIPOC, and LGBTQ+ people in the skilled trades. This aligns with our Equitable Workforce Plan goals.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	40 - ENGINEERING

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$5,899,791	\$5,897,330	-\$2,462
401 - ENGINEERING AND ADMINISTRATION	\$4,704,017	\$4,637,731	-\$66,286
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$195,000	-\$210,000	-\$15,000
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$3,033,156	\$2,926,492	-\$106,663
52 - BENEFITS	\$951,229	\$945,619	-\$5,610
53 - SUPPLIES	\$47,100	\$56,340	\$9,240
54 - PURCHASED SERVICES	\$419,882	\$460,622	\$40,740
57 - INTER DEPART CHARGES	\$464,201	\$475,208	\$11,007
58 - INTER DEPART BILLING	-\$16,550	-\$16,550	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
403 - FACILITIES MANAGEMENT	\$607,721	\$637,781	\$30,060
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$427,791	\$434,129	\$6,338
52 - BENEFITS	\$129,156	\$129,156	\$0
53 - SUPPLIES	\$4,100	\$4,100	\$0
54 - PURCHASED SERVICES	\$36,432	\$60,154	\$23,722
57 - INTER DEPART CHARGES	\$10,242	\$10,242	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
404 - FACILITIES OPERATIONS & MAINTENANCE	\$588,053	\$621,818	\$33,764
43 - CHARGES FOR SERVICES	-\$52,500	-\$52,500	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,432,145	\$1,451,028	\$18,883
52 - BENEFITS	\$485,270	\$489,754	\$4,484
53 - SUPPLIES	\$154,600	\$213,130	\$58,530
54 - PURCHASED SERVICES	\$247,050	\$315,686	\$68,636
57 - INTER DEPART CHARGES	\$90,285	\$118,115	\$27,830
58 - INTER DEPART BILLING	-\$1,768,796	-\$1,913,395	-\$144,599
402 - MAPPING AND RECORDS	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
51 - SALARIES	\$0	\$0	\$0
52 - BENEFITS	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
1250 - OTHER RESTRICTED	\$0	\$0	\$0
000 - UNDEFINED	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ENGINEERING
Enter your Service:	Engineering and Administration
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service is responsible for design, management, contract administration, and administrative support to the Engineering Division's transportation infrastructure projects. This service oversees projects pertaining to: 1) streets and bridges, 2) sidewalks, 3) multi-use paths, 4) on and off-street bike facilities, 5) environmental improvements for remediating soil and groundwater contamination, 6) land records management and official map, and 7) engineering technology.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Division Management & Administration: Plan, direct, and implement the City public works design, construction, operations, and maintenance. Design, Project Management & Construction Inspection: Plan, design, and manage new and reconstructed transportation infrastructure, including public engagement. Oversee the annual process to inspect and rate infrastructure. Coordinate and manage projects including on-site construction inspection activities. Private Development: Review and coordinate plans and contracts for public improvements associated with private development, including project management and construction inspection of those improvements. Public Works Construction Inspection: Manage construction of Public Works projects ensuring construction complies with plans and specifications. Operations and Maintenance: Support the Streets Division in snow and ice control during winter weather events, and site work and construction for in-house facilities projects. Madison Infrastructure Training Engineering (MI-TE): Training program that completes sidewalk work, casting adjustments, and other minor street repairs while also providing an opportunity for trainees to gain valuable public works related experience Environmental Remediation: Perform site inspections, provide technical assistance in clean-up negotiations, and apply for and manage Environmental Protection Agency and Department of Natural Resources grants.	

Land Management: Provide land management support services to City agencies and private developers including plan review, address validation, and Public Land Survey System.

GIS: Create and maintain the City’s map data, including land base, parcels, easements, and assets, and fulfill requests for data, analysis, and maps.

Official Map: Maintain the official City map per requirements of Madison General Ordinance 16.25.

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the **Service and/or Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	47 - MISC REVENUE	-15,000	Revenue from Private Development Reimbursements for testing, plan review and TV inspections increased by \$15,000 to better match recent experience. This offsets an increase to object 54810 to be net zero for the service.
1100 - GENERAL	51 - SALARIES	-94,171	Technical Correction to CTC Budget-Adjustment to Position 1079 made to Service 404 instead of 401
1100 - GENERAL	51 - SALARIES	15,103	Funding for Promotions and Reclasses
1100 - GENERAL	51 - SALARIES	-27,595	Reduction in Hourly and Overtime which reflects current operational needs of the service

1100 - GENERAL	54 - PURCHASED SERVICES	40,740	\$25,844 increase to 54335 (Software Subscriptions & Maintenance) due to overall increase to projected costs and \$15,000 increase to 54810 (Other Services) for Private Development Plan Review/TV Inspection costs
1100 - GENERAL	57 - INTER DEPART CHARGES	11,007	Technical Correction to CTC Budget-Budget for ESB Maintenance dropped in error when another adjustment was made.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Changes reflect current projection of costs for the service. No service level changes are anticipated.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We've posted and filled positions as trainees to attract a wide range of candidates. Our investment in training and developing our employees is critical to building a diverse workforce. Promoting employees as they gain skills and experience is critical to retaining them and protecting the City's investment in their development.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Add 1.0 FTE CAD/GIS Specialist 1 (18/06) to to be funded 50% capital and 50% GF operating. Position is needed to meet increasing private development mapping demands and perform new capital and private development project administration activities in Autodesk Construction Cloud (ACC).

Add 1.0 FTE Construction Inspector 1 (15/09) to be funded 25% GF operating. Majority of position will be funded by capital and sewer & stormwater utilities. A portion of the position is funded by a decrease in hourly wage and benefits.

Estimated Costs:

- Personnel: \$105,166
- Non-Personnel: \$3,500
- Explain the assumptions you used to estimate costs: The GF operating portion is 35% (\$35,635) of the total cost of this proposal. With 68% of the GF operating portion being offset by a \$24,984 reduction in seasonal wages and benefits currently included in our submitted budget this proposal will only require an additional \$11,651 in GF operating funding. This assumes the Construction Inspector 1 position to start 3/1/2024; CAD/GIS Specialist to be underfilled as a trainee and start on 7/1/2024. Costs include purchase of new computers, phones.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

The new Construction Inspector 1 position is needed to assure we can provide adequate construction oversight to protect the City's investment in its infrastructure. Historically, Engineering has relied on seasonal employees to provide nearly 50% of its construction inspection workforce. Since the pandemic it has become increasingly difficult to hire and retain seasonal staff to perform this work. The general fund operating portion of this position will be offset by a reduction in GF hourly wages and benefits. Additionally, there has been a significant increase in private development and permit work across the City, all of which requires inspection staff to be on site to ensure the work within the right-of-way conforms with standards, and, as part of the mandated municipal stormwater permit, we are renewing efforts to provide appropriate inspection of City stormwater greenways in order to better fulfill the requirements of that permit.

The new CAD/GIS Specialist 1 will be allocated 50% to land management and 50% to Autodesk Construction Cloud (ACC) project admin. The land management role is needed to eliminate a backlog of work related to private development mapping and help maintain our desired service level for private development land management and mapping, including updates to the City's official map, which other agencies depend on. The ACC role is to serve as the ACC project admin for Public Works and private development contracts. ACC is a unified digital platform for project planning, design, and construction that will streamline existing processes and eliminate redundant tasks. In time, we expect ACC to result in efficiencies that allow for existing staff to take on other responsibilities and/or improve our level of service.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

- Windshield time vs time on-site inspecting
- Time spent doing paperwork in office vs time on-site inspecting
- Variance from project schedules
- Change orders - number and % of total project costs
- Time to process contractor pay requests

Time between substantial completion and project close out

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The proposed changes will maximize the time inspectors are on-site performing quality management activities and addressing resident and business concerns.

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We've posted and filled positions as trainees to attract a wide range of candidates. Our investment in training and developing our employees is critical to use developing and retaining a diverse workforce.

Having a diverse construction inspection staff on project sites is important for people to feel comfortable approaching staff with questions or concerns. It is also important for developing an interest in these types of positions among youth in our community.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

4596 – Recreate Accountant 2 (18/08) as Accountant 3 (18/10) as part of career ladder progression. Promote incumbent to Accountant 3 level upon submittal and approval of personnel action in Munis.

3256 and 3432 – Recreate two Engineer 4s (18/12) as Principal Engineer 1s (18/15). Incumbents will be reallocated to underfill new positions until internal promotional processes are completed.

1091 – Recreate Accountant 3 (18/10) as Accountant 4 (18/12). Incumbent shall be reallocated to underfill new position until internal promotional process is completed.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Career ladder progression to Architect 2. The incumbent is excelling and has demonstrated that they are meeting the requirements to move to the next level of the established Architect career ladder progression.

The promotions to create 2 additional Principal Engineer 1s are necessary to effectively manage the Public Works and Private Development workload and continue to develop newer employees on an on-going basis. It is also important to retain exceptional employees who have demonstrated the ability and willingness to take on higher level responsibilities.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We have invested resources to develop our employees so they can advance. Promoting individuals as they develop is critical to retaining our employees.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ENGINEERING
Enter your Service:	Facilities Management
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Project Management and Design: Project planning, site selection, design, budget, and procurement, including oversight of design consultants, project management, and directing projects through City approval processes Construction Management: Manage the construction portion of projects to assure they are constructed per plans and specifications. Energy Analysis: Identify opportunities for energy savings and renewable energy utilization, perform site assessments and design for energy efficiency projects, and oversee energy efficiency activities for new and existing buildings.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level . Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level.

- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	23,722	\$1,216 increase to cellular service due to transition to electronic construction management; \$12,396 inc to Software Subs & Mtce due to updated cost projections and moving energy monitoring software annual subscription to Operating; \$9,875 increase to Consulting for energy mgmt consulting that was being charged to capital but is more appropriately charged to Operating
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Changes reflect current projection of costs for the service. No service level changes are anticipated.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

No – No allocation changes

Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

4701 – Recreate Architect 1 (18/06) as Architect 2 (18/08) as part of career ladder progression and promote incumbent to Architect 2 level upon submittal and approval of personnel action in Munis.

1087 – Recreate Engineer 4 (18/12) as Principal Engineer 1 (18/15). Incumbent will be relocated to underfill new position until internal promotional process is completed.

4499 – Recreate Architect 4 (18/12) as Principal Architect 1 (18/15). Incumbent will be reallocated to underfill new position until internal promotional process is completed.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Career ladder progression to Architect 2. The incumbent is excelling and has demonstrated that they are meeting the requirements to move to the next level of the established Architect career ladder progression.

The promotions to create a Principal Architect and Principal Engineer are necessary to effectively manage the Facilities Management workload and develop newer employees on an on-going basis. It is also important to retain exceptional employees who have demonstrated the ability and willingness to take on higher level responsibilities.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We have invested resources to develop our employees so they can advance. Promoting individuals as they develop is critical to retaining our employees.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	ENGINEERING
Enter your Service:	Facilities Operations and Maintenance
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More			
Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. If you have no significant changes, skip this section			
Fund	Major	\$ Change	Description
1100 - GENERAL	51 - SALARIES	94,171	Technical Correction to CTC Budget-Adjustment to Position 1079 made to Service 404 instead of 401
1100 - GENERAL	51 - SALARIES	-106,318	Funding for Promotions and Reclases; Reduction in Oper Budget for Electricians due to expanded Green Power Program
1100 - GENERAL	51 - SALARIES	31,030	Increase to Overtime reflective of current experience and expected needs due to addition of the old Town of Madison Town Hall to the maintenance area
1100 - GENERAL	53 - SUPPLIES	58,530	Increase to Janitorial Supplies and Building related supplies due to the addition of the Town Hall and overall supply chain related cost increases
1100 - GENERAL	54 - PURCHASED SERVICES	68,636	Primarily due to addition of the Town Hall as a building maintained by Engineering
1100 - GENERAL	57 - INTER DEPART CHARGES	27,830	\$7,560 increase due to use of space at old Town Hall and \$20,270 from sharing of custodian with Traffic Engineering to be used to maintain the old Town Hall
1100 - GENERAL	58 - INTER DEPART BILLING	-144,599	Primarily due to addition of the Town Hall as a building maintained by Engineering, the cost of which is billed out to the agencies occupying the building
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>Changes reflect current projection of costs for the service. No service level changes are anticipated.</p>			
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>The GreenPower program is intended to increase the representatrion of women, BIPOC, and LGBTQ+ people in the skilled trades. When the program started, the Engineering Facilities Operations and Maintenance team had no women, BIPOC, or LGBTQ+ employees. Through the GreenPower Program, we have been able to train, develop, and retain amazing individuals and diversify our team. Today 35% of our Facilities Maintenance team is women, BIPOC, and/or LGBTQ+ employees. The 3 postions proposed for reclassification are all filled by employees who started with the City as hourly GreenPower trainees. Continuing to develop and retain them through advancement is critical to</p>			

growing our own diverse skilled trades workforce. In turn this is critical to us being able to meet the increasing demands for PV and EV system installations in order to reach the City's energy goals.

The former Town of Madison Town Hall is being temporarily used to house the City's CARES and PHMDC Violence Prevention teams. These programs provide critical services to our community.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Add 2.0 LTE GreenPower Trainees to be funded 80% capital and 20% GF operating. These positions are required to meet our renewable energy goals. Work to be performed by these positions includes PV installations, electrical upgrades to support EV charging, and installation of EV charging systems.

The GreenPower program prepares participants for employment opportunities in the solar energy and electrical industries while also increasing the City's generation of renewable energy and decreasing our carbon footprint. At the same time the program is intended to increase the representation of women, BIPOC, and LGBTQ+ people in the skilled trades.

Estimated Costs:

- Personnel: \$68,931
- Non-Personnel: \$0
- Explain the assumptions you used to estimate costs: The GF operating portion is 20% (\$13,786) of the total cost of this proposal. This proposal assumes the LTE GreenPower position will start on 7/1/2024.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

The need for these positions is driven by the increased demand for our services to install PV and EV systems at City facilities. We do not have other existing staff that we can reassign to work on these projects without a corresponding decrease in service to City agencies who occupy the facilities we maintain.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Total annual kW of PV systems installed
Cost per kW installed
of EV charging systems installed
of trainees successfully completing program
Trainee demographics
Placement of trainees in positions with City and private contractors

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The GreenPower program is intended to increase the representatration of women, BIPOC, and LGBTQ+ people in the skilled trades. When the program started the Engineering Facilities team had no women, BIPOC, or LGBTQ+ employees. Through the GreenPower Program we have been able to train, develop, and retain amazing individuals and diversity our team. Today 35% of our Facilities Maintenance team is women, BIPOC, and/or LGBTQ+ employees.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

4842 and 4843– Recreate 2 LTE Facilities Maintenance Worker (16/09) to 2.0 FTE Electricians (71/04). Positions will be underfilled as trainees. Incumbents will be reloacted to underfill new positions until internal promotional processes are completed.

3837 – Recreate Maintenance Mechanic 1 (16/13) to Maintenance Mechanic 2 (16/15). Reallocate incumbent to underfill new position until internal promotional process is completed.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The need for the Electrician trainees positions is driven by the increased demand for our services to install PV and EV systems at our facilities. We do not have other existing staff that we can reassign to work on these projects without a corresponding decrease in service to City agencies who occupy the facilities we maintain.

The Maintenance Mechanic 2 position plays a key role in our preventative maintenance program along with performing upgrades and replacements of existing mechanical equipment in our facilities. We have accumulated a back log of work and need to upgrade this position to be able to pull permits and lead projects. Continuing to do quality work on these major building components not only assists with being able to install more energy efficiency systems, but also helps to avoid much more costly repairs and improvements in the future.

We have invested considerable resources training each of the employees in the positions for which we are proposing reclasses. All of them started with us as hourly GreenPower trainees. They are all excelling in their current positions and want to continue to grow their careers at the City. Skilled trades positions are difficult for the City to fill. As such we have adopted a “grow our own” strategy which is working to not only provide us employees to fill our skilled trades positions, but enables us to diversify our skilled trades workforce. If we are to retain them, we need to continue to advance them based on their skill level and productivity.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Engineering is committed to growing its own skilled trades workforce through programs such as GreenPower and filling positions as trainees. A primary focus in filling these positions is to increase the diversity of our skilled trades workforce.

Finance

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	3,733,504	4,159,134	4,222,539	4,645,472	5,022,512	5,125,449
Other Grants	-	-	-	178,200	-	-
Total	3,733,504	4,159,134	4,222,539	4,823,672	5,022,512	5,125,449

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Accounting	2,084,260	2,296,856	2,501,190	2,450,113	2,605,731	2,607,231
Administrative Support	431,008	421,810	357,000	414,787	465,731	465,731
Budget & Prgm Mgmt	494,532	639,044	557,266	723,036	811,356	811,356
Internal Audit	-	58,400	3,310	424,410	193,293	294,730
Risk Mgmt	2,382	-	3,006	0	1,885	1,885
Treasury	721,322	743,024	800,768	811,326	944,516	944,516
Total	3,733,504	4,159,134	4,222,539	4,823,672	5,022,512	5,125,449

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Misc Revenue	(16,500)	(31,500)	(16,500)	(38,000)	(38,000)	(36,500)
Transfer In	(370,000)	(370,000)	-	(178,200)	(178,200)	(178,200)
Total	(386,500)	(401,500)	(16,500)	(216,200)	(216,200)	(214,700)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	3,219,175	3,359,387	3,296,019	3,890,208	4,047,249	4,148,686
Benefits	1,039,414	1,001,673	1,044,721	1,076,988	1,104,626	1,104,626
Supplies	120,584	123,675	140,315	141,610	141,610	125,610
Purchased Services	886,654	1,095,903	1,147,599	1,178,996	1,240,243	1,256,243
Inter Depart Charges	9,511	9,511	9,900	10,211	10,459	10,459
Inter Depart Billing	(1,155,334)	(1,029,515)	(1,399,515)	(1,436,341)	(1,305,475)	(1,305,475)
Transfer Out	-	-	-	178,200	-	-
Total	4,120,004	4,560,634	4,239,039	5,039,872	5,238,712	5,340,149



Finance Department

David P. Schmiedicke, Director
City-County Building, Room 406
210 Martin Luther King, Jr. Blvd.
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Accounting Services Manager
Patricia A. McDermott, CPA

Budget & Program Evaluation Manager
Christine Koh

Internal Audit & Grants Manager
Kolawole Akintola

Risk Manager
Eric Veum

Treasury & Revenue Manager
Craig Franklin, CPA

TO: Mayor Satya Rhodes-Conway
FROM: David Schmiedicke, Finance Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: *Deputy Mayors*

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 2024 are listed below.

Accounting Services – Implementation of Governmental Accounting Standards Board (GASB) Standard 96 related to tracking and reporting of subscription-based information technology arrangements held by the city; continued implementation of the city's enterprise resource planning system (MUNIS) modules, including the general 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 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 Internal Audit and Grant Services); continued Data Governance efforts, including training on 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; 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 general billing system; continued work upgrading city cashing systems to ensure compliance with banking industry security standards; and enhancement of room tax internal controls.

Internal Audit Services – Reinstitute a regular cycle of auditing city agencies and programs. The Internal Audit Manager was hired in 2023 and recruitment is underway to hire the Grant Writer and Accountant 2 (Internal Audit Specialist) positions created in the 2023 budget. A grant outreach plan is under development, identification of city projects that qualify for elective pay provisions of the federal Inflation Reduction Act clean energy provisions is proceeding, and staff are coordinating with other agencies to fulfill American Rescue Plan Act reporting requirements.

99% Budget for General, Library, Fleet fund agencies

The Finance Department will continue to carefully review the need and time to fill vacant positions as a means of meeting the 99% budget. The department has been reallocating vacant positions for several years to meet city priorities, including staffing a data team in support of city racial equity and social justice goals, redeveloping an internal audit section to help ensure the efficient, effective and appropriate use of city resources, and implementing an enterprise resource planning system to better manage and report on city finances. Redirecting resources to areas of higher priority will continue to be a key element of fulfilling the department’s mission in these times of on-going financial austerity.

Reallocations and Other Changes (if applicable)

Internal Audit – Funding \$15,000 that is currently allocated in the supplies line to help equip new positions is reallocated to the purchased services line to provide support for the continuing education and training needs of the Internal Audit and Grants section staff.

Risk Management and Insurance – Funding of \$16,000 in the salary line is transferred to the purchased services line to support emergency management consulting costs (technical correction).

Optional Supplemental Request (if applicable)

Not applicable.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)	Finance, Insurance, Workers Comp
Segment 3	(Multiple Items)	

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$5,022,512	\$5,125,449	\$102,937
151 - ACCOUNTING	\$2,605,731	\$2,607,231	\$1,500
47 - MISC REVENUE	-\$38,000	-\$36,500	\$1,500
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,005,340	\$2,005,340	\$0
52 - BENEFITS	\$577,807	\$577,807	\$0
53 - SUPPLIES	\$14,419	\$13,419	-\$1,000
54 - PURCHASED SERVICES	\$794,272	\$795,272	\$1,000
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$10,459	\$10,459	\$0
58 - INTER DEPART BILLING	-\$758,566	-\$758,566	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
154 - ADMINISTRATIVE SUPPORT	\$465,731	\$465,731	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$327,956	\$327,956	\$0
52 - BENEFITS	\$116,985	\$116,985	\$0
53 - SUPPLIES	\$2,141	\$2,141	\$0
54 - PURCHASED SERVICES	\$21,226	\$21,226	\$0
58 - INTER DEPART BILLING	-\$2,577	-\$2,577	\$0
152 - BUDGET & PRGM MGMT	\$811,356	\$811,356	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$860,005	\$860,005	\$0
52 - BENEFITS	\$196,573	\$196,573	\$0
53 - SUPPLIES	\$6,200	\$6,200	\$0
54 - PURCHASED SERVICES	\$53,259	\$53,259	\$0
58 - INTER DEPART BILLING	-\$304,681	-\$304,681	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
156 - INTERNAL AUDIT	\$193,293	\$294,730	\$101,437
49 - TRANSFER IN	-\$178,200	-\$178,200	\$0
51 - SALARIES	\$287,743	\$389,180	\$101,437
52 - BENEFITS	\$68,750	\$68,750	\$0
53 - SUPPLIES	\$15,000	\$0	-\$15,000
54 - PURCHASED SERVICES	\$0	\$15,000	\$15,000
153 - RISK MGMT	\$1,885	\$1,885	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,029	\$1,029	\$0
52 - BENEFITS	\$856	\$856	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
155 - TREASURY	\$944,516	\$944,516	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$565,175	\$565,175	\$0
52 - BENEFITS	\$143,656	\$143,656	\$0
53 - SUPPLIES	\$103,850	\$103,850	\$0
54 - PURCHASED SERVICES	\$371,486	\$371,486	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
58 - INTER DEPART BILLING	-\$239,651	-\$239,651	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
2210 - INSURANCE	\$0	\$0	\$0
751 - INSURANCE	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	-\$88,000	-\$88,000	\$0
47 - MISC REVENUE	-\$200,000	-\$200,000	\$0
48 - OTHER FINANCE SOURCE	-\$483,407	-\$483,407	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$236,127	\$220,127	-\$16,000
52 - BENEFITS	\$270,649	\$270,649	\$0
53 - SUPPLIES	\$10,250	\$10,250	\$0
54 - PURCHASED SERVICES	\$3,404,380	\$3,420,380	\$16,000
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
58 - INTER DEPART BILLING	-\$3,149,999	-\$3,149,999	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2220 - WORKER'S COMPENSATION	\$0	\$0	\$0
761 - WORKERS COMP	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$40,000	-\$40,000	\$0
48 - OTHER FINANCE SOURCE	-\$124,618	-\$124,618	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$115,351	\$115,351	\$0
52 - BENEFITS	\$35,478	\$35,478	\$0
53 - SUPPLIES	\$10,000	\$10,000	\$0
54 - PURCHASED SERVICES	\$4,003,788	\$4,003,788	\$0
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
58 - INTER DEPART BILLING	-\$4,000,000	-\$4,000,000	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Accounting
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Position 4994 CDA Redevelopment and CDA Housing Operations-Accountant 3 to an Accountant 4.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The position has taken the lead to ensure the CaseWare software remains upgraded, implements new GASB pronouncements within the solution such as footnote disclosures, keeps city staff trained, portions of the ACFR are completed by this accountant (Certain Enterprise Fund Financial Statements, Transmittal Letter, and Statistical Section), works with the external auditors for the majority of changes/comments needed for ACFR publication. This accountant also serves as the CDA liaison that prepares a complete set of financial statements, prepares and responds to their external auditors, along with completing HUD reporting requirements for this large component unit.

We delayed the reclassification during 2023, to ensure this accountant could assist with GASB-87 Leases compliance requirements within CaseWare.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Reclass of a current position of the EE within the department.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Administrative Support
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

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Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Budget and Program Evaluation
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> Update language regarding data governance. Full description below. 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 management, analysis and visualization tools allowing staff, policymakers and residents to understand and interact with data, implement a new service structure for budget development, and execute projects as part of the Data Governance work plan and an annual data research agenda.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Update data governance section of Activities, keep remaining language the same as 2023: • Data Governance: Serve as staff to the City's Data Governance Team, lead efforts around citywide data collection and quality, and convene data users from City departments.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level . Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Part 4. Personnel Changes

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If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Internal Audit & Grants
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service is responsible for developing and administering the City's comprehensive internal audit and grant programs, including assessing the internal control systems, the efficiency and effectiveness of the City's agencies programs as directed or approved by the Common Council, facilitation of grants for programs, identify ways to improve services and operations, making recommendations that strengthen and promotes city government accountability; and overseeing the single audit preparation activities.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Internal Audit & Grant: Plan, supervise and perform internal audit activities to assess the efficiency and effectiveness of the city's internal controls. Perform the internal audits in accordance with the Generally Accepted Government Auditing Standards (GAGAS) and the annual audit work plan approved by the Finance Committee. Prepare audit risk assessment to identify and assess City's inherent risks, ensure that legal and procedural requirements are met to promote the financial accountability of city departments, manage grants applications to support funding of City operations, and confirm that programs are functioning as intended by the Common Council.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	53 - SUPPLIES	-15,000	Transfer to Purchased Services
1100 - GENERAL	54 - PURCHASED SERVICES	15,000	Transfer from Supplies
1100 - GENERAL	51 - SALARIES	\$101,437	Technical correction to fix allocation error in projection.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The 2023 operating budget included \$15,000 for supplies (e.g. laptops) for new staff in the recently formed internal audit and grants section. These supplies are one-time start-up costs that will not be needed in 2024. The 2024 budget proposal reallocates the non-personnel budget to trainings and conferences (\$10,000) and consulting services (\$5,000).

In addition, there was a technical correction to the salary and benefit projection. In the cost to continue budget, the internal audit specialist was incorrectly allocated to CDA. A correction was entered in Munis to move the salaries into the Internal Audit budget. The Summary Table included as part of the request shows this as an increase; however this change is not a request for additional funds, it is a correction.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
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- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

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Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Risk Management
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

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Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

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 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

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 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FINANCE
Enter your Service:	Treasury
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

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Click or tap here to enter text.

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Click or tap here to enter text.

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Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

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 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	INSURANCE
Enter your Service:	Insurance
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2210 - INSURANCE	51 - SALARIES	-16,000	Transfer from Pending Personnel to Consulting
2210 - INSURANCE	54 - PURCHASED SERVICES	16,000	Transfer to Consulting from Pending Personnel
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

This is a technical correction to the cost to continue budget. The insurance fund had \$16,000 budgeted in Salaries for emergency management services, but this should have been budgeted in Purchased Services. The reallocation has no impact on services provided.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
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What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

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If yes, provide the position number and briefly describe the change:

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Part 1. Identifying Information	
Select your Agency:	WORKERS COMPENSATION
Enter your Service:	Workers Comp
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
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Fire

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	62,971,170	63,742,785	65,368,265	68,098,376	69,382,293	69,425,293
Other Grants	351,127	240,022	2,876,662	229,153	1,071	186,085
Total	63,322,297	63,982,807	68,244,927	68,327,529	69,383,364	69,611,378

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Fire Operations	62,430,267	62,870,825	67,466,104	66,949,816	67,894,689	68,107,443
Fire Prevention	892,029	1,111,982	778,823	1,377,712	1,488,675	1,503,935
Total	63,322,297	63,982,807	68,244,927	68,327,529	69,383,364	69,611,378

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(210,364)	(242,408)	(163,485)	(223,408)	(223,408)	(223,408)
Charges For Services	(153,293)	(344,100)	(371,475)	(344,100)	(331,070)	(349,070)
Licenses And Permits	(1,237,220)	(1,335,543)	(1,493,460)	(1,329,843)	(1,329,843)	(1,379,843)
Invest Other Contrib	(6,415)	(5,250)	(4,583)	(5,250)	(5,250)	(5,250)
Misc Revenue	(160,184)	(113,100)	(131,708)	(113,100)	(113,100)	(113,100)
Total	(1,767,477)	(2,040,401)	(2,164,711)	(2,015,701)	(2,002,671)	(2,070,671)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	42,539,267	43,789,754	44,065,853	46,609,093	46,799,358	46,994,602
Benefits	15,602,265	13,907,401	16,397,041	15,645,507	16,251,562	16,283,991
Supplies	953,529	1,172,397	1,013,989	1,169,241	1,144,164	1,164,164
Purchased Services	1,360,522	1,872,440	1,523,840	2,019,856	2,115,353	2,265,694
Debt Othr Financing	36,388	116	23,090	-	-	-
Inter Depart Charges	4,487,936	5,179,100	4,650,314	4,797,533	4,973,598	4,973,598
Transfer Out	109,865	102,000	2,735,511	102,000	102,000	-
Total	65,089,773	66,023,208	70,409,638	70,343,230	71,386,035	71,682,049

Chris Carbon
Fire Chief
608-266-6564

Ché Stedman
Assistant Chief
608-266-4201

Tracy L. Burrus
Assistant Chief
608-266-5959

Scott K. Bavery
Assistant Chief
608-267-8674

Timothy J. Mrowiec
Division Chief
608-266-5966

Paul J. Ripp
Division Chief
608-266-4203

Jerome D. Buechner
Division Chief
608-266-4886

Liza Tatar
Division Chief
608-266-5956

Jeffrey T. Larson
Division Chief
608-266-5946

Chris Hammes
Division Chief
608-266-4789

Bill Sullivan
Fire Marshal
608-261-9658

Brent Sloat
Admin. Services Mgr.
608-266-4777

Megan E. Gussick, MD
Medical Director
608-266-4420

Visit our website at:
www.madisonfire.org

To: Mayor Satya Rhodes-Conway
From: Chris Carbon, Fire Chief
Date: July 21, 2023
Subject: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director; Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The 2024 operating budget request for the Madison Fire Department (MFD) contains funding for the continued staffing and operations of fire protection, emergency medical services (EMS), and specialty rescue services at our 14 fire stations. Additionally, the request maintains the essential components of the fire prevention division, CARES, community paramedicine, and emergency management. MFD strives 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 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 organization in delivering this security is dependent upon the continued investment in staffing to effect a rapid response with a full complement of necessary personnel and equipment.

99% Budget for General, Library, Fleet fund agencies

The first step towards realizing permanent efficiencies is being fully staffed for commissioned positions. Overtime has been both a recent and ongoing challenge first highlighted in the beginning of 2020. To ensure equitable, safe, and consistent service delivery, we strive to ensure the maintenance of daily minimum staffing. The department currently has 29 vacancies for Fire and EMS operations, resulting in being at 13 below minimum staffing every day on average. The current recruit academy along with our 2024 budget request will allow MFD to enter quarter three of 2024 with zero projected vacancies. Full staffing will allow MFD and Local 311's creative staffing model to take effect, resulting in unfilled shifts being covered by straight time rather than overtime. MFD needs to enter 2025 with as few vacancies as possible, in addition to a graduating recruit class, in order to cover planned retirements, maintain critical minimum staffing, and reduce overtime.

Reallocations and Other Changes

MFD's 2024 budget request proposes the creation of a civilian EMS training coordinator. Civilianizing the EMS training coordinator position may allow the position to be filled on a longer-term basis rather than solely relying on a commissioned employee to come out of the field to coordinate EMS training services for the department. Recruitment for this role has been challenging; therefore, creating an option for a civilian position may improve continuity of

operations and reduce overtime by placing the commissioned employee back into the field. This proposed change will result in an estimated overtime cost reduction of \$129,000, providing enough budget authority to fully fund the new civilian position.

Optional Supplemental Request

MFD's 2024 budget includes a supplemental request to add the evaluation of a targeted pilot program to include three peak-time ambulances, using current staff, vehicles, and supplies, in order to meet current and growing demand for EMS services. An additional ambulance providing basic life support (BLS) would be stationed at central, east, and west locations during peak times, Monday through Saturday. This request is proposed as a six-month trial starting in July 2024 with an approximate cost of \$425,000. Staffing would be accomplished by existing personnel on a voluntary basis and could be filled by any rank within Local 311. This proposal will result in expanding EMS coverage when needed most, addressing stress across the system, and providing enhanced care by assuring increased availability of ambulances and enhanced availability of our existing advanced life support (ALS) ambulances. It is worth reanalyzing ambulance conveyance fees and, in particular, looking at establishing fees for non-transports as a potential funding source for this supplemental request. We anticipate an improved overtime situation with increased staffing next year, which could also help to identify additional funding.

I respectfully submit this request for the Madison Fire Department's 2024 operating budget for your consideration and I look forward to discussing the details and potential impacts in the coming months. It is our sincere desire to provide the highest level of community-focused service and professional excellence in the most efficient manner possible. We take great pride in assuring that we remain focused on this mission.

Sincerely,



Chris Carbon
Fire Chief

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	30 - FIRE

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$69,382,293	\$69,425,293	\$43,000
301 - FIRE OPERATIONS	\$67,893,618	\$67,921,358	\$27,740
42 - INTERGOV REVENUES	-\$223,408	-\$223,408	\$0
43 - CHARGES FOR SERVICES	-\$321,070	-\$339,070	-\$18,000
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$13,100	-\$13,100	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$44,606,959	\$44,697,509	\$90,550
52 - BENEFITS	\$15,645,132	\$15,645,132	\$0
53 - SUPPLIES	\$1,096,264	\$1,096,264	\$0
54 - PURCHASED SERVICES	\$2,027,243	\$2,084,433	\$57,190
57 - INTER DEPART CHARGES	\$4,973,598	\$4,973,598	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$102,000	\$0	-\$102,000
302 - FIRE PREVENTION	\$1,488,675	\$1,503,935	\$15,260
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$10,000	-\$10,000	\$0
44 - LICENSES AND PERMITS	-\$1,329,843	-\$1,379,843	-\$50,000
46 - INVEST OTHER CONTRIB	-\$5,250	-\$5,250	\$0
47 - MISC REVENUE	-\$100,000	-\$100,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,192,399	\$2,207,659	\$15,260
52 - BENEFITS	\$605,358	\$605,358	\$0
53 - SUPPLIES	\$47,900	\$47,900	\$0
54 - PURCHASED SERVICES	\$88,110	\$138,110	\$50,000
57 - INTER DEPART CHARGES	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1220 - OTHER GRANTS	\$1,071	\$0	-\$1,071
301 - FIRE OPERATIONS	\$1,071	\$0	-\$1,071
42 - INTERGOV REVENUES	\$0	-\$160,085	-\$160,085
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	-\$26,000	-\$26,000
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$0	\$89,434	\$89,434
52 - BENEFITS	\$1,071	\$33,500	\$32,429
53 - SUPPLIES	\$0	\$20,000	\$20,000
54 - PURCHASED SERVICES	\$0	\$43,151	\$43,151
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FIRE
Enter your Service:	FIRE OPERATIONS
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	59 - TRANSFER OUT	-102,000	Transferred \$102k from 59610 to 51113 because position is moving from County to City via resolution in 2023. Position will likely be in comp group/range 18/10.
1100 - GENERAL	51 - SALARIES	102,000	Pending Personnel: transferred \$102k from 59610 to 51113 because position is moving from County to City via resolution in 2023. Position will likely be in comp group/range 18/10.
1100 - GENERAL	43 - CHARGES FOR SERVICES	-18,000	Added \$18k of special event billing revenue to align with budgeted special event EMS and 2022 actuals. MFD is reimbursed by outsided agencies for MFD provided EMS.
1100 - GENERAL	51 - SALARIES	102,173	Pending Personnel: new civilian position to replace commissioned employee to direct EMS training. Civilian position will result in salary savings and reduce overtime due to putting commission position back into the field.
1100 - GENERAL	51 - SALARIES	41,000	Pending Personnel: position 4570 authorized at 1.0 FTE but has been filled by 0.5 FTE employee; incumbent retired in 2023; MFD plans to fill at 1.0 FTE. FTE in Central Budget Entry does not match live Position Control or 2023 adopted. The FTE in Central Budget Entry should be 1.0 FTE, not 0.5 FTE. Increase to 1.0 FTE is funded by budget OT cost reduction with proposed civilian EMS Training Coordinator.
1100 - GENERAL	51 - SALARIES	-14,106	Salary Savings: current EMS Training Coordinator is a commission employee compensated as a Captain. Hiring a civilian coordinator will place the commission employee back into the field as a Lieutenant, directly resulting in a perm wage cost reduction
1100 - GENERAL	51 - SALARIES	-129,066	Overtime: replacing commissioned Fire Lt. with a civilian position as EMS training coordinator will place the Fire Lt. back into the field, reducing the number of overtime shifts by approximately 84. MFD had 3,344 shifts covered by overtime in 2022.
1100 - GENERAL	54 - PURCHASED SERVICES	16,000	In Service Training: increased budget to cover MATC tuition and fees for 6 weeks of training for 1 academy of 24 in January and 6 weeks for another academy of 15 in June.
1100 - GENERAL	54 - PURCHASED SERVICES	43,000	Other Services & Expenses/Community Agency Contracts: moved CARES Journey Mental Health budget from 54810 to 54820; increased budget by \$43,000 to cover total annual contract with Journey; C2C budget of \$476,500 provided by Finance was \$43,000 short

Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The notable impacts will come from funding the existing community paramedic position at the full 1.0 FTE position and civilianizing the EMS training coordinator position.

A full-time community paramedic position will support those activities as originally intended and will result in a full-time position for community paramedicine, \$70,000 of which is funded by a contract with Meriter Hospital. This change is proposed for 2024 because the incumbent in this current position retired in 2023, allowing for the opportunity to increase the FTE to 1.0. This position had been filled as a 0.5 FTE to assure retention of a long-term, experienced, and valuable incumbent who could not fill a 1.0 FTE. MFD currently has 7 community paramedic positions but funding for only 6.5 FTE. Six of the seven positions are dedicated to CARES.

Civilianizing the EMS training coordinator position may allow for the position to be filled on a longer-term basis rather than relying on a commissioned employee to come out of the field to coordinate EMS training services for the department. Recruitment for this role has been challenging; therefore, creating an opportunity for a civilian position will improve continuity of operations and reduce overtime needed to fill shifts vacated by the commissioned employee not being in the field. This change is proposed for 2024 because the commissioned incumbent will likely retire at the end of 2023.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The proposed changes do not directly address inequities and are not related to a NRT recommendation. This service budget includes continued funding for Community Alternative Response Emergency Services (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. It is MFD’s goal to provide service that meets the needs of the entire City of Madison and to 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.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Peak Time Ambulances: add three BLS ambulances into service to provide basic life support during the peak hours and days for central, east, and west coverage. Call data will drive the specific times; days of the week will be Monday through Saturday. The City of Madison is experiencing a continuous increase in EMS calls, stretching EMS units and staff across the city. This proposal will increase EMS service to meet current and near-future demand while improving overall response times, availability of existing ALS units, as well as improving health and wellness for our current firefighter/paramedics through improvement to staffing situations.

Estimated Costs:

- Personnel: \$425,506
- Non-Personnel: \$0
- Explain the assumptions you used to estimate costs: Average OT hourly rate for CG13 (\$56.83) x 3 ambulances x 6 personnel x 8 hours/day x 6 days/week; this will be a trial period of 6 months starting in July 2024; assumes current ambulance fleet and supplies will be used

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

This supplemental request will increase the level of current service that cannot be filled by current staffing or straight-time hours. These OT shifts will be voluntary and will be designed to provide more EMS services during peak times and days, resulting in exceeding the level of response coverage provided by adding a single, new ambulance while at a reduced cost. It is worth reanalyzing ambulance conveyance fees and specifically fees for non-transport as a potential funding source for this supplemental request.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Measurements include: response times to alpha and bravo level calls in the areas served by the peak time ambulances; ALS medic unit response times to assess predicted improvement citywide; overall EMS response times by all units; the change in daily call volume and utilization rates by all ambulances in the City. We will also assess the capacity to staff these units to determine long-term feasibility of this model.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The proposed supplemental request does not directly address inequities and is not related to an NRT recommendation. It is MFD's goal to provide service that meets the needs of the entire City of Madison and to 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.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
As stated above, position 4570 in Central Budget Entry does not match live Position Control or 2023 adopted. The FTE in Central Budget Entry should be 1.0 FTE, not 0.5 FTE.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
EMS Training Coordinator: classification does not exist and will likely require a position study.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Current activities will remain the same with the addition of the EMS Training Coordinator. The change will come from continuity of operations, improved recruitment of EMS training field staff, and overtime reduction for minimum staffing.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The proposed personnel changes that will likely have the most direct effect on inequities is having a full-time community paramedic instead of 0.5 FTE.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FIRE
Enter your Service:	FIRE PREVENTION
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service is responsible for fire prevention, community risk reduction, community education, and emergency management. Specific functions of the service include: fire/EMS safety education, fire and safety inspections, fire protection engineering/plan approval, elevator inspections/plan approval, public information, and emergency management coordination. The goal of this service is to proactively prevent emergencies through education, inspections, and proactive code and plan development.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Emergency Management Coordination: Develop, oversee, and coordinate the City's comprehensive emergency management system. The work includes mitigation, preparedness, response, and recovery from natural and man-made emergencies and disasters consistent with Madison General Ordinance 3.20.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level . Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level.

- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	44 - LICENSES AND PERMITS	-50,000	Increased budgeted elevator inspection fees to (1) offset a likely contract with Performance Elevator and (2) bring budgeted revenue more in line with likely actuals.
1100 - GENERAL	54 - PURCHASED SERVICES	50,000	Added \$50k to budget for planned contract with Performance Elevator. MFD contracted with Performance Elevator in 2022 and 2023 to conduct elevator inspections because fourth elevator inspector position remains vacant due to recruitment challenges. Contract will likely continue for 2024, whether or not the position is filled.
1100 - GENERAL	51 - SALARIES	15,260	Increased OT budget for Fire Inspection to align with historical actual OT. This increase was offset by adjusting OT in other orgs.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There will likely be not change to the level of service with adding budget for the contract and revenue. Performance Elevator has provided the same level of service in 2022 and 2023. This change will extend the same level of service for 2024.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The proposed changes will provide the same level of service for 2024 in order to meet state mandated inspections, they do not address specific inequities or advance other equity goals. These changes are not related to a NRT recommendation.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their

request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No change to current activities, the allocation change was to budget the position to the correct org.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The proposed allocation change does not address specific inequities or advance other equity goals.

Fleet Services

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Fleet Services	1,989,465	1,183,812	1,970,095	1,177,442	999,020	999,020
Total	1,989,465	1,183,812	1,970,095	1,177,442	999,020	999,020

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Fleet Maintenance Procurement	1,989,465	1,183,812	1,970,095	1,177,442	999,020	999,020
Total	1,989,465	1,183,812	1,970,095	1,177,442	999,020	999,020

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	(35,500)	-	(35,500)	(35,500)	(35,500)
Charges For Services	(12,325)	(25,000)	(11,956)	(25,000)	(25,000)	(25,000)
Invest Other Contrib	(45,000)	-	-	-	-	-
Misc Revenue	(89,055)	(155,000)	(80,136)	(155,000)	(155,000)	(155,000)
Other Finance Source	(1,460,672)	(968,312)	(1,485,056)	(961,942)	(783,520)	(783,520)
Transfer In	(382,413)	-	(4,548)	-	-	-
Total	(1,989,466)	(1,183,812)	(1,581,696)	(1,177,442)	(999,020)	(999,020)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	2,495,576	2,727,712	2,603,419	2,746,215	2,786,591	2,786,591
Benefits	822,143	1,019,346	890,861	1,027,670	1,053,875	1,053,875
Supplies	5,873,031	5,109,305	6,974,418	6,566,245	6,192,605	6,192,605
Purchased Services	1,134,570	1,106,949	1,657,562	1,323,224	1,361,746	1,361,746
Debt Othr Financing	10,740,620	-	10,148,452	10,458,473	11,009,696	11,009,696
Inter Depart Charges	189,791	111,482	208,221	247,248	177,573	177,573
Inter Depart Billing	(19,266,265)	(18,820,874)	(20,512,838)	(21,191,632)	(21,583,066)	(21,583,066)
Transfer Out	-	9,929,892	-	-	-	-
Total	1,989,465	1,183,812	1,970,095	1,177,442	999,020	999,020



Department of Public Works

Fleet

Mahanth Joishy, Superintendent

4151 Nakoosa Trail

Madison, WI 53714

Phone: (608) 246-4540

cityofmadison.com/fleet-service

TO: Mayor Satya Rhodes-Conway
FROM: Mahanth S. Joishy, Fleet Superintendent
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Fleet's primary goals remain to purchase and maintain the best, safest, most cost efficient and most environmentally sustainable vehicles and fuels available in the marketplace for client agency operational needs. We keep working to lower vehicle down time, and improve the City's vehicle safety metrics as part of Madison's Vision Zero plan. We are also aggressively lowering the fleet's carbon footprint, which has received international attention including from the United States White House in 2023. We manage these complex processes using detailed data analytics for all of our operations, including every pound of carbon dioxide eliminated using alternative energy that is published on the front page of the Fleet website.

99% Budget for General, Library, Fleet fund agencies

Fleet is embracing the 99% cost to continue goal. Our team will be creative within the parameters possible to spend allocations wisely. One lingering challenge is inflation in our supply chains. While inflation is being felt by all, it acutely affects the Fleet operating budget that is used to purchase fuels, fluids, and replacement auto parts on behalf of customer agencies in volatile marketplaces. We do expect some relief in 2024 based on global auto industry trends.

Our responsibility is to buy every vehicle customer divisions need, conduct all necessary repairs for all vehicles customers bring to our garages, and provide fuel whenever a customer division's vehicles require fuel. These practices have always been the norm. For years to come the growing number of new hybrids and EVs will continue to save significant fuel and maintenance costs in addition to over 13 million lbs. of CO2 eliminated already, and counting. We operate with an extremely lean workforce even while performing the same amount of work as in past years with a higher headcount. In partnership with City Engineering our facilities have gone greener and reduced utility costs by implementing new solar installations, and this work will continue. We are researching the possibility of in-housing external contract work to our own mechanical staff through workforce training, as we have already done successfully in recent years by in-housing maintenance for the City Engineering fleet. More information is included in our supplemental request, described below. Meanwhile a majority of Fleet's overtime budget is spent on winter operations, and there is a hope that a milder 2023/24 winter season could offer an operating budget saving opportunity on overtime costs.

Supplemental Request

Fleet is examining the possibility of performing annual inspections of the City's street sweepers internally as opposed to paying over \$300,000 each year for a vendor to complete. To that end, we are requesting an additional Fleet Technician position to maintain our current service level as we bring this additional work in-house. While it will take time to scale up our ability to perform all sweeper inspections ourselves, we anticipate saving over \$100,000 each year when the sweeper maintenance program is at full capacity. To maintain a net-neutral budget as we refine our process, we will not fill the added position until halfway through 2024. Our goal is to perform quality service at a net savings to the City, and we will work as quickly as we can to realize the full savings of this program.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	41 - FLEET SERVICES

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2200 - FLEET SERVICES	\$0	\$0	\$0
411 - FLEET MAINTENANCE			
PROCUREMENT	\$0	\$0	\$0
42 - INTERGOV REVENUES	-\$35,500	-\$35,500	\$0
43 - CHARGES FOR SERVICES	-\$25,000	-\$25,000	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$155,000	-\$155,000	\$0
48 - OTHER FINANCE SOURCE	-\$783,520	-\$783,520	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,786,591	\$2,786,591	\$0
52 - BENEFITS	\$1,053,875	\$1,053,875	\$0
53 - SUPPLIES	\$6,192,605	\$6,192,605	\$0
54 - PURCHASED SERVICES	\$1,361,746	\$1,361,746	\$0
56 - DEBT OTHR FINANCING	\$11,009,696	\$11,009,696	\$0
57 - INTER DEPART CHARGES	\$177,573	\$177,573	\$0
58 - INTER DEPART BILLING	-\$21,583,066	-\$21,583,066	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	FLEET SERVICES
Enter your Service:	Fleet Maintenance and Procurement
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Every winter, the City spends on average \$31,000 per unit to have an outside vendor inspect and maintain the street sweepers. This cost includes a high labor rate, markup on parts and shop supplies, additional sublet vendor costs, and the transportation of equipment to and from the vendor. With 10 sweepers in our fleet, we spend over \$300,000 annually for this necessary maintenance. Fleet is exploring bringing the annual sweeper maintenance in-house in order to save an estimated \$100,000+ each year when our sweeper program is at full capacity.

Fleet will test servicing two sweepers in-house this winter. We are currently training six technicians on sweeper maintenance, and we will use this trial period to determine our total cost to perform this work. Fleet will evaluate the personnel time on each unit, the cost of parts, and the quality of any repairs performed at inspection. With input from Streets management, the using agency of the sweepers, we will decide in spring 2024 whether to continue to ramp up our in-house sweeper maintenance program.

Fleet will need to hire an additional Fleet Technician to cover the additional workload caused by performing this work ourselves. We can only perform the annual sweeper maintenance in the winter months, and each unit takes dozens of hours of work. The new position will not work directly on the sweepers, at least to start, but will ensure Fleet is able to stay on top of maintenance and repairs for the rest of the fleet throughout the year despite this added workload. We will post this position for hire in the summer of 2024 if we decide to continue the internal sweeper maintenance program.

Each winter, we will increase the number of sweepers we inspect and maintain ourselves, saving more and more money each year. Our technicians will become more skilled as they gain experience, allowing us to perform the inspections more quickly over time. Even with the addition of a Fleet Technician to our budget, we estimate this change will remain cost-neutral to start, with the potential to see around \$50,000 in savings starting in 2026, or earlier if we can accelerate the program.

Estimated Costs:

- Personnel: \$36,174.50
- Non-Personnel: \$-38,314.44
- Explain the assumptions you used to estimate costs: The above numbers represent changes to our 2024 budget. Costs are estimates based on the average cost per sweeper in 2023, and this assumes filling the position no earlier than July 2024. Please see the attached table for estimated costs and savings beyond 2024.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

There are no other vendors that could perform the annual sweeper maintenance. Our only option to reduce expenses in this area is perform the work ourselves.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

We will track labor hours and parts cost of each sweeper we inspect internally, compared with the maintenance cost per unit for each sweeper we send to our vendor. We will also review the quality of each inspection and repair compared to the labor hours. If the anticipated savings does not meet the threshold of keeping our budget cost-neutral in 2024, we will not proceed with the plan.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Our proposed change is an option to save money in the future and is not directly related to our draft 2023-2024 Department Equity Action Plan. When we fill the Fleet Technician position, however, we have an opportunity to diversify our workforce, which supports goals in our draft plan.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Fleet Technician – adding one FTE in our supplemental request to maintain service levels while bringing additional work in-house.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The added Fleet Technician will allow us to maintain current service levels as we work to bring annual sweeper maintenance in-house. We will not fill the position until halfway through the year to ensure anticipated savings of the internal sweeper maintenance program cover the added personnel cost. As

we do more sweeper inspections internally, we will save more money by not sending those sweepers to a vendor each year.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

When we fill the proposed Fleet Technician position, we have an opportunity to diversify our workforce, which supports goals in our draft plan.

Golf Courses

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Golf Courses	4,294,299	3,559,688	3,809,164	3,847,732	4,330,612	4,081,829
Total	4,294,299	3,559,688	3,809,164	3,847,732	4,330,612	4,081,829

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Golf Operations	4,294,299	3,559,688	3,809,164	3,847,732	4,330,612	4,081,829
Total	4,294,299	3,559,688	3,809,164	3,847,732	4,330,612	4,081,829

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(4,283,640)	(3,481,792)	(4,273,018)	(3,798,829)	(3,798,829)	(4,028,829)
Invest Other Contrib	-	(20,000)	(8,897)	-	-	(5,000)
Misc Revenue	(10,659)	(48,000)	(62,324)	(48,000)	(48,000)	(48,000)
Other Finance Source	-	(9,896)	-	(903)	(483,783)	-
Total	(4,294,299)	(3,559,688)	(4,344,239)	(3,847,732)	(4,330,612)	(4,081,829)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	1,328,206	1,508,677	1,566,357	1,610,218	1,851,720	1,547,034
Benefits	297,727	276,588	339,363	289,655	376,902	376,902
Supplies	559,269	621,179	661,348	629,329	629,329	624,329
Purchased Services	723,730	687,810	620,839	767,840	824,320	814,781
Debt Othr Financing	887,012	1	124,702	44,360	44,360	114,803
Inter Depart Charges	309,021	220,983	293,797	306,331	403,981	403,981
Transfer Out	189,334	244,451	202,758	200,000	200,000	200,000
Total	4,294,299	3,559,688	3,809,164	3,847,732	4,330,612	4,081,829

Date: July 27, 2023
To: Mayor Satya Rhodes-Conway
From: Eric Knepp, Parks Superintendent
Subject: 2024 Operating Budget Transmittal Memo—GOLF ENTERPRISE
CC: Deputy Mayors, Finance Director, Budget & Program Evaluation Staff

Goals of Enterprise's Operating Budget

The 2024 requested operating budget for the Golf Enterprise includes a request for no levy support for the operations of the four courses. Implementation of the final recommendations from the Task Force on Municipal Golf in Madison Parks continues to be a priority for the Golf Enterprise, including strategically planning for a phased reduction by the start of the 2026 season. 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. The Golf Enterprise will continue to focus on providing access to quality, affordable public golf opportunities to residents and visitors, as well as providing quality mixed-use recreational opportunities at The Glen Golf Park.

Reallocations and Other Changes

Based on the success of the past three seasons and projected 2023 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. Fees are reviewed annually and approved by the Board of Park Commissioners, but must be in alignment within the greater Dane County market in order to be competitive. Increased revenues are reflective of increased volume of play since the start of the 2020 season. 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 starting in 2026. This move is based on the recommendations of the Task Force and recent sale of a portion of Yahara Hills Golf Course. The request recognizes reclassification of the Golf Program Supervisor position to Golf Director Position, which is currently underway, to provide broader professional oversight of the program, strategic planning to ensure overall efficiencies and profitability. The LTE Golf Improvement Team authorized in the 2023 Adopted Operating Budget is allocated to Capital Projects in the proposed request, as intended when the positions were created. The Golf Enterprise is in the process of implementing a reinvestment plan using the proceeds from the land sale that will benefit golfers and

park users alike for decades to come. The work includes shoring up failing infrastructure of courses and building conditions and investing in equipment, all with significant deferred maintenance that pose an increasingly concerning problem to the overall profitability of the program.

The Golf Enterprise program is committed to overcoming the nation-wide historically exclusionary reputation and creating environments where all feel welcome. The 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 Glen Golf Park now serves as a potential model for overcoming these inequities by providing diverse and culturally relevant mixed-use recreational programming that is intended bring together all members of the community, as well as boost community-wide 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.

The Golf Enterprise continues to work to achieve operational profitability and long term financial sustainability in order to remain competitively positioned in the marketplace. This will require evolution and innovation, as the program continues to build on the initial success of The Glen Golf Park.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	81 - GOLF COURSES

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
2160 - GOLF COURSES	\$0	\$0	\$0
811 - GOLF OPERATIONS	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$3,798,829	-\$4,028,829	-\$230,000
46 - INVEST OTHER CONTRIB	\$0	-\$5,000	-\$5,000
47 - MISC REVENUE	-\$48,000	-\$48,000	\$0
48 - OTHER FINANCE SOURCE	-\$483,783	\$0	\$483,783
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,851,720	\$1,547,034	-\$304,686
52 - BENEFITS	\$376,902	\$376,902	\$0
53 - SUPPLIES	\$629,329	\$624,329	-\$5,000
54 - PURCHASED SERVICES	\$824,320	\$814,781	-\$9,539
56 - DEBT OTHR FINANCING	\$44,360	\$114,803	\$70,443
57 - INTER DEPART CHARGES	\$403,981	\$403,981	\$0
59 - TRANSFER OUT	\$200,000	\$200,000	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	GOLF COURSES
Enter your Service:	Golf Operations
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service oversees the operation and maintenance of the Yahara Hills, Odana Hills and Monona Golf Courses along with The Glen Golf Park, 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.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> • Golf Course Maintenance: Maintain the four golf courses by irrigating, mowing and performing Integrated Pest Management of the greens, tees, fairways and roughs; repairing and caring for mowing equipment and vehicles; and providing tee and green supplies necessary for play. • Golf Clubhouses: Maintain clubhouses and provide customer services staff that set up tee times, check in players, rent golf carts, and process payment of purchases for greens fees, concessions at the snack bars, and golf accessories at the pro shops. • Golf Park Programming: Plan, coordinate and host various mixed use recreational activities at The Glen Golf Park, including movies, fitness activities, performing arts and other community-focused activities. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2160 - GOLF COURSES	43 - CHARGES FOR SERVICES	-230000	Increases to Facility Rental (\$100,000) and Golf Courses (\$150,000) and Contributions Donation (\$5,000) and decrease to Memberships (\$20,000) to align with 3 year average revenues, increase Contribution Donation (\$5,000) to reflect anticipated sponsorship of The Glen Golf Park Programming
2160 - GOLF COURSES	48 - OTHER FINANCE SOURCE	483783	Decrease of Fund Balance Applied (\$483,783) due to anticipated overall Fund Balance Generated to align with 3 year average revenues
2160 - GOLF COURSES	51 - SALARIES	-304686	Decreased Pending Personnel due to authorized LTE Crew allocated to Capital Project
2160 - GOLF COURSES	56 - DEBT OTHR FINANCING	70443	Change due to anticipated Fund Balance Generated
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Adjustments made within revenue and expenses are based on prior 3-year averages and anticipated needs for 2024. There will be no changes to the current activities or service levels. Changes are necessary to ensure Golf courses are able to operate efficiently. Proposed request reflects allocation of Golf Improvements LTE crew to Capital projects funded by Golf Revenue Reserves and reclassification of Golf Program Supervisor Position, which is underway to ensure efficient business operations.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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.

Overall the Golf Enterprise Program continues to create opportunities for individuals to learn the sport and ensures that quality affordable golf is available within the community for a diverse customer base. The Glen Golf Park, continues to serve 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. This is expected to be a model that can be implemented in all other courses and can potentially continue to grow interest in the sport.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Request for Reclassification of Golf Program Supervisor (CG18/R10) (position #1531) to Golf Operations Director (CG18/R13). Reclassification process is underway and anticipated to occur in 2023.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The Golf Enterprise Program is undergoing significant transformation while working to implement the recommendations from the Task Force on Municipal Golf. Ultimately this position is critical to ensuring the Golf Program is preparing itself to be financially viable for generations to come. The Adopted 2023 Operating Budget authorized the reclassification of an 18-05 position to an 18-10 Golf Program Supervisor Position. Following the completion of an Equitable Hiring Tool, evaluation of the needs of the organization, a recruitment to fill the position was conducted and failed in early 2023, resulting in further analysis of the position and program. The proposed position will provide higher level business management of the enterprise program that has brought in an average annual revenue of \$4M over the last 3 years and is currently ahead of 2022's record revenues. This position will oversee the work of an LTE crew performing improvements across the system, which will allow more continuity across the operations and improvement functions of the Golf Program. The proposed position will also be responsible for developing and overseeing a strategic plan for the Golf Program to ensure financial stability as the program moves from 72 holes to 54 holes. This will require high level of expertise, understanding and oversight of the golf program operations, and in order to attract the required skillset, it is necessary to reclassify the position prior to the 2024 Budget.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The Golf Improvements LTE team will have a key role in making capital improvements on the courses which will ensure the program continues to be financially stable and that quality affordable golf and recreational opportunities are available to the community for generations to come. The Golf Program Director will have direct responsibility for ensuring equitable hiring practices are followed, ensuring that an equity lens is applied to long-term planning, and that there is access to affordable recreational activities as prescribed within the Parks Division's Equity in Action Plan. The position will also be responsible for leading the implementation of the Task Force on Municipal Golf Recommendations, especially in regards to leading efforts to work with stakeholders and staff to create an action plan to promote equity and inclusion all courses, as well as creating a welcoming environment for golfers and non-golfers alike by promoting wider utilization of the courses by the community.

Human Resources

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	1,615,348	1,707,959	1,921,041	2,081,158	2,088,879	2,088,879
Total	1,615,348	1,707,959	1,921,041	2,081,158	2,088,879	2,088,879

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Employee & Labor Relations	445,547	654,911	763,704	700,304	877,183	877,183
HR Services	552,515	411,480	538,487	680,376	321,080	321,080
Organizational & Health Devel	617,285	641,568	618,850	700,478	890,617	890,617
Total	1,615,348	1,707,959	1,921,041	2,081,158	2,088,879	2,088,879

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(3,250)	-	(25)	-	-	-
Misc Revenue	(10)	(4,000)	-	-	-	-
Total	(3,260)	(4,000)	(25)	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	1,554,733	1,615,056	1,707,128	1,874,395	1,915,541	1,915,541
Benefits	442,486	460,942	571,256	503,864	507,605	507,605
Supplies	11,940	18,950	29,194	18,950	18,950	18,950
Purchased Services	128,926	210,411	175,837	242,951	253,151	253,151
Debt Othr Financing	-	-	7,212	-	-	-
Inter Depart Charges	84,625	84,625	108,464	71,253	70,599	70,599
Inter Depart Billing	(604,103)	(678,025)	(678,025)	(630,255)	(676,967)	(676,967)
Total	1,618,608	1,711,959	1,921,066	2,081,158	2,088,879	2,088,879



Human Resources Department

Erin Hillson, Director
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215 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4615 | Fax: (608) 267-1115
hr@cityofmadison.com
cityofmadison.com/human-resources

July 30, 2023

TO: Mayor Satya Rhodes-Conway
FROM: Erin Hillson, Human Resources Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Human Resources Department supports the city-wide goal of sustaining an effective and efficient government by meeting the four following objectives:

1. Attract a talented and diverse workforce.
2. Retain an engaged and diverse workforce where all employees feel they belong.
3. Develop our employees and organization to be an inclusive and high performing City.
4. Implement innovative and progressive Human Resources practice.

Beginning in 2023 we implemented our first long-term strategic plan which lays out strategies we will build on in each of the next four years. Using current funding levels we are meeting goals this year that include: designing and purchasing a Human Resources Management system for more effective orientation, onboarding, and professional development of current employees; redesigning our wage and life insurance plans; contracting for a full organizational classification and compensation study; creating a new recruitment planning guide and targeted recruitment strategies; rewriting the City's Personnel Rules; and implementing new evaluation tools including the executive 360 Review process.

Granted the funding requested in this proposal, during 2024 the Human Resources Department will complete implementation of phase one of the Human Resources Management system; complete the city-wide compensation and classification study; implement a full customizable marketing and outreach plan for effective recruitment; create and implement a customer service satisfaction survey, consolidate employee facing surveys and standardize survey action plans to ensure accountability; and create pathways to employment processes with City workforce development partners.

The Human Resources Department provides City agencies with crucial support in three service areas:

- The **HR Services** unit partners with agencies in the workforce recruitment process and manages the City's classification and compensation systems, including oversight of the position study process and assistance in implementing organizational changes. Additionally, this unit works closely with the City's Personnel Board and maintains the City's Position Control Program.
- 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, as well as represents the City during bargaining and "Meet and Confer" sessions

with employee associations and unions. Additionally, this unit serves as an advisor to managers and supervisors in areas of conflict resolution and performance management.

- Finally, the **Organizational Development** unit promotes organizational development and performance excellence by collaborating with city agencies to create opportunities for advancements to work culture and operations, to improve operational efficiency, and support staff to achieve shared goals. This unit focuses on employee training, Leadership Development, process improvement, building organizational capacity, and performance excellence.

99% Budget for General, Library, Fleet fund agencies

Given the Human Resources budget is predominately employee salaries and benefits, the required 1% budget reduction will come from our Conferences & Training and Performance Excellence (Consulting Services) budget lines. Together the total Cost to Continue amount for these budget lines would be \$111,000. The Department's required reduction is \$21,000. The resulting impact to Conferences & Training and Performance Excellence is a reduction of approximately 20%.

The services provided through these budget lines include:

- Internal and external voice of the customer survey development and implementation
- Consultation to agencies in Executive Team Development
- Leadership training and evaluation services
- Standardized work planning
- Training development and evaluation related to key services and expectations like data management, communication, performance management, gender equity, and racial equity and social justice
- Change management training and consultation

Consequently, this 1% reduction will create city-wide impacts; limiting work directed toward proactively designing, developing, and delivering effective human resources systems and tools to serve our workforce and achieve a healthy and sustainable organization. If we experience any unanticipated vacancies, we would intend to use salary savings prior to utilizing Performance Excellence and Conference and Training funding.

Reallocations and Other Changes

Our 2024 Operating Budget request builds on 2023 goals and continues the work we started in implementation of the full classification and compensation study, as well as a new Human Resources Management system. This budget seeks to maintain current internal service levels related to Employee and Labor Relations and Organizational Development, with only two **budget neutral** staffing modifications.

In order to facilitate effective implementation of the new Human Resources Management system including a new Orientation, Onboarding, and Learning Management system, Human Resources requests the following position modifications and funding reallocations:

- 1) The Organizational Development section will reclassify one Learning and Development Specialist (CG 18/12, PCN#4703) and one Program Assistant (CG 20/11, PCN#870) to one Human Resources Analyst 3 (CG 18/10) and one Human Resources Analyst Trainee (CG 18/4). The budgetary impact of these changes is a cost reduction of approximately \$4300.

This will allow for the ideal balance of programmatic work in Learning and Development given our shift from manually developed and tracked learning management to implementation of a more sustainable and user friendly learning management platform. \$4000 of the expected cost savings should remain on the Organizational Development salaries budget line to meet our requested 1% reduction. If 2024 mid-year projections indicate that we will exceed the 1% reduction goal, we would anticipate reallocating the additional funding to the Organizational Development Conference and Training budget line to further aid the transition to a new employee learning model, while still maintaining a neutral budget impact.

The remaining \$300 of cost savings should be used to offset the minor cost increase resulting from the second staffing modification described below.

- 2) As is evident in our Strategic Plan, Human Resources has committed to and already begun significant modernization efforts. To support these efforts additional changes within the Employee and Labor Relations section are necessary. The current structure in Employee and Labor Relations is inadequate in addressing needs related to the research, design, development, and implementation of the City's employee Benefits Program. Currently, the City's Benefits Program is managed by a Human Resources Analyst 1 who reports directly to the Employee and Labor Relations Manager and works alongside of two Program Assistants who administer all of the City's FMLA and Leave programs, and provide administrative support to the Human Resources Analyst.

In 2024, Human Resources anticipates one retirement in the Employee and Labor Relations unit, and so seeks to subsequently upgrade the Benefits Human Resources Analyst 1 position (CG 18/06, PCN#877) to a newly created classification of Human Resources Analyst 4 (18/12), at this level the employee will be expected to bring a high level of expertise in the creation and efficient management of employee benefit programs. The individual will exercise independent Benefits Program oversight under the Employee and Labor Relations Manager. This change will allow for the Benefits Specialist to now:

- Research, design and implement new and efficient benefits options for City of Madison employees
- Work independently on the administration of City benefits including wage, life, and health insurance, retirements, pension, dental insurance, and other benefits programs
- Oversee the two Program Assistants who implement and administer City benefits programs
- Create a layer of administrative oversight between the Employee and Labor Relations Manager and Program Assistants who support benefits

This future system will minimize liabilities by separating work functions, improving transparency, and creating an administrative buffer between the individuals that directly administer state and federally required leave programs and those who administer oversight of the performance management and disciplinary system.

Due to the substantial reduction in longevity pay which the retirement affords, the estimated personnel cost increase for this reclassification is \$300.

In alignment with the Mayor's budget directives, these modifications will better position the Human Resources Department to achieve our goals with **no increase in FTEs and no additional funding required**. Data that could be useful in measuring the impact of this change would include:

- Administrative costs associated with City benefits programs
- Customer Service metrics
- Time studies related to the day to day activities of Program Assistants and efficiencies created in administration

Optional Supplemental Request

No supplemental budget request for 2024 is included.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	16 - HUMAN
Segment 3	RESOURCES

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$2,088,879	\$2,088,879	\$0
162 - EMPLOYEE & LABOR RELATIONS	\$877,183	\$877,183	\$0
51 - SALARIES	\$680,358	\$680,358	\$0
52 - BENEFITS	\$190,545	\$190,545	\$0
53 - SUPPLIES	\$1,000	\$1,000	\$0
54 - PURCHASED SERVICES	\$103,616	\$103,616	\$0
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$3,966	\$3,966	\$0
58 - INTER DEPART BILLING	-\$102,302	-\$102,302	\$0
161 - HR SERVICES	\$321,080	\$321,080	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$647,670	\$647,670	\$0
52 - BENEFITS	\$178,544	\$178,544	\$0
53 - SUPPLIES	\$16,100	\$16,100	\$0
54 - PURCHASED SERVICES	\$48,935	\$48,935	\$0
57 - INTER DEPART CHARGES	\$4,495	\$4,495	\$0
58 - INTER DEPART BILLING	-\$574,665	-\$574,665	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
163 - ORGANIZATIONAL & HEALTH DEVEL	\$890,617	\$890,617	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
51 - SALARIES	\$587,513	\$587,513	\$0
52 - BENEFITS	\$138,516	\$138,516	\$0
53 - SUPPLIES	\$1,850	\$1,850	\$0
54 - PURCHASED SERVICES	\$100,600	\$100,600	\$0
57 - INTER DEPART CHARGES	\$62,138	\$62,138	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	HUMAN RESOURCES
Enter your Service:	Employee and Labor Relations
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$ 0

<ul style="list-style-type: none"> • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes <input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input type="checkbox"/> No – No reclassifications <input checked="" type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i> PCN# 877 change from Human Resource Analyst-1 to new class of Human Resource Analyst-4</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs <input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p>

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Human Resources provides a full range of employee benefits including health and dental insurance, long and short term disability insurance, life insurance, pet insurance, pension, flexible spending, deferred compensation, paid parental leave, post employment health care, family and medical leave, and disability leave and layoff.

Currently, we have two Program Assistants and one HR Analyst 1 completing all of the work necessary to manage these programs, and to research, design, and implement all programs under the general direction of the Employee and Labor Relations Manager. With one expected vacancy in 2024 in this unit, this change would convert the HR Analyst 1 to an HR Analyst 4 to allow us to streamline and improve processes, shift supervision of the Program Assistant function under the Benefits Analyst, and to provide necessary analysis, research, and design of benefit programs to enhance benefits with lower administrative costs.

Because this vacancy is not expected until mid-2024, and the adjustment comes with a retirement that eliminates 9% longevity, the total annualized cost is only \$300, which will be reallocated from savings expected in Organizational Development salaries.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

This funding is intended to improve our ability to meet agency expectations related to core functions of benefits administration. Our goals are to attract and retain a talented and diverse workforce where all employees feel they belong and to develop our employees and organization into an inclusive and high performing City where we implement innovative and progressive Human Resources practices. This requires that we utilize staff who are capable of high level benefits analysis and can independently research, design, and implement innovative and sustainable benefits solutions, and improving transparency and accountability in federally protected leave administration.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	HUMAN RESOURCES
Enter your Service:	HR Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$ 0

<ul style="list-style-type: none"> • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes <input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input checked="" type="checkbox"/> No – No reclassifications <input type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i> Click or tap here to enter text.</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs <input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p>

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

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Part 1. Identifying Information	
Select your Agency:	HUMAN RESOURCES
Enter your Service:	Organizational Development
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$ 0

<ul style="list-style-type: none"> • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes <input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input type="checkbox"/> No – No reclassifications <input checked="" type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i> Learning & Development Specialist, PCN#4703; will become a Human Resource Analyst-3 Program Assistant, PCN#870; will become a Human Resources Analyst Trainee (18/4) These changes should result in a cost savings of approximately \$4300.</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs</p>

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Our 2024 Operating Budget request builds on 2023 goals and continues the work we started in implementation of the full classification and compensation study, as well as a new Human Resources Management system.

In order to facilitate effective implementation of the new Human Resources Management system including a new Orientation, Onboarding, and Learning Management system, Human Resources funding in the Organizational Development Learning and Development section to shift from one Learning and Development Specialist (CG 18/12) and one Program Assistant (CG 20/11) to one Human Resources Analyst 3 (CG 18/10) and one Human Resources Analyst Trainee (CG 18/4). The budgetary impact of these changes is a cost reduction of approximately \$4300.

This will allow for the ideal balance of programmatic work in Learning and Development given our shift from manually developed and tracked learning management to implementation of a more sustainable and user friendly learning management platform. \$4000 of the personnel cost reductions should be remain on the Organizational Development permanent salaries line to potentially meet the requested 1% reduction. The remaining \$300 of cost savings should be used to offset the minor cost increase resulting from the reclassification in Employee and Labor Relations.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

This re-allocation allows us to meet growing needs in Learning and Development with purchase of a Human Resources Management System. The intent is to create an environment with high employee engagement where employees feel they can learn, grow, and develop in an equitable way. This workforce development effort is intended to lead to improvement in recruitment and retention efforts toward a more sustainable organization.

Information Technology

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	7,076,217	9,438,775	7,769,179	9,569,373	9,513,105	9,513,105
Total	7,076,217	9,438,775	7,769,179	9,569,373	9,513,105	9,513,105

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Application Dev And Support	4,050,309	4,248,122	4,000,187	4,397,855	4,223,991	4,240,016
Technical Services	3,025,908	5,190,653	3,768,993	5,171,518	5,289,114	5,273,089
Total	7,076,217	9,438,775	7,769,179	9,569,373	9,513,105	9,513,105

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(11,350)	(17,000)	(5,675)	(5,000)	(5,000)	(5,000)
Charges For Services	(3,050)	(30,000)	-	(5,000)	(5,000)	(5,000)
Other Finance Source	(8,000)	(8,000)	(16,000)	(8,000)	(8,000)	(8,000)
Transfer In	-	-	(493)	-	-	-
Total	(22,400)	(55,000)	(22,168)	(18,000)	(18,000)	(18,000)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	4,194,438	4,492,326	4,322,894	4,746,427	4,870,799	4,893,824
Benefits	1,247,993	1,250,901	1,251,656	1,311,884	1,352,169	1,352,169
Supplies	22,552	23,850	17,381	23,850	23,850	18,850
Purchased Services	2,379,357	4,676,050	3,128,437	4,727,290	5,042,841	5,024,815
Debt Othr Financing	-	-	20,965	-	-	-
Inter Depart Charges	25,377	26,814	26,180	27,954	28,299	28,299
Inter Depart Billing	(771,100)	(976,166)	(976,166)	(1,250,032)	(1,786,852)	(1,786,852)
Total	7,098,617	9,493,775	7,791,347	9,587,373	9,531,105	9,531,105

TO: Mayor Satya Rhodes-Conway
FROM: Sarah Edgerton, CIO and IT Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: *Katie Crawley, David Schmiedicke, Christine Koh*

Goals of Agency's Operating Budget

The City of Madison Information Technology (IT) 2024 Operating Budget submissions support running, growing and transforming the City's technology infrastructure. By aligning the City of Madison's IT 2024 Capital submissions, the IT Strategic Priorities and 2024 IT Work Plan, we will continue the path towards the City of Madison's technology transformation.

By investing in IT staffing, training, and software, the City is able to support the technology transformation and further the City's service delivery. As the City continues to grow, so do the needs of Madison residents, City agencies, and policymakers. Today, nearly all City services and projects require a highly connected and agile technology infrastructure. The 2024 IT Operating budget provides the resources, software, and staffing to complete project work to upgrade the City network infrastructure. Our goal is to enable the City's ability to deliver the robust, scalable communications and data infrastructure needed to support current and future Smart City functions throughout the City of Madison.

One of our primary priorities in the IT 2024 Work Plan is to continue improving our lifecycle management programs. The ultimate goal is to establish lifecycle management programs that are sustainable and complimentary to the growing number of City services. We plan to continue improving several components in 2024, including: reporting issues, policy procedures, staffing needs and maintenance costs. We are using data and feedback indicators to assist us in determining where adjustments and refinements are necessary to produce high-performing programs and services.

In addition to the continuous improvement of our lifecycle management program, the 2024 IT Work Plan includes other major goals funded by operating, such as prioritizing cybersecurity, implementing new industry-standard technology to support the City's growing digital workplace and technology ecosystem, refining IT customer service, and furthering digital inclusion by connecting the public to City government through technology.

Information Technology 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.

IT 99% Budget Target in 2024

The ideas listed are long-term sustainable reductions with minimal impact to City service delivery. Ideas that are short-term investments with long-term operating efficiencies and savings are noted with an asterisk.

- Realizing salary savings during the recruitment process to off-set requested increases in funding for intern staffing needs *
- Decreasing our footprint for office space needs *

- Reducing office and hardware supplies due to the decrease demand for supplies in our hybrid working environment
- Reorganizing staff teams to align to our core services and organizational structure to best serve the growing needs of customers and residents. *
- Analyzing the City’s software portfolio by engaging with an internal customer group to identify software duplications, and to streamline the City’s technology portfolio *
- Analyzing our internal services to see if there are more opportunities for third-party support with systems to ease our maintenance workload *
- Analyzing our phone system to see if there are opportunities for consolidation as we activate M365 services. *

Reallocations and Other Changes

IT is proposing a net neutral reallocation to our Cost to Continue budget. We would like to align funding to reflect actual spending in activities. We have seen a decrease spending in our office and hardware supplies due to more IT staff working in a hybrid environment. We are able to attend many of our trainings remotely, so there is a reduction in travel and hotel expenses and we stagger staff who attend conferences with travel expenses.

As our portfolio of services continues to increase, and as more agencies turn to technology to improve business efficiencies, we have found the benefit of employing more hourly interns to work on small focused projects or hourly to support Media Team productions. Many of our interns work on research and documentation that are central to IT functions but are time-consuming and not always feasible within IT’s portfolio of work.

Hiring hourly interns provides us with a wonderful opportunity to connect with community partners to maximize applicant pools to support the hiring of women, people with disabilities and people of color and to provide paid internships. We will leverage Department of Civil Rights AASPIRE Program, Centro Hispano’s Caminos de Latina Program, Madison College, State of Wisconsin Department of Workforce Development, and UW Madison, for intern applicants. In order for our interns to be successful, we create trainee development paths which aligns to our IT Strategic Plan and our Equity Action Plan. Since implementing this program, we have been able to promote several hourly interns to full-time staff in IT.

Changes of \$10,000 or more at the Major: Increasing hourly funding by \$23,000

We will do this by:

- Reallocating \$5,000 of out of the Office Supplies accounts in both Application & Development and Technical Services to more closely align with actual spending
- Reducing training funds out of Application & Development and Technical Services by reallocating \$9,000 out of both services.

Optional Supplemental Request

We are requesting a new Information Technology Project Manager (ITS2) position to support the ongoing technical needs of Parking Utility & the Department of Transportation (DOT). The technology needs of Parking Utility and DOT are complex and are beyond their staff capacity to

support and they are one of ITs' biggest customers and this position would assist in aligning and coordinating technology work between the agencies.

- Parking Utility and Department of Transportation is partnering with IT to hire a permanent FTE. Funding for the position is in Department of Transportation and realized in the IT FTE allocation.
- Hiring this position as a CG 18 Range 8 to support the complex technology needs of Parking Utility and DOT.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	17 - INFORMATION
Segment 3	TECHNOLOGY

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$9,513,105	\$9,513,105	\$0
171 - APPLICATION DEV AND SUPPORT	\$4,223,991	\$4,240,016	\$16,025
42 - INTERGOV REVENUES	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,520,907	\$2,543,932	\$23,025
52 - BENEFITS	\$710,833	\$710,833	\$0
53 - SUPPLIES	\$7,900	\$5,400	-\$2,500
54 - PURCHASED SERVICES	\$2,071,127	\$2,066,627	-\$4,500
57 - INTER DEPART CHARGES	\$10,860	\$10,860	\$0
58 - INTER DEPART BILLING	-\$1,097,636	-\$1,097,636	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
172 - TECHNICAL SERVICES	\$5,289,114	\$5,273,089	-\$16,025
42 - INTERGOV REVENUES	-\$5,000	-\$5,000	\$0
43 - CHARGES FOR SERVICES	-\$5,000	-\$5,000	\$0
48 - OTHER FINANCE SOURCE	-\$8,000	-\$8,000	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,349,892	\$2,349,892	\$0
52 - BENEFITS	\$641,335	\$641,335	\$0
53 - SUPPLIES	\$15,950	\$13,450	-\$2,500
54 - PURCHASED SERVICES	\$2,971,713	\$2,958,188	-\$13,525
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$17,439	\$17,439	\$0
58 - INTER DEPART BILLING	-\$689,216	-\$689,216	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Applications Development
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	51 - SALARIES	\$23,025	Reduced Supplies by \$2,500 and reduced Training by \$4,500. Combined with \$16,025 reductions in Tech Services to support increasing the hourly salaries budget in Apps Dev service to accommodate growing project work.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is a heavier reliance on hourly employees to support project work.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

We plan to hire interns from the AASPIRE Program, Centro Hispano Latinx in Tech program and Madison College to assist us in supporting service delivery.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

We are requesting a new Information Technology Project Manager (ITS2) position to support the ongoing technical needs of Parking Utility & the Department of Transportation (DOT). The technology needs of Parking Utility and DOT are complex and are beyond their staff capacity to support and they

are one of ITs' biggest customers and this position would assist in aligning and coordinating technology work between the agencies.

- Parking Utility and Department of Transportation is partnering with IT to hire a permanent FTE. Funding for the position is in Department of Transportation and realized in the IT FTE allocation.
- Hiring this position as a CG 18 Range 8 to support the complex technology needs of Parking Utility and DOT.

Estimated Costs:

- Personnel: \$68,320.98
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: I used the 12/25/2022 Salary schedules: <https://www.cityofmadison.com/sites/default/files/city-of-madison/finance/documents/salary/CG18.pdf>

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

We have approximately three staff members who have been assigned to support PU and DOT technology projects but are not able to provide the dedicated time that is needed with their technological growth.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Projects are implemented in a timely manner and less PU/DOT and IT resources are being used more efficiently because there is more coordination and alignment between agencies.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

We will look at our hourly intern pool to see if there is an opportunity to develop a trainee development path which aligns to our IT Strategic Plan and our Equity Action Plan which would provide the opportunity to hire and support women, people of color, non-binary people, people with disabilities, and members of other underrepresented groups.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Technical Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	-\$13,525	Reduced budget Training and Other Expenditures by a total of \$13,525 to support increasing the hourly salaries budget in Apps Dev service to accommodate growing project work.
1100 - GENERAL	53 - SUPPLIES	-\$2,500	Reduced budget by \$2,500 to support increasing the hourly salaries budget in Apps Dev service to accommodate growing project work.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is a heavier reliance on hourly employees to support project work.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

We plan to hire interns from the AASPIRE Program, Centro Hispano Latinx in Tech program and Madison College to assist us in supporting service delivery.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Landfill

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Other Restricted	1,018,330	1,280,062	869,671	961,152	556,198	1,005,101
Total	1,018,330	1,280,062	869,671	961,152	556,198	1,005,101

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Landfill Management Maintenanc	1,018,330	1,280,062	869,671	961,152	556,198	1,005,101
Total	1,018,330	1,280,062	869,671	961,152	556,198	1,005,101

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(731,780)	(650,000)	(661,820)	(650,000)	(650,000)	(660,000)
Fine Forfeiture Asmt	(2,697)	(3,000)	(2,152)	(3,000)	(3,000)	(3,000)
Invest Other Contrib	(14,141)	(37,300)	(71,373)	(12,400)	(12,400)	(102,000)
Misc Revenue	-	-	(1)	-	-	-
Other Finance Source	(269,712)	(589,762)	(35,481)	(295,752)	109,202	(240,101)
Total	(1,018,330)	(1,280,062)	(770,826)	(961,152)	(556,198)	(1,005,101)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	314,049	317,643	321,189	340,990	346,909	363,997
Benefits	97,655	100,542	98,824	105,814	120,988	122,660
Supplies	61,758	108,500	54,496	88,500	-	49,000
Purchased Services	403,659	604,812	337,271	305,245	1,350	332,891
Inter Depart Charges	137,913	153,565	149,719	128,903	86,950	139,853
Inter Depart Billing	(106,687)	(102,000)	(93,046)	(109,300)	-	(109,300)
Transfer Out	109,982	97,000	1,219	101,000	-	106,000
Total	1,018,330	1,280,062	869,671	961,152	556,198	1,005,101

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Engineering Landfill 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.

To meet these goals, Engineering staff routinely monitor and plan maintenance activities the landfills as necessary to meet the stated goals and requirements of DNR regulations. This monitoring includes data on a variety of pollutants as well as the operating aspects of landfill components.

Enterprise Agencies

Managing the closed landfills is funded through the Landfill Special Charge. The current rate and existing reserves are expected to be adequate to fund the activities required to manage these sites, so there are no planned increases compared to 2023 nor any significant changes planned to services.

Reallocations and Other Changes (if applicable)

There are no planned significant changes relative to the 2023 Operating Budget. Please note that due to some of the technicalities involved with generating the Cost to Continue for budgets funded through a special charge, there are number of changes shown on the Service Proposal; however, those changes are just to bring the initial Cost to Continue to be consistent with 2023 budget.

Optional Supplemental Request (if applicable)

We have no supplemental requests associated with this budget.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	42 - LANDFILL

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1250 - OTHER RESTRICTED	\$0	\$0	\$0
421 - LANDFILL MANAGEMENT M	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$650,000	-\$660,000	-\$10,000
45 - FINE FORFEITURE ASMT	-\$3,000	-\$3,000	\$0
46 - INVEST OTHER CONTRIB	-\$12,400	-\$102,000	-\$89,600
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$109,202	-\$240,101	-\$349,304
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$346,909	\$363,997	\$17,088
52 - BENEFITS	\$120,988	\$122,660	\$1,672
53 - SUPPLIES	\$0	\$49,000	\$49,000
54 - PURCHASED SERVICES	\$1,350	\$332,891	\$331,541
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$86,950	\$139,853	\$52,903
58 - INTER DEPART BILLING	\$0	-\$109,300	-\$109,300
59 - TRANSFER OUT	\$0	\$106,000	\$106,000

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	LANDFILL
Enter your Service:	Landfill Management & Maintenance
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1250 - OTHER RESTRICTED	46 - INVEST OTHER CONTRIB	-89,600	Increase in interest income due to significantly between investment returns compared to prior years
1250 - OTHER RESTRICTED	48 - OTHER FINANCE SOURCE	-349,304	Exclusion of many line items in CTC budget caused a more significant increase in Fund Balance Applied once those items were added to budget
1250 - OTHER RESTRICTED	51 - SALARIES	17,088	Premium Pay, Compensated Absence, Hourly and Overtime not included in CTC budget
1250 - OTHER RESTRICTED	53 - SUPPLIES	49,000	No supplies included in CTC budget; 2024 budget consistent with prior years
1250 - OTHER RESTRICTED	54 - PURCHASED SERVICES	331,541	Only \$1350 included in CTC budget; 2024 budget consistent with prior years
1250 - OTHER RESTRICTED	57 - INTER DEPART CHARGES	52,903	Only some Inter-D items (cost allocation plan related charges) were included in the CTC budget; 2024 budget consistent with prior years
1250 - OTHER RESTRICTED	58 - INTER DEPART BILLING	-109,300	No Inter-D Billings included in CTC budget; 2024 budget consistent with prior years
1250 - OTHER RESTRICTED	59 - TRANSFER OUT	106,000	No Transfers Out included in CTC budget; 2024 budget consistent with prior years

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Changes reflect current projection of costs for the service. No service level changes are anticipated. The majority of the changes from CTC to Request are the result of not having a complete CTC budget for multi-year funds.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

These changes are not specifically tied to the Equity Action Plan. This service provides critical work to ensure public health and safety, especially in areas immediately adjacent to the closed landfills. When possible, Engineering will partner with other agencies, primarily Parks, to turn these into public assets as well.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Library

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Library	18,372,081	19,066,904	18,903,787	19,770,825	20,604,069	20,604,069
Permanent	15,223	15,000	16,178	9,000	9,000	9,000
Total	18,387,304	19,081,904	18,919,965	19,779,825	20,613,069	20,613,069

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Admin & Marketing	4,443,125	4,298,190	4,271,426	4,251,531	4,317,844	4,341,719
Col Res & Access	2,894,581	2,765,236	2,779,318	3,044,024	3,096,488	3,093,053
Community Engagement	1,532,330	1,727,054	1,915,124	2,011,836	2,205,102	2,288,542
Facilities	2,312,422	2,381,492	2,589,266	2,491,738	2,719,640	2,700,239
Public Service	7,204,846	7,909,932	7,364,831	7,980,696	8,273,995	8,189,516
Total	18,387,304	19,081,904	18,919,965	19,779,825	20,613,069	20,613,069

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(1,424,912)	(1,331,460)	(1,348,996)	(1,331,460)	(1,376,248)	(1,389,148)
Charges For Services	(840,531)	(803,768)	(781,800)	(743,939)	(743,939)	(758,439)
Fine Forfeiture Asmt	(28,057)	(23,700)	(38,528)	(30,000)	(30,000)	(38,700)
Invest Other Contrib	(455,475)	(299,513)	(922,044)	(349,380)	(349,380)	(558,800)
Misc Revenue	(250)	-	(167)	(250)	(250)	(100)
Other Finance Source	(111)	(70,000)	-	(70,000)	-	(70,000)
Transfer In	(21,000)	(16,000)	(16,000)	(29,034)	(29,034)	(65,048)
Total	(2,770,337)	(2,544,441)	(3,107,534)	(2,554,063)	(2,528,851)	(2,880,235)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	10,041,372	10,911,602	10,583,852	11,232,332	11,744,486	11,803,444
Benefits	3,217,371	3,020,964	3,365,802	3,264,628	3,382,892	3,383,582
Supplies	952,308	817,220	1,084,507	884,103	918,360	1,054,372
Purchased Services	3,888,540	3,925,930	3,816,120	4,141,175	4,267,237	4,422,961
Debt Othr Financing	-	-	222,730	-	-	-
Inter Depart Charges	157,294	131,210	134,069	135,636	152,931	152,931
Transfer Out	2,900,756	2,819,419	2,820,419	2,676,014	2,676,014	2,676,014
Total	21,157,640	21,626,345	22,027,499	22,333,888	23,141,920	23,493,304



TO: Mayor Satya Rhodes-Conway
FROM: Greg Mickells, Library Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff, Library Board

Goals of Agency's Operating Budget

Our goals in 2024 will continue to build on programs and services established in the 2023 Operating Budget. Additional goals in 2024 will be established in conjunction with the work in progress for assessment of our operations.

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Madison, WI 53703

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608.266.4338 fax

Formalizing a framework from our Strategic Planning completed in 2023 will help guide our work in 2024 with a strong focus on equity and diversity. The completion of an Operational Assessment in early 2024 will lead to the start of establishing a sustainable operational model to improve efficiencies through an overall review of operations. This assessment will include elements of our 2023 work plan including the West Side Plan; continued work on refining our Results Madison framework; continued evaluation of collections with a special focus on world languages, diversity, and equity; and an examination of the work accomplished in 2023 on improvements to onboarding, and basic training checklists. Additional elements to be included in 2024 will be a review of an existing technology report and development of a Technology Plan for our entire system, working in conjunction with City Information Technology; begin a complete Facilities Plan that will contain preventive work schedules, replacement schedules, and future building needs including potential future building projects based on the studies and operational assessment.

Our work focusing on all staff self-care and improved work environment will continue in 2024. As well as our continued support to our BIPOC, Pride, and Caregiver groups.

Our community engagement work will continue by maintaining our partnerships and collaboration with community agencies and other City Departments. The Dream Bus will continue to reach the areas of the City most in need of this service, and to utilize its mobility to support various City events. Engagement activities will keep a community focus in our collaborative work. Our current work with City IT on digital inclusion for example, and our youth programming and services with a focus on literacy.

All the objectives reflecting these goals will be part of the 2024 Work Plan with metrics outlined in the deliverables of the plan. It will also reflect the results of our Operational Assessment to create benchmarks based on our staffing, facilities, and funding capacities.

99% Budget for General, Library, Fleet fund agencies

Madison Public Library will keep all options on the table in 2024 to achieve our 99% expenditure goal. We anticipate that we will have some contributions from salary savings, and other areas where we do have some flexibility in programs, programming supplies, and professional development.

Beyond 2024 will be a major consideration in our Operational Assessment work in 2024. We will be looking for efficiencies in every part of our operations, including staffing models, programming capacity, review of procedural work, and evaluation of current practices. An additional key focus for this work will be gaining input from the community so we can prioritize better with our existing resources and funding.

In 2024 and beyond we will continue to pursue alternative funding to support enhancements and help supplement our budgeted capacity through grants and private fundraising by the Madison Public Library Foundation.

Reallocations and Other Changes

Library has presented a balanced budget request with several changes from the Cost to Continue budget. The most notable changes include:

- Use of \$70,000 of Library Fund Balance to maintain keeping the Monroe Street Library open five days per week, by supplementing the C2C budgeted three days per week.
- Increase of \$155,309 in donations and contributions and corresponding increases to various supplies and purchased services. In the past few years Library has been very conservative with anticipated donations and contributions, and has exceeded the adopted budget by mid-year.
- Increase of \$36,014 for anticipated IMLS grant funds in 2024.
- Some of the smaller changes are reallocations across Library Services to align budget with actual spending over the past few years.

Keeping the Monroe St. Library open for five days addresses an equity need, in particular its support to the many older adults that walk to this library. Increase of our Foundation support and from many individual donors allow us to supplement our operating budget to address social issues and target underserved populations with our programs and services. The IMLS grant funding is for support of the development of an app to assist with evaluation of youth programming. The prototype was demonstrated at the recent ALA National Conference and received excellent feedback.

Optional Supplemental Request

None.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	50 - LIBRARY

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1200 - LIBRARY	\$20,604,069	\$20,604,069	\$0
505 - ADMIN & MARKETING	\$4,317,844	\$4,341,719	\$23,875
41 - GENERAL REVENUES	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$15,000	-\$14,000	\$1,000
46 - INVEST OTHER CONTRIB	-\$8,000	-\$16,200	-\$8,200
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$20,334	-\$56,348	-\$36,014
51 - SALARIES	\$1,132,812	\$1,159,442	\$26,630
52 - BENEFITS	\$330,683	\$331,123	\$440
53 - SUPPLIES	\$30,220	\$42,293	\$12,073
54 - PURCHASED SERVICES	\$73,198	\$101,144	\$27,946
57 - INTER DEPART CHARGES	\$126,951	\$126,951	\$0
59 - TRANSFER OUT	\$2,667,314	\$2,667,314	\$0
503 - COL RES & ACCESS	\$3,096,488	\$3,093,053	-\$3,434
41 - GENERAL REVENUES	\$0	\$0	\$0
42 - INTERGOV REVENUES	-\$1,370,048	-\$1,370,048	\$0
43 - CHARGES FOR SERVICES	-\$523,291	-\$523,291	\$0
45 - FINE FORFEITURE ASMT	-\$30,000	-\$38,700	-\$8,700
46 - INVEST OTHER CONTRIB	-\$98,550	-\$135,000	-\$36,450
47 - MISC REVENUE	-\$250	-\$100	\$150
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$8,700	-\$8,700	\$0
51 - SALARIES	\$1,567,138	\$1,570,832	\$3,694
52 - BENEFITS	\$492,043	\$492,043	\$0
53 - SUPPLIES	\$467,849	\$508,320	\$40,471
54 - PURCHASED SERVICES	\$2,600,296	\$2,597,697	-\$2,599
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
502 - COMMUNITY ENGAGEMEN	\$2,205,102	\$2,288,542	\$83,440
41 - GENERAL REVENUES	\$0	\$0	\$0
42 - INTERGOV REVENUES	-\$6,200	-\$4,100	\$2,100
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	-\$181,003	-\$299,862	-\$118,859
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,554,171	\$1,574,216	\$20,045
52 - BENEFITS	\$519,878	\$520,128	\$250
53 - SUPPLIES	\$113,234	\$172,170	\$58,936
54 - PURCHASED SERVICES	\$205,021	\$325,989	\$120,968
504 - FACILITIES	\$2,719,640	\$2,700,239	-\$19,401
41 - GENERAL REVENUES	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$15,500	-\$31,000	-\$15,500
46 - INVEST OTHER CONTRIB	\$0	-\$50,000	-\$50,000
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$975,310	\$975,310	\$0
52 - BENEFITS	\$284,892	\$284,892	\$0
53 - SUPPLIES	\$134,613	\$160,424	\$25,811
54 - PURCHASED SERVICES	\$1,314,345	\$1,334,633	\$20,288
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$25,981	\$25,981	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
501 - PUBLIC SERVICE	\$8,264,995	\$8,180,516	-\$84,479
41 - GENERAL REVENUES	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	-\$15,000	-\$15,000
43 - CHARGES FOR SERVICES	-\$190,148	-\$190,148	\$0
46 - INVEST OTHER CONTRIB	-\$61,827	-\$57,738	\$4,089
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	-\$70,000	-\$70,000
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$6,515,054	\$6,523,643	\$8,589
52 - BENEFITS	\$1,755,395	\$1,755,395	\$0
53 - SUPPLIES	\$172,444	\$171,165	-\$1,279
54 - PURCHASED SERVICES	\$74,077	\$63,198	-\$10,879
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1500 - PERMANENT	\$0	\$0	\$0
000 - UNDEFINED	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	-\$9,000	-\$9,000	\$0
54 - PURCHASED SERVICES	\$300	\$300	\$0
59 - TRANSFER OUT	\$8,700	\$8,700	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Admin & Marketing
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1200 - LIBRARY	49 - TRANSFER IN	36,014	IMLS grant funds.
1200 - LIBRARY	51 - SALARIES	20,870	IMLS grant funds for remaining funded position in 2024.
1200 - LIBRARY	51 - SALARIES	5,760	AASPIRE interns funded by MPLF.
1200 - LIBRARY	53 - SUPPLIES	8,900	Hardware supplies, representing Library IT intended ask from MPLF.
1200 - LIBRARY	53 - SUPPLIES	1,508	IMLS grant funds.
1200 - LIBRARY	53 - SUPPLIES	1,665	Software Licenses & Supplies increase based on 2023 mid-year projection.
1200 - LIBRARY	54 - PURCHASED SERVICES	1,700	Based on 2023 mid-year projection.
1200 - LIBRARY	54 - PURCHASED SERVICES	11,000	IMLS grant funds.
1200 - LIBRARY	54 - PURCHASED SERVICES	15,246	Marketing expense restoration, somehow in 2023 it was only \$8,000.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The majority of our changes are either minor adjustments or are related to an IMLS grant that Library received to create an observational assessment app for our programs. The other notable change is an increase to our marketing expense budget, which is a restoration from previous years. This is an important increase, as purchasing ads and other marketing materials is critical in reaching all residents to promote our resources and services.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The Marketing Team at Library creates a yearly marketing plan that is in alignment with Library's equity goals, specifically seeking new ways to reach communities of color and communities for which English is not their primary language.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Position 419 natural progression from Accountant 2 to Accountant 3 effective 6/11/23.

Position 4528 natural progression from Account Tech 1 to Account Tech 2 effective 6/25/23.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Collection Resources & Access
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	-40,950	Increasing anticipated donations based on previous five years. During COVID MPL estimated very conservatively, and has exceeded anticipated donations by mid-year.
1200 - LIBRARY	46 – INVEST OTHER CONTRIB	4,500	Previously unsolicited donations made directly to MPL were still listed in the levy/earned revenue funds. This is transferring the unsolicited donations to the private funds sub fund.
1200 - LIBRARY	53 - SUPPLIES	40,950	Increasing anticipated donations in support of Library Collections Materials.
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The proposed change moves unsolicited donations paid directly to MPL from the levy/earned revenue sub fund to the private funds sub fund. MPL also has increased the anticipated donation funds to more closely align with what we have realized in the past few years.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

MPL has been contracting for collections diversity audits the past few years and will continue to do so going forward to ensure the collections materials span a wide variety of ethnicity and languages for our patrons.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Community Engagement
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	-118,859	Increasing anticipated donations based on previous five years. During COVID MPL estimated very conservatively, and has exceeded anticipated donations by mid-year.
1200 - LIBRARY	51 - SALARIES	20,045	Removing salary savings for partial positions funded by a grant in 2022 – 2023 \$16,795. Increasing for MPLF funded Dream Bus summer intern \$3,250.
1200 - LIBRARY	53 - SUPPLIES	15,000	Hardware supplies, representing Library IT intended ask from MPLF.
1200 - LIBRARY	53 - SUPPLIES	42,440	Program Supplies, representing increased anticipated donations from MPLF and a shift of levy funds to Program Services.
1200 - LIBRARY	53 - SUPPLIES	1,496	Various small increases to supplies based upon 2023 mid-year projection.
1200 - LIBRARY	54 - PURCHASED SERVICES	-1,377	Shifting mileage budget to services 503 and 504.
1200 - LIBRARY	54 - PURCHASED SERVICES	-520	Removing Music & Memory in 2024, shifting some to Col Res & Access for Amazon accounts.
1200 - LIBRARY	54 - PURCHASED SERVICES	2,400	Expanded Home Delivery services funded by MPLF.
1200 - LIBRARY	54 - PURCHASED SERVICES	121,691	Increasing Program Services for anticipated donations and shift of levy funds from Program Supplies.
1200 - LIBRARY	54 - PURCHASED SERVICES	-1,226	Various small decreases to purchased services based upon 2023 mid-year projection.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Reallocating some levy funds from Program Supplies to Program Services aligns with actual spending and allows MPL to pay partnering performers and artists a realistic stipend.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The programs receiving additional funding from the Madison Public Library Foundation include many programs created to support both residents and artists/teachers/presenters of color, such as Library Takeover, Making Justice, and Home Delivery Services.

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Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Facilities
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1200 - LIBRARY	43 - CHARGES FOR SERVICES	-15,500	Increasing Catering Concessions and Facility Rental with Central open for events.
1200 - LIBRARY	46 - INVEST OTHER CONTRIB	-50,000	Increasing for final Rosen-Weston funds for Lakeview improvements.
1200 - LIBRARY	53 - SUPPLIES	29,244	Increasing for final Rosen-Weston funds for Lakeview improvements.
1200 - LIBRARY	53 - SUPPLIES	-3,433	Various small decreases to purchased services based upon 2023 mid-year projection.
1200 - LIBRARY	54 - PURCHASED SERVICES	20,288	Increasing for final Rosen-Weston funds for Lakeview improvements.
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The proposed changes align the catering concessions and facility rental with actuals now that private rental events have resumed in full at Central Library.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Library Events staff are currently working to revise the catering process and policies to provide more access for culturally diverse caterers and reduce barriers.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Reclasses for position numbers 3802 and 4183 (Library Technology positions) were approved in May of 2023 to better align the positions with IT department position descriptions and pay scales. While these reclasses have already been approved, they were done after the 2023 salary snapshot was taken by Finance, so it is just being noted here, as well.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	LIBRARY
Enter your Service:	Public Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> 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 Services focuses on direct provision of reference and research assistance, reader's advisory, literacy support, technology training, referral to social services and community organizations, and participatory learning and creation. The goal of the service is to provide individualized library services to meet patrons' needs.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> • Reference and User Services: Provide reference services, reader's advisory services, referral to social services and community organizations, and program planning for adults. • Circulation: Check materials in and out, help customers with library cards and problem items, and handle other library material procedures. • Neighborhood Library Management: Supervise nine Library locations 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level . Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level.

- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1200 - LIBRARY	42 - INTERGOV REVENUES	-15,000	Adding anticipated 2024 E-rate rebate, administered by SCLS.
1200 - LIBRARY	48 - OTHER FINANCE SOURCE	-70,000	Funding to keep Monroe Street Branch open two additional days, for a total of five days open.
1200 - LIBRARY	54 - PURCHASED SERVICES	-6,200	Reduction for canceling Gordon Flesch services, replaced with Corporate Business Systems at a lessor price. Some locations had both Gordon Flesch and CBS services in 2023.
1200 - LIBRARY	54 - PURCHASED SERVICES	-3,320	Program Services C2C increase was added to Pulic Service 501, moved to Community Engagement 502.
1200 - LIBRARY	54 - PURCHASED SERVICES	-1,359	Reduction in cellular telephone due to creation of MPL policy of who should have an MPL cell phone.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The change which impacts current service levels is the Fund Balance funding for Monroe Street Library. Without this funding the branch would only be open three days per week.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

While this change is not specifically outlined in the 2023-2024 Department Equity Action Plan, the loss of service hours that would result from not keeping the location open for its current five days per week could become a future equity issue Library will need to consider.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their

request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Mayor

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	1,070,876	1,142,239	1,162,542	1,259,001	1,429,687	1,429,687
Other Grants	-	-	53,916	-	-	-
Total	1,070,876	1,142,239	1,216,458	1,259,001	1,429,687	1,429,687

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Mayor	937,574	975,905	1,001,592	1,088,519	1,147,956	1,147,956
Sustainability	133,302	166,334	214,866	170,481	281,731	281,731
Total	1,070,876	1,142,239	1,216,458	1,259,001	1,429,687	1,429,687

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(90)	-	-	-	-	-
Total	(90)	-	-	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	1,134,537	1,137,518	1,172,643	1,204,858	1,379,807	1,379,807
Benefits	286,165	281,400	294,872	313,796	342,896	342,896
Supplies	5,561	14,322	6,423	8,818	8,818	8,818
Purchased Services	44,308	77,074	56,847	75,892	75,892	75,892
Inter Depart Charges	3,123	3,123	2,956	30,038	3,163	3,163
Inter Depart Billing	(402,727)	(371,198)	(371,198)	(374,402)	(380,890)	(380,890)
Transfer Out	-	-	53,916	-	-	-
Total	1,070,966	1,142,239	1,216,458	1,259,001	1,429,687	1,429,687

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	19 - MAYOR

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$1,429,687	\$1,429,687	\$0
191 - MAYOR	\$1,147,956	\$1,147,956	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,155,005	\$1,155,005	\$0
52 - BENEFITS	\$296,373	\$296,373	\$0
53 - SUPPLIES	\$8,818	\$8,818	\$0
54 - PURCHASED SERVICES	\$65,486	\$65,486	\$0
57 - INTER DEPART CHARGES	\$3,163	\$3,163	\$0
58 - INTER DEPART BILLING	-\$380,890	-\$380,890	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
193 - SUSTAINABILITY	\$281,731	\$281,731	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
51 - SALARIES	\$224,802	\$224,802	\$0
52 - BENEFITS	\$46,523	\$46,523	\$0
54 - PURCHASED SERVICES	\$10,406	\$10,406	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	MAYOR
Enter your Service:	Mayor
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

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- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

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of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

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Part 1. Identifying Information	
Select your Agency:	MAYOR
Enter your Service:	Sustainability
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
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Click or tap here to enter text.

Metro Transit

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Metro Transit	56,320,261	63,875,096	57,618,835	68,023,312	71,507,129	73,172,071
Total	56,320,261	63,875,096	57,618,835	68,023,312	71,507,129	73,172,071

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Fixed Route	52,937,670	59,117,759	53,668,524	63,411,737	66,917,634	67,832,577
Paratransit	3,382,591	4,757,337	3,950,311	4,611,576	4,589,495	5,339,495
Total	56,320,261	63,875,096	57,618,835	68,023,312	71,507,129	73,172,071

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General Revenues	(6,902,604)	(6,000,000)	(6,868,624)	(6,833,578)	(6,833,578)	(6,833,578)
Intergov Revenues	(31,020,055)	(31,302,945)	(30,424,360)	(47,823,314)	(39,316,795)	(40,282,223)
Charges For Services	(9,462,864)	(12,045,587)	(10,256,328)	(10,716,334)	(10,716,334)	(10,656,461)
Misc Revenue	(51,888)	(200,000)	(114,203)	(640,422)	(640,422)	(640,422)
Other Finance Source	(5,800)	(5,200,000)	(828,757)	-	-	-
Transfer In	(8,877,050)	(9,126,564)	(9,126,564)	(2,009,664)	(14,000,000)	(14,759,387)
Total	(56,320,261)	(63,875,096)	(57,618,835)	(68,023,312)	(71,507,129)	(73,172,071)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	28,389,786	31,490,209	30,830,017	34,334,325	36,734,842	37,003,182
Benefits	11,967,777	12,274,011	12,319,797	13,161,362	13,660,642	13,660,642
Supplies	4,151,740	4,817,183	4,526,616	5,864,000	5,864,000	6,472,571
Purchased Services	5,981,196	8,693,678	6,583,846	7,810,000	7,875,730	9,101,294
Debt Othr Financing	3,740,521	360,025	738,651	359,910	359,910	359,910
Inter Depart Charges	2,089,240	2,416,917	2,347,019	2,668,190	3,186,480	2,748,948
Transfer Out	-	3,823,073	272,890	3,825,525	3,825,525	3,825,525
Total	56,320,261	63,875,096	57,618,835	68,023,312	71,507,129	73,172,071

TO: Dave Schmiedicke, Finance Director
FROM: Justin Stuehrenberg, Metro General Manager
DATE: July 21, 2023
SUBJECT: 2024 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. With the recent increases in revenue available to our partner communities, we have received several requests for additional service that this budget seeks to honor. Further, this will be the first budget with the introduction of our BRT system as well as having a second fully operational facility.

Major Changes in the 2024 Operating Request

Metro has a need to expand staffing in order to fully operationalize the new Hanson Road facility, expected to come online in mid-2024. Further, demands for more service from our partners require additional driver staff, supervisory staff, support staff, and marketing staff to ensure those service rollouts are successful.

Additional positions proposed here are fully funded by new or enhanced revenue source and do not require an increase in City subsidy as compared to previous projections.

First, with the operationalizing of the Hanson Rd facility, we have a need for additional maintenance and operations staff to ensure a smooth operation of that facility. This includes a total of 18 positions. Metro's federal grants are eligible to fund certain preventative maintenance activities to repair and inspect the fleet, which would fund some of these, while others would be funded by a reduced overtime need, and still more would be funded by the increase in service to partner communities. These positions include:

- *(5x) Transit Service Workers and (1x) Transit Bus Cleaner:* Necessary to conduct cleaning, fueling, charging, and farebox servicing of the buses stationed at Hanson Rd.
- *(1x) Transit Utility Worker and (1x) Transit Custodian:* Necessary to clean and maintain the facilities at Hanson Rd.
- *(2x) Transit Maintenance Supervisors:* Necessary to provide direction and oversight to the maintenance activities at Hanson Rd.
- *(3x) C Mechanic:* Necessary to provide inspections for the new fleet at Hanson Rd.
- *(1x) Garage Dispatcher:* Necessary to ensure that buses are properly staged for servicing, charging, and pullout.
- *(3x) Operations Desk Supervisors:* Necessary to conduct driver check in, run assignment, and filling call-offs from drivers at Hanson Rd. This could be a regular Operations Supervisor, or a more junior supervisor position could be created without the road supervision component.
- *(1x) Parts Specialist:* Necessary to staff the parts distribution and management at Hanson Rd.

Second, with the planned increases in partner service, Metro has a need to add driver and other support positions to provide that service. These would be 10 positions, fully funded by an increase in revenue from partners, including:

- *(up to 8x) 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.
- *(2x) Marketing Specialist:* Necessary to message the service increases to the public with the goal of increasing ridership.
- *(1x) HR Coordinator:* Metro has been struggling to keep up with hiring based on our current authorized staffing levels. With additional positions, more support is needed.

There are also a few personnel gaps that Metro has identified which need to be filled, and one vacant position that is no longer necessary and can be eliminated, for a total net increase of 3 positions. These include:

- *(1x) Safety & Training Manager:* New position to provide leadership, guidance, and additional capacity to two existing positions – the Safety Coordinator and the Training Coordinator. This is critical as we ramp up our training needs as well as a renewed focus on safety across the entire region. This is an eligible expense under our federal grants.
- *(1x) Accountant 2/3:* This position would have primary responsibility for the Metro Audit and financial reporting. It's possible that this position would also take on more responsibility for the DBE program. This is funded by an increase in the amount of State subsidy.
- *(1x) Vehicle & Charging Engineer:* With the shift to electric vehicles and the addition of advanced charging systems, Metro has a need for a dedicated project manager to troubleshoot equipment, develop specifications, run RFP's, and otherwise be a technical resource for the maintenance unit. This would be funded from transfers from capital projects.
- *(0.5x) Traffic Engineer:* This would be a shared position with Traffic Engineering, with the Metro responsibility encompassing monitoring and maintaining the Traffic Signal Priority system. The intent is to ensure the buses are moving as quickly as possible to reduce costs and improve service. This would be funded from transfers from capital projects.
- *(-0.5x) Part Time Call Center Rep:* Removing this position that is currently unfilled.

Finally, Metro anticipates an additional \$535,000 in new non-personnel expenses, over and above the cost to continue. These include:

- \$50,000 in additional parts for vehicle servicing related to the increase in miles
- A reduction of \$100,000 in diesel fuel due to the switch to electric
- \$225,000 in electricity and other utility costs related to the switch to electric buses, additional miles served, and Hanson Rd facility needs
- \$110,000 for events and systems to establish and promote an improved safety culture
- \$250,000 for additional paratransit trips to newly served areas of the Madison region

These positions and new costs would be funded by the following savings or new revenues, totaling \$3.5 million:

- *Increase in partner revenues (+\$1,800,000):* Partners have committed to several significant increases in service.
- *New State subsidies (+\$530,000):* This is comprised of \$350,000 increase in the baseline state subsidy recently passed in the state budget, plus \$180,000 in subsidies that were previously passed along to partners that are now available for use in Madison.

- *Federally funded preventative maintenance (+\$570,000)*: Many of the new positions would be eligible to be funded, by up to an 80% share, in Metro's existing federal grants.
- *Reduction in overtime expenses (+\$400,000)*: Many of the new positions would offset overtime costs currently being incurred by other staff to ensure that the work is being done.
- *Capital project billing (+\$135,000)*: A few positions will primarily be working on capital projects and are eligible to pull in capital funding to offset those costs.
- *Reduction in advertising revenue (-\$50,000)*: This is related to a change in strategy for BRT vehicles to not do full advertising wraps.

In total, these new savings and revenues exceed new expenditures by \$250,000.

[Enterprise Agencies](#)

No changes to user fares are proposed, and City subsidies are in line with projections from previous years. The changes proposed here will be funded by Federal grants, Capital project funds, additional revenue from Partners, and a reduction in overtime needs.

Thank you for your consideration and I look forward to further discussion.



Justin Stuehrenberg
General Manager, Metro Transit

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	85 - METRO TRANSIT

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2150 - METRO TRANSIT	\$0	\$0	\$0
851 - FIXED ROUTE	\$2,652,227	\$0	-\$2,652,227
41 - GENERAL REVENUES	-\$6,833,578	-\$6,833,578	\$0
42 - INTERGOV REVENUES	-\$39,316,795	-\$40,282,223	-\$965,428
43 - CHARGES FOR SERVICES	-\$9,875,193	-\$9,815,320	\$59,873
44 - LICENSES AND PERMITS	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$640,422	-\$640,422	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$7,599,419	-\$10,261,034	-\$2,661,615
51 - SALARIES	\$36,351,988	\$36,620,328	\$268,340
52 - BENEFITS	\$13,503,239	\$13,503,239	\$0
53 - SUPPLIES	\$5,823,237	\$6,431,808	\$608,571
54 - PURCHASED SERVICES	\$3,950,669	\$4,426,233	\$475,564
56 - DEBT OTHR FINANCING	\$359,910	\$359,910	\$0
57 - INTER DEPART CHARGES	\$3,103,066	\$2,665,534	-\$437,532
59 - TRANSFER OUT	\$3,825,525	\$3,825,525	\$0
852 - PARATRANSIT	-\$2,652,227	\$0	\$2,652,227
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$841,141	-\$841,141	\$0
44 - LICENSES AND PERMITS	\$0	\$0	\$0
49 - TRANSFER IN	-\$6,400,581	-\$4,498,354	\$1,902,227
51 - SALARIES	\$382,854	\$382,854	\$0
52 - BENEFITS	\$157,403	\$157,403	\$0
53 - SUPPLIES	\$40,763	\$40,763	\$0
54 - PURCHASED SERVICES	\$3,925,061	\$4,675,061	\$750,000
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$83,414	\$83,414	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

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Part 1. Identifying Information	
Select your Agency:	METRO TRANSIT
Enter your Service:	Fixed Route Service
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
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Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2150 - METRO TRANSIT	42 - INTERGOV REVENUES	-\$965,428	Additional funding from state after a 2% increase in the biennial budget, and additional funding from local partners who will be increasing hours.
2150 - METRO TRANSIT	43 - CHARGES FOR SERVICES	\$59,873	This assumes a slight decrease in revenue for advertising, as well as fewer youth passes sold, since Metro will be only serving the 4 MMSD high schools next year.
2150 - METRO TRANSIT	49 - TRANSFER IN	-2,661,615	This is a technical change and moving funds that were allocated to be transferred in to the paratransit service, which should go to fixed route service instead.
2150 - METRO TRANSIT	51 - SALARIES	\$268,340	Salaries are set to increase \$268,340 after taking salaries savings into account, and proposing 32.5 new FTE.
2150 - METRO TRANSIT	53 - SUPPLIES	\$608,571	The increase in supplies is a technical correction to parts, along with an increase in parts for buses of \$150,000. There are also smaller increases in tires, lubricants and work supplies as a result of going back to 100% service hours and working on implementing BRT.
2150 - METRO TRANSIT	54 - PURCHASED SERVICES	\$475,564	Purchased services will see an increase in electricity, which offsets some decrease in less diesel fuel, due to the implementation of additional electric buses. There are additional electric & natural gas costs for the Hanson Road facility being fully operational by the end of the year. There is a technical correction in facility rental, which is based on the lease on the Metro Administration Office at 1245 East Washington Avenue. There is a \$20,000 increase in communication maintenance, which is the contract increase in our current software systems, which will be switching in 2025. Printing services sees a small increase due to anticipated costs for marking materials for the BRT service preparation. The final increase is for conferences/training, as all Metro staff will be needing training either on the new electric buses, and/or the new fare collection and communication systems during 2024.
2150 - METRO TRANSIT	57 - INTER DEPART CHARGES	-\$437,532	In ID charges from other agencies, there is a technical correction to the charge from Traffic Engineering. The larger change is a reduction to IT of just over \$350,000, as much of their work on Metro projects should be billed to the capital projects as grant related, and not going to operating budget.
Select	Select	Enter \$.	Click or tap here to enter text.

Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>All of our proposed changes are required so that Metro can continue to move forward, completing projects that will help achieve additional operational efficiencies, while utilizing new technologies to benefit both Metro staff and riders. These additions and changes are in preparation for BRT service and making sure the Hanson Road facility can be fully operational in the second half of 2024, with staffing, equipment and service ready for additional buses and service to the community at large.</p>			
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Metro’s proposed changes continue to focus on bringing more direct and expedient service to the community and riders who need it most. By ensuring the Hanson Road facility is fully staffed and operational for BRT, it creates an additional hub for service, and is another step closer to enhancing BRT service to the North and South, and some of the riders who have the greatest need for Metro service.</p>			

<h3>Part 3. Supplemental Requests</h3>
<p>Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. If you are not submitting a supplemental request, skip this section.</p>
<p>Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?</p> <p>Click or tap here to enter text.</p>
<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Personnel: \$Click or tap here to enter text. • Non-Personnel: \$Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Transit Service Worker – Range 41/3 – Add 5 FTE
Transit Utility Worker – Range 41/6 – Add 1 FTE
Transit Custodian – Range 41/3 – Add 1 FTE
Transit Bus Cleaner – Range 41/2 – Add 1 FTE
Transit Parts Specialist – Range 42/10 – Add 1 FTE
Transit Garage Dispatcher – Range 41/5 – Add 1 FTE
Transit Maintenance Supervisor – Range 44/8 – Add 2 FTE
Transit Class C Mechanic – Range 41/9 – Add 3 FTE

Transit Operator – Range 41/5A – Add 8 FTE
Transit Marketing Specialist – Range 44/10 – Add 2 FTE
Traffic Engineer – Range 18/12 – Add .5 (Add 1 FTE, but share a half with TE, who holds the classification)
Transit HR Coordinator – Range 44/6 – Add 1 FTE
Transit Accountant 2/3 – Range 44/10 – Add 1 FTE
Transit Graphics Tech – Range 42/11 – Add .5 FTE
Transit Customer Service Rep (PT) – Range 42/7 – Remove .5 FTE currently vacant

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Transit Operations Desk Supervisor – Proposed Range 44/5 – Add 3 FTE
Transit Safety & Training Manager – Proposed Range 44/12 – Add 1 FTE
Transit Vehicle & Charging Engineer – Proposed Range 44/12 – Add 1 FTE

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The proposed increase in personnel is in direct response to Metro’s service growing and needing additional staff, in all facets, to continue to serve Madison and surrounding communities. Metro service was restored to 2019 levels in mid-June 2023, and is expected to continue to grow due to the needs of the community and service partners. All of the proposed staff are in response to those needs, and will ensure Metro can continue to provide a beneficial service to more riders.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Metro’s proposed personnel additions are in relation to additional needs in the community. As many as 8 additional operators are requested, as a direct response to adding service and reaching as many people in the community, including riders who are more economically disadvantaged and rely more heavily on Metro service. The addition of electric buses, and the need for staff to maintain those buses, will also help the community as a whole with lower emissions and provide a greater environmental impact overall.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	METRO TRANSIT
Enter your Service:	Paratransit
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2150 - METRO TRANSIT	49 - TRANSFER IN	\$1,902,227	A reduction in transfer in from the GF, which was allocated instead to fixed route service
2150 - METRO TRANSIT	54 - PURCHASED SERVICES	\$750,000	Paratransit utilizes third party contractors to provide the service within the City of Madison and partner municipalities. New contracts were recently completed after an RFP, with increased rates from previous years due to inflation, including higher fuel, staffing, & vehicle costs. Additional costs are anticipated with an increase in paratransit rides, which are still rebounding from pre-COVID, as well as adding all day service to Sun Prairie, which automatically adds paratransit service to that area.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Our proposed change in costs is to maintain current service with the anticipation of additional service requested. Metro must provide this service to all areas where we currently have all day fixed route service, as required under federal law.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This service and the proposed change makes sure that we plan ahead to be able to provide essential transportation to those individuals in the community who qualify as elderly or disabled. This group of riders have the highest need, in not being able to utilize fixed route bus service and rely on this service to get to crucial appointments, retail stops, jobs and other community resources.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

No – No allocation changes

Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Monona Terrace Comm Conv Ctr

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Convention Center	10,097,373	13,311,155	13,126,179	13,913,314	14,475,440	14,451,002
Total	10,097,373	13,311,155	13,126,179	13,913,314	14,475,440	14,451,002

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Community Convention Center	10,097,373	13,311,155	13,126,179	13,913,314	14,475,440	14,451,002
Total	10,097,373	13,311,155	13,126,179	13,913,314	14,475,440	14,451,002

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(2,748,797)	(8,918,600)	(8,360,762)	(8,734,200)	(8,734,200)	(9,022,625)
Invest Other Contrib	(0)	(23,700)	(1)	(23,700)	(23,700)	(23,700)
Misc Revenue	(158,371)	(139,800)	(110,772)	(139,800)	(139,800)	(139,800)
Other Finance Source	-	(266,955)	(504,072)	(189,889)	(752,015)	(439,152)
Transfer In	(7,190,205)	(3,962,100)	(4,150,573)	(4,825,725)	(4,825,725)	(4,825,725)
Total	(10,097,373)	(13,311,155)	(13,126,179)	(13,913,314)	(14,475,440)	(14,451,002)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	3,072,680	3,848,975	4,125,161	4,263,970	4,750,940	4,763,683
Benefits	1,112,865	1,329,464	1,280,810	1,399,216	1,435,600	1,435,600
Supplies	333,834	418,019	811,912	449,059	449,059	436,129
Purchased Services	2,337,606	6,838,349	6,041,546	6,911,599	6,945,799	6,921,569
Debt Othr Financing	2,389,532	-	59,804	-	-	-
Inter Depart Charges	512,655	485,322	468,746	494,328	498,901	498,880
Transfer Out	338,200	391,026	338,200	395,141	395,141	395,141
Total	10,097,373	13,311,155	13,126,179	13,913,314	14,475,440	14,451,002

TO: Mayor Satya Rhodes-Conway
FROM: Connie Thompson, Executive Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Operating budget requests should be informed by agency work plans and enable your agency to complete its core activities. What are the key goals of your agency's work plan and how will your budget request support your work plan? How do you use data and indicators to determine whether your agency is meeting its goals?

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.

Monona Terrace creates monthly financial reports to assess our progress in meeting goals, attempting to stay within budgetary amounts, and providing updates to our managers and the Monona Terrace Board of Directors.

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**

Enterprise Agencies

Describe any changes in revenue projections for 2024 compared to your 2023 adopted budget. Are you anticipating any major changes to services based on revenues?

Our 2024 Building revenue is currently forecast to be \$4,186,125, an increase of \$288,425 from the 2023 adopted revenue budget of \$3,897,700. This is significant, as Monona Terrace is also scheduled to be closed for more than 3 weeks in January 2024 for our 10-year renovations.

Monona Terrace's 2024 Operating Expense request is currently \$537,689 higher than the adopted 2023 Operating budget. This is primarily due to a significant increase in permanent salaries (due to open positions planned on being filled in 2024, and several wage increases), and a nearly \$82,000 increase in Benefits.

If you are projecting revenue shortfalls, what expenditure reductions are you proposing to meet available revenues?

As directed by the City Finance Department, our Room Tax request is currently at the same level as our 2023 Adopted Budget - \$4,825,725. This results in a deficit of \$439,152, which is currently in our “Fund Balance Applied” account. This is primarily due to the increase in permanent salaries and benefits, as our staff have kept their requests for 2024 Purchased Supplies and Purchased Services very close to our 2023 adopted budget.

Reallocations and Other Changes (if applicable)

Agencies are given flexibility to propose net neutral reallocations to their Cost to Continue budget. Reallocations can be proposed to align budget to actuals, reflect changes in activities, or test innovative approaches to service delivery.

Changes of \$10,000 or more at the Major – Service level must be explained in your Service-level proposal form. For this memo, provide a brief summary of your proposed reallocations or any other significant changes to your Services. Explain why the changes are needed in 2024 and if the reallocations align with your Department Equity Action Plan or other equity goals.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	80 - MONONA
	TERRACE COMM
Segment 3	CONV CTR

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2140 - CONVENTION CENTER	\$0	\$0	\$0
801 - COMMUNITY			
CONVENTION CENTER	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$8,734,200	-\$9,022,625	-\$288,425
46 - INVEST OTHER CONTRIB	-\$23,700	-\$23,700	\$0
47 - MISC REVENUE	-\$139,800	-\$139,800	\$0
48 - OTHER FINANCE SOURCE	-\$752,015	-\$439,152	\$312,863
49 - TRANSFER IN	-\$4,825,725	-\$4,825,725	\$0
51 - SALARIES	\$4,750,940	\$4,763,683	\$12,743
52 - BENEFITS	\$1,435,600	\$1,435,600	\$0
53 - SUPPLIES	\$449,059	\$436,129	-\$12,930
54 - PURCHASED SERVICES	\$6,945,799	\$6,921,569	-\$24,230
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$498,901	\$498,880	-\$21
59 - TRANSFER OUT	\$395,141	\$395,141	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	MONONA TERRACE COMM CONV CTR
Enter your Service:	Community Convention Center
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2140 - CONVENTION CENTER	53 - SUPPLIES	-12,930	Monona Terrace managers were asked to submit their 2024 requests, and Purchased Supplies came in lower than our 2023 adopted budget.
2140 - CONVENTION CENTER	51 - SALARIES	441,769	Wages increases, and several positions that were held open in 2023 are anticipated to be filled in 2024.
2140 - CONVENTION CENTER	52 - BENEFITS	81,585	Increase in benefits due to anticipated increases in WRS and health insurance premiums.
2140 - CONVENTION CENTER	51 - SALARIES	16,500	With increase in events, hourly wages were requested to increase a net amount of \$16,500. Additionally, a \$2.50/hour retention bonus was implemented in 2023, increase the net hourly wage.
2140 - CONVENTION CENTER	43 - CHARGES FOR SERVICES	286,425	Event revenue continues to recover, both on number of events, and average revenue per event. However, Monona Terrace is closed for more than 3 weeks in January for our 10-year building renovations.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

During the pandemic, several positions became vacant, and for salary savings we kept them open until our event levels recovered to the point they are needed again. With more events, and anticipated retirements, we plan to recruit and fill those positions in 2024.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Filling positions that have been vacant since 2020 will give Monona Terrace the opportunity to recruit and potentially hire a more diverse workforce.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Municipal Court

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	230,102	230,111	207,778	261,925	304,655	304,655
Total	230,102	230,111	207,778	261,925	304,655	304,655

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Court Services	230,102	230,111	207,778	261,925	304,655	304,655
Total	230,102	230,111	207,778	261,925	304,655	304,655

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(377,721)	(430,000)	(422,004)	(430,000)	(430,000)	(430,000)
Fine Forfeiture Asmt	5,934	-	9,702	6,500	11,500	11,500
Misc Revenue	897	-	130	-	-	-
Total	(370,890)	(430,000)	(412,172)	(423,500)	(418,500)	(418,500)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	368,764	373,935	376,923	391,021	424,533	424,533
Benefits	147,237	148,595	150,063	157,187	161,214	161,214
Supplies	23,720	23,000	23,148	23,000	30,000	30,000
Purchased Services	60,013	113,324	68,628	113,042	106,042	106,042
Inter Depart Charges	1,257	1,257	1,189	1,175	1,366	1,366
Total	600,991	660,111	619,950	685,425	723,155	723,155

TO: Mayor Satya Rhodes-Conway
FROM: Daniel P. Koval, Municipal Judge
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: *Deputy Mayors; Finance Director, 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.

99% Budget for General, Library, Fleet fund agencies

The court remains flexible in allowing court users to do business with the court without having to appear in person. This approach allows us to reduce courtroom security costs while maintaining a high level of satisfaction from court users. This reduction in costs allows the Municipal Court to realize its 99% budget target.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	20 - MUNICIPAL
Segment 3	COURT

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$304,655	\$304,655	\$0
201 - COURT SERVICES	\$304,655	\$304,655	\$0
43 - CHARGES FOR SERVICES	-\$430,000	-\$430,000	\$0
45 - FINE FORFEITURE ASMT	\$11,500	\$11,500	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$424,533	\$424,533	\$0
52 - BENEFITS	\$161,214	\$161,214	\$0
53 - SUPPLIES	\$30,000	\$30,000	\$0
54 - PURCHASED SERVICES	\$106,042	\$106,042	\$0
57 - INTER DEPART CHARGES	\$1,366	\$1,366	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	MUNICIPAL COURT
Enter your Service:	COURT SERVICES
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service adjudicates, processes and maintains cases involving traffic and non-traffic violations including parking, first offense Operating While Intoxicated, disorderly conduct, trespass, retail theft, battery, building and health code violations and juvenile violations.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Office Of Independent Monitor

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	39,941	461,884	52,550	473,168	505,061	505,061
Total	39,941	461,884	52,550	473,168	505,061	505,061

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Independent Monitor	39,941	461,884	52,550	473,168	505,061	505,061
Total	39,941	461,884	52,550	473,168	505,061	505,061

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Total	-	-	-	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	-	223,430	13,306	231,257	265,636	265,636
Benefits	-	54,854	1,603	57,645	55,040	55,040
Supplies	-	30,000	6,191	30,000	30,000	8,000
Purchased Services	39,941	153,600	30,780	153,600	153,600	175,600
Inter Depart Charges	-	-	669	666	786	786
Total	39,941	461,884	52,550	473,168	505,061	505,061

TO: Mayor Satya Rhodes-Conway
FROM: Robert Copley, Independent Police Monitor
DATE: July 27, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The key goals of my agency's work plan are to provide the City of Madison with an independent means of overseeing the actions of the Madison Police Department, investigating civilian complaints, reviewing police policies and procedures and their effects, evaluative reporting and auditing of MPD investigations, and responding to topics of public interest and from the Police Civilian Oversight Board. This request is for the continued budget anticipated by the City to fund the Office of the Independent Monitor at full employee capacity and workload. The funding of the Office will be needed to pay for many as-needed expenses that further the Office's goals. Examples include money for training, computer software, facilitation of meetings and community events. This includes anticipated funds for providing legal counsel to complainants before the Police and Fire Commission. I am not sure at this time how exactly the Office will use data and indicators to track its progress towards its goals in 2024. The reason for this is that the Office has not yet hired its Data Analyst 2 and such strategies will be established with the aid of that position.

99% Budget for General, Library, Fleet fund agencies

At this time, the Office is well under budget due to having not filled all of its positions. In 2024, all positions are anticipated to be filled and a true cost of peak operation can be assessed. However, I am already anticipating significant cost savings through the greatest extent of digitization as possible. As the Office is new, and has no hardcopy documents to digitize, its product and procedures can all be built and distributed digitally with minimal printing in mind. Coupled with the relatively small office size, I expect we may save significant funds by not requiring a business center copy machine and associated toner and maintenance expenses.

*Further, re-evaluation of past methods of using gift cards to encourage public engagement will be conducted. Prior to my hiring, I understand hundreds of gift cards were purchased ahead of anticipated public engagement opportunities to incentivize public attendance. I believe an identical incentive can be done but processed through a rebate process where-in the public participants are sent their gift cards *after* their attendance at an event. This allows for more precise stocking of gift cards and less wasted money in the gift cards expiring.*

Finally, as the Office's first years begin, close attention will be paid to what regular expenses are necessary to the core functions of the Office. Identifying these base minimum needs will allow for future budget trimming as well as reduced spending of the approved budget.

Reallocations and Other Changes (if applicable)

There are no proposed reallocations or any other significant changes to the Agency's Services.

Optional Supplemental Request (if applicable)

Not Applicable

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	33 - OFFICE OF
	INDEPENDENT
Segment 3	MONITOR

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$505,061	\$505,061	\$0
331 - INDEPENDENT MONITOR	\$505,061	\$505,061	\$0
51 - SALARIES	\$265,636	\$265,636	\$0
52 - BENEFITS	\$55,040	\$55,040	\$0
53 - SUPPLIES	\$30,000	\$8,000	-\$22,000
54 - PURCHASED SERVICES	\$153,600	\$175,600	\$22,000
57 - INTER DEPART CHARGES	\$786	\$786	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	OFFICE OF INDEPENDENT MONITOR
Enter your Service:	Independent Monitor
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	53 - SUPPLIES	-22000	Reallocated expenses now that the office is operational
1100 - GENERAL	54 - PURCHASED SERVICES	22000	Reallocated expenses now that the office is operational
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

This is a technical change. There is no impact to activities or service levels.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This is a technical change. There is no impact to activities or service levels.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.

<ul style="list-style-type: none"> • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes <input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input checked="" type="checkbox"/> No – No reclassifications <input type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i> Click or tap here to enter text.</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs <input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p> <p><i>If yes, provide the position classification and briefly describe the change:</i></p>

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Parking

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Parking Utility	12,692,565	14,950,429	13,578,798	16,701,376	17,455,288	17,044,096
Total	12,692,565	14,950,429	13,578,798	16,701,376	17,455,288	17,044,096

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Garage Parking	5,492,421	8,833,910	5,849,289	10,041,336	10,802,687	10,416,058
Lot Parking	225,002	236,084	181,887	244,496	242,709	210,116
On Street Parking	1,019,327	430,891	1,095,936	416,721	328,655	442,640
Parking Enforcement	2,901,121	3,391,490	3,106,576	4,018,741	4,123,880	4,126,365
Parking Operations	3,054,693	2,058,054	3,345,110	1,980,081	1,957,357	1,848,917
Total	12,692,565	14,950,429	13,578,798	16,701,376	17,455,288	17,044,096

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(6,571,243)	(6,758,000)	(9,533,571)	(11,469,235)	(11,469,235)	(9,505,613)
Licenses And Permits	(2,222,841)	(1,953,000)	(2,808,148)	(2,605,114)	(2,605,114)	(2,559,852)
Invest Other Contrib	(42,454)	(40,000)	(419,962)	(40,000)	(40,000)	(40,000)
Misc Revenue	(9,275)	(10,000)	(815,461)	(10,000)	(10,000)	(10,000)
Other Finance Source	(3,806,728)	(6,189,429)	(1,575)	(2,577,027)	(3,330,939)	(4,928,631)
Transfer In	(40,023)	-	(80)	-	-	-
Total	(12,692,565)	(14,950,429)	(13,578,798)	(16,701,376)	(17,455,288)	(17,044,096)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	5,389,284	6,673,016	5,494,179	7,394,156	7,944,542	7,944,542
Benefits	2,063,746	2,168,918	2,012,339	2,444,320	2,429,399	2,429,399
Supplies	248,585	368,750	157,253	452,825	431,225	430,565
Purchased Services	2,728,166	3,634,374	2,918,885	4,054,550	4,095,862	3,669,091
Debt Othr Financing	-	-	515,367	-	-	-
Inter Depart Charges	932,500	972,410	930,745	1,055,525	1,004,260	1,020,498
Inter Depart Billing	-	(17,039)	-	-	-	-
Transfer Out	1,330,284	1,150,000	1,550,030	1,300,000	1,550,000	1,550,000
Total	12,692,565	14,950,429	13,578,798	16,701,376	17,455,288	17,044,096

TO: Mayor Satya Rhodes-Conway
FROM: Stefanie Cox, Parking Manager
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The mission of the Parking Division is to manage on and off street parking supply to support sustainable transportation choices while providing equitable access to Madison businesses, events, and residents.

Key Goals for the Parking Division in 2024:

- Finalize the transition of Parking Enforcement to the Parking Division. This includes the physical move into their new location at the former Town of Madison facility and adding two additional Parking Enforcement staff to provide additional support to the overnight shift during the winter months.
- Examine current software, processes, procedures, and IT related functions of the Parking Division. This includes creating an IT Specialist position that will provide direct support through City IT.
- Continue moving forward with the State Street Campus (Lake) Garage Redevelopment Project, including demolition and construction of the new facility.
- Analyze current staffing, service, and rates to acknowledge post pandemic parking demand and revenue.

Enterprise Agencies

Parking occupancy and revenue remain steady around 75% of the pre-pandemic levels. We are developing a new business model to provide long-term financial sustainability to the division. This will include looking for ways to minimize operating costs, while enhancing revenue generating activities.

Major changes in the 2024 Operating request include:

- Two new positions in the Parking Enforcement section will be added. The positions will be shared with the Parks Division in an effort to reduce the number of hourly positions. The additional staffing will provide increased enforcement during the overnight hours in the fall/winter months to assist winter parking restrictions. It is anticipated the revenue generated by these positions, directed toward the General Fund, will offset the costs to the Parking Fund.
- One PIO (position 1253) will be transferred from the Parking Division to the Transportation Department to be a resource for all divisions within the Department. Half of the funding for this position will be supported by capital projects, while the other half of the funding will be borne by Parking, TE, and Transportation (16.7% each).

- One new IT Specialist position will be created to provide direct support to the Parking Division and DOT. The position will facilitate the relationship between City Information Technology and Parking Division/DOT's IT portfolio and meet business goals with technology solutions. Savings from the transfer of the PIO position to the Transportation Department will help offset the costs of this new position.
- The Lake Street Garage is scheduled to close for construction in early 2024. We are projecting a revenue loss of approximately \$1.6 million annually during the construction. The garage is scheduled to reopen in 2026.
- In an effort to offset recent revenue loss and bring our revenues more in line with expenses, we are proposing various rate and fee increases for both on- and off-street parking. We believe that these measures could increase revenues from \$12.5 million to \$14.5 million annually.

Optional Supplemental Request

Other than the changes listed above, there are no other supplemental requests

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	82 - PARKING

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
2130 - PARKING UTILITY	\$0	\$0	\$0
821 - GARAGE PARKING	\$740,713	\$1,955,901	\$1,215,188
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$7,750,066	-\$6,150,066	\$1,600,000
44 - LICENSES AND PERMITS	-\$2,271,908	-\$2,270,091	\$1,817
46 - INVEST OTHER CONTRIB	-\$40,000	-\$40,000	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$5,175,028	\$5,175,028	\$0
52 - BENEFITS	\$1,550,687	\$1,550,687	\$0
53 - SUPPLIES	\$221,650	\$221,650	\$0
54 - PURCHASED SERVICES	\$2,260,997	\$1,874,368	-\$386,629
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$44,325	\$44,325	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$1,550,000	\$1,550,000	\$0
822 - LOT PARKING	-\$596,887	-\$222,413	\$374,474
43 - CHARGES FOR SERVICES	-\$721,313	-\$357,691	\$363,622
44 - LICENSES AND PERMITS	-\$118,283	-\$74,838	\$43,445
47 - MISC REVENUE	\$0	\$0	\$0
51 - SALARIES	\$1,500	\$1,500	\$0
52 - BENEFITS	\$0	\$0	\$0
53 - SUPPLIES	\$5,060	\$4,400	-\$660
54 - PURCHASED SERVICES	\$207,165	\$175,232	-\$31,933
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$28,984	\$28,984	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
823 - ON STREET PARKING	-\$2,884,124	-\$2,770,139	\$113,985
43 - CHARGES FOR SERVICES	-\$2,997,856	-\$2,997,856	\$0
44 - LICENSES AND PERMITS	-\$214,923	-\$214,923	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$14,196	\$14,196	\$0
52 - BENEFITS	\$0	\$0	\$0
53 - SUPPLIES	\$30,250	\$30,250	\$0
54 - PURCHASED SERVICES	\$241,571	\$355,556	\$113,985
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$42,638	\$42,638	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
825 - PARKING ENFORCEMENT	\$4,123,880	\$4,126,365	\$2,485
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
51 - SALARIES	\$2,417,135	\$2,417,135	\$0
52 - BENEFITS	\$795,901	\$795,901	\$0
53 - SUPPLIES	\$70,100	\$70,100	\$0
54 - PURCHASED SERVICES	\$840,744	\$807,749	-\$32,995
57 - INTER DEPART CHARGES	\$0	\$35,480	\$35,480
824 - PARKING OPERATIONS	-\$1,383,583	-\$3,089,714	-\$1,706,132
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
44 - LICENSES AND PERMITS	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$10,000	-\$10,000	\$0
48 - OTHER FINANCE SOURCE	-\$3,330,939	-\$4,928,631	-\$1,597,692
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$336,683	\$336,683	\$0
52 - BENEFITS	\$82,811	\$82,811	\$0
53 - SUPPLIES	\$104,165	\$104,165	\$0
54 - PURCHASED SERVICES	\$545,385	\$456,187	-\$89,198
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$888,313	\$869,071	-\$19,242
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Garage Parking
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	1,600,000	Anticipated lost revenue from construction of the Lake Street Garage
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	-386,629	Reduced expenses related Lake Street Garage closure and adjustments for recent trends.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The closure of the Lake Street Garage will require the use of fund balance to cover the revenue loss for 2024. The garage is scheduled to close in early 2024 and reopen in 2026.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The requested changes are needed to redevelop the Lake Street Garage to a mixed-use facility that will provide housing, transportation, and parking options for all members of the community.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

The Parking Division is anticipating an annual revenue loss of \$1.6 million with the closure of the Lake Street Garage. In an effort to offset the revenue loss, we are proposing rate increases at various garages. The increases will include hourly rates, monthly permit rates, and special event rates.

Estimated Costs:

- Personnel: \$[Click or tap here to enter text.](#)
- Non-Personnel: \$[Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: [Click or tap here to enter text.](#)

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Rate and fee increases will allow for additional revenues needed to fund the operations of each garage.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

No funding is being requested.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

All rate and fee increases will be run through an equity analysis to determine the impact they may have on various groups.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Lot Parking
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2130 - PARKING UTILITY	43 - CHARGES FOR SERVICES	\$363,622	Adjustment to lot revenues to account for the closure of the Brayton Lot
2130 - PARKING UTILITY	44 - LICENSES AND PERMITS	\$43,445	Adjustment to lot revenues to account for the closure of the Brayton Lot
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	-\$31,933	Change is primarily updated estimates for snow removal charges
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The updates reflect the revenue loss from the closure of the Brayton Lot. In addition, we have reduced our costs for snow removal services based on actual amounts from previous years.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The changes are unrelated to our equity plan.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

The Parking Division is looking at possible rate and permit fee increases in various lots. These increases will help generate additional revenue needed to continue to cover the costs to operate each facility.

Estimated Costs:

- Personnel: \$[Click or tap here to enter text.](#)
- Non-Personnel: \$[Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: [Click or tap here to enter text.](#)

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

[Click or tap here to enter text.](#)

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

[Click or tap here to enter text.](#)

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

[Click or tap here to enter text.](#)

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	On-Street Parking
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	\$113,985	Increased credit card fees to align with recent trends
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Updating the credit card fee costs to better align with current rates.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This change is not related to our equity plan.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

The Parking Division is proposing various rate and fee increases for on-street parking. The increases will help provide additional revenue needed to cover the operating costs for on-street parking.

Included in these increases, we propose to raise the Residential Parking Permit fee to an amount that is more in line with the cost to cover the administration of this program. The last rate increase

occurred in 2018 when the fee was raised to \$42 from \$21 for an annual permit, and \$22 from \$11 for a replacement permit.

In 2022, the cost to administer the program exceeded the revenue from permit sales by \$316,533. An increase in permit fees will provide some relief to the cost to administer this program.

Estimated Costs:

- Personnel: \$[Click or tap here to enter text.](#)
- Non-Personnel: \$[Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: [Click or tap here to enter text.](#)

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

[Click or tap here to enter text.](#)

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

There are not funding requirements for this request.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

All rate and fee increases will be run through an equity analysis to determine the impacts they may have on various groups.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Parking Enforcement
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	-\$32,995	Reduced costs to align with expected spending
2130 - PARKING UTILITY	57 - INTER DEPART CHARGES	\$33,380	PEO facility charges added
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Updating utility and electricity costs for the PEO move to their new location at 2120 Fish Hatchery Rd. The Parking Enforcement Unit is scheduled to relocate to their new facility in 2023.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The updates to utility and electricity costs are unrelated to our equity plan.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

The request to create 2.0 FTE Parking Enforcement/Parks Ranger positions with Parks Department. These positions will provide additional Parking Enforcement staff to assist with winter parking and 24/7 coverage. Additionally, in the summer months, this position will provide Park Ranger patrol

coverage to the City of Madison Parks to offset staffing shortfalls due to new Ranger training requirements often prevalent during that time.

Estimated Costs:

- Personnel: \$74,542.78
- Non-Personnel: \$3,000
- Explain the assumptions you used to estimate costs: Salary and equipment

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

In the 2023 operating budget, Parking requested 2.0 FTE Parking Enforcement Officer positions to provide city-wide coverage during the overnight hours. Parking reviewed all current positions to determine if resources could be reallocated to create the two shared positions. In addition, Parking Enforcement reviewed their current staffing model to determine if shifts could be adjusted to provide the additional coverage.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Parking Division will fund half of each position using reserve funds. We anticipate the two shared positions will generate approximately \$70,000 each in citation revenue. All citation revenue generated from parking violations goes directly to the general fund.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The creation of the shared positions will provide additional full-time positions within the City. The additional staff will provide a more consistent level of service to the community.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Create 2.0 shared Parking Enforcement/Park Ranger positions with Parks Department. The newly created position will be classified at 16/10.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The creation of the shared positions will eliminate the need for hourly positions in Parks, provide additional overnight support for Parking Enforcement, and allow for better recruitment and retention of staff. The additional staff will greatly improve Parking Enforcement’s ability to address winter parking, snow emergency, and overnight support. In addition, we anticipate the two positions will generate approximately \$150,000 in additional revenue to the general fund from parking citations.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The creation of the shared positions will provide additional full-time positions within the City. The additional staff will provide a more consistent level of service to the community.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKING
Enter your Service:	Parking Operations
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2130 - PARKING UTILITY	48 - OTHER FINANCE SOURCE	-\$1,597,692	Added fund balance to offset lost revenue from the Lake Street garage construction.
2130 - PARKING UTILITY	54 - PURCHASED SERVICES	-\$89,198	Lowered consulting services costs to reflect expected work plans
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Updating the revenue loss from the Lake Street Garage construction project. This will require fund balance to be applied to off-set the difference. We reduced the budgeted amount of consulting services to reflect our expected work plans.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

These changes are not related to our equity plan.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

The Parking Division is proposing to add an IT Specialist 2 position for 2024. This position will provide IT support to the Parking Division and DOT, while working directly under City IT.

The technology needs of Parking Division and DOT are complex and are beyond staff capacity to support. Parking Division and DOT is one of ITs' biggest customers and this position would assist in coordinating work between the agencies. Examples of responsibilities include: · Coordinate hardware, software, file access permissions, and technology needs for information management; Work may involve activity and resource planning, organizing and delegating tasks to members of an IT project team. Control time management, estimate costs, and aid in managing project risk · Work will range from proactively researching, gathering cost information, vendor quotes and recommend hardware and software based on current or new City standards; Oversee third-party software implementations: Evaluate products, define requirements, participate in RFP's, participate in contract negotiations, create project plans, and facilitate project management. · Gather business needs and requirements and turn these goals into projects and detailed proposals to support Parking Division and DOT organizational effectiveness and meet strategic priorities. · Maintain inventory of computers, phones, cell phones, multi-function devices, and other hardware, including tracking assignment of devices by staff and location. And all related duties.

Estimated Costs:

- Personnel: \$81,073.98
- Non-Personnel: \$1300.00
- Explain the assumptions you used to estimate costs: Salary and computer

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

The job functions of the requested position do not align with any of our current staffing.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

This position will be funded with the salary savings from moving the Parking PIO position to DOT. The position will be supervised by both City IT and Parking to determine if it is meeting the goals.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The addition of a dedicated IT Specialist will allow Parking to better manage and improve systems, software, and processes. This could result in Parking providing systems that are more customer friendly and offer options currently not available.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

This position will facilitate the relationship between City Information Technology and Parking Division /Department of Transportation’s (DOT) IT portfolio and meet business goals with technology solutions.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

This position will coordinate Parking/DOT’s software and database access, work with staff to determine technology needs and propose solutions to meet those needs, and provide project management. The Parking Division has various software/systems that are nearing end of life and will require replacement soon. This position will provide the additional support needed to guide Parking to better technology and products for our operations.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Having a dedicated IT Specialist will allow Parking to better examine our current systems, software, and processes. This will provide the ability to find software solutions that are more user friendly and offer accessibility options currently not available.

Parks

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	15,076,272	15,535,002	15,014,468	16,007,257	16,900,794	16,900,794
Other Restricted	425,434	395,988	246,046	448,198	194,158	446,219
Permanent	379,656	279,200	235,779	279,200	279,200	237,300
Total	15,881,362	16,210,190	15,496,292	16,734,655	17,374,152	17,584,313

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Community Recreation Services	1,022,077	1,267,087	1,222,650	1,483,070	1,698,320	1,591,412
Olbrich Botanical Gardens	1,362,197	1,463,016	1,399,828	1,187,935	1,282,527	1,266,727
Park Maintenance	12,242,083	12,239,518	11,589,536	12,793,041	12,932,802	13,232,971
Planning And Development	748,859	772,730	796,000	867,967	938,049	950,549
Warner Park & Community Center	506,146	467,839	488,277	402,642	522,454	542,654
Total	15,881,362	16,210,190	15,496,292	16,734,655	17,374,152	17,584,313

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(92,473)	(93,000)	(100,114)	(96,000)	(96,000)	(96,000)
Charges For Services	(1,232,724)	(1,490,670)	(1,046,612)	(1,607,820)	(1,607,820)	(1,587,970)
Licenses And Permits	(83,810)	(48,000)	(76,946)	(66,000)	(66,000)	(70,500)
Fine Forfeiture Asmt	(691,335)	(773,000)	(700,457)	(773,000)	(773,000)	(773,000)
Invest Other Contrib	(13,162)	(115,000)	(116,705)	(115,000)	(115,000)	(115,000)
Misc Revenue	(55,556)	(52,500)	(234,252)	(52,500)	(52,500)	(52,500)
Other Finance Source	(47,900)	(45,800)	-	(52,400)	(52,400)	-
Transfer In	(248,674)	(201,500)	(196,450)	(526,500)	(526,500)	(526,500)
Total	(2,465,634)	(2,819,470)	(2,471,537)	(3,289,220)	(3,289,220)	(3,221,470)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	9,197,724	10,470,635	9,403,753	10,961,891	11,428,052	11,418,235
Benefits	3,236,299	2,965,183	3,022,443	3,050,589	3,194,807	3,194,807
Supplies	979,015	1,020,282	1,000,848	1,118,212	1,096,802	1,067,289
Purchased Services	2,056,078	1,930,172	2,066,679	2,078,725	2,297,364	2,322,394
Debt Othr Financing	310,500	84,004	-	73,127	41,850	38,361
Inter Depart Charges	2,288,755	2,232,884	2,213,286	2,359,831	2,402,997	2,402,997
Transfer Out	278,625	326,500	260,820	381,500	201,500	361,700
Total	18,346,997	19,029,660	17,967,829	20,023,875	20,663,372	20,805,783

Date: July 28, 2023
To: Mayor Satya Rhodes-Conway
From: Eric Knepp, Parks Superintendent
Subject: 2024 Operating Budget Transmittal Memo--Parks Division
CC: Deputy Mayors, Finance Director, Budget & Program Evaluation Staff

The requested budget balances the Mayor's objectives for the 2024 Operating Budget with the Parks Division's mission, vision and values and aligns with key strategies identified in the current Park and Open Space Plan (POSP). 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 2024 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 through an emphasis on partnerships. 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 "right-sizes" revenues to reflect attainable targets in all sections and appropriately aligns correlated expenses in a manner that allows for continuation of services within the levy support target.

The Parks Division's 2023 Work Plan is supplemented by the Division-Wide Roadmap, in which relevant Objectives and Key Results (OKR's) are established and reviewed quarterly. The Parks Team will continue to review OKR's and respond/adjust where needed. The Parks Division will be seeking to reclassify a vacant position to Data Analyst 2, which will be instrumental to moving the Division forward in terms of data management and data informed decision-making.

99% Budget Request

The Parks Division Management Team will closely monitor the budget throughout the year to ensure that Budget Efficiencies of \$169,007 are achieved. The primary strategy for managing within this target will be through Salary Savings, both in permanent and hourly wages, as timing of hiring for all positions will be carefully evaluated. Should more drastic measures be required as the year progresses, the Parks Division will consider strategies such as closing down the Goodman Pool one week earlier or otherwise limiting operating hours at other facilities, adjusting contracts with service providers such as portable toilets, and generally reducing mowing and shelter cleaning services later in the season. Parks will continue to evaluate strategies that may help to realize longer-term operating efficiencies and savings, including focusing on partnerships that may help to achieve these goals.

Reallocations and Other Changes

The 99% Baseline Operating Budget reflects realignment of revenues and corresponding expenditures with current park use and programming along with changes in types of uses. The proposed request includes an increase of 1.4 FTE positions and reclassifies two existing positions without any increase to the levy as result of reallocations and other funding sources. Overall, the proposed changes are necessary within the 2024 budget to align resources with current service levels, which have continued to evolve over time as the focus on partnerships and programming continues to grow.

1. Community Recreation Services: Revenues across sections have been right-sized to reflect changes in programs provided, new partnerships, overall costs and historic 3-year averages. The proposed request reallocates additional Hourly Wage funding to Park Maintenance to ensure beaches and bathhouses are available and clean. The request also includes reclassification of the Community Services Manager position and creation of two (2) Ranger/Parking Enforcement Officer Shared positions.
2. Olbrich Botanical Gardens: Increased revenues and expenses reflect increased guest attendance and increased corresponding maintenance costs. Request for recertification of .6FTE to 1.0FTE reflects changing service needs based increased responsibility for Atwood Avenue median landscape management and overall garden attendance.
3. Warner Park Community Recreation Center: The proposed changes in allocations align Program Supplies and Services to reflect current Youth Programming needs. Proposed revenue reduction realigns targets with historic average targets and creates attainable revenue targets, which reflect a shift in rental types and types of use.
4. Park Maintenance: Changes in Lease Equipment and Fleet Procurement process are reflected in the proposed request. Cost to Continue funding included in the request will ensure adequate resources for maintaining newly developed parks, shelters, and buildings in addition to new initiatives, such as the Clean Beach Initiative. Newly developed Parks Ecology Team is reflected in Position Allocation requests.

5. Park Planning & Development: The request includes Purchased Services funding for Autocad software transferred from Engineering, and reflects the reclassification of a vacant Surveyor 2 position to Data Analyst 2.

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. 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. Olbrich Botanical Gardens continues to provide a variety of interpretive and cultural enrichment opportunities centered on the gardens through various projects and programs. Growing 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 recreational activities and healthy gatherings. 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.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	51 - PARKS

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$16,900,794	\$16,900,794	\$0
511 - COMMUNITY RECREATION SERVICES*	\$3,503,301	\$3,400,793	-\$102,508
42 - INTERGOV REVENUES	-\$96,000	-\$96,000	\$0
43 - CHARGES FOR SERVICES	-\$1,469,670	-\$1,449,820	\$19,850
44 - LICENSES AND PERMITS	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	-\$115,000	-\$115,000	\$0
47 - MISC REVENUE	-\$46,600	-\$46,600	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$325,000	-\$325,000	\$0
51 - SALARIES	\$3,601,732	\$3,512,147	-\$89,585
52 - BENEFITS	\$844,731	\$844,731	\$0
53 - SUPPLIES	\$414,449	\$390,826	-\$23,623
54 - PURCHASED SERVICES	\$546,212	\$537,062	-\$9,150
57 - INTER DEPART CHARGES	\$148,447	\$148,447	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
512 - PARK MAINTENANCE	\$12,459,444	\$12,549,452	\$90,008
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$137,150	-\$137,150	\$0
44 - LICENSES AND PERMITS	-\$66,000	-\$70,500	-\$4,500
45 - FINE FORFEITURE ASMT	-\$773,000	-\$773,000	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$5,400	-\$5,400	\$0
48 - OTHER FINANCE SOURCE	-\$52,400	\$0	\$52,400
49 - TRANSFER IN	-\$201,500	-\$201,500	\$0
51 - SALARIES	\$6,995,531	\$7,069,699	\$74,168
52 - BENEFITS	\$2,108,457	\$2,108,457	\$0
53 - SUPPLIES	\$669,853	\$634,563	-\$35,290
54 - PURCHASED SERVICES	\$1,676,526	\$1,679,756	\$3,230
57 - INTER DEPART CHARGES	\$2,244,527	\$2,244,527	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

* Note: The numbers presented for Service 511 - Community Recreation Services, include Olbrich Botanical Gardens and Warner Park & Community Center

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
513 - PLANNING AND DEVELOPMENT	\$938,049	\$950,549	\$12,500
43 - CHARGES FOR SERVICES	-\$1,000	-\$1,000	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$500	-\$500	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$683,903	\$683,903	\$0
52 - BENEFITS	\$194,347	\$194,347	\$0
53 - SUPPLIES	\$12,500	\$9,000	-\$3,500
54 - PURCHASED SERVICES	\$38,777	\$54,777	\$16,000
57 - INTER DEPART CHARGES	\$10,022	\$10,022	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
1220 - OTHER GRANTS	\$0	\$0	\$0
512 - PARK MAINTENANCE	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$0	\$0	\$0
52 - BENEFITS	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
1250 - OTHER RESTRICTED	\$0	\$0	\$0
512 - PARK MAINTENANCE	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$153,489	-\$26,450	\$127,039
44 - LICENSES AND PERMITS	-\$40,669	-\$380,000	-\$339,331
46 - INVEST OTHER CONTRIB	\$0	-\$1,400	-\$1,400
47 - MISC REVENUE	\$0	-\$1,000	-\$1,000
48 - OTHER FINANCE SOURCE	\$0	-\$37,369	-\$37,369
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$146,885	\$152,485	\$5,600
52 - BENEFITS	\$47,273	\$47,273	\$0
53 - SUPPLIES	\$0	\$32,900	\$32,900
54 - PURCHASED SERVICES	\$0	\$15,000	\$15,000
56 - DEBT OTHR FINANCING	\$0	\$38,361	\$38,361
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$160,200	\$160,200
000 - UNDEFINED	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1500 - PERMANENT	\$0	\$0	\$0
512 - PARK MAINTENANCE	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$85,000	-\$95,000	-\$10,000
46 - INVEST OTHER CONTRIB	-\$173,000	-\$117,100	\$55,900
48 - OTHER FINANCE SOURCE	-\$21,200	-\$25,200	-\$4,000
54 - PURCHASED SERVICES	\$35,850	\$35,800	-\$50
56 - DEBT OTHR FINANCING	\$41,850	\$0	-\$41,850
59 - TRANSFER OUT	\$201,500	\$201,500	\$0
000 - UNDEFINED	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Community Recreation
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
<ul style="list-style-type: none"> Facility Rental: Manage Park reservations, permits and usage for athletic, recreational, cultural, musical, culinary, and other event purposes. Pool and Beaches: Manage beach, pool, and splash park usage for the community. Programs: Oversee recreational programming for all residents provided by community partners, coordinate parks-sponsored movies, activities and events, including Parks Alive program. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	43 - CHARGES FOR SERVICES	-48750	Realigning various revenue sources to reflect historical average revenues, increasing Park Use Charges (\$14,000) and Boat Launch (\$15,000), decreasing Admissions (\$24,500), Catering Concessions (\$24,650) and Lessons (\$28,600) to align with current services.
1100 - GENERAL	51 - SALARIES	-107785	Increase in Pending Personnel (\$83,860) to reflect Ranger/Parking Enforcement Shared positions and Community Services Manager Reclassification (CSM Reclass) and Technical Correction for Cost to Continue; Decrease in Premium Pay (\$24,000) primarily due to Technical Correction—Cost to Continue; Decrease in Hourly Wages (\$166,402) due primarily to Technical Correction—Cost to Continue, Shared Positions, transfer of \$22.2K to Park Operations for beach maintenance; and overall realignment of resources.
1100 - GENERAL	53 - SUPPLIES	-27123	Reduction in Supplies primarily due to reduced Inventory Supplies (\$14,608) and Technical Correction--Cost to Continue (\$8,000)
1100 - GENERAL	54 - PURCHASED SERVICES	-16750	Reduction in Services primarily due to Technical Correction—Cost to Continue (\$16,000)
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The proposed changes realign Revenues and Expenses for Community Services with current service levels. Where possible, individual revenue objects are increased to reflect historic actuals, while overall revenue decreases are due to right-sizing the revenue targets to reflect changes in programs provided, new partnerships and overall costs, especially in Aquatics. Key areas of change in both revenue and expenses are due to swim lessons now being provided by Madison School & Community Recreation (MSCR) and transfer of the Goodman Waves Swim/Dive team to the Friends of the Goodman Waves in 2024. The proposed changes also reflect reduced hourly wages as a result of lifeguard staffing shortages, which will continue to prohibit lifeguard staffing at beaches and result in

the Division not being able to provide lifeguards at beaches until the hourly funding is restored. Further changes are proposed to reallocate funding from Aquatics to Park Maintenance Service in order to recognize operational efficiencies gained by of transferring beach and restroom services to Park Operations, consistent with services provided in 2022/23 seasons.

Proposed reclassification of the Community Services Manager reflects major growth in services within the section and aligns the position with comparable Managers within the Division. The two (2) proposed Ranger/Parking Enforcement Officer Shared positions provide innovative solutions to staff recruitment and retention issues and will serve to enhance services across multiple City agencies.

Overall, the proposed changes are necessary within the 2024 budget to align resources with current service levels, which have continued to evolve over time as the focus on partnerships and programming continues to grow.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The proposed changes align with the Parks Division's Equity Action Plan in that changes are primarily targeted at reflecting the actual revenues and expenses in this section. This will create a budget with revenue targets that are sustainable, and expenses to reflect this. The Community Services Manager will continue to have direct oversight for implementation of the Equity Action Plan for the Parks Division. In addition, the creation of the 2 full-time Park Ranger/Parking Enforcement Officer will create two full-time permanent positions from hourly funding that are more likely to be filled with individuals that are committed to the City long-term, reducing the amount of turnover in both agencies. The creation of this position will support the Parking Enforcement Office by having a position that is more attractive to candidates, thereby improving the Agency's ability to enforce alternate side parking so that the City is able to remove snow from streets and improving drivers' safety during the winter. Additionally, during the summer, the full time Rangers will be able to provide customer service and public relations during a time that seasonal staff are being trained. Having the ability to have permanent staff return in the summer with their institutional knowledge will enhance the customer service, safety, and enjoyment of parks.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Personnel: \$Click or tap here to enter text. • Non-Personnel: \$Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>

<p>Part 4. Personnel Changes</p>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input type="checkbox"/> No – No allocation changes</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input type="checkbox"/> No – No reclassifications</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i></p> <p>Position number 1520, Parks Community Services Manager will be reclassified from an 18/12 position to an 18/14 position to align with current job duties.</p>

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Park Ranger/ Parking Enforcement Officer Shared Position – The proposed change creates 2 CG 16-10 Parking Enforcement Officers shared with the Parking Division to assist with Park Ranger summer operations and Parking Enforcement evening, night, and winter parking enforcement.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The proposed reclassification of the Parks Community Services Manager is based on the increased service level within Community Services, including Parks Alive and Volunteer Coordination. The Parks Alive program includes the oversight of a Parks Alive Coordinator (Recreation Coordinator) and an AASPIRE intern who execute a multi-agency city-wide program. The Volunteer Coordinator (18-03) supports the entire Division's volunteer system, including community outreach, technical support for Parks Division staff, volunteer hour tracking and reporting, volunteer recognition and retention, and program development and institutionalization. These increases in staff bring the position more in line with the scope and scale of the Parks Planning and Development Manager and the Parks Operations Manager, which are also classified as 18-14.

The Park Ranger/ Parking Enforcement Officer Shared positions will work 6 months as a Park Ranger, primarily in the summer months from April 15 to October 15, and 6 months as a Parking Enforcement Officer, primarily in winter. A portion of the costs will be offset with increased allocation to Dog-Restricted Fund of \$5,000. This will reduce the number of hourly positions, increase Ranger patrol coverage during hourly staff training, create more full-time positions and career progression opportunities, and attract/retain quality employees. Not creating these positions would greatly reduce the level of service for winter parking enforcement as it has been impossible to recruit for hourly, part time, overnight positions, and would result in decreased compliance and loss of revenue. Additionally, if these positions are not filled, there will be less Park Ranger patrol coverage during the late spring months, resulting in more hourly Ranger hiring.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The Parks Community Services Manager continues to be the point person as it relates to the Parks Equity in Action Plan, ensuring the Division has staff dedicated to and supported through meeting the objectives of the EAP, as well as multi-agency coordination.

The Park Ranger/ Parking Enforcement Officer Shared position change aligns with the Parks Division's Equity Action Plan's Employment goal to provide opportunities for employees to advance within the Parks Division or the City of Madison.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Olbrich Botanical Gardens
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	43 - CHARGES FOR SERVICES	60000	Charge For Services increased to reflect actual Facility Rental (\$50,000) and Admissions (\$10,000)
1100 - GENERAL	51 - SALARIES	19200	Changes reflect recertification of Gardener to 1.0 through increased Pending Personnel (\$29,200) and decreased Hourly Wages (\$10,000)
1100 - GENERAL	53 - SUPPLIES	16200	Increase and realign various Supplies expenses with increased facility use, primarily Landscaping Supplies (\$10,000) and Equipment Supplies (\$10,000)
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Proposed changes reflect achievable revenues based on recent actuals as Olbrich Botanical Gardens continues to be a top Destination in Madison. Increased expenses incurred due to increased visitorship and increased preventative maintenance costs due higher use of newly expanded facility. Proposed changes also reflect changing service needs based increased responsibility for Atwood Avenue median landscape management.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

In alignment with Olbrich Botanical Gardens newly adopted Strategic Plan, equitable access for all will continue to be a focus. While the Gardens continue to be free to visit, the fees for private events and Conservatory Admissions will increase. The impact of increased Conservatory Admission fees is mitigated through access to scholarships in partnership with Olbrich Botanical Society and Madison Public Library. In addition, Olbrich Botanical Gardens is joining the Museums for All which is a nationwide program promoting accessible admission. This will result in an accessible admission program that is better promoted to inform guests of this admission option. Expanded hours are also being explored for winter and exhibitions which will provide more opportunities for guests to visit the Bolz Conservatory.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Gardener (4297) – The change is moving this position from its current 0.6 FTE to 1.0 FTE.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

The proposed change increases Gardener (4297) from current .6 FTE to 1.0 FTE, Working Title continues to be Horticulturist.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Upon completion of Atwood Avenue Reconstruction Project, medians closest to Olbrich Gardens will be designed, planted and maintained by Olbrich Garden Horticulturists. The medians will extend the aesthetics, impact and sustainability practices of Olbrich Gardens into Olbrich Park for broader public impact and enrichment. These will be specialized landscape areas, as such it is necessary to increase the hours for the horticulturist that will be responsible for maintaining them.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The proposed personnel change aligns with the overarching goal of creating more pathways to permanent full-time employment where employees are eligible for full benefits, while continuing to reduce over-reliance on seasonal employees.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Park Maintenance
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service is responsible for the maintenance of all park facilities, parkland including open spaces, conservation land and natural areas, dog parks, and disc golf courses. Specific functions of this service include (1) general park maintenance, (2) facilities maintenance, (3) sustainability work and maintenance in conservation lands and the natural areas in general park, (4) Mall/Concourse park maintenance, (5) park construction, and (6) the operation of the Forest Hill Cemetery. The goal of the service is create an inclusive, sustainable, well-maintained and safe park system.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Maintain Parks Infrastructure: Maintain parks buildings, pool, splash pads, refuse/recycling management, amenities, electrical and plumbing needs throughout the systems. Amenities include playgrounds, sport courts, athletic fields, drinking fountains, beaches, field lighting, irrigation, and ice rinks as well as snow removal from streets, bike paths, bus stops, sidewalks and parking lots. Other infrastructure includes year-round maintenance of Mall Concourse Maintenance Service area. Land Stewardship: Maintain parkland open spaces, conservation and general park natural areas, manage turf on medians and other city-owned property. Support sustainability efforts to reduce the impact of climate change.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level . Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major

- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	48 - OTHER FINANCE SOURCE	-52400	Decreased Trade-in Allowance to reflect change in Fleet procurement practices.
1100 - GENERAL	51 - SALARIES	74168	Increase Pending Personnel due to Technical Correction—Cost to Continue(\$31,944), increase Premium Pay (\$20,000) due to Technical Correction—Cost to Continue, increase in Hourly Wages (\$22,224) from Community Services to align with current services.
1100 - GENERAL	53 - SUPPLIES	-35290	Reduction in Machinery & Equipment (\$52,300) to reflect change in Fleet procurement practices and Technical Correction Cost to Continue increase to various supplies (\$17,010)
1250 - OTHER RESTRICTED	43 - CHARGES FOR SERVICES	127039	Technical Correction (\$152,039), Increase in Revenues to align with 3 year average (\$25,000)
1250 - OTHER RESTRICTED	44 - LICENSES AND PERMITS	339331	Technical Correction (\$152,039) and increasing License and Permits to align with 3 year averages (\$187,292)
1250 - OTHER RESTRICTED	53 - SUPPLIES	27900	Aligning Supplies with increased Revenues reflective of 3 year averages
1250 - OTHER RESTRICTED	54 - PURCHASED SERVICES	15000	Aligning Services with increased Revenues reflective of 3 year averages
1250 - OTHER RESTRICTED	59 - TRANSFER OUT	199161	Aligning Transfer Out to Capital Projects with increased Revenues and Expenses.

1500	46 - INVEST OTHER CONTRIB	-41900	Reduction in Interest revenue to align budget with 3 year average
1500	56 - DEBT OTHR FINANCING	-41900	Due to reduction in interest revenue, budget for fund balance generated is removed
Select	Select		Click or tap here to enter text.
Select	Select		Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Hourly staffing resources allocated from Community Services will allow for more efficient and consistent cleaning of beaches and beach shelter restrooms. The proposed change is due to recognized operational efficiencies originally in response to serious shortage of lifeguards for beaches and reflects services provided in 2022/23. Proposed Lease Equipment and corresponding Other Finance Source changes due to change in procurement policy for Fleet, as Bobcat Leases have expired and transitioned to Fleet ownership of the assets.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The proposed changes align with the Parks Divisions Equity in Action Plan’s goal of Increasing access to healthy environments and recreational opportunities for residents and staff, specifically by ensuring consistent access to free water-based recreational activities and providing clean facilities for use during visits. Overall, Cost to Continue technical adjustments ensure resources are available within appropriate sections to address growing park system needs without diluting existing services, especially to parks in communities most in need.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.

<ul style="list-style-type: none"> • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input type="checkbox"/> No – No allocation changes</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input checked="" type="checkbox"/> No – No reclassifications</p> <p><input type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i></p> <p>Click or tap here to enter text.</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs</p> <p><input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p> <p><i>If yes, provide the position classification and briefly describe the change:</i></p>

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Proposed allocation changes reflect the development of the Parks Ecology Team, and moves repurposed positions to appropriate section. The Ecology team is demonstrative of the Parks Division's emphasis on ecological restoration and sustainability practices. The development of this crew ensures professional in-house resources are available to ensure better sustainability planning, productivity and work processes in this work.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The Parks Ecology Team is instrumental in the Division's goals to create pathways to green careers, by ensuring highly trained professionals are on staff to train, guide and develop entry level employees with critical on-the-job training and work skills in this highly specialized area.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Planning & Development
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	16000	Technical Correction—Cost to Continue
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Proposed change is due to Technical Correction from funding transferred from Engineering Operating Budget to Parks Customer Service Org 51150, transferred to Planning Org 51310

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Proposed request includes reclassification of vacant Surveyor position to Data Analyst 2. The new position will substantially increase the Parks Division’s analytical capacity and ability to use data for budgeting and decision-making, which is critical to dismantling systemic racism and other socioeconomic inequities.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Personnel: \$Click or tap here to enter text. • Non-Personnel: \$Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>

<p>Part 4. Personnel Changes</p>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes</p> <p><input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input type="checkbox"/> No – No reclassifications</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i> Proposed change reclassifies Parks Surveyor (CG18/ R08- position # 1455) as Data Analyst 2, also CG18/R08).</p>

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Reclassifying “Surveyor” Position #1455 to “Parks Data Analyst 2.” Net neutral in budget and number of positions, proposed change will require new classification within Parks.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Recruitment for Surveyor failed due to low response and shortage of experienced/licensed surveyors in job market, and these work needs are being met by contractors. Proposed change will allow Parks to realign resources with existing and growing needs with a focus on future planning through data analysis. This change is needed in 2024 budget to support Results Madison needs and increasing demands for data-informed decisions.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

One goal within the Parks Division’s Equity in Action Plan is to gather baseline data regarding safety in parks, and another is to incorporate racial equity into strategic planning and budgetary processes. The proposed change is critical to truly increasing the Parks Division’s analytical ability for budgeting and decision-making, and to expand capacity to utilize data analysis to ensure equitable outcomes.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PARKS
Enter your Service:	Warner Park & Community Center
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	43 - CHARGES FOR SERVICES	35100	Realigning Various Charges For Services to historic averages—Catering Concessions (\$10,000) and Admissions (\$25,100).
1100 - GENERAL	53 - SUPPLIES	12700	Changes reflect transfer of Program Supplies (\$6,800) to Services and decrease of Equipment Supplies (\$2,200) and Inventory (\$3,400) to align with reduced revenues.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The proposed changes align Program Supplies and Services to reflect current Youth Programming needs and will not impact activity or service levels. The revenue reduction realigns targets with historic average targets and creates attainable revenue targets, which reflect a shift in rental types and types of use. The WPCRC has booked fewer weddings and increasing numbers of smaller, private rentals such as birthdays, baby and bridal showers, memorial services, etc. The reduction also reflects a trend of declining exercise room memberships. The WPCRC has added the Silver & Fit and Active & Fit services to respond to the exercise room membership trends.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The changes do not impact current service levels or programs. WPCRC will continue to work towards the Division's Equity in Action Plan's goal of increasing access to healthy environments and recreational opportunities primarily through the continuous development of youth programming in response to diverse and evolving recreational needs of the WPCRC users.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

No – No allocation changes

Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

PCED Office Of Director

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	357,800	622,820	435,559	620,344	693,543	693,543
Total	357,800	622,820	435,559	620,344	693,543	693,543

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
PCED Administration	357,800	622,820	435,559	620,344	693,543	693,543
Total	357,800	622,820	435,559	620,344	693,543	693,543

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Total	-	-	-	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	242,418	418,554	293,045	424,005	477,212	477,212
Benefits	72,387	113,637	79,281	106,595	126,433	126,433
Supplies	313	7,800	5,369	5,504	5,504	5,604
Purchased Services	25,566	65,712	41,445	67,783	67,783	67,683
Inter Depart Charges	17,117	17,117	16,418	16,457	16,611	16,611
Total	357,800	622,820	435,559	620,344	693,543	693,543

TO: Mayor Satya Rhodes-Conway
FROM: Matthew Wachter, Director DPCED
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, 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 roughly 85% of the budget. OOD consists of a single service with 4.6 FTE.

In 2024, the goals include: the execution 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 Results Madison measures.

The PCED portfolio of work and services has grown overtime in both volume and complexity with more projects spanning multiple divisions. OOD has worked closely with the data team through the Results Madison endeavor. The team has created measures to provide transparency and gauge progress. The agency has measures pertaining to marketing and communication, project work, and process consultation.

99% Budget for General, Library, Fleet fund agencies

OOD staffing is streamlined as it has just 4.6 FTE each with a clearly defined role. With this being said, the Office has made small adjustments to doing business to stay within budget. OOD has switched to using mostly digital products which saves on supply and postage costs. OOD halved its supplies budget last year and has made additional decreases to its supplies and printing costs this year. Currently, OOD staff also fill in for administrative and accounting vacancies within the Divisions. This helps turnover, transitions, cross training, but most importantly saves on overtime.

Bigger picture, it may be beneficial to perform a strategic alignment process as a broader Department. While reducing services would be difficult, it would be valuable to prioritize services and identify services that command a disproportionate amount of staff time for their relative priority.

Reallocations and Other Changes (if applicable)

OOD has reallocated some of its personnel funds to move their Graphics Tech to a 100% FTE from a 60% FTE. Over the last few years the work in the Office of the Director has shifted from providing administrative support in the form of staffing committees to providing its Divisions communication support, consultation and coordinating interdepartmental initiatives. With the hire of the new PIO last year, this role has a new client, in addition to increasing demands from our Divisions.

The PCED communication and marketing strategy has been reviewed by DCR. The strategy and plan reiterate our approach to public participation and centering the voices of those

traditionally left out of the process. The graphic's technician does their work as part of this plan, but also assists in creation of design products for all PCED agencies.

Optional Supplemental Request

As mentioned previously, PCED has a communication and marketing plan that incorporates the City's tenets of public participation in addition to prioritizing communications that are relevant to BIPOC groups and residents who have been historically denied access to social and political capital. The Office would like to add \$1,000 in advertising dollars for boosting social media posts. This roughly translates into two boosted posts per month, the reach of which will be tracked via our Results Madison work.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	64 - PCED OFFICE OF DIRECTOR

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$693,543	\$693,543	\$0
641 - PL CDD EDD ADMIN AND SUPPORT	\$693,543	\$693,543	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$477,212	\$477,212	\$0
52 - BENEFITS	\$126,433	\$126,433	\$0
53 - SUPPLIES	\$5,504	\$5,604	\$100
54 - PURCHASED SERVICES	\$67,783	\$67,683	-\$100
57 - INTER DEPART CHARGES	\$16,611	\$16,611	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PCED OFFICE OF DIRECTOR
Enter your Service:	PCED Administration
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> The Office of the Director (OOD) is responsible for the overall leadership and management of the Department and aligning the activities of the agency's divisions in the pursuit of the Department's mission and community-building goals set by the Mayor and Common Council. The Director of Planning, Community and Economic Development leads this Division and serves as the Executive Director of the Community Development Authority. The goal is to reduce the time that department heads and professional staff spend on administrative functions such as marketing and communications support, consultation, consolidated administrative services and engagement activities.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software

within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Last year PCED hired its first PIO. OOD is looking to have funds for advertising now that staff are in place. Advertising dollars would focus on social media and allow two monthly boosted posts. One to advertise meetings or public input events and another to focus on City initiative education such as the Housing Forward, zoning changes, etc.

Estimated Costs:

- Personnel: [Click or tap here to enter text.](#)
- Non-Personnel: \$1000
- Explain the assumptions you used to estimate costs: 2 boosted posts per month range between \$30-\$50, so \$1000

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Over the years, OOD has pared down its budget extensively, as it has not been fully staffed. It is now fully staffed and taking an expanded role in the communications and marketing of PCED.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Communications staff will review the reach of boosted posts to measure efficacy as outlined in the Results Madison measures.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The PCED Communication and Marketing Plan has been reviewed by DCR. As a piece of this plan, the advertising budget will prioritize communications that are relevant to BIPOC groups and residents who have been historically denied access to social and political capital.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

With the hire of a PCED PIO and the increased volume of work PCED is doing, the Graphics Tech (CG20 Range 9) has additional work doing project consultation, design and photography. Their current time is fully filled with projects. The position is a .6 FTE and OOD suggests making the position a 1 FTE. The funds will be moved from hourly wages to permanent wages. 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 City initiatives.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

With the hire of a PCED PIO and the increased volume of work PCED is doing, the Graphics Tech has an additional work. 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.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

The PCED Communication and Marketing Plan has been reviewed by DCR. The plan reiterates our approach to public participation and centering the voices of those traditionally left out of the process. The graphics technician does their work as part of this plan, but also assists in creation of design products for all PCED agencies.

Planning

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	3,332,833	3,477,424	3,390,893	3,562,032	3,766,262	3,766,262
Other Grants	1,458,739	1,138,941	1,558,377	1,402,742	1,436,411	1,436,411
Total	4,791,572	4,616,365	4,949,270	4,964,774	5,202,674	5,202,674

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Comp Planning And Dev Review	1,933,018	1,918,273	2,061,926	1,972,866	2,240,850	2,240,850
Metropolitan Planning Org	1,569,157	1,281,245	1,400,133	1,585,630	1,626,019	1,626,019
Neigh Planning Pres And Design	1,289,397	1,416,847	1,487,210	1,406,278	1,335,805	1,335,805
Total	4,791,572	4,616,365	4,949,270	4,964,774	5,202,674	5,202,674

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	(23,323)	-	(36,748)	(36,748)	(36,748)
Charges For Services	(24,209)	(5,457)	(37,261)	-	-	-
Invest Other Contrib	(7,517)	(1,500)	(28,629)	(1,500)	(1,500)	(1,500)
Transfer In	(3,000)	-	-	-	-	-
Total	(34,726)	(30,280)	(65,890)	(38,248)	(38,248)	(38,248)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	2,775,223	2,960,933	2,958,154	3,078,755	3,209,052	3,302,533
Benefits	881,349	863,059	913,367	897,717	883,085	883,085
Supplies	86,965	75,350	68,223	77,130	77,130	77,130
Purchased Services	608,334	517,076	737,172	672,201	771,788	678,307
Debt Othr Financing	249,494	-	106,768	-	-	-
Inter Depart Charges	90,278	90,495	89,695	89,140	93,607	93,607
Inter Depart Billing	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)	(41,500)
Transfer Out	176,155	181,232	183,280	229,580	247,759	247,759
Total	4,826,298	4,646,645	5,015,160	5,003,022	5,240,922	5,240,922



Department of Planning & Community & Economic Development

Planning Division

Heather Stouder, Director

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To: Mayor Satya Rhodes-Conway
From: Heather Stouder, Planning Division Director
Date: July 21, 2023
Subject: 2024 Operating Budget Transmittal Memo
CC: Christie Baumel; Dave Schmiedicke; Christine Koh; Maggie McClain; Matt Wachter; Emily Clavette; Bill Fruhling

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". Through the Results Madison process, we have revised our service structure and are in the midst of creating annual data indicators to help illustrate progress toward Planning Division and broader community goals over time. A description and major goals within each of the existing service areas 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, maintain, and monitor the progress of the City's Comprehensive Plan.
- Maintain, monitor, and recommend changes to the city's zoning, subdivision, and urban design ordinances. In 2024, we will continue to support ordinance updates, including continued work on those outlined in Housing Forward, and refinement and modernization of Urban Design District standards.
- Lead the review and evaluation of development proposals based on consistency with adopted plans and ordinances. In 2024, we expect to continue to support the current fast pace of housing and other development proposals submitted for review by staff and the Urban Design Commission, Plan Commission and Common Council. In the coming years, we aim to ensure that the development review process is clear and accessible to newer and small-scale developers, including those for which English is not a primary language.
- Maintain the city's geographic database and provide data, information, and mapping services to city agencies and community partners.
- Strengthen relationships with community partners across the region.
- In 2024, we will continue to provide staff support the City's Department of Transportation in efforts such as North-South Bus Rapid Transit, preparation for potential Amtrak service, and interchange studies, all of which have significant land use and mobility impacts for the City and region.

Neighborhood Planning, Preservation, and Design - Plan for complete neighborhoods and support City-initiated redevelopment in developed, mature parts of the City. Balance growth and change in Madison with integration of art and cultural/historic preservation. Support neighborhood inclusivity and leadership capacity, particularly within historically underrepresented groups.

- Prepare and maintain twelve subarea plans to provide a framework for city investment and land use regulation, as outlined in the Planning Framework adopted by the Common Council in 2022. In 2024, we will complete the first two new subarea plans (Northeast Area and West Area), and both the Southeast Area and Southwest Area Plan processes will be underway.
- Strengthen existing residential and commercial areas as Madison continues to grow and change. In 2024, we will continue to support strategic, City-initiated redevelopment along South Park Street, consistent with the South Madison Plan, as well as the development of the Brayton Lot, consistent with the Downtown Plan.
- 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.
- Administer the Madison Arts program with a focus on equitable distribution of resources. In 2024, 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 Regional Transportation Plan. In 2024, staff and consultants will begin work on the 5-year update to the Regional 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.

99% Budget for General, Library, Fleet fund agencies

Over the past five years, the Planning Division has a track record of end the year very slightly under budget (an average of 2%). As an agency for which 85% of the budget request is *directly* for personnel, and only 2.4% is for consultant support, the most practical strategy for managing the 99% target (seeking savings of \$37,663) would be to delay filling a vacant position if a vacancy were to occur. Absent a vacancy, other methods in 2024 could include a reduction of financial support for hourly interns, reduction of support for employee trainings outside of the City's offerings, and more reductions to the already tight budgets for consultants and community partners to support public engagement in subarea planning processes.

The Planning Division continues to seek ways to support and collaborate with colleagues in other agencies to improve the efficiency of City systems relating to data maintenance and communication, public engagement, City initiated (re)development, and more.

Finally, as we in the Planning Division become more involved in the *implementation* of plan recommendations, we will explore appropriate opportunities to reflect staff time to capital projects. Time spent supporting these efforts can vary widely year-to-year, but should offer some cost savings to the Planning Division Operating Budget in 2024 and beyond.

Optional Supplemental Request

\$30,000 in additional funding for the Metropolitan Planning Organization (MPO) Service would leverage an additional \$120,000 in newly available federal funds to support initiatives beneficial to the City and region, including but not limited to the following:

- Significant support for consultant services related to the 5-Year Regional Transportation Plan Update to improve public engagement, improve clarity during the planning process, and help to ensure relevance for the Madison region's growing and changing population.

Similar to last year's request, this supplement to the MPO Service is requested with the new knowledge of the likely increase in available federal funds. Each additional dollar provided by local communities can leverage another \$4 in federal funding up to the estimated \$120,000 total increase. MPO staff continue to work diligently with other communities to encourage additional local match, and if secured, communities from other jurisdictions would reduce the \$30,000 requested from the City of Madison through this request.

Thank you for the opportunity to request a 2024 budget for the Planning Division similar to that of 2023. As a team, we will continue to work closely with other City agencies and community partners to maintain pace with the high level of investment and development activity citywide, looking forward responsibly to support a future-ready Madison.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	65 - PLANNING

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$3,766,262	\$3,766,262	\$0
652 - COMP PLANNING AND DEV REVIEW	\$2,214,850	\$2,214,850	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,633,107	\$1,633,107	\$0
52 - BENEFITS	\$456,623	\$456,623	\$0
53 - SUPPLIES	\$19,225	\$19,225	\$0
54 - PURCHASED SERVICES	\$63,050	\$63,050	\$0
57 - INTER DEPART CHARGES	\$42,845	\$42,845	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
653 - METROPOLITAN PLANNING ORG	\$215,607	\$215,607	\$0
42 - INTERGOV REVENUES	-\$36,748	-\$36,748	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$0	\$0	\$0
52 - BENEFITS	\$126	\$126	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$435	\$435	\$0
57 - INTER DEPART CHARGES	\$4,035	\$4,035	\$0
59 - TRANSFER OUT	\$247,759	\$247,759	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
651 - NEIGH PLANNING PRES AND DESIGN	\$1,335,805	\$1,335,805	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	-\$1,500	-\$1,500	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$872,807	\$872,807	\$0
52 - BENEFITS	\$237,803	\$237,803	\$0
53 - SUPPLIES	\$22,025	\$22,025	\$0
54 - PURCHASED SERVICES	\$203,325	\$203,325	\$0
57 - INTER DEPART CHARGES	\$42,845	\$42,845	\$0
58 - INTER DEPART BILLING	-\$41,500	-\$41,500	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1220 - OTHER GRANTS	\$0	\$0	\$0
652 - COMP PLANNING AND DEV REVIEW	\$0	\$0	\$0
42 - INTERGOV REVENUES	-\$26,000	-\$26,000	\$0
51 - SALARIES	\$0	\$0	\$0
52 - BENEFITS	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$26,000	\$26,000	\$0
653 - METROPOLITAN PLANNING ORG	\$0	\$0	\$0
42 - INTERGOV REVENUES	-\$1,153,652	-\$1,153,652	\$0
43 - CHARGES FOR SERVICES	-\$9,000	-\$9,000	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$247,759	-\$247,759	\$0
51 - SALARIES	\$703,138	\$796,619	\$93,482
52 - BENEFITS	\$188,533	\$188,533	\$0
53 - SUPPLIES	\$35,880	\$35,880	\$0
54 - PURCHASED SERVICES	\$478,978	\$385,497	-\$93,482
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$3,882	\$3,882	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
651 - NEIGH PLANNING PRES AND DESIGN	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
51 - SALARIES	\$0	\$0	\$0
52 - BENEFITS	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Comprehensive Planning and Development Review
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Total of approximately \$55,997 increase between Salary and Benefits for 6 positions
628 – Planner 1 (18-06) to Planner 2 for incumbent – approved/completed
3618 – Planner 1 (18-06) to GIS Specialist 2 (18-08) for incumbent – study in progress
626 - Planner 3 (18-10) to Planner 4 (18-12) for incumbent – study anticipated late 2023
629 – Planner 2 (18-08) to Planner 3 (18-10) for incumbent – study anticipated late 2023
4504 – Planner 2 (18-08) to Planner 3 (18-10) for incumbent – study anticipated late 2023
3189 – Planning GIS Specialist (18-09) to GIS Specialist (18-10) for incumbent – study anticipated 2024

*We request that these recalssifications be considered during the Finance Recommendation stage of the Operating Budget process.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

We do not anticipate a change to current activities and service levels. All incumbents listed have been working out of class in their current positions within the Planning Division’s Development Review and Data & Mapping service areas. For all positions, this change is needed to reflect increases in responsibility in areas for which workloads have increased and continue to increase.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Each position listed has responsibilities that further one of the goals in the Planning Division’s Equity Action Plan, which is to “stop creating inaccessible materials and presentations”. One example is that those involved heavily in the Development Review service area will be working to ensure that the development review process is accessible to new customers, including those who do not speak English as a first language. Another example is that all positions listed have responsibilities related to clear and simple presentation of data, whether in the form of maps, images, verbal presentations, in writing, or a combination thereof.

Outside of our Division’s Equity Action Plan, employees in these positions continue to work on data analysis, policy and ordinance changes, many of which move forward with the goal of furthering racial equity in Madison.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Metropolitan Planning Organization
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

We request a \$30,000 increase in the City of Madison contribution to the Metropolitan Planning Organization as a 20% local match to leverage an anticipated \$120,000 in additional federal funding. This increase will support multiple activities within the MPO’s 2024 Unified Planning Work Program, the most significant item being consultant services for the 5-year update to the Regional Transportation Plan.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$30,000
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

This request unlocks the ability to utilize additional federal funding. The new Greater Madison MPO Manager continues to seek increased contributions from other communities within the MPO boundaries, which could offset a portion of the \$30,000 requested.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

As mentioned in other Service Proposals, one of the goals in the Planning Division Equity Action Plan is to “stop creating inaccessible materials and presentations”. A critical element of the 5-year Regional Transportation Plan Update will focus on refining/reimagining outreach and communication materials to ensure that they are relevant to the diverse communities across the Greater Madison MPO region.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Planner 2 (18-08) to Planner 3 (18-10) to accurately reflect the work of an incumbent (neutral for the General Fund – supported by Federal Grant).

*We request that this reclassification be considered during the Finance Recommendation stage of the Operating Budget process

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

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Part 1. Identifying Information	
Select your Agency:	PLANNING
Enter your Service:	Neighborhood Planning, Preservation, and Design
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> 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 goals of this service is to plan for efficient and equitable land use and complete neighborhoods in developed, mature parts of the City, balancing growth and change in Madison with integration of art and cultural/historic preservation, and to support neighborhood inclusivity and leadership capacity, particularly within historically underrepresented groups.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

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- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
\$10,459 increase between Salary and Benefits

4573 – Planner 2 (18-08) to Planner 3 (18-10) for incumbent (Approved by CC June 2023)

*We request that this reclassification be considered during the Finance Recommendation stage of the Operating Budget process

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The change reflects a reclassification approved in June 2023 for an employee who had been working out of class for many months and continues in project management roles

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

This bilingual position includes translation and interpretation roles, which strongly support two goals within the Planning Division Equity Action Plan, which are to “stop creating inaccessible materials and presentations” and to “stop making grant programs so complicated for applicants”.

Police

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	80,737,991	83,995,148	81,498,709	86,917,117	89,783,807	89,783,807
Other Grants	2,039,452	2,476,034	1,629,751	2,829,845	543,839	1,998,629
Other Restricted	245,209	159,500	239,032	168,500	2,361	312,828
Total	83,022,652	86,630,682	83,367,493	89,915,461	90,330,006	92,095,264

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Police Field	73,764,514	76,893,354	73,722,591	79,857,713	79,491,041	81,266,746
Police Support	9,258,138	9,737,328	9,644,901	10,057,748	10,838,966	10,828,517
Total	83,022,652	86,630,682	83,367,493	89,915,461	90,330,006	92,095,264

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(312,308)	(333,099)	(319,187)	(337,617)	(337,617)	(357,680)
Charges For Services	(524,411)	(833,350)	(844,929)	(833,350)	(833,350)	(833,350)
Invest Other Contrib	(61,128)	(197,900)	(81,765)	(202,700)	(202,700)	(214,252)
Misc Revenue	(11,900)	(21,700)	(10,324)	(21,700)	(21,700)	(21,700)
Transfer In	(21,202)	-	(123)	(125,000)	(125,000)	(125,000)
Total	(930,950)	(1,386,049)	(1,256,328)	(1,520,367)	(1,520,367)	(1,551,982)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	52,967,803	59,272,186	54,237,095	60,857,098	61,650,413	62,711,707
Benefits	20,980,121	18,275,763	20,426,700	19,458,556	19,936,970	19,936,970
Supplies	1,495,132	1,697,788	1,691,501	1,725,522	1,448,887	1,614,991
Purchased Services	2,750,851	3,184,538	2,601,026	3,544,108	2,512,513	2,982,728
Debt Othr Financing	417,558	-	240,152	-	-	87,569
Inter Depart Charges	5,299,898	5,255,923	5,385,109	5,526,179	6,025,401	6,037,092
Transfer Out	42,238	330,533	42,238	324,365	276,188	276,188
Total	83,953,602	88,016,731	84,623,821	91,435,828	91,850,373	93,647,246



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

July 20, 2023

TO: Mayor Satya Rhodes-Conway

FROM: Shon F. Barnes, Chief of Police

SUBJECT: Police Department 2024 Operating Budget Proposal

The proposal for the Madison Police Department's 2024 operating budget is being prepared during my third year as the Chief of Police and after the recent completion of MPD's first strategic planning process in over a decade. The department is also a few months into integrating the stratified policing model of crime reduction and community engagement in an effort to use data and crime analysis more effectively, and to hold our entire staff accountable to their role in ensuring that improvements in crime reduction and prevention occur. I have seen the Madison Police Department make tremendous gains during my time as Chief and I am proud of the work that our officers and professional staff have done. I am concerned however that with a reduced budget in 2024, our progress may be stalled in the short term, and possibly reversed in the years to come. Ensuring all voices are heard, that decisions are made fairly and without bias, and that all people are treated with dignity and respect – takes time, the resources, and the capacity to do it each day. We will do our best in 2024 to achieve the reduction and will attempt to minimize impacts on our efforts to improve services, communication and transparency for the entire community. Consistent with your budget instructions, I have included one critical supplemental request for a non-sworn position that will help address the amount of digital evidence and digital records that have been increasing exponentially in recent years. This supplemental request has been requested the prior four years and is being proposed now in a way which will not increase the MPD's operating budget in 2024.

Goals of Agency's Operating Budget

My goals for 2024 are centered on our department's mission to provide high-quality police services that are accessible to all members of the community; our vision to be a national model for exceptional policing; and the four pillars of our strategic plan (Madison-Centric Policing, Public Communication, Youth Engagement and Workplace Culture). With this mission in mind, my goals for 2024 are:

- To create a police department that prioritizes crime prevention, community engagement, and employee safety and wellness.
- To serve as an exemplary model for police reform in the year 2024.
- To systematically gather and analyze disaggregated data from across the organization and to use it to improve crime reduction and prevention.
- 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 continue to implement Madison-Centric Policing (MCP), which focuses on increased public safety and transparency.

99% Budget for MPD

Since a 1% reduction in MPD's budget totals \$906,907, no single strategy can be pursued to meet this reduction target. Instead, a combination of strategies will need to be implemented. Additionally, since MPD's salary savings requirement was almost doubled, the department no longer anticipates having flexibility due to significant accrued salary savings from attrition. For the remaining gap not satisfied through salary savings, other strategies may include: reducing the size of the annual pre-service police Academy, delaying or freezing the hiring of certain civilian support positions, eliminating district problem-solving initiatives aimed at crime reduction, and delaying and reducing needed supplies and services planned expenditures. As with any personnel adjustments, impacts on service provision may occur and will need to be evaluated carefully within both community expectations and fiscal constraints.

Reallocations in the Base Budget Proposal \geq \$10,000

Services will not be impacted by our proposed funding changes. Shifts between services and object codes are cost-neutral to the department's total operating budget and align budgeted levels with anticipated expenditures. These were primarily a result of adjusting supplies, services, and operating projects (K9, Mounted and RMS Consortium) to align with anticipated revenue and expenditure plans, based on recent trends and inflation considerations. Again, none of these adjustments will cause changes to our current service levels. Lastly, internal reallocations have been pursued in order to begin converting a small number of Tasers within our existing inventory to a subscription-based model, which will eventually be required by the vendor to ensure sufficient service support. This subscription-based inventory must eventually replace MPD's current inventory, which is entirely owned by the department and will soon be unsupported.

2024 Supplemental Request

Since your budget instructions permitted one critical supplemental request, I have identified the most critical operational need – as well as corresponding savings to offset the cost in 2024. I am proposing expanding our video analysis capacity by adding one Forensic Lab Technician through the reclassifying of an existing Police Report Typist (PRT) position. There would be no net change to our position totals if this proposal is granted. By repurposing a PRT vacancy, I further propose delaying the start date until approximately the end of March in order to generate enough savings to fund the upgrade. If a PRT vacancy does not exist when 2024 begins, then the start date of the Forensic Lab Technician would be delayed accordingly until a PRT vacancy naturally occurs and the appropriate savings were realized.

Currently all digital media and video analysis is processed by only one civilian MPD employee. Adding support to our capacity to complete video analysis has been requested or mentioned as a need in past MPD budget requests (annually since 2018) unsuccessfully, including by me. The amount of digital evidence and digital records have been increasing exponentially over recent years (both through our calls for service, squad car video and other video), and last year we ran out of storage space on our secure server (which was addressed in the 2023 Capital Budget). MPD inherited a significant amount of squad and body worn video from the Town of Madison and many public requests for these records (and countless other video records) are being reviewed now by the one employee conducting video analysis.

Video review requires the use of several different complex systems, which requires multiple process steps to retrieve and access files - which translates to more demand on staff time. With the knowledge that our staff will only see more digital evidence and digital records in the immediate future, I am again seeking to expand our video analysis capacity by one position through adding a Forensic Lab Technician. This position would be at a lower classification than the current employee completing video analysis, but it could 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 required to fulfill corresponding lab requests; and monitor forensic supplies and equipment.

Conclusion

The Madison Police Department has made great strides towards innovation, improving services, and creating lasting reforms during my time as Chief of Police. While the reclassification of a PRT position would greatly improve the capacity of our ability to complete video analysis, I grow concerned about what the impacts of an almost \$1 million cut to MPD's budget, in addition to an increased salary savings requirement, will be to the additional progress we are poised to make. I am most concerned about potential impacts to activities that have been highlighted by our community and policy makers as critical priorities such as - traffic enforcement and safety efforts; work with the Police Community Oversight Board and the Independent Police Monitor; problem solving work in patrol; community engagement and outreach; process time for public records and police reports; and working towards systemic improvements and achievements in the four main pillars of our strategic plan - Madison-Centric Policing, public communication, youth engagement and workplace culture.

Thank you for your consideration.

Respectfully,



Shon F. Barnes
Chief of Police

CC: Assistant Chief John Patterson
Finance Manager Teague Mawer
Deputy Mayors
Finance Director
Budget & Program Evaluation Staff

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	31 - POLICE

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	\$89,783,807	\$89,783,807	\$0
311 - POLICE FIELD	\$78,944,841	\$78,955,289	\$10,448
42 - INTERGOV REVENUES	-\$150,055	-\$150,055	\$0
43 - CHARGES FOR SERVICES	-\$832,650	-\$832,650	\$0
46 - INVEST OTHER CONTRIB	-\$202,700	-\$214,252	-\$11,552
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$125,000	-\$125,000	\$0
51 - SALARIES	\$53,612,016	\$53,612,016	\$0
52 - BENEFITS	\$17,683,733	\$17,683,733	\$0
53 - SUPPLIES	\$1,223,431	\$1,224,181	\$750
54 - PURCHASED SERVICES	\$1,772,258	\$1,793,508	\$21,250
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$5,687,619	\$5,687,619	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$276,188	\$276,188	\$0
312 - POLICE SUPPORT	\$10,838,966	\$10,828,517	-\$10,448
42 - INTERGOV REVENUES	-\$187,562	-\$207,625	-\$20,063
43 - CHARGES FOR SERVICES	-\$700	-\$700	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$21,700	-\$21,700	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$7,629,189	\$7,629,189	\$0
52 - BENEFITS	\$2,122,555	\$2,122,555	\$0
53 - SUPPLIES	\$225,456	\$224,906	-\$550
54 - PURCHASED SERVICES	\$740,255	\$750,420	\$10,165
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$331,473	\$331,473	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1220 - OTHER GRANTS	\$543,839	\$0	-\$543,839
311 - POLICE FIELD	\$543,839	\$0	-\$543,839
42 - INTERGOV REVENUES	\$0	-\$1,341,901	-\$1,341,901
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	-\$1,100	-\$1,100
48 - OTHER FINANCE SOURCE	\$0	-\$398,179	-\$398,179
49 - TRANSFER IN	\$0	-\$257,449	-\$257,449
51 - SALARIES	\$409,208	\$1,470,502	\$1,061,294
52 - BENEFITS	\$130,682	\$130,682	\$0
53 - SUPPLIES	\$0	\$153,745	\$153,745
54 - PURCHASED SERVICES	\$0	\$233,700	\$233,700
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$3,949	\$10,000	\$6,051
59 - TRANSFER OUT	\$0	\$0	\$0
1250 - OTHER RESTRICTED	\$0	\$0	\$0
311 - POLICE FIELD	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	-\$190,159	-\$190,159
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	-\$3,000	-\$3,000
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	-\$2,361	-\$119,669	-\$117,308
49 - TRANSFER IN	\$0	\$0	\$0
53 - SUPPLIES	\$0	\$12,159	\$12,159
54 - PURCHASED SERVICES	\$0	\$205,100	\$205,100
56 - DEBT OTHR FINANCING	\$0	\$87,569	\$87,569
57 - INTER DEPART CHARGES	\$2,361	\$8,000	\$5,639

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	POLICE
Enter your Service:	Field
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	46 - INVEST OTHER CONTRIB	-\$11,552	Cost-neutral adjustment to anticipated revenue in operating projects (K9 and Mounted).
1100 - GENERAL	54 - PURCHASED SERVICES	\$21,250	Internal reallocation to begin converting a small number of Tasers within MPD's existing inventory to a subscription-based model, which will eventually be required by the vendor to ensure sufficient service support.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No impacts to services or activities. Shifts between Services and object codes are cost-neutral to the total departmental operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services, and operating projects (K9 and Mounted) to align with anticipated revenue and expenditure plans, based on recent trends and inflation considerations. There are no service impacts to Tasers being supported through a subscription model versus replacing broken devices. Again, none of these adjustments will cause changes to MPD's current service levels.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

These shifts are unrelated to equity action plans.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.
Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal? N/A
Estimated Costs: <ul style="list-style-type: none"> • Personnel: \$Click or tap here to enter text. • Non-Personnel: \$Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request? N/A
If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals? N/A
Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible. N/A

Part 4. Personnel Changes
All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description. If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.
Allocation Changes: Does your proposal change the position allocations of existing positions? <input type="checkbox"/> No – No allocation changes <input checked="" type="checkbox"/> Yes – Includes proposed allocation changes <i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i>
Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

A Position Allocation Form was submitted to facilitate various technical corrections. Two positions formerly funded by the COSSAP Grant, which ended in 2023, need to be allocated in the General Fund instead of the Multi-Year Fund. There is no net change to the operating budget target because the cost of the positions was included in Pending Personnel. Technical adjustments were also needed to ensure the MUNIS salary projection reflects COPS positions in the Multi-Year Fund. Lastly, one position was pulled into the Multi-Year Fund (Beat Patrol) instead of General Fund due to the timing of when the allocation snapshot was pulled.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

These are technical corrections unrelated to equity action plans.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	POLICE
Enter your Service:	Support
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	42 - INTERGOV REVENUES	-\$20,063	Cost-neutral adjustment to anticipated revenue in operating projects (RMS Consortium).
1100 - GENERAL	54 - PURCHASED SERVICES	\$10,165	Cost-neutral adjustment to anticipated expenditures in operating projects (RMS Consortium) is largest increase, along with reallocations including from printing, other services and equipment repair to primarily help support new Taser subscription program (on "Field" worksheet).
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No impacts to services or activities. Shifts between Services and object codes are cost-neutral to the total departmental operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of adjusting supplies, services, and operating projects (RMS Consortium) to align with anticipated revenue and expenditure plans, based on recent trends and inflation considerations. There are no service impacts to Tasers being supported through a subscription model versus replacing broken devices. Again, none of these adjustments will cause changes to MPD's current service levels.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

These shifts are unrelated to equity action plans.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Currently all digital media and video analysis is processed by only one civilian MPD employee. Adding support to our capacity to complete video analysis has been requested or mentioned as a need in past MPD budget requests (annually since 2018) unsuccessfully. The amount of digital evidence and digital records have been increasing exponentially over recent years (both through MPD's calls for service, squad car video and other video), and last year MPD ran out of storage space on the secure server (which was addressed in the 2023 Capital Budget). MPD inherited a significant amount of squad and body worn video from the Town of Madison and many public requests for these records (and countless other video records) are being reviewed now by the one employee conducting video analysis. Video review requires the use of several different complex systems, which requires multiple process steps to retrieve and access files - which translates to more demand on staff time. With the knowledge that MPD staff will only see more digital evidence and digital records – and related requests from the community - in the immediate future, this request seeks to expand MPD's video analysis capacity by one position through adding a Forensic Lab Technician.

Estimated Costs:

- Personnel: \$0
- Non-Personnel: \$0
- Explain the assumptions you used to estimate costs: Assumed this position reallocation would be cost-neutral due to delaying start date until sufficient cost savings have been realized. This proposal is to add 1.0 Forensic Lab Technician (16-11) by reclassifying an existing 1.0 Police Report Typist (20-04) for an estimated difference of about \$16,200. There would be no net change to MPD's position totals.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

There would be no net change to MPD's position totals if this proposal is granted. By repurposing a PRT vacancy, MPD proposes delaying the start date until approximately the end of March in order to generate enough savings to fund the upgrade. If a PRT vacancy does not exist when 2024 begins, then the start date of the Forensic Lab Technician would be delayed accordingly until a PRT vacancy naturally occurs and the appropriate savings were realized. Therefore, this supplemental request is for \$0 in 2023.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

A Forensic Lab Technician could 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 required to fulfill corresponding lab requests; and monitor

forensic supplies and equipment. MPD anticipates this will improve wait times for processing internal and external requests for video records and evidence.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This change will improve MPD's transparency with the community by increasing capacity for responding to records requests.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Public Health Madison Dane

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Permanent	30,835	-	8,455	-	-	-
Public Health Madison Dane	33,015,007	26,628,042	29,904,407	32,153,468	33,228,684	33,228,439
Total	33,045,842	26,628,042	29,912,861	32,153,468	33,228,684	33,228,439

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Administration	(3,585,955)	4,205,798	6,792,814	5,617,206	9,056,777	6,020,599
Animal Services	938,311	1,267,192	1,165,206	1,236,195	1,183,569	1,261,369
Community Health	10,690,493	9,780,396	9,151,359	12,412,560	10,945,184	13,404,515
Emergency Response	17,210,184	2,055,627	6,145,410	3,302,515	3,127,669	3,366,621
Environmental Protection	1,362,535	1,022,688	937,488	1,293,530	1,230,023	1,365,208
Laboratory	701,329	624,701	733,131	735,807	579,438	958,856
Licensed Establishments	2,508,415	2,531,156	2,304,662	2,950,711	2,682,327	3,036,062
Policy Planning and Eval	3,220,529	5,140,485	2,682,792	4,604,944	4,423,696	3,815,208
Total	33,045,842	26,628,042	29,912,861	32,153,468	33,228,684	33,228,439

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(22,521,821)	(13,494,596)	(18,554,737)	(16,258,610)	(17,296,470)	(17,449,993)
Charges For Services	(475,066)	(897,158)	(478,935)	(916,846)	(916,846)	(984,379)
Licenses And Permits	(2,783,444)	(2,718,635)	(2,966,102)	(3,195,753)	(3,195,753)	(3,244,529)
Invest Other Contrib	(275,496)	(39,000)	(318,740)	(309,596)	(309,596)	(289,000)
Misc Revenue	(1,385)	(12,500)	(3,278)	(12,500)	(12,500)	(12,500)
Other Finance Source	-	(887,083)	-	(1,071,364)	(898,400)	(898,400)
Transfer In	(6,988,630)	(8,579,070)	(7,591,070)	(10,388,799)	(10,599,118)	(10,349,638)
Total	(33,045,842)	(26,628,042)	(29,912,862)	(32,153,468)	(33,228,684)	(33,228,439)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	14,642,496	15,603,969	16,275,152	18,898,032	20,065,304	19,058,649
Benefits	5,888,735	6,084,004	6,447,680	7,276,822	7,276,768	8,283,422
Supplies	819,192	659,137	843,219	1,363,585	1,363,585	1,381,942
Purchased Services	9,613,705	3,775,067	2,680,023	4,112,167	4,011,310	3,992,709
Debt Othr Financing	1,994,166	-	3,534,192	302,822	302,822	302,822
Inter Depart Charges	87,547	68,415	99,262	90,041	98,895	98,895
Transfer Out	-	437,450	33,333	110,000	110,000	110,000
Total	33,045,842	26,628,042	29,912,861	32,153,468	33,228,684	33,228,439

TO: Mayor Satya Rhodes-Conway

FROM: Janel Heinrich, Executive Director/Health Officer, PHMDC

DATE: July 21, 2023

SUBJECT: 2024 Operating Budget Transmittal Memo

CC: *Deputy Mayors; Finance Director, Budget & Program Evaluation Staff*

Goals of Agency's Operating Budget

Aligned with the mission and values of the City of Madison, the vision of PHMDC is *'Healthy People. Healthy Places.'* and our mission is *'Working with the community to enhance, protect, and promote the health of the environment and the well-being of all people'*.

PHMDC is comprised of eight major services representing more than 40 programs, initiatives 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. Our services are aligned Imagine Madison framework and span the Elements of a Great City, with the majority falling under the "Neighborhoods & Housing, Economy & Opportunity, Green & Resilient, Effective Government and Health & Safety.

Our 2024 goals for all services include: 1) assessing the continued impact of covid and population growth on the demand for public health resources to assure our ability to continue to maintain a high level of quality services in Madison & Dane County that are delivered equitably and accessibly; 2) implementing a performance management system in alignment with the City's Results Madison initiative that is informed by our 2024-2029 Strategic Plan, program objectives and performance measures that track to program outcomes; and 3) a continued commitment to engaging communities disparately impacted by health inequities in the pursuit of program improvements and system change to eliminate disparate health outcomes.

Reallocations and Other Changes

We are not proposing any major changes within the operating budget that impacts service delivery. However, as demonstrated within the service proposals you will see changes that are the result of reallocating resources across majors in alignment with spending patterns and to adjust for the cost of living increase that was initially assigned to the Administration service but should be reflected in all service areas. This is shown as *"Technical adjustments to move personnel cost from pending personnel to correct objects"* within the service proposals. Other changes are the result of changes in grant revenues and associated expenditures. As a reminder—we anticipate that this will continue to be

demonstrated as significant changes within majors for the coming years as the ARPA and other covid related funding streams expire. None of these changes will have an impact on service delivery other than a continued contraction of covid emergency response activities and the inability to support a grant program associated with the Violence Prevention roadmap without other funding streams starting in 2025.

Optional Supplemental Request

For 2024 we are proposing the following supplemental requests:

- 1) **20% increase in Well & Septic fees.** PHMDC is an agent for the state for private septic and well systems. This program is responsible for ensuring that well & septic systems are planned, installed and maintained to protect human health and the environment. We do this by reviewing permits and performing inspections for these systems in accordance with state and county ordinances. Of the more than 25,000 properties with well & septic systems in Dane County, only 130 septic systems and 200 private wells are in the City of Madison so there are very few sanitary or well location permits in the City. The well & septic program work done in the city is assuring that the remaining septic systems get regular maintenance and those that are not working properly get repaired, replaced or removed as appropriate. City of Madison residents contribute less than \$1,500 to the total fees collected annually. We have not adjusted fees for this program since 2020 and with rapidly rising salaries and other program costs, a 20% increase will align revenue to expenditures for at least three years.

Below is a representation of the current and proposed fee structure.

	Current Fee	Proposed fee	Difference
Sanitary Permit Fees			
- Conventional Septic System	\$340	\$408	+ \$68
- Advanced septic system (Mound, At-Grade)	\$985	\$1,182	+ \$197
Onsite soil verification	\$189	\$227	+ \$38
Well location permit	\$188	\$226	+ \$38
Annual Septic Maintenance Fee	\$9.54	\$11.45	+ \$1.91

- 2) **1.0 FTE M11 EH Manager (\$130,200)** – The Licensed Establishment program is entirely fee supported. We are requesting that program revenue from be utilized to create a 1.0 FTE M11 (County ER system) Environmental Health Program Manager. As the population of Dane County grows, the licensed establishment program has continued to grow—17% from 2020-2023 and 38% since 2015.

Year	# of Licenses
2015	3320
2020	3890
2022	4455
2023	4584

A 20% fee increase was implemented in 2023 to support building capacity in the program to meet the mandated frequency of inspections by creating additional staff capacity to deliver high quality, customer focused services. These fees support the creation of this new position.

3) 2.0 FTE Medical Interpreters (annualized at \$208,000 in 2024).

Language Access is a critical aspect of health equity that can significantly affect health outcomes. Language Access is a component of our agency’s core value of health and racial equity, as it aligns with our mission to enhance, protect, and promote the well-being of all people.

The need for Certified Spanish Medical Interpreters at PHMDC is not currently being met by contract interpreters or the phone based interpreter formats we also engage with. The lack of access to in person interpreters affects service delivery, client experience and engagement, staff morale, and health outcomes. The availability of contract interpreters in the area is decreasing due to growing community needs while other health care delivery partners are expanding their teams of on-staff interpreters. This in turn, makes it harder for PHMDC to access contractors via the interpreter pool that we work with, which has a negative impact on client experience when we default to a less effective service model to support care delivery.

Phone/virtual interpretation while a valuable resource, is often not effective at helping to establish trust and facilitate the strong relationship needed between PHMDC staff and clients. In addition, these services are not cost effective when providing Spanish interpretation and translations.

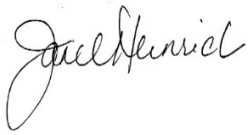
In 2022 the Interpreters line went over budget by 54.7%. Budget was \$71,938.40 and actual spend was \$111,296.59. During the cost to continue analysis it was uncovered that this spending was expected to continue to increase in future years because of the changing demographics of the community if we did not propose alternate ways of supporting language access.

- Here are a few examples of how we’d reduce spending by hiring interpreters:
 - o Translations: we recently paid one vendor \$799 for a Spanish translation (we pay them by word). By hiring staff interpreter(s) to have more capacity for in-house translations, they could have had that translation completed in 3-4 hours, working on it in between their interpreting appointments as part of their hourly salary.
 - o Interpretation: For a 3 hour in-home lead investigation appointment, we’d pay at least \$140 for Spanish phone interpretation (we pay by the minute). If we used a staff interpreter for the same appointment, we pay the interpreter hourly salary, and gain much value added for both client and staff

We are therefore requesting two new Medical Interpreter positions to keep up with demand while managing overall spending in future years to support this ongoing work. \$50,000 from the Interpreter budget line (purchased services) was removed for 2024 to offset this request, resulting in a request of \$158,000 to support these positions.

I appreciate your consideration of our 2024 Operating Budget proposal and look forward to continued discussion over the coming months.

Regards,

A handwritten signature in cursive script that reads "Janel Heinrich".

Janel Heinrich, MPH, MA
Director/Health Officer- Public Health-Madison & Dane County

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	32 - PUBLIC HEALTH
Segment 3	MADISON DANE

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
6100 - PUBLIC HEALTH MADISON DANE	\$0	\$0	\$0
321 - ADMINISTRATION	-\$13,428,894	-\$16,263,072	-\$2,834,178
42 - INTERGOV REVENUES	-\$12,614,553	-\$12,412,553	\$202,000
43 - CHARGES FOR SERVICES	-\$1,500	-\$1,500	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	-\$3,000	-\$3,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$9,866,618	-\$9,866,618	\$0
51 - SALARIES	\$6,335,580	\$3,121,327	-\$3,214,253
52 - BENEFITS	\$1,471,608	\$1,667,189	\$195,581
53 - SUPPLIES	\$90,958	\$99,123	\$8,165
54 - PURCHASED SERVICES	\$661,631	\$635,960	-\$25,670
56 - DEBT OTHR FINANCING	\$302,822	\$302,822	\$0
57 - INTER DEPART CHARGES	\$84,179	\$84,179	\$0
59 - TRANSFER OUT	\$110,000	\$110,000	\$0
322 - ANIMAL SERVICES	\$698,496	\$776,296	\$77,799
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
44 - LICENSES AND PERMITS	-\$485,073	-\$485,073	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$527,826	\$587,062	\$59,236
52 - BENEFITS	\$227,552	\$246,864	\$19,312
53 - SUPPLIES	\$7,550	\$3,050	-\$4,500
54 - PURCHASED SERVICES	\$419,056	\$422,806	\$3,750
57 - INTER DEPART CHARGES	\$1,586	\$1,586	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
323 - COMMUNITY HEALTH	\$8,059,518	\$10,362,679	\$2,303,161
42 - INTERGOV REVENUES	-\$2,316,700	-\$2,493,466	-\$176,766
43 - CHARGES FOR SERVICES	-\$279,870	-\$279,870	\$0
46 - INVEST OTHER CONTRIB	-\$281,596	-\$261,000	\$20,596
47 - MISC REVENUE	-\$7,500	-\$7,500	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$6,121,679	\$7,637,585	\$1,515,906
52 - BENEFITS	\$2,888,338	\$3,482,932	\$594,594
53 - SUPPLIES	\$924,370	\$940,765	\$16,396
54 - PURCHASED SERVICES	\$997,667	\$1,330,102	\$332,435
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$13,130	\$13,130	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
325 - EMERGENCY RESPONSE PLANNING	\$254,447	\$410,643	\$156,196
42 - INTERGOV REVENUES	-\$1,974,821	-\$2,057,578	-\$82,757
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	-\$898,400	-\$898,400	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,294,129	\$2,406,939	\$112,810
52 - BENEFITS	\$601,003	\$624,122	\$23,119
53 - SUPPLIES	\$45,177	\$82,057	\$36,880
54 - PURCHASED SERVICES	\$187,359	\$253,503	\$66,144
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
324 - ENVIRONMENTAL PROTECTION	\$418,611	\$341,487	-\$77,124
42 - INTERGOV REVENUES	-\$59,185	-\$155,185	-\$96,000
43 - CHARGES FOR SERVICES	-\$435,227	-\$464,760	-\$29,533
44 - LICENSES AND PERMITS	-\$265,000	-\$351,776	-\$86,776
47 - MISC REVENUE	-\$2,000	-\$2,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$50,000	-\$50,000	\$0
51 - SALARIES	\$713,382	\$729,889	\$16,507
52 - BENEFITS	\$291,554	\$298,476	\$6,922
53 - SUPPLIES	\$22,526	\$19,982	-\$2,544
54 - PURCHASED SERVICES	\$202,561	\$316,862	\$114,301
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
327 - LABORATORY	\$478,538	\$857,956	\$379,418
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$62,900	-\$100,900	-\$38,000
44 - LICENSES AND PERMITS	-\$38,000	\$0	\$38,000
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$313,295	\$426,316	\$113,022
52 - BENEFITS	\$125,814	\$382,890	\$257,076
53 - SUPPLIES	\$69,607	\$39,806	-\$29,801
54 - PURCHASED SERVICES	\$70,722	\$109,844	\$39,122
57 - INTER DEPART CHARGES	\$0	\$0	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
326 - LICENSED ESTABLISHMENTS	\$158,298	\$512,033	\$353,735
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$137,349	-\$137,349	\$0
44 - LICENSES AND PERMITS	-\$2,386,680	-\$2,386,680	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,739,738	\$2,017,010	\$277,272
52 - BENEFITS	\$745,157	\$828,150	\$82,993
53 - SUPPLIES	\$51,629	\$49,484	-\$2,145
54 - PURCHASED SERVICES	\$145,803	\$141,418	-\$4,386
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
328 - POLICY PROGRAMMING AND EVALUAT	\$3,360,985	\$3,001,977	-\$359,008
42 - INTERGOV REVENUES	-\$331,211	-\$331,211	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
44 - LICENSES AND PERMITS	-\$21,000	-\$21,000	\$0
46 - INVEST OTHER CONTRIB	-\$28,000	-\$28,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$682,500	-\$433,020	\$249,480
51 - SALARIES	\$2,019,675	\$2,132,521	\$112,846
52 - BENEFITS	\$925,741	\$752,798	-\$172,943
53 - SUPPLIES	\$151,768	\$147,675	-\$4,093
54 - PURCHASED SERVICES	\$1,326,511	\$782,214	-\$544,297
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Administration
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	42 - INTERGOV REVENUES	202,000	Technical adjustment to allocate grant revenue correctly
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	195,581	Technical adjustments to move personnel cost from pending personnel to correct objects
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>none</p>			
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>NA</p>			

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Hiring 2.0 FTE Medical Interpreters (Spanish)

Estimated Costs:

- Personnel: \$158,000
- Non-Personnel: [Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: Personnel cost projected by Dane County payroll. Total cost of these positions in 2024 is \$208,000. However, we are proposing to offset some of the levy impact by applying \$50,000 from the Interpreter budget line (purchased services).

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

The need for Certified Spanish Medical Interpreters at PHMDC is not currently being met by contract interpreters or the phone based interpreter formats we also engage with. The lack of access to in person interpreters affects service delivery, client experience and engagement, staff morale, and health outcomes. The availability of contract interpreters in the area is decreasing due to growing community needs while other health care delivery partners are expanding their teams of on-staff interpreters. This in turn, makes it harder for PHMDC to access contractors via the interpreter pool that we work with, which has a negative impact on client experience when we default to a less effective service model to support care delivery.

Phone/virtual interpretation while a valuable resource, is often not effective at helping to establish trust and facilitate the strong relationship needed between PHMDC staff and clients. In addition, these services are not cost effective when providing Spanish interpretation and translations.

In 2022 the Interpreters line went over budget by 54.7%. Budget was \$71,938.40 and actual spend was \$111,296.59. During the cost to continue analysis it was uncovered that this spending was expected to continue to increase in future years because of the changing demographics of the community if we did not propose alternate ways of supporting language access.

- Here are a few examples of how we'd reduce spending by hiring interpreters:
 - Translations: we recently paid one vendor \$799 for a Spanish translation (we pay them by word). By hiring staff interpreter(s) to have more capacity for in-house translations, they could have had that translation completed in 3-4 hours, working on it in between their interpreting appointments as part of their hourly salary.
 - Interpretation: For a 3 hour in-home lead investigation appointment, we'd pay at least \$140 for Spanish phone interpretation (we pay by the minute). If we used a staff interpreter for the same appointment, we pay the interpreter hourly salary, and gain much value added for both client and staff

Given our projections, we anticipate that these positions will allow us to keep with growing demand while managing overall spending in future years.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Number of clients served

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Language Access is a critical aspect of health equity that can significantly affect health outcomes. Language Access is a component of our agency's core value of health and racial equity, as it aligns with our mission to enhance, protect, and promote the well-being of all people.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Animal Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> • Domestic Animal Bite Investigation and Quarantine: Respond to reports of bites to people or other domestic animals to ensure proper rabies vaccination, quarantine, in home observation, and enforcement of laws related to controlling animal behavior and licensing. • Stray animal response: 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: 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. • Animal Welfare Complaints: 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. • Dangerous Animals: Act to eliminate the threat to public health and safety from dangerous animals by investigating potential dangerous animals and ordering restrictions or euthanasia of the animal as appropriate. • Stray Animal Response: Collect domestic animals found running at large and return to their owner or deliver to the shelter for care until they are claimed. Enforce regulations on licensing and containing domestic animals as appropriate. • Other Response: Respond to general complaints and requests for information from the public. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the **Service and/or Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	59,236	Technical adjustments to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	19,312	Technical adjustments to move personnel cost from pending personnel to correct objects
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

None

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

NA

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Community Health
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Sexual and Reproductive Health Nurse Navigators: provide all-options pregnancy counseling, resources and education for anyone who needs support with a pregnancy or their sexual health. Community Based Public Health Nurses: Works in partnership with Dane County Human Services's Joining Forces for Families (JFF) program to build connections and relationships with community organizations and conduct assessments to identify and link neighborhoods with needed resources and/or to partner in addressing the community's health concerns.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	1,515,906	Technical adjustments to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	594,594	Technical adjustments to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	16,396	Increase Medical supplies
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	332,435	Reallocation of overheads by FTE in Facility rental
6100 - PUBLIC HEALTH MADISON DANE	46 - INVEST OTHER CONTRIB	20,596	Reduce Roots and Wings grant projection to 250K
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is little to no impact in delivery of services, but rather just budgetary alignment in response to the expansion of the sexual and reproductive health program (supplies) and realignment of projected revenue (Invest Other Contributions).

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Emergency Response Planning
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	112,810	Technical adjustmnets to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	23,119	Technical adjustmnets to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	53 - SUPPLIES	36,880	Increased purchase of software supplies, program supplies and medical supplies
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	66,144	Realignment of facility expense, no change to agency total
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The changes supplies is the result of new grant funding to increase supplies which will support the ability to appropriately respond to public health threats and emergencies. Some of the examples related to supplies in this major include fees for system licenses such as ‘regroup’ that allow for us to communicate quickly to staff and relevant stakeholders when an event happens. There is also an allocation to maintain a stockpile of mitagation supplies in the form of masks and other needs for emerging public health threats.

The changes in purchased services reflects a realignment across majors to align with spending patterns to reflect the cost to continue adjustment. .

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

The adjustments made in this budget are equity focused. In order to properly respond to public health emergencies, or emergencies that have the ability to impact the health, safety or wellbeing of our community we need adequate supplies to know about the threat, how to mitigate the impact, respond to the issue, and recover from it. The additional supplies in the budget will support the ability for us to receive and communicate information out to relevant stakeholders and to provide mitigation supplies and recovery support to to our community in times of public health emergencies. The additional cost will help to examine and respond in more equitable ways by meeting the needs of those most vulnerable in our community in the ways they need to be served.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Environmental Protection
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> 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, PFAS, lead and radon.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> <ul style="list-style-type: none"> • Sanitary Permit Review and Inspection: Review permits and perform onsite inspections to ensure systems are built to comply with state laws. • Onsite Soil Test: Perform onsite evaluation and review of soil test reports to confirm proper waste water disposal for the site. • Well Location Permitting and Inspection: 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. • Transient Non-community Well Regulation: Inspect wells and monitor private wells that serve the community through churches, commercial establishments, and other public facilities. • Environmental Nuisance and Hazardous Materials Investigation: Investigate childhood lead hazard, household hygiene, mold, indoor air quality, PFAS, Legionella, etc. • PFAS Education and Outreach: Provide community outreach and support community engagement about PFAS and opportunities to minimize exposure. • Other Environmental Health Education and Outreach: Heat Warnings, air advisories, illicit discharge reporting, and other environmental health concerns as requested by community partners and stakeholders. 	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the **Service and/or Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	16,507	Technical adjustments to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	114,301	PFAS Contract
6100 - PUBLIC HEALTH MADISON DANE	42 - INTERGOV REVENUES	(96,000)	20% Increase Well & Septic Fees
6100 - PUBLIC HEALTH MADISON DANE	43 - CHARGES FOR SERVICES	(29,533)	20% Increase Well & Septic Fees
6100 - PUBLIC HEALTH	44 - LICENSES	(86,776)	20% Increase Well & Septic Fees

MADISON DANE	AND PERMITS		
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The change in purchased services reflects carryover ARPA funds to support PFAS outreach, education, and stakeholder engagement efforts to increase awareness about the health impact of PFAS from eating fish and touching water from affected waterbodies.

The Well and Septic fee increase change: To address the rising costs within this program (i.e. salary/step increases) and maintain a 100% fee funded service. More detail will be shared in the following section.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

PFAS contract – to develop and distribute culturally competent materials that will increase the awareness of PFAS and the ability of individuals to take effective action to minimize their exposure to PFAS, especially those in underserved and underrepresented communities.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

- 1) **20% increase in Well & Septic fees.** PHMDC is an agent for the state for private septic and well systems. This program is responsible for ensuring that well & septic systems are planned, installed and maintained to protect human health and the environment. We do this by reviewing permits and performing inspections for these systems in accordance with state and county ordinances. Of the more than 25,000 properties with well & septic systems in Dane County, only 130 septic systems and 200 private wells are in the City of Madison so there are very few sanitary or well location permits received in the City. The only well & septic program work done in the city is assuring that the remaining septic systems get regular maintenance

and those that are not working properly get repaired, replaced or removed as appropriate. City of Madison residents contribute less than \$1,500 to the total fees collected annually. We have not adjusted fees for this program since 2020 and with rapidly rising salaries and other program costs, a 20% increase will align revenue to expenditures for at least three years.

Estimated Costs:

- Personnel: [Click or tap here to enter text.](#)
- Non-Personnel: [Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: 20% fee increase identified to align program costs with revenue with the hope that this will support the program for at least three years.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

NA

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

[Click or tap here to enter text.](#)

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

NA

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Laboratory
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	113,022	Technical adjustments to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	257,076	Technical adjustments to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	54 - PURCHASED SERVICES	39,122	Increase cost in systems license maintenance, consulting services, mileage
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>Purchased services changes: this change is the result of reassigning the west Nile virus program to this service.</p>			
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>NA</p>			

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Licensed Establishment
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	277,272	Technical adjustments to move personnel cost from pending personnel to correct objects
6100 - PUBLIC HEALTH MADISON DANE	52 - BENEFITS	82,993	Technical adjustments to move personnel cost from pending personnel to correct objects
Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>Click or tap here to enter text.</p>			
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>None</p>			

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

The Licensed Establishment program is entirely fee supported. We are requesting that program revenue from be utilized to create a 1.0 FTE M11 (County ER system) Environmental Health Program Manager. As the population of Dane County grows, the licensed establishment program has continued to grow—17% from 2020-2023 and 38% since 2015.

Year	# of Licenses
2015	3320
2020	3890
2022	4455
2023	4584

A 20% fee increase was implemented in 2023 to support building capacity in the program to meet the mandated frequency of inspections by creating additional staff capacity to deliver high quality, customer focused services. These fees support the creation of this new position. Currently 1 manager supervises 18 staff in addition to significant administrative program visioning and management responsibilities. An additional supervisor will allow for more staff and customer support and development.

Estimated Costs:

- Personnel: \$130,200
- Non-Personnel: [Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: Personnel cost received from County Payroll

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Current span of control (18 staff to 1 supervisor) has been tried with staff assisting with administrative support. This is not a sustainable solution, and another manager is needed.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Staff have reported through the Lattice system dissatisfaction with current level of responsiveness from management for daily work questions and frequency of 1:1 meetings. Lattice system will be used to continue to track staff satisfaction and frequency of 1:1 meetings with supervisor.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

By having another manager to assist staff and to carry project load, important equity initiatives such as the satisfaction survey for operators and the resultant strategic interventions for program excellence can be implemented more efficiently, effectively and responsively.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
To address span of control for program supervisor, an M11 manager position is being created (county employee/ classification).

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	PUBLIC HEALTH MADISON DANE
Enter your Service:	Policy Planning and Evaluation
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
6100 - PUBLIC HEALTH MADISON DANE	51 - SALARIES	112,846	Technical adjustments to move personnel cost from pending personnel to correct objects
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Sewer

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Sewer Utility	49,108,042	49,553,720	41,805,092	54,131,240	54,653,653	57,227,900
Total	49,108,042	49,553,720	41,805,092	54,131,240	54,653,653	57,227,900

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Sewer Engineering And Admin	10,411,172	14,996,792	7,456,352	17,219,883	17,552,447	18,008,886
Sewer Operations	38,696,869	34,556,928	34,348,740	36,911,357	37,101,206	39,219,014
Total	49,108,042	49,553,720	41,805,092	54,131,240	54,653,653	57,227,900

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	-	(116,509)	-	-	-
Charges For Services	(47,486,718)	(48,274,080)	(50,824,160)	(52,692,000)	(52,692,000)	(55,485,200)
Licenses And Permits	(12,342)	(51,600)	(11,517)	(15,200)	(15,200)	(12,700)
Fine Forfeiture Asmt	(1,086,362)	(920,000)	(1,664,047)	(920,000)	(920,000)	(780,000)
Invest Other Contrib	(193,587)	(170,000)	(497,478)	(188,800)	(188,800)	(900,000)
Misc Revenue	(1,001)	(1,390)	(73,199)	-	-	-
Other Finance Source	(317,147)	(136,650)	(49,263)	(315,240)	(837,653)	(50,000)
Transfer In	(10,885)	-	(35)	-	-	-
Total	(49,108,042)	(49,553,720)	(53,236,207)	(54,131,240)	(54,653,653)	(57,227,900)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	2,954,214	3,264,772	3,120,524	3,451,345	3,650,774	3,661,261
Benefits	853,459	1,526,901	1,052,370	1,596,507	1,597,246	1,598,851
Supplies	274,253	506,450	251,951	512,690	512,690	375,500
Purchased Services	33,345,815	30,999,974	33,044,864	33,537,439	33,579,439	35,929,530
Debt Othr Financing	8,921,840	8,978,112	1,344,320	11,101,624	11,101,624	11,724,792
Inter Depart Charges	3,052,504	3,246,511	3,165,433	3,321,635	3,601,880	3,395,766
Inter Depart Billing	(483,808)	(495,000)	(402,281)	(495,000)	(495,000)	(495,000)
Transfer Out	189,765	1,526,000	227,911	1,105,000	1,105,000	1,037,200
Total	49,108,042	49,553,720	41,805,092	54,131,240	54,653,653	57,227,900

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Sewer Utility is responsible for the inspection, planning, design, evaluation, construction, and maintenance of the City's sanitary sewer collection system. The sanitary sewer collection system includes 813 miles of sewer main, 33 lift stations, and 22,000+ sanitary sewer access structures. Every day, this system transports 23 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.
- Perform all activities safely and avoid injury.

The key goals of the 2024 work plan include replacements of aging infrastructure, including sanitary sewer mains, structures, and lift stations. Additionally, the Sewer Utility is continuing to implement our trenchless rehab program, which allows us to extend the useful life of our infrastructure cost effectively, and with reduced emissions that come with complete reconstructions. Our preventative maintenance program has been very effective at reducing the number of sewer back-ups experienced by our customers. The 2024 operating budget will support all of these efforts towards achieving the overall goals of the agency.

The goals will be monitored by continuing to track the number of sewer back-ups, along with the linear feet (miles) of sewer mains rehabbed. New technology implemented by the Sewer Utility is also allowing us to better inspect and rate the existing conditions of our facilities to help prioritize areas in need of investments.

Enterprise Agencies

The Sewer Utility is proposing a 5% increase to rates for 2024, which is an increase of approximately \$1.71/month for the average customer. The primary reasons for the rate increase is debt service for capital projects as construction costs continue to increase, and, even a larger component is due to the increased treatment charges from the Madison Municipal Sewerage District (MMSD), which are projected to be a 7% increase over 2023.

The Sewer Utility is partner in the Madison Customer Assistance Program (MadCAP), and the goal of this program is to help reduce utility rates for residents with lower incomes. As this program is new in 2023, we will continue to draw awareness to this program and hope to reach as many eligible residents as possible.

Reallocations and Other Changes (if applicable)

The majority of changes noted in the proposal forms reflect the current costs for providing consistent services. We are also proposing the following reclassifications:

- Recreate Public Works Foreperson 1 (18/05) as Public Works Foreperson 2 (18/06) as part of career ladder progression.
- Recreate IT Specialist 3 (18/10) as GIS Specialist 4 (18/12).
- 4603 - Recreate Engineer 3 (18/10) as Engineer 4 (18/12).

The Public Works Foreperson 1 is excelling and has demonstrated that they are meeting the requirements to move to the next level of the established career ladder progression.

The IT Specialist 3 and the Engineer 3 have each assumed more responsibility and independent work in their positions, and the proposed reclassifications are more commensurate with current roles.

Ultimately, these changes are needed in 2024 to enable us to retain the talent we have invested in developing, and properly compensate staff that have taken on additional responsibility.

Optional Supplemental Request (if applicable)

There are no supplemental requests as part of the 2024 Sewer Utility Operating Budget.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	83 - SEWER

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2110 - SEWER UTILITY	\$0	\$0	\$0
831 - SEWER ENGINEERING AND ADMIN	-\$323,807	\$0	\$323,807
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$15,927,601	-\$16,276,686	-\$349,085
44 - LICENSES AND PERMITS	-\$2,200	-\$2,200	\$0
45 - FINE FORFEITURE ASMT	-\$920,000	-\$780,000	\$140,000
46 - INVEST OTHER CONTRIB	-\$188,800	-\$900,000	-\$711,200
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	-\$837,653	-\$50,000	\$787,653
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,346,740	\$1,401,653	\$54,913
52 - BENEFITS	\$827,837	\$834,756	\$6,919
53 - SUPPLIES	\$253,440	\$117,750	-\$135,690
54 - PURCHASED SERVICES	\$396,284	\$347,279	-\$49,005
56 - DEBT OTHR FINANCING	\$11,101,624	\$11,724,792	\$623,168
57 - INTER DEPART CHARGES	\$3,016,522	\$3,040,456	\$23,934
58 - INTER DEPART BILLING	-\$495,000	-\$495,000	\$0
59 - TRANSFER OUT	\$1,105,000	\$1,037,200	-\$67,800
832 - SEWER OPERATIONS	\$323,807	\$0	-\$323,807
43 - CHARGES FOR SERVICES	-\$36,764,399	-\$39,208,514	-\$2,444,115
44 - LICENSES AND PERMITS	-\$13,000	-\$10,500	\$2,500
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,304,034	\$2,259,608	-\$44,426
52 - BENEFITS	\$769,409	\$764,095	-\$5,314
53 - SUPPLIES	\$259,250	\$257,750	-\$1,500
54 - PURCHASED SERVICES	\$33,183,155	\$35,582,251	\$2,399,096
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$585,358	\$355,310	-\$230,048
58 - INTER DEPART BILLING	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	SEWER
Enter your Service:	Engineering and Administration
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> 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 813 miles of sewer main, 33 lift stations, and 22,000+ 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 also administers the billing for both restaurant properties and industrial properties, which produce higher strength wastewater and are therefore customers paying higher rates. 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).	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Construction Inspection: Ensure sanitary sewer construction complies with plans and specifications for Public Works projects and public improvements associated with private developments. Utility Management & Administration: Plan, direct, and implement sanitary sewer infrastructure design, construction, operations, and maintenance. Oversee Utility administrative and technical activities. Sewer Design: Planning, technical design, preparation of construction plans and specifications, and project management for new, replacement, or rehabilitation of aging sanitary sewer infrastructure. Private Development Review: Review and evaluate private development proposals to ensure sanitary sewer system can adequately serve new developments. GIS: Create and maintain sanitary sewer infrastructure assets in GIS for asset and work order management.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the **Service and/or Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2110 - SEWER UTILITY	43 - CHARGES FOR SERVICES	-349,085	5% Rate increase
2110 - SEWER UTILITY	45 - FINE FORFEITURE ASMT	140,000	Decrease in expected revenues from Special Assessments (\$150,000) and slight increase in expected late fees (\$10,000) based on 2024 projections
2110 - SEWER UTILITY	46 - INVEST OTHER CONTRIB	-711,200	Increase in interest income due to significantly higher returns experienced in 2023 as compared to prior years
2110 - SEWER UTILITY	48 - OTHER FINANCE SOURCE	787,653	Decrease in Asset Sale/Trade-In Revenue to reflect recent experience and technical correction to remove Fund Balance Applied (\$522,413) added to CTC budget but not actually budgeted
2110 - SEWER UTILITY	51 - SALARIES	54,913	\$9,050 due to proposed reclasses and promotions; \$46,923 increase to hourly and overtime reflective of recent experience
2110 - SEWER UTILITY	53 - SUPPLIES	-135,690	\$121,240 reduction due to no longer participating in annual Bobcat trade in program; other minor reductions

2110 - SEWER UTILITY	54 - PURCHASED SERVICES	-49,005	Primarily due to reduction in Software Subscriptions & Mtce based on current projected costs
2110 - SEWER UTILITY	56 - DEBT OTHR FINANCING	623,168	\$189,380 increase in debt service due to 2022 bonds; \$433,788 increase to Reserves Generated which is used to help reduce borrowing for capital projects
2110 - SEWER UTILITY	57 - INTER DEPART CHARGES	23,934	Technical correction from cost allocation plan related charged which were double counted in CTC budget
2110 - SEWER UTILITY	59 - TRANSFER OUT	-67,800	Reduction due to not having any waste oil projects in the planned capital budget for 2024

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Changes reflect current projection of costs for the service. No service level changes are anticipated.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We've posted and filled positions as trainees to attract a wide range of candidates. Our investment in training and developing our employees is critical to building a diverse workforce. Promoting employees as they gain skills and experience is critical to retaining them and protecting the City's investment in their development.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

4603 - Recreate Engineer 3 (18/10) as Engineer 4 (18/12). Incumbent shall be reallocated to underfill new position until internal promotional process is completed.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	SEWER
Enter your Service:	Operations
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service is responsible for the operation and maintenance of the City's sanitary sewer system, which consists of 813 miles of sewer main and 22,000+ sanitary sewer access structures. This system is supported by 33 lift stations and transports 23 million gallons of raw sewage per day from Madison homes and businesses to the Nine Springs Wastewater Treatment Plant (WWTP).	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Preventative Maintenance: Scheduled sewer main cleaning to maintain existing system functionality and eliminate preventable sewer main backups. Repair: Pipe and structure repairs to maintain existing system functionality, reduce inflow and infiltration, and extend useful life. Inspection & Condition Assessment: Internal pipeline and structure inspection to assess condition and develop asset condition rating score. Trenchless Rehab: Provide onsite inspection of trenchless rehab projects. Flow Monitoring & Sampling - Perform flow monitoring, testing, and sampling to support capacity and determine billing rates. Utility Locating and Marking: Respond to Diggers Hotline requests to locate and mark underground sanitary sewer utilities to prevent damage during excavation. Contracted Services: Provide sewer cleaning and inspection services for other City agencies and external customers. Emergency Response: Respond to reports of sewer backups, sanitary sewer overflows, sewer gas odors, missing covers, etc.	

Public Response and Oversight: Respond to calls from residents reporting dead animals on roadsides or sinkholes, and inspect and oversee maintenance of public waste oil site.

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the **Service and/or Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2110 - SEWER UTILITY	43 - CHARGES FOR SERVICES	-2,444,115	5% rate increase
2110 - SEWER UTILITY	51 - SALARIES	-44,426	Primarily due to reduction in hourly and overtime reflective of current experience
2110 - SEWER UTILITY	54 - PURCHASED SERVICES	2,399,096	Primarily due to projected increase from MMSD for sewerage treatment charges and lift station maintenance charges
2110 - SEWER UTILITY	57 - INTER DEPART CHARGES	-230,048	Technical correction for cost allocation plan charges erroneously put in Service 832 instead of 831.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>Changes reflect current projection of costs for the service. No service level changes are anticipated.</p>			
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We've posted and filled positions as trainees to attract a wide range of candidates. Our investment in training and developing our employees is critical to building a diverse workforce. Promoting employees as they gain skills and experience is critical to retaining them and protecting the City's investment in their development.</p>			

<h3>Part 3. Supplemental Requests</h3>			
<p>Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. If you are not submitting a supplemental request, skip this section.</p>			
<p>Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?</p> <p>Click or tap here to enter text.</p>			
<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Personnel: \$Click or tap here to enter text. • Non-Personnel: \$Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text. 			
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>			
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>			

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

4939 – Recreate Public Works Foreperson 1 (18/05) as Public Works Foreperson 2 (18/06) as part of career ladder progression and promote incumbent to Public Works Foreperson 2 level upon submittal and approval of personnel action in Munis.

1146 – Recreate IT Specialist 3 (18/10) as GIS Specialist 4 (18/12). Incumbent will be relocated to underfill new position until internal promotional process is completed.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Career ladder progression to Public Works Foreperson 2. The incumbent is excelling and has demonstrated that they are meeting the requirements to move to the next level of the established career ladder progression.

The IT Specialist 3 was initially responsible for implementation and maintenance of Engineering's utility operations. Over time the incumbent has assumed additional responsibilities for planning and managing for a wide range of projects (eg ITpipes – new CCTV inspection software integrated with GIS and Cityworks, SewerAI integrated with ITpipes and Cityworks, migrating Facilities from FAMIS to Citywork, use of FME to bulk create facilities assets in GIS, etc.) which warrant reclassification to the GIS Specialist 4. The incumbent has assumed responsibility for overall leadership of these projects. It is also important to retain exceptional employees who have demonstrated the ability and willingness to take on higher level responsibilities.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We have invested resources to develop our employees so they can advance. Promoting individuals as they develop is critical to retaining our employees.

Stormwater

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Stormwater Utility	26,868,495	20,555,054	8,545,853	20,632,540	21,247,536	21,999,025
Total	26,868,495	20,555,054	8,545,853	20,632,540	21,247,536	21,999,025

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Stormwater Engineerii	23,484,529	16,253,064	5,190,121	16,239,869	16,478,396	17,413,812
Stormwater Operator	3,383,966	4,301,990	3,355,732	4,392,671	4,769,141	4,585,212
Total	26,868,495	20,555,054	8,545,853	20,632,540	21,247,536	21,999,025

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(250,202)	-	(71,170)	-	-	-
Charges For Services	(18,164,897)	(19,759,274)	(18,822,447)	(19,749,380)	(19,749,380)	(20,881,985)
Licenses And Permits	(1,900)	(4,500)	(1,900)	(2,500)	(2,500)	(2,000)
Fine Forfeiture Asmt	(478,932)	(550,420)	(923,292)	(555,040)	(555,040)	(555,040)
Invest Other Contrib	(107,951)	(155,000)	(258,918)	(87,200)	(87,200)	(360,000)
Misc Revenue	(1,493)	(750)	(1,163)	-	-	-
Other Finance Source	(5,758,993)	(85,110)	(1,403,556)	(238,420)	(853,416)	(200,000)
Transfer In	(2,104,126)	-	(965,837)	-	-	-
Total	(26,868,494)	(20,555,054)	(22,448,282)	(20,632,540)	(21,247,536)	(21,999,025)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	2,952,942	3,612,094	3,032,028	3,878,607	4,240,657	4,252,900
Benefits	450,914	1,496,856	969,602	1,586,304	1,598,064	1,599,069
Supplies	345,124	463,800	284,599	451,220	451,220	398,200
Purchased Services	2,802,248	2,654,743	2,327,333	3,344,878	3,382,182	2,886,428
Debt Othr Financing	19,555,236	10,732,775	1,152,326	10,010,191	10,010,191	11,006,098
Inter Depart Charges	1,147,778	1,133,786	1,141,049	1,176,340	1,380,222	1,244,130
Inter Depart Billing	(386,174)	(415,000)	(408,926)	(420,000)	(420,000)	(425,000)
Transfer Out	428	876,000	47,843	605,000	605,000	1,037,200
Total	26,868,495	20,555,054	8,545,853	20,632,540	21,247,536	21,999,025

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, 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 storm system. The storm system includes 500+ miles of storm sewer pipe and box culverts, 26,000+ inlets, 88 miles of open channels (both ditches and greenways), ~300 wet and dry detention ponds, and 600+ biofiltration devices and raingardens, along with a variety of other treatment devices, such as catchbasins, screen structures, etc.

The Stormwater Utility's goals are to:

- 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 and improve biodiversity

A key focus of the Stormwater Utility's work plan is the continuation of the Watershed Study program. This program is working to identify the potential for flooding city-wide through public engagement and stormwater modeling, as opposed to solely relying on complaints to identify problematic areas. The studies will then include proposed solutions to help address flooding anticipated flooding issues in each watershed including reducing the number of structures potentially flooded and impacts to streets, especially along key transit and emergency vehicle corridors. These studies will help guide priorities for future capital investments to help make our City more resilient to the impacts of climate change.

Enterprise Agencies

The Stormwater Utility is proposing a 6% increase to rates for 2024, which is an increase of approximately \$0.70/month for the average customer. The primary reason for the increase is debt service for capital projects. Not only has inflation impacted the costs for capital projects, but, as identified through the Watershed Studies, the Stormwater Utility will need to continue to make significant investments to the stormwater system in order to improve our resiliency.

The Stormwater Utility is partner in the Madison Customer Assistance Program (MadCAP), and the goal of this program is to help reduce utility rates for residents with lower incomes. As this program is new in 2023, we will continue to draw awareness to this program and hope to reach as many eligible residents as possible.

Reallocations and Other Changes (if applicable)

The majority of changes noted in the proposal forms reflect the current costs for providing consistent services. We are also proposing the following reclassifications:

- Recreate Engineer 1 (18/06) as Water Resource Specialist 2 (18/08) as part of career ladder progression
- Recreate Public Works Foreperson 1 (18/05) as Public Works Foreperson 2 (18/06) as part of career ladder progression

The incumbents of these positions are excelling and has demonstrated that they are meeting the requirements to move to the next level of the established career ladder progression. These changes are needed in 2024 to enable us to retain the talent we have invested in developing.

Optional Supplemental Request (if applicable)

There are no supplemental requests as part of the Stormwater Utility Operating Budget for 2024.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	84 - STORMWATER

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2120 - STORMWATER UTILITY	\$0	\$0	\$0
841 - STORMWATER ENGINEERING	-\$441,442	\$0	\$441,442
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$15,424,181	-\$16,298,772	-\$874,591
44 - LICENSES AND PERMITS	\$0	\$0	\$0
45 - FINE FORFEITURE ASMT	-\$555,040	-\$555,040	\$0
46 - INVEST OTHER CONTRIB	-\$87,200	-\$360,000	-\$272,800
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	-\$853,416	-\$200,000	\$653,416
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,053,647	\$2,071,381	\$17,734
52 - BENEFITS	\$950,824	\$951,610	\$786
53 - SUPPLIES	\$216,720	\$158,200	-\$58,520
54 - PURCHASED SERVICES	\$2,391,086	\$1,903,463	-\$487,623
56 - DEBT OTHR FINANCING	\$10,010,191	\$11,006,098	\$995,907
57 - INTER DEPART CHARGES	\$635,927	\$670,860	\$34,933
58 - INTER DEPART BILLING	-\$385,000	-\$385,000	\$0
59 - TRANSFER OUT	\$605,000	\$1,037,200	\$432,200
842 - STORMWATER OPERATION	\$441,442	\$0	-\$441,442
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$4,325,199	-\$4,583,212	-\$258,014
44 - LICENSES AND PERMITS	-\$2,500	-\$2,000	\$500
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,187,010	\$2,181,519	-\$5,491
52 - BENEFITS	\$647,240	\$647,459	\$219
53 - SUPPLIES	\$234,500	\$240,000	\$5,500
54 - PURCHASED SERVICES	\$991,096	\$982,965	-\$8,131
57 - INTER DEPART CHARGES	\$744,295	\$573,270	-\$171,025
58 - INTER DEPART BILLING	-\$35,000	-\$40,000	-\$5,000
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STORMWATER
Enter your Service:	Engineering and Administration
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> The Stormwater Utility Engineering and Admin 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, 88 miles of open channels (both ditches and greenways), ~300 wet and dry detention ponds, and 600+ biofiltration devices and raingardens. Additionally, the storm system includes a number of additional treatment devices such as catchbasins, screen structures, pervious pavement, pervious sidewalks, proprietary stormwater quality devices, and also includes land management practices for 1,300 acres of land. 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 General Ordinance, Chapter 37.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Flood Mitigation & Resiliency: Watershed study management including data collection, modeling, development, and prioritization of engineering solutions Green infrastructure design, construction, management, and community engagement Utility Management & Administration: Plan, direct, and implement storm water infrastructure design, construction, operations, and maintenance. Oversee Utility administrative and technical activities. Design: Planning, technical design, project management, and preparation of construction plans and specifications for replacement or rehabilitation of aging storm sewer infrastructure and implementation of flood mitigation solutions, including public engagement and outreach. Construction Inspection: Manage storm sewer construction of Public Works projects and public stormwater facilities of private development projects to ensure compliance with plans and specifications. GIS: Create and maintain stormwater infrastructure assets in GIS for asset and work order management and create and maintain data for stormwater billing, land management, green infrastructure tracking, permitting, analysis, public and internal web mapping applications and flood and water quality modeling.	

Permit Compliance: Manage and track the SWU requirements for compliance with the WPDE/ MS4 permit and provide report and modeling efforts.

Private Development Review: Review and evaluate private stormwater permitting, design, and compliance with design, permitting and ordinance requirements

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the **Service and/or Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ within a Service from one Major to another Major
- Moving \$10,000+ within a Major from one Service to another Service

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major and Service level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of *Service and/or Major Changes of \$10,000 or More*

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2120 - STORMWATER UTILITY	43 - CHARGES FOR SERVICES	-874,591	6% rate increase
2120 - STORMWATER UTILITY	46 - INVEST OTHER CONTRIB	-272,800	Increase in interest income due to significant increase in returns compared to prior years
2120 - STORMWATER UTILITY	48 - OTHER FINANCE SOURCE	653,416	\$38,420 reduction in Trade-In revenue due to no longer participating in annual Bobcat trade program; \$614,996 technical correction to remove Fund Balance Applied which is not a budgeted item
2120 - STORMWATER UTILITY	51 - SALARIES	17,734	\$13,191 due to proposed reclasses and promotions; \$4,543 increase in hourly pay to reflect current projections

2120 - STORMWATER UTILITY	53 - SUPPLIES	-58,520	\$15,600 reduction in postage budget to match current experience; \$40,420 reduction in Machinery & Equipment due to no longer participating in annual Bobcat trade program
2120 - STORMWATER UTILITY	54 - PURCHASED SERVICES	-487,623	Primarily due to reduction in Special Assessments assessed to Stormwater parcels as a result of the change to the City's Assessment Policy
2120 - STORMWATER UTILITY	56 - DEBT OTHR FINANCING	995,907	\$341,315 increase in debt service due to 2022 bonds; \$654,591 increase to Reserves Generated which are used to reduce borrowing for capital projects
2120 - STORMWATER UTILITY	57 - INTER DEPART CHARGES	34,933	Technical correction of charges from Cost Allocation Plan being duplicated and also put in Service 842 instead of 841
2120 - STORMWATER UTILITY	59 - TRANSFER OUT	432,200	\$67,800 reduction due to no planned waste oil projects in the Capital Budget; \$500,000 increase in transfers to capital to fund the assessable portion of projects which are collected from property owners over an eight year term
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Changes reflect current projection of costs for the service. No service level changes are anticipated.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We've posted and filled positions as trainees to attract a wide range of candidates. Our investment in training and developing our employees is critical to building a diverse workforce. Promoting employees as they gain skills and experience is critical to retaining them and protecting the City's investment in their development.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.
<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Personnel: \$Click or tap here to enter text. • Non-Personnel: \$Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p>

Part 4. Personnel Changes
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input type="checkbox"/> No – No allocation changes</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input type="checkbox"/> No – No reclassifications</p> <p><input checked="" type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i></p>

4805 – Recreate Engineer 1 (18/06) as Water Resource Specialist 2 (18/08) as part of career ladder progression and promote incumbent to Water Resource Specialist 2 level upon submittal and approval of personnel action in Munis.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The incumbent is excelling and has demonstrated that they are meeting the requirements to move to the next level of the established career ladder progression.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We have invested resources to develop our employees so they can advance. Promoting individuals as they develop is critical to retaining our employees.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STORMWATER
Enter your Service:	Operations
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> 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, 88+ miles of open channels (both ditches and greenways), ~300 wet and dry detention ponds, 600+ biofiltration devices and raingardens, and cleaning, sediment and pollutant removal from the various treatment structures such as catchbasins, screen structures, proprietary stormwater quality devices, and maintenance and land management practices for 1,300 acres of land.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to activities <input checked="" type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Storm Sewer Cleaning: Scheduled pipe and structure cleaning to maintain existing system capacity and prevent sediment and embedded pollutants from reaching surface waters. New Construction, Upgrades, and Retrofits: Construct new stormwater infrastructure to address local drainage issues, and upgrade and retrofit existing infrastructure to improve water quality. Storm Sewer Repair: Pipe and structure repair to maintain existing system functionality and extend useful life. Greenway & Pond Maintenance and Repair: Vegetation maintenance, including mowing, tree removal, small-scale dredging, cleaning and repair, and post-storm debris removal. Land Management: Maintain vegetation within distributed green infrastructure system including ponds, greenways, bioretention basins, and raingardens. Inspection and Condition Assessment: Internal pipe and structure inspection and condition assessment, dry weather inspections, and pond depth surveys. Utility Locating and Marking: Respond to Diggers Hotline requests to locate and mark underground stormwater utilities to prevent damage during excavation.	

Emergency Response: Respond to reports of flooding, spills, missing covers, and plugged inlets, and stock sandbag sites.

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

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Fund	Major	\$ Change	Description
2120 - STORMWATER UTILITY	43 - CHARGES FOR SERVICES	-258,014	6% rate increase
2120 - STORMWATER UTILITY	57 - INTER DEPART CHARGES	-171,025	Technical correction for charges from cost allocation plan put in Service 842 instead of 841
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Changes reflect current projection of costs for the service. No service level changes are anticipated.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

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Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

4873 – Recreate Public Works Foreperson 1 (18/05) as Public Works Foreperson 2 (18/06) as part of career ladder progression and promote incumbent to Public Works Foreperson 2 level upon submittal and approval of personnel action in Munis.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Career ladder progression to Public Works Foreperson 2. The incumbent is excelling and has demonstrated that they are meeting the requirements to move to the next level of the established career ladder progression.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Engineering has been successful in recruiting and hiring women and BIPOC employees into entry level positions. We have invested resources to develop our employees so they can advance. Promoting individuals as they develop is critical to retaining our employees.

Streets

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	25,802,227	26,703,376	26,633,783	26,734,510	28,769,182	27,533,207
Other Restricted	5,585,931	7,521,627	7,423,248	10,005,190	7,783,153	10,194,431
Stormwater Utility	3,452,994	3,657,055	3,676,909	4,233,065	4,326,715	4,326,715
Total	34,841,153	37,882,058	37,733,940	40,972,765	40,879,051	42,054,353

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Forestry	5,585,931	6,021,627	6,122,663	6,370,827	6,488,255	7,074,431
Recycling	7,680,577	10,285,007	9,519,976	11,315,026	10,593,278	11,045,783
Roadside Cleanup	568,582	408,503	455,495	619,681	573,630	579,878
Snow And Ice Control	6,223,130	6,772,938	6,811,229	7,720,420	7,870,350	7,869,665
Solid Waste Management	10,174,881	10,023,304	10,125,523	10,052,820	10,083,259	10,204,735
Street Repair And Maintenance	1,872,208	1,985,935	1,827,625	2,002,909	2,091,329	2,098,236
Street Sweeping	2,735,843	2,384,744	2,871,429	2,891,082	3,178,950	3,181,625
Total	34,841,153	37,882,058	37,733,940	40,972,765	40,879,051	42,054,353

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Charges For Services	(2,474,700)	(510,000)	(540,980)	(535,000)	(535,000)	(265,000)
Misc Revenue	(60,122)	(25,000)	(49,889)	(49,990)	(49,990)	(89,990)
Transfer In	(13,700)	-	-	-	-	-
Total	(2,548,523)	(540,000)	(595,869)	(589,990)	(589,990)	(359,990)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	13,940,953	15,754,866	14,653,956	16,628,054	17,150,947	17,299,431
Benefits	5,480,504	5,467,166	5,348,270	5,715,219	6,038,893	6,038,893
Supplies	1,791,627	2,024,025	1,659,926	2,083,025	1,592,025	2,043,501
Purchased Services	5,052,793	5,103,881	4,686,023	5,293,635	4,464,179	4,705,779
Debt Othr Financing	11,567	38,558	-	-	-	-
Inter Depart Charges	10,999,147	10,033,562	11,941,651	11,852,823	12,232,997	12,336,738
Inter Depart Billing	-	-	-	(10,000)	(10,000)	(10,000)
Transfer Out	113,085	-	39,983	-	-	-
Total	37,389,676	38,422,058	38,329,809	41,562,755	41,469,041	42,414,343

TO: Mayor Satya Rhodes-Conway
FROM: Charlie Romines, Streets & Urban Forestry Supt
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Streets and Urban Forestry Division's work plans and agency goals continue to revolve around providing our services in a fiscally and environmentally sustainable manner. This memo and accompanying PowerPoint presentation will outline how our division will scale back current services in order to meet the 99% budget in an equitable and responsible way. Thanks to the help of the City's data team, the Streets and Urban Forestry Division has more data available than ever before and is using that information to drive operations decisions as well as to inform the roll back of services.

99% Budget for General fund agencies

The Streets Divisions reduction in the 99% scenario is just over \$278,000. In addition the division is expected to achieve 4% salary savings in our CTC budget. The following are the changes we are proposing to make up the funding gap. 1) Streets has agreed to perform \$80k in parking lot repairs in Parks for the 2024-2025 budget years. This work will be performed by our Street Repair staff and charged to existing funds in the Parks Capital budget. We will perform the majority of this work during our slower pothole season (July - September) but none the less it is likely we will fill around 5,000 fewer potholes on Madison's public streets per year. The silver lining of this action is Streets is well positioned to assist Parks slow the degradation of their parking lots as they have experienced increasing difficulty securing paving contractors to perform this small dollar work. Without these repairs Parks faces much more expensive parking lot renovation options in the future. 2) Eliminate the remaining \$130k of General Fund supported seasonal funding from the Streets budget. This will result in a significant reduction in Public Drop Off site access as well as the reduction of curbside brush collection. We will drop to two drop off sites from three and only open on Mon, Tues and Thurs. Currently our three sites average over 1,000 residents a day with Saturday, Tuesday and Thursday as our busiest. The other reduction from the elimination of seasonal funding will be dropping from 5 rounds of curbside brush collection to 3 with the first round of collection likely to come in June. The remaining \$68k required will likely occur more randomly as we attempt to use additional salary savings to provide the remainder. Services impacted last would include curbside collection of garbage and recycling as well as snow and ice management. All other Streets Division services could be reduced or slowed by lack of staff as we cut seasonal staffing and either do not fill vacancies or fill them at a much slower pace.

UFSC & RRSC

The Urban Forestry Special Charge (UFSC) is currently anticipating a \$730k increase, or 11.5%. This is largely driven by a recalculation in Fleet expenses owed by the charge \$404k (6.4%) with the remainder being increased cost of employees (5.1%) as opposed to any new initiatives or increases in FTE.

The Resource Recovery Special Charge (RRSC) remains stable as market revenues for our recyclables are offsetting approx. \$600k of tipping costs that would otherwise be owed to our

private recovery facility provider. This looks highly likely to remain the case for 2024. The following are proposals for the RRSC in 2024:

We are proposing the elimination of sticker sales and in their place putting \$295k on the RRSC. This would cost the rate payer approx. 43 cents per month but eliminate the need to pay sticker fees ranging from \$5 (tires) to \$35 (large appliances) and further dissuade illegal dumping as the potential financial incentive for doing so is removed. An equity analysis favored this change.

We are further proposing adding \$55k to the RRSC, at 8 cents per month, to continue the support of two food scrap drop off locations that have been supported by a federal grant for the past two years and divert over 5 tons of food scraps from the landfill annually. Currently this program is administered thru Sustain Dane and we will RFP for a private partner going forward.

Lastly we are proposing adding \$250k, at 36 cents per month, to pay for the eligible expenses associated with our Public Drop Off sites. This would allow the consideration of keeping all three sites operating in a same\similar fashion as they have in 2022-2023 while offsetting \$250k of costs to the General Fund.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	44 - STREETS

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$28,769,182	\$27,533,207	-\$1,235,975
442 - RECYCLING	\$7,748,870	\$6,376,273	-\$1,372,597
43 - CHARGES FOR SERVICES	-\$170,000	-\$210,000	-\$40,000
47 - MISC REVENUE	\$0	-\$40,000	-\$40,000
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$3,483,350	\$2,238,253	-\$1,245,097
52 - BENEFITS	\$1,200,309	\$1,200,309	\$0
53 - SUPPLIES	\$64,250	\$59,750	-\$4,500
54 - PURCHASED SERVICES	\$294,947	\$251,947	-\$43,000
57 - INTER DEPART CHARGES	\$2,876,014	\$2,876,014	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
446 - ROADSIDE CLEANUP	\$573,630	\$579,878	\$6,249
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$5,000	-\$5,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$328,079	\$328,328	\$249
52 - BENEFITS	\$98,488	\$98,488	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$1,100	\$7,100	\$6,000
57 - INTER DEPART CHARGES	\$150,962	\$150,962	\$0
443 - SNOW AND ICE CONTROL	\$7,870,350	\$7,869,665	-\$685
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,995,241	\$2,998,656	\$3,415
52 - BENEFITS	\$888,291	\$888,291	\$0
53 - SUPPLIES	\$1,202,400	\$1,205,900	\$3,500
54 - PURCHASED SERVICES	\$681,033	\$673,433	-\$7,600
57 - INTER DEPART CHARGES	\$2,103,385	\$2,103,385	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
441 - SOLID WASTE MANAGEMENT	\$10,083,259	\$10,204,735	\$121,476
42 - INTERGOV REVENUES	-\$5,000	-\$5,000	\$0
43 - CHARGES FOR SERVICES	-\$360,000	-\$50,000	\$310,000
47 - MISC REVENUE	-\$49,990	-\$49,990	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$2,784,251	\$2,788,627	\$4,376
52 - BENEFITS	\$1,253,384	\$1,253,384	\$0
53 - SUPPLIES	\$125,950	\$123,450	-\$2,500
54 - PURCHASED SERVICES	\$3,205,868	\$3,015,468	-\$190,400
57 - INTER DEPART CHARGES	\$3,128,796	\$3,128,796	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
445 - STREET REPAIR AND MAINTENANCE	\$2,091,329	\$2,098,236	\$6,908
42 - INTERGOV REVENUES	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$945,261	\$946,169	\$908
52 - BENEFITS	\$327,305	\$327,305	\$0
53 - SUPPLIES	\$63,175	\$64,175	\$1,000
54 - PURCHASED SERVICES	\$23,243	\$28,243	\$5,000
57 - INTER DEPART CHARGES	\$732,345	\$732,345	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
444 - STREET SWEEPING	\$401,745	\$404,420	\$2,674
51 - SALARIES	\$208,905	\$209,079	\$174
52 - BENEFITS	\$72,890	\$72,890	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$100	\$2,600	\$2,500
57 - INTER DEPART CHARGES	\$129,851	\$129,851	\$0
58 - INTER DEPART BILLING	-\$10,000	-\$10,000	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1250 - OTHER RESTRICTED	\$0	\$0	\$0
447 - FORESTRY	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$4,935,313	-\$5,501,489	-\$566,176
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$3,019,776	\$3,124,776	\$105,000
52 - BENEFITS	\$1,104,257	\$1,104,257	\$0
53 - SUPPLIES	\$0	\$309,976	\$309,976
54 - PURCHASED SERVICES	\$0	\$71,200	\$71,200
57 - INTER DEPART CHARGES	\$811,281	\$891,281	\$80,000
59 - TRANSFER OUT	\$0	\$0	\$0
442 - RECYCLING	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$1,294,899	-\$3,120,000	-\$1,825,101
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
51 - SALARIES	\$222,918	\$1,502,377	\$1,279,459
52 - BENEFITS	\$66,626	\$66,626	\$0
53 - SUPPLIES	\$0	\$124,000	\$124,000
54 - PURCHASED SERVICES	\$0	\$397,900	\$397,900
57 - INTER DEPART CHARGES	\$1,005,354	\$1,029,096	\$23,742
446 - ROADSIDE CLEANUP	\$0	\$0	\$0
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$1,461,877	-\$1,572,941	-\$111,064
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	-\$91,064	\$0	\$91,064
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$923,410	\$923,410	\$0
52 - BENEFITS	\$320,582	\$320,582	\$0
53 - SUPPLIES	\$0	\$20,000	\$20,000
54 - PURCHASED SERVICES	\$0	\$0	\$0
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$308,950	\$308,950	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2120 - STORMWATER UTILITY	\$0	\$0	\$0
442 - RECYCLING	-\$60,202	\$0	\$60,202
43 - CHARGES FOR SERVICES	-\$1,314,819	-\$1,549,510	-\$234,691
48 - OTHER FINANCE SOURCE	-\$294,893	\$0	\$294,893
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$759,479	\$759,479	\$0
52 - BENEFITS	\$234,312	\$234,312	\$0
53 - SUPPLIES	\$31,000	\$31,000	\$0
54 - PURCHASED SERVICES	\$110,220	\$110,220	\$0
57 - INTER DEPART CHARGES	\$414,498	\$414,498	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
444 - STREET SWEEPING	\$60,202	\$0	-\$60,202
43 - CHARGES FOR SERVICES	-\$2,502,827	-\$2,777,205	-\$274,378
48 - OTHER FINANCE SOURCE	-\$214,176	\$0	\$214,176
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,480,278	\$1,480,278	\$0
52 - BENEFITS	\$472,450	\$472,450	\$0
53 - SUPPLIES	\$105,250	\$105,250	\$0
54 - PURCHASED SERVICES	\$147,669	\$147,669	\$0
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$571,558	\$571,558	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	FORESTRY (URBAN FORESTRY SPECIAL CHARGE)
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	RECYCLING
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	43 - CHARGES FOR SERVICES	40,000	Move to 44224 from 44110 to better align with actuals
1100 - GENERAL	51 - SALARIES	0	Can't change the major to Revenue
1100 - GENERAL	47 - MISC REVENUE	-40,000	Added Revenue from Samsung/URT - \$10,000 per quarter (this will expire at the end of 2024)
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No impact

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

No impact

Part 3. Supplemental Requests

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

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New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	RECYCLING - (RESOURCE RECOVERY SPECIAL CHARGE)
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1250 - OTHER RESTRICTED	54 - PURCHASED SERVICES	295,000	Expenses for Large Items brought to drop off sites that are diverted from landfill.
1250 - OTHER RESTRICTED	54 - PURCHASED SERVICES	55,000	Expenses related to Food Scrap program
1250 - OTHER RESTRICTED	Select	250,000	Memo only. Proposed as a budget cut. Nothing entered into Central Budget for budget submission.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

- 1) \$295,000 added to the RRSC to eliminate the sale of appliance and tire stickers. This would be revenue neutral. An Equity analysis was performed and supported this change. Instead of paying \$5 (tires) up to \$35 (large appliances) all Special Charge customers pay 43 cents per month and stickers are no longer required.
- 2) \$55,000 added to the RRSC to support two Food Scrap drop off locations previously supported by federal grants. The program is administered thru Sustain Dane. 8 cents per month
- 3) \$250,000 added to RRSC to pay the eligible expenses for our three Public Drop Off sites as operated in 2022-2023. 36 cents per month. This provides relief to the General Fund. The Drop Off sites are currently being considered for significant reduction in service as part of the 99% budget plan.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

For #1 above an Equity Analysis was performed with assistance from DCR. It was determined the elimination of sticker sales in favor of this option was more equitable.
 For #3 above the Drop Off sites remain highly used and undoubtedly prevent items from being left, legally or not, at the curb. Illegal dumping skews heavily towards NRT or other heavy rental housing areas of the city. Keeping the drop off sites at current levels prevents a likely issue from becoming

more problematic as well as keeping them open for brush (another potential service reduction) and yard waste drop off.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	ROADSIDE CLEANUP
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

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Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

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2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	SNOW & ICE CONTROL
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

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If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	SOLID WASTE MANAGEMENT
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	43 - CHARGES FOR SERVICES	-40,000	Move from 44110 to 44224 to better align with actuals
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No impact

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

No impact

Part 3. Supplemental Requests

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

<ul style="list-style-type: none"> • Personnel: Click or tap here to enter text. • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input checked="" type="checkbox"/> No – No allocation changes <input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input checked="" type="checkbox"/> No – No reclassifications <input type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i> Click or tap here to enter text.</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input checked="" type="checkbox"/> No – No change to # of FTEs <input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p>

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
- Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	STREET REPAIR AND MAINTENANCE
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
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Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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Select	Select	Enter \$.	Click or tap here to enter text.
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Click or tap here to enter text.

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Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

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Part 1. Identifying Information	
Select your Agency:	STREETS
Enter your Service:	STREET SWEEPING
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
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Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

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Click or tap here to enter text.

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- Personnel: \$Click or tap here to enter text.
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- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

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 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Traffic Engineering

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	7,707,226	8,429,177	8,186,184	8,671,580	9,129,581	9,129,581
Other Grants	65,895	102,000	91,684	102,000	102,000	102,000
Total	7,773,122	8,531,177	8,277,868	8,773,580	9,231,581	9,231,581

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Bicycle & Pedestrian Services	964,729	1,258,855	1,054,674	1,234,750	1,266,168	1,269,759
Communications	1,063,315	853,532	997,817	915,591	826,594	867,013
Pavement Markings	847,799	1,017,267	873,943	1,081,805	1,069,914	1,082,914
Services	1,352,962	1,464,239	1,293,660	1,581,606	1,531,633	1,529,333
Signals	499,236	961,034	800,767	1,084,917	1,145,434	1,181,883
Signing	1,227,304	1,146,778	1,229,360	901,542	1,114,369	1,083,734
Streetlighting	1,817,778	1,829,473	2,027,647	1,973,370	2,277,469	2,216,946
Total	7,773,122	8,531,177	8,277,868	8,773,580	9,231,581	9,231,581

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(691,385)	(521,200)	(379,524)	(547,200)	(547,200)	(493,251)
Charges For Services	(237,397)	(230,253)	(254,437)	(254,242)	(254,242)	(256,242)
Misc Revenue	(374,462)	(370,000)	(377,506)	(380,000)	(380,000)	(380,000)
Other Finance Source	(2,749)	-	-	-	-	-
Transfer In	(34,879)	-	(32,716)	(24,138)	(24,138)	(24,000)
Total	(1,340,872)	(1,121,453)	(1,044,182)	(1,205,580)	(1,205,580)	(1,153,493)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	4,823,845	5,420,545	4,810,027	5,623,251	5,915,325	5,915,325
Benefits	1,655,467	1,536,626	1,458,600	1,632,035	1,613,317	1,613,317
Supplies	273,319	328,052	353,663	350,555	316,055	310,235
Purchased Services	2,437,118	2,405,598	2,811,837	2,603,248	2,867,395	2,886,203
Inter Depart Charges	449,760	804,018	449,971	547,204	586,425	521,350
Inter Depart Billing	(538,689)	(862,608)	(580,385)	(797,534)	(881,757)	(881,757)
Transfer Out	13,173	20,400	18,337	20,400	20,400	20,400
Total	9,113,993	9,652,630	9,322,050	9,979,160	10,437,161	10,385,073



Traffic Engineering Division

Yang Tao, PhD, PE, City Traffic Engineer

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Fax: (608) 267-1158
www.cityofmadison.com

TO: Mayor Satya Rhodes-Conway
FROM: Yang Tao, City Traffic Engineer
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

Traffic Engineering's core focus is improving public safety, mobility, transportation equity and sustainability. Traffic Engineering's work plan reflects those core functions with 10 goals:

1. Maintain eight major services TE provides to the public
2. Improve workload management
3. Improve employee recruitment, development and retention
4. Enhance communication and documentation
5. Expand equity programs
6. Keep advancing Vision Zero
7. Roll out Safe Streets Madison projects
8. Implement Complete Green Streets framework
9. Build traffic signal priority for Bus Rapid Transit (BRT)
10. Build radio communication backup system

The Traffic Engineering budget reflects the requirements to continue the core services related to pavement marking, signing, street lighting, signals, communications and pedestrian/bicycle services that are necessary to meet the basic needs of a growing City. These services also support Vision Zero, Complete Green Streets, Safe Streets Madison and BRT. The Radio Communications Section also began work on adding Dynamic System Resiliency (DSR) to our existing radio system infrastructure to add an additional layer of redundancy to critical radio communications used by Public Safety and many other Governmental agencies.

Data related to traffic crashes, volumes, speeds, facility stress level, potential utilization, and radio usage is critical to the work done by Traffic Engineering, including in developing Safe Streets projects, determining gaps in the walking/biking network, and when recommending new marking, signing, lighting, signalization, or radio communications improvements. Review of projects to determine equitable provision of projects and outcomes is also an important metric in programs such as Vision Zero, Safe Streets Madison and Complete Green Streets. Data is also integral to understand the need to provide high quality service by our Electrical and Signing/Marking, Communications and Permit units. Traffic Engineering produces an annual Traffic Crash Facts Report that reviews traffic safety at a broad level. The upcoming Vision Zero Annual Report will also include a number of additional data points that will help judge progress towards eliminating fatal and serious crashes. The agency continues to track progress towards reaching our quarterly work plan goals to ensure progress and make updates as needed and develop appropriate indicators.

99% Budget through Salary Savings

In recent years, Traffic Engineering has experienced relatively high vacancy rates due to current labor shortage in the industry and increased competition from the private sector. Traffic Engineering is making progress filling vacancies, but anticipates that this 1% budget decrease can be achieved through position vacancy-related savings. Staff will closely monitor actual payroll expenses to ensure salary savings are realized and manage filling vacancies accordingly.

Reallocations and Other Changes

The below re-estimates are included in TE's 2024 cost-to-continue budget and are listed below by Service:

Communications: Re-estimate communication intergovernmental revenues (\$30,000) to Dane County based on prior year data and re-estimate purchase of service expense for emergency radio repair (\$15,631).

Pavement Markings: Increase epoxy pavement marking purchase of services (\$10,000) to reflect projected contract price increases.

Signals: Re-estimate intergovernmental revenues (\$28,449) from other municipalities for traffic signal maintenance based on prior year data.

Signs: Re-estimated City Engineering interdepartmental charges (\$23,214.63) less charges transferred to capital sign projects to reflect expected net charges.

Street Lighting: Re-estimated City Engineering interdepartmental charges less charges transferred to capital lighting projects (-41,861) to reflect expected net charges.

The above re-estimated revenues and expenses are based on data analysis or specific knowledge of purchases and are not related to other goals or service levels.

Supplemental Requests

Safe Streets Program Coordinator

Traffic Engineering is proposing the creation of a Safe Streets Program Coordinator position in our 2024 Operating Budget. This would increase personnel costs by \$93,448 and non-personnel cost by \$2,000 (\$95,448 total). Increasing Vision Zero support staff is included in the Vision Zero Action Plan as Safe Streets strategy 6.1. Increased staff is critical in continuing to improve traffic safety outcomes and making progress towards the City's goal of eliminating serious and fatal crashes.

Aiming to eliminate fatal and serious crashes is critical to all the staff in Traffic Engineering and is a key component of our agency's work. However, the Safe Streets Madison program requires substantial time to manage individual projects, review data, prioritize projects, hold public engagement, and ensure the implementation of critical program components.

The Safe Streets Program Coordinator would also be able to assist with other Vision Zero work such as public communication, engagement and oversight of any funds received through the US DOT Safe Streets and Roads for All or similar traffic safety grants. This will help ensure that the Vision Zero strategies and actions are able to be implemented in a timely fashion aiming to reach the City goal of eliminating serious and fatal crashes. This position also aligns with the City's and the agency's goal of improving equity for all our residents and help address the current inequitable traffic safety outcomes for our low income residents, especially those living in communities of color.

Railroad Crossing Mandated Report Consultant

Finance authorized Traffic Engineering to submit an additional supplemental request as the Office of Commissioner of Railroads (OCR) has recently mandated new annual reporting requirements for railroad crossings.

In 2023, the OCR informed the City of Madison of a new requirement to annually verify that the City's traffic lights and crossing lights are properly sequenced and that there is sufficient time provided for traffic to clear from the nearby intersections before a train enters the intersections. City staff does not have the resources or expertise to complete this study and would need to hire a consultant to complete the study and required report. The estimated cost to hire a consultant to complete this report is \$50,000.

Shared Traffic Engineer Position with Metro Transit

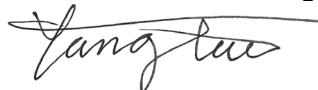
Traffic Engineering and Metro Transit have been collaborating on implementing Transit Signal Priority (TSP) to support and help advance the city's MetroForward initiative. To sustain and broaden the efforts, the agencies are proposing a new shared Traffic Engineer Position. The position would assist with scoping and design of signal and electrical projects, such as TSP, new signals, timing improvements and transit queue jumps, 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 areas of traffic signals and advanced traffic management to manage and monitor the Transit Signal Priority (TSP) for BRT routes and 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.

The annual cost of this position would be \$97,145 (\$75,645.96 salary, \$19,499 benefits, and \$2,000 supplies). 50% of the cost will be funded by Metro Transit, potentially through federal grants.

Shared Public Information Officer (PIO) with Parking Utility and Madison Department of Transportation (MDOT)

MDOT is submitting a supplemental request that would reallocate funding for an existing PIO from the Parking Utility to the following sources: Capital Projects (50%), Transportation (16.7%), Parking Utility (16.7%), and Traffic Engineering (16.7%). Organizationally, this position would be part of MDOT.

I look forward to meeting with you to discuss our proposal.



Yang Tao, PhD, PE
City Traffic Engineer

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	45 - TRAFFIC
Segment 3	ENGINEERING

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$9,129,581	\$9,129,581	\$0
458 - BICYCLE & PEDESTRIAN SERVICES	\$1,164,168	\$1,167,759	\$3,590
42 - INTERGOV REVENUES	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
51 - SALARIES	\$935,618	\$935,618	\$0
52 - BENEFITS	\$143,451	\$143,451	\$0
53 - SUPPLIES	\$10,600	\$14,290	\$3,690
54 - PURCHASED SERVICES	\$1,600	\$1,500	-\$100
57 - INTER DEPART CHARGES	\$52,499	\$52,499	\$0
59 - TRANSFER OUT	\$20,400	\$20,400	\$0
454 - COMMUNICATIONS	\$826,594	\$867,013	\$40,419
42 - INTERGOV REVENUES	-\$126,200	-\$96,200	\$30,000
43 - CHARGES FOR SERVICES	-\$9,000	-\$9,000	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$827,543	\$827,543	\$0
52 - BENEFITS	\$245,179	\$245,179	\$0
53 - SUPPLIES	\$39,910	\$36,600	-\$3,310
54 - PURCHASED SERVICES	\$600,322	\$614,051	\$13,729
57 - INTER DEPART CHARGES	\$81,538	\$81,538	\$0
58 - INTER DEPART BILLING	-\$832,697	-\$832,697	\$0
453 - PAVEMENT MARKINGS	\$1,069,914	\$1,082,914	\$13,000
42 - INTERGOV REVENUES	-\$5,000	-\$5,000	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$513,747	\$513,747	\$0
52 - BENEFITS	\$121,178	\$121,178	\$0
53 - SUPPLIES	\$162,627	\$165,627	\$3,000
54 - PURCHASED SERVICES	\$180,200	\$190,200	\$10,000
57 - INTER DEPART CHARGES	\$97,162	\$97,162	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
456 - SERVICES	\$1,531,633	\$1,529,333	-\$2,300
51 - SALARIES	\$1,065,149	\$1,065,149	\$0
52 - BENEFITS	\$324,405	\$324,405	\$0
53 - SUPPLIES	\$4,400	\$2,100	-\$2,300
54 - PURCHASED SERVICES	\$24,181	\$24,181	\$0
57 - INTER DEPART CHARGES	\$113,498	\$113,498	\$0
455 - SIGNALS	\$1,145,434	\$1,181,883	\$36,449
42 - INTERGOV REVENUES	-\$350,000	-\$321,551	\$28,449
43 - CHARGES FOR SERVICES	-\$95,000	-\$95,000	\$0
47 - MISC REVENUE	-\$350,000	-\$350,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$8,000	\$0	\$8,000
51 - SALARIES	\$1,054,999	\$1,054,999	\$0
52 - BENEFITS	\$309,207	\$309,207	\$0
53 - SUPPLIES	\$30,100	\$30,800	\$700
54 - PURCHASED SERVICES	\$427,421	\$426,721	-\$700
57 - INTER DEPART CHARGES	\$126,707	\$126,707	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0
451 - SIGNING	\$1,114,369	\$1,083,734	-\$30,635
42 - INTERGOV REVENUES	-\$9,000	-\$8,500	\$500
43 - CHARGES FOR SERVICES	-\$70,000	-\$72,000	-\$2,000
47 - MISC REVENUE	-\$30,000	-\$30,000	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$3,000	-\$3,000	\$0
51 - SALARIES	\$828,780	\$828,780	\$0
52 - BENEFITS	\$284,412	\$284,412	\$0
53 - SUPPLIES	\$56,008	\$53,408	-\$2,600
54 - PURCHASED SERVICES	\$27,014	\$23,694	-\$3,320
57 - INTER DEPART CHARGES	\$79,215	\$56,000	-\$23,215
58 - INTER DEPART BILLING	-\$49,060	-\$49,060	\$0
452 - STREETLIGHTING	\$2,277,469	\$2,216,946	-\$60,524
42 - INTERGOV REVENUES	-\$57,000	-\$62,000	-\$5,000
43 - CHARGES FOR SERVICES	-\$80,242	-\$80,242	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$13,138	-\$21,000	-\$7,862
51 - SALARIES	\$595,387	\$595,387	\$0
52 - BENEFITS	\$177,587	\$177,587	\$0
53 - SUPPLIES	\$12,410	\$7,410	-\$5,000
54 - PURCHASED SERVICES	\$1,606,657	\$1,605,856	-\$801
57 - INTER DEPART CHARGES	\$35,808	-\$6,053	-\$41,861
58 - INTER DEPART BILLING	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1220 - OTHER GRANTS	\$0	\$0	\$0
458 - BICYCLE & PEDESTRIAN SERVICES	\$0	\$0	\$0
42 - INTERGOV REVENUES	-\$81,600	-\$81,600	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	-\$20,400	-\$20,400	\$0
51 - SALARIES	\$94,102	\$94,102	\$0
52 - BENEFITS	\$7,898	\$7,898	\$0
53 - SUPPLIES	\$0	\$0	\$0
54 - PURCHASED SERVICES	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Bicycle & Pedestrian Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No changes

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Communications
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
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Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	42 - INTERGOV REVENUES	\$30,000	Re-estimate communication charges to Dane County based on prior year data.
Select	58 - INTER DEPART BILLING	Enter \$.	Click or tap here to enter text.
1100 - GENERAL	54 - PURCHASED SERVICES	\$13,728	Re-estimate purchase of Motorola radio repair expenses
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There would be no impact on services provided. This re-estimate is based on prior year charges and should better reflect actual revenues and expenses.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Pavement Markings
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	\$10,000	Increase epoxy pavement marking contract for to reflect price increases.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The increase would reflect additional expenses for TE’s annual epoxy contract.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

n/a

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.

<ul style="list-style-type: none"> • Non-Personnel: Click or tap here to enter text. • Explain the assumptions you used to estimate costs: Click or tap here to enter text.
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>Click or tap here to enter text.</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Click or tap here to enter text.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>Click or tap here to enter text.</p>

<h3>Part 4. Personnel Changes</h3>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p> <p>If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. If you are not submitting personnel changes, skip this section.</p>
<p>Allocation Changes: Does your proposal change the position allocations of existing positions?</p> <p><input type="checkbox"/> No – No allocation changes</p> <p><input type="checkbox"/> Yes – Includes proposed allocation changes</p> <p><i>If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.</i></p>
<p>Reclassifications: Does your proposal reclassify existing positions?</p> <p><input type="checkbox"/> No – No reclassifications</p> <p><input type="checkbox"/> Yes – Includes proposed reclassifications</p> <p><i>If yes, provide the position number and briefly describe the change:</i></p> <p>Click or tap here to enter text.</p>
<p># of FTEs: Does your proposal change the total number of FTE positions for an existing classification?</p> <p><input type="checkbox"/> No – No change to # of FTEs</p> <p><input type="checkbox"/> Yes – Includes proposed change to # of FTEs</p> <p><i>If yes, provide the position classification and briefly describe the change:</i></p>

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Services
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

No changes.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Traffic Engineering is proposing the creation of a Safe Streets Program Coordinator in our 2023 Operating Budget. This would increase personnel costs by \$93,448 and non-personnel cost by \$2,000 (\$95,448 total). Increasing Vision Zero support staff is included in the Vision Zero Action Plan as Safe Streets strategy 6.1. Increased staff is critical in continuing to improve traffic safety outcomes and meeting the City’s goal of eliminating serious and fatal crashes by 2035.

<p>Estimated Costs:</p> <ul style="list-style-type: none"> • Personnel: \$93,448 • Non-Personnel: \$2,000 • Explain the assumptions you used to estimate costs: CG 18-10 (step 1)
<p>What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?</p> <p>The Safe Streets Program Coordinator would also be able to assist with other Vision Zero work such as public communication, engagement and oversight of any funds received through the US DOT Safe Streets and Roads for All or similar traffic safety grants. This will help ensure that the Vision Zero strategies and actions are able to be implemented in a timely fashion to reach the City goal of eliminating serious and fatal crashes</p>
<p>If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?</p> <p>Eliminating fatal and serious crashes is critical to all the staff in Traffic Engineering and is a key component of our department's work. However, the Safe Streets Madison program requires substantial time to manage individual projects, review data, prioritize projects, hold public engagement, and ensure the implementation of critical program components.</p>
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>One of the goals of Vision Zero and the related Safe Streets Madison is to advance equity in traffic safety outcomes, more equitable engagement and a more equitable process for selection of traffic safety improvements. This position will be able to advance that work further than is currently able to happen and ensure that those goals leading to a reduction in disparities in traffic crashes and an increase in accessibility.</p>

<p>Part 4. Personnel Changes</p>
<p>All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.</p>

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Position Purpose: (How this position fits into the overall mission, vision, and goals of your agency and work unit.)

Eliminating fatal and serious crashes is a primary goal for Traffic Engineering and this position will support programs and projects to support this critical safety work.

Position Summary:

This is professional, policy and strategy work directing and coordinating the Safe Streets Madison program and related Vision Zero initiative projects. This position will ensure the timely implementation of the Safe Streets Madison program including prioritizin

Functions and Worker Activities: (Do NOT include duties done on an "Out-of-Class" basis.)

- 45% A. Manage the Safe Streets Madison Program
1. Serve as the primary contact for the Safe Streets Madison Program.
 2. Develop and prioritize the Safe Streets Madison Program project list and present recommended projects to the Transportation Commission.
 3. Lead a multi-disciplinary, cross-agency team to review potential projects and compile their feedback to assist with project recommendations.
 4. Work with the cross-agency staff team to ensure plans move through project design and construction efficiently. Track status of approved projects.

- 5. Recommend program improvements to the Transportation Commission.
- 25% B. Data Management and Review
1. Review crash data to assist in Safe Streets Madison project development and potential Vision Zero grants.
 2. Review Pedestrian, Bicycle and Area Plans to identify gaps in the walking and biking network to assist with project development and grant applications.
 3. Coordinate completion of traffic studies, parking studies and other data needs related to the Safe Streets Madison program and grant applications.
- 25% C. Public Communication and Engagement
1. Represent Traffic Engineering at City committees and public meetings.
 2. Coordinate responses to a variety of Alder and public inquiries regarding the Safe Streets Madison program and related Vision Zero projects.
 3. Update the Safe Streets Madison website and assist with maintaining the Vision Zero and Let's Talk Streets website.
 4. Collaborate on Safe Streets Madison, Vision Zero and other traffic safety communications including writing newsletter articles, press releases, and social media posts.
 5. Organize and lead public meetings related to Safe Streets Madison and Vision Zero.
- 5% D. Other tasks as assigned

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

This request will provide a higher level service than is currently possible for the Safe Streets Madison program. Without the requested position, the program will continue forward at a basic service level but the full program goals will not be implemented. Since 2020, the number of Vision Zero projects has grown substantially with dedicated funding incorporated into a new program, Safe Streets Madison. The new program requires a larger staff effort as it includes multiple approval phases throughout the year, more engagement, additional data collection, and an involved prioritization process. Many recommended project elements such as enhanced public engagement and communication and focus on an equitable data driven approach need further staff resources. The current staff who are sharing program coordination do not have additional time to dedicate to program implementation.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

One of the goals of Vision Zero and the related Safe Streets Madison is to advance equity in traffic safety outcomes, more equitable engagement and a more equitable process for selection of traffic safety improvements. This position will be able to advance that work further than is currently able to happen and ensure that those goals leading to a reduction in disparities in traffic crashes and an increase in accessibility.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Signals
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More			
Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. If you have no significant changes, skip this section			
Fund	Major	\$ Change	Description
1100 - GENERAL	42 - INTERGOV REVENUES	\$28,449	Re-estimate revenue from other municipalities for traffic signal maintenance.
Select	54 - PURCHASED SERVICES	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
<p>Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?</p> <p>No Changes to service levels. This is re-estimate of revenues and expenses based on prior year data.</p>			
<p>Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.</p> <p>N/A</p>			

Part 3. Supplemental Requests
<p>Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. If you are not submitting a supplemental request, skip this section.</p>
<p>Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?</p> <p>Finance authorized Traffic Engineering to submit an additional supplemental request as the Commissioner of Railroads (OCR) has recently mandated reporting requirements for railroad crossings.</p>

In 2023, the OCR informed the City of Madison of a new requirement to annually verify that the City’s traffic lights and crossing lights are properly sequenced and that there is sufficient time is provided for traffic to clear from the nearby intersection before a train enters the crossing. City staff does not have the resources or expertise to complete this study and would need to hire a consultant to complete the study and required report. The estimated cost to hire a consultant to complete this report is \$50,000.

Estimated Costs:

- Personnel: [Click or tap here to enter text.](#)
- Non-Personnel: \$50,000
- Explain the assumptions you used to estimate costs: costs based on locations where study is required

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Requirement is new and is required by the State and was not anticipated.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

The report is a legally required by the OCR

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

No – No allocation changes

Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Signing
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	57 - INTER DEPART CHARGES	-23,214.63	Re-estimated City Engineering charges less charges transferred to capital sign projects.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There would be no changes to services provided. This is a re-estimate of charges transferred to applicable capital projects.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRAFFIC ENGINEERING
Enter your Service:	Streetlighting
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	57 - INTER DEPART CHARGES	-41,861	Re-estimated City Engineering charges less charges transferred to capital lighting projects.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There would be no changes to services provided. This is a re-estimate of charges transferred to applicable capital projects.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

N/A

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: [Click or tap here to enter text.](#)
- Non-Personnel: [Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: [Click or tap here to enter text.](#)

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

[Click or tap here to enter text.](#)

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

[Click or tap here to enter text.](#)

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

[Click or tap here to enter text.](#)

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

[Click or tap here to enter text.](#)

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

Transportation

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	413,507	533,224	288,183	568,320	564,809	564,809
Total	413,507	533,224	288,183	568,320	564,809	564,809

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Transportation Management	413,507	533,224	288,183	568,320	564,809	564,809
Total	413,507	533,224	288,183	568,320	564,809	564,809

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Total	-	-	-	-	-	-

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	247,470	392,628	196,122	410,170	422,743	418,743
Benefits	142,661	104,317	49,832	121,944	105,672	105,672
Supplies	1,174	4,500	6,055	3,000	3,000	3,000
Purchased Services	10,923	20,500	24,998	22,000	22,000	26,000
Inter Depart Charges	11,279	11,279	11,176	11,205	11,394	11,394
Total	413,507	533,224	288,183	568,320	564,809	564,809



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: Mayor Satya Rhodes-Conway
FROM: Thomas W. Lynch, Director of Transportation
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Reuben Sanon, Ryan Pennington

Goals of Agency's Operating Budget

Transportation's Operating budget manages and implements key transportation initiatives. This includes assisting with implementation of Complete Green Streets, Vision Zero, Transit Network Redesign, Transportation Demand Management, and interacting with WisDOT on several state highway projects within the City of Madison. It also includes assisting in managing significant capital projects, such as East-West BRT, North-South BRT, Passenger Rail study, and the construction of an Intercity Bus Terminal.

99% Budget for General, Library, Fleet fund agencies

Transportation staff spend a large portion of their time working on the capital programs within the Capital budget. Staff will be required to allocate time used on capital projects to the corresponding capital budget item. Currently Transportation is budgeted to allocate 6.5% of their time to capital projects, yet over the past three years 20% to 25% of staff time has been allocated to capital projects. We propose using a capital project allocation of 10% to 11%, which would fund the reallocation described below and needed recruitment expenses.

Reallocations and Other Changes (if applicable)

The Public Information Officer (PIO) (position 1253) currently housed in Parking will be transferred to the Transportation Department so that position can be a resource to all Transportation Divisions as they interact with community members regarding initiatives and projects. This model is similar to what DPECD has recently implemented.

Currently this position is 100% funded by the Parking Division. With this reallocation, we propose to fund the position 50% by the capital projects within Transportation, with the remaining 50% borne equally by Traffic Engineering, Parking Division, and Transportation (16.7% for each division).

As mentioned, the Transportation budget currently has 6.5% of personnel costs allotted to capital projects. Revising staff allocation to 10% to 11% of personnel time to capital projects is closer to actual experience and would provide the funds necessary to support Transportation's contribution to the PIO and needed recruitment expenses.

Optional Supplemental Request

The Bi-partisan Infrastructure Law (BIL) provides an unprecedented opportunity to capture federal funds for city priorities. Federal funding typically leverages City money by a factor of five. To capture as much BIL funding before the law expires, Transportation is requesting \$30,000 of supplemental funding for consulting services for grant writing. Many Infrastructure Notices of Funding Opportunities (NOFO) require specialized knowledge of the program, or Benefit Cost analysis using federally specified values for time, life, discount rates, etc. This expertise is not available with City staff. Consultant help has captured significant federal

grants in the past 4 years, and this will allow continued pursuits the final two years of the BIL. This request is being transferred from Transportation's capital budget request to Transportation's operation budget request at the request of Finance.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
	43 -
Segment 3	TRANSPORTATION

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
1100 - GENERAL	\$564,809	\$564,809	\$0
431 - TRANSPORTATION			
MANAGEMENT	\$564,809	\$564,809	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$422,743	\$418,743	-\$4,000
52 - BENEFITS	\$105,672	\$105,672	\$0
53 - SUPPLIES	\$3,000	\$3,000	\$0
54 - PURCHASED SERVICES	\$22,000	\$26,000	\$4,000
57 - INTER DEPART CHARGES	\$11,394	\$11,394	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	TRANSPORTATION
Enter your Service:	Transportation Management
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select		Enter \$.	Click or tap here to enter text.
Select		Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The PIO (position 1253) currently housed in Parking will be transferred to the Transportation Department so that position can be a resource to all Transportation Divisions. The position will be 50% funded by capital projects, 16.7% by Parking, 16.7% by TE, and 16.7% by Transportation. This will add roughly \$20,800 to the Transportation Department budget.

Currently Transportation is budgeted to allocate 6.5% of their time to capital projects, yet over the past three years 20% to 25% of staff time has been allocated to capital projects. We propose using a capital project allocation of 10% to 11%, which would fund the reallocation described above.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Transferring the PIO position to Transportation will allow it to support engagement efforts for all three divisions. This will help us engage underserved/representative communities with all types of transportation projects. This is particularly important as we move forward with implementation of Complete Green Streets as well as engagement efforts needed for North-South BRT.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Transportation is requesting an additional \$30,000 of consulting services for federal grant writing. The Bi-partisan Infrastructure Law (BIL) provides an unprecedented opportunity to capture federal funds to build city priorities. Federal funding typically leverages City contributions by a factor of five. To capture as much BIL funding before the law expires, Transportation is requesting supplemental funding for consulting services for grant writing. Many Infrastructure Notices of Funding Opportunities (NOFO) require a Benefit Cost analysis using federally specified values for time, life, discount rates, etc. This expertise is not available with City staff. Consultant help has captured significant federal grants in the past 4 years, and this will allow continued pursuits the final two years of the BIL.

Transportation is also requesting \$4000 for recruitment expenses that could be required to fill the Transportation Planner 3 position.

Estimated Costs:

- Personnel: [Click or tap here to enter text.](#)
- Non-Personnel: \$34,000
- Explain the assumptions you used to estimate costs: [Click or tap here to enter text.](#)

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Transportation staff will properly allocate time worked on Capital projects to the appropriate Capital budget billing code.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

The successful awarding of grants to the City.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Making the PIO position more broadly available to all Transportation Divisions and associated transportation projects and initiatives. This will help us capture more input from

underserved/represented community members. This will help us be more proactive engaging these communities regarding transportation projects and initiatives.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
The PIO position 1253 is being moved from the Parking Division to the Transportation Department

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

This PIO position change is designed to be cost neutral and more accurately reflect the role to the total Transportation Department that this position has historically filled. It will also more accurately assign costs to the Divisions and projects that are being served by the position.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Making the PIO position more broadly available to all Transportation Divisions will help us capture more input from underserved/represented community members. This will help us be proactive engaging these communities regarding transportation projects and initiatives such as Complete Green Streets, Vision Zero, Amtrak, and North-South BRT.

Water

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Water Utility	50,763,304	46,779,172	29,955,521	49,449,500	53,346,034	58,580,500
Total	50,763,304	46,779,172	29,955,521	49,449,500	53,346,034	58,580,500

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Water Customer Service	2,683,609	3,199,006	2,962,669	3,042,724	3,148,964	3,589,056
Water Engineering	1,973,259	2,729,795	2,211,375	5,577,554	8,690,047	7,489,063
Water Finance And Admin	34,290,610	27,112,582	12,264,062	26,482,041	26,502,013	32,074,074
Water Operations & Maintenance	10,911,472	12,466,638	11,499,629	13,190,291	13,790,864	14,266,211
Water Quality	904,354	1,271,151	1,017,786	1,156,890	1,214,146	1,162,096
Total	50,763,304	46,779,172	29,955,521	49,449,500	53,346,034	58,580,500

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Charges For Services	(47,637,342)	(45,109,700)	(47,246,689)	(48,625,000)	(48,625,000)	(56,974,500)
Fine Forfeiture Asmt	(236,813)	(222,200)	(258,886)	(199,000)	(199,000)	(230,000)
Invest Other Contrib	50,503	(250,000)	334,248	(160,000)	(160,000)	(860,000)
Misc Revenue	(501,511)	(380,500)	(850,510)	(465,500)	(465,500)	(516,000)
Other Finance Source	(2,438,141)	(816,772)	(1,477)	-	(3,896,534)	-
Transfer In	-	-	(3,916)	-	-	-
Total	(50,763,304)	(46,779,172)	(48,027,230)	(49,449,500)	(53,346,034)	(58,580,500)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	8,111,708	9,634,170	9,058,640	10,042,323	10,486,204	10,452,296
Benefits	2,421,993	3,019,814	3,079,453	3,198,498	3,300,603	3,321,718
Supplies	1,423,549	2,238,100	1,678,453	2,320,500	2,320,500	2,620,622
Purchased Services	4,423,443	5,980,476	4,857,176	7,616,050	5,809,980	6,475,651
Debt Othr Financing	28,176,096	19,292,500	5,878,717	18,486,073	18,486,073	23,960,809
Inter Depart Charges	1,012,127	1,139,389	1,043,486	1,145,721	1,302,339	1,176,405
Inter Depart Billing	(2,431,005)	(2,511,000)	(2,516,235)	(2,527,000)	(2,527,000)	(2,527,000)
Transfer Out	7,625,394	7,985,723	6,875,831	9,167,335	14,167,335	13,100,000
Total	50,763,304	46,779,172	29,955,521	49,449,500	53,346,034	58,580,500

To: Mayor Satya Rhodes-Conway

From: Krishna Kumar, General Manager, Madison Water Utility

Date: July 21, 2023

Subject: 2024 Operating Budget Transmittal Memo

CC: *Deputy Mayors; Finance Director, Budget & Program Evaluation Staff*

Major Goals

Madison Water Utility (MWU) is comprised of 5 core service lines; Water Customer Service including Communication and Outreach, Water Engineering, Water Finance & General Administration, Water Operations & Maintenance and Water Quality. Our 2024 operating budget request will ensure MWU is able 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. The desired goals of these service lines are as follows:

- Customer Service and Communication/Outreach – generate accurate water consumption and billing data to ensure proper billing; 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 General Administration – provide accurate, reliable and transparent financial information to internal and external stakeholders while exploring ways to make Utility’s rates affordable for all its customers
- Water Operations and Maintenance – monitor, 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

Revenue Projections for 2024 compared to 2023 adopted budget

MWU worked with consultants and the PSC to set rates in 2022 in effect for 2023 so that they are not overly burdensome on any one group of ratepayers. MWU has based its 2024 operating revenues on the approved 2022 rate case. MWU is projecting an overall revenue increase of \$9.1M in 2024 from 2023. Included in the 2022 approved rate case was 1) \$5M for expense depreciation for water main replacement program and 2) the creation of a two year pilot program - Madison Customer Assistance Program, MadCAP. The Utility's water main replacement program is designed to replace and maintain water infrastructure on a consistent basis so that the cost is spread among all generations that receive the benefit from the distribution system. MWU does not anticipate any major changes to our services based on revenue.

Major Changes in 2024 Operating Request

The 2024 operating budget request includes a new position for a Customer Service Rep 1 at a cost of \$67K (pay and benefits). This position will ensure timely responses to customer inquiries and address billing questions from ratepayers. MWU has sufficient 2024 budgeted revenues to cover this expense.

MWU is continuing to maintain or reduce expenses where applicable to build up cash reserves.

In 2023, \$2M was included in the budget for tank painting. MWU has found a more cost effective way to resurface the tanks, which may result in reduced the tank painting cost.

MWU closed 2022 with an operating cash balance of \$6.2M; MWU anticipate an ending operating cash balance of \$0.2M for 2023, primarily due to transfer of \$5M into the Bond Anticipatory Note (BAN) repayment fund, and the tank resurface project. The requested budget for 2024 is estimated to result in an operating cash balance of \$0.2M.

MWU transferred \$5M from the operating cash balance in 2022 to the BAN repayment fund. MWU anticipates transferring another \$5M in 2023 in preparation for the \$20M total repayment in 2024. MWU paid \$1.5M for capital improvements from the 2022 operating fund surplus. MWU anticipates paying \$4.4M for capital improvements from the operating fund surplus in 2023.

*c.c. Christie Baumel, Deputy Mayor
Sam R. Munger, Interim Deputy Mayor
Christine Koh, Budget and Program Evaluation Manager
Robert Mulcahy, Budget Analyst
January Vang, Water Utility Finance and Administration Manager
Kristine Jabas, Accountant 3*

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	86 - WATER

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
2100 - WATER UTILITY	\$0	\$0	\$0
864 - WATER CUSTOMER			
SERVICE	\$3,148,964	\$3,589,056	\$440,092
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,522,548	\$1,585,062	\$62,514
52 - BENEFITS	\$475,786	\$488,624	\$12,838
53 - SUPPLIES	\$312,000	\$322,750	\$10,750
54 - PURCHASED SERVICES	\$838,630	\$1,192,620	\$353,990
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
862 - WATER ENGINEERING	\$8,690,047	\$7,489,063	-\$1,200,985
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$1,420,463	\$1,420,463	\$0
52 - BENEFITS	\$376,650	\$376,650	\$0
53 - SUPPLIES	\$134,500	\$150,750	\$16,250
54 - PURCHASED SERVICES	\$491,100	\$541,200	\$50,100
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$6,267,335	\$5,000,000	-\$1,267,335

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
865 - WATER FINANCE AND ADMIN	-\$26,844,021	-\$26,506,426	\$337,595
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$48,625,000	-\$56,974,500	-\$8,349,500
45 - FINE FORFEITURE ASMT	-\$199,000	-\$230,000	-\$31,000
46 - INVEST OTHER CONTRIB	-\$160,000	-\$860,000	-\$700,000
47 - MISC REVENUE	-\$465,500	-\$516,000	-\$50,500
48 - OTHER FINANCE SOURCE	-\$3,896,534	\$0	\$3,896,534
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$808,035	\$711,613	-\$96,422
52 - BENEFITS	\$282,524	\$282,524	\$0
53 - SUPPLIES	\$38,450	\$12,050	-\$26,400
54 - PURCHASED SERVICES	\$296,850	\$389,560	\$92,710
56 - DEBT OTHR FINANCING	\$18,486,073	\$23,960,809	\$5,474,736
57 - INTER DEPART CHARGES	\$1,217,081	\$1,144,519	-\$72,562
58 - INTER DEPART BILLING	-\$2,527,000	-\$2,527,000	\$0
59 - TRANSFER OUT	\$7,900,000	\$8,100,000	\$200,000
863 - WATER OPERATIONS & MAINTENANCE	\$13,790,864	\$14,266,211	\$475,348
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$6,089,501	\$6,089,501	\$0
52 - BENEFITS	\$1,975,655	\$1,983,932	\$8,277
53 - SUPPLIES	\$1,739,250	\$2,033,122	\$293,872
54 - PURCHASED SERVICES	\$3,901,200	\$4,127,771	\$226,571
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$85,258	\$31,886	-\$53,372
58 - INTER DEPART BILLING	\$0	\$0	\$0

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
861 - WATER QUALITY	\$1,214,146	\$1,162,096	-\$52,050
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	\$0	\$0	\$0
45 - FINE FORFEITURE ASMT	\$0	\$0	\$0
46 - INVEST OTHER CONTRIB	\$0	\$0	\$0
47 - MISC REVENUE	\$0	\$0	\$0
48 - OTHER FINANCE SOURCE	\$0	\$0	\$0
49 - TRANSFER IN	\$0	\$0	\$0
51 - SALARIES	\$645,658	\$645,658	\$0
52 - BENEFITS	\$189,988	\$189,988	\$0
53 - SUPPLIES	\$96,300	\$101,950	\$5,650
54 - PURCHASED SERVICES	\$282,200	\$224,500	-\$57,700
56 - DEBT OTHR FINANCING	\$0	\$0	\$0
57 - INTER DEPART CHARGES	\$0	\$0	\$0
58 - INTER DEPART BILLING	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$0	\$0

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Customer Service
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
<p>Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level.</p> <p>Examples of changes that do need to be detailed:</p> <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service <p>Examples of changes that do not need to be detailed:</p> <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service. <p>If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.</p>

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2100 - WATER UTILITY	51 - SALARIES	62,514	Additional CSR 1 position
2100 - WATER UTILITY	52 - BENEFITS	12,838	Expecting a retirement from this service and the compensated absence escrow was increased to account for the retirement.
2100 - WATER UTILITY	53 - SUPPLIES	10,750	Increase in postage costs due to rising prices and increased number of mailings for the municipal services bills.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	353,990	System and software maintenance increased – we had costs reduced in our C2C for CIS, but then we needed to add some back in for Tyler Utility Billing. Consulting services has also increased to optimize our billing system. Printing services also increased for the municipal services bills and our Other services and expense increased due to the MadCAP and the use of Project Home in that program.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is not a change to the current activities or service levels. These increases are needed to expected costs in 2024. One of the larger changes is for consulting services and that is work with a consultant to optimize our billing system.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

No – No allocation changes

Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

The position Water Utility is looking to add is a CSR1 (Admin Clerk 1) position. Comp group 20, range 9, job class J011. The position would be adding an additional CSR 1 to the billing group to assist with the current workload in the billing office.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

The Madison Water Utility is requesting to include an additional Customer Service Representative 1 position in the Water FY 2024 operating budget due to the increased interface time with our customers since the switch to the new billing system on December 8, 2022. This new position would additionally allow the existing Customer Service Representative 2 and Customer Service Representative 3 positions to be off the phones and focus more on the technical work that goes into the new and involved billing protocol. This would also free up the Customer Service Supervisor from spilled over customer service work and allow for more supervisory duties.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

This change will allow the Water Utility to continue to provide quality customer service to Madison residents regarding their municipals services bill and to assist them with language access during that process, if it is needed.

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Engineering
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2100 - WATER UTILITY	53 - SUPPLIES	16,250	Increase in expected computer needs for 2024, postage increased to reflect actuals spent over the past few years, adding new budget for books and subscriptions and increasing janitorial supplies to reflect actuals spent.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	50,100	Increase in consulting services for Asset Management, CityWorks, cellular consulting, and carbon neutrality. There was also a reduction in the tank painting for 2024.
2100 - WATER UTILITY	59 - TRANSFER OUT	-1,267,335	In 2023 this was the amount that was being transferred to capital projects. In 2024 operating budget this is in Finance and Administration service.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Part of the change that is needed is due to the rotation of computers that need to be replaced. Engineering has also added budget for books and subscriptions that was not budgeted for in 2023. As for the increase in the consulting services this is to assist us in spending out money effectively regarding our assets, optimize our system operations, and to maximize our water tower leases. All of these things would help the Water Utility to run and operate more efficiently.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

No – No allocation changes

Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

N/A

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Finance and Administration
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2100 - WATER UTILITY	43 - CHARGES FOR SERVICES	-8,349,500	New rates were implemented 3/1/2023, which include \$5,000,000 for expense depreciation
2100 - WATER UTILITY	45 - FINE FORFEITURE ASMT	-31,000	Use a three year average to budget for these costs.
2100 - WATER UTILITY	46 - INVEST OTHER CONTRIB	-700,000	The interest rates have been increasing and our pooled money has some larger balances to earn some interest.
2100 - WATER UTILITY	47 - MISC REVENUE	-50,500	Use a three year average to budget for these costs.
2100 - WATER UTILITY	48 - OTHER FINANCE SOURCE	3,896,534	C2C did not reflect the rate increase that was implemented March 2023 so it shows a fund balanced applied and after the information with the new rates there is a fund balance generated.
2100 - WATER UTILITY	51 - SALARIES	-96,422	Central budget allowed Water Utility to have a 4% salary savings for 2024
2100 - WATER UTILITY	53 - SUPPLIES	-26,400	The reduction was for furniture. The 2023 operating budget included money for furniture for one of our conference rooms.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	92,710	In the C2C we had reduced the consulting fees, but we needed to add them back in due to starting the process of the rate case in 2024. Also the grants increased and this is where the MadCAP assistance is going, which is a program that was started in 2023.
2100 - WATER UTILITY	56 - DEBT OTHR FINANCING	5,404,167	Principal and interest payments and fund balance generated
2100 - WATER UTILITY	59 - TRANSFER OUT	200,000	Expected increase in PILOT

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is not a changes to current activies or service levels. A rate case was approve in December of 2022 and the new rates started March 1, 2023. With the new rates \$5,000,000 was approved for expense depreciation and a new pilot program Madison Customer Assistance Program (MadCAP). The 2024 budget reflect the new rates, expense depreciation and MadCAP.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies.

If you are not submitting a supplemental request, skip this section.

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

- No – No new positions
 Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

N/A

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Operations & Maintenance
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2100 - WATER UTILITY	53 - SUPPLIES	293,872	These are increase due to price increases in work supplies, hardware supplies, uniform supplies, safety supplies, equipment supplies, tires, fertilizers and chemicals, gasoline and diesel.
2100 - WATER UTILITY	54 - PURCHASED SERVICES	226,571	About 44 percent of this increase is accommodate the maintenance of well bore holes and related equipment. The other areas that increased were, sidewalk improvement, and inspection services for DNR inspection requirements of reservoirs and tanks.
2100 - WATER UTILITY	57 - INTER DEPART CHARGES	-53,372	TE charges were entered in Operations & Maintenance and also Finance and Administration. With the approval of Central Budget we removed the amount from Operations & Maintenance so it wasn't double counted.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is not going to be a change to the current activities or service levels. These changes are due to the increases in our costs in the materials that we use to maintain our water infrastructure.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete “Part 3. Supplemental Request” above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

No – No allocation changes

Yes – Includes proposed allocation changes

If yes, complete the “Position Allocation Change Form” and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

No – No reclassifications

Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

No – No change to # of FTEs

Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

N/A

2024 Operating Budget Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	WATER
Enter your Service:	Water Quality
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to description <input type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i>	
Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates?	
<input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i>	
Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed:
<ul style="list-style-type: none"> • Moving \$10,000+ within a Service from one Major to another Major • Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed:
<ul style="list-style-type: none"> • Total changes of less than \$10,000 at the Major and Service level. • Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.
If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of Service and/or Major Changes of \$10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	\$ Change	Description
2100 - WATER UTILITY	54 - PURCHASED SERVICES	-57,700	Expected lab services fees were reduced and the monitoring well expense was reduced from the 2023 budget.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is not a change to current activities for Water Quality, some years there are different testing requirements so the costs change due to the proposed testing for a given year.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

This change will not specifically address specific inequities or advance other equity goals. This change is not related to a Neighborhood Resource Team recommendation.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:

- Personnel: \$Click or tap here to enter text.
- Non-Personnel: \$Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
- Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:

Click or tap here to enter text.

of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

- No – No change to # of FTEs
- Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

No – No new positions

Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

N/A

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

N/A